2030 Strategic Plan



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Parsons Police Department

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PARSONS POLICE DEPARTMENT - A Message from the Chief of Police



Robert Spinks - Chief

I am pleased to share the Parsons Police Department's **2030 Strategic Plan**, a guiding document that establishes our organizational priorities and vision for the future. It is a living document that will be reviewed and updated annually to ensure our strategies remain responsive to the changing needs of our employees and our community.

This plan incorporates assessments dating back to 2015 and builds upon the work and accomplishments of previous strategic plans. It introduces our new mission statement and core values and reflects our commitment to addressing community concerns through thoughtful examination of emerging issues, organizational needs, and the evolving demands of 21st-century policing. It also affirms our responsibility to develop the knowledge, skills, and abilities of our employees while advancing our commitment to **Police2Peace** and its oath-based approach to policing excellence.

Community policing remains the overarching philosophy of the Parsons Police Department. We believe in being peace officers and community guardians first, and enforcers when necessary. Public safety is not the responsibility of the police department alone. It is a shared responsibility involving government agencies, service providers, community organizations, businesses, and the citizens we serve.

For that reason, the PPD will continue to work collaboratively with community and public safety partners to address the conditions that contribute to crime, disorder, and unsafe roadways. Transparency, communication, information sharing, and meaningful community engagement are essential to that effort.

The demands placed upon today's police officers continue to increase while the time available to prepare them remains limited. Kansas requires 560 hours of basic law enforcement training, considerably less than the two to three years of preparation common in some other developed nations. Consequently, **recruiting, developing, training, and retaining highly qualified police professionals must remain a fundamental priority.** Our community cannot afford to continually invest in developing officers only to lose them to agencies offering better compensation or career opportunities.

The objectives and strategies in this plan are organized around **six principal goals:**

1. Recruiting and Retention

Recruit and retain qualified, dedicated employees who reflect the values of the Parsons community. We must create an environment in which talented employees can build meaningful careers and see opportunities for professional growth.

2. Enhance Infrastructure

Develop and implement a facilities and technology plan that addresses aging infrastructure, operational needs, communications, and emerging technologies essential to modern public safety.

3. Enhance Professionalism

Invest in continuing education, leadership development, specialized training, and professional development. A highly trained workforce improves effectiveness, strengthens public confidence, and reduces organizational liability.

4. Provide Effective Police Services

Provide professional, evidence-informed police services that preserve Parsons as a safe and welcoming community. This includes strengthening investigations, sustaining and expanding the Special Victims Unit and School Resource Officer programs, and pursuing appropriate federal and state funding to support these efforts.

Crime prevention must remain a shared community objective. By working with residents and partners to reduce opportunities for crime and address underlying conditions, we can improve both public safety and quality of life rather than simply responding after problems occur.

5. Develop, Strengthen, and Sustain Partnerships

Build and maintain relationships based on trust, confidence, respect, and mutual accountability. These partnerships include our residents and businesses, City departments, schools and service providers, and regional, state, and national public safety organizations.

6. Focus on the Effective Use of Data and Technology

Use data, technology, and measurable outcomes to improve decision-making, allocate resources responsibly, and enhance police services. Because technology represents an increasing share of public safety expenditures, the Department will conduct an annual review and prioritization of technology needs and investments.

The 2030 Strategic Plan is ultimately about people: the people who serve this Department, the people who support our mission, and the people who call Parsons home. I encourage you to review the initiatives contained in this plan and join us in advancing a police department that is professional, accountable, innovative, and committed to **peace, safety, and an exceptional quality of life for our community.**

Robert L. Spinks, MA, MS
Chief of Police

PARSONS POLICE DEPARTMENT

KANSAS POLICE DEPARTMENT PROFESSIONAL EXCELLENCE SCORECARD

2026 EDITION

Transparency. Accountability. Service. Community.



To serve and protect with honor, integrity and professionalism while working in partnership with our community to improve quality of life.

OVERALL SCORE (Out of 100)

92.5 — GRADE **A+** — EXCELLENT

The Parsons Police Department is committed to excellence through professional standards, progressive programs and transparent service to our community.

KANSAS POLICE DEPARTMENT RANKINGS (Out of 188 Agencies*)

Overall Score	4th
Transparency & Accountability	3rd
Community Engagement	4th
Staffing & Resources	6th
Training & Professional Standards	5th
Victim Services	5th
Technology & Communications	7th
Crime Reporting & Data Integrity	6th

**Kansas agencies with full data submissions*

ACCREDITATION & PROFESSIONAL RECOGNITION

KLEAP ACCREDITATION

ACCREDITED
Since 2001

POLICE2PEACE.ORG PEACE OFFICER ACCREDITED AGENCY

PEACE OFFICER CERTIFIED

ACCREDITED
Since 2024

STAFFING & RESOURCES (2025)

SWORN OFFICERS: 28	POPULATION SERVED: 9,315	SWORN OFFICERS PER 1,000 RESIDENTS: 3.01	COMMUNICATION CENTER (911): 24/7
CIVILIAN SUPPORT STAFF: 11	ANIMAL CONTROL OFFICER: 1	POLICE VEHICLES (OWNED): 19	BODY-WORN CAMERAS: 100%

DETAILED SCORE BREAKDOWN (Out of 100 Points)

1.	**Transparency & Accountability (15 pts)** Open data, policies, annual reports, use of force reporting, audits	14.3
2.	**Community Engagement (15 pts)** Outreach, advisory boards, events, surveys, communication	14.0
3.	**Staffing & Resources (15 pts)** Sworn staffing levels, support staff, equipment, facilities	13.4
4.	**Training & Professional Standards (15 pts)** In-service training, specialized units, policies, accreditation	13.7
5.	**Victim Services (10 pts)** Domestic violence unit, victim advocate staffing, referrals	9.5
6.	**Technology & Communications (10 pts)** Website, alerts, social media, online reporting, technology	9.0
7.	**Crime Reporting & Data Integrity (10 pts)** UCR reporting, actual crimes reported, crime trends, data accuracy	8.6
	TOTAL SCORE	**92.5 / 100**

PROGRESSIVE PROGRAMS & COMMUNITY INITIATIVES

Public Safety Advisory Board	✓
Coffee with a Cop	✓
School Resource Officers (SRO Program)	✓
Shop with a Cop	✓
Operation Identification (Child ID Program)	✓
College Scholarship Program	✓
Mental Health Crisis Response Training	✓
De-Escalation & Procedural Justice Training	✓
Annual Safety in the Park Program *Family event promoting safety awareness & engagement*	✓
Community Events & Public Education	✓
Diversion & Referral Partnerships	✓
Annual Community Survey *Results shared with community, elected officials & online*	✓

COMMUNICATION & PUBLIC ACCESS

Comprehensive Department Website	Public Email Contact Available	Text Alert Sign-Up Available	Email Alert Sign-Up Available	Facebook Active Presence	X (Twitter) Active Presence	Nextdoor.com Active Presence	Instagram Active Presence

Multiple ways to stay informed and connected.

2025 KEY PERFORMANCE METRICS

Total Arrests	899
Use of Force Incidents	42 (4.7% of Arrests)
Calls for Service	29,477
911 Calls Handled	3,185
Training Hours	3,256
Animal Control Calls	1,244
Traffic Stops	2,825
Vehicle Crashes	133

ANNUAL REPORTING & TRANSPARENCY (2025)

- ✓ Annual Report Published
- ✓ Crime Trends & Analysis
- ✓ Use of Force Summary
- ✓ Training & Professional Development
- ✓ Dispatch & 911 Activity
- ✓ Animal Control Statistics
- ✓ Traffic Enforcement Data
- ✓ All reports available online for public review

2025 UCR ACTUAL CRIME DATA (Parsons, KS)

PART 1 OFFENSES DECLINED

↓ 15.8% from 2024

(2025 KBI Crime in Kansas Data)

UCR OFFENSES	
Violent Crime	96
Property Crime	266
TOTAL UCR	362

(2025 KBI Crime in Kansas Data)

TOTAL PART II OFFENSES DECLINED

↓ 13.6% from 2024

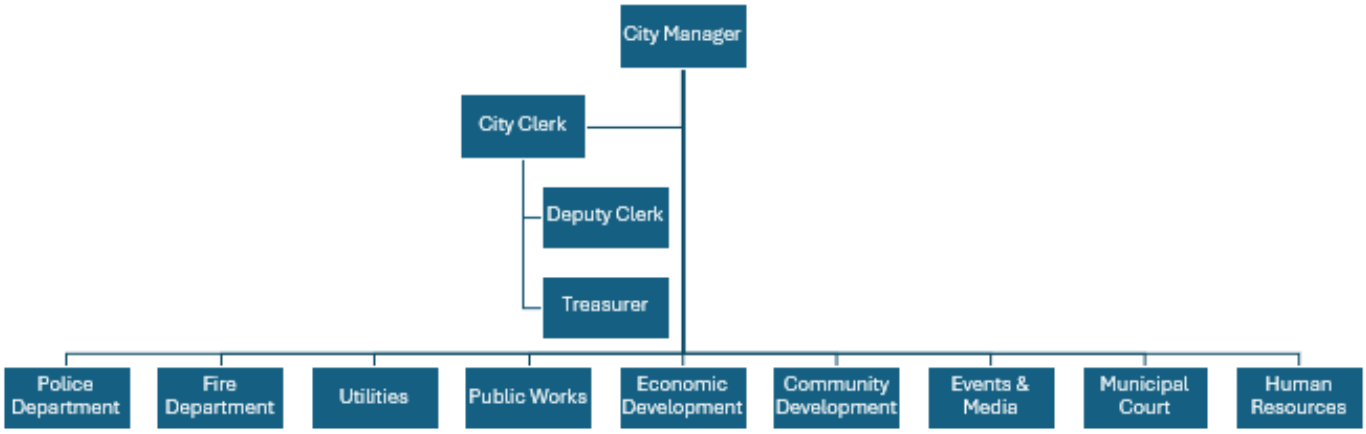
(2025 KBI Crime in Kansas Data)

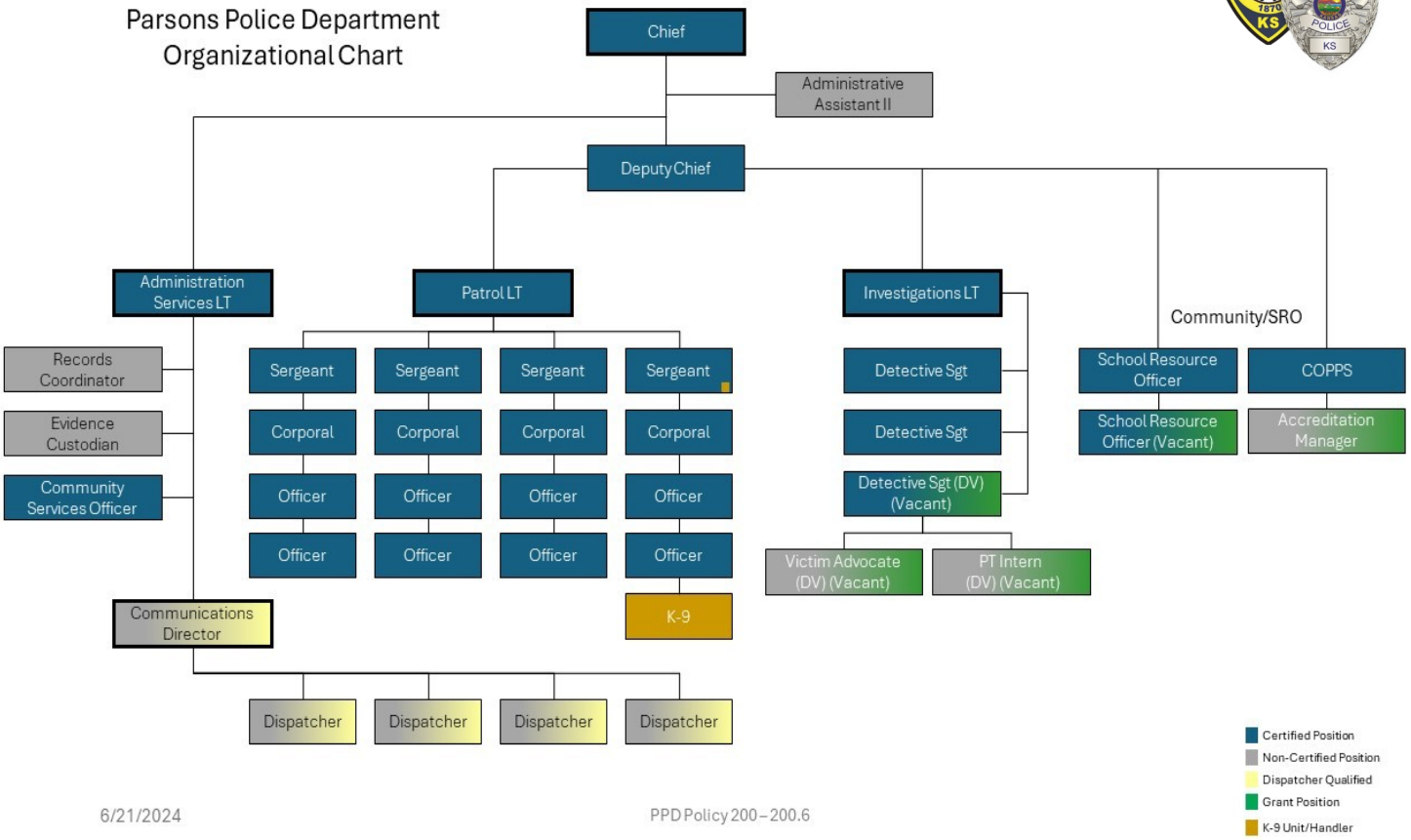
★ HONOR ★ INTEGRITY ★ PROFESSIONALISM ★ ACCOUNTABILITY ★ COMPASSION ★ SERVICE

Data Sources: Kansas Bureau of Investigation (2025 Crime in Kansas Report) • Parsons Police Department 2025 Annual Report
Population Source: U.S. Census Bureau 2024 Estimate
Scoring Methodology: 90+ verifiable data points across seven categories. Scores are standardized on a 0–100 scale.

PARSONS, KANSAS
A GREAT PLACE TO CALL HOME.

CITY ORGANIZATION CHART





Parsons Police Department - Mission, Vision and Core Values Statement

Why?

Our mission - drives us to provide effective, empathetic, and just police services that not only protect but also enhance the quality of life for every resident.

