# Gahanna Division of Police

Jeffrey B. Spence, Chief of Police



# 2019

# Goals and Objectives

460 Rocky Fork Blvd.

Gahanna, Ohio 43230

614-342-4240

WWW.GAHANNA.GOV

# 2019 Goals

During the week of January 28 through February 1, 2019 all Gahanna Division of Police personnel engaged in participatory exercises designed to examine our Goals and Objectives for the coming year.

The Chief and Deputy Chief engaged all Division personnel in discussion and collaboration to develop a work product daily that represented core elements of who we are, where we want to go and how we get there as an organization. The daily work products were collectively assimilated and reviewed in anticipation of development of a final product.

This was an "open process" and members present recognized this as a rare opportunity to provide input into the goals and objectives of the organization and the services provided to the community where they have dedicated their careers.

The following pages provide definition of how the terms goals and objectives were defined for purposes of this exercise.

The topic material was provided to personnel weeks before the training to permit time to reflect, observe and consider what we value, how we want to act, and where we want to go as an organization.

The exercise included identifying the primary overarching goals of the Division of Police and the objectives to obtain those goals.

# Goals and Objectives

The Goals and Objectives exercise included small group discussion and selection of the group's four best goals and one objective for each goal. The defining characteristics of goals and objectives were discussed as presented below and members developed their goals and objectives.

## 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 you are trying to accomplish at a large scale both programmatically and organizationally.

## Objectives

- An objective is:  Specific, Measurable, Actionable, Realistic, and Time-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 you want to achieve?
- **M**—Measurable—How will you know when you have achieved it?
- **A**—Attainable—Is it something that you have control over?
- **R**—Relevant—Is it applicable to the place you are in your life right now?
- **T**—Time-Bound—What is your deadline?

The objective was to provide four overarching goals and identify a SMART objective to accomplish each goal. Small groups prepared goals and objectives then presented to the class, defended, modified and posted their goals and objectives.

This exercise engaged the members in defining our organizational goals and at least one objective to accomplish that goal.

The following pages are the results of compiling those goals with a collaboration session among the executive staff to identify the Key Organizational Goals for 2019.

# 2019 Strategic Goals and Objectives

Our strategic goals are general broad statements of what we want to achieve over a period of time. Our goals are developed and reviewed annually and are over-arching descriptions of a desired future outcome. Objectives are the specific actions we plan to take to achieve our stated goals.

As a result of our division-wide collaboration and the Chief's Vision, five strategic goals were developed that encompass our desired outcomes. Each goal includes our strategic philosophical direction and our success metrics. The five strategic goals of the Gahanna Division Police include:

1. *Provide safe travel for motorists and pedestrians 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.*

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

# Strategic Goal #1

## Provide safe travel for motorists and pedestrians throughout the City of Gahanna.

**Strategy**

The Gahanna Division of Police and its members are committed to making the streets and highways as safe as possible for commuting community members.  The Gahanna Division of Police uses a multi-disciplined approach to highway safety that employs the best practices in deployment of personnel and resources. Our Strategies include; high visibility, enforcement, public education and awareness campaigns; and a responsive, comprehensive and accountable data driven approach to city-wide and neighborhood traffic issues.

**Metrics**

- Reduction of traffic crashes on public roadways based on the last three-year average per 1,000 population.

- Reduce alcohol related crashes on public roadways over 2018 totals.

- Participation in all NTSB, State of Ohio, and local traffic safety awareness, enforcement, and public information campaigns.

- Expanded use of social media to enhance public safety, and provide timely traffic information.

- Accomplish all traffic safety and crash reduction related objectives.

| Objective 1.1 | Assigned to:  Lt. Ethan Moffitt |
|---|---|

**Identification and monitoring of hazardous crash locations and engagement of educational and enforcement initiatives with a focus on reducing injury crashes.**

**Description:**
Using intelligence led policing and a Data Driven Approach to Traffic Issues, identify high crash locations for most efficient deployment of enforcement efforts, high visibility, and prevention measures focusing on injury crashes.

**Metrics:**

Number of total crashes (total to date)

|  | **2018** | **2019** | **+/-** | **% Δ** |
|---|---|---|---|---|
| First Quarter |  |  |  |  |
| Second Quarter | 353 | 336 | -17 | -4.82% |
| Third Quarter |  |  |  |  |
| Fourth Quarter |  |  |  |  |

Number of injury crashes (total to date/inclusive in total crashes)

|  | **2018** | **2019** | **+/-** | **% Δ** |
|---|---|---|---|---|
| First Quarter |  |  |  |  |
| Second Quarter | 66 | 72* | +6 | +3% |
| Third Quarter |  |  |  |  |
| Fourth Quarter |  |  |  |  |

*Crash classifications changed from 2018 to 2019. In 2018, crashes were classified as either Fatal (S1), Injury (S2), or PDO Property Damage Only (S3). There are now 5 crash severity designations (1 thru 4 varying levels of injury crashes and S5 is PDO). To that end, adjusting 2018 injury coding for comparison with 2019 injury coding required a degree of inference.

| 1st Quarter | • Goals and Objectives Launched in 2nd quarter 2019 |
|---|---|
| 2nd Quarter | • Comprehensive monthly crash data report is disseminated monthly to patrol for selective enforcement and is ongoing.<br>• Crash reports identify both monthly and aggregate data, to include identification of hazardous crash locations. |

| | |
|---|---|
| | • All shifts engage in near daily deployments on IR 270 (our highest crash location). |
| 3rd Quarter | |
| 4th Quarter | |
| Year End | |
| Completion Time Line: | 2019 |

| Objective 1.2 | Assigned to: Lt. Ethan Moffitt/DC Jeff Lawless |
|---|---|

**Train and deploy one (1) Data Driven Approach (DDACTS) Officer/Supervisor to address community traffic issues.**

**Description:**

Our overall traffic goal includes using an intelligence led Data Driven Approach to Traffic Issues having trained (DDACTS) personnel analyze these traffic issues will assist in deployment of resources, prevention measures and improve community feedback.

