Joint City-Greene County Planning Task Force

Meeting Notes
December 4, 2013 – 10:30 a.m. – Greene County Archives Election Center
Meeting #8

Task Force Members Present:

Greg Burris, Springfield City Manager
Tim Smith, Greene County Administrator
Collin Quigley, Springfield Assistant City Manager
Cindy Stein, Greene County Auditor
Mary Mannix Decker, Springfield Finance Director
Martha Mundt, Greene County Budget Director
Paul Williams, Springfield Police Chief
Jerry Moyer, Greene County Court Administrator
Jim Arnott, Greene County Sherriff

The meeting began at approximately 10:33 a.m. with a welcome from Greg Burris, City Manager, and Tim Smith, Greene County Administrator, followed by a review of today's agenda.

City Manager Burris thanked Vanessa Brandon, Greene County, for her work preparing the minutes. He asked for a motion to approve the notes from the November 13, 2013 meeting. Cindy Stein, Greene County Auditor, moved to approve the notes as presented. Mary Mannix Decker, Springfield Finance Director, seconded the motion and the notes were approved.

County Administrator Smith distributed and discussed a draft copy regarding the Safety & Justice Roundtable Report, Four-Year Update – November 2013. *(Please refer to Exhibit A located within the City Clerk's Office for additional information.)* He noted that he feels the updated report is approximately 95% complete.

During the review, County Administrator Smith reported that he is awaiting additional information to be provided, such as from Dan Patterson, Greene County Prosecuting Attorney, who was unable to attend today's meeting, for the draft. He added that he also would be placing some chart information pertaining to "jail trends" within the draft.

The Task Force reviewed Exhibit A.

Several of the Task Force members made comments and discussed several possible revisions. Some members suggested that information from the recent Community Focus Report be included within the draft for a reference and resource, as well as requested that information regarding the issues of mental health and meth labs be included within the draft.

County Administrator Smith asked that Cora Scott, Springfield Public Information and Civic Engagement Director, include a copy of the past reports (i.e. 2011) regarding the Safety and Justice Roundtable on the City's website, and noted copies would also be available on the County's website for citizens to review.

City Manager Burris suggested that the Executive Summary be moved from the end to the beginning of the draft, as well noted that he would e-mail County Administrator Smith regarding the formatting (i.e. color coding) for the draft.

Following further review, County Administrator Smith informed the Task Force that he would update and revise the draft, and would e-mail a revised copy before their next meeting, which is scheduled for December 18, 2013.

City Manager Burris distributed a handout regarding the Law Enforcement and Criminal Justice Scenarios, which he reviewed with the Task Force:

A. Status Quo
B. One-Notch Increase
C. "Toughest on Crime" Stance

(Please refer to Exhibit B located within the City Clerk's Office for additional information.)

The Task Force briefly reviewed Exhibit B.

Paul Williams, Springfield Police Chief, explained that he feels regarding Scenario B, Jim Arnott, Greene County Sherriff, should address this area, since the County operates the jail population and criminal justice system, because the County staff would be more familiar with this. He reported that pre-trial and post-trial information should also be included within this proposed Scenario.

During the discussion, City Finance Director Mannix Decker and Chief Williams addressed that since there are no "extra" monies available within the City or County, a reallocation of resources would probably be needed to fund Scenarios B or C, and other areas would need to be reduced or cut. Thus, this information should be noted within the Scenarios report.

Following the review, City Manager Burris asked that information from the various individuals regarding the three Scenarios be provided to him by January 10, 2014 for their upcoming January meeting.

A copy of a handout dated August 8, 2011 to the Members of the Safety and Justice Roundtable from City Manager Burris and County Administrator Smith regarding responses to several questions posed by the Roundtable and possible scenarios for funding some needs was distributed to the Task Force. *(Please refer to Exhibit C located within the City Clerk's Office for additional information.)*

County Administrator Smith distributed the following two handouts: City-County Planning Task Force Activity Summary; and Upcoming topics/topics that need additional attention. *(Please refer to Exhibits D & E located within the City Clerk's Office for additional information.)*

The Task Force briefly reviewed Exhibits D & E.

Following the review and per a consensus, the Task Force decided to address the topics of Stormwater Funding and Unfunded Environmental Mandates at an upcoming meeting.

County Administrator Smith noted that he feels "work sessions" like today's meeting are beneficial. He noted that he would like the Task Force to review some information regarding criminal justice case flow management, which he will e-mail out in the near future.

The next meeting would be hosted by Greene County on December 18, 2013 at 9:30 a.m. in the L-45 (lower level) Conference Room – Busch Municipal Building.

With no additional discussion, the meeting was dismissed at approximately 11:30 a.m.

Exhibit A

DRAFT

SAFETY & JUSTICE ROUNDTABLE REPORT
FOUR -YEAR UPDATE - NOVEMBER 2013

The Safety & Justice Roundtable was a panel of 18 citizens appointed by the City Council and County Commission in 2007. The charge given to the Roundtable was as follows:

"*The Safety & Justice Roundtable is charged with developing a comprehensive understanding of the community's criminal justice system through studying the interconnectivity of all departments and offices within that system, identifying and prioritizing needs within the system and recommending solutions to address those needs.*"

During 2008 the Roundtable reviewed operations, budgets and toured facilities for the following offices and departments having responsibility for a portion of the community's safety and justice systems:

- County & Municipal Courts
- Sheriff's Office & Jail
- Prosecuting Attorney
- Juvenile Office
- Pre-Trial Services
- Office of Emergency Management
- E 9-1-1
- Springfield Police Department
- Springfield Fire Department

A final report was completed on July 22, 2009. Seven priorities were outlined in the report:

1. Solving Police-Fire Pension Fund shortfall
2. Reducing Jail Population
3. Improving the Family and Juvenile Justice System
4. Combining emergency response agency facilities
5. Enhancing data sharing and interagency communication
6. Increasing staffing throughout system
7. Expanding facilities

In addition, specific recommendations were made for each area studied. The Roundtable reviewed progress at six month and one-year milestones after the original report. In July 2011 a two-year update was presented.

Purpose of this Report

The purpose of this report is to review conditions which existed at the time of the original report in 2009, review progress made by 2011, report progress made from 2011 to the present, and summarize current conditions.

Top Seven Priorities

1. Solving Police-Fire Pension Fund shortfall

Situation in 2009 : Solving this problem was the Roundtable's top priority. It was clearly understood that meaningful progress could not be made in any other areas as long as the pension fund problem was not resolved.

Progress through 2011: Voters approved a 3/4-cent sales tax for the Police/Fire Pension Fund on November 3, 2009, providing an estimated $30 million a year for the fund. City Council approved closing the pension system to new-hires on January 11, 2010. In 2010, the pension's funded ratio was up for the first time in a decade and as of July 2011 was funded at nearly 50 percent. Total assets stood at $187 million, up from a low of $90 million in 2009.

Current Situation: The fund now stands at 67% funded with total assets of $254 million as of June 30 2013. It is estimated that the sales tax will need to be renewed for another 4 to 5 years in order to meet the funding level of 100% required for a closed fund. The City plans an election for renewal of the tax in April 2014. If the tax is not renewed, the City will have to make contributions of $16.1 million annually from its general fund or 22% of the total annual revenue for the general fund. This would require deep cuts in spending for other programs if the sales tax is not renewed.

Characterization of progress: SATISFACTORY

Current advisory status: Yellow. Problem is expected to be resolved if the pension fund sales tax is renewed in April 2014. Failure to renew the tax would cause this issue to revert to the critical status that existed at the time of the 2009 Roundtable report.

2. Reducing Jail Population

Situation in 2009: The jail was described as chronically overcrowded. Average daily population was 538 in 2008. The Roundtable noted shortages of judges, courtrooms and public defenders as contributing to jail overcrowding. Additionally, the Roundtable recommended retaining the book & release program, implementing a bond schedule and expanding pre-trial services in order to reduce jail population.

Progress through 2011: Average daily inmate population dropped under 500 in 2009 and 2010. This decrease was attributed to the following:

- Pre-Trial Services
- Warrant officers, who worked to eliminate warrants which were no longer valid or could not be prosecuted. Through their efforts, the county's active warrants were reduced from approximately **18,000** to **14,500.**
- Jail Population Control Officer- worked with courts on scheduling hearings

- Three judges assigned to hear felony criminal cases
- Accelerated felony criminal trial docket
- Updated Municipal Prisoner agreement with City of Springfield.

Jail inmate population increased sharply in 2011 causing the Roudtable to raise this concern in its report: "....a variety of known and unknown factors have caused the jail population to dramatically increase in 2011, reaching **593** on July 17. The June 2011 average population was **559**."

Progress since 2011:

Jail staffing: Passage of the Public Safety Initiative 1/8-cent sales tax provided funds to hire 40 additional correctional officers, a registered nurse and 15 support staff for the jail. This will bring jail staffing levels up to the building capacity of 520 inmates. However, due to difficulties in hiring and retaining corrections officers given the poor salaries which the County can pay, after one full year of additional funding from the Public Safety Initiative Sales Tax, the Sheriff's Office has been unable to fill all of the correctional officer positions which were funded. As of this date 25 of the 40 positions have been filled.

The 2011 update notes a jail population officer. There were actually two population control officers funded by a federal grant These grants have expired and the positions have been eliminated. Population control functions on a more limited basis have been assigned to other staff.

Other measures taken by the Sheriff's Office:

A total of 24 beds have been added since 2011, 20 in the women's housing area on the first floor of the 1983 tower (T-1), and 24 in the men's housing in D-pod provided by installing triple bunks when the bunks had to be replaced in 2012 due to the discovery of deficient welded connections.

System-wide measures:

Pre-Trial Services (PTS): In summer 2011, a 90-day pilot was conducted with an objective, validated risk assessment, a best practice based upon Kentucky's successful program. The pilot was successful and use of this tool became a regular practice, which has since effected many more releases than before.

With the addition of two more Pre-Trial officers funded by the 2012 law enforcement tax, PTS is now able to provide more supervision of those defendants who need it. Communication with the Courts and other stakeholders has improved. The Pretrial Release Committee (a collaborative of all involved parties) has been revived and is responsible for identifying gaps in the release process and helping PTS implement the new risk assessment.

The PTS program has gained recognition across the State. It been represented at MINK (a four-state gathering of Supreme Court judges and justices in Missouri, Iowa, Nebraska and Kansas); the Missouri Judicial College (presented to all of Missouri's trial judges); and at the Missouri Association of Counties board meeting and state conference.. Greene County Pretrial Services is considered a best practice program by the Office of State Courts Administrator, and has been sought out by several jurisdictions to help them start their own programs. This has included two sites visits to date (and numerous conference calls).

