
2024 Goals and Objectives



City of Gahanna Division of Police

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2024 Goals

The annual goals for the Division of Police are assembled from multiple sources that include police and City administration, division personnel, and community expectations. Our public safety goals originate from work sessions with all staff and leadership with an awareness of the community expectations gained through survey and both formal and informal community meetings.

Personnel Input

Division personnel are annually solicited and encouraged to examine and review our current strategic goals for revision or update. They are asked to review current objectives and formulate new objectives to accomplish our goals for the coming year. All Division supervisory staff collect and vet the suggested goals and objectives from staff and submit the collective goals and objectives to create a draft to be reviewed during the January in-service training. This is an “open process” through the first in-service week and staff can take advantage of this last opportunity to provide additional input into the annual goals and objectives of the organization and the services provided to the community.

Community Input

A community survey is employed soliciting input from the community on many topics and specifically the most highly valued services and expectations. The most valued services from the community survey were “residential patrols”, followed by “residential traffic enforcement” and “school zone presence”. These three expectations account for 74% of community requested services and are also incorporated into our annual goals and objectives.

The Chief of Police meets monthly with a community civic association group that represents Homeowners Associations, civic groups or block watch members who collectively represent thousands of residents in the community. The Division also hosts multiple informal in person opportunities for discussion about issues in the neighborhoods including quarterly Coffee with a Cop, National Night Out and other community events.

The five primary overarching strategic goals of the Division of Police were reviewed, and no suggested changes were made. The objectives to attain those strategic goals did include a few new objectives, programs and initiatives contained in this document.

The following pages provide definition of how the terms goals and objectives are defined for purposes of our annual goals and objectives formulation.



Goals and Objectives

The annual formulation of goals and objectives includes individual, informal work group or bureau collaboration, selection, and submission of the best objectives to accomplish our strategic goals. The defining characteristics of goals and objectives as used by the Division of Police are defined below and members develop and vet their suggestions based on these criteria.

Goals

- A goal is a brief, clear statement of an outcome to be reached within a specific timeframe. A goal is a broad, general, tangible, and descriptive statement.
- A goal does not say how to do something, but rather what the results will look like. It is measurable in terms of quality and quantity.
- A goal is an outcome statement that defines what we are trying to accomplish at a large scale both programmatically and organizationally.

Objectives

- An objective is: **S**pecific, **M**easurable, **A**ctionable, **R**ealistic, and **T**ime-bound.
- A series of tasks that must be attained to accomplish specific goals.
- Objectives define the actions that must be taken to reach the goal.
- **S**—Specific—What EXACTLY do we want to achieve?
- **M**—Measurable—How will we know when we have achieved it?
- **A**—Attainable—Is it something that we have control over?
- **R**—Relevant—Is it applicable to the place we are as a community right now?
- **T**—Time-Bound—What is our deadline?

Individuals, small groups, and bureaus prepared goals and objectives which were presented through the chain of command to executive staff for discussion, editing, modification if necessary, and inclusion into our published 2024 Goals and Objectives.

The following pages are the results of compiling those goals and objectives to publish and establish our Division Goals and Objectives for 2024.



2024 Strategic Goals and Objectives

Our strategic goals are the general broad statements of what we want to achieve over a long period of time. Our strategic goals are reviewed annually and are the over-arching descriptions of a desired future outcome.

These five strategic goals encompass our desired outcomes. Each strategic goal includes our philosophical direction and our success metrics. The five strategic goals of the Gahanna Division Police are:

- 1. Provide safe vehicular and pedestrian travel throughout the City of Gahanna.**
- 2. Pursue excellence in our service delivery and be a recognized leader in policing.**
- 3. Recruit, hire, develop and promote a professionally trained workforce to deliver exceptional police services.**
- 4. Reduce the rate or fear of crime through prevention efforts, and impartial enforcement of the law.**
- 5. Engage in an authentic and transparent community partnership.**

The remainder of this document includes the strategies, objectives, and metrics for each strategic goal statement.







Strategic Goal #1

Provide safe vehicular and pedestrian travel throughout the City of Gahanna.

Strategy

We are committed to making the streets and highways as safe as possible for those traveling in our community. We use a multi-disciplined approach to highway safety that employs the best practices in allocation of personnel and resources. Our strategies include high visibility patrol, selective enforcement, and public education and awareness campaigns. We also incorporate a responsive, comprehensive, and accountable data driven approach to city-wide and neighborhood traffic issues.

Metrics

1.1	Reduction of total traffic crashes below the previous year.	
1.2	Reduction of total injury traffic crashes below the previous year.	
1.3	Reduction of total alcohol related crashes below the previous year.	
1.4	Provide comprehensive traffic analysis reports for hazardous crash locations or areas of community traffic concerns and publish results.	
1.5	Provide the public real-time traffic and hazard related information through social media platforms.	
1.6	Educate motorists and pedestrians by participating in local, national, and state highway traffic safety, enforcement and awareness, programs, and initiatives.	
1.7	Continue to develop and train personnel to staff a Traffic Crash Response Team.	



= Community Survey Derived Objectives



Objective 1.1 Assigned to: Lt. Ethan Moffitt/Field Services Sergeants

Reduction of total traffic crashes below the previous year.



Description:

Utilize a data driven approach to identify hazardous crash locations, times, and causative factors for the most efficient deployment of selective enforcement efforts, high visibility, and prevention measures. Identify and monitor hazardous crash locations and engage in selective traffic enforcement and educational initiatives with a goal of reducing traffic crashes.

Metrics:

- Reduction of total traffic crashes below the previous year.
- Identify hazardous crash locations to assist in deployment of selective traffic enforcement efforts.

Number of total crashes (per quarter)

	2020	2021	2022	2023	2024	+/-	% Δ
First Quarter	129	119	136	122	133	+11	+9%
Second Quarter	74*	131	135	126	152	+26	+21%
Third Quarter	122	125	133	145	165	+20	+14%
Fourth Quarter	145	153	134	155	174	+19	+12%
Total to Date	470	529	538	548	624	+76	+14%

Deployed 165 hours of Selective Traffic Enforcement Program grant funded overtime hours during 2024.

* 2-week stay-at-home order and many business/school COVID closures.

Results **1 Objective Met 1 Objective Not Met**

Completion Timeline: End of Year



Objective 1.2 Assigned to: Lt. Ethan Moffitt/Field Services Sergeants

Reduction of total injury traffic crashes below the previous year.



Description:

Utilize a data-driven approach to identify hazardous crash locations, times, and causative factors for the most efficient deployment of enforcement efforts, high-visibility, and prevention measures focusing on reducing injury crashes. Identify and monitor hazardous crash locations, engage selective traffic enforcement, and educational initiatives with a focus on reducing injury crashes.

Metrics:

- Reduction of total injury traffic crashes below the previous year.
- Relay hazardous crash locations internally to assist in selective traffic enforcement efforts.

Number of injury crashes (inclusive of total crashes)

	2020	2021	2022	2023	2024	+/-	% Δ
First Quarter	13	10	7	15	8	-7	-47%
Second Quarter	10*	19	12	12	26	+14	+117%
Third Quarter	24	20	17	22	24	+2	+9%
Fourth Quarter	13	11	9	16	12	-4	-25%
Total to Date	60	43	45	65	70	+5	+8%

* 2 weeks stay-at home-order and many extended business/school COVID closures

Results **1 Objective Met 1 Objective Not Met**

Completion Timeline: End of Year



Objective 1.3	Assigned to: Lt. Ethan Moffitt/Field Services Sergeants
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Reduction in impaired driving (OVI) related crashes below the previous year.

Description:

Our safe travel goal includes the reduction of crashes and specifically injuries and fatalities. Impaired driving is one of the leading causes of traffic fatalities. We utilize a multi-disciplined approach including public awareness, National Highway Traffic Safety campaigns, and deployment of patrols in hazardous crash locations as part of OVI taskforce saturation patrols. We deploy prevention, public awareness, and enforcement efforts to reduce impaired driving crashes below the previous year.

Metrics:

- Reduction in impaired driving (OVI) related crashes below the previous year.
- Participate in the Franklin County DUI Task Force.
- Utilize DUI taskforce hours for DUI saturation patrol deployments.

OVI Arrests	2021	2022	2023	2024	+/-	% Δ
First Quarter	37	36	43	54	+11	+26%
Second Quarter	43	38	39	57	+18	+46%
Third Quarter	27	56	45	62	+17	+38%
Fourth Quarter	40	41	46	53	+7	+15%
Total or to date	147	171	173	226	+53	+31%

OVI Crashes	2021	2022	2023	2024	+/-	% Δ
First Quarter	5	6	7	16	9	+129%
Second Quarter	13	5	7	9	2	+29%
Third Quarter	7	9	7	11	4	+57%
Fourth Quarter	11	7	8	9	1	+13%
Total or to date	36	27	29	45	16	+55%

* 2 weeks stay at home order and many businesses and school closures

Deployed 18.5 hours of Impaired Driver Enforcement Program overtime grant hours in 2024. Attended and hosted one DUI Taskforce meeting in 2024

Results	2 Objectives Met 1 Objective Not Met	
Completion Timeline:		Quarterly in 2024



Objective 1.4 Assigned to: Lt. Ethan Moffitt

Provide comprehensive traffic analysis reports for hazardous crash locations or areas of community traffic concerns and publish results. 

