



KETTERING POLICE DEPARTMENT

***THREE-YEAR
STRATEGIC PLAN OVERVIEW***

2021 – 2023

Employee Relations/Management /Team Work

Goal 1 Improve relations and interactions among all levels of KPD employees while increasing job satisfaction by building a strong teamwork approach and promoting career development. Goal Manager: Chief (Team - Lt. Sanders)

2021	2022	2023
<p>Objective 1: Increase levels of trust between employees and supervisors.</p> <p>S-1: Supervisors will develop ways to acknowledge the exceptional work by employees and positive things happening in and around the police department. Q1: GT entries and in newsletter Q2: Q3: Q4:</p> <p>Objective 2: Increase communication between employees and supervisors.</p> <p>S-1: Continue to develop professional relationships with employees to share ideas/needs with supervisors. Q1: Recorded in staff meeting notes and quarterly Labor meetings Q2: Q3: Q4:</p> <p>S-2: Evaluate effectiveness of mentoring / career development program. Q1: Discussed March 3 staff meeting Q2: Capt. Gabrielson meeting w/ Lt. Moore & Price</p>	<p>Objective 1: Increase levels of trust between employees and supervisors.</p> <p>S-1: Supervisors will develop ways to acknowledge the exceptional work by employees and positive things happening in and around the police department. Q1: Q2: Q3: Q4:</p> <p>Objective 2: Increase communication between employees and supervisors.</p> <p>S-1: Continue to develop professional relationships with employees to share ideas/needs with supervisors. Q1: Q2: Q3: Q4:</p> <p>S-2: Evaluate effectiveness of mentoring / career development program. Q1: Q2: Q3: Q4:</p>	<p>Objective 1: Increase levels of trust between employees and supervisors.</p> <p>S-1: Supervisors will develop ways to acknowledge the exceptional work by employees and positive things happening in and around the police department. Q1: Q2: Q3: Q4:</p> <p>Objective 2: Increase communication between employees and supervisors.</p> <p>S-1: Continue to develop professional relationships with employees to share ideas/needs with supervisors. Q1: Q2: Q3: Q4:</p> <p>S-2: Evaluate effectiveness of mentoring / career development program. Q1: Q2: Q3: Q4:</p>

2021	2022	2023
Q3:		
Q4:		

Community/Problem Oriented Policing

Goal 2: Work in cooperation with the community to enhance safety and make Kettering an outstanding place to live, work, and play. Goal Manager: Capt. Gabrielson, (Team - Lt. Kavanaugh, Lt. Moore, Lt. Price, Lt. Sanders, M. Yost)

2021	2022	2023
<p>Objective 1: Incorporate crime statistics and community/officer input to address issues affecting the community and/or organization. Q1: Crime analyst publishing crime stats to all officer and reviewed every staff. Also SARA projects Q2: Q3: Q4:</p> <p>Objective 2: Evaluate the effectiveness of information collected, used and shared with other stakeholders (Accurint, State of Ohio, FBI, CommStat). Q1: Q2: Q3: Q4:</p> <p>Objective 3: Continue community outreach programs within the confines of COVID, providing they are deemed effective and meet the mission of KPD – continually examine opportunities for new community outreach programs. Q1: No outreach in Q1. SRO have returned to school</p>	<p>Objective 1: Incorporate crime statistics and community/officer input to address issues affecting the community and/or organization. Q1: Q2: Q3: Q4:</p> <p>Objective 2: Evaluate the effectiveness of information collected, used and shared with other stakeholders (Accurint, State of Ohio, FBI, CommStat). Q1: Q2: Q3: Q4:</p> <p>Objective 3: Continue community outreach programs</p>	<p>Objective 1: Incorporate crime statistics and community/officer input to address issues affecting the community and/or organization. Q1: Q2: Q3: Q4:</p> <p>Objective 2: Evaluate the effectiveness of information collected, used and shared with other stakeholders (Accurint, State of Ohio, FBI, CommStat). Q1: Q2: Q3: Q4:</p> <p>Objective 3: Continue community outreach programs</p>

2021	2022	2023
Q2: Limited CR events, several beginning Q3 Q3: Q4:		

Goal 3 Technology

Improve the performance of our current systems and enhance service through the proper use of cutting edge technology.

