Westerville, Ohio

Division of Police

Strategic Plan 2013-2014

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Westerville Division of Police

Integrity

Responsibility

Do what is right, legally and ethically, fulfilling your duties and taking responsibility for your actions.

Loyalty

Give support and allegiance to the Country, Community, Division, and our staff.

Honesty

Be truthful at all times.

Westerville Division of Police Mission Statement

The Mission of the Westerville Division of Police is to serve the public. We are dedicated to responding to the needs of citizens, preventing crimes and continually evolving to maintain the highest standards of service.

The Westerville Division of Police Strategic Process

In 2007 the Division of Police began the process of formulating specific strategic goals based on objectives set forth by the Westerville City Council. Each year this process and the resulting product have improved to become a greater instrument for the Division, providing; planning, direction and serving as the roadmap for staff to follow.

When this process began, strategic goals and a direction were formulated and implemented by command staff members representing their individual bureaus. In 2010, we improved this process even more with an exciting new method. Staff members representing all bureaus, units and teams participated in the development of this process. Having staff develop the strategic process for review by command staff and labor relations team continues to be a beneficial process.

As stated, this strategic process is based on specific goals and standards. These objectives can be attained by completing particular measures. Goals are new initiatives that will be undertaken in the upcoming Strategic Process. Standards are actions, programs, or events that occur repeatedly. Some objectives may not have associated goals; however, every objective will have standards. Some of the goals will consist of a very definite time frame. Others will be ongoing and may continue for several years. Extended goals or a lack of completion of every objective should not be construed as failure. Each of these will be consistently reviewed to determine if they are properly prioritized, necessary and practical. Some events and circumstances are beyond the control of our organization. If this situation occurs and dramatically affects individual goals, we will re-evaluate and determine potential alternative pathways to success.

This process will begin in the second quarter of each year for the proceeding fiscal period. As a result, budgetary considerations will be outlined prior to the formulation and review of the tentative five year fiscal plan. This will also work in conjunction with the mid-year capital budgetary considerations. The most important consideration in developing this process is to employ the *"S.M.A.R.T."* goal concept. Each goal must have: specific objectives, be measurable, be attainable, define responsibilities and process owners and have a defined timeline.

By utilizing this strategic process we will become a more effective and efficient organization. In every aspect this is a challenge for our staff and organization. Indeed, some of the goals can be considered extreme. However, with the outstanding staff of the Westerville Division of Police, we are eager to face these challenges, succeed in accomplishing our goals and ultimately provide a safe place for people to live, work, and engage in recreation.

ORGANIZATIONAL STRATEGY #1

(City of Westerville Strategic Goal #2)

PROMOTE MEANINGFUL CITIZEN AWARENESS,

PARTICIPATION, AND ACCESS TO CITY GOVERNMENT

Westerville Division of Police

OBJECTIVE 1.1: To increase citizen awareness of key City issues and services.

Goals

Goal 1: Establish a Business Info Share group

- In order to increase communication and cooperation between business enterprises, a Business Info Share group will be developed.
    - *Success Indicator:* Formulation of business community organization
    - *Responsibility:* Community Services Bureau Commander
    - *Schedule:* July 1, 2013

Goal 2: Establish a Seniors and Law Enforcement Together (SALT) Program

- In order to combine senior programming with other city departments and neighboring governmental agencies, a SALT advisory board will be formed to oversee senior related issues.
    - *Success Indicator:* Formulation of SALT advisory board
    - *Responsibility:* Community Services Bureau Commander
    - *Schedule:* June 1, 2013

Goal 3: Establish the program of Police and Schools Together (PAST)

- Patrol officers will work as liaisons with Westerville elementary schools and be present periodically at arrival and dismissal times.
    - *Success Indicator:* Officers will be present at elementary schools at times of arrival and dismissal.
    - *Responsibility:* Patrol Bureau Commander
    - *Schedule:* May 1, 2013

Standards

Standard 1: Issue Newspaper and Local TV News Submissions highlighting pro-active initiatives and information.

- In order to inform the public and promote pro-active community programming, each bureau will issue at least one (1) media release per month.
    - *Success Indicator:* One (1) documented media release per month per bureau.
    - *Responsibility:* Each Bureau Commander.
    - *Schedule:* This will begin 01/01/13. Releases will occur monthly and will be documented on the Media Log.

