

JOPLIN POLICE DEPARTMENT 2011 ANNUAL REPORT



Joplin Police Department

PRESERVING LIFE, MAINTAINING HUMAN RIGHTS, & PROTECTING PROPERTY

MESSAGE FROM POLICE CHIEF LANE ROBERTS



The Joplin Police Department is staffed with 162 employees and 40 volunteers who have the overall responsibility to serve and protect the citizens of Joplin. We take pride in hiring and training only the best.

The department has 111 sworn officers who are supported by 13 civilians, 19 dispatchers, and 19 jail staff. The department also benefits from the services of 40 volunteers, including 14 sentinels, 12 explorers, ten auxiliaries, and four chaplains. Twenty-nine of our sworn officers and one civilian are funded by the Public Safety Sales Tax, passed by Joplin voters in 2006. Performance measures were developed to help determine the effectiveness of these additional officers. The results of these measurements, which are included in each annual report, are very positive and encouraging.

There are two clear indicators of a successful community policing initiative. First is an increase in calls for service. As citizens gain confidence in our performance and begin to participate in improving Joplin's quality of life, they are more likely to call. As calls increase, more information becomes available to officers who assist in identifying the causes of crime. Second is a reduction in crime, which is directly affected by the increase in calls for service as the public gains confidence in our department.

Between 2007 and 2011, calls for service to JPD have increased 33% and crime has decreased 26%:

2007 – 67,977 calls; 6,453 crime
2008 – 73,111 calls; 5,620 crime
2009 – 87,458 calls; 5,540 crime
2010 – 88,829 calls; 5,078 crime
2011 - 90,298 calls; 4,746 crime

With the help of the additional officers provided by the voter approved Public Safety Sales Tax and the participation of Joplin citizens, the overall case clearance rate has risen to 50% in 2011. Alongside the decrease in crime, we achieved a subsequent decrease in traffic crashes by 11% during the same four-year period. For the first time in over 25 years, JPD's traffic crashes fell below 2,000. However, it should be noted that Joplin experienced two major extreme weather events, a winter blizzard and the May tornado. Although these extreme weather events cloud the traffic crash total

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with uncertainty as to the positive and/or negative effects, it is clear that the number of *injury* accidents has dramatically decreased by 63% since 2007. It should also be noted that fatality accidents have reduced by 50% during the same period.

The department is organized into five bureaus: Patrol; Investigations; Administration; Special Enforcement; and Support Services, which includes accreditation management and crime analysis.

There are 586 law enforcement agencies in Missouri. Four hundred thirty-eight of them are municipalities, with only 11 of those having a sworn staff of more than 100 officers. The Joplin Police Department is one of only 21 agencies in Missouri to be accredited by the Commission on Accreditation for Law Enforcement Agencies.

The devastating tornado on May 22, 2011 changed all of our lives forever. It certainly challenged the resources of the Joplin Police Department, but with the help of Joplin residents and nearly 200 police agencies from all over the four states and beyond, crime stayed under control. JPD remained focused on its primary mission of maintaining law and order and assisting with search and rescue, rather than becoming search and rescue. Protecting what was left of people's lives, much of which was entangled in the rubble in the tornado footprint, became an unprecedented task. Providing efficient security to an area six miles long by over half a mile wide, while continuing to serve the rest of Joplin's needs, required all of the available law enforcement assets. While there was some theft and other property crimes, crime never reached the epidemic proportions that many presumed it would, or assumed it did. In fact, the 2011 overall crime rate actually declined, in spite of an increase in the calls for service.

The people of Joplin were an inspiration to its police department and all of the agencies who came to help. Resilient and indomitable, Joplin citizens didn't wait for someone else to come help them; they helped themselves, their friends and neighbors, and the City as they triumphed over incredible adversity. The police department continues to meet new challenges every day that are a residual effect of the tornado, and no doubt will for a very long time. However, with the assistance of the citizens of Joplin, we have no doubt as to our ultimate success.

On behalf of the men and women of the Joplin Police Department, I want to say that we have never been more honored than we are now, serving this wonderful, courageous community. More than ever, we are proud to be your public servants.

Joplin Police Department

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Joplin Police Department

2011 GOVERNMENT

Mayor	Mike Woolston
Mayor Pro Tem	Melodee Colbert-Kean
Council Members	Morris Glaze
	Jack Golden
	Trisha Raney
	Dr. Benjamin Rosenberg
	Bill Scearce
	Michael Seibert
	Gary Shaw
City Manager	Mark Rohr

Chief of Police
Chief Lane J. Roberts

Assistant Chief	Jason Burns
Investigations Commander	Lt. Darren Gallup
Patrol Commander	Lt. Lamonte Ratcliff
Special Enforcement Bureau	Lt. Matt Stewart
Support Services Commander	Lt. Brian Lewis

First Line Supervisors:

Sergeants	Corporals
Gabe Allen	James Altic
Chad Allison	Shawn Dodson
Chad Dininger	Dan Haskins
Charla Geller	Brian Henderson
Bob Higginbotham	John Hollingsworth
David Newell	Joe Kowis
Rusty Rives	David Lewis
Sloan Rowland	Joe Moore
Mark St. Peter	Chuck Niess
Jim Wallace	Jim Stever
Ryan West	Larry Stout

Joplin Police Department Staffing Plan

In August of 2007, the Joplin Police Department developed a plan that now serves as a guide in staffing requirements. Several meetings were held in regards to this plan. Committee members from both the Joplin Police Department Employee Advisory Committee and the Citizen's Advisory Committee provided valuable input into its development. It was then submitted to the City Manager for approval.

The staffing plan looks at the annual projection of calls for service and establishes a threshold of calls per officer per year. The formula for the plan is based on a six-year historical record of calls for service while, at the same time, projecting five years into the future. This formula allows the Joplin Police Department to predict its hiring needs as it relates to the annual budget and operations of the department.

In order to maintain a high standard of service to the community, the plan originally proposed the optimal number of calls per officer per year to be 650. This formula does not consider assignment of those officers to any particular function. How the officers are used and assigned is based on operational and tactical needs. Adherence to this formula was meant to allow the police department to grow commensurate with demand by hiring additional officers based upon the subsequent increase of calls for service, rather than hiring large numbers of officers to catch up to demand after calls exceed manageable thresholds. However, the influence of the increased number of officers on self-initiated activity, growing largely out of proactive traffic enforcement, created an entirely different dynamic affecting the staffing plan. The original call threshold of 650 calls per officer per year was based in a presumption that is no longer valid.

Therefore, the department established a new threshold based on the statistics at the end of 2010, since crime continued to decline, total activity continued to increase, and staffing levels remained full or high. The new threshold was established by dividing the total number of calls for service by 111 officers. The resulting ratio of 800 calls per officer is the new threshold and our staffing plan has been revised to reflect that ratio and project our needs to sustain it. The new threshold will be valid only if the statistics note continued improvement in crime and activity as mentioned above.

Calls for Service Projections Based On Revised Threshold

Assuming that the trend established over the past six years continues in the future as it has in the past, we would expect to have the following numbers of calls for service each year for the years 2012 – 2016:

Year	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Calls	67,973	73,111	87,458	88,829	90,298	98,760	104,417	110,075	115,733	121,391
Officers	79	97	103	111	111	123	130	137	144	151
Ratio	860	754	849	800	813	803	803	803	804	804

*It should be noted that unknown future events can cause changes in these predictions. This forecast is based on the assumption that things will remain fairly consistent over time, and that the ups and downs in the future will fairly well mirror the ups and downs of the past.

Joplin Police Department

VISION, MISSION, AND VALUES

Vision Statement

The Joplin Police Department is a community funded division of the City of Joplin whose vision is a peaceful and safe community where citizens and visitors experience hometown values and a superior quality of life.

Mission Statement

The mission of the Joplin Police Department is to work with all citizens to preserve life, maintain human rights, and protect property; to hold ourselves accountable to our community and to recognize industry standards; and to reduce crime and the fear of crime by facilitating positive police-citizen contacts.

It is critical that all department personnel understand, accept, and be aligned with these responsibilities and the concept of quality public service.

Values Statement

We, the members of the Joplin Police Department, recognize that our contribution to the quality of life in our community is best served by providing the finest professional law enforcement services found in the State of Missouri. We will meet the challenge of providing these services by basing our thoughts and actions on the following shared values.

Joplin Police Department

VISION, MISSION, AND VALUES

OUR COMMUNITY

The foundation of our law enforcement agency is the principal of the protection of the worth, dignity, and rights of all we serve. We take pride in the opportunity to provide to our community high quality services which are fair, courteous, consistent, impartial, thorough, timely, and professional.

OUR INTEGRITY

We value and expect candor and honest and ethical behaviors in the members of our department. We are committed to upholding our positions of trust by maintaining the highest ethical standards as set forth in the law enforcement code of ethics and our own departmental principals.

OUR ACCOUNTABILITY

We value the need for effective use of our resources and the straightforward communications with our department and the citizens we serve. We are responsible for our actions, willing to admit our mistakes. We will work to ensure that our conduct earns the support and trust of all segments of the public that we serve.

OUR PROFESSIONALISM

We value the spirit of professionalism, having a clear sense of commitment, perspective, and direction. It has been developed by creating an environment that encourages teamwork, innovation, and constant evaluation of ourselves. Our professional attitude is dedicated to high quality, timeliness, and excellence in our service to our community.

OUR PRIDE

We believe our work to be a source of enjoyment and satisfaction. We are proud of our accomplishments as an integral part of our community. We do not take ourselves so seriously that we fail to enjoy what we choose to do-- serving the citizens of Joplin by being a member of the Joplin Police Department.

Joplin Police Department

Multi-Year Plan

Objective	Time
Maintain the range as a viable training site for the next ten years.	Ongoing
Ensure that staffing ratios meet thresholds established in the staffing plan. Sustain service levels as demands increase.	Ongoing
Ensure availability of Field Training Officers to accommodate growth in entry level staff.	Ongoing
Streamline reporting process and records storage requirements. Develop ability to email incident and accident reports in response to records request.	Ongoing
Add support staff commensurate with growth in sworn staff to ensure accommodation of increased workload.	Ongoing
Convert the two part-time detention officers to full time; one each over the next two budget cycles. Add two part-time detention officers in budget cycles 3 & 4.	2011-2014
Force Multiplyer. Use of technology to leverage effective use of personnel.	2012
Replacement of unit that is no longer cost effective to repair.	2012
Convert to electrical key system used in other city facilities. Enhance surveillance system.	2012
Move master site to more secure location.	2012
Replace three sniper rifles that are over 15 years old.	2012
Enhance quality of fleet by replacing vehicles obtained via a “buy back” internal process.	2012
Provide operational efficiency in emergency circumstances.	2012
The X-26 Tasers have a five year service life. Our 40 tasers should be replaced with the X-3 in a phased process.	2012
Replace flooring that is worn and no longer serviceable.	2012
Move master site to more secure location.	2012

Joplin Police Department

MULTI-YEAR PLAN

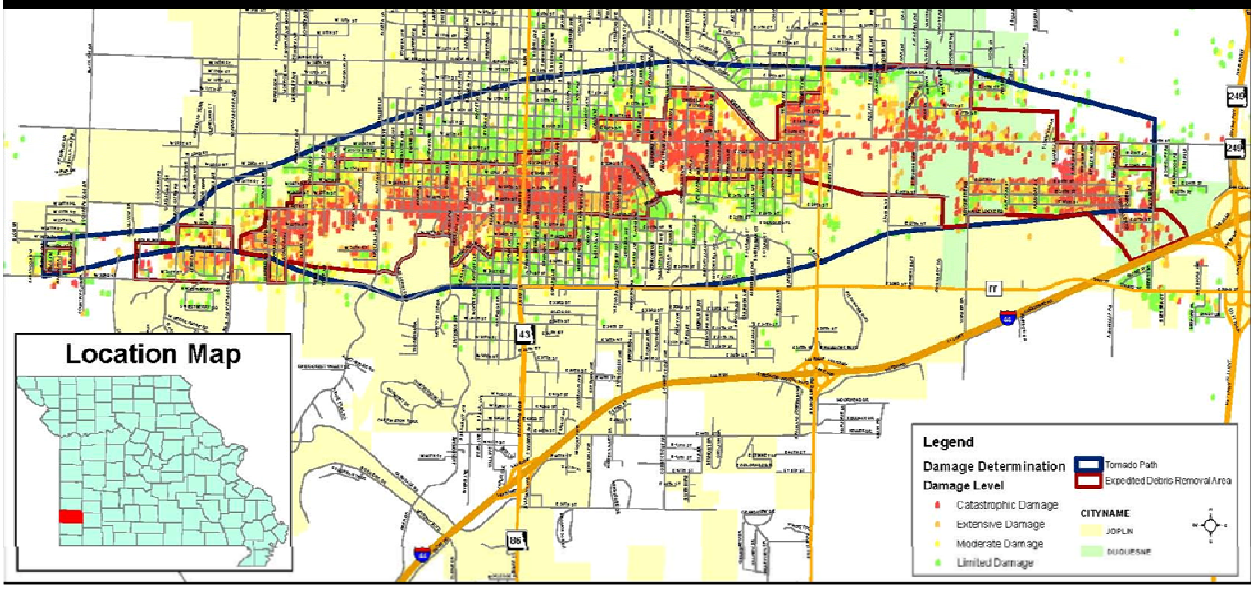
Objective	Time
Expand capacity of Center to accommodate growth. Prepare for more dispatch customers.	2012
Compliance with recognized industry standards for tele-communications.	2013
Update radio consoles in Dispatch.	2013
Ensure best practices and compliance with industry standards.	2013
Add one clerical position and two training officers.	2013
Create new position, to enter and validate warrants and other utility functions.	2013
Provide additional resources for high risk operations. Operations at more than one site.	2014
Certify a Joplin K-9 Officer as an instructor.	2014
Install necessary hardware and software.	2014
Civilian position, recovers time expended by sworn staff for non-enforcement duties.	2014
Continue training to fully certify the Crime Analyst.	2014
Enclose portico to incorporate the space into usable office space.	2015
Improve and update screening technology. Institute a bailiff to replace the assigned officer.	2015
Work with FD to build training facility pursuant to the provisions of the Public Safety Tax.	2015
Improve jail operational efficiencies. Enhance economical operation. Create potential revenue source.	2017
Replace or upgrade the radio system.	2017
Improve operational efficiency associated with vehicle repairs and budget management.	2017
Enhance safety by avoiding the need to remove prisoners from jail facility to be arraigned.	2017

Joplin Police Department

MAY 22ND F-5 TORNADO

On May 22, 2011, a multi-vortex F-5 tornado ripped though Joplin, Missouri. The tornado's path of devastation and destruction began on the western edge of town and exited on the east side, tearing a massive hole through the heart of Joplin. Officers and emergency workers began pouring into Joplin immediately after the tornado lifted. They joined Joplin officers, emergency workers, and citizens in the immediate response demanded of them after such a widespread blow to the entire city. From initial response to long-term planning, members of Joplin Police Department exhibited courage, steadfastness, and professionalism in the midst of the most difficult task it has faced in 138 years as a department. The following numbers provide a summary of the enormity of challenges the City of Joplin adopted and ultimately rose above.