This means we will partner with our community to protect our citizens and make Parsons a safe and desirable place to live, work or visit. We are problem solvers.

What?

Our Vision: to serve with empathy, to proactively address challenges, and to consistently exceed the expectations of those we serve.

We are evolving to meet the changing needs of our community, while maintaining our commitment to excellence in the highest traditions of police service. We embrace Effective, Empathic and Just policing to enhance procedural justice. The City of Parsons markets itself as an Engaged Community.

Core Values

Pride: We are committed to evolving, maintaining integrity, and fulfilling our pledge to the community.

Professionalism: A uniformed, cohesive, capable team setting future standards of policing.

Dedication: Dedicated and accountable professionals who aspire to exceed the community's expectations.

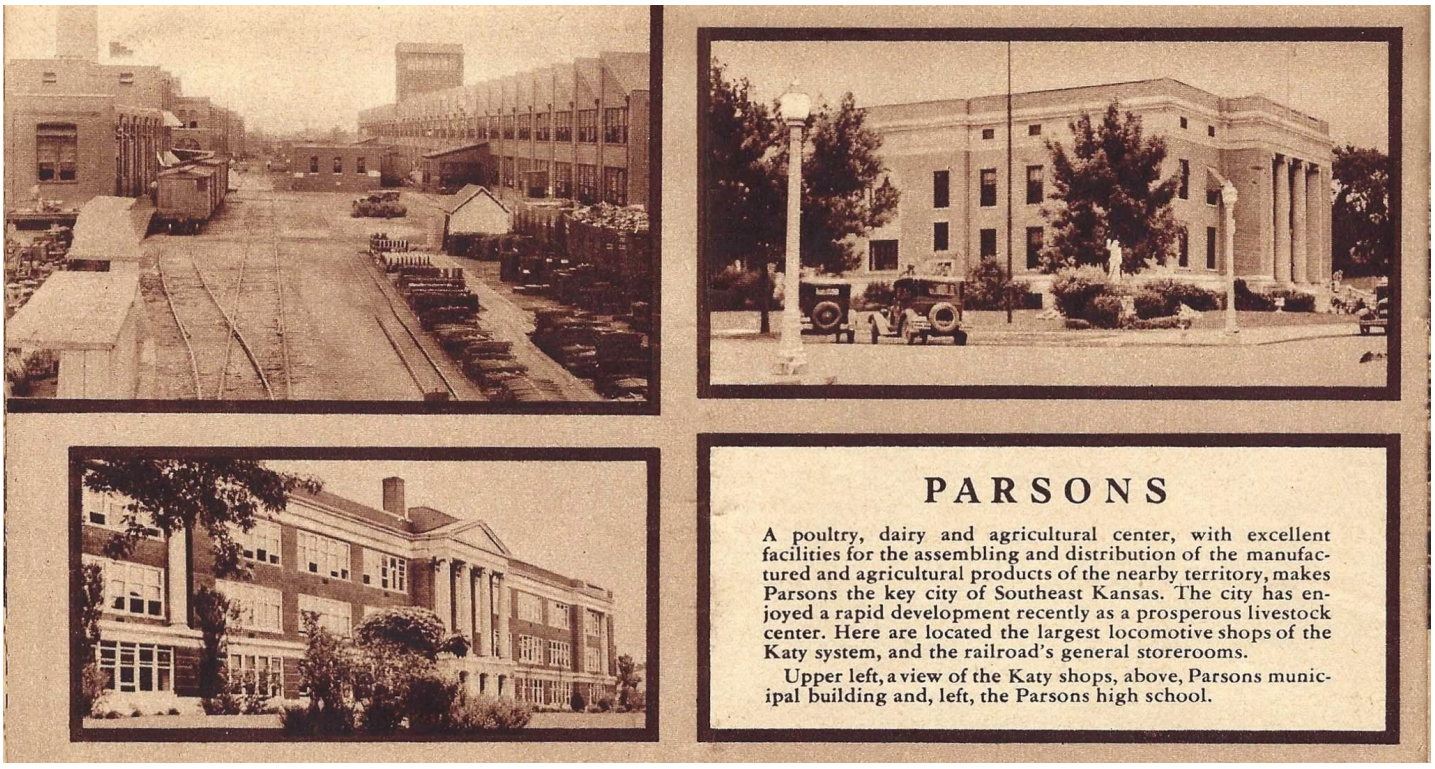
Committed to Police2Peace

- **The Peace Officer Pledge** is a solemn oath taken by a community's guardians to fulfill the fundamental purpose of policing.

Oath:

We, the members of the Parsons Police Department, promise that while doing our best to control crime, we will do everything in our power to do no harm to the communities we serve and protect.

www.police2peace.org



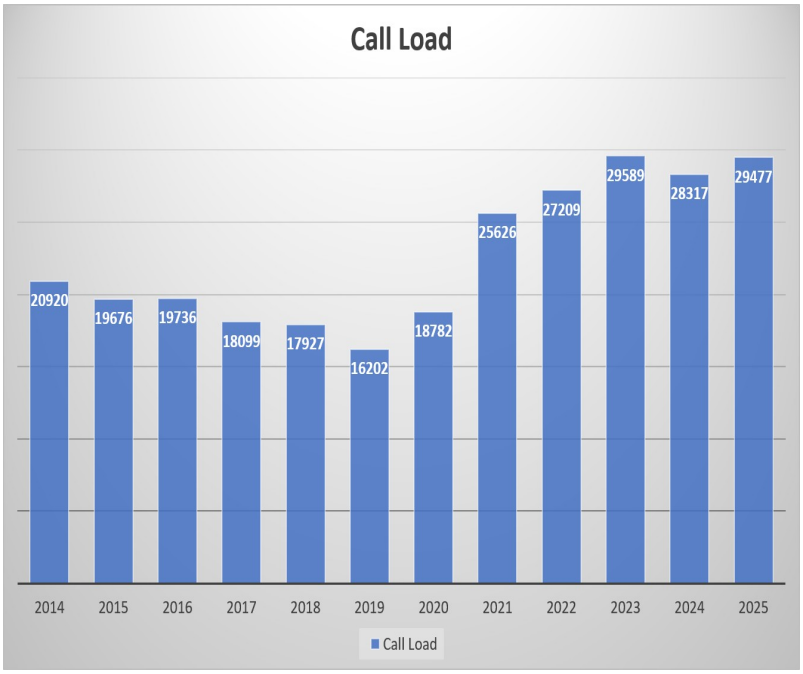
PARSONS POLICE DEPARTMENT STRUCTURE

This City of Parsons, founded in 1870, with the police department established in 1871, is one of 627 cities in the State of Kansas. Parsons is the most populated city in Labette County, the second most populated city in southeast Kansas, and the 37th largest city in the state.

The City of Parsons covers roughly 10.70 square miles with a density of 989.6/sq mi. The department has made several changes to in our organizational structure over the years. In 2015, we were able to re-implement a vital position within the department, Assistant Chief. In addition, we restructured the department to have four patrol shifts with a supervising Corporal on each one.

Currently the police department has 38 funded employee positions: 28 commissioned (reduced from 30) and 10 support staff. The police department operates 24 hours a day, 7 days a week, 52 weeks a year. The police department is broken into different divisions. The divisions are: Patrol, Investigations, and Administrative Services Divisions.

With an grant required sworn strength of 28 officers, the PPD responds to nearly 30,000 calls for service a year. We are proud of the way in which we interact with the community in our continuing collaborative problem solving efforts.



Parsons Police Department

City Incorporated 1870
Department Founded 1871

	2015	2026
Police Officer	26	28
Civilian Staff	8	10
TOTAL	34	38
FY15 Budget	$2.07M	
FY26 Budget		$3.53M

True average budget growth was 4.5% after inflation for 10 years

RANK & STAFFING STRUCTURE

Chief of Police	1	1
Deputy Chief	1	1
Lieutenant	2	3
Det Sergeants	2	1
Patrol Sgt	2	4
Corporal	4	4
Officers	11	9
SRO Sergeant	1	0
SRO Cpl	2	1
CSO (Officer)	0	1
Animal Control	1	0
Dispatch Director	0	1
Dispatch Supvr	1	0
Dispatcher	4	4
Admin Asst	1	1
Evidence	.5	1
Records	.5	1

PARTIAL FEDERAL FUNDING 2024-2026

Officers	0	2

FULL FEDERAL FUNDING 2024-2025
LAW ENFORCEMENT ACCREDITATION

Admin Asst	0	1

FULL STATE FUNDING 2024-2025
DOMESTIC VIOLENCE PROGRAM

Detective Sgt	0	1
Victim Advocate	0	1
College Intern	0	.5

Sworn Aver Years of Service 7.8

OVERALL REDUCTION IN REPORTED UCR CRIMES

2024 TOTAL UCR REPORTED CRIMES

422

TOTAL INCIDENTS

2024 VIOLENT CRIME	TOTAL 114
MURDER	1
RAPE	6
ROBBERY	8
AGGRAVATED ASSAULT	99
TOTAL VIOLENT CRIMES	114

2024 PROPERTY CRIME	TOTAL 308
BURGLARY	56
THEFT	241
MOTOR VEHICLE THEFT	11
ARSON	2
TOTAL PROPERTY CRIMES	308

OVERALL CHANGE

60 FEWER INCIDENTS

14.2% DECREASE from 2024 to 2025

VIOLENT CRIME CHANGE

18 FEWER INCIDENTS

15.8% DECREASE from 2024 to 2025

PROPERTY CRIME CHANGE

42 FEWER INCIDENTS

13.6% DECREASE from 2024 to 2025

2025 TOTAL UCR REPORTED CRIMES

362

TOTAL INCIDENTS

2025 VIOLENT CRIME	TOTAL 96
MURDER	1
RAPE	4
ROBBERY	9
AGGRAVATED ASSAULT	82
TOTAL VIOLENT CRIMES	96

2025 PROPERTY CRIME	TOTAL 266
BURGLARY	47
THEFT	209
MOTOR VEHICLE THEFT	10
ARSON	8
TOTAL PROPERTY CRIMES	266

OVERALL UCR CRIME

TOTAL INDEX OFFENSES

PARSONS RANKS

24TH

IN THE STATE

VIOLENT CRIME

MURDER, RAPE, ROBBERY, AGGRAVATED ASSAULT

PARSONS RANKS

18TH

IN THE STATE

PROPERTY CRIME

BURGLARY, THEFT, MOTOR VEHICLE THEFT, ARSON

PARSONS RANKS

25TH

IN THE STATE

PARSONS BY THE NUMBERS (2025)

362	TOTAL UCR CRIME OFFENSES
96	VIOLENT CRIME OFFENSES
266	PROPERTY CRIME OFFENSES

TOP 5 CITIES IN KANSAS

BY ACTUAL REPORTED TOTAL UCR CRIME OFFENSES (2025)

1	WICHITA PD	23,379
2	KANSAS CITY PD	6,698
3	TOPEKA PD	5,447
4	OVERLAND PARK PD	3,258
5	LAWRENCE PD	2,289

Parsons Police Department - Scope of Planning Community Strengths & Challenges

Strategic Priorities for the Police Department:

Parsons has a 2024 population of 9,154. The daytime population is 18,842. Approximately 1.37 million citizens live within a 90-mile radius. Parsons is currently declining at a rate of -1.16% annually and its population has decreased by -4.55% since the most recent census, which recorded a population of 9,590 in 2020.

Strategic priorities are the long-term, broad, measurable strategies or priority areas that the department will focus on for the next three to five years to address critical issues and close the gap between the current state and future vision. They determine where we need to focus our time and energy to deliver our mission and achieve our vision. These priorities are cross-disciplinary or cross-functional and should apply to all areas of the organization. The priorities serve as the guideposts and framework for setting annual goals.

1. **Recruiting /Retention: Strengthening the Workforce**
2. **Enhancing Infrastructure**
3. **Enhance the Professionalism of the Department**
4. **Provide Effective Police Services**
5. **Crime Prevention: Outreach and Partnerships**
6. **Focus on Effective Use of Data and Technology**

Community Strengths include:

Retail strength in Parsons and Labette County remains strong with sustained growth.

Great Plains Industrial Park a 6,800 acre carbon neutral Foreign Trade Zone with direct access to Class 1 rail service has .

Tax Incentives; the City has a Neighborhood Revitalization Zone, which provides a 5-year freeze at current assessed value and 90% rebate.

Old Dominion Freight Line, employs 233 and has reached capacity with 114-doors and is the #1 terminal in their system.

Labette Health operates a state of the art 199 bed regional hospital with Level 3 Trauma Center, Life Flight and is nationally known for orthopedics and joint replacement, with a new birthing center. There are 548 employees.

