

COLERAIN TOWNSHIP POLICE



FIVE-YEAR STRATEGIC PLAN

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2005 Edition

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INTRODUCTION

The Colerain Township Police Department (COTP) has developed a five-year Strategic Plan in order to more effectively meet its goals of providing quality service to the public. The Strategic Plan was developed with COTP's Mission Statement as a guiding document. The Mission Statement reads as follows:

The members of the Colerain Township Police Department are committed to protecting life and property, preventing crime, ensuring peace and safety, and safeguarding the Constitutional rights of the residents of the Township and visitors to our community.

Our Values

As we strive to achieve our mission we value...

- The quality of life in our Township
- Lasting partnerships with our community
- Treating citizens with dignity, respect, fairness, and compassion
- High standards of education and training of our employees
- Professionalism, integrity, and ethical behavior of our employees
- The strength and courage to fight injustice
- Productive working relationships with other police agencies

COTP has a very unique relationship in that it operates in conjunction with the Hamilton County Sheriff's Office. The Sheriff's Office provides half of the patrol coverage to the Township along with a variety of other services. The one

service COTP utilizes a great deal from the Sheriff's Office is their Criminal Investigation Section (CIS). In fact, the COTP detective works with the Sheriff's CIS and is assigned his cases by CIS supervisors. Other services provided by the Sheriff's Office include K-9 units, police helicopter, Special Response Team (SRT), and traffic safety. It is important to understand this relationship when developing a Five-Year Plan for COTP. Because of this relationship, the committee realizes that some of the strategies available in policing to meet many of the goals are already being utilized by the Sheriff's Office in Colerain Township. Therefore some reform that may need to take place is not within the committee's ability.

DEVELOPMENT OF THE ORIGINAL PLAN (2003)

In order to develop the Strategic Plan it was necessary to seek input from different groups of people that have different perspectives on police service. A five-member panel representing those different groups that affect the police function developed the Strategic Plan. The panel included a Township Trustee, a citizen, a Police Sergeant, a Police Officer, and a facilitator. The panel looked at several different Strategic Plans that acted as a template to guide its development. The original strategic plan was developed in 2003.

In order for the Strategic Plan to be feasible it was not only necessary to have a diverse panel, but it was also necessary to elicit information from groups that COTP serve and work with. For this reason the committee developed five

different surveys designed to find out what these groups felt COTP's focus should be. The five groups surveyed were the general public, the business community, the members of COTP, elected officials and the other Township departments. The other Township departments surveyed were Public Works, Fire, Zoning, and Parks and Services. By using these surveys and the Mission Statement, the committee was able to identify the goals COTP should strive to achieve in the next five years.

The panel identified five goals that must be achieved in order to accomplish the COTP mission. The five goals are: Increase Community Relations, Increase Professionalism, Reduce Crime, Increase School Safety, and Improve Traffic Safety. After each goal was identified, the panel developed strategies on how to achieve each goal. For each strategy, tactics designed to address each strategy were identified. These tactics are designed to be a clear and precise method of achieving each strategy and hence each goal. In order to see if each tactic was either completed or working, it was necessary to develop measures. A measure gives a time when various stages of a tactic are to be complete. Measures were identified for each tactic. Finally, it is important to assign personnel or positions that will be responsible for carrying out the tactics and measures outlined. Therefore, the Strategic Plan outlines an owner that is responsible for each measure.

The committee then created a document outlining the goals, strategies, tactics, measures and owners. Next, the committee hosted a workshop where

twenty people, representing various segments of the community and various agencies, critiqued the document. The representatives were asked to make suggestions for additions, improvement and deletions to the document. From these suggestions the final document was created and presented to the Chief of Police for approval and implementation.

DEVELOPMENT OF THE 2005 REVISION

As outlined in the maintenance section of the original strategic plan, the committee meets in May to discuss the progress of the plan and issues that need to be addressed in future revisions of the plan. The committee met in May of 2005 and revised the plan for the upcoming five years.