Standard 2: Host and increase the number of participants in the Serving our Seniors (S.O.S.) Program

- In order to provide the best possible service to our senior community, an annual seminar will be held. We will increase annual attendance at the Serving Our Seniors (S.O.S.) Program by 10%
    - *Success Indicator:* An increase of 30 attendees.
    - *Responsibility:* Community Services Bureau Commander
    - *Schedule:* 3/30/13

Standard 3: Provide a crime prevention newsletter to our citizens.

- To increase efficiency in providing information to the public, a crime prevention newsletter will be delivered using various mediums.
    - *Success Indicator:* Quarterly newsletters will be e-mailed.
    - *Responsibility:* Community Services Bureau Commander
    - *Schedule:* This will be distributed quarterly

Standard 4: Maintain a viable PathWatch program.

- In order to provide increased levels of safety and security on our multi-use trail system, citizens will serve as the eyes and ears of law enforcement and the Parks department. In partnership with the citizens and the Division of Parks and Recreation, we will maintain or increase current volunteer base of 34 in the PathWatch program.
    - *Success Indicator:* A viable PathWatch program with volunteers watching for security and maintenance issues.
    - *Responsibility:* Community Services Bureau Commander
    - *Schedule:* Annually. Orientation for new members will take place on 4/17/13. An annual training will take place on the same date.

Standard 5: Host two Citizens Police Academies.

- In order to provide citizens with a better understanding of our division operations, the Police Division will conduct two (2) Citizens Police Academies annually consisting of 20 people each.
    - *Success Indicator:* Successfully complete two Citizens Police Academies (C.P.A.'s)
    - *Responsibility:* Community Services Bureau Commander
    - *Schedule:* Class 28 2/14/13-5/4/13

      Class 29 8/8/13-10/26/13

Standard 6: Conduct one (1) Youth Police Academy with 25 participants.

- Provide youth who are potentially interested in a public safety career the opportunity to experience operations within the police department.

- *Success Indicator:* Successfully complete one Youth Police Academy (Y.P.A.) annually
- *Responsibility:* Community Services Bureau Commander
- *Schedule:* 07/15-07/20/13

Standard 7: Host a youth Explorer program.

- The division will provide an opportunity for youth to volunteer in law enforcement. The objective is to increase membership in the explorers post by 10 members per class per year.
  - *Success Indicator:* An increase of 10 members per YPA class per year
  - *Responsibility:* Community Services Bureau Commander
  - *Schedule:* Recruiting 1/1-12/1

Standard 8: Conduct weekly meetings of the Explorer Post

- In order to increase the performance of the members of the Explorer unit, weekly meetings will be conducted for Explorer Post members. During weekly meetings, Explorers will be exposed to practices and protocols addressing law enforcement issues which will provide them with the skills to compete in Explorer competitions and further serve them in potential law enforcement careers.
  - *Success Indicator:* weekly meetings will be conducted
  - *Responsibility:* Community Services Bureau Commander
  - *Schedule:* weekly and ongoing

Standard 9: Host Cops and Kids Day

- To provide citizens with an opportunity to communicate with regional law enforcement, the division will invite citizens and regional law enforcement agencies to participate in this event.
  - *Success Indicator:* Host and maintain the number of participants Central Ohio Cops & Kids Day.
  - *Responsibility:* Community Services Bureau Commander
  - *Schedule:* 09/08/13

Standard 10: Host the Chief for a Day program.

- Community leaders are invited to spend a day with the department in order to gain a better knowledge of the operations of our division on a quarterly basis. Participants will view a roll call, be provided a tour of the facilities, shoot on the range, experience a ride along, interact with Volunteers in Police Service members, and have a closeout session with the Chief of Police discussing best business practices.
    - *Success Indicator:* Host a Chief for a Day quarterly
    - *Responsibility:* Community Services Bureau Commander
    - *Schedule:* 3/20/13, 5/29/13, 8/28/13, 11/20/13

OBJECTIVE 1.2: To enhance and expand public access to the Division of Police.

Goals

Goal 1: Develop public service announcements.

- In partnership with Otterbein University and WOCC TV, public service announcements will be developed utilizing our Volunteers in Police Service members to inform citizens of current trends and safety tips.
    - *Success Indicator:* public service announcements presented on WOCC and social media outlets
    - *Responsibility:* Community Services Bureau Commander
    - *Schedule:* 12/31/13

Goal 2: Develop a tool to measure the percentage of record checks and copy requests completed within three days.

