

Gahanna Division of Police

Jeffrey B. Spence, Chief of Police



2021

Goals and Objectives

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2021 Goals

During the last quarter of 2020, all Gahanna Division of Police personnel were solicited and encouraged to examine and review our current strategic goals for revision or update. They were also asked to review current objectives and formulate any new objectives to accomplish our goals for the coming year.

All Division supervisory staff collected and vetted the suggested goals and objectives from staff and submitted the collective goals and objectives in December of 2020. The results included the development of a work product collectively assimilated and reviewed in anticipation of development of our 2021 goals and objectives.

This is always an “open process” and members can take advantage of this opportunity to provide input into the goals and objectives of the organization and the services provided to the community.

The request for goal submissions was provided to personnel weeks before the December deadline to permit time to formulate and vet the goals and objectives that we want to accomplish as an organization.

A community survey was also employed at the end of 2019 and continued into 2020 soliciting input from the community on desired services and expectations. The most requested service from the community survey was “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 goals and objectives for 2021.

The primary overarching strategic goals of the Division of Police were reviewed, and no suggested changes were made. The objectives to obtain those strategic goals included some new suggestions 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 2021 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 2021.



2021 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 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 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 travel for motorists and pedestrians throughout the City of Gahanna.

Strategy

The Division and its members are committed to making the streets and highways as safe as possible for those traveling in our community. The Division uses a multi-disciplined approach to highway safety that employs the best practices in deployment of personnel and resources. Our strategies include high visibility patrol, 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

- Reduction of traffic crashes on public roadways.
- Reduction of alcohol related crashes on public roadways.
- Participate in National Transportation Safety Board, (NTSB), State of Ohio, and local traffic safety awareness, enforcement, and public information campaigns.
- Utilize social media to enhance public safety and provide timely traffic information.
- Continue to develop and train personnel to deploy a Traffic Crash Response Team



Objective 1.1 Assigned to: Lt. Ethan Moffitt

Identification and monitoring of hazardous crash locations and engagement of enforcement and educational initiatives with a goal of reducing crashes.

Description:

Using intelligence-led policing and a Data Driven Approach to Crime and Traffic Safety (DDACTS), we identify hazardous crash locations, times, and causative factors for the most efficient deployment of enforcement efforts, high visibility, and prevention measures focusing on reducing crashes.

Metrics:

- Reduction in total crashes below 2020 levels

Number of total crashes (per quarter)

	2018	2019	2020	2021	+/-	% Δ
First Quarter	160	150	129	119	-11	-8%
Second Quarter	193	188	74*	131	+57	+77%
Third Quarter	170	172	122	126	+4	+3%
Fourth Quarter	216	200	145	Pending		
Total or To Date	739	710	470	376		

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

Completion Timeline: End of Year



Objective 1.2 Assigned to: Lt. Ethan Moffitt

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

Description:

Using intelligence-led policing and a Data-Driven Approach to Crime and Traffic Safety (DDACTS), we 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.

Metrics:

- **Reduction in total injury crashes below 2020 levels**

*Crash classifications changed in 2019. Previously 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). Comparing data for goal measurement will be limited to the past year instead of a 3-year average as adjusting pre-2018 injury coding for comparison with current injury coding requires an inherently inaccurate degree of inference.

Number of injury crashes (inclusive in total crashes)

	2018	2019	2020	2021	+/-	% Δ
First Quarter	26	14	13	10	-3	-23%
Second Quarter	24	18	10*	13	+3	+30
Third Quarter	15	16	24	20	+4	+17%
Fourth Quarter	25	10	13	Pending		
Total or To Date	90	58	60	43		

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

Completion Timeline: End of Year



Objective 1.3		Assigned to: Lt. Ethan Moffitt	
Train and deploy one (1) Data Driven Approach (DDACTS) Officer to address community traffic issues.			
Description:			
Our overall traffic goal includes using an intelligence-led Data-Driven Approach to Crime and Traffic Safety (DDACTS). Having trained line personnel to analyze these traffic issues will assist in deployment of resources, prevention measures, and improve community feedback.			
Metrics: (metric is dependent on COVID-19 training restrictions)			
<ul style="list-style-type: none"> • Seek available training for Officer. • Officer enrolled in available training and deployed by end of year. 			
1 st Quarter	SMND deployment by Lt. Moffitt; training for Sgt. Parrish pending		
2 nd Quarter	SMND deployment by Lt. Moffitt; training for Sgt. Parrish pending		
3 rd Quarter	SMND deployment by Lt. Moffitt; training for Sgt. Parrish pending		
4 th Quarter			
Year-End			
Results			
Completion Timeline:		End of Year	



Objective 1.4 Assigned to: Lt. Ethan Moffitt

Provide comprehensive traffic review and/or evaluation reports for hazardous crash locations and community traffic concerns, publish results internally and on the police website as available.

Description:

Using a Data-Driven Approach to Crime Traffic Safety, deploy a (DDACTS) trained officer to identify hazardous crash locations and neighborhood complaints, conduct comprehensive studies and publish the reports for public review.

Metrics:

- Publish comprehensive traffic reports on neighborhood issues and resolutions on the Division’s website as available.
- Quarterly reporting on Hazardous Crash locations, traffic survey equipment (Radar Recorder), and Speed Monitoring and Notification Device (SMND) deployments surveys and analysis completed.
- Post quarterly hazardous crash locations report internally and to the Division website as available.
- Deployment of (SMND) a minimum of 300 days.

1 st Quarter	Monthly crash data report disseminated internally and externally SMND 1 deployed 1 day SMND 2 deployed 1 day (total of 2 days for Q1)
2 nd Quarter	Monthly crash data report disseminated internally and externally SMND 1 deployed 38 days SMND 2 deployed 60 days (total of 98 days in Q2) Five traffic Surveys completed for Riva Ridge, Challis Springs, Dark Star, Fleet Run, & Woodmark Run and posted on website. **SMND 1 was out-of-service most of May for a sensor repair
3 rd Quarter	Monthly crash data report disseminated internally and externally SMND 1 deployed 69 days SMND 2 deployed 95 days (total of 164 days in Q3) Eight traffic surveys completed for Sherwood Meadows, Empire, Helmbright, Greencroft, Rice, Havant, and Ridenour and posted on website.
4 th Quarter	
Year-End	
Results	
Completion Timeline:	Quarterly in 2021



Objective 1.5 Assigned to: Lt. Matt Kissel/Supervisor Angie Collins

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

Description:

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

Metrics:

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

1 st Quarter	Nine social media Highway Safety road closure posts were made during the first quarter.
2 nd Quarter	Seven social media Highway Safety road closure posts were made during the second quarter.
3 rd Quarter	Three social media Highway Safety road closure posts were made during the third quarter.
4 th Quarter	
Year-End	
Results	
Completion Timeline:	End of Year 2021



Objective 1.6		Assigned to: Lt. Matt Kissel/Lt. Ethan Moffitt	
Educate motorists and pedestrians by participating in local, national, and state highway traffic safety, enforcement and awareness, programs and initiatives.			
Description:			
Our traffic safety initiatives include participation in public 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:			
<ul style="list-style-type: none"> • Participation in scheduled programs and campaigns • Report quarterly on program or campaign participation. • Leverage social media to heighten program/campaign awareness including pre, post and in-campaign reporting. • Utilize patrol officers in social media traffic safety campaign postings. 			
1 st Quarter		<ul style="list-style-type: none"> • Super Bowl post Fan's Don't Let Fans Drive Drunk post • St. Patrick's Day drive sober social media message. 	
2 nd Quarter		<ul style="list-style-type: none"> • Motorcycle Safety Month Post • School Bus Safety Post • Distracted Driving Awareness Month Post • Drive Sober or Get Pulled Over Enforcement Campaign 	
3 rd Quarter		<ul style="list-style-type: none"> • School Bus Safety posted prior to the start of school. • "Drive Sober or Get Pulled Over" Labor Day weekend enforcement campaign with directed patrols. 	
4 th Quarter			
Year-End			
Results			
Completion Timeline:		Quarterly in 2021	



Objective 1.7 Assigned to: Lt. Ethan Moffitt/DC Jeff Lawless

Deploy prevention and enforcement efforts to reduce impaired driving crashes below 2020 crashes.