**Metrics:**

- Officer/Supervisor selected and trained by end of 2nd quarter 2019.
- Officer/Supervisor deployed by end of third quarter 2019**.**

| | |
|---|---|
| 1st Quarter | • Goals and Objective Launched in 2nd quarter 2019 |
| 2nd Quarter | • Training on traffic data collection pending equipment and software install on selected cruiser in conversion. |
| 3rd Quarter | |
| 4th Quarter | |
| Year End | |
| Completion Time Line: | 3rd quarter 2019 |

| Objective 1.3 | Assigned to: Lt. Ethan Moffitt |
|---|---|

**Provide comprehensive (DDACTS) traffic review and evaluation reports for high crash locations and community traffic concerns, publish results internally and begin publishing findings on the web by end of year 2019**.

**Description:**

Using a Data Driven Approach to Traffic Issues, deploy DDACTS trained officer to identify high crash locations and neighborhood complaints, conduct comprehensive studies and publish the reports for public review.

**Metrics:**

- Officer publishing comprehensive traffic reports on issues and resolutions on the web page by end of year.
- Quarterly reporting on Hazardous Crash locations monitored, hazardous conditions reported, traffic survey equipment (Radar Recorder), and Speed Monitoring and Notification Device (SMND) deployments, engineering/traffic surveys and analysis reports completed.
- Post quarterly hazardous crash locations report internally and post to the web by end of year 2019.

| 1st Quarter | |
|---|---|
| 2nd Quarter | • Radar Recorder Survey on Beaverbrook Drive<br>• Speed Monitoring and Notification Device (Speed Trailer) Deployed 6 times for a total of 76 days:<br><br><table><tr><td>Clotts at Haversham</td><td>13 days</td></tr><tr><td>Lincolnshire</td><td>10 days</td></tr><tr><td>Riva Ridge</td><td>14 days</td></tr><tr><td>Beaverbrook</td><td>7 days</td></tr><tr><td>Gahanna Highlands</td><td>17 days</td></tr><tr><td>Cherry Bottom</td><td>15 days</td></tr><tr><td>Total</td><td>76 days deployed</td></tr></table> |
| 3rd Quarter | |
| 4th Quarter | |
| Year End | |
| Completion Time Line: | 2019 |

| Objective 1.4 | Assigned to: Sgt. Pat Millenbaugh and Supervisor Angie Collins |
|---|---|

**Provide real time traffic and traffic related hazard information through social media platforms.**

**Description:**

Our plan is to use social media to connect directly to the community and provide traffic information in real time to increase the potential to positively affect the motoring public through situational awareness.

**Metrics:**

- Dispatch and selected staff members trained in the use of Twitter by $1^{st}$ quarter 2019.
- Dispatch and selected staff members trained in the use of Facebook by $2^{nd}$ quarter 2019.
- Utilizing both platforms to communicate with the public as a normal course of business by the end of $2^{nd}$ quarter.
- Maintain monthly Twitter and Facebook posting stats and report metrics for each platform quarterly.

| | |
|---|---|
| $1^{st}$ Quarter | Twitter Training Completed/Memo authorizing use issued |
| $2^{nd}$ Quarter | Facebook Training for Dispatch Completed 3.8.19<br>Dispatchers posting roadway and weather hazards real time as necessary. |
| $3^{rd}$ Quarter | Gahanna PD viewed demo and have made application to become a Police Ring Community Neighbor. |
| $4^{th}$ Quarter | |
| Year End | |
| Completion Time Line: | $2^{nd}$ quarter 2019 |

| Objective 1.5 | Assigned to: DC Jeff Lawless/Sgt. Pat Millenbaugh |
|---|---|

**Educate motorists and pedestrians by participating in Local, National and State highway traffic safety awareness, enforcement programs and initiatives.**

**Description:**

Our traffic safety initiatives include participation in campaigns that heighten awareness through social media, and traditional enforcement efforts to bring attention to behaviors that increase the likelihood or severity of traffic crashes.

**Metrics:**

- Participation in all scheduled Programs and Campaigns (see Appendix A).
- Report quarterly on Program/Campaign participation.
- Utilize social media for pre, post and in-campaign reporting.
- Utilize patrol officers in all social media traffic safety campaign postings.

| 1st Quarter | 'Fans don't let Fans Drive Drunk"<br>"Drive Sober or Get Pulled Over" |
|---|---|
| 2nd Quarter | Distracted Driving Awareness April 1, 2019<br>Click it or Ticket Mobilization May 20-June 2, 2019 |
| 3rd Quarter | |
| 4th Quarter | |
| Year End | |
| Completion Time Line: | As events occur quarterly in 2019 |

| Objective 1.6 | Assigned to: Lt. Ethan Moffitt/DC Jeff Lawless |
|---|---|

**Deploy preventive and enforcement efforts to reduce impaired driving crashes below 2018 crashes.**

**Description:**

Our overall traffic goal includes the reduction of crashes and specifically fatalities. The Division recognizes that impaired driving is one of the nation's leading causes of traffic fatalities. The Division utilizes a multi-disciplined approach including public awareness, National Highway Traffic safety campaigns and deployment of police field services to include OVI focused saturation patrols.