- Tornado first touched down in Joplin city limits at 5:41 pm
- Tornado grew from 1/2 to over 3/4 mile wide and was on the ground for 20 minutes
- 161 deaths
- 9,000 injuries
- 7,500 homes destroyed/damaged and 9,200 people displaced
- 500 businesses destroyed/damaged and 5,000 employees affected
- 5,000 emergency services personnel from over 535 different agencies responded (approximately 200 of these were from police departments)
- Six full search passes were made through the entire damaged area
- Estimated three million cubic yards of residential debris
- Over 118,000 registered volunteers
- More than 720,500 registered volunteer hours, which is equivalent to 82 years of service provided at a 24/7 pace since May 22, 2011



Joplin Police Department

MAY 22ND F-5 TORNADO











OPERATIONS DIVISION

ASSISTANT CHIEF JASON BURNS



It is our goal to respond to the community's needs in a professional manner with a customer service mentality guiding us.

The Operations Division is the largest division in the Joplin Police Department. It consists of more than 100 sworn and non-sworn employees from the Patrol, Investigations, and Special Enforcement Bureaus. Police Operations is responsible for providing rapid response to emergencies, comprehensive investigations on all criminal matters, traffic safety, community service, and assistance to the general public. It is because of these responsibilities that the Operations Division has the greatest interaction with the community. Therefore, it is our goal to respond to the community's needs in a professional manner with a customer service mentality guiding us. We are committed to working in collaborative effort with the community to identify, address, and resolve quality of life issues with our focus directed toward long-term resolutions.

In January 2010, the Joplin Police Department Operations Division implemented IMPACT (Improving Methods Proactively Against Crime Trends) to address community crime problems and quality-of-life issues faced by our citizens. In short, IMPACT is an in-depth analysis of statistical information to identify crime trends, patterns, and hotspots. Creative strategies are formulated to counter increasing incidences of crime, and then appropriate resources and police personnel are deployed to confront identified crimes proactively. Effectiveness is continually evaluated through further statistical analysis. During the last twelve-month period, police officers have effectively combated crime in the City of Joplin with a 7% reduction from this same time last year. Each month, officers are directed to concentrate on a specific area and/or crime in which to focus their efforts. This proactive approach to crime has evidenced that directed patrol produces favorable results. As the police department continues to work toward making Joplin a safer community for its citizens, IMPACT will remain an important element in that effort.

This last year has been a particularly challenging year for the Operations Division of the Joplin Police Department. The May 22, 2011 EF5 tornado had a dramatic impact on the City of Joplin and its surrounding communities. In spite of the difficulties associated with this disaster, the Joplin Police Department Operations Division provided the community with superior law enforcement services throughout. The past year's accomplishments of the very fine men and women of the Joplin Police Department are evidenced in the following pages.

PATROL BUREAU

LIEUTENANT LAMONTE RATCLIFF



No matter the type of call for service that has been received, officers are expected to create a safe and effective solution.

The Patrol Bureau of the Joplin Police Department consists of uniformed officers who patrol the streets of Joplin in highly visible black and white police patrol vehicles. The first point of contact with most of the citizenry of Joplin is likely to take place with a uniformed officer. Most of these contacts are made after a call for service has been placed with the communications center. Uniformed patrol officers respond to calls for service that may be classified as in-progress or past tense. No matter the type of call for service that has been received, officers are expected to create a safe and effective solution.

The Patrol Bureau is the largest bureau within the Operations Division at Joplin Police Department. The Patrol Bureau consists of five patrol teams, providing 24-hour police service to the citizens, businesses, and visitors within the City of Joplin. Weekly shift coverage is made up of five shifts: Days, 2 Day/2 Evenings, Evenings, 1 Evening/3 Midnights, and Midnights. Patrol teams work ten-hour shifts. Each patrol team is staffed with one sergeant, one corporal, and seven officers.

Under the purview of the Patrol Bureau is SWAT (Special Weapons and Tactics). Members of this team are officers who have been highly trained in areas concerning special weapons and tactics and are called upon to resolve high risk incidents requiring their expertise on scene as a unit. SWAT officers may hold positions in bureaus outside of the Patrol Bureau. When activated, SWAT officers come together as a single unit, under the command of the Patrol Bureau's Lieutenant.

The FTO (Field Training Officer) program is also administered within the Patrol Bureau. Officers who are new to the Joplin Police Department, no matter their experience, undergo on-the-job training for a number of weeks alongside a JPD officer who has been trained as a Field Training Officer.

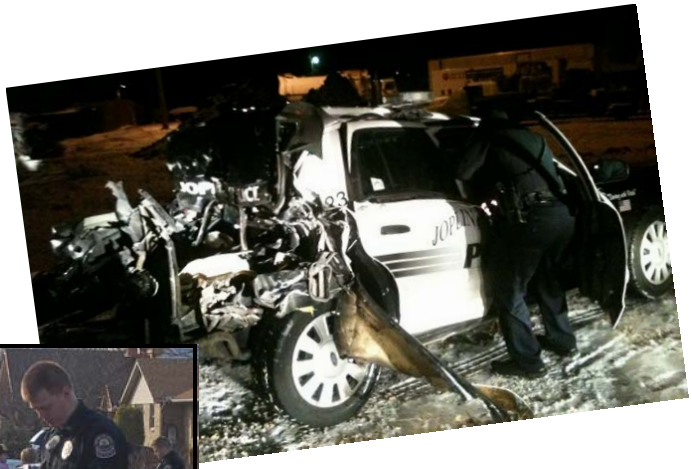
Highlights

The month of February brought with it a winter blizzard of 22 inches of snow and sustained below zero temperatures. During the blizzard, patrol teams assisted numerous citizens that were stranded. Patrol also gave citizens rides to shelters, hotels, and their residences, trans-

PATROL BUREAU

LIEUTENANT LAMONTE RATCLIFF

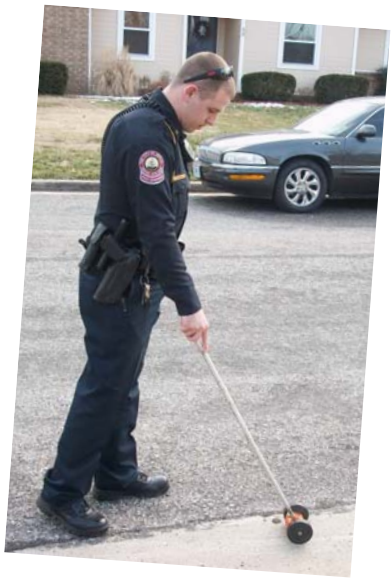






ported them to and from the hospital, and transported medications to citizens who could not get out of their residences to pick up their needed medications.

On May 22nd, the Joplin Police Department, with the assistance of over 200 other law enforcement agencies and countless other entities and volunteers, began to respond to the aftermath of an EF-5 tornado. For nearly three weeks, the department's workforce was turned into a single Patrol Bureau, rotating on 12-hour day and night shifts. All department bureaus were eventually reinstated as outside agencies began to return to their home departments. All of the assistance was much needed and greatly appreciated.





PATROL BUREAU

SPECIAL WEAPONS AND TACTICS — SWAT



The Joplin Police Department Special Weapons and Tactics Team was formed in 1987 in response to a growing need for a specialized unit to resolve situations dealing with extraordinary activity beyond the scope of normal patrol functions. The Joplin Police Department recognized that the activation of a highly skilled tactical unit substantially reduces the risk of injury to citizens, police officers, and suspects.

The mission of the team is to deploy specialized skills and equipment in support of high risk situations for the Joplin Police Department and surrounding agencies. Some examples of potential deployments include hostage situations, barricaded subjects, high risk warrants, critical incidents, dignitary protection, and natural disasters. The entire SWAT team trains monthly and officers attend various tactical schools throughout the year to maintain their proficiency and update critical skills. The Joplin Police Department SWAT team serves as a member of the State Homeland Security Response Team and responds to any Weapons of Mass Destruction event in the region.



In 2011 the SWAT team was activated 21 times in response to requests for specialized services. The team dealt with high risk warrants and barricaded subjects. Also in 2011, the team conducted its first Basic SWAT and Basic Sniper Schools for existing members. In the future, this training will serve as the basis for entry level SWAT operators and those operators moving to sniper positions within the team. In 2012, the classes will also be open to outside agencies.



SPECIAL ENFORCEMENT BUREAU

LIEUTENANT MATT STEWART



The Special Enforcement Bureau continues its focus on analyzing crime trends and traffic patterns and executing proactive solutions for long-term crime prevention.

The Joplin Police Department Special Enforcement Bureau (SEB) continues its focus on analyzing crime trends and traffic patterns and executing proactive solutions for long-term crime prevention. In 2011, the SEB carried out multiple tasks and plans in its efforts to implement innovative strategies to support crime reduction and community involvement. The SEB is comprised of one lieutenant, one sergeant, two corporals, 22 patrol officers and three civilian support staff. The SEB is augmented by 11 part-time crossing guards, three part-time police officers, ten auxiliary officers, and 12 explorers.

The SEB hosts a Citizens Police Academy offered to interested members of the community. The 12-week academy allows citizens a behind-the-scenes look at what it's like to work as a police officer in Joplin. The Citizens Police Academy is an opportunity to produce informed citizens who have a better understanding of the expectations and operations of the Joplin Police Department. Likewise, officers also gain valuable input from the community. One session of the Citizens Police Academy was conducted in 2011, which graduated 16 students in the spring.

The RAPID (Resident and Police Interacting Directly) team enables the SEB to make an immediate impact within concentrated areas and lay the ground work for long-term crime prevention solutions. The team also utilizes bike patrols as an additional enforcement tool. Bike officers serve critical roles at large events and patrol the downtown entertainment district.

In 2011, with the increased amount of construction work in rebuilding after the May 22nd tornado, the RAPID team foresaw the need to address thefts from construction sites. They did so by educating building groups on how to better secure equipment, tools, and materials. They also made this information available to City departments that encountered builders. The RAPID team conducted sting operations in areas that experienced higher numbers of construction site thefts despite these efforts.

Also in 2011, the RAPID team played a pivotal role in conjunction with FEMA to establish a north substation located in the Jeff Taylor Memorial Acres housing area. They continue to monitor police activity in the area and address neighborhood concerns there.

The RAPID team additionally assisted with neighborhood revitalization areas, organized National Night Out, patrolled city parks (particularly seeking out alcohol violations and graffiti presence), monitored trail safety, conducted city-wide theft from vehicle campaigns

SPECIAL ENFORCEMENT BUREAU

LIEUTENANT MATT STEWART

promoting education and enforcement, and addressed city-wide graffiti abatement.

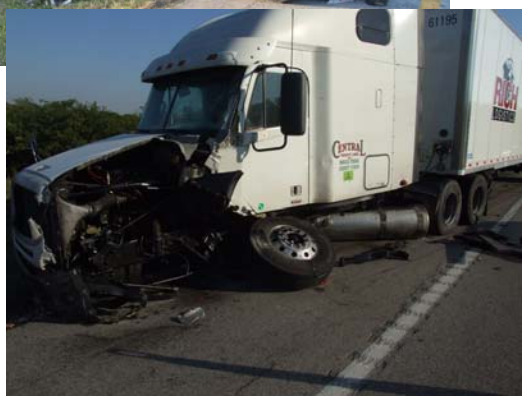


Also an important segment of SEB is the traffic team. They constantly work toward crash reduction and making the streets safer in Joplin. The traffic supervisor continues to develop innovative ways to enforce the traffic laws such as zero tolerance traffic details. The unit uses a data driven approach to allocate its resources in an effort to pinpoint the areas that need the most enforcement. This unit is supplemented with four Harley Davidson motorcycles that are assigned at busy intersections to monitor traffic light violations. It is absolutely noteworthy that overall crashes were reduced in 2011 by 11% from 2010.



R-VIII School District to employ 11 part-time crossing guards. These personnel are placed strategically throughout the city to ensure school-aged children can safely cross busy roads and intersections while walking to school. Every year a study is conducted in conjunction with Public Works and the school district to ensure the crossing guards are placed in the most effective manner possible.





In 2011, as every year, the SEB worked cooperatively with the Joplin

The Special Enforcement Bureau also continued to coordinate work offered through grants sponsored by the Highway Safety Division of the Missouri Department of Transportation. Mini-grants were utilized throughout the year, including the "You Drink and Drive, You Lose" campaign; Click It or Ticket; and I-44 HEAT. Over 100 vehicle stops yielded two DWI arrests and more than 80 citations.

During the 2010-2011 grant cycle, the full-time DWI unit, comprised of two officers, generated 219 DWI arrests, 721 vehicle stops,

SPECIAL ENFORCEMENT BUREAU
LIEUTENANT MATT STEWART

and 756 citations. They assisted at over 10 DWI checkpoints, gave 157 blood alcohol content breath tests and 305 standardized field sobriety tests. These officers became DRE-certified (drug recognition experts) in late 2010, and in 2011 conducted 24 DRE evaluations.

Through the Hazardous Moving Violations, DWI Saturation, and Youth Alcohol grants, similar encouraging numbers were produced: 460 vehicle stops and 369 citations for HMV; 971 vehicle stops, 124 citations, and 25 DWI arrests for DWI saturation; and 125 vehicle stops and 64 citations for youth alcohol. Work also continued with the Enforcement of Underage Drinking Laws grant offered through the Missouri Department of Public Safety which focuses efforts on prohibiting alcoholic beverages being sold to and consumed by minors.

One of the primary functions of SEB is the planning and organization of special events. We assisted with coordinating security, traffic control, and egress plans for several events in the Joplin area in 2011, including Boomtown Days, Freedom Fest, Mother Road Marathon, and the Christmas parade. Officer Hirshey organized the Shop With a Cop event and through his efforts, JPD officers gave 94 underprivileged children a brighter Christmas. The May 22nd tornado brought numerous groups to the area seeking to host events for rebuilding, and the SEB was there to provide assistance for those events as well. These included Tulsa Habitat for Humanity, Extreme Makeover: Home Edition's 7 Homes in 7 Days, the National 9/11 Flag Tour conclusion, I Am Joplin, and Restore Fest.

