Columbia Oriented Policing Strategic Plan 2003

A strategic plan for reducing crime, promoting livability, and continuously improving the Columbia Police Department

"As Chief of the Columbia Police Department, it is my vision to provide our community with a police department that strives for excellence in all it does and exceeds our citizens' expectations for what a police department can be. With the committed work of our Department, we will improve our ability to reduce crime, solve problems, and work in partnerships with our citizens and other City departments."

— From the Strategic Plan 2003 Leadership Vision
Randall Boehm, Chief of Police

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A strategic plan for reducing crime, improving livability, and continuously improving the Columbia Police Department
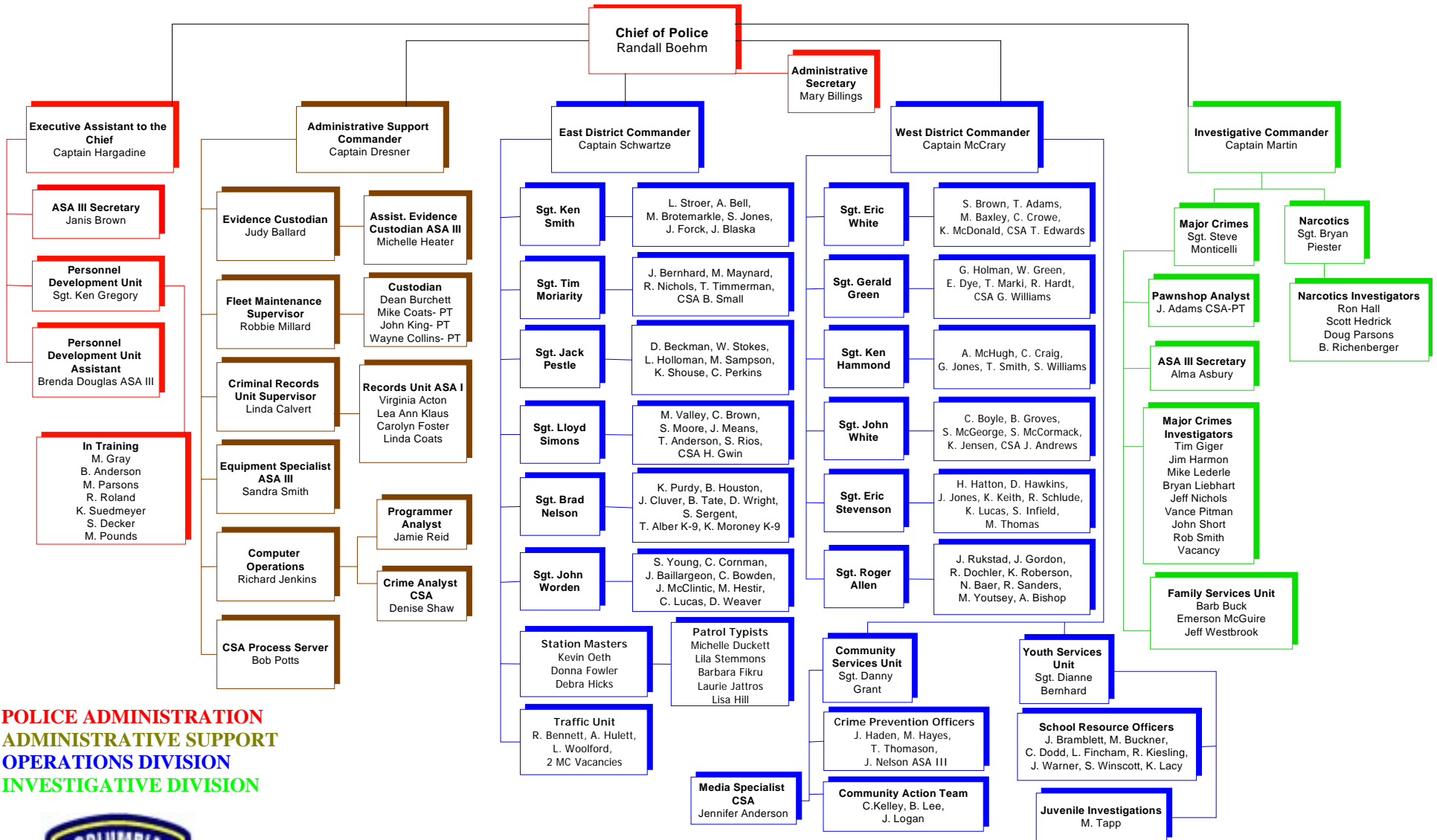
Randall Boehm
Chief of Police

With the publication of this strategic plan, the Columbia Police Department introduces a new tool for the continuous improvement of the services we offer to the people of the City of Columbia. This plan:

- Builds on the Mission Statement of the Columbia Police Department.

- States the leadership vision and goals of the Department.

- Defines the outcomes against which we shall measure our performance.

- Shows the initial strategies defined to help ensure we accomplish those outcomes.

While presented in a bound document, this plan should not be seen as a rigid statement of all we intend to do. Instead, the plan is best viewed as the vision against which our future results can be compared and the guideline that all persons can use to develop or improve strategies. We encourage all members of the Columbia Police Department and all citizens of Columbia to take up the challenge of defining and implementing ever-improved strategies for ensuring that the vision we have all created becomes our shared reality.

Organization Chart as Revised January 2003

Chief of Police
Randall Boehm

Administrative Secretary
Mary Billings

Executive Assistant to the Chief
Captain Hargadine

ASA III Secretary
Janis Brown

Personnel Development Unit
Sgt. Ken Gregory

Personnel Development Unit Assistant
Brenda Douglas ASA III

In Training
M. Gray
B. Anderson
M. Parsons
R. Roland
K. Suedmeyer
S. Decker
M. Pounds

Administrative Support Commander
Captain Dresner

Evidence Custodian
Judy Ballard

Assist. Evidence Custodian ASA III
Michelle Heater

Fleet Maintenance Supervisor
Robbie Millard

Custodian
Dean Burchett
Mike Coats- PT
John King- PT
Wayne Collins- PT

Criminal Records Unit Supervisor
Linda Calvert

Records Unit ASA I
Virginia Acton
Lea Ann Klaus
Carolyn Foster
Linda Coats

Equipment Specialist ASA III
Sandra Smith

Computer Operations
Richard Jenkins

Programmer Analyst
Jamie Reid

Crime Analyst CSA
Denise Shaw

CSA Process Server
Bob Potts

East District Commander
Captain Schwartze

Sgt. Ken Smith
L. Stroer, A. Bell, M. Brotemarkle, S. Jones, J. Forck, J. Blaska

Sgt. Tim Moriarity
J. Bernhard, M. Maynard, R. Nichols, T. Timmerman, CSA B. Small

Sgt. Jack Pestle
D. Beckman, W. Stokes, L. Holloman, M. Sampson, K. Shouse, C. Perkins

Sgt. Lloyd Simons
M. Valley, C. Brown, S. Moore, J. Means, T. Anderson, S. Rios, CSA H. Gwin

Sgt. Brad Nelson
K. Purdy, B. Houston, J. Cluver, B. Tate, D. Wright, S. Sergent, T. Alber K-9, K. Moroney K-9

Sgt. John Worden
S. Young, C. Cornman, J. Baillargeon, C. Bowden, J. McClintic, M. Hestir, C. Lucas, D. Weaver

Station Masters
Kevin Oeth
Donna Fowler
Debra Hicks

Patrol Typists
Michelle Duckett
Lila Stemmons
Barbara Fikru
Laurie Jattros
Lisa Hill

Traffic Unit
R. Bennett, A. Hulett, L. Woolford, 2 MC Vacancies

West District Commander
Captain McCrary

Sgt. Eric White
S. Brown, T. Adams, M. Baxley, C. Crowe, K. McDonald, CSA T. Edwards

Sgt. Gerald Green
G. Holman, W. Green, E. Dye, T. Marki, R. Hardt, CSA G. Williams

Sgt. Ken Hammond
A. McHugh, C. Craig, G. Jones, T. Smith, S. Williams

Sgt. John White
C. Boyle, B. Groves, S. McGeorge, S. McCormack, K. Jensen, CSA J. Andrews

Sgt. Eric Stevenson
H. Hatton, D. Hawkins, J. Jones, K. Keith, R. Schlude, K. Lucas, S. Infield, M. Thomas

Sgt. Roger Allen
J. Rukstad, J. Gordon, R. Dochler, K. Roberson, N. Baer, R. Sanders, M. Youtsey, A. Bishop

Community Services Unit
Sgt. Danny Grant

Crime Prevention Officers
J. Haden, M. Hayes, T. Thomason, J. Nelson ASA III

Media Specialist CSA
Jennifer Anderson

Community Action Team
C. Kelley, B. Lee, J. Logan

Youth Services Unit
Sgt. Dianne Bernhard

School Resource Officers
J. Bramblett, M. Buckner, C. Dodd, L. Fincham, R. Kiesling, J. Warner, S. Winscott, K. Lacy

Juvenile Investigations
M. Tapp

Investigative Commander
Captain Martin

Major Crimes
Sgt. Steve Monticelli

Narcotics
Sgt. Bryan Piester

Pawnshop Analyst
J. Adams CSA-PT

Narcotics Investigators
Ron Hall
Scott Hedrick
Doug Parsons
B. Richenberger

ASA III Secretary
Alma Asbury

Major Crimes Investigators
Tim Giger
Jim Harmon
Mike Lederle
Bryan Liebhart
Jeff Nichols
Vance Pitman
John Short
Rob Smith
Vacancy

Family Services Unit
Barb Buck
Emerson McGuire
Jeff Westbrook

POLICE ADMINISTRATION
ADMINISTRATIVE SUPPORT
OPERATIONS DIVISION
INVESTIGATIVE DIVISION

COLUMBIA POLICE DEPARTMENT

Contents

Strategic Plan 2003
Leadership Vision

As Chief of the Columbia Police Department, it is my vision to provide our community with a police department that strives for excellence in all it does and exceeds our citizens' expectations for what a police department can be. With the committed work of our Department, we will improve our ability to reduce crime, solve problems, and work in partnerships with our citizens and other City departments. Together, we can improve the quality of life in our community and work toward the day when every citizen of Columbia can live in safety and without fear. I commit to working with all members of the Columbia Police Department to do a still better job of making a positive difference during each contact we have with every citizen of our community and every visitor to our city.

To the citizens of Columbia, I ask for your help. To my fellow department heads in the City, I offer a better partnership. To the members of what I believe to be one of the finest police departments in the nation, I ask for your assistance, your patience, and your ideas. And I also ask for your continued commitment to the principles that have made our Department, despite the dangers of the job and frustrations of the work, a dedicated team of diverse people who have never forgotten our common purpose to protect the community we serve.

Randall Boehm, Chief of Police
Columbia Police Department

The Mission and Values of the Columbia Police Department

Established by Columbia Police Department members

The Mission of the Columbia Police Department

Our mission is to reduce crime and improve public safety by enforcing the law, solving problems, and encouraging citizen responsibility for community safety and quality of life.

Values

To succeed in our mission we uphold these values:

▸ **We demonstrate integrity in all actions.** Because freedom and justice depend on law enforcement being carried out by people with high integrity.

▸ **We treat all people with respect.** Because responsibility and involvement can only be encouraged in those whom we treat with respect.

▸ **We create partnerships.** Because lasting solutions require identifying and solving problems with the community we serve.

...and we will never forget that we are here to serve.