- In compliance with City of Westerville Executive Measures, to make accurate law enforcement records available to the public and other governmental consumers in a timely manner as permitted/directed by law by gathering, processing, reviewing, for quality control; disseminating agency records; and by answering requests made in person via mail, fax or electronic means, and providing other support services as needed.
    - *Success Indicator:* A tool to measure the percentage of record checks and copy requests completed within 3 days

- *Responsibility:* Records Manager
- *Schedule:* 7/1/13

Standards

Standard 1: Members of the Division will deliver three (3) community presentations per week to area organizations and businesses.

- We will provide proactive crime prevention information to our citizens and business community in order to make Westerville a safer place to live, work, and recreate.
  - *Success Indicator:* The weekly average of three presentations by staff to members of the community will be documented in the portal on the community presentations tab.
  - *Responsibility:* Community Services Bureau Commander.
  - *Schedule:* Presentations will be documented by each bureau commander in the monthly report

OBJECTIVE 1.3: To expand partnerships with citizens and community groups

Goals

Standards

Standard 1: Maintain or establish additional neighborhood watch groups within the city.

- In order to provide an avenue for citizen involvement in the safety of our community, the Neighborhood Watch Program will be maintained.
  - *Success Indicator:* Continued support for the current watch groups
  - *Responsibility:* Community Services Bureau Commander
  - *Schedule:* Annually

Standard 2: Conduct Women's Self Defense Classes

- To provide education and awareness seminars for women to increase their self-defense abilities, classes will be held instructing participants on victim avoidance and self-defense techniques.
    - *Success Indicator:* Classes will be conducted throughout the year.
    - *Responsibility:* Community Services Bureau Commander
    - *Schedule:* 2/9/13, 4/13/13, 6/15/13, 7/13/13, 8/3/13, 10/5/13

ORGANIZATIONAL STRATEGY #2

(City of Westerville Strategic Goal #5)

PROVIDE FOR EFFECTIVE AND EFFICENT

DELIVERY OF CITY SERVICE

Westerville Division of Police

OBJECTIVE 2.1: To provide timely public safety response to all emergency incidents.

Goals

Standards

Standard 1: The division will provide a timely response to calls for service.

- To provide immediate emergency services, the Division of Police will provide response to emergency incidents at the national average response time.
    - *Success Indicator:* Responses to emergency calls for service will meet the national average response time.
    - *Responsibility:* Patrol Bureau Commander.
    - *Schedule:* This will be reviewed quarterly and will be published in the Division Monthly Report through December 31st, 2013.

OBJECTIVE 2.2: Initiate or maintain programs and services that provide a safe environment for citizens.

Goals

Goal 1: Develop a measurement system of violent and non-violent crimes within the Westerville Schools in order to make the city as safe as possible.

- In compliance with the City of Westerville Executive Measures, and to determine root causes of crimes within the schools, data will be compiled to establish causative effects. Violent crimes per 100 students and non-violent crimes per 100 students will be comparatively measured to schools with assigned SRO's vs. those without.
    - *Success Indicator:* Data will be collected and comparative graphs will be established.
    - *Responsibility:* Community Services Bureau Commander
    - *Schedule:* 8/1/13

Goal 2: Develop and maintain statistics for Part I and II crime clearance rates for the previous and current year in order to predict an annual target.

- In compliance with the City of Westerville Executive Measures, to predict an annual target rate, comparative statistics will be gathered and evaluated in order to ensure the public is protected from crime by detecting criminal activity, thoroughly and professionally investigating allegations of criminal activity, achieving a high crime clearance rate, arresting suspects, recovering stolen property, keeping victims informed of case progress, processing crime scenes, collecting evidence, providing technical investigative support and preventing further criminal activity.
    - *Success Indicator:* Create a comparative graph projecting annual crime clearance rates.
    - *Responsibility:* Deputy Chief of Police
    - *Schedule:* 10/1/13

Standards

Standard 1: Reduce Part I crimes by 1%.

- Using crime analysis, crime preventative initiatives will be developed and implemented to address Part I trends.
    - *Success Indicator:* A 1% decrease in Part I Crimes.

- *Responsibility:* Command Staff.
- *Schedule:* This will be reviewed monthly and will be posted in the Division Monthly Report through December 31st, 2013.

Standard 2: Increase Warrant Arrests by 2%.

- When staffing permits, patrol supervisors will deploy warrant teams.
  - *Success Indicator:* A 2% increase of warrant arrests.
  - *Responsibility:* Patrol Bureau Commander
  - *Schedule:* The number of deployments will be documented and included in the monthly report.