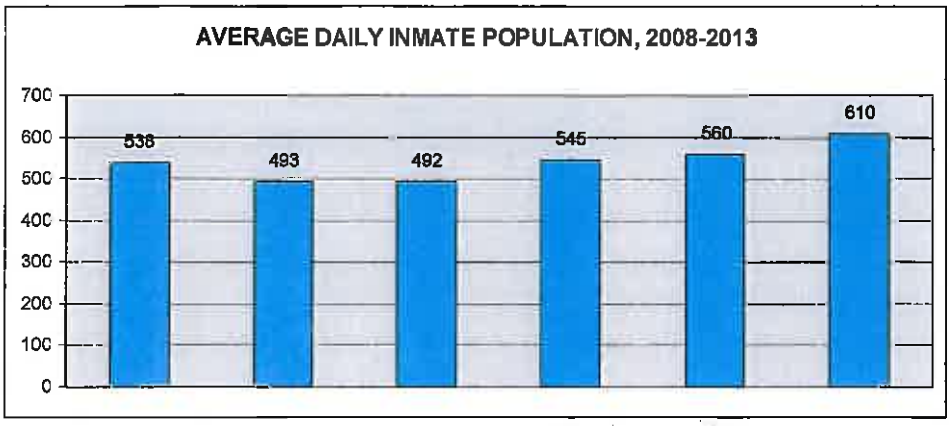
Ad-Hoc Committee on Population Control: In 2012, an ad hoc committee consisting of the Presiding Judge, one Associate Circuit Judge, the Sheriff, Prosecutor,Courts Administrator Pre-Trial Service Director and County Administrator was formed to produce a process by which "quick releases" could be made when the jail population reaches very high levels and the normal process can not react quickly enough. The idea of the process was to find a way to release as many inmates as possible in a short time frame. Originally the "release matrix" (now called the Jail Evaluation Tool) was created for this purpose, but consensus could not be reached on the criteria to be utilized and who should be have input on decisions to grant releases.

The Committee met with the Police Chief and City Prosecutor to examine ways to reduce the number of municipal inmates during periods of high population. An informal maximum number of 25 city inmates was agreed upon. These discussions were productive and resulted in improvements to the Jail Population Distribution Report which is circulated each morning to 45 key individuals in City and County government, as well as a report giving detail on pending municipal cases for circulation to the same group. The City of Springfield has been cooperative in reacting quickly when the population of municipal inmates rises over the voluntary maximum of 25.

Justice Mental Health Collaborative Project: The Springfield Police Department and Greene County Sheriff's office are participating in the Justice Mental Health Collaborative Project funded by a grant from Department of Justice. In addition to providing Crisis Intervention Team training to area law enforcement officers, the SPD and GCSO have utilized grant funds to identify repeat offenders whose behavior is driven by mental health related issues coupled with substance abuse (drugs and/or alcohol)which are not effectively addressed within the traditional justice system. This program seeks to identify the root causes of the defendants' behaviors and to provide more cost-effective alternatives to incarceration to address them. In the last two years, 34 persons have been identified for consideration in this program. Of these 13 people are in process, 10 are no longer candidates due to their refusal to participate and accept treatment and 11 people have been successfully diverted from the system and are now leading productive lives.

Current Situation:

On an annual basis, average daily jail population rose from 545 in 2011 to 560 in 2012 and has averaged 610 for the year-to-date in 2013 (through November 25).



Jail population has risen to unprecedented levels since June of 2013. A record maximum of population of 695 occurred on September 30, 2013. Monthly average populations for 2013 are as follows:

2013 Average Inmate Population					
Month	Avg. Pop.	Month	Avg. Pop.	Month	Avg. Pop.
January	547	May	563	September	664
February	565	June	618	October	665
March	552	July	637	November	676 thru 11/25
April	575	August	648		

>>>>Insert charts, update to current information as of Dec 1

As a result of overcrowding inmates must routinely be housed out-of-County. In 2012 an average of 8.5 inmates per day were housed out of County. For 2013 the number has averaged 29 through October. However, the number has gone up dramatically since June. Monthly averages for 2013 are as follows:

2013 Average Number of Inmates Housed Out-of-County					
January	1	May	12	September	68
February	23	June	33	October	42
March	8	July	45	November	78 thru 11/8
April	16	August	40		

The maximum number of inmates housed out of County occurred on September 10, 2013 with a total of 84 inmates housed in other jails. The Sheriff's office has been resourceful in holding down costs, negotiating rates with Henry, Taney, and Vernon counties which cost less than it costs to house them in the Greene County jail.

Even with these measures, expenses for out-of-County inmate housing are projected to be over $400,000 for 2013 and could be as high as $460,000 if population remains at current levels. This poses a significant threat to the County's finances. If inmate population remains at present levels, it could cost the County $800,000 to $900,000 in 2014.

Characterization of progress: INSUFFICIENT.

Current advisory status: Red. Jail population shows no sign of coming down, with few viable short term solutions.

Current plans to assist with managing jail population:

Jail remodel:The budget for 2012 Public Safety Initiative law enforcement tax included setting aside $400,000 per year for a stop gap remodel of the jail to provide a dormitory style housing unit of 50 to 75 beds for minimum security inmates, such as municipal prisoners. This would free up badly needed space in the maximum security area. This plan called for relocating the Sheriff's Patrol, Criminal Investigations (detectives), Records divisions and property room and staff from the jail building to free up space for the additional housing. Cost estimate for this plan was $4 to $5 million. It was hoped that the $400,000 set aside each year could be applied to make bond payments for these improvements over a period of 20 years. 2013 was the first full year of collections for the new law enforcement tax. Given the County's financial situation, County officials were reluctant to incur additional long term debt until this fund is more firmly established.

Jail staff has recently developed an innovative plan which may accomplish the majority of this goal at greatly reduced cost. This plan calls for relocating the jail medical and mental health units, and relocating and re-purposing other areas in order to create a 50-bed dormitory housing unit on the 5th floor of the 1983 tower. Preliminary cost estimates indicated that this plan can be implemented at a cost not exceeding $500,000. The Sheriff is currently searching for alternative funding sources for this plan.

Additional judges: Between 70 and 75% of the inmates held in the jail are defendants awaiting trial, who can not be released on bond either because of the risk posed to themselves or society, or their inability to provide bond. These inmates can only be moved out of the jail (typically either by release, probation, or to state prison) when their cases are resolved in court. More judges are needed to decrease time needed to move defendants through the legal system. One additional judge was approved and funded by the Missouri General Assembly in 2013. The newly created associate circuit court Division 26 began session on November 18, 2013. It is hoped that the legislature will fund an additional associate circuit court judge and a drug court commissioner in 2014. While the additional judges are badly needed, lack of funding to provide additional courtroom space is a significant hurdle which must be overcome.

Improved Caseflow Management: As was observed by Prosecuting Attnorney Dan Patterson in the 2011 update, "The jail overcrowding issue is not the root of the problem but rather, a visible symptom of the larger problem: insufficient capacity of the criminal justice system to dispose of enough cases." In order for the system to function properly, adequate resources must be provided in all three essential components of the system: courts, prosecution, and defense. It matters little if the community has sufficient numbers of police officers if there is insufficient ability for the criminal justice system to adjudicate the cases.

One of the few areas remaining where some progress can be made in reducing jail population is improving caseflow management. In late 2010 the Office of the State Court Administrator (OSCA) requested that the Bureau of Justice Assistance Criminal Courts Technical Assistance Project (CCTAP) review caseflow processes in several circuits in Missouri, including Greene County's 31st Judicial Circuit, which were "...struggling with criminal caseload management." In 2011 the CCTAP team conducted a site visit to review caseload management practices. A report containing the following ten recommendations was published in February 2012:

1. The Circuit Judges hearing criminal cases should neet specifically for the pupose of reviewing case processing procedures in their dvisions, and specifically to review the Docket Management Plan (DMP) to ensure that all are using the safe procedure.
2. The DMP should be reviewed in terms of feasibility of reducing time periods between certain scheduled events.
3. Attorneys appearing in Court should have full authority to dispose of the case.
4. Plea offers should be transmitted as early as possible and should not change.
5. The Court should set a firm final date for a defendant to accept the plea offered by the prosecutor.
6. The Court should limit the time for a defendant to obtain private counsel.
7. Consideration should be given to scheduling fewer cases for trial each week to promote scheduling certainty.
8. Although communication among the criminal justice actors in the 31st circuit is generally good, the Circuit should benefit from a formal mechanism to address criminal justice related issues, including case processing.
9. The proposed Criminal Justice Coordinating Council, or key criminal justice actors, including the presiding Circuit Judge, should assist the Public Defender in devising a more efficient system for managing requests for lab testing in criminal cases.
10. Consideration should be given to making more use of pretrial services.

Nearly two years have passed since the publication of the report without significant progress on the recommendations. The Criminal Justice Coordinating Committee, originally formed in 2003, provides an existing forum for bringing the principal stakeholders together. Toward this end, the CJCC met on November 14, 2013. At that meeting prosecuting attorney Dan Patterson, requested that the CJCC:

1. Commence meeting monthly to focus attention on case movement and effect of jail population.*
2. Develop a strategic plan for dealing with felony case load by maximizing the effects of the Courts, Prosecuting Attorney and Public Defender working in concert.

* CJCC meetings had been reduced from monthly to quarterly to semi-annually over the past several years as cooperation between the City and County has improved.

3. **Improving the Family and Juvenile Justice System**

Situation in 2009: The Roundtable cited need for more staff, overcrowding in the Juvenile Building and inadequate courtroom space for Juvenile and Family Court functions.

The Roundtable recommended a community-wide advocacy effort to raise awareness of and address juvenile issues.

Progress through 2011: The 2011 update touted grant funding for innovative programs for at-risk youth, partnerships with public and private community partner organizations, and use of volunteers for youth programs. These programs were cited as helping the numbers of youth offenders under court supervision to remain steady while other areas of the criminal justice system experience increased activity.

No progress had been made in addressing the need for more staffing, office space, or courtroom space.

Progress since 2011:

The passage of the Public Safety Initiative Law Enforcement Sales Tax in 2012 provided funding to partially address staffing needs. The following positions were added in 2013:

- 7 Deputy Juvenile Officers
- 2 Probation Officers
- 1 Attorney
- 3 Support Staff

No progress has been made in addressing critical space shortages in the Juvenile Detention Center due to lack of available funding. The proposal for the 2012 law enforcement tax included improvements to the juvenile courtroom to meet current safety requirements. More information is provided below under Priority #7.

