

COLERAIN TOWNSHIP

DEPARTMENT OF PUBLIC SAFETY

2015-2020

STRATEGIC PLAN



FRANK W. COOK
Chief of Department



MARK C. DENNEY
Chief of Police



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Director of Public Safety

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MESSAGE FROM THE DIRECTOR OF PUBLIC SAFETY

I'm pleased to introduce the *Colerain Township Department of Public Safety 2015-2020 Strategic Plan*. The Plan presents the five year vision for our two outstanding public safety agencies: Colerain Township Department of Fire and Emergency Medical Services and the Colerain Police Department.

These five-year strategic plans provide our leaders, employees and community an insight into the operations and services each agency will be working toward as we move into the next decade of the 21st century.

The process of developing the Strategic Plans for each of the department started with the chiefs, Mark Denney and Frank Cook identifying several goals for their respective agency. Once the goals were identified, we sought input from our residents and business community along with command and front line personnel from our police and fire departments to help facilitate the discussion on the direction of the two agencies. More than 70 people participated in a one day "Strategic Planning Event" on January 24, 2015 in which the attendees created six teams who became responsible for discussing one of the goals from each department and offering ideas and tactics as to how each goal may be met over the next five years. Each group provided insight and input on one goal for each department. Both groups presented outstanding input on both police and fire related goals.



The ability to attain the identified goals are often gained through the initiation of measurable strategies and tactics. Each chief took all the information gained from the event and worked with their respective staff to prepare this final *2015 -2020 Strategic Planning* document.

Each of the strategic plans will be reviewed annually with members of the departments and a smaller group of residents and business persons. The goal of this annual review is to ensure the plans strategies, tactics and timetables are appropriate, while maintaining our commitment to a high quality and professional delivery of service.

The chiefs and I greatly appreciate your continuing support for our men and women who serve as police officers, firefighters and medics, 24 hours each day, seven days per week. We are a better community for these men and women. We offer a special thanks to all of the 70+ residents, business members and Colerain Township staff who helped with setting the vision for the future of our Colerain Township Department of Fire and Emergency Services and Colerain Police Department. Without your help, this plan would not be complete.

Daniel P. Meloy, CLEE
Director of Public Safety



MESSAGE FROM THE FIRE CHIEF

I'm pleased to introduce the *Colerain Township Department of Fire and Emergency Medical Services' 2015-2020 Strategic Plan*. It is both a road map for the Colerain Township Department of Fire and Emergency Medical Services (Colerain Fire & EMS) and a guide for identifying priorities so we can continue delivering the *highest quality* fire protection, emergency medical, and community risk reduction services into the future.

This five-year plan represents our commitment to good stewardship of the department's resources funded and supported by Colerain residents and businesses.

The department had to answer three fundamental questions during the planning process: where are we now, where are we going and how will we get there? The answers to these three simple but poignant questions helped in developing a framework for a plan that will:

- Promote department policy, operational and budget decisions.
- Maintain a highly trained and professional work force.
- Encourage a work force that is representative of the diverse community we serve.
- Provide a structure to ensure oversight and management of department programs.



We will commit to revisiting our strategic plan at least annually to ensure it accomplishes its purpose, and to make adjustments where needed. Our goal is to have a flexible organization that can anticipate and adapt to change.

In closing, I would like to thank all of the Colerain Fire & EMS employees who shared their thoughts and ideas. Your honest feedback has been invaluable. Thank you also to the residents, business representatives, elected officials and other key Township and community partners who participated as part of our planning process. Your support helped guide us and is critical to the success of this plan.

I invite all residents and visitors of the communities and neighborhoods we serve, along with our partner agencies to join us in supporting this vision for the future of the Colerain Fire & EMS.

Frank W. Cook, MPA CFO EFO
Chief of Department

MESSAGE FROM THE CHIEF OF POLICE

Welcome to the Colerain Police Department's 2015-2020 Strategic Plan. The process for creating this document was not simple, it included conversations with members of the Police and Fire Departments as well as Township leadership from the Board of Trustees to the Township Administrator. Most importantly, it included dozens of citizens, business owners and stakeholders throughout Colerain Township.