- In order to improve the effectiveness of working warrants, alternate programs will be established to increase warrant arrests.
  - *Success Indicator:* A 2% increase of warrant arrests.
  - *Responsibility:* Patrol Bureau Commander
  - *Schedule:* The number of deployments will be documented and included in the monthly report through December 31st, 2013.

Standard 3: Reduce traffic crashes.

- Proactively reduce traffic crashes by 1% utilizing data driven enforcement initiatives and the division's traffic plan. The division will utilize current technology and the division's traffic plan to determine areas of areas of consistent crashes or in areas of citizen's complaints
  - *Success Indicator:* A 1% reduction in traffic crashes.
  - *Responsibility:* Patrol Bureau Commander.
  - *Schedule:* Weekly, traffic crashes will be reviewed for consistencies in; day of the week, time of day, location, first harmful events and cause

Standard 4: Detectives will dedicate time to pro-active undercover initiatives.

- Detectives will commit eight (8) hours per month to self-initiated undercover patrol in areas of repeated offenses.
    - *Success Indicator:* Each detective will dedicate 8 hours to pro-active patrol monthly.
    - *Responsibility:* Detective Bureau Commander.
    - *Schedule:* This will be measured monthly and posted in the Division Monthly Report through December 31st, 2013.

Standard 5: Conduct aerial enforcement.

- In order to provide an optional means of enforcement, as an alternative traffic control measure, aircraft will be used to conduct speed measurements.
    - *Success Indicator:* Schedule an average of 2 enforcements per month
    - *Responsibility:* Patrol Bureau Commander/Patrol Bureau Supervisors
    - Schedule 2013: January 9, January 23, January 29, February 12, February 26, March 4, March 13, March 16, April 13, April 30, May 15, May 22, May 28, June 19, June 25, June 28, July 10, July 15, July 31, August 7, August 13, August 28, September 11, September 15, September 25, October 5, October 16, October 22, November 4, November 13, November 23, December 7, December 11.

Standard 6: Staff will maintain self-initiated activity levels from the previous year.

- In order to provide proactive enforcement and continue positive community relationships, staff will utilize data driven policing methods. Officers will concentrate on areas of frequent complaints, violations, and offenses. Self-initiated calls for service are dependent upon dispatched runs, staffing, environmental conditions, and unforeseen circumstances.
    - *Success Indicator:* Self initiated activity will be measured by the previous year's average.
    - *Responsibility:* Each Bureau Commander
    - *Schedule:* This will be measured monthly and posted in the Division Monthly Report.

Standard 7: Maintain statistics for the percentage of detective assigned cases cleared by arrest.

- In compliance with the City of Westerville Executive Measures, statistics will be compiled specifically outlining the percentage of detective assigned cases cleared by arrest in order to ensure the public is protected from crime by detecting criminal activity, thoroughly and professionally investigating allegations of criminal activity, achieving a high crime clearance rate, arresting suspects, recovering stolen property, keeping victims informed of case progress, processing crime scenes, collecting evidence, providing technical investigative support and preventing further criminal activity.
    - *Success Indicator:* Create a comparative graph projecting annual crime clearance rates.
    - *Responsibility:* Deputy Chief of Police
    - *Schedule:* 10/1/13, to be reported quarterly

Standard 8: Maintain statistics for the percentage of cases cleared by arrest.

- In compliance with the City of Westerville Executive Measures, statistics will be compiled specifically outlining the percentage of cases cleared by arrest in order to ensure the public is protected from crime by detecting criminal activity, thoroughly and professionally investigating allegations of criminal activity, achieving a high crime clearance rate, arresting suspects, recovering stolen property, keeping victims informed of case progress, processing crime scenes, collecting evidence, providing technical investigative support and preventing further criminal activity.
    - *Success Indicator:* Create a comparative graph projecting annual crime clearance rates.
    - *Responsibility:* Deputy Chief of Police
    - *Schedule:* 10/1/13. To be reported quarterly

OBJECTIVE 2.3: Provide a forum for citizens to evaluate and give input into programs, operations, and activities.

Goals:

Goal 1: Create a survey to evaluate the effectiveness of the School Resource Officers by school staff.