The Juvenile Office has continued to develop innovative programs and its reputation as a leader in its field has continued to grow. Significant areas of progress since 2011 include the following:

- The Juvenile Office was designated by the Office of the State Courts Administrator (OSCA) and the Annie E. Casey Foundation as one of Missouri's model sites for the Juvenile Detention Alternatives (JDAI) Implementation Plan. The Annie E. Casey Foundation has sent representatives from other agencies across the nation to observe systems in place in the Greene County office. At the October 2012 JDAI National Conference, the Evening Reporting Center (ERC) developed by the Greene County Juvenile Office was presented as a model program.

- In April 2013, the Juvenile Office was selected by OSCA and the Center for Juvenile Justice at Georgetown University as one of two implementation sites in Missouri for the Crossover Youth Practice Model (CYPM). Crossover youth are those youth whose cases lie at the intersection of the juvenile justice and child welfare systems. In the past there has been no collaborative focus between these two program areas. The vision of the Greene County Juvenile Office is to lead innovative system reform in juvenile justice.

- The Juvenile Office has been selected as a model site for programs under the Prison Rape Elimination Act (PREA). Juvenile Office staff has been invited to speak about the Greene County program at the Performance Based Standards (PBS) national conference in February 2014. Institutions cross the country are just now beginning to enforce standards enacted by Congress in 2003. This program sets standards for zero tolerance in both the adult and juvenile justice systems. The Greene County Juvenile Office is considerably ahead of other programs nationally.

- Missouri State University and OSCA have partnered to create a video featuring excellence in juvenile detention standards exhibited at the Greene County Juvenile Office. This video is slated for release for use by other courts in Missouri in February 2014.

- In October 2013, the Juvenile Office received an excellence award from the Missouri Association of Counties (MAC) for its innovative RADAR (Responding Appropriately to Drug & Alcohol Referrals) program. This program was designed utilizing existing staff and budget resources. It replaces programs which were eliminated due to the discontinuation of the Federal Reclaiming Futures grant in 2013 and will make it possible to continue to make progress in this critical area.

- Approximately 30% of referrals to the Juvenile Office involve girls and young women. In 2012 in response, Juvenile staff developed the GEMS (Girls Empowering Minds & Spirits) program. This program enhances programming and services to girls and young women who have interacted with the Juvenile office. This program recognizes the different dynamics needed in programs for girls and responds to the significant rise of the number of referrals for girls in the juvenile system. As Chief Juvenile Officer Perry Epperly put it, "It is no longer effective to simply paint boys' programs 'pink'". The program works to increase

self esteem and instill in participants that they possess greatness within themselves.

- Juvenile staff has also developed the Diversity Awareness Partnership (DAP), another collaborative program focused on teaching youth the importance of embracing diversity and inclusion in their lives and preparing them to live in that culture. The program features artwork and writings by youth in the juvenile system. The Juvenile Office's Leadership Team provides another dimension to the program by meeting regularly to address the issue of diversity and inclusion in the juvenile office workplace.

- Fostering Court Improvement is a collaborative program of the community's child welfare agencies which meets monthly at the Juvenile office to maintain focus on the issues of child welfare. At the end of October 2013, 862 children from 495 families were under the supervision of the juvenile court for abuse and neglect.

Current situation: The Greene County Juvenile Office continues to develop innovative programs and services, and to assume a leadership role in juvenile justice and child welfare programs on local, state and national levels. If this level of program excellence is to continue, it is imperative that the Juvenile office continue to be provided the financial and fiscal resources to carry out its mandates.

As resources become increasingly strained, we are losing the opportunity to train and develop men and women of professional competence and integrity to assume the significant responsibilities for managing and administering critical programs of the juvenile justice system.

A need which has not been included in previous reports is the need for a centralized location for children and parents under the supervision of the juvenile and family court to be able to interact in a supervised setting and for family support team meetings. This would also provide a centralized location for therapeutic interventions, clinical psychology and other social support services.

Characterization of progress: MIXED. Juvenile programs continue to be operated at an impressive level of excellence. However, the program is severely limited by lack of adequate financial support and facilities to house these programs.

[redacted]

4. Combining emergency response agency facilities.

Situation in 2009: Both the Office of Emergency Management and the 9-1-1 Emergency Communications Department were operating out of substandard and crowded facilities. Plans were being discussed for a new "Public Safety Collaboration Center" to house both those and other emergency response operations.

Progress through 2011: A new Public Safety Center was under construction in 2011.

Progress since 2011: The Public Safety Center was completed in the summer of 2012, funded through the 911 sales tax revenue, federal grants and county bonds. The Springfield-Greene County Office of Emergency Management moved into the new secure facility in July 2012 and the Springfield-Greene County 911 Emergency Communications Department in August 2012. In January 2013, the training division of the Greene County Sheriff's Office relocated to the Public Safety Center and has been an active partner in utilizing the training spaces and others resources available. Total cost for the state-of-the-art technology and facility was $19.6 million.

The facility has been utilized to the potential for which it was designed. From January 2013 through August 2013, 4,845 students, meeting attendees, and other visitors came through the Public Safety Center. Agencies utilizing the facility have scaled across the board from federal, state, and local agencies as well as non-governmental agencies. The facility also housed a full scale tornado exercise in April 2013 with over 100 participants working through a catastrophic event.

In spring of 2013, OEM was officially accredited with the Emergency Management Accreditation Program. At the time of receiving the accreditation, Springfield-Greene County OEM was one of 13 other local jurisdictions to complete the program. The Springfield-Greene County team was the only team in the country to receive a 100% score.

In July 2012, nearly 70 local officials from the community attended the Integrated Emergency Management Course (known to those who participated as "Disaster Camp") offered by the Emergency Management Institute (EMI) of the Federal Emergency Management Agency. Attendees represented various areas including city departments, county departments, Cox and Mercy hospitals, non-government agencies, and faith based organizations. The 5-day training course included an Emergency Operations Center drill with an EF-5 tornado scenario devastating the city of Springfield. High remarks were credited by the EMI instructors and coordinators, citing the Springfield-Greene County community being within the top three of the country's most prepared communities that they had worked with through similar scenarios.

Current situation:

The current focus is on program improvement, maintaining sufficient numbers of qualified staff, consolidation of services and providing reliable back-up facilities.

From its inception, one of the goals of the Greene County 911 Advisory Board has been to consolidate dispatch centers. Since the last update, the system has consolidated its Republic dispatch center into the new Public Safety Center which houses the Springfield-Greene County 911 Emergency Communications Department. This move reduced duplication and increased interagency communication (Priority #5) capability. In

addition, the system has entered into an agreement with Mercy Hospital-Springfield to serve as the backup 911 center for each other should a system failure occur. This provides redundancy within the 911 system that was not available previously.

Characterization of progress: SIGNIFICANT

[redacted]. Major program goals are being met.

5. Enhancing data sharing and interagency communication

Situation in 2009: The Roundtable cited the dire need for a new records management system in the Springfield Police Department, and a need for data sharing and greater communication between the Springfield Police Department and Greene County Sheriff's Department. The Roundtable suggested that both agencies take full advantage of the Missouri Data Exchange (MoDEX) system for information sharing.

Progress through 2011: The Springfield Police Department, Greene County Sheriff's Office and city of Republic were in the process of adopting the Niche records management system which would allow shared records between the agencies. The City's system had been fully installed, with installation for Republic and the County in progress.

Agencies were continuing to access and upload information from the MoDEX system. However, the MoDEX system was not viewed as having all the attributes needed for all records management functions.

Paul Williams was hired as the new Springfield Police Chief in 2010. Communication between the Springfield Police Department and Greene County Sheriff's Office had improved dramatically.

The Police Chief and Sheriff had reached an agreement to share the city's firing range and provisions were underway for the Sheriff's Office to use Springfield's Regional Police-Fire Training Facility, which was under construction.

Progress since 2011: Niche training and conversion has been completed for all three agencies. The Sheriff's Office went live in October 2013.

A Computer Aided Dispatch (CAD) update went live in November 2013 for all Greene County area law enforcement and fire agencies, increasing interagency communications on a daily basis as well as in the event of a crisis/disaster.

SPD and GCSO have collaborated in the selection of a common crime analysis software tool provided by BAIR Analytics. This is scheduled for January 2014. The product will utilize report data from NICHE and call data from CAD to provide statistical and mapping information internally as well as a public facing option for citizens to view. SPD

will change from Crime Reports, which the department has used since 2011, in order to coordinate with GCSO.

The Sheriff's Office houses one detective with the Springfield Fire Department Arson and Explosives Unit for the purpose of joint investigations.

Regional Police-Fire Training Center -- The City of Springfield designed and constructed the Regional Police-Fire Training Center as an extension to the South District Station on west Battlefield. This station was already a "combined" facility, hosting both a police station and a fire station. From the start, the Training Center was designed to serve our entire geographic region -- not just the City of Springfield. The City recognized the community advantage of providing a facility capable of hosting training for law enforcement and firefighters from other jurisdictions, as well as our own. This facility allows the City to locally host training courses that previously required travel and over-night stays. Recognizing that cost is often a barrier to training, the City desires to make training more affordable for our entire region.

The Police-Fire Training Facility opened in August 2012 and has seen extensive use for police training by SPD and area agencies, resulting in a total of 51,611 hours of police related training being provided by SPD in the facility in the first 10 months of 2013. This includes specialty schools, in-service training, training academies for new recruits, lateral hires and cadets, as well as the Citizen's Police Academy.

For comparison purposes:
2011 (prior to the opening of the SRPFTC): 11 courses were offered and 200 people were trained – 120 from outside agencies and 80 from SPD;
2012: 23 courses offered and 597 trained – 288 outside and 309 SPD;
2013 (through October): 35 courses offered and 931 trained - 617 outside and 314 SPD.

The Greene County Sheriff's Office moved their training division to the new Public Safety Center and utilizes that facility for the majority of their training needs.

COOP Planning: The Continuity of Operations Planning (COOP) for the entire City has been drafted and is in the final editing and testing phase. This plan is intended to address the issue of continued operations of major City/County functions post disaster by preplanning for physical space as well as critical assets for operations. The Regional Police-Fire Training Center has been identified as potential space for operations of City/County functions such as the Emergency Communications (911) department, as well as others.

Working with KARPEL on electronic filing of data. Niche and KARPEL are working on.....
Sheriff, PA work with Mun Court on KARPEL

Current situation: Great progress has been made in this area with interagency cooperation at unprecedented levels.

Characterization of progress: SIGNIFICANT

[redacted] Major goals have been achieved. Due to staffing and budget constraints the County is having difficulty supporting the additional technology.

