



Monroe Police Department Monroe Communications Center 2019 Annual Report



This year's annual report is dedicated to Sgt. Eric Walton in recognition of his many years of service to the citizens of the City of Monroe. Congratulations and enjoy your retirement.



MONROE POLICE DEPARTMENT

233 South Main Street • Monroe, Ohio 45050-0330

The Officers and Staff of the Monroe Police Department and the Monroe Communication Center are proud to present the 2019 annual report to our community. The department accomplished many goals in the last year of this decade and we are very excited for the opportunities that we see in the future.

2019 was the last year of the department's five-year strategic plan. We were pleased to accomplish several goals set forth in that plan. Some of those accomplishments included the addition of equipment, increasing the number of school resource officers in the Monroe Local School District, reducing the number of automobile crashes in the City, and finalizing the plans for a new facility for the police department. The department was also audited in 2019 by a representative of the Commission on Law Enforcement Accreditation. This audit is done annually by the Commission in which an assessor evaluates a random portion of our policies, procedures and work product to ensure that we are maintaining compliance with the law enforcement industry standards. We were found to comply with all standards that were audited. As we work in a fast growing and developing community, we are very proud of the services that we are able to provide. More importantly, we are very grateful for a supportive community who has provided us with the resources necessary to accomplish our goals and provide as safe a community as we can. We are very proud to serve the finest community in southwest Ohio.

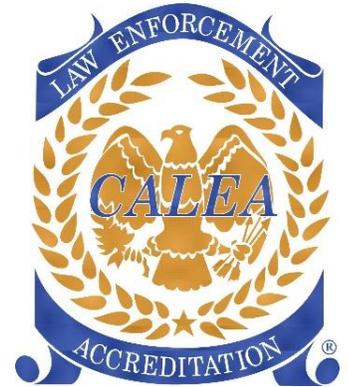
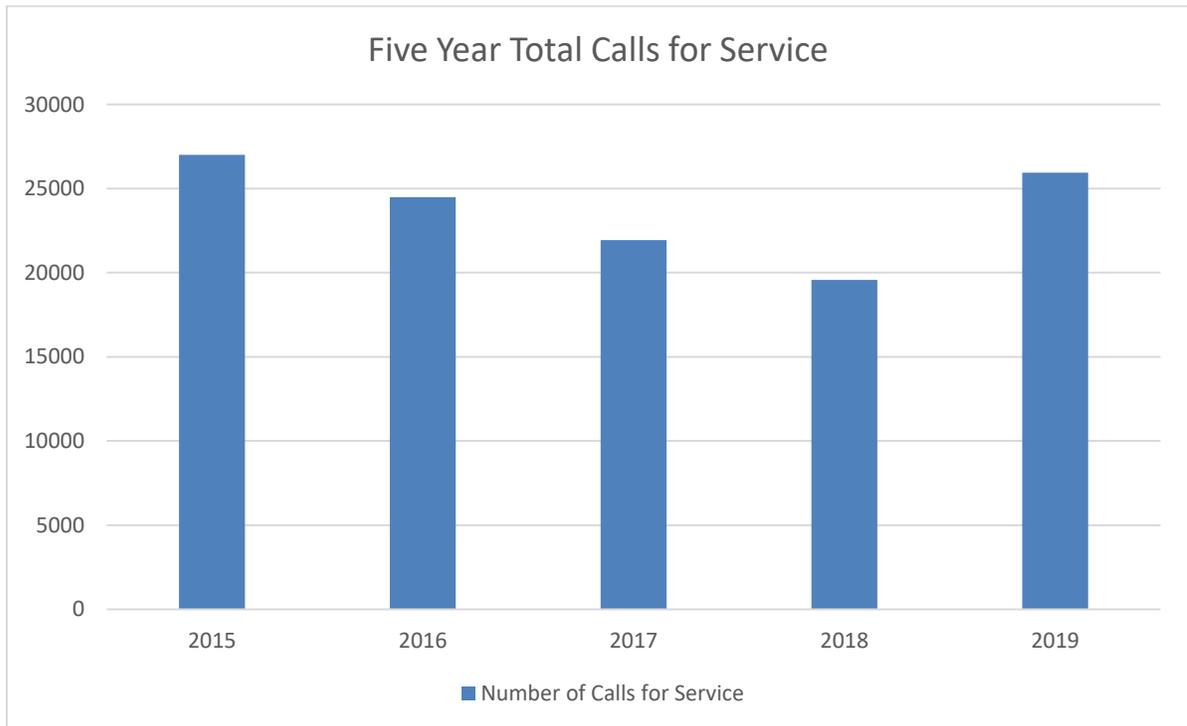


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Calls For Service



The number of calls for service for 2019 reflects a 32% increase in the number of calls for service from 2018. Upon review of the call volume over the last five years, we saw a downward trend in the total number of calls from 2015 to 2018. This review also showed that there were no criminal activity trends that contributed to this upswing, but rather officer initiated activity increased as we increased our staffing levels. The number of officers continued to have the most significant impact on the number of calls for service attributed to officer initiated activity. One underlying factor to the increase in officer initiated activity is the fact that four officers were in field training during the first part of 2019. During field training, these officers are directly supervised by an FTO, field-training officer, who rides with the new officer. These two officers function as a single officer and any work product generated is attributed to one officer. With the release of these four officers from field training, the number of calls for service attributed to officer generated activity essentially doubles. At the end of 2019, the department continued to operate with seven patrol officer positions unfilled. Based on previous trends, we believe that the number of calls for service will continue to trend upward as our community grows and we fill our vacant police officer positions.