- In compliance with the City of Westerville Executive Measures, School staff will be queried and asked to provide information on an anonymous survey rating their assigned School Resource Officer in order to foster a sense of community safety in the schools.
    - *Success Indicator:* A survey is created to evaluate the SRO and distributed to school staff.
    - *Responsibility:* Community Services Bureau Commander
    - *Schedule:* This will be distributed annually

Goal 2: Formulate a customer survey to evaluate the services of the Animal Control Officer.

- In compliance with the City of Westerville Executive Measures, performance surveys are sent to a random sampling of citizens who have had contact with the Animal Control Officer in the previous month via mail.
    - *Success Indicator:* A survey is created to evaluate the Animal Control Officer and distributed to citizens.
    - *Responsibility:* Community Services Bureau Commander
    - *Schedule:* This will be distributed monthly.

Standards:

Standard 1: City services will evaluated by citizens.

- Hard copies of evaluations to rate city services are mailed to residents and access is also available in an on-line format. The division will strive to maintain a positive public image.
    - *Success Indicator:* Achieve a city survey ranking of “agree” or “strongly agree” in all categories
    - *Responsibility:* Chief of Police
    - *Schedule:* Biennially

Standard 2: The Division will maintain an 80% average in "Citizens Performance Surveys".

- Performance surveys are sent to a random sampling of citizens who have had contact with staff in the previous month via mail.
    - *Success Indicator:* The Division will maintain an 80% rating in "Citizen Performance Surveys".
    - *Responsibility:* Documentation and reporting is the responsibility of the Records Manager. Staff performance is the responsibility of command staff.
    - *Schedule:* This will be measured monthly and posted in the Division Monthly Report.

Standard 3: The division will provide prompt response to requests from citizens through email and CityWorks software inquiries.

- E-mail Requests for Service and Information from citizens will be initially addressed within Seventy Two (72) hours of receipt. These are monitored and measured through the Information Services division.
    - *Success Indicator:* Responses to e-mail inquiries will occur within a 5 day target period
    - *Responsibility:* Chief of Police relying on information to be supplied by the Informational Systems Division.
    - *Schedule:* This will be reviewed monthly and published in the Division Monthly Report.

Departmental Response Times	Requests for Service	Percentage
Response in 48-Hours or less:		
Response within 5-Day target:		
Response beyond 5-Day Target:		

ORGANIZATIONAL STRATEGY #3

(City of Westerville Strategic Goal #10)

MAINTAIN FINANCIAL STABILITY

Westerville Division of Police

OBJECTIVE 3.1: The division will practice line item budgeting.

Goals

Standards

Standard 1: The division will practice line item budgeting in order to be fiscally responsible.

- In order to become more fiscally responsible, bureau commanders are accountable for formulation and administration of their respective cost centers
    - *Success Indicator:* Line items will not be exceeded
    - *Responsibility:* Chief of Police
    - *Schedule:* annually

OBJECTIVE 3.2: Protect the City's financial position through effective risk management.

Goals

Standards

Standard 1: Potential cost recovery will be identified.

- The division will forward all potential expenses that can be recovered through billing third parties responsible for property damage. Staff will work with the Department of Administrative Services to recover those expenses.
    - *Success Indicator:* Recovery of damages.
    - *Responsibility:* Chief of Police
    - *Schedule:* 01/01/13-12/31/13

OBJECTIVE 3.3: Promote savings through effective procurement administration.

Goals

Standards

Standard 1: Leverage purchasing power by partnering in contracts with the State of Ohio Department of Administrative Services.

- In order to promote fiscal responsibility and when beneficial, the division will participate in cooperative purchases with the Department of Administrative Services to explore and participate in the state bidding process.
    - *Success Indicator:* Executed contracts taking advantage of State Purchasing.
    - *Responsibility:* Office of the Chief of Police and monitored by the City Department of Administrative Services.
    - *Schedule:* reviewed annually

OBJECTIVE 3.4: Improve the efficiency of high volume, low dollar amount purchases through the implementation of a commercial purchasing card program.

Goals

Standards

Standard 1: Utilize the PCard program for cost effectiveness.

- In order to improve efficieny, staff will identify uses for and circumstances when utilization of the PCard program is beneficial.
    - *Success Indicator:* Cost reduction utilizing the “P Cards”.
    - *Responsibility:* Deputy Chief of Police.
    - *Schedule:* reviewed annually

OBJECTIVE 3.5: Disposal of surplus property in an efficient and gainful manner.

Goals

Standards

Standard 1: Online surplus auctions will be conducted.