Outcomes

*Drafted by the Chief's Office
and reviewed by department members and community partners*

The following outcomes were drafted by the Columbia Police Department and reviewed by Department managers and community partners. These are the statements that in a traditional strategic plan are known as "objectives" but have been labeled as "outcomes" here to emphasize that *this level in the planning hierarchy is where the measurements are taken.*

There is a temptation in traditional police management to treat the *amount* of police activity as the end result — to use a simple example, counting the number of speeding tickets issued without also asking whether or not the street is safer. While activity counts are important management information, questions about how *much* we do should never be separate from the degree to which what we do makes a difference.

To that end, we have defined 15 outcomes and asked all members of the Columbia Police Department and community members to think strategically about contributions that can be made to achieve them. The decision rules used to create the outcomes include the requirements that they be:

- **Aligned with the mission, values, and leadership vision.** The point of the outcomes is to define specific, measurable results that indicate movement toward realizing the leadership vision and the Department mission. Therefore, outcomes that are not aligned with the mission and leadership vision do not belong.

- **Specifically *measurable*.** Each statement must be measurable so that it is possible to evaluate the degree to which the outcome has been achieved.

- **Department-wide in scope.** Outcomes are not individual or unit work assignments. Rather, they are shared results that the entire Department, and the entire community, can work toward. Therefore, each unit within the Department should be able to define compelling, important work it can contribute under many, if not all, of the outcomes listed.

- **Built on consensus and common ground.** These outcomes are intended to address the shared agreement within the Department and involved community about the Department's current strengths, weaknesses, and needs associated with the unfulfilled elements of our mission.

- **Few in number.** The list of outcomes should cover the broad array of work that the Department does to fulfill its mission, while being few enough to maintain a focused simplicity on the task at hand.

The following outcomes complete the "foundation" of the Columbia Police Department's Strategic Plan. Within the context of these specific measurable outcomes, all units within the Department have contributed their own set of strategies they can advance to fulfill them.

Columbia Police Department Outcomes

To fulfill the mission, values, and strategic vision of the Columbia Police Department, we will work jointly with the communities we serve to achieve the following outcomes:

PRIMARY OUTCOMES:
CRIME & PUBLIC SAFETY

All Department resources shall be aligned to bring about the following crime and public safety outcomes:

1. **Crime reduction in impacted neighborhoods.** Neighborhoods suffering from rates of crime that substantially exceed relevant citywide averages shall experience declining crime rates in each year of this five year plan.

2. **Traffic accident reduction.** The number of fatal and non-fatal injury accidents in the city shall decline in each year of this five year plan.

3. **Response to crime trends.** Trends that indicate a rise in crime anywhere in the city will be identified early and strategies developed and implemented to stop local increases in crime.

4. **Chronic call problem solving.** The number of citizens reporting chronic, unresolved crime or disorder problems in their community — instances where they have called multiple times about ongoing problems at the same location or with the same person — shall decline in each year of the plan.

5. **Youth intervention.** The percentage of the youth in the community who are involved in criminal activity shall decline in each year of the plan.

Columbia Police Department Outcomes

SUPPORTING OUTCOMES:
PARTNERSHIPS, EMPOWERMENT, & RECOGNITION

To accelerate achievement of the public safety outcomes, the Columbia Police Department shall improve effectiveness by achieving the following outcomes:

6. **Crime analysis and data sharing.** Department members on every shift, and in every unit, shall make regular use of crime analysis, community feedback, and information sharing tools to ensure that crime and public safety problems are rapidly identified, brought to the attention of relevant Department members, and effectively solved.

7. **Citizen empowerment.** Citizen understanding regarding a citizen's role in crime reduction, crime prevention, and neighborhood problem solving shall increase.

8. **Community partnership and involvement.** Opportunities for citizen involvement in public safety efforts undertaken at all levels of the Department shall increase.

9. **Interagency partnerships.** The quality of interagency cooperation and partnership, as measured by officer perceptions, between the Columbia Police Department, other City agencies, and other local public agencies shall improve.

10. **Problem solving recognition**. Reward/recognition systems for outstanding problem solving by Department and community members shall be designed and implemented.

SUPPORTING OUTCOMES:
ORGANIZATIONAL MANAGEMENT & USE OF RESOURCES

To accelerate achievement of the public safety outcomes, the Columbia Police Department shall achieve the following administrative and management goals.

11. **Training for problem solving**. All Department members, sworn and civilian, shall receive at least 8 hours of additional training per year in community-oriented problem solving of a quality that earns an average rating of acceptable or better by 85% of participants. Training standards shall also be reviewed and modified to ensure problem-solving strategies are fully integrated into basic training, in-service, FTO and all other training elements.

12. **Hiring for community-oriented problem solving**. Hiring standards shall be reviewed and adjusted as necessary to ensure that the standards screen for community-oriented problem-solving skills/aptitude. High educational standards, already in place, shall be maintained.

13. **Functional organizational analysis.** Department and unit functions shall be reviewed, adjusted, and reported on annually to ensure optimal alignment with the Department mission and strategic plan goals.

14. **Workload efficiency.** Time spent on tasks that do not contribute efficiently to crime reduction or public safety shall be identified and reduced at all positions, with the time savings spent on increasingly proactive efforts.

15. **Accountability.** The Chief's office and the City Manager shall annually review, and agree on, a set of specific, written, crime reduction and community public safety goals for the City of Columbia for the ensuing year.

Strategies

Created by all members of the Columbia Police Department and Community Partners

Done well, strategy development can lead to Department-wide alignment with the plan and community-wide involvement in achieving its outcomes. This process is vitally important because of the nature of what a strategic plan is: It is necessarily about changing the status quo to accelerate an organization's ability to achieve the desired result.

The "leverage" that causes a strategic plan to succeed springs not from each manager's authority to order subordinates but from each manager's ability to lead. To inspire the innovation, commitment, and strategic thinking required to succeed, each manager must reinforce those strengths in subordinates and discourage rote approaches that don't contribute to the outcome intended.

> *A "strategy" defines the direction of change intended to accelerate movement toward one or more outcomes.*

"Empowerment" cannot be ordered, and these strategic planning documents have little impact unless the individuals who must implement the plan are knowledgeable of its content and committed to its implementation. This is why the Chief's Office stopped at the "o*utcome"* level of plan design and asked the rest of the Department, and the community, to develop and commit to strategies that help accomplish the outcomes. In short, strategies are not all handed down from the Chief's Office — they are recommended by the diverse units and personnel within the Department.

Strategy definition: For a plan to work effectively, the definition of a "strategy" must be well understood as it relates to this planning model. That definition includes the following:

Strategic statements must indicate a *direction of change* intended to accelerate movement toward one or more outcomes. Strategies can be entirely new tasks or changes in the approach to existing tasks. For example, while an existing task is not a "strategy," how that task will be done differently in the future to better achieve an outcome *is* a strategy.

Further, all reviewers of this plan should keep in mind that the plan is *not* a vehicle for restating all of the Department's workload, which means that reviewing this plan will not provide the reader with a comprehensive picture of all that the Columbia Police Department does. A strategy is a statement of a *new* or *revised* approach that will enhance the ability of the unit to fulfill an outcome. This design keeps the focus on how we intend to change and to prevent the plan from becoming simply a restatement of what is already documented in our budgets and annual reports.

It is also worth noting the difference between a strategy and a suggestion: A strategy is within the "circle of control" of the responsible unit — it is an action that the unit's staff and manager have the ability to implement. A suggestion would be something that those same individuals wish to occur but that falls outside of their immediate ability to implement.

Strategy database and continuous revision: In recognition of the complexity of what we

do, we wish to eliminate any artificial assumption that strategies are carved in stone once every few years and then left unchanged. As the implementation of the strategic planning process comes fully online, our mission, vision, and intended outcomes will hold stable as guidelines for what we intend to accomplish. At the same time, we expect strategies to be in a constant state of change — managers will routinely implement strategies, fine tune them, revise old strategies based on new information, and invent new approaches when the need becomes apparent.

> ***Strategies*** *are continually modified around the common mission, vision, and outcomes through leadership directive, management initiative, and the feedback of outcome measures.*

The work required to accomplish our mission requires daily efforts to adjust, refocus, and enhance what we do. The strategic planning process is intended to be aligned with that reality. What remains fixed is our mission and the outcomes that we intend to achieve. What flexes and changes is *how* we go about supporting the mission and outcomes. Our strategies will continually be adjusted based on the best information available to managers throughout the Department. In this approach to continuous improvement of strategies, the mechanisms that drive the improvement of strategies are threefold:

1. **The leadership emphasis of the Department.** For example, a directive to upgrade or develop new strategies to better advance a particular outcome.

2. **The results of outcome measurements.** The feedback represented by periodic reporting on progress toward outcomes — that is, as measurements of outcomes indicate strengths and weaknesses, managers can further institutionalize what is working well, while thinking strategically about addressing what is not working.

3. **The ongoing innovation of Department members and community partners.** The skill and innovation of all Department members and their community partners to recognize where strategic innovation and change will move the Department more quickly toward the intended outcome.

In this regard, the strategies that follow should be seen as a first statement of how the intended outcomes will be accomplished. Over time, the database of strategies can, and should, evolve in order to stay as current as possible with the strategic emphasis of each unit within the Department.
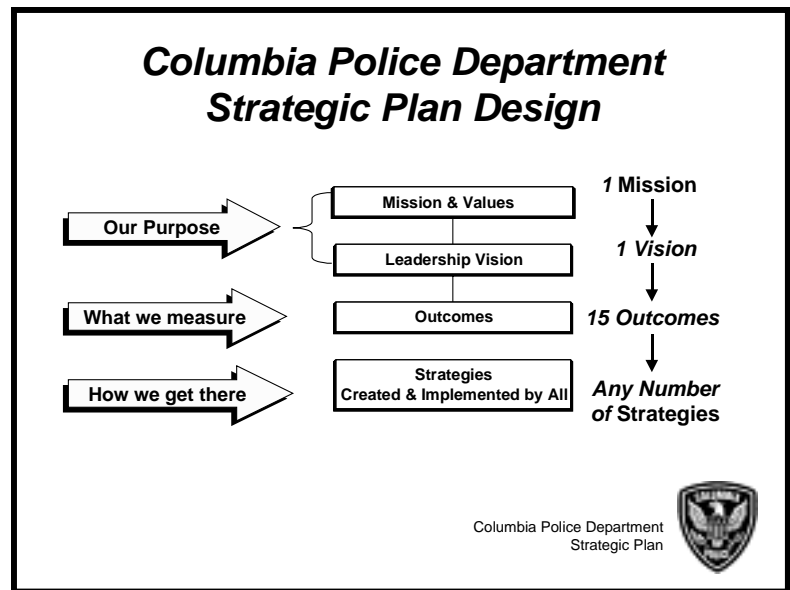
STRATEGIES

Grouped by Primary Outcome

The following section shows strategies grouped by primary outcome. The term *primary* outcome is worth clarifying:

A traditional strategic plan is often built on a hierarchy that can be pictured much like an organizational chart — one *mission*, with multiple associated *goals*, which have multiple associated *objectives*, which in turn have multiple associated *strategies*, which then each have multiple associated *activities* or *tasks*. This means, for example, that each strategy would be associated with a single outcome. For law enforcement, this type of structure works better in theory than it does in practice. In practice, most strategies should support multiple outcomes and the structure designed for our strategic plan is intended to reflect this.