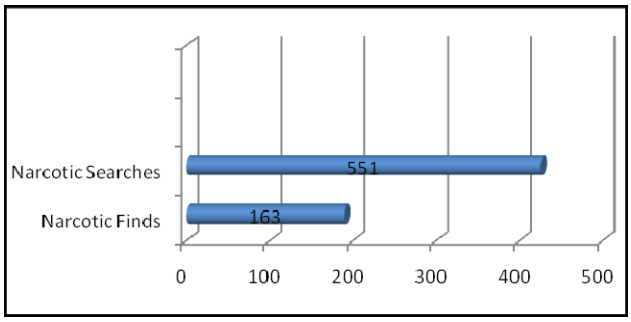


SPECIAL ENFORCEMENT BUREAU

K-9 UNIT

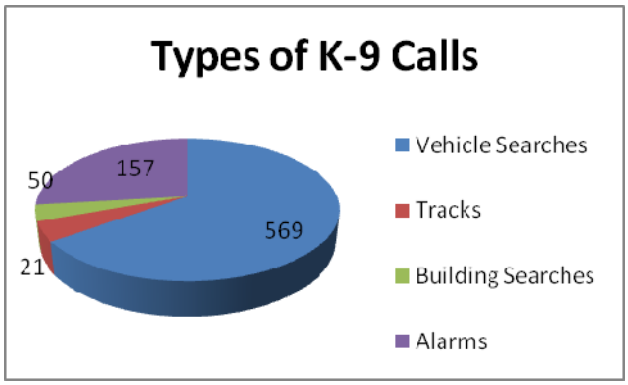


The canine program was established to supplement police operations by locating and apprehending criminal offenders and illegal narcotics and explosives. Because of a superior sense of smell and hearing and potential aggressiveness, the trained law enforcement canine is a valuable supplement to law enforcement manpower.



Utilization of canines requires adherence to procedures that properly control their use of force potential and channel their specialized capabilities into legally acceptable crime prevention and control. Each handler is trained in the tactical application of his/her dog prior to being placed in an operational status. A dog handler assists in formulating plans of action for effective canine use. Canine use is based upon the immediate circumstances of a situation. Examples in which canine teams might properly be used are building searches, tracking of suspects, clearing open areas, evidence searches, chasing and subduing suspects fleeing the scene, crowd control, lost persons, and narcotics detection.





In 2011, the K-9 Team consisted of five narcotic detection/patrol canines. The canines responded to 78 calls for service per month on average, which included an average of 47 vehicle searches per month. K-9 officers and their partners found contraband during 163 searches. Canines located four pounds of marijuana, 72 grams of methamphetamine, 169 grams of cocaine, 12 grams of crack cocaine, and 15 grams of heroin. Canines conducted 551 searches for narcotics.





SPECIAL ENFORCEMENT BUREAU
AUXILIARIES, EXPLORERS, RESERVES, & SENTINELS

Auxiliaries

The Joplin Police Department auxiliary consists of 10 members who are supported by two advisors and various officers who assist with training needs. Members are individuals interested in law enforcement, at least 21 years of age, and hold no Joplin Police Department commission. Officers Daniel Rogers and Andrew Beckfield are the advisors who spend approximately five hours a week developing and overseeing training exercises and classroom lessons. The auxiliaries meet every Thursday evening for two to three hours. This program has led to the hiring of several officers for the Joplin Police Department, in addition to officers for the Carthage Police Department, McDonald County Sheriff's Office, and Carl Junction Police Department. In addition, several members of the auxiliary are former members of the Joplin police explorers who wish to continue their training and involvement with the Joplin Police Department.

Much of the auxiliary's meeting time is spent in training to help prepare the members for a future career in law enforcement. This training ranges from traffic stops and pursuits to note-taking and report writing. Auxiliaries are expected to perform their training tasks with the same confidence and professionalism as an officer on the street. After each exercise, the group gathers to discuss issues such as officer safety, tactics, and verbal communication. Members of the auxiliary have repeatedly mentioned that the training is an excellent way to help segue from academy cadet to officer in field training.

During the first few weeks of the MSSU law enforcement academy, a recruiting session is held for the cadets. In the past year, twelve of the auxiliaries have been academy cadets, several of which have eventually pursued a career in law enforcement. Citizens who contact the police department and express interest in becoming an officer are directed to the auxiliary as a first step in the path towards their career.

Auxiliaries assist the police department in directing traffic and parking cars at events such as Freedom Fest, Boomtown Days, and the Christmas parade. By volunteering their time, they earn ride-along privileges with Joplin police officers. In the weeks after the tornado in May, several members of the auxiliary dedicated their time to assisting officers with whatever tasks needed to be completed during the search and rescue and security phases.

Explorers

The Joplin Police Department Explorer Post #164 is a group made up of 12 explorers. Three police officers supervise the post and two of the three are former JPD explorers themselves, so they believe very strongly in the program. Post Advisor Jared Delzell and Associate Advisors, Corporal Brian Henderson and Officer Steve Feken, spend about five hours each week preparing and teaching classroom and practical training. The explorers meet every Thursday evening for three to four hours.

The goal of our post, which is sponsored by the Boy Scouts of America, is to educate our area youth in the career and related fields of law enforcement. We train on all aspects of law enforcement from policy to tactics. This program is a great way to spend time with youth, teaching them good moral values and demonstrating how the criminal justice system works.

The explorers assist the police department in directing traffic and parking cars at Freedom Fest, the Christmas parade, and other events

throughout the year. By volunteering their time, they earn ride-along time with officers.

The explorer post added several new members during 2011 and are training for the National Explorer Conference to be held in the summer of 2012. The event is a competition in all aspects of police work. Approximately 10,000 explorers throughout the country participate. The post spends time earning money for the trip by washing police cars, holding public car washes, serving pizza at Pizza Inn, hosting chili feeds, participating in popcorn sales, and conducting many other fundraisers.

Reserves

The Joplin Police Department Reserve Program is made up of three part-time commissioned police officers with full police powers. All three current reserve officers are former full-time officers with JPD who have other careers but still aspire to serve the citizens of Joplin. Reserves are unpaid volunteers who attend a minimum of 16 hours of training every month and who serve the department in various capacities. This program and its active members are extremely important assets in accomplishing the mission and goals of this department.

These officers provide supplemental help to the department at large community events such as Boomtown Days, Freedom Fest, the Christmas parade, and other events and assignments as needed. They fill patrol shifts and work extra details. All three reserve officers contributed to the rescue and support efforts following the May 22nd tornado. Their service cuts down on the department's overtime pay, which reduces the spending of taxpayer's money.

Officer Tim Wilson is a part-time officer who is also assigned to the SWAT team. He assists the DWI unit with checkpoints, saturation patrols, and training, in addition to serving at other various activities throughout the year.

Officer Grant LaVelle is a part time officer, also assigned to the SWAT team, who assists with numerous events as needed. Officer LaVelle was a full time patrol corporal until 2004.

Officer Matt Cowdin has been a part-time officer for several years. Prior to that, he was a corporal in the Investigations Bureau, assigned to narcotics. Officer Cowdin helps with routine patrol functions, narcotics activities, and other events as needed.

Sentinels

The Joplin Police Sentinel Program is a valuable asset to our community. The police sentinels are a group of individuals who have completed the Citizens Police Academy, and aspire to serve the citizens of Joplin by completing further training and entering the program.

The sentinels provide a variety of services to citizens. These services include house checks for citizens who are out of town, vehicle unlocks, found bicycle pick-ups, tornado area security, FEMA housing patrols and community support, fire scene support, traffic control at major events, and other various non-enforcement support functions.

Currently the sentinel program is made up of 14 members from all areas of the community. Each member completes a minimum of 12 hours of service every month. Most of the members work full time jobs but still make the extra time to serve their community. Four new sentinels were added to the team in 2011.

SPECIAL ENFORCEMENT BUREAU

RESOURCES AND PERSONNEL INNOVATIVELY DEPLOYED — R.A.P.I.D.

The RAPID Team (Residents and Police Interacting Directly) is a component of the Special Enforcement Bureau. It consists of one supervisor, four full-time school resource officers/part-time RAPID officers, three full-time RAPID officers, one downtown resource officer, two full-time DWI enforcement officers, and the court bailiff.



The mission of the RAPID Team is to work with citizens to address ongoing, large-scale issues that negatively affect their quality of life. Projects the RAPID Team works on are typically defined either geographically or by crime category. For instance, the RAPID Team might work with a neighborhood to address issues as far-ranging as thefts and assaults to improper parking and litter.

The RAPID Team uses data analysis, citizen interviews, and police officer input to develop customized action plans for each project. The RAPID Team strives to use all available resources to tackle tough problems. Citizen involvement is paramount to their success. Some of the techniques that are frequently used include:

- Bicycle and foot patrol
- Timely and accurate intelligence dissemination
- Undercover “stings”
- Surveillance
- Plain clothes operations
- Neighborhood Watch
- Support from City of Joplin Code Enforcement

In the last year, the RAPID Team has worked on many projects. Among those include:

- Neighborhood Revitalization Area
- First annual National Night Out event
- City parks (alcohol violations and graffiti)
- Trail safety and patrol of the trail system
- Work in the Jeff Taylor Memorial Acres and Hope Haven in conjunction with FEMA
- City-wide theft from vehicle campaign (heavy enforcement and education)
- City-wide graffiti abatement



SPECIAL ENFORCEMENT BUREAU

BIKE PATROL, MOTORCYCLES, & TRAFFIC

Bike Patrol

Police bicycle patrol is used heavily by the Joplin Police Department RAPID Team. In many jurisdictions, bicycle patrol is used primarily as a public relations tool. However, the Joplin Police Department utilizes police bike patrol as a highly effective enforcement tool. We currently deploy four full-time bicycle officers who operate year-round as weather permits.

Bike patrol is used to patrol miles of bike trails that are inaccessible to patrol cars. The bike officers also serve critical roles at large events such as parades, Boomtown Days, and Freedom Fest. Officers on police bicycles are also better able to detect odors and hear sounds that signify criminal activity than officers in cars, which is why they are used extensively and effectively during directed patrol operations. Bike patrol is also used to patrol the downtown entertainment district as weather permits. The four officers conduct bicycle safety education at several events each year in addition to their patrol duties.

Motorcycles



The Joplin Police Department expertly utilized four Harley-Davidson Road Kings in 2011. These specialized vehicles are primarily used for traffic enforcement, with the ultimate goal of traffic crash reduction. They are also extensively used for funeral escorts, dignitary escorts, and parades. The motorcycles continue to be great tools to present a highly visible aspect of Joplin Police Department presence. The motorcycles have logged more than 25,000 miles of patrol in the City of Joplin.

With the partnership of the Fraternal Order of Police Lodge #27, the Joplin Police Department was able to send two motor officers and motorcycles to Washington D.C. during National Law Enforcement Memorial Week in 2011. This was a huge honor for the police department, and plans are underway to make this a yearly event with the goal to send all four officers and motorcycles in the near future.

Traffic

The traffic team is overseen by the Special Enforcement Bureau lieutenant and sergeant, and directly supervised by a corporal. For most of 2011, the traffic team operated less two officers due to military obligations when these two officers were deployed by the United States Army.

In 2011, the Joplin Police Department responded to and investigated 1,977 crashes, which is an 11% reduction from 2010. Of those 1,977 crashes, the traffic team investigated 72% of these. This is the first time in over 25 years that the annual crash total has been below 2,000. Additionally, we saw a 41% reduction in injury crashes. Unfortunately, the City of Joplin had three fatality crashes during 2011, two of which occurred on Interstate 44 and one on North Main, between Zora and Murphy Blvd.

SPECIAL ENFORCEMENT BUREAU
TRAFFIC AND HONOR GUARD

The horrific tornado that devastated the city on May 22nd destroyed numerous traffic control devices and also caused a huge influx of vehicles in the City of Joplin, necessitating even greater attention to traffic enforcement than under ordinary circumstances.

The traffic team was also mostly responsible for the majority of law enforcement presence at the Joplin Regional Airport for the commercial flights in and out of the City of Joplin, a task now shared with patrol. The team also dedicates time and resources to investigating all leaving the scene crashes, developing crash reduction plans, addressing traffic complaints, and patrolling and providing traffic control for events such as Boomtown Days, the Boomtown Days Half Marathon, the Mother Road Marathon, and other parades. The traffic team is also an active participant with Missouri Department of Transportation Coalition for Roadway Safety, which is a statewide committee to reduce the number of fatal crashes on Missouri roadways.

Honor Guard

The Chief's Honor Guard is a 12-member team that represents the Joplin Police Department in a professional, dignified manner at special functions. The Honor Guard's primary function is to provide funeral services to officers killed in the line of duty and retired officers who have passed away. Typically the Joplin Police Department Honor Guard is placed in charge of any funeral event that they attend. The Honor Guard is charged with the duties of protecting and escorting the fallen officer, folding and presenting the flag, and any other duties as seen fit by the Chief of Police. The Honor Guard attended multiple functions this year from presenting the colors at a ceremony in Mansfield, Missouri to assisting with fallen Riverside Officer Master Patrolman Jeff Taylor's funeral. Officer Taylor was killed during his selfless recovery efforts in the aftermath of the May 2011 tornado.



Jeff Taylor, 31, of Kansas City, died Friday, June 3, 2011, as a result of injuries sustained while assisting in the rescue efforts in Joplin. He was born March 7, 1980, in Cameron, to Patricia (Steelman) Bestgen and Steve Taylor. Jeff graduated from Harrisonville High School in 1998 and attended Missouri Southern State University receiving his POST certificate in 2001. On August 7, 1999, Jeff married his college sweetheart Kelly Hawkins in St. James. He began his law enforcement career in Webb City, then served on Platte County Sheriff Department, before his current post with Riverside Department of Public Safety where he held the positions of firefighter, SWAT, master patrol officer, K9 officer, and field training officer. Jeff was nominated and awarded Officer of the Year from Riverside DPS in 2008.



SPECIAL ENFORCEMENT BUREAU
SCHOOL RESOURCE OFFICERS, RISE ABOVE, & CROSSING GUARDS

School Resource Officers



In 2011 the Joplin Police Department's five school resource officers continued serving the staff and more than 7,000 students of the Joplin R-VIII School District. The school resource officers are integrated into the school environment, offering them the ability to be attentive to needs in a timely manner. In addition, officers have built partnerships with staff and students aiding them in the ability to be more proactive.

This year brought with it a challenge after the May 22nd tornado. Due to damage sustained to Joplin High School, the student body was relocated to two alternate locations. Officer Victor Sly served at the Joplin High School 11/12 campus at the North Park Mall while Officer Jason Barchack, a new addition to the team, served the 9/10 campus at the old Memorial building. Officers Rick Hirshey, James Kelly, and Jared Delzell continued dual roles as resource officers at the three middle schools, one of which was also relocated after the tornado, and Rise Above instructors at the elementary level.

Rise Above

Rise Above is a 10-lesson course taught to fifth grade students in the Joplin School District as well as several private schools. Rise Above was created by our officers with the assistance of the school district as a customized education program tailored to the needs of our community. The program, taught to nearly 700 students, focuses on the importance of the character of the individual student while giving them insight into some of the roadblocks to their success. At the end of the 10 weeks, each class was rewarded during a celebration assembly where every student received a certificate of completion and a Rise Above t-shirt.

Crossing Guards

In 2011, as every year, the Special Enforcement Bureau worked cooperatively with the Joplin R-VIII School District to employ 11 part-time crossing guards. These personnel are placed strategically throughout the city to ensure school-aged children can safely cross busy roads and intersections while walking to school. Every year a study is conducted in conjunction with public works and the school district to ensure the crossing guards are placed in the most effective manner possible.