**Metrics:**

- Patrol featured and oriented public message generated for social media based traffic safety prevention campaigns.
- Deploy patrol resources for OVI saturation patrols as part of national enforcement campaigns.
- Monthly analysis of crash reports for OVI related factors and quarterly reporting to include non-crash OVI arrests.

| 1st Quarter | OVI Saturation Patrols<br>• Super Bowl 6 hours<br>• St. Patrick's Day 12 hours<br>Monthly OVI crash data and locations disseminated to patrol staff |
|---|---|
| 2nd Quarter | OVI Saturation Patrols<br>• Memorial Day 12.5 hours<br>• Cinco de Mayo 12 hours<br>Monthly OVI crash data and locations disseminated to patrol staff<br><br>OVI crashes = 4.46% of all 2019 crashes through June (- 1.0 percent)<br>OVI crashes = 5.38% of all 2018 crashes through June<br><br>OVI Enforcement through June 2018 = 58 arrests<br>OVI Enforcement through June 2019 = 72 arrests |
| 3rd Quarter | |
| 4th Quarter | |
| Year End | |
| Completion Time Line: | 3rd quarter 2019 |

# Strategic Goal #2

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

**Strategy**

The Gahanna Division of Police and its members 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.  The Division utilizes highly developed best practices derived policies and procedures to reduce ambiguity and ensure uniformity in service delivery.  The Division seeks to ensure quality control through, audits, reviews, community feedback and are always focused on continuous improvement.

**Metrics**

- As a staff, review, revise and publish the Vision, Mission and Value Statements.

- Maintain State of Ohio Law Enforcement Accreditation in 2019 and review criteria and feasibility of National Accreditation for 2020.

- Reduce average response time to calls for service.

- Expand use of social media to measure customer/community satisfaction.

- Improve Communications Call Center Efficiency.

- Increase 9-1-1 capabilities and public awareness.

- Accomplish all pursuit of excellence related objectives.

| Objective 2.1 | Assigned to: DC Jeff Lawless |
|---|---|

**Explore feasibility of using on-line surveys to measure satisfaction with aspects of police services by 3rd quarter of 2019.**

**Description:**

The Gahanna Division of Police currently engages the community in a one directional manner providing useful and relevant information with little opportunity for feedback or survey questions. With the introduction of new social media, web platforms and expanded services in others, we will explore the opportunities to conduct on-line surveys to measure customer satisfaction with aspects of our police services delivery.

**Metrics:**

- Determine suitability for feedback from current social media platforms or engagement and inclusion in any city-wide customer satisfaction survey.

| | |
|---|---|
| 1st Quarter | • Goals and Objective Launched in 2nd quarter 2019 |
| 2nd Quarter | • Set up Nextdoor account and had first successful experience with survey feature regarding ideal times/days to offer self-defense classes<br>• Will launch customer service satisfaction questions in 3rd quarter 2019. |
| 3rd Quarter | |
| 4th Quarter | |
| Year End | |
| Completion Time Line: | 3rd quarter 2019 |

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

**Complete a personnel driven review and update of the Gahanna Division of Police Vision, Mission, and Values Statements.**

**Description:**

The Division of Police is more likely to be a successful organization if its members have invested in and are driven by a collective Vision and Mission that define our direction and how we intend to get there.  The same collective body must determine what values we hold dear and how we define them to others.

**Metrics:**

- Conduct training on and engage Division personnel in the process of developing the Vision, Mission, and Values of the Division of Police by end of 1st quarter 2019.
- Collect all data, assimilate data and put together a final representative committee to draft final Vision, Mission, and Value Statements in 2nd quarter.
- Publish and incorporate Vision, Mission and Values in culture, literature and social media branding by end of 2nd quarter.

| 1st Quarter | • Training and exercises completed. |
|---|---|
| 2nd Quarter | • Results disseminated and published.<br>• Mission and Core values added to publications and crime alerts |
| 3rd Quarter | • Update remaining branded items with values and mission |
| 4th Quarter | |
| Year End | |
| Completion Time Line: | 2nd quarter 2019 |

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

**Reduce Average Response Time over 2018.**

**Description:**

The Gahanna Division of Police is a public safety agency providing critical and non-critical services to the community daily. A very important metric in public safety is the response time for police services. We contend that what gets measured gets done and is therefore important; and Division personnel are driven by commitment and a sense of urgency in our duties.

**Metrics:**

- Monthly monitoring by supervisors and staff and reporting quarterly.
- Initiate an annual staffing allocation report by the 3rd quarter of 2019.
- Utilize an allocation report to determine appropriate shift staffing levels for annual shift schedule based on call volume metrics prior to annual shift bid.

| | |
|---|---|
| 1st Quarter | • Goals and Objective Launched in 2nd quarter 2019 |
| 2nd Quarter | • Response time metric under review for data collection and other priorities to include:<br>• Deferred response for school zone patrol assignments. |
| 3rd Quarter | • Allocation report pending third quarter |
| 4th Quarter | |
| Year End | |
| Completion Time Line: | 3rd quarter 2019 |

| Objective 2.4 | Assigned to: Sgt. Ernest Choung/DC Jeff Lawless |
|---|---|

**Maintain State of Ohio Law Enforcement Accreditation and explore feasibility for National Accreditation process.**

**Description:**

The Gahanna Division of Police is currently accredited by the State of Ohio. State Accreditation means the Gahanna Division of Police policies and procedures subscribe and comply with the seven (7) best practices that have been established by the State of Ohio in critical functions of law enforcement. National Accreditation is a similar process that engages best practices across all areas of police services and may include up to 484 standards of required compliance.