Description:

Our overall traffic goal includes the reduction of crashes and specifically injuries and 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:

- Public safety messages generated for social media traffic safety prevention and enforcement campaigns.
- Deploy patrol resources for OVI saturation patrols as part of state or regional enforcement campaigns.
- Monthly analysis of crash reports for OVI related factors.
- Quarterly reporting of OVI enforcement efforts.

OVI Arrests per Quarter

	2018	2019	2020	2021	+/-	% Δ
First Quarter	28	32	36	37	+1	+3%
Second Quarter	30	41	15*	43	+28	+65%
Third Quarter	33	34	28	27	-1	-4%
Fourth Quarter	40	23	27	Pending		
Total or to date	131	130	106	107		

1 st Quarter	Super Bowl and St. Patrick’s Day social media No OVI saturation patrols deployed this quarter
2 nd Quarter	OVI Saturation Patrols deployed for the Memorial Day weekend
3 rd Quarter	Drive Sober or Get Pulled Over OVI Saturation Patrols deployed for Labor Day weekend
4 th Quarter	
Year-End	
Results	* 2 weeks stay at home order and many business/school closures
Completion Timeline:	Quarterly in 2021



Objective 1.8 Assigned to: Lt. Ethan Moffitt

Select and begin multi-year plan to deploy a fully trained and equipped Traffic Crash Team by end of year 2024.

Description:

Our overall 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 one of our basic traffic functions.

Metrics: (metrics are dependent on COVID-19 training restrictions)

- Seek training when available for team members as part of the multi-year plan to train selected personnel.
- Develop response team protocols and policies derived from training and best practices as training is completed.
- Prepare a 2022 training plan for team members to complete training and deploy a functionally capable team by 2024.

1 st Quarter	Deferred – pending restoration of required training classes
2 nd Quarter	
3 rd Quarter	
4 th Quarter	
Year-End	
Results	
Completion Timeline:	Quarterly in 2021



Strategic Goal #2

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

Strategy

The Division 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, 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

- Maintain State of Ohio Collaborative for Law Enforcement Agency Certification (OCLEAC) Accreditation in 2021 and continue building policies, audits, reviews, inventories, and processes to improve overall operations and accountability with a goal of beginning the national accreditation process in 2022.
- Reduce average Priority One response time to calls for service.
- Continue to use social media platforms to measure customer/community satisfaction.
- Improve overall 9-1-1 communications call center efficiency by co-locating dispatching services with Mifflin Township Fire/EMS (MECCC) to form a regionally capable communications center.
- Deploy SMART 9-1-1 to enhance overall 9-1-1 capabilities and public safety.
- Train selected members of the Division's Crisis Negotiation Team and establish protocols and policy based on training and best practices.
- Train, equip and deploy an Honor Guard unit at public events as staffing permits.
- Complete conversion of Division from "open carry" to single platform Division-issued firearms.



Objective 2.1 Assigned to: DC Jeff Lawless

Use on-line surveys to measure satisfaction and garner feedback regarding delivery of police services and community expectations.

Description:

The Division utilizes social media for the purposes of engaging the community in a one directional manner seeking to provide useful, timely, and relevant information. This provides little opportunity for feedback or suggestions. We have in the past successfully utilized the *Nextdoor* poll feature to conduct a series of on-line surveys to measure customer satisfaction with aspects of our police services.

Metrics:

- Utilize on-line surveys in 2021 with the goal of improving the results from the 2019-2020 poll.
- Incorporate 2021 poll results and any garnered suggestions into the 2022 goals and objectives.
- Publish and share poll results with the community in multiple forums.

1 st Quarter	No activity this quarter
2 nd Quarter	No activity this quarter
3 rd Quarter	Considered options for survey instruments (Survey Monkey selected) Poll will open in November and results published in December.
4 th Quarter	
Year-End	
Results	
Completion Timeline:	End of Year 2021



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

Complete a facility needs assessment to determine the future space and facility needs of the Division of Police for the next 30 years.

Description:

The Division is more likely to be a successful organization if its members have adequate facilities to conduct their business in a safe, effective, and efficient manner. A properly planned and developed facility should meet the current and anticipated needs of the business being conducted by the occupants. The current facility does not provide necessary space to accomplish essential functions and community services. The goal is a needs assessment that can provide City leaders a path to a new facility.

Metrics:

- Complete the current public safety facility needs assessment as part of the city-wide master facility needs plan.
- Obtain architectural design services to draft building plans based on facility needs as funding becomes available to obtain construction cost estimates.
- Identify and seek support and funding to obtain real estate that can accommodate the facility and community response considerations.
- Determine building plan costs and capital funding needs to further facility development plan.
- Champion and garner support for a funding plan.

1 st Quarter	Facility needs assessment completed with vendor
2 nd Quarter	Facility needs assessment updated after initial vendor response
3 rd Quarter	Facility needs assessment finalized for submission
4 th Quarter	Facility needs submitted to Council Workshops to be schedule.
Year-End	
Results	
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 2020.

Description:

The Division 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. Division personnel are driven by commitment and a sense of urgency in our duties.

Metrics:

- Decrease response time for priority one calls for service. *
- Monitoring by supervisors and staff and reporting quarterly.
- Utilize workload assessment data to determine appropriate shift staffing levels for annual shift schedules based on call volume metrics prior to annual shift bid.

	2018	2019	2020	2021	+/-	% Δ
Response Time or to date*	8:40	8:45	8:33	8:40*	+:09	-1%
Total Priority One Calls or to date*	6,519	6,159	5,777	4,949*		
Avg. number of deployed officers	31	32	33	28		

1 st Quarter	
2 nd Quarter	
3 rd Quarter	
4 th Quarter	
Year-End	
Monthly	
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: DC Jeff Lawless/Lieutenants

Maintain State of Ohio Collaborative Law Enforcement Accreditation and begin policy by policy review with necessary edits, supplements, and amendments to be fully compliant with Commission on Accreditation of Law Enforcement Agencies standards (CALEA).

Description:

The Division is currently accredited by the Ohio Collaborative for Law Enforcement Agency Certification (OCLEAC). State accreditation means the Division policies and procedures subscribe and comply with the applicable ten (10) best practice policies that have been established by the Ohio Collaborative 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 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 CALEA standards positioning the Division to be ready to apply for and begin the self-assessment accreditation phase.

Metrics:

- Continue to collect proofs of compliance to insure a successful State of Ohio re-accreditation in 2022.
- Update, review, and approve new Ohio Collaborative policy standard related to Response to Mass Protests/Demonstrations and Body-Worn Cameras prior to deployment.
- Review all current policies and draft, edit, and review for compliance with CALEA standards by end of year.
- Provide justification, and job task descriptions for the position of Program and Compliance Manager Position.

1 st Quarter	Continued compliance monitoring for State compliance Body worn camera policy updated to comply with collaborative.
2 nd Quarter	Submission request to staff Program and Compliance Manager.
3 rd Quarter	Program and Compliance Manager accepted in kind for Management Analyst position.
4 th Quarter	Deputy Chief and Support Services Lieutenant scheduled to attend free CALEA accreditation manager conference training.
Year-End	
Results	
Completion Timeline: End of Year 2021	



Objective 2.5 Assigned to: Lt. Matt Kissel/Supervisor Angie Collins

Improve 9-1-1 Communications Call Center Efficiency

Description:

The Division is 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 a call-taker, but non-emergency lines are also answered by the same dispatchers. Reducing or redirecting some of those non-emergency calls assists in focusing the Dispatchers on emergency callers and dispatching first responders. The answering of 9-1-1 calls is a critical function performed by our dispatchers that should also be reviewed on a routine basis for quality assurance purposes.

Metrics:

- Continue to refine the non-emergency line phone call tree to relieve dispatch call volume during major city events yet still allow timely access to dispatchers when necessary.
- Continue to utilize documented call quality assurance program to ensure service provision meets standards and is consistent with established policies and procedures.
- Complete implementation of enhanced SMART 9-1-1 and begin seeking opportunities to educate, inform and assist in building the subscriber base.
- Continue to work with 9-1-1 County Coordinator to integrate and direct Gahanna cell tower configurations to ensure best route to appropriate wireless 9-1-1 public safety service provider.