Patrol Initiatives and Statistics

The Patrol Division is the largest division within the department and is the backbone of our organization. The professionals that work patrol for the community are dedicated to this mission. Captain Brian Curlis, the Operations Commander, oversees the Patrol Division. His division consists of three shifts that are each supervised by a lieutenant who oversees the administrative needs of the shift as well as guides and directs the efforts of the patrol officers. In addition, they provide leadership and management for more complex operations and critical incidents.



The patrol officers are led on the streets by a patrol sergeant. Each shift is assigned one patrol sergeant who provides leadership and direct supervision on calls throughout the community. The sergeants are the heart of the police department. Without their dedication and initiative, the department would not be as successful in accomplishing our mission as we are now. The work of the patrol officer is the lifeblood of the organization. They are the face of the department to our citizens and community partners. Their dedication and commitment to excellence drives our department and they have done an outstanding job protecting and serving our community. The outstanding work that the patrol division has done this past year embodies our core values of Honor, Integrity and Professionalism.



2019 Activity Report



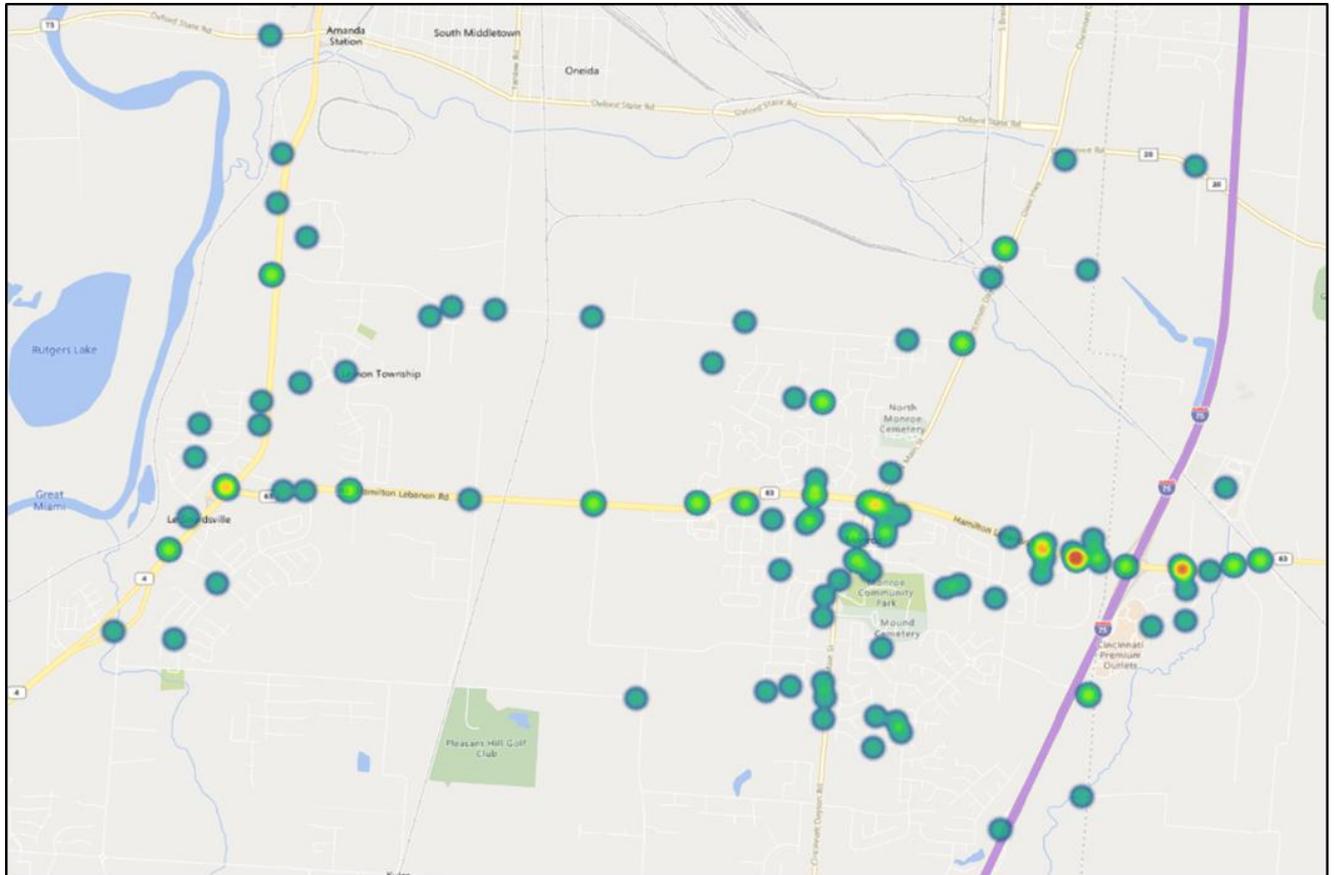
The Patrol Division submitted 4,711 reports into the department's records management system (RMS). This is a 25% increase in the number of reports submitted in 2018. These reports are used for criminal investigation and prosecution, as well as accident and property damage reporting. These reports are vital to the law enforcement system, but they are also one of the most time consuming requirements that pulls officers from their patrol routes in order to complete the necessary paperwork. The majority of paperwork that the department produces is done digitally and we are constantly working to find new and innovative ways to make this process more efficient.

Another focus of the Patrol Division continues to be crime prevention initiatives. The division conducted over 8,000 preventative patrols and checks throughout the community. At the same time, Community Services Officer Josh King has worked very hard with our community partners to provide education, crime prevention tips, and safety initiatives to our community. He continues to cultivate programs and relationships to aid in preventing crime within the City.

We also continue to focus on the data and information that we have accumulated in order to direct our patrol and preventative efforts on the areas where criminal activity is frequent or most likely to occur. This preventative analytical analysis is used to best deploy our officers where they may have the greatest impact.



