

PUBLIC SAFETY STREETLIGHT ENHANCEMENT



**2010 Herman Goldstein Award Submission
for
Excellence in Problem-Oriented Policing**

JOPLIN POLICE DEPARTMENT – *SERVING WITH PRIDE*

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SUMMARY

As the City of Joplin, Missouri has grown, once affluent neighborhoods, particularly in the City's center, have declined. Recent investment interest has facilitated some recovery; but even these areas face unique challenges along the transition boundaries between recovering neighborhoods and blighted areas.

In 2006, the citizens of Joplin voted to impose a one-half cent Public Safety Sales Tax on themselves to fund various public safety enhancements. Key among those was the addition of police officers, fire fighters and streetlights. When the new tax took effect in 2007, installation of additional streetlights began in areas where prior analysis indicated the greatest need. The analysis included public surveys, interviews, visual assessment and crime data. By April 2010, approximately 2400 new streetlights had been installed in selected Joplin neighborhoods. The results were measured through analysis of crime data and neighborhood surveys.

The Joplin Police Department assigns officers in 5 geographic "Beats". Those beats are divided into 214 "Sub Beats". Initial installation of new lights was according to crime data in each sub beat. Eight sub beats were selected. Comparison data was analyzed by the same geographic

boundaries, comparing crime data before new streetlight installation and after. In addition, the neighborhood perception, or sense of security was surveyed. Without exception, the results were significant reductions in crime in all 8 sub beats and an improved sense of security among residents.

Five indicator crimes were identified, those most likely to be affected by the deterrent value of improved lighting. Those crimes were: burglary, theft from vehicle, larceny, vandalism, and vehicle theft. In the first two years these five indicator crimes have been reduced by a total of 47% in the eight sub beats.

Other City and police projects have been augmented by the installation of new streetlights. Utilized in a global manner, the various programs work in concert with the additional streetlights to enhance their collective effectiveness; the whole being greater than the sum of its parts. Examples are the City's Neighborhood Improvement Teams, Joplin Police "IMPACT" Program, Special Enforcement Targeting, Block Watch Programs, and Citizen Patrols (Joplin Sentinels).

DESCRIPTION

The City of Joplin was incorporated in 1873.

Originally, a zinc mining community; many of the homes in the City's center were built by some of Joplin's more affluent citizens around the early twentieth-century. Streetlights were in less demand and less necessary at that time in our history. Therefore, provisions were not made and as the character of those older neighborhoods has changed, the lack of lighting has become increasingly detrimental to the quality of life for the residents. Criminal activity, particularly property crimes, has increased as these neighborhoods decline and become increasingly rental properties.

SCANNING

During 2006 a citizen committee was formed to

create a one-half cent Public Safety Sales Tax to enhance those services. Survey results which led to the proposal identified lack of streetlights as a significant public safety concern. Participants and contributors to the nature and scope of the final tax proposal included the Joplin City Council, Citizens For a Better Joplin, the Public Safety Task Force, the Public Safety Coalition, the NAACP of Joplin, Empire District Electric Company, and several City departments. Identification of potential areas that were most in need of additional streetlights involved a significant amount of information from the Patrol Division of the Joplin Police Department. Their observations and

recommendations were combined with information provided by the City's Public Works Department and City Engineering. Ultimately the decision making authority resides with the City Public Works Director, with approval from the City Manager. However, the final neighborhoods chosen came primarily from crime data and recommendations provided by the police department.

Among the many potential uses of Public Safety Tax revenues, installation of new streetlights became an early priority. The lighting provided a visual statement of the City's commitment to keep its promise pursuant to the tax proposal. Additionally, it contributed immediately to the sense of security in the resident's minds. It is important not to underestimate the value of that element alone. The new lighting contributed to neighborhood security in practical ways as well. Improved visibility enhanced the effectiveness of police deterrent patrol. Criminal elements could no longer benefit as much from darkness. Block Watch Programs became more viable. Recognizing that installation of new lighting would have to occur over a length of time, early installation was prioritized based on an analysis of crime data in each of the 214 sub beats of the police department.

The Joplin Police Department benefits from a full time crime analyst. It was their responsibility to identify and rank neighborhoods according to their needs. It was incumbent on the City not to rely on crime data alone

however. Some areas with good lighting had crime issues unique to that location. Other unlit areas had lower crime rates. Therefore, a comprehensive analysis and review was required. While crime data formed a core element for making site decisions, it was incumbent upon the Public Works Director not to rely on that data alone. Public meetings, other venues and mechanisms for public input were utilized.

ANALYSIS

Perception of crime, and the resulting sense of security or lack of, is not based entirely in fact. In order to ensure public satisfaction and derive the most benefit from creating a community sense of security, it was important that crime data alone did not form the sole basis for deciding where to locate new streetlights. The same participants who contributed to the passage of the original public safety sales tax influenced the decisions for prioritizing neighborhoods. Empire District and Joplin Community Development sought public input from a number of sources, including media requests, public meetings, website comments, and daily interviews with citizens during the course of daily duties.

Joplin is 137 years old. The areas of most concern in this effort were originally some of Joplin's most affluent neighborhoods. There is no clear historic line of demarcation indicating where these neighborhoods began to

decline and incur an increase in crime, but the problem leading up to this solution spans many decades and likely evolved with the community.

The sudden emergence of drugs as a social problem during the 60's undoubtedly exacerbated crime trends in declining neighborhoods. There is a long standing recognition that a nexus exists between drug usage and property crimes committed to fund it. The recent growth of Methamphetamine related crime has impacted the entire country, including the City of Joplin. Drug activities are not exclusive to poor neighborhoods, but there is usually a disproportionate level of such activities in declining or blighted neighborhoods, where residents are predominantly renters. The same is true of Joplin. The lack of lighting provided a level of concealment for drug activities and related crimes. Residents in these neighborhoods were being victimized disproportionately compared to other areas of the city.

The consequences of the continuing increase in criminal activity tended to fuel the neighborhood's decline. Permanent residents saw property values decline. Residents were victimized more frequently. Fear of crime and resulting erosion in quality of life in these neighborhoods made it difficult for landlords of the rental properties to find desirable tenants. In varying degrees, these neighborhoods were caught in a sort of death spiral. Crime analysis confirmed what most people suspected. The majority of property crime was occurring during the hours of darkness. While most Joplin citizens felt secure in their homes, residents of these troubled neighborhoods did

not. That theme repeated itself during neighborhood meetings with the police department, at Block Watch meetings, and comments received from citizen victims.

RESPONSE

Property crime is a fact of life in every community. The rate of crime, however, can be affected, but like crime itself, the method for doing so is not one dimensional. In addressing the crime in Joplin's declining neighborhoods, there had to be more than one element, each working in concert with the others. Via the resources made available by the public safety sales tax the City of Joplin was able to hire and equip 29 additional officers. Increased patrol in these neighborhoods was the apparent first step in the minds of many. However, effective use of the additional staffing required more than simply throwing uniforms at it.

In cooperation with other City departments, the police approached the problem using the essence of the Broken Window Theory. Public Works targeted the areas where new streetlights were to be installed and augmented that response with attention to the infrastructure of the neighborhood; road conditions, sidewalk repair, and enforcement of City codes. The police department's Special Enforcement Bureau developed action plans for neighborhoods where the most interest was shown and

invested special attention to traffic enforcement, graffiti removal and developing neighborhood block watch programs. Plans for individual neighborhoods varied based on residents' comments at neighborhood meetings. City Community Development began long range planning intended to sustain improvements.

Each of these elements were vital to producing a complete plan for reversing the continued erosion of livability in these neighborhoods. The early focus on streetlights recognized their intrinsic relationship to every other element. Coupled with police visibility, it conveyed to the citizens a level of reassurance regarding the City's commitment to helping the neighborhood's recovery. It also facilitated immediate enhancement to deterrence of crime and effective patrol.

The Joplin City Manager has implemented a concept known as Neighborhood Improvement Teams which incorporates employees from a number of departments to work with neighbors to create long term sustainable results in neighborhood recovery. The concept closely resembles the community policing model, applied on a grander scale. The new streetlights address a component to safe neighborhoods that has been missing in Joplin's city center neighborhoods for many years. Comparison of before and after crime data and residents' perceptions of personal safety should improve as a result.

The coordination of several City departments with a public utility and several citizen interest groups presented certain challenges. Citizen interest groups wanted shorter timelines. Unfortunately, each target neighborhood had the same desire and each one had to be addressed in its turn by prioritization. City officials acted as a conduit at times for the public utility. Installation took place on a scheduled basis that was dependent in part on supply. The program has been a good example of public-private partnership and efficient project management.