Goal Manager: Capt. Gangwer (Team - Lt. Savino, City IS Dept.)

2021	2022	2023
Objective 1: Implement Body Cameras and redaction software Q1: Policy development in progress. Product delayed by vendor Q2: Product received. Test car being outfitted Q2 Q3: Q4: Objective 2: Look into AI or other designs for advanced training. Q1: Q2: Q3: Q4: Objective 3: Electronic tracking of specified equipment Q1: Lt. Sanders looking at software Q2: Q3: Q4: Objective 4: PlanIT Q1: Purchased. Vendor building schedules Q2: Building payroll codes Q3:	Objective: Evaluate technology for updates including server storage of data. Q1: Q2: Q3: Q4:	Objective: Evaluate technology for updates including server storage of data. Q1: Q2: Q3: Q4:

2021	2022	2023
Q4:		

Goal 4 Accreditation

Maintain Law Enforcement and Communication CALEA Accreditation with Excellence.

Goal Manager: Sgt. L. Warren (Team – J. Ruppert, M. Hennegan, L. Ferrell)

2021	2022	2023
<p>Objective 1: Meet monthly with Executive Command to share information and keep communication open</p> <p>Q1: Q2: Q3: Q4:</p> <p>Objective 2: Utilize the 2019-2023 checklist to track proofs required for year 2 (2020.21)</p> <p>Q1: Q2: Q3: Q4:</p> <p>Objective 3: Complete recommended changes from previous year CSM review by Q1.</p> <p>Q1: Q2: Q3: Q4:</p>	<p>Objective 1: Meet monthly with Executive Command to share information and keep communication open</p> <p>Q1: Q2: Q3: Q4:</p> <p>Objective 2: Utilize the 2019-2023 checklist to track proofs required for year 2 (2020.21)</p> <p>Q1: Q2: Q3: Q4:</p> <p>Objective 3: Complete recommended changes from previous year CSM review by Q1.</p> <p>Q1: Q2: Q3: Q4:</p>	<p>Objective 1: Meet monthly with Executive Command to share information and keep communication open</p> <p>Q1: Q2: Q3: Q4:</p> <p>Objective 2: Utilize the 2019-2023 checklist to track proofs required for year 2 (2020.21)</p> <p>Q1: Q2: Q3: Q4:</p> <p>Objective 3: Complete recommended changes from previous year CSM review by Q1.</p> <p>Q1: Q2: Q3: Q4:</p>

2021	2022	2023
<p>Objective 4: Upload LE proofs to P-DMs for period 2020.21 (year 2) and 100% of files reviewed by CSM review by Q4.</p> <p>Q1: Q2: Q3: Q4</p> <p>Objective 5: Complete and submit all CIMRS (statistics & status) information by year end</p> <p>Q1: Q2: Q3: Q4:</p> <p>Objective 6: Send email out for proof assignments for year 3 (2021.22) by Oct 1.2021 (LE)</p> <p>Q1: Q2: Q3: Q4</p> <p>Objective 7: Attend 4 SOAR meetings a year</p> <p>Q1: Q2: Q3: Q4:</p> <p>Objective 8: Send Citizen satisfaction survey and analyze results by Q2 for 2020 survey</p> <p>Q1: Q2: Q3: Q4:</p>	<p>Objective 4: Upload LE proofs to P-DMs for period 2020.21 (year 2) and 100% of files reviewed by CSM review by Q4.</p> <p>Q1: Q2: Q3: Q4</p> <p>Objective 5: Complete and submit all CIMRS (statistics & status) information by year end</p> <p>Q1: Q2: Q3: Q4:</p> <p>Objective 6: Send email out for proof assignments for year 3 (2021.22) by Oct 1.2021 (LE)</p> <p>Q1: Q2: Q3: Q4</p> <p>Objective 7: Attend 4 SOAR meetings a year</p> <p>Q1: Q2: Q3: Q4:</p> <p>Objective 8: Send Citizen satisfaction survey and analyze results by Q2 for 2020 survey</p> <p>Q1: Q2: Q3: Q4:</p>	<p>Objective 4: Upload LE proofs to P-DMs for period 2020.21 (year 2) and 100% of files reviewed by CSM review by Q4.</p> <p>Q1: Q2: Q3: Q4</p> <p>Objective 5: Complete and submit all CIMRS (statistics & status) information by year end</p> <p>Q1: Q2: Q3: Q4:</p> <p>Objective 6: Send email out for proof assignments for year 3 (2021.22) by Oct 1.2021 (LE)</p> <p>Q1: Q2: Q3: Q4</p> <p>Objective 7: Attend 4 SOAR meetings a year</p> <p>Q1: Q2: Q3: Q4:</p> <p>Objective 8: Send Citizen satisfaction survey and analyze results by Q2 for 2020 survey</p> <p>Q1: Q2: Q3: Q4:</p>