1 st Quarter	<ul style="list-style-type: none"> • SMART 9-1-1 is in place and a social media campaign posted to attract subscribers. • Communications Supervisor reviews calls for service and works every shift with all assigned staff.
2 nd Quarter	<ul style="list-style-type: none"> • Phone tree still used at times for weather and events. • SMART 9-1-1 has 343 subscribers and marketing continues to promote it this quarter via social media and other outlets • Due to COVID in person 9-1-1 meetings have been cancelled information is still shared among members.
3 rd Quarter	<ul style="list-style-type: none"> • SMART 9-1-1 has 357 subscribers and marketing continues.
4 th Quarter	
Year-End	
Results	
Completion Timeline:	Quarterly 2021



Objective 2.6 Assigned to: Chief Jeff Spence/Lt. Matt Kissel/Supv. Angie Collins

Co-locate 9-1-1 Communications Call Center with Mifflin Township Fire

Description:

The Division is a Primary Public Safety Answering Point (PSAP) for 9-1-1 calls derived from both landline and wireless callers. The dispatching and coordination of police and fire services are currently handled by separate call centers in different locations. Co-location of these call centers is intended to shorten dispatch times with simultaneous situational awareness and updates for both safety services. The co-location of these services also provides an opportunity for shared costs of duplicated services. The goal is to establish a regional capable call center with the ability to attract other public safety partners.

Metrics:

- Continue to partner with Mifflin Township Fire/EMS and contracted architects and engineers to ensure timely project input into planning and construction.
- Work with selected contractors and specific vendors to ensure essential design elements and buildouts of critical equipment are completed to specifications.
- Work with selected vendors on office space and related accommodations to meet the needs of dispatching personnel.
- Work with Mifflin Township to establish the governing doctrines related to the co-location and future operations of the consolidated communication center.

1 st Quarter	Furniture has been delivered, cables installed, met on implementation of Eventide recording software/hardware.
2 nd Quarter	The communications center is coming together with several major hardware/software installs achieved. Bureau furniture is installed.
3 rd Quarter	Mission Critical Partners, a consulting firm, has been contracted to complete and coordinate final elements of this project. The Communication Center has a possible move in date of the week of December 1.
4 th Quarter	Our new 9-1-1 vendor began installation on Oct. 4. We will be conducting system admin. training on October 18 and then call taker training the week of October 25.
Year-End Results	
Completion Timeline:	* End of Year 2022

- Goal and Objective 2.5 is dependent on construction timelines and is recognized as a multi-year project.



Objective 2.7 Assigned to: Lt. Matt Kissel

Create and coordinate the implementation of the Division’s Crisis Negotiation Team.

Description:

The Gahanna Division of Police is called to respond to many critical incidents that have potential to develop into protracted events where individuals may be barricaded, or police are otherwise unable to act tactically. This provides an opportunity for deployment of trained negotiators to seek a resolution where direct force may not be effective, possible, or desired. A trained Crisis Negotiation Team (CNT) can be invaluable to a successful outcome of a critical incident. This recognized value is the reason the Division is seeking to establish a trained CNT team.

Metrics: (all metrics are dependent on COVID-19 restrictions)

- Seek available training for all members of the Crisis Negotiation Team including annual re-trainer for those previously trained.
- Develop team protocols and policy for deployment based on training and best practices.
- Conduct at least one joint scenario-based training exercise with the SWAT team.

1 st Quarter	<ul style="list-style-type: none"> • Policy is in draft form and needs a final review and approval. • A new CNT team leader will have to be identified as Lt. Kissel’s role has changed to a broader role as SWAT commander.
2 nd Quarter	<ul style="list-style-type: none"> • Policy is under Review and pending updated training.
3 rd Quarter	<ul style="list-style-type: none"> • Team policy needs to be in coordination with overall SWAT policy on a broader scale.
4 th Quarter	<ul style="list-style-type: none"> • SWAT team leader and commander are scheduled to attend National Tactical Officers Association training the week of October 25. • Knowledge and guidance gained in training will assist in crafting the final policy for both teams.
Year-End Results	
Completion Timeline:	End of Year 2021



Objective 2.8 Assigned to: Lt. Ethan Moffitt/Sgt. Justin Sheasby

Create, train, and equip a Division of Police Honor Guard.

Description:
 The Division is a professional police agency and its members take great pride in the service provided to the community and the oaths sworn to protect and defend the Constitution of the United States, the State of Ohio and the Charter and Ordinances of the City of Gahanna. A public display of that honor is represented in the flags of those institutions and the ability to “present” those colors with proper flag etiquette in a meaningful and purposeful manner is a source of pride for the Division.

Metrics: (all metrics are dependent on COVID-19 training and event restrictions)

- Continue to train members of the Division Honor Guard unit with a goal to present first colors at the 2021 Fourth of July Parade.
- Continue to develop team protocols and policy for deployment based on training and best practices.
- Finish equipping the Honor Guard units based on training and staff recommendations.

1 st Quarter	<ul style="list-style-type: none"> • Training conducted by Sgt. Sheasby (1 training session in February)
2 nd Quarter	<ul style="list-style-type: none"> • Training on-going and equipment needs, and tailoring being finalized. • Honor Guard used for flag folding ceremony for a retiring officer.
3 rd Quarter	<ul style="list-style-type: none"> • Honor Guard previewed at community parade. • Honor Guard presented colors at First Responders Night at local high school football game.
4 th Quarter	
Year-End	
Results	
Completion Timeline:	End of Year



Objective 2.9 Assigned to: Lt. Matt Kissel

Complete the conversion of Division sworn staff from “open carry” to a Division issued single weapon handgun system.

Description:

Division personnel should be provided the tools necessary to perform their duties. No tool is more critical than the handgun weapons system provided to members. Gahanna was one of the few remaining “open carry” agencies in central Ohio. In 2020, the Division began the process of issuing, training, and qualifying staff on new Division-issued firearms. Standardizing the weapons system will provide uniformity in training, appearance, interoperability and ensure proper operability and functionality through an armory inspection. This has been a multi-year project as members were permitted to continue to carry current weapons but must be converted by end of year 2021.

Metrics:

- Purchase any remaining weapons for members converting in 2021.
- Outfit weapons with approved accessories and equip with like holster or carry system as requested.
- Train and qualify all members who are converting in 2021.
- Establish an armory protocol to include an annual armory inspection to begin in 2022 for all issued weapons.

1 st Quarter	<ul style="list-style-type: none"> • Annual qualifications are nearly complete for all sworn members. All but a couple have been issued new weapon platforms.
2 nd Quarter	<ul style="list-style-type: none"> • Only a few officers still require change-over to new weapon platform.
3 rd Quarter	<ul style="list-style-type: none"> • There are only two members left to change-over; both will be changed over by end of year.
4 th Quarter	
Year-End	
Results	
Completion Timeline:	End of Year



Objective 2.10 Assigned to: Lt. Ethan Moffitt

Complete feasibility study with current vendor or identify alternative vendor(s) capable of outfitting, supporting, and converting Division Patrol Bureau to a Body Worn Camera System.

Description:

The Division is a professional police agency whose personnel should be provided the tools necessary to perform their duties. A critical tool for deployment is a Body -Worn Camera (BWC) system. There is potential that the current vendor may be able to provide the BWC system upgrade under current contract, at significant cost savings. This is contingent on the vendor’s software that supports redaction being capable to meet our needs for public records. If current vendor cannot provide a complete system this goal will be dependent on additional funding requests.

Metrics:

- Determine current vendors suitability to move forward with camera upgrade based on results of remediation of redaction software issues.
- Work cooperatively with police labor union to outline policy and procedural issues of concern prior to implementation.
- Complete policy and procedures, update retention policies and plan implementation based on ability to purchase.
- Purchase and outfit officers with a Body-Worn Camera system pending current vendor approval or seek additional funding to complete the objective.

1 st Quarter	<ul style="list-style-type: none"> • Policy drafted and shared with labor relations with concerns addressed prior to final policy issue. • Body-Worn Devices reviewed, selected, and ordered.
2 nd Quarter	<ul style="list-style-type: none"> • Body-Worn Devices acquired, training completed, and units deployed July 2021.
3 rd Quarter	<ul style="list-style-type: none"> • Working through minor bugs and patches mostly concerning activation and or non-activation issues.
4 th Quarter	
Year-End	
Results	
Completion Timeline:	End of Year



Strategic Goal #3

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

Strategy

The Division and its members are committed to hiring, promoting, and training the most capable workforce possible to deliver exceptional police services. Exceptional service requires a dedicated, highly trained staff capable and equipped to provide 21st century policing services. The Division 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 deliver an annual 32-hour in-service training curriculum.
- Continue to review, update, and streamline recruitment plan.
- Engage an employee recognition program to honor exemplary service.
- Ensure patrol field services are always led by capable and trained supervisors.
- Improve internal and external communications.
- Complete an operational manual for Communications.
- Implement a fitness and wellness team to address the health and welfare of all Division staff through pro-active training, engagement, and mentoring.



