



Springfield  
POLICE

# 2023-2025 GOALS & OBJECTIVES

SPRINGFIELD POLICE DEPARTMENT



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# Springfield POLICE

# GOAL 1: CRIME REDUCTION

## VIOLENT CRIME

**OBJECTIVE 1-1:** Apply significantly stricter enforcement approach to major and minor criminal violations, traffic violations, noise violations, and nuisance law violations, utilizing measurable outcomes (e.g., metrics) and specific benchmarks.

1. Utilize Data-Driven Approaches to Crime and Traffic Safety (DDACTS) and Risk Terrain Modeling (RTM) to focus on directed patrol activities (including increased traffic enforcement) in high crime/high crash areas specifically targeting gun related crimes

**Responsible Group(s):** Investigations and Support Services Bureau-Crime Analysis Unit (ISSB-CAU), Uniform Operations Bureau (UOB)

**Performance Measure(s):** Report the number of traffic stops, citations, and traffic crashes on an annual basis; compare reported crime statistics in the targeted areas.

2. Officers will be expected to increase the amount of traffic enforcement citywide as compared to previous years

**Responsible Group(s):** Uniform Operations Bureau (UOB)

**Performance Measure(s):** Yearly improvement on numbers of traffic stops based on the previous year with an overall three-year goal of 10% increase department wide.

3. CID investigators will be expected to improve on clearance rates of assigned cases as compared to previous years with a focus on violent crime offenses

**Responsible Group(s):** ISSB-CID (Criminal Investigations Division)

**Performance Measure(s):** Exceed the documented national average for clearance rates for both violent and property crimes. Improvement on assigned case clearance rates for CID detectives from the baseline established by the 2022 clearance rates.

4. Add staffing to the Crime Analysis Unit – 1 FTE (non-sworn analyst) to focus on gun-related crime

**Responsible Group(s):** Chief's Office, ISSB-SSD, CAU

**Performance Measure(s):** Request and gain approval for funding to hire for this position.

**OBJECTIVE 1-2:** Coordinate with local community justice partners to determine an agreed upon strategic approach to enhanced community crime prevention, investigation, and enforcement with a focus on gun-related crimes

1. Collaborate with the Greene County Juvenile committee to address juvenile crime issues
2. Support state legislation to restrict juvenile access to handguns

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

**Performance Measure(s):** Establishing a plan with local criminal justice partners with a focus on juvenile gun related crimes. Seek state legislation addressing juvenile gun crime.

**OBJECTIVE 1-3:** Creation of a UOB Crime Suppression Unit.

1. This unit would be responsible for proactive patrol activities to include enforcement of Municipal warrants. They would also respond to Priority 1 calls for service related to violent crime (e.g., shootings, robberies, priority assaults, etc.)
2. Add 7 FTE positions (1 Sergeant, 1 Corporal, 5 officers)

**Responsible Group(s):** Chief's Office, UOB-Patrol

**Performance Measure(s):** Adequate department staffing and funding to allow for these positions. Subsequent hiring of needed personnel.

**OBJECTIVE 1-4:** Increased staffing in the Violent Crimes Unit to reduce caseloads and provide detectives more time to focus on high-priority cases (specifically gun-related crimes)

1. Add 2 FTE investigators to VCU
2. Assign one investigator to the ATF Task Force

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

**Performance Measure(s):** Adequate department staffing and funding to allow for these positions. Subsequent hiring of needed personnel.

**OBJECTIVE 1-5:** Create a Civilian Cold Case Unit within CIS

1. Add 2 non-sworn investigators who are retired law enforcement officers with past investigative experience

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

**Performance Measure(s):** Adequate department staffing and funding to allow for these positions. Subsequent hiring of needed personnel.

**OBJECTIVE 1-6:** Mobile Field Force – Establish an Operational Mobile Field Force. Create a selection and training process for Mobile Field Force Supervisors and Officers. The Mobile Field Force is an additional duty for officers and not a full-time unit.