Nevertheless, in order to show the strategies in relation to outcomes, some linear organizing is required, which results in each strategy having an associated primary outcome, as well as having multiple additional outcomes with which it is associated. The reader must keep this in mind while reviewing the following strategies. It is important to avoid the trap of assuming that the strategies listed under an outcome are the only efforts being made to support the outcome.

This departure from traditional strategic planning approaches is intended to ensure that our plan is simpler to implement, easier to update, and better able to flex with the reality of day-to-day police work in Columbia.

Columbia Police Department Strategic Plan Design

Our Purpose → Mission & Values / Leadership Vision — *1 Mission* → *1 Vision*

What we measure → Outcomes — *15 Outcomes*

How we get there → Strategies Created & Implemented by All — *Any Number of Strategies*

Columbia Police Department
Strategic Plan

Outcome 1

Crime reduction in impacted neighborhoods. Neighborhoods suffering from rates of crime that substantially exceed relevant citywide averages shall experience declining crime rates in each year of this five year plan.

Administrative Support

Crime Analysis

Identification of Crime Impacted Neighborhoods
Establish identification of crime impacted neighborhoods for each district based on neighborhood association boundary lines.

Outcomes: 1, 3, 4, 6	*Partners:* Neighborhood Associations; Crime Analyst; District Commanders
Budget: Neutral	
Status: Pending	

District Command

Community Services Unit

Model Block Program
The Model Block Program will use a three-step process: 1) organize and empower specific neighborhood areas, 2) identify needed community improvements and provide guidance on how to address future problems, and 3) maintain and monitor neighborhood improvements. Resources utilized include citizen surveys, neighborhood advisory groups, citizen volunteers, quality-of-life assessments, establishment of "Crime-Free" zones, use of crime analysis data, and rigorous enforcement of laws and city ordinances.

Outcomes: 1, 7, 8	*Partners:* Columbia Office of Volunteer Services; Columbia Public Works Department; Worley Street Project; Home Depot
Budget: Neutral	
Status: Pending	

Community Services Unit

Larceny from Motor Vehicles Information Card
Develop an informational card or letter to be placed in vehicles that are found unlocked. This card would work similar to the Security Awareness Letter.

Outcomes: 1, 3, 4, 6	*Partners:* Patrol Operations
Budget: Increase	
Status: NA	

Outcome 2

Traffic accident reduction. The number of fatal and non-fatal injury accidents in the city shall decline in each year of this five year plan.

Administrative Support

Computer Operations

Identifying Crash Locations
Using ARCView computer mapping software, identify problem crash locations and supply materials to beats and traffic units.

Outcomes:	2, 6	*Partners:*	Patrol; Traffic Unit
Budget:	Neutral		
Status:	NA		

District Command

Media Lab

PSAs on Traffic Issues
Produce videos to put on cable, network, and community access channels about traffic issues. Show people consequences of actions when they drive poorly, wrecked cars, minor injuries, etc. Do 3 PSAs a month, focusing on traffic issues.

Outcomes:	2, 6, 7	*Partners:*	Traffic Unit; Patrol; Crime Analysis
Budget:	Neutral		
Status:	Active		

Traffic Unit

Crash Reduction
Train officers to look for signs that a driver is physically or mentally unable to drive. In cases where an offender is unable to drive, State Form 4319 should be utilized.

Outcomes:	2, 11	*Partners:*	
Budget:	Neutral		
Status:	NA		

Develop Options for Ticketed Drivers
Determine what options are available to ticketed drivers in Municipal Court. With the Municipal Court's cooperation, an informational brochure about available options for ticketed drivers would be developed and distributed to traffic officers.

Outcomes:	2, 9	*Partners:*	Municipal Court Judge; Patrol; Prosecuting Attorney's Office
Budget:	Neutral		
Status:	NA		

Motorcycle Unit
Implement a motorcycle unit within the Traffic Unit to target high crash locations and areas that receive citizen complaints.

Outcomes:	2, 7, 8	*Partners:*	Traffic Engineers; Neighborhood Associations; PSJC
Budget:	Increase		
Status:	NA		

Reorganize Traffic Unit

Increase staffing by adding one (1) traffic sergeant and possibly additional traffic officers.

Outcomes:	2, 13	*Partners:*	NA
Budget:	Increase		
Status:	Pending		

Traffic Enforcement and Awareness Management System (TEAMS)

TEAMS is a problem-solving project carried out by an interagency team. TEAMS is aimed at increasing the number of impaired driving arrests, seatbelt compliance, speeding citations, and reducing the number of serious traffic injuries and fatalities. Methods of implementation include producing public service announcements, visiting high schools and daycare centers to teach parents and young drivers the importance of seat belts and properly installing car seats; target enforcement of problem areas; adopting a "zero tolerance" policy towards speeding and careless and imprudent driving offenses.

Outcomes:	2, 7, 8	*Partners:*	Mothers Against Drunk Driving (MADD); Students Against
Budget:	Increase		Destructive Driving (SADD); Missouri Division of Highway
Status:	Pending		Safety; Missouri State Highway Patrol; Municipal Court

Outcome 3

Response to crime trends. Trends that indicate a rise in crime anywhere in the city will be identified early and strategies developed and implemented to stop local increases in crime.

District Command

Community Action Team

Identification of Crime Trends

Determine which crimes will be monitored by CAT supervisor and what reports will be needed by CAT from Crime Analyst.

Outcomes:	3, 4	*Partners:*	Business owners; Crime Analyst; District Commanders
Budget:	Neutral		
Status:	Pending		

District Commanders

Crime Solution Meeting

A group comprised of District Commander, Crime Analyst, beat officers and sergeants, and Crime Prevention will meet a minimum of once per month. Crime trends identified by the Crime Analyst will be discussed along with possible solutions.

Outcomes:	3, 1, 4	*Partners:*	District Commanders; Crime Analyst; Beat Officers &
Budget:	NA		Sergeants; Crime Prevention; Neighborhood Associations
Status:	NA		

Implement/Promote Patrol-Level Debriefing Form

Implement/create an updated debriefing form for patrol officers to use as part of prisoner booking process. With a debriefing form completed by patrol officers on every arrest, valuable information can be obtained. Intelligence gathered from these forms and forwarded to the crime analyst will assist CPD in crime reduction, reducing chronic calls for service, and determining new crime trends.

Outcomes:	3, 1, 4	*Partners:*	Adult Services; CAT; Narcotics Unit; Investigative Unit
Budget:	Neutral		
Status:	NA		

Sergeants Assigned by Geographic Area

Assign patrol sergeants to specific beats as is currently done with officers and captains. This step should encourage greater ownership, consistency, efficiency, and quality supervision.

Outcomes: 3, 4, 6, 13 *Partners:* Patrol division supervisors; Neighborhood Associations
Budget: Neutral
Status: NA

East District Commander

Downtown Special Enforcement

A team of officers will be assigned to saturate an area where crime statistics, complaints, and observations indicate crime problems are increasing. Officers will walk foot patrol, conduct bike patrol, or conduct additional vehicle patrol in the impacted areas of downtown. Additional special enforcement activities may be used for anticipated problems or to provide additional support for regular patrol functions in this area. Specific problems will be identified and enforcement of ordinances or statutes addressing these issues will be used. The activity will be paid for through overtime funding and activities will be conducted on an as-needed basis.

Outcomes: 3, 1, 5 *Partners:* State Liquor Control; CAT; Police Reserves; Chamber of
Budget: Increase Commerce; Downtown Business Association
Status: Active

Media Lab

Videos on Crime Trends

Produce videos to be shown at Neighborhood Watch meetings and on our local community channel. These videos would let them know of specific crime trends going on in their neighborhoods based on calls for service and reports taken by officers.

Outcomes: 3, 6, 7, 1 *Partners:* Crime Prevention; Investigative; Patrol; Crime Analysis;
Budget: Neutral Local media
Status: Pending

Investigative

Major Crimes Unit

Establish a Family Services Unit

Present DOVE Unit to be renamed Family Services Unit and to include investigation of child abuse, which directly correlates to family violence. Unit will investigate domestic violence, child abuse, and sexual assaults.

Outcomes: 3, 5, 13 *Partners:* Division of Family Services; Shelter Rainbow House; Child
Budget: Neutral Advocacy Center; Prosecuting Attorney's Office
Status: Pending

Outcome 4

Chronic call problem solving. The number of citizens reporting chronic, unresolved crime or disorder problems in their community — instances where they have called multiple times about ongoing problems at the same location or with the same person — shall decline in each year of the plan.

District Command

Patrol Sergeants

Officer Expectations and Goal Setting
Sergeants will meet with their beat officers at least quarterly to discuss expectations and problem solving strategies. If a new officer is assigned or is transferred, this meeting will occur immediately.

Outcomes: 4, 1, 3, 10   *Partners:* Crime analysis; PSJC/call load data
Budget: Neutral
Status: NA

Outcome 5

Youth intervention. The percentage of the youth in the community who are involved in criminal activity shall decline in each year of the plan.

District Command

Youth Services Unit

Liaison with Juvenile Crime
Establish committee to make recommendations to Chief of Police and Juvenile Court for Youth Intervention Programs Committee, to be comprised of DJOs, SROs, and DARE officers.

Outcomes: 5, 9   *Partners:* Juvenile Court; Community youth services programs
Budget: Neutral
Status: Pending

Investigative

Major Crimes Unit

Juvenile Detective Addition
Add one Juvenile Detective to Investigative Section to assist in investigating juvenile crime. This would provide additional time for investigators to take part in juvenile crime programs.

Outcomes: 5, 8, 7   *Partners:* Juvenile Office
Budget: Increase
Status: Pending

Outcome 6

Crime analysis and data sharing. Department members on every shift, and in every unit, shall make regular use of crime analysis, community feedback, and information sharing tools to ensure that crime and public safety problems are rapidly identified, brought to the attention of relevant Department members, and effectively solved.

Administrative Support

Computer Operations

Computer Programs for Reports
Write computer programs for data that Crime Analyst will provide for Patrol officers so that reports can be accessed by MDTs.

Outcomes:	6, 13, 14	*Partners:*	Computer Operations; Crime Analyst; District Commanders
Budget:	Savings		
Status:	Pending		

Job Task Analysis for Crime Analyst
Identify necessary tasks and duties required for Crime Analysis. Provide necessary tools and training to do the job.

Outcomes:	6	*Partners:*
Budget:	Neutral	
Status:	NA	

Bi-Weekly Summary Report for Various Beats
The Crime Analyst will complete a bi-weekly summary report on identified problems for the various beats.

Outcomes:	6, 1, 3	*Partners:*	Patrol
Budget:	Neutral		
Status:	NA		

Crime Analysis

Provide Crime Data on City Website
Provide crime analysis data provided by the Crime Analyst on departmental/City web page that all citizens will have access to.

Outcomes:	6, 3, 7, 8	*Partners:*	Neighborhood and Business Associations
Budget:	Neutral		
Status:	Pending		

District Command

District Commanders

Customer Satisfaction/Quality Control Benchmarks
Identify benchmarks within the CAD dispatch system for multiple year tracking. These benchmarks can be average time a call is held (stack time for each beat/shift), average time per officer responding to "in-progress" calls and "low priority" calls, average time spent answering calls in another beat, etc. This will be used to test the beat system and make adjustments as necessary.

Outcomes:	6, 9, 14	*Partners:*	Information Services; Joint Communications; Crime
Budget:	Neutral		Analysis; Patrol Division
Status:	NA		

Investigative

Major Crimes Unit

Crime Analysis User Group
Continue the Crime Analysis User Group for the relay of information to better provide the Crime Analyst information on reports as needed. Supplement with a second group containing District Commanders and Investigative Commander with reports/projects they need.