6. Increasing staffing throughout system

Situation in 2009: The Roundtable reported that nearly every agency studied was in need of increased staffing, including those funded by the State of Missouri. The Roundtable specifically recommended increased staffing for the 31st Judicial Circuit, District 31 Public Defender's Office, Greene County Jail, Greene County Juvenile Office, Pre-Trial Services, the Springfield Police Department and Springfield Fire Department. The Roundtable acknowledged that achieving needed staffing levels would be a difficult issue to address.

Progress through 2011: Springfield Police and Fire Departments were nearly fully staffed. The City of Springfield moved from a hiring freeze to a "hiring frost," meaning new vacancies occurring after March 1, 2011 were reviewed and considered for hiring on a case by case basis. In addition, the city's FY2012 budget included funding for eight previously frozen public safety positions, including three Police Service representatives, a Fire Marshal, an Assistant Fire Chief — Training, two Animal Control Officers and a municipal court staffer. Springfield Police also hired 22 new sworn officers to fill vacancies with the July 22, 2011 Police Academy graduation.

Greene County continued to operate under a hiring freeze initiated in 2008. Only essential staff vacancies were being filled, with preference given to public safety sensitive positions in the Sheriff's Patrol, Jail, Prosecuting Attorney and Juvenile offices. No progress had been made on addressing staffing shortages, in the Sheriff's Office, Jail, Juvenile Office, Pre-trial Services or Prosecuting Attorney's Office. Greene County's 31st judicial circuit was still identified by the Weighted Workload Study as needing an additional 8 judges to keep up with caseload.

Progress since 2011:

The Springfield Police Department is fully funded for 331 sworn positions for the FY 2014 budget year. Attrition rates remain between 1.5 and 2 per month. An academy class of 20 is funded and planned for February 2014 to fill 17 vacant positions along with additional anticipated vacancies. Non-sworn staffing remains fluid. SPD is in the process of filling 3 vacant positions. In addition 3.5 positions remain frozen.

The Springfield Fire Department is back to normal staffing. Nine additional firefighter positions have been added in preparation for adding a 13th Springfield fire station in the future.

Greene County's Public Safety Initiative 1/8-cent law enforcement sales tax was approved by the voters in April 2012. Revenue from this tax provides sufficient funding for the County to add the following positions:

Sheriff's Office

- 18 Patrol Deputies
- 6 Detectives
- 40 Correctional Officers
- 1 Registered Nurse (Jail)
- 10 Support Staff
- 2 Court Security Officers

Prosecutor's Office

- 5 Assistant Prosecutors
- 1 Paralegal/Investigator
- 2 Victim Witness Advocates
- 2 Support Staff

DRAFT

Juvenile Office

- 7 Deputy Juvenile Officers
- 2 Probation Officers
- 1 Attorney
- 3 Support Staff

Pre-Trial Services

- 2 Pre-Trial Officers

Collection of the new law tax began in October 2012, hiring of new positions began in January 2013. At year's end all proposed new positions had been hired in the Prosecuting Attorney and Juvenile offices, Pre-Trial Services and in the Sheriff's Office with the exception that only 25 of 40 jail corrections officer positions have been filled.

Hiring of positions in the Sheriff's Office has been particularly challenging due to the County's increasingly lagging salary scale as the wage freeze continues due to the County's financial condition.

The Missouri General Assembly approved two additional associate circuit court judges in 2013. However, only one was included in the budget. The newly created Division 26 court will commence operation on Monday November 18, 2013. It is hoped that the second associate judge will be included in the State budget in 2014. It is also hoped that one additional drug court commissioner will be approved. Approval of these position would still leave the 31st judicial circuit five judges short according to the 2013 update of the Judicial Weighted Workload Study conducted by the National Center for State courts in conjunction with the Clerk of the Missouri Supreme Court.

Public Defender's Office: The Public Defender has had to reduce the number of staff attorneys assigned to Greene County from 21 to 11 in order to provide another position to address increased need in Taney County. The Public Defender's Office is currently under

a hiring freeze which will extend till June 30, 2014, or until the governor releases the $1.4 million withheld from the Public Defender budget this year. Currently, the Public Defender Staff is looking at 1 or 2 days furlough, but if there is enough savings from the hiring freeze or the governor releases those funds, then no furloughs will be necessary.

Current situation: The County's financial conditions threatens progress made with the passage of the 2012 law enforcement tax. While the County was able to maintain positions added by the new tax in 2014 by cutting other services, these options will run out in future budget years, necessitating reductions in public safety personnel in the County's general fund.

Charterization of progress: MIXED. Both the City and County haved made great progress. However, significant threats remain to sustaining this progress.

Current advisory status: [redacted]

7. Expanding facilities

Situation in 2009: The Roundtable reported system wide shortages of building facilities, noting specifically that additional courtrooms and office space was needed for the courts, the Juvenile Office and the Springfield Municipal Court. The Roundtable also noted needs for more secure and modernized facilities for emergency response operations and training facilities for the Springfield Police and Fire Departments.

Progress through 2011: The Public Safety Center and Springfield Regional Police-Fire Training Facility were under construction, resolving building needs in these areas.

Greene County had completed remodeling for two additional courtrooms in the Judicial Courts building, making the space available by relocating the Child Support Division of the Prosecuting Attorney's Office to leased space off campus.

No progress had been made for additional space in the Juvenile Office, Sheriff's Office Jail, or Municipal Court.

Progress since 2011. The Public Safety Center and Springfield Regional Police-Fire Training Facility have been completed and are being utilized.

Utilizing seized funds, the Springfield Police Department has been able to upgrade it's facilities: SPD remodeled a portion of the old Springfield Mill and Lumber building to house the Special Response Team (SRT) allowing them to move out of an old fire station slated to be demolished and sold, and also constructed a 100-seat training classroom for use by all city departments, and other outside entities, on a first come first served basis; SPD has also remodeled the old 9-1-1 call center building to house all property crimes investigators in one location, which in turn opened up space for the traffic unit to be housed together at the South District Station.

A proposed ¼-cent law enforcement tax in 2011 would have included funding for expanding the Judicial Courts Facility, Juvenile Office, providing a new building for the Sheriff's Office and a new municipal court. Building improvements were cut in favor of more urgent personnel needs when the tax proposal was trimmed to 1/8-cent. As a result, no additional progress has been made.

The budget for the 1/8-cent law enforcement tax did include $400,000 per year for remodeling the jail to add 50-75 minimum security beds, improve the Juvenile Courtroom to meet new security requirements and add office space to relieve overcrowding and privacy concerns in the Juvenile Office. It was assumed that bonds would be issued for this construction. However, due to the County's financial situation issuing of bonds is not advised at this time.

Current situation: The City has retained a consultant to plan the new municipal court facility. However, funding for construction has not been secured. No funding source has been secured for the badly needed expansion of the Judicial Courts and Juvenile Buildings or construction of the Sheriff's administrative space. Both the City and County are working with the state legislature on establishing additional funding sources for court facility expansions.

With continued growth in inmate population, it is apparent that the jail will have to be expanded in the near future. Cost of a jail expansion is estimated at $25-30 million, with additional operating costs in the range of $10-12 million annually.

The Sheriff's Office is currently working on a plan to provide a 50 bed minimum security dormitory housing area within the existing facility. This will achieve the goal established in the Public Safety Initiative without the additional cost of having to relocate other Sheriff's functions from the jail. Initial estimates of cost for the remodel run less than $500,000.

The courtroom currently utilized for Division 25 will be re-assigned to the newly created Division 26 Associate Court. Division 25 will temporarily be housed in the Historic County Courthouse. No additional space is readily available on the County campus for more courtrooms. In order to create additional courtrooms without expanding the Judicial Courts Facility it will be necessary to re-locate some functions outside of the courts facility. With the failure of the Use Tax initiative on November 5, no funding is available to provide the additional courtrooms.

Characterization of progress: MIXED, satisfactory for City Police and Fire facilities, limited progress toward municipal court, and unsatisfactory progress on County facilities.

Current advisory status: NEED. Expansion needs for the Courts, Juvenile, Sheriff, Jail and Municipal Court are at a crisis stage.

ROUNDTABLE FINDINGS BY TOPIC

In addition to the top seven priorities, the Roundtable also reported findings and recommendations by topic for the following areas:

- Police and Firefighter Pension Fund Shortfall
- 31st Circuit Judicial Courts
- Greene County Jail and Jail Booking
- Missouri State Public Defender's Office, District 31
- Greene County Juvenile Office
- Greene County Sheriff's Office & Springfield Police Department Records Management Systems
- Springfield Police Department
- Springfield Fire Department
- Springfield-Greene County Office of Emergency Management
- Springfield-Greene County Emergency 9-1-1
- Greene County Pre-Trial Services
- Springfield Municipal Court and Prosecutor
- Greene County Prosecutor's Office
- System-Wide Recommendations

The Roundtable's recommendations for each area are listed below. Where the progress since 2009 and the current status have not already been addressed in the Top Seven Priorities, this information is presented with the topic area.

Police and Firefighter Pension Fund Shortfall

- The pension fund shortfall should be resolved as quickly and decisively as possible. This is a quality of life issue for Springfield and Greene County, and resolving it should be our community's highest priority. (Discussed with Top Seven Priorities.)

31st Circuit Judicial Courts

- Additional judges and court commissioners are needed with the 31st Circuit. (Discussed with Top Seven Priorities.)
- Additional courtroom spaced is needed to house additional judges. (Discussed with Top Seven Priorities.)

- Explore use of Grand Juries for cases, when useful or appropriate.

A grand jury was convened in 2010 and completed its work in 2011. There are no current plans to convene a grand jury.

Dan Patterson comments

- Identify likely guilty pleas to be placed at the top of the court docket and expedited, and
- Document, review and consider limiting of the number and type of continuances allowed before cases can move to trial.

The Court continues to review all means for moving cases through the system as quickly as possible and have implanted changes where practical. More priority needs to be given to follow-up on the recommendations made in the 2012 Bureau of Justice Assistance report.

- Explore additional use of video conferencing technology for preliminary hearings and other court procedures.

The number of cases for which video conference is utilized has increased by about 75% since 2011. Usage continues to increase.

- Consider instituting night court or weekend court, to utilize existing courtroom facilities during house these courtrooms currently stand empty.

The Court is currently studying courtroom usage and allocation and is considering a number of possible options.

Greene County Jail and Jail Booking

- Additional correctional officers are needed in the jail.
- The jail is chronically overcrowded. While Book & Release and Pre-Trial Services help alleviate this problem, additional measures must be implemented to keep jail population at a manageable level.

(The foregoing two items were discussed in the section on Top Seven Priorities.)