Description:

Utilize our crash data to identify hazardous crash locations. Review neighborhood complaints, and conduct comprehensive traffic analysis, which are published for public review. Deploy high visibility traffic speed trailers (SMND) with speed and speed limit displays to raise awareness in areas of concern. Utilize use passive measuring devices to measure true speed and traffic counts for purposes of traffic analysis.

Metrics:

- Conduct and publish comprehensive traffic analysis on requested or identified neighborhood traffic issues and apply resolutions and results on our website.
- Deploy Speed Monitoring and Notification Devices (SMNDs) a minimum of 350 days in 2024 in locations identified by crash data or neighborhood complaints.

1 st Quarter	SMND 1 deployed	0	days	SMND 2 deployed	0	days
	SMND 3 deployed	0	days	SMND's deployed	0	total days
	traffic surveys completed: None					
2 nd Quarter	SMND 1 deployed	68	days	SMND 2 deployed	84	days
	SMND 3 deployed	42	days	SMND's deployed	194	total days
	traffic surveys completed: None					
3 rd Quarter	SMND 1 deployed	92	days	SMND 2 deployed	92	days
	SMND 3 deployed	92	days	SMND's deployed	276	total days
	traffic surveys completed for: None					
4 th Quarter	SMND 1 deployed	92	days	SMND 2 deployed	51	days
	SMND 3 deployed	51	days	SMND's deployed	194	total days
	traffic surveys completed: None					
Year End	SMND 1 deployed	252	days	SMND 2 deployed	227	days
	SMND 3 deployed	185	days	SMND's deployed	891	total days
	traffic surveys completed: None					
Results	1 Objective Met 1 Objective Deferred (for equipment)					
Completion Timeline:	Quarterly in 2024					



Objective 1.5 Assigned to: DC Lawless/Comm. Manager Angie Collins

Provide the public real-time traffic and hazard related information through social media platforms.

Description:

Utilize social media to connect directly to the community to provide traffic and hazard information in real-time to increase the potential of positively impacting the public through situational awareness.

Metrics:

- Utilize Facebook, X, and Nextdoor social media platforms to communicate with the public as a normal course of business.
- Maintain X and Facebook posting stats and report metrics for each platform quarterly. (Addendum 1)

1 st Quarter	3	Social media highway safety road closures or hazard posts first quarter.
2 nd Quarter	3	Social media highway safety road closures or hazard posts second quarter.
3 rd Quarter	5	Social media highway safety road closures or hazard posts third quarter.
4 th Quarter	7	Social media highway safety road closures or hazard posts fourth quarter.
Year-End	18	Total social media highway safety road closures or hazard posts during the year 2024
Results	2 Objectives Met	
Completion Timeline:		Quarterly in 2024



Objective 1.6		Assigned to: DC Lawless/Lt. Ethan Moffitt	
Educate motorists and pedestrians by participating in local, national, and state highway traffic safety, enforcement and awareness, programs, and initiatives.			
Description:			
Participate in public campaigns that heighten awareness through social media, and traditional selective traffic enforcement efforts to bring attention to motorist and pedestrian behaviors that increase the likelihood or severity of traffic crashes.			
Metrics:			
<ul style="list-style-type: none">• Participate in National Highway Traffic Safety Administration (NHTSA), State and local programs and campaigns.• Leverage social media to heighten enforcement and educational awareness of traffic safety programs and campaigns.			
1 st Quarter	2	Social media posts related to Highway Safety Awareness campaigns.	
2 nd Quarter	0	Social media posts related to Highway Safety Awareness campaigns.	
3 rd Quarter	3	Social media posts related to Highway Safety Awareness campaigns.	
4 th Quarter	1	Social media posts related to Highway Safety Awareness campaigns.	
Year-End	6	Social media posts related to Highway Safety Awareness campaigns.	
Results		2 Objectives Met	
Completion Timeline:		Quarterly in 2024	



Objective 1.7 Assigned to: Lt. Ethan Moffitt

Continue to develop and train personnel to deploy a Traffic Crash Response Team. (multi-year project)

Description:

One advanced traffic goal includes the ability to investigate serious and fatal crashes utilizing in-house expertise. The ability to fully investigate serious and fatal crashes develops our personnel's level of expertise and makes the Division more self-sufficient and less reliant on mutual aid to accomplish this advanced traffic function.

Metrics:

- Solicit additional members and train or schedule training for selected team members.
- Prepare a training plan for team members to complete advanced training and to increase capabilities.

1 st Quarter	
2 nd Quarter	Officer McConkey # 164 scheduled for Technical Crash in August
3 rd Quarter	Officer McConkey # 164 complete Technical Traffic Crash
4 th Quarter	
Year-End	
Results	2 Objectives Met
Completion Timeline:	Multi-Year Plan



Strategic Goal #2

Pursue excellence in our service delivery and be a recognized leader in policing.

Strategy

We are committed to the pursuit of excellence in policing. This requires a dedicated, highly disciplined staff driven by policies and practices that ensure a unity of direction. We utilize highly developed best practices, policies, and procedures to reduce ambiguity and ensure uniformity in service delivery. We seek to ensure quality control through, audits, reviews, community feedback and are always focused on continuous improvement and advancement of law enforcement.

Metrics

2.1	Conduct a community survey to measure satisfaction and garner feedback regarding delivery of police services and community expectations.
2.2	Work with our consultant, city staff and construction contractors on the ongoing construction processes to build our new police facility.
2.3	Reduce average response time for priority one calls below the previous year.
2.4	Maintain State of Ohio Collaborative Law Enforcement Accreditation (OCLEAC) and review any newly issued standards.
2.5	Continue the CALEA accreditation self-assessment process with policy reviews, issuance, and collection of proofs of compliance.
2.6	Improve 9-1-1 Communications Call Center efficiency and PSAP features related to quality assurance and SMART 9-1-1.
2.7	Work with our consultant and public safety partners to complete the process of implementing our new CAD and RMS systems.
2.8	Explore opportunities to establish an internship program.



Objective 2.1 Assigned to: DC Jeff Lawless

Conduct a community survey to measure satisfaction and garner feedback regarding delivery of police services and community expectations.

Description:

We have utilized social media for the purposes of engaging the community in a one directional manner seeking to provide useful, timely, and relevant information with little opportunity for feedback or suggestions. Deployed a survey instrument to measure customer satisfaction with our police services and solicit input into community desired services.

Metrics:

- Formulate and post the online community survey by the end of 2024.
- Complete the online survey and compile results.
- Incorporate results and suggestions into the 2025 goals and objectives.
- Publish and share poll results with the community in multiple forums.

1 st Quarter	
2 nd Quarter	
3 rd Quarter	Survey prepared for distribution
4 th Quarter	Survey posted on November 7, 2024, on all social media platforms and closed Dec. 17, 2024. Incorporated community survey results into 2025 goals and objectives
Year-End	Final survey results prepared for reporting and results reduced to brochure form to present to staff in first quarter 2025 in-service
Results	4 Objectives Met
Completion Timeline:	End of Year 2024



Objective 2.2 Assigned to: Chief Jeff Spence/Deputy Chief Jeff Lawless

Work with our consultant, city staff, and construction contractors on the ongoing construction processes to build our new police facility.

Description:

We are more likely to be a successful organization if our members have adequate facilities to conduct their business in a safe, effective, and efficient manner. A properly planned and developed facility will meet the current and anticipated needs of the division of police. The objective is to ensure the criteria established through the formal needs assessment process are met in the final build and construction elements of our new building.

Metrics:

- Refine as necessary the public safety facility needs as necessary.
- Provide representative staff to work with the building contractors and other service providers to ensure that the final build, and related phases of construction continue to meet the needs of the division.

1 st Quarter	Chief participates in weekly owner's review, update meetings, and onsite walk through. Subject matter experts engage as necessary. Firearms staff reviewed final range plans this quarter
2 nd Quarter	Chief participates in weekly owner's review, update meetings, and onsite walk throughs. Subject matter experts engaged as necessary. Support Field Services supervisors review final plans for holding facility.
3 rd Quarter	Chief participates in weekly owner's review, update meetings, and onsite walk throughs. Subject matter experts engaged as necessary. Staff reviewed final plans for property room, intake and lab.
4 th Quarter	Chief participates in weekly owner's review, update meetings, and onsite walk throughs. Subject matter experts engaged as necessary
Year-End	Progress continues on building still anticipating end of 2025 substantial completion date with first quarter 2026 occupancy.
Results	2 Objectives Met
Completion Timeline: Multi-Year Project	



Objective 2.3 Assigned to: Lt. Ethan Moffitt/All Division Personnel

Reduce average response time for priority one calls below the previous year.

Description:

We provide emergency and non-emergency services to the community daily. A very important metric in public safety is the response time for police services. We are driven by a commitment and a sense of urgency in our duties. Call volume and staffing levels are included in the data set as they are critical factors in our response times.

Metrics:

- Decrease response time for priority one calls for service below previous year. *
- Supervisors and staff monitor response time reporting quarterly.
- Complete a workload assessment to determine appropriate staffing levels based on call volume metrics for scheduling and budgetary requests.