    Outcomes: 6, 3, 4   *Partners:*
    Budget: Neutral
    Status: Pending

Outcome 7

Citizen empowerment. Citizen understanding regarding a citizen's role in crime reduction, crime prevention, and neighborhood problem solving shall increase.

District Command

District Commanders

Peace Disturbance Awareness Program
Beat officers with fraternities and sororities or large populations of college students shall visit these students. Informational copies of the ordinance involving peace disturbance shall be left with students and explained.

    Outcomes: 7, 1, 4   *Partners:* Community Action Team; Campus Administration; MUPD
    Budget: Neutral
    Status: NA

Media Lab

Videos About Community Policing
Produce videos to show to the community in many different venues (Neighborhood Watch, schools, etc.) about how to prevent crime in the community and how to make their community and our community better.

    Outcomes: 7, 6, 4, 1   *Partners:* Crime Prevention; Investigative; Crime Analysis; Local
    Budget: Neutral
    Status: Pending

Outcome 8

Community partnership and involvement. Opportunities for citizen involvement in public safety efforts undertaken at all levels of the Department shall increase.

District Command

District Commanders

Alcohol Education and Enforcement Program
Education of doormen, bouncers, bartenders, servers, waitresses, and bar owners on topics such as when to call police, important information for descriptions of persons and vehicles, and identifying and reporting underage drinkers. Involvement of organizations such as MADD, SADD, and "Smart Ride;" and developing a list of sober-ride alternatives to be posted within each drinking establishment.

    Outcomes: 8   *Partners:* Downtown bars; Downtown Business Association; Missouri
    Budget: Neutral   Division of Liquor Control
    Status: NA

Traffic Commander

Re-establish District Councils
Re-establish District Councils with representation coming from Neighborhood Associations and establish Traffic Council for entire city.

    Outcomes: 8, 7   *Partners:* Insurance company representatives; Neighborhood
    Budget: Neutral   Associations; City Traffic Engineers
    Status: Pending

Outcome 9

Interagency partnerships. The quality of interagency cooperation and partnership, as measured by officer perceptions, between the Columbia Police Department, other City agencies, and other local public agencies shall improve.

Administrative Support

Computer Operations

Establish Data Sharing Computer Network
Establish a data sharing computer network with all law enforcement agencies in Boone and surrounding counties and court systems of those counties.

Outcomes: 9   *Partners:*   Surrounding law enforcement agencies and courts
   Budget: Increase
   Status: Pending

Executive Assistant to the Chief

Personnel Development

Community Policing for Dispatchers
Identify problem areas between PSJC and beat officers. Identify training areas and needs for both departments.

Outcomes: 9   *Partners:*   PSJC
   Budget: Neutral
   Status: NA

Investigative

Investigative Commander

Sexual Offender Task Force
Compile a multi-agency task force that would visit registered sex offenders within Boone County and the City of Columbia. Information would be updated and examined in each jurisdiction's computer database.

Outcomes: 9, 1, 3   *Partners:*   BCSD; MUPD
   Budget: Neutral
   Status: NA

Outcome 10

Problem solving recognition. Reward/recognition systems for outstanding problem solving by Department and community members shall be designed and implemented.

See supporting strategies for this outcome cross-referenced under *Officer Expectations and Goals Setting* (Outcome 4), *Hiring for Community-Oriented Policing* (Outcome 12), and *Goal Responsibility Tracking* (Outcome 15).

Outcome 11

Training for problem solving. All Department members, sworn and civilian, shall receive at least 8 hours of additional training per year in community-oriented problem solving of a quality that earns an average rating of acceptable or better by 85% of participants. Training standards shall also be reviewed and modified to ensure problem-solving strategies are fully integrated into basic training, in-service, FTO and all other training elements.

District Command

Media Lab

Short Training Videos for Internal Training
Produce short training videos on various subjects for officers to watch during shift meeting. How to respond to an alarm, etc. Videos used as "reminders" about safety. Videos about procedures, etc. Videos used just for FTOs or other trainers would be beneficial as well.

> *Outcomes:* 11   *Partners:* Command and supervisory staff
> *Budget:* Neutral
> *Status:* Pending

Second Shift Station Master

Reorganize Teleserve Training
Training to be held in 3 four-hour sessions.

> *Outcomes:* 11, 14   *Partners:* Command and supervisory staff
> *Budget:* Neutral
> *Status:* NA

Executive Assistant to the Chief

Personnel Development

Dedicated Training Facility
A dedicated training facility complete with classrooms, matted physical room, defensive driving facility, and gun range. A full-time staff consisting of at least 2 sworn personnel, one of which would be a certified range officer and the other a generalist instructor familiar with defensive driving and defensive tactics. This facility could be a multi-jurisdictional facility to aid in cost deferment.

> *Outcomes:* 11, 14   *Partners:* Department of Public Safety; LETI; MUPD; MPCA
> *Budget:* Increase
> *Status:* Pending

Field Training Officer Program
Update FTO/Recruit manual.

> *Outcomes:* 11, 13   *Partners:* Command and supervisory staff
> *Budget:* Neutral
> *Status:* NA

Training for Problem Solving
Identify training needs and develop comprehensive training program based upon needs.

> *Outcomes:* 11, 2, 1, 3   *Partners:* Present trainers/instructors; Command and supervisory staff
> *Budget:* Savings
> *Status:* Active

Outcome 12

Hiring for community-oriented problem solving. Hiring standards shall be reviewed and adjusted as necessary to ensure that the standards screen for community-oriented problem-solving skills/aptitude. High educational standards, already in place, shall be maintained.

District Command

Patrol Units

Welcoming Committee for New Officers
Welcome new officers with little or no experience in law enforcement or who are new to Columbia and/or Missouri, making the transition to law enforcement work smoother and helping morale.

Outcomes: 12   *Partners:*
Budget: NA
Status: NA

Executive Assistant to the Chief

Personnel Development

Hiring for Community-Oriented Policing
Poll five departments that are considered successful in community policing. Implement ideas that would help recruit, locate, and identify community policing officers.

Outcomes: 12, 4, 1, 10   *Partners:* Personnel Development Unit; FTOs; Human Resources
Budget: Neutral
Status: Active

Recruiting for Community Policing
The PDU supervisor shall designate experienced officers to assist with the Department's recruiting efforts. Recruiting materials, including color pamphlets, benefits packets, and recruiting videos will be available to interested applicants. Marketing resources, such as the Internet, television, radio, and print media will be utilized to attract the most qualified, quality applicants.

Outcomes: 12   *Partners:*
Budget: Neutral
Status: Pending

Outcome 13

Functional organizational analysis. Department and unit functions shall be reviewed, adjusted, and reported on annually to ensure optimal alignment with the Department mission and strategic plan goals.

Administrative Support

Admin Support Commander

Completely Update GO's and Manual
Administrative Support will update the present manual, distribute the manual on CD to each employee, and provide a searchable version on the Department's intranet.

Outcomes:	13, 14	*Partners:*	
Budget:	Neutral		
Status:	NA		

Crime Analysis

Provide Workload Assessments to Command Staff
Production of workload assessments of work performed by Patrol personnel to Command personnel to identify tasks presently performed that require a lot of time with very little return.

Outcomes:	13, 6, 9, 14	*Partners:*	Chief's Office, command and supervisory staff; PSJC
Budget:	Neutral		
Status:	Pending		

Executive Assistant to the Chief

Personnel Development

Revamp Evaluation Process
Formulate a committee to re-evaluate our evaluation process. The future evaluations should reflect our community policing philosophy and ability to problem solve.

Outcomes:	13, 14	*Partners:*	Department personnel
Budget:	Neutral		
Status:	NA		

Investigative

Major Crimes Unit

Assignment of Second Shift Investigator
Assign an investigator to work the hours of 1430 to 2300. This would provide improved liaison between Investigative section and Patrol division and would help reduce the hours of overtime call-in during the second shift.

Outcomes:	13, 9, 14	*Partners:*	Investigative; Patrol
Budget:	Neutral		
Status:	Pending		

Evidence Technician Team
Development of Evidence Technician Team to provide support for the investigation of complex or multiple crime scenes. This would provide Patrol with a higher level of evidence expertise than what is currently in place.

> *Outcomes:* 13, 14   *Partners:*
> *Budget:* Increase
> *Status:* Pending

Outcome 14

Workload efficiency. Time spent on tasks that do not contribute efficiently to crime reduction or public safety shall be identified and reduced at all positions, with the time savings spent on increasingly proactive efforts.

Administrative Support

Admin Support Commander

Streamline Responsibility for Different Types of Report, Data, and Information Requests
Identify and assign responsibility for different types of report, data, and information requests. Redo the records request form and streamline who provides requested data or requests for records. Identify who is responsible for providing information to outside sources.

> *Outcomes:* 14, 6, 13   *Partners:*
> *Budget:* Neutral
> *Status:* NA

Administrative Support Commander

Take-Home Patrol Car Fleet
The Department would issue take-home vehicles to all patrol officers. This program would be modeled on those already implemented by municipal police agencies in both St. Charles and Springfield, Missouri. Providing each officer with an assigned vehicle they may take home would instill a sense of increased pride in their jobs, reduce the annual maintenance costs of vehicles operated 24 hours a day, increase the visibility of police personnel in every area of the city, and would increase response times of all other officers, including STAR/CNT, to emergency situations.

> *Outcomes:* 14   *Partners:* District Commanders; Fleet Maintenance
> *Budget:* Increase
> *Status:* Pending

Fleet Maintenance

Cell Phones Installed in Patrol Cars
Complete staff study to determine cost feasibility of installing cell phones in every patrol car. If available, the cell unit should be built into the radio system.

> *Outcomes:* 14   *Partners:*
> *Budget:* NA
> *Status:* NA

Records Unit

Department-wide Records Procedures
Better communication within the department by police department employees understanding the paper flow within the department.

   Outcomes: 14, 13   *Partners:*
   Budget: NA
   Status: NA

Improve Records Unit Efficiency
Each full-time records person will be cross-trained for every job in Records Unit so a smooth transition could be made during vacation times and illnesses. Give specific timeline for each records person to complete cross-training and specific timeline for all job tasks within the Records Unit.

   Outcomes: 14, 13   *Partners:*
   Budget: Neutral
   Status: NA

District Command

District Commanders

Creating Booking Officers
Create full-time, 24-hour-a-day CSA positions for booking officers

   Outcomes: 14, 13   *Partners:*
   Budget: Increase
   Status: Pending

Elimination of Marking a Call as Information Only
Require supervisory approval before marking a radio-dispatched call as "Information Only," thus requiring an officer to respond and investigate.

   Outcomes: 14, 13   *Partners:*   Patrol; PSJC
   Budget: Neutral
   Status: NA

Reorganize Patrol Function
Reorganize patrol so that personnel at all levels are held responsible for an assigned area, including sergeants.

   Outcomes: 14, 1, 2, 3   *Partners:*   Neighborhood Associations
   Budget: Neutral
   Status: Pending

Rethink/Reorganize Orange Time Use
Structure the use of orange time to be more proactive. Orange time should be used to accomplish a directed goal, which would serve the community better, be more effective for the department, and accomplish more within the specific beats.