Traffic Enforcement and Crash Analysis



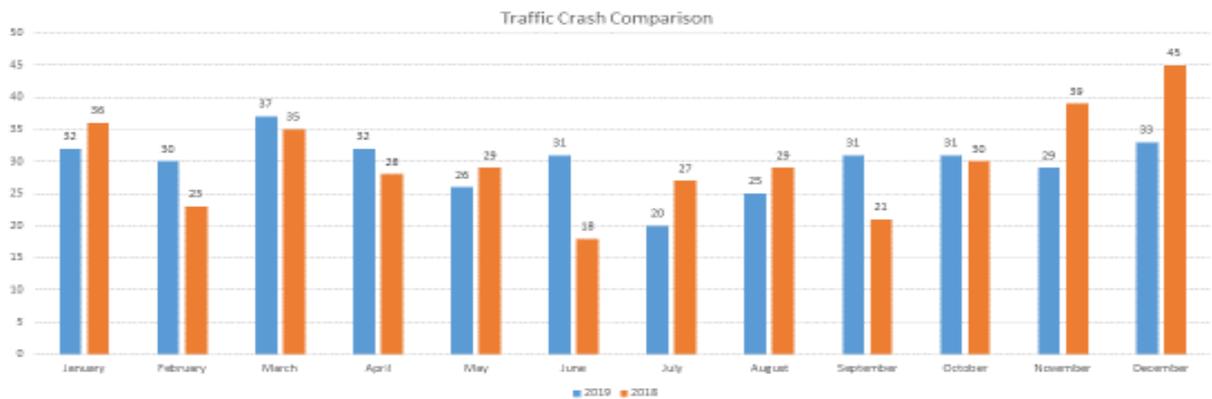
Heat Index of the 2019 Crash Locations

This analysis is intended to evaluate the police department's efforts to provide effective traffic enforcement and calming techniques over the past year. We continue to evaluate this data as a means to better understand the traffic issues that our fast growing community is facing, as well as identify trends in the information that help us to better focus our enforcement and education efforts. Another purpose of this analysis is to work with our City Public Works, Planning and Engineering Departments, as well as our Ohio State and Butler and Warren County partners, to evaluate traffic calming alternatives and traffic pattern adjustments to provide more effective, safe and efficient travel for our citizens and visitors.

The heat index map above provides a general overview of the traffic crash locations in the City during 2019. One of the unique characteristics about the traffic pattern in the City of Monroe is the State Route 63 corridor travels east to west right through the middle of the community. Essentially, every access point in the City that travels north or south will exit at some point off of State Route 63. As is illustrated from this map, there were four areas that had the highest concentration of crashes and each were situated on, or near, State Route 63.

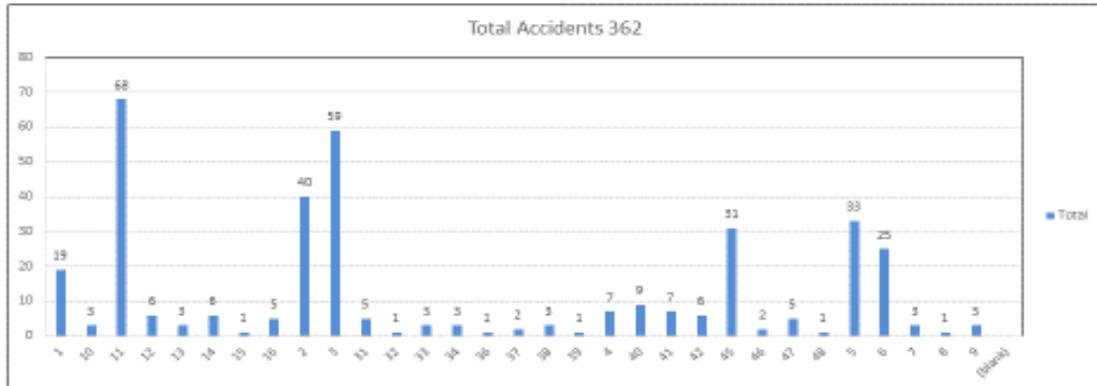
The following series of graphs and illustrations reflect the data that is the basis for this analysis:

Traffic Crash Comparison, 2018 and 2019



From 2018 to 2019, there was a 6% decrease in the overall number of traffic crashes within the city. The analysis of this data showed that the number of crashes each month was consistent throughout the year. There were no trends in the data that revealed any significant events that affected the overall number of crashes in the City during 2019. It also did not reveal any factors that contributed significantly to the crash data.

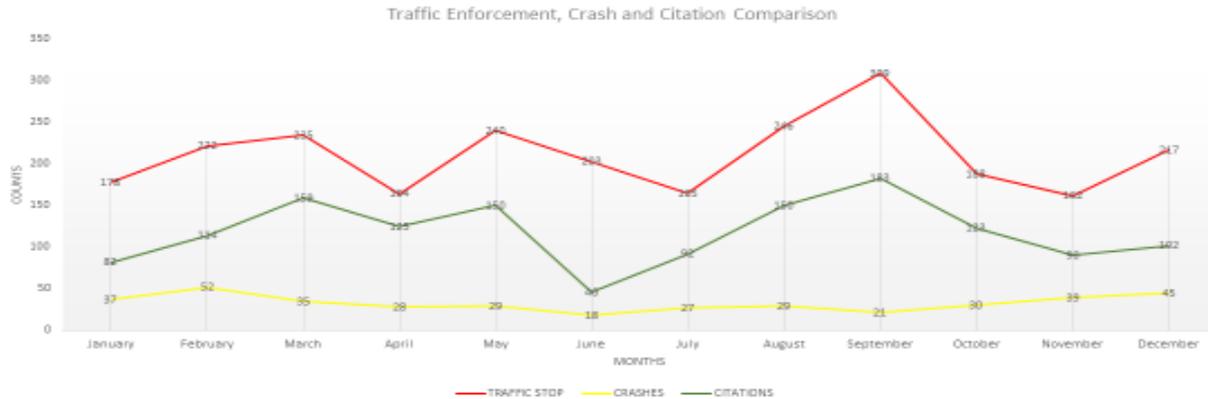
Crash Totals by District



- Dist 1 SR 63 W of Clark Blvd to SR 4
- Dist 11 SR 63 E of I 75
- Dist 2 63 East of Salzman
- Dist 3 N Main Street between N Cemetery and S of Greentree Rd
- Dist 4S SR 63 from Britton Ln to W of Lawton Ave and Main Street Between Carson Rd and SR 63
- Dist 5 SR 63 Between Lawton Ave and New Garver
- Dist 6 SR 4 between Labors Local and Lakeview Dr

