KETTERING POLICE DEPARTMENT

**THREE-YEAR
STRATEGIC PLAN OVERVIEW**

2023 – 2025

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 – Captains, Command Staff)

2023	2024	2025
Objective 1: Increase levels of trust and communication between employees and supervisors. **S-1: Supervisors will develop ways to acknowledge the exceptional work by employees and positive things happening in and around the police department.** **Q1: Guardian Tracking entries made and commendations presented for exceptional work by employees.** **Q2:** **Q3:** **Q4:** **S-2: Continue to develop professional relationships with employees to share ideas/needs with supervisors.** **Q1: Employee input during staff meetings. Met with Unions to share information.** **Q2:** **Q3:** **Q4:**	**Objective 1: Increase levels of trust and communication between employees and supervisors.** **S-1: Supervisors will develop ways to acknowledge the exceptional work by employees and positive things happening in and around the police department.** **S-2: Continue to develop professional relationships with employees to share ideas/needs with supervisors.** **Objective 2: Evaluate effectiveness of mentoring / career development program.**	**Objective 1: Increase levels of trust and communication between employees and supervisors.** **S-1: Supervisors will develop ways to acknowledge the exceptional work by employees and positive things happening in and around the police department.** **S-2: Continue to develop professional relationships with employees to share ideas/needs with supervisors.** **Objective 3: Evaluate effectiveness of mentoring / career development program.**

2023	2024	2025
Objective 2: Formulize mentoring / career development program. **Q1:** **Continue to work with Indy PD. Utilized new FTO software through Power DMS** **Q2:** **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. Price (Team - Lt. Kavanaugh, Lt. Vandegrift, Lt. Gaudette, Lt. Lambert, Lt. Moore, M. Yost)

2023	2024	2025
Objective 1: Incorporate crime statistics and community and officer input to address issues affecting the community and/or organization. Continue the implementation of ILP. Continue implementation of ILP with Detectives section. **Q1:** **ILP fully implemented for the entire PD.** **Q2:** **Q3:** **Q4:** **Objective 2: Evaluate the effectiveness of information collected, used and shared with other stakeholders (Accurint, State of Ohio, FBI, CommStat).** **Q1:** Continue to meet with TCSU	**Objective 1: Incorporate crime statistics and community/officer input to address issues affecting the community and/or organization. Monitor the implementation of ILP. Continue implementation of ILP with Detectives section.** **Objective 2: Evaluate the effectiveness of information collected, used and shared with other stakeholders (Accurint, State of Ohio, FBI, CommStat).**	**Objective 1: Incorporate crime statistics and community/officer input to address issues affecting the community and/or organization. Monitor the implementation of ILP. Continue implementation of ILP with Detectives section.** **Objective 2: Evaluate the effectiveness of information collected, used and shared with other stakeholders (Accurint, State of Ohio, FBI, CommStat).**

2023	2024	2025
agencies. TCSU conduct an OP with federal agencies. Q2: Q3: Q4: **Objective 3: Continue community outreach programs, providing they are deemed effective and meet the mission of KPD – continually examine opportunities for new community outreach programs by the Community Relations Unit.** **Q1: CR working on several programs for the summer. Ptl. Simoni's fishing program is very successful.** **Q2:** **Q3:** **Q4:**	**Objective 3: Continue community outreach programs**	**Objective 3: Continue community outreach programs**

Goal 3   Technology

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

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

2023	2024	2025
Objective 1: Evaluate technology for updates including server storage of data. **Q1: Continue monthly**	**Objective 1: Evaluate technology for updates including server storage of data.**	**Objective: Evaluate technology for updates including server storage of data.**

2023	2024	2025
meetings with Admin Systems to keep our technology current. **Q2:** **Q3:** **Q4:** **Objective 2: Obtain Grant Funding for E911 project** **Q1: Still seeking this funding** **Q2:** **Q3:** **Q4:** **Objective 3: Evaluate FLOCK camera locations and effectiveness** **Q1: FLOCK has been very successful we will continue to evaluate if more cameras are needed.** **Q2:** **Q3:** **Q4:** **Objective 2: Look into AI or other designs for advanced training. Complete training and implementation of VirTra simulations system.** **Q1: Renovation for the training center continues. VA has ordered a new VirTra system.** **Q2:** **Q3:** **Q4:**	**Objective 2: Obtain Grant Funding for E911 project**	

2023	2024	2025
Objective 3: Electronic tracking of specified equipment **Q1:** **Internal spread sheet has been completed still evaluating outside venders.** **Q2:** **Q3:** **Q4:** **Objective 4: Full use of PlanIT** **Q1:** **PlanIt is very effective with how we are currently using it. We will continue to work with PowerTime and our payroll system to utilize even more of its capabilities.** **Q2:** **Q3:** **Q4:**		

Goal 4   Accreditation

Maintain Law Enforcement and Communication CALEA Accreditation with Excellence.

Goal Manager: Sgt. D. Warren (Team – J. Ruppert, M. Hennegan, Disp Supervisors Myers and MacKenzie)

2023	2024	2025
Objective 1: Meet monthly with Executive Command to share information and keep communication open. **Q1.** **Met each month**	**Objective 1: Meet monthly with Executive Command to share information and keep communication open**	**Objective 1: Meet monthly with Executive Command to share information and keep communication open**
Objective 2: Utilize the 2019-2023 checklist to track proofs required for year 4 (2022.23). **Q1.** **completed**	**Objective 2: Utilize the 2023-2027 checklist to track proofs required for year 1 (2023.24)**	**Objective 2: Utilize the 2019-2023 checklist to track proofs required for year 2 (2024.25)**
Objective 3: Complete recommended changes from previous year CSM review by Q1. **Non required**	**Objective 3: Complete recommended changes from previous year CSM review by Q1.**	**Objective 3: Complete recommended changes from previous year CSM review by Q1.**

Objective 4: Upload LE proofs to P-DMs for period 2022.23 (year 4) and 100% of files reviewed by CSM review by June
  Q1. **On track to complete**
	Objective 4: Upload LE proofs to P-DMs for period 2023.24 (year 1) and 100% of files reviewed by CSM review by Nov
	  Q4.
		Objective 4: Upload LE proofs to P-DMs for period 2024.25 (year 2) and 100% of files reviewed by CSM review by Nov
		 Q4.

