

THE  
KETTERING POLICE DEPARTMENT'S  
**STRATEGIC PLAN**  
FISCAL YEAR 2017



Donald E. Patterson  
Mayor



Christopher N. Protsman  
Chief of Police

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## MESSAGE FROM THE CHIEF



Christopher N. Protsman  
Chief of Police

It is with a strong sense of accomplishment and pride that, on behalf of the Kettering Police Department (KPD), I present to you the Strategic Plan for Fiscal Year 2017.

The Strategic Plan was redesigned to document KPD's approach to an ever-changing environment of public safety issues. The challenges facing all of us today are complex. The best way to hold ourselves accountable and keep a clear vision on what needs to be considered in the grand scheme of local policing is through thoughtful planning. Planning allows an organization to concentrate its attention and resources on the most important issues. In order to be successful, we allow our plan to have flexibility, room for growth and initiative to adapt to an ever-changing future. The plan also lends itself to continuity with the next strategic planning cycle.

KPD's Strategic Plan builds on five goals:  
Increase and Improve Education and Enforcement Relative to Traffic and Drugs;  
Strengthen Departmental Relationships;  
Improve the Performance of Our Current Systems and Enhance Service Through the Proper Use of Cutting-Edge Technology;  
Create a Streamlined Process for all

Departmental Hiring while Ensuring Proper Allocation of Manpower Throughout the Department; and Provide Training and Opportunities for Employees in a Concerted Effort to Maintain a Well-Trained Police Agency.

The Strategic Plan not only establishes goals and strategies, it also provides a framework to measure the success of initiatives. Strategic planning leads to the orientation and clarity necessary for every member of the organization to know what is expected of them, their work groups and the organization as a whole. When shared outside the organization, the plan shows the community the big-picture perspective necessary to understand the depth, breadth and importance of what is being done, as well as explains the day-to-day business that occurs.

To the men and women of the Kettering Police Department who read this plan, I encourage you to familiarize yourself with it-- look for strategies that affect you and what you do. Look for ways to meet the goals, objectives and strategies that are outlined in this plan. Build partnerships--the strategies in this plan rely on partnerships. Working together is the best way to realize our goals and objectives.

To community members who are reading the plan, please review it and provide feedback. Look for strategies that affect you. We welcome you to look beyond our Mission Statement and help us to refine our work. Let us know what community needs are not met and how police and community can work together to enhance and improve what we do.

Using the framework laid out in the KPD Strategic Plan, we can ensure that Kettering continues to be a safe and special place to live, work and play.

## ORGANIZATIONAL OVERVIEW

The Kettering Police Department (KPD) has a 61-year history of serving the Kettering community. The department strives for excellence in meeting the needs of our residents and visitors alike to create a safe and friendly community. The Police Department is comprised of a unique and diverse workforce consisting of 118 employees. With an authorized sworn strength of 81 officers, the Kettering Police Department responds to an average of 5,000 calls for service on a monthly basis, serving nearly 60,000 people.

We are proud of our interactions with the community in our continuing collaborative problem-solving efforts. In a concerted effort to be transparent with the community, we strive for excellence in providing all of the requirements necessary from a full service, modern Police Department. We listen to our community and we respond. One of the resources used by the Police Department is our Neighborhood Watch Program. The Neighborhood Watch Program is a community resource that the Police Department relies on to assist us in understanding the needs and expectations of the community. This partnership assists in the identification of community needs, issues and concerns, as well as solutions associated in the remediation of these problem areas. This unique partnership ensures that we remain in concert with the public in achieving our primary goal of providing a community where our citizens are safe from crime.

*The Kettering Police Department's Strategic Plan Fiscal Year 2017* was created and produced by KPD's Command Group. The plan was generated from facilitative interviews with department stakeholders conducted during 2016.

Department Founded	1955
Police Officers	81
Civilian Personnel	37
FY17 Budget	\$14.6 Million
Calls For Service	68,614

### Rank Structure

Chief of Police	1
Assistant Chief	2
Lieutenant	6
Sergeant	10
Patrolman/Detective	62
Average Age (Sworn)	44
Average Years of Service	15
Advanced Degree	94%

### Police Vehicles & Equipment

Marked Vehicles	23
Unmarked Vehicles	29
Motorcycles	2
Bicycles	12
Canines	3
SWAT Van	1
Animal Control Van	1
Lieutenant Vehicle	1

### Facilities

Police Station
Firearms Range
Evidence Room
Property Room

# PLANNING PROCESS & IMPLEMENTATION

## THE STRATEGIC PLANNING PROCESS

The strategic planning process allows KPD to establish a vision for the future and develop planned, well-defined objectives and strategies to accomplish our goals. The Strategic Plan serves as a one-year “road map” that steers the department and promotes effective resource allocation and budget planning. The plan is a “living document” that is annually reviewed and updated to reflect current community issues, organizational goals and the state of the economy.

The Strategic Plan is reviewed and updated on an annual basis prior to the City’s annual budget review cycle. KPD’s overall objectives and strategies will be assessed and re-prioritized, if necessary, based on operating expenses, service indicators, crime statistics or special initiatives. A revised Strategic Plan will be created each fiscal year based upon the outcome of KPD’s review.

The Command Group met individually and in groups to discuss and formulate the Strategic Plan. Existing objectives and strategies were discussed and completed strategies from the previous plan were removed. In a move to be more efficient, many strategies were folded into others to remove redundancies and make the Strategic Plan easier to use and understand. In subsequent meetings, additional strategies were proposed and considered. After evaluation, they were included in this year’s Strategic Plan.

## SPONSORSHIP & ACCOUNTABILITY

KPD is committed to the successful implementation of the Strategic Plan. The Chief of Police and his commanders take personal responsibility for Strategic Plan objectives. As “sponsors,” they work together as a team to assign strategy leaders and balance resources as the department moves forward with the plan.

## MISSION STATEMENT

As a committed partner with the community, the Kettering Police Department strives to uphold the honor of Ohio's Finest by providing the highest quality of service with ethics, courage and excellence.

## VALUES

**Ethics** are our guiding philosophy about right and wrong. Our ethics include justice, integrity, trust, fairness, respect and accountability. These govern our conduct. Ethics allow us to know what is right and just.

**Courage** is the moral strength and spirit to persevere in the face of fear and adversity. Our courage and ethics enable us to make the right decision.

**Excellence** is superior and distinguished performance. Our preeminence in quality and achievement allows us to set a standard of excellence. We achieve excellence through the practice of communication, cooperation, teamwork and self-discipline.