Enforcement Analysis

Traffic Stop, Accident and Citation Analysis 2019



Traffic Stop Results Analysis

Month	Traffic Stops made	Tickets issued	Charges issued	Percent of Stops That Were Ticketed
January	178	82	100	
February	222	84	114	46%
March	235	112	159	38%
April	164	79	125	48%
May	240	109	150	45%
June	203	86	126	43%
July	165	72	109	42%
August	246	104	150	44%
September	309	139	183	42%
October	188	95	123	45%
November	162	71	90	51%
December	217	102	134	44%
Totals	2629	1129	1563	45%

An analysis of this information did not identify any trends between traffic enforcement and crash data that merits adjustments to the department’s enforcement strategies. We observed a consistent trend between the number of traffic stops, enforcement action and crashes across all twelve months. The available information continues to tell us that the enforcement efforts should focus on the areas identified as having a high number of crashes.

Our officers continued to work with the Butler County OVI Task Force. Members of the Monroe Police Department work with surrounding agencies to provide focused traffic enforcement, education, check points and other initiatives to help keep our roadways safe. Another key component is the information that is provided to us by the public who have concerns about traffic issues. The majority of these concerns involve speed. We take every complaint of poor driving habits very seriously. Knowing that officers cannot be in every location at once, we use a combination of technology and directed patrol enforcement to try to calm the speeds in these areas. The Monroe Police Department Speed Trailer is placed throughout the city, with priority given to areas that our citizens have expressed concerns over. Not only does this help to calm traffic, but also records the number of vehicles through that area, the time of day, and the speeds that are observed by the trailer. This helps us to plan our directed patrol initiatives and deploy our resources to best address the issue.



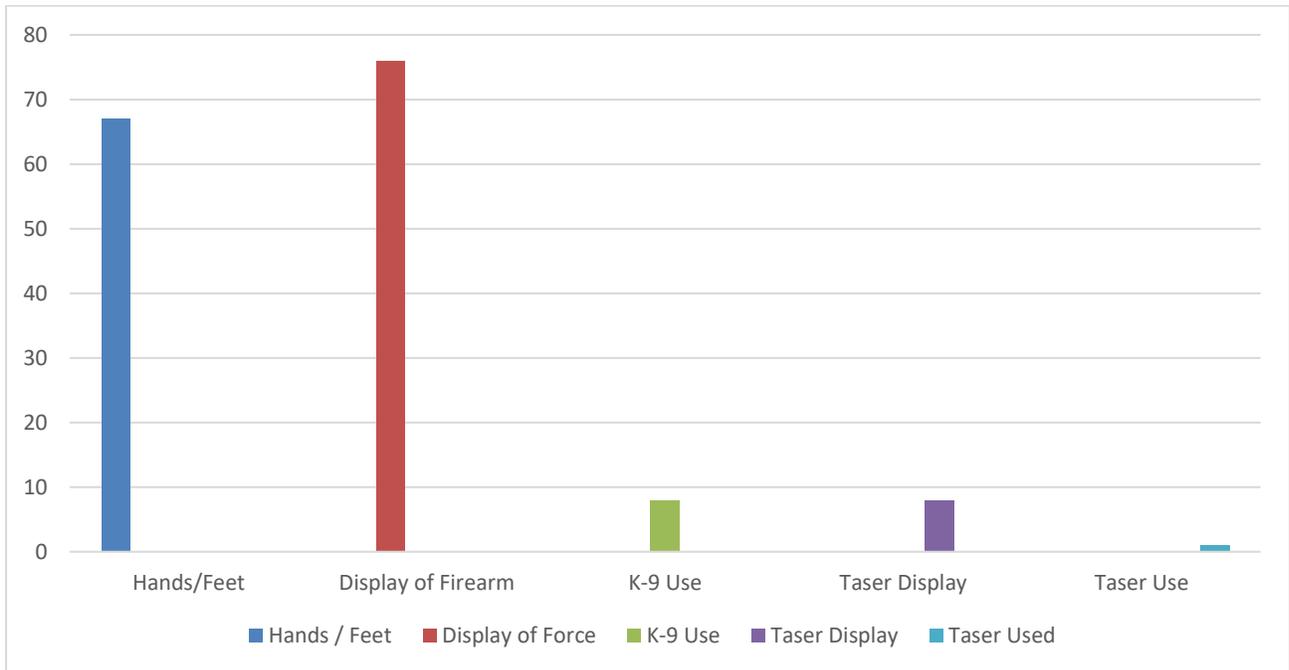
of day, and the speeds that are observed by the trailer. This helps us to plan our directed patrol initiatives and deploy our resources to best address the issue.

Finally, we would like to thank our citizens and visitors who are mindful of traffic laws, avoid driving distracted, and drive safely throughout the community every day. We appreciate your dedication to safety and it is our pleasure to help keep the roadways safe.