	2020	2021	2022	2023	2024	+/-	% Δ
Response Time or to date*	8:33	9:02	9:30	9:33	9:56	+:23	+4%
Total Priority One Calls or to date*	5,777	5,985	5,510	5,501	5,438	-63	-1%
Avg. number of deployed officers	33	35	34	35	36	+1	+3%

1 st Quarter	
2 nd Quarter	
3 rd Quarter	Annual Workload Based Staffing Assessment Completed
4 th Quarter	
Year-End	
Results	2 Objectives Met 1 Objective Not Met
Completion Timeline:	End of Year

* The Division of Police utilizes a call deferment plan in limited circumstances for lower priority calls when performing preferred patrol functions such as school zone coverage.



Objective 2.4 Assigned to: Lt. Kissel

Maintain State of Ohio Collaborative Law Enforcement Accreditation (OCLEAC) and review any newly issued standards.

Description:

We are currently accredited by the Ohio Collaborative for Law Enforcement Agency Certification (OCLEAC). Our policies and procedures subscribe and comply with all applicable best practice policies that have been established by the State of Ohio Collaborative. This process requires on-going policy compliance and collection of proofs of compliance for a biannual audit this year.

Metrics:

- Continue to complete mandated standards and collect proofs of compliance to ensure successful State of Ohio re-accreditation.
- Review and update any applicable newly issued Ohio Collaborative policy standards and ensure that compliance materials are being collected for our next audit.

1 st Quarter	Collected data, reports, and policy proofs for compliance
2 nd Quarter	Collected data, reports, and policy proofs for compliance
3 rd Quarter	Collected data, reports, and policy proofs for compliance
4 th Quarter	Collected data, reports, and policy proofs for compliance
Year-End	Obtained Re-certification of OCLEAC
Results	2 Objectives Met
Completion Timeline: October	
End of Year 2024	



Objective 2.5 Assigned to: Executive Staff/Compliance Mgr./All Staff

Continue the CALEA accreditation self-assessment process with policy reviews, issuance, and collection of proofs of compliance.

Description:

National Accreditation is a process that engages best practices across all areas of police services and may include up to 450+ standards of required compliance. Staff will be assigned to review policies under their areas of expertise to ensure they are compliant with both State of Ohio and National CALEA accreditation standards positioning us to complete the self-assessment accreditation process.

Metrics:

- Continue policy reviews, issuance, and collection of proofs of compliance.
- Continue to conduct policy by policy reviews with division Subject Matter Experts (SME's) with necessary edits, supplements, and amendments to be fully compliant with (CALEA) standards.
- Work with division leadership and supervisors to ensure smooth transitions in new policies and procedures as they are introduced.
- Assemble proofs and load them into the Power DMS compliance files as policies are issued.

1 st Quarter	Second year of self-assessment and established goal of having final policy revisions completed by end of third quarter.
2 nd Quarter	Continuing to implement new policies and procedures to meet CALEA requirements and generating proofs.
3 rd Quarter	We have been completed and submitted for final approval and issuance 95% of all policies.
4 th Quarter	Notified CALEA of intent to apply for final assessment in 2025 Received notice of on-line assessment June 27-July 5, 2025 On-site assessment August 18-21, 2025. CALEA Conference Nov. 12-15, 2025.
Year-End	Still working on some policies and the process of providing proofs
Results	4 Objectives Met
Completion Timeline: End of Year 2024	



Objective 2.6 Assigned to: Manager Angie Collins

Improve 9-1-1 Communications Call Center efficiency and PSAP features related to quality assurance and SMART 9-1-1.

Description:

We are a Primary Public Safety Answering Point (PSAP) for 9-1-1 calls derived from both landline and wireless callers. Answering 9-1-1 calls is the highest priority of our call-takers, but non-emergency lines are also answered by the same communication technicians. Reducing or redirecting some of those non-emergency calls assists in focusing our communications technicians on emergency callers and dispatching first responders. The answering of 9-1-1 calls is a critical function performed by our communications technicians that should also be reviewed on a routine basis for quality assurance purposes. We continue to promote the value of subscribing to SMART 9-1-1 to our community members as a means of providing critical background information on the caller to assist first responders where special medical issues may exist.

Metrics:

- Refine the non-emergency line phone call tree to relieve call volume during major city events yet still allow timely access to communication technicians.
- Utilize documented call quality and assurance program to ensure service provision meets standards and is consistent with established policies and procedures.
- Promote and educate the public on the benefits of Smart 9-1-1 and increase the number of subscribers to the database.

1 st Quarter	Two system generated random calls for service per communication technician reviewed per month for quality assurance. Phone tree has been refined to assist callers in routing them to the appropriate resource as quickly as possible.
2 nd Quarter	Two system generated random calls for service per communication technician reviewed per month for quality assurance. Distributed literature regarding SMART 9-1-1 at the State of the City
3 rd Quarter	Two system generated random calls for service per communication technician reviewed per month for quality assurance. Distributed literature regarding SMART 9-1-1 at Citizen's Academy and National Night Out
4 th Quarter	Two system generated random calls for service per communication technician reviewed per month for quality assurance.
Year-End	
Results	3 Objectives Met
Completion Timeline:	Quarterly 2024



Objective 2.7 Assigned to: Chief Jeff Spence/Command Staff/IT

Work with our consultant and public safety partners to complete the process of implementing our new CAD and RMS systems.

Description:

We receive thousands of 9-1-1 emergency and non-emergency calls from the public that require a response from first responders to address these concerns. Each call generates a call for service that is entered into a Computer Aided Dispatch (CAD) system. The ability for this system to assist in dispatching based on protocols, history, proximity, and other factors makes it indispensable to a communications technician.

Calls for service are documented in various forms such as crash reports, incident reports and arrest reports. These are entered into our Records Management System (RMS). The ability for these systems to share information is critical to saving time, and the overall efficiency of communications technicians, and our officers.

We have selected our next generation CAD/RMS system through an RFP process with assistance from internal stakeholders and industry consultants. We will now work with the vendor to build out the structure of our new systems utilizing the expertise of internal stakeholders, our consultant, and the vendor.

Metrics:

- Identify key internal CAD/RMS transition work group personnel.
- Work with our other public safety partners to establish shared system protocols, cost sharing formulation, and finalize any MOU, system access, and contracts that may be necessary to implement the new CAD/RMS systems.
- Work with IT and networking consultants to ensure secure connectivity for all public safety partners in the new CAD/RMS system.
- Review the deliverables from the RFP with our consultant to ensure all bid elements are met by the vendor.
- Work on building system drop downs, options, local programming, and planning transition for implementation in 2025.

1 st Quarter	Consultant engaged to assist in implementation and transitional work products working the identified work groups from partner agencies.
2 nd Quarter	System protocols, cost sharing formulations, and final MOUs implemented.
3 rd Quarter	IT and consultant group working to outline connectivity of all public safety partners. Working with vendor and consultant on all CAD/RMS deliverables.



4 th Quarter	Working on building system, drop downs, menus, local programming and planning for new CAD/RMS training and implementation by third quarter of 2025.	
Year-End		
Results	5 Objectives Met	
Completion Timeline: (Multi-Year)		End of Year 2024



Objective 2.8 Assigned to: Lt. Matt Kissel/DC Jeff Lawless

Explore opportunities to establish an internship program.

Description:

The ability to utilize interns for non-sensitive public safety processes permits eligible collegiate students an opportunity to assist staff and observe career opportunities associated with modern police operations. We recognize interns as potential future applicants and the ability for the applicant and the program mentors to observe the work habits of each other as mutually beneficial.

Metrics:

- Develop guidelines that govern internship programs to provide college students with an opportunity to fulfill their academic requirements.
- Ensure the program provides a broad-spectrum overview of all our police operations and has value in services provided to the division.
- Ensure assigned program mentors provide required feedback necessary to academic advisors so participants can fulfill their academic requirements.
- Ensure program participants are aware of pending and future recruitment efforts as they complete their internships and academic studies.

1 st Quarter	Reviewed model policy for internship programs
2 nd Quarter	Developed internship programming, forms, and policies
3 rd Quarter	Policies in draft form for approval
4 th Quarter	Application and background process incorporated into a program policy
Year-End	Program is ready to deploy upon issuance of policy
Results	2 Objectives Met 2 Objectives Deferred
Completion Timeline: End of Year	



Strategic Goal #3

Recruit, hire, develop, and promote a professionally trained workforce to deliver exceptional police services.

Strategy

We are committed to hiring, promoting, and training the most capable workforce possible to deliver exceptional police services. Exceptional service requires a healthy, dedicated, highly trained staff capable and equipped to provide 21st century policing services. We recognize training as an investment in our personnel, and this investment enables our personnel to become highly capable and adept at the services we provide.