This five-year plan will guide the goals and decisions made by the Police Department leadership. The plan will keep us on course and ensure we maintain our priorities. An important part of our success will be the annual evaluation and progress meetings that will be overseen by Public Safety Director Daniel Meloy.

This plan replaces the plan drafted in 2003 and was updated annually. This Township and its Police Department are strikingly different than they were in 2003. Our responsibilities and challenges have grown and so must our vision.

I want to thank everyone who participated in this process of creating our future. I am proud of the end product and am confident that we will accomplish the goals identified within. I would especially like to thank the Colerain police officers who will be responsible for making sure these goals are embraced and that we are successful. Each of these officers has been trained and seasoned in an environment that rewards innovation and thinking differently. They have a voice in the direction of this organization and make it the professional, full-service police department that serves this Township.

This plan is a living document and I encourage any citizen or business owner to make suggestions. More importantly, I ask that you hold us accountable and ensure that we stay on task.

Mark C. Denney, CLEE
Chief of Police



COLERAIN TOWNSHIP
DEPARTMENT OF FIRE AND EMERGENCY MEDICAL
SERVICES

2015-2020
STRATEGIC PLAN



Submitted by: Frank W. Cook, Chief of Department
April 2015

ORGANIZATIONAL OVERVIEW

About Us

On January 1, 2015, the Colerain Township Department of Fire and Emergency Medical Services (Colerain Fire & EMS) celebrated its 40th anniversary as a Township fire department. Since that historic day, we have responded to thousands of emergency incidents and have grown stronger and more efficient as an organization. Looking back, it is remarkable what has been accomplished in such a short period of time, even in the face of adversity and economic uncertainty.

The Township, characterized as a culturally diverse 43.2 square-mile urban, suburban and rural community with a population of 58,604 is one of Ohio's largest townships. The department's emergency services coverage encompasses the entire unincorporated limits of the Township, as well as one specified densely populated residential area of an adjoining township through contractual agreement. The Insurance Services Office (ISO) public fire protection rated Class 2 fire department is a modern, *all-hazards* organization. Class 1 generally represents superior property fire protection, and Class 10 indicates that the area's fire-suppression program doesn't meet ISO's minimum criteria. The fire department operates from five fire stations, one administrative facility and a combination residential live burn and five-story training tower complex. The department maintains a motorized fleet of 50 emergency response and non-emergency vehicles.

The department provides a variety of services including fire suppression, technical rescue, emergency medical advanced life support transport, operations and technician-level hazardous materials incident response and community risks reduction programs (i.e., fire and life safety code enforcement and public education) to accomplish its mission of "... of providing the citizens and visitors of Colerain Township with the highest quality fire prevention, fire suppression, EMS and public education with the resources available...." Colerain Fire & EMS also collaborates with many other fire departments and public safety agencies at the local, state, and federal levels. Locally, as a member of the *Midwest Fire Chiefs Collaborative Group*, the department *shares* emergency response, training, and purchasing services with six other fire department agencies (Forest Park, Glendale, Greenhills, North College Hill, Mount Healthy and Springfield Township). In addition, at the local level, the department provides specialized staffing support for agencies such as the, *Hamilton County Urban Search and Rescue (USAR) Task Force*, *Hamilton County Fire Investigation Unit*, and the *Greater Cincinnati Hazardous Materials Unit*. At the state and federal levels, several of the department's staff are Federal Emergency Management Agency-certified as USAR team members as a part of *Ohio Task Force One USAR Task Force*. Colerain Fire & EMS's involvement with the aforementioned agencies

Colerain Township Quick Facts

Resident Population: 58,604

Total Housing Units: 23,833

Land Area: 43.2 sq. mi.

Population Density: 1,364 sq. mi.