Use of Force Analysis

The purpose of this analysis is to review the uses and displays of force by Monroe Officers. This analysis looks at all of the data collected over the last year, but in reality each use of force and display of force is reviewed by supervision and training staff to ensure that compliance with policy, procedures and applicable laws are being followed. In addition, this analysis helps the department to focus on current trends and legal decisions that will direct our training and policy development to ensure that our Officers have the most current training and information to protect themselves and the public.



There were 161 reported uses of force or displays of force reports reviewed by the department. This is a 37% increase in the number of use of force reports. The majority of the use of force reports involved the display of force (52%) by officers with a firearm or Taser. There was an increase in the number of compliance holds and unarmed self-defense uses of force by officers. These uses of force involve the officer's use of their hands and/or feet, without the aid of less lethal or lethal weapons. An analysis of this increase did not identify any trends in the use of force incidents that required changes in policy or procedure. This increase is attributed to the increase in the number of calls for service that the department handled in 2019. There was one incident in which the choice of unarmed-self-defense technique was questioned. The use of force in this case was justified and did not rise to the level of excessive, but there were better options and techniques available to the officer in this situation. Training was provided to the entire department during the annual unarmed self-defense training that focused on similar scenarios and a review of techniques.

Vehicle Pursuit Analysis

The Monroe Police Department remains committed to balancing the safety of the public with the prevention of crime and the apprehension of those who perpetrate it. The pursuit of violent offenders will always be a priority for our officers as they work to protect the public. The Monroe Police Department was involved in 4 vehicle pursuits in 2019. Two pursuits ended in the arrest of the suspect. The other two pursuits involved the same suspect and the same incident, but involved two different officers initializing their own pursuit of the same vehicle. Each officer terminated the pursuit shortly after they were initiated. A review of these two pursuits were found to be outside of the department's policy as far as the reason that the pursuit was initiated were no for a violent crime. Each officer received additional training on the pursuit policy for the department.

2019 Pursuits Initiated or Joined by MPD

LOCATION START	LOCATION END	LENGTH	AGE OF SUSPECT	SEX OF SUSPECT	RACE	ARREST	SPEED OFF	SPEED SUS	TERMINATED
Main St. / Garver	Main St. / Old Roosevelt	2.1 Miles	58	Male	B	Y	55	55	N (Suspect Complied)
Salzman / Toddhunter	6200 block of Toddhunter	.5	40	Male	W	Y	30	30	N (Suspect Complied)
Premium Outlet	Premium Outlet	1500 ft	32	Male	B	N	30	40	Y
Premium Outlet	175 South	1000 ft	32	Male	B	N	90	110	Y

Upon analysis of this review there were no trends that have been identified that would warrant additional training for the department in the area of vehicle pursuits. The department has sent officers to training that focused on pursuit intervention techniques. This training will be evaluated by the department's training committee and policy change recommendations are anticipated as a result of their review. The focus of the department continues to be the achievement of lawful objectives and the apprehension of criminal offenders, while balancing the safety of the public, officers and the suspects themselves.

Criminal Investigations

In 2019, the Monroe PD Detective Section worked a variety of criminal case investigations. During 2019, there were several changes in personnel due to the department’s realignment of supervision. The Detective Section is under the command of the Service Support Captain. The department created an Administrative Sergeant’s position with the responsibility of supervising the Detective Section. Sergeant Josh Robertson was assigned that responsibility in 2019. At the end of 2019, there were two active detectives for the department. One assigned to handle to department’s felony and serious misdemeanor investigations, while the other is assigned to the Warren County Regional Drug Task Force. They also coordinate with many regional investigative units and task forces to work collaboratively on multi-jurisdictional crimes. They are also the intelligence-gathering arm of the police department.



Criminal Investigations 2019

MURDER	0
FORCIBLE RAPE	0
ROBBERY	1
ASSAULT	24
BURGLARY	29
DOMESTIC VIOLENCE	97
LARCENY THEFT	367
MOTOR VEHICLE THEFT	30
ARSON	1

The number of active detectives in 2019 was unacceptable and inadequate to handle the work of the police department. The department’s patrol officers worked several of their own misdemeanor cases due to the shortage of personnel. Although this method was effective, it did take officers away from the road so they could investigate these crimes. One of the main goals for 2020 is to add at least one more investigator to the Detective Section in order to keep our patrol officers on the streets and provide more investigative coverage for the department.

The detectives continue to be a vital component of the criminal justice system in the area. They work closely with area prosecuting attorneys to ensure that all of the necessary investigative steps are taken to prepare for criminal trials. In addition, the work with several local social service organizations to ensure that all community resources are utilized in an effort to deter crime and assist victims of crime. The Monroe Detective Section is a vital component of the department’s commitment to provide the safest community possible for our citizens and visitors.

Citizen Complaint And Bias Policing Review

The purpose of this review is to reinforce our commitment to the citizens and visitors to the City of Monroe to provide the most professional police services available. Complaints from the community regarding actions by officers are taken very seriously and each allegation is investigated by supervisory staff. In addition, the men and women of the Monroe Police Department remain committed to provide these services in an impartial and unbiased manner. The intent of this review is to ensure that the complaint process is being handled in accordance to policy, that the enforcement actions taken by our officers focuses on the conduct of a person and not a specific trait of those individuals, as well as to identify any trends in the data that would require additional training or other departmental interventions.

The department updated the process for the collection demographic data associated with citizen contact during officer-initiated activity in March of this year. Officer Initiated activity includes officer activity such as traffic stops, business / residential checks and suspicious activity checks. The Department staff received training on the new procedure and information was gathered from these interactions for the bulk of the year. In addition, training was provided to the department on non-bias policing in the fall of 2019.