- Greene County and agencies booking inmates at the jail must work together to explore and address causes for delays in the booking process.

Significant progress has been made due to increase cooperation and collaboration between law enforcement agencies. Officers booking arrestees into the jail can now utilize paper or electronic forms. The Sheriff has established an automated kiosk for monetary transactions and receipts, eliminating the need to handle cash.

Missouri State Public Defender's Office, District 31

- The Roundtable believes the State of Missouri should increase funding for staff in the District 31 Public Defender's Office. The Roundtable believes this should be a top legislative priority for both the City and the County.

The legislature has not provided any additional funding as of this date.

- The Roundtable recognizes that the Springfield Metropolitan Bar Association is coordinating with the Public Defender's Office to reduce the caseload backlog.

The Bar Association providing this service on a temporary basis for one year. It was not intended to operate on a permanent basis and is no longer being done.

Greene County Juvenile Office

- The Juvenile Office's most pressing needs are additional staffing and space. (Discussed with Top Seven Priorities.)

- The group proposes a community-wide advocacy effort to raise awareness of and address juvenile issues, including delinquency, abuse, neglect, drug use, high school drop-outs, mental health issues, etc.

No formal group has been established. However, the Greene County Juvenile Office works in close collaboration with organizations and agencies throughout the community in addressing juvenile issues.

- The Roundtable recognizes that the Juvenile Office accomplishes a great deal of work with very limited resources. The Roundtable wishes to publicly commend Chief Juvenile Officer and Juvenile Office Director Perry Epperly and his staff for their dedication to serving the youth of our community.

Greene County Sheriff's Office & Springfield Police Department Records Management Systems

- The Springfield Police Department is in dire need of a new records management system, and must be replaced.
- The Sheriff's Office and Police Department must demonstrate an ability and willingness to share software and data without reservation.
- The Police Department and Sheriff's Office should coordinate and commit to a set schedule for what kind of information needs to be shared via MoDEX, and how often.

(These items were discussed with the Top Seven Priorities)

Springfield Police Department

- The Roundtable believes work needs to be done in terms of recruiting.

This has been addressed and is on-going. See Priority #6.

- A new Police training facility should be a priority for the City.
- Resolving the Police-Fire Pension Fund shortfall should be a priority for the City.
- The Police Department is in dire need of a new records management system.

(The foregoing three recommendations were discussed with the Top Seven Priorities.)

Springfield Fire Department

- The Roundtable believes a new Fire Training facility should be a priority for the City of Springfield.
- Resolving the Police-Fire Pension Fund shortfall should be a priority for the City.

(The foregoing three recommendations were discussed with the Top Seven Priorities.)

Springfield-Greene County Emergency 911

- The Roundtable endorses the idea of locating a future 911 call center with other law enforcement and public safety entities. (Discussed with Top Seven Priorities.)

Greene County Pre-Trial Release

- The Roundtable commends the work of Greene County Pre-Trial Services and the associated cost savings for the County, and urges the County to provide additional staffing needed to expand this program.

Two additional pre-trial officers were provided with the 2012 law enforcement sales tax.

Springfield Municipal Court and Prosecutor

- The Roundtable believes a new Municipal Court space should be a priority for the City of Springfield. (Discussed with Top Seven Priorities.)

Greene County Prosecuting Attorney's Office

- The Roundtable recommends maintaining the current level of staffing and funding within the Greene county Prosecutor's Office. (Discussed with Top Seven Priorities.)

Thinking has changed since the 2009 report. It is recognized that a sufficient number of prosecuting attorneys is essential to keeping pace with case loads. In order for the criminal justice system to function all the "links in the chain" - courts, prosecutor, public defender, and jail – must have sufficient capacity to keep up with case load.

System-wide Recommendations

- The City and County should further explore the possibility of consolidating functions of the Police Department and Sheriff's Office, and perhaps even the agencies themselves.

In 2010, in partial response to the Roundtable report, the Springfield News-Leader convened a group to study the merger of the Springfield Police Department and Greene County Sheriff's Office. The Citizen's Law Enforcement Merger Study Group's report was released later that year. The City and County responded in a letter dated May 20, 2011, touting interagency cooperation and collaboration and functional consolidation where viable, as a more practical means of achieving the objectives voiced by the citizen's group.

- Several recommendations throughout the system require support from the Missouri General Assembly, including additional judges, expanding juvenile staff and expanding the Public Defender's Office. While the Roundtable has recommended the City and County make these issues top legislative priorities, the Roundtable feels the need to go further and directly appeal to our area legislators for their support.

Greene County has included the following items related to the safety & justice system in its 2014 legislative priority list:

- *Use State budget surplus to restore previous cuts affecting Greene County:*
  - *Jail Per Diem:*
  - *Juvenile Salary Reimbursements*
  - *Juvenile Per Diem*
  - *Assessor's per Parcel Fee*
- *Fund Associate Circuit Judge position approved in 2013*
- *Approve and fund one additional Drug Court Commissioner*
- *Maintain Medicaid benefits for inmates*
- *Revise record retention requirements to eliminate requirement for microfilming in favor of electronic scanning*

The City of Springfield is considering the following public safety related items for its 2014 legislative priorities:

- ***Municipal Court Capital and Operations Fee** – The City of Springfield asks our local delegation to introduce and support legislation that will allow a Charter city with its own municipal court building to assess up to a $10 fee on paid citations for the purpose of funding the construction, remodel, repair, and ongoing maintenance of that city's municipal court building. The City's municipal court facility is insufficient and is located within the footprint of Jordan Valley Health Center's growth path.*
- ***Methamphetamine Labs** – The City of Springfield asks our local delegation to introduce and/or support state-wide legislation regulating those products*

containing pseudoephedrine, including the option of limiting the availability by prescription only, given the link between the availability of those products and the local manufacturing of methamphetamine.

- ***Authority to Expunge Records*** *– The City of Springfield asks our local delegation to introduce and support legislation that will give the City of Springfield authority to expunge records of individuals convicted of a marijuana possession and/or use charge after three years without a subsequent, related conviction.*
- ***Oversight of Greene County 911 Advisory Committee*** *– The City of Springfield joins Greene County in requesting that oversight of the Greene County 911 Advisory Board be returned to the Greene County Commission whereby the Commission continues to appoint board members and approve the budget.*
- ***Eliminate Requirement for AED Medical Direction*** *– Ten other states have eliminated the need for medical direction in order to increase the number of AEDs within a community. We are not aware of any negative repercussions of this change in other states.*
- ***Reduce AED Use Liability*** *– Reduce the liability exposure to those involved in housing, providing, and using AEDs in an emergency situation (individuals, businesses, Medical Directors, and advisors).*

In addition, the City will propose the following items included in past priorities:

- ***Funding*** *–The City encourages the State to fully fund county jail expenses and supports measures to ensure that the actual cost of housing inmates is paid to counties. The City of Springfield encourages the State to adequately fund the criminal justice system throughout the State.*
- ***Seat Belts*** *– According to MoDOT, from 2008 to 2010, 63% of all drivers killed in crashes were not belted, and that number rises to 68% in teens. Since these deaths and injuries are preventable by wearing a seatbelt and many municipalities within the state have already implemented similar requirements, a statewide primary seatbelt law is encouraged that would allow police officers to fully enforce seatbelt use.*

- The Roundtable recommends that the Courts, Prosecuting Attorney, Springfield Police and Sheriff work closely and cooperatively to develop a system whereby Probable Cause Statements are prepared and submitted and a decision made to file charges are made with the minimum amount of time following an arrest.

Little progress has been made in this area. This should be one of the priorities of the Criminal Justice Coordinating Committee.

- The Greene County Sheriff's Office has a large backlog of unserved warrants. The Roundtable recommends the City and County explore opportunities to check for unserved warrants when government agencies interact with the public.

This continues to be an issue. The Sheriff's Office continues to catch up as staff resources permit.

- The Roundtable recommends continued development of alternative courts.

The following progress was reported in 2011: The Greene County Drug Court and DWI Court are consistently recognized as among the top in the country. The Greene County DWI Court has twice been named an Academy Court by the National Drug Court Institute (NDCI), in partnership with the National Highway Traffic Safety Administration (NHTSA). As an Academy Court, Greene County serves as a national model for DWI Courts, and judges and court personnel from all across the country often study and visit Greene County to learn DWI Court best practices. Greene County has also expanded court-supervision programs to juvenile and family court. Reclaiming Futures provides funding for Juvenile Drug Court.

Since 2011, >>>>>>>>>>.

- Drug and alcohol abuse must not be discounted as primary and compounding factors throughout the criminal justice system.

>>>>need to discuss

- The Roundtable recommends increased outreach to minority applicants for jobs within the public safety and criminal justice system.

Comment [p1]:

The City of Springfield has implemented the following programs :

Diversity Internship Scholarship Program *– Human Resources launched a diversity internship program in February 2013 with one goal being to increase strategic relationships with diversity job candidates in public safety and other occupational areas. So far four diversity interns have been hired. One diversity intern competed and was selected for a regular full-time public safety position after the internship requirements were completed.*

Multicultural Festival *- annual attendance every January*

UNITE Publication *– regular monthly advertising in this publication as well as other strategic diversity advertising regarding city employment opportunities*

Job Posting mailings to ***diversity community groups and leaders*** *(i.e. NAACP, Southwest MO Indian Center, Groupo Latino Americano, Korean Presbyterian Church, etc.) as well as MO Career Center, local veteran's groups and universities*

Military Outreach/Recruitment *– in addition to increasing city jobs recruitment presence with military associated websites and publications that generally have a broader diversity audience (i.e. www.myguidon.com – Fort Leonard Wood Website/newspaper), HR is partnering with the military to participate in the Army PaYS (Partnership for Youth Success) Program and the*

MO Heroes Program. (The Army PaYS Program is a recruiting initiative developed to appeal to young people interested in obtaining a quality civilian job after serving in the Army. We are using the program to specifically market our city vacancies to recent veterans who are experienced in public safety occupational areas). We have also attended several Veteran's job fairs locally and in other MO cities that have greater diversity to increase our minority recruitment efforts.

***Minority Specific Websites** – we target minority websites for public safety positions such as www.iabpff.org – International Association of Black Professional Firefighters, www.i-women.org – International Association of Women in Fire & Emergency Services, etc.*

***College Websites** – we target college websites that have greater community diversity to broaden our minority recruitment efforts.*

In addition to efforts listed above, SPD has increased its web presence and initiated recruitment ads in national police publications (focused on lateral hires). SPD also attends career fairs and other events oriented toward minority applicants.

Greene County has adopted similar procedures.

