



Springfield POLICE

Goals & Objectives

2017-2019

2017 updates

2018 updates



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Goal 1: Crime Reduction

Overall Crime

Objective 1-1: Monitoring of crimes for emerging trends.

- a) Patrol Commanders will conduct timely analysis of crimes occurring in their assigned areas and during their section's assigned shifts.

Patrol Commanders continually receive valuable information from Crime Analysis and Criminal Investigations. They develop plans of action to address emerging crime trends based off this information and from information they research on their own using a wide variety of resources (NICHE, other agencies, etc.).

No change.

- b) Patrol Commanders will identify pockets of crime and will collect any relevant intelligence from CID and CAU to develop enforcement strategies for their respective sections. Patrol Commanders and Supervisors will be responsible for executing the Patrol Deployment Plans created by the CSS Commander as part of the Zone Blitz initiative. Results will be forwarded to the CSS Commander, who will assess and adjust as necessary for other emerging crimes in the specified areas.

UOB has developed and implemented plans of actions such as a city-wide Foot Patrol Program and initiatives to address the high level of auto thefts, domestic assaults, and pedestrian safety at arterial roadways/intersections. The CSS Commander is still developing PDPs for the Zone Blitz Initiative (Council Zone 1) and patrol squads focus on them as time and manpower allows.

On 7/18/18, Squad 3 (Sgt. H. Anderson) had two officers assigned to foot patrol northside on a split shift. The officers recovered two stolen vehicles while on foot patrol, around 2540 N. Delaware. This area is known for frequent criminal activity. A stolen truck was recovered in report 18-25373, and a stolen motorcycle was recovered in report 18-26399.

Additional example: Lt. Meyer gathered information from CID and a Special Bulletin before writing an Operations Plan in response to a rash of residential burglaries in the Southern Hills Subdivision. These burglaries occurred in the first few months of the year. On 6/8/18, Squad 13 utilized the SRT van and several unmarked CID vehicles to conduct surveillance in the Southern Hills Subdivision. Several contacts were made with people during the operation between the hours of 12:30 a.m. until 04:30 a.m., but

no burglary suspects were arrested.

- c) Continue to work with all involved parties to begin recording footage from traffic cameras and develop a way to retain that footage for 30 days.

No progress.

No progress.

Responsible Group(s): Chief's Office, UOB-Patrol & CSS, ISSB-CAU, CID, PAO

Performance Measure(s): Implementation of enforcement strategies by commanders and continued support of the Zone Blitz initiative. Traffic camera footage being recorded and retained as planned.

Objective 1-2: Expand current Uniform Operations Bureau (UOB) Center City Zone to a full and complete Zone 3.

- a) A multi-phased approach to fully expand the Center City Zone into a complete Zone 3. To stay consistent with the other two zones, this initiative will require numerous full-time employees (FTEs). Those FTEs are as follows: (1) Captain, (3) Lieutenants, (6) Sergeants, (6) Corporals, (17) Officers.

This is still a long-term goal. It is contingent upon staffing and adding additional manpower to the SPD. In 2017, we added Squad 17 (1 Sgt, 1-Cpl 6-Officers and assigned them to the Center City Zone. They operate as an Overlap squad and they split their manpower between the zones when applicable.

No further progress.

- b) To maintain the established ratio (4:1) between sworn and non-sworn personnel, additional FTEs will be needed. This will result in the addition of eight (8) non-sworn FTEs.

In 2017, one ISS and one PSR non-sworn FTE were added.

In 2018, one ISS non-sworn FTE employee was added. Ratio currently at approximately 4.5: 1

- c) Coordinate with Springfield-Greene County Emergency Communications to ensure staffing exists and/or is added to establish a third communication frequency.

Emergency Communications has hired and is training additional staff to address other needs, along with this issue. It should be operational in 2018.

No change.

Responsible Group(s): Chief's Office, UOB

Performance Measure(s): Adequate department staffing and funding to allow for these positions.

Subsequent hiring of needed personnel. Completed expansion of Zone 3.

Objective 1-3: Maintain a balanced workload and seek a more comprehensive approach to staffing between UOB and ISSB. The focus needs to be on the increase in manpower and workload in UOB and how that corresponds to the increase in workload/caseload in ISSB. To accomplish this, an annual review, conducted by the SPD's Research and Development Unit would be needed and recommendations would need to be made to ensure this goal is accomplished and the balance between the bureaus is maintained.

A review was conducted assessing all aspects of the Criminal Investigations Division to determine the needs as they relate to case load, crime trends and community priorities. Thus, the following needs were determined and approved for funding by the Level Property Tax over a 3- year period: A Domestic Violence Unit (1 Sgt, 1 Cpl, 4 more investigators), 7 Property Detectives (3 of which are Juvenile Investigators), and a Vice Unit (1 Sgt, 1 Cpl, and 4 investigators). In addition, a need was determined for more Investigative Support Services staffing. One additional ISS person was approved to hire early in the year. Three more ISS have been approved to be phased along with the above described detectives. The first one is scheduled to be hired in January 2019.

No change to the 2017 proposal. The first ISS position was filled in January 2019.

Responsible Group(s): Chief's Office, UOB, ISSB

Performance Measure(s): Adequate department staffing and funding to allow for these positions.

Subsequent hiring of needed personnel.

Violent Crime/Gangs:

Objective 1-4: The development of a Career Criminal/Wanted Subject Unit.

- a) The primary focus of the unit would be to target career criminals and use of Operation Crossfire and Rollin' Stolen lists. Offender lists would be a fluid list with criteria set by CAU, UOB, CIS and SIS.

No progress.

No progress.

- b) While the Special Investigations Unit (SIU) would still concentrate on the Crossfire list and street gangs, the focus of this unit would be addressing violent career offenders, sexual predators and property offenders. The unit would also work closely with Probation/Parole and the U.S. Marshals Task Force in gathering intelligence on career criminals.

No progress.

No progress.

- c) The unit would also serve to actively seek out and arrest wanted subjects with both state and municipal warrants daily.

No progress.

No progress.

- d) The new unit would be staffed by a sergeant, a corporal, and four officers under CID/SIS. The staffing would require the addition of six (6) sworn fulltime employees (FTEs).

No progress.

No progress.

- e) Add one non-sworn Investigative Services Specialist. This would require the addition of one (1) FTE.

No progress.

One ISS was transferred to SIS in November of 2018.

Responsible Group(s): Chief's Office, ISSB-CID

Performance Measure(s): Adequate department staffing and funding to allow creation of the unit.

Selection of personnel for the unit. Establishment of the offender list and continued use of current lists. Coordination with outside agencies has been accomplished.

Objective 1-5: The development of a Special Investigations Vice Unit.

- a) Primary role of the Vice Unit would be to focus on human trafficking, prostitution, compliance checks, etc. These are long term investigations that require specialized training and resources to work properly.

The Level Property Tax will fund the creation of the Vice Unit beginning in 2020.

No further progress. Still on track for 2020.

- b) The unit would consist of one sergeant, a corporal, and four officers. The staffing would require the addition of six (6) sworn FTEs.
The Vice unit will be fully staffed (1-Sgt, 1-Cpl, 4-Officers) in 2021.

No further progress. Still on track for 2021.

- c) Add a non-sworn Investigative Service Specialist to the Criminal Investigations Division. This would require one (1) additional FTE.
One ISS will be hired in 2020.

No further progress. Still on track for 2020.

Responsible Group(s): Chief's Office, ISSB-CID

Performance Measure(s): Adequate department staffing and funding to allow for these positions.

Selection and training of personnel for each position.

Objective 1-6: ISSB/CID does not have a Quartermaster/Technician to monitor equipment and vehicle needs of the Division.

- a) Add non-sworn Quartermaster/Technician position to the Criminal Investigations Division. This would require one (1) additional FTE.

No progress.

No progress.

Responsible Group(s): Chief's Office, ISSB-CID

Performance Measure(s): Adequate department staffing and funding to allow for these positions.

Selection and training of personnel for each position.

Objective 1-7: Continued partnerships with the Greene County Prosecutor's Office and with other State and Federal law enforcement stakeholders.

- a) Continue task force operations with federal agencies such as the FBI, ATF, Secret Service, DEA, Postal Inspector's Office, U.S. Marshals Service, and IRS.
We continue to partner with all Federal agencies as listed above. We have Task Force Officers with the FBI, ATF, DEA, IRS, U.S. Marshals and the Secret Service. While the Postal Inspector doesn't have an actual Task Force Officer program, we work closely with them on package interdiction with the Narcotic PSD team. We also maintain open lines of communication with the Greene County Prosecutor's office and host monthly meetings for case reviews.