Race	Male	Female	Unk	Total
Asian	28	12	1	41 (1.04%)
Black	355	215	3	573 (14.54%)
Hispanic	321	205	28	554 (14.06%)
Indian	3	3	0	6 (0.15%)
White	1,667	1,087	8	2,762 (70.10%)
Unknown	3	1	0	4 (0.10%)
Totals	2,377	1,523	40	3,940

The information collected is based on the officer's determination based on their observation or information obtained during the time they spend with each individual. The officers are not tasked with asking for this information so there may have been some contacts where a person's race would actually have been different from the perception of the officer.

This review found that officers are interacting with a proportional number of individuals that is reflective of our region. The information that we see in this data shows that our citizen interactions are comparable to the diverse populations that make up the greater Cincinnati and Dayton areas, while taking into consideration that many people travel to work in Monroe, visit our retail centers and travel through the I-75 corridor for employment and other reasons.

There were no trends identified in this review that would require additional training or adjustments to policy and procedures.

For 2019, there were 7 complaints against the agency involving 9 individual officers. One incident involved three officers, while the remaining six incidents involved a single officer.

The department reviews complaints against employees very thoroughly and completes an administrative investigation of each incident. The department will accept and investigate anonymous complaints, but if the individual who makes the complaint identifies himself or herself, they are kept aware of the status and the conclusion of the investigation. The four categories that are made at the conclusion of the administrative investigation are:

- Unfounded: The alleged acts did not occur or did not involve department members.
- Exonerated: The alleged acts did occur, but act was justified, lawful and appropriate.
- Not Sustained: This disposition means that there was not sufficient evidence or information to sustain the complaint or fully exonerate the employee.
- Sustained: The alleged acts did occur and there is sufficient evidence to establish that there was misconduct.

Date of Complaint	Nature of Complaint	Number of Officers	Conclusion	Date Complainant Notified of Conclusion	Method of Notification
01-23-19	Excessive Force	1	Exonerated	02-07-19	Letter
02-19-19	Traffic Citation	1	Unfounded	02-21-19	Phone
03-11-19	Rudeness	1	Unfounded	03-14-19	Phone
06-21-19	Officer Actions	3	Exonerated	06-23-19	Phone
07-19-19	False Arrest	1	Unfounded	07-20-19	Phone
09-05-19	Speeding	1	Exonerated	09-06-19	No Answer
09-14-19	Rudeness	1	Unfounded	09-16-19	Phone

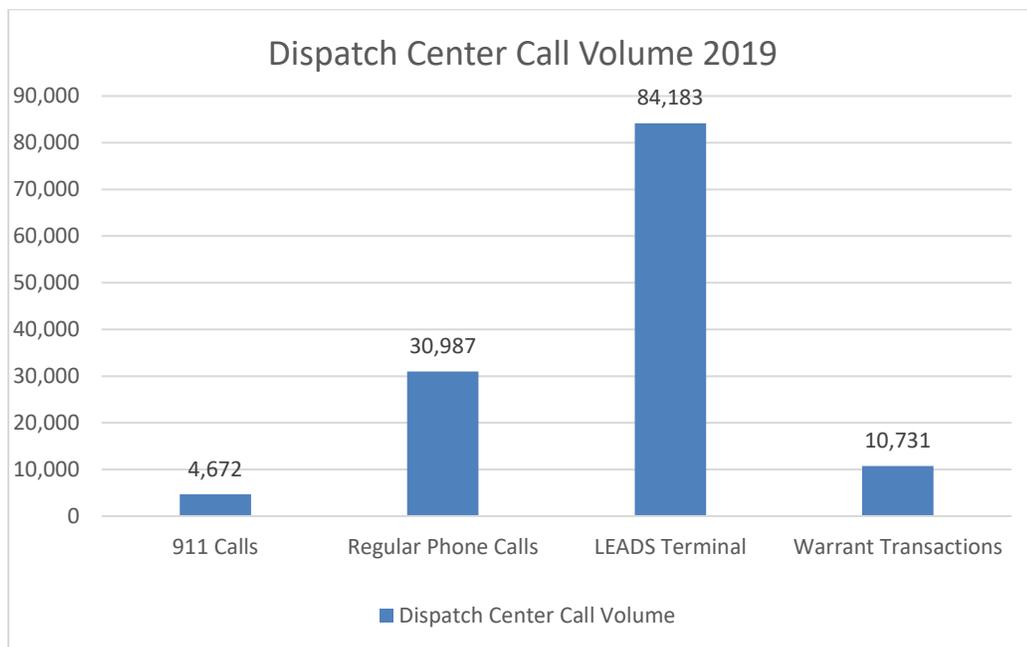
Of the seven complaints, four were unfounded and the officers were exonerated in the other three. The use of body worn cameras by the officers once again was paramount in ascertaining what had occurred. In one complaint for false arrest, the officer accused the officer of racial bias. Upon review of the incident that included the body worn camera footage it was evident that this was a complete fabrication. It should be noted that in four of the incidents were officers had contact with the complainant and there was body worn camera footage, the officers each acted in a highly professional manner. The one incident in which speeding by the officer was alleged; there was never a time when the officer interacted with the complainant.

This review did not reveal any concerns or trends that required additional training or policy considerations for the department.

Communications Center



The Monroe Communication Center continued to provide outstanding service to our emergency services personnel and our citizens and visitors in 2019. Our staff takes great pride in the quality of service that they generate and it is a great credit to each one of them considering that they were able to maintain this high level of service while working shorthanded for the entire year. Providing the adequate staffing levels in the center is a high priority for the department. Although we were able to fully staff the center in 2019, there were two staff members who left the department during this year, and one of those were still in their training phase. The focus for 2020 will be to hold a hiring process to replace these staff members.