ASSESSMENT

In every sub beat crime declined substantially in each indicator crime category. Over the past two years those indicator crimes have declined a total of 47%. Theft from vehicles had the least decrease at 29%. Larceny had the greatest decrease at 77%. Improvements in crime rates were immediate. As the police department's crimes analyst compiled monthly crime reports, a significant decrease in crime was apparent in each sub beat wherein new lights had been installed.

Evaluation of the effectiveness of the new lights began immediately upon installation and continues monthly as crime analysis reports are produced. Crime rates in each target sub beat are broken out from general data and tracked specifically. The police department maintains a website option for

public comments. Comments relative to streetlights are noted on a constant basis. Block Watch meetings occur regularly and comments from citizens in target sub beats are solicited and noted, relative to the effects of the new lighting. The consistent opinion has been that the neighborhood “feels” safer. Residents report sleeping better and going outside after dark with more confidence.

Evaluation of the impacts of new streetlights is on-going and will continue for the foreseeable future.

The process for assessment closely resembles the original problem analysis. Data gathered during the analysis, crime data, public meeting comments, individual interviews, and comments received via City on-line comments and surveys maintained by City departments are monitored.

In some cases, actual experience and occurrences in specific neighborhoods have led to a reprioritization and altered the installation schedule. Those decisions are made primarily by the Public Works Director, with approval of the City Manager. Crime data and recommendations from the Joplin Police Department are instrumental in his decisions.

The most significant difficulties in implementation of the installation is coordinating schedules and supply. Public-private partnerships, while valuable, are not always made easily compatible. Government tends to move slower due to process and fiscal responsibility for public funds than

does private industry. Neither moves fast enough for neighbors who are hoping for immediate change.

Clear, consistent, empathetic communication with the public was necessary to gain their confidence and tolerance. Like most good project management, a critical path had to be created. Unlike most projects however, this one had no single project manager due to the differences in public and private structuring and decision making processes. This particular partnership benefited from a good working relationship between the City of Joplin and Empire District Electric Co. A cooperative spirit was very important.

The improved lighting has had the effect of leveraging the efficiency of the 29 new police officers in patrol. Deterrent patrol is more effective because visibility is better. Criminals know this and so do residents. Residents report an improved quality of life as crime and fear of crime have diminished. Most residents report a greater sense of security. There have been some consequential benefits to the police department that were not necessarily the identified goals of the project. As crime has decreased, calls for service have shown a commensurate decrease. Police officers have recovered time to invest in other calls for service. There has been a renewed interest in residents' property interest and neighborhood appearance is improving. As the neighborhood has improved, so has investment interest.

Neighborhood Improvement Teams, visual observations by officers and City workers seem to validate these conclusions.

As with any successful effort to address crime, displacement is possible, even probable to some degree. However, the recovery of officer time in reduced calls to these neighborhoods, which were historically high demand areas, have made resources available to pre-empt reestablishment of criminal conduct in other areas of the community. Though not a complete answer, officers have seen and recognized the success that has been realized and they are quick to note indications that the problem may be re-establishing itself elsewhere and act to inhibit, or prevent that occurrence.

At completion, later this year, 3500 new streetlights will have been installed, effectively doubling the number of streetlights in Joplin. It will be necessary to monitor the areas for the foreseeable future. Many of these neighborhoods are seeing a resurgence of health and interest, but the momentum is fragile. If the improvements are to be sustained, so too must be the momentum until such time as it becomes self sustaining.

The City in general and the police department in particular will have to be vigilant for indications that the current successes do not begin to erode. Maintaining and nurturing the health of these neighborhoods is the best way to ensure that the work does not have to be repeated.

The infrastructure necessary to supply adequate streetlights now exists. That element of a greater plan to revitalize older neighborhoods is now provided for.

AGENCY AND OFFICER INFORMATION

Key Project Team Members

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Troy Bolander, Joplin Director of Community Development

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Program Contact

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APPENDICES:

- A. February 2006 Joplin Police Citizen Survey
- B. May 2006 City of Joplin Executive Summary of the Citizen Survey
- C. Fall 2006 City of Joplin Public Safety Information Newsletter
- D. November 2006 Joplin Globe news article on the upcoming election issue regarding the Public Safety Sales Tax
- E. Sub beats targeted for initial streetlight installation, from Joplin Police Crime Analysis
- F. February 2010 Crime Analysis Report on crime comparison of areas where new streetlights have been installed.
- G. February 2010 Joplin Globe news article on the results of the new streetlights.

APPENDIX A

JOPLIN POLICE CITIZEN SURVEY – FEBRUARY 2006

City of

Joplin



POLICE DEPARTMENT

2006 Citizen Survey

The Joplin Police Department is interested in YOUR opinions on how we can better serve the Joplin community. Please have an **adult** in your household (age 18 or older) take a few minutes to complete this survey. The information you provide is anonymous and will not reveal your identity or household. Please return your completed survey to the address listed at the bottom of this page by **February 28, 2006**. If you have any questions, please call 623-3131 ext. 402. Thank you for your participation.

Sincerely,
Kevin D. Lindsey, Chief of Police

1. During the past 12 months, have you had any contact with the Joplin Police Department? 43%Yes 57%No

2. If your answer to Question 1 above was "Yes," what type of contact(s) did you have: (Check all that apply.)

32% Victim of a crime 8% Witness to a crime 11% Traffic violation 9% Involved in a traffic accident
34% Reported an incident to the police 9% Suspect in a crime

3. How should the Joplin Police Department allocate its resources? Rank each item below in order of importance to you on a scale from 1 to 7, with "1" being the most important, "2" the second most important, and so on. Do not use a number more than once. (% rated as "1" Note: Total will not equal 100%)

27% Crime Prevention 29% Illegal Drugs
13% Traffic Enforcement 17% Violence
4% Juvenile Issues / Cruising 6% Property Crime 8% Neighborhood Problem Solving

4. Do you live **East** or **West** of Main Street / Hearnese Boulevard? East West

5. Do you live **North** or **South** of Seventh Street? North South

6. Do you live within the city limits of Joplin? Yes No

Using the Rating Scale on the right, indicate how strongly you agree or disagree with each of the following statements.

Rating Scale

Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
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Joplin Police Officers:

7. Perform their duties in a courteous and respectful manner.	41%	39%	12%	8%	
8. Present a positive and professional image.	38%	44%	11%	7%	
9. Maintain a positive attitude and appropriate behavior toward citizens.	33%	42%	17%	8%	
10. Respond to calls for service in a reasonable and timely manner.	28%	46%	17%	9%	
11. Handle situations professionally and competently.	30%	49%	12%	9%	

I Feel Safe:

12. Living in Joplin.	26%	56%	13%	5%	
13. Working in Joplin.					
14. Living in my neighborhood.	29%	51%	14%	6%	

15. Please use this space to make comments and suggestions for improvements. You may include comments about safety and security issues about the City or any other concerns you might have. (Use the back of this survey if you need more space.)

16. If you would you like to be contacted by the Joplin Police Department regarding your concerns, please provide your name:
Name: _____ Address: _____ Phone: _____

Please return this survey to: Chief of Police, c/o Joplin Police Department, 303 E. Third Street, Joplin, MO 64801

APPENDIX B

JOPLIN EXECUTIVE SUMMARY OF THE CITIZEN SURVEY – MAY 2006



Memorandum

Interdepartmental

Executive Summary – 2006 Citizen Survey

The Executive Summary presents an overview of the 2006 Joplin Police Department Citizen Survey. Results from the survey, based on 540 responses, have a margin of error of $\pm 4.2\%$ at the 95% confidence interval. Note: Summary information was prepared by Dr. Mark Ellickson, President, Opinion Research Specialists, Inc., who conducted the statistical analysis of the citizen survey results

Highlights of the survey findings are listed below.

Contact With Joplin Police Department in Past 12 Months - Survey Questions 1 & 2

- 43% of respondents reported having some level of contact with the Joplin Police Department in the past 12 months.
- The type of contact with the Joplin Police Department included:
 - 34% Reported an incident to the police
 - 32% Victim of a crime
 - 11% Traffic violation
 - 9% Involved in a traffic accident
 - 9% Suspect in a crime
 - 8% Witness to a crime

Allocation of Joplin Police Department Resources (% ranked as "Most Important") – Survey Question 3

- 29% Illegal drugs
- 27% Crime prevention
- 17% Violence
- 13% Traffic enforcement
- 8% Neighborhood problem solving
- 6% Property crime
- 4% Juvenile issues/cruising

Evaluation of Joplin Police Officers (positive ratings) – Survey Questions 7 – 11

- 82% Present a positive and professional image
- 80% Perform their duties in a courteous and respectful manner
- 79% Handle situations professionally and competently
- 75% Maintain a positive attitude and appropriate behavior toward citizens
- 74% Respond to calls for service in a reasonable and timely manner

Feelings of Safety in Joplin (positive ratings) – Survey Questions 12 & 14

- 82% Feel safe living in Joplin
- 80% Feel safe living in their neighborhood

APPENDIX C

CITY OF JOPLIN PUBLIC SAFETY INFORMATION NEWSLETTER – FALL 2006

Public Safety Information

Dear Joplin Citizens,

On November 7, 2006, Joplin voters will answer a question on whether or not to increase the sales tax rate by ½ cents to address the public safety needs, including increasing the number of police officers on the street.

