SWOT (Strength, Weaknesses, Opportunities and Threats) Analysis

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Chief of Police
### SWOT ANALYSIS

**Colerain Police Department**

#### Strengths
- Community and “Problem Solving” Philosophies
- Services to Community
- Fiscal Responsibility
- Innovation

#### Weaknesses
- Manpower
- Perception of Agency
- Lack of Cost Control

#### Opportunities
- Accreditation and maintain “Excellence” award
- Sharing of services
- Provide a working environment that instills enthusiasm and desire for employees to perform at highest level

#### Threats
- Aging workforce
- Budget funding/diminishing tax base
- Vacant and blighted properties
Strengths

- Law Enforcement Services
- Community and “Problem Solving” operating philosophy
- Fiscal Responsibility & Innovation

Strengths

- Community Police Depart. open 24/7/365
- Special Units: DEA, Civilian Staff, Detective Force, Bike Patrol
- CRC, Mall Beat
- Reserve Officers
- Elimination of TASERS
- Training

Strengths

- NRO, SRO, Driving Angels, CARE, DARE, SIU

Strengths

- Extended 5 year levy to 6 years. Millage middle of peer group at 4.65 mills
- Alternative Revenue Sources - $950k Grants and Equip. - Impound Lot
- Vehicle Replacement and Maintenance program
- Employee salaries middle to low range of peer group
- Eliminate steps and higher insurance for new employees
- Court Officer Program

SWOT ANALYSIS
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Weaknesses

Manpower

Perception of Agency

Lack of Cost Control

Weaknesses
- Loss of 11 deputies from Colerain Township service
- Loss of Traffic Safety services
- Nuisance Code Enforcement

Weaknesses
- Perception that department cannot provide the necessary level of service
- Vision, CALEA, hiring standards and commitment of personnel

Weaknesses
- HC Comm.Ctr.
- 911 Fees
- HC Sheriff
- Future Costs
Opportunities

Continue to achieve Law Enforcement Accreditation – “Excellence” award

Sharing of Services

Positive and Enthusiastic Working Environment

Opportunities

• 1 of 124 accredited agencies nationwide that employ 25 – 74 employees
• 462 “Best Practice” standards

Opportunities

• Personnel, Training, Equip, Purchasing

Opportunities

• Communication and feedback from stakeholders (employees)
• Communication with Police Department unions to sustainability of agency
SWOT ANALYSIS

Threats

- Budget – Reduced Funding/Diminishing Tax Base
- Perceptions and Expectations from Local Community
- Vacant/Blighted Properties

Threats
- Reduction of social service agencies
  - More demands on Police department
  - Perception v. Reality regarding crime data

Threats
- Reductions from State of Ohio - $230,000 per year
- Pressure to outsource Police Services
  - Loss of local control

Threats
- Public perception of neighborhoods is negatively influenced
- Properties increase demand for service
**Strengths**

- Police Department Services to Community.
- Police Department Operating Philosophy
- Fiscal Responsibility & Innovative Thinking

**Opportunities**

- Sharing of Services
- CALEA “Best Practices”
- Positive and Enthusiastic Working Environment

- Work to reduce issues related to crime and fear of crime
- Better serve and educate our community – working to make it safer
- Provide necessary funding to provide necessary services
- Establish trust in community
- Provide a working environment that instills commitment and desire
SWOT ANALYSIS

Negative factors

Weaknesses
- Manpower
- Perception of Agency
- Lack of Cost Control

Threats
- Provide more with less
  - Department of Justice recommends 1.8 officers per 1,000 residents
  - Colerain and HCSO provide 1.0 officers
- Loss of Community Support
- Community Concerns with Safety and Crime

Budget and Levy funding
- Provide more with less
### Barriers and Hidden Strengths

#### Barriers

- **Funding**
  - Department solely funded through levy funds
  - Must pass levy in 2013 to continue current level or enhance law enforcement service to community

- **Personnel**
  - Must identify remaining “reserve” officers, appoint and train

- **Maintain respect of Community Leaders**
  - Element of population continue to degrade the quality and level of service provided by Colerain Police Department

#### Hidden Strengths

- **Respect of other Law Enforcement Agencies**
  - Prosecutor’s Office
  - Court Officer

- **Work with Community to make community safer**
  - Community Resource Center
  - Northgate Station and contact for services to assign officers to patrol Mall

- **Flexibility and willingness to change**
  - 12 hour patrol shifts
  - Contract adjustments with “Blue” and “Gold” unions
  - Willingess of personnel to see the “Bigger Picture”
The Colerain Police Department is currently a 57 member organization that works in partnership with several agencies, to include the Hamilton County Sheriff’s Office, the Cincinnati DEA Task Force, Delhi Township, and North College Hill to provide policing services to the residents and businesses of Colerain Township.

The Department is responsible for establishing the Mission and Vision for policing in the 13th largest community in the State of Ohio.

In summary, the Department provides an outstanding level of service, based on the size of the community, its diversity and its funding. The Department has hurdles to address with the reduction of sheriff’s deputies patrolling the Township, but has a plan in progress to address the loss.

The Department must continue its goal of “Excellence” in practice and service to the community, while maintaining the respect and support of the Township residents.