   Outcomes: 14, 1, 13   *Partners:*   Command and supervisory staff
   Budget: Neutral
   Status: NA

Outcome 15

Accountability. The Chief's office and the City Manager shall annually review, and agree on, a set of specific, written, crime reduction and community public safety goals for the City of Columbia for the ensuing year.

Office of the Chief

Executive Assistant to the Chief

Goal Responsibility Tracking
Captains will see if each year's goals are met. If not, will prepare a report for their command area explaining which goals were and weren't met, why and why not, what they did right and wrong, etc.

Outcomes: 15, 13, 10	*Partners:*	
Budget: Neutral		
Status: NA		

STRATEGY DETAIL

Grouped by Command

The following section shows the same strategies displayed previously, but here they are organized by unit within the Department instead of by primary outcome. This list also provides more detail regarding the anticipated tasks required to carry out the strategies. Otherwise, there are no differences between the strategies on the two lists — this is simply a different format to enhance understanding. The purpose of displaying the strategies in this second format is to provide additional detail and to make it simpler for Department members to review the strategies on which their own units have elected to focus.

Administrative Support
Admin Support Commander

Completely Update GO's and Manual

Administrative Support will update the present manual, distribute the manual on CD to each employee, and provide a searchable version on the Department's intranet.

Primary Outcome:	13
Other Outcomes:	14
Budget Impact:	Neutral
Status:	NA
Partners:	

Activities	*By Date*
NA	NA

Administrative Support
Admin Support Commander

Streamline Responsibility for Different Types of Report, Data, and Information Requests

Identify and assign responsibility for different types of report, data, and information requests. Redo the records request form and streamline who provides requested data or requests for records. Identify who is responsible for providing information to outside sources.

Primary Outcome:	14
Other Outcomes:	6; 13
Budget Impact:	Neutral
Status:	NA
Partners:	

Activities	*By Date*
Redo records request form and outline who is responsible for specific requests.	6/03
Put records request form on the Internet.	7/03

Administrative Support
Administrative Support Commander

Take-Home Patrol Car Fleet

The Department would issue take-home vehicles to all patrol officers. This program would be modeled on those already implemented by municipal police agencies in both St. Charles and Springfield, Missouri. Providing each officer with an assigned vehicle they may take home would instill a sense of increased pride in their jobs, reduce the annual maintenance costs of vehicles operated 24 hours a day, increase the visibility of police personnel in every area of the city, and would increase response times of all other officers, including STAR/CNT, to emergency situations.

Primary Outcome:	14
Other Outcomes:	None
Budget Impact:	Increase
Status:	Pending
Partners:	District Commanders; Fleet Maintenance

Activities	*By Date*
Research and develop a plan that is conducive to the needs of the Department.	4/03
Seek additional funding from the City Manager and City Council.	11/03
Implement program. Issue take-home vehicles each year over a five-year period.	1/04
Evaluate the impact and effectiveness of this program.	1/05

Administrative Support
Computer Operations

Computer Programs for Reports

Write computer programs for data that Crime Analyst will provide for Patrol officers so that reports can be accessed by MDTs.

Primary Outcome:	6
Other Outcomes:	13; 14
Budget Impact:	Savings
Status:	Pending
Partners:	Computer Operations; Crime Analyst; District Commanders

Activities	*By Date*
Decide what reports or data are needed.	3/03
MDTs access of data	9/03

Administrative Support
Computer Operations

Establish Data Sharing Computer Network

Establish a data sharing computer network with all law enforcement agencies in Boone and surrounding counties and court systems of those counties.

Primary Outcome: 9

Other Outcomes: None

Budget Impact: Increase

Status: Pending

Partners: Surrounding law enforcement agencies and courts

Activities	*By Date*
Establish committee to study feasibility.	4/03
Recommendations of committee due	9/03
Data network online	1/04

Administrative Support
Computer Operations; Crime Analysis

Job Task Analysis for Crime Analyst

Identify necessary tasks and duties required for Crime Analysis. Provide necessary tools and training to do the job.

Primary Outcome: 6

Other Outcomes: None

Budget Impact: Neutral

Status: NA

Partners:

Activities	*By Date*
Reassign Crime Analyst from Major Crimes to Computer Operations.	4/03
Start providing bi-weekly reports.	6/03

Administrative Support
Computer Operations; Crime Analyst

Bi-Weekly Summary Report for Various Beats

The Crime Analyst will complete a bi-weekly summary report on identified problems for the various beats.

    Primary Outcome: 6
    Other Outcomes: 1; 3
    Budget Impact: Neutral
    Status: NA
    Partners: Patrol

Activities	*By Date*
Using ARCview and police record system, compile bi-weekly reports by beat if crime problems exist.	6/03
Create Wanted Person bulletin board.	6/03

Administrative Support
Computer Operations; Crime Analyst

Identifying Crash Locations

Using ARCView computer mapping software, identify problem crash locations and supply materials to beats and traffic units.

    Primary Outcome: 2
    Other Outcomes: 6
    Budget Impact: Neutral
    Status: NA
    Partners: Patrol; Traffic Unit

Activities	*By Date*
Provide monthly reports in map format identifying high crash locations.	6/03
Implement crash reduction initiatives aimed at enforcement education and engineering.	6/03

Administrative Support
Crime Analysis

Identification of Crime Impacted Neighborhoods

Establish identification of crime impacted neighborhoods for each district based on neighborhood association boundary lines.

Primary Outcome: 1
Other Outcomes: 3; 4; 6
Budget Impact: Neutral
Status: Pending
Partners: Neighborhood Associations; Crime Analyst; District Commanders

Activities	*By Date*
Establish/map impacted neighborhoods.	1/03

Administrative Support
Crime Analysis

Provide Crime Data on City Website

Provide crime analysis data provided by the Crime Analyst on departmental/City web page that all citizens will have access to.

Primary Outcome: 6
Other Outcomes: 3; 7; 8
Budget Impact: Neutral
Status: Pending
Partners: Neighborhood and Business Associations

Activities	*By Date*
Program development for crime data.	Ongoing
Web page program development.	Ongoing

Administrative Support
Crime Analysis

Provide Workload Assessments to Command Staff

Production of workload assessments of work performed by Patrol personnel to Command personnel to identify tasks presently performed that require a lot of time with very little return.

Primary Outcome: 13
Other Outcomes: 6; 9; 14
Budget Impact: Neutral
Status: Pending
Partners: Chief's Office, command and supervisory staff; PSJC

Activities	*By Date*
Work with PSJC personnel on data capture.	Ongoing
Training of personnel on providing input	Ongoing
Production of reports for Command level officer	Ongoing

Administrative Support
Fleet Maintenance

Cell Phones Installed in Patrol Cars

Complete staff study to determine cost feasibility of installing cell phones in every patrol car. If available, the cell unit should be built into the radio system.

Primary Outcome: 14
Other Outcomes: None
Budget Impact: NA
Status: NA
Partners:

Activities	*By Date*
Complete staff study and cost feasibility study.	10/03
Submit supplemental budget request for '04 budget year.	11/03

Administrative Support
Records Unit

Department-wide Records Procedures
Better communication within the department by police department employees understanding the paper flow within the department.

Primary Outcome: 14
Other Outcomes: 13
Budget Impact: NA
Status: NA
Partners:

Activities	By Date
Train department employees on paper flow procedures.	2/03
Train FTOs and new employees on proper procedure.	5/03

Administrative Support
Records Unit

Improve Records Unit Efficiency
Each full-time records person will be cross-trained for every job in Records Unit so a smooth transition could be made during vacation times and illnesses. Give specific timeline for each records person to complete cross-training and specific timeline for all job tasks within the Records Unit.

Primary Outcome: 14
Other Outcomes: 13
Budget Impact: Neutral
Status: NA
Partners:

Activities	By Date
Develop plan to cross-train each Records employee.	6/03
Implement training plan.	7/03

District Command
Community Services Unit

Model Block Program

The Model Block Program will use a three-step process: 1) organize and empower specific neighborhood areas, 2) identify needed community improvements and provide guidance on how to address future problems, and 3) maintain and monitor neighborhood improvements. Resources utilized include citizen surveys, neighborhood advisory groups, citizen volunteers, quality-of-life assessments, establishment of "Crime-Free" zones, use of crime analysis data, and rigorous enforcement of laws and city ordinances.

Primary Outcome: 1
Other Outcomes: 7; 8
Budget Impact: Neutral
Status: Pending
Partners: Columbia Office of Volunteer Services; Columbia Public Works Department; Worley Street Project; Home Depot

Activities	*By Date*
Examine offenders, victims, the social and physical environment, & previous responses to problems. Analyze responses received from citizen surveys.	1/03
Knowledge gained will be used to develop and implement solutions. Program coordinators seek assistance from various groups to develop a Police Action Plan (PAP).	4/03
Program coordinators evaluate impact and effectiveness of their responses. Results may be used to revise a response, collect more data, or redefine problems.	4/03

District Command
Community Action Team

Identification of Crime Trends

Determine which crimes will be monitored by CAT supervisor and what reports will be needed by CAT from Crime Analyst.

Primary Outcome: 3
Other Outcomes: 4
Budget Impact: Neutral
Status: Pending
Partners: Business owners; Crime Analyst; District Commanders

Activities	*By Date*
Crime trends monitoring	1/03

District Command
Community Services Unit

Larceny from Motor Vehicles Information Card

Develop an informational card or letter to be placed in vehicles that are found unlocked. This card would work similar to the Security Awareness Letter.

Primary Outcome: 1

Other Outcomes: 3; 4; 6

Budget Impact: Increase

Status: NA

Partners: Patrol Operations

Activities	*By Date*
Identify the most common reasons theft from vehicles occur and design a form that can be easily used by patrol officers.	Ongoing
Target areas that are hit often by thieves and distribute these cards on vehicles that are likely to be broken into.	Ongoing

District Command
District Commanders

Alcohol Education and Enforcement Program

Education of doormen, bouncers, bartenders, servers, waitresses, and bar owners on topics such as when to call police, important information for descriptions of persons and vehicles, and identifying and reporting underage drinkers. Involvement of organizations such as MADD, SADD, and "Smart Ride," and developing a list of sober-ride alternatives to be posted within each drinking establishment.

Primary Outcome: 8

Other Outcomes: None

Budget Impact: Neutral

Status: NA

Partners: Downtown bars; Downtown Business Association; Missouri Division of Liquor Control

Activities	*By Date*
Create and coordinate education efforts with downtown bars.	4/03
Encourage police involvement with MADD, SADD, Smart Ride, etc.	4/03

District Command
District Commanders

Creating Booking Officers

Create full-time, 24-hour-a-day CSA positions for booking officers

Primary Outcome: 14
Other Outcomes: 13
Budget Impact: Increase
Status: Pending
Partners:

Activities	*By Date*
Assign booking officers.	1/03

District Command
District Commanders

Crime Solution Meeting

A group comprised of District Commander, Crime Analyst, beat officers and sergeants, and Crime Prevention will meet a minimum of once per month. Crime trends identified by the Crime Analyst will be discussed along with possible solutions.

Primary Outcome: 3
Other Outcomes: 1; 4
Budget Impact: NA
Status: NA
Partners: District Commanders; Crime Analyst; Beat Officers & Sergeants; Crime Prevention; Neighborhood Associations

Activities	*By Date*
Solicit input from Analyst and/or beat officers on crime trends.	2/03
Convene panel.	2/03
Initiate suggestions.	2/03
Report on success or failure of strategy.	2/03

District Command
District Commanders

Elimination of Marking a Call as Information Only

Require supervisory approval before marking a radio-dispatched call as "Information Only," thus requiring an officer to respond and investigate.