This brochure provides you with information regarding this issue to focus on some of the questions you may have. Also included is a listing of the items identified for improved Public Safety in Joplin.

We encourage you to read this brochure thoroughly. We thank you for taking your time in serious consideration of this proposal.

Sincerely,

The Joplin City Council

Public Safety Tax – An important issue facing Joplin

Feeling safe and secure in your home, neighborhood and city is an important quality of life issue for all citizens. In any emergency, citizens want to be assured that a Police Officer or Firefighter is coming to assist them quickly. Joplin's Police and Fire Department personnel work hard to ensure this level of security in Joplin, however they continue to face various obstacles in their daily jobs, including less manpower than necessary to provide these services.

The members of the Joplin City Council have heard the concern from citizens about the limited amount of police patrol they see in their neighborhoods, the lengthy response time they have experienced when calling the Police Department, as well as an increased Fire Department's response time due to the distance necessary to travel from the nearest Fire Station.

In the City's 2003 Citizens Survey, nearly 50% of respondents noted that they would pay higher taxes for increased crime prevention.

To address these issues, the City Council created the Public Safety Funding Task Force in July 2006. This group's focus was to:

- ✧ Review current resources, including the number of personnel, in the Police and Fire Departments;
- ✧ Identify and evaluate future needs of these departments;
- ✧ Prioritize the identified needs;
- ✧ Determine the most appropriate funding source to pay for the recommendation of increased services and personnel;
- ✧ Establish a strategy and action plan to educate and inform the residents of the Public Safety needs.

The Public Safety Funding Task Force not only received information from staff, they solicited information and input from members in the public safety departments; took "ride-alongs" with patrol officers; observed officers and firefighters on the job to learn how they manage the emergency situations and day to day operations with the resources the City currently has; talked with citizens to understand the public's perception of the public safety sector; and discussed the future needs of these departments as they relate to the continuing growth of Joplin. City staff also met with the committee to explain the funding options available to a municipality as well as the current tax structure of the City, County and State.

Continued next page

Public Safety Tax – An important issue facing Joplin *continued*

With this information, and comments heard from a Public Meeting held on July 13, 2006, the Task Force worked to determine which funding option would be most appropriate to provide additional police officers and firefighters and necessary resources for the Police and Fire Departments; additional fire stations; a multi-use training center and specific equipment needed to do their job more efficiently.

The Citizens Task Force recommended that a ½-cent increase in the City's sales tax be placed before the voters for consideration. On August 21, 2006 the Joplin City Council voted to proceed with the Task Force's recommendation and submit a ballot question to the electors of the City of Joplin at a General Election on November 7, 2006.

Why a Public Safety Tax?

Police Department

The Task Force found that additional patrol officers are needed to improve response times and increase the service level to citizens. The 1999 Police Department Management Study, recommended an increase of police department staffing by 24 officers and 10 civilian staff members within the 10-year period covered by the report. The majority of police officers would be assigned to the patrol bureau. Since that time, the City has only been able to fund two police positions.

Currently, the Police Department has 46 Police Officers who serve in the patrol units. At any one time on average, there are 6 Police Officers and 1 supervisor on patrol in Joplin.

Due to the limited number of patrol officers, the Police Department's average response time to all calls is 17 minutes and 4 seconds. With the proposed tax, there would be 12 officers (including supervisors) on patrol, which is anticipated to decrease the average response time by 5 minutes. *(A chart detailing police response times on all calls for assistance is located on the back page).*

In the recent Citizen Survey conducted by the Police Department, respondents named illegal drugs and crime prevention as the top two areas the Police Department should address. Violence and traffic enforcement were also noted as high concerns.

Fire Department

Joplin currently has five fire stations strategically located throughout the City's commercial and residential developments. The Fire Department's response and provision of safety services including fire suppression, emergency medical services (EMS) and various other rescue services critical to everyone. A fire can quickly spread, engulfing a room and structure in a few short minutes. In a medical emergency, an EMS first responder's recommended maximum response time is 4 minutes in order to administer CPR and defibrillation, according to the American Heart Association guidelines.

It is the Department's goal to meet this time each and every call. Some residential and business developments are located farther away from the Fire Stations, and an additional fire station located in the western portion of Joplin is quickly becoming a pressing need for the safety

Committed to providing Joplin residents a safe community and tackling these issues, the Police Department actively patrols the City's nearly 40 square miles and breaks it into five "beats" for officers to patrol. Some beats may have a higher need at various times, and may pull an officer off of a regular beat for a time. Although not an ideal situation, this is the result of having fewer officers on patrol than recommended. Many calls require more than one officer to respond to ensure the safety of citizens and officers. Having more officers on patrol duty will provide for greater safety and better services for citizens.

Citizens and the Task Force have also commented on the lack of neighborhood patrol. The Police Department does patrol residential areas, but may only have a limited time for this due to the high number of calls per officer. Statistics over a five year period showed a patrol officer responds to 1,392 calls each year.

Street lights can be beneficial in the residential areas as well, because well lit areas are known to deter neighborhood crimes. This proposed tax includes the installation of street lights in neighborhoods and under lit areas of the City and will double the number of lights that are currently in the City, which will also improve vehicular safety in town.

of our citizens. The Committee also recommended an additional fire station on the eastern side of Joplin as time passes and it becomes more saturated with businesses and residences.

A chart indicating fire station locations and response times is located on page 6.

Response times are also a vital part of the criteria of the Fire Department's ISO Rating, an important tool used in setting property insurance rates. Each city in Missouri receives a hazard risk analysis conducted by the Insurance Services Office (ISO). The ISO provides information to insurance companies nationwide that details a fire department's capability in helping to prevent a fire from happening, as well as, in their ability to minimize damage should one occur.

Fire Department continued

Based on a scale of 1 – 10 (with 1 being the best and 10 being the worst), this rating system is significant to insurance companies when setting their rates. A lower number indicates to the underwriter a lesser probability of a fire and a reduced amount of potential damage should a fire take place. This generally translates to decreased costs for non-residential property owner as

❖ **If this ½ cent sales tax passes, what will be the total sales tax rate?**

In the City of Joplin, Jasper County's current rate is 7.325%. If passed, the sales tax rate would increase to 7.825%. In the City of Joplin, Newton County's current rate is 7.225%. If passed, the sales tax rate would increase to 7.725%.

❖ **How much money will it cost on my regular purchases?**

It will cost an additional 5 cents for every \$10 that is spent on taxable items.

❖ **Why is the City proposing a general sales tax versus a capital improvement sales tax or property tax?**

By state statute, a capital sales tax can only be used for capital expenditures rather than operational costs, such as personnel, which was noted as the number one priority by the Citizens Committee. The Task Force did consider a property tax to fund this proposal, but the public's initial indications showed citizens strongly opposed to increasing city property tax. In addition, cities cannot enact a "law enforcement tax"; only counties have that option.

❖ **How does this tax affect the recently passed Jasper County tax for the Sheriff's department?**

The Jasper County Sheriff's office pursued a ¼ % law enforcement sales tax throughout the county to provide funding for an upgrade of the Sheriff's presence throughout the County. All revenues generated by this tax go directly to the County Sheriff's office. The City of Joplin does not receive funding from this tax.

❖ **How much of the current sales tax does the City of Joplin receive?**

The City receives 2.125% of the current sales tax, with the remainder going to the County and State. If this issue passes, the City will receive 2.625% of the sales tax. *A chart that shows the breakdown of state, county and city tax included in the sales tax is located on page 5.*

well as to the resident seeking coverage.

Joplin currently holds a 3 ISO rating. If Joplin's ISO rating would increase due to slow response times because of distance traveled from the fire station to property and other factors, it could cost property owners citywide more to insure their property.

❖ **How long will the sales tax last?**

There is no sunset on this tax. The tax must be continuous to pay the costs of the additional personnel.

❖ **How much money will this new tax generate?**

It is estimated that this tax will bring in \$5.6 million per year. These funds will go toward the ongoing expense of operations including personnel costs, as well as the one time capital expenses, such as the two additional fire stations, related equipment costs and a multi-use training center. A listing of identified personnel & items that would be added with this revenue is listed on page 5.

❖ **How many police officers and firefighters will be added if the tax passes?**

With the passage of the proposed rate, we will increase the number of Police Officers from 78 to 108, which correlates to increasing the number of officers on patrol at any one time from 7 officers to 12 officers, including supervisors. In addition, the City will add 15 firefighters designated to staff an additional fire station on the west side of Joplin. Both departments would also be able to utilize a multi-faceted training center to learn and renew specific skills needed in their job. An additional fire station in the east part of town will also be built.