We continue to partner with all Federal agencies as listed above. We have Task Force Officers with the FBI, ATF, DEA, IRS, U.S. Marshals and the Secret Service. While the Postal Inspector doesn't have an actual Task Force Officer program,

we work closely with them on package interdiction with the Narcotic PSD team. We also maintain open lines of communication with the Greene County Prosecutor's Office and host monthly meetings for case reviews.

Responsible Group(s): Chief's Office, ISSB- CID, UOB

Performance Measure(s): Continued partnership with the GCPA. A commitment to keep filled all TFO positions with Federal Agencies including the FBI, ATF, IRS, Postal Inspector, Marshals Service, and Secret Service.

Family Violence

Objective 1-8: Family Justice Center.

- a) Establishment of a Family Justice Center at an off-site location that houses an investigative unit from the SPD, known as the Family Violence Unit, along with an Assistant Greene County Prosecuting Attorney (dedicated to child abuse and domestic violence victims), a victim advocate, a representative from the Circuit Clerk's Office, and representatives from various service organizations (e.g. Harmony House, Victim Center, Child Advocacy Center).
Greene County voters passed a ½ cent sales tax that included \$500,000 annual for joint City-County projects. GCPA Dan Patterson proposed the Family Justice Center be established. Funding has been included in the 2018 budget to do so.

The Family Justice Center officially opened on October 1, 2018.

- b) Increase staffing of the Family Violence Unit from the two-grant funded domestic violence investigators to a full unit consisting of a sergeant, corporal, and four additional investigators. This unit would require the addition of six (6) FTEs.
The Level Property Tax will fund the additional personnel need to fully staff the Family Violence Unit in 2019 (a sergeant, a corporal and 4 more officers).

Two detectives were selected to work at the Family Justice Center full time and have moved to that location at the Greene County Court House. Additional officers have been hired to fill the six positions funded by LPT and will be available for duty in Fall of 2019.

- c) Add one non-sworn Investigative Services Specialist. This would require the addition of one (1) FTE.
The Level Property Tax will fund an ISS for the Family Violence Unit in 2019.

No further progress.

Responsible Group(s): Chief's Office, ISSB, UOB

Performance Measure(s): Adequate department staffing and funding to allow creation of the center. Increased staffing for the Family Violence Unit. Selection of personnel for the unit.

Objective 1-9: Education and Training.

- a) Continued partnership with Springfield Public Schools and Community Partnership to present programs on teen dating violence.

Officer Laura Kitta contacted a counselor from Central High School about a Teen Dating Violence program. The counselor agreed to introduce the program to current female group established by the High School. The females will be invited to participate on voluntary bases.

The Springfield Community Services Section (CSS) contacted high schools in the city to partner with them and provide information regarding Teen Dating Violence. School administrators have advised they already cover this topic, and do not need assistance from the police department. They have also advised that Springfield School Police help as needed. In the past, information on the topic was offered through an existing program, however it was on a voluntary attendance basis only.

- b) Continue SPD representations on Family Violence Task Force, Ozarks Fighting Back Board of Directors, and the Gang/Youth Violence Task Force.

Family Violence Task Force – Lt. Culley Wilson
Ozarks Fighting Back Board of Directors – Cpt. Vance Holland
Gang/Youth Violence Task Force – Sgt. Justin Gargus

Family Violence Task Force – Lt. Culley Wilson and Capt. Tad Peters
Ozarks Fighting Back Board of Directors – Capt. Chad Eutsler
Gang/Youth Violence Task Force – Sgt. Justin Gargus
Drug Endangered Children Coalition – Lt. Eric Reece

- c) Continue to provide additional training to officers with the initial goal of training one officer per squad as a domestic violence specialist with a long-term goal of training all officers in a similar manner.

The SPD Training Unit hosted a Domestic Violence course that was grant funded in April 2017. Twelve SPD officers attended the 1-day course. Springfield also hosted a 2-day Domestic Violence/Child Abuse course sponsored by the Missouri Office of Prosecution Services (MOPS). Four SPD

officers attended that course as well.

No further progress in 2018.

- d) Continue to partner with Victim Center and Harmony House to implement an immediate resource for victims of domestic violence who score within set parameters of a Domestic Violence Assessment tool.

Major Kirk Manlove serves on the Harmony House Board of Directors and Capt. Tad Peters serves on the Victim Center Board of Directors.

Lt. Tony Vienhage serves on the Harmony House Board of Directors and Capt. Tad Peters continues to serve on the Victim Center Board of Directors. Our partnership with the Victim Center and Harmony House has continued and strengthened with the opening of the Family Justice Center. Detectives now work in the same location with victim advocates from the Victim Center and Harmony House.

Responsible Group(s): UOB-CSS, ISSB

Performance Measure(s): Crime Prevention Officers with SPS and CP to continue the development of programs on teen dating violence. ISSB and UOB commanders continue to serve on FVTF, OFB, and Gang and Youth Violence Task Force. Selection and training of officers as domestic violence specialists. Continued use and analysis of the Domestic Violence assessment tool. Continue to provide an immediate resource for victims who score within the set parameters is established and utilized.

Property Crime

Objective 1-10: Due to the continued property crime throughout the city, an increase of four additional investigators and an Investigative Services Specialist in the Property Section is needed. This would require the addition of five (5) sworn FTEs.

- a) Add two full-time Auto Theft Investigators to the Property Unit.
The Level Property Tax will fund this beginning in 2019

The additional Auto Theft Investigators will be added in Fall of 2019 after newly-hired officers funded by Level Property Tax have completed training.

- b) Add one full-time Pawn Shop Investigator to the Property Unit.
The Level Property Tax will fund this beginning in 2019

The additional Pawn Shop Investigator will be added in Fall of 2019 after newly-hired officers funded by Level Property Tax have completed training.

- c) Add one full-time Financial Crimes Investigator to the Property Unit.
The Level Property Tax will fund this beginning in 2019

The additional Financial Crimes Investigator will be added in Fall of 2019 after newly-hired officers funded by Level Property Tax have completed training.

- d) Add one non-sworn Investigative Services Specialist to the Property Unit.
The Level Property Tax will fund this beginning in 2019

Still projected to fund this position in 2019.

Responsible Group(s): Chief's Office, ISSB

Performance Measure(s): Adequate department staffing and funding to allow for these positions.
Selection of personnel for each position.

Objective 1-11: Education of businesses and the community.

- a) Continue to offer all new businesses information on how to get involved with, or how to start, a Business Watch program in their area when the business applies for a business license with the City of Springfield. Continue to expand Neighborhood Watch, Apartment Watch, and Block Watch groups throughout the city.

Members of the Community Services Section, specifically Crime Prevention Officers, conducted various training seminars to local businesses about criminal activities. Officers spoke with 11 different banks, and approximately 120 employees, about robbery prevention and robbery procedures, counterfeiting and forgery detection. During these presentations, officers stressed the importance of obtaining good preliminary information instead of rudimentary and basic information; i.e. license plates of vehicles in addition to just the color.

Members of the Springfield Community Services Section (CSS), specifically Crime Prevention Officers, conducted various training to local businesses regarding criminal activities. Over 50 different businesses were provided various training to include: Active Shooter, Shoplifting Prevention, Robbery Prevention, and Security Surveys. During these presentations, officers stressed the importance of providing detailed information to dispatchers, and what information officers would need when responding.

The Business Watch Program was also revamped this year to expand the training and information provided to businesses. Over 300 businesses in the

community were notified of the Business Watch program and several groups have since begun networking with each other, which is a core concept of the Business Watch Program.

- b) Continue to offer all new businesses with a physical address a Crime Prevention Through Environmental Design (CPTED) security survey prior to the opening day of their business. Crime Prevention Officers would work with City Licensing to identify new businesses opening in the city and contact them to make them aware of the program while also working with local architects and building contractors to identify new or existing businesses to incorporate CPTED in the planning and construction process.