Primary Outcome: 14

Other Outcomes: 13

Budget Impact: Neutral

Status: NA

Partners: Patrol; PSJC

Activities	*By Date*
Issue policy memo requesting that PSJC eliminate the possibility of marking calls "Information Only" without supervisory approval.	6/03

District Command
District Commanders

Implement/Promote Patrol-Level Debriefing Form

Implement/create an updated debriefing form for patrol officers to use as part of prisoner booking process. With a debriefing form completed by patrol officers on every arrest, valuable information can be obtained. Intelligence gathered from these forms and forwarded to the crime analyst will assist CPD in crime reduction, reducing chronic calls for service, and determining new crime trends.

Primary Outcome: 3

Other Outcomes: 1; 4

Budget Impact: Neutral

Status: NA

Partners: Adult Services; CAT; Narcotics Unit; Investigative Unit

Activities	*By Date*
NA	NA

District Command
District Commanders

Reorganize Patrol Function

Reorganize patrol so that personnel at all levels are held responsible for an assigned area, including sergeants.

Primary Outcome:	14
Other Outcomes:	1; 2; 3
Budget Impact:	Neutral
Status:	Pending
Partners:	Neighborhood Associations

Activities	*By Date*
Re-draw beat and district boundaries.	4/03
Reorganization complete.	4/03

District Command
District Commanders

Rethink/Reorganize Orange Time Use

Structure the use of orange time to be more proactive. Orange time should be used to accomplish a directed goal, which would serve the community better, be more effective for the department, and accomplish more within the specific beats.

Primary Outcome:	14
Other Outcomes:	1; 13
Budget Impact:	Neutral
Status:	NA
Partners:	Command and supervisory staff

Activities	*By Date*
NA	NA

District Command
District Commanders

Sergeants Assigned by Geographic Area

Assign patrol sergeants to specific beats as is currently done with officers and captains. This step should encourage greater ownership, consistency, efficiency, and quality supervision.

Primary Outcome: 3

Other Outcomes: 4; 6; 13

Budget Impact: Neutral

Status: NA

Partners: Patrol division supervisors; Neighborhood Associations

Activities	*By Date*
Assign patrol sergeants to specific beats.	4/03

District Command
District Commanders; Beat Officers

Peace Disturbance Awareness Program

Beat officers with fraternities and sororities or large populations of college students shall visit these students. Informational copies of the ordinance involving peace disturbance shall be left with students and explained.

Primary Outcome: 7

Other Outcomes: 1; 4

Budget Impact: Neutral

Status: NA

Partners: Community Action Team; Campus Administration; MUPD

Activities	*By Date*
Beat officers shall attend meeting or meet every Greek president to discuss the peace disturbance ordinance.	12/03
Develop a standard informational letter to citizens who call but refuse to prosecute.	6/03

District Command
District Commanders; Director of Joint Communications

Customer Satisfaction/Quality Control Benchmarks

Identify benchmarks within the CAD dispatch system for multiple year tracking. These benchmarks can be average time a call is held (stack time for each beat/shift), average time per officer responding to "in-progress" calls and "low priority" calls, average time spent answering calls in another beat, etc. This will be used to test the beat system and make adjustments as necessary.

Primary Outcome: 6

Other Outcomes: 9; 14

Budget Impact: Neutral

Status: NA

Partners: Information Services; Joint Communications; Crime Analysis; Patrol Division

Activities	*By Date*
Identify benchmarks to be monitored.	2/03
Request programming - data reporting engines from IS.	3/03
Train analyst and provide guidelines for manner and frequency of reporting.	3/03
Go live with data tracking and reporting.	4/03

District Command
East District Commander

Downtown Special Enforcement

A team of officers will be assigned to saturate an area where crime statistics, complaints, and observations indicate crime problems are increasing. Officers will walk foot patrol, conduct bike patrol, or conduct additional vehicle patrol in the impacted areas of downtown. Additional special enforcement activities may be used for anticipated problems or to provide additional support for regular patrol functions in this area. Specific problems will be identified and enforcement of ordinances or statutes addressing these issues will be used. The activity will be paid for through overtime funding and activities will be conducted on an as-needed basis.

Primary Outcome: 3

Other Outcomes: 1; 5

Budget Impact: Increase

Status: Active

Partners: State Liquor Control; CAT; Police Reserves; Chamber of Commerce; Downtown Business Association

Activities	*By Date*
Foot/Bike patrol	Immediately

District Command
Media Lab

PSAs on Traffic Issues
Produce videos to put on cable, network, and community access channels about traffic issues. Show people consequences of actions when they drive poorly, wrecked cars, minor injuries, etc. Do 3 PSAs a month, focusing on traffic issues.

Primary Outcome:	2
Other Outcomes:	6; 7
Budget Impact:	Neutral
Status:	Active
Partners:	Traffic Unit; Patrol; Crime Analysis

Activities *By Date*

NA   NA

District Command
Media Lab

Short Training Videos for Internal Training
Produce short training videos on various subjects for officers to watch during shift meeting. How to respond to an alarm, etc. Videos used as "reminders" about safety. Videos about procedures, etc. Videos used just for FTOs or other trainers would be beneficial as well.

Primary Outcome:	11
Other Outcomes:	None
Budget Impact:	Neutral
Status:	Pending
Partners:	Command and supervisory staff

Activities *By Date*

NA   NA

District Command
Media Lab

Videos About Community Policing
Produce videos to show to the community in many different venues (Neighborhood Watch, schools, etc.) about how to prevent crime in the community and how to make their community and our community better.

Primary Outcome: 7

Other Outcomes: 6; 4; 1

Budget Impact: Neutral

Status: Pending

Partners: Crime Prevention; Investigative; Crime Analysis; Local media

Activities	*By Date*
NA	NA

District Command
Media Lab

Videos on Crime Trends
Produce videos to be shown at Neighborhood Watch meetings and on our local community channel. These videos would let them know of specific crime trends going on in their neighborhoods based on calls for service and reports taken by officers.

Primary Outcome: 3

Other Outcomes: 6; 7; 1

Budget Impact: Neutral

Status: Pending

Partners: Crime Prevention; Investigative; Patrol; Crime Analysis; Local media

Activities	*By Date*
NA	NA

District Command
Patrol Sergeants

Officer Expectations and Goal Setting

Sergeants will meet with their beat officers at least quarterly to discuss expectations and problem solving strategies. If a new officer is assigned or is transferred, this meeting will occur immediately.

Primary Outcome: 4

Other Outcomes: 1; 3; 10

Budget Impact: Neutral

Status: NA

Partners: Crime analysis; PSJC/call load data

Activities	_By Date_
Patrol sergeants will assign goals and discuss strategies with each member of their squad. Expectations and philosophy of supervisor shall be covered, and goals shall be written and measurable.	6/03

District Command
Patrol Units

Welcoming Committee for New Officers

Welcome new officers with little or no experience in law enforcement or who are new to Columbia and/or Missouri, making the transition to law enforcement work smoother and helping morale.

Primary Outcome: 12

Other Outcomes: None

Budget Impact: NA

Status: NA

Partners:

Activities	_By Date_
Implement strategy.	3/04

District Command
Second Shift Station Master

Reorganize Teleserve Training

Training to be held in 3 four-hour sessions.

Primary Outcome:	11
Other Outcomes:	14
Budget Impact:	Neutral
Status:	NA
Partners:	Command and supervisory staff

Activities	*By Date*
Outline Teleserve duties, policies, and procedures. Computer training with Computer Operations. Practice taking reports, entering data, and taking simulated crime stopper calls.	6/03

District Command
Traffic Commander

Re-establish District Councils
Re-establish District Councils with representation coming from Neighborhood Associations and establish Traffic Council for entire city.

Primary Outcome:	8
Other Outcomes:	7
Budget Impact:	Neutral
Status:	Pending
Partners:	Insurance company representatives; Neighborhood Associations; City traffic engineers

Activities	*By Date*
Appoint District Councils.	4/03
Appoint Traffic Council.	6/03

District Command
Traffic Unit

Crash Reduction

Train officers to look for signs that a driver is physically or mentally unable to drive. In cases where an offender is unable to drive, State Form 4319 should be utilized.

Primary Outcome:	2
Other Outcomes:	11
Budget Impact:	Neutral
Status:	NA
Partners:	

Activities	By Date
Conduct roll call or inservice training for officers on the use of Form 4319 and when it should be used.	7/03

District Command
Traffic Unit

Develop Options for Ticketed Drivers

Determine what options are available to ticketed drivers in Municipal Court. With the Municipal Court's cooperation, an informational brochure about available options for ticketed drivers would be developed and distributed to traffic officers.

Primary Outcome:	2
Other Outcomes:	9
Budget Impact:	Neutral
Status:	NA
Partners:	Municipal Court Judge; Patrol; Prosecuting Attorney's Office

Activities	By Date
Meet with Municipal Court Judge and identify acceptable options for traffic offenders.	6/03
Assign and print informational brochures.	7/03
Distribute and advertise on web page.	8/03

District Command
Traffic Unit

Motorcycle Unit
Implement a motorcycle unit within the Traffic Unit to target high crash locations and areas that receive citizen complaints.

Primary Outcome: 2
Other Outcomes: 7; 8
Budget Impact: Increase
Status: NA
Partners: Traffic Engineers; Neighborhood Associations; PSJC

Activities	*By Date*
Purchase two motorcycle units.	4/03
Identify, select, and train two motorcycle traffic officers.	4/03
Implement program.	7/03

District Command
Traffic Unit

Reorganize Traffic Unit
Increase staffing by adding one (1) traffic sergeant and possibly additional traffic officers.

Primary Outcome: 2
Other Outcomes: 13
Budget Impact: Increase
Status: Pending
Partners: NA

Activities	*By Date*
Select Commanders for Traffic Unit.	12/03
Assign supervisors and establish work schedules.	1/04
Train newly commissioned traffic officers.	1/04
Traffic Unit fully operational	2/04

District Command
Traffic Unit

Traffic Enforcement and Awareness Management System (TEAMS)

TEAMS is a problem-solving project carried out by an interagency team. TEAMS is aimed at increasing the number of impaired driving arrests, seatbelt compliance, speeding citations, and reducing the number of serious traffic injuries and fatalities. Methods of implementation include producing public service announcements, visiting high schools and daycare centers to teach parents and young drivers the importance of seat belts and properly installing car seats; target enforcement of problem areas; adopting a "zero tolerance" policy towards speeding and careless and imprudent driving offenses.

Primary Outcome: 2

Other Outcomes: 7; 8

Budget Impact: Increase

Status: Pending

Partners: Mothers Against Drunk Driving (MADD); Students Against Destructive Driving (SADD); Missouri Division of Highway Safety; Missouri State Highway Patrol; Municipal Court

Activities	*By Date*
Reorganization of Traffic Unit	1/03
Develop and implement policies and training required for program.	3/03
Implement program in community, schools, and daycare centers.	4/03
Evaluate the impact and effectiveness of this program.	1/04

District Command
Youth Services Unit

Liaison with Juvenile Crime

Establish committee to make recommendations to Chief of Police and Juvenile Court for Youth Intervention Programs Committee, to be comprised of DJOs, SROs, and DARE officers.