❖ **Will the City hire all of the new officers and firefighters in the first year?**

Although it is a priority, as recommended by the Committee, to increase the number of officers in the Police Department, along with staffing and equipping an additional Fire Station, the City will fill these positions as quickly as possible as qualified personnel become available along with the funding to support the positions and initial expense for their necessary equipment. We do anticipate that there will be approximately six officers hired in the first year.

The planning, design and construction phases of the Fire Station will be initiated as a high priority as funds become available. Shadowing this project, the Training Center's development, design and construction will be scheduled in phases programmed in conjunction with anticipated funding. The Fire Station in the eastern part of Joplin will be developed in upcoming years as the needs are identified in this area.

❖ **What is the prioritized order of the proposed areas to be funded?**

The number one priority that the Public Safety Funding Task Force identified was more police officers on our streets. The group also identified an additional fire station in the west portion of town is needed, as well as the equipment and personnel to staff the station. Other safety issues will also be addressed with additional street lights in Joplin. Many of our neighborhoods are dark, and lighting these areas will assist in crime prevention.

❖ **Why does the City need a Public Safety Training Facility?**

This facility would help to ensure that all of Joplin's public safety officers are properly trained and qualified to encounter all types of circumstances in their job, including high risk situations. The tasks and services provided by both our police and fire personnel are largely hands-on physical type tasks that require various degrees of skill to master, and many of these tasks and services are performed in critical situations. To ensure maintenance of critical skill and proficiency levels, firefighters and police officers need to simulate situations that may be encountered on the job. This may include various scenarios such as fighting a fire in a multi-level structure; managing a hazardous material spill in a largely populated residential or commercial area; providing rescue assistance to citizens in a tall building; or encountering an armed suspect in a vacant warehouse. All of these pose their own specific risks to both the public and the emergency worker. The best way to train for these situations is to create the scene and work through the specific process. A Training Facility can be equipped to provide simulation of a variety of scenarios so public safety officers can actively participate and learn from their training.

❖ **How can the City guarantee that these funds will help public safety?**

If this proposal passes, a Citizens committee will review specific public safety needs and expenditures in order to ensure that these funds are appropriately allocated to make Joplin a safer place to live.

❖ **If this proposed sales tax increase does not pass, will we see a decline in public safety services?**

If the tax doesn't pass, the City will continue to provide services and work to maximize the current limited resources.

❖ **How do I get first-hand information from the Police and Fire departments?**

The Police Department has a ride-along program in which citizens can participate, ask questions and view first-hand the workload of officers. Citizens may contact the Fire Department for more information by calling 623-0403 or going to their website at www.joplinmofire.org. Information on ride-alongs can be obtained from the Police or Fire Department by calling 623-3131. The Police Department's website can be found at www.joplinpolice.org.

❖ **Why Can't the City pay for the stated needs out of other funds?**

Public Safety operations are a general government function. Governmental activities for the City (including quality of life areas such as public safety, parks and recreation, public health, planning and development, general government, and public works) are principally supported by sales taxes and intergovernmental revenues. The General Fund receives no revenues from the property tax. The City's property tax rate is currently .1527 cents per \$100 of assessed value. This revenue partially funds parks, health and solid waste divisions of the City. The other portions of the property tax generate funds for libraries, schools and counties.

In the City of Joplin, the 1 % general sales tax and utility franchise taxes are the two major taxes that support the General Fund. The 1 % general sales tax (of the 2.125 % City portion of total sales tax) generates approximately \$11.2 million annually. The current public safety expenditures are just over \$13 million annually. Therefore, the current 1 % general sales tax does not generate enough funds to pay for the public safety operations. The franchise tax is currently generating approximately \$4.9 million annually. This revenue source does support the general fund, including the public safety portion of City operations, but also supports all of the other general government areas noted as well. Any anticipated growth of this fund and the current sales tax will not generate sufficient revenues for the additional police officers, fire stations and other noted priorities as stated by the Citizens Task Force. All other major revenue sources for the city are restricted by legislation for expenditures for specified purposes.

The Task Force also considered that by utilizing a sales tax, the revenues will be generated through purchases made in the City, which 60 % of transactions are estimated to be completed by non-residents of Joplin.

Identified Items for Public Safety Tax

Annual Revenue from 1/2-Cent Sales Tax \$5,600,000

DESCRIPTION	PER PERSON	OPERATIONAL ONGOING COSTS	ONE-TIME CAPITAL COSTS
25 Additional Police Officers..... (5 Addtl/5 Shifts)	70,782*	1,769,550	
5 Detectives/Crime Analyst/Drug Interdiction	70,782*	353,910	
15 Additional Firefighters for 1st Additional Station..... (4 Addtl/3 Shifts, plus 3 coverage)	48,379	725,685	
3 Coverage Firefighters for Current Operations.....	48,379	145,137	
Increase Station 3 Personnel to 4 Firefighters	48,379	145,137	
12 Firefighters for 2nd Additional Station	48,379	580,548	
Fire Training Captain	56,051	56,051	
Neighborhood Security Light Program..... (3,700 Additional at \$250 each annually)		925,000	
Wireless Access for Public Safety.....		50,000	
Police Substations.....		<u>10,000</u>	
Sub-Total Operational Ongoing Costs		<u>4,761,018</u>	

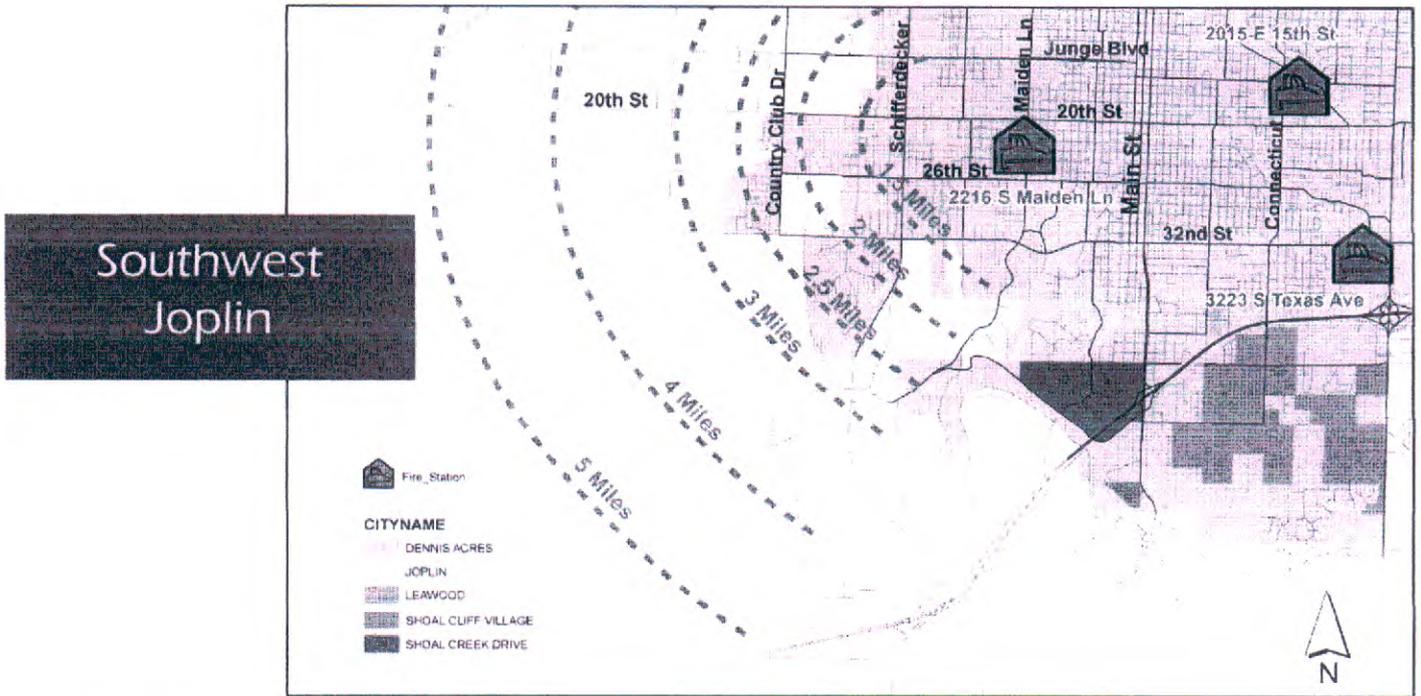
The Operational Costs will occur each year because the costs are for additional personnel in the Police and Fire Departments.