Information was relayed through the City to new business owners about Crime Prevention Through Environmental Design (CPTED) techniques and programs. In addition, Crime Prevention Officers personally contact these new businesses and relay CPTED information. Because of the lack of interest, it was determined that Crime Prevention Officers would contact business owners who had recently been the victims of property crimes or burglary and see if the response might be more positive. This avenue seemed to work better, and we received positive feedback from business owners. Crime Prevention officers have been able to help local business owners implement CPTED principles at their location, thus preventing further criminal incidents.

Information has continued to be relayed through the City to new business owners about the Crime Prevention Through Environmental Design (CPTED) techniques and programs. Crime Prevention officers contact businesses that have reported Commercial Burglaries at their location. Officers provide CPTED information and suggestions to each business that expressed interest.

The Springfield Community Services Section conducted a CPTED survey for the Town and Country Shopping Center which has approximately 36 stores. Security Surveys have also been conducted for over 20 businesses including: A Domestic Violence Shelter, Veterinary Clinics, Banks, and other businesses. Crime prevention officers have been able to help local business owners implement CPTED principles at their locations, thus preventing further criminal incidents.

Responsible Group(s): UOB- Community Services Section Support Unit

Performance Measure(s): Continued expansion of all Watch related programs offered by the Crime Prevention Unit. Information packet/pamphlet created and given to Licensing Dept. for distribution with business license applications. Process established for new business visits by Crime Prevention Officer prior to opening.

Cyber Crime

Objective 1-12: Increase equipment and task force participation.

- a) Seek additional funding for equipment and operational needs for the Computer Forensics Unit through federal, state and local funding sources. The SPD received \$24,898 worth of equipment from the ICAC Task Force Grant and another \$50,713 worth of equipment from the USSS after CFA Fraser completed his training at the U.S. Secret Service – National Computer Forensics Institute.

In 2018, the SPD received \$7,000.00 worth of equipment from the ICAC Task Force Grant for computers, software, and training. Another \$22,000.00 from the JAG grant and \$10,000.00 from HIS for computers and additional storage. Training attended by the Cyber Crimes Unit included SQL Lite databases, Cyber Incident Response, Mac Forensic Analysis, Cellebrite Forensic Examinations, and Freenet File Sharing Investigations.

- b) Continue participation in the FBI Violent Crimes Against Children Task Force and the Cyber Crimes Multi-Jurisdictional Task Force.

The Southwest Missouri Cyber Crimes Task Force (SMCCTF) formed an Executive Board last year, and Cpt. Holland was elected to serve on the board. The Computer Forensics Unit processed the following for the FBI or ICAC task force and the Southwest Cyber Crimes Task Force (SWCCTF) specifically related to child exploitation cases; 212 mobile devices, 96 computers or hard drives and 457 others (flash drives, CDs, DVDs, media cards or micro SD cards).

Captain Eutsler took over for Major Holland a member of the Southwest Missouri Cyber Crimes Task Force (SMCCTF) Executive Board. The Computer Forensics Unit processed the following for the FBI or ICAC task force and the Southwest Cyber Crimes Task Force (SWCCTF) specifically related to child exploitation cases; 551 mobile devices, 202 computers or hard drives and 596 other (flash drives, CDs, DVDs, media cards or micro SD cards). Total data was 268 TB.

Responsible Group(s): Chief's Office, ISSB-Computer Forensics Unit Supervisor

Performance Measure(s): Funding sources identified, and funds secured for needed equipment.

Ongoing participation with the FBI Task Force and VCAC Task Force or any other that is identified.

DWI/Traffic

Objective 1-13: A Hazardous Moving Violation Unit (HMOVU) scheduled to work evening shift hours and trained in traffic reconstruction, fatal crash investigation, drug recognition, and DWI enforcement was created and partially staffed through a COPS Hiring Grant received in 2016.

- a) To fully implement the HMOVU, a sergeant and corporal are needed to supervise the already funded five COPS grant officers and a reassigned DWI

officer. In addition, a non-sworn Traffic Safety Officer is also needed. This would require the addition of two (2) sworn and one (1) non-sworn FTEs.

No progress.

A Hazardous Moving Violation Unit (HMOVU), also known as Traffic 3, was fully staffed with a squad sergeant and corporal on 07-27-18. This HMOVU squad, referred to as Traffic Squad 3, works evening shift hours, and it is staffed by a squad sergeant and corporal to supervise five officers who are funded by the COPS Hiring Grant. These officers have received training in both Basic and Advanced motor vehicle crash investigations, and they are scheduled to complete traffic reconstruction training in April 2019. One officer on this squad received Drug Recognition Expert (DRE) in 2018, and two officers on this traffic squad are scheduled to attend drug recognition training in 2019. The non-sworn Traffic Safety Officer position is still not staffed.

- b) Continue partnership with MODOT in grant for DWI Enforcement, Hazardous Moving Violations and DWI Task Force.

The Springfield Police Department maintains a partnership with MODOT and receives grant funds on an annual basis. For FY 17, the Springfield Police Department received DWI Enforcement Funds in the amount of \$108,629 and Hazardous Moving Violation Enforcement funds in the amount of \$76,404. The Springfield Police Department is a member of the Central Ozarks Regional DWI Task Force which conducts joint DWI Enforcement Operations and provides for a mutual aid working agreement, and coordination of personnel and equipment.

The Springfield Police Department maintains a partnership with MoDOT and continues to receive grant funds on an annual basis. For FY18, the Springfield Police Department received DWI Enforcement Funds in the amount of \$122,484 and Hazardous Moving Violation Enforcement funds in the amount of \$69,114. The Springfield Police Department remains a member of the Central Ozarks Regional DWI Task Force.

Responsible Group(s): Chief's Office, UOB-Traffic Unit

Performance Measure(s): Adequate department staffing and funding to allow for these positions.

Selection of personnel for each position. Selected personnel properly trained. Application made for all traffic-related grants.

Mental Health Issues

Objective 1-14: Continue to improve officer interaction with the mentally ill population.

a) Fully implement the IACP *One Mind Program*

- 1) Train additional officers in Crisis Intervention Training (CIT) to ensure that at least 20% of sworn officers are trained and maintain that minimum threshold in the future.

There are currently 51 CIT Officers, which is 15% of our 334 sworn officers. CIT training is scheduled in April 2018, and September 2018 to train additional officers.

There are currently 50 CIT Officers, which is 13.8% of the 362 sworn officers. This percentage is a result of the increase of 37 sworn officers added to the police force during this period. There is a Basic CIT training scheduled for September 2019. CIT officers have been assigned tablets to immediately connect individuals in crisis with a mental health professional via video conference.

- 2) Include the eight-hour Mental Health First Aid Course in each Recruit Academy and to all sworn officers (and identified non-sworn staff) during in-service training.

All recruits in the 69th Academy, and 13th and 14th Lateral academies, received 8 hours of MHFA training. During In-Service Training, all sworn personnel received 2 hours of Mental Health Awareness training.

All recruits of the 70th Academy, and the 15th and 16th Lateral academies, received the 8-hour MHFA training. Future academies will also receive the 8-hour MHFA training. Three additional officers were certified as Adult MHFA instructors. It is planned to have a MHFA training for current officers in 2019.

- 3) Review SOG to ensure SPD policy reflects best practices in addressing police response to person affected by mental illness.

The current SOG adequately reflects best practices for police response to CIT Calls for service.

No changes were made to the policy.

- 4) Continue to support and encourage the community partnership with Burrell Behavioral Health Center and the use of V-MCI program (mobile media tools) for each squad allowing CIT officers, patients, and physicians to communicate from the field.

SPD has established a partnership with a mental health organization (Burrell). SPD Officers work daily with the Community Mental Health Liaison. Burrell currently operates the Virtual Mobile Crisis Intervention Project with SPD.

No change in 2018. The partnership remains in effect and CIT officers in the field are assigned tablets to facilitate virtual contact between patients and providers.

- b) Work with community providers in the area to create a mental health “drop in” facility to assist law enforcement with handling these types of issues more effectively.

No progress.

No progress in 2018.

Responsible Group(s): Chief’s Office, Training Unit, UOB

Performance Measure(s): Crisis Intervention Team training, Mental Health First Aid, and additional mental health training held for recruits and officers. Funding source identified for new/existing equipment.

Goal 2: Community Engagement

Volunteers

Objective 2-1: Expansion of Volunteers in Police Service (VIPS) Programs.