This document outlines each goal and presents reasons why the goal is so important for COTP in carrying out its mission. This document will also further describe population trends, crime trends, and provide a brief synopsis of the COTP's logistics.

LOGISTICS, DEMOGRAPHICS, AND REVIEW

WORKLOAD

It is important when looking at the future of COTP to look at the past workload and use that data to project the future workload throughout the life of the plan. It is important to remember that the future workload predictions are just that, a prediction. The actual workload may vary from year to year. Four main statistics were examined in order to get a representation of COTP's

workload. Those statistical areas reviewed are calls for service, Part I offenses, arrests, and auto accidents. The statistics available for years 2000, 2001, 2002, 2003 and 2004 were used to predict the future statistics for COTP.

The statistics gathered for calls for service include all calls Colerain Township police officers responded to that were dispatched from the Hamilton County Communications Center and COTP. It does not include calls for service responded to by the Hamilton County Sheriff's Office. Part I offenses include all homicides, rapes, robberies, aggravated assaults (including Domestic Violence), burglaries, larceny thefts and motor vehicle thefts. For the Part I offenses, the statistics were obtained from the Hamilton County Sheriff's Office Records Division and include all Part I offenses reported by both the Colerain Township Police and the Hamilton County Sheriff's Office. The statistics for arrests were gathered using the Colerain Township Police arrest logs and include all felony, misdemeanor, and minor misdemeanor arrests made by the Colerain Township Police. The number of auto accident reports each year was obtained from the Colerain Township Police records and only include those accidents taken by Colerain Township police officers.

As shown in Table A, overall from 2000 to 2004, all statistical areas used to determine workload had increased. By taking the figures in Table A and calculating the percentage of change from 2000 to 2004, the estimates in Table B were calculated. As the trend shows from the last four years COTP is expecting an increase in all statistical areas through 2009.

Table A:

	Calls for Service	Part I Offenses	Arrests	Auto Accidents
2000	18,661	3,428	1,165	602
2001	20,024	3,670	1,341	673
2002	19,798	3,888	1,634	686
2003	19,448	4,072	1,791	707
2004	23,502	3,767	2,090	746

Table B:

	Calls for Service	Part I Offenses	Arrests	Auto Accidents
2005	24,712	3,852	2,321	782
2006	25,923	3,937	2,553	818
2007	27,133	4,021	2,784	854
2008	28,343	4,106	3,015	890
2009	29,553	4,191	3,246	926

POPULATION

The number of people living in Colerain Township has increased since the 1990 U.S. Census. According to U.S. Census Bureau data, the population of Colerain Township in 1990 was 56,860. In the year 2000, the population of Colerain Township had increased 5.78% to 60,144. The number of households in Colerain Township increased from 19,581 in 1990 to 22,418 in 2000. Based

on the percentage of change, the population in the Township is expected to be 63,334 and the number of households is expected to reach 25,489 by the year 2009. (See Table C.)

Table C:

Year	2005	2006	2007	2008	2009
Population	61,902	62,260	62,620	62,977	63,334
Number of Households	24,091	24,440	24,795	25,142	25,489

PERSONNEL

COTP's current authorized strength, as established by the Colerain Township Board of Trustees, is thirty-five sworn officers and three civilian employees. The current manpower includes two School Resource Officers, two Neighborhood Resource Officers, two bike officers, one traffic officer, one detective, eighteen patrol officers, four patrol sergeants, one administrative lieutenant, one patrol lieutenant, one secretary, and two records clerks. The Chief of Police heads COTP. In the beginning of year 2005, two additional officers were hired. These additional officers will be assigned to the patrol division after they complete their Field Training Officer (FTO) program, which is scheduled to be completed in June of 2005.

EQUIPMENT

The responsibility for purchasing and inventory of equipment is given to the Equipment Manager, who is a sergeant. All equipment that needs replaced, other than those related to the vehicles, such as light bars and protective screens, are replaced through the Equipment Manager. It is not the intention to list all equipment that will need to be replaced within the next five years in this plan. The only equipment that is listed in this plan for purchase is that equipment that is essential for the completion of its goals. However, this section will cover some of the equipment that will be purchased within the next five years.