After the tornado in May, there were several schools that were damaged. With the schools damaged, there were several new buildings that were utilized to host classrooms. This also meant that several of the areas where crossing guards were stationed had to change. The Joplin Police Department, along with the Joplin Public Works Department and the Joplin Schools, worked together to reassign several of the crossing guards to new locations. The police department also worked with the public works street department to make sure that all school zone signs were either repaired or moved to their new locations. Currently, all school zones are properly posted and all school zone speed limit signs are in working order. We will continue to work with the schools as new buildings are rebuilt to ensure that all areas needing crossing guards are covered.

INVESTIGATIONS BUREAU

LIEUTENANT DARREN GALLUP



Investigating complex major crimes requires the dedication, cooperation, and assistance of a variety of individuals and units.

The Joplin Police Department Investigations Bureau is made up of a lieutenant, two sergeants, two corporals, 17 investigators, a civilian investigation assistant, a civilian evidence technician, and a civilian Heart Land Crime Stoppers coordinator. One corporal and two investigators are attached to the Jasper County Drug Task Force and report directly to the lieutenant of the bureau. Additionally, two investigators are attached to the Southwest Missouri Cyber Crimes Task Force and one corporal to an FBI task force. Detectives are also members of the Tri-State Major Case Squad. The squad is comprised of numerous investigators from Missouri, Oklahoma, and Kansas. When the squad is activated, investigators combine their efforts to solve major cases within their respective agencies.

The Investigations Bureau is primarily responsible for the investigation of major felony crimes such as homicide, aggravated assault, sexual assault, burglary, robbery, forgery, and fraud. Investigators in this bureau also look into child abuse and neglect hotline calls, vehicle thefts, thefts from vehicles, larcenies, domestic violence, and drug violations. Additionally, in 2009, one investigator was added through a grant to the Investigations Bureau to investigate cyber crimes with a focus on exploited children. The investigators assigned to these crimes have developed advanced levels of expertise through specialized training and years of experience working on complex cases with colleagues at the federal, state, and local levels.

Investigating complex major crimes requires the dedication, cooperation, and assistance of a variety of individuals and units. Investigators work closely with patrol officers to identify witnesses, preserve major crime scenes, gather critical information, and develop leads. They also work closely with officials from other agencies to solve crime that inevitably crosses jurisdictional lines.

During 2011, the Investigations Bureau was involved in several events and activities outside the scope of their normal investigative duties. These include fraud and crime prevention presentations, mock robbery trainings, monthly fraud meetings with local businesses, monthly criminal investigation meetings with other local law enforcement agencies, and informational training and mock crime scene exercises for the Joplin Police Department's Citizens Police Academy. Members of the Investigations Bureau are also involved in other specialized units within the Joplin Police Department. These include the SWAT, Awards

Committee, Chief's Advisory Committee, Hazardous Driving Instructor, and Defensive Tactics Instructor.

In September, the Investigations Bureau instituted new guidelines for Joplin Police Department regarding the investigative case screening process. This process is used as a means for determining case solvability and guiding decisions about resource allocation. It has always been the policy of the Joplin Police Department to investigate crimes to the extent practical. The decision to continue or discontinue investigating a case is based on available information and now may be based, in part, on the desire and willingness of the victim to pursue the case and the existence of any suspects. We now use a system that relies on the existence of sufficient solvability factors obtained through the initial investigation. Criteria used as a guide to determine whether a case will receive follow-up investigation include, but are not limited to, the following:

- Suspect named (0-9)
- Suspect identified (0-5)
- Suspect vehicle identified (0-4)
- Witness to offense (0-3)
- Stolen property traceable (0-2)
- Physical evidence collected (0-2)
- Fingerprints lifted (0-2)
- DNA collected (0-2)
- Impact on community (0-5)
- Supervisor priority (0-5)

Each factor is assigned a numerical value and a total is accumulated for each case, with the highest possible value of 40. Depending on the value of the solvability factor, one of three possibilities exists. If the solvability factor is equal to or less than seven, the case is closed and a letter of case closure is mailed to the victim. If the solvability factor equals eight to 15, the case is assigned to a detective for follow-up investigations. And finally, if the solvability factor is greater than 15, the case is flagged for immediate follow-up by a detective. It is the responsibility of the detective supervisor to notify the detective by e-mail when these cases exist.

This new process has reduced the amount of cases each detective is assigned to investigate so they are able to devote more time to each case, produce higher quality investigations, and increase clearance rates. There were 5,177 cases assigned to the Investigations Bureau during 2011, which was a 24% decrease from 2010. This amounted to 431 cases per month for the entire bureau and 36 cases per month per investigator. The Investigations Bureau clearance rate for 2011, defined as cases cleared by arrest or exceptionally cleared, was 38%. The following is a breakdown of cases cleared in 2011:

- Cleared by arrest 1,318
- Exceptionally cleared 522
- Case completed 351
- Inactivated 1,349
- Unfounded 150
- Forwarded as information 555

In 2011, detectives with the Joplin Police Department submitted 294 felony charges to the Jasper County and Newton County prosecutors. Of the 294 charges that were submitted, 254 (86%) of them were filed by the prosecutor, meaning that warrants were issued for arrests.

Highlights

On May 22nd, Joplin was hit with a devastating F5 tornado. Investigators immediately re-

sponded to the scene and assisted with search and rescue and scene security. For the weeks and months following, officers and detectives were assigned to teams as part of the recovery effort. Detectives were also assigned to assist with morgue operations. In June, a meeting was organized by the FBI regarding fraud cases against the US government in relation to the tornado. Consequently, three JPD detectives were assigned to a task force to investigate the nearly 150 FEMA fraud complaints that were received. JPD officers worked close to 100 of those complaints. We are still waiting the outcome of cases sent to the prosecutor and US attorney. The hard work and dedication that Joplin detectives showed during this time cannot be overstated. Each detective worked tirelessly to assist those in need during the aftermath of the tornado and the months to follow.

The Joplin Police Department worked two homicides in 2011, which both occurred in the fall. We also assisted Pittsburg Kansas PD in the investigation of a homicide. These three cases all came to light within six weeks of one another, in addition to a suspicious death that was eventually ruled a suicide. Charges were filed in one homicide case and it is anticipated that charges will be filed in the other in the early part of 2012.



A bank robbery occurred at Great Southern Bank located at 12th and Range Line on September 16th. The suspect allegedly stole over $400,000 in cash from the bank. The suspect was traced back to Ft. Smith, Arkansas where JPD detectives and FBI agents obtained a confession from him for the Great Southern robbery and another robbery at Liberty Bank in Springfield where he stole approximately $75,000. A search warrant was also served on his residence which recovered $7,000. When the suspect was taken into custody by Ft. Smith PD, he was in possession of a backpack containing $166,600 in cash and a handgun matching the description on the one used in the Great Southern Bank robbery. The suspect was indicted in federal court on robbery charges.

A company named Evergreen and Amber suffered fraud by a co-owner of the business. It was discovered that the suspect had allegedly stolen the other co-owner's identity and opened several credit accounts in her name. The financial loss suffered by the victim due to the fraudulent use of those accounts and forged checks totaled $305,000. The suspect was indicted in federal court on wire fraud and securities violations.

A suspect worked as the office manager for Easy Living Inc. and BT Management in Joplin. During her employment, the suspect allegedly embezzled $179,000 from the two businesses to pay for personal expenditures and bills. The suspect was indicted in federal court on ten counts of wire fraud.

INVESTIGATIONS BUREAU

JASPER COUNTY DRUG TASK FORCE

During 2011, investigators assigned to Joplin Special Investigations Unit and Jasper County Drug Task Force initiated 413 cases, which is a 32% increase from 2010. These cases lead to arrests and prosecution at both state and federal levels, as well as seizure of narcotics. During 2011, investigators served 121 search warrants to aid in investigations. Eighty-six methamphetamine labs were also recovered and dismantled.

Local Cases

On 2/23/11 Joplin Special Investigations Unit and Jasper County Drug Task Force served a search warrant at 1619 S. Moffet. MDMA (ecstasy), cocaine, and marijuana were recovered.

On 6/15/11 Joplin Special Investigations Unit and Jasper County Drug Task Force served a search warrant at 722 Oakland St, Webb City. Crack cocaine was recovered.

0n 7/15/11 Joplin Special Investigations Unit and Jasper County Drug Task Force served a search warrant at Sunrise Motel, 3600 S. Rangeline Rd. Methamphetamine in "ice" form was recovered.

On 8/12/11 Joplin Special Investigations Unit and Jasper County Drug Task Force served a search warrant at 923 S. Chestnut. Cocaine and PCP were recovered.

On 8/31/11 Joplin Special Investigations Unit and Jasper County Drug Task Force served a search warrant at 921 S. Chestnut. Cocaine and marijuana were recovered.

On 9/30/11 Joplin Special Investigations Unit and Jasper County Drug Task Force contacted individuals at 809 S. Pennsylvania in an effort to locate a suspect. While at the location, investigators seized "crack" cocaine.

Federal Cases

On 6/14/11 a federal grand jury in the Western District of Missouri indicted 16 defendants for conspiracy to manufacture methamphetamine, money laundering, and firearms violations. This was after a 16-month operation by Joplin Special Investigations Unit and Jasper County Drug Task Force.

On 6/14/11 a federal grand jury in the Western District of Missouri indicted three defendants for conspiracy to sell cocaine. These three were a small portion of multiple other suspects from Missouri, Kansas, and Texas previously indicted after a two-year investigation initiated by Joplin Special Investigations Unit and Jasper County Drug Task Force.

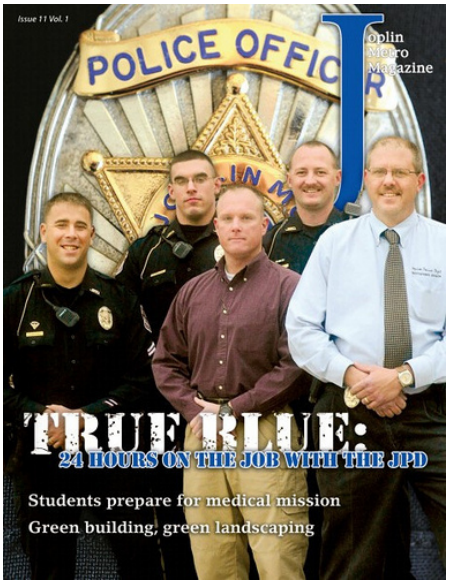
On 7/11/11 Joplin Special Investigations Unit, Jasper County Drug Task Force, the DEA and ATF served search warrants at 2639 S. Fairfield Lane, 3235 S. Main St., 2025 S. Tyler, 10938 Holly Rd, Neosho, and 731 W. 13th St, Webb City. There were also search warrants served in Oklahoma. These were the result of an 18-month investigation into the conspiracy to sell methamphetamine. Federal indictments are pending.

On 9/20/11 Joplin Special Investigations Unit and Jasper County Drug Task Force served search warrants at 204 S. Roane St, Webb City, and 711 Limestone, Carthage. These search warrants were the result of an investigation into the conspiracy to sell heroin. As a result of the search warrants, heroin and handguns were recovered. Federal indictments are pending.

INVESTIGATIONS BUREAU

SOUTHWEST MISSOURI CYBER CRIMES TASK FORCE

The Southwest Missouri Cyber Crime Task Force (SMCCTF) encompasses the 13 counties in the southwest corner of Missouri. The major focus of the SMCCTF is the detection, investigation, apprehension, and prosecution of sexual predators who exploit children through the use of the Internet. Investigations may include Internet enticement of children, promotion and possession of child pornography, trafficking of children, terrorist threats such as plots of violence at schools, or other crimes consistent with the Internet Crimes Against Children (ICAC) standards and procedures.



The City of Joplin applied for and received grant funding for the SMCCTF and acts as the pass-through agency for this funding. Currently, three investigators are supported through these funds (Barry County deputy, Jasper County deputy, and a Cassville police detective). Also, with MO-ICAC Recovery Act funding, the Joplin Police Department employs a full-time computer forensic investigator. Currently there are five full-time investigators, one part-time investigator, and a sergeant assigned to the SMCCTF.

In 2011, the Southwest Missouri Cyber Crime Task Force opened 207 investigations. This is a 25% decrease in the amount of investigations opened in 2010. Through these investigations, task force officers requested 155 state subpoenas and obtained and served 80 search warrants (an increase of two warrants over 2010 with fewer open cases). SMCCTF officers made 42 arrests in 2011. Forty-three cases were presented to state prosecutors, and 20 cases were accepted for federal prosecution. The cases presented for federal prosecution increased by 25% over 2010. One reason for this increase may be attributed to cross-designation of task force officers under 19 U.S.C. 140 (1) with the United States Immigration and Customs Enforcement.

Throughout 2011, the Joplin Police Department detective assigned to the Cyber Crimes Task Force conducted 53 investigations. From those investigations, 41 arrests were made. The JPD cyber investigator initiated 55 subpoenas and 16 search warrants. Our computer forensic examiner conducted 81 computer exams and 158 cellular phone exams totaling 18.53 TB of data. This is a huge 876 % increase of data examined over 2010.

During the aftermath of the May 22nd tornado, the SMCCTF was instrumental in bringing National White Collar Crime Center (NW3C) forensic computer examiners to Joplin to assist with computer data recovery for area citizens.



INVESTIGATIONS BUREAU

EVIDENCE

In 2011, the Joplin Police Department evidence facility processed and issued bar code numbers for 7,744 pieces of property. This compares to 8,089 pieces of property in 2010, but does not include all of the property associated with the May 22nd tornado since much of this property was not issued a bar code.



After the May 22nd tornado, the Joplin Police Department established a single report number for all tornado items of value and items that could be traced to an owner. Initially, 144 separate items were logged under this report number and are included in the overall 7,744 pieces of property that were issued bar codes. The tornado items consisted of weapons, jewelry, identifiable property, and currency. In the ensuing aftermath, volunteers brought boxes and boxes of property to the police department. Due to the sheer volume of tornado property coming into the evidence facility, a list was made of identifiable property by name and logging each individual piece into the facility ceased. So in addition to the original 144 separate pieces of tornado property bar coded into the evidence facility, 353 names (most having multiple pieces of property) were cataloged. These additional names do not include the multitude of boxes of pictures volunteers brought to the evidence facility. So to give an overall picture for 2011, over 6% of all the property processed for the year can be linked to one case, the May 22nd tornado.