## PRIORITIES

1. Continue to build strong relationships with our community
2. Address drug issues affecting our community
3. Address traffic issues to keep our community safe

## TAGLINE

Striving to uphold the honor of "Ohio's Finest."

## LAW ENFORCEMENT CODE OF ETHICS

AS A LAW ENFORCEMENT OFFICER, my fundamental duty is to serve mankind; to safeguard lives and property; to protect the innocent against deception, the weak against oppression or intimidation, and the peaceful against violence or disorder; and to respect the Constitutional rights of all persons in liberty, equality, and justice.

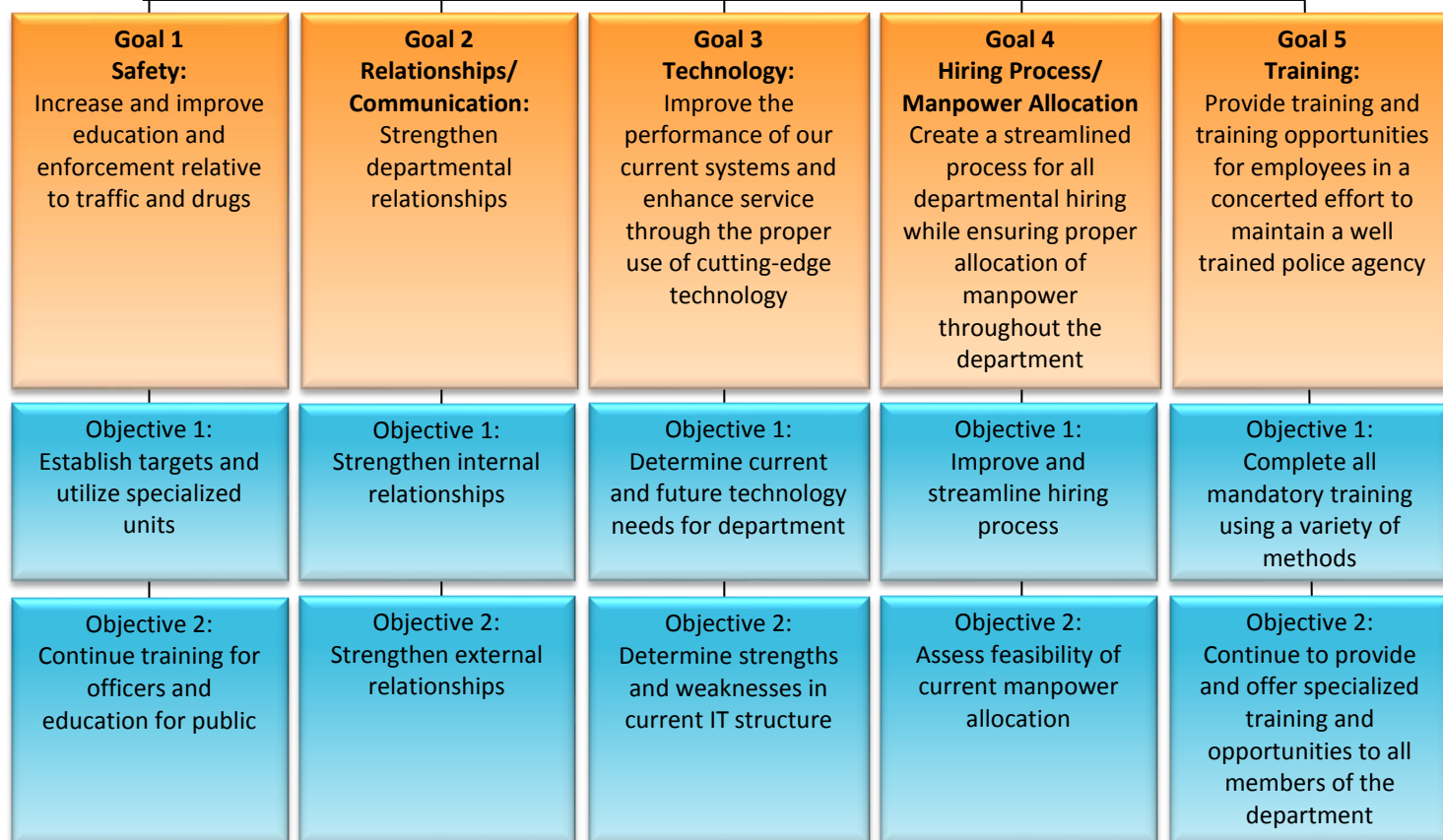
I WILL keep my private life unsullied as an example to all; maintain courageous calm in the face of danger, scorn, or ridicule; develop self-restraint; and be constantly mindful of the welfare of others. Honest in thought and deed in both my personal and official life, I will be exemplary in obeying the laws of the land and the regulations of my department. Whatever I see or hear of a confidential nature or that is confided to me in my official capacity will be kept ever secret unless revelation is necessary in the performance of my duty.

I WILL never act officiously or permit personal feelings, prejudices, animosities, or friendships to influence my decisions. With no compromise for crime and with relentless prosecution of criminals, I will enforce the law courteously and appropriately without fear or favor, malice or ill will, never employing unnecessary force or violence and never accepting gratuities.

I RECOGNIZE the badge of my office as a symbol of public faith, and I accept it as a public trust to be held so long as I am true to the ethics of the police service. I will constantly strive to achieve these objectives and ideals, dedicating myself before God to my chosen profession...law enforcement.

# GOALS & OBJECTIVES AT A GLANCE

## Mission Statement, Values & Priorities





# DETAILED STRATEGY DESCRIPTIONS

**GOAL 1:**

**SAFETY: INCREASE AND IMPROVE  
EDUCATION AND ENFORCEMENT  
RELATIVE TO TRAFFIC AND DRUGS**

**OBJECTIVE 1:**

**ESTABLISH TARGETS AND  
UTILIZE SPECIALIZED UNITS**

**OBJECTIVE 2:**

**CONTINUE TRAINING FOR  
OFFICERS AND EDUCATION  
FOR PUBLIC**

# GOAL 1:

## **SAFETY: INCREASE AND IMPROVE EDUCATION AND ENFORCEMENT RELATIVE TO TRAFFIC AND DRUGS**

**OBJECTIVE 1:** ESTABLISH TARGETS AND UTILIZE SPECIALIZED UNITS

**STRATEGY 1:** ESTABLISH TARGETS FOR INCREASED NARCOTICS ENFORCEMENT AND DEVELOP CONFIDENTIAL INFORMANTS

### **ACTION PLAN:**

- A1: Personnel assigned to Vice Unit will attend **monthly/quarterly** meetings and Intelligence briefings with ACE Task Force & TSCU. Vice Unit personnel will also attend at least **one roll call per watch each month**.
- A2: Personnel assigned to Vice Unit will interview all subjects **within 48 hours** who are in custody for Felony Drug Offenses.
- A3: Personnel assigned to Vice Unit will continue to follow up on citizen complaints and Crime Stopper Tips **within 72 hours of being notified**.

