



Springfield POLICE

Goals & Objectives 2014-2016

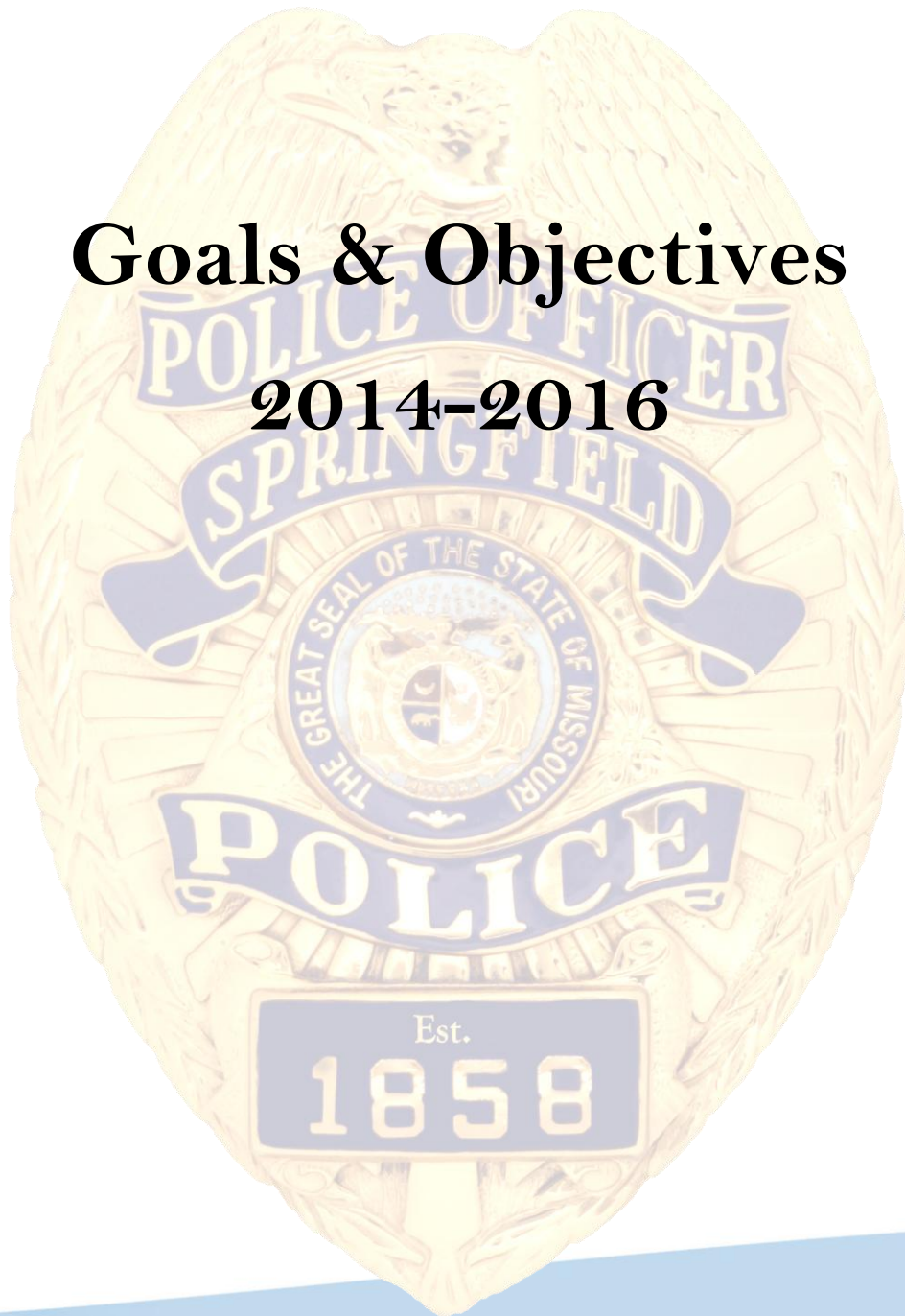


Table of Contents

<i>Goal 1: Crime Reduction</i>	<i>page 2</i>
<i>Overall Crime</i>	
<i>Violent Crime/Gangs</i>	
<i>Family Violence</i>	
<i>Property Crime</i>	
<i>Cyber Crime</i>	
<i>DWI/Traffic</i>	
<i>Mental Health Issues</i>	
<i>Non-Sworn staffing</i>	
<i>Goal 2: Career Development</i>	<i>page 6</i>
<i>Sworn Personnel</i>	
<i>Goal 3: Recruitment/Retention</i>	<i>page 7</i>
<i>All Personnel</i>	
<i>Sworn Personnel</i>	
<i>Goal 4: Community Engagement</i>	<i>page 8</i>
<i>Volunteers</i>	
<i>Employees</i>	
<i>Department</i>	
<i>Goal 5: Equipment and Services</i>	<i>page 9</i>
<i>General Equipment</i>	
<i>Services</i>	