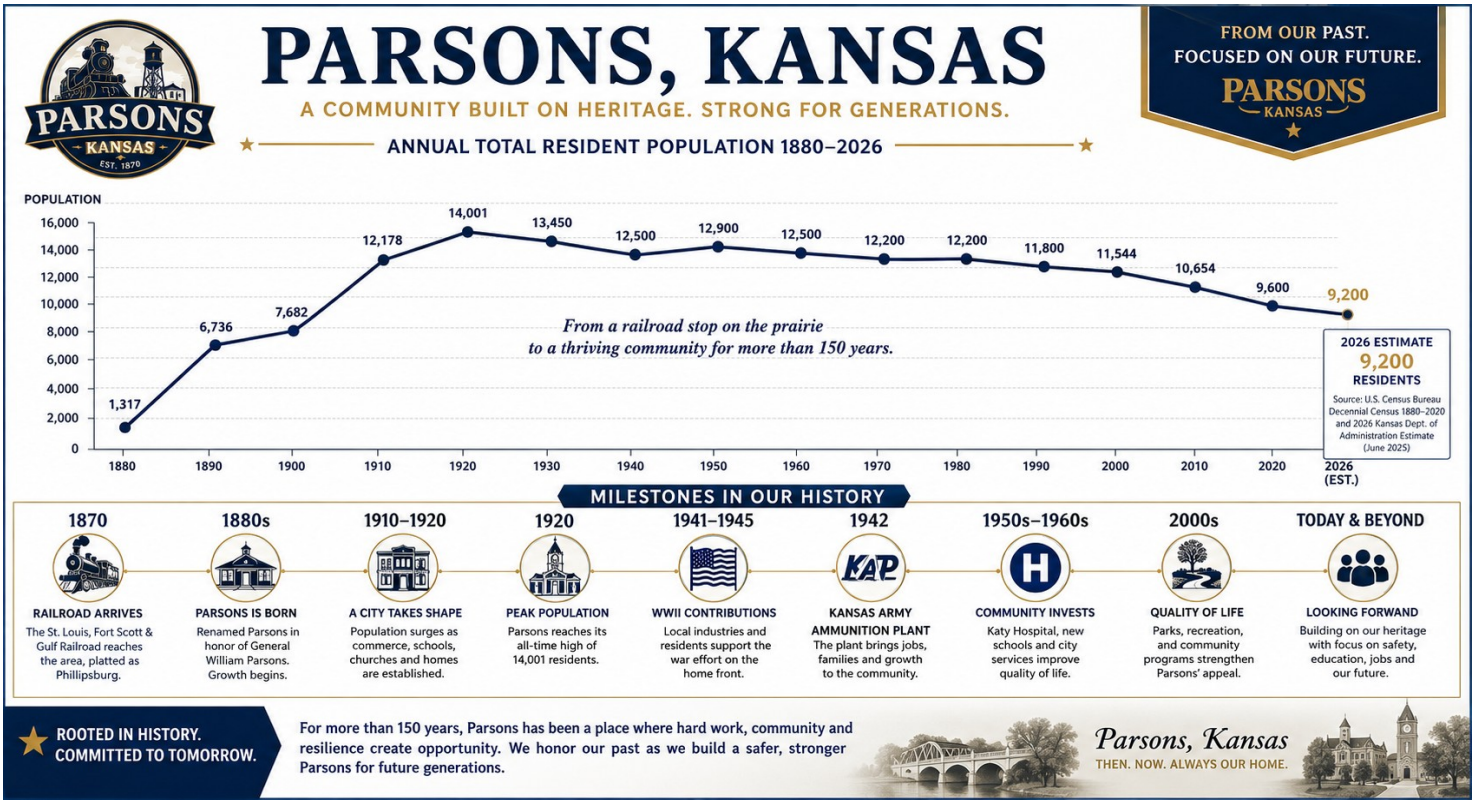
Local business is strong with:

- **Day & Zimmerman** (300),
- **Ducommun Aerostructures** (196),
- **Grandview Products** (230),
- **Power Flame** (182),
- **Tank Connection** (203),
- **Deep Fission,** and
- **Day & Zimmerman** (Projected to 400), among others.

The **Parsons State Hospital & Training Center** employs over 500 staff.

Labette Community College employs 246 while **Parsons USD #503** employs 259.

The Junction at US-400 & US-59 has traffic counts over ±10,000 vehicles/day which has had enormous growth; it's a major junction between OKC/Dallas, Wichita, Kansas City and SW Missouri.



PARSONS POLICE DEPARTMENT

Community Assessment and Challenges

To assess the community health and economic vitality of Parsons, Kansas, we can analyze various metrics including health outcomes, income levels, educational attainment, and housing values. This analysis will also compare Parsons to other Kansas cities to provide a ranking order. For policing comparable the following cities were identified in the 2023 salary survey: Arkansas City, Atchison, Chanute, Coffeyville, Great Bend, Independence, and *Pittsburg (as a local competitive recruiter of our staff).

ECONOMIC VITALITY

1. Retail Trade Trend

- Parsons was one of the few communities in the state to have an upward trend in retail sales since 2002. During the pandemic, retail sales continued to rise while many areas of the state fell.

State Pop Rank	City	Population	Actual UCR	Size	Unemploy-ment (state 3.9%)	Poverty Rate (state 11.3%)	Location
30	**Arkansas City**	**11,753**	**325**	**9 sq mi**	2.8%	17.2%	**Rural**
36	**Atchison**	**10,789**	**252**	**8 sq mi**	3.6%	15.8%	**Rural**
43	**Chanute**	**8,542**	172	**7 sq mi**	4.2%	17.3%	**Rural**
45	**Coffeyville**	**8,391**	**226**	**9.47 sq mi**	4.4%	21.1%	**Rural**
26	**Great Bend**	**14,179**	**298**	**11 sq mi**	4.2%	16.9%	**Rural**
47	**Independence**	**8,122**	**146***	**8 sq mi**	4.4%	18.4%	**Rural**
22*	**Pittsburg**	**20,551**	**694**	**13 sq mi**	4.4%	29.6%	**Rural**
37	**Parsons**	**9,315**	**362**	**11 sq mi**	4.4%	20.95%	**Rural**

2. Income and Poverty:

- The per capita income in Parsons is $29,331, which is lower than the Kansas average of $52,548.
- Median household income in Parsons is $52,428, also below the state median of $74,275.
- The poverty rate in Parsons stands at 20.95%, significantly higher than the Kansas average of 11.3%.

3. Employment:

- Parsons has a comparable unemployment rate of 3.8% (in July 2026) to the state average poverty rate of 3.9%. Parsons has a substantive percentage of workers that commute to Parsons daily.

COMMUNITY HEALTH

1. Health Outcomes:

- According to the 2023 County Health Rankings (these have remained fairly constant even today), factors such as premature death rates, access to healthcare, and prevalence of chronic diseases are critical in evaluating health outcomes. Parsons, located in Labette County, typically ranks lower in health outcomes compared to more affluent Kansas counties.

2. Educational Attainment:

- In Parsons, 88.1% of residents have at least a high school diploma, closely matching the state average of 92%. However, only 21.7% hold a bachelor's degree or higher, which is below the Kansas average of 35.5%.

HOUSING

1. Housing Values:

- The median value of owner-occupied housing units in Parsons is $71,700, which is 67% lower than the state median of $217,200.
- 68.7% of occupied housing units are owner-occupied.
- Lower housing values can be indicative of economic challenges but also offer more affordable living conditions.

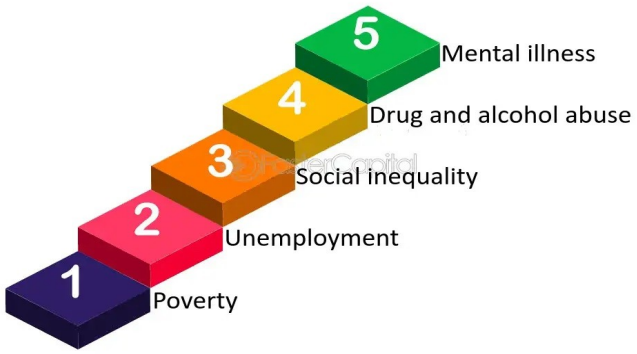
CONCLUSION

Based on the analysis of economic and health data, Parsons, Kansas, faces significant challenges in both economic vitality and community health. It tends to rank lower compared to more affluent and urbanized Kansas cities. However, Parsons offers more affordable housing options, which can be a draw for some residents despite the economic and health challenges.

CAUSES OF CRIME RATE PER CAPITA

The causes of crime involve the whole community and are not merely an enforcement issue, though incarceration of criminals will have an impact on reducing recidivism in the community. This is a judicial responsibility especially in setting bail based on risk to the community.

Community factors include poverty, unemployment, social inequity, drug and alcohol abuse and mental illness. **Many of these factors are reduced through successful economic development.**



Achievements and Progress

The Parsons Police continued to make significant progress in 2025 through improvements in community service, facilities, training, accreditation, technology, and professional development.



The Department's **Community Service Officer (CSO)** continues to provide a significant return on investment by performing both traditional policing duties and specialized animal-control and community outreach functions. In 2025, more than **500 animals were impounded for running at large**, in addition to addressing feral-animal concerns and supporting the Department's **Tag-N-Release (TNR) Program**.

The Department expanded **property and evidence storage** met accreditation standards. Two additional evidence cages remain planned for future installation.

For the **eighth consecutive year**, the Department received a traffic safety award. In 2025, the Department achieved **Gold Award** status through Lexipol for policy and risk management, placing the agency among the top 10% of participating agencies nationally. Building upon the Department's 2021 national recognition for Community Collaboration, the agency continues to advance its community-policing philosophy through its commitment to **Police2Peace**.

The employee **performance evaluation process** continues to evolve, with upgraded evaluation software implemented in 2026 to improve consistency, accountability, and employee development.

The **Police Training Annex at 21st and Corning**, operated through a partnership with KLETC, will conclude with the expiration of the current lease as KBI and KLETC develop a new interagency training facility at Pittsburg State University. The Parsons facility has provided valuable local training opportunities and continues to house the Department's use-of-force simulator.

The **firearms range** has been improved through a partnership with the Parsons Gun Club, strengthening the Department's firearms training capabilities. Training includes weapon manipulation, deployment, movement, use of cover and concealment, and qualification with handguns, carbines, and shotguns. Structured training is provided by the Department's in-house firearms instructor cadre.

The Department is expanding **defensive driving training**. As a member agency of the **National Safety Council**, the Department has two certified Defensive Driving instructors. The goal is to provide this training to all police employees and subsequently make it available to City employees.

Current Challenges

Recruiting and Retention

Employee retention remains directly tied to competitive total compensation. Although the City made meaningful progress in 2023 by implementing a new salary schedule and pay-step system, the Department has again fallen behind comparable agencies in the region.

The 2023 adjustments established pay parity for civilian employees, police officers, and corporals; however, sergeant and lieutenant compensation reached only approximately **50% of comparable-market parity**. Compensation for the Chief and Deputy Chief remains as much as **$25,000 below comparable agencies**, while dispatchers and other employees also remain below the regional market.

A new **regional salary survey** is needed to establish current benchmarks and provide objective information for future compensation decisions.

The Department must move from being an agency that develops employees who are subsequently recruited by other organizations to a **true career policing operation** capable of recruiting, developing, and retaining experienced professionals. Reversing the high employee turnover experienced by the Police and Fire Departments over the past three decades must be a priority.

Capital Replacement and Infrastructure

The **2030 Strategic Plan will precede the annual budget process**, providing elected officials and the community with a clear understanding of Department operations, future needs, and the level of investment required to meet expectations for public safety.

The Strategic Plan serves as the Department's **road map for organizational development and resource allocation** and supports the Department's participation in the **Kansas Law Enforcement Accreditation Program (KLEAP)**. The plan will be reviewed and updated annually.

The Department's **Capital Replacement Plan (Attachment A)** and **Equipment Update Plan (Attachment B)** are incorporated into the Strategic Plan and will serve as tools for future budget requests and capital investments.

Recent capital investments include replacement of the Department's **body-worn cameras** through Motorola in 2024 under a multi-year subscription agreement. Annual payments of approximately **$37,000 through 2028** are funded through the Public Safety Sales Tax.

The Department also entered into a five-year subscription program to equip the majority of sworn personnel with new **Tasers**, with annual payments of approximately **$15,000**, also funded through the Public Safety Sales Tax.

Our Past

From 2018 to 2026, the department achieved significant progress across multiple operational areas. The department enhanced its digital presence, with the police website experiencing increased traffic from 12,000 to 37,000 unique visitors monthly in 2026. Communication efforts expanded through the production of an Annual Report and enhanced marketing using press, radio, social media, and television for outreach and recruiting. The department's **previous weekly radio show on KLKC** has topped 350 programs from 2018 until 2025, demonstrating consistent community engagement.

Operationally, the department made substantial improvements to equipment and facilities. Officers received personally assigned **patrol carbines**, and the department replaced aging base station radio transmitters. Infrastructure upgrades included replacing broken **HVAC units** after a 5-month supply chain delay. The department also enhanced its **evidence processing** capabilities by creating a dedicated room and transferring backlogged evidence to an off-site Evidence Annex. A significant addition was **K-9 Morgan**, funded through a 100% grant from K9s4COPS.

Training and professional development saw notable advances. Staff completed online **FEMA Active Shooter training**, and four agency staff were trained as de-escalation instructors. The department secured a Training Annex and established a lease with the Kansas Law Enforcement Training Center (KLETC) for a regional in-service training center, serving 19 Southeast Kansas Counties. **Employee retention improved with pay increases implemented in January 2022,** followed by an in-depth salary survey to adjust the police salary schedule for 2023.Unfortunately, future salary schedule adjustments and cost of living adjustments have not followed and **retention is again a struggle.**

Community engagement was strengthened through various initiatives. The department held its first annual Public Safety Fair in 2022, attracting 484 citizens. The Fairs continued in 2023 through 2025. In 2026, the focus changed to a **Safety in the Park** concept as attendance at the traditional fairs dropped.

The department expanded its presence through 4-page newspaper **Community Report** highlighting community programs and received a federal grant for **community survey** work in 2019, completed in 2023. Follow on surveys were completed in 2024 and 2025 that were hugely successful.

Infrastructure improvements included ordering a new **emergency backup generator** that was finally installed in early 2026 and **new exterior security lighting** at the PD in 2025.

The department also made strides in specialized programs and equipment. These included implementing the **Parsons Registered Offenders Program** (PROP), receiving federal grants for use of force simulator training ($135,000), and establishing a **Domestic Violence Unit** ($506,000 State SCIP Grant). Additionally, the department received a **COPS Universal Hiring Grant** for two officers totaling nearly $500,000 (2023-2027). Lastly, the department received a **DOJ – Accreditation Grant** of $160,000 (2024-2026)) hiring an employee dedicated to achieving **KLEAP Accreditation**. Other Programs expanded to include **breaching tools for patrol vehicles** (for active shooter situations), working toward becoming a regional training center for Controlled Force Defensive Tactics Instructor Training, and re-instituting the **Chaplains Program**.

Looking ahead, the department continues to develop **wellness programs** and **expand community connections** through initiatives like Volunteers **in Police Service (VIPS),** continuing **Shop with a Cop**, maintaining our **charity golf tournaments**, and **support of high school programs and scholarship program through Labette Community College (LCC). First Aid/CPR/AED** training capabilities have expanded with six certified instructors, and the department has enhanced its technological capabilities with **new Tasers** and **body cameras** for sworn staff.

Our Future

The Parsons Police Department has identified **six strategic priorities** that will guide our operations and development through 2030.

The priorities begin with our most critical challenge - **recruiting and retaining quality staff and extend through infrastructure needs, professional standards, service delivery, community engagement, and technological advancement.** Each priority includes specific, measurable goals with defined timelines and resource requirements. This structured approach ensures accountability while maintaining flexibility to adapt to changing circumstances and emerging needs.

These priorities represent a comprehensive approach to modern policing that balances **community needs, operational effectiveness, and organizational development.** Each priority addresses specific challenges and opportunities facing our department while supporting our mission to provide effective, empathetic, and just police services. These carefully selected focus areas reflect feedback from community surveys, officer input, and law enforcement best practices. Through systematic implementation of these priorities, we will enhance our ability to serve and protect while building stronger community partnerships.