### **MEASURES OF SUCCESS:**

- SM1: Meeting attendance.
- SM2: Timely interviews by Vice Unit.
- SM3: Setting of target dates for completion of installation.
- SM4: Timely follow up on complaints and tips by Vice Unit.

Timeline					
A1	A2	A3	A4	A5	A6
12/31	12/31	12/31			

X = completed

### **STRATEGY SPONSOR(S):**

Lt. Murchland



### **SECTIONS INVOLVED:**

Vice/Narcotics Unit

# **GOAL 1:**

## **SAFETY: INCREASE AND IMPROVE EDUCATION AND ENFORCEMENT RELATIVE TO TRAFFIC AND DRUGS**

**OBJECTIVE 1:** ESTABLISH TARGETS AND UTILIZE SPECIALIZED UNITS

**STRATEGY 2:** ESTABLISH TARGETS FOR INCREASED TRAFFIC ENFORCEMENT

### **ACTION PLAN:**

- A1: Utilize traffic crash data from 2016 to establish top 5 dangerous intersections in the City of Kettering.
- A2: Utilize citizen-generated traffic complaints and officer observations to identify other areas such as school zones for Selective Enforcement Program (SEP). All SEP targets are to be posted in roll call and updated on a **monthly** basis.
- A3: Establish baseline by February **2017** for number of SEP details each watch is expected to work per month.

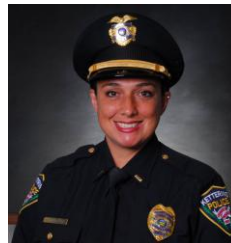
### **Timeline**

A1	A2	A3	A4	A5	A6
12/31	12/31	2/28			

X = completed

### **STRATEGY SPONSOR(S):**

Lt. Murchland



### **MEASURES OF SUCCESS:**

- SM1: Data gathered from 2016 and analyzed.
- SM2: Data gathered from citizen complaints.
- SM3: Establish SEP details.

### **SECTIONS INVOLVED:**

- Operations Division
- Transportation Engineering

# GOAL 1:

## **SAFETY: INCREASE AND IMPROVE EDUCATION AND ENFORCEMENT RELATIVE TO TRAFFIC AND DRUGS**

**OBJECTIVE 1:** ESTABLISH TARGETS AND UTILIZE SPECIALIZED UNITS

**STRATEGY 3:** UTILIZE SPECIALIZED UNITS TO ASSIST WITH BOTH NARCOTICS AND TRAFFIC ENFORCEMENT

### **ACTION PLAN:**

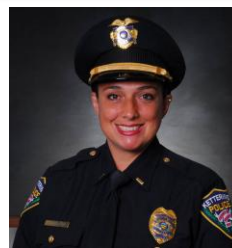
- A1: Continue to disperse K-9 Units among the watches for search warrants and interdiction purposes with the goal of **1 per month per K-9 unit**.
- A2: Utilize motorcycle unit to aggressively pursue SEP targets **daily/weekly**. Motorcycle unit will target SEP times outside of normal 2<sup>nd</sup> Watch hours at least **4 times during the 2<sup>nd</sup> and 3<sup>rd</sup> quarters of 2017**.
- A3: Continue to utilize the OVI Grant to execute checkpoints and saturation patrols, **quarterly**.

Timeline					
A1	A2	A3	A4	A5	A6
12/31	9/30	12/31			

X = completed

### **STRATEGY SPONSOR(S):**

Lt. Murchland



### **MEASURES OF SUCCESS:**

- SM1: K-9 utilization once per month.
- SM2: Utilize motorcycle unit for SEP targets outside 2<sup>nd</sup> watch hours 4/year.
- SM3: Quarterly OVI saturation.

### **SECTIONS INVOLVED:**

Operations Division

# **GOAL 1:**

## **SAFETY: INCREASE AND IMPROVE EDUCATION AND ENFORCEMENT RELATIVE TO TRAFFIC AND DRUGS**

**OBJECTIVE 2:** CONTINUE TRAINING FOR OFFICERS AND EDUCATION FOR PUBLIC

**STRATEGY 1:** CONTINUE TO EDUCATE OFFICERS ON NARCOTIC AND TRAFFIC ENFORCEMENT TECHNIQUES

### **ACTION PLAN:**

- A1: Encourage officers to attend drug interdiction training such as the Criminal Patrol/Drug Interdiction course offered by the Ohio State Highway Patrol with the goal of having **5 new officers trained by 4<sup>th</sup> Quarter 2017.**
- A2: Evaluate the need for a DRE (Drug Recognition Expert). If need exists have at least one trained by **4<sup>th</sup> Quarter 2017** with more officers identified for 2018.
- A3: Encourage any officer who has not already attended Advanced Roadside Impaired Driving Enforcement (ARIDE) training with the goal of having **5 new officers trained by 4<sup>th</sup> Quarter 2017.**
- A4: Utilize training funds and/or corroborate with TCSU to bring to KPD Traffic Enforcement/Drug Interdiction courses with the goal of having at least one training completed by the end of **1<sup>st</sup> Quarter 2017** with another **training identified and planned by 4<sup>th</sup> Quarter 2017.**
- A5: Each watch is to dedicate at least 3 roll call trainings to the area of narcotic and/or traffic enforcement to be completed by **4<sup>th</sup> Quarter 2017.**

### **MEASURES OF SUCCESS:**

- SM1: Officers attend drug interdiction training.
- SM2: Assess need for DRE.
- SM3: Officers attend ARIDE training.
- SM4: Traffic Enforcement/Drug interdiction training.
- SM5: Roll call training relative to narcotics and traffic enforcement.