Recruitment Plan Analysis and Initiatives



The changes coming to the City of Monroe in 2019 did slow down. The City continues to grow with new residential and commercial starts throughout the community. The focus of our recruitment plan continues to be on attracting and hiring the best candidates for our police officer ranks. These candidates must embody the core values of the department; Honor, Integrity and Professionalism. In 2019, the department was able to hire three additional officers from the 2018 hiring process. One officer had prior law enforcement experience and was able to begin training upon hire, while the other two required the basic police academy. This academy will not begin until the first part of 2020.

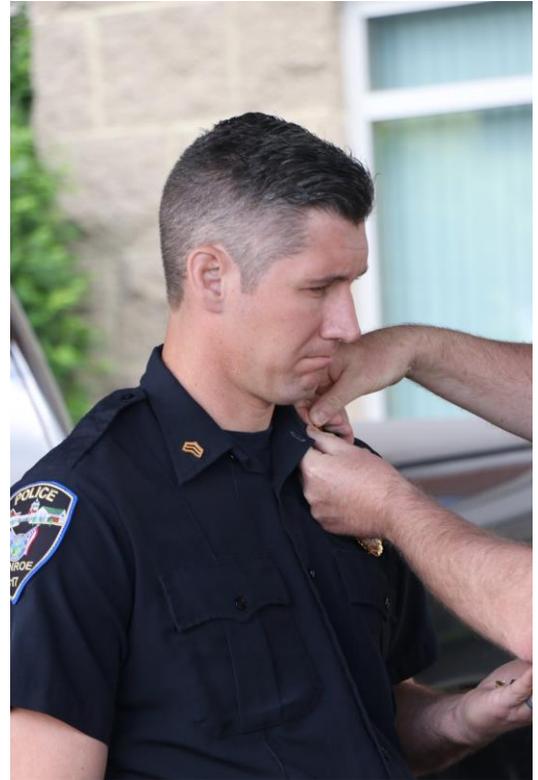
2019 Year End Demographic Report

	Community Population		Available Workforce		Current Sworn Officers		Current Female Sworn Officers	
	Number	%	Number	%	Number	%	Number	%
Caucasian	12,429	94%	2,722	95%	31	97%	3	9%
African American	491	4%	110	4%	1	3%	1	3%
Hispanic	172	1%	0	0%	0	0%	0	0%
Other	186	1%	34	1%	0	0%	0	0%
Total	13,278	100%	2,866	100%	32	100%	4	12%

With this latest hiring, we were able to increase the number of female sworn police officers from three to four, as well as hire an African-American Candidate. We will continue to build on our analysis of the 2018 hiring process to develop our strategy moving forward into 2020. We anticipate the need for another recruitment process to begin in 2020 due to potential retirements, as well as some of the turnovers that we have experienced. Two officers left the department in 2019 to go to work for other law enforcement organizations.

The 2019 Recruitment Plan for the department builds upon several areas that were realized in the last recruitment analysis that included:

- Recruitment should be done with an emphasis on diversity of applicants, specifically minorities and females in a concerted effort to have a workforce representative of our community demographics.
- Filling vacancies in a timely manner.
- Recruiting techniques, literature, and advertising should be cost effective.
- Prepare for additional hiring processes by beginning the recruitment phase at least one month prior to the exhaustion or expiration of current eligibility lists.
- Continue to recruit with an emphasis on diversity of applicants, specifically minorities and females in a concerted effort to have a workforce representative of our community demographics.
- Evaluate current process and develop innovations in an effort to fill vacancies in a timely manner.
- Continue to be cost effective in our recruiting techniques, literature, and advertising.
- Continue to fill vacancies occurring for the sworn or non-sworn positions.
- Reach a minority applicant pool of no less than 4 percent of total applicants as indicated by demographics reports.



The result of our recruitment efforts have yielded positive results and we plan on continuing with the plan for the 2020 recruitment and testing process. These efforts have resulted in a department that better reflects the demographics of the community that we serve, but there is still work to be done. We will continue to evaluate this plan to ensure that it is yielding the most diversified and highest quality candidates for our department.



School Resource Officers

The Monroe Police Department continues to collaborate with the Monroe Local School District and Butler Tech to provide the services of a School Resource Officer (SRO) in the educational facilities within the City of Monroe. Officer Aaron Ledford accepted an assignment as a Detective with the department and his SRO position was filled with Officer Eddie Meyers. Eddie is a veteran officer with a wealth of knowledge and experience. He moved right into his role at the school and has done a fantastic job for the first half of this school year.

Officer Brad Jackson continued to work as the D.A.R.E. officer for the district. The D.A.R.E curriculum was taught to over 230 6th grade students in 2019. The program covers topics including safe and responsible decision-making, risky situations, resistance strategies, responding to pressure, communication, bullying and safe reporting. The skills acquired in D.A.R.E., combined with involved parents and caring teachers will help our young people make the best decisions they can in order to lead a healthy and productive life. We are also very proud that Officer Meyers attended the D.A.R.E training in Columbus during the fall and has begun to teach in the D.A.R.E. program this winter.



Community Services and Outreach

The community outreach programs provided by the Monroe Police Department were very active in the City and surrounding areas in 2019. During this year, our programs reached an estimated 15,547 people. These citizen interactions occurred during Monroe Safety Town, The Monroe Citizen Police Academy or one of the many classes or outreach programs and events held throughout the year. These community outreach programs included:

Classes (CALEA 45.1.1A2A):

Violent Intruder:

We hosted nine Violent Intruder classes with 634 attendees. These classes were at the request of the following organizations.

PAC Worldwide – 5 Classes
Amazon
Lahlouh
Regional Council of Carpenters
Treasure Aisles



Women's Self Defense:

We conducted a Self Defense Class for Our Lady of Sorrows with 38 attendees.