**Metrics:**

- Provide proofs of compliance to the State of Ohio for a successful State of Ohio re-accreditation by end of 1st quarter 2019.
- Review current, operations, policies, procedures, and determine if seeking National Accreditation is an attainable goal for 2020 by the end of the year 2019.

| 1st Quarter | • Annual reports completed for review, submission and publishing to State of Ohio. |
|---|---|
| 2nd Quarter | • May 15, 2019 opened account with CALEA to access policy manuals and accreditation process guidebooks. |
| 3rd Quarter | |
| 4th Quarter | |
| Year End | |
| Completion Time Line: | 1st quarter 2019/End of Year |

| Objective 2.5 | Assigned to: Sgt. Millenbaugh/Supervisor Angie Collins |
|---|---|

**Improve 9-1-1 Communications Call Center Efficiency**

**Description:**

The Gahanna Division of Police is a Primary Public Safety Answering Point for 9-1-1 calls derived from both land line and wireless callers. Answering 9-1-1 calls is the highest priority of a call center, but non-emergency lines are also answered by the same dispatchers, so reducing or removing some of those non-emergency calls would assist in focusing the Dispatchers on emergency callers and dispatching first responders.

**Metrics:**

- Integrate and refine a non-emergency line phone call tree to relieve dispatch call volume by end of 1st quarter 2019.
- Establish a call quality assurance program to ensure service provision meets standards and is consistent with established policies and procedures by end of 3rd quarter.
- Implement and promote Text to 9-1-1 capabilities upon launch.
- Work with 9-1-1 County Coordinator to integrate and direct Gahanna cell tower configurations to ensure best route to the wireless 9-1-1 public safety service provider by the end of 2019.

| | |
|---|---|
| 1st Quarter | • Phone tree established and deployed March 2019.<br>• Text to 9-1-1 launched last service provider tested 3.7.19.<br>• Gahanna based cell towers identified and submitted to County. |
| 2nd Quarter | • Phone tree used successfully to provide general event information and reduced Dispatch call volume for:<br>    Creekside Blues and Jazz Fest<br>    July 4th Parade and Fireworks<br>• One Cell tower identified at 3283 McCutcheon Road routed back to CPD as 90% were being misdirected to GPD. |
| 3rd Quarter | |
| 4th Quarter | |
| Year End | |
| Completion Time Line: | 2nd quarter 2019 |

# Strategic Goal #3

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

**Strategy**

The Gahanna Division of Police and its members are committed to hiring, promoting and training the most capable workforce possible to deliver exceptional services. Exceptional service requires a dedicated, highly trained staff capable and equipped to provide 21$^{st}$ century policing services. The Gahanna Division of Police recognizes training as an investment in our most valuable resource, our personnel, and that investment enables our personnel to become highly capable and adept at the services we provide.

**Metrics**

- Develop, plan, publish and initiate an annual 32 hour in-service training curriculum.

- Review, update and streamline recruitment processes.

- Initiate an employee recognition program to honor exemplary service.

- Ensure patrol field services are led by capable and trained supervisors at all times.

- Enhance patrol response capabilities to minor property crimes.

- Improve internal communications.

- Accomplish all recruitment, development and training related objectives.

| Objective 3.1 | Assigned to:  Executive Staff and Bureau Supervisors |
|---|---|

**Provide internal communications that improves situational awareness and ensures unity of direction and purpose.**

**Description:**

The Division has multiple bureaus working on multiple projects that require a high degree of coordination of effort and at the very least situational awareness among a unified staff. To facilitate situational awareness and coordination of effort, all working bureaus and units meet regularly to discuss current project status, brainstorm, and facilitate cohesion in operations.

**Metrics:**

- Executive staff meet weekly beginning 1st quarter 2019.
- All non-patrol bureaus and work groups meet at least quarterly led by the bureau or unit supervisor.
- Detectives attend roll calls on a regular basis.

| 1st  Quarter | • Executive Staff Meetings began 3.5.19 |
|---|---|
| 2nd Quarter | • Executive Staff Meetings continue<br>• Bureau Meetings not yet occurring<br>   (pending supervisory promotional process)<br>• Detectives continuing monthly in-cruiser ride-a-longs and roll calls |
| 3rd Quarter | |
| 4th Quarter | |
| Year End | |
| Completion Time Line: | 2nd quarter 2019 |

| Objective 3.2 | Assigned to: DC Jeff Lawless/Sgt. Pat Millenbaugh |
|---|---|

**Develop, plan, and implement a 32 hour in-service training program.**

**Description:**

The Division ensures staff are kept up to date on changes in law, policy and procedures by in-service based training. The Division is required to complete all State mandated Continuous Professional Training that is identified annually. To accommodate and supplement that training, the Division provides annual refresher training on critical policy areas such as pursuits, firearms, use of force and new technologies.

**Metrics:**

- Develop an annual training plan to include an in-service training program including format, policy, and curriculum by start of 1st quarter.
- Execute training plan in-service as scheduled quarterly.
- Update all career development plans prior to end of 3rd quarter for inclusion in 2020 training plan.
- Complete 2020 training plan by end of 3rd quarter 2019.

| | |
|---|---|
| 1st Quarter | • Training Plan developed and implemented.<br>• First week of in-service completed Jan. 28-Feb.1, 2019. |
| 2nd Quarter | • Second Week of in-service Completed April 8-12 |
| 3rd Quarter | • Sept. 23-27 Pending |
| 4th Quarter | • Oct. 21-25 Pending |
| Year End | |
| Completion Time Line: | 2nd quarter 2019 |

| Objective 3.3 | Assigned to: Chief Jeff Spence/DC Jeff Lawless |
|---|---|

**Re-evaluate and streamline the Recruitment Process.**

**Description:**

The Gahanna Division of Police seeks to recruit a qualified workforce representative of the population we serve. We are in a highly competitive market for qualified candidates and recruitment is a critical 'first view' of our organization and 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.