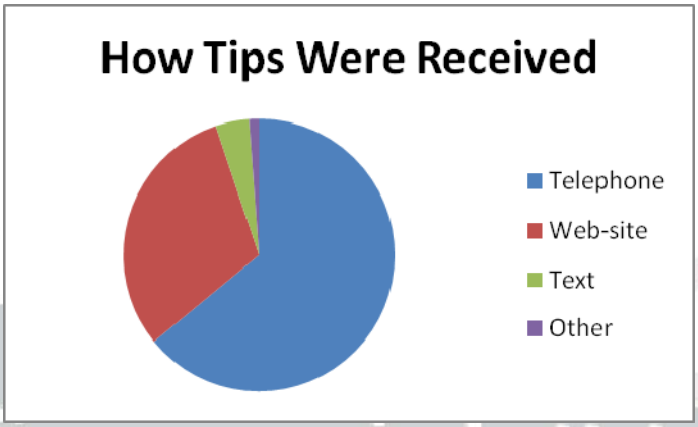
Therefore, for reporting purposes, it should be noted that a minimum of 8,097 pieces of property were processed into the evidence facility during 2011. The evidence breakdown is as follows:

- 592 pieces of evidence processed for the Southwest Missouri Cyber Crimes Task Force
- 423 pieces of evidence processed for the Jasper County Drug Task Force
- 912 pieces of evidence submitted to the Missouri Highway Patrol Crime Lab
- 64 methamphetamine labs processed into the Joplin Police Department evidence facility

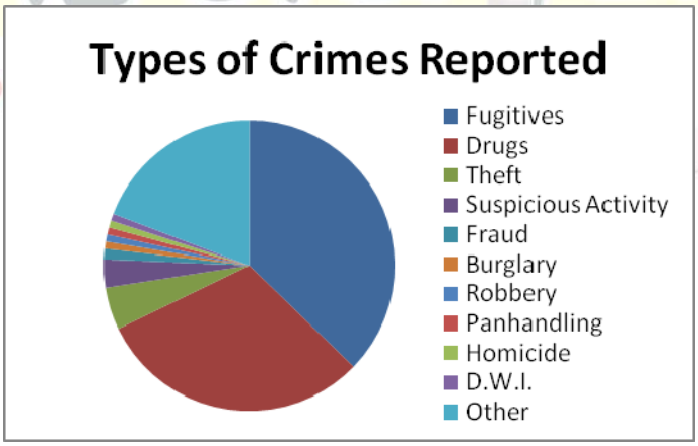
INVESTIGATIONS BUREAU

HEARTLAND CRIME STOPPERS

Since Heartland Crime Stoppers, Inc. started on May 1, 2010, it has received over 400 tips. The majority of the crimes are reported by telephone but with the increased use of computers, more and more citizens are reporting crimes via the Internet. Through Internet reporting, citizens can enter the information any time of the day or night and in the privacy of their home, without having to talk to anyone. The main advantage to reporting a crime via the Internet at www.heartlandtipz.com, is that Crime Stoppers is able to communicate with the tipster while preserving their anonymity, due to a security feature in the computer software.



The types of crimes reported vary. Citizens are encouraged to report all crime, but can only be paid a reward if their tip leads to a felony arrest. Once a crime has been reported to Crime Stoppers, it is then sent to the appropriate agency for investigation. Since Crime Stoppers covers 15 counties in Missouri, Kansas, and Oklahoma, it works with numerous police and sheriff departments as well as probation and parole offices.



Thanks to the media, Crime Stoppers continually features fugitives and unsolved crimes so that citizens have several ways to both see and hear about them. Both FOX 14 TV and KOAM TV continue to run the Crime Stoppers public service announcements along with local access stations Cable One, Cable Net, and Local 199. Features can also be seen on KODE 12 TV as part of the Crime Tracker Program and on the digital billboards throughout Joplin courtesy of LAMAR Advertising. Area newspapers print and/or put these features online weekly. In addition, the Big Nickel publication features them monthly in their Law Dawg section. Crime Stoppers also runs weekly radio spots with Zimmer Radio Group. Clearly, without these media partnerships, Crime Stoppers would not be successful. As the Crime Stoppers Program continues to grow and citizens become more familiar with it, the tips will increase, helping make our area communities safer.

SUPPORT SERVICES BUREAU

LIEUTENANT BRIAN LEWIS



The Support Services Bureau plays a vital role in the delivery of police services to the citizens, businesses, and visitors to the City of Joplin.

The Support Services Bureau plays a vital role in the delivery of police services to citizens, businesses, and visitors to the City of Joplin. Housed within the division are the following services:

- Records Management
- Accreditation
- Crime Analysis
- Public Information
- Telephone Reporting
- Facilities and Fleet Management
- Police Chaplains
- Municipal Jail

Records Division

The Records Division maintains files of police reports that are made available to the public. These reports are available to the public at a cost of 10 cents per page for black and white, and 25 cents per page for color. Daily report and arrest logs are uploaded to the JPD website at joplinpolice.org for public viewing. The public can also query incidents that have occurred throughout the city by clicking on the Crime Reports link, which is found under the reports and statistics page of the website. This feature shows crime reported on a map of the city, and has the capabilities to show all registered sex offenders as well.

All media inquiries are directed through the public information office, which is housed in the Records Division. Media relations are conducted by the Division Lieutenant Brian Lewis and Corporal Chuck Niess, assistant public information officer and telephone reporting officer.

Persons wishing to report a past tense crime may be directed to the telephone reporting officer. In cases where there is no evidence to collect and no suspect information available, call takers will take the caller's name and phone number and forward it to the telephone reporting officer for appropriate follow-up.

Crime Analysis/Accreditation

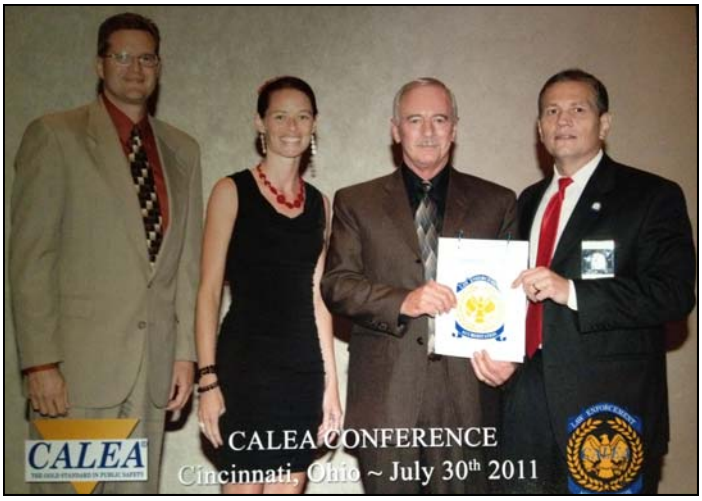
The Joplin Police Department received its second accreditation award at the CALEA National Conference in July in Cincinnati, Ohio. Crime Analyst Rachele' Davis also serves as the CALEA coordinator. She is responsible for maintaining all accreditation files for the department. As a crime analyst, Davis provides timely crime data to the department and identifies crimes patterns and trends.

A new crime reduction model was implemented

SUPPORT SERVICES BUREAU

ACCREDITATION, CRIME ANALYSIS, AND CHAPLAINS

in January of 2010. IMPACT (Improving Methods Pro-Actively Against Crime Trends) is a data driven crime control model that has proven effective in reducing targeted crimes in areas where it was implemented. Each month our crime analyst produces a detailed report of where and when crime occurs throughout the city. At monthly supervisor meetings, the findings are discussed and new areas are proposed to direct crime prevention efforts. This allows our department to stay ahead of the curve when it comes to crime reduction.



As a result of proactive crime prevention activities, the City of Joplin has seen a 26% decrease overall in crime from 2007 through the end of 2011.

Police Chaplains

The Joplin Police Chaplain Program has been serving the Police Department and citizens of Joplin on a volunteer basis since 1988. Currently the program has four volunteer chaplains: David Schepper, Chaplain Coordinator; Tim Sumners; Robert Heath; and Gene Hutchcraft.

The chaplains provide spiritual, emotional, and/or physical assistance to those citizens involved in traffic or traumatic incidents. Being familiar with Department Policy and Procedures, the chaplains can clarify and explain to those individuals the actions of the officers. As a member of the clergy, their presence gives a calming and comforting assurance to those individuals with unfortunate circumstances which surround them.

The Police Chaplains are also a great asset to the officers and their families and provide a great ministry to the employees of the Police Department by providing counsel and emotional support in times of personal or professional crisis.

The Police Chaplains are members of the International Conference of Police Chaplains and also the International Critical Incident Stress Foundation. Chaplain Schepper is Region 7 Director of the International Conference of Police Chaplains. Directors serve a two-year term in the region and serve on the ICPC Board of Directors. Region 7 includes Missouri, Kansas, Oklahoma, Arkansas, Louisiana and Texas. Chaplain Heath is the Region Secretary/Treasurer which is also a two-year term.

JPD Chaplains were actively involved with the department and community after the May 22nd tornado, dedicating approximately 425 hours of service ministering to first responders, city employees, and citizens during the response and recovery efforts that followed.






SUPPORT SERVICES BUREAU

JAIL ADMINISTRATOR — SHANE DOTSON



With the increase of processing inmates, the jail will continue to explore new and innovative programs which will both mitigate jail population and assist inmates as they reintegrate back into the community.

Shane Dotson, Jail Administrator, is a Certified Correctional Executive through the American Correctional Association (ACA). The jail is also preparing to apply for full accreditation with the ACA in December 2012. This accreditation will recognize the jail as operating at the highest level of inmate care and constitutionality. The jail will be only one of two long-term detention facilities in the state that will be fully accredited. In addition, the detention officers took their Certified Correctional Officer exam in 2011 and are now certified through the ACA.

The Joplin City Jail has a total of 19 full and part-time employees to manage the 60-bed facility. This past year was a very busy year in which the facility booked in 8,737 prisoners and released 8,560. Among those booked, there were 2,289 jail days saved through the inmate work program. To give a general idea of how many inmates were processed during the last year, the food service program served over 56,000 meals.

In 2011, the average daily inmate population was 52 inmates. Over the course of four years, Jail Administrator Shane Dotson lowered the daily inmate care cost by $10.74 per inmate per day. This is an annual savings of $203,845. This lowered cost is attributed to the initiation of the jail's own in-house food management program, aggressive inmate work details, efficient staff, and a continued monitoring of costs and seeking vendors for the most competitive prices.

The Joplin City Jail continues to operate the electronic monitoring program which allows inmates to serve their jail time while on house arrest. This program mitigates jail population and, to participate in the program, the inmate must pay a daily monitoring fee.

The jail is also utilizing the Huber Work Release program, which allows those inmates who have been sentenced to serve jail days to make application to receive a furlough to go out and search for a job while they are incarcerated, as well as maintain their employment while they are serving jail time.

After the May 22nd tornado, the jail utilized inmate work crews to assist with clean-up of the properties owned by the city. This was highly successful within the community as well for those inmates who participated.

As the city continues to grow, we are anticipating an even larger number of prisoners to book and process. With the increase of processing inmates, the jail will continue to explore new and innovative programs which will both mitigate jail population and assist inmates as they reintegrate back into the community.

ADMINISTRATION BUREAU

SERGEANT CHAD ALLISON AND CORPORAL JOHN HOLLINGSWORTH



Our professionalism as a department is determined by the effectiveness of our officers in the execution of their assigned duties.



The Joplin Police Department is a community funded division of the City of Joplin. The citizens who fund this department have rightful expectations in regards to the services we provide. Our professionalism as a department is determined by the effectiveness of our officers in the execution of their assigned duties.

The purpose of the Office of Internal Affairs is to ensure that officers are held accountable to the citizens and visitors of Joplin. Accountability demands that we hold ourselves to the highest ethical standards as set forth in the law enforcement code of ethics, and ensures that when we fail in maintaining our integrity, consistent disciplinary action is taken.

The Office of Internal Affairs is under the direct supervision of the Chief of Police. With addition of the Joplin City Jail and the Dispatch Center in recent years, the Joplin Police Department has almost doubled in size in the number of personnel for which it is responsible. Due to this increase in size, both an Internal Affairs Sergeant and Corporal share the responsibility of the investigations they conduct.

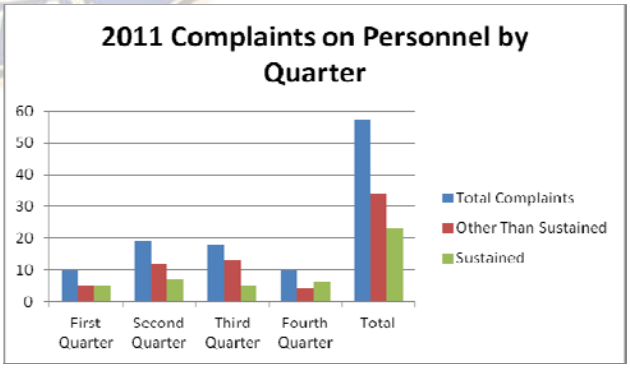
The following is a breakdown of all complaints received by Internal Affairs for 2011:

- 57 complaints received
- 34 complaints generated by citizens
- 23 generated within the agency
- 21 sustained or partially sustained
- 36 resulted in findings that were other than sustained

The following is a breakdown of all complaints received by Internal Affairs for 2010:

- 83 complaints received
- 45 complaints generated by citizens
- 38 generated within the agency
- 35 sustained or partially sustained
- 48 resulted in findings that were other than sustained

As can be seen in the above numbers, our overall complaint volume decreased in 2011 by 31%. Complaints generated by citizens decreased by 24% and complaints generated within the agency were reduced by 39%.



ADMINISTRATION BUREAU

FIELD TRAINING

Field Training

When the Joplin Police Department hires a new police officer, the proper training of that new officer is paramount to their success. Before beginning the In-House Academy and Field Training Officer (FTO) Program phases of training, each new officer must have previously obtained a license from the State of Missouri. This license must show they have completed 600 hours of Police Officer Basic Training and passed the training curriculum to become a Missouri Law Enforcement Officer. Once the licensing requirement has been satisfied, the newly hired police officer is ready to begin their in-house and FTO training phases with the department.

In 2011, the training department continued the 240 hours of instruction for the in-house phase of training. During this phase, the police officer is trained with a curriculum that includes topics such as customer service, ethics, law, police operations, and defensive tactics. After the completion of the in-house training, the new police officer begins the FTO program phase.



The FTO program is a 14-week (560-hour) program that is modeled after the nationally recognized San Jose Model FTO Program. It is designed so that at the conclusion of the 14-week training, the new police officer is able to demonstrate the ability to perform daily tasks that will be required of them without assistance. Only after successfully completing the FTO program phase of training is the new officer allowed to begin working independently under the supervision of division leadership at the Joplin Police Department.

The Field Training Officer (FTO) Program is administered by the Patrol Bureau Lieutenant, FTO/ Training Coordinator, and FTO Supervisor. The application of the FTO Program is provided by experienced police officers who have been specifically trained to be FTOs. Our training division trains new FTOs internally so there is no longer a need to send them to outside training to become recognized as an FTO. This reduces the police department's cost for training and ensures a more consistent teaching platform for future training.

The training division continuously strives to provide the City of Joplin and the Joplin Police Department the very best training for newly hired police officers in a fiscally responsible and efficient manner. In doing so, it is a significant accomplishment for a new Joplin police officer to begin working independently under the supervision of division leadership. Police officers must complete 600 hours of basic training through a state certified academy, 240 hours of department-specific training during the in-house academy, and 560 hours of field training during the FTO phase of training. This equates to at least 1400 hours (35 weeks) of training for the newly hired officer before they are allowed to begin working independently under supervision.

ADMINISTRATION BUREAU

TRAINING AND DEVELOPMENT

In 2011, seven new police officers successfully completed the in-house and FTO training programs.