Objective 3.1 Assigned to: Executive Staff and Subdivision Supervisors	
Provide internal and external communications that improves situational awareness and ensures unity of direction and purpose.	
Description:	
<p>The Division has multiple subunits 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 subdivisions and units meet regularly to discuss current project status, brainstorm, and facilitate cohesion and foster cooperation in operations.</p> <p>The Division does not operate in a vacuum we have several public safety partners and community stakeholders who we interact with regularly and through mutual aid. Quarterly meetings with our public safety and community stakeholders increases awareness and fosters relationships that are critical in emergency situations.</p>	
Metrics: (all metrics are dependent on COVID-19 meeting size restrictions)	
<ul style="list-style-type: none"> • Conduct weekly executive staff meetings. • Conduct a quarterly general staff meeting. • All non-patrol work groups meet at least quarterly led by the unit supervisor. • Detectives attend roll calls on a regular basis and ride-a-long with patrol at least monthly. 	
1 st Quarter	<ul style="list-style-type: none"> • Weekly Executive Staff Meetings are occurring • Detectives are attending roll calls and ride-a-longs monthly, meeting quarterly • Communications supervisor works and meets with all shifts
2 nd Quarter	<ul style="list-style-type: none"> • Weekly Executive Staff Meetings are occurring • Detectives are attending roll calls and ride-a-longs monthly, meeting quarterly • A General Staff meeting was conducted (all Supervisors) • Communications supervisor works and meets with all shifts.
3 rd Quarter	<ul style="list-style-type: none"> • Weekly Executive Staff Meetings are occurring • Detectives are attending roll calls and ride-a-longs monthly, meeting quarterly • Communications supervisor works and meets with all shifts
4 th Quarter	
Year-End	
Results	
Completion Timeline:	Quarterly in 2021



Objective 3.2		Assigned to: Lt. Matt Kissel/Sgt. Pat Millenbaugh	
Plan, and implement a 32-hour in-service training program.			
Description:			
<p>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 (CPT) that is identified annually.</p> <p>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.</p>			
Metrics:			
<ul style="list-style-type: none"> • Develop and implement an annual training plan to include a 32-hour in-service training program including essential policy, and curriculum recommended by staff or required by policy, accreditation, or statute. • Provide topical training as necessary or required by policy, legal opinions, or administrative direction. 			
1 st Quarter	First quarter training included: annual goals and objectives, firearms skills, civil disturbance operations, high threat vehicle engagement tactics and field recovery of electronic evidence.		
2 nd Quarter	Second quarter training was practical firearms training with the topics of shooting in and around vehicles, use of cover and team tactics.		
3 rd Quarter	Third quarter training included policy review of use of force, recertification training for Taser, pepper spray, and ASP Baton. Training included defensive tactics on subject takedowns and ground control.		
4 th Quarter	Fourth quarter training pending week of Oct. (18-22), 2021 Topics: wellness including Employee Assistance Program (EAP) and Peer Assistance Team, pursuit policy, legal update, and de-escalation through verbal judo		
Year-End			
Results			
Completion Timeline:		Quarterly in 2021	



Objective 3.3		Assigned to: Lt. Matt Kissel
Implement a progressive and streamlined Recruitment Plan.		
Description:		
<p>The Division 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 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.</p>		
Metrics:		
<ul style="list-style-type: none"> • Develop, publish, and implement the 2021 Recruitment Plan in the first quarter with aggressive timelines to ensure the first opportunity of obtaining the best qualified personnel. • Publish new recruitment brochures for police officer and dispatcher. • Integrate PRADCO dimensional-based assessment into police selection process and review feasibility of integration into dispatcher process. • Integrate “Criticall” a simulated call-taker assessment into the dispatcher selection process. • Establish a certified eligibility list for Police Officers and Dispatchers by end of third quarter. 		
1 st Quarter	<ul style="list-style-type: none"> • We had a successful recruiting period job fairs at Ohio State University, University of Dayton. • Follow through by the applicants has diminished and there are a smaller number than in years past. • Recruitment Brochures and pamphlets have been developed posted and passed out. 	
2 nd Quarter	<ul style="list-style-type: none"> • Officer panel interviews conducted, and successful applicants moved to the background process. • PRADCO has become a part of the hiring process and has proven value to date. • A list of eligible Dispatchers was completed and two were offered positions. • A Lateral Entry Police Officer Program was initiated by the Chief and implemented. 	
3 rd Quarter	<ul style="list-style-type: none"> • Offers have been made to four candidates through the officer application process. • Three more offers were made after implementation of the lateral hiring process. 	



	<ul style="list-style-type: none"> A scheduled job fair in Cincinnati was canceled due to a rise in the number of COVID-19 Cases.
4 th Quarter	
Year-End	
Results	
Completion Timeline:	Third Quarter 2020



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

Administer an internal employee recognition program.

Description:

The Division 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. 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. 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: (Awards ceremony is preferred but COVID-19 restriction dependent)**
- Assemble Awards Committee to review employee recognition program and criteria for any updates by end of first quarter 2021.
 - Complete any program updates and solicit nominations by first quarter 2021.
 - By end of first quarter Awards Committee will meet and select remaining award recipients for 2020.
 - Conduct an awards ceremony by end of second quarter.

1 st Quarter	Received awards, updated awards program, and solicited awards and selected recipients.
2 nd Quarter	All awards received and awarded by committee passed out in lieu of ceremony at the bureau or shift level due to COVID restrictions.
3 rd Quarter	Preparing for “of the year” nominations and selection and third quarter commendations.
4 th Quarter	
Year-End	
Results	
Completion Timeline:	2 nd Quarter 2021



Objective 3.5 Assigned to: Lt. Ethan Moffitt

Execute the Officer in Charge training curriculum and provide training to selected sworn officers.

Description:

The Division 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 (OIC) 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: (all metrics are dependent on COVID-19 training restrictions)

- Schedule pre-requisite supervisory training for selected staff as available.
- Begin implementing Officer-in-Charge (OIC) field-based training as available.
- Complete OIC field-based training by end of year.
- Select candidates for 2022 OIC training program and submit recommendations by end of third quarter for inclusion in 2022 training plan.

1 st Quarter	Additional OIC for First and Third Shifts selected; scheduled for first-line supervision class in September 2021
2 nd Quarter	Pending Training in Third Quarter
3 rd Quarter	First Line Supervision Class 9.27.2021 (two officers attended) Both Officers in field-based training (one training checklist is complete)
4 th Quarter	
Year-End	
Results	
Completion Timeline:	End of Year



Objective 3.6		Assigned to: Lt. Chad Cohagen	
Enhance Patrol response capabilities to various crimes involving fingerprints, overdoses, electronic evidence, DNA, and basic crime scene photography.			
Description:			
<p>The Division responds daily to crimes where the potential for identification, preservation and collection of latent fingerprints, electronic devices, DNA, and other unique evidence exists but may not be collected or properly preserved at times due to unfamiliarity or lack of advanced training.</p>			
Metrics:			
<ul style="list-style-type: none"> • Conduct training for all field services personnel on electronic mobile application evidence recovery and preservation by end of first quarter. • Conduct training for all field services personnel in basic crime scene photography by the end of fourth quarter. • Conduct training for new recruits on field-based latent print recovery, overdose response, electronic evidence recovery, and DNA collection and preservation by end of fourth quarter. • Equip field services vehicles with related evidence collection materials covered in training and implement any related updated policy by end of fourth quarter. 			
1 st Quarter		<ul style="list-style-type: none"> • Conducted first quarter training for all field services personnel on electronic mobile application evidence recovery and preservation. • Field services vehicles equipped with faraday bags for electronics 	
2 nd Quarter		<ul style="list-style-type: none"> • No activity this quarter 	
3 rd Quarter		<ul style="list-style-type: none"> • Preparation of lesson plan for basic photography training 	
4 th Quarter		<ul style="list-style-type: none"> • Basic crime scene photography course pending roll call training in fourth quarter. 	
Year-End			
Results			
Completion Timeline:		Quarterly in 2021	



Objective 3.7 Assigned to: Lt. Chad Cohagen

Integrate investigative operational manual for critical investigative services and processes into the formal knowledge management system.