Metrics

3.1	Foster communication that improves situational awareness and ensures unity of direction and purpose.
3.2	Develop, plan, and implement an annual 32-hour in-service training plan.
3.3	Implement a progressive and streamlined Recruitment Plan.
3.4	Administer the Personnel Recognition Program.
3.5	Ensure Field Services are led by capable and trained supervisors.
3.6	Enhance Field Services response capabilities to crimes requiring advanced crime scene processing.
3.7	Continue to review, revise, or adapt Investigative Services policies to ensure CALEA compliance.
3.8	Continue to review, revise, or adapt Communications policies to ensure CALEA compliance.
3.9	Continue to review, revise, or adapt Field Services policies to ensure CALEA compliance.
3.10	Continue to review, revise, or adapt Support Services policies to ensure CALEA compliance.
3.11	Provide opportunities, information, programming, and referrals to improve the overall mental health and wellness of all division personnel.
3.12	Provide opportunities, information, programming, and referrals to improve the overall fitness of all division personnel.



Objective 3.1 Assigned to: Command Staff and Division Supervisors	
Foster communication that improves situational awareness and ensures unity of direction and purpose.	
Description: We have three subdivisions and a communications center with teams working on multiple projects that require a high degree of coordination of effort, and at the very least situational awareness, to ensure a unified staff. To facilitate situational awareness and coordination of effort, all working subdivisions and units meet regularly to discuss current project status, brainstorm, and facilitate cohesion and foster cooperation in operations.	
Metrics: <ul style="list-style-type: none"> • Weekly command staff meetings. • Weekly IT/PD coordination meetings • Quarterly general staff meetings • Quarterly meeting of patrol supervisors • Communications Center touch bases 	
1 st Quarter	Weekly Command Staff Meetings Weekly IT/PD Meetings General Staff Meeting 1 st Quarter Quarterly Patrol Sergeants Meeting Quarterly Communication Touch Base Meetings
2 nd Quarter	Weekly Command Staff Meetings Weekly IT/PD Meetings Quarterly Patrol Sergeants Meeting Quarterly Communications Touch Base Meetings
3 rd Quarter	Weekly Command Staff Meetings Weekly IT/PD Meetings Quarterly Patrol Sergeants Meeting Quarterly Communications Touch Base Meetings
4 th Quarter	Weekly Command Staff Meetings Weekly IT/PD Meetings Quarterly Patrol Sergeants Meeting Quarterly Communications Touch Base Meetings
Year-End	4 Objectives Met 1 Objective Partially Met
Results	
Completion Timeline:	Quarterly in 2024



Objective 3.2 Assigned to: Lt. Matt Kissel/Sgt. Justin Sheasby		
Develop, plan, and implement a 32-hour in-service training program.		
Description: We ensure staff are kept up to date on changes in law, policy, and procedures by utilizing in-service training. We are required to complete State mandated Continuous Professional Training (CPT) for sworn staff which includes 24 hours of topical training for 2024. To accommodate and supplement our training, we provide annual refresher training on critical policy areas such as pursuits, firearms, use of force and new technologies. We also utilize online training opportunities from recognized content experts that address current policing issues.		
Metrics: <ul style="list-style-type: none"> • Develop and implement the annual training plan to include 32-hours of in-service training including essential policy, and curriculum recommended by staff, required by policy, Continuous Professional Training (CPT), or accreditation. • Provide sworn staff 24-hours of selected Continuous Professional Training (CPT) mandated by the State of Ohio. (Inclusive in the 32-hour programming) • Supplement in-person training with applicable on-line training assignments that meet CPT or other critical training topics. 		
1 st Quarter	Training completed that met several of the state mandated CPT hours	
2 nd Quarter	Firearms training and qualifications were completed. 2 hours of CPT state mandated videos disseminated to officers.	
3 rd Quarter	Inservice completed	
4 th Quarter	Inservice completed	
Year-End	All sworn division members received 32 hours of training including critical policy required and CPT required training. We achieved 100 percent compliance with CPT standards set by the state of Ohio for continuing professional training.	
Results	3 Objectives Met	
Completion Timeline: Dec 2024		Quarterly in 2024



Objective 3.3 Assigned to: Lt. Matt Kissel

Implement a progressive and streamlined Recruitment Plan.

Description:

The division seeks to recruit a qualified workforce representative of the population we serve. We compete in a highly competitive market for qualified candidates and recruitment is a critical 'first view' of our organization in what can be a challenging process. Constant review, feedback and adjustments ensure that the process does not pose adverse impacts to recruits and creates a fair and equitable process for all.

Metrics:

- Develop, publish, and implement the Recruitment Plan in the first quarter of 2024 with aggressive timelines to ensure the first opportunity of obtaining the most qualified applicants.
- Establish certified eligibility lists for Police Officers and Communications Technicians.
- Provide opportunities for out of state applicants to complete multiple recruiting elements with a single visit.

1 st Quarter	Aggressive recruiting timeline plan was implemented during the 1 st quarter. Recruiting team members attended seven job fairs.
2 nd Quarter	Recruiting team members attended 5 job fairs.
3 rd Quarter	In September we visited DSCC days and spoke to a group of veterans out processing from the military. This was a 2-day recruiting event with In late September recruiters spoke to a group at OSU
4 th Quarter	Recruiters spoke at the Fairfield and Eastland Vocational high school classes in October. Recruiters attended the Tiffin University criminal justice job fair.
Year-End	5 officers hired; 4 communication techs hired. Out of State applicants have had the opportunity to complete multiple steps in one visit. We had 101 applicants for Police officer, 57 Lateral applicants, and 155 applicants for Communications Technician.
Results	3 Objectives Met
Completion Timeline: end of year	
End of Year	



Objective 3.4 Assigned to: DC Jeff Lawless/ Awards Committee

Administer the Personnel Recognition Program.

Description:

Our highly qualified and capable staff are frequently placed in critical situations requiring quick decisive action in times of extreme danger or risk of injury or death. Personnel may also perform singular or repetitive tasks or acts that go beyond the call of duty or are exceptional in their delivery or affect. We recognize and honor these acts and deeds that are commendable based on criteria developed by our awards committee comprised of all peer groups.

Metrics:

- Awards Committee will annually review personnel recognition program and criteria for any updates.
- Issue division uniform ribbon devices
- Complete any program updates and solicit nominations for annual awards.
- Issue current awards during quarterly in-service training.
- Awards Committee will meet and select annual award recipients for 2024.
- Provide an annual awards ceremony in 2024.

1 st Quarter	Issued 2023 End of Year Awards during annual 1 st quarter in-service
2 nd Quarter	Awards Committed members met to assemble the new awards uniform bracket for all officers and issued
3 rd Quarter	Awards Committee met to review awards criteria and begin to solicit for 2024 "Of the Year Awards" soliciting members to submit nominations. Committee met to accept the peer derived nomination and select the committee selections for presentation during annual City awards event.
4 th Quarter	"Of the Year Award" recipients received awards at City award banquet. Other award recipients were recognized but award presentation deferred to first quarter 2025 in-service.
Year-End	
Results	6 Objectives Met
Completion Timeline:	End of Year



Objective 3.5 Assigned to: Lt. Ethan Moffitt

Ensure Field Services are led by capable and trained supervisors.

Description:

We employ highly trained individuals to perform some of the most critical tasks in public safety. It is imperative that the individuals who are asked to temporarily oversee and supervise our critical police response, resources, and personnel are qualified and capable to do so. Our structured Officer in Charge (OIC) training program addresses the most frequent and most critical functions of supervision and assists in preparing our personnel who are asked to serve in this temporary but critical supervisory role.

Metrics:

- Select two (2) additional candidates for the OIC training program.
- Complete pre-requisite supervisory training for selected staff.
- Conduct Officer-in-Charge (OIC) field-based training.
- Complete OIC field-based training by end of year.

1 st Quarter	
2 nd Quarter	Action pending completion of Sergeants promotional process – Officer C. Jones # 155 identified and approved as OIC.
3 rd Quarter	
4 th Quarter	Officer Hoffman completed training and added as OIC
Year-End	
Results	4 Objectives Met
Completion Timeline:	End of Year



Objective 3.6 Assigned to: Lt. Chad Cohagen

Enhance Field Services response capabilities to crimes requiring advanced crime scene processing.

Description:

Patrol Officers respond daily to crimes where the potential for identification, preservation and collection of latent fingerprints, photographs, electronic devices, DNA, and other unique evidence exists. This evidence is transitory and needs to be collected or preserved in a manner consistent with best practices. Investigative personnel have received advanced training in preservation and recovery techniques and are tasked with sharing that knowledge and skill set with Field Services personnel who are likely to have first contact with this evidence and crime scenes.

Metrics:

- Conduct roll call or in-service training for all Field Services personnel on a field-based evidence preservation or collection topic by end of year.
- Conduct training for all new hires on field-based latent print recovery, overdose response, electronic evidence recovery, photography and DNA collection and preservation by end of year.
- Equip or restock patrol vehicles with any related evidence collection materials covered in training and implement any necessary updated policy by end of year.

1 st Quarter	Field services vehicles equipped or restocked with field-based evidence processing materials. Filed-based electronic evidence recovery updates reviewed in in-service
2 nd Quarter	Field services vehicles equipped or restocked with field-based evidence processing materials.
3 rd Quarter	All officers hired in 2024 were trained in field-based latent print recovery, overdose response, electronic evidence recovery, photography, and DNA collection. Roll call training provided to each patrol shift in response to financial crimes.
4 th Quarter	Field services vehicles equipped or restocked with field-based evidence processing materials.
Year-End	
Results	3 Objectives Met
Completion Timeline:	End of Year



Objective 3.7 Assigned to: Lt. Chad Cohagen

Continue to review, revise, or adapt Investigative Services policies to ensure CALEA compliance.