- In order to minimize evidence/property inventories, items will be legally disposed. The division will conduct quarterly inventories to identify property which can be sold through the online surplus auctions.
    - *Success Indicator:* Items of property and evidence that have been deemed disposable will be sold through the on-line auction process.
    - *Schedule:* Qualifying items will be posted on the auction site quarterly.
    - *Responsibility:* This will be the responsibility of the Records Manager

ORGANIZATIONAL STRATEGY #4

(City of Westerville Strategic Goal #4)

UTILIZE EFFECTIVE TECHNOLOGY

Westerville Division of Police

OBJECTIVE 4.1: Record information of evidentiary value and enhance officer safety.

Goals

Goal 1: Select in-car video system.

- In order to improve evidence collection, officer safety, and reduce complaints against officers, needs studies will be conducted on technologies, specifically focused on in-car video systems deployed in patrol cruisers. The Research and Development team will conduct field testing on various makes and models of camera systems.
    - *Success Indicator:* Camera system purchased and installed.
    - *Responsibility:* R&D chair person
    - *Schedule:* This will be completed by the end of Q 2 2013

Goal 2: Research and select a vendor for personal body camera system that officers can utilize voluntarily.

- In order to improve evidence collection, officer safety, and reduce complaints against officers, needs studies will be conducted on technologies, specifically focused on personal body

cameras. The Research and Development team will conduct field testing on various makes and models of camera systems.

- *Success Indicator:* Camera system purchased.
- *Responsibility:* R&D chair person
- *Schedule:* This will be completed by the end of Q 2 2013

Standards

Standard 1: Maintain operability and updates of all current crime scene investigative technology.

- Staff will evaluate technology assets on an annual basis in order to ensure proper functionality of all equipment.
  - *Success Indicator:* Annual audits will be completed
  - *Responsibility:* Each Bureau Commander
  - *Schedule:* 12/31

OBJECTIVE 4.2: Utilize technology to increase solvability of crimes.

Goals

Standards

Standard 1: Utilize Automated Fingerprint Identification System (AFIS) technology.

- In order to solve crimes in a more effective manner, front line patrol officers will process crime scenes. This will provide an increased number of latent prints to be entered into the database.
  - *Success Indicator:* Identification of potential criminal suspects
  - *Responsibility:* Division AFIS coordinator

- o *Schedule:* Semi-annual review

OBJECTIVE 4.3: Efficient data collection, storage and access.

Goals

Goal 1: Purchase and implement ARAS Total Station Software.

- In order to increase efficiency and provide a more professional work product, ARAS software will be utilized by investigators.
    - o *Success Indicator:* Full implementation of ARAS Total Station Software
    - o *Responsibility:* Patrol Bureau Commander
    - o *Schedule:* 6/1/2013

Standards

Standard 1: In order to increase maximum efficiency, utilize the CAD/RMS New World System.

- Maximize use of the applicable components of the system.
    - o *Success Indicator:* 90-96% usage of the available software
    - o *Responsibility:* New World liaison
    - o *Schedule:* Ongoing and annual

- Provide staff with the latest information and updates to stay current with the software.
    - o *Success Indicator:* Staff becomes proficient with software
    - o *Responsibility:* New World liaison
    - o *Schedule:* Ongoing and annual

OBJECTIVE 4.4: The Research and Development team will evaluate new products and procedures while practicing fiscal responsibility.

Goals

Standards

Standard 1: The Research and Development team will provide advisory opinions to Command Staff.

- Through research, field testing and evaluation, products and procedures will be reviewed for efficiency and safety. The R&D team vets suggestions by staff. Accepted recommendations are first researched then field tested by organizational subject matter experts.
    - *Success Indicator:* Products and procedures are vetted and determined to be viable opportunities for organizational improvement.
    - *Responsibility:* R&D Team
    - *Schedule:* Annual review

ORGANIZATIONAL STRATEGY #5

(City of Westerville Strategic Goal #8)

MANAGE ACCEPTABLE GROWTH AND DEVELOPMENT

Westerville Division of Police

OBJECTIVE 5.1: To engage in cooperative actions with other local and state government entities.

Goals

Standards

Standard 1: Utilize crime prevention through environmental design.

- In order to assist from a security standpoint, zoning and building applications will be reviewed by members of the Crime Prevention Unit for compliance with "Crime Prevention Through Environmental Design" (C.P.T.E.D.) standards. Additionally, a liaison from the Division will participate in all City Planning Meetings.
    - *Success Indicator:* Review of all building and zoning applications and attendance at all City "Planning Meetings".
    - *Responsibility:* Community Services Bureau Commander
    - *Schedule:* Documentation will be posted in the Bureau Monthly Report.