1. Selection – Supervisors and Officers will participate in an interview and selection process managed by the Special Operations Command.
2. Training – Supervisors and Officers will participate in a basic training course, quarterly training throughout the year and an annual training event with other regional law enforcement Mobile Field Force Teams Officers assigned to the MFF will be trained in the operation of the Bearcat armored vehicle to increase the number of officers qualified to operate the Bearcat armored vehicle and the 40mm less-lethal launcher.
3. Equipment – Supervisors and Officers assigned to the Mobile Field Force will be issued specialized equipment and they will be required to maintain all equipment during the duration of their assignment.

**Responsible Group(s):** UOB-SRT

**Performance Measure(s):** Selection of personnel and subsequent training.

## OVERALL CRIME REDUCTION

**OBJECTIVE 1-7:** Enhance community engagement and participation to increase crime prevention and public education efforts

1. Create an annual Quarterly Crime Calendar based on recent and trending reported crime
2. 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
3. Expand Neighborhood Watch, Apartment Watch, and Block Watch groups throughout the city
4. 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
5. Partner with Springfield Public Schools and Community Partnership of the Ozarks to present programs to address active shooter situations
6. SPD representation on Family Violence Task Force, Ozarks Fighting Back, and the Gang/Youth Violence Task Force

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

**Performance Measure(s):** Continued participation in the above listed activities and groups. Document attendees and participants.

**OBJECTIVE 1-8:** Continued partnership with the Greene County Prosecutor's Office and with other State and Federal law enforcement stakeholders. 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

**Performance Measure(s):** Continued partnership with the GCPO. A commitment to maintain Task Force Officer (TFO) positions with listed federal agencies. Adequate department staffing and funding to allow for these positions.

**OBJECTIVE 1-9:** Partner with Public Works/traffic engineering to reduce traffic crashes by emphasizing the Education, Engineering and Enforcement approach

1. Pedestrian Safety Initiative (SGF Yields)
2. Motorcycle Safety Course
3. Increase staffing in Traffic 3 squad

**Responsible Group(s):** UOB-Traffic

**Performance Measure(s):** Following the listed approach and initiative. Offering the training course and increase staffing when department staffing allows.

**OBJECTIVE 1-10:** Annual Review of police response times to meet or exceed SPD benchmarks

1. Priority 1 – Benchmark is 6 minutes or less
2. Priority 2 – Benchmark is 10 minutes or less

3. Priority 3 - - Benchmark is 15 minutes or less

**Responsible Group(s):** UOB, UOB-911 Liaison

**Performance Measures(s):** Yearly analysis of response times and on-going evaluation of patrol call prioritization.

## MENTAL HEALTH ISSUES

**OBJECTIVE 1-11:** Work with community partners to identify and address the root causes of mental health issues

1. Support of the Burrell Behavioral Crisis Center operation and use by SPD
2. Full implementation of the Burrell Co-responder Program with the eventual goal of 24/7 coverage
3. Offer yearly Crisis Intervention Team (CIT) training to increase the number of CIT trained officers

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

**Performance Measure(s):** Utilization of BCC.; number and hours of service of the co-responders; percent of CIT trained officers to exceed 20% required by International Association of Chiefs of Police (IACP) One Mind Campaign.

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## GOAL 2: LEADERSHIP AND COMMUNICATION

**OBJECTIVE 2-1:** Improve department communication between ISSB and UOB

1. Quarterly supervisor meetings for UOB and ISSB supervisors
2. Bi-annual meetings for all supervisors Department wide
3. Continue the quarterly Lieutenant meetings
4. Coffee with the Chief for the Department on a bi-annual basis
5. ISSB supervisors will attend patrol briefings on a regular basis

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

**Performance Measure(s):** Improving department wide communication through the listed meetings.

**OBJECTIVE 2-2:** Change the makeup of the Leadership Council to provide broader representation across the department:

1. Three Officers – preferred 2 patrol and 1 ISSB
2. Two Corporals – preferred 1 patrol and 1 ISSB
3. Two Sergeants – preferred 1 patrol and 1 ISSB
4. One Lieutenant
5. Two non-sworn – 1 required to be from Records
6. One Chair – Captain or Major appointed by the Chief

**Responsible Group(s):** Chief's Office, Leadership Council

**Performance Measure(s):** Adjustment to the Leadership Council by-laws and addition of new council members.

**OBJECTIVE 2-3:** Provide training to first line supervisors and command-level personnel in leadership and management – Commitment to send personnel to advanced training such as the FBI National Academy, Missouri Police Chief's Command College, Northwestern University School of Police Staff and Command, PERF Senior Management Institute for Police, and the IACP Women's Leadership Institute

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

**Performance Measure(s):** Training identified and provided with participation in the listed advanced training opportunities.