Description:

The Investigative Services Subdivision is committed to providing its members clear guidance for all major aspects of investigative work. Our policies guide the response of personnel in times of ambiguity and stress so that personnel can act decisively when necessary. The pursuit of accreditation through the Commission on Accreditation of Law Enforcement Agencies (CALEA) requires a thorough review of all investigative policies to ensure necessary revisions or adaptations are made prior to issuance through our policy manual management system.

Metrics:

- Continue a CALEA standard review of any new Investigative Services related operational policies.
- Integrate any new or revised Investigative Services operational policies into the Division's knowledge management system by end of the year.

1 st Quarter	Worked with division's accreditation manger to provide proofs of compliance for policies and procedures pertaining to the Investigation Services Sub-Division
2 nd Quarter	Worked with division's accreditation manger to provide proof of compliance for policies and procedures pertaining to the Investigation Services Sub-Division
3 rd Quarter	Worked with division's accreditation manger to provide proofs of compliance for policies and procedures pertaining to the Investigation Services Sub-Division
4 th Quarter	Worked with division's accreditation manger to provide proofs of compliance for policies and procedures pertaining to the Investigation Services Sub-Division. Updated Resiliency Reboot Policy to Wellness Education Sessions.
Year-End	
Results	2 Objectives Met
Completion Timeline:	End of Year



Objective 3.8 Assigned to: Communicational Manager Angie Collins

Continue to review, revise, or adapt Communications policies to ensure CALEA compliance.

Description:

We are committed to providing our Communication Technicians clear guidance for all major aspects of communications. Our policies guide the response of personnel in times of ambiguity and stress so that personnel can act decisively when necessary. The pursuit of accreditation through the Commission on Accreditation of Law Enforcement Agencies (CALEA) requires a thorough review of all communications policies to ensure necessary revisions or adaptations are made prior to issuance through our policy manual management system.

Metrics:

- Continue a CALEA standard review of any new Communications related operational policies.
- Integrate any new or revised Communications operational policies into our policy manual management system by the end of year.

1 st Quarter	Worked with accreditation manger to provide proof of compliance for policies and procedures pertaining to the Communications Center
2 nd Quarter	Worked with accreditation manger to provide proof of compliance for policies and procedures pertaining to the Communications Center
3 rd Quarter	Worked with accreditation manger to provide proof of compliance for policies and procedures pertaining to the Communications Center
4 th Quarter	Worked with accreditation manger to provide proof of compliance for policies and procedures pertaining to the Communications Center. Worked to assist in the policy revision of the personal appearance and grooming standards for communications staff.
Year-End	2 Objectives Met
Results	
Completion Timeline:	End of Year



Objective 3.9 Assigned to: Lt. Ethan Moffitt

Continue to review, revise, or adapt Field Services policies to ensure CALEA compliance.

Description:

The Field Services Subdivision is committed to providing its members clear guidance for all major aspects of investigative work. Our policies guide the response of personnel in times of ambiguity and stress so that personnel can act decisively when necessary. The pursuit of accreditation through the Commission on Accreditation of Law Enforcement Agencies (CALEA) requires a thorough review of all field services policies to ensure necessary revisions or adaptations are made prior to issuance through our policy manual management system.

Metrics:

- Continue a CALEA standard review of any new Field Services related operational policies.
- Integrate any new or revised Field Services operational policies into the Division's knowledge management system by end of the year.

1 st Quarter	All CALEA policies reviews and updates assigned by Accreditation Manager completed in KMS (and returned to Accreditation Manager)
2 nd Quarter	All CALEA policies reviews and updates assigned by Accreditation Manager completed in KMS (and returned to Accreditation Manager)
3 rd Quarter	All CALEA policies reviews and updates assigned by Accreditation Manager completed in KMS (and returned to Accreditation Manager)
4 th Quarter	All CALEA policies reviews and updates assigned by Accreditation Manager completed in KMS (and returned to Accreditation Manager)
Year-End	
Results	2 Objectives Met
Completion Timeline:	End of Year



Objective 3.10 Assigned to: Lt. Matt Kissel

Continue to review, revise, or adapt Support Services policies to ensure CALEA compliance.

Description:

The Support Services Subdivision is committed to providing its members clear guidance for all major aspects of investigative work. Our policies guide the response of personnel in times of ambiguity and stress so that personnel can act decisively when necessary. The pursuit of accreditation through the Commission on Accreditation of Law Enforcement Agencies (CALEA) requires a thorough review of all support services policies to ensure necessary revisions or adaptations are made prior to issuance through our policy manual management system.

Metrics:

- Continue a CALEA standard review of any new Support Services operational policies.
- Integrate any new or revised Support Services operational policies into the Division's knowledge management system by end of the year.

1 st Quarter	Worked with accreditation manger to provide proof of compliance for policies and procedures pertaining to the Support Services.
2 nd Quarter	Worked with accreditation manger to provide proof of compliance for policies and procedures pertaining to the Communications Center. Reviewed and developed additional policy for SWAT.
3 rd Quarter	Worked with accreditation manger to provide proof of compliance for policies and procedures pertaining to the Communications Center
4 th Quarter	Worked with accreditation manger to provide proof of compliance for policies and procedures pertaining to the Communications Center
Year-End	
Results	2 Objectives Met
Completion Timeline:	End of Year



Objective 3.11 Assigned to: Lt. Chad Cohagen

Provide opportunities, information, programming, and referrals to improve the overall mental health and wellness of all division personnel.

Description:

The Wellness team will provide personnel unique opportunities to engage in wellness programming. The programming will provide opportunities for mental health check-ins, mentoring, mental health awareness training, referral services and motivation through internal and external qualified sources.

Metrics:

- Provide frequent and timely information and updates on wellness engagement opportunities offered by the city or third-party vendors as available.
- Annual review of policy for any updates to mental health checkups (resiliency reboot sessions).
- Obtain the necessary commitment from members for participation in structured mental health wellness programming.
- Identify clinician(s) for the necessary education, training, and expertise to assist first responder personnel participating in the program.

1 st Quarter	All division members were provided one hour of “Relationships and Resiliency” training during in-service training this quarter.
2 nd Quarter	Nothing to report
3 rd Quarter	Began negotiations with bargaining units to incorporate mental health wellness into new collective bargaining agreements.
4 th Quarter	Mental health wellness checks incorporated into new collective bargaining agreements. Updated resiliency reboot policy to wellness education sessions
Year-End	Identified qualified clinician services and secured contract services to begin in 2025. Policy reviewed for final issue effective 2025.
Results	4 Objectives Met
Completion Timeline: End of Year 2024	



Objective 3.12 Assigned to: Lt. Chad Cohagen

Provide opportunities, information, programming, and referrals to improve the overall fitness of all division personnel.

Description:

The fitness team will provide personnel unique opportunities to engage in fitness programming. The program will provide opportunities for a physical assessment, mentoring, training, referrals, and awareness through internal and external qualified sources.

Metrics:

- Continue to develop in house staff with the ability to conduct, an individualized physical fitness consultation to assist members in developing a workout routine to meet fitness goals.
- Provide frequent and timely information and updates on engagement opportunities in fitness programming offered by the city or third-party vendors as available.
- Coordinate with construction project team for new facility to outline and plan the equipment and workout spaces.

1 st Quarter	Several new city staff provided gym orientation training. Met with new facility project team to layout new workout facility space.
2 nd Quarter	Several new city staff provided gym orientation training. Engaged in ongoing meeting with new facility project team regarding layout of new workout facility space.
3 rd Quarter	Engaged in ongoing meeting new facility project team regarding layout of new workout facility space.
4 th Quarter	Several new city staff provided gym orientation training. Met with project team to finalize layout in new workout facility space. Met with gym equipment vendor to begin the new equipment procurement process for the new facility.
Year-End	
Results	3 Objectives Met
Completion Timeline:	Quarterly 2024






Strategic Goal #4

Reduce the rate and fear of crime through prevention efforts, and impartial enforcement of the law.

Strategy

We are committed to the prevention of crime, reducing the fear of crime, and impartially enforcing the law. We focus police resources based on a data driven approach to crime and the allocation of personnel and resources based on that data.

Metrics

4.1	Reduce the total number of fatal drug overdoses below the previous year.	
4.2	Improve overall safety and response capabilities in area schools.	
4.3	Provide open enrollment self-defense and active threat courses.	
4.4	Provide Community Clinician Services	
4.5	Increase accessibility and visibility through traditional foot and bike patrols.	
4.6	Conduct house checks for residents during their absence.	
4.7	Conduct neighborhood patrols.	
4.8	Utilize crime data to prepare internal crime analysis and when appropriate external social media posts to notify the public of crime trends and related crime prevention or safety issues.	
4.9	Provide complete, thorough, and quality investigations for criminal prosecution.	
4.10	Procure coordinate and implement a citywide Automated License Plate Reader (ALPR) camera system to help deter, enforce, and investigate crimes.	



= Community Survey Derived Objective



Objective 4.1	Assigned to: Lt. Chad Cohagen/Lt. Matt Kissel
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Reduce the total number of fatal drug overdoses below the previous year.