Total Households: 21,900

Median Household Income: \$53,537

Sex & Age:

- Male: 28,811
- Female: 29,793

Median Age: 38.9

Race:

- White: 74.7%
- African American: 19.3%
- Hispanic or Latino: 2.3%
- Asian: 0.6%
- Native Hawaiian & Other Pacific Islander: 0.1%
- Other: 3.0%

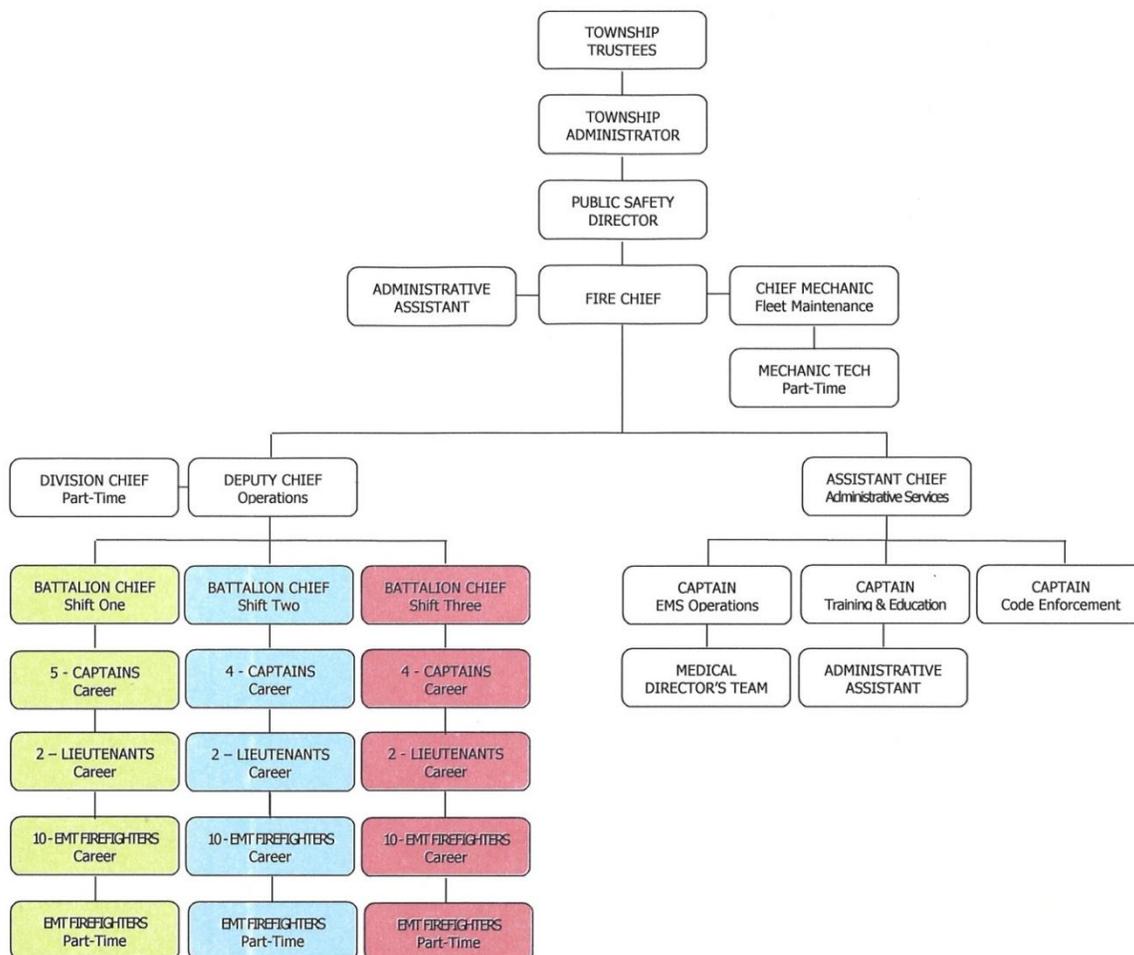
Source: U.S. Census Bureau, 2011-2013 American Community Survey

ORGANIZATIONAL OVERVIEW

is part of our ongoing commitment to provide quality service to the citizens of Colerain and the larger community.