- The Roundtable requests progress updates from the city council and county Commission on the recommendations after six months and one year.

Progress reports were made as requested.

The 2011 Roundtable update listed successes in the following areas:

- Use of Grand Juries
- Springfield-Greene County (Fieldguide 2030) Strategic Plan- Public Safety

This chapter has been completed and preparations are being finalized for the goals established in the the Field Guide plan to be adopted by the City Council and County Commission.

- Community Oriented Policing
- Drug & Aclohol Abuse
- Alternative Courts
- Greene County Pre-Trial Services
- Video Conferencing

The 2011 Report can be referenced online at <<<>>>>>>. Any new information on these topics is contained in the body of this report.

The 2011 update listed unfunded or unmet needs in the following areas:

- Jail overcrowding
- Jail staffing

- Juvenile office staffing
- Juvenile office facilities
- Prosecuting Attorney's office
- Additional judges and commissioners for the 31st Judicial Circuit
- Additional courtroom space
- Expediting guilty pleas
- Missouri Public Defender's Office
- Municipal Court
- Springfield Police Department
- Springfield Fire Department
- Greene County Sheriff's Office Patrol and Investigations Divisions

As noted in this report, significant progress has been made since 2011 in staffing levels for both the City and County. Little progress has been made in addressing building needs with the exception of Springfield's Police-Fire Training Facility. Lief cycle replace of vehicles and equipment remains a significant funding concern for both the City and County. Jail overcrowding has emerged as an even more serious concern

The comments made in the 2011 report regarding jail overcrowding bear repeating here:.

"The Greene County Jail is now operating in a state of crisis due to population.

Built with a capacity of 485 inmates, and staffed only for 450, the jail has had some success in reducing jail population since the Roundtable report was issued, bringing the average daily population of **538** in 2008 to **492** in 2010.

However, a variety of known and unknown factors have caused the jail population to dramatically increase in 2011, reaching **593** on July 17. The January-June, 2011 average population was **528**, the second highest average in eight years.

Why are there so many people in jail? Population increase is due to a combination of factors, including:

- Rising poverty — 9 percent unemployment, free and reduced lunch rate in Springfield Public Schools at 50.5 percent
- Rising 911 law enforcement calls for service, up 10 percent since 2006, including 26-percent increase in domestic assault calls
- Rising Crimes Against Property, 2005-2010
    - Springfield and Greene County combined, **14-percent increase**
    - In Greene County alone, a 43-percent increase, including:
        - Burglaries up 103 percent
        - Thefts /larceny up 22 percent
        - Robberies up 200 percent
        - Motor Vehicle Theft up 49 percent
- Rising Crimes Against Persons, 2005-2010

    - Springfield and Greene County combined **42-percent increase**
    - In Greene County alone, a 33-percent increase, including:
        - Domestic Assaults up 18 percent
        - Non-Domestic Assaults up 78 percent
        - Rape up 550 percent
- More Springfield Police Officers on the streets
- Only high-level criminals are being detained in the jail. Lower-level offenders are booked and released.
- More dangerous people now on the streets
- Loss of one Jail population control officer — two now doing the work of three.
- Recent changes in Pre-Trial release guidelines
- Municipal Prisoner surge (now reduced)
- Public Defender staffing
- Prosecutor's Office staffing
- Limited number of judges available for trial dates.
- Other possible unknown factors

Despite the rising jail population, Springfield and Greene County fall below the national average inmates in jail. The national average is 242 prisoners per 100,000 population. The Springfield-Greene County ratio is 20 percent lower at 192 per 100,000.

There are numerous consequences and possible risks associated with a rising jail population, including:

- Release of lower-level offenders to make room for offenders those who are such a danger to themselves or others that they simply can't be let out into the community. Among those typically booked and released are:
    - Misdemeanors
    - DWI $1^{st} - 4^{th}$ offences
    - Vehicle break-ins
    - Burglaries
    - Thefts
    - Assaults
    - Drug possessions
    - Lower level sex offenders
    - Forgeries
    - Ex Parte violations
    - Other C and D Felonies
- Dangerous work environment for corrections officers. Typically, one officer supervises as many as125 inmates, separated only by a line on the floor.
- Dangerous environment for inmates, which can lead to:
    - Fighting
    - Injuries and related medical expenses
    - Lawsuits
- Release of lower-level offenders impacts the jail trustee labor pool, which saves the county money in kitchen, cleaning and laundry expenses.

- Out-of-county housing expenses:
    - Sheriff has started sending prisoners to other county jails whenever the population exceeds 525 (policy currently suspended for 90 days)
    - Out-of-county prisoner housing cost the county nearly $60,000 from March to June. Estimated total 2011 cost: $120,000. Greene County did not budget for this expense in 2011.
- Possibility of a federal court order — An incident in the jail or a related lawsuit could result in federal court taking over control of the jail. This has happened in Jackson County, Mo., and Knox County, Tenn. Knox County, among other court orders, was fined $5,000 a day for exceeding the court-ordered jail population cap. A similar program in Greene County would have massive impact on the county's budget.

Greene County has done everything within its power to manage jail population with the resources now available. The Greene County Jail serves not only the unincorporated county; it serves the entire community, as well as the state. Eighty percent of the inmates in the jail are arrested in Springfield, and are now awaiting trial on state charges."

These conditions have worsened considerable since 2011. Current trends indicate that this problem will continue to get worse.

SUMMARY

It is a testament to the hard work and dedication of the many professionals who work in public safety that significant progress continues to be made in nearly every area studied by the Safety & Justice Roundtable. Problems have been resolved in every area where financial resources and ability to manage the issue have been available.

Of the original seven priorities, three have earned "green" status, indicating that goals have substantially been achieved:

- Combining emergency response agency facilities
- Enhancing data sharing an interagency communication
- Increasing staffing (City of Springfield only)

The status of one priority, solving the police-fire pension fund, remains "yellow", meaning that the desired goal is being met, but that continued success is threatened by the need for City voters to approve the extension of the pension fund sales tax.

For four of the priorities, the status remains "red", indicating that significant problems remain which affect our community's ability to keep up with public safety needs:

- Reducing jail population
- Improving the family and juvenile justice system
- Increasing staffing throughout the system (County)

- Expanding facilities

Significant progress was made in addressing personnel needs in the County with the passage of the 1/8-cent law enforcement tax in April 2012. However, these gains are threatened by the County's current financial situation.

Improving pay remains a significant issue for all County departments, if these departments are to continue to attract and retain the qualified professionals needed to continue to operate at levels of service which keep pace with community needs for public safety.

While staffing levels in the County improved, the County remains behind in staffing levels in patrol and other areas of the Sheriff's Office. As budget cuts have occurred over the past several years the County is struggling with maintaining adequate support staff in information technology, human resources, building maintenance and other areas needed to provide adequate support for public safety functions.

For these reasons Priority # 6 retains a "red" status for the County.

The Greene County Juvenile office continues to operate excellent programs, but is limited by lack of adequate facilities and ability to attract and retain qualified professional staff. Child abuse and neglect continues to be a serious problem in Greene County. Increasing state mandates and cuts in state funding continue to be significant threats. These factors cause Priority # 3 to retain a "red" status.

Lack of funding for expanding facilities keeps Priority # 7 at a "red" status. In 2011, it was estimated that $25 million in building improvements were needed for the courts, juvenile office, Sheriff's office and municipal court. This figure does not include support staff and equipment replacement needed to operate these facilities on a sustainable basis. With the continuing trend in jail inmate population, it is apparent that an expansion of the jail is needed at an estimated building cost of $25-30 million and additional annual operating costs of $10-12 million.

Short term options to address these problems are very limited.

One area where additional progress is possible in the short term is improving caseflow management through the criminal justice system. The Criminal Justice Coordinating Committee should begin to meet monthly to focus attention on case movement and effect of jail population and to develop a strategic plan for dealing with felony case load by maximizing the effects of the Courts, Prosecuting Attorney and Public Defender working in concert.

The following critical priorities need to be addressed as soon as possible:

- Greene County's financial condition.
- Renewal of the police fire pension fund sales tax.

Paraphrasing the 2009 report:

All other major advances within the system – many of which require additional funding – will be very difficult to achieve until these issues have been resolved. Failure to address these issues will result in significant setbacks in our community's ability to meet the challenges of maintaining a safe and economically viable community.

REFERENCES & RESOURCES:

The following resources can be referenced on-line at www.springfieldmo.gov or www.greenecountymo.org:

1. Safety & Rustice Roundtable – Final Report, July 22, 2009
2. Safety & Justice Roundtable – Six-month Update, February 2, 2010
3. Safety & Justice Roundtable – One –Year Update, August 10, 2010
4. Safety & Justice Roundtable – Two-Year Update, July 25, 2011
5. Memorandum to Safety & Justice Roundtable, August 8, 2011
6. Bureau of Justice Assistance Criminal Courts Technical Assistance Project: Review of Criminal Caseflow Proactices in the 31st, 38th and 39th Circuits of Missouri and Recommendations for Improvement, February 2012
7. Field Guide 2030, A Strategic Path to Springfield's Future, Chapter 11, Public Safety

Exhibit B

Joint City-County Planning Task Force

Law Enforcement and Criminal Justice Scenarios

12/4/13

This document outlines, at a macro level, three optional scenarios the Springfield-Greene County community can elect to pursue regarding the increasing criminal activities within our region. Our intent is to use multi-year crime trends to predict likely outcomes for the next five years for each of the following three scenarios:

- Status Quo – What will crime within our community be like if we invest no additional resources into our law enforcement and criminal justice systems?

- "One Notch" Increase – What will crime within our community be like if we marginally increase our investment in law enforcement and criminal justice in order to implement a handful of new programs designed to deter criminal activity.

- "Toughest on Crime" Stance – What will crime within our community be life if we significantly increase our investment in law enforcement and criminal justice and earn a reputation as a community that is "tough on crime"?

Note that any "increase in resources" can originate from internal reallocations of existing resources (at the expense of some other citizen service), new revenue source(s), or some combination of both. It is the intention of this analysis to predict likely outcomes (crime rates) and outline the resources and models that can be considered if our community desires increased enforcement. It is not the intention of this report to identify funding sources.

Since no one can accurately predict the future, this report establishes a set of assumptions about the future based upon a statistical analysis of past trends.

This report draws on the conclusions and recommendations from the citizen-based Safety & Justice Roundtable's 2009 report. As part of the two-year progress update City and County staff provided to the Roundtable in 2011, the leadership of the Roundtable requested an analysis of what could be accomplished within specific funding levels.