### **Timeline**

A1	A2	A3	A4	A5	A6
9/30	9/30	9/30	3/31	9/30	

X = completed

### **STRATEGY SPONSOR(S):**

Lt. Murchland



### **SECTIONS INVOLVED:**

Operations Division

# **GOAL 1:**

## **SAFETY: INCREASE AND IMPROVE EDUCATION AND ENFORCEMENT RELATIVE TO TRAFFIC AND DRUGS**

**OBJECTIVE 2:** CONTINUE TRAINING FOR OFFICERS AND EDUCATION FOR PUBLIC

**STRATEGY 2:** CONTINUE TO EDUCATE OFFICERS ON NARCOTIC AND TRAFFIC ENFORCEMENT TECHNIQUES

### **ACTION PLAN:**

- A1: Continue to utilize social media as a tool for communicating safety tips to citizens. Ensure at least one social media posting per **month** is dedicated to a traffic safety tip. At least one social media posting per **month** will also be dedicated to the dangers of drug abuse and/or links to community programs where help can be found for people struggling with drug abuse.
- A2: Evaluate along with Kettering Municipal Court, the starting of a Drug Court. **1<sup>st</sup> Quarter 2017.**
- A3: KPD personnel will partner with MADD (Mothers Against Drunk Driving) to offer an educational course to the parents of teens regarding the dangers of alcohol with the first training being completed by **2<sup>nd</sup> Quarter 2017.**
- A4: By **March 2017** have identified a date and location for a training course to be offered to new drivers. Have first training course completed by the end of **3<sup>rd</sup> Quarter 2017.**

### **MEASURES OF SUCCESS:**

- SM1: One social media post per month.
- SM2: Assess feasibility of drug court.
- SM3: Partner with MADD.
- SM4: New driver training offered.

Timeline					
A1	A2	A3	A4	A5	A6
12/31	3/31	6/30	3/1		

X = completed

### **STRATEGY SPONSOR(S):**

Lt. Murchland



### **SECTIONS INVOLVED:**

Police Department  
Municipal Court

# **GOAL 1:**

## **SAFETY: INCREASE AND IMPROVE EDUCATION AND ENFORCEMENT RELATIVE TO TRAFFIC AND DRUGS**

**OBJECTIVE 2:** CONTINUE TRAINING FOR OFFICERS AND EDUCATION FOR PUBLIC

**STRATEGY 3:** CONTINUE IMPLEMENTING STEPS TO START THE “KETTERING ADDICTION ASSISTANCE PROGRAM”

### **ACTION PLAN:**

- A1: Finish organized plan for start-up with minimal costs, with assistance of Jodi Long from ADAMHS to be completed by **1<sup>st</sup> Quarter of 2017.**
- A2: Get approval from chain of command/city personnel for implementation of program to be completed by **1st Quarter of 2017.**
- A3: Start program in third quarter of 2017, and monitor progress and see if program is logical/useful to be completed in the **3<sup>rd</sup> Quarter 2017.**
- A4: Re-assess associated costs, likelihood of expansion to be completed in the **1<sup>st</sup> Quarter 2018.**

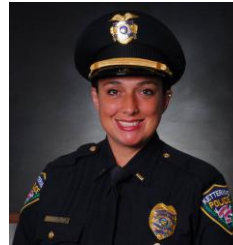
### **Timeline**

A1	A2	A3	A4	A5	A6
3/31	3/31	9/30	1/'18		

X = completed

### **STRATEGY SPONSOR(S):**

Lt. Murchland



### **MEASURES OF SUCCESS:**

- SM1: Complete start-up plan.
- SM2: Get approval for startup.
- SM3: Start program.
- SM4: Evaluate progress/potential expansion in 2018.

### **SECTIONS INVOLVED:**

Police Department  
City Administration



**GOAL 2:**



**RELATIONSHIPS/COMMUNICATION:  
STRENGTHEN DEPARTMENTAL  
RELATIONSHIPS**

**OBJECTIVE 1:**



**STRENGTHEN INTERNAL  
RELATIONSHIPS**

**OBJECTIVE 2:**



**STRENGTHEN EXTERNAL  
RELATIONSHIPS**

## **GOAL 2:**

# **RELATIONSHIPS/COMMUNICATION: STRENGTHEN DEPARTMENTAL RELATIONSHIPS**

**OBJECTIVE 1:** STRENGTHEN INTERNAL  
RELATIONSHIPS

**STRATEGY 1:** INFORMATION EXCHANGE BETWEEN  
EACH DIVISION AND SECTION TO  
IMPROVE SERVICE AND EFFICIENCY

### **ACTION PLAN:**

- A1: Detectives prepare several simple roll call trainings for patrol (quarterly).
- A2: Records Section prepares “most common errors and how to correct them” each quarter (quarterly).
- A3: Patrol and Dispatch communicate to improve service by each section (Q1 & Q3).

### Timeline

A1	A2	A3	A4	A5	A6
3/31	3/31	3/31			

X = completed

### **STRATEGY SPONSOR(S):**

Lt. Gabrielson, Sgt. Lambert



### **MEASURES OF SUCCESS:**

- SM1: Quarterly roll call training by detectives.
- SM2: Quarterly roll call training by records specialists.
- SM3: Dispatch and Patrol communication.

### **SECTIONS INVOLVED:**

Community Relations  
City Departments

## **GOAL 2:**

# **RELATIONSHIPS/COMMUNICATION: STRENGTHEN DEPARTMENTAL RELATIONSHIPS**

**OBJECTIVE 1:** STRENGTHEN INTERNAL  
RELATIONSHIPS

**STRATEGY 2:** USE OF A CENTRAL CALENDAR FOR  
SCHEDULING OF PROJECTS, EVENTS OR  
TRAINING THAT MAY IMPACT OTHER  
SECTIONS OR DIVISIONS

### **ACTION PLAN:**

A1: Identify calendar, content and accountability.

A2: Necessary items are placed on the calendar,  
confirmed by assigned supervisor.

### **Timeline**

A1	A2	A3	A4	A5	A6
1/31	3/1				

X = completed

### **STRATEGY SPONSOR(S):**

Lt. Gabrielson, Sgt. Lambert



### **MEASURES OF SUCCESS:**

SM1: Identify calendar content.

SM2: Utilize calendar.

### **SECTIONS INVOLVED:**

Community Relations

City Departments

## **GOAL 2:**

# **RELATIONSHIPS/COMMUNICATION: STRENGTHEN DEPARTMENTAL RELATIONSHIPS**

**OBJECTIVE 2:** STRENGTHEN EXTERNAL  
RELATIONSHIPS

**STRATEGY 1:** CONTACT VARIOUS CITY  
DEPARTMENTS AND GATHER  
INFORMATION TO ROLL WITHIN THE  
CITY AND RESOURCES THEY MAY BE  
ABLE TO OFFER KPD AND CITIZENS

### **ACTION PLAN:**

A1: Contact identified city department (KFD, P&D, PRCA, Transp. Eng.) to gather helpful information.