Strategic Priorities and Goals

Workforce Recruitment, Development, and Retention

Goal: By 2030, research, establish, and implement a plan to maintain a competitive salary structure at 100% parity with comparable city standards, implement career advancement paths for all positions, achieve 90% participation in professional development programs, and launch a comprehensive wellness program with 90% staff engagement.

- Implement competitive salary structure aligned with regional standards.
- Implement new Recruiting and Onboarding Tracker
- Develop comprehensive career advancement pathways
- Enhance training and professional development programs
- Create wellness and support programs for officer well-being
- Modernize/Replace Patrol Weapons and Tactical Equipment

Infrastructure Enhancement

Goal: By 2030, complete a plan for a design and funding path for a new police facility, upgrade emergency communications with 99% reliability, maintain 90% of fleet under 100K Miles through annual replacements, and modernize 80% or greater of critical technology infrastructure. Of of this is revenue dependent.

- Develop a path toward a new police facility.
- Upgrade emergency communications systems
- Implement a vehicle fleet modernization program
- Enhance technology infrastructure (Servers, Computers, Radio, & Phones)

Professional Excellence

Goal: By 2030, achieve KLEAP accreditation, implement new training standards with 90% compliance, complete a comprehensive policy review system with quarterly updates, and graduate 80% of supervisors through the FBI LEEDA program.

- Achieve KLEAP accreditation—Accomplished 3/2026
- Enhance training standards and delivery methods
- Implement a comprehensive policy review system
- Implement a weapons replacement program
- Develop a leadership development program

Enhanced Police Services

Goal: (Year), achieve under 5-minute average response times, implement data-driven crime prevention strategies in 20% of identified hot spots, increase investigative clearance rates by 25%, and reduce traffic accidents by 15% through enhanced safety programs.

- Optimize patrol operations and response times
- Implement crime prevention strategies
- Strengthening investigative capabilities
- Enhance traffic safety programs (Education, Radars, and Enforcement)

Community Partnerships

Goal: By 2030, have an established **VIPS Volunteer Program** that can assist with agency goals of conducting 12 annual community outreach programs, main SRO program, achieve regular attendance at Public Safety Advisory Board meetings, and establish business liaison contacts with 70% of business contacts.

- Expand community outreach programs
- Community Surveys
- Enhance the school resource officer program
- Strengthening the public safety advisory board
- Develop a business liaison program

Technology and Data Integration

Goal: By 2030, achieve 90% RMS compliance, upgrade emergency communications with 95% uptime, and maintain 100% of patrol officers with body-worn cameras and associated training.

- Upgrade records management systems
- Enhance emergency communications
- Replace In-Car Radar Systems
- Upgrade In-Car Video Systems
- Deploy body-worn camera program

Implementation Plan

The Parsons Police Department will execute its 2030 Strategic Plan through a dynamic and comprehensive implementation approach. Leadership will drive the strategy forward by establishing precise oversight mechanisms, with the Chief of Police and Management Team taking personal responsibility for quarterly strategic reviews and progress tracking.

2024 – 2025

The department will launch its implementation in a carefully designed three-phase approach. From 2024 to 2025, the department will focus on building a strong foundation by addressing critical **recruiting** and retention challenges. The leadership will work with city HR to develop competitive compensation strategies, create professional development pathways, and target recruitment efforts within a 50-mile radius. During this initial phase, the department will achieve Kansas Law Enforcement Accreditation, and upgrade technological infrastructure.

2026 – 2027

The second phase, spanning 2026 to 2027, will concentrate on expanding and integrating new approaches to policing. The department will roll out enhanced community policing initiatives (such as the VIPS Program), develop advanced training programs, and implement sophisticated crime mapping and hot spot policing strategies. Begin preparing for a potential half-cent sales tax initiative in 2029 to support future growth.

2028 - 2030

From 2028 to 2030, the department will enter an optimization and innovation phase. During this final implementation stage, the Parsons Police Department will fully integrate data-driven policing strategies, expand technological capabilities, and develop specialized response units. The focus will remain on continuous improvement and adapting to the community's changing needs.

Resource Allocation

Resource allocation will be critical to the plan's success. The department will align its annual budget directly with strategic priorities, actively seeking diverse funding sources, including public safety sales tax, federal and state grants, and community partnerships. Transparency will be a key principle, with the department committing to bi-monthly **staff meeting updates on strategic plan progress** through multiple communication channels, including the department

website, social media platforms, community meetings, and annual reports.

Risk Management

Risk management will remain a top priority. The department, working with city HR, will conduct annual risk assessments, developing proactive mitigation strategies to address potential challenges in staffing, budgeting, technological advancement, and evolving community needs. This approach ensures the department remains agile and responsive.

The department's commitment to risk management is operationalized through an integrated monitoring and assessment framework that enhances proactive mitigation strategies. This system provides early warning indicators for staffing challenges, budget forecasting through resource utilization data, and technological readiness assessments, while tracking officer wellness, training compliance, and community feedback. Together, these elements create a dynamic feedback loop that identifies potential challenges and enables rapid responses through data-driven decision-making, ensuring the department maintains its agility and responsiveness to evolving community needs.

Measuring Success

The ultimate measure of success will extend beyond traditional metrics. The Parsons Police Department will track reductions in crime rates, improvements in community trust and satisfaction, increased officer retention, enhanced departmental professionalism, successful technology integration, and comprehensive community outreach.

By embracing this implementation strategy, the Parsons Police Department will bring its vision to life. The department will empower the community, inspire trust, and uphold justice through a methodical, transparent, and community-focused approach to policing. Each member of the department will play a crucial role in bringing this strategic plan to life, demonstrating a commitment to excellence and continuous improvement.

Key Performance Indicators

To ensure alignment between departmental goals and measurable outcomes, the Parsons Police Department has adopted a prioritized set of traditional law enforcement Key Performance Indicators (KPIs). These KPIs serve as objective benchmarks for assessing organizational performance, operational efficiency, community engagement, and accountability.

Each KPI supports one or more of the department's six strategic priorities, providing quantifiable data to guide decision-making, resource allocation, and ongoing improvement. The following categories summarize the core KPIs integrated into the strategic plan:

- Public Safety Outcomes
- Operational Efficiency
- Officer Performance & Engagement
- Community Trust & Transparency
- Organizational Health

For detailed definitions, data sources, and performance targets associated with each KPI, refer to Appendix.

Accountability Measures

The Parsons Police Department ensures transparency and continuous improvement through robust accountability measures embedded in its strategic plan. **Quarterly Strategic Plan progress reviews** will provide regular oversight and help track advancement toward strategic goals.

Annual personnel performance assessments will evaluate individual and departmental effectiveness, aligning daily operations with long-term objectives. **Community feedback sessions** will serve as a vital platform for public input, fostering trust and responsiveness. Additionally, **independent evaluations** will offer objective analysis of the department's initiatives, ensuring credibility and guiding future adjustments. Together, these measures create a comprehensive accountability framework that supports excellence in policing.

Resource Management - Budget Projections

- Annual budget aligned with strategic priorities
- Capital improvement planning (e.g., facility upgrades, fleet replacement)
- Multi-year forecasting for sustainability
- Line-item budgeting for major projects (e.g., Public Safety Center, RMS upgrades)

Staffing Plan

- Staffing Plan (current levels vs. projected needs)
- Career development and succession planning
- Recruitment incentives and onboarding investments
- Officer wellness and support program funding

SWOT Analysis (Risk Assessment)

STRENGTHS

The Parsons Police Department demonstrates significant organizational strengths through its comprehensive training programs, adoption of modern technology, and strong community engagement initiatives.

The department has successfully implemented critical programs such as the **Police2Peace** community policing approach, modern **body camera systems**, and the **use of force simulator**. A structured career development pathway and an established **Field Training & Evaluation Program** (FTEP) provide a solid foundation for professional growth.

The department has **earned recognition through multiple awards**, including the Lexipol Gold Award for policy and risk management, placing it in the top 10% of agencies nationally. The department's proactive planning is evidenced by detailed capital improvement and replacement schedules, showing strong fiscal and operational management.

WEAKNESSES

Current weaknesses primarily center on **infrastructure and staffing challenges.** The department operates from aged facilities spread across **multiple locations**, with the main headquarters still showing structural damage from the tornado in 2000.

Staffing retention remains a critical concern, with **compensation levels falling below market rates**, particularly for command staff positions, where there is up to a $25,000 gap compared to peer agencies.

The department faces significant infrastructure challenges requiring substantial investment, including an **inadequate police facility, critical radio system upgrades, and multiple facility improvements**. The reliance on grant funding for essential programs and positions creates uncertainty for long-term planning and sustainability.

Over five-years of planning for a Public Safety Center potentially supported by $10M in federal funding through the Community Development Grant Program, supported by a second public safety sales tax that was scheduled to be on the ballot in 2025 derailed politically at city hall and the project is now being reviewed as a future separate build project for a fire department and a separate police facility at a future date.

OPPORTUNITIES

Strong retail growth in the region and expansion at the Great Plains Industrial Park (GPIP) and strategic partnerships with institutions like Labette Community College (LCC) provide foundations for community support and development.

There are significant potential opportunities for economic development in nuclear power production, data center development, manufacturing, energy generation, and the associated growth in population and housing that are byproducts of such growth.

THREATS

External threats pose significant challenges to the department's long-term stability and growth. Demographic and economic pressures include a declining population (declining by ~1.16% annually), unemployment rates (3.8%) with a limited workforce, and elevated poverty rates (20.95%).

The police department faces competitive pressure from surrounding area and larger agencies that continue to impact retention, with metropolitan departments actively recruiting trained officers.

The department faces increasing operational demands, evidenced by greater than 29,000 service calls while managing aging infrastructure and rising technology costs.

Critical capital needs, including mandatory radio system encryption upgrades and facility improvements, require substantial funding at a time when community resources are constrained. The need for a new public safety sales tax highlights the ongoing challenge of securing sustainable funding for essential services and improvements.

CONCLUSION

The Parsons Police Department’s 2025–2030 Strategic Plan represents a clear, forward- looking roadmap grounded in our commitment to professional excellence, community trust, and responsive policing. It is both a call to action and a contract with our community, promising transparency, continuous growth, and meaningful service. Guided by our core values and the Police2Peace philosophy, this plan equips us to meet emerging challenges with resilience while remaining steadfast in our mission to serve with integrity and empathy. By aligning our resources, partnerships, and personnel around these strategic priorities, we will not only enhance public safety but also strengthen the bonds that make Parsons a safer, more unified city for all. Our collective progress will be measured not only in numbers but also in the trust we earn and the lives we improve.

Recruiting and Retention: Stabilizing the Workforce

GOALS:		YEAR:
Goal A	Match total compensation with identified comparable city police departments	On-going
Goal B	Inventory and adopt comparable incentives to recruit and retain staff offered in Kansas	On-going
Goal C	Engage the community in social media platforms for marketing and recruitment	On-going
Goal D	Invest in image building and recruiting campaigns	On-going
Goal E	Focus on recruiting within a 50 mile radius of Parsons	On-going

During COVID the agency was raided by metro area suburban police agencies offering signing bonuses ($10k), superior pay and take home vehicles. This depleted staffing to dangerously low levels. It also kicked off a never ending process to recruit and retain staff. Over the past five (5) years, there have been incremental improvements in pay and incentives, but **parity with our comparable cities has not yet been attained. This leaves us vulnerable.**

The **training cost** in mere salaries to train a recruit officer through the 560 hour police academy and the 12 week (480 hour) Field Training and Evaluation Program (FTEP) is roughly $40,000. The recruiting cost for advertising, testing, background investigation, polygraph and medical is at a minimum of $2,000. Equipment and uniforms are another $3,000. There are additional overtime costs for Field Training Officers (FTO) to complete daily evaluations.

Regionally and nationwide police officers are in short supply. There is growing salary and total competition battles between agencies upping the ante on incentives too. Hit hard has been dispatcher retention. The International Academies of Emergency Dispatch (IAED) classify the challenge as a 'staffing crisis.' The report lists solutions as using voluntary overtime (8%), mandatory overtime (47.3%), while 62% of the dispatch centers have increased pay, 45% have increased retirement benefits. **Currently Parsons is a minimum of $3 hr to $4 hr behind regional comparisons. We can make compensation a priority or we can divest ourselves of local dispatching, which would also close our lockup facility, which last year processed over 1,800 man days of incarceration and having an unmanned lobby at night and on weekends.** Divesting would still mean paying a fee for dispatch services to the County and closing the lock -up by downgrading it to a holding room that under the law could not house arrestees for more than 8 hours requiring an officer in the building.

GOAL #1: DEVELOP RECRUITMENT AND RETENTION PLAN (CITY COMMISSION SUPPORT IS REQUIRED).

- Revitalize recruitment program (civilian and sworn).
- Develop retention plan (civilian and sworn).
- Push for competitive compensation.

GOAL 2: DEVELOP PERSONNEL

Objective #A: Establish Professional Development Opportunities

- Develop mentoring program for leadership and specialties, (continue to invest in agency incentive program).
- Develop and implement succession planning for all employees, (on-going PD leadership responsibility).
- Invest in FBI-LEEDA management training for selected pay grades, (includes Sergeants, Lieutenants - D/C & Chief have completed their training).

Objective #B: Enhance Employee Training Program

- Identify division-specific training needs.
- Continue to expand training topics and opportunities for personnel, especially newly hired employees.
- Embrace the Police2Peace community policing, initial training in summer of 2024 by federal grant.
- Expand firearm training programs to include judgement decision making using the simulator.
- Educate personnel about available mental health resources. Leading toward Crisis Intervention Team (CIT) training.

Enhance Infrastructure

GOALS:		YEAR:
Goal A	Prioritize for the funding and building of a new Public Safety Center or Police Department	2035
Goal B	Engage the community to justify the need for a new 1/2 cent sales tax	2028
Goal C	Develop a capital replacement schedule for key police equipment	On-Going
Goal D	Review technology needs & costs (body/car cameras, portable radios, transmitters, computers) as part of an on-going equipment replacement schedule.	On-Going
Goal E	Develop a plan to have take home police vehicles showing the true benefit to the city	2028
Goal F	Address the need for a north county emergency radio communications tower	2026/27
Goal G	Address upcoming requirement for radio encryption as a state requirement	2026/27
Goal H	Address emergency back up power: BIC Bldg, Training Annex, and Detective Annex	2028

The **current police and fire facilities are inadequate**. The fire headquarters is an 85 year old structure, probably the oldest operating fire facility in Kansas. Both the first department and the 32 year old police department suffer from damage dating back to the 2000 tornado strike. The police department has far outgrown its facility and now includes a Detective Annex, a training annex and an off site Domestic Violence Unit and long-term evidence/property annex.

