



# Springfield POLICE

## Goals & Objectives 2017-2019



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

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

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.

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.
- 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.
- c) The unit would also serve to actively seek out and arrest wanted subjects with both state and municipal warrants on a daily basis.
- 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 full-time employees (FTEs).
- e) Add one non-sworn Investigative Services Specialist. This would require the addition of one (1) FTE.

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.

- b) The unit would consist of one sergeant, a corporal, and four officers. The staffing would require the addition of six (6) sworn FTEs.
- c) Add a non-sworn Investigative Service Specialist to the Criminal Investigations Division. This would require one (1) additional FTE.

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.

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.

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).
- 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.

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

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

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.
- b) Add one full-time Pawn Shop Investigator to the Property Unit.
- c) Add one full-time Financial Crimes Investigator to the Property Unit.
- d) Add one non-sworn Investigative Services Specialist to the Property Unit.

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.
- 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.

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

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.

- b) Continue partnership with MODOT in grant for DWI Enforcement, Hazardous Moving Violations and 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.
  - 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.
  - 3) Review SOG to ensure SPD policy reflects best practices in addressing police response to person affected by mental illness.
  - 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.
- 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.

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.

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

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.).
- 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.

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.).

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

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.

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

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.

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.

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.

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.

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

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

Performance Measure(s): Increase use of current cadre of part-time recruiters. Add one additional full-time 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 in regards to racial and ethnic minorities; and matching the national average of sworn females in policing.
- 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.

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 in an effort to recruit and retain non-sworn employees.

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.
- 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.
- c) Ensure replacement of both vehicle and handheld radios, MDTs, in-car cameras as needed/scheduled.
- d) Identify funding to ensure that necessary equipment and vehicles are provided for any new FTEs approved.
- e) Provide funding for storage space for ISSB (documents, DNA, fingerprint cards, media cards, etc.).

- 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.
- g) Identify funding for ballistic plate carrier sets for each vehicle in the SPD fleet.

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.

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.

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.
- b) Microfiche for recording documents.
- c) Software maintenance and upgrades.
- d) Unfreeze vacant non-sworn positions currently frozen.

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).

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

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 of time and then rotate back to their assignment.

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 in regard to their mentoring efforts.

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 roll call and/or meetings.
- b) Provide training to first line supervisors and command-level personnel in the area of 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.
- 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 in an effort to improve their job knowledge as it pertains to information gathering and report writing.

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 21<sup>st</sup> Century Policing**

In May 2015 the Final Report of the President's Task Force on 21<sup>st</sup> 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](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.
  - 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.
  - 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 as a means to engage the community dialogue.
  - 4) Define the appropriate form and structure of civilian oversight to meet the needs of the community.

- 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.
- 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.
  - 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 work, 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.
  - 3) Call on the state Peace Officer Standards and Training (POST) Commission to implement training at all levels to ensure fair and impartial policing.
  - 4) Examine hiring practices to better involve the community in recruiting and screening of recruits.
  - 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.
- 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.
- b) Pillar Two: Policy and Oversight
  - 1) SPD's efforts in carrying out their responsibilities according to established policies that must reflect community values.
- 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.
- 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.
- e) Pillar Five: Training & Education
  - 1) SPD's efforts in training their personnel to handle a wide variety of challenges in today's society.
- f) Pillar 6: Officer Wellness & Safety
  - 1) SPD's efforts in supporting and implementing officer wellness and safety as a multi-partner effort.

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.

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