Fire department services are provided by means of a “combination” staffing system comprised of 170 career and part-time employees. The department has a fire chief, deputy chief of operations, assistant chief of administrative services and three divisional captains (community risk reduction, EMS, and training and education). Two clerical personnel and a vehicle maintenance manager and technician provide additional support services. Primary staffing coverage for emergency response is through the use of career and part-time firefighters and emergency medical technicians (basic and paramedic levels) operating on a 24-hour shift, three platoon system.

Figure 1: Colerain Fire & EMS Organizational Structure



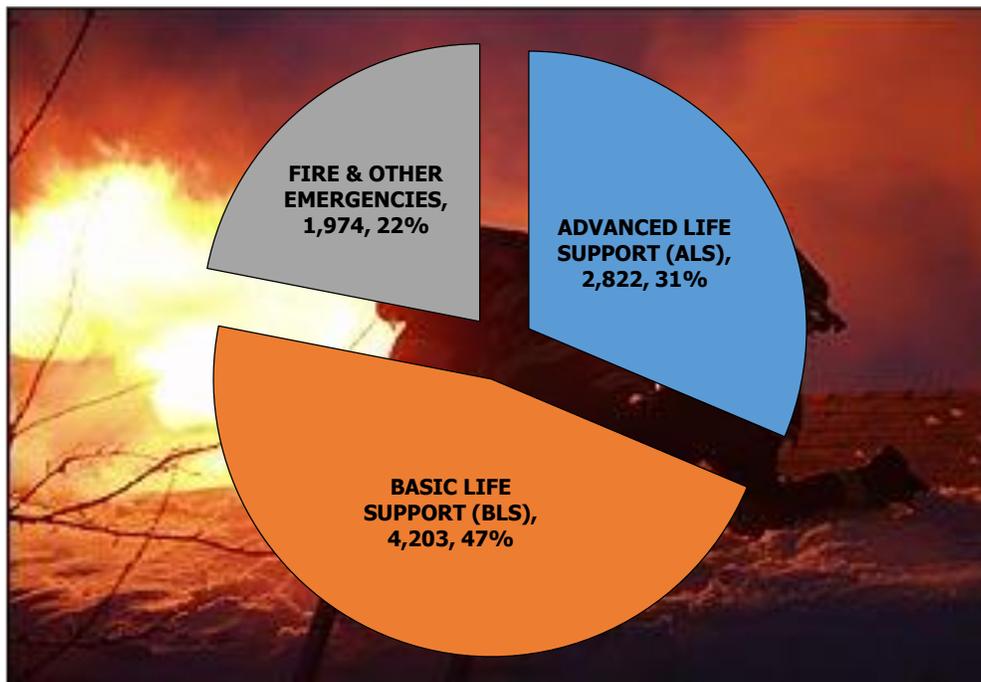
During the years of 2012 through 2014, the fire department responded to 20,968 emergency medical incidents. To provide this service, the department maintains six Advanced Life Support (ALS) transport units. On specified protocol incidents (e.g., heart attack, trouble breathing, motor vehicle accident, etc.) a fire company (engine or ladder) is a component of the initial response. This response model provides additional emergency medical technicians which enables

ORGANIZATIONAL OVERVIEW

personnel to simultaneously complete several different tasks for patient care. By having the additional staff on hand, the care of the patient is improved, and the preparation time before transportation to the hospital is significantly shortened.

The department reported 16,139 emergency and non-emergency incident reports to the *State of Ohio Fire Reporting System* from 2012 through 2014 related to fire company activity Township wide. Incidents reported included calls for assistance involving a variety of residential, commercial and other types of fires, hazardous materials, emergency medical and rescue incidents. Besides fire protection and emergency medical delivery, personnel are trained in swift water and ice rescue to assist in incidents throughout the Township's 11-miles of navigable waterways and the over 200 other bodies of water, as well as confined space, high and low-angle rope, structural collapse, trench collapse, vehicle and machinery extrication, and wilderness search and rescue to assist in the rescue and safety of endangered victims.