**OBJECTIVE 2-4:** Commit to sending non-sworn and sworn personnel to community-based training such as Leadership Springfield, Greater Ozarks Leadership Development, Facing Racism Institute, City Ambassador Program etc.

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

**Performance Measure(s):** Annual participation in the listed training organizations.

**OBJECTIVE 2-5:** UOB leadership will provide timely critical tactical incident debriefings for all sworn personnel as needed.

**Responsible Group(s):** UOB Command Staff

**Performance Measure(s):** UOB commanders will provide de-briefings in a timely manner.

**OBJECTIVE 2-6:** Create annual 360 degree (upward one level) anonymous evaluation program.

1. Sworn – officers, corporals, and sergeants
2. Non-sworn – all employees

**Responsible Group(s):** UOB, ISSB

**Performance Measure(s):** Creation of an evaluation form or evaluation method to be conducted yearly.

**OBJECTIVE 2-7:** Evaluate social media use by the SPD on an annual basis to ensure good community engagement (Facebook, Twitter, YouTube, Instagram, etc.)

1. Share positive items
2. Use as an investigative resource
3. Develop PSAs or provide public education explaining officers' actions in certain scenarios

**Responsible Group(s):** Chief's Office, PAO Office, City Department of Public Information & Civic Engagement

**Performance Measure(s):** Identify and implement new social media strategies.

**OBJECTIVE 2-8:** Schedule monthly interactive public forums that allow for meaningful discussion on topics relevant to the community

1. Coffee with the Chief
2. Neighborhood Associations
3. Community Organizations

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

**Performance Measure(s):** Scheduled Coffee with the Chief and community meetings. Identify and implement other similar forums.

**OBJECTIVE 2-9:** Continue to provide ongoing training to all personnel in the areas of bias-free policing, cultural diversity and inclusion, implicit bias, cultural awareness, and cultural consciousness

**Responsible Group(s):** Chief's Office, ISSB-Training, PAO, City PIO

**Performance Measure(s):** Continue to provide yearly training. Development of PSAs and/or public education of officers' actions concerning incidents that are sensitive in nature.

**OBJECTIVE 2-10:** Provide training and resources to prepare leaders within the organization and the region.

1. Provide the IACP Leadership in Police Organizations (LPO) program annually for sworn and non-sworn personnel, other local law enforcement agencies, and other local agencies that could benefit from the training.
2. Provide leadership materials or books department wide to prepare the next generation of leaders.

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

**Performance Measures:** Schedule and completion of training. Identify funding to provide leadership materials to staff.

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## GOAL 3: STAFFING

**OBJECTIVE 3-1:** Recruiting

1. Follow the SPD 2021-2024 Recruiting plan and review and update for 2025 and beyond.
2. Establish a strategic approach to ensure sufficient adequate short-term and long-term staffing levels utilizing new and innovative measures, and determine the most effective geographic application of staff resources

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

**OBJECTIVE 3-2:** Emphasis on the diversity of staff

1. Commitment to 30 x 30 initiative
2. Expanded outreach to minority communities: Student African American Brotherhood (SAAB) and Faith-based Organizations



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

**Performance Measure(s):** Data documenting the number of female and minority applicants, those testing, number of conditional offers, and recruits hired.

**OBJECTIVE 3-3:** Establish an Assigned Vehicle Program.

1. Annual review of assigned take home vehicles
2. UOB
  - a. Shared vehicles between two Patrol officers, corporals, or sergeants
  - b. Individually assigned vehicles in specialty units
3. ISSB
  - a. Annual review and assignment based on need and use

**Responsible Group(s):** Quartermaster's Office, UOB, ISSB

**Performance Measure(s):** Development of a program that would allow for patrol officers to drive the same vehicle on every shift.