Primary Outcome: 5

Other Outcomes: 9

Budget Impact: Neutral

Status: Pending

Partners: Juvenile Court; Community youth services programs

Activities	*By Date*
Appoint committee.	1/03
Committee meets bi-weekly.	1/03
Recommendations of committee	4/03

Executive Assistant to the Chief
Personnel Development

Community Policing for Dispatchers

Identify problem areas between PSJC and beat officers. Identify training areas and needs for both departments.

>   *Primary Outcome:* 9
>   *Other Outcomes:* None
>   *Budget Impact:* Neutral
>   *Status:* NA
>   *Partners:* PSJC

Activities	*By Date*
Ensure that training provided to officers on community policing is also available to PSJC.	6/03
Identify problem areas in the departments as it pertains to customer service and community policing.	6/03

Executive Assistant to the Chief
Personnel Development

Dedicated Training Facility

A dedicated training facility complete with classrooms, matted physical room, defensive driving facility, and gun range. A full-time staff consisting of at least 2 sworn personnel, one of which would be a certified range officer and the other a generalist instructor familiar with defensive driving and defensive tactics. This facility could be a multi-jurisdictional facility to aid in cost deferment.

>   *Primary Outcome:* 11
>   *Other Outcomes:* 14
>   *Budget Impact:* Increase
>   *Status:* Pending
>   *Partners:* Department of Public Safety; LETI; MUPD; MPCA

Activities	*By Date*
Develop cost-benefit proposal and implementation plan.	10/03

Executive Assistant to the Chief
Personnel Development

Field Training Officer Program
Update FTO/Recruit manual.

Primary Outcome:	11
Other Outcomes:	13
Budget Impact:	Neutral
Status:	NA
Partners:	Command and supervisory staff

Activities	*By Date*
Formulate committee of FTOs. Determine what part of FTO Program works and what doesn't.	8/03
Formulate new FTO manual and submit for approval.	11/03

Executive Assistant to the Chief
Personnel Development

Hiring for Community-Oriented Policing
Poll five departments that are considered successful in community policing. Implement ideas that would help recruit, locate, and identify community policing officers.

Primary Outcome:	12
Other Outcomes:	4; 1; 10
Budget Impact:	Neutral
Status:	Active
Partners:	Personnel Development Unit; FTOs; Human Resources

Activities	*By Date*
Staff study	Ongoing
FTO training	Ongoing
Select and train a team of recruiters.	Ongoing

Executive Assistant to the Chief
Personnel Development

Recruiting for Community Policing

The PDU supervisor shall designate experienced officers to assist with the Department's recruiting efforts. Recruiting materials, including color pamphlets, benefits packets, and recruiting videos will be available to interested applicants. Marketing resources, such as the Internet, television, radio, and print media will be utilized to attract the most qualified, quality applicants.

Primary Outcome: 12

Other Outcomes: None

Budget Impact: Neutral

Status: Pending

Partners:

Activities	*By Date*
Develop and implement policies and training required for this program.	4/03
Obtain necessary products and services necessary for program components.	4/03
Identify officers that will be on the recruiting team.	5/03
Program components fully implemented	4/03

Executive Assistant to the Chief
Personnel Development

Revamp Evaluation Process

Formulate a committee to re-evaluate our evaluation process. The future evaluations should reflect our community policing philosophy and ability to problem solve.

Primary Outcome: 13

Other Outcomes: 14

Budget Impact: Neutral

Status: NA

Partners: Department personnel

Activities	*By Date*
Formulate a committee to recommend changes to our evaluation process.	6/03
Submit for approval to command staff.	10/03
Train supervisors to utilize new evaluation techniques.	3/04

Executive Assistant to the Chief
Personnel Development

Training for Problem Solving
Identify training needs and develop comprehensive training program based upon needs.

Primary Outcome: 11
Other Outcomes: 2; 1; 3
Budget Impact: Savings
Status: Active
Partners: Present trainers/instructors; Command and supervisory staff

Activities	By Date
Needs identification	Ongoing
Instructor training	Ongoing
Eliminate excess instructors.	Ongoing

Investigative
Investigative Commander; Major Crimes Unit

Sexual Offender Task Force
Compile a multi-agency task force that would visit registered sex offenders within Boone County and the City of Columbia. Information would be updated and examined in each jurisdiction's computer database.

Primary Outcome: 9
Other Outcomes: 1; 3
Budget Impact: Neutral
Status: NA
Partners: BCSD; MUPD

Activities	By Date
Collaborate with neighboring jurisdictions and establish guidelines.	4/04
Advertise within each department for investigators that will work this two-week detail.	6/04
Formulate task force and run for two weeks.	7/04

Investigative
Major Crimes Unit

Assignment of Second Shift Investigator
Assign an investigator to work the hours of 1430 to 2300. This would provide improved liaison between Investigative section and Patrol division and would help reduce the hours of overtime call-in during the second shift.

Primary Outcome: 13

Other Outcomes: 9; 14

Budget Impact: Neutral

Status: Pending

Partners: Investigative; Patrol

Activities	*By Date*
NA	NA

Investigative
Major Crimes Unit

Establish a Family Services Unit
Present DOVE Unit to be renamed Family Services Unit and to include investigation of child abuse, which directly correlates to family violence. Unit will investigate domestic violence, child abuse, and sexual assaults.

Primary Outcome: 3

Other Outcomes: 5; 13

Budget Impact: Neutral

Status: Pending

Partners: Division of Family Services; Shelter Rainbow House; Child Advocacy Center; Prosecuting Attorney's Office

Activities	*By Date*
Write new program in Stop Violence Against Women Grant.	12/03
Rename DOVE Unit and assign additional duties.	3/04

Investigative
Major Crimes Unit

Evidence Technician Team

Development of Evidence Technician Team to provide support for the investigation of complex or multiple crime scenes. This would provide Patrol with a higher level of evidence expertise than what is currently in place.

Primary Outcome: 13

Other Outcomes: 14

Budget Impact: Increase

Status: Pending

Partners:

Activities	*By Date*
Purchase of SLR cameras for each member.	12/04
Training and certification of members	12/05

Investigative
Major Crimes Unit

Juvenile Detective Addition

Add one Juvenile Detective to Investigative Section to assist in investigating juvenile crime. This would provide additional time for investigators to take part in juvenile crime programs.

Primary Outcome: 5

Other Outcomes: 8; 7

Budget Impact: Increase

Status: Pending

Partners: Juvenile Office

Activities	*By Date*
NA	NA

Investigative
Major Crimes Unit; Crime Analysis

Crime Analysis User Group
Continue the Crime Analysis User Group for the relay of information to better provide the Crime Analyst information on reports as needed. Supplement with a second group containing District Commanders and Investigative Commander with reports/projects they need.

Primary Outcome: 6
Other Outcomes: 3; 4
Budget Impact: Neutral
Status: Pending
Partners:

Activities	*By Date*
NA	NA

Office of the Chief
Executive Assistant to the Chief

Goal Responsibility Tracking
Captains will see if each year's goals are met. If not, will prepare a report for their command area explaining which goals were and weren't met, why and why not, what they did right and wrong, etc.

Primary Outcome: 15
Other Outcomes: 13; 10
Budget Impact: Neutral
Status: NA
Partners:

Activities	*By Date*
NA	NA

Activity Timelines Organized by Month

The following section provides a view of activities grouped by the dates they are scheduled to occur. The purpose of displaying the activities in this format is to offer a quick view of the plan's activities within any given timeframe. This format shows the specified timeframe along with all activities assigned to that timeframe and their respective strategy titles. Within the given timeframe, the activities are grouped by command. For further information on any particular strategy, readers can reference the Strategy Detail, also shown in this report.

Ongoing — Date Not Specified

Strategy Title	*Activity*	*By Date*

Administrative Support:
Crime Analysis

Provide Workload Assessments to Command Staff	Training of personnel on providing input	Ongoing
Provide Crime Data on City Website	Web page program development	Ongoing
Provide Crime Data on City Website	Program development for crime data	Ongoing
Provide Workload Assessments to Command Staff	Production of reports for Command level officers	Ongoing
Provide Workload Assessments to Command Staff	Work with PSJC personnel on data capture.	Ongoing

District Command:
Community Services Unit

Larceny from Motor Vehicles Information Card	Identify the most common reasons theft from vehicles occur and design a form that can be easily used by patrol officers.	Ongoing
Larceny from Motor Vehicles Information Card	Target areas that are hit often by thieves and distribute these cards on vehicles that are likely to be broken into.	Ongoing

Executive Assistant to the Chief:
Personnel Development

Training for Problem Solving	Needs identification	Ongoing
Hiring for Community-Oriented Policing	FTO training	Ongoing
Hiring for Community-Oriented Policing	Select and train a team of recruiters.	Ongoing
Hiring for Community-Oriented Policing	Staff study	Ongoing
Training for Problem Solving	Eliminate excess instructors.	Ongoing
Training for Problem Solving	Instructor training	Ongoing

First Quarter 2003

Strategy Title	*Activity*	*By Date*

Administrative Support:

Computer Operations

| Computer Programs for Reports | Decide what reports or data are needed. | March 2003 |

Crime Analysis

| Identification of Crime Impacted Neighborhoods | Establish/map impacted neighborhoods. | January 2003 |

Records Unit

| Department-wide Records Procedures | Train department employees on paper flow procedures. | February 2003 |

District Command:

Community Action Team

| Identification of Crime Trends | Crime trends monitoring | January 2003 |

Community Services Unit

| Model Block Program | Examine offenders, victims, the social and physical environment, & previous responses to problems. Analyze responses received from citizen surveys. | January 2003 |

District Commanders

Creating Booking Officers	Assign booking officers.	January 2003
Crime Solution Meeting	Convene panel.	February 2003
Customer Satisfaction/Quality Control Benchmarks	Identify benchmarks to be monitored.	February 2003
Crime Solution Meeting	Initiate suggestions.	February 2003
Crime Solution Meeting	Report on success or failure of strategy.	February 2003
Crime Solution Meeting	Solicit input from Analyst and/or beat officers on crime trends.	February 2003
Customer Satisfaction/Quality Control Benchmarks	Request programming - data reporting engines from IS.	March 2003
Customer Satisfaction/Quality Control Benchmarks	Train analyst and provide guidelines for manner and frequency of reporting.	March 2003

East District Commander

| Downtown Special Enforcement | Foot/Bike patrol | January 2003 |

Traffic Unit

Traffic Enforcement and Awareness Management System (TEAMS)	Reorganization of Traffic Unit	January 2003
Traffic Enforcement and Awareness Management System (TEAMS)	Develop and implement policies and training required for program.	March 2003

Youth Services Unit

Liaison with Juvenile Crime	Appoint committee.	January 2003
Liaison with Juvenile Crime	Committee meets bi-weekly	January 2003

Second Quarter 2003

Strategy Title	*Activity*	*By Date*

Administrative Support:
Administrative Support Commander

Take-Home Patrol Car Fleet	Research and develop a plan that is conducive to the needs of the Department.	April 2003
Streamline Responsibility for Different Types of Report, Data, and Information Requests	Redo records request form and outline who is responsible for specific requests.	June 2003

Computer Operations

Establish Data Sharing Computer Network	Establish committee to study feasibility.	April 2003
Job Task Analysis for Crime Analyst	Reassign Crime Analyst from Major Crimes to Computer Operations.	April 2003
Bi-Weekly Summary Report for Various Beats	Create Wanted Person bulletin board.	June 2003
Identifying Crash Locations	Implement crash reduction initiatives aimed at enforcement education and engineering.	June 2003
Identifying Crash Locations	Provide monthly reports in map format identifying high crash locations.	June 2003
Job Task Analysis for Crime Analyst	Start providing bi-weekly reports.	June 2003
Bi-Weekly Summary Report for Various Beats	Using ARCview and police record system, compile bi-weekly reports by beat if crime problems exist.	June 2003