One Time Capital Costs

Mobile Data Computers	375,000
1st Additional Westside Station.....	1,325,000
Fire Engine for Westside Station	450,000
First Response Vehicle for Westside Station	200,000
Brush Truck for Westside Station	50,000
Joint Fire/Police Training Center.....	3,000,000
Ladder Truck Replacement for Station 1	1,000,000
Handheld Ticket Writers (\$5,000 @ 46)	230,000
Public Safety AS/400 New Unit	100,000
2nd Additional Eastside Station	1,325,000
Fire Engine for Eastside Station	450,000
Additional Joint Fire/Police Training Center Needs	<u>2,000,000</u>
Sub-Total One-Time Capital Costs	<u>10,505,000</u>

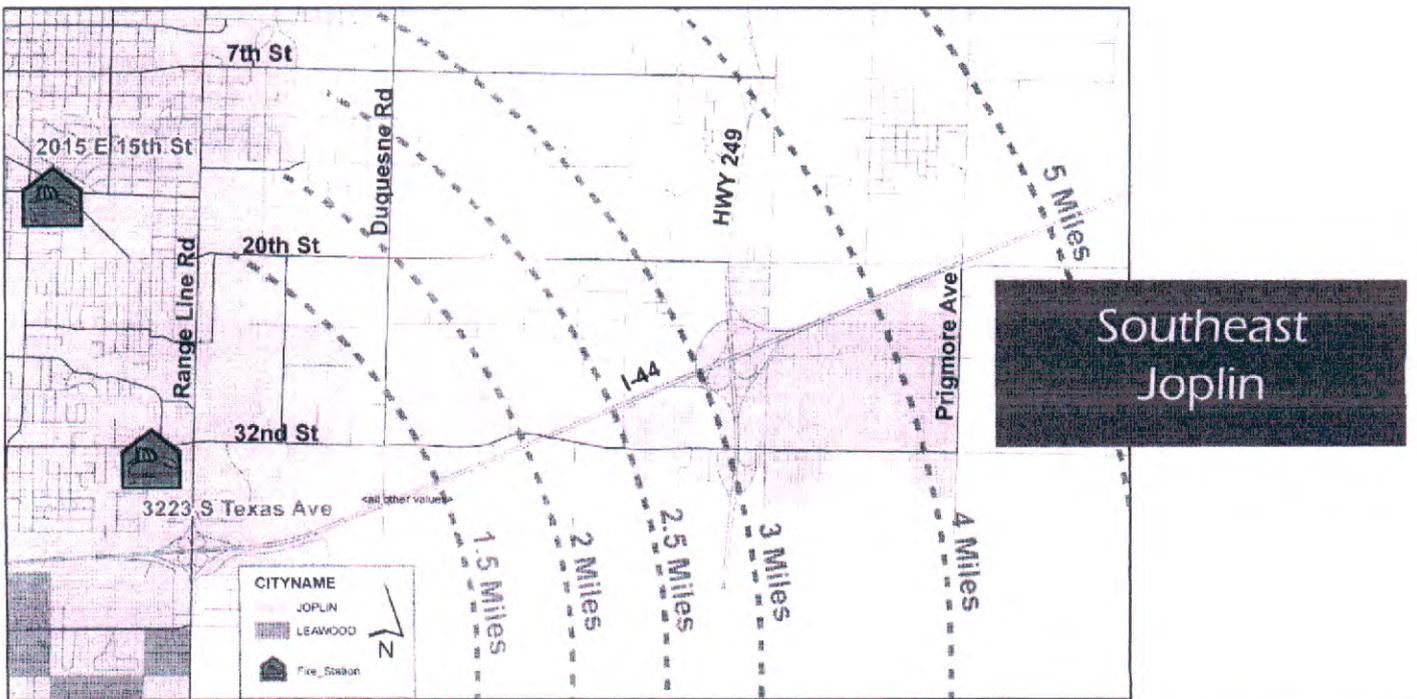
**The cost of additional dispatchers and vehicles is included in the per person police officer cost.*

Fire Department Response Time



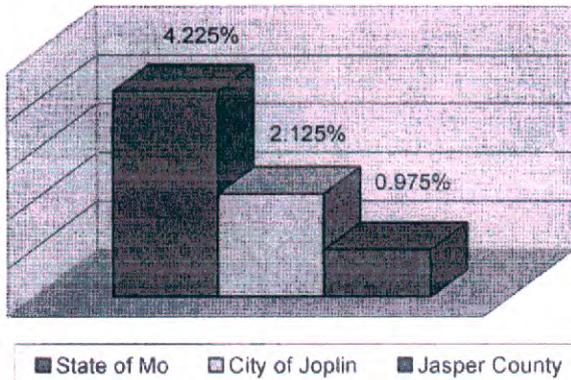
These maps indicate the distance firefighters have to travel from their designated station. The distance necessary to travel to a property is a key factor in the Fire Department's response time. Generally, response times are estimated as follows:

- Under 1.5 miles - response times are 4 minutes or less to travel to property
- 1.5 to 2 miles - response times are over 4 minutes to travel to property
- 2.5 - 3 miles - response times are generally greater than 7 minutes



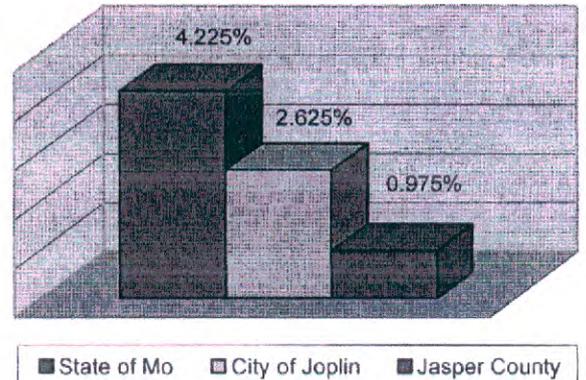
Current & Proposed Sales Tax Rates City of Joplin, Missouri

**Current Sales Tax Rate 7.325%
City of Joplin
(Jasper County)**



Jasper County Current

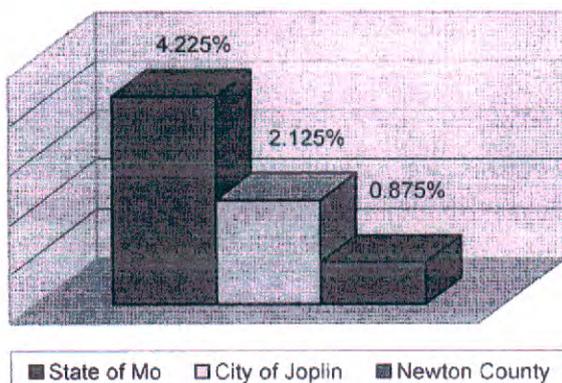
**Proposed Sales Tax Rate 7.825%
City of Joplin
(Jasper County)**



Jasper County Proposed

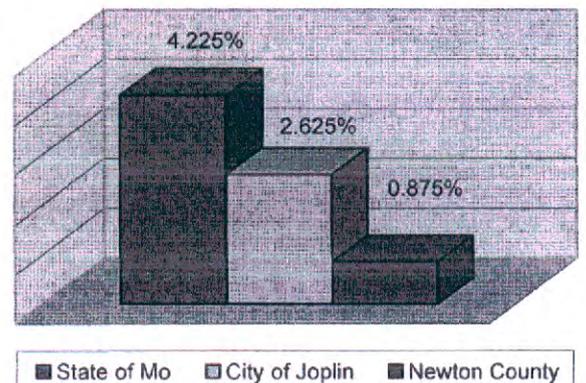
These charts show the various levels that the State of Missouri, the specific county (Jasper or Newton) and the City of Joplin receive from the total sales tax. The charts show the current level and the level with the proposed public safety tax.