Figure 2: 2014 Colerain Fire & EMS - Emergency Response Totals by Type



In addition to the above-mentioned emergency services, the department is a State of Ohio chartered training agency that delivers local, state, and federally mandated training curriculums that include: fire, rescue, EMS, code enforcement and life safety, disaster preparedness and emergency management. The Department partners with the Ohio Fire Marshal's Office, Cincinnati State Community College, and the Union Institute and University to provide internal and external attendees local and regional education programs and curriculums.

ORGANIZATIONAL OVERVIEW

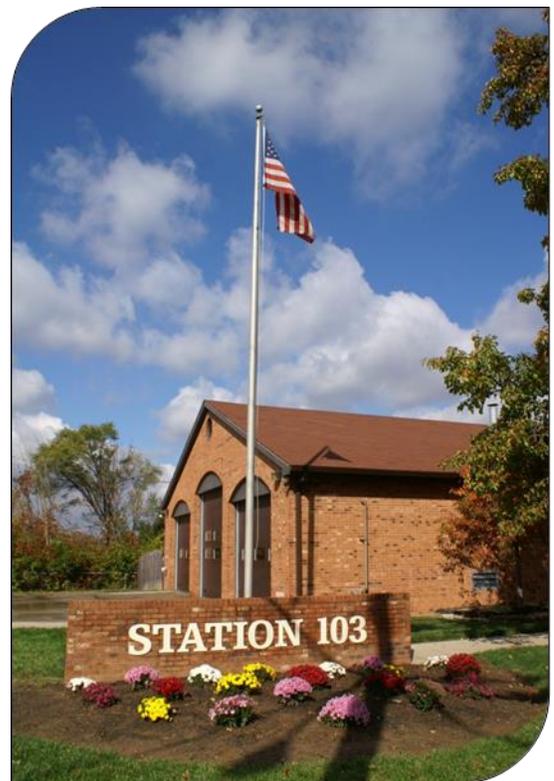
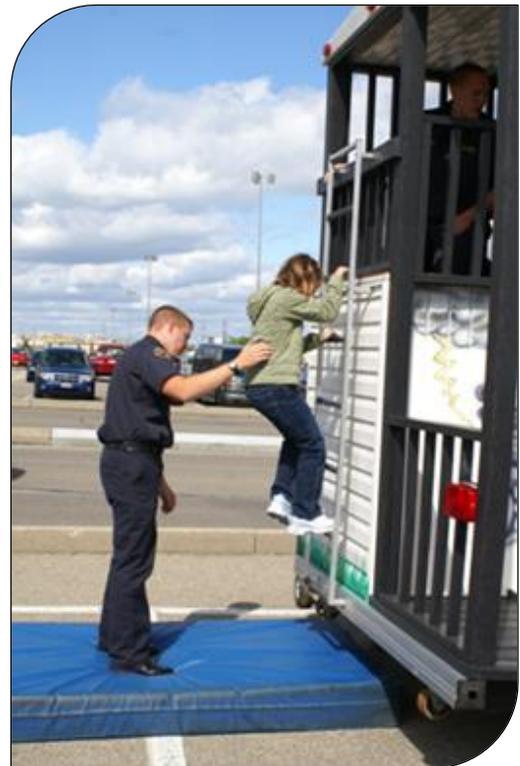
Department Facts

Personnel

Uniformed Personnel	161
<i>Career</i>	57
<i>Part-Time</i>	104
Civilian Personnel	9
<i>Career</i>	4
<i>Part-Time</i>	5
<i>Volunteer</i>	3
Daily Shift Staffing	33

Stations and Apparatus

Fire Stations	5
Engine Companies	5
Aerial Ladder Company	1
ALS Ambulance Transport Units	6
Heavy Rescue	1
Water Tankers (Tenders)	2
Rescue Boats	2
Shift Commander	1



MISSION, VISIONS & VALUES

All Colerain Fire & EMS employees are guided by the department's mission, risk and vision statements and values. The *mission statement* clearly defines the major services that are provided to the Colerain community. Most importantly, it identifies why the organization exists; it focuses fire department employees on what is truly important to the organization. The *risk statement* is the level of cognitive thinking that we as emergency responders must consider when we approach an incident scene. While the mission statement defines *why* the fire department exists, the *vision statements* describe *how* the department wishes to be viewed within the community and by its peer agencies. The statements should inspire and motivate. *Values* are the guiding principles for the organization. These are the essential and enduring tenets that we aspire to on a daily basis.