Records Unit

Department-wide Records Procedures	Train FTOs and new employees on proper procedure.	May 2003
Improve Records Unit Efficiency	Develop plan to cross-train each Records employee.	June 2003

District Command:
Community Services Unit

Model Block Program	Program coordinators evaluate impact and effectiveness of their responses. Results may be used to revise a response, collect more data, or redefine problems.	April 2003
Model Block Program	Knowledge gained will be used to develop and implement solutions. Program coordinators seek assistance from various groups to develop a Police Action Plan (PAP).	April 2003

District Commanders

Reorganize Patrol Function	Reorganization complete.	April 2003
Reorganize Patrol Function	Re-draw beat and district boundaries.	April 2003
Customer Satisfaction/Quality Control Benchmarks	Go live with data tracking and reporting.	April 2003
Alcohol Education and Enforcement Program	Encourage police involvement with MADD, SADD, Smart Ride, etc.	April 2003
Alcohol Education and Enforcement Program	Create and coordinate education efforts with downtown bars.	April 2003
Sergeants Assigned by Geographic Area	Assign patrol sergeants to specific beats.	April 2003
Elimination of Marking a Call as Information Only	Issue policy memo requesting that PSJC eliminate the possibility of marking calls "Information Only" without supervisory approval.	June 2003
Peace Disturbance Awareness Program	Develop a standard informational letter to citizens who call but refuse to prosecute.	June 2003

Patrol Sergeants

Officer Expectations and Goal Setting	Patrol sergeants will assign goals and discuss strategies with each member of their squad. Expectations and philosophy of supervisor shall be covered, and goals shall be written and measurable.	June 2003

Second Shift Station Master

Reorganize Teleserve Training	Outline Teleserve duties, policies, and procedures. Computer training with Computer Operations. Practice taking reports, entering data, and taking simulated crime stopper calls.	June 2003

Traffic Commander

Re-establish District Councils	Appoint District Councils.	April 2003
Re-establish District Councils	Appoint Traffic Council.	June 2003

Traffic Unit

Motorcycle Unit	Identify, select, and train two motorcycle traffic officers.	April 2003
Traffic Enforcement and Awareness Management System (TEAMS)	Implement program in community, schools, and daycare centers.	April 2003
Motorcycle Unit	Purchase two motorcycle units.	April 2003
Develop Options for Ticketed Drivers	Meet with Municipal Court Judge and identify acceptable options for traffic offenders.	June 2003

Youth Services Unit

Liaison with Juvenile Crime	Recommendations of committee	April 2003

Executive Assistant to the Chief:
Personnel Development

Recruiting for Community Policing	Develop and implement policies and training required for this program.	April 2003
Recruiting for Community Policing	Obtain necessary products and services necessary for program components.	April 2003
Recruiting for Community Policing	Program components fully implemented.	April 2003
Recruiting for Community Policing	Identify officers that will be on the recruiting team.	May 2003
Community Policing for Dispatchers	Identify problem areas in the departments as it pertains to customer service and community policing.	June 2003
Revamp Evaluation Process	Formulate a committee to recommend changes to our evaluation process.	June 2003
Community Policing for Dispatchers	Ensure that training provided to officers on community policing is also available to PSJC.	June 2003

Third Quarter 2003

Strategy Title	*Activity*	*By Date*

Administrative Support:
Administrative Support Commander

Streamline Responsibility for Different Types of Report, Data, and Information Requests	Put records request form on the Internet.	July 2003

Computer Operations

Computer Programs for Reports	MDTs access of data	September 2003
Establish Data Sharing Computer Network	Recommendations of committee due.	September 2003

Records Unit

Improve Records Unit Efficiency	Implement training plan.	July 2003

District Command:
Traffic Unit

Motorcycle Unit	Implement program.	July 2003
Crash Reduction	Conduct roll call or inservice training for officers on the use of Form 4319 and when it should be used.	July 2003
Develop Options for Ticketed Drivers	Assign and print informational brochures.	July 2003
Develop Options for Ticketed Drivers	Distribute and advertise on web page.	August 2003

Executive Assistant to the Chief:
Personnel Development

Field Training Officer Program	Formulate committee of FTOs. Determine what part of FTO Program works and what doesn't.	August 2003

Fourth Quarter 2003

Strategy Title	*Activity*	*By Date*

Administrative Support:
Administrative Support Commander

Take-Home Patrol Car Fleet	Seek additional funding from the City Manager and City Council.	November 2003

Fleet Maintenance

Cell Phones Installed in Patrol Cars	Complete staff study and cost feasibility study.	October 2003
Cell Phones Installed in Patrol Cars	Submit for supplemental budget request for '04 budget year.	November 2003

District Command:
District Commanders

Peace Disturbance Awareness Program	Beat officers shall attend meeting or meet every Greek president to discuss the peace disturbance ordinance.	December 2003

Traffic Unit

Reorganize Traffic Unit	Select Commanders for Traffic Unit.	December 2003

Executive Assistant to the Chief:
Personnel Development

Dedicated Training Facility	Develop cost-benefit proposal and implementation plan.	October 2003
Revamp Evaluation Process	Submit for approval to command staff.	October 2003
Field Training Officer Program	Formulate new FTO manual and submit for approval.	November 2003

Investigative:
Major Crimes Unit

Establish a Family Services Unit	Write new program in Stop Violence Against Women Grant.	December 2003

First Quarter 2004

Strategy Title	*Activity*	*By Date*

Administrative Support:
Administrative Support Commander

Take-Home Patrol Car Fleet	Implement program. Issue take-home vehicles each year over a five-year period.	January 2004

Computer Operations

Establish Data Sharing Computer Network	Data network online	January 2004

District Command:
Patrol Units

Welcoming Committee for New Officers	Implement strategy.	March 2004

Traffic Unit

Traffic Enforcement and Awareness Management System (TEAMS)	Evaluate the impact and effectiveness of this program.	January 2004
Reorganize Traffic Unit	Assign supervisors and establish work schedules.	January 2004
Reorganize Traffic Unit	Train newly commissioned traffic officers.	January 2004
Reorganize Traffic Unit	Traffic Unit fully operational.	February 2004

Executive Assistant to the Chief:
Personnel Development

Revamp Evaluation Process	Train supervisors to utilize new evaluation techniques.	March 2004

Investigative:
Major Crimes Unit

Establish a Family Services Unit	Rename DOVE Unit and assign additional duties.	March 2004

Second Quarter 2004

Strategy Title	*Activity*	*By Date*

Investigative:
Investigative Commander

| Sexual Offender Task Force | Collaborate with neighboring jurisdictions and establish guidelines. | April 2004 |
| Sexual Offender Task Force | Advertise within each department for investigators that will work this two-week detail. | June 2004 |

Third Quarter 2004

Strategy Title	*Activity*	*By Date*

Investigative:
Investigative Commander

| Sexual Offender Task Force | Formulate task force and run for two weeks. | July 2004 |

Fourth Quarter 2004

Strategy Title	*Activity*	*By Date*

Investigative:
Major Crimes Unit

| Evidence Technician Team | Purchase of SLR cameras for each member. | December 2004 |

2005

Strategy Title	*Activity*	*By Date*

Administrative Support:
Administrative Support Commander

| Take-Home Patrol Car Fleet | Evaluate the impact and effectiveness of this program. | January 2005 |

Investigative:
Major Crimes Unit

| Evidence Technician Team | Training and certification of members. | December 2005 |

Guidelines for Plan Development

Principles upon which the plan is based

At its best, strategic planning for a law enforcement agency is a tool that can help guide and support positive change. The realignment represented by the challenge of community policing requires new thinking and continual revision in the way we approach our mission in providing police services in the City of Columbia. As such, we recognize that change must be built on the successful approaches that have come before *and* be driven by every member of the Department considering the question of what else can be done to more fully carry out our mission.

Therefore, we set out not to create a final document with strategies carved in stone but rather an effective process for developing, revising, and renewing strategies that can enhance our ability to achieve our mission. To that end, we recognized certain guiding principles that we used to shape the design of the planning process. They included the following:

- **The process should provide for both "alignment through involvement" and leadership through the "bold stroke."** The plan must not be carved in stone by the Chief's Office but developed collaboratively with all members of the Department and the communities we serve — doing so will encourage much greater use of, and commitment to, the plan by those who must implement it. Equally, the plan must contain enough flexibility to allow leadership to innovate, change direction to better fulfill an outcome and otherwise initiate new agenda that can inspire, encourage, and demonstrate a pathway to better thinking and better results at the Columbia Police Department.

- **The plan should, by design, allow for the strategies to flex and change.** Police work, by its very nature, is crisis driven, which requires an ability to shift focus, change priorities, and push this morning's top priority into this afternoon's "someday" file. This is why we have developed a strategic plan that is outcome-focused. While the process to achieve the outcomes should be allowed to flex considerably, our focus should stay on the desired result. We have integrated this value into the planning structure.

- **We shouldn't load everything the Department is already doing into the strategic plan**. To keep the plan relatively clear and simple to follow, it is important that it be used to define the direction of change and not as a document intended to account for everything that the department does. As has been discussed, budgets, annual reports, and other tools already in place fill the function of documenting all activities.

- **We should avoid including too much that is revenue dependent.** While additional revenue can facilitate change, not every problem is solved with money and not every challenge we face is created by a financial constraint. This has been the result as well: Out of 58 strategies stated in this plan, 39 are expected to be revenue neutral, 12 would require a budget increase, and 3 are expected, over time, to lead to a budget savings. (Budget impact for 4 strategies have not yet been defined.)

- **The design of the plan should be kept as simple as possible.** Though comprehensive and far reaching in scope, the plan itself should be as simple as possible to understand and use.

Partners in Plan Development

This plan was developed with the participation and partnership of the following organizations and agencies:

Columbia Police Department Personnel in all Units

Other City Agencies
City Traffic Engineers
Columbia Office of Volunteer Services
Columbia Public Works Department
Community youth services programs

Criminal justice system partners
Boone County Sheriff's Department (BCSD)
Juvenile Court
Law Enforcement Training Institute (LETI)
Missouri Division of Highway Safety
Missouri Police Chief's Association (MPCA)
Missouri State Highway Patrol
Missouri University Police Department (MUPD)
Municipal Court
Prosecuting Attorney's Office
Public Safety Joint Communications (PSJC)
Surrounding law enforcement agencies and courts

Neighborhood Associations
Bluff Dale Neighborhood Association
Caring Communities Partnership Board
College Park Neighborhood Association
Douglass Coalition
East Campus Neighborhood Association
East Walnut Neighborhood Association
Kiwanis Park Neighborhood Association
Leisurely Way Neighborhood Association
Neighborhood Watch
North Central Columbia Neighborhood Association
Progressive Task Force/ Worley Street Project
Ridgeway Neighborhood Association
Rothwell Heights Neighborhood Association
Smithton Valley Neighborhood Association

Other Local Partners
Campus Administration
Chamber of Commerce
Child Advocacy Center
Downtown bars
Downtown Business Association
Home Depot
Insurance company representatives
Local media
Missouri Division of Liquor Control
Mothers Against Drunk Driving (MADD)
Rainbow House
The Shelter
Students Against Destructive Driving (SADD)