Training and Development

Under the supervision of the training sergeant/ coordinator, the Training Department is tasked with two missions. The first mission is to maintain and enhance Joplin police officers' knowledge, skills, and abilities to perform their jobs effectively. This is accomplished through the introduction of new technologies, methods, and/or equipment, and ensuring that all personnel remain current with new laws, policies, and procedures. The second mission is the validation and documentation of training that is provided through a variety of training sources, including the training provided by the police department's own certified instructors and training staff.

The Missouri Peace Officer Standards and Training (POST) Commission establishes the rules and regulations for the training of Missouri police officers. Each year, the Training Department makes sure the required POST-approved training is satisfied by all our officers. In 2011, the Training Department validated and documented over 10,000 hours of police officer continuing education training that was divided among legal studies, interpersonal perspectives, technical studies, and skill development. This is an average of over 90 hours of continuing education per officer per year.

Police officers also attend daily briefings known as squad meetings. The shift supervisor conducts training regarding legal updates and reviews existing policies or policy changes to the Joplin Police Department Standard Operating Guidelines as well as the City of Joplin Employee Manual.

To stay fiscally responsible, there is a continued effort to utilize the allotted budget in a more effective and efficient manner for 2011 and years to come. The training sergeant/ coordinator continues to work toward a fully enacted Train-the-Trainer Program. Through an instructor development process, the Training Department can assist our department's own subject matter experts in developing valuable courses of instruction that will provide quality, effective, and timely training to our police officers in a monetarily efficient teaching platform.

The Joplin Police Department continues to provide a Training Outreach Program. The program is designed to reach out to other law enforcement agencies in the area, across the State of Missouri, and into surrounding states. The program continues to provide training events such as active shooter/threat and less lethal technologies taught by our certified instructors either for free or at a minimal cost to the host agency. This program helps cultivate a positive relationship between the Joplin Police Department and outside agencies, which is always of great importance. The program also helps provide assurance that surrounding agencies are following similar protocols during critical incidents that require a multi-agency response.



EMERGENCY COMMUNICATIONS CENTER

MANAGER — SUNNY GOODWIN



Dispatchers are essentially the "eyes and ears" for the responders, and paint a picture for them to know what to expect once they arrive on scene.

The Joplin Emergency Communications Center had a very busy year. If you are a citizen of Joplin, you are well aware of the many different challenges we experienced throughout the year. In late January and early February, Joplin experienced one of the highest snowfalls this city has seen in a very long time. Many residents were snowed in, including a few of our dispatchers and Police Department employees, making it difficult just to get them into work safely.

After the recovery from the winter storm, it seemed spring had already arrived. On May 22, the three on-duty dispatchers couldn't have fathomed what was about to happen at 5:41 pm that evening. After an F-5 tornado ripped a six-mile path through our city, the Communications Center was inundated with hundreds of calls on all 9-1-1 and non-emergency lines. The three on-duty dispatchers took 212 phone calls between the hours of 5:00 pm and 6:30 pm, along with handling the radio traffic for police, fire and EMS within the city limits. It was quickly determined that although the dispatchers couldn't see what had happened to Joplin, there was tremendous devastation and they desperately needed assistance taking the calls.

On May 22, the three on-duty dispatchers couldn't have fathomed what was about to happen at 5:41 pm that evening.

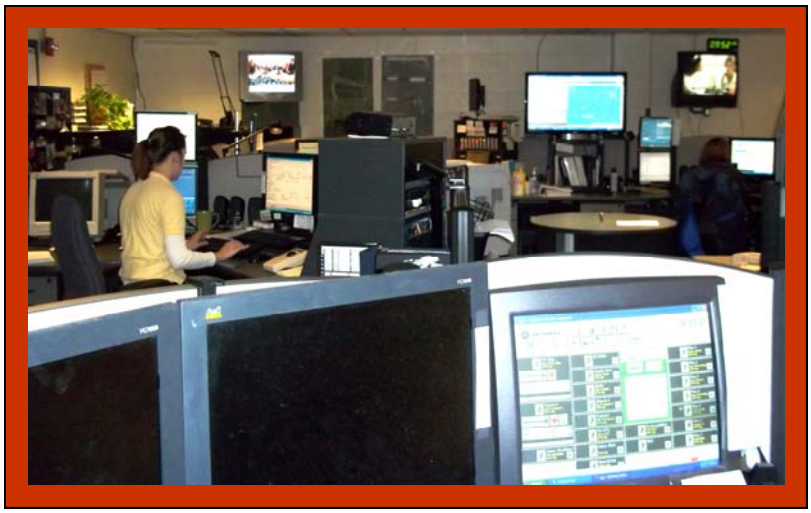
Joplin's Emergency Communications Center has a back-up agreement with the Jasper County Emergency Services 9-1-1 Center. This back-up system allows 9-1-1 calls that aren't able to be answered by the primary agency, to roll over to the back-up agency. JASCO 9-1-1 Center was essential in assisting Joplin's Emergency Communications Center and its citizens during this tragedy as many calls rolled over to their center.

Finally, after getting back to some sort of normalcy from the tornado, we experienced earthquake aftershocks in early November. Needles to say, the Communications Center was busy that night as well, and took 90 calls within a 30-minute time frame, along with performing their other normal dispatching duties.

Since 90% of all calls for assistance begin in the Communications Center, dispatchers must be there to answer those calls and obtain as much imperative information as they can to assist the first responders. Dispatchers are a vital tool for

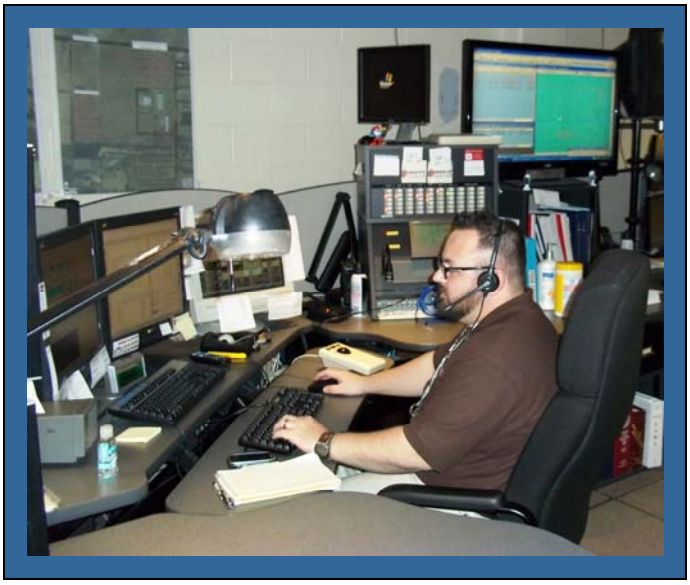
EMERGENCY COMMUNICATIONS CENTER
DISPATCH

police officers, firefighters, and paramedics. They're essentially the "eyes and ears" for the responders, and paint a picture for them to know what to expect once they arrive on scene. Here are some figures that will help to give you an idea of the call volume inside the Joplin Emergency Communications Center on an annual basis.



Dispatch

In 2011, the Joplin Emergency Communications Center answered 95,650 non-emergency phone calls, and 41,307 9-1-1 emergency calls. The total number of calls taken in the center for the year was 136,957, lowering from 189,196 in 2010. This is a 28% decrease. One noticeable difference, however, was that the center took 5,638 additional 9-1-1 calls than they did in 2010. This was most likely generated from the May 22 tornado.



In addition to the phone calls, there were 90,298 calls for service entered into the CAD (Computer Aided Dispatch) System for JPD officers to respond to. The Duquesne Police Department, also dispatched by our agency, responded to 4,106 calls for service this year. When combining total calls for service for both agencies, the Communications Center entered 94,404 calls. This is a 3,375, or 4%, call increase in calls for service from 2010.

As can be seen, the Joplin Emergency Communications Center played a highly important role in providing its citizens with police, fire, and medical assistance in 2011. This was a unique year in which Mother Nature took her toll on Joplin more than once. But after such a tumultuous year, we have learned from those experiences and are even better prepared to serve the citizens of Joplin in the years to come.

JOPLIN POLICE DEPARTMENT

PERFORMANCE MEASURES

Performance Measures	2009	2010	% Increase / Decrease from 2009 to 2010	2011	% Increase / Decrease from 2010 to 2011
Sworn Officers	103	111	+8%	111	No Change
Improved Response Times	3 minutes 25 seconds	3 minutes 8 seconds	-8%	2 minutes 53 seconds	-8%
Reduced Crime Rates *Violent Crimes *Property Crimes	5,540 *695 *4,845	5,078 *585 *4,493	-8% *-16% *-7%	4,746 567 4,179	-7% -3% -7%
Overtime Expenses *Regular Pay *Standby Pay	$413,689 *$216,260 *$197,429	$242,245 *$96,536 *$145,709	-41% -55% -26%	$284,225 $100,347 $183,878	+17% +4% +26%
Improved Accident Ratios	2,032	2,106	+4%	1,977	-6%

Breakdown of Performance Measures for 2011

Improved Response Times

Response time is the amount of time it takes an officer to arrive on scene from the moment he or she receives the call from dispatch. It is important to note that of the 90,298 calls in 2011, 59% of those calls had a response time of less than four minutes 20 seconds. Nearly 100% of all calls where an officer was dispatched resulted in a response time of less than five minutes. Of the 90,298 calls for police service, the average response time for an officer to arrive was two minutes 53 seconds. In 2010, the average overall response time was three minutes eight seconds. This is an 8% reduction in overall response time by our officers.

Reduced Crime Rates

IMPACT is an in-depth analysis of statistical information produced internally by the department's crime analyst. It includes the violent crimes of assault, homicide, rape, and robbery and the property crimes of arson, burglary, larceny, theft from vehicle, vandalism, and vehicle theft. In comparing 2010 to 2011, there was an overall decrease in crimes by 7%. For violent crimes, there was a 3% decrease and for property crimes, there was a 7% decrease. A breakdown of these individual numbers is shown in the table on the next page.

Joplin Police Department

Performance Measures

Offense	2010	2011	Percent Increase/Decrease
Assault	487	491	+1%
Homicide	1	2	+100%
Rape	30	20	-33%
Robbery	67	54	-19%
Total Violent Crimes	585	567	-3%
Arson	29	11	-62%
Burglary	731	653	-11%
Larceny	1,944	1,754	-10%
Theft From Vehicle	896	764	-15%
Vandalism	682	708	+4%
Vehicle Theft	211	289	+37%
Total Property Crimes	4,493	4,179	-7%
Total All Crimes	5,078	4,746	-7%

Overtime Expenses

There are two categories of overtime pay for employees of the Joplin Police Department. One is accrued when officers work over their normal shift time. This is just regular overtime. The other is accrued when officers are called back to the department for various circumstances. This is standby overtime.

The amount of money spent on regular overtime pay increased by 4% from 2010 to 2011. In 2010, $96,536 was spent and in 2011, $100,347 was spent. This means $3,811 additional dollars were spent in 2011 on regular overtime pay. Money spent on standby pay also increased between the two years. In 2010, $145,709 was spent and in 2011, $183,878 was spent. This is an increase of $38,169, or 26%. When taken together, the amount of money spent overall for both overtime pays increased by $41,980, or 17%.

The increase in overtime pay should be given further explanation. From the time the May 22 tornado touched the ground until July, officers worked many overtime hours which explains the increase in regular overtime pay for 2011. Additionally, standby overtime pay saw an even greater increase than regular overtime due to the many tornado-related events such as the memorial service, Extreme Home Makeover, 911 flag ceremony, presidential visit, visits from other dignitaries, and various other community meetings and events.

Joplin Police Department
PERFORMANCE MEASURES

Improved Accident Ratios

In 2010, there were 2,106 accidents, compared to 1,977 accidents in 2011. This is a decrease of 129 accidents, or 6%, from 2010 to 2011. The severity of accidents has also significantly diminished. There were 39% fewer injury and fatality accidents from 2010 to 2011.

2010 Performance Measures Conclusion

As Joplin Police Department builds credibility with the public, there should be an increase in calls and arrests, but a decrease in crime. In 2011, there was an increase in calls by 2%, an increase in arrests by 3%, and a decrease in crime by 7%.

Joplin Police Department

Data-Driven Approach to Crime

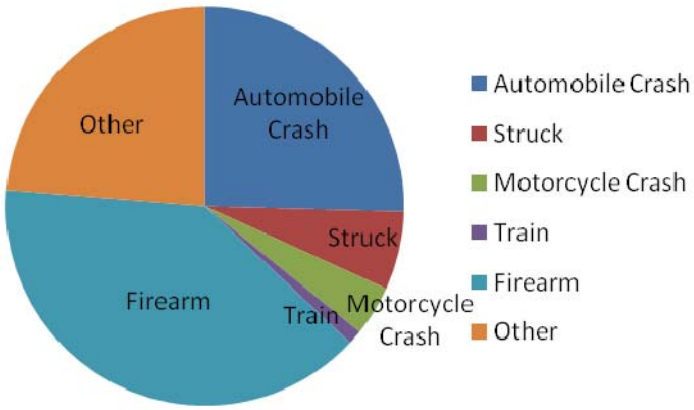
Law Enforcement Line-of-Duty Deaths

Preliminary data from the National Law Enforcement Officers Memorial Fund (NLEOMF) indicate a 12% decrease in the number of officers killed in traffic-related incidents during 2011 (64 in 2011 compared to 73 in 2010). Traffic-related incidents include automobile, motorcycle, and train crashes as well as officers struck while outside their vehicles. For the first time in 14 years, more officers died from firearms-related incidents than traffic-related incidents. The number of officers killed by firearms has risen in each of the last three years. The most recent ten year period is broken down in the chart below.

Year	Total Officer Line-of-Duty Deaths	Total Traffic Line-of-Duty Deaths	% Traffic-Related Line-of-Duty Deaths
2002	157	65	41%
2003	148	76	51%
2004	164	74	45%
2005	162	64	40%
2006	154	74	48%
2007	185	84	45%
2008	138	71	51%
2009	116	51	44%
2010	162	73	45%
2011	173	64	37%

The year 2008 marked only the second time in United States history that more than 50% of officer fatalities in a single year involved traffic-related incidents. The numbers for 2011 are extremely encouraging at 37%. This is the lowest percentage in the last ten years. The following graph shows the various causes of law enforcement officer deaths for 2011.

Law Enforcement Officer Deaths: 2011



Joplin Police Department

Data-Driven Approach to Crime

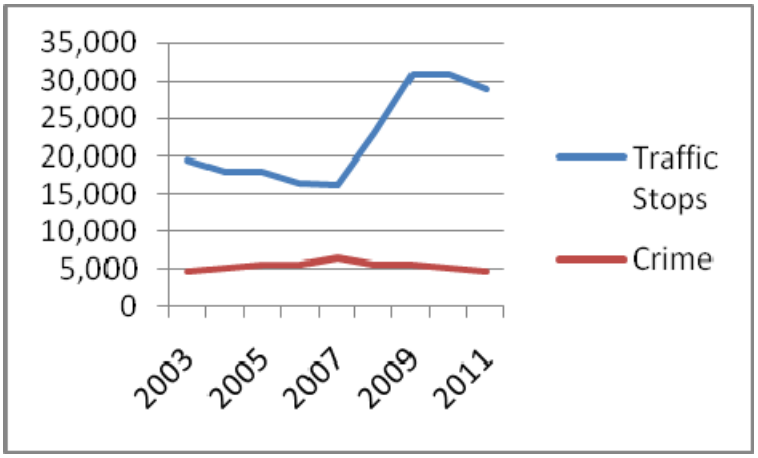
In the history of Joplin Police Department, three of the 19 police officer deaths have been traffic-related, which makes up 16% of total deaths. The State of Missouri has seen a total of 644 police officer deaths in the line-of-duty. Of those, 143 have been traffic-related, which equates to 22%. Nationally, including the very first police officer death that was ever recorded (1791) through 2011, more than 19,000 police officers have fallen in the line-of-duty. Of those, the total number of traffic-related deaths has not been found.