- a) Continue to promote the volunteer program and expand program to train volunteers to assist with various department functions and programs to include Neighborhood Watch, Business Watch, Apartment Watch, and Block Watch.
The City of Springfield has introduced a new volunteer-based initiative for retirees (55+)- Give 5 Program. Members within the Community Services Section and Training Department are formulating a plan to place potential volunteers in specific roles within the previously outlined programs.

Members within the Community Services Section and Training Section are continually seeking new opportunities for potential volunteers in specific roles throughout the department. No additional positions were identified in 2018 nor were any new requests received by the volunteer coordinator.

- b) Specifically increase citizen participation in Crime Prevention programs such as Neighborhood Watch, Business Watch, Apartment Watch, Block Watch, and Citizen Alert Patrol.

Members of the Community Services Section (CSS) provided five training opportunities for citizens in 2017. A total of 133 people attended the four-hour training courses. One of those classes was specifically held at the Tom Watkins Neighborhood Pavilion. CSS will continue to offer citizens different options to help prevent crime in their respective areas.

Crime Prevention Officers from the Community Services Section (CSS) provided 9 training opportunities for citizens and businesses in 2018 between Neighborhood and Business Watch. A total of 81 people attended the different training courses. CSS will continue to offer citizens and businesses different and new options to help prevent crime in neighborhoods and business districts, as well as encourage their participation in the watch programs.

- c) Work to expand the Citizens Alert Patrol (CAP) program utilizing established, Neighborhood Watch Groups. Citizens will be looking for and reporting on crime for the SPD in a trained, controlled manner.

The Citizens Alert Patrol (CAP) program expanded in late 2017 with successful training of six residents that live within the Parkcrest Neighborhood Association. Individual(s) are taking an active role to educate other residents of crimes around the area; specifically, property crimes. Also, educating residents on online crime mapping software to again better educate individuals.

Crime Prevention Officers from CSS were unable to obtain new support for the CAP program even after seeing success in 2017 with the Parkcrest Neighborhood Association. Only one resident of Parkcrest Neighborhood Association continued to be active in the CAP program during 2018, but never indicated he called in to report problems/crime. The active CAP member did turn in his volunteer service hours regularly though. CSS was unable to get any new participants in the CAP program from any Neighborhood Associations. Crime Prevention Officers and other CSS personnel continued to educate residents on the CAP program and the online crime mapping software to better educate, as well as make citizens aware of what was happening in their neighborhoods.

- d) Educate the public and continue to promote the security camera registration program for business and residential use for preventive and investigative purposes to encourage access to security cameras and recorded footage. Police Area Representatives (PAR) and Crime Prevention Officers promoted the security camera registration program whenever attending large community events (e.g. During Tom Watkins Neighborhood Night Out, Officer Laughlin provided flyers to residents about the benefits to the program). In 2017, 20 businesses and 16 private residences registered for the program.

Police Area Representatives (PAR) and Crime Prevention Officers promoted the security camera registration program when attending large community events. The Business Watch Program provides information about registering cameras at all training and during security surveys. In 2018, seven businesses and 15 residences registered for the program.

- e) Continue successful community engagement programs to include, but not limited to, the Citizens Police Academy, the Cadet Program, and the Junior Police/Fire Academy, H.E.A.T., and Police Chaplains.

The Citizens Police Academy had 21 citizens graduate from the program on November 20, 2017. The Cadet Program had six youths graduate the Cadet Academy on December 19th, 2017. The Jr. Police Academy had 27 boys and girls attend a one-day academy on July 8th, 2017. The Chaplain Program added two chaplains to their program in 2017. The HEAT unit did not add anyone to their program in 2017.

The Citizens Police Academy had 25 citizen graduates from the program on November 6, 2018. The Cadet Program had eight youths graduate the Cadet Academy on December 13th, 2018. The Jr. Police Academy had 28 boys and girls attend a one-day academy on June 23, 2018. The Chaplain Program added four chaplains to their program in 2018. The HEAT unit did not add anyone to their program in 2018.

Responsible Group(s): UOB-CSS, ISSB-Training

Performance Measure(s): Volunteers are trained to assist with the above programs. Number of Watch groups increase. City-wide implementation of the Citizen Alert Patrol program. Continue to educate on and promote the security camera network initiative. Continue and improvement of successful community engagement programs.

Employees

Objective 2-2: Employee Involvement in Community Programs.

- a) Encourage employees to take part and participate in community groups, neighborhood associations, civic clubs, non-profits, and other community programs (e.g. United Way, Salvation Army, Special Olympics, Big Brothers Big Sisters, Child Advocacy Center, Harmony House, etc.).

Here are a few examples:

Chief Williams serves on the Board of Directors for Burrell Behavior Health.

Major Manlove serves on the Board of Directors for Harmony House and Isabel's House Advisory Board.

Cpt. Peters is on the Board of Directors for Leadership Springfield and the Victim Center.

Sgt. Tonya Price serves on the Board of Directors for the Salvation Army.

Lt. Dorrell, Lt. Charleston and Lt. Parton were selected for Leadership Springfield.

Alva Arnold volunteered for with the Northwest Project and Drew Lewis Foundation.

Dan Newton volunteers and leads the security program at his church.

DeAnn Reynolds volunteers at the Developmental Center of the Ozarks.

Brian Pesek volunteers at Ronald McDonald House and with the Greene County Park Board Hockey Team.

Sgt. Ringgold serves on the Board of Directors for Big Brothers Big Sisters Board of the Ozarks.

Lt. Mike Lucas and Sgt. Curt Ringgold led the SPD United Way Campaign.

Off. Mark Priebe was honored with the City's "Gift of Time Award" for his volunteer efforts with Special Olympics.

Forty officers partnered with area Walmart Supercenters to provide toys for 135 kids during December's "Shop with a Hero" events.

Lt. Vienhage now serves on the Board of Directors for Harmony House and

The Isabel's House Advisory Board.

Lt. Curt Ringgold and Lt. Tony Vienhage led the SPD United Way campaign.

Lt. Fred Beck serves on the City of Springfield Employee Crisis Committee.

Lt. Chris Wells serves on the City of Springfield Care Leave Committee.

In December 2018, Officers again participated in the "Shop with a Hero" event, working with Walmart Supercenters to provide Christmas toys to area children in need.

- b) Promote involvement with an annual *Community Service Award* for an employee who goes above and beyond in their volunteer community service work. Appropriately recognize the award recipient at a scheduled awards ceremony.

Completed and awarded to Officer Mark Priebe in 2017.

There were no nominations for this award in 2018. SPD continues to encourage community volunteerism with its officers and will seek to recognize those officers who go above and beyond in the service of their community.

Responsible Group(s): Chief's Office, Command Staff, UOB-CSS, all employees

Performance Measure(s): Documented employee involvement in community activities and groups.

Person identified to receive Community Service Award and present the award at an awards ceremony.

Department

Objective 2-3: Continue to Expand Social Media Usage.

- a) Expand social media use by the SPD as a method to encourage community engagement (Facebook, Twitter, YouTube, Instagram, etc.).

In 2017, the SPD Facebook page grew from approximately 36,000 likes to 40,000, and the SPD Twitter account grew from more than 9,700 followers to over 11,000. Videos ranging from community events to crimes and recruitment efforts were posted on YouTube and generated considerable interest/feedback. The SPD's Instagram presence grew from 3,300 to more than 4,200 followers. Nextdoor continues to be a popular way for neighbors to communicate with SPD's crime prevention officers and PAR officers.

In 2018, the SPD Facebook page grew from approximately 40,000 followers to 50,000 and the SPD Twitter account grew from more than 11,000

followers to over 12,700. Videos ranging from community events to crimes stoppers and recruitment efforts were posted on YouTube and generated considerable interest/feedback. The SPD's Instagram presence grew from 4,200 to more than 6,100 followers. Nextdoor continues to be a popular way for neighbors to communicate with SPD's crime prevention officers and PAR officers.

- b) Create and promote a monthly interactive public forum that allows for meaningful discussion on a topic of the SPD's choosing.

The SPD had already been using Facebook Live as a recruitment tool, but in 2017, Chief Paul Williams began using it quarterly to reach out to the community and virtually "chat" with them during "Coffee with the Chief" about their topics of choice.

In 2018, Chief Williams continued to host "Coffee with the Chief" events, which facilitate community outreach and generate good dialogue on a variety of topics. This program has been successful and has generated positive feedback from the community. It is expected to continue in the future.

Responsible Group(s): Chief's Office, PAO

Performance Measure(s): Use of social media by Command Staff. Documented increase in citizens following SPD social media efforts. Creation and promotion of a monthly public forum.