The current Police Headquarters is 10,500 square feet, a separate Investigations Division Annex is approximately 1,500 square feet along with a training suite for the use of force simulator in the Police Training Annex which also houses the KLETC Regional In-Service Training Center. A 9,200 square foot off-site Police Property and Evidence Facility rounds out the multiple police facilities.

A **capital replacement schedule** was submitted along with a suggested **equipment replacement schedule** have been submitted as part of the 2025 budget process (July 2024), this continues to be a guide.

Assigned and/or take home vehicles remain a strategic goal for the police department. The police fleet is the backbone for policing operations surpassed only by having a solid and secure communications system. Over 50% of small and rural police agencies in the US utilize these type of vehicle system. Only the largest agencies (NYC, SF, Seattle, etc) do not have agency wide assigned or take home vehicles because of their huge size, but even they assign vehicle or have limited take home vehicle programs. The benefit being that the **life of a police vehicle can be extended** from a mere 2 years to more than 7 with one driver. Vehicles have greater accountability and are better taken care of by their assigned officer. During natural or manmade disasters, significant/violent crime or merely for various parades and special events, officers are fully equipped and ready to be immediately deployed, verse waiting (wasting time) at the station waiting for a shared vehicle to arrive. Using a lease-purchase approach to funding these vehicles makes this goal easily attainable.

There continues to be a need to site and fund a **north county emergency radio system tower.** This need has been known for decades but the County as well as other users to include the City have failed to come up with a workable funding solution. The problem has not diminished and it looks like the City has now acquired federal grant dollars to solve this issue by 2027. This will allow the police department to transition to **encrypted radio communications** in 2027 that is a federal requirement.

While the new generator arrived for the police headquarters building in 2025, **other police facilities have no back-up power.** This includes the Detective Annex, the BIC Building (property/evidence & Domestic Violence Unit) and the Police Training Annex. Each of these should be addressed in each of the coming years.

STRATEGIC PRIORITY 3

PERFORMANCE INDICATORS/GOALS

Enhance the professionalism of the department

GOALS:		YEAR:
Goal A	Benchmark the agency using the Kansas Law Enforcement Accreditation Program (KLEAP).	2026
Goal B	Invest in training to develop subject matter experts (instructor level training). This will include instructors to continue to maintain the Police2Peace Community Policing Program.	2024/25
Goal C	Implement the use of force simulator and use on-line training to supplement traditional training.	On-going
Goal D	Obtain FBI-LEEDA Supervisory, Management and Executive training for Supervisors and Management members to achieve the Agency Trilogy Training Award	2026/27
Goal E	Develop core training matrix to guide in-service training sessions along with Firearms Training	2026/27
Goal F	Ensure all staff are First Aid/CPR/AED certified and explore Emergency Medical Responder (EMR) Training using the resources of volunteer Medical Directors	Beginning Now
Goal H	Evaluate, Fund and Implement the **Are YOU Ok?** Telephone Reassurance Program for At-Risk Populations in the City	Done
Goal G	Continue to revisit the 2023 Community Survey with follow-up mini-surveys done in 2024 & 2025	2026
Goal I	Prioritize core training to provide the Training Officer with a priority list	2026

Professionalism is achieved through a combination of accountability and benchmarking the agency (law enforcement accreditation), investing in staff to the **instructor level of training**, embracing a community guardian philosophy (**Police2Peace** program, first aid/medic), implementing the **Are YOU Ok? Program** for at-risk populations and utilizing the feedback received from the 2023 **community survey** to guide agency operations.

A mock accreditation occurred in September 2024, a final on-site review, occurred in late 2024 and after significant work accreditation was received in March of 2026.

The **use of force sim**ulator is installed, the remodel is almost complete with furniture and fixtures being installed this summer. Modified training firearms are being converted to simulator use and will housed in gun lockers at the simulator site. Limited use of the simulator has already begun with new employees allowing instructors to develop a comfort level with the system operation. This training will supplement traditional live firearm range training.

- Agency supports a state level law enforcement accreditation program with policies & procedures meeting state standards.
- Enhanced employee performance by continuing to evolve the current evaluation system.
- Department's organizational structure is regularly reviewed and aligned with community needs and operational efficiency.
- Department annual budget allocation reflects adequate funding requests.
- Ensure compliance with Canton v. Harris & Title II of the American with Disabilities Act (ADA) - training in core duties.
- Track citizen satisfaction ratings.
- Track # of and trends in citizen complaints vs. citizen commendations/inquiries with annual publication in the Annual Report.
- Provide training in dealing with the mentally ill to all department staff members.

STRATEGIC PRIORITY

3 Continued

PERFORMANCE INDICATORS/GOALS

Enhance the professionalism of the department

First Aid/CPR/AED training and more advanced Emergency Medical Responder (EMR) training is again being discussed at a national level as police agencies backed away from medical aid training as paramedics and fire departments filled the void starting in the 1970's. We are exploring traditional classroom training as well as hybrid training options. Two volunteer doctors are supporting medical training oversight to include deployment of **Automatic External Defibrillators** (AEDs).

With advent of active shooters, the potential of man-made (domestic terrorism) and natural disasters there is discussion about why law enforcement isn't trained and prepared to render a higher level of aid beyond basic first aid. This national discussion is moving toward mandated **Emergency Medical Responder** (56+ hrs of training) for police nationwide. First aid and emergency medical care are mentioned in almost every police job description. Police medical training today is often cursory at best and rarely addresses the need to transition from using force to providing aid. Failing to provide aid has highlighted some of the most well-known deaths of individuals while in police custody across the country.

The Training Officer will build an annual agency training plan and prioritize training based on the agency's priorities, which will be a living document throughout the calendar year.

Training Plan Core Topics

Police2Peace Certification

Legal Updates (Classroom and/or DLG, Lexipol DPB

Driver Training (Classroom and Practical)

Firearms Training (Range, Simulator, Off Duty)

Defensive Tactics (Holds, Handcuffing, Baton, Retention)

Sexual Harassment

First Aid/CPR/AED (future EMR)

Training Topics

Arrest and Search & Seizure

Use of Force

Prisoner Processing and Handling

Evidence/Property Management

Department Policies

Statutes

Crime Prevention

Supervisor/Mgt Plan Topics - Courses

1st Level Supervision

FBI-LEEDA (Supervisory, Management, Executive)

Southern Police Institute (SPI), Northwestern University, FBI LEEDS, FBI Academy, etc.

Supervisor Training Topics

Management/Supervision

Personnel

Performance Evaluations

Public Information (news releases, interviews, etc)

Provide Effective Police Services

GOALS:		YEAR:
Goal A	Address Family Violence Using Community Oriented Policing & Problem Solving (COPPS)	2024—2030
Goal B	Enhance Investigative Services	On-going
Goal C	Enhance Field Operation Services	
Goal D	Have Investigations Divisions Track the Use of FLOCK ALPR System	Since 2024
Goal E	Mental Health and Crisis Intervention.	Since 2025
Goal F	Develop data driven traffic safety programming to reduce crashes (traffic Surveys)	On-going

GOAL #A: Address Family Violence

- Explore funding to sustain a Domestic Violence Unit in the Investigations Division.
- Implement the use of Lethality Assessments and Strangulation Assessments as part of domestic violence investigations.
- Explore the development of inter-disciplinary high risk DV teams to review victims needs, investigation and prosecutions.

GOAL #B: Enhance Investigative Services

- Strengthen case tracking to ensure maximum use of detective resources.
- As a strategic goal - grow the drug investigation capabilities as staffing will allow.

GOAL #C: Enhance Field Operation Services

- Support the investigation of a Mental Health Response Team (MHRT) or Crisis Intervention Team (CIT).
- Evaluate pre-liminary investigations by patrol and use solvability factors in follow-up assignments between investigations and patrol.

GOAL #D: Have Investigations Division track the Use of FLOCK ALPR System

- Track stolen vehicle recoveries and other hits generated through the FLOCK system.
- Track the number of criminal apprehensions triggered by ALPRs.

GOAL #E: Mental Health and Crisis Intervention

- Invest in 8 hr Mental Health First Aid Training
- Implement de-escalation training for all staff.
- Support Crisis Intervention Training (CIT) 40 hr courses leading to a majority of staff trained.
- Support the Crisis Negotiation Unit (CNU) with staff, training and equipment.

GOAL #F: Develop Data Driven Traffic Safety Programming

- Promote overall traffic safety and reduction in crashes and injuries.
- Participate in traffic safety enforcement initiatives partnering with KDOT traffic safety programming.
- Utilize and track the use of the radar trailer (replace the 20 yr old trailer with a new radar trailer with reader board).
- Conduct speed surveys using a priority list of city streets.
- Utilize social media to help identify neighborhood-based traffic complaints.
- Utilize shift extensions (overtime) to address traffic safety concerns
- Investigate, evaluate the ability to utilize crime mapping for traffic and crime issues.

Crime Prevention: Outreach and Partnerships

GOALS:		YEAR:
Goal A	Enhance Crime Fighting Strategy	2025 –2030
Goal B	Increase Community Input & Outreach	On-going
Goal C	Evolve the Public Safety Advisory Board to engage in outreach programming	Evaluate
Goal D	Investigate Crime Reduction, Displacement and Prevention Programming	Thru 2030
Goal E	Provide a System for Victim Outreach	Thru 2030
Goal F	Enhance Traffic Safety Efforts and fund a Full-Time Traffic Enforcement Officer	Thru 2030

#A: Enhance Crime Fighting Strategy

- Enhance crime prevention programs such as Operation ID, home & business security surveys, and public safety fair.
- Provide crime prevention training for officers to become crime prevention specialists.
- Empower officers to identify and develop solutions to specific crime issues.
- Evaluate the use of a Volunteers in Police Service (VIPS) Program to enhance crime prevention programs.

#B: Increase Community Input & Outreach

- Further encourage the use of NextDoor.com and break the community into multiple virtual neighborhood groups.
- Continue to be proactive with the police website, email/text alerts, and social media platforms.
- Continue to utilize annual QR based police-community surveys.

Goal #C: Evolve the Public Safety Advisory Board to engage in outreach programming

- Evolve the Public Safety Advisory Board to engage in outreach programming.

Goal #D: Investigate Crime Reduction, Displacement and Prevention Programming

- Enhance relationships with community members, business and civic groups.
- Explore the Use of Enhanced Street Lighting Use Crime Mapping Overlays to reduce crime.

Goal #E: Provide a System for Victim Outreach

- Evaluate a system using VIPS Volunteers for victim outreach for crime prevention programming.

Goal #F: Enhance Traffic Safety Efforts and Evaluate Staffing a Full-Time Traffic Enforcement Officer

- **Provide a coordination point for advanced traffic crash investigations.**
- **Develop list of contributing crash violations for selective traffic enforcement.**
- **Enhance school bus and school zone enforcement.**
- **Manage traffic survey data and reports and evaluate city speed zones for updating.**
- **Manage the radar trailer utilizing VIPS volunteers.**

Focus on Effective Use of Data and Technology

GOALS:		YEAR:
Goal A	Use Data to Enhance Reporting to the Public (Web Page, Annual Report, Crime Clock). Explore on -line reporting by citizens to enhance public access to the reporting process.	On-Going
Goal B	Based on Data Evaluate the Use of Hot Spot Policing.	Evaluate
Goal C	Explore Evolving 911/Phone and Radio Technologies with Evolving Electronics.	On-Going
Goal D	Have a Capital Replacement Plan for High Value Equipment .	On-Going
Goal E	Support Efforts to Site, Fund and Build a North County Emergency Services Tower System	2026/27

Goal #A: Use Data to Enhance Reporting to the Public (Web Page, Annual Report, Crime Clock).

- Evaluate the use of a Police Blotter capability for the Police web-site
- Explore on-line reporting by citizens to enhance public access to the reporting process.

Goal #B: Based on Data Evaluate the Use of Hot Spot Policing.

- Current police webpage explains the concept of Hot Spot Policing.
- Target Specific Areas of Concentrated Crime Occurrence as technology and cost allow.

Goal #C: Explore Evolving 911/Phone and Radio Technologies with Evolving Electronics.

- Continue to be involved with regional and state groups and boards as technology, requirements and state de-mands continue to evolve and change.

Goal #D: Have a Capital Replacement Plan for High Value Equipment.

- Manage Tasers, Portable Radios, MDT's, Vehicle/Body Cameras, Desktop with Portable Computers and Infrastruc-ture to try to match funding with needs.

GOAL E: Support Efforts to Site, Fund and Build a North County Emergency Services Tower System

- Receive congressionally mandated funding for a north county antenna to link into the state radio system.
- Build the new tower on city land and implement the tower with a system of fee access to users for annual mainte-nance costs.

CAPITOL IMPROVEMENT PLANNING

A capital improvement is a long-term investment, typically in physical infrastructure, such as range improvements, buildings, etc, usually defined as any physical betterment or improvement and any preliminary studies and surveys, including, but not limited to, any property of a permanent nature, and equipment needed in connection with such improvement when first erected or acquired.