**Metrics:**

- Develop 2019 Recruitment Plan by April1, 2019.

- Execute Recruitment Plan by 2nd Quarter 2019.

- Have a certified eligibility list for Police Officers and Dispatchers by 4th quarter 2019.

| 1st Quarter | • Organizational Meeting with HR occurred. |
|---|---|
| 2nd Quarter | • Final PD Recruitment Plan submitted to HR March 25, 2019.<br>• Submitted and approved by Civil Service Commission April 2, 2019.<br>• Presented to Council for adoption April 2019.<br>• Executed Recruitment Plan<br>• Police Officer Testing is in progress |
| 3rd Quarter | |
| 4th Quarter | |
| Year End | |
| Completion Time Line: | 2nd quarter 2019 |

| Objective 3.4 | Assigned to: DC Jeff Lawless/All Division Personnel |
|---|---|

**Establish an internal employee recognition program.**

**Description:**

The Gahanna Division of Police has a highly qualified and capable staff frequently placed in critical situations requiring quick decisive action in times of extreme danger or risk of injury or death. Staff may also perform singular or repetitive tasks or acts that go beyond the call of duty or are exceptional in their delivery or affect. The Division seeks to recognize and acknowledge these acts and deeds that are commendable based on criteria developed by an awards committee comprised of all Division peer groups.

**Metrics:**

- Assemble Awards Committee and develop employee recognition program by end of 1st quarter 2019.
- Complete recognition program and solicit nominations Mar 15 – April 15, 2019.
- Week of April 29 Award Committee to meet and select award recipients for 2019.
- Conduct an awards ceremony by end of 2nd quarter 2019.
  .

| 1st Quarter | <ul><li>Organizational meeting occurred 2.21.19 Awards Committee seated</li><li>Employee Recognition Program Released to all staff 3.15.19</li><li>Nominations Opened and due 4.15.19</li></ul> |
|---|---|
| 2nd Quarter | 24 nominations reviewed by Awards Committee and 19 awards made based on criteria. Awards banquet occurred May 29, 2019 as part of a family friendly cookout. <ul><li>The **Thin Blue Line Citation** presented to Detective Sergeant Chad Cohagen for his work on the Judy Malinowski and Lynda Perry murder cases.</li><li>The **Officer of the Year** recipient was Officer Jason Jones.</li><li>The **Detective of the Year** recipient was Detective Ryan Utt</li><li>The **Dispatcher of the Year** recipient was Dispatcher Louise Jones</li><li>**Life Saving Citations** were awarded to Officer Justin Sheasby and Detective John Power</li><li>The **Leadership Citation** was awarded to Dispatch Supervisor Angelia Collins</li></ul> |

| | |
|---|---|
| | • **Exceptional Conduct Citations** were awarded to Officer Paul Torrie, Detective Blair Thomas and Officer Bryan Kovalik.<br>• **Community Service Citations** were awarded to Sergeant Matt Kissel, Sergeant Pat Millenbaugh, Crime Analyst Lyndsey Roush, and Records Clerk Katey Powell.<br>• **Life Saving Certificates** were issued to 26 different Division personnel for a total of 43 lives saved primarily by administering Narcan. |
| 3rd Quarter | |
| 4th Quarter | |
| Year End | |
| Completion Time Line: | 2nd quarter 2019 |

| Objective 3.5 | Assigned to: Lt. Ethan Moffitt/Sgt. Matt Kissel |
|---|---|

**Develop an Officer in Charge training curriculum and provide training to sworn officers.**

**Description:**

The Gahanna Division of Police provides 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 these critical police resources and personnel are qualified and capable to do so. A structured Officer in Charge training program can address the most frequent and most critical functions of supervision and assist in preparing our personnel who are asked to serve in this temporary but critical role.

**Metrics:**

- Develop Officer in Charge Training Program by end of 3rd Quarter 2019.
- Execute Officer in Charge Training Program by 4th Quarter 2019.

| 1st Quarter | • Goals and Objective Launched in 2nd quarter 2019 |
|---|---|
| 2nd Quarter | • Finalized Conditions and Terms in Collective Bargaining Agreement June 2019. |
| 3rd Quarter | |
| 4th Quarter | |
| Year End | |
| Completion Time Line: | 4th quarter 2019 |

| Objective 3.6 | Assigned to: Sgt. Chad Cohagen |
|---|---|

**Enhance Patrol response capabilities to minor crimes.**

**Description:**

The Division of Police responds daily to minor crimes where the potential for collection of latent fingerprints and other evidence exists but may not be collected at times.

**Metrics:**

- Develop field based Latent Print Recovery Training Program by end of 2nd Quarter 2019.
- Develop overdose scene response training curriculum by end of 3rd Quarter 2019.
- Train all field services personnel in latent print recovery by end of 3rd quarter 2019.
- Train all field services personnel in overdose scene preservation and processing by end of 4th quarter 2019.
- Equip field services vehicles and implement policy by end of 3rd quarter 2019.

| 1st Quarter | • Goals and Objective Launched in 2nd quarter 2019 |
|---|---|
| 2nd Quarter | • Lesson Plan for latent print recovery submitted by Det. Sgt. Chad Cohagen June 2019<br>• Lesson Plan for overdose scene response submitted by Det. Sgt. Cohagen June 2019 |
| 3rd Quarter | |
| 4th Quarter | |
| Year End | |
| Completion Time Line: | 3rd quarter 2019 |

# Strategic Goal #4

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

**Strategy**

The Gahanna Division of Police and its members are committed to the prevention of crime, reducing the fear of crime and impartially enforcing the law. The Division focuses on a Data Driven approach to crime and the allocation of police personnel and resources based on that data.