Goal 5 FACILITY AND EQUIPMENT

Improve the effectiveness and efficiency of our employees by providing the best possible equipment and facilities so they may provide superior service to our community.

Goal Manager: Capt. Gangwer, (Team - Lt. Kavanaugh)

2021	2022	2023
<p>Objective 1: Purchase and outfit new marked cruiser for patrol. Q1: No cars being produced by manufacturer in 2021. Delayed until 2022 Q2: Q3: Q4:</p> <p>Objective 2: Continue process of purchasing rifles with ultimate goal of one rifle per officer Q1: Budegt cuts forced removal for 2021 unless alternate funding identified. Likely delayed until 2022 Q2: Q3: Q4:</p>	<p>Objective 1: Purchase and outfit new marked cruiser for patrol. Q1: Q2: Q3: Q4:</p> <p>Objective 2: Consider Capital Expenditure for purchasing rifles with ultimate goal of one rifle per officer Q1: Q2: Q3: Q4:</p>	<p>Objective 1: Purchase and outfit new marked cruiser for patrol. Q1: Q2: Q3: Q4:</p>

Goal 6 RECRUITMENT AND HIRING (Support)

Hire the most qualified people based on education and experience and do so in a timely fashion.

Goal Manager: Lt. Savino (Team - Sgt. Gaudette, Officer Sanford)

2021	2022	2023
<p>Objective 1: Evaluate five year plan and assess its success. Make any necessary adjustments Q1: Q2: Q3: Q4:</p> <p>Objective 3: Continue hiring process efforts to effect a smooth transition from retire to new hire. Q1: Hiring continued. List exhausted. Q2: Test scheduled Q2 Q3: Q4:</p>	<p>Objective 1: Evaluate five year plan and assess its success. Make any necessary adjustments Q1: Q2: Q3: Q4:</p> <p>Objective 3: Continue hiring process efforts to effect a smooth transition from retire to new hire. Q1: Q2: Q3: Q4:</p>	<p>Objective 1: Evaluate five year plan and assess its success. Make any necessary adjustments Q1: Q2: Q3: Q4:</p> <p>Objective 3: Continue hiring process efforts to effect a smooth transition from retire to new hire. Q1: Q2: Q3: Q4:</p>

Goal 7 MANPOWER (Operations/Support)

Provide the best possible service to our citizens by maintaining staffing/manpower levels which are consistent with workload demands and based on population trends.