COTP maintains nine client computer systems, two of which are Regional Crime Information Center computers. These computer systems will be replaced on a three-year cycle. Therefore, three computers will be replaced every year of the Strategic Plan. The server computers are maintained by an outsourced organization. The fees to maintain the servers are paid by each department in the township. The fees are divided based on the number of users.

VEHICLE FLEET

Vehicles are replaced on an annual basis through the Fleet Maintenance Manager under the authorization of the Chief of Police. Funding for these replacements is from capital budget amounts allocated for vehicle replacement. In 2004, \$45,000.00 was allocated for vehicle purchases.

Colerain Township's fleet currently consists of twenty-one vehicles. Fourteen of these vehicles are marked for general patrol use (one 1999 Ford Crown Victoria, three 2004 Ford Crown Victorias, three 2002 Ford Crown Victorias, and seven 2003 Ford Crown Victorias). A total of four vehicles are unmarked and are assigned as follows: one 2004 Dodge Intrepid assigned to the Chief of Police, one 1997 Ford Crown Victoria assigned to the investigator, one 1993 Ford Crown Victoria assigned to the Administrative Lieutenant, and one 1995 Ford Taurus assigned for general use. A marked SUV (1995 Jeep Cherokee) is assigned to the bicycle unit and can also be utilized for general patrol for inclement weather conditions. A 2002 Harley Davidson motorcycle is marked and assigned to the traffic officer. The last vehicle in the fleet is a 1988 Ford Mustang GT that is used as a D.A.R.E. vehicle.

Colerain Township contracts with the Hamilton County Sheriff's Office for two deputies assigned specifically to handle auto accidents and other traffic matters in Colerain Township. Part of this contract specifies for the Township to purchase police vehicles for the county deputies to use in this capacity. There are two marked units assigned to these traffic units (two 2001 Ford Crown Victorias).

Two new Ford Crown Victorias were purchased for patrol use in 2004. One replaced a 2000 Ford Crown Victoria and one replaced a 2001 Ford Crown Victoria. One vehicle (an unmarked 1993 Ford Crown Victoria), was totaled due to an accident in December 2004. It will be replaced in 2005.

EVALUATION AND REVIEW

The members of the Strategic Plan Committee recognize that it is impossible to predict, with absolute certainty, all the situations COTP will face that may affect the goals and this plan. Therefore, it is essential that the plan be reviewed on a regular basis. It is the intention of this committee to meet every six months to review the plan. The mid-year session will focus mainly on reviewing the feasibility of meeting the strategies within the allotted time and the committee will adjust the plan accordingly. This meeting will take place in August of every year. The committee will also meet near the beginning of every year in May. This meeting will focus on adding an additional year to the Strategic Plan. It is essential that all personnel responsible for completing a strategy provide information related to its completion to the committee prior to the committee meetings in order to create the most accurate and feasible revisions as possible. Therefore, each owner responsible for meeting a measure will provide a written report identifying the progress of his or her assigned tactic no later than two weeks prior to the committee meeting. After the meeting, the revised plan will be presented to the Chief of Police for final approval.

GOALS

GOAL 1 – INCREASE COMMUNITY RELATIONS

Increasing community relations is a vital part of the Strategic Plan. The strategies to achieve this goal are separated into two main areas. The most important is to reduce the impact of crime. COTP's main goal has always been to be community oriented. The relationship COTP has with the community is second to none. The residents of Colerain Township know the officers are approachable and the lines of communication are always open.

2004 ACCOMPLISHMENTS

In 2004, the department continued to work at maintaining and creating new block watch programs. All of the existing block watch programs were evaluated and if there was still interest on the part of the neighborhood, the program was continued through the assistance of the Neighborhood Officers.

The department also continued to maintain a good relationship with the media. The Public Information Officers (PIO) continued to maintain communications with the various media outlets by providing information to the media throughout the year. A member of the media also taught a class during a First Line Supervision course that the department hosted in 2005.