**OBJECTIVE 3-4:** Review staffing in the Cyber Crimes Unit (CCU)

1. Add 3 total sworn investigator positions to the staffing for CCU
  - a. Two of the new investigators would be assigned to work on cyber-crime tips
  - b. The third investigator would be added to help with the increased workload in cyber crimes
2. Adding a third Forensic Analyst – One non-sworn FTE position

**Responsible Group:** Chief's Office, ISSB-CID

**Performance Measure(s):** Adequate department staffing and funding to allow for these positions. Subsequent hiring of needed personnel.

**OBJECTIVE 3-5:** Provide and expand the PSR Academy for newly hired Police Services Representatives

**Responsible Group(s):** Records Supervisors

**Performance Measure(s):** The number of attendees including newly hired PSRs. Identify and expand on additional training as needed.

**OBJECTIVE 3-6:** Continue to hire personnel who 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 - SSD

**Performance Measure(s):** The number of early hired officers and their assignments

## GOAL 4: FACILITIES, TECHNOLOGY AND EQUIPMENT

**OBJECTIVE 4-1:** Actively utilize existing public safety technology and review the application and benefit of new technology

1. National Integrated Ballistic Information Network (NIBIN) Unit
2. Development of a Real Time Crime Center
  - a. Facility
  - b. Equipment
  - c. Staffing
3. Creation of a Drone as a First Responder Program
  - a. Equipment – Purchase of two drones equipped with night vision, thermal imagery cameras, along with needed accessories
  - b. Staffing – Unmanned Aerial Vehicle Unit (UAV) consisting of 4 officers

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

**Performance Measure(s):** Funding source identified, and programs implemented. Continue to test and evaluate other means of technology.

**OBJECTIVE 4-2:** Increase evidence storage

1. Remodel and expand the current space at Police Headquarters
2. Purchase additional refrigerators and freezers to be used in storing various pieces of evidence
3. Purchase or build a new storage facility to replace existing leased facility

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

**Performance Measure(s):** Funding source identified and purchase of building or facility and new equipment.

**OBJECTIVE 4-3:** Purchase of a full-size Cyber Crimes Unit van

**Responsible Group(s):** ISSB – CID

**Performance Measure(s):** Funding source identified and purchase of new van.

**OBJECTIVE 4-4:** Work with other City Departments to build a driving course for the Department to be shared with other City Departments

**Responsible Group(s):** ISSB – SSD

**Performance Measure(s):** Funding source identified and building of course.

**OBJECTIVE 4-5:** Expand the City camera program

1. Avigilon – Traffic Cameras
2. FLOCK – License Plate Readers
3. Recording of state-owned traffic cameras (MoDot)
4. Acoustic equipment for gunshot detection (add on or separate)
5. Identify funding sources to expand programs City-wide

**Responsible Group(s):** ISSB - SSD

**Performance Measure(s):** Funding source identified to continue to fund the programs and purchase(s) of additional cameras.

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## GOAL 5: CAREER DEVELOPMENT

**OBJECTIVE 5-1:** Leadership Council to create a subcommittee to explore a department-wide career development program

1. This will be a subcommittee led by the Leadership Council and will include a wide range of employees of different ranks from different areas of the Department to include non-sworn staff

**Responsible Group(s):** Leadership Committee

**Performance Measure(s):** Creation of committee and feedback provided to the Chief of Police.

**OBJECTIVE 5-1:** Provide internships with specialized units as staffing would allow. The internships would also include officers from specialized units doing an internship in UOB.