Objective 2-4: Bias Based Policing Training

- a) Provide ongoing training to all personnel in the areas of bias based policing, implicit bias, cultural awareness, and cultural consciousness.

In-Service training in 2017 included all sworn and non-sworn employees receiving 2 hours of implicit bias training.

In-Service training in 2018 included all sworn and non-sworn employees receiving 2.5 hours of implicit bias training.

Responsible Group(s): Chief's Office, ISSB-Training Unit

Performance Measure(s): Continual training in the above-prescribed areas.

Goal 3: Recruitment/Retention

All Personnel

Objective 3-1: Financial incentives for employees for recruitment of personnel.

- a) Establish a monetary incentive for any employee, sworn or non-sworn, who specifically recruits personnel that complete the initial training and probationary period for a Police Department position.

The Human Resources Department funded and established a city-wide program in 2017.

The program remains in effect to encourage employee involvement in recruiting. In 2018, there were two successful referrals for SPD. One PSR referred someone who was hired as a PSR and one Officer referred someone who was hired as a PSR. Each of the referring employees was awarded the incentive money. There were 13 other referrals for Police Officer by current Officers, however, those individuals were not hired, and no incentive was awarded.

- b) Establish a financial incentive program for graduate level (advanced) degrees for sworn personnel.

This was requested, but not funded during FY18 budget process.

No further progress in 2018.

- c) Establish a financial incentive program for non-sworn personnel who have undergraduate and graduate (advanced) level degrees.

This was requested, but not funded during FY18 budget process.

Data was collected as to the number of non-sworn personnel with degrees, however, no further progress has been made on funding the incentive program.

Responsible Group(s): Chief's Office, SPOA Bargaining Unit

Performance Measure(s): Funding sources identified. New incentive programs implemented.

Sworn Personnel

Objective 3-2: Create and implement a Recruit Classification.

- a) Work with the city to create and implement a Recruit employee classification that allows recruits to not be counted toward the SPD's sworn strength while attending the SPD training academy.

The first step toward this goal has been completed. All of those in the

academy are now classified as “Police Recruit.” They transition to “police officer” upon graduation. We are not yet able to count these separately from the sworn strength. Starting in 2018, City Council approved, and funded, 3 positions to be considered “over-hires” in the Police Recruit classification.

Three positions are included in hiring for the academy as “over-hires”, but we have not received authorization to place all recruits into this category.

Responsible Group(s): Chief’s Office, ISSB

Performance Measure(s): Creation and implementation of Recruit Classification.

Objective 3-3: Develop and implement a Retention Policy that focuses on and details the SPD’s desire to retain its employees. The Policy will identify factors leading officers to leave the SPD or law enforcement and have sound policies and procedures to address factors under the SPD’s control.

a) Work with the Springfield Police Officers Association during contract negotiations to ensure SPD is comparable with other benchmark cities concerning pay and benefits.

Ongoing. Chief Williams and the City worked with SPOA in negotiating the Collective Bargaining Agreement, and resulting pay schedule, and will do so on an annual basis to address this.

No change. Chief Williams, City Management and the SPOA continue to work together on an annual basis to develop a fair agreement that promotes officer retention and improves officer conditions, while maintaining fiscal responsibility for the city.

Responsible Group(s): Chief’s Office, ISSB

Performance Measure(s): Development and implementation of a valid Retention Policy. Retain current employees.

Objective 3-4: Rehiring of Police Fire Pension Plan (Tier 1) employees.

a) Explore the possibility of a change in city policy to allow the rehiring of experienced, qualified, retired PFPP employees as LAGERS employees through a streamlined hiring process.

The possibility to do so was approved, however the process has not been adjusted. There were no effected applicants in 2017.

There were no affected applicants in 2018.

Responsible Group(s): Chief's Office, ISSB-Training

Performance Measure(s): Allow PFPP employees to be retained/rehired under the LAGERS system.

Objective 3-5: Early Hire Program.

- a) Continue to hire personnel who successfully complete the officer hiring process prior to the start of the academy and place them in selected areas of the Department to work until the Academy begins.

SPD had five early hire employees in 2017.

This program continues, and SPD had two early hire employees in 2018.

Responsible Group(s): Chief's Office, ISSB-Training

Performance Measure(s): Continued use of the established program.

Objective 3-6: Increase the use of recruiters.

- a) Utilizing the current cadre of part-time recruiters, increase recruiting efforts by allowing them to attend additional recruiting events, job fairs, university events, etc.

The part-time recruiters assisted the Resource Management Officer and visited 70 institutions in the surrounding area of Springfield, MO. This increased 18.64% over 2016, when we visited 59 places. Our target area remains focused on the Springfield area. However, the distance from Springfield included locations up to 259 miles away. The institutions visited resulted in a wide variety of diverse applicants ranging from college students and alumni, veterans, and police academy students. We also attended community events in Springfield such as the Multi-Cultural Festival, National Night Out and Cinco de Mayo Fiesta where we reached out to all members of the community about job opportunities.

In 2018, the Resource Management Officer and part-time recruiters at the department attended 51 career events in the surrounding area of Springfield, MO. There was a 27% decrease in documented career events attended, compared to 2017. However, 2017 saw a 19% increase from 2016. Therefore, we have decreased our total attendance 8% over the past two years at career fair related events. However, our traveling distance includes areas up to 275 miles away. The institutions visited resulted in a wide variety of diverse applicants ranging from college students and alumni, veterans, and police academy students. Our target area remains focused on the Springfield Metropolitan area. We attended community events in Springfield such as the Multi-Cultural Festival, National Night Out and Cinco de Mayo Fiesta where we

reached out to all members of the community about job opportunities.

- b) Add one additional full-time recruiter. This position would require the addition of one (1) FTE.

No progress.

No further progress was made in 2018.

Responsible Group(s): Training Unit, UOB, ISSB

Performance Measure(s): Increase use of current cadre of part-time recruiters. Add one additional fulltime recruiter.

Objective 3-7: Follow the established Recruitment Plan.

- a) Continue recruiting qualified applicants to protect and serve our community who represent the racial, ethnic, and gender composition of our community.

- 1) Work toward the goal of sworn staff mirroring our community demographics regarding racial and ethnic minorities; and matching the national average of sworn females in policing.

It is our goal to recruit individuals who represent the racial, ethnic, and gender composition of our community. The Chief's Community Advisory Group reviewed the SPD recruiting plan and offered suggestions to enhance our recruiting efforts. In July, we held our first ever Diversity Q&A Panel. Six current officers sat on the panel to answer questions from attendees. The media also attended and promoted the event. Prior to hosting the event we contacted minority leaders in the community for their input, and they attended the event as well. After the event ended, the feedback from those who attended was very positive. The panel was a success and will continue as an annual event.

In 2018, we held our second Diversity Q&A Panel as a follow-up to the 2017 pilot program. Six current officers sat on the panel to answer questions from attendees. The media also attended and promoted the event. Prior to hosting the event we contacted minority leaders in the community for their input, and they attended the event as well. After the event ended, the feedback from those who attended was very positive. The panel was a success and will continue as an annual event.

- b) Work with the Chief's Community Advisory Group to conduct an annual review of the recruitment plan to seek citizen input and guidance in SPD recruitment efforts of minority applicants.

This was completed on March 20, 2017. The recruitment plan was

reviewed, and several suggestions were made and incorporated.

This was completed on 2018. The recruitment plan was reviewed, and several recommendations were made and incorporated to enhance recruiting efforts.

Responsible Group(s): Chief's Office, ISSB-Training Unit, UOB, All personnel

Performance Measure(s): Recruiting qualified applicants who represent the racial, ethnic, and gender composition of our community.

Non-Sworn Personnel

Objective 3-8: Career Laddering for Non-Sworn Employees.

- a) Develop and implement a career laddering plan for all non-sworn employees to recruit and retain non-sworn employees.

Submitted for the FY 18 budget but not approved. A revised career laddering plan was completed after consultation with HR and will be submitted in the FY 19 budget process.

A revised career ladder proposal was submitted to HR and the City Manager for review and was approved with full implementation set for July 2019 (FY 19-20).

Responsible Group(s): Chief's Office, ISSB, UOB

Performance Measure(s): Career laddering plan developed and implemented. Recruitment and retention of non-sworn employees increased.