Relationship Between Traffic Enforcement and Crime

As is shown in the previous section, traffic enforcement is one of the more dangerous aspects of law enforcement. The following two graphs depict the relationship between the amount of traffic enforcement conducted and the crime rate. It can be seen that, generally, as traffic stops increase, crime decreases.

Year	Traffic Stops	% Inc/Dec Stops	Crime	% Inc/Dec Crime
2003	19,291	-	4,672	-
2004	17,941	-7%	5,181	+11%
2005	17,859	-0.5%	5,495	+6%
2006	16,228	-9%	5,626	+2%
2007	16,098	-1%	6,453	+15%
2008	23,093	+43%	5,620	-13%
2009	30,846	+34%	5,540	-1%
2010	30,841	-0.02%	5,078	-8%
2011	28,907	-6%	4,746	-7%

Traffic Stops and Crime

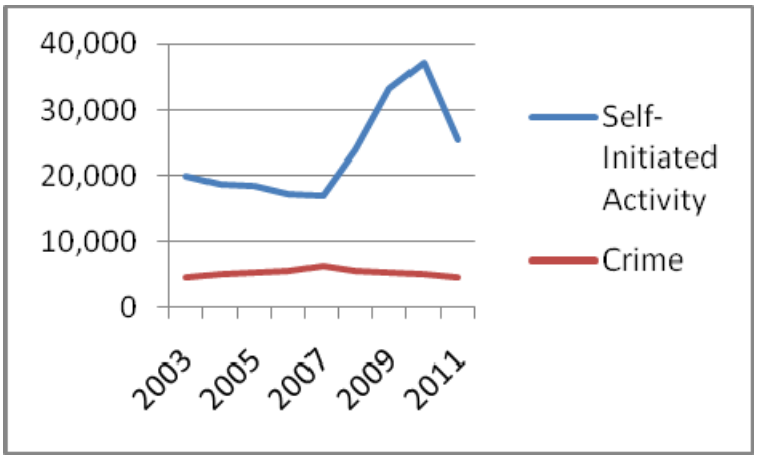


Relationship Between Self-Initiated Activity and Crime

As before, this section shows the relationship between two variables. In the previous section, an inverse relationship was established between traffic enforcement and crime. In this section, the two variables being compared are the more specific police officer self-initiated activity, which is primarily traffic, and the crime rate. For the purposes of this report, officer self-initiated activity includes car stops, follow-ups, and pedestrian checks. Both variables are shown in the graph below and indicate an inverse relationship as well.

Year	Self-Initiated Activity	% Inc/Dec Self-Initiated Activity	Crime	% Inc/Dec Crime
2003	19,963	-	4,672	-
2004	18,764	-6%	5,181	+11%
2005	18,630	-1%	5,495	+6%
2006	17,355	-7%	5,626	+2%
2007	17,052	-2%	6,453	+15%
2008	24,087	+41%	5,620	-13%
2009	33,316	+38%	5,540	-1%
2010	37,303	+12%	5,078	-8%
2011	35,458	-5%	4,746	-7%

Self-Initiated Activity and Crime



Explaining the Relationship

To more clearly express the relationships between crime and traffic stops and crime and self-initiated activity, an average ratio of 4 to 1 can be established over the last nine years. This means as traffic stops increase incrementally by four, crime inversely reduces by approximately one increment. Or as traffic stops decrease incrementally by four, crime inversely increases by approximately one increment. The ratio is the same for self-initiated activity and crime. When there is an increase in self-initiated activities incrementally by four, crime decreases incrementally by one incident. Reciprocally, as there is an incremental decrease in self-initiated activity by four, crime increases incrementally by one incident.

So ideally, as traffic stops and self-initiated activities increase, crime should decrease. This is clearly indicated in the two previous tables that show the relationships between stops and crime and self-initiated activity and crime. Every year the number of car stops decreased, crime increased (with the exception of 2010, by a very small margin, and 2011, which will be addressed below). The two years the number of car stops increased, crime decreased. Similarly, every year that self-initiated activity decreased, crime increased. Also, the three years that the amount of self-initiated activity increased, crime decreased. So the goal for law enforcement is to increase car stops and self-initiated activity in order to further reduce crime.

As mentioned in the previous paragraph, the year 2011 is the clear exception. This report is predicated on historical data that has consistently shown an inverse relationship between traffic stops/self-initiated activity and crime. In 2011, both traffic stops and self-initiated activity declined without an expected commensurate increase in crime. While the tornado reduced time for officers to engage in traffic stops and self-initiated activities, hundreds of officers from other jurisdictions aided Joplin in tornado recovery efforts. Therefore, the continued decrease in crime, despite reduction in traffic and self-initiated activity, was likely influenced by the presence of these additional officers. More than anything else, this is yet another example of the benefits Joplin realized from the many organizations that came to our aid during this tragic event.

Recommendations

The number of officers in an agency will not, by itself, create a reduction in crime. However, it is important to maintain an adequate officer-to-population ratio. The recommended ratio is 1.5 to 2.0 officers per 1,000 residents (*Crime Analysis: From First Report to Final Arrest by Steven Gottlieb, Sheldon Arenberg, and Raj Singh)*. This would mean that an adequate number of officers for Joplin would be 75 to 100. (This number does not take into account Joplin's disproportionate daytime population). Joplin currently employs 111 police officers and three reserve officers. So in showing that Joplin Police Department has an adequate officer-to-population ratio, the next area to look into is the aforementioned increase in traffic stops and self-initiated activities in order to reduce crime levels.

It is every police department's mission to serve and protect the citizens of its community. A reduction in crime levels is at the forefront of that mission. So if there are an adequate number of police officers

serving the community, how can the department better serve its population in its goal of reducing crime? The answer lies in the organization of the department and the management of officers' time. Random patrol efforts produce random results. So more directed efforts should be made in order to achieve the desired results.

A police officer should ideally spend about 65%-75% of his or her time responding to calls for service and performing administrative duties such as report writing, testifying in court, eating, transporting prisoners, etc. The remaining 25%-35% should be uncommitted time (*Crime Analysis: From First Report to Final Arrest by Steven Gottlieb, Sheldon Arenberg, and Raj Singh)*. It is with this uncommitted time that officers can really make the difference in reducing crime levels and the aforementioned 4 to 1 ratio comes into play. It is also equally important administratively to distribute officers equitably among shifts and days of the week depending on the varying crime levels during these times. Beats might also need to be reconfigured based upon the percent of the total workload generated by each beat. The key is to provide discretionary time for officers to invest in the elimination of the root causes of crime.

The reconfiguring of beats actually took place in Joplin in October 2011 when, in the months following the tornado and the displacement of citizens to the north end of town, an additional beat was created to redistribute the workload. This is a prime example of good decision-making at the administrative level for the purpose of utilizing officers' time in the most effective manner.

Quantifying Results of Traffic Stops

The everyday traffic work that officers perform is invaluable to every police department. Their work is the heart and soul of the department. An attempt to quantify the amount of activity resulting specifically from traffic stops is shown in the table on the next page. It should be noted that contraband includes drugs, alcohol, paraphernalia, currency, weapons, and stolen property.

Joplin Police Department

Data-Driven Approach to Crime

				As Result of Arrests				
Year	Total Traffic Stops	Crime	Drivers Arrested	Outstanding Warrant	Drug Violation	Offense Against Person	Prop-erty Crimes	Discovery of Contraband
2003	19,291	4,672	1,826	433	221	4	5	414
2004	17,941	5,181	2,173	639	310	31	21	545
2005	17,859	5,495	1,977	544	286	47	25	501
2006	16,228	5,626	1,779	517	214	20	15	403
2007	16,098	6,453	1,501	471	193	23	33	349
2008	23,093	5,620	1,699	563	261	28	21	442
2009	30,846	5,540	2,217	740	310	19	25	537
2010	30,841	5,078	2,386	729	412	66	49	624
2011	28,907	4,746	2,505	884	354	61	63	648

In the previous table, the year 2004 stands out among the rest. During this year, the amount of activity generated from traffic stops was at its highest. This could very well be the result of having more veteran officers out on the street during that year. That theory goes right along with 2008-2011, years in which many new officers were hired and, though more traffic stops were made, the amount of activity generated from those stops is lower than previous years. To correct the issue of leveraging a car stop into something more, additional training for new officers has been conducted over the last few years and the results are paying off. Since 2008, the amount of activity generated from car stops has steadily increased every year.

Crimes	2010	2011
Assault	487	491
Homicide	1	2
Rape	30	20
Robbery	67	54
Arson	29	11
Burglary	731	653
Larceny	1,944	1,754
Theft from Vehicle	896	764
Vandalism	682	708
Vehicle Theft	211	289
Total All Crime	5,078	4,746

Traffic Crashes	2010	2011
Fatality	4	3
All Injury	355	218
Property Damage Only	1,747	1,756
Total All Crashes	2,106	1,977

Joplin Police Department

IMPROVING METHODS PROACTIVELY AGAINST CRIME TRENDS — IMPACT

In January 2010 the Joplin Police Department implemented IMPACT (Improving Methods Proactively Against Crime Trends) to address community crime problems and quality-of-life issues faced by our citizens. In short, IMPACT is an in-depth analysis of statistical information to identify crime trends, patterns, and hotspots. Creative strategies are formulated to counter increasing incidences of crime, and then appropriate resources and police personnel are deployed to confront identified crimes proactively. Effectiveness is continually evaluated through further statistical analysis.

The four principles utilized in IMPACT are:

1. **Accurate and timely intelligence:** At the core is the use of computer-generated and other statistical data that are gathered and presented at monthly IMPACT meetings. The analysis of this information then triggers action on geographically impacted areas, patterns, and crime trends.

2. **Effective tactics:** Supervisors are accountable for the creation, development, and implementation of crime reduction strategies for the purpose of minimizing the identified crime trends.

3. **Rapid deployment:** Once an issue has been identified, personnel and resources are rapidly deployed to increase the likelihood of affecting the problem before it shifts to another day, time, or area.

4. **Relentless follow-up and assessment:** An essential element in any operational plan is the assessment of what, if any, impact the implementation of the plan has had on targeted goals. The primary method for measuring a successful outcome of a crime reduction strategy is via hard numbers, that is, crime statistics.

In the last year, Joplin Police Department has utilized the IMPACT model, police officers have effectively combated crime in the City of Joplin to see a 7% reduction from this same time last year. Each month, officers are directed to concentrate on a specific area and/or crime in which to focus their efforts. As a result of their collective strategies, decreases have been reported for nearly every directed area/crime the following month. This proactive approach to crime has evidenced in a short period that directed patrol produces favorable results. As the police department continues to work toward making Joplin a safer community for its citizens, IMPACT will remain an important element in that effort.

IMPACT: December 2011

Crime	Dec 2011	Nov 2011	% Change	Dec 2011	Dec 2010	% Change	2011	2010
Assault	50	46	+9%	50	32	+56%	491	487
Homicide	1	0	NC	1	0	NC	2	1
Rape	6	2	+200%	6	3	+100%	20	30
Robbery	7	8	-13%	7	9	-22%	54	67
Total Violent Crime	64	56	+14%	64	44	+45%	567	585
Arson	0	2	-100%	0	4	-100%	11	29
Burglary	51	60	-15%	51	68	-25%	653	731
Larceny	158	135	+17%	158	199	-21%	1,754	1,944
Theft From Vehicle	42	48	-13%	42	73	-42%	764	896
Vandalism	66	47	+40%	66	56	+18%	708	682
Vehicle Theft	26	17	+53%	26	14	+86%	289	211
Total Property Crime	343	309	+11%	343	414	-17%	4,179	4,493
Total All Crime	**407**	**365**	**+12%**	**407**	**458**	**-11%**	**4,746**	**5,078**

*NC = Not Calculable

Joplin Police Department

IMPROVING METHODS PROACTIVELY AGAINST CRIME TRENDS — IMPACT

In October 2009, Joplin Police Department changed its method of reporting crimes to the State of Missouri from UCR (Uniform Crime Reporting) to IBR (Incident-Based Reporting). IBR is a system that records each offense separately while UCR records only the severest offense in each case. Since comparing UCR numbers to IBR numbers would not give an accurate comparison from year to year, the department began reporting IMPACT crime numbers in 2010 for consistency.

IMPACT is an in-depth analysis of statistical information produced internally by the department's crime analyst. It includes the crimes of assault, homicide, rape, robbery, arson, burglary, larceny, theft from vehicle, vandalism, and vehicle theft.