**Responsible Group(s):** UOB, ISSB

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

**OBJECTIVE 5-2:** Encourage patrol ride-along for non-uniform personnel

**OBJECTIVE 5-3:** Offer an annual Major Crime Investigator (MCI) school and encourage officers with 3-5 years of experience to attend

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

**Performance Measure(s):** Provide MCI School on a yearly basis and track attendance

## GOAL 6: HEALTH AND WELLNESS

**OBJECTIVE 6-1:** Implement a program to provide department wide mental health checkups with a mental health care professional

**Responsible Group(s):** Chief's Office, Wellness Committee

**Performance Measure(s):** At a minimum, meet the state law requirement of meeting with a mental health care provider every 3-5 years for a mental health check-in.

**OBJECTIVE 6-2:** Continue to fund and expand the Cordico Wellness Application

**Responsible Group(s):** Wellness Committee, Financial Analyst

**Performance Measure(s):** Annual funding and expansion of services within the Cordico Wellness application.

**OBJECTIVE 6-3:** Create an incentive program for physical fitness

1. Award paid time off for participation in approved/sponsored wellness events such as HRA, PT test, functional movement test, etc.

**Responsible Group(s):** Wellness Committee

**Performance Measure(s):** Working with InBalance, SPOA, and HR to create physical fitness incentives for all members of the department.

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## GOAL 7: COMMUNITY ENGAGEMENT

**OBJECTIVE 7-1:** Continue Chiefs Citizen Advisory Group and annually review membership

**OBJECTIVE 7-2:** Partner with non-profit community agencies such as The Victim Center, Harmony House, The Family Justice Center, etc.

**OBJECTIVE 7-3:** Review and expand or implement successful community engagement programs such as SPD in PE, Bears, Badges, and Kids, the Citizens Police Academy, and Police Chaplain.

**OBJECTIVE 7-4:** Encourage employees to join and be active participants in community groups, neighborhood associations, civic clubs, non-profits, and other community programs (e.g., United Way, Convoy of Hope, Salvation Army, Special Olympics, Big Brother Big Sisters, Child Advocacy Center, etc.)

1. Continue to promote and participate in the Patrol Pack program through Convoy of Hope

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

**Performance Measure(s):** Continuation and improvement of successful community engagement programs.

# COMMITMENT TO THE IACP 25 KEY POLICIES AND PROMISING PRACTICES

1. Establish a policy on bias-free policing.

**Performance Measure:** SPD has a policy (SOG 103.3) that addresses bias-free policing.

2. Increase transparency and accountability of police use of force. Publish use of force and complaint process policies.

**Performance Measure:** The SPD policies on use of force and the complaint process are available to the public via the SPD website.

3. Provide officers with training and coaching on cultural responsiveness.

**Performance Measure:** Cultural responsiveness is part of SPD yearly in-service training.

4. Train officers on the unique makeup and needs of their communities based on country of origin, religious and cultural practices, etc. which may conflict with local laws.

**Performance Measure:** Cultural diversity training is part of the SPD Academy training for new hires. It is also taught during yearly in-service training.

5. Adopt the elements of the National Consensus Policy on Use of Force into the agency's policies and procedures. Publish use of force policy

**Performance Measure:** SPD has adopted the elements of the National Consensus Policy on the Use of Force and the SPD use of force policy is available to the public via the SPD website.

6. Provide regular training on the agency's use of force policy. Training should include scenario-based exercises that incorporate de-escalation techniques.

**Performance Measure:** Training on the use of force policy is part of yearly in-service training and includes defensive tactics and de-escalation techniques.

7. Document all use of force beyond handcuffing in agency records. Review these records on an annual basis to identify trends that need to be addressed in policy and training.

**Performance Measure:** The SPD use of force policy specifically addresses the requirements for documentation by officers. The Internal Affairs Unit publishes a yearly use of force report which is reviewed and analyzed by the SPD Training Unit.

8. Participate in the National Use of Force database.

**Performance Measure:** SPD provides this information on a monthly basis.

9. Establish an agency policy or statement that recognizes the sanctity of life and the importance of preserving human life during all encounters. Adopting the IACP Oath of Honor will meet this requirement.

**Performance Measure:** SPD Code of Conduct policy requires this practice. Adoption of the IACP Oath of Honor.

10. Participate in accreditation, certification, or credentialing process that has an independent organization that reviews an agency's policies and procedures.