Goal 4: Equipment and Services

General Equipment

Objective 4-1: Provide new and replacement equipment to support department personnel.

- a) In the absence of a life cycle replacement plan, continue to follow and improve on the existing fleet management plan for all department vehicles.

A lifecycle replacement plan was the top priority for funds from the Level Property Tax. With the LPT renewed, those monies will be available beginning in FY 19—and continue annually. We will have a steady stream of funding.

In FY19, 30 vehicles were approved for purchase using LPT funds for various units within SPD. An additional two were purchased with insurance funds to replace damaged vehicles.

- b) Provide needed replacement equipment for the Training Unit as the new equipment purchased when the Academy opened in 2012 reaches the end of useful life.

We purchased and replaced the following items in 2017:

Tables for classrooms in PFTC
New long sleeve recruit uniforms
Wall Mats (with SPD patch) for the Defensive Tactics room
Floor mats for the Defensive Tactics room
\$27,000 in new workout gym equipment for both HQ and SDS
Skid simulator for EVOc driving
Replaced mulch on Training PT course
Added asphalt to PT Track

We purchased and replaced the following items in 2018:

New laser projectors for the PFTC classrooms
Weapon storage lockers for the Defensive Tactics and Situation Rooms
New speakers and sound system for the SDS gym
New SPD patches and Police Academy signage for display in the PFTC basement hallway
New workout gym equipment for both HQ and SDS to replace aging and broken items
Re-surfaced the asphalt on the PT Track

- c) Ensure replacement of both vehicle and handheld radios, MDTs, in-car cameras as needed/scheduled.
Leasing of MDTs is being considered by Command Staff. In 2017, the SPD purchased 38 new handheld radios, 4 new vehicle radios, 42 new MDT's and 40 new Arbitrators

In 2018, the SPD purchased eight MDT's and 53 handheld portable radios. No vehicle radios or Arbitrators were purchased in 2018.

- d) Identify funding to ensure that necessary equipment and vehicles are provided for any new FTEs approved.
Vehicles and equipment for 22 new employees (19 sworn and 3 non-sworn) was included in the Level Property Tax.

Regular vehicle purchases, due to the LPT, began in FY19. In 2018, 23 regular academy recruits and 5 lateral hire recruits were equipped through the training budget.

- e) Provide funding for storage space for ISSB (documents, DNA, fingerprint cards, media cards, etc.).
No progress.

In December 2018, Lt. Wells identified five rooms within SPD that were not being effectively utilized. He submitted a proposal for redistribution of those rooms to units that could use the space. As a result, two unused technical service rooms were reassigned to the property room for use in storing evidence, which included documents and case files. An additional room was reassigned for the storage of fingerprint cards. The remaining two rooms were assigned to UOB for storage needs.

- f) Provide funding to equip all officers with an individual tourniquet and/or a patrol pocket trauma pack to be carried on duty belts/on their person.
In progress. All patrol vehicles have been equipped with trauma packs which include tourniquets.

No further progress in 2018 on officers being supplied individual tourniquets.

- g) Identify funding for ballistic plate carrier sets for each vehicle in the SPD fleet.
Completed. We ordered and received ballistic plate carrier sets for each patrol vehicle.

No change. Completed and distributed to all patrol vehicles.

Responsible Group(s): Chief's Office, ISSB, UOB

Performance Measure(s): Funding source(s) identified. Vehicles and equipment acquired.

Services

Objective 4-2: Implement the National Incident-Based Reporting System (NIBRS) to replace the current Uniform Crime Report (UCR) system.

- a) Add a NIBRS Coordinator and two additional PSRs for quality control. This position will require the addition of three (3) FTEs.
Implementation of NIBRS is still in progress. Human Resources is in the process of creating the NIBRS Coordinator position, to be funded by the NCS-X Grant. The other two PSR positions will remain as a future goal.

Implementation of NIBRS is still in progress. A NIBRS Coordinator position is being created and will be funded by the NCS-X Grant. The additional two PSR positions will remain a future goal.

Responsible Group(s): Chief's Office, ISSB

Performance Measure(s): Funding source(s) identified. All positions filled, and services implemented.

Objective 4-3: Expand the NICHE RMS system and offer to host all other Greene County agencies, as well as Christian County agencies.

- a) One additional PSR to assist the RMS Coordinator. This will require the addition of one (1) FTE – to be funded by a surcharge (TBD) added to the annual maintenance cost paid by each agency.

In progress. We are working out the surcharge amount to participating agencies and will proceed with creating the FTE once it is funded.

Expansion of the Niche RMS will include all remaining Greene County agencies, as well as Nixa PD, by mid-2019. Once all agencies are on board, each will be required to pay a surcharge to SPD in addition to their annual maintenance. The surcharge will cover the costs of one additional PSR to assist the RMS Coordinator.

Responsible Group(s): Chief's Office, ISSB

Performance Measure(s): NICHE RMS system expanded, and other agencies added. Funding source(s) identified. Position filled, and services implemented.

Objective 4-4: Seek funding for additional services.

- a) Background investigations.

No progress.

In 2018, The department added three background investigators and ended the year with twelve contract background investigators. The department completed one-hundred eighteen background investigations in 2018. Of those one-hundred eighteen background investigations, seventy-four were for the basic academy, eighteen were for civilian employees, twelve were for lateral hires and the remaining fourteen were comprised of cadets, interns, and volunteers.

In 2018, a proposal was introduced to purchase new background investigator software, which if approved, is expected to lower the average cost per background while increasing the efficiency of the background investigation process. No additional funding for services has been identified at this time.

- b) Microfiche for recording documents.

There is \$21,000 available for this, however we have been unable to identify a company that will do it.

A company was located to convert the microfiche files to Laserfiche documents and the conversion completed. This has eliminated the need for outdated equipment and has made locating old records much easier.

- c) Software maintenance and upgrades.
Addressed in annual budget request.

No further progress. Funding will continue to be sought out through annual budget requests.

- d) Unfreeze vacant non-sworn positions currently frozen.
Completed.

No change. Completed in 2017.

Responsible Group(s): Chief's Office, ISSB

Performance Measure(s): Funding source(s) identified and services implemented.

Goal 5: Career Development

Sworn and Non-Sworn Personnel

Objective 5-1: IACP Leadership in Police Organizations (LPO).

Fully implement the IACP LPO program for all sworn and non-sworn personnel. Create a cadre of instructors to be able to teach the LPO course in-house.

We have implemented the IACP / LPO Program. A cadre of six instructors have completed the Faculty Development Workshop, and those instructors taught the 2017 class in-house. Going forward, we plan to host one LPO Course per year with in-house instructors.

The 2018 LPO course was hosted at SPD in September and October, over a three-week time frame. There were 35 attendees, 26 of them being Cpl.'s and Sgt.'s, 3 non-sworn personnel, and 6 fire department members.

Responsible Group(s): Chief's Office, UOB, ISSB

Performance Measure(s): Full implementation of IACP LPO. Cadre of in-house instructors selected and trained.

Objective 5-2: Temporary Assignment to Specialized Units

- a) Rotating internship assignment in specialized units. Each specialized unit within the Department would have a specific position available for an

internship. Based on staffing, sworn and non-sworn employees would be able to rotate temporarily to specialized units. The internships would offer personnel the opportunity to work in a specialized position for a designated period and then rotate back to their assignment.

Piloted this project with one officer in working a two-week, temporary assignment in the Vehicle Theft Unit for career development purposes.

No further progress in 2018. Staffing issues prevented the temporary assignment of personnel from UOB to CIS for career development purposes.

Responsible Group(s): ISSB, UOB

Performance Measure(s): Temporary assignment program established and implemented.

Objective 5-3: Career mentoring tasked to first line supervisors

- a) Each first line supervisor would be required to document specific plans to assist personnel in career development. Based on staffing, supervisors will be encouraged to work with specialized units to place sworn and non-sworn employees in internship programs. They would assist employees in finding specialized training within the scope of their current assignment or interest areas. Supervisors would be evaluated regarding their mentoring efforts.

Implemented and ongoing.

No change in 2018. This remains an ongoing career development initiative.

Responsible Group(s): All sworn and non-sworn supervisors

Performance Measure(s): Successful completion of temporary assignments by officers. Career development goals achieved.

Objective 5-4: Encourage and provide continuous education for sworn and non-sworn personnel.

- a) Commanders will develop brief training summaries reviewing critical policies and practices that will be presented and reviewed periodically during rollcall and/or meetings.