Mission Statement

The mission of the Colerain Township Department of Fire and Emergency Medical Services is to provide the citizens and visitors of Colerain Township with the highest quality fire prevention, fire suppression, emergency medical service, and public education with the resources available to the department.

Risk Statement

We will risk our lives a lot in a calculated manner in an attempt to save lives that are salvageable. We will risk our lives a little to save salvageable property. We will NOT risk our lives at all to save lives or property that are already lost.

Vision Statements

Vision Statement #1

A fire department agency that provides the highest quality all risk response capabilities and specialized services that set us apart from other fire departments within our region.

Vision Statement #2

A fire department agency that is a visible leader in regional partnerships for the purpose of enhancing services to the entire community of Colerain Township.

Vision Statement #3

A fire department agency that reflects the community we serve and demonstrates the synergy and community benefits that come from a well-trained, respectful and professional workforce with many diverse backgrounds and skill sets.

Vision Statement #4

A fire department agency that prepares our employees to assume future leadership roles with the education, training and skill set necessary to take Colerain Fire & EMS to the next level.

MISSION, VISIONS & VALUES

Vision Statement #5

A fire department agency that has state of the art administration, support services, apparatus and equipment, training and fire station facilities that afford our employees with the resources that are needed to do their job while providing reliability, safety and pride.

Vision Statement #6

A fire department agency that recognizes our position in the public and private sector, and one that is committed to developing and implementing annual and long-range strategic business planning.

Values

Customer Service

We are dedicated to providing superior customer service.

Teamwork

We each bring our own skills and experience, yet we recognize that we are better together. We support and depend on each other to achieve our goals.

Trust

We build trust through honesty, fairness, pride and accountability of all employees.

Mutual Respect

We honor the rights and beliefs of our fellow employees, officers, elected officials, community residents and visitors and treat them with the highest degree of dignity, equality and trust.

Growth and Nurturing

We promote an atmosphere that encourages individual growth, participation, creativity and acknowledge the achievements of our employees.



THE PLANNING PROCESS

Strategic planning is the process by which an organization plans how it will position itself to meet current and future challenges and identify the actions necessary to achieve its goals. Planning is a continuous process, one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the *process of planning that is important*, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the Township, leadership, employees, and stakeholders through a common understanding of where the fire department is going, how everyone involved can work toward the common purpose, and how progress will measure success.

The fire department utilized the *Community–Focused Strategic Planning* process to go beyond just the development of a document. Development of the Colerain Fire & EMS’s strategic plan began when the Townships Director of Public Safety conducted a series of structured interviews with internal stakeholders in November 2013, the purpose of which was to include:

- Identification of internal customer expectations,
- Insight of individual’s vision for the future of the organization,
- Discussion of organizational strengths and weaknesses,
- Identification of critical issues that may impact the organization currently or in the future.

A cross-section of the organization was represented in the discussions ranging from top-level command staff to line-level employees from throughout the spectrum of the organizational structure.

A public safety *Community–Focused Strategic Planning Workshop* was held on Saturday, January 24th, 2015 at the Colerain Township Community Center. Township elected and administrative officials, peer public safety agencies, residents and business representatives of the community (external stakeholders) along with chief officers, company and divisional officers, firefighters-emergency medical technicians, and civilian staff representing both career and part-time employees of the fire department (internal stakeholders) were invited. The workshop was facilitated by the Director of Public Safety. During the one-day workshop, the fire chief presented his six vision statements and strategic goals for the next five-years. Divided into six work groups, the attendees identified and discussed trends and issues related to the goals that would influence the Department and the community over the next five-years. Each work group was then asked to present the results of their discussions. Valuable commentary and useful concerns were collected. Furthermore, it provided attendees with an opportunity to be engaged in the development of their fire department’s long-term strategic direction and focus.