A2: Plan to disseminate info to appropriate KPD sections/divisions.

### **Timeline**

A1	A2	A3	A4	A5	A6
3/31	4/30				

X = completed

### **STRATEGY SPONSOR(S):**

Lt. Gabrielson, Sgt. Gaudette



### **MEASURES OF SUCCESS:**

SM1: Identify departments with whom we interact.

SM2: Disseminate information from identified departments.

### **SECTIONS INVOLVED:**

Police Department

City Departments

## **GOAL 2:**

# **RELATIONSHIPS/COMMUNICATION: STRENGTHEN DEPARTMENTAL RELATIONSHIPS**

**OBJECTIVE 2:** STRENGTHEN EXTERNAL  
RELATIONSHIPS

**STRATEGY 2:** IMPLEMENT VETERAN OUTREACH  
PROGRAM

### **ACTION PLAN:**

- A1: Contact military organizations (Recruiting Center, Nat'l Guard, VA, WP) for possible programs or needs of veterans.
- A2: Identify program or outreach needed in Kettering and plan event or participate in existing program.

### Timeline

A1	A2	A3	A4	A5	A6
3/31	12/31				

X = completed

### **STRATEGY SPONSOR(S):**

Lt. Gabrielson, Sgt. Gaudette



### **MEASURES OF SUCCESS:**

- SM1: Contact military organizations.
- SM2: Identify and implement programs.

### **SECTIONS INVOLVED:**

- Police Department
- Military Organizations

**GOAL 3:**

**TECHNOLOGY: IMPROVE THE PERFORMANCE OF OUR CURRENT SYSTEMS AND ENHANCE SERVICE THROUGH THE PROPER USE OF CUTTING EDGE TECHNOLOGY**

**OBJECTIVE 1:**

**DETERMINE TECHNOLOGY NEEDS FOR ENTIRE DEPARTMENT CURRENTLY AND INTO THE FUTURE**

**OBJECTIVE 2:**

**DETERMINE STRENGTHS AND WEAKNESSES IN CURRENT IT STRUCTURE**

**GOAL 3:**

**TECHNOLOGY: IMPROVE THE PERFORMANCE OF OUR CURRENT SYSTEMS AND ENHANCE SERVICE THROUGH THE PROPER USE OF CUTTING EDGE TECHNOLOGY**

**OBJECTIVE 1:** DETERMINE TECHNOLOGY NEEDS FOR ENTIRE DEPARTMENT CURRENTLY AND INTO THE FUTURE

**STRATEGY 1:** REVIEW ALL CURRENT SYSTEMS TO DETERMINE STRENGTHS AND WEAKNESSES

**ACTION PLAN:**  
A1: Research needs within the department by completing survey of all personnel.

Timeline					
A1	A2	A3	A4	A5	A6
2/28					

X = completed

**STRATEGY SPONSOR(S):**  
Lt. Moore



**MEASURES OF SUCCESS:**  
SM1: Needs assessment survey completed.

**SECTIONS INVOLVED:**  
Police Department

**GOAL 3:**

**TECHNOLOGY: IMPROVE THE PERFORMANCE OF OUR CURRENT SYSTEMS AND ENHANCE SERVICE THROUGH THE PROPER USE OF CUTTING EDGE TECHNOLOGY**

**OBJECTIVE 1:**

DETERMINE TECHNOLOGY NEEDS FOR ENTIRE DEPARTMENT CURRENTLY AND INTO THE FUTURE

**STRATEGY 2:**

RESEARCH OTHER TECHNOLOGY SYSTEMS/EQUIPMENT AVAILABLE

**ACTION PLAN:**

A1: Create a team to contact other departments (outside TCSU), attend conferences, review publications, etc., to research new technology.

**Timeline**

A1	A2	A3	A4	A5	A6
6/1					

X = completed

**STRATEGY SPONSOR(S):**

Lt. Moore



**MEASURES OF SUCCESS:**

SM1: Research new technology.

**SECTIONS INVOLVED:**

Police Department



**GOAL 3:**

**TECHNOLOGY: IMPROVE THE PERFORMANCE OF OUR CURRENT SYSTEMS AND ENHANCE SERVICE THROUGH THE PROPER USE OF CUTTING EDGE TECHNOLOGY**

**OBJECTIVE 2:**

DETERMINE STRENGTHS AND WEAKNESSES IN CURRENT IT STRUCTURE

**STRATEGY 1:**

REVIEW ALL CURRENT SYSTEMS TO DETERMINE STRENGTHS AND WEAKNESSES

**ACTION PLAN:**

A1: Conduct an audit to determine functionality of all IT systems.

**Timeline**

A1	A2	A3	A4	A5	A6
3/31					

X = completed

**STRATEGY SPONSOR(S):**

Lt. Moore



**MEASURES OF SUCCESS:**

SM1: Complete IT systems functionality audit.

**SECTIONS INVOLVED:**

Police Department

**GOAL 3:**

**TECHNOLOGY: IMPROVE THE PERFORMANCE OF OUR CURRENT SYSTEMS AND ENHANCE SERVICE THROUGH THE PROPER USE OF CUTTING EDGE TECHNOLOGY**

**OBJECTIVE 2:** DETERMINE STRENGTHS AND WEAKNESSES IN CURRENT IT STRUCTURE

**STRATEGY 2:** PRIORITIZE IDENTIFIED WEAKNESSES FOR ACTION ITEMS/BUDGETING IN 2018

**ACTION PLAN:**

A1: Create a prioritized list to determine which item will most benefit the employees.

**Timeline**

A1	A2	A3	A4	A5	A6
9/30					

X = completed

**STRATEGY SPONSOR(S):**

Lt. Moore



**MEASURES OF SUCCESS:**

SM1: Determine which items to purchase.