GOAL 2 – INCREASE PROFESSIONALISM

A high degree of professionalism within COTP is very important to possess if COTP is to complete its mission. It is important for a number of reasons. If the

citizens of Colerain Township are to trust the police officers that serve them, the officers must possess a high degree of professionalism. This means that COTP must take steps to ensure that its members remain honest and abide by the rules and regulations of COTP.

2004 ACCOMPLISHMENTS

2004 was an important year for COTP in accomplishing its goal to increase professionalism. During 2004 the department made great strides to prepare for the CALEA (Commission on Accreditation for Law Enforcement Agencies) accreditation process. The department is on schedule for the CALEA assessment in August of 2005.

COTP has also been able to get approval to purchase six in car video cameras that were planned to be purchased in 2007. Although this will not outfit the entire fleet with cameras, it ensures that the majority of the marked units are equipped.

COTP officers were trained in several areas as outlined by the strategic plan. Officers were trained in the areas of ethics, critical incident response, and a multi-jurisdictional training event was conducted. All of the training was provided to ensure that officers respond in the proper way to difficult situations that they may face.

GOAL 3 – REDUCE CRIME

One of the major reasons police departments were created was to reduce crime. Colerain Township, as pointed out in the workload section of this document, experiences over 3000 Part I offenses each year. Therefore, reducing crime has to be one of the goals of COTP.

2004 ACCOMPLISHMENTS

In 2004 COTP has made good progress toward the goal of reducing crime. The department hosted a public education seminar and has made advances toward creating a system to better follow up on domestic violence cases. The NRO's have been tasked with developing a system to follow up on the cases to ensure the domestic problems are reduced or eliminated. As of the time of this report, however, the system is still in development. Therefore the program date has been moved to 2006.

The strategy of creating the ability to respond to civil unrest was also addressed significantly during 2004. COTP developed the policy to the response and a grant for the equipment was secured. Because the equipment has not yet been obtained and the training has not been conducted, the deadlines for this strategy has also been adjusted to be completed in 2006-2007.

GOAL 4 – INCREASE SCHOOL SAFETY

One of the most important issues that face law enforcement today is the issue of safety in our schools. Nothing is scarier than the possibility of a major

incident at one of our many schools. Therefore, it is important COTP be proactive in its approach to safety at our schools.

2004 ACCOMPLISHMENTS

In 2004 COTP made several advances in increasing school safety. The department hosted one student police academy. Because of the pool of students available to attend the academy, it was not prudent to host more than one academy in a year; therefore, only one academy will be hosted every year in the future. The department also provided training to each of its members in QUAD (Quick Action Deployment) during its annual in-service training. The review of the schools emergency plan was evaluated in 2004 and steps are currently underway to work with the schools to adjust the plan. Until then the training on the plan has been moved to 2006.

One of the tactics that was outlined in the original plan had to be removed due to budgetary reasons. The plan called for an SRO (School Resource Officer) to be added to both middle schools. The department filed for a federal grant to add one officer but was denied. Therefore, another SRO could not be assigned to the middle schools and that tactic has been removed from the plan.

GOAL 5 – IMPROVE TRAFFIC SAFETY

Improving traffic safety is one of the key elements in enhancing the quality of life for the citizens of Colerain Township. Automobile crashes are a major cause of property damage and injury. Colerain Township experiences just fewer than

10 crashes a day. The number of auto crashes that the department has investigated has increased in the past five years. As shown in the statistical projections, the number of auto crashes that will be investigated by the department is expected to increase during the life of the plan. It is important that the department take steps to try to reduce the number of crashes that occur in the township.

2004 ACCOMPLISHMENTS

In 2004 COTP was able to purchase a speed measuring trailer. This piece of equipment was not due to be purchased until April of 2006. This trailer is a valuable tool in a number of ways. It allows the department to investigate speeding complaints that have been filed, as well as collect speed data from any street in the township. The trailer is also an important tool by communicating to the public that traffic safety is a priority with the police department.