POLICE DEPARTMENT – Patrol

Project Year	Project Description	Estimated Cost
Annual	Purchase or lease/purchase two new patrol vehicles annually.	$140,000
2028/ 2029	Remove 30 year old building carpet and floor tiles to expose cement flooring Grind and polish and then seal cement floor	$10,000
2028/ 2029	Completion of Evidence Room On-Site Expansion: Purchase and install two (2) DEA approved evidence cages in the Property/Evidence Room Off-Site Annex.	$18,000 x 2
2029	Replace existing Life Scan Fingerprint Machine to meet state requirements.	$25,000

POLICE DEPARTMENT – Traffic Safety

Project Year	Project Description	Estimated Cost
2029	Install Radar Speed Sign at South 16th & Wilson to reduce speed violations.	$15,000
2030	Match street light enhancements to crime mapping to reduce crimes & crashes.	variable

POLICE DEPARTMENT – Dispatch/911

Project Year	Project Description	Estimated Cost
2030	Storm Siren Inventory and Replacement Schedule (8 Sirens—1980's)	$80,000
2027	Build North End 800 MhZ Tower using USDA Grant Funds	$2.1M

POLICE DEPARTMENT – Facilities

Project Year	Project Description	Estimated Cost
2027+	Roof leaking repairs	
2027+	Install Blue Tower Phones on City Trail System and City Parks	$20k each
2027	Replace lighting and add new venting for the PD HQ Evidence Room.	
2028 2030	Install electrical service to the range with lighting. Install water service to the range.	$20,000 $25,000
2028/9	Plumbing upgrade to lock-up facility	$20,000
2028 2030	Prepare for a new 1/2 cent Public Safety Sales Tax to provide matching funds. Investigate funding for the Public Safety Center. Investigate federal funding with the congressional delegation, including the Community Development Program that could fund 55% of the project for a total of $10.5M with a match of $8M.	
2030	Design, gut and rebuild Suite 4 in the Police Training Annex for use as a defensive tactics training and classroom center. Revenue: New Public Safety Sales Tax	$130,000

EQUIPMENT IMPROVEMENT PLANNING

POLICE DEPARTMENT – PATROL		
Year	**Project Description**	**Est Cost**
Annual	Replace aging portable radios	$4,000 ea
Annual	Provide 5-year replacement of ballistic vests and purchase for new hires	$900 ea.
~~**2026**~~	~~Purchase rifle soft rifle plates for patrol vests~~	~~**Completed**~~
2024 - 2028	Body Camera Replacement by Motorola completed in 2024 at a total cost of $287,407.74 using a 5-year subscription price of $45,157.12 for years 2 thru 5 (running thru 2028) with a 1st year (2024) payment of $106,779.26.	$287,407.74 **IN-PROGRESS**
2024 - 2028	Taser subscription approved in 2024 to assign personal tasers to officers using a 5 -year subscription with the 1st payment of $15,387 with years 2 thru (2025 – 2028) being $18,516.98.	$89,454.00 **IN-PROGRESS**
2027	Implement fees for fingerprinted dedicated toward purchase replacement cost of the live scan fingerprint machine.	$25,000
2028+	Add additional ballistic shields in patrol supervisor vehicles for critical incidents.	$7,500 x 5
Annual	Provide 5-year replacement of ballistic vests and purchase for new hires	$900 ea.
TBD	Update aging in car video units	$8,000 per car
2028	Replace handguns at 10 year mark	$15,000
2033	Replace patrol carbines and shotguns at 10 year mark	

POLICE DEPARTMENT – DISPATCH/911		
Project Year	**Project Description**	**Estimated Cost**
~~**2026**~~	~~Upgrade all computers with CJ data access w/2 step authentication (FBI require)~~	~~$12,000~~
~~**2026**~~	~~Replace repeater in Belmont Towers~~	~~$10,000~~
2027	Replace old analog CCTV cameras in the Lock-Up with IP CCTV that are compatible with recording system.	$20,000
2027	Break ground on grant funded radio tower and transmission equipment	$2.1M
2027	Purchase satellite phone and service as a back-up to telephone system	$1,000
2028+	Replace aging analog telephone system.	$35,000
TBD	Implement radio encryption required for State radio system.	unknown
TBD	Replace portable radios at end of life mark.	$105,000
2031	Lease-Purchase a portable cell tower (cell on wheels—COW) to reconnect city operations during a natural or man made disaster).	$70,000

POLICE DEPARTMENT – FACILITIES & TECHNOLOGY		
Project Year	**Project Description**	**Estimated Cost**
Annual	Maintain annual upgrade of computers, laptops and tablets.	
2026/7	Washer & Dryer replacement for Lock-Up facility (commercial grade).	$2,000

POLICE DEPARTMENT – ANIMAL CONTROL / COMMUNITY SERVICE OFFICER		
Project Year	**Project Description**	**Estimated Cost**
~~2025~~	~~Replace decade old Animal Control Vehicle with new animal control truck.~~	~~$65,000~~

POLICE DEPARTMENT – INVESTIGATIONS		
PROJECT YEAR	**PROJECT DESCRIPTION**	**ESTIMATED COST**
~~2024 thru 2026~~ 2027	~~Build out the State funded Domestic Violence Unit (DV Unit) (2 year grant 2024/2026) with a Det Sgt & Victim Advocate. Along with (a) creation of a High Risk Team (HRT) with prosecutors, investigators & victim advocates to review DV incidents; (b) implement lethality screening checklists by first responders. – Equip new offices in the BIC to house the DV Unit.~~ **Maintain DVU in 2027**	$506,000 (GRANT) **COMPLETED GRANT**
TBD	Enhance the use of case tracking by detectives and patrol leading to increase case closure rates. Utilize solvability factors. Establish Victim Follow-Up Letters.	$2,500
2026	Refurbish Command Truck (radios, electrical)	$15,000
2028 2030	Equipment purchases to enhance investigative operations: (1) Purchase used crisis negotiation throw phone system. (2) Purchase BRIC Throw camera	$5,000 $15,000
2026	Refurbish Command Truck (radios, electrical)	$15,000

POLICE DEPARTMENT – COMMUNITY OUTREACH / COMMUNITY POLICING / CRIME PREVENTION		
Project Year	**Project Description**	**Estimated Cost**
~~2024~~	~~Implement the ***ARE YOU OK*** telephone reassurance program supplemented by the 2024 grant of $10,000 from the Parsons Area Community Foundation.~~	$10,745 **COMPLETED**
ON GOING	Enhance the involvement of the Public Safety Advisory Board to include: (1) Bias Based Trng; (2) Public Events; (3) Domestic Violence; (4) Charity Golf Tournament	0
ON GOING	Identify priority crime prevention programming to roll out: (1) Home and business security surveys; (2) Operation ID; (3) Expand the NextDoor.com APP by creating neighborhoods in the City; (4) Speakers Bureau; (5) Continue to develop the Coffee With a Cop offerings; (6) Identify other programming.	0
Annual	Evaluate providing first aid/cpr/AED & NARCAN trng for community members.	TBD
Annual	Continue to utilize social media, web page, police APP, press releases and use text/email alerts and radio/TV interviews to provide outreach to the community.	0
2026/27	Evaluate the potential to implement a Volunteers in Police Service (VIPS) Program to supplement service potential.	$5,000
2027 2033	Conduct annual mini-survey to follow-up to the 2026 mini community survey. Conduct community policing survey.	$1,000 $5,000
2029/30	Drone for crime scene management, missing person tracking, high risk warrant service, barricaded subjects, crime mapping and business security surveys.	$15,000

POLICE DEPARTMENT – TRAFFIC SAFETY		
Project Year	**Project Description**	**Estimated Cost**
2027	Replace Radar Reader board to replace 20 year old unit with a 4' x 5' unit	$18,000
TBD	Fund a full-time Traffic Safety Officer	TBD

POLICE DEPARTMENT – TRAINING		
PROJECT YEAR	**PROJECT DESCRIPTION**	**ESTIMATED COST**
Annual	Continue to invest in domestic violence training for staff and develop on-going training providers.	Overtime Cost
On-Going	Enhance the use of case tracking by detectives and patrol leading to increase case closure rates. Utilize solvability factors to assist in prioritizing cases for fol-low-up.	0
On–Going	Roll out the use of the use of force simulator to supplement traditional use of force and firearms training.	Overtime
2026+	Complete First Aid/CPR/AED training for police staff & offer to city staff. Investigate offering Emergency Medical Responder (EMR) training to agency staff to enhance 1st response capability during emergencies, and for man-made and natural disasters working with volunteer Medical Directors.	$5,000 (equipment and supplies)
On-Going	Deploy AED's in the PD, Lock-Up, and 4 supervisor patrol cars. Encourage city deployment of AEDS and Bleed Stations in all city facilities.	Training costs
2026 2027	Complete police staff training using NSC Defensive Driver Course (DDC) Class-room training. Plan to train city staff for DDC training in 2027.	TBD
2028	Emergency Vehicle Operation Course (EVOC) Training Supply Trailer. Pushed for-ward from 2023 to store traffic cones and pylons for setting track layouts.	$20,000

POLICE DEPARTMENT – WELLNESS PROGRAMMING		
PROJECT YEAR	**PROJECT DESCRIPTION**	**ESTIMATED COST**
Annual	Implement quarterly family training & dinners to enhance retention efforts while building a sense of community for families and staff of the police department.	$1,000
Annual	Investigate outreach programming National Safety Council (NSC) wellness sub-scriptions for all agency staff as part of the Department's Wellness training. 1. Annual Membership 2. Defensive Driving Instructor & Supplies 3. Wellness Magazine	$2,000 COMPLETED
On Going	Invest in Mental Health First Aid training for staff as a foundation to grow into Crisis Intervention Team (CIT) training for staff.	Overtime for training
Annual	Provide annual Cooper's PT Testing in partnership with local gym for police staff.	$1,000

2023 City Comprehensive Plan Initiatives that Touch the Police Department

Initiatives that touch the Police Department are being tracked

Strategy: Ground the Story with Data and Facts	
✓	Utilize the current crime reports put out by the police department, and host regular podcasts, in-person town halls or virtual sessions where the statistics are discussed. Control the urge for more information to be interpreted by readers as evidence of higher crime. Years 1, 2, 3, 4, 5 – **This is currently done and distributed by the Police Department.**
✓	Help Parsons residents understand what economic development efforts are happening by creating a regular report that is shared by the City, written in a way that is approachable and offers lots of information, **similar to what the police department is doing.** Years 1, 2, 3, 4, 5 – Annual report prepared by the Economic Development Department and reports at the City Commission with updates to any current activities.
Strategy: Ground the Story with Data and Facts	
✓	Partner with the County to create a scholarship program to Labette Community College, focused on keeping young talent in the community. Year 4 **Police Department is creating a Police Foundation account with the Parsons Area Community Foundation (PACF) that would support LCC Scholarships, the Parsons High School Golf Club, Shop with a Cop and address police needs. An annual police golf tournament will help to fund this with community and business support.**
Strategy: Become a Destination	
✓	Build on the work already happening in downtown to make it a center for activity, meaning people have at least 8-10 things they can accomplish with one visit. For example – picking up a gift, viewing art,, meeting a friend, listening to music, walking their dog, experience history, eating lunch, and many other possibilities. Promote all the things people can accomplish with one visit to this downtown. Year 1, 2, 3 – We are a destination by events. Katy Days, LCC Annual Fire School, **KLETC Training**, many Sporting Activities in the area. **Police department continues to work with KLETC to grow the classes offered at the new KLETC SE Kansas Regional In-service Training Center. The police department is hosting both supervisory, executive training and technical training which is estimated to bring 440 man days of training for out of area police to the city in 2024** (Current estimate is 20 supvr + 20 exec trng 40 x 5 days = 200 man days; Exec trng 30 students x 5 days = 150 man days; DT trng 15 students x 4 days = 60 man days; tech trng 30 students x 1 day = 30 man days). Total of 440 man days of out of area student trng.
UNDER CONSTRUCTION	Create picture-worthy areas around Parsons that present opportunities for social media posts on platforms like Snapchat, Instagram, and TikTok. Year 1 – Facebook, City Websites; Being done by various staff and departments. Instagram is being created. **Police Department is planning a video VLOG capability for a private and public YouTube Channel for internal training and for public access to short video stories.**
Strategy: Commit to Inclusive Decision Making	
✓	Embed on City website a location for residents to sign up for news. This news should include a City newsletter (monthly or quarterly) and calls for volunteers. The list should get notified when agendas, minutes, and videos of meetings are posted. Year 1 – Do not currently have the staff to do a Newsletter. City Clerk has a list that agendas are emailed to. Anyone can contact the City Clerk and be added to the list. News is posted on the website and Facebook. **Police Department does regular posting and releases.** All commission meetings are available on Livestream to view live or later.
✓	Hold an annual budget Q&A session for the public in a casual local location (like a local business). Year 2 – This is currently done in the form of a public hearing, very few attend. **Police Department schedules Coffee with a Cop events in 2024 and has a Speakers Bureau tracking all presentations.**
✓	Design a survey to go out after each community event to get feedback on the event from residents' perspectives. Poll business owners to see how their businesses were impacted by the event. Year 3 **Police department conducted an in-depth community survey in 2023 to guide operations, budgeting and programs.**

2023 City Comprehensive Plan Initiatives that Touch the Police Department—Con't

Strategy: Encourage Open Dialogue	
✓	Provide a quarterly update from each City department at a Commission meeting that is recorded and shared on website and social media for people to watch on demand. Year 1, 2 – Livestream at the end of each commission meeting Staff Comments. **Police Department creates a quarterly newspaper insert to update the community. This is presented to the City Commission and is used as a handout at all police presentations.**
✓	Create a monthly city newsletter that highlights project updates, money being secured and how it will be used, and shows how monthly efforts fit into the adopted values and vision of Parsons. Year 2 – Do not currently have staff available to create this. **Police Department creates a quarterly newspaper insert to update the community. This is presented to the City Commission and is used as a handout at all police presentations. The PD also has an Annual Report since 2019.**
✓	Put together an annual legislative and advocacy agenda identifying the top issues needing attention at the state and federal levels of government and creating a plan for how Parsons city leaders will proactively reach out to elected officials to represent Parsons' needs. Years 1, 2, 3, 4, 5 – Economic Development Director regularly addresses this, and staff works with the League of Kansas Municipalities to also be represented. **Police Chief services on the E-Board for the Kansas Association of Chiefs of Police and works with their Legislative Committee and lobbyist to address law enforcement legislation.**
✓	Provide annual evaluations of the City's services to ensure they meet the needs of the community. Years 1, 2, 3, 4, 5 **Police Department recently did a survey that was sent to the 67357 area. The survey included generalized questions along with police issues. Police Department will look at conducting mini-services between the next community survey in 5 years. The police department is now utilizing a poll capability on it web site.**
✓	Look into creating an app for residents to stay informed about emergency preparedness, ongoing events, and utility outages. Allow users to report problems and access recordings of City meetings. Year 5 – Currently done for Emergency Preparedness. **Police Department has access to the County paid for Code Red System. A system to relay info from City Hall to Dispatch can be created to better utilize this resource.**
✓	Expand and build on the "Walk Your Neighborhood" program. Year 2 – Currently being done by City Commissioners. **The Police Chief has participated in this program with Commissioners since it's inception 2 years ago. The Chief drivers the police UTV with the Commissioners to each neighborhood walk/meeting.**
	Interact with twenty-somethings and younger by creating a City Instagram or Snapchat, as Facebook is inadequate for communicating with all age groups of residents. Year 1 – Instagram will be created. **Police Department is planning a video VLOG capability for a private and public YouTube Channel for internal training and for public access to short video stories.**
✓	Proactively facilitate dialogue on City-managed social media pages. Correct misinformation when it happens, be responsive to questions, and let other users know they are being heard. Years 1, 2, 3, 4, 5 - Facebook **The police department has 4 administrators for their Facebook, Twitter, and NextDoor.com social media accounts to monitor and update information.**
✓	Utilize the USPS "Every Door" program to distribute clear, simple educational pieces and promotion. Years 1, 2, 3, 4, 5 - $$$$ and Staff Time **The Police Department utilized this service to distribute the 2023 Police Community Survey.**

