



Jeffrey J. Lawless
Deputy Chief of Police

**CITY OF GAHANNA
DEPARTMENT OF PUBLIC SAFETY
DIVISION OF POLICE**

Memorandum

To: Chief Jeffrey B. Spence
CC: Director of Public Safety Tim Becker
From: Deputy Chief Jeff Lawless
Date: April 3, 2025
Re: 2024 Goals and Objectives

Sir,

Please find attached the end of year report on the status of the Division's 2024 Goals and Objectives. These goals and objectives were assembled with input from all division personnel and eight were derived from community survey input. A total of 132 objectives were published for 2024 to assist us in meeting our five strategic goals. These objectives provided the division and our personnel with a work plan to help us attain our strategic goals. Our strategic goals are reviewed annually, and our objectives are reviewed quarterly to ensure we are on track to attain successful completion.

The Division has five strategic goals:

- 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 and fear of crime through prevention efforts, and impartial enforcement of the law.*
- 5. Engage in an authentic and transparent community partnership.*

Objectives Deferred

A total of 10 objectives representing 8% of the total 133 objectives were deferred due to conditions or circumstances beyond our control, required a response from others, or were subject to processes of others. A deferred objective means we intend to complete this objective in the future as circumstances change.

Division Objectives

Objective Status	Total
Initial Objectives	133
Deferred or Cancelled Objectives	-10
Total Obtainable Objectives	123

Division Obtainable Objectives

Obtainable Objectives	123	100%
Objectives Met	115	93%
Objectives Not Met	7	6%

Objectives Met

A total of 123 objectives were attainable in 2024 after removing those deferred or cancelled. We met 115 of those objectives or 93% of our work plan in 2024. We did not meet 7 of our objectives representing 6% of our obtainable objectives.

Objectives Not Met

The division did not meet 7 objectives in 2024. Three of these were dependent on others such as property damage, injury, and OVI crash related totals. Two others were related to service requests for services such as house watches. The objective to publish an annual report was not met while all the component sub reports were produced. Much focus and energy went into mentoring and guiding others to complete these metric reports that serve as essential proofs of compliance as a priority.

Objectives Deferred

We deferred 10 objectives in 2024. These objectives have been rolled into the 2025 Goals and Objectives. Seven of these objectives were dependent on personnel being in place to complete these objectives. Consistent staffing of the Community Liaison Officer position and the deployment of the Community Mental Health Liaison will permit these seven objectives to be completed in 2025.

These were ambitious objectives for the division. Our objectives provided our supervisors and staff with a work plan and kept us focused on activities most likely to allow us to meet our overall strategic goals. The hard work, determination and adaptability of our staff meant we successfully obtained 93% of our attainable objectives with 6% not met.

Respectfully,