This report takes a slightly different approach. This report attempts to identify, at a macro level, the resources that would be necessary to achieve differing levels

of increased law enforcement and criminal justice performance without an identified resource cap. Nevertheless, this report draws heavily from the research conducted in 2011 to provide this information to the Safety & Justice Roundtable. Proposals should reflect recent community actions, including the passage of Greene County's LEST 2 sales tax and the implementation of the Niche records management system.

Another valuable "lesson learned" from the Safety & Justice Roundtable's work is that the law enforcement and criminal justice systems are an inextricably intertwined and interdependent ecosystem. Improving one area of the system while ignoring other areas will simply move the bottleneck and result in no significant overall improvements.

We are requesting that the law enforcement agencies – Greene County Sheriff's Department and Springfield Police Department – provide the initial program proposals. Once received and vetted, we will ask other criminal justice departments to review and respond to them in order to "flesh out" the proposals.

Once the proposals for each scenario have been completed, they will be forwarded to all Task Force members for review and discussion during an upcoming meeting.

Scenario A: Status Quo

Crime Rate Predictions:
This scenario assumes no increased investment in our law enforcement and criminal justice systems.

Extrapolating past crime statistics yields the following predictions if crime rates continue on their current path and no additional resources are applied to the law enforcement and criminal justice systems:

Chief Paul Williams, Sheriff Jim Arnott: Extrapolate existing crime statistics five years into the future, showing the anticipated annual number of crimes per category per year. Include any assumptions or explanations you feel are necessary.

Prosecutor Dan Patterson; County Circuit Judges; Judge Todd Thornhill; Prosecutor Carl Yendes:

- What additional trends do you foresee over the next five years if no additional resources are provided to your areas of responsibility?

Strategy:
This scenario assumes the Springfield and Greene County law enforcement and criminal justice programs will largely operate within their existing funding levels, and will continue their work to identify and implement operational efficiencies. Existing funding shortfalls will continue to plague all departments. For example, the Springfield Police Department will continue to lack a funding stream to replace police cars.

Estimated Cost:
The estimated additional cost to implement this scenario is zero.

Scenario B: One-Notch Increase

Crime Rate Predictions:
Extrapolating past crime statistics yields the following predictions if crime rates continue on their current path and marginal additional resources are applied to the law enforcement and criminal justice systems:

Chief Paul Williams, Sheriff Jim Arnott:

- Please provide cost estimates for a "Work Crew" program that would require individuals convicted of relatively low-violence crimes at the municipal or county level to be required to be released with ankle bracelets or other remote monitoring devices, but also be required to work specified dates/times on a "work crew" in various locations performing a variety of tasks.
- What other/alternative program(s) would you and your staff propose that would have a significant impact on our community's crime statistics at a relatively low cost (i.e., big bang for the buck)?
- Include any assumptions or explanations you feel are necessary.
- Please provide one-time and ongoing cost estimates.
- What impact, if any, would you predict this type of program would have on crime statistics going forward?
- What impact, if any, would this proposal have on the jail population?

Prosecutor Dan Patterson; County Circuit Judges; Judge Todd Thornhill; Prosecutor Carl Yendes:

- What additional resources would your respective offices require in order to adequately support the proposal described above? Please describe.
- What concerns do you and your staff have about the above-listed proposal?
- Include any assumptions or explanations you feel are necessary.
- Please provide one-time and ongoing cost estimates.

Strategy:

Estimated Cost:

One-time Costs:

Ongoing Costs:

Scenario C: "Toughest on Crime" Stance

Crime Rate Predictions:
Extrapolating past crime statistics yields the following predictions if crime rates continue on their current path and significant additional resources are applied to the law enforcement and criminal justice systems:

Chief Paul Williams, Sheriff Jim Arnott:

- Please describe and provide cost estimates for a "Toughest on Crime" program that would significantly increase the Springfield-Greene County law enforcement agencies' ability to battle crime.
- Include any assumptions or explanations you feel are necessary.
- Please provide one-time and ongoing cost estimates.
- What impact, if any, would you predict this type of program would have on crime statistics going forward?
- What impact, if any, would this proposal have on the jail population?

Prosecutor Dan Patterson; County Circuit Judges; Judge Todd Thornhill; Prosecutor Carl Yendes:

- What additional resources would your respective offices require in order to adequately support the proposal described above? Please describe.
- What concerns do you and your staff have about the above-listed proposal?
- Include any assumptions or explanations you feel are necessary.
- Please provide one-time and ongoing cost estimates.

Strategy:

Estimated Cost:

One-time Costs:

Ongoing Costs:

Exhibit C

August 8, 2011

Dear Members of the Safety & Justice Roundtable:

At your meeting on July 25, you asked us to provide information to answer the following questions:

- What funding sources are available?
- What can be accomplished with a 1/4-cent sales tax?
- What can be accomplished with a 1/8-cent sales tax?
- What happens if we do nothing?

In addition to the above, we have included a sheet on which we give additional details for the total estimated annual cost that we stated two weeks ago. Included in the total long term needs is $55 million in building capital improvements to provide more space for the courts and juvenile services, more parking, and a 500-bed expansion of the jail. After additional review during the past two weeks we estimate the annual cost of unfunded needs at closer to $35 million. This is primarily due to additional staffing if a 500-bed jail expansion were to be built.

These are large numbers. They represent real needs.

Understanding that we can't expect to fully fund all of these needs, we have outlined three other scenarios:

- Scenario A – No New Revenue
- Scenario B – 1/8-cent Sales Tax
- Scenario C – 1/4-cent Sales Tax

With Scenario A, we have attached a table detailing all of the possible revenue sources which have been considered. Sources highlighted in green are likely and can be achieved. Sources highlighted in yellow are possible but require changes in law or other actions that cannot be guaranteed. Sources highlighted in red are not considered to be attainable.

In order to help track differences between the total estimated needs list and the two sales tax scenarios, we have highlighted numbers which change from one scenario to the next in red and lined through items which would not be provided under a particular scenario.

We appreciate the opportunity to provide this information and look forward to the Roundtable's guidance. Thank you for your service to our community.

Sincerely,

Greg Burris, City Manager

Tim Smith, County Administrator

Plan to Meet Total Estimated Needs
to bring Criminal Justice System up to Regional and National Standards

Building Capital

Expansion of Judicial Courts and Juvenile Detention Center buildings
to provide 4 additional courtrooms, 2 new juvenile court rooms, additional office space for Family & Juvenile Services, Prosecuting Attorney's Office, Circuit Clerk, Courts, Municipal Courtrooms and Offices, relocation of Sheriff's Administration, Civil, Patrol, Criminal Investigations and Records Divisions in order to provide more room in Courts Building.
Total estimated cost : $25 million — Annual payment for 20-year financing: $ 1,900,000

500 bed expansion of jail.
Total estimated construction cost: $25 million — Annual payment for 20-year financing: $ 1,900,000
NOTE: A 500-bed expansion of the Jail would also carry a price tag of $8.2 million per year in additional jail staff. (shown below under Staffing and Programs)

Parking Structure or Additional Property and Surface Parking
Total estimated cost : $25 million — Annual payment for 20-year financing: $ 400,000

Additional Staffing and Programs

Sheriff's Office
Existing Jail: 57 corrections officers, 2 registered nurses, and support staff, Patrol Division: 80 deputies and support staff, Criminal Investigations Division: 26 detectives and support staff — $ 9,800,000

Staffing for jail expansion — $ 8,200,000

Prosecuting Attorney's Office
13 Assistant Prosecuting Attorneys, 3 Victim Witness Advocates, 2 Paralegal/investigators, and support staff — $ 1,400,000

Juvenile Services
11 Deputy Juvenile Officers, 8 Probation Officers, 1 staff attorney, 3 Domestic Relations Officers, 1 Registered Nurse, 1 Paralegal, 1 Training/Staff Development Coordinator, and support staff — $ 2,600,000

Pre-Trial Services
1 Pre-trial Coordinator, 2 Probation Supervisors — $ 150,000

Courts
13 Court Security Officers, 2 Prisoner transport officers, 5 Bailiffs, Alternative Court: Commissioner, Staff & Participant Cost — $ 1,550,000
NOTE: Judges support staff, Circuit Clerk staff, and Public Defenders are provided by the State of Missouri.

System-wide
Building Maintenance and Information Technology Support Staff — $ 500,000
Restructuring of compensation plan to provide competitive pay — $ 2,900,000
Equipment & Supplies — $ 2,100,000

City of Springfield
26 sworn Police officers, 7 Police support staff — $ 1,300,000
Lifecycle replacement of vehicles — $ 1,000,000

TOTAL..... $35,700,000

Scenario A — No New Revenue

Additional costs:

- $200,000 to $700,000 in lost revenue resulting from the Sheriff moving 8 Civil Division deputies to Patrol. This revenue currently comes from fees for serving court papers. If Civil Division does not offer this service, the County must contract with other agencies.
- $400,000 to $900,000 estimated out-of-county jail inmate housing costs. Actual cost depends on the number of inmates housed out-of-county, estimated at 25 to 55 prisoners per day, depending upon whether jail population can be stabilized at an average of 550 prisoners per day or rises to 580.
- Combined, these new expenses would most likely force the County Commission to make significant cuts to an already diminished General Revenue-funded staff.

Law Enforcement Service Continues to Erode as Crime Increases

- No or delayed law enforcement response to minor property crimes.
- "Low level" offenders must continue to be booked and released from jail:
    - Misdemeanors
    - DWI $1^{st} - 4^{th}$ offenses
    - Vehicle break-ins
    - Burglaries
    - Thefts
    - Assaults
    - Drug possessions
    - Lower level sex offenders
    - Forgeries
    - Ex Parte violations
    - Other C and D Felonies
- No change in dangerous work environment for corrections officers.
- Continued risk of law suits for prisoner or officer injury, work conditions or housing conditions.
- Continued risk of a federal court order mandating cap of jail population.
- Backlog of criminal court cases continues to grow.
- No additional staff or services for addressing 33-percent rise in child abuse and neglect, and no additional supervision of juvenile offenders.
- Continued loss of trained law enforcement and criminal justice staff to better-paying positions in other communities.

Needs funded by this plan: None

Unfunded needs; Entire list from page 1

SCENARIO B - 1/8-Cent Sales Tax

Building Capital

Expansion of Judicial Courts and Juvenile Detention Center buildings
to provide 4 additional courtrooms, 2 new juvenile court rooms, additional office space for Family & Juvenile Services, Prosecuting Attorney's Office, Circuit Clerk, Courts, Municipal Courtrooms and Offices, relocation of Sheriff's Administration, Civil, Patrol, Criminal Investigations and Records Divisions to provide more room in Courts Building. (NOTE: Does not include remodel of existing jail.)