**Current Sales Tax Rate 7.225%
City of Joplin
(Newton County)**



Newton County Current

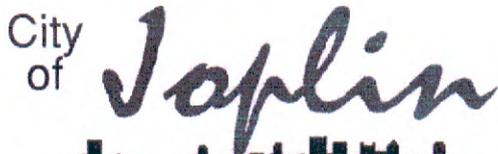
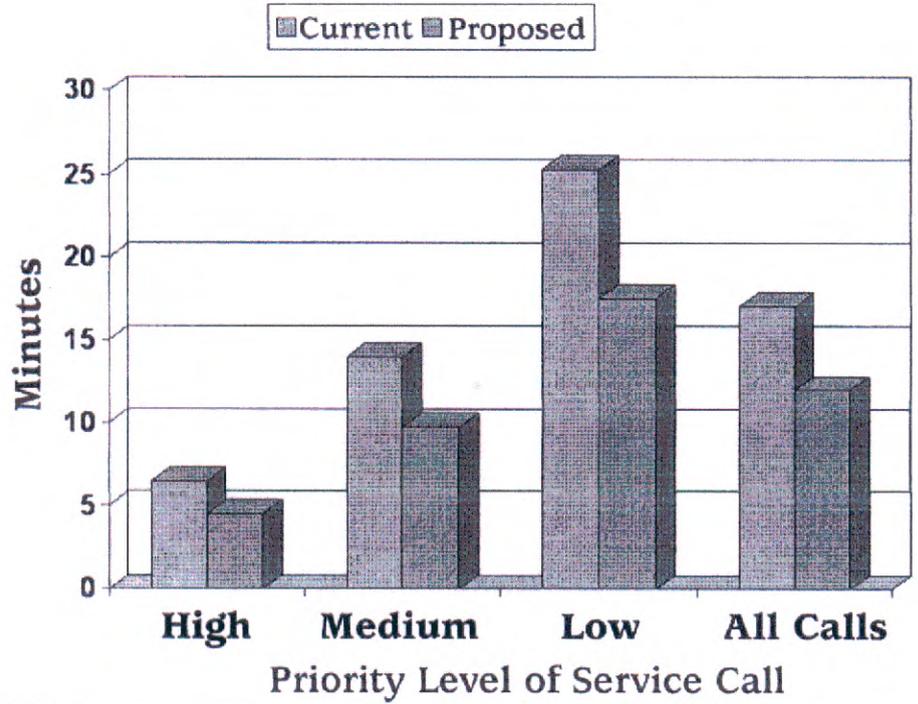
**Proposed Sales Tax Rate 7.725%
City of Joplin
(Newton County)**



Newton County Proposed

This chart depicts the approximate current and the proposed time in minutes it takes a police officer to respond to a call for service. The "All Calls" category is an average of the low, medium and high priority response times. By adding new officers, it is projected to decrease the average response time to calls by 5 minutes.

Joplin Police Department Response Times for Calls



602 South Main Street • Joplin, Missouri 64801

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INFORMATION
ABOUT THE CITY'S
NOVEMBER 7TH
ELECTION

**JOPLIN RESIDENTIAL
CUSTOMER**

APPENDIX D

JOPLIN GLOBE NEWS ARTICLE – NOVEMBER 2006



November 2, 2006

Joplin voters set to decide safety tax issue

By Derek Spellman dspellman@joplinglobe.com Joplin voters on Tuesday will decide whether to approve a half-cent sales tax to generate revenue to, among other things, hire more police and fire personnel. The proposed tax would generate an estimated \$5.6 million annually, the assessment remaining in place permanently. The money also would be used to add new fire stations and police substations, and build a police and fire department training center. Joplin's total sales-tax rate, including city, county and state taxes, in the part of Joplin that is in Jasper County is currently 7.325 percent. The part of Joplin inside Newton County has a total rate of 7.225 percent. Public safety, particularly what was said to be an insufficient number of police officers, emerged as a central theme in the City Council elections in April 2006. In early June, city officials appointed a Public Safety Funding Citizens Task Force to diagnose the city's public safety needs and to recommend how to fund those needs. The panel ultimately recommended a half-cent sales tax, and city officials in August voted to put the measure to voters. The proposal has no sunset clause. The revenue would be used to:

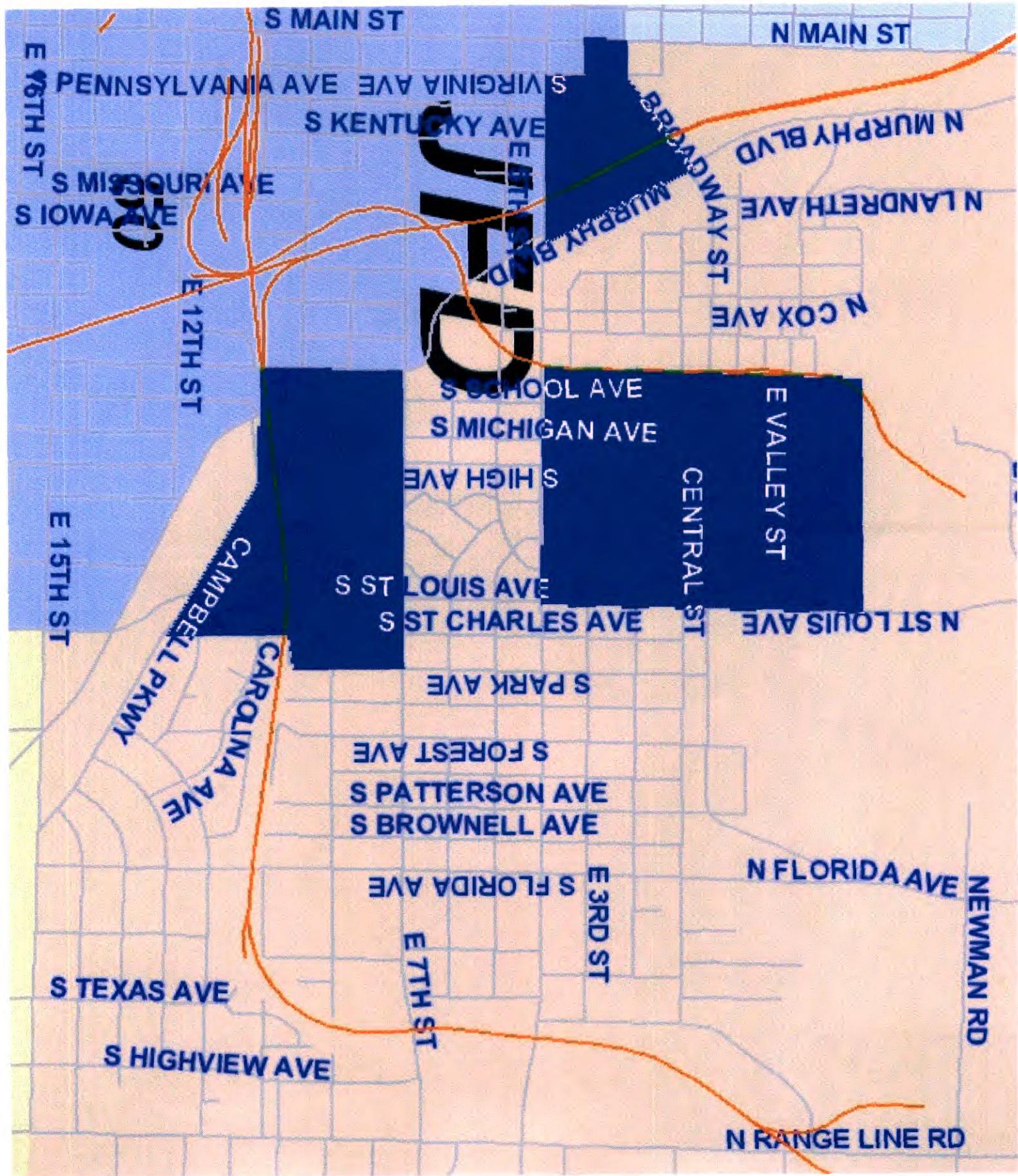
- * Hire 25 additional police officers and five other officers, including detectives, a crime analyst and a drug-interdiction specialist.
- * Construct two new fire stations, one on the west side of Joplin and one on the east side, in response to growth in those areas.
- * Hire 15 additional firefighters for the first additional station, 12 for the second, three firefighters for current operations, and a fire-training captain.
- * Purchase a ladder truck, two engines, a brush truck and a first-responder vehicle.
- * Install about 3,700 streetlights, effectively doubling the number of streetlights in the city.

The panel also recommended construction of a joint police and fire training center, which would cost about \$5 million to build and equip, although not until after a debate about whether voters would balk at such a complex. City Councilman Mike Woolston later voted against placing the tax proposal on the November ballot, saying he supported the city's public safety departments but feared public opposition to a training center would induce voters to reject the entire proposal. Jim Baine, a founder of Citizens for a Better Joplin, said he, personally, thought the "emotion of the city is definitely for the police officers." Baine said he harbored some doubts about whether voters would accept some of the non-personnel provisions of the tax proposal, such as additional streetlights, the training center and hand-held ticket writers. "I think it's dangerous," he said, contending those provisions could cause voters to sink the proposal. Keenan Cortez, the head of the Public Safety Coalition, a group that has championed the tax proposal, said all the elements of the proposal were needed. The streetlights are needed as a deterrent to would-be criminals, who are more likely to commit an offense if their efforts are concealed by darkness. Many Joplin streets, he said, are dark. Gary Trulson, chief of the Joplin Fire Department, said Joplin does not have a place to adequately train firefighters in some of the technical aspects of their job, which include not only firefighting but such things as handling hazardous materials and building collapses. Operating costs, such as beefing up the police and fire departments' staffs, would come to about \$4.76 million annually, while one-time capital costs, including the proposed fire and police training center, would come to \$10.5 million.