Shoplifting Deterrent Classes:

We conducted two Shoplifting Deterrent Classes for Cincinnati Premium Outlets – 2 classes at CPO - 127 attendees

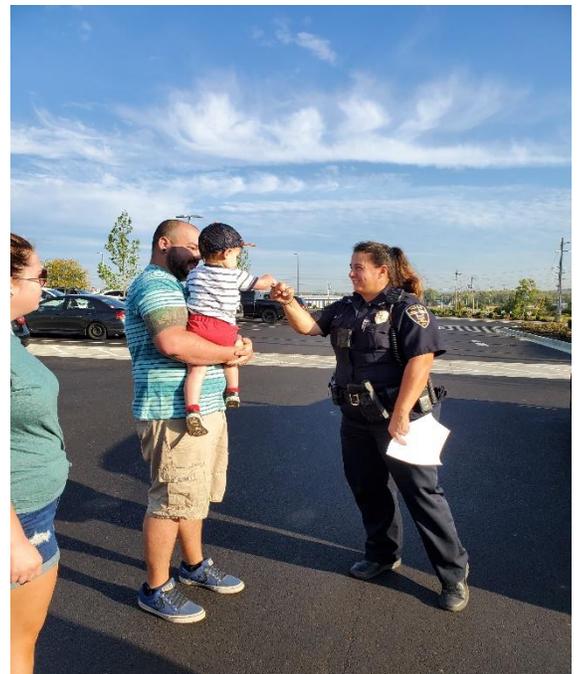
Total attendees =799

Events:

We hosted numerous events throughout the year. These events are designed to continue relationship building between the

Spring Food Truck Fair – 2500 attendees
Cabela's Fishing with a Hero – 300 attendees
Law Camp – 112 attendees
Monroe Night Out – 4000 attendees
Touch A Truck – 600 attendees
Monroe Homecoming Parade – 1000 attendees
Edgewood Touch-A-Truck – 375 attendees
Coffee with a Cop – 60 attendees
Cincinnati Premium Outlets Trick or Treat – 80 children
Monroe Optimist Club Trunk or Treat – 100 children
Santa Comes to Monroe – 400 Children/600 parents
Dayton Off Road Expo – 4000 attendees
Kindergarten registration – 95 attendees
Christmas on the Plaza – 200 attendees

Total Contacts – 14,422



Programs:

Citizens Police Academy – 21 attendees
Safety Town – 8 Classes – 105 attendees
Police Department Tours - 240

Total Contacts - 326

Security assessments (45.2.1A2a)

Treasure Aisles

Traffic Complaints (45.2.1A2a)



We had several traffic complaints throughout the year. Residents in the following areas requested the speed trailer be placed in their neighborhood.

- Todhunter/Oaklawn
- 220 Yankee Road
- Morgan Drive
- 840 Garver Road
- Lebanon at Conova
- Austin Smith
- Sands Ave B/W Mason and Carson

The information from the speed trailer is gathered and an enforcement plan is put in place.

Facebook Pages

The Monroe Community Services Officer created and maintain virtual neighborhood watch Facebook pages for Easton Manor, Whispering Oaks, Colonial Manor, Heritage Green and Brittony Woods. Information about crime trends and community events are pushed out through these outlets.

Town Hall Meetings

April 1st – Monroe Crossings regarding shots fired at residence

2019 Safety Town



Safety Town Campers Learning to Cross the Street Using Crosswalks



2019 Night Out



Touch a Truck



Halloween Candy Car



Santa Comes to Monroe



Citizens Police Academy



Training



The professional development for our officers and staff continued to be a high priority for the department. The annual training that each officer receives provides the foundation that each individual needs to remain proficient with their work. In addition to this training, officers and communication staff are provided with advanced training opportunities to enhance their skill set and provide for professional development.



Some examples of this type of training included pursuit intervention, advance interview and interrogation training, field officer training, communication trainer certification and advanced crimes scene and patrol intervention courses. In addition, our officers received training in officer wellness and traumatic stress training, as well as a continued focus on crisis intervention training to respond to those experiencing mental health crises.



Goals and Objectives

2019 GOALS

1. Reduce the total number of theft complaints throughout the city by 5%
Not Achieved: The total number of theft complaints rose by 9% from 2018 to 2019.
2. Reduce the number of vehicle crashes throughout the city by 3%
Achieved: The total number of crashes dropped by 6% across the City from 2018 to 2019.
3. Review the department's policy on collection of demographic data, ensure that we have the capabilities to collect this data and that is accurate as possible and has value to the community, determine training and or policy enhancements, and implement into the department's operations.
Achieved: New policy and procedure was implemented within the department for the collection of demographic data during officer-initiated activity. The Service Support Division also implemented a monthly statistical analysis of this data to help in identifying training, operations and policy needs.
4. Finalize the plans for a new facility and begin construction in 2019.
Achieved: The Bid was awarded in December of 2019 and construction began later that month.
5. Identify and established a Traffic Enforcement Officer Ancillary Duty Assignment for the Police Department.
Not Achieved: Due to staffing shortages, this assignment could not be developed and filled.
6. Finalize the development of the Monroe Police Department's Website.
Not Achieved: Although great strides in development of the website was accomplished in 2019, there is still some work to accomplish on the overall development of the site.
7. Restructure the police department and complete the promotional process for Captains, Lieutenants and Sergeants.
Achieved: The restructuring of the department was completed.
8. Complete the hiring process for our sworn and non-sworn positions.
Not Achieved: Due to turnover and other variables, the Department will continue to recruit and conduct hiring process into 2020 in an effort to become fully staffed.

2020 GOALS

1. Assign one additional Detective to the Department's Investigative Section.
2. Complete construction on the new police facility and move into the building by end of 2020.
3. Complete the hiring process for our sworn and non-sworn positions.
4. Improve the quality assurance program within the Communications Center.
5. Finalize the development of the Monroe Police Department's Website.
6. Identify and established a Traffic Enforcement Officer Ancillary Duty Assignment for the Police Department.