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 a patrol deployment plan for their respective sections. Patrol Commanders and Supervisors will be responsible for executing these plans, and, upon completion, the commander will assess and adjust as necessary for other emerging crimes.
 - c) UOB Split Shift squads will conduct proactive crime reduction operations in conjunction with their Patrol Commander's identified crimes from patrol deployment plans that are in effect.
 - d) Launch the Citizens Alert Patrol (CAP) program utilizing established, Neighborhood Watch Groups. Citizens will be looking for and reporting on crime for us in a trained, controlled manner.
 - e) Establish a security camera "network" for preventive and investigative purposes by continuing to build private partnerships to encourage access to security cameras and recorded footage, while beginning to record footage from traffic cameras and retaining it for 30 days.

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

Performance Measure(s): Implementation of action plans from commanders. Citywide implementation of the Citizen Alert Patrol program. Security camera network established. Process for recording and retaining traffic camera footage established.

Violent Crime/Gangs:

- Objective 1-2: The development of a Career Criminal Task Force
- a) Offender list would be a fluid list with criteria set by CAU, UOB, CIS and SIS.
 - b) Primary role would be intelligence gathering on targeted Career Criminals. SIU would still concentrate on Crossfire list and street gangs. The focus of this unit would be addressing violent career offenders, sexual predators and property offenders.
 - c) 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 sworn full-time employees (FTEs).*
 - d) The unit would work closely with Probation/Parole and the U.S. Marshal's Task Force in gathering intelligence on career criminals.

Responsible Group: 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. Coordination with outside agencies has been accomplished.

- Objective 1-3: Partnering with the Greene County Prosecutor's Office and with other State and Federal law enforcement stakeholders.
-

- a) Work with the Greene County Prosecutor and the Greene County Court to have a standing Grand Jury. The Grand Jury expedites the prosecution of criminals bypassing the preliminary hearing requirement of the Associate Circuit Court. The Grand Jury is also useful in the indictment of criminals involved in long-term complex investigations, and the Grand Jury has subpoena powers that can assist in violent criminal investigations when witnesses are uncooperative.
- b) 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: Chief's Office, ISSB- CID

Performance Measure(s): A commitment to keep filled all TFO positions with Federal Agencies including the FBI, ATF, IRS, Postal Inspector, Marshals Service, and Secret Service. Take the lead to facilitate discussion with Greene County Prosecutor and Greene County Court to establish a Grand Jury.

Family Violence

Objective 1-4: Education of the community and offenders

- a) Partner 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) Work with the Missouri State Probation and Parole Office and the Greene County Prosecutor's Office to have first time offenders in domestic violence and child abuse cases attend anger management classes prior to completing probation or parole. In addition to continued SRT participation in the U.S. Marshals Fugitive Apprehension program, consider adoption of local, violent career offenders for possible inclusion in this same program.
- d) Implement discussion to set up a procedure that allows third degree domestic assaults not filed on by the Greene County Prosecutor's Office to be reviewed by Municipal Court for possible charges. The new process will require a working agreement with police, and both the city and county prosecutors for review and referral.

Responsible Group: UOB-CSS, ISSB

Performance Measure(s): Crime Prevention Officers with SPS and CP to develop programs on teen dating violence. ISSB and UOB commanders continue to serve on FVTF, OFB, and Gang and Youth Violence Task Force. ISSB command staff will take the lead in developing a protocol for referral of domestic violence cases to the Municipal Court. ISSB command staff to take the lead in discussion with Probation and Parole and the Greene County Prosecutor's Office to require all first time offenders in domestic violence and child abuse cases to successfully complete anger management course.

Objective 1-5: Family Violence Unit

- a) Add a new investigative unit consisting of a sergeant, a corporal, and six officers charged with child abuse and domestic violence investigations (*8 additional FTEs*). The current Special Victims Unit would be charged with investigating all misdemeanor physical assaults, missing children, harassment, and adult sex crimes. The Violent Crimes Unit would be charged with all felony assault cases, weapon violations, robbery, homicide and missing adults. The Family Violence

- Unit would be housed in the same office with Greene County PA (dedicated to child abuse and domestic violence victims), victim advocates, and representative from the Circuit Clerk's Office, and the Child Advocacy Center.
- b) 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.
 - c) Implement a Domestic Violence Assessment tool to be used by patrol officers at the scene of domestic-related calls.
 - d) 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: Chief's Office, ISSB, UOB

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

Selection of personnel for the unit. Location for the unit is established. Selection and training of officers as domestic violence specialists. Creation and implementation of the Domestic Violence assessment tool. An immediate resource for victims who score within the set parameters is established and utilized.