Objective 5: Complete and submit all CIMRS (statistics & status) information by April 23. **Q1.** **All data submitted to CIMRS for LE and comm.**	**Objective 5: Complete and submit all CIMRS (statistics & status) information by Nov.**	**Objective 5: Complete and submit all CIMRS (statistics & status) information by Nov**

2023	2024	2025
Objective 6: Send email out for proof assignments for year 1 (2024.25) by end of year 2023 Q1. na **Objective 7: Attend 4 SOAR meetings a year Q1.** Attended Feb mtg. attended April training w new Dispatch Supervisors, Captain and Prof Standards Sgt. **Objective 8: Send Citizen Satisfaction Survey (for 22) to residents by Q1 and analyze results by Q3. Q1.** In progress **Q2.** Results completed and sent to All KPD.	**Objective 6: Send email out for proof assignments for year 2 (2025.26) by end of year.** **Objective 7: Attend 4 SOAR meetings a year**	**Objective 6: Send email out for proof assignments for year 3 (2026.27) by end of year.** **Objective 7: Attend 4 SOAR meetings a year** **Objective 8: Send Citizen satisfaction survey (for 24) by Q1 and analyze results by Q3.**

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. Savino, (Team – Captain Price, Command Staff)

2023	2024	2025
Objective 1: Purchase and outfit new vehicles as needed. Q1: Some vehicles have arrived; however, we are having issues obtaining the equipment to outfit them. **Q2: Q3:**	**Objective 1: Purchase and outfit new vehicles as needed.** **Objective 2: Consider Capital Expenditure for purchasing rifles with ultimate goal of one rifle per officer**	**Objective 1: Purchase and outfit new marked cruisers for patrol.**

2023	2024	2025
Q4: **Objective 2: Continue process of purchasing rifles with ultimate goal of one rifle per officer** **Q1:** **This process is ongoing.** **Q2:** **Q3:** **Q4:** **Objective 3: Identify and plan for equipment replacement, maintenance and warranty** **Q1:** **Met with Chief and Captains to complete this schedule.** **Q2:** **Q3:** **Q4:**		

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. Disalvo (Team - Sgt. Charles, Officer Youngs)

2023	2024	2025
Objective 1: Evaluate five year plan and assess its success. Make any necessary adjustments **Q1: This plan continues to be evaluated as changes occur within the police department.** **Q2:** **Q3:** **Q4:** **Objective 2: Continue hiring process efforts to effect a smooth transition from retire to new hire.** **Q1: Hired five lateral officers. They are currently in the FTO process.** **Q2:** **Q3:** **Q4:**	**Objective 1: Evaluate five year plan and assess its success. Make any necessary adjustments** **Objective 2: Continue hiring process efforts to effect a smooth transition from retire to new hire.**	**Objective 1: Evaluate five year plan and assess its success. Make any necessary adjustments** **Objective 2: Continue hiring process efforts to effect a smooth transition from retire to new hire.**

Goal 7 STAFFING and EFFICIENCY (Operations/Support)

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

Goal Manager: Chief Protsman (Team – Captains and Command Officers)

2023	2024	2025
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: • 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. Q1: **This process is ongoing and will continue as manpower changes with new hires.** Q2: Q3: Q4:	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: • 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. Objective 2: Each year, examine workloads and tasks for the following Support sections to ensure staffing is adequate:	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: • 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. Objective 2: Each year, examine workloads and tasks for the following Support sections to ensure staffing is

2023	2024	2025
Objective 2: Each year, examine workloads and tasks for the following Support sections to ensure staffing is adequate: • **Communications Center** • **Jail** • **Property Room** • **Court Security** • **Records Section** **Q1: On going** **Q2:** **Q3:** **Q4:** **Objective 3: Complete a structural analysis of the current organizational model to include supervision, assignment, and personnel to enhance effectiveness into the future** **Q1: On going** **Q2:** **Q3:** **Q4:** **Objective 4: Increase section/watch fiscal and staffing management** **Q1: On going** **Q2:** **Q3:** **Q4:**	• **Communications Center** • **Jail** • **Property Room** • **Court Security** • **Records Section** **Objective 3: Review and determine changes to organizational model** **Objective 4: Increase section/watch fiscal and staffing management**	**adequate:** • **Communications Center** • **Jail** • **Property Room** • **Court Security** • **Records Section** **Objective 3: Review and modify changes to organizational model** **Objective 4: Increase section/watch fiscal and staffing management**

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. Disalvo (Team - Sgt. Charles, Officer Youngs)

2023	2024	2025
Objective 1: Complete all KPD/CALEA/CPT mandatory training • 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. Q1: **Training is being identified both internally and through the State (CPT) and being completed by employees.** Q2: Q3: Q4: 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. Q1: **Training completed for the Memphis incident**	Objective 1: Complete all KPD/CALEA/ CPT mandatory training • 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. 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. Objective 3: Continue ILP training to the point whereby implementation.	Objective 1: Complete all KPD/CALEA/ CPT mandatory training • 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. 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.

2023	2024	2025
Q2: Q3: Q4: **Objective 3: Continue ILP training and implementation** **Q1:** **Training was completed for all sworn personnel and dispatchers** **Q2:** **Q3:** **Q4:**		