Description:

The Investigative Services Subdivision is committed to providing its members clear guidance for all major aspects of investigative work.

In 2020 the initial investigative services manual was created and this year the goal will be to integrate the manual into the formal knowledge management system.

Metrics:

- Fully integrate the investigative services operational manual into the Division’s knowledge management system by the end of year.

1 st Quarter	Manual Complete
2 nd Quarter	Manual Complete
3 rd Quarter	Manual Complete (action plan started in the event this goal must be postponed to 2022)
4 th Quarter	
Year-End	
Results	
Completion Timeline:	End of Year



Objective 3.8 Assigned to: Lt. Matt Kissel/Supervisor Angie Collins

Provide an operational manual for critical call center operations, services and processes to ensure uniformity and best practice guidance.

Description:

The Communication Section is committed to providing its members clear guidance for all major aspects of communications.

Metrics:

- Finish the development of a Communications Operations Manual by the end of year 2021.

1 st Quarter	<ul style="list-style-type: none"> • The communications OPS manual is in draft form. • It is anticipated that some of the operations will change as we move to the new communications center. • The finalization of the Manual is on hold until this move occurs.
2 nd Quarter	<ul style="list-style-type: none"> • Manual is complete and ready for final review after moving and new operational procedures finalized.
3 rd Quarter	<ul style="list-style-type: none"> • Manual is complete and ready for final review after moving and operational procedures in place.
4 th Quarter	
Year-End	
Results	
Completion Timeline:	End of Year



Objective 3.9 Assigned to: Lt. Chad Cohagen

Implement a fitness/wellness team programming to provide motivation, training opportunities, mentoring and engagement for all Division personnel related to overall fitness and wellness.

Description:

The Fitness/Wellness team will provide Division personnel unique opportunities to engage in wellness and fitness programming by providing mentoring, training, and physical and mental health awareness through internal and external qualified sources.

Metrics: (all metrics are dependent on COVID-19 training restrictions)

- Continue to develop ability to conduct, upon request, an individualized physical fitness consultation with staff to assist in developing a workout routine.
- Provide frequent and timely information and updates on fitness and wellness opportunities for engagement offered by the City or third-party vendors at least quarterly.
- Develop or secure professional services to deliver a mental health wellness 1-hour topic in fourth quarter in-service training block.
- Coordinate all aspects of internal fitness and wellness events, training, and opportunities.
- Coordinate training opportunities and implement formalized, designated and coordinated peer to peer response team deployments to critical incidents.

1 st Quarter	<ul style="list-style-type: none"> • Worked with HR to disseminate wellness emails division wide monthly • Began work on developing Peer Support Team written policy • Peer Support Team held first quarter team training
2 nd Quarter	<ul style="list-style-type: none"> • Worked with HR to disseminate wellness emails division wide • Peer Support policy was written and approved for dissemination • Meeting was held with near site health coordinator to begin talks on tactical training program for officers • New gym equipment was purchased to replace outdated and unsafe older equipment • Peer support team held 2nd quarter training • Focused peer support training was organized for the team to be held in the 3rd quarter
3 rd Quarter	<ul style="list-style-type: none"> • Peer support team conducted third quarter training • Worked with HR to disseminate wellness emails division-wide



	<ul style="list-style-type: none"> • A two-day training session was held for the peer support team with subject matter experts provided by the International Association of Chiefs of Police • Meeting was organized with a possible vendor for annual wellness coaching session • Organized a mental health professional to provide training during the fourth quarter in-service training block
4 th Quarter	
Year-End	
Results	
Completion Timeline:	Quarterly 2021



Strategic Goal #4

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

Strategy

The Division 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

- Reduce the number of drug overdoses.
- Increase frequency of residential bike patrols
- Increase residential/business foot patrols
- Increase house checks
- Increase residential neighborhood patrols
- Provide timely crime analysis information and crime prevention information to staff and public as appropriate.
- Provide public and private training for self-defense and active threat incidents.
- Improve safety and response capabilities in community schools.



Objective 4.1		Assigned to: Lt. Chad Cohagen/Sgt. Ryan Utt	
Reduce the number of drug overdoses.			
Description:			
<p>The Division responds to all incidents of drug overdoses. The Division deploys an opiate countermeasure, Naloxone, to prevent overdose deaths and conducts trace back investigations when possible to identify and charge those who sell drugs. The final element of our approach is following up with after care contact to ensure victims and their families have awareness of public and private community resources available to assist.</p>			
Metrics:			
<ul style="list-style-type: none"> • Conduct after care referral contacts on all overdoses to ensure adequate community resources are available. • Distribute Division Community Resource Brochure to victims and families affected by drugs and alcohol abuse. • Continue social media awareness and public information campaigns. • Conduct “trace-back” investigations targeting dealers and suppliers on all overdoses. 			
1 st Quarter		<ul style="list-style-type: none"> • 11 overdoses (3 fatal) • Aftercare contact occurring in 11 of 11 overdoses • Preliminary trace backs occurred in 11 of 11 overdoses • No trace-backs lead to charges this quarter 	
2 nd Quarter		<ul style="list-style-type: none"> • 2 overdoses (nonfatal) • Aftercare contact occurring in 2 of 2 overdoses • Preliminary trace-backs occurred in 2 of 2 overdoses • No trace-backs lead to charges this quarter 	
3 rd Quarter		<ul style="list-style-type: none"> • 7 overdoses (one potential fatal — waiting on lab results) • Aftercare contact occurring in 7 of 7 overdoses • Preliminary trace-backs occurred in 7 of 7 overdoses • No trace-backs lead to charges this quarter 	
4 th Quarter			
Year-End			
Results			
Completion Timeline:		End of Year 2021	



Objective 4.2		Assigned to: Lt. Ethan Moffitt/Sgt. Kyle Parrish	
Improve overall safety and response capabilities in area schools.			
Description:			
<p>The Division is cognizant of the vulnerabilities of the populations in all our area schools and are integrated into their respective safety planning and training for critical incidents. The Division conducts heightened school zone monitoring at times when schools start and release.</p>			
Metrics:			
<ul style="list-style-type: none"> • Review all area school safety plans bi-annually. (due in 2021) • Schedule regular patrol school zone assignments prior to start of school year. • Record all safety drills as conducted in 2021. • Conduct joint training in cooperation with Fire and EMS to enhance lifesaving capabilities in critical incidents by end of year. 			
1 st Quarter		<ul style="list-style-type: none"> • Sergeant and SROs completed online Ohio Attorney General Threat Assessment training. • Threat assessment surveys conducted for each school & survey result submitted to Ohio Department of Public Safety. • Bi-Annual written safety plan revisions completed. • Trauma kit training conducted in conjunction with MTFD. • 39 School Safety Drills conducted this quarter at area schools (19 lockdowns and 20 fire drills) 	
2 nd Quarter		<ul style="list-style-type: none"> • 24 School Safety Drills conducted this quarter at area schools (4 lockdowns and 20 fire drills) 	
3 rd Quarter		<ul style="list-style-type: none"> • Routine School Zone Patrols conducted on a rotational basis. • School Zone traffic control support provided by Community Oriented Policing (COP) Unit to Middle School West. • Assisted with traffic control plan for parent pick up at Lincoln Elementary (COP Unit). • 17 School Safety Drills conducted this quarter at area schools (4 lockdown drills and 13 fire drills); 	
4 th Quarter			
Year-End			
Results			
Completion Timeline:		End of Year	



Objective 4.3 Assigned to: Lt. Matt Kissel	
Provide open enrollment self-defense and active threat courses.	
Description:	
The Division will strive to provide training on basic self-defense tactics and 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.	
Metrics: (all metrics are dependent on COVID-19 restrictions)	
<ul style="list-style-type: none"> • Develop and provide training for additional instructor(s) by end of year. • Schedule two (2) opportunities for public self-defense training, one by end of second quarter the other by end of year. • Schedule one (1) opportunity for female only self-defense training in 2021. • Schedule one (1) opportunity for teen focused self-defense training in 2021. • Schedule two (2) active threat (CRASE) response training opportunities to the public, one by end of second quarter the other by end of year. • Provide (CRASE) training to the employees of businesses, and organizations upon request. 	
1 st Quarter	• Due to social distancing no classes were offered.
2 nd Quarter	• Four active threat educational sessions were conducted for a total of 96 employees of Niagara Water May 12, 25, 26 and 27.
3 rd Quarter	<ul style="list-style-type: none"> • The senior center re-opened in July to allow our classes to continue. • A general and a teen self-defense class were conducted in July. • An active threat seminar was canceled due to a lack of participants.
4 th Quarter	• A self-defense class is scheduled for October and is nearly full.
Year-End	
Results	
Completion Timeline:	End of Year

Objective 4.4 Assigned to: Lt. Ethan Moffitt/Crime Analyst Lyndsey Roush



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

Description:

The Division uses a Data Driven Approach to identify Crime patterns and trends for prevention or enforcement intervention to successfully address these trends.