The Joplin Globe, Joplin, MO 117 E. Fourth Street Joplin, Missouri 64801

APPENDIX E

JOPLIN POLICE CRIME ANALYSIS – SUB BEATS TARGETED FOR INITIAL STREETLIGHT INSTALLATION



JFD

S MAIN ST

N MAIN ST

E 6TH ST

PENNSYLVANIA AVE

VIRGINIA AVE

S KENTUCKY AVE

S MISSOURI AVE

S IOWA AVE

BROADWAY ST

N MURPHY BLVD

N LANDRETH AVE

N COX AVE

E 12TH ST

S SCHOOL AVE

S MICHIGAN AVE

E VALLEY ST

S HIGH AVE

CENTRAL ST

E 15TH ST

CAMPBELL PKWY

S ST LOUIS AVE

S ST CHARLES AVE

N ST LOUIS AVE

S PARK AVE

S FOREST AVE

S PATTERSON AVE

S BROWNELL AVE

N FLORIDA AVE

NEWMAN RD

S TEXAS AVE

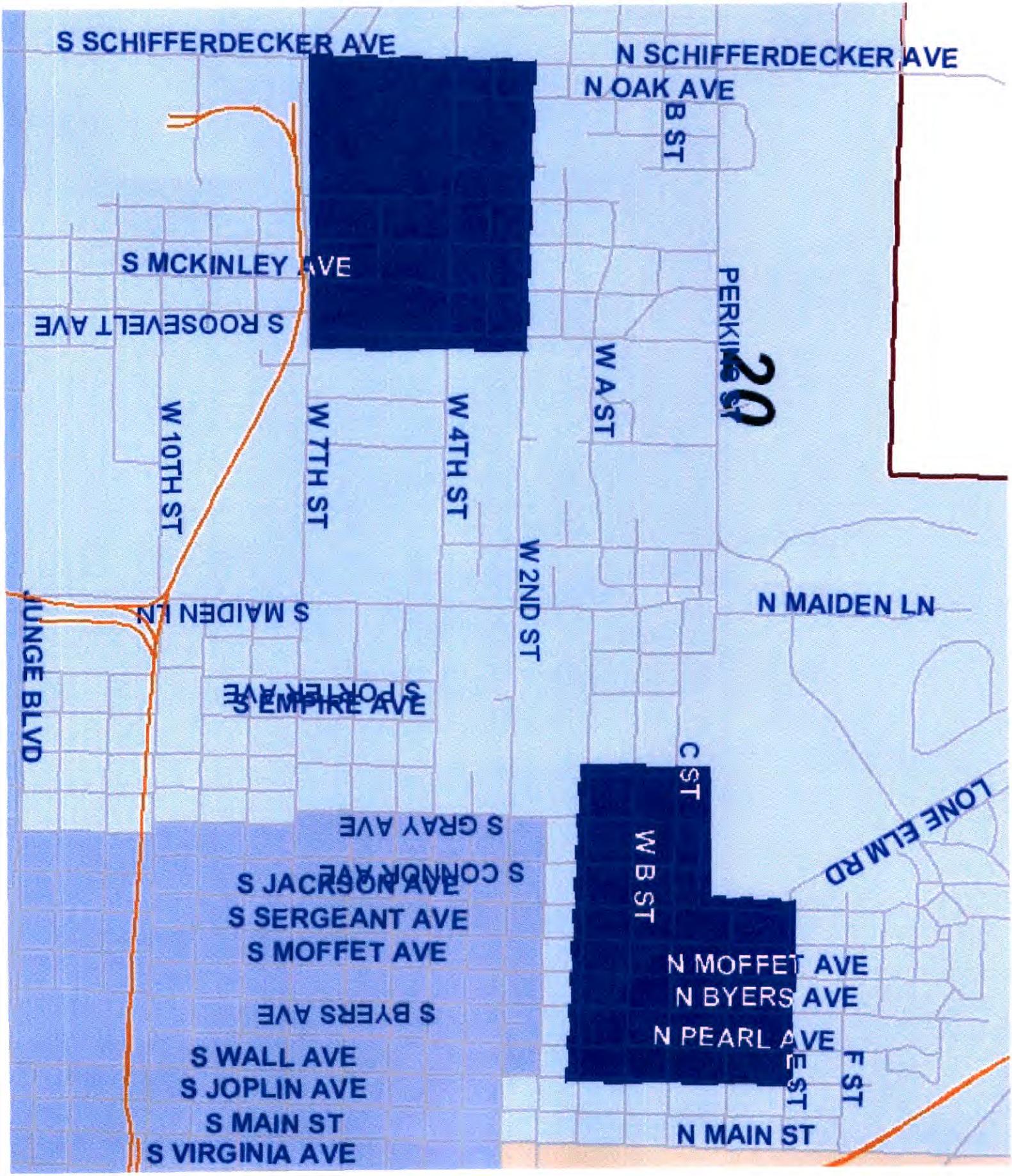
S FLORIDA AVE

E 3RD ST

E 7TH ST

S HIGHVIEW AVE

N RANGE LINE RD



S SCHIFFERDECKER AVE

N SCHIFFERDECKER AVE
N OAK AVE

S MCKINLEY AVE

S ROOSEVELT AVE

W 10TH ST

W 7TH ST

W 4TH ST

W 1ST ST

W 2ND ST

S MAIDEN LN

N MAIDEN LN

S PORTER AVE
S EMPIRE AVE

S GRAY AVE

S CONROY AVE
S JACKSON AVE

S SERGEANT AVE

S MOFFET AVE

S BYERS AVE

S WALL AVE

S JOPLIN AVE

S MAIN ST

S VIRGINIA AVE

B ST

PERKINS
20

C ST

W B ST

N MOFFET AVE

N BYERS AVE

N PEARL AVE

E ST

F ST

N MAIN ST

LONE ELM RD

APPENDIX F

*CRIME ANALYSIS REPORT ON CRIME COMPARISON OF AREAS WHERE
NEW STREETLIGHTS HAVE BEEN INSTALLED – FEBRUARY 2010*

CRIME ANALYSIS STREETLIGHT ANALYSIS REPORT



PRODUCED BY RACHELE' DAVIS, CRIME ANALYST

FEBRUARY 5, 2010

STREETLIGHT ANALYSIS UPDATE

In January 2009, a preliminary analysis was conducted concerning the implementation of additional streetlights in eight sub beats of town. The purpose was to investigate the effects the street-lighting project had on the following property crimes: burglary, theft from vehicle, larceny, vandalism, and vehicle theft. These five crimes were chosen for analysis on the basis that they are the most measureable for the purpose of discovering whether or not the additional street lights were reducing crime in those areas. It concluded that the additional streetlights were likely correlated to a decrease in the five property crimes of burglary, theft from vehicle, larceny, vandalism, and vehicle theft overall by 33%.

As a reminder, during the initial analysis, it was found that certain crimes, such as shoplifting, thefts on parking lots where the new lighting is a non-issue, etc., would be excluded since the additional lighting has no effect, positive or negative, on the propensity of these crimes.

An updated analysis has now been performed to further investigate the continued effects the street-lighting project has had on burglary, theft from vehicle, larceny, vandalism, and vehicle theft. As before, shoplifting and thefts on parking lots where the added streetlights are a non-issue were excluded in this analysis as the additional lighting has no effect on those particular crimes.

The following tables show the number of the selected property crimes found in each sub beat before and after the additional streetlights were installed as well as a comparison of overall crimes.

Crimes BEFORE Streetlight Installation 2007

Sub Beat	Burglary	Theft from Vehicle	Larceny	Vandalism	Vehicle Theft	Total All Crimes
40	6	1	4	2	3	16
44	22	18	14	14	9	77
45	8	4	4	13	1	30
46	17	9	12	2	9	49
51	3	1	5	1	7	17
73	5	5	2	2	1	15
85	2	4	1	2	2	11
95	8	3	2	4	3	20
Total All Sub Beats	71	45	44	40	35	235