Description:

We respond to all incidents of drug overdoses. We deploy at times an opiate countermeasure, Naloxone, to prevent overdose deaths and conduct trace back investigations, when possible, to identify and charge those who sell drugs. We follow up with after care contact to ensure victims and their families have awareness of public and private community resources available to assist them.

Metrics:


- Conduct after care follow-up contacts on all overdoses to ensure adequate community resources are available.
- Distribute Community Resource Brochure as appropriate to victims and families affected by drug and alcohol abuse.
- Conduct “trace-back” investigations targeting dealers/suppliers on all overdoses.
- Implement a Leave a Dose (Naloxone) Grant Program in cooperation with the Franklin County Board of Health to distribute or leave a dose of naloxone with caregivers, building managers, and affected family members.

1 st Quarter	2	Overdoses this quarter (0 fatal)
	2	Aftercare contacts
	2	Preliminary trace back investigations this quarter
	2	Trace back charges this quarter
2 nd Quarter	7	Overdoses this quarter (1 fatal)
	7	Aftercare contacts
	7	Preliminary trace back investigations this quarter
	7	Trace back charges this quarter
3 rd Quarter	7	Overdoses this quarter (5 fatal)
	7	Aftercare contacts
	7	Preliminary trace back investigations this quarter
	0	Trace back charges this quarter
4 th Quarter	7	Overdoses this quarter (2 fatal)
	7	Aftercare contacts
	7	Preliminary trace back investigations this quarter
	0	Trace back charges this quarter
Year-End	26	Total overdoses in 2024 (8 fatal 18 nonfatal)
		Leave a Dose was implemented in 3 rd quarter and over 50 kits have been supplied to citizens.



	Training and Narcan doses were provided at the Citizens Academy and at the Chief's monthly civic association meeting regarding the application of Narcan to an overdose victim.	
Results	4 Objectives Met	
Completion Timeline:		End of Year 2024



Objective 4.2	Assigned to: Lt. Ethan Moffitt/Sgt. Kyle Parrish		
Improve overall safety and response capabilities in area schools. 			
Description:			
We are extremely cognizant of the vulnerabilities of the populations in our area schools and are integrated into their respective safety planning and training for critical incidents. We conduct heightened school zone monitoring at times when schools start and release. Our personnel review and work to assist school officials in safety plans, drills, and exercises on an on-going basis.			
Metrics:			
<ul style="list-style-type: none">• Work cooperatively with school officials as the design-build of the new high school develops to ensure safety and security issues are addressed.• Schedule regular patrol school zone assignments for the school year.• Attend and record safety drills and exercises as conducted in 2024.• Conduct internal and joint training in cooperation with Fire and EMS to enhance lifesaving capabilities in school related critical incidents by end of year.			
1 st Quarter	137	School Zone Patrols (Directed enforcement or traffic control)	
	17	Fire or Tornado Drills	
	8	Lockdown Drills	
	25	Total School Safety Drills this quarter	
2 nd Quarter	79	School Zone Patrols (Directed enforcement or traffic control)	
	4	Fire or Tornado Drills	
	3	Lockdown Drills	
	7	Total School Safety Drills this quarter	
3 rd Quarter	93	School Zone Patrols (includes traffic control in zones)	
	10	Fire or Tornado Drills	
	5	Lockdown Drills (1 outside threat, 5 inside threat)	
	15	Total School Safety Drills this quarter	
4 th Quarter	147	School Zone Patrols (includes traffic control in zones)	
	16	Fire or Tornado Drills	
	11	Lockdown Drills	
	27	Total School Safety Drills this quarter	
Year-End	456	School Zone Patrols	
	47	Fire or Tornado Drills	
	27	Lockdown Drills	
	74	Total School Safety Drills the year	
Results		3 Objectives Met 1 Objective Deferred (end of school year)	
Completion Timeline:			End of Year



Objective 4.3 Assigned to: Lt. Matt Kissel

Provide open enrollment self-defense and active threat courses.

Description:

We provide training opportunities on basic self-defense tactics and active threat response techniques to the public. A trained individual or group of individuals are more prepared and may prevent or more successfully mitigate an assault or active threat situation. We offer self-defense multiple times throughout the year and offer to present to companies, or other organized groups.

Metrics:

- Provide training for any additional instructor(s) by the end of year.
- Provide two (2) opportunities for public self-defense training by end of year.
- Provide one (1) opportunity for female only self-defense training.
- Provide one (1) opportunity for teen focused self-defense training.
- Provide two (2) active threat (CRASE) response training opportunities to the public by the end of year.
- Provide (CRASE) or defensive tactics training to the employees of businesses, and organizations upon request.

1 st Quarter	Self-defense class was offered to the public Feb 24, 2024
2 nd Quarter	Self-defense class was offered to the public April 6, 2024 Self Defense class was offered April 23, 2024 with GLHS girls wrestling team and open to all girls. CRASE course was offered to the public May 6, 2024 CRASE course was taught to 112 Parks and Recreation and Streets Department employees. CRASE and emergency response course was taught to 92 Blues and Jazz volunteers.
3 rd Quarter	Self-defense class was offered to the public July 7, 2024 CRASE course was offered to the public July 27, 2024
4 th Quarter	Self-defense class was offered to the public Oct 19, 2024
Year-End	
Results	6 Objectives Met
Completion Timeline:	End of Year



Objective 4.4 Assigned to: Lt. Ethan Moffitt/Sgt. Kyle Parrish

Provide Community Mental Health Liaison Services.

Description:

The addition of a Community Mental Health Liaison will bring advanced credentials, training, expertise, and resources necessary to address on-going community concerns related to vulnerable or in crisis populations within our community. The Mental Health Liaison will work cooperatively with our Community Liaison Officers to address referrals and identify community members at risk, in crisis or in need of additional clinical services, referrals, or placement.

Metrics:

- Provide successful intervention on behalf of individuals in vulnerable populations or in crisis that require referral, or coordination of multiple community resources.
- Provide ongoing follow up, referral and care on behalf of those identified or referred for crisis intervention issues.

1 st Quarter	After review of position and expectations including discussions with contracted vendor position was modified to the role of liaison as opposed to a clinician. More in line with desired outcome of linking clients to resources.
2 nd Quarter	Met with contractor to outline position, duties, specifications, work conditions etc.
3 rd Quarter	Met with contractor to discuss filling the position and salary requirements to attract applicants
4 th Quarter	Finalized contracted services and contractor advertised for position to be filled by first quarter of 2025
Year-End	All steps to contract for a Community Mental Health Liaison have been completed.
Results	2 Objectives are Deferred to First Quarter 2025
Completion Timeline:	
	End of Year



Objective 4.5 Assigned to: Lt. Ethan Moffitt

Increase accessibility and visibility through traditional foot and bike patrols.



Description:

We use traditional foot patrols, bike patrols, and walk and talks to provide crime prevention, community engagement, boost public confidence, and enhance feelings of security in our neighborhoods and business areas. The most recent community survey shows these patrols to be one of the most valued police services we provide.

Metrics:

- Increase foot patrols and walk and talks above the previous year.
- Increase bike patrol hours above the previous year.

Foot Patrols	2021	2022	2023	2024	+/-	% Δ
First Quarter	185	220	218	124	-94	-43%
Second Quarter	225	196	186	123	-63	-34%
Third Quarter	237	116	153	172	+19	+12%
Fourth Quarter	184	157	138	212	+74	+54%
Total	831	689	695	631	-64	-9%

Bike Patrols	2021	2022	2023	2024	+/-	% Δ
First Quarter	0	0	0	0	0	0
Second Quarter	61	44	17	8	-9	-53%
Third Quarter	60	25	18	28	10	+56%
Fourth Quarter	0	0	0	0	0	0
Total	121	69	35	36	+1	+3

Walk & Talk	2021	2022	2023	2024	+/-	% Δ
First Quarter	1	9	37	29	-8	-22%
Second Quarter	124	118	65	31	-34	-52%
Third Quarter	64	104	41	59	18	44%
Fourth Quarter	12	59	21	31	10	48%
Total	201	290	164	150	-14	-9%

Results 1 Objective Met 1 Objective not Met

Completion Timeline: End of Year



Objective 4.6 Assigned to: Lt. Ethan Moffitt/Sgt. Kyle Parrish

Conduct house checks for residents during their absence.

Description:

We use traditional methods of crime prevention to boost public confidence and feelings of security in our neighborhoods. We provide a house check program where residents can request their house be checked by officers when they are away. The house check program includes physically checking the residence during daylight hours and less obvious drive-by observations after hours.

Metrics:

- Increase house checks performed above the previous year.
- Increase awareness of the program through at least one social media post highlighting the program by end of year.

House Watches Requested	2021	2022	2023	2024	+/-	% Δ
First Quarter	38	54	37	38	1	3%
Second Quarter	67	71	58	58	0	0
Third Quarter	58	61	54	61	7	13%
Fourth Quarter	39	54	42	32	-10	-24%
Total or to date*	202	240	191	189	-2	-1%

House Checks Performed	2021	2022	2023	2024	+/-	% Δ
First Quarter	282	970	790	748	-42	-5%
Second Quarter	283	675	439	400	-39	-9%
Third Quarter	374	422	359	426	67	19
Fourth Quarter	310	373	332	309	-23	-7%
Total or to date*	1,249	2,440	1,920	1,883	-37	-2%

Results **1 Objective Met 1 Objective not Met**

Completion Timeline: End of Year



Objective 4.7 Assigned to: Lt. Ethan Moffitt

Conduct neighborhood patrols.