Metrics: (all metrics are dependent on COVID-19 training restrictions)

- Select and train (DDACTS) Data Driven Approach to Crime and Traffic Safety Officer. (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.

1 st Quarter	<ul style="list-style-type: none"> • Training for Sgt. Parrish on (SMND) deployment pending • Five Crime Alerts posted to Social Media • Three Requests for Videos posted to Ring Neighbors
2 nd Quarter	<ul style="list-style-type: none"> • Seven Crime Alerts posted to Social Media
3 rd Quarter	<ul style="list-style-type: none"> • Four Crime Alerts posted to Social Media • Investigative unit tactically deployed with postal inspectors to address mail thefts and carrier robberies (suspect identified)
4 th Quarter	
Year-End	
Results	
Completion Timeline:	End of Year

Objective 4.5 Assigned to: Lt. Ethan Moffitt



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

Description:

The Division uses traditional foot patrols and bike officers to provide crime prevention and boost public confidence and feelings of security in our neighborhoods and business areas.

Metrics:

- Increase residential/business foot patrols above 2020 levels by year end.
- Increase bike patrol hours above 2020 hours by year end.

Foot Patrols	2019	2020	2021	+/-	% Δ
First Quarter	158	188	185	-3	-1.6
Second Quarter	132	202	225	+23	+11.3
Third Quarter	130	164	237	+73	+44.5
Fourth Quarter	117	203	pending		
Total or to date*	537	757	647*		

Totals include business and residential foot patrols

Bike Units	2019	2020	2021	+/-	% Δ
First Quarter	1	1	0	-1	-
Second Quarter	19	75	61	-14	-18.6
Third Quarter	62	41	60	+19	+46.3
Fourth Quarter	4	1	pending		
Total or to date*	86	118	121*		

Results

Completion Timeline:

End of Year



Objective 4.6 Assigned to: Lt. Ethan Moffitt/Sgt. Mike Gray

Deploy police resources toward prevention initiatives at targeted locations to prevent crime and increase public confidence.

Description:

The Division uses traditional methods of crime prevention to boost public confidence and feelings of security in our neighborhoods. The Division provides a house check program where residents can request their house be checked by officers when they are away. The house check program was assigned to a part-time officer to ensure the quality of the service which includes physically checking the residence as opposed to drive-by checks.

Metrics:

- Increase house checks performed above 2020 levels by year end.

House Watches Requested	2019	2020	2021	+/-	% Δ
First Quarter	142	107	38	-69	-35%
Second Quarter	139	27	67	+40	+150%
Third Quarter	123	19	58	+39	+205%
Fourth Quarter	69	32	pending		
Total or to date*	473	185	163*		

House Checks Performed	2019	2020	2021	+/-	% Δ
First Quarter	620	329	282	-47	-14%
Second Quarter	436	99	283	+184	+185%
Third Quarter	299	60	374	+314	+523%
Fourth Quarter	172	63	pending		
Total or to date*	1,527	551	939*		

Results	
Completion Timeline:	End of Year



Objective 4.5 Assigned to: Lt. Ethan Moffitt

Deploy police resources toward prevention and enforcement initiatives to prevent crime, meet community expectations, and increase public confidence.

Description:

The Division utilizes 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 can provide to our residents. Our goal is to provide a metric without causing undo efforts to collect those measurements as an important measure of our unobligated workload.

Metrics:

- Continue tracking and measurement of residential patrol metric.
- Focus patrol efforts on expressed community expectations.
- Establish base line residential neighborhood patrol levels by year end.

Neighborhood Patrols	2020	2021	+/-	% Δ
First Quarter	1,851*	12,231	N/A	N/A
Second Quarter	12,669	12,044	-625	-4.93%
Third Quarter	11,897	12,202	+305	+2.56%
Fourth Quarter	**	pending		
Total or to date	26,417	36,477		

Passive measuring program utilizes cruiser-based geo fenced neighborhood specific entry-exit counts initiated first quarter of 2020.

Results * Partial Month of measurements
 ** Computer did not capture monthly activity

Completion Timeline: End of Year



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 Division recognizes a primary form of direct communication with the community is by various social media platforms. An informed public is best capable to respond, report, and prevent similar occurrences.			
Metrics:			
<ul style="list-style-type: none"> • Weekly review of crime trends by Crime Analyst for trends and hot spots that may generate an internal alert or external alert. • Utilize 'Ring' <i>Neighbors</i> account for engagement of community for specific crime trends as they occur to aid in criminal investigations. • Utilize Twitter and <i>Nextdoor</i> to inform the public about crime trends that are geo-based "hot spots" or community wide. • Expand social media presence by initiating an Instagram page one of the most popular platforms for 13-25-year-old demographic. 			
1 st Quarter	<ul style="list-style-type: none"> • Five Crime Alerts posted to Social Media • Three Requests for Videos posted to Ring Neighbors • Crime Analyst distributed weekly crime reports 		
2 nd Quarter	<ul style="list-style-type: none"> • Seven Crime Alerts posted to Social Media • Crime Analyst distributed weekly crime reports 		
3 rd Quarter	<ul style="list-style-type: none"> • Four Crime Alerts posted to Social Media • Crime Analyst distributed weekly crime reports 		
4 th Quarter			
Year-End			
Results			
Completion Timeline:		Quarterly in 2021	



Objective 4.7 Assigned to: Lt. Chad Cohagen

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

Description:

The Investigative Services Subdivision is committed to providing complete, thorough, and quality investigations to prosecutors for presentation in grand jury proceedings.

Metrics:

- Provide quality criminal case investigations for presentation to the grand jury with the goal of at least 85% of cases presented for prosecution obtaining a successful indictment.

1 st Quarter	16 criminal investigative case files were presented to the Grand Jury for prosecution 14 cases obtained an indictment, 2 were rejected for an 86% success rate.
2 nd Quarter	16 criminal investigative case files were presented to the Grand Jury for prosecution 15 cases obtained an indictment, 1 was rejected for a 93% success rate.
3 rd Quarter	11 criminal investigative case files were presented to the Grand Jury for prosecution all cases obtained an indictment, no cases were rejected for a 100% success rate.
4 th Quarter	
Year-End	
Results	
Completion Timeline:	End of Year



Strategic Goal #5

Engage in an authentic and transparent community partnership.

Strategy

The Division 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.
- Increase our social media audience across all platforms.
- Publish an annual report for the Division of Police.
- Maintain, enhance, and initiate direct interactive outreach opportunities with the community.
- Offer enhanced youth-oriented safety and education programming.
- Provide easily accessible community services referral brochures and like information by multiple means.
- Provide topical or requested community education opportunities throughout the year.



Objective 5.1		Assigned to: DC Jeff Lawless/Communications Dispatchers	
Increase social media engagement with community members.			
Description:			
<p>The Division 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 and permit a higher more personable relationship that depicts “the heart behind the badge”.</p>			
Metrics: (all metrics are dependent on COVID-19 training restrictions)			
<ul style="list-style-type: none"> • Increase Facebook followers and likes by 10% above 2020 totals. • Increase Twitter followers by 5% above 2020 totals. • Publish internal social media operational guide. • Formalize community engagement team and assign areas of responsibility. • Provide training for those accountable to social media platforms. 			
1 st Quarter	Facebook 6,061 Followers	(2020 = 5811)	+4% above 2020
	Twitter 1,999 Followers	(2020 = 1961)	+2% above 2020
	Nextdoor 9,758 Households	(2020 = 9496)	+2.7% above 2020
	Social Media Operational Guide Published		
	Community Engagement Team Assigned		
2 nd Quarter	Facebook 6,312 Followers	(2020 = 5811)	+8.6% above 2020
	Twitter 2037 Followers	(2020 = 1961)	+3.9% above 2020
	Nextdoor 10,074 Households	(2020 = 9496)	+6% above 2020
3 rd Quarter	Facebook 6,563 Followers	(2020 = 5811)	+13% above 2020
	Twitter 2,076 Followers	(2020 = 1961)	+5.9% above 2020
	Nextdoor 10,363 Households	(2020 = 9496)	+9% above 2020
4 th Quarter			
Year-End			
Results			
Completion Timeline:		End of Year	



Objective 5.2 Assigned to: Lt. Matt Kissel

Initiate and enhance direct interactive community outreach opportunities.