Photo Courtesy of the Northwest Press

THE PLANNING PROCESS

The information gathered from internal and external stakeholders was then used to conduct a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis, where the department's strengths, weaknesses, areas of opportunity, and potential threats were identified. The purpose of the SWOT analysis was to provide an open and honest assessment of the fire department's positive and negative aspects. It also will serve as a benchmarking tool for evaluating the department's progress in achieving our stated goals and objectives.

Evaluating performance according to those benchmarks is one of the final stages of the strategic planning process. In fact, the plan is only useful so long as it achieves the desired results, and the only way to know if those results have been achieved is through periodic examination and performance measurement.

Strategic plans are typically thought of as living documents, where the planning process is never actually finished, but becomes subject to revisions as circumstances change and new challenges emerge. Review of the Colerain Fire & EMS Strategic Plan will be ongoing and occur formally at least annually.

Colerain Fire & EMS would like to express a special "thank you" to the external and internal stakeholders who contributed to the creation of this strategic plan, as it was truly a team effort. The individuals present at the workshop were:

Local Government Attendees:

Dennis, Deters, Colerain Twp. Trustee
Jeff Ritter, Colerain Twp. Trustee
Heather Harlow, Colerain Twp. Fiscal Officer
Jim Rowan, Colerain Twp. Administrator
Frank Birkenhauer, Colerain Twp. Assistant Administrator
Dan Meloy, Colerain Twp. Director of Public Safety
Mark Denney, Colerain Twp. Chief of Police
Geoff Milz, Colerain Twp. Zoning Dept.
Robert Shepherd, Colerain Twp. Information Technology Director
Nancy Spears, Public Safety Administrative Assistant

Colerain Fire & EMS Attendees:

Joseph Silvati, Deputy Chief
Allen Walls, Assistant Chief
Greg Brown, Battalion Chief
Chuck Palm, Battalion Chief
Brad Miller, Division Chief
Grant Burns, Captain
Steve Conn, Captain

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Darian Edwards, Captain
Steve Fortunski, Captain
Joe Hempel, Captain
Chris Hopkins, Captain
Mike Kaake, Captain
John McNally, Captain
Will Mueller, Captain
David Pickering, Captain
Shawn Stacy, Captain
Tom Stall, Captain
David Simonson, Lieutenant
Mike Cramerding, Firefighter Paramedic
Phil Klug, Firefighter Paramedic
Mike Reenan, Firefighter EMT
Paul Riedel, Firefighter Paramedic
Lindsey Sippola, Firefighter Paramedic
Mike Adler, Chief Mechanic, Fleet Maintenance
Jennifer Ploeger, Administrative Training Assistant
Robert Rielage, Special Projects Manager

Community Business, Resident and Partner Agencies Attendees:

Renee Bell, General Manager, Northgate Mall
Bridgett Biggs, Regional Safety Manager, Rumpke Waste, Inc.
Rick Bley, Lieutenant Colonel, Springfield Twp. Police Dept.
Pauletta Crowley, Asst. Director of Community & Student Services, Northwest Local Sch. Dist.
Jennifer Clippard-Caunin, Vice President, Clippard Industries Laboratory, Inc.
David Denny, Colerain Chamber of Commerce
Jayson Dunn, Director, Hamilton County Communications Center
Jim Eckhoff, President, Jim Eckhoff, Inc. Plumbing & Community Resident
Phil Erwin, General Manager, All-American Fire Equipment
Debbie Fales, Clerk, Colerain Twp. Police Dept.
David Hoffman, EMS Coordinator, Mercy Fairfield Hospital,
David Hubbard, Colerain Twp. Police Dept.
Justin Hussel, Sergeant, Colerain Twp. Police Dept.
Paul Janzsen, Community Resident
John Kerr, Colerain Twp. Financial Advisory Committee
Jennie Key, Community Editor, Community Press