Description:

We utilize traditional high visibility neighborhood patrols to provide crime prevention and boost public confidence and feelings of security in our neighborhoods. This is recognized as the single most requested and valued service we provide to our residents. This metric is an important indicator of the importance of unobligated shift time in our staffing reports. We conduct neighborhood patrols to increase visibility, prevent crime, and meet community expectations.

Metrics:

- Continue tracking and measurement of residential patrol metric.
- Focus patrol efforts on expressed community survey expectations.
- Increase residential neighborhood patrol levels above previous year levels by year end.

Neighborhood Patrols	2021	2022	2023	2024	+/-	% Δ
First Quarter	12,231	11,678	11,797	12,466	669	+6%
Second Quarter	12,044	11,931	12,070	12,031	-39	0
Third Quarter	12,202	11,731	12,146	12,236	90	+1%
Fourth Quarter	12,035	11,074	11,344	11,523	179	+2%
Total or to date	48,512	46,414	47,357	48,256	899	+2%

Passive measuring program utilizes cruiser-based geo fenced neighborhood specific entry-exit counts initiated first quarter of 2021.

Results **3 Objectives Met**

Completion Timeline: End of Year



Objective 4.8		Assigned to: DC Jeff Lawless/Crime Analyst Peyton O'Dell	
Utilize crime data to prepare internal crime analysis and when appropriate external social media posts to notify the public of crime trends and related crime prevention or safety issues.			
Description:			
We provide direct communication with the community when crime trends and prevention measures are warranted by using various social media platforms. An informed public is best capable to respond, report, and prevent crime, or similar occurrences. Distribution may include internal only distribution for law enforcement sensitive intelligence. Internally we utilize crime analyst generated reports and crime alerts for a more focused patrol response.			
Metrics:			
<ul style="list-style-type: none">• Crime Analyst reviews and provides reports weekly on crime trends and hot spots.• Crime Analyst reviews reports or investigations that may generate an external crime alert as necessary.• Utilize social media to inform the public about crime trends, crime alerts, attempts to identify, locate missing persons or other issues of community wide concern.			
1 st Quarter	1	Internal Crime Alerts	
	5	Crime Alert/Missing Person or related post to social media	
	13	Weekly internal crime reports	
2 nd Quarter	1	Internal Crime Alerts	
	6	Crime Alert/Missing Person or related post to social media	
	13	Weekly internal crime reports	
3 rd Quarter	1	Internal Crime Alerts	
	2	Crime Alert/Missing Person or related post to social media	
	14	Weekly internal crime reports	
4 th Quarter	0	Internal Crime Alerts	
	11	Crime Alert/Missing Person or related post to social media	
	13	Weekly internal crime reports	
Year-End	3	Internal Crime Alerts	
	24	Crime Alert/Missing Person or related post to social media	
	53	Weekly internal crime reports	
Results		3 Objectives Met	
Completion Timeline:		Quarterly in 2024	



Objective 4.9 Assigned to: Lt. Chad Cohagen

Provide complete, thorough, and quality investigations for criminal prosecution.

Description:

Investigative Services is committed to providing complete, thorough, and quality investigations to prosecutors for presentation in grand jury proceedings. The preparation of quality, case work includes evidence collection, analysis, follow ups, interviews, and labs. These are all compiled into a case summary as a complete body of work necessary for a successful felony grand jury indictment.

Metrics:

- Provide quality felony criminal case investigations for presentation to the Franklin County Grand Jury with the goal of at least 85% of cases presented for prosecution obtaining a successful indictment.

1 st Quarter	21	Cases presented to the Grand Jury
	19	Indictments returned
	2	Cases rejected
	90%	Success rate (as a percentage)
2 nd Quarter	23	Cases presented to the Grand Jury
	22	Indictments returned
	1	Cases rejected
	97%	Success rate (as a percentage)
3 rd Quarter	27	Cases presented to the Grand Jury
	25	Indictments returned
	2	Cases rejected
	93%	Success rate (as a percentage)
4 th Quarter	18	Cases presented to the Grand Jury
	17	Indictments returned
	1	Cases rejected
	94%	Success rate (as a percentage)
Year-End	91	Cases presented to the Grand Jury
	86	Indictments returned
	5	Cases rejected
	95%	Success rate (as a percentage)
Results		1 Objective Met
Completion Timeline:		End of Year:



Objective 4.10 Assigned to: Lt. Chad Cohagen

Procure, coordinate, and implement a citywide Automated License Plate Reader (ALPR) camera system to help deter, enforce, and investigate crimes.

Description:

The ability to capture, sort and search vehicular and suspect information from public roadways provides investigators and patrol officers critical information that can be used to solve crimes, locate wanted persons, and recover stolen vehicles.

Metrics:

- Map camera locations for maximum coverage of service area with allocated cameras.
- Coordinate with City Engineer on camera placement and any permits.
- Work with ALPR vendor and selected contractors to install cameras.
- Develop and implement policy and publish prior to implementation.
- Provide user training to all division personnel.
- Develop process to record utilization and benefit metrics.

1 st Quarter	<ul style="list-style-type: none"> • All camera locations mapped • All camera placements finalized • Worked with city staff to obtain 3 installation quotes from local electrical companies
2 nd Quarter	<ul style="list-style-type: none"> • Finalized installation timeline • Policy developed and published • Began installation on 21 cameras
3 rd Quarter	<ul style="list-style-type: none"> • 19 of 21 cameras installed and operational • Systems training video sent to all division members • Numerous roll call trainings held on all three patrol shifts • Training conduct with division communication technicians
4 th Quarter	<ul style="list-style-type: none"> • 21 of 21 cameras installed and operational • All end users provided training • Usage metric stat sheet developed
Year-End	
Results	6 Objectives Met
Completion Timeline:	End of Year:



Strategic Goal #5

Engage in an authentic and transparent community partnership.

Strategy

We are committed to an authentic and transparent community partnership. This includes multiple members all contributing directly or indirectly to our messaging platforms. This also includes a commitment to transparent operations such as publishing an annual report including details regarding complaints, pursuits, and use of force incidents. Our engagement strategy includes building community partnerships in solving problems, increasing awareness, and active neighborhood watch programs.

Metrics

5.1	Increase our social media presence and engagement on platforms.
5.2	Initiate and enhance direct face to face interactive community outreach opportunities.
5.3	Provide easily accessible community services and referral information by literature and web-based forums.
5.4	Publish an annual report on the business of the Gahanna Division of Police.
5.5	Provide community education services on crime trends and crime prevention to local businesses or community groups.
5.6	Explore community interest in conducting a Citizen's Police Academy.
5.7	Coordinate and assist interested neighborhood groups in organizing a Neighborhood Watch Program.
5.8	Explore interest in youth-oriented career programming.



Objective 5.1 Assigned to: DC Jeff Lawless/Communications

Increase social media presence and community engagement on platforms.

Description:

We are committed to an authentic community engagement and must deploy where the community conversations are occurring, i.e., social media platforms. Our overall goal is to engage the public for the primary purpose of providing relevant, timely and valuable information. Our secondary goal is to humanize our personnel and permit a higher more personable relationship that depicts “the heart behind the badge”.

Metrics:

- Increase Facebook followers by 10% above 2023 totals.
- Increase X followers by 3% above 2023 totals.

Facebook	2021	2022	2023	2024	+/-	% Δ
First Quarter	6,061	6,845	7,899	8,786	+269	+11%
Second Quarter	6,312	7,099	8,100	8,912	+126	+10%
Third Quarter	6,563	7,364	8,332	9,117	+205	+9%
Fourth Quarter	6,619	7,615	8,517	9,332	+215	+10%
Total	+558	+996	+902	+815	+815	+10%

X	2021	2022	2023	2024	+/-	% Δ
First Quarter	1,999	2,106	2,165	2,184	0	0
Second Quarter	2,037	2,125	2,172	2,184	0	0
Third Quarter	2,076	2,142	2,179	2,185	1	<1%
Fourth Quarter	2,091	2,160	2,184	2,186	1	<1%
Total	+92	+54	+19	+2	+2	

Results **1 Objective Met 1 Objective not Met**

Completion Timeline: End of Year



Objective 5.2 Assigned to: Lt. Matt Kissel/Sgt. Kyle Parrish

Initiate and enhance direct face to face interactive community outreach opportunities.

Description:

We recognize the value of formal and informal face to face and group conversations that engage the community and division in common goals, help address issues, create partnerships, or just make personal connections. Meetings with our public safety and community stakeholders increases awareness and fosters relationships that are critical in emergency situations.

Metrics:

- Conduct monthly meetings of the Community Civic Association as a formal neighborhood network to address police and community issues.
- Conduct four “Coffee with a Cop” events by end of year to provide face-to-face opportunities for members of the public to interact in an informal public setting.
- Host a local National Night Out event to strengthen the concept and idea of neighborhoods collectively addressing community issues.
- Continue to partner with Starfish Assignment as part of the Books and Badges engagement with area schools.