Property Crime

Objective 1-6: Increase the number of investigators in the Property Section with the *addition of four sworn FTEs*.

- a) Add one full-time Pawn Shop Investigator to the Property Unit.
- b) Add one full-time Scrap Metal Investigator to the Property Unit.
- c) Add two full-time Auto Theft Investigators to the Property Unit.

Responsible Group: Chief's Office, ISSB

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

Selection of personnel for each position.

Objective 1-7: Education of businesses and the community

- a) 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.
- b) 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 business to incorporate CPTED in the planning and construction process.
- c) Train VIPS participants to conduct security surveys and Business Watch Classes.
- d) Expand Neighborhood Watch to include apartment complexes by providing training for management and employees.

Responsible Party: UOB- Community Services Unit, ISSB-Volunteer Services Coordinator

Performance Measure(s): 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. Training program for VIP personnel is completed. Procedure to include apartment complex managers and employees in Neighborhood Watch program is established and implemented.

Cyber Crime

Objective 1-8: Increase personnel, equipment, and task force participation

- a) Add one new officer position and one new Computer Forensic Analyst position to the Cyber Forensics Unit. The staffing would require one additional sworn FTE and one additional non-sworn FTE.
- b) Seek additional funding for equipment and operational needs for Computer Forensics Unit through state and local grants.
- c) Continue participation in FBI Violent Crimes Against Children Task Force.
- d) Explore the possibility of joining the Cyber Crimes Multi-Jurisdictional Task Force.

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

Performance Measure(s): Adequate department staffing and funding to allow for these positions. Selection of personnel for each position. Applications submitted for available grants. Ongoing participation with the FBI Task Force. Inquiries made regarding joining VCAC Task Force or any other that is identified.

DWI/Traffic

Objective 1-9: Establish a Hazardous Moving Violation Unit (HMOVU)

- a) Add new sworn staff for a Hazardous Moving Violation Unit that works evening shift hours. The unit would be comprised of a sergeant, a corporal, and six officers who are trained in traffic reconstruction, fatal crash investigation, drug recognition (DRE), and DWI enforcement. *The staffing would require eight additional sworn FTEs.*
- b) Continue partnership with MODOT in grant for DWI Enforcement, Hazardous Moving Violations and DWI Task Force.

Responsible Group: 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 1-10: Continue to improve officer interaction with mentally ill population.

- a) Train additional officers in Crisis Intervention Training and include this training in each Recruit Academy.
- b) Expand the use of mental health clinics' mobile media tools for each squad allowing CIT officers, patients, and physicians to communicate from the field.

Responsible Group: Chief's Office, Training Unit, UOB

Performance Measure(s): Crisis Intervention Training held for UOB officers. CIT training integrated into Academy training. Funding source identified for new equipment.

Non-sworn staffing not previously mentioned

Objective 1-11: To accommodate additional workload created by increases to sworn staffing and maintain the established 4-1 ratio for non-sworn staff by *adding five FTEs*.

- a) Add one non-sworn position of RMS Coordinator
- b) Add a Quartermaster/Technician position to the Criminal Investigations Division
- c) Add a Traffic Safety Officer position to the Traffic Unit
- d) Fill all vacant non-sworn positions currently frozen
- e) Add two new PSR position (*two additional FTE positions*)

Responsible Group: Chief's Office, ISSB, UOB

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

Selection of personnel for each position.

Goal 2: Career Development

Sworn Personnel

Objective 2-1: 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, officers and corporals would be able to rotate temporarily to specialized units. The internships would offer personnel the opportunity to work in a specialized position for 30 to 90 days and then rotate back to their assignment.

Responsible group: ISSB, UOB

Performance Measures: Temporary assignment program established and implemented.

Objective 2-2: 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, Sergeants will be encouraged to work with specialized units to place officers in internship programs. They would assist officers 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: All sworn supervisors

Performance Measures: Successful completion of temporary assignments by officers

Objective 2-3: Continuous education in critical job knowledge areas

- 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

- c) Implementing the Leadership in Police Organizations program through the IACP for sworn and non-sworn.

Responsible group: Chief's Office, ISSB, UOB

Performance measures: Training programs attended and the implementation of LPO. Training summaries developed and presented by Commanders.