**SECTIONS INVOLVED:**

Police Department  
Administrative Systems

**GOAL 4:**

**HIRING PROCESS/MANPOWER  
ALLOCATION: CREATE A STREAMLINED  
PROCESS FOR ALL DEPARTMENTAL  
HIRING WHILE ENSURING PROPER  
ALLOCATION OF MANPOWER  
THROUGHOUT THE DEPARTMENT**

**OBJECTIVE 1:**

**IMPROVE AND STREAMLINED  
HIRING PROCESS**

**OBJECTIVE 2:**

**ASSESS FEASIBILITY OF  
CURRENT MANPOWER  
ALLOCATION**

**GOAL 4:**

**HIRING PROCESS/MANPOWER ALLOCATION:  
CREATE A STREAMLINED PROCESS FOR ALL  
DEPARTMENTAL HIRING WHILE ENSURING  
PROPER ALLOCATION OF MANPOWER  
THROUGHOUT THE DEPARTMENT**

**OBJECTIVE 1:** IMPROVE AND STREAMLINE  
HIRING PROCESS

**STRATEGY 1:** CREATE A PLAN TO IMPROVE  
TIMELINESS OF HIRING PROCESS,  
AND DOCUMENT THE TIME SPENT  
ON THE VARIOUS STAGES OF THE  
HIRING PROCESS

**ACTION PLAN:**

- A1: Following review of guidelines with Human Resources, outline steps of hiring process to establish the most efficient flow.
- A2: Create and provide a form to attach to the candidate file to document the time-line for the hiring process.

Timeline					
A1	A2	A3	A4	A5	A6
1/31	1/31				

X = completed

**STRATEGY SPONSOR(S):**

Lt. Kavanaugh



**MEASURES OF SUCCESS:**

- SM1: Review current flow and improve process.
- SM2: Create forms.

**SECTIONS INVOLVED:**

- Police Department
- Human Resource Department

**GOAL 4:**

**HIRING PROCESS/MANPOWER ALLOCATION:  
CREATE A STREAMLINED PROCESS FOR ALL  
DEPARTMENTAL HIRING WHILE ENSURING  
PROPER ALLOCATION OF MANPOWER  
THROUGHOUT THE DEPARTMENT**

**OBJECTIVE 1:** IMPROVE AND STREAMLINE  
HIRING PROCESS

**STRATEGY 2:** IMPROVE TURNAROUND ON  
BACKGROUND INVESTIGATIONS

**ACTION PLAN:**

A1: Create a background investigation team, with clear assignments and a coordinated approach, to complete background investigations more efficiently. The team will include polygraphist(s) and may be re-assigned as necessary, as manpower permits. Following approval of the team concept, a recruitment letter will be sent out to enlist team members and training will be completed.

Timeline					
A1	A2	A3	A4	A5	A6
12/31					

X = completed

**STRATEGY SPONSOR(S):**

Lt. Kavanaugh



**MEASURES OF SUCCESS:**

SM1: Create concepts and form team.

**SECTIONS INVOLVED:**

Police Department

**GOAL 4:**

**HIRING PROCESS/MANPOWER ALLOCATION:  
CREATE A STREAMLINED PROCESS FOR ALL  
DEPARTMENTAL HIRING WHILE ENSURING  
PROPER ALLOCATION OF MANPOWER  
THROUGHOUT THE DEPARTMENT**

**OBJECTIVE 1:** IMPROVE AND STREAMLINE  
HIRING PROCESS

**STRATEGY 3:** REVIEW THE VALUE OF HAVING  
ONE OR TWO POLYGRAPH  
EXAMINATIONS DURING THE  
HIRING PROCESS

**ACTION PLAN:**

A1: Meet with current and former polygraphists to determine the value of the second polygraph in the hiring process, to provide a recommendation to the Chief.

**Timeline**

A1	A2	A3	A4	A5	A6
1/31					

X = completed

**STRATEGY SPONSOR(S):**

Lt. Kavanaugh



**MEASURES OF SUCCESS:**

SM1: Research feasibility of two polygraphs.

**SECTIONS INVOLVED:**

Police Department

**GOAL 4:**

**HIRING PROCESS/MANPOWER ALLOCATION:  
CREATE A STREAMLINED PROCESS FOR ALL  
DEPARTMENTAL HIRING WHILE ENSURING  
PROPER ALLOCATION OF MANPOWER  
THROUGHOUT THE DEPARTMENT**

**OBJECTIVE 1:** IMPROVE AND STREAMLINE  
HIRING PROCESS

**STRATEGY 4:** ADD A PHYSICAL FITNESS  
COMPONENT TO THE HIRING  
PROCESS

**ACTION PLAN:**  
A1: Determine a procedure for physical fitness pre-employment testing.

Timeline					
A1	A2	A3	A4	A5	A6
3/30					

X = completed

**STRATEGY SPONSOR(S):**  
Lt. Kavanaugh



**MEASURES OF SUCCESS:**  
SM1: Research feasibility of physical fitness component to hiring.

**SECTIONS INVOLVED:**  
Police Department

**GOAL 4:**

**HIRING PROCESS/MANPOWER ALLOCATION:  
CREATE A STREAMLINED PROCESS FOR ALL  
DEPARTMENTAL HIRING WHILE ENSURING  
PROPER ALLOCATION OF MANPOWER  
THROUGHOUT THE DEPARTMENT**

**OBJECTIVE 2:** ASSESS FEASIBILITY OF CURRENT  
MANPOWER ALLOCATION

**STRATEGY 1:** IDENTIFY AND DISTRIBUTE A  
COMPREHENSIVE A JOB TASK  
ANALYSIS FOR EACH WATCH

**ACTION PLAN:**

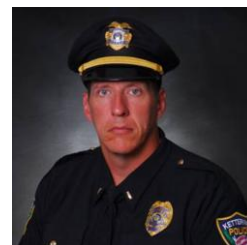
A1: The mandatory job task analysis for each watch will assist with establishing manpower needs, assist with performance standards and track any non-statistical work duties which require time or manpower.

Timeline					
A1	A2	A3	A4	A5	A6
1/31					

X = completed

**STRATEGY SPONSOR(S):**

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**MEASURES OF SUCCESS:**

SM1: Completion of job task analysis.

**SECTIONS INVOLVED:**

Police Department



**GOAL 4:**

**HIRING PROCESS/MANPOWER ALLOCATION:  
CREATE A STREAMLINED PROCESS FOR ALL  
DEPARTMENTAL HIRING WHILE ENSURING  
PROPER ALLOCATION OF MANPOWER  
THROUGHOUT THE DEPARTMENT**

**OBJECTIVE 2:** ASSESS FEASIBILITY OF CURRENT  
MANPOWER ALLOCATION

**STRATEGY 2:** CONDUCT A COMPREHENSIVE  
CALL LOAD ASSESSMENT

**ACTION PLAN:**  
A1: Evaluate calls for service to assist with  
establishing manpower needs for the  
watches.

Timeline					
A1	A2	A3	A4	A5	A6
2/28					

X = completed

**STRATEGY SPONSOR(S):**  
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**MEASURES OF SUCCESS:**  
SM1: Establish manpower needs by evaluating  
CFS.