2023 City Comprehensive Plan Initiatives that Touch the Police Department—Con't

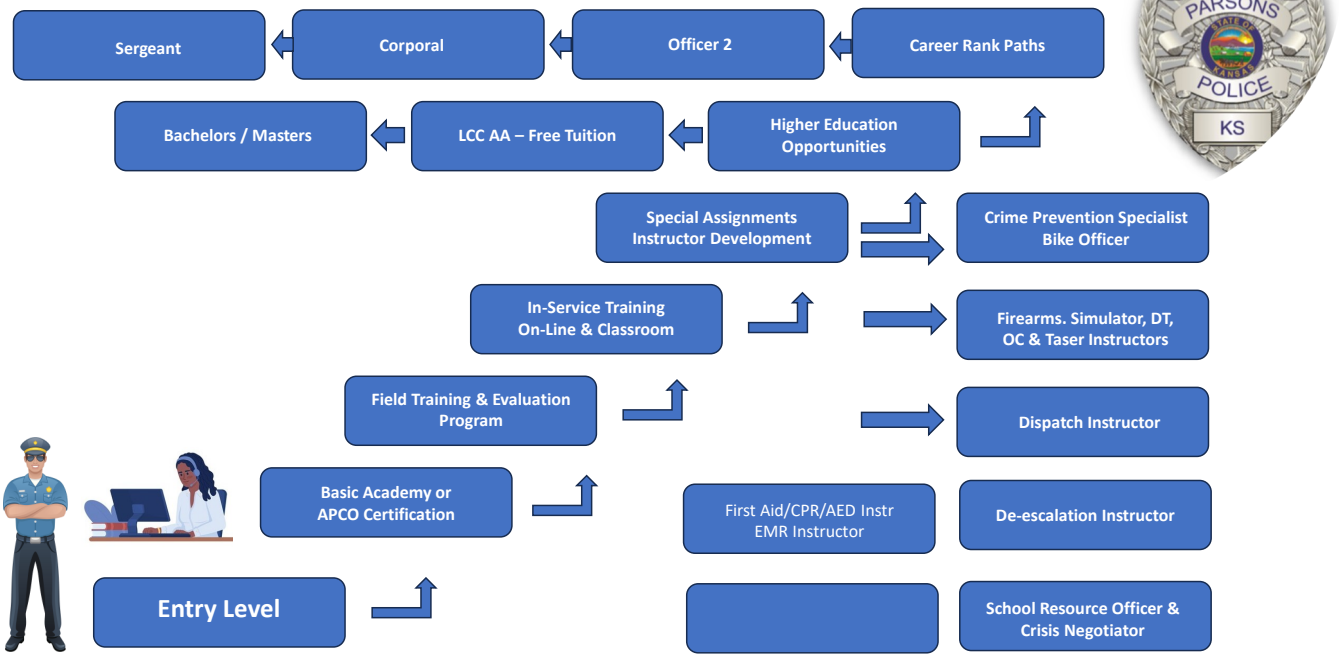
Strategy: Create, Restore, and Maintain Partnerships	
✓	Assemble a simple two page guide on establishing a neighborhood association and share widely. Designate a City staff member to function as the point of contact for coordination and information sharing with the organizations. Year 3 **The Police Department joined NextDoor.com in 2020 as the 21st Century alternative to Neighborhood Watch using a social media platform. Budgeted to staff a full-time Community Policing Coordinator in 2024.**
✓	Create a frequent, interactive, and supportive dialogue between the Chamber, downtown businesses, and other local businesses. Year 1 – This is done on a daily basis **The Police Department created a Public Safety Advisory Board in 2021 that meets monthly and has 20 members including representatives from each City Ward. schools. financial community. health care. Labette Community College. and other.** **The Police Department command staff are assigned to be members in Rotary, Elks Club, Lions, VFW, Kiwanis and other community groups to enhance two-way communication.**
Strategy: Update & Streamline Regulations	
UNDER CONSTRUCTION	Organize and offer on website a simple one page application and an accelerated approval process for street closures to encourage neighborhood activities and block parties. Year 2 – Public Department Safety Departments would prefer that these activities remain in the confines of the private property owners, unless it is organized by the city or and organization like the Chamber. **The Police Department advocates for a city permitting process for parades, special events and road closures that require certificates of insurance, tracking of true event costs (city set-up & takedown, employee time & overtime) with some type of cost sharing being charged to event organizers.**
Strategy: Enhance Safety	
	Add lighting to trails. Year 4 **The Police supports this initiative and encourages that it be expanded. Using crime mapping and working with Evergy, additional street lighting should be installed in hot spot areas where crimes of opportunity occur at night to include burglaries, thefts, car crashes as examples. Initial discussions have occurred between Evergy and the police.**
✓	Put together a Citizens Police Academy to help staff security for events and participate in neighborhood watches and maximize police funds. Year 2 **1. In the past a Citizens Academy was hosted by PPD. It was staff and expense intensive and was dropped in 2017.** **2. A Citizens Police Academy appears to be confused with a Reserve Police Officer Program. The cost of creating a 250 hour Reserve Academy given the low level of a hiring pool volunteer reserve police officer candidates is not currently viable in Parsons or SE Kansas.** **3. Traditional Neighborhood Watch have been shown to have only limited sustainability without significant staff investment of time and overtime. As an alternative the Police Department adopted the social media based NextDoor.com program that is endorsed by the National Sheriffs Association and is used by 4,000 law enforcement agencies. Parsons has approximately 4,122 households according to the Census Bureau. There are 685 participating households in NextDoor.com (17% of all households with 822 members). This would far exceed anticipated participation in traditional Neighborhood Watch.**
Strategy: Seek Out Talent	
	Complete a pay equity and salary assessment for City employees. Year 4 - This was implemented this past year and will continue in the years ahead. **The Police Department did a study in 2022 for implementation in 2023. Additional steps forward were deferred in 2024, causing police parity with comparable city to back slide. A structured system for salary surveys is supported by the police, which faces near crisis recruitment and retention issues.**
	Make a commitment to identify adequate resources to hire experienced talent and leadership for City positions. Years 3, 4, 5

2023 City Comprehensive Plan Initiatives that Touch the Police Department—Con't

Strategy: Seek Out Talent	
	Design a five year plan to incrementally bring pay for FD and PD employees up to a competitive level. Year 2 – This was implemented this past year and will continue in the years ahead.
✓	Build pride in City organization. Recognize excellent work, reward/celebrate as well as create a culture of discipline and service. Offer perks that other cities don't to help with low salaries until they can be increased. Years 1, 2, 3, 4, 5 **The Police Department has a structured awards and recognition program.**
✓	Build pride in City organization. Recognize excellent work, reward/celebrate as well as create a culture of discipline and service. Offer perks that other cities don't to help with low salaries until they can be increased. Years 1, 2, 3, 4, 5 **The Police Department is the most award winning law enforcement agency in the region with 7 Traffic Safety Awards, 4 Lexipol Gold Awards, a 2021 National Community Collaboration Award and is one of only 28 agencies in Kansas with an approved Field Training and Evaluation Program for training new recruits totaling 420 hours. In 2024 the agency will achieve FBI-LEEDA Trilogy Status for training the command staff (supervisory, Command & Executive Institute completion).**
Strategy: Inspire Street Activity	
UNDER CONSTRUCTION	Adopt safe routes to school principles and focus on expanding and increasing safety for children walking and biking around schools. Year 3 **Police Department is engaged in planning process with City Hall for Safe Routes to Schools Grant project.**
	Put together a strategy that will result in citywide striped bike lanes and on-street parking that calms traffic and better allocates the space along wide roadways. Year 3 **Police Department plans to conduct traffic safety surveys or arterial and school areas to assist in creating data for justified speed zones.**

APPENDIX

WHAT IS YOUR PATH TO EXCELLENCE?



Purpose of Public Safety Sales Tax Number 2 for 1/2 cent

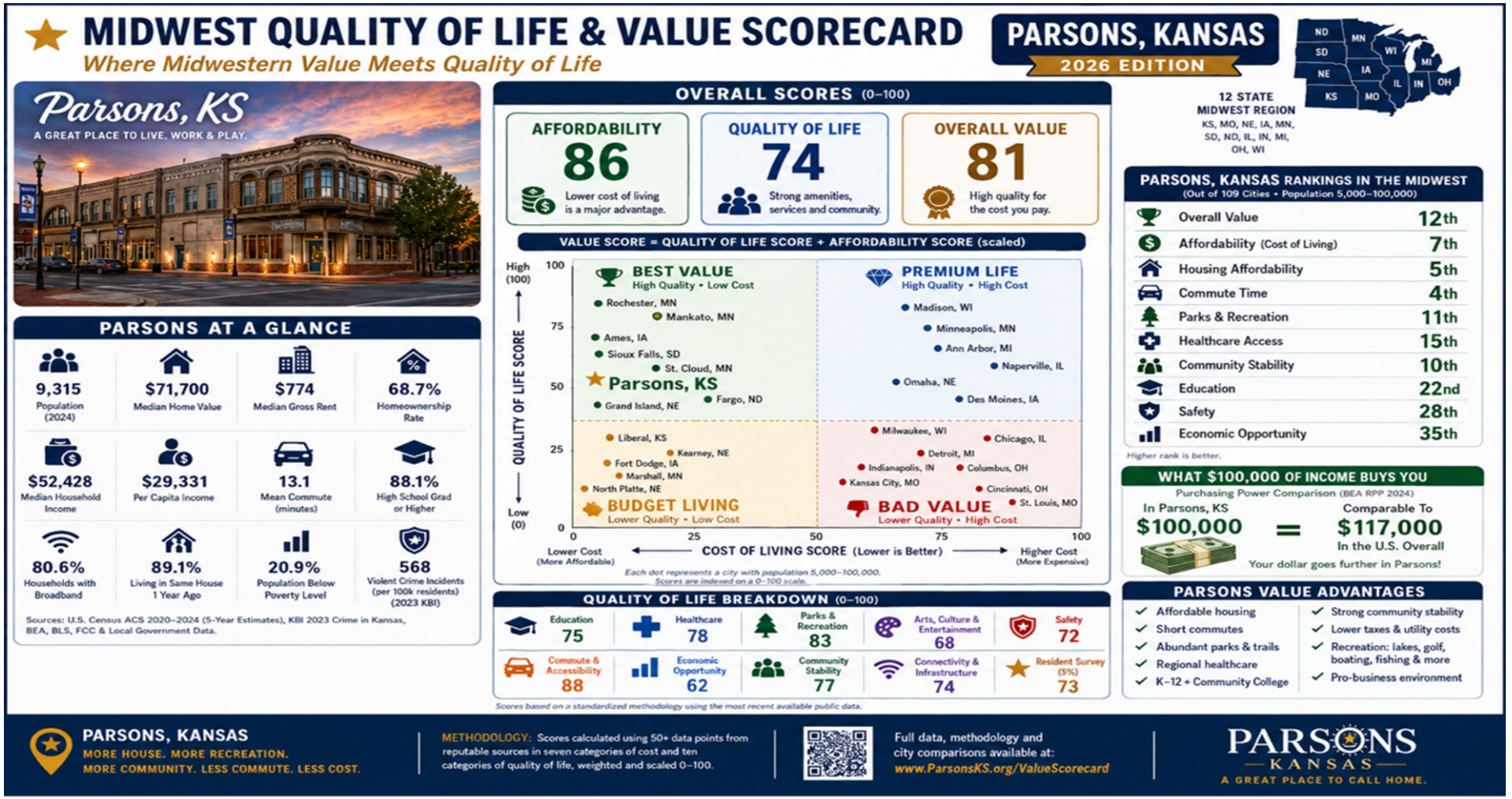
A sales tax measure is proposed for the Fall of 2025 with implementation for January 2026.

Programs that would receive funding:

1. Continue with **Domestic Violence Unit** originally funded on a 2-year state grant.
2. Continue to provide funding for the **2nd School Resource Officer**.
3. Provide revenue to continue to **adjust total compensation** for police and fire employees to retain experienced and trained staff.
4. Provide required **match money to assist in the Public Safety Center**.
5. **Add a relief dispatcher** to deal with rising call volume.
6. **Retain a Detective** that is currently grant funded.

Authorized Specialty Incentive Pay for Police & Fire Employees

INSTRUCTOR TYPE or SPECIALTY ASSIGNMENT	POLICE DEPT	FIRE DEPT
Fire Instructor		$100 month
Fire Inspector		$100 month
Hazardous Materials Technician		$100 month
Structural Collapse Technician		$125 month
Water Rescue Technician		$100 month
Relief Officer (in addition to incentives)		$50 month
Field Training Officer	$250 month	
High Liability Police Instructor (Firearms, defensive tactics, and emergency vehicles operations [also NSC DDT], ALERRT Active Shooter, De-escalation or Emergency Medical Responder Instructor))	$200 month	
Core Police Instructor Topics (OC spray/Taser)	$150 month	
Special Assignment – Crime Prevention Specialist (certified by the National Crime Prevention Coalition or certified by the American Crime Prevention Institute in Basic CP, CPTED & Security Assessments). Police2Peace Instructor or	$125 month	
Special Assignments – Bike/UTV, First Aid/CPR/AED instr or EMR certified	$125 month	
Special Assignment – Armorer (pistol/rifle/shotgun)	$100 month	
IAPE Certified Property & Evidence Specialist	$100 month	
Dispatcher Certification & TAC Officer	$100 month	



SCORECARD: Individual community statistics are based on cited public sources. Composite scores, comparative rankings and purchasing-power estimates are illustrative and will be recalculated using a standardized methodology and complete Midwest comparison dataset.