Description:

The Division 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: (all metrics are dependent on COVID-19 meeting restrictions)

- Conduct monthly meetings of the Civic Advisory Committee as a formal neighborhood network to communicate police and community issues.
- Utilize *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.
- Host a local National Night Out event to 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.

1 st Quarter	<ul style="list-style-type: none"> • Facebook, Nextdoor and Twitter accounts all utilized to post periodic crime alert and prevention postings. (see addendum) • In person events have all been on hold during the pandemic due to social distancing guidelines. • Monthly Civic Association Meeting occurring via teleconference • Chief’s monthly Community Report to Civic Association shared with entire community via social media platforms first quarter
2 nd Quarter	<ul style="list-style-type: none"> • Citizen’s Police Academy cancelled as we did not have enough community interest as COVID numbers have begun to resurge. • Monthly Civic Association Meetings occurring in person and via teleconference. • Joined Starfish Books and Badges Program first reading 2 classes at Shephard Christian School
3 rd Quarter	<ul style="list-style-type: none"> • Our first opportunity for Coffee with a Cop was held in conjunction with the Senior Centers re-opening. • National Night Out was held on August 2, 2021 and well attended. • Attended Royal Manor Block Watch Meeting Aug. 1. • Monthly Civic Association Meetings occurring in person and via teleconference.



4 th Quarter	<ul style="list-style-type: none"> • The National Coffee with a Cop scheduled for October 6 at Kroger Market Place, Starbucks. • Our third Coffee with a Cop event is scheduled for October 19 at Starbucks on north Hamilton Rd. • Last Civic Association Meeting of the year scheduled for October 27 will occur in person and via teleconference. • Shop-with-a-Cop scheduled in cooperation with Gahanna Jefferson School District. • No Shave Movember Cancer Fundraising Challenge to benefit Ohio State University Cancer Center will start Nov. 1. • Four Books and Badges events scheduled for Jefferson Elementary.
Year-End	
Results	
Completion Timeline:	Quarterly in 2021



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:			
<p>The Division 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 single source documents or on web links greatly assists and saves time for dispatchers and first responders in getting the assistance our community members need in a time of crisis.</p>			
Metrics:			
<ul style="list-style-type: none"> • Develop and produce at least four (4) crime prevention brochures by end of year. • Publish brochures for lobby use by visitors and staff. • Publish brochures on police website to increase ease of access and distribution. 			
1 st Quarter	<ul style="list-style-type: none"> • Developed and published Bicycle Safety Brochure • Updated and published two new Recruitment Brochures • All Current Brochures uploaded to web site 		
2 nd Quarter	<ul style="list-style-type: none"> • 21st Century Police Brochure in final draft form 		
3 rd Quarter	<ul style="list-style-type: none"> • Domestic Violence Brochure pending final draft 		
4 th Quarter			
Year-End			
Results			
Completion Timeline:		End of Year 2021	



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:			
<p>The Division 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.</p>			
Metrics:			
<ul style="list-style-type: none"> • Prepare an annual report on the business of the Gahanna Division of Police for 2020 by end of second quarter 2021. • Include in the Police Annual Report an analysis of complaints, demographics, vehicular pursuits, use of force reports, grievances, and various other traditional police metrics. • Publish and share the annual report on the Division website when accessible in 2021. 			
1 st Quarter		<ul style="list-style-type: none"> • Annual report started with critical data analysis reports submitted for inclusion from Crime Analyst. • Annual use of force, pursuit, complaints, and demographics reports collected from Field Services Lieutenant. • Sub-division updates, accomplishment and draft narratives completed 	
2 nd Quarter		<ul style="list-style-type: none"> • Draft and Final Report compiled and submitted for final draft reviews and publishing. • Final 2020 Annual Report published and uploaded to website July 28, 2021. 	
3 rd Quarter		<ul style="list-style-type: none"> • Goal attained Second Quarter 	
4 th Quarter		<ul style="list-style-type: none"> • Goal attained Second Quarter 	
Year-End			
Results			
Completion Timeline:		Second Quarter 2021	



Objective 5.5		Assigned to: Lt. Chad Cohagen	
Provide community education services on crime trends and crime prevention.			
Description:			
<p>The Division is 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.</p>			
Metrics: (all metrics are dependent on COVID-19 meeting restrictions)			
<ul style="list-style-type: none"> • Provide at least five (5) educational presentations at community meetings, or outreach events, by the end of the fourth quarter 2021. (i.e. civic associations, citizen’s police academy, youth groups, etc.) 			
1 st Quarter	No educational presentations provided first quarter due to COVID social distancing.		
2 nd Quarter	Four active shooter educational sessions conducted for a total of 96 employees of Niagara Water May 12, 25, 26 and 27.		
3 rd Quarter	Bike Patrol Officer conducted safety talk and demonstration with Boy Scout Troop Sep. 23		
4 th Quarter			
Year-End			
Results			
Completion Timeline:		End of Year 2021	



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 (2021)

Topic	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Total
Community Engagement	2	11	17		
Crime Alerts	5	7	4		
Crime Prevention	0	0	0		
Critical Incidents	5	1	0		
Division News	6	4	7		
Found Dog	8	6	7		
Highway Safety	9	7	3		
Memorials/Holidays	3	5	2		
Public Health	0	0	1		
Public Notice	1	3	1		
Public Safety	2	5	5		
Totals	41	49	47		

Secondary Social Media Platform posts by Quarter

Platform	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Total
Nextdoor	10	18	13		
Twitter	13	8	9		
Totals	23	26	22		



Appendix 2

Social Media (FB=Facebook, ND=Nextdoor, TR=Twitter, RN=Ring Neighbors)

Topic	Description	Mo	Day	FB	ND	TR	RN
January							
Crime Alert	Theft from Vehicle Suspect on Home Security Video	Jan	4	X			
Found Dog	Found Dog	Jan	13	X		X	
Found Dog	Found Dog	Jan	14	X		X	
Found Dog	Found Dog	Jan	15	X			
Found Dog	Found Dog	Jan	16	X			
Memorial/Holiday	Martin Luther King Jr. Day	Jan	17	X			
Memorial/Holiday	Memorial LODD Toledo PD	Jan	19	X			
Division News	Job Fair Ohio State University	Jan	20	X		X	
Found Dog	Found Dog	Jan	25	X			
Crime Alert	Catalytic Converter Thefts	Jan	26	X			
Highway Safety	Road Closure Water Main Break	Jan	26	X			
Highway Safety	Road Closure Crash	Jan	26	X		X	
Found Dog	Found Dog	Jan	30	X			
February							
Highway Safety	Road Closure Gas Leak	Feb	2	X		X	
Found Dog	Found Dog	Feb	3	X		X	
Highway Safety	Road Closure Water Main Break	Feb	3	X		X	
Crime Alert	Shooting into closed school building	Feb	4	X	X		X
Critical Incident	Homicide - Linda Purdy	Feb	4	X	X		X
Critical Incident	Homicide - Linda Purdy Update	Feb	5	X	X		
Highway Safety	NHTSA Fans Don't Let Fans Drive Drunk	Feb	6	X			
Highway Safety	Road Closure Water Main Break	Feb	6	X			
Division News	Virtual Career Fair University of Dayton	Feb	8	X			
Found Dog	Found Dog	Feb	9	X			
Division News	Recruitment Flyer Police Officer and Dispatcher	Feb	11	X	X		
Division News	Police Recruit Graduation Milliken	Feb	15	X	X		
Memorial/Holiday	President's Day	Feb	15	X			
Critical Incident	Shooting into Habitation Hines Road	Feb	18	X	X		X
Crime Alert	Fraud Alert Unemployment Theft	Feb	22	X			
Highway Safety	Road Closure Traffic Crash	Feb	23	X		X	
Community Engagement	Community Report	Feb	25	X	X		
Critical Incident	Stoneridge Shooting Tyrone Brown	Feb	26	X			
Critical Incident	Stoneridge Shooting Update	Feb	27	X		X	
Division News	Recruitment University of Cincinnati Job Fair	Feb	28	X			