$ Total estimated cost : $24 million — Annual payment for 20-year financing: $ 1,800,000

~~500 bed expansion of jail.~~
~~$20 million total estimated construction cost, to be paid over 5 years~~ — Not included

Staffing and Programs funded with this Scenario (unfunded needs lined out)

Sheriff's Office
Existing Jail: **20** (~~57~~) corrections officers, **1** (~~2~~) registered nurse, and support staff, Patrol Division: **6** (~~80~~) deputies, Criminal Investigations Division: **3** (~~20~~) detectives, and support staff — $ 1,200,000

~~Staffing for jail expansion~~ — Not included

Prosecuting Attorney's Office
2 (~~11~~) Assistant Prosecuting Attorneys, **1** (~~2~~) Victim Witness Advocate, **1** (~~2~~) Paralegal/investigator, and support staff — $ 250,000

Juvenile Services
3 (~~11~~) Deputy Juvenile Officers, **1** (~~8~~) Probation Officer~~, 1 staff attorney, 3 Domestic Relations Officers, 1 Registered Nurse, 1 Paralegal, 1 Training/Staff Development Coordinator,~~ and **1** support staff — $ 220,000

Pre-Trial Services
~~1 Pre-trial Coordinator, 2 Probation Supervisors~~ — Not included

Courts
3 (~~13~~) Court Security Officers, ~~2 Prisoner transport officers~~, **3** (~~5~~) Bailiffs, ~~Alternative Court: Commissioner, Staff & Participant Cost~~ — $ 230,000
NOTE: Judges support staff, Circuit Clerk staff, and Public Defenders are provided by the State of Missouri.

System-wide
~~Building Maintenance and Information Technology support~~ — Not included
Restructuring of compensation plan to provide competitive pay — $ 1,100,000
Equipment & Supplies — $ 200,000

City of Springfield
~~26 sworn Police officers, 7 Police support staff~~ — Not included
~~Lifecycle replacement of vehicles~~ — Not included

~~**Contingencies & other costs**~~ — **Not included**

TOTAL ESTIMATED NEEDS FUNDED — **$ 5,000,000 (14%)**

Total Not Funded — **$ 30,700,000 (86%)**

SCENARIO C - 1/4-Cent Sales Tax

Building Capital

Expansion of Judicial Courts and Juvenile Detention Center buildings to provide 4 additional courtrooms, 2 new juvenile court rooms, additional office space for Family & Juvenile Services, Prosecuting Attorney's Office, Circuit Clerk, Courts, Municipal Courtrooms and Offices, relocation of Sheriff's Administration, Civil, Patrol, Criminal Investigations and Records Divisions to provide more room in Courts Building, **plus remodel of existing jail to provide minimum security area for 50-75 prisoners and free up maximum security space for more felons**

$ Total estimated cost : $25 million	Annual payment for 20-year financing:	$ 1,900,000
~~500 bed expansion of jail.~~ ~~$20 million total estimated construction cost, to be paid over 5 years~~		Not included

Staffing and Programs funded with this Scenario (unfunded needs lined out)

Sheriff's Office	
Existing Jail: **40** (~~57~~) corrections officers, **1** (~~2~~) registered nurse, and support staff, Patrol Division: **20** (~~80~~) deputies, Criminal Investigations Division: **7** (~~20~~) detectives, and support staff	$ 3,200,000
~~Staffing for jail expansion~~	Not included
Prosecuting Attorney's Office	
5 (~~11~~) Assistant Prosecuting Attorneys, **1** (~~2~~) Victim Witness Advocate, **1** (~~2~~) Paralegal/investigator, and support staff	$ 600,000
Juvenile Services	
7 (~~11~~) Deputy Juvenile Officers, **2** (~~8~~) Probation Officers, **1** staff attorney, ~~3 Domestic Relations Officers, 1 Registered Nurse, 1 Paralegal, 1 training/Staff Development Coordinator,~~ and **3** support staff	$ 700,000
Pre-Trial Services	
~~1 Pre-trial Coordinator, 2 Probation Supervisors~~	Not included
Courts	
3 (~~13~~) Court Security Officers, 2 Prisoner transport officers, 5 Bailiffs, ~~Alternative Court: Commissioner, Staff & Participant Cost~~	$ 400,000
NOTE: Judges support staff, Circuit Clerk staff, and Public Defenders are provided by the State of Missouri.	
System-wide	
Building Maintenance and Information Technology Support Staff	$ 400,000
Restructuring of compensation plan to provide competitive pay	$ 2,000,000
Equipment & Supplies	$ 500,000
City of Springfield	
~~26 sworn Police officers, 7 Police support staff~~	Not included
~~Lifecycle replacement of vehicles~~	Not included
Contingencies & other costs	**$ 200,000**
TOTAL ESTIMATED NEEDS FUNDED	**$ 10,000,000 (28%)**
Total Not Funded	**$ 25,700,000 (72%)**

SUMMARY

Our community is at a crossroads – a critical turning point where difficult decisions must be made, now. These decisions will have a profound effect on whether Springfield and Greene County remain an attractive place for business and a place where people know their homes and families are safe.

These are our options:

• For an estimated $35 million plus a year, including $55 million in building capital, we could make a long-term investment in our system, providing the resources necessary to keep pace with crime, be more proactive with family and juvenile issues and stem the tide of future crime.

We acknowledge this amount is far too much to ask for in these tight economic times.

• Scenario A: At the other extreme, we could do nothing. Under this scenario, *there is no status quo*. Greene County cannot maintain its current level of service with current resources. Lack of capacity in the criminal justice system will negate many of the successes of the last two years. Dedicated professionals will continue to work hard to meet the needs of the community, but they are now reaching the point of diminishing returns. We will continue to lose ground in the battle against crime, child abuse and neglect. Our community's reputation as a safe place will suffer.

Even so, this is not a cost-neutral option. Doing nothing actually costs the county an estimated $200,000 to $700,000 in lost revenue and out-of-county inmate expenses. This money would have to come from General Revenue, which, at Greene County, mainly pays for personnel costs. Dedicated funds such as those for the Highway Department, Assessor's Office, or Parks cannot be used for law enforcement. This leaves about 140 employees under General Revenue, where a hiring freeze and previous cuts have already removed 27 positions from the payroll during the last three years. Cuts among these remaining employees would significantly impact the county's ability to perform essential functions such as hold elections, record deeds and issue building permits. Even these drastic measures are not enough to sustain the need. We will siphon resources from other essential services only to maintain law enforcement staff that will continue to leave the service of Greene County as soon as better paying, less stressful other job opportunities become available.

• Scenario B: With a 1/8-cent sales tax, we can buy a Band-Aid for today, but we will still lose ground for tomorrow — just more slowly. Under this scenario, additional jail staffing would allow the county to maintain the current jail population. Though additional patrol staff would help ease the extreme pressure on deputies on the street, there would continue to be many low-level crimes to which we cannot respond. Additional prosecuting attorney staff would not be sufficient to maintain pace with today's caseloads in the courts. If crime continues to rise, we would immediately fall behind. Additional juvenile staff would better serve the current number of foster children, but would not be sufficient if abuse and neglect cases continue to increase at their current rate.

A 1/8-cent sales tax equates to: Half a penny on a $4 hamburger; 13¢ on $100 worth of groceries; and 63¢ on a $500 appliance.

• Scenario C: A 1/4-cent sales tax would provide enough resources to keep pace with need and allow the county to delay an expensive jail expansion. We would be able to safely sustain a jail population of 525 inmates plus 50-75 inmates in a minimum-security wing. This would allow much needed additional jail space for serious offenders. Additional patrol officers would allow the Sheriff's Office to maintain reasonable response times for all urban and rural neighborhoods. Detectives will be able to devote time to allow cases to be resolved more quickly, bringing justice to victims of crime. Additional prosecuting attorney staff would be sufficient to make progress on case backlogs. Additional juvenile services staff would be better able to keep up with current case loads and continue to provide alternative programs essential to stem the growth of adult crime.

The 1/4-cent scenario would require every component of our public safety and criminal justice system — spanning both city and county government — to continue to closely coordinate and communicate with one another and remain accountable to the community. The improvements and efficiencies that have been gained during the last two years must continue in order for this scenario to work. Funding for this scenario is tight, but enough to provide the tools needed to make progress at a reasonable cost for a reasonable time into the future. Should factors beyond our direct control such as the national economy or population growth change significantly, we recognize that this could change.

An 1/4-cent sales tax equates to: 1¢ on a $4 hamburger; 25¢ on $100 worth of groceries; and $1.25 on a $500 appliance.

Exhibit D

City-County Planning Task Force
Activity Summary

Meeting #1

Friday, July 25	Initial meeting: Development of list of topics, criteria for citizen input
Host: County	Critical priorities: County finances, City Police-Fire Pension Fund

Meeting #2

Wednesday, Aug. 7	County Financial Situation, began review of 1997 LEST
Host: City	

Meeting#3

Wednesday, Aug. 21	Completed review of County & City 1997 LEST Programs
Host: County	

Greg suggested development of three scenarios for managing crime: 1) keeping the status quo, 2) continue to address major crime but maintain status quo on minor crime, and 3) fully address all criminal activity.

Meeting #4

Host: City	
Tuesday, Sept. 10	Overview of Joint City-County services: 9-1-1, Parks, OEM, Health
	Began review of Public Safety capital needs
	Received two sponsorships of citizen proposals: animal control
	Further City-County consolidation

Meeting #5

Host: County	Continue Public Safety Capital needs, City presentation with
Wednesday, Sept.25	recap of County presentation
	Recommended 2013 status of recommendations of the Safety & Justice Roundtable
	Gave and overview of State and Federal environmental mandates and estimate of potential cost. Reviewed the Affordability Task Force Report.

Meeting #6

Host: City	
Thursday October 10	Health Department Funding
	Begin review and update of Safety & Justice Roundtable recommendations

Exhibit E

Upcoming topics/topics that need additional attention:

Programs/Services

- Stormwater Funding
- Unfunded Environmental Mandates
- Public health funding disparity/public health services
- Animal control

Operational Issues

- Employee Recruitment/Retention/Compensation
- Healthcare Costs/Wellness
- Unfunded capital needs
- Life cycle capital replacement costs
- Fuel costs
- Information systems – shared
- Shared services

Economic Issues

- Economic development
- Being perceived as "business/development friendly"
- Growth planning
- Sales tax fluctuations – difficult budget projections

Community Issues

- Public trust/distrust
    - Use of citizen task forces
    - Transparency
- Communication with customers/citizens
- Need for more civic engagement
- Consolidated government