Implemented and ongoing (e.g. Lt. Vienhage conducted a debriefing on an incident that occurred at 2831 E. University; Lt. Charleston conducted training on the Pursuit Policy.)

Ongoing. The mid-year policy test was sent to all UOB supervisors on 6/19/18 with instructions on how to administer the test to their squads. All UOB personnel were required to participate and any missed answers were discussed with the employee for training purposes. A signed copy of

the test was placed in each employees personnel file.

An additional example of this goal can be seen in the roll call training held by Lt. Meyer and Sgt. Roufs. They met with Sgt. Roufs squad and discussed various policies, along with scenarios where those policies could come into effect.

- b) Provide training to first line supervisors and command-level personnel in leadership and management. Commit to sending commanders to advanced training such as the FBI National Academy, Missouri Police Chief's Command College, Northwestern School of Police Staff and Command, and the IACP Women's Leadership Institute.

Major Higdon graduated from Senior Management Institute for Police (PERF School) in Boston, MA.

Capt. Holland graduated from the 270th session of the FBIN National Academy (FBINA).

The Training Unit hosted a First Line Supervisor School in 2017 and had 24 SPD members, including new supervisors, in attendance.

The Training Unit hosted an LPO School and had 26 SPD members in attendance.

The Training Unit hosted a Grammar Writing for Supervisors course and had 22 SPD members in attendance.

Lt. Beck graduated from the MPCCF Command College in 2017.

Cpt. Ben King graduated from Leadership Springfield in 2017.

Lt. Laub and Sgt. Roufs graduated from GOLD in 2017.

Lt. Fred Beck, Lt. Eric Reece and Lt. Tony Vienhage were selected to attend Leadership Springfield in 2018.

Captain Chad Eutsler and Lt. Bob Byrne, graduated from the Missouri Police Chiefs Association Command College in 2018.

The 2018 LPO course was hosted at SPD in September and October, over a three-week time frame. There were 35 attendees, 26 of them being Cpl.'s and Sgt.'s, 3 non-sworn personnel, and 6 fire department members

Lt. Mark Schindler attended the FBI LEEDA Supervisor and Executive Leadership Institutes in 2018.

Captain Peters attended the Senior Management Institute for Police (SMIP) in 2018.

- c) Implement a liaison program between non-sworn Records personnel and other sections within the Department. Selected non-sworn personnel from each Records shift would attend applicable training put on by the Training Unit. Information would then be taken back and shared with Records personnel to improve their job knowledge as it pertains to information gathering and report writing.

Shift Leader Matt Robinson was chosen to be part of the Training Advisory Board to represent Records Non-Sworn staff. Shift Leaders Matt Robinson and Jamey Thomas attended training entitled, “Managing the Toxic Employee” by Jan Mirikitani. They brought back training resource documents to share with other Records Shift Leaders. Select Records PSRs attended “Grammar and Report Writing” training, also taught by Jan Mirikitani (Both trainings were hosted by our Training Unit). Shift Leader Melody Saul organized a PSR In-Service in August 2017 to provide training for PSRs on the following topics: Department Org Chart, General Expectations, Progressive Discipline, MULES Updates, Towed Vehicles, Report Writing, Property Room Overview, etc. These topics were taught by PSA Crystal Higdon and Shift Leaders Matt Robinson and Jamey Thomas. ISS Supervisor Tracy Mills provided training on Criminal Investigations, ISS functions, and using Niche to task Investigations. Detective Steele provided a presentation on Property Crimes/Financial Crimes Investigations.

Shift Leader Matt Robinson remains on the Training Advisory Board. Records will also schedule a PSR Academy and/or PSR in-service training annually. This training will include presentations from various members of other units within the department and the city.

Responsible Group(s): Chief's Office, ISSB, UOB

Performance Measure(s): Training programs identified and successfully attended. Training summaries developed and presented by Commanders. Liaison program developed and implemented.

Goal 6: President's Task Force on 21st Century Policing

In May 2015, the Final Report of the President's Task Force on 21st Century Policing was released. The goal of the task was to, “...identify best practices and otherwise make recommendations...on how policing practices can promote effective crime reduction while building public trust.” As such it serves as a guidebook for law enforcement agencies.

Objective 6-1: Work with the community and local elected officials to determine which best practices are currently in place or should be implemented in SPD.

https://cops.usdoj.gov/pdf/taskforce/implementation_Guide.pdf).

a) *Five Things Local Government Can Do* to honor their commitment to safety and security for their constituents by being involved in every phase of design and implementation of the task force recommendations.

1) Create listening opportunities with various areas and groups in the community. Listen and engage in a dialogue regarding concerns or issues related to trust.

The SPD had already been using Facebook Live as a recruitment tool, but in 2017, Chief Paul Williams began using it quarterly to reach out to the community and virtually “chat” with them about their topics of choice. The Chief hosts a monthly “Coffee with the Chief” open discussion forum at different locations throughout the city.

No change. SPD continues to leverage social media as a platform for interaction between the community and the agency. Chief Williams also continues to host regular “Coffee with the Chief” events to take questions from citizens and allow for open discussions to occur.

2) Specifically allocate local government infrastructure and IT staff expertise to support law enforcement reporting on activities related to implementation of the task force recommendations. These should include making public all relevant policies and procedures, records, and open data sets. Let the community know what you have done and will be doing.

The Springfield Police Department’s Standard Operating Guidelines are publicly accessible on the Department’s website. Additionally, statistics of traffic-related services, reported crimes, calls for service and a daily log of incident reports are accessible here. The Department is currently working to add details of officer-involved shootings, monthly stats representing Internal Affairs investigations and officer use of force to its website.

In 2018 new data became available on the Springfield Police Department’s website including details of officer-involved shootings, hate crime data, sexual assault and domestic abuse data. SPD’s Standard Operating Guidelines are still publicly accessible on the Department’s website. Additionally, statistics of traffic-related services, reported crimes, calls for service and a daily log of incident reports are accessible here. The Department is currently working to add details of monthly stats representing Internal Affairs investigations and officer use of force to its website.

- 3) Conduct community surveys on community attitudes toward policing and publish the results along with associated data. Establish baselines and metrics to measure progress and use the results to engage the community dialogue.

The City of Springfield completes a survey every 4 year that includes attitudes toward policing. That survey was completed in 2014 and will be sent out again in 2018. SPD participated in the National Police Research Platform (NPRP) in 2014-2015. The NPRP included citizen surveys about police encounters and internal surveys about a variety of things such as job/workplace, etc. SPD will also be taking part in a survey through the Police Foundation in 2018.

The City of Springfield is due to send out the community survey, conducted every four years, in February 2019. Results should be returned by April of 2019. SPD also took part in surveys through the Police Foundation in 2018. The Police Foundation surveys were both internal and external, examining not only the communities feeling toward local law enforcement, but also how the officers view their job and work environment.

- 4) Define the appropriate form and structure of civilian oversight to meet the needs of the community.

The Springfield City Council has established a Police Civilian Review Board (PCRB). The purpose of the PCRB is to review and comment to the City Council through the City Manager, and to the Chief of Police upon citizen appeals of determinations made by the Police Department about specific police conduct matters.

No change. The Police Civilian Review Board continues to exist to review and comment on citizen appeals of police conduct matters.

- 5) Recognize the correlation between poverty, urban decay, and unemployment to quality of life, the breakdown of community cohesion, and the increase of crime. Link economic development and poverty reduction to longer-term problem-solving strategies for addressing crime.

The City of Springfield has implemented the Zone Blitz / Northwest Project. The project is intended to create a sustained system for lifting people out of poverty by creating an environment whereby neighbors from throughout the community work together to address challenges and create opportunities.

The City of Springfield implemented the Zone Blitz/Northwest Project.

The project is intended to create a sustained system for lifting people out of poverty by creating an environment whereby neighbors from throughout the community work together to address challenges and create opportunities. Smart Eyes Pro camera systems, (four in total) were purchased and deployed throughout Zone 1. The camera systems were placed on utility poles in high crime areas to deter and capture any criminal activity. Beacons (blue lights) on top of the camera systems were turned on to notify citizens and criminals alike of the cameras presence.

b) *Five Things Law Enforcement Can Do* to ensure, as they implement the recommendations and develop new strategies, that they engage community members and police labor unions in the process.