**Metrics**

- Decrease crime rate against persons based on last three year average per 1,000 population.

- Decrease crime rate of property offenses based on last three year average per 1,000 population.

- Reduce the number of drug overdoses below 2018.

- Establish Matrix Point case file submission process.

- Provide timely crime analysis information and crime prevention information to staff and public as appropriate.

- Prove public training for self-defense and active threat incidents.

- Improve safety and response capabilities in community schools.

| Objective 4.1 | Assigned to: DC Jeff Lawless/Sgt. Chad Cohagen |
|---|---|

**Reduce the number of drug overdoses.**

**Description:**

The Gahanna Division of Police responds to all incidents of drug overdoses. The Division deploys Narcan to prevent overdose deaths and conducts investigative trace back investigations when possible to identify and charge those who sell drugs. The final element of our approach is follow up and after care contact to ensure victims and their families have awareness of public and private community resources available to assist.

**Metrics:**

- Conduct after care referral contacts on all overdoses to ensure adequate community resources are available.
- Develop a substance abuse community resource brochure for distribution and publication by end of third quarter 2019.
- Continue social media awareness and public information campaigns.
- Number of investigative "trace back" investigations targeting dealers, conducted on overdoses and results.

| | |
|---|---|
| 1st Quarter | • Goals and Objective Launched in 2nd quarter 2019 |
| 2nd Quarter | • 15 overdoses (2 unattended fatal overdoses)<br>• Aftercare contacts occurring on 13 of the 15 reported overdoses<br>• Preliminary trace backs occurred on all 15 reported overdoses until leads or lack of solvability factors prevent further follow up.<br>• No trace backs lead to any charges this quarter. |
| 3rd Quarter | |
| 4th Quarter | |
| Year End | |
| Completion Time Line: | 3rd quarter 2019 |

| Objective 4.2 | Assigned to: Sgt. Matt Kissel |
|---|---|

**Improve overall safety and response capabilities in area schools.**

**Description:**

The Gahanna Division of Police is aware of the vulnerabilities of the populations in all areas schools and are integrated into the safety planning and training for critical incidents at these locations. The Division conducts heightened school zone monitoring at times when schools start and release.

**Metrics:**

- Review all area school safety plans annually.
- Schedule school zone assignments as part of the regular patrol duties effective 2019-20 school year.
- Assign a school liaison officer for every school effective 2019-20 school year.
- Conduct training in cooperation with Fire and EMS to enhance lifesaving capabilities in critical incidents.

| 1st Quarter | • All School plans reviewed by Chief and Deputy Chief March 2019. |
|---|---|
| 2nd Quarter | • Silverback Active Response Training occurred this quarter with Mifflin Township Fire and Gahanna Police Department.<br>• School planning for 2019-20 school year in progress<br>• Concept of plan outlined in executive staff meeting 7.30.19<br>• Final plan due out 8.7.2019. |
| 3rd Quarter | |
| 4th Quarter | |
| Year End | |
| Completion Time Line: | 3rd quarter 2019 |

| Objective 4.3 | Assigned to: Sgt. Matt Kissel |
|---|---|

**Provide open enrollment self-defense and active threat courses.**

**Description:**

The Gahanna Division of Police will strive to provide training on basic self-defense tactics and techniques to the general public. A trained individual or group of individuals are more prepared and may prevent or more successfully mitigate an assault or active threat situation.

**Metrics:**

- Select instructors and prepare lesson plans by end of 2nd quarter 2019.
- Schedule two (2) opportunities for general public self-defense training, one by end of 2nd quarter the other by end of year.
- Schedule one (1) opportunity for female only self-defense training by end of 3rd quarter 2019.
- Schedule two (2) active threat (ALERT) response training opportunities to the general public, one by end of 2nd quarter the other by end of year.

| | |
|---|---|
| 1st Quarter | • Goals and Objectives Launched in 2nd quarter 2019 |
| 2nd Quarter | • Set up system to utilize Gahanna Parks Rectrac online program to register participants for PD Course offerings. <br> • 2 general self-defense courses scheduled 9.21.2019 and 10.26.19 <br> • 1 female only self-defense course scheduled August 10, 2019 (female only very popular - closed out in 24 hours) <br> • 2 ALERT response training courses pending scheduling <br> • Second female only course requested by community members |
| 3rd Quarter | |
| 4th Quarter | |
| Year End | |
| Completion Time Line: | 3rd quarter 2019 |

| Objective 4.4 | Assigned to: Lt. Ethan Moffitt |
|---|---|

**Quickly deploy targeted prevention and enforcement initiatives to address identified crime patterns and trends.**

**Description:**

The Gahanna Division of Police uses a Data Driven approach to identify crime patterns and trends for prevention or enforcement intervention to successfully address these trends.

**Metrics:**

- Select and train (DDACTS) Data Driven Approach officer/supervisor by end of 3nd quarter 2019. (Objective 1.2)
- Identify crime trends best suited to public awareness and prevention through social media and direct interaction.
- Identify crime trends that may require tactically planned enforcement or high visibility efforts and direct resources and personnel as necessary.

| | |
|---|---|
| 1st Quarter | • Goals and Objectives Launched in 2nd quarter 2019 |
| 2nd Quarter | • Crime Trends mainly thefts from motor vehicles published on average bi-weekly on Nextdoor by Crime Analyst<br>• Crime Alerts have generated a lot of social media interest and interaction as posted to Facebook and Nextdoor<br>• No crime trends requiring planned tactical enforcement<br>• Applied for public safety partner with ring community to permit direct solicitation of relevant residential captured video based on proximity, date and time. |
| 3rd Quarter | |
| 4th Quarter | |
| Year End | |
| Completion Time Line: | 3rd quarter 2019 |

| Objective 4.5 | Assigned to: Lt. Ethan Moffitt |
|---|---|

**Deploy traditional police prevention and enforcement initiatives to prevent crime and increase public confidence**.

**Description:**

The Gahanna Division of Police uses traditional methods to provide crime prevention and boost public confidence and feelings of security.