**Performance Measure:** SPD has been accredited by CALEA since 1994 and will continue to participate in the accreditation process in the future.

11. Ensure training and policy reflect a culture of equity, diversion, inclusion, accountability and that promote procedural justice for community members and employees alike.

**Performance Measure:** SPD has a Code of Conduct policy and a Bias Based Policing policy. SPD employees receive annual in-service training on bias-free policing and cultural diversity. SPD has an established recruitment plan that focuses recruiting efforts to seek qualified police officer applicants who represent the racial, ethnic, and gender composition of the community.

12. Establish an employee wellness program that includes both physical and mental health.

**Performance Measure:** SPD developed a Wellness Committee in 2019 that provides both physical and mental health opportunities.

13. Conduct a culture assessment of the organization, with steps taken to address areas of concern.

**Performance Measure:** SPD participated in a study by Dr. Mary Wuestewald, University of Arkansas A at Little Rock, titled "A Structural Examination of Organizational Justice, Self-Legitimacy, Employee Engagement, and Civic Engagement in Police" completed in December 2022.

14. Provide body armor to officers and require the wearing of soft body armor while on uniformed patrol.

**Performance Measure:** SPD provides body armor to officers, and it is required to be worn by uniformed officers per policy (SOG 304.6.10)

15. Embrace the guardian officer rather than the warrior mindset in recruiting and training.

**Performance Measure:** The guardian mindset is incorporated during SPD recruit and in service training.

16. Establish minimum educational standards or equivalency requirements that can be met by prior life experience. Provide officers with the opportunity for advanced education and training opportunities.

**Performance Measure:** SPD has minimal educational standards and establishes requirements for employment. SPD provides and encourages employees to seek advanced education and training opportunities.

17. Verify potential hires with the national decertification database before hiring experienced officers.

**Performance Measure:** SPD verifies all potential hires through the National Decertification Index (NDI) via Missouri Peace Officers Standards and Training (POST)

18. Include measures of problem solving, trust building, and cultural responsivity in metrics of officer performance.

**Performance Measure:** SPD conducts yearly evaluations of all employees. These categories are assessed within the evaluation process.

19. Train officers in Trauma-Informed Responses.

**Performance Measure:** SPD detectives that work sensitive persons related crimes such as domestic violence, sexual assaults, child victim crimes, etc. attended trauma-informed training. This training is required for all newly assigned detectives to these units and will be offered department wide.

20. Train officers on best practices, resources, and tools for communicating with community members who do not speak English or whose ability to communicate is impaired.

**Performance Measure:** SPD officers are trained on the best practices to communicate with those who do not speak English. Officers have resources available to them to assist in this process.

21. Establish partnerships to provide for mental health, substance abuse, and youth deflection/diversion resources in their community.

**Performance Measure:** SPD has a very close working relationship with Burrell Behavioral Health and other similar entities in the Springfield community. SPD has just recently implemented a Co-Responder program in conjunction with Burrell.

22. Educate communities on the dynamics of policing and set reasonable expectations for their police. Establish shared expectations of the role police have in the community and solicit review and input from the community on agency policies and procedures.

**Performance Measure:** The SPD Chief of Police meets monthly with a Citizen's Advisory Group that is comprised of members from diverse backgrounds. Roles, policies, procedures, etc. are all discussed within this group. SPD officers are also engaged in a wide variety of community groups.

23. Establish a clear and timely complaint process that does not require written or sworn statements to submit. Complaint processes and policies should be accessible to all.

**Performance Measure:** SPD has a complaint process policy (SOG #103.10) that does not require written or sworn statements to submit. The policy and complaint process are available to the public via the SPD website.

24. Conduct a regular recurring survey of the community to measure the level of trust in the police.

**Performance Measure:** The City and/or SPD conducts community surveys and will continue to do so in the future.

25. Establish written strategies to engage with youth and marginalized groups in the community to develop positive relationships with police officers and how to interact safely with police.

**Performance Measure:** SPD is engaged with several youth programs. Some examples of these are SPD in P.E., Bears, Badges, and Kids, and National Night Out.



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