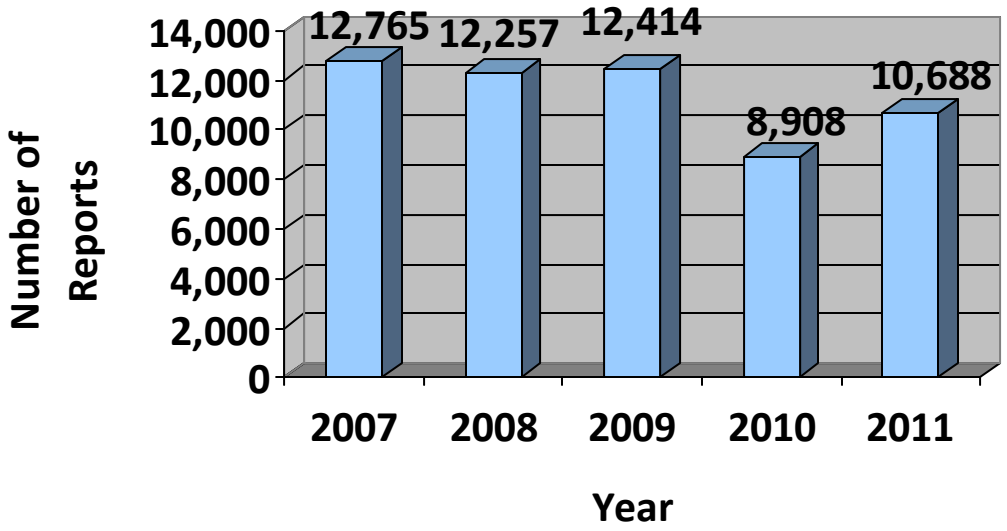
IMPACT Crimes — 2010/2011

Offense	2010	2011	% Increase/ Decrease
Assault	487	491	+1%
Homicide	1	2	+100%
Rape	30	20	-33%
Robbery	67	54	-19%
Total Violent Crime	585	567	-3%
Arson	29	11	-62%
Burglary	731	653	-11%
Larceny	1,944	1,754	-10%
Theft from Vehicle	896	764	-15%
Vandalism	682	708	+4%
Vehicle Theft	211	289	+37%
Total Property Crime	4,493	4,179	-7%
Total All Crime	5,078	4,746	-7%

Joplin Police Department

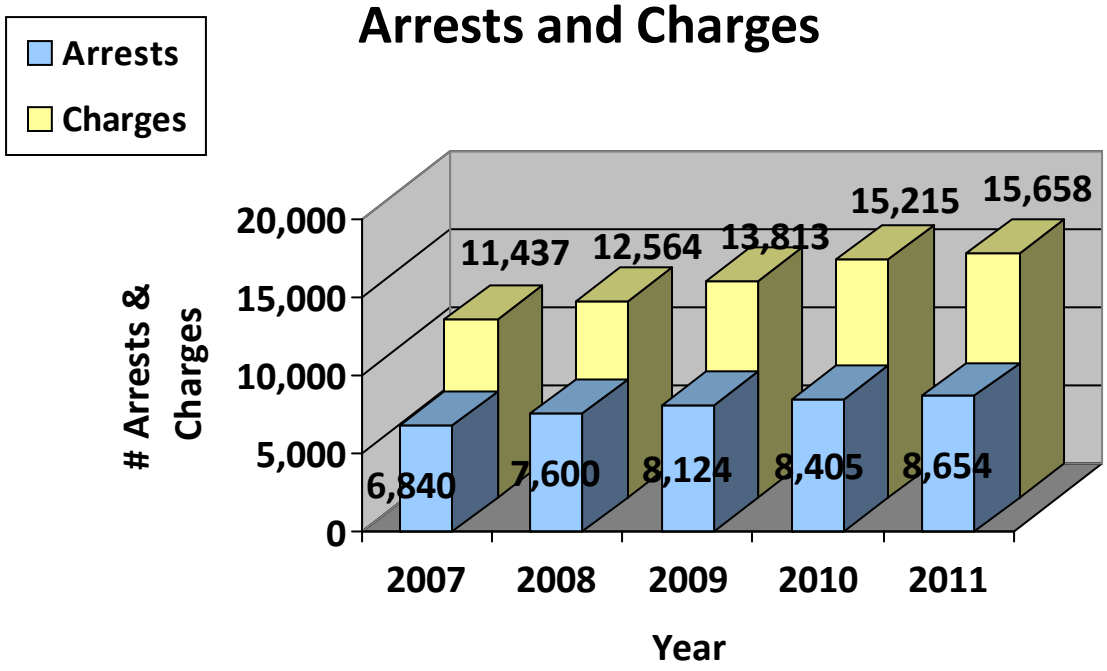
Reports, Arrests, and Charges

Reports Taken



**The numbers of reports taken for 2010 and 2011 appear much less than in previous years. Before 2010, the reporting system the department used recorded every charge as a separate report. But the reporting system the department now uses records multiple charges under one report. Therefore, although reports seem to have decreased in both 2010 and 2011, they have not.*

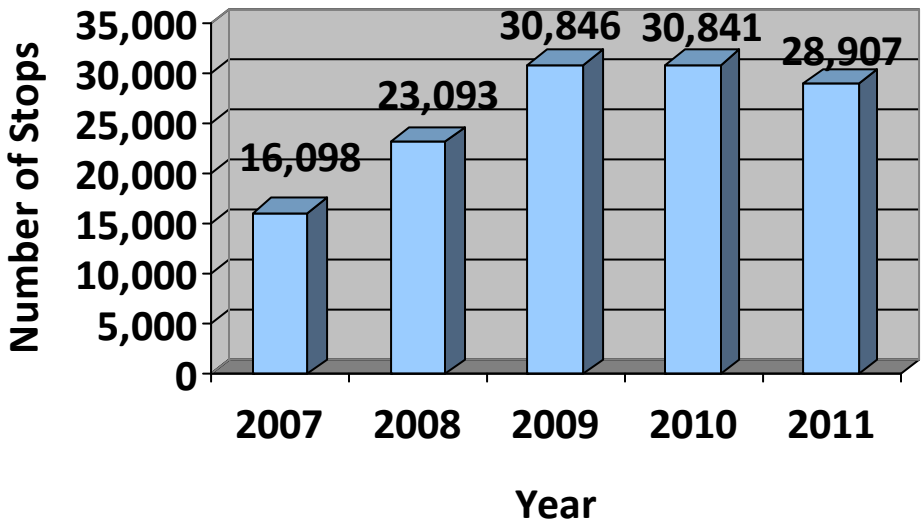
Arrests and Charges



JOPLIN POLICE DEPARTMENT

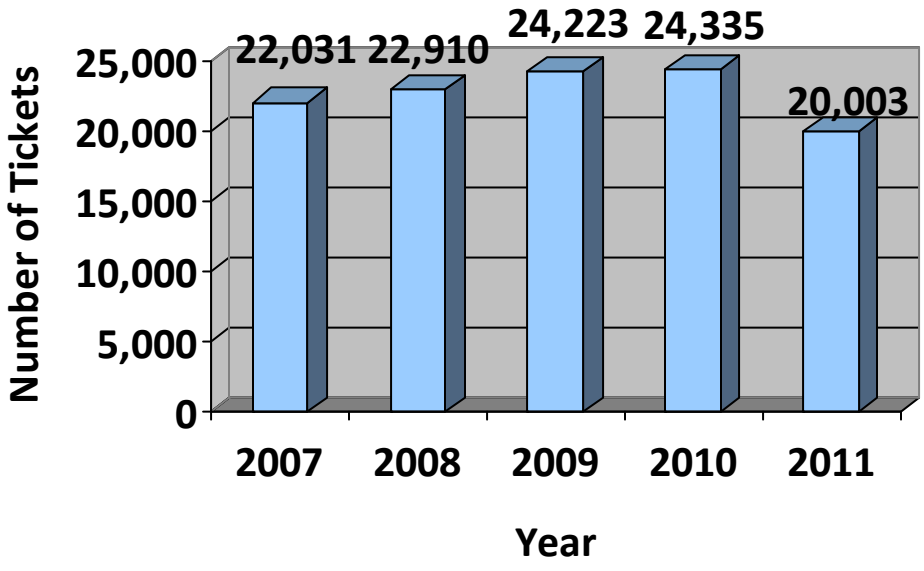
CAR STOPS AND TICKETS

Car Stops



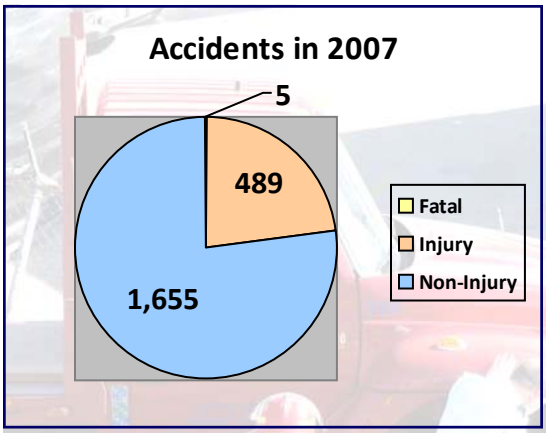
**The number of car stops for 2011 decreased due to the May 22nd tornado.*

Tickets Written

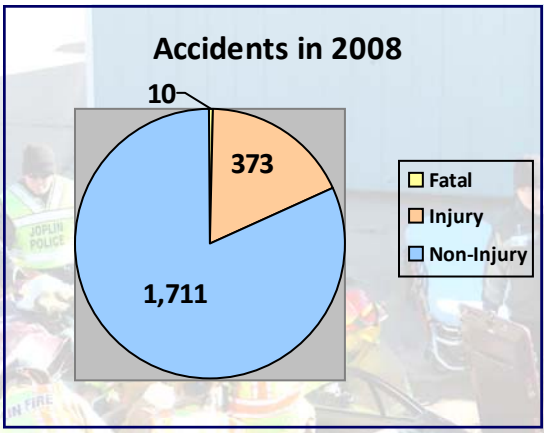


Joplin Police Department

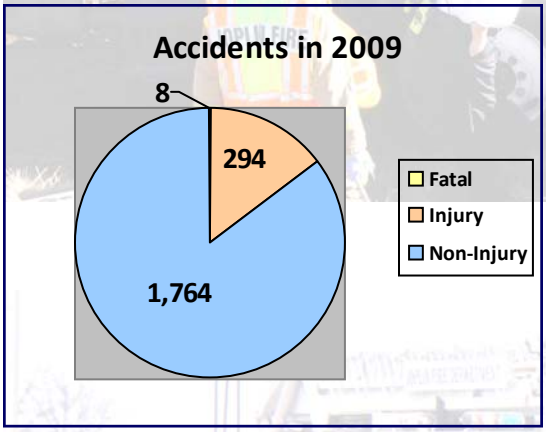
Accidents



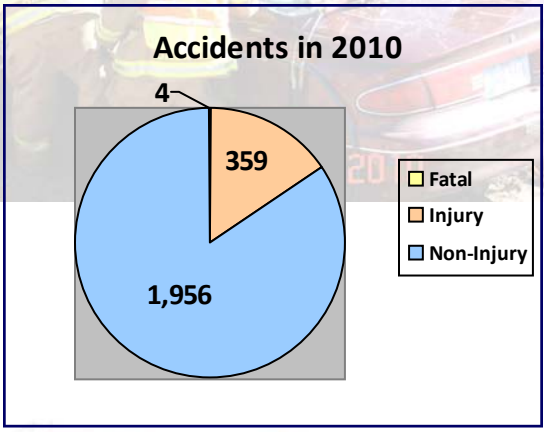
Total Accidents 2007 — 2,149



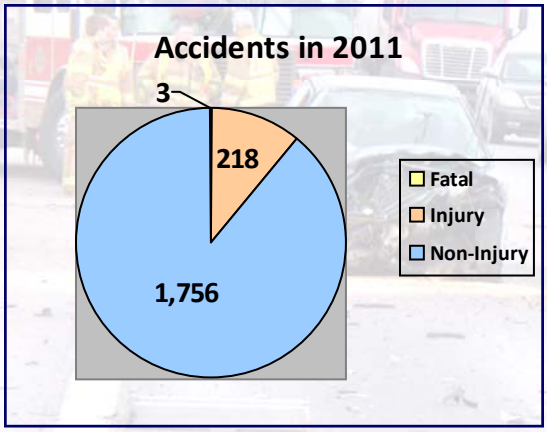
Total Accidents 2008 — 2,094



Total Accidents 2009 — 2,066



Total Accidents 2010 — 2,229

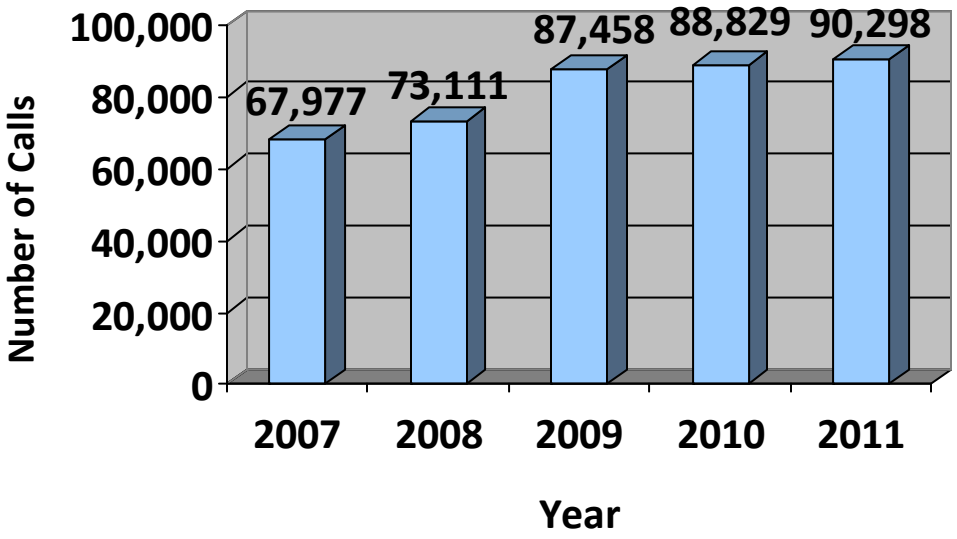


Total Accidents 2010 — 1,977

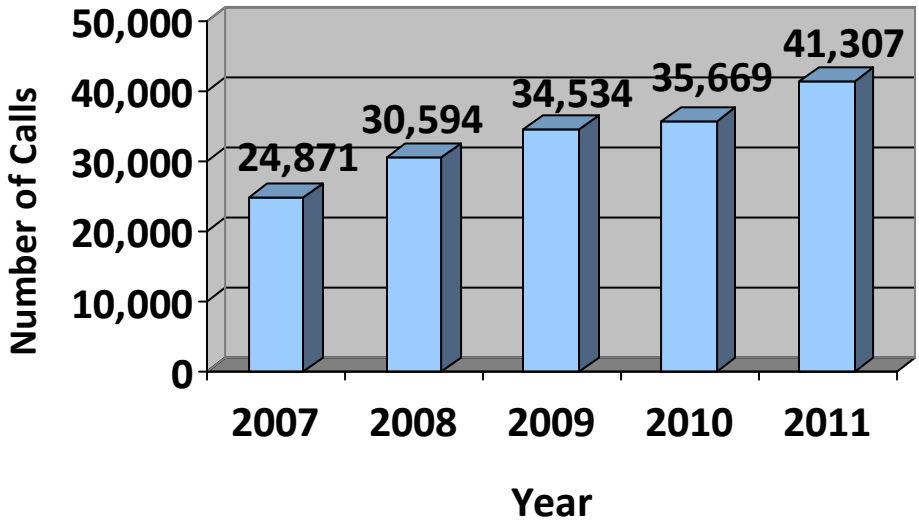
JOPLIN POLICE DEPARTMENT

CALLS FOR SERVICE AND 911 CALLS

Calls for Service

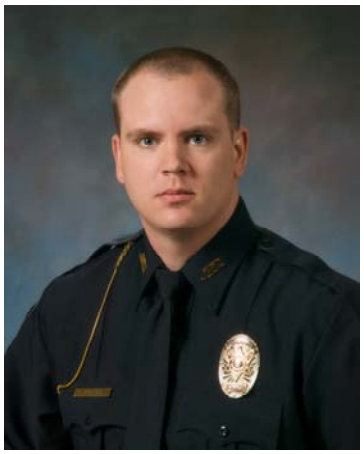


911 Calls



CITY OF JOPLIN MISSOURI

OFFICERS HIRED IN 2011



Bobby Brown



Joseph Miller



Brett Davis



Steven Feken



Bradley Rich

2011 OFFICERS HIRED

OFFICERS PROMOTED & RETIRED IN 2011

PROMOTED



Shawn Dodson
promoted from Training Officer to Corporal



Rusty Rives
promoted from Corporal to Sergeant



Matt Stewart
promoted from Sergeant to Lieutenant

RETIRED



Mike Hobson



Victor Sly