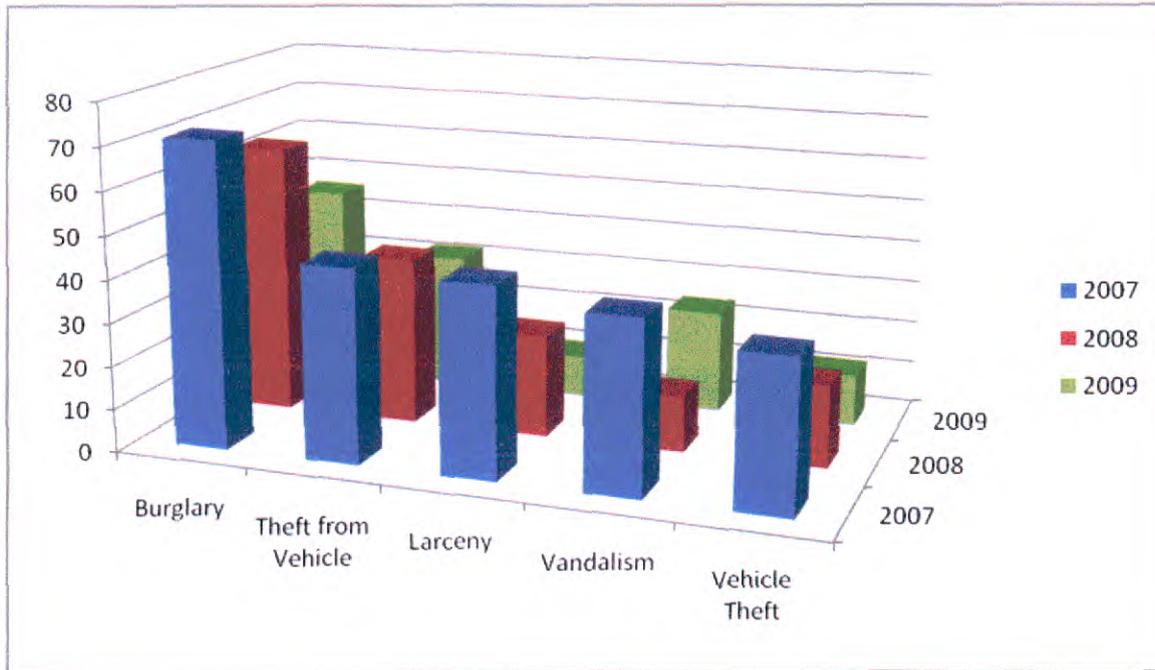
Crimes AFTER Streetlight Installation 2008

Sub Beat	Burglary	Theft from Vehicle	Larceny	Vandalism	Vehicle Theft	Total All Crimes
40	6	0	2	0	1	9
44	21	17	9	4	4	55
45	6	6	0	1	3	16
46	13	11	5	3	7	39
51	2	1	4	2	3	12
73	3	1	1	0	1	6
85	3	1	2	1	0	7
95	9	2	1	2	0	14
Total All Sub Beats	63	39	24	13	19	158

Crimes AFTER Streetlight Installation 2009

Sub Beat	Burglary	Theft from Vehicle	Larceny	Vandalism	Vehicle Theft	Total All Crimes
40	2	2	0	0	0	4
44	12	7	5	6	1	31
45	6	9	0	3	4	22
46	6	6	1	7	4	24
51	7	1	1	4	3	16
73	9	6	2	3	0	20
85	0	0	0	0	0	0
95	4	1	1	1	0	7
Total All Sub Beats	46	32	10	24	12	124

Comparing Crimes Before and After Streetlight Installation



As is shown in the charts, there was again an overall decrease in each of the five crimes. It should be noted that vandalism in 2009 still shows a decrease from 2007 before streetlight installation, but this particular crime has increased since 2008. The numbers show a continued likely correlation between the installation of additional streetlights in these sub beats and reduced crime in those same sub beats. A breakdown of the percent increase/decrease in each sub beat is shown in the table below and the table on the next page.

Percent Increase/Decrease After Streetlight Installation 2007-2008

Sub Beat	Burglary	Theft from Vehicle	Larceny	Vandalism	Vehicle Theft	Total All Crimes
40	0%	-100%	-50%	-100%	-67%	-44%
44	-5%	-6%	-36%	-71%	-56%	-29%
45	-25%	+50%	-100%	-92%	+200%	-47%
46	-24%	+22%	-58%	+50%	-22%	-20%
51	-33%	0%	-20%	+100%	-57%	-29%
73	-40%	-80%	-50%	-100%	0%	-60%
85	+50%	-75%	+100%	-50%	-100%	-36%
95	+13%	-33%	-50%	-50%	-100%	-30%
Total All Sub Beats	-11%	-13%	-45%	-68%	-46%	-33%

Percent Increase/Decrease After Streetlight Installation 2007-2009

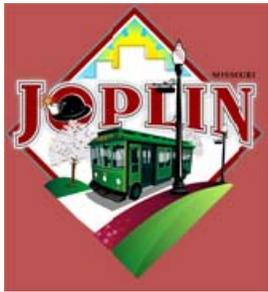
Sub Beat	Burglary	Theft from Vehicle	Larceny	Vandalism	Vehicle Theft	Total All Crimes
40	-67%	+100%	-100%	-100%	-100%	-75%
44	-45%	-61%	-64%	-57%	-89%	-60%
45	-25%	+125%	-100%	-77%	+300%	-27%
46	-65%	-33%	-92%	+250%	-56%	-51%
51	+133%	No change	-80%	+300%	-57%	-6%
73	+80%	+20%	No change	+50%	-100%	+33%
85	-100%	-100%	-100%	-100%	-100%	-100%
95	-50%	-67%	-50%	-75%	-100%	-65%
Total All Sub Beats	-35%	-29%	-77%	-40%	-66%	-47%

In the two years following streetlight installation, the additional streetlights erected in eight sub beats of the City of Joplin are likely correlated to a decrease in the five property crimes of burglary, theft from vehicle, larceny, vandalism, and vehicle theft overall by 47%.

All information for this report was collected from Public Safety Naveline and OSSI. Numbers before October 6, 2009 come from Naveline while numbers after that date are contracted from OSSI.

APPENDIX G

*CITY OF JOPLIN WEBSITE ARTICLE ON THE RESULTS OF THE NEW
STREETLIGHTS - FEBRUARY 2010*



- HOME
- CITY COUNCIL
- CITY CODE OF ORDINANCES
- BOARDS & COMMISSIONS
- GUIDE TO CITY SERVICES
- CITY ORGANIZATION
- CONTACT CITY HALL
- CURRENT PROJECTS
- ECONOMIC DEVELOPMENT
- PROP B PROJECTS
- OFFSITE LINKS



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- [Joplin Citizen Newsletter](#)
- [Construction Traffic Report](#)
- [Joplin Zoning Map](#)
- [Mosquito info...](#)
- [Community Development](#)
- [Sunshine Lamp Trolley](#)
- [JATSO](#)



City News

**May 25 2010
City reopens Murphy Boulevard**

The City of Joplin is reopening Murphy Blvd between 4th Street and 7th Street by 5:00pm this afternoon. 5th Street will also be reopening this afternoon between Murphy Blvd and Ken...[more](#)

**May 25 2010
Joplin Library's summer reading program offered for all ages**

The whole family is encouraged to dive into the wonderful world of water this summer when they participate in one of the library's three water-themed Summer Reading Clubs. The...[more](#)

**May 25 2010
Joplin swimming pools offer free admission on opening day,**

Moving to our community?

Watch Our Online Videos!



Public Health
Prevent. Promote. Protect.

Downtown

Revitalization

CITY OF
JOPLIN
 MISSOURI
CITY MAP

New streetlights help deter crime in neighborhoods

New streetlights help deter crime in neighborhoods

February 23, 2010

Upon the voters' approval of the Public Safety Tax in November 2006, the City implemented the Neighborhood Security Light Program with \$925,000 allotted for this effort. Since that time, over 1,500 lights in the City have been either added or replaced through this program. According to the Joplin Police Department, this program has significantly impacted the crime rates, as they have seen an average decrease of 47% in five areas of crime.

In 2008, the JPD conducted an initial study of the effect the additional streetlights in eight sub beats had on property crimes of burglary, theft from vehicle, larceny, vandalism and vehicle theft. The review included statistics of these crimes both before and after the installation of the streetlights, documenting a reduction in crimes in these sub beats. In 2008, the Department noted an overall decrease of 33% in these five crime areas.

Today, this analysis shows an overall decrease of 47% of the five crime areas. Specific crimes, such as vehicle theft and larceny, have decreased 66% and 77% respectively since 2007.

"The decrease in crime that we saw last year, when we analyzed areas where street lights have been installed, appears to have been sustained since that analysis," said Police Chief Lane Roberts. "The same trend seems to exist in areas where street lights have been installed since then. Although it has only been two years, it is reasonable to think that the installation of new street lights is significantly and positively affecting the crime rate."

The streetlights are paid for through funds generated by the ½ cent sales tax for public safety approved by voters in November 2006. The City has been working with Empire District Electric Company in the street lighting project. To date, 606 new lights have been installed and 914 existing lights have been upgraded through this public safety program. In addition, these sales tax revenues provided funding for the hiring of 29

Saturday, May 29

As summer approaches, the City of Joplin Parks and Recreation department staff is gearing up for the summer activities at the City Aquatic Centers and Schifferdecker Pool. This yea...[more](#)

[News Archive](#)

police officers in the department, as well as a crime analyst. Roberts says both the street lighting project and additional officers on the street have had a positive impact for Joplin.

"The benefits of the new street lights have been positive in all of the patrol sub-beats," he said. "The additional officers have been effective in identifying causes of crime and holding offenders accountable. The crime rate has been reduced accordingly. Joplin is a safer community today than it was before the Public Safety Sales Tax was implemented."

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