- 1) Review and update policies, training, and data collection on use of force. Emphasize de-escalation and alternatives to arrest or summons in situations where appropriate. Policies and training should include shoot/don't shoot scenarios and the use of less than lethal technologies. The SPD's Standard Operating Guidelines manual is reviewed annually. The SPD collects all use of force data and completes an annual report which is reviewed by the Training Department. The training review process includes suggestions for training modifications. SPD training consists of de-escalation techniques, shoot/don't shoot scenarios and less lethal technologies.

No change to this practice. Policies and training are regularly reviewed to ensure they up to date and reflect modern police practices.

- 2) Increase transparency by collecting and making data, policies, and procedures publicly available in multiple languages relevant to the local community through official website(s) and municipal open data portals. To accelerate this, join the growing community of agencies participating in the Police Data Initiative to learn best practices around open data on policing, and to share challenges and successes along the way. The SPD has its policies available online for the public to see. The SPD publishes a Quarterly Public Safety Report (QPSR) to highlight projects and provide crime updates. The monthly UCR report is provided to City Council, and the public. Participation in the PDI is being explored.

The SPD has its policies available online for the public to see. The SPD publishes a Quarterly Public Safety Report (QPSR) to highlight projects and provide crime updates. The monthly UCR report is provided to City Council, and the public. In 2018 SPD began publishing data in accordance to PDI

guidelines. Translation options are being explored.

- 3) Call on the state Peace Officer Standards and Training (POST) Commission to implement training at all levels to ensure fair and impartial policing. The Missouri POST commission requires training to ensure fair and impartial policing for all officers on an ongoing basis.

No change. Missouri POST requires all certified officers in the state to meet minimum attendance standards for training on biased based policing. This is then input and tracked in the Missouri POST Continuing Law Enforcement Education (CLEE) tracking program. All SPD officers meet or exceed these requirements through attendance at SPD in-service training.

- 4) Examine hiring practices to better involve the community in recruiting and screening of recruits.

It is our goal to recruit individuals who represent the racial, ethnic, and gender composition of our community. This year we worked hard to focus on this goal. In July, we held our first ever Diversity Q&A Panel. Overall, the panel was a success and six of our officers sat on the panel to answer questions from attendees. The media also attended and promoted the event. Prior to hosting the event we contacted minority leaders in the community for their input, and they attended the event as well. After the event ended, the feedback from those who attended was very positive. In the future, this event could prove to be beneficial on an annual basis.

The SPD works with the Chief's Community Advisory Group to conduct an annual review of the recruitment plan to seek citizen input and guidance in SPD recruitment efforts of minority applicants. This was completed on March 20, 2017. The CCAG met at the SDS. The recruitment plan was reviewed, and several suggestions were made.

In 2018, we held our second Diversity Q&A Panel as a follow-up to the 2017 pilot program. Overall, the panel was a success and six of our officers sat on the panel to answer questions from attendees. The media also attended and promoted the event. Prior to hosting the event we contacted minority leaders in the community for their input, and they attended the event as well. After the event ended, the feedback from those who attended was very positive. In the future, this event could prove to be beneficial on an annual basis.

The SPD works with the Chief's Community Advisory Group to conduct an annual review of the recruitment plan to seek citizen input and guidance in

SPD recruitment efforts of minority applicants. The CCAG met at the SDS, reviewed the recruitment plan, and several suggestions were made.

- 5) Ensure that officers have access to the tools that will keep them safe, such as bulletproof vests and tactical first aid kits and training. Policies should reinforce the use of seat belts and other protective practices. All officers are issued, and required to wear, body armor while on duty and in uniform. SPD policy mandates the wear of seatbelts while operating a city owned vehicle. Patrol vehicles have been equipped with trauma packs, which include tourniquets.

No change as this is ongoing. If new equipment is identified as being necessary for officer safety, it will be researched, and a recommendation made for purchasing. The SPD policy on mandatory seat belt wear remains in effect. In addition, all on duty injuries and accidents are reviewed by SPD leadership and the SPD Safety Representative. If new safety issues are identified, recommendations can be made to help reduce or eliminate similar incidents in the future. This can be accomplished by policy changes, training or the purchase of additional equipment.

- c) *Five Things Communities Can Do* to ensure that community policing is not just about the behavior and tactics of police, but that it is also about the civic engagement and capacity of communities to improve their own neighborhoods, their quality of life, and their sense of safety and well-being.
 - 1) Actively engage with local law enforcement by participating in community meetings, surveys, listening posts, civilian oversight boards, citizen academies, chaplain programs, and innovative activities related to technology.
 - 2) Participate with officers in problem-solving efforts to reduce crime and improve quality of life in neighborhoods.
 - 3) Work with local law enforcement to ensure that they are deploying resources and tactics that reduce crime, improve relationships with the community and mitigate unintended consequences.
 - 4) Call on state legislators to ensure that the legal framework does not impede the ability of the community to hold local agencies accountable for their policies and practices.
 - 5) Review school policies and practices that may have an unintended consequence of pushing children and young people into the criminal

justice system and advocate for strategies that are more effective at prevention and early intervention.

Objective 6-2: Annual review of SPD Goals and Objectives compared to task force report.

a) Pillar One: Building Trust and Legitimacy

- 1) SPD's efforts in building trust and nurturing legitimacy on both sides of the police/citizen divide.

The SPD has policies available online, investigates every and all citizen complaints and have a dedicated internal affairs unit. The Chief has a Chief's Community Advisement Group that meets quarterly to discuss community issues/problems. SPD allows citizens to make a complaint or compliment online.

No change to this policy/practice. Citizen complaints continue to be investigated thoroughly and the Chief continues to meet with the Community Advisory Group to discuss community issues and problems.

b) Pillar Two: Policy and Oversight

- 1) SPD's efforts in carrying out their responsibilities per established policies that must reflect community values.

We are a CALEA accredited agency with a continuous policy review process.

No change. SPD remains CALEA accredited and will undergo a scheduled CALEA assessment in 2019 for reaccreditation.

c) Pillar Three: Technology & Social Media

- 1) SPD's efforts in the use of technology, which is built on defined policy framework, in hopes of building community trust and legitimacy.

Citizens can make complaints/compliments on line. Our PAO uses all social media platforms available. Chief conducts "Virtual Coffee with the Chief" on a regular basis using FB Live.

SPD continues to provide various avenues for citizens to voice concerns and make complaints or provide compliments on our officers. The PAO is actively engaged in social media with the public and works extensively with the local media outlets to help the community stay connected with SPD. The Chief also continues to participate in "Virtual Coffee with the Chief", providing a social media avenue for citizens to have open dialogue with the Chief.

d) Pillar Four: Community Policing & Crime Reduction

- 1) SPD's efforts are focused on the importance of community policing as a guiding philosophy for all stakeholders.

SPD is heavily involved in Community Policing and our #1 Goal every year is Crime Reduction.

SPD realizes the importance of community policing when related to crime reduction. The two philosophies go together and without one, the other cannot be successful. Crime reduction is still the #1 goal and is not possible without community support and involvement.

e) Pillar Five: Training & Education

- 1) SPD's efforts in training their personnel to handle a wide variety of challenges today.

SPD has an in-house basic academy that consists of a wide variety of training topics and tactics. The number of hours for our academy, and our in-service training (50 hours per year), go well beyond the minimum standards set by the state.

SPD has an in-house basic academy that consists of a wide variety of training topics and tactics. The number of hours for our academy (1,099 hours), and our in-service training (45 hours per year), go well beyond the minimum standards set by the state. SPD also works to bring in additional training to the region, utilizing the Regional Training Facility to bring in outside training instructors. The instructors bring in outside perspectives and new or trending topics in modern law enforcement.

f) Pillar 6: Officer Wellness & Safety

- 1) SPD's efforts in supporting and implementing officer wellness and safety as a multi-partner effort.

We use the PEER Counseling Program, dedicated critical incident officers that assist with officer involved shooting debriefs, and we have an outstanding working relationship with Burrell Center for Behavioral Health. The SPOA initiated a counseling program for all members—anonymous and free-- endorsed by the SPD as another option for officers to utilize as needed. The City also has an Employee Assistance Program available to all city employees.

No changes in 2018. These policies and programs remain in effect to provide officers with peer support and counseling when needed.

Responsible Group(s): Chief's Office, UOB, ISSB, All Personnel

Performance Measure(s): Annual review conducted of Goals and Objectives compared to task force report.