**Metrics:**

- Increase residential foot patrols over 2018 levels by year end.
- Increase business foot patrols over 2018 levels by year end.
- Increase bike patrol hours over 2018 hours by year end.
- Increase house watches over 2018 levels by year end.

| 1st Quarter | • Goals and Objectives Launched in 2nd quarter 2019 |
|---|---|
| 2nd Quarter | • Social Media articles published on Nextdoor and Facebook highlighting the "house watch" and "safe zone" program |

| Foot Patrols | 2018 | 2019 | +/- | % Δ |
|---|---|---|---|---|
| First Quarter | | | | |
| Second Quarter | 326 | 291 | -35 | -11% |
| Third Quarter | | | | |
| Fourth Quarter | | | | |

Totals include business and residential foot patrols

| Bike Units | 2018 | 2019 | +/- | % Δ |
|---|---|---|---|---|
| First Quarter | | | | |
| Second Quarter | 90 | 49 | -41 | -45% |
| Third Quarter | | | | |
| Fourth Quarter | | | | |

Three new Police bikes were purchased, equipped and deployed in 2nd quarter 2019.

* Dispatchers will begin tracking multiple bike deployments as individual units to permit more accurate tracking.

| House Watches | 2018 | 2019 | +/- | % Δ |
|---|---|---|---|---|
| First Quarter | | | | |
| Second Quarter | 259 | 281 | 22 | 8.4% |
| Third Quarter | | | | |
| Fourth Quarter | | | | |

| House Checks | 2018 | 2019 | +/- | % Δ |
|---|---|---|---|---|
| First Quarter | | | | |
| Second Quarter | 1,654 | 1,056 | -598 | -36% |
| Third Quarter | | | | |
| Fourth Quarter | | | | |

All totals are year to date through quarter indicated.

These measurable elements represent crime prevention activities and are subject to and indicative of unobligated patrol time.

Pending allocation report will examine this dynamic to determine how relief factor and staffing reflect in this measure.

| | |
|---|---|
| 3rd Quarter | |
| 4th Quarter | |
| Year End | |
| Completion Time Line: | 3rd quarter 2019 |

| Objective 4.6 | Assigned to: DC Jeff Lawless/Crime Analyst Lyndsey Roush |
|---|---|

**Utilize all social media platforms to notify the public of crime trends and related crime prevention measures.**

**Description:**

The Gahanna Division of Police recognizes a primary form of direct communication with the community is through the use of various social media platforms. An informed public is best capable to respond and prevent similar occurrences.

**Metrics:**

- Weekly review of crime trends by Crime Analyst for trends and hot spots.
- Weekly or Bi-Weekly release to Twitter on crime trends that identify geo-based "hot spots" or community-wide crime trends.

| 1st Quarter | • Goals and Objectives Launched in 2nd quarter 2019 |
|---|---|
| 2nd Quarter | • Crime Trends mainly thefts from motor vehicles published on average bi-weekly on Nextdoor by Crime Analyst<br>• Crime Alerts have generated a lot of social media interest and interaction as posted to Facebook and Nextdoor by Investigative Staff. |
| 3rd Quarter | |
| 4th Quarter | |
| Year End | |
| Completion Time Line: | 3rd quarter 2019 |

# Strategic Goal #5

## Engage in an authentic and transparent community partnership.

**Strategy**

The Gahanna Division of Police and its members are committed to an authentic and transparent community partnership. This includes multiple members of the Division 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.

**Metrics**

- Designate and train a community engagement team and publish a social media plan/calendar for 2019.

- Increase our social media audience across all platforms by 10% over 2018 totals.

- Publish an annual report for the Division of Police and post to website.

- Implement new social media platform geared toward neighborhood affiliations by end of 2nd quarter 2019.

- Maintain, enhance and initiate direct interactive outreach opportunities with the community.

- Offer enhanced youth oriented safety and education programming for 2019.

- Provide easily accessible community services referral brochures and like information by multiple means.

- Accomplish all community engagement related objectives.

| Objective 5.1 | Assigned to: DC Jeff Lawless/Dispatchers |
|---|---|

**Increase social media engagement.**

**Description:**

The Gahanna Division of Police in striving toward an authentic community engagement 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 to permit a higher more personable relationship to develop that depicts the heart behind the badge.