Standard 2: An annual staff allocation study will be conducted to ensure proper personnel deployment.

- By reviewing historical data and conducting staff needs analysis, determinations will be made for staffing. In addition, projected crime rates, residential increases, and development should be considered.

    - *Success Indicator:* Completion of an annual staff allocation study.
    - *Responsibility:* Deputy Chief of Police
    - *Schedule:* 6/30

OBJECTIVE 5.2: The Division will practice Risk Management Techniques

Goals

Standards

Standard 1: Sponsor an internal safety committee.

- In order to continue to promote organizational safety culture, and Internal Safety Committee has been established.

    - *Success Indicator:* Identifying and correcting safety issues as needed. Monthly meetings will occur. One safety tip will be posted in the Division Monthly Report.
    - *Responsibility:* Deputy Chief of Police
    - *Schedule:* The Division Internal Safety Committee will meet as needed. Committee updates will be posted in the Division Monthly Report with an annual review.

Standard 2: Maintain a safe work environment

- In order to improve staff performance, maintain a safe work environment and provide safety education, the division will conduct twenty (20) hours of safety education for each staff member.

    - *Success Indicator:* The completion of 20 hours of safety education per sworn officer and 8 hours of safety education for non-sworn staff member annually

- *Responsibility:* Deputy Chief of Police
- *Schedule:* Training will be completed by annually

Standard 3: Participation in external committees and professional organizations.

- Staff members will attend meetings, serve on committees, and exchange information with external organizations. This will increase communication and provide a regional information sharing platform.

    - *Success Indicator:* Staff members will attend external meetings and committees on a regular basis
    - *Responsibility:* Deputy Chief of Police
    - *Schedule:* This will documented in bureau monthly reports

ORGANIZATIONAL STRATEGY #6

(City of Westerville Strategic Goal #9)

MAINTAIN AND DEVELOP QUALITY INFRASTRUCTURE

Westerville Division of Police

OBJECTIVE 6.1: To maintain quality street conditions.

Goals

Standards

Standard 1: Staff will report any missing signage.

- Staff will relay information to communications where it will be documented and forwarded to the patrol bureau commander.
    - *Success Indicator:* Documentation of reported deficiencies and documentation of correction.
    - *Responsibility:* Patrol Bureau Commander.
    - *Schedule:* This will occur on an as needed basis.

Standard 2: Maintain safe roadways.

- In order to maintain safe roadways, staff will report any roadway damage or hazards to the Service Department.
    - *Success Indicator:* Documentation of reported deficiencies and documentation of correction.
    - *Responsibility:* Patrol Bureau Commander
    - *Schedule:* This will occur on an as needed basis.

OBJECTIVE 6.2: To maintain and enhance the City's utility infrastructure.

Goals

Goal 1: Physical Plant Management.

- In order to cut down on maintenance and renovation costs, a process will be developed to evaluate the physical plant needs on a quarterly basis.
    - *Success Indicator:* A quarterly evaluation system of building needs will be established
    - *Responsibility:* Deputy Chief of Police
    - *Schedule:* Quarterly

Standards

Standard 1: Monitor and report utility malfunctions.

- Staff will regularly monitor and report utility malfunctions and equipment failures to the proper city department.
    - *Success Indicator:* Documentation of reported deficiencies and documentation of correction.
    - *Responsibility:* Patrol Bureau Commander
    - *Schedule:* This will occur on an as needed basis.

Standard 2: Evaluate traffic flow and infrastructure.

- In order to improve traffic flow and maintain safe road conditions, staff will make necessary recommendations to the traffic engineers' office.
    - *Success Indicator:* Documentation of proposed improvements and documentation of correction.
    - *Responsibility:* Patrol Bureau Commander.
    - *Schedule:* This will occur on an as needed basis.

ORGANIZATIONAL STRATEGY #7

(City of Westerville Strategic Goal #5)

PROMOTE EMPLOYEE DEVELOPMENT

AND INVOLVEMENT

Westerville Division of Police

OBJECTIVE 7.1 To maintain, enhance and improve recruitment efforts for the division.

Goals

Standards

Standard 1: Conduct an active recruitment effort.

- In order to improve recruitment efforts and outcomes, staff will participate in three (3) recruitment opportunities throughout the year.