Topic	Description	Mo	Day	FB	ND	TR	RN
March							
Highway Safety	Road Closure Traffic Crash	Mar	1	X		X	
Division News	Statement from Chief/Director/Mayor on Shootings	Mar	3	X			
Public Notice	SMART 9-1-1 launch	Mar	4	X	X		
Crime Alert	Shooting into Habitation N. Stygler	Mar	9	X			
Highway Safety	Road Closure Traffic Crash	Mar	15	X		X	
Highway Safety	NHTSA St. Patrick's Day Buzzed Driving is Drunk Driving	Mar	15	X	X		
Community Engagement	Community Report	Mar	23	X			
Public Safety	Ohio Severe Weather Awareness Week	Mar	23	X	X		
Public Notice	Statewide Tornado Drill	Mar	24			X	
Found Dog	Found Dog	Mar	26			X	
April							
Public Health	Vaccinations for Shut Ins	Apr	5	X	X		
Crime Alert	Friendship Park Suspects Surveillance Pictures	Apr	7	X			
Highway Safety	NHTSA April Distracted Driving Awareness Month	Apr	7	X	X		
Crime Alert	Stolen Vehicle Speedway Surveillance Pictures	Apr	8	X			
Division News	Dispatcher Appreciation Week	Apr	12	X			
Division News	Mayoral Proclamation for Dispatcher Week	Apr	14	X	X		
Found Dog	Found Dog	Apr	18	X			
Found Dog	Found Dog	Apr	20	X			
Highway Safety	Road Closure Construction	Apr	20	X			
Highway Safety	Road Closure Tree and Power Lines Down	Apr	21	X		X	
Public Safety	School Bus Safety	Apr	21	X	X		
Public Safety	National Crime Victim's Rights Week	Apr	21	X	X		
Community Engagement	Earth Day	Apr	22	X			
Crime Alert	Porch Thefts	Apr	23	X			
Public Notice	Shredding Day for Crime Stoppers	Apr	27	X	X		
Community Engagement	Community Report	Apr	29	X	X		
May							
Found Dog	Found Dog	May	3	X		X	
Public Safety	Missing Juvenile	May	6	X	X		
Crime Alert	Scam callers using GPD Names	May	7	X	X		
Community Engagement	Light Ohio Blue	May	7	X			
Community Engagement	Mother's Day post	May	9	X			
Memorial/Holiday	Annual Memorial Charles DuVernay	May	10	X	X		



Topic	Description	Mo	Day	FB	ND	TR	RN
Memorial/Holiday	National Police Memorial Week	May	13	X	X		
Community Engagement	Starfish Books and Badges Book Award	May	19	X	X		
Highway Safety	NHTSA Motorcycle Safety Awareness Month	May	20	X			
Community Engagement	Starfish Books and Badges Shepherd Christian School	May	24	X	X		
Community Engagement	Community Report	May	27	X	X		
Community Engagement	Gahanna Lincoln HS Graduation Salute	May	28	X			
Highway Safety	Road Closure Traffic Crash	May	28	X		X	
Memorial/Holiday	Memorial Day	May	30	X			
June							
Critical Incident	Arrest of B&E Suspect of GLHS	Jun	1	X			
Community Engagement	Active Threat Training Niagara Water	Jun	2	X			
Public Notice	SMART 9-1-1 Repost	Jun	3	X			
Memorial/Holiday	Independence Day	Jun	4	X			
Found Dog	Found Dog	Jun	7	X			
Public Safety	Missing Juvenile	Jun	8	X			
Division News	GPD Retirement Carl Schmueckle	Jun	11	X	X		
Public Safety	Missing Juvenile	Jun	12	X			
Crime Alert	BOLO Wanted Scammers	Jun	13	X			
Crime Alert	BOLO Cancelled Arrest Update	Jun	15	X			
Public Notice	Auditor Surveying and Photographing Homes	Jun	16	X			
Highway Safety	Road Closure Traffic Crash	Jun	17	X		X	
Memorial/Holiday	Father's Day	Jun	20	X			
Division News	Recruitment Post Lateral Entry	Jun	22	X	X		
Found Dog	Found Dog	Jun	23	X		X	
Community Engagement	Community Report	Jun	23	X	X	X	
Crime Alert	Theft from Vehicle Suspect on Home Security Video	Jun	24	X	X		
Found Dog	Found Dog	Jun	24	X		X	
Highway Safety	Road Closure Police Incident CPD	Jun	25	X		X	
July							
Division News	Recruitment Post Lateral Entry Re-post	Jul	1	X			
Public Safety	Fourth of July and Parade Information	Jul	3	X			
Found Dog	Found Dog	Jul	4	X		X	
Community Engagement	Family Station Visit to Drop Off Cookies	Jul	4	X	X		
Memorial/Holiday	Fourth of July	Jul	4	X			
Division News	Recruitment Compliance and Program Admin	Jul	6	X			



Topic	Description	Mo	Day	FB	ND	TR	RN
Community Engagement	Citizens Police Academy Open Enrollment	Jul	9	X			
Community Engagement	Lemonade Stand Visit Lt. Moffitt	Jul	9	X	X		
Community Engagement	Coffee with a Cop at Senior Center Event Post	Jul	11	X	X		
Division News	Recruitment Dispatchers	Jul	12	X			
Crime Alert	Business Theft of Cigarettes with Surveillance Pictures	Jul	13	X			
Found Dog	Found Dog	Jul	15	X		X	
Community Engagement	Coffee with a Cop at Senior Center Event Recap	Jul	15	X			
Division News	Officer Academy Graduation Reisinger and Johnson	Jul	16	X	X		
Community Engagement	Defensive Tactics Course Offering Notice	Jul	18	X			
Public Safety	Missing Juvenile	Jul	19	X	X	X	
Crime Alert	Theft from Vehicle Suspect on Home Security Video	Jul	20	X		X	
Community Engagement	Flower Sale Children with Officer C. Jones	Jul	23	X			
Community Engagement	National Night Out Event Post	Jul	27	X	X		
Community Engagement	Annual Report Posted	Jul	28	X	X		
Division News	Recruiting Dispatcher Re-Post	Jul	29	X			
Found Dog	Found Dog	Jul	30	X		X	
August							
Highway Safety	Traffic Offense Attempt to Identify	Aug	1	X			
Community Engagement	National Night Out Event Re-Post	Aug	3	X			
Community Engagement	National Night Out Post Event Recap	Aug	5	X	X		
Highway Safety	School Bus Safety	Aug	9	X	X		
Public Safety	Weather Alert Flash Flood Warning	Aug	17	X			
Community Engagement	Community Report	Aug	25	X			
Crime Alert	Theft from Vehicle Suspect on Home Security Video	Aug	26	X			
Public Notice	FCMEHS conducting exercise in area	Aug	27	X			
September							
Community Engagement	Royal Manor Block Watch Meeting	Sep	1	X			
Found Dog	Found Dog	Sep	3	X			
Public Safety	Operation Unity Results	Sep	3	X			
Division News	Body Worn Cameras	Sep	6	X	X		
Memorial/Holiday	9-11 Memorial post	Sep	11	X			
Found Dog	Found Dog	Sep	12	X		X	



Topic	Description	Mo	Day	FB	ND	TR	RN
Community Engagement	Ohio Missing Persons Day	Sep	16	X			
Crime Alert	Apprehension of Serial Robbery Suspect	Sep	16	X			
Public Safety	Creekside Blues and Jazz Festival Notice and Information	Sep	17	X			
Community Engagement	Boy Scout Troop Demo and Safety Talk	Sep	23	X			
Found Dog	Found Dog	Sep	23	X		X	
Found Dog	Found Dog	Sep	25	X		X	
Public Health	Homeless man in Gahanna information	Sep	27	X			
Division News	Recruitment Lateral Entry	Sep	28	X	X		
Community Engagement	Community Report	Sep	29	X	X		