KANSAS QUALITY OF LIFE & VALUE SCORECARD

Where Your Dollar Goes Further.



PARSONS AT A GLANCE

9,315 Population (2025 Estimate)	$71,700 Median Home Value	$774 Median Gross Rent	68.7% Homeownership Rate
$52,428 Median Household Income	$29,331 Per Capita Income	13.1 Mean Commute (minutes)	88.1% High School Grad or Higher
80.6% Households with Broadband	89.1% Living in Same House 1 Year Ago	20.9% Population Below Poverty Level	568 Violent Crime Incidents (per 100k residents) (2023 KBI)

Sources: U.S. Census ACS 2022 (5-Year Estimates), KBI 2023 Crime in Kansas, BLS, BEA, Kansas Dept. of Commerce, AAA, EIA, FCC & Local Government Data.

PARSONS, KANSAS

More House. More Recreation. More Community. Less Commute. Less Cost.

OVERALL SCORES (0–100) • ORIGINAL PUBLISHED FIGURES

AFFORDABILITY SCORE	QUALITY OF LIFE SCORE	OVERALL VALUE SCORE
86	74	81
Lower cost of living is a major advantage.	Strong amenities, services and community.	High quality for a low cost.

VALUE SCORE = QUALITY OF LIFE SCORE + COST SCORE (scaled)

QUALITY OF LIFE BREAKDOWN (0–100)

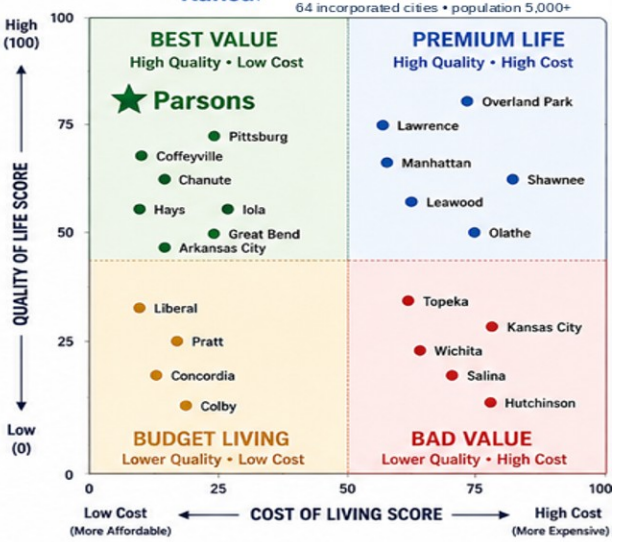
Education	Schools, graduation rate, student/teacher ratio, LCC access	75
Healthcare	Labette Health, access & services	78
Parks & Recreation	Parks, trails, lakes, sports, outdoor opportunities	83
Arts, Culture & Entertainment	Theater, library, events, restaurants, festivals	68
Safety	Crime rates, fire/EMS, public safety staffing	72
Commute & Accessibility	Commute time, roads, regional access	88
Economic Opportunity	Jobs, income, unemployment, business climate	62
Community Stability	Homeownership, stability, civic engagement	77
Connectivity & Infrastructure	Broadband, utilities, water, electric, infrastructure	74
Resident Survey (5%)	Overall satisfaction & quality of life	73

0 — Average 50 — Exceptional 100

COST OF LIVING vs. QUALITY OF LIFE

Kansas Cities Comparison

64 incorporated cities • population 5,000+



Original draft comparison positions shown for illustration; full 64-city scoring requires reproducible recalculation.

KANSAS COMPARISON

64 INCORPORATED CITIES

Population 5,000+

ORIGINAL STATEWIDE RANK

NOT CERTIFIED

The former "79-city" denominator cannot be independently reproduced.

NEXT STEP

Recalculate all 64 cities with one published formula and identical source vintages.

NATIONAL COMPARISON

STATUS: PENDING

A national percentile should be calculated only after a standardized national comparison dataset is fixed.

The former "Top 15%" statement is removed from the revised graphic.

National comparison remains a future, separate analysis.

STRONG COMMUNITY. BRIGHT FUTURE. | LOWER COST. HIGHER QUALITY. | ROOM TO GROW. SPACE TO LIVE.

Parsons, Kansas

A GREAT PLACE TO CALL HOME.

REVISED 2026 EDITION • 64-city Kansas universe • Original scores retained for historical reference; statewide ranking pending reproducible recalculation.

ADDENDUM

2030 STRATEGIC PLAN - ADDENDUM

Fiscal Sustainability, Workforce Stabilization & Continuity of Police Services

Parsons Police Department • November 5, 2026 • Planning period: 2027–2030

Status: Proposed management planning supplement; Changes in fiscal status of City that can impact Policing.

Purpose and relationship to the adopted strategic framework

This addendum supplements—not replaces—the six strategic priorities and goals in the September 2, 2026 update of the Parsons Police Department 2030 Strategic Plan. It identifies an immediate workforce and fiscal risk that may **prevent the Department from maintaining current police services and achieving planned improvements.** Its central purpose is to establish decision points, measurable safeguards, and contingencies before staffing shortages require unplanned service reductions.

The existing plan expressly recognizes **compensation gaps, dependence on grant-funded positions, a proposed 2028 half-cent sales tax**, and an **annual risk assessment for staffing and budgeting**. The present conditions elevate those recognized risks from long-range concerns to **near-term operational threats.** [Plan pp. 5, 9, 11–15]

1 | Baseline staffing and forecast

Measure	November 2026	Potential first half of 2027
Authorized sworn positions	28	28
Vacant sworn positions	6	9 if three additional departures and no replacements
Filled sworn positions	22	19
Vacancy rate	21.4%	32.1%
Recruit candidates currently in process	1	Outcome unknown

If the one recruit is successfully hired and all three anticipated departures occur, vacancies would instead be eight (28.6%). A candidate is not a deployable officer; academy, field training, and other qualification requirements delay the operational benefit of a hire. These are planning scenarios, not confirmed resignations or hiring outcomes.

The existing plan estimates approximately $40,000 in academy and field-training salary cost, at least $2,000 in recruitment costs, and $3,000 in uniforms and equipment for a new officer, excluding certain field-training overtime. Consequently, preventable turnover consumes scarce resources while reducing experienced capacity. [Plan p. 14]

2 | Fiscal conditions and workforce retention

The source plan records FY2015 expenditures/budget of approximately $2.07 million and FY2026 budget of $3.53 million and states that "true average budget growth was 4.5% after inflation for 10 years." This addendum preserves that statement as reported. It should not be interpreted as evidence that personnel purchasing power or market salary parity has improved. [Plan p. 5]

The plan describes 2023 compensation adjustments that restored parity for some classifications but left sergeant and lieutenant pay at roughly half the identified parity gap, with command compensation as much as $25,000 below comparators and dispatch compensation also lagging. The Department now reports continuing losses to higher-paying agencies. [Plan p. 9]

Priority action: commission a refreshed regional total-compensation study in early 2027 covering sworn, dispatch and essential civilian classifications; develop a costed phased pay-correction proposal; and quantify turnover,

overtime, recruitment and training costs. The City Manager and Commission should receive the operational implications of both funded and unfunded options.

3 | Threats to core services and strategic commitments

Patrol and emergency response

Vacancies concentrate workload on a small number of shifts and supervisors, potentially increasing overtime, fatigue, response variability, and reduced proactive enforcement. Historically, the minimum patrol level staffing was 4 patrol units 24/7, during COVID that dropped to 3 patrol units. We are now at times back to our COVID minimum level. Yet the agency has been budgeted and staffed for 5 patrol units 24/7 but because of recruiting and retention challenges has not been able to maintain that staffing level to meet workload and officer safety levels for years. This challenge will strip staff from SRO, Detective and the Domestic Violence Unit (DVU) for minimum-deployment and call-prioritization for serious incidents, crime scene management, statutory duties, training, evidence handling, vacations, sickness/injury and officer safety needs.

Investigations and case management

The Investigations Division is already one detective short. If a second detective leaves for the Kansas Bureau of Investigation, the Investigations Lieutenant may become the primary general criminal investigator while retaining management responsibilities. The Department will be forced to establish case-triage criteria, track open caseload and case age, and protect timely response to violent offenses, sexual crimes, child victimization, and other high-harm cases. This directly threatens Priority 4, Goal B ("Enhance Investigative Services"). [Plan p. 18]

Domestic Violence Unit (DVU)

The dedicated Detective Sergeant and Victim Advocate support lethality/strangulation assessments and high-risk coordination of time-consuming domestic violence cases. Transferring the Sergeant to Patrol or adding general criminal investigations to his caseload could sharply diminish specialized investigative continuity despite strong community support. Before any reassignment, leadership should examine victim-safety effects, caseload, and victim risk. This directly affects Priority 4, Goal A ("Address Family Violence"). [Plan p. 18]

School Resource Officer (SRO) program

The partially school-district-funded SRO program faces uncertain 2028 support. We do not anticipate adequate District cost sharing to continue the program in 2028 due to their own fiscal constraints. The City and school district should begin joint planning in 2027 for a multiyear agreement, shared costs, defined service expectations and a reduced-service contingency. Without dedicated officers, school calls revert to Patrol and preventive school relationships will weaken. This affects Priority 5 and the plan's stated commitment to maintaining and enhancing SRO services. [Plan pp. 2, 11]

Accreditation, professional standards and civilian support

The Police Program Coordinator supports accreditation administration, training coordination and community outreach. If that position is lost, KLEAP maintenance and Police2Peace program continuity will be impaired as duties shift to already stretched supervisors. Maintain a standards calendar, named primary and alternate owners, policy/training documentation, and periodic compliance audits. Accreditation status would be lost from a staffing reduction since the agency is already stressed with reduced staffing; actual risk depends on continued compliance. [Plan pp. 11, 16]

Community outreach and prevention

Staff shortages may force cancellation of discretionary events, community surveys, business liaison contacts, VIPS (volunteer program) development and proactive traffic safety activities. Prioritize a small number of high-value activities, use partner support where appropriate, and report any reductions openly. A sustained shift from community policing to predominantly reactive response would conflict with the Department's stated mission and the plan's fifth priority. [Plan pp. 2, 10–11, 19]

4 | Funding pathways and uncertainty

The plan identifies community engagement regarding a vote for a **new half-cent sales tax in 2028** (Priority 2, Goal B, p. 15), while its implementation narrative also references preparation for a potential 2029 initiative (p. 11). The City should reconcile this timing and/or commitment. Any 2028/9 proposal must be contingent on ballot procedures and voter approval; no revenue should be booked until authorized and realized.

It needs to be clear that the **opportunity for a 2nd Public Safety Sales Tax ballot issue in 2025** was presented in staff reports to the City Commission, in strategic planning documents, and in the Commission approved grant applications for the COPS Universal Hiring Program and the SCIP DVU Grant as the route the City would take as a means to provide long-term funding and sustainability. While the voters could have approved or disapproved such a tax, in the end, the prior City Manager and the Commission failed to move forward with a plan that had been worked toward, planned for and approved over a multi-year period – thus stripping police and fire of a chance to have access to critically needed new revenue.

Industrial growth, including the Great Plains Industrial Park, new employers and associated retail activity, may eventually support increased sales tax receipts. Timing, incentives, infrastructure demands, actual **taxable sales and revenue allocations are uncertain**. Base operating budgets should distinguish committed revenue from speculative growth. [Plan pp. 7, 13]

5 | Proposed decision thresholds

Indicator	Review trigger	Management response
Sworn vacancy rate	20% or higher	Quarterly formal service-capacity review; monthly hiring dashboard
Sworn vacancy rate	30% or higher	Critical continuity review; written options to City Manager
Investigative staffing	Loss of another general detective	Activate case triage and outside-assistance protocols
SRO support	No viable 2028 agreement by late 2027	Eliminate SRO Program; replace with traditional police response to crimes in schools.
DVU staffing	Proposed Sergeant reassignment	Document victim-service, impacts before decision
Accreditation support	Coordinator position at risk	Acknowledge pending loss of accreditation, reduction in community outreach programs, volunteer programming and agency involvement in the community.

These are proposed management triggers, not automatic authority to reduce services. Operational decisions must consider actual deployable staffing, leave, shift coverage, workload, legal duties, safety and applicable agreements.

6 | 2027–2030 action and accountability plan

Timing	Required action / product	Lead
Q1 2027	Regional compensation comparison; vacancy and turnover cost baseline; minimum deployment plan	Chief / City HR / Finance
Q2 2027	Funded retention alternatives; investigations and DVU continuity	City Manager / Chief / Division leaders

	protocols; accreditation cross-training	
2027 budget cycle	SRO cost-sharing negotiation; public safety service options and multiyear forecast	City / USD / Finance
2027–2028	Evaluate legally feasible public safety tax options; distinguish committed from conditional revenue	City leadership / legal / finance
2028–2030	Quarterly risk scorecard; annual plan revision; restore staffing and programs when sustainable	Police Management Team

Quarterly measures should include vacancies by assignment, separations and reasons, applications and qualified candidates, time to independent deployment, overtime and fatigue indicators, patrol coverage, priority-call response, investigative case age, DVU caseload, SRO service hours, accreditation deadlines, outreach activity and recurring revenue coverage. The existing plan already commits to quarterly strategic reviews and annual risk assessment; these measures operationalize that commitment. [Plan pp. 11–12]

7 | Planning scenarios and recommended policy position

Recovery scenario: new recurring revenue and competitive compensation stabilize staffing and preserve specialized services. **Constraint scenario:** vacancies persist and selective deferrals are required while essential functions continue. **Contraction scenario:** departures reach nine unfilled sworn positions or more and the City must consider formal, transparent changes to specialized assignments and service levels.

Recommended position: classify workforce stabilization and recurring operating revenue as prerequisites for the remaining 2030 objectives. Preserve emergency response, legally required functions, high-harm investigations, victim protection and accreditation compliance before expanding discretionary programs or recurring technology commitments. Present service-level tradeoffs to elected leadership before vacancies force them by default.

Source and adoption note

Primary source: Parsons Police Department, 2030 Strategic Plan, September 2, 2026 update (34 pages). Staffing projections, the one-candidate pipeline, potential KBI recruitment, 2028 SRO uncertainty, and prospective DVU/Coordinator reductions were supplied as current management information on November 4, 2026 and are not represented as verified figures in the September plan. Proposed triggers, actions and scenarios are recommendations, not adopted policy.