    - *Success Indicator:* Representatives of the Division will participate in 3 recruitment opportunities throughout the year.
    - *Responsibility:* Community Services Bureau Commander to be documented in the Division Annual Report.
    - *Schedule:* 01/01-12/31 at dates and times TBA.

- In order to broaden recruiting efforts, employment opportunities will be posted on Internet services.

- *Success Indicator:* Successful postings of entry level test notification on Internet mediums.
- *Responsibility:* Deputy Chief of Police
- *Schedule:* This will be conducted throughout the year.

- In order to increase the potential candidate pool, employment opportunities will be posted on the Westerville Division of Police webpage and other social media outlets.

  - *Success Indicator:* Entry level testing opportunities will be posted on the Westerville Webpage.
  - *Responsibility:* Community Services Bureau Commander
  - *Schedule:* 01/01-12/31

- Contact colleges and universities with law enforcement programs and conduct recruitment presentations to students majoring in Public Safety/Criminal Justice.

  - *Success Indicator:* Three presentations annually
  - *Responsibility:* Community Services Bureau Commander
  - *Schedule:* 01/01-12/31

- Utilize the Explorer program as part of our strategic comprehensive recruitment program.

  - *Success Indicator:* Explorers who “age out” of our program will compete in opportunities for positions in public safety.
  - *Responsibility:* Community Services Bureau Commander
  - *Schedule:* 01/01-12/31

OBJECTIVE 7.2: To maintain a fair and equitable hiring and promotional process.

Goals

Standards

Standard 1: Conduct supervisory testing processes.

- The Division of Police will conduct testing in September for the supervisory ranks of corporal, sergeant, and lieutenant and will maintain an eligibility list for promotions.
    - *Success Indicator:* Testing for corporals, sergeants and lieutenants
    - *Responsibility:* Deputy Chief of Police
    - *Schedule:* Annually in September

Standard 2: Establish and maintain an Eligibility List for Entry Level Candidates.

- To consistently conduct online testing through the National Testing Network. Candidates who are successful through all components of the hiring process will be placed on an eligibility list.
    - *Success Indicator:* Two interview panels will be conducted annually.
    - *Responsibility:* Deputy Chief of Police
    - *Schedule:* The Division of Police recruits on a continuous basis for entry level candidates

Standard 3: Measure the percentage of new officers who successfully complete their Field Training assignments.

- In compliance with City of Westerville Executive Measures, to ensure the professionalism, integrity and appropriate conduct of on and off-duty Westerville police officers by coordinating training of all officers, developing professional standards, coordinating and effective Field Training Officer Program, conducting audits of department operations and reviewing units for policy compliance and carrying out crime analysis as assigned.
    - *Success Indicator:* Tool to measure officers completing FTO assignment.
    - *Responsibility:* Patrol Bureau Commander
    - *Schedule:* 7/1/13

OBJECTIVE 7.3: Provide internal promotional opportunities for staff by encouraging employee development.

Goals

Standards

Standard 1: Staff will be provided advanced leadership training opportunities.

- In order to provide opportunities for professional supervisory growth, officers may attend the Supervisory Training and Education Program (S.T.E.P.). All front line supervisors may attend the Police Executive Leadership College (P.E.L.C.) and mid-level management and above may attend the Certified Law Enforcement Executive Course (C.L.E.E.) sponsored by the Ohio Association of Chiefs of Police.
    - *Success Indicator:* Completion of all listed educational opportunities.
    - *Responsibility:* Professional Development Officer to be overseen by the Deputy Chief of Police
    - *Schedule:* 01/01-12/31

OBJECTIVE 7.4 Improve and enhance the ability of the officers by continuing to progress toward minimum mandatory training standards for all bureaus.

Goals

Standards

Standard 1: Completion of minimum mandatory training.

- The division will continue to prioritize the completion of basic required courses according to position and bureau.
    - *Success Indicator:* Staff will meet minimum mandatory training standards.
    - *Responsibility:* Supervisors
    - *Schedule:* 01/01-12/31

OBJECTIVE 7.5 Continue to recognize staff members and citizens both internally and publicly for their outstanding achievements in the division and the community.

Goals

Standards

Standard 1: Recognition of staff and citizens.

- Staff and citizens will be recognized for outstanding achievements in the division newsletter, city publications, team and division meetings, and the annual awards ceremony.
    - *Success Indicator:* Staff and citizens are recognized for their outstanding achievements.
    - *Responsibility:* Each staff member
    - *Schedule:* 01/01-12/31