**Metrics:**

- Increase Facebook followers by 10% above 2018 totals.
- Increase Twitter followers by 10% above 2018 totals.
- Establish Public Safety Nextdoor account by end of 2nd quarter 2019.
- Establish a calendar based social media plan and community engagement team.

| 1st Quarter | • Social Media Planning Calendar published in January 2019<br>• Social Media community engagement work groups trained and operational this Quarter (Dispatchers Twitter and Facebook) |
|---|---|
| 2nd Quarter | • Gahanna PD joined Nextdoor Social Media Platform March 14, 2019 with 44 posts since March<br>• Current Reach is 7,198 confirmed households in 32 neighborhoods 21% of 26,849 households<br>• Social Media community engagement work groups trained and operational this Quarter<br>(Executive Staff/Investigative Staff – Facebook and Nextdoor)<br>• Facebook Likes<br>1/1/2019 = 2,973  7/31/2019 = 3,910  32% increase<br>• Facebook Follows<br>1/1/2019 = 3,171  7/31/2019 = 4,189  32% increase<br>• Twitter 1,648 Follows and 455 Likes with 91 tweets since January 2019. |
| 3rd Quarter | |
| 4th Quarter | |
| Year End | |
| Completion Time Line: | 3rd quarter 2019 |

| Objective 5.2 | Assigned to: Chief Jeff Spence/Deputy Chief Jeff Lawless |
|---|---|

**Initiate and enhance direct interactive community outreach opportunities.**

**Description:**

The Gahanna Division of Police recognizes the value of formal and informal face to face and group discussions that engage the community and Division in common goals, help address issues, create partnerships or just make personal connections.

**Metrics:**

- Conduct monthly meetings of the Civic Advisory Committee as a formal neighborhood network to communicate police and community issues.
- Connect on Nextdoor to tap into the modern day version of block watch and an informal group based opportunity to share information.
- Conduct a quarterly "Coffee with a Cop" event to provide a face to face opportunity for members of the public to interact in an informal public setting.
- Hosting a National Night Out event will strengthen the concept and idea of neighborhoods collectively addressing community issues.
- Conduct a Citizens Police Academy to bring an enhanced awareness of police operations to a group of citizens.

| | |
|---|---|
| 1st Quarter | • Three (3) monthly civic advisory committee meetings were conducted this quarter.<br>• Coffee with Cop was held March 20, 2019 at Columbus Public Library Gahanna Branch |
| 2nd Quarter | • Three (3) monthly civic advisory committee meetings were conducted this quarter.<br>• Gahanna PD joined Nextdoor Social Media Platform March 14, 2019<br>• Coffee with a Cop was held May 29th at Panera Bread |
| 3rd Quarter | • Coffee with a Cop was held July 16 at Starbucks<br>• National Night Out Registered Event planned with Gahanna Parks and Rec at Sunpoint Park for Tuesday August 6, 2019 from 6:00 p.m. to 8:30 p.m. |
| 4th Quarter | |
| Year End | |
| Completion Time Line: | 3rd quarter 2019 |

| Objective 5.3 | Assigned to: DC Jeff Lawless/SME Division Personnel |
|---|---|

**Provide easily accessible community services referral information by multiple means.**

**Description:**

The Gahanna Division of Police recognizes the value of having community services available for its members.  Police do not have all the answers and sometimes the best service we can provide is a referral to a public or private agency that can meet the needs of our community members. Having this information collected into singular source documents on web links greatly assists and saves time for first responders in getting the assistance our community members need in a time of crisis.

**Metrics:**

- Develop and produce a preliminary series of crime prevention brochures for various topics with resource information included by end of 3$^{rd}$ quarter 2019.
- Publish brochures for lobby use by visitors and use by staff by end of year.
- Publish brochures on-line to increase ease of access by end of year.

| 1$^{st}$ Quarter | • Goals and Objectives Launched in 2$^{nd}$ quarter 2019 |
|---|---|
| 2$^{nd}$ Quarter | • Preliminary draft for a general community services guide in progress as first brochure. |
| 3$^{rd}$ Quarter | |
| 4$^{th}$ Quarter | |
| Year End | |
| Completion Time Line: | 3$^{rd}$ quarter 2019 |

| Objective 5.4 | Assigned to: Chief Jeff Spence/DC Jeff Lawless |
|---|---|

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

**Description:**

The Gahanna Division of Police recognizes the value of transparency and believes that police legitimacy demands it. The Division believes that an annual report of our business over the past year will provide the public an overview of our operations, what was accomplished, our challenges and how we utilized our resources.

**Metrics:**

- Prepare an annual report on the business of the Gahanna Division of Police for 2018 by end of 2nd quarter 2019.
- Include in the Police Annual Report an analysis of complaints, demographics, vehicular pursuits, use of force reports, grievances, and various other traditional police metrics.
- Post Division policies and a complaint/compliment form on Division website.
- Publish and share the annual report on the Division website by end of 3rd quarter 2019.

| 1st Quarter | Pursuit, Use of Force, and Demographics annual reports completed. |
|---|---|
| 2nd Quarter | • Compiling outline draft of Annual report<br>• Division policy manual provided for on-line publishing<br>• Complaint handling and internal affairs policy in draft form to include better internal tracking mechanisms of data for 2019 |
| 3rd Quarter | |
| 4th Quarter | |
| Year End | |
| Completion Time Line: | 3rd quarter 2019 |

**Appendix A**

| First Quarter | |
|---|---|
| "Fans Don't Let Fans Drive Drunk" | Completed |
| "Drive Sober or Get Pulled Over" 3.17.19 | Completed |
| Second Quarter | |
| Distracted Driving Awareness Month Apr. | Completed |
| "U Drive. U Text. U Pay."  Apr. | Completed |
| Motorcycle Awareness Month May | Deferred |
| "Click it or Ticket"  May | Completed |
| "Share the Road"  Bike Safety June | Completed |
| Third Quarter | |
| "Look before U Lock" Child Awareness July | Completed |
| "Drive Sober or Get Pulled Over" Aug. | Pending |
| Child Passenger Safety Week Sept. | Pending |
| Fourth Quarter Posts | |
| "Buckle Up Every Trip Every Time" Nov. | Pending |
| "Fans Don't Let Fans Drive Drunk" OSU v. M | Pending |
| "Drive Sober or Get Pulled Over" Holiday | Pending |
| "Buzzed Driving is Drunk Driving" Dec. | Pending |