**SECTIONS INVOLVED:**  
Police Department

**GOAL 4:**

**HIRING PROCESS/MANPOWER ALLOCATION:  
CREATE A STREAMLINED PROCESS FOR ALL  
DEPARTMENTAL HIRING WHILE ENSURING  
PROPER ALLOCATION OF MANPOWER  
THROUGHOUT THE DEPARTMENT**

**OBJECTIVE 2:**

ASSESS FEASIBILITY OF CURRENT  
MANPOWER ALLOCATION

**STRATEGY 3:**

CURRENT SCHEDULE AND  
STAFFING VERSUS OTHER  
ALTERNATIVES

**ACTION PLAN:**

A1: To identify high call load times and suggest  
alternative staffing.

**Timeline**

A1	A2	A3	A4	A5	A6
5/31					

X = completed

**STRATEGY SPONSOR(S):**

Lt. Kavanaugh



**MEASURES OF SUCCESS:**

SM1: Identify high call load times.

**SECTIONS INVOLVED:**

Police Department

**GOAL 5:**

**TRAINING: PROVIDE TRAINING AND OPPORTUNITIES FOR EMPLOYEES IN A CONCERTED EFFORT TO MAINTAIN A WELL-TRAINED POLICE AGENCY**

**OBJECTIVE 1:**

**COMPLETE ALL MANDATORY TRAINING USING A VARIETY OF METHODS**

**OBJECTIVE 2:**

**CONTINUE TO PROVIDE AND OFFER SPECIALIZED TRAINING AND OPPORTUNITIES TO ALL MEMBERS OF THE DEPARTMENT, SWORN AND CIVILIAN**

**GOAL 5:**

**TRAINING: PROVIDE TRAINING AND OPPORTUNITIES FOR EMPLOYEES IN A CONCERTED EFFORT TO MAINTAIN A WELL-TRAINED POLICE AGENCY**

**OBJECTIVE 1:** COMPLETE ALL MANDATORY TRAINING USING A VARIETY OF METHODS

**STRATEGY 1:** COMPLETE REQUIRED OPOTC “CONTINUING PROFESSIONAL TRAINING” (CPT) TO MAINTAIN STATE FUNDING

**ACTION PLAN:**

A1: Complete state-mandated 20 hours of CPT training throughout the year in topics mandated and provided by OPOTC. Topics are: Trauma Informed Policing (6 hours), Practical Application of Force (4 hours), Officer & Community Wellness (4 hours), Legal Update (2 hours), and General Law Enforcement (4 hours).

Timeline					
A1	A2	A3	A4	A5	A6
11/30					

X = completed

**STRATEGY SPONSOR(S):**

Lt. Smart



**MEASURES OF SUCCESS:**

SM1: All CPT Training will be completed by 11-30-17 with the following proposed deadlines\* for each topic: Trauma Informed Policing (11-30-17), Practical Application of Force (9-21-17, Fall In-service), Officer & Community Wellness (11-30-17), Legal Update (4-20-17, Spring In-service), General Law Enforcement (9-21-17, Fall In-service).

\*Deadlines do not include possible make-ups for absent officers

**SECTIONS INVOLVED:**

Personnel & Training

**GOAL 5:**

**TRAINING: PROVIDE TRAINING AND OPPORTUNITIES FOR EMPLOYEES IN A CONCERTED EFFORT TO MAINTAIN A WELL-TRAINED POLICE AGENCY**

**OBJECTIVE 1:** COMPLETE ALL MANDATORY TRAINING USING A VARIETY OF METHODS

**STRATEGY 2:** COMPLETE ALL KPD/CALEA MANDATORY TRAINING

**ACTION PLAN:**  
A1: Determine required KPD in-service and annual training and set deadlines for completion. Topics of instruction for Spring in-service include: First Aid/AED, Legal Update, etc.

Timeline					
A1	A2	A3	A4	A5	A6
11/30					

X = completed

**STRATEGY SPONSOR(S):**  
Lt. Smart



**MEASURES OF SUCCESS:**  
SM1: Deadlines\* will vary with training completed no later than 11-30-17 as follows: First Aid/AED (4-20-17, Spring In-service), Legal Update (4-20-17, Spring In-service).  
\*Deadlines do not include possible make ups for absent officers.

**SECTIONS INVOLVED:**  
Personnel & Training

**GOAL 5:**

**TRAINING: PROVIDE TRAINING AND OPPORTUNITIES FOR EMPLOYEES IN A CONCERTED EFFORT TO MAINTAIN A WELL-TRAINED POLICE AGENCY**

**OBJECTIVE 1:** COMPLETE ALL MANDATORY TRAINING USING A VARIETY OF METHODS

**STRATEGY 3:** UTILIZE "SHOW & GO" TRAINING DURING AND/OR IMMEDIATELY FOLLOWING ROLL CALL TO COMPLETE MANDATORY FORCE OPTIONS REFRESHER TRAINING

**ACTION PLAN:**

A1: Divide force options training into its specific categories (e.g. handcuffing, Hobble use, striking motor points, defensive strikes, escort maneuvers, takedowns, etc.) and train officers of each watch/section in short sessions monthly.

**MEASURES OF SUCCESS:**

SM1: Topics covered in specified months with all officers trained in specific topic by the end of each month.

Timeline					
A1	A2	A3	A4	A5	A6
12/31					

X = completed

**STRATEGY SPONSOR(S):**

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**SECTIONS INVOLVED:**

- Personnel & Training
- Watch/Section Supervision
- Force Options Instructors

**GOAL 5:**

**TRAINING: PROVIDE TRAINING AND OPPORTUNITIES FOR EMPLOYEES IN A CONCERTED EFFORT TO MAINTAIN A WELL-TRAINED POLICE AGENCY**

**OBJECTIVE 1:** COMPLETE ALL MANDATORY TRAINING USING A VARIETY OF METHODS

**STRATEGY 4:** CONTINUE TO INCLUDE CIVILIAN PERSONNEL INVOLVEMENT DURING IN-SERVICE TRAINING PROGRAMS

**ACTION PLAN:**  
A1: Utilize civilian employees in scenarios in their assigned role, as well as roll players.

Timeline					
A1	A2	A3	A4	A5	A6
12/31					

X = completed

**STRATEGY SPONSOR(S):**  
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**MEASURES OF SUCCESS:**  
SM1: Twenty-five percent increase in involvement of civilian employee participation from 2016.