1 st Quarter	Coffee with a Cop March 14, 2024 Chief conducted 3 monthly Civic Association meetings 234 kids read to in Starfish Jefferson Elem
2 nd Quarter	Chief Spence conducted 2 monthly Civic Association meetings Coffee with a Cop June 28, 2024 393 kids read to and provided books through Starfish Assignment at, Lincoln Elem, Friendship Park and Hannah Park.
3 rd Quarter	Chief conducted 2 monthly Civic Association meetings Conducted a National Night Out Event at Friendship Par Augst 6, 2024 Coffee with a Cop August 8, 2024
4 th Quarter	Chief conducted 1 monthly Civic Association meeting Coffee with a Cop served with Senior Center Senior Thanksgiving Luncheon
Year-End	
Results	4 Objectives Met
Completion Timeline:	Quarterly in 2024



Objective 5.3	Assigned to: DC Jeff Lawless/SME Division Personnel		
Provide easily accessible community services and referral information by literature and web-based forums.			
Description:			
We connect available community services with community members in need through our website, in-person and by brochure. Police do not have all the answers and sometimes the best service we can provide at times is a referral to a public or private agency that can meet the needs of our community members. Having this information collected into single source documents or on web links greatly assists and saves time for communication technicians and first responders in getting the assistance our community members need in a time of crisis.			
Metrics:			
<ul style="list-style-type: none">Develop and produce at least two (2) topical informational or crime prevention brochures by the end of 2024.Create a Welcome to Gahanna brochure for new businesses to provide relevant information, services offered, alarm codes, and request emergency contacts.Publish brochures on police website to increase ease of access and distribution.			
1 st Quarter	Prepared brochure for Severe Weather Preparedness		
2 nd Quarter	Updated Bicycle Safety Brochure for distribution		
3 rd Quarter	Prepared brochure on Senior Scams for distribution		
4 th Quarter	Prepared Brochure for Community Attitudes Survey Welcome to Gahanna Brochure is deferred		
Year-End			
Results	3 Objectives Met		
Completion Timeline:		End of Year 2024	



Objective 5.4 Assigned to: DC Jeff Lawless

Publish an annual report on the business of the Gahanna Division of Police.

Description:

We value transparency and believe that police legitimacy demands it. We believe that an annual report of our critical metrics and business over the past year will provide the public an overview of our operations, what was accomplished, our challenges and how we utilized community resources.

Metrics:

- Prepare a 2023 Annual Report on the business of the Division of Police to include a critical review or analysis of complaints, demographics, vehicular pursuits, use of force analysis, grievances, various other traditional police metrics and publish and share the Annual Report on the Division website in 2024.

1 st Quarter	Produced most reports necessary to support an annual report
2 nd Quarter	Completed all reports necessary to support an annual report
3 rd Quarter	
4 th Quarter	
Year-End	
Results	1 Objective Not Met
Completion Timeline:	End of Year 2024



Objective 5.5 Assigned to: Lt. Chad Cohagen

Provide community education services on crime trends and crime prevention to local businesses or community groups.

Description:

We are committed to building strong partnerships with community members. We strive to provide information and education that hardens potential targets or addresses a community concern or issue. Education provides the opportunity for citizens to better protect themselves, their loved ones, and their property.

Metrics:

- Provide at least four (4) educational, awareness or crime prevention presentations at area businesses, community meetings, or outreach events, by the end of the year.

1 st Quarter	<ul style="list-style-type: none"> • On Feb. 15, 2024, detectives provided an educational event for OCC Assistant Principals, discussing current electronic and drug issues facing the youth today. • On Feb. 28, 2024, Lieutenant Cohagen attended the State of the City to engage with residents regarding current crime trends and prevention.
2 nd Quarter	<ul style="list-style-type: none"> • On April 25, 2024, Detective Thomas spoke with members of the civic association on the topic of current financial trends impacting Gahanna residents. • On May 15, 2024, Detective Torrie provided an informational session at the Gahanna Senior Center on the topic of current scams and best practice behaviors to protect yourself.
3 rd Quarter	<ul style="list-style-type: none"> • On July 18, 2024, Detective Thomas spoke with members of the American Legion VFW Post on the topic of current financial trends impacting Gahanna residents. • On July 31, 2024, Detective Thomas spoke with members of the Courtyard at Beecher Crossing HOA on the topic of current financial trends impacting Gahanna residents.
4 th Quarter	
Year-End	Six informational or crime prevention sessions were presented
Results	1 Objective Met
Completion Timeline: End of Year 2024	



Objective 5.6 Assigned to: Lt. Matt Kissel

Explore community interest in conducting a Citizen's Police Academy.

Description:

Formal face to face interactions allows us to engage community members in education and discussions about the operations of a modern police department. A Citizen's Police Academy provides many opportunities to share and exchange information, provide insight into our police operations, and build advocacy among our community members.

Metrics:

- Solicit community interest in a Citizens Police Academy to bring an enhanced awareness of police operations to a group of interested community members by the end of year.

1 st Quarter	No action taken.
2 nd Quarter	Planning is in progress for the Citizens Academy beginning in September incorporating all elements of city government.
3 rd Quarter	Continued planning and solidifying our involvement and outlining our presentations and static display of equipment.
4 th Quarter	Citizens Academy was held this quarter with Police and Mifflin Fire participation. The Chiefs of Police and Fire spoke about their respective overall divisions, operations, and goals. MTFD provided tourniquet and fire extinguisher training. Police instructed participants on how to respond to an overdose and administer Narcan. Attendees left with tourniquets and Narcan Kits and home gun lockers.
Year-End	
Results	1 Objective Met
Completion Timeline: End of Year	



Objective 5.7	Assigned to: Sgt. Kyle Parrish/CLO Kelie Moffitt		
Coordinate and assist interested neighborhood groups in organizing a Neighborhood Watch Program.			
Description:			
We seek a partnership with organized community groups to engage in crime prevention activities, address common goals and other neighborhood concerns. An organized neighborhood watch group focuses and engages the community in a more active and informed role in crime prevention and reporting. The Division is a member of the National Neighborhood Watch Program. We recognize this program because it establishes protocols and rules of participation for community members that respect and protect all members.			
Metrics:			
<ul style="list-style-type: none">Identify neighborhoods with established neighborhood watch groups or those seeking to establish a neighborhood watch program.Assist interested groups in the neighborhood watch process including recruitment, organization, meetings, enrollment, and communications.Attend established and organizational neighborhood watch group meetings in person or virtually.Utilize Nextdoor as a means of distribution of crime alerts, crime prevention information, and neighborhood recruitment for watch groups.			
1 st Quarter	The CLO position is anticipating a retirement		
2 nd Quarter	The CLO position experienced a retirement		
3 rd Quarter	The CLO position experienced a promotion		
4 th Quarter	New CLO officers have had coordination meeting and initiated the processes of establishing liaison with existing watch groups and developing other elements of support for our community watch groups.		
Year-End			
Results	4 Objectives Deferred to 2025		
Completion Timeline:		Quarterly in 2024	



Objective 5.8 Assigned to: Lt. Matt Kissel

Explore interest in youth-oriented career programming.

Description:

The value of structured youth engagement programming includes potential future recruits while providing education and discussions about careers in policing. Youth-oriented career programs provide many opportunities to share and exchange information, provide insight into police operations, build advocacy, and generate interest in future careers in policing.

Metrics:

- Review youth-oriented career programming options available and select the best suited option for our community.
- Select and train qualified youth leaders.
- Solicit interest in a youth-oriented career program to provide insight, engagement and generate interest in police careers by the end of year.

1 st Quarter	Officers interest was gathered, and a list maintained.
2 nd Quarter	Decision as to which program was made.
3 rd Quarter	Assignment to CLO and an officer to begin application for a program
4 th Quarter	New selected CLO was promoted, and two new CLOs assigned. Officer Thomas is researching local agencies cadet academies and programs and will create a model for our agency to follow.
Year-End	This is deferred to 2025 due to personnel changes in the position assigned to this objective. The intent for 2025 is to have a summertime a weeklong cadet academy and from that establish a cadet program to meet regularly.
Results	1 Objective Met 2 Objectives Deferred
Completion Timeline: not completed	
End of Year	



Appendix 1

The chart below represents the postings of the Division to our official Facebook page. They are categorized by topic and quarter. The second chart represents posts to other social media platforms. Secondary platform posts contained no original content from that posted on Facebook i.e., they were primarily re-posts or duplicate information just posted in a different forum which is why they are not categorized further.

Gahanna Division of Police Social Media Summary of Postings (2024)

Topic	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Total
Community Engagement	7	11	19	14	51
Crime Alerts	1	2	1	0	4
Division News	1	4	4	3	12
Found Dog	6	5	10	9	30
Highway Safety	4	2	11	6	23
Memorials/Holidays	4	6	3	2	15
Public Notice	9	4	7	7	27
Public Safety	7	11	12	13	43
Totals	39	45	67	54	205

Secondary Social Media Platform posts by Quarter

Platform	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Total
Nextdoor	12	19	12	15	58
X	7	3	4	4	18
Totals	19	22	16	19	76