Goal 3: Recruitment/Retention

All Personnel

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

- a) Restore a monetary incentive for any employee who specifically recruits personnel that complete the initial training and probationary period for a sworn Police Department position.
- b) Add a financial incentive for graduate-level degrees.

Responsible group: Chief's Office

Performance measure: Funding source identified. New incentive programs implemented.

Sworn Personnel

Objective 3-2: Improve the process for the Lateral Hire Program

- a) Develop further methods of lateral hire recruitment which may include increasing directed advertising toward qualified lateral hires or any other tactic that could increase the number of potential lateral hire candidates learning about the SPD.
- b) Continue to refine the lateral hiring process so that it is as streamlined as practical while maintaining all legal hiring and training guidelines.

Responsible group: ISSB-Training

Performance measure: Increase in the number of lateral hire applications and hires.

Objective 3-3: Early Hire Program

- a) 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: Chief's Office, ISSB-Training

Performance measure: Funding source identified. Development of guidelines and requirements for the program. Implementation of the program.

Objective 3-4: Increase the number of recruiters

- a) Develop a cadre of part-time recruiters consisting of officers from both bureaus to augment the efforts of the recruiter by attending recruiting events, job fairs, university events, etc.

Responsible group: Training Unit, UOB, ISSB

Performance measure: Training developed. Personnel selected. List of part-time recruiters created

consisting of personnel from each bureau.

Goal 4: Community Engagement

Volunteers

Objective 4-1: Expansion of Volunteers in Police Service (VIPS) Programs

- a) Continue to promote the volunteer program and expand program to train volunteers to assist with Neighborhood Watch programs, Crime Prevention Programs and Security Surveys.
- b) Increase citizen participation in Crime Prevention programs such as Neighborhood Watch, Citizen Alert Patrol, and Business Watch
- c) Continue the Citizens Police Academy.
- d) Continue the Cadet program

Responsible groups: UOB-CSS, ISSB-Training

Performance measures: Volunteers are trained to assist with the above programs. Number of Neighborhood Watch groups increase. Continue annual CPA. Increased number of cadets.

Employees

Objective 4-2: Employee Involvement in Community Programs

- a) Continued participation in the Day of Caring and United Way.
- b) Encourage employees to take part in community groups, neighborhood associations, civic clubs, non-profits, and other community programs.
- c) Promote involvement with an annual *Community Service Award* for an employee who goes above and beyond in their volunteer community service work.

Responsible group: Chief's Office, Command Staff, UOB-CSS, all employees

Performance measures: Documented employee involvement in community activities and groups. Creation of the award by the Leadership Council. Person identified to receive Community Service Award.

Department

Objective 4-3: Continue to Expand Social Media Usage

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

Responsible group: Chief's Office, PAO

Performance measures: Use of social media by Command Staff. Documented increase in citizens following SPD social media efforts.

Objective 4-4: Explore the creation of a *Police Foundation* to provide funding for equipment, projects and other needs

- a) Work with Chamber of Commerce or other interested community members to research the concept of a police foundation.
- b) Establish a foundation (independent of the SPD) to serve as an endowment fund for projects, equipment, and other identified law enforcement needs.

Responsible groups: Chief's Office

Performance measures: Police Foundation established. Funding received.

Objective 4-5: Add two additional Center City Zone (CCZ) squads to provide continuous patrol coverage in the center city area.

- a) The new squads would include a staff of 16 officers, two corporals, two sergeants, one lieutenant and 5-non-sworn support staff. *These twenty-six positions would all be new FTEs.*

Responsible groups: Chief's Office

Performance measures: Funding source identified. Adequate department staffing and funding to allow for new positions. New center city personnel selected and deployed. New CCZ schedule developed and implemented.

Goal 5: Equipment and Services

General Equipment

Objective 5-1: Provide new and replacement equipment to support department personnel

- a) Life cycle replacement plan implemented for all department vehicles
- b) Furnish Park Central office space
- c) Equip five additional recruits each year
- d) Provide needed replacement equipment for the Training Unit
- e) Provide replacement car/portable radios as scheduled
- f) Provide MDTs and Arbitrators as scheduled
- g) Provide necessary equipment and vehicles for all new FTE positions
- h) Provide funding for storage space for ISSB (documents, DNA, fingerprint cards, media cards, etc.)
- i) Replace the mobile trailers at the Police Range and the K9 training area

Responsible groups: Chief's Office, ISSB

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

Services

Objective 5-2: Provide funding for additional services

- a) Background investigations
- b) Microfiche for recording documents
- c) Software maintenance and upgrades

Responsible groups: Chief's Office, ISSB

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