**SECTIONS INVOLVED:**  
Personnel & Training

**GOAL 5:**

**TRAINING: PROVIDE TRAINING AND OPPORTUNITIES FOR EMPLOYEES IN A CONCERTED EFFORT TO MAINTAIN A WELL-TRAINED POLICE AGENCY**

**OBJECTIVE 2:** CONTINUE TO PROVIDE AND OFFER SPECIALIZED TRAINING AND OPPORTUNITIES TO ALL MEMBERS OF THE DEPARTMENT

**STRATEGY 1:** CONTINUE TO MAKE EMPLOYEES AWARE OF UPCOMING TRAINING RELATIVE TO THEIR SPECIFIC SECTION, ASSIGNMENT AND SPECIALTY DUTIES, ETC.

**ACTION PLAN:**  
A1: All employees receiving notifications of upcoming training opportunities will upon receipt, submit them to Personnel & Training for screening and potential notification of said training to specific employees or sections.

**MEASURES OF SUCCESS:**  
SM1: Personnel and Training will track announcements for the first quarter of 2017 after which the process will be revisited.

**Timeline**

A1	A2	A3	A4	A5	A6
3/31					

X = completed

**STRATEGY SPONSOR(S):**  
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**SECTIONS INVOLVED:**  
All KPD Personnel  
Personnel & Training



**GOAL 5:**

**TRAINING: PROVIDE TRAINING AND OPPORTUNITIES FOR EMPLOYEES IN A CONCERTED EFFORT TO MAINTAIN A WELL-TRAINED POLICE AGENCY**

**OBJECTIVE 2:** CONTINUE TO PROVIDE AND OFFER SPECIALIZED TRAINING AND OPPORTUNITIES TO ALL MEMBERS OF THE DEPARTMENT

**STRATEGY 2:** IN ADDITION TO COVERING MANDATORY TRAINING TOPICS, CONTINUE TO COMPLETE RELEVANT AND PRACTICAL IN-SERVICE TRAINING (E.G. FORCE ON FORCE SIMULATIONS) FOR ALL KPD EMPLOYEES

**ACTION PLAN:**

A1: Personnel and Training will solicit input from sworn personnel, prosecutors, etc., to identify incidents to be re-enacted in training scenarios getting at least three (3) per quarter for possible inclusion in training.

**MEASURES OF SUCCESS:**

SM1: Utilize post-training survey system to seek feedback on training.

Timeline					
A1	A2	A3	A4	A5	A6
12/31					

X = completed

**STRATEGY SPONSOR(S):**

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**SECTIONS INVOLVED:**

Personnel & Training

**GOAL 5:**

**TRAINING: PROVIDE TRAINING AND OPPORTUNITIES FOR EMPLOYEES IN A CONCERTED EFFORT TO MAINTAIN A WELL-TRAINED POLICE AGENCY**

**OBJECTIVE 2:** CONTINUE TO PROVIDE AND OFFER SPECIALIZED TRAINING AND OPPORTUNITIES TO ALL MEMBERS OF THE DEPARTMENT

**STRATEGY 3:** UTILIZE “SHOW & GO” TRAINING DURING AND/OR IMMEDIATELY FOLLOWING ROLL CALL TO COMPLETE ADDITIONAL TACTICAL & FIREARMS RELATED TRAINING

**ACTION PLAN:**

A1: Divide training into specific training topics (e.g. Rifle to pistol transitions, pistol reload drills, rifle reload drills, rifle deployment & cold bore shot, shooting on the move, room entry/clearing, etc.).

Timeline					
A1	A2	A3	A4	A5	A6
12/31					

X = completed

**STRATEGY SPONSOR(S):**

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**MEASURES OF SUCCESS:**

SM1: Topics covered in specified months with all officers trained in specific topic by the end of each month.

**SECTIONS INVOLVED:**

- Personnel & Training
- Watch/Section Supervision
- Firearms (Pistol/Rifle) Instructors

**GOAL 5:**

**TRAINING: PROVIDE TRAINING AND OPPORTUNITIES FOR EMPLOYEES IN A CONCERTED EFFORT TO MAINTAIN A WELL-TRAINED POLICE AGENCY**

**OBJECTIVE 2:** CONTINUE TO PROVIDE AND OFFER SPECIALIZED TRAINING AND OPPORTUNITIES TO ALL MEMBERS OF THE DEPARTMENT

**STRATEGY 4:** CONTINUE USE OF MONTHLY ROLL CALL TRAINING FOR SPECIFIC TOPICS, CURRENT TRENDS, NEW INFORMATION, ETC.

**ACTION PLAN:**

A1: Identify topics to be covered on monthly basis.

**Timeline**

A1	A2	A3	A4	A5	A6
12/31					

X = completed

**STRATEGY SPONSOR(S):**

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**MEASURES OF SUCCESS:**

SM1: A completed file will be kept in personnel and training with the training completed by each watch/section with a minimum of 12 training topics covered per watch/section by 12-31-17.

**SECTIONS INVOLVED:**

KPD Personnel

**GOAL 5:**

**TRAINING: PROVIDE TRAINING AND OPPORTUNITIES FOR EMPLOYEES IN A CONCERTED EFFORT TO MAINTAIN A WELL-TRAINED POLICE AGENCY**

**OBJECTIVE 2:** CONTINUE TO PROVIDE AND OFFER SPECIALIZED TRAINING AND OPPORTUNITIES TO ALL MEMBERS OF THE DEPARTMENT

**STRATEGY 5:** CONTINUE TO PROVIDE TRAINING AND TRAINING DAYS FOR SPECIALTY ASSIGNMENTS SUCH AS SWAT, BIKE PATROL, EVIDENCE CREWS, CRISIS NEGOTIATORS, AITs, FTOs, ETC.

**ACTION PLAN:**  
A1: Identify dates and training topics for specialty assignments.

Timeline					
A1	A2	A3	A4	A5	A6
12/31					

X = completed

**STRATEGY SPONSOR(S):**  
Lt. Smart



**MEASURES OF SUCCESS:**  
SM1: Training dates are held and attended with topics covered based on program needs.

**SECTIONS INVOLVED:**  
Specialty Program Supervision