Goal Manager: Chief Protsman (Team - Capt. Gangwer, Capt. Gabrielson)

2021	2022	2023
<p>Objective 1: Conduct workload assessments for Operations section prior to distributing watch selection forms to determine officers assigned to each watch, Day off schedules, minimums. Assessment to include the following:</p> <ul style="list-style-type: none"> • Analyze number of incidents by hour of day & day of week. • Analyze average time required to handles calls/incidents/tasks. • Examine time lost through days off, holidays, and other leave as compared to total time for each assignment. • Examine any external factors or trends that may impact staffing and operations. <p>Q1: Crime analyst publishes data in various reports Q2: Q3: Q4:</p> <p>Objective 2: Each year, examine workloads and tasks for the following Support sections to ensure staffing is adequate:</p> <ul style="list-style-type: none"> • Communications Center • Jail • Property Room • Court Security • Records Section <p>Q1:</p>	<p>Objective 1: Conduct workload assessments for Operations section prior to distributing watch selection forms to determine officers assigned to each watch, Day off schedules, minimums. Assessment to include the following:</p> <ul style="list-style-type: none"> • Analyze number of incidents by hour of day & day of week. • Analyze average time required to handles calls/incidents/tasks. • Examine time lost through days off, holidays, and other leave as compared to total time for each assignment. • Examine any external factors or trends that may impact staffing and operations. <p>Q1: Q2: Q3: Q4:</p> <p>Objective 2: Each year, examine workloads and tasks for the following Support sections to ensure staffing is adequate:</p> <ul style="list-style-type: none"> • Communications Center • Jail • Property Room • Court Security • Records Section <p>Q1: Q2:</p>	<p>Objective 1: Conduct workload assessments for Operations section prior to distributing watch selection forms to determine officers assigned to each watch, Day off schedules, minimums. Assessment to include the following:</p> <ul style="list-style-type: none"> • Analyze number of incidents by hour of day & day of week. • Analyze average time required to handles calls/incidents/tasks. • Examine time lost through days off, holidays, and other leave as compared to total time for each assignment. • Examine any external factors or trends that may impact staffing and operations. <p>Q1: Q2: Q3: Q4:</p> <p>Objective 2: Each year, examine workloads and tasks for the following Support sections to ensure staffing is adequate:</p> <ul style="list-style-type: none"> • Communications Center • Jail • Property Room • Court Security • Records Section <p>Q1: Q2:</p>

2021	2022	2023
Q2: Q3: Q4:	Q3: Q4:	Q3: Q4:

Goal 8 TRAINING (Support)

Improve the performance of our employees by providing relevant training opportunities related to each employee's job assignment throughout their career. This includes both in-service and outside training.

Goal Manager: Lt. Savino (Team - Sgt. Gaudette, Officer Sanford)

2021	2022	2023
<p>Objective 1: Complete all KPD/CALEA mandatory training</p> <ul style="list-style-type: none">• Determine required KPD in service and annual training and set deadlines for completion.• Continue to use scenario based training during in-service to provide most realistic and relevant training as possible. <p>Q1: Q2: Q3: Q4:</p> <p>Objective 2: On a monthly basis, P&T and Watch Commanders will identify relevant topics to be covered in roll calls. This will be documented on monthly reports.</p> <p>Q1: Q2: Q3: Q4:</p>	<p>Objective 1: Complete all KPD/CALEA mandatory training</p> <ul style="list-style-type: none">• Determine required KPD in service and annual training and set deadlines for completion.• Continue to use scenario based training during in-service to provide most realistic and relevant training as possible. <p>Q1: Q2: Q3: Q4:</p> <p>Objective 2: On a monthly basis, P&T and Watch Commanders will identify relevant topics to be covered in roll calls. This will be documented on monthly reports.</p> <p>Q1: Q2: Q3: Q4:</p>	<p>Objective 1: Complete all KPD/CALEA mandatory training</p> <ul style="list-style-type: none">• Determine required KPD in service and annual training and set deadlines for completion.• Continue to use scenario based training during in-service to provide most realistic and relevant training as possible. <p>Q1: Q2: Q3: Q4:</p> <p>Objective 2: On a monthly basis, P&T and Watch Commanders will identify relevant topics to be covered in roll calls. This will be documented on monthly reports.</p> <p>Q1: Q2: Q3: Q4:</p>