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Rob Leininger, Fire Chief, Springfield Twp. Fire Dept.
Matt Lepof, Vice President, Northgate Tire
James Love, Pastor, Southland Baptist Church & Colerain Twp. Police Dept.
Sean Maher, Colerain Twp. Police Dept.
Eckie Marshall, Community Resident
Shawna O'Shea, Councilperson, City of North College Hill
Michael Owens, Lieutenant, Colerain Twp. Police Dept.
Jamie Penley, Colerain Twp. Police Dept.
Patrick Quinn, Colerain Twp. Police Dept.
Ken Roberts, Colerain Citizens Fire Academy
Jeff Rumpke, Vice President, Rumpke Waste, & Recycling Inc.
Joe Schwierling, Colerain Twp. Business Association
Jennifer Sharp, Lieutenant, Colerain Twp. Police Dept.
V. Anthony Simms-Howell, Latino Commission
Peggy Smith, Community Resident
Scott Taylor, Colerain Twp. Financial Advisory Committee
Gary Terry, Health & Wellness Director, Clippard Family YMCA
Matt Tietsort, Community Resident
Michael Washington, District Chief, Cincinnati Fire Dept. & Community Resident
Suzie Wietlisbach, Councilperson, City of North College Hill
Ellen Westfall, Community Resident
Tom Westfall, Colerain Twp. Zoning Board



Photo Courtesy of the Northwest Press

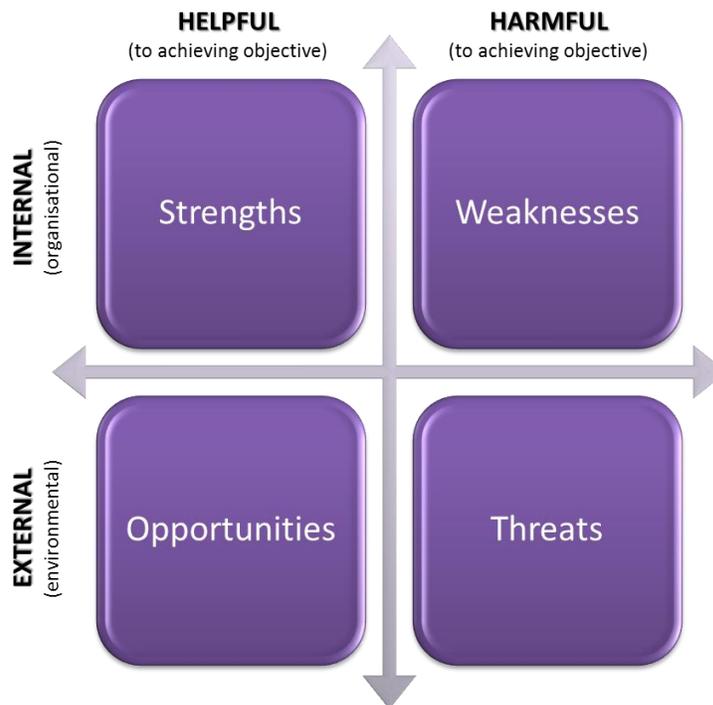


Photo Courtesy of the Northwest Press

Strengths, Weaknesses, Opportunities & Threats

A SWOT analysis is a precursor to strategic planning and is performed to assess an organization from a critical perspective. The assessment is an examination of an organization's internal strengths and weaknesses, its opportunities for growth and improvement, and the threats the external environment presents to its success or survival.

Figure 3: SWOT Analysis



Strengths

It is important for any organization to identify its strengths in order to assure that it is capable of providing the services requested by the community and to ensure that those strengths are consistent with the issues facing the organization. Often identifying organizational strengths lead to channeling efforts toward primary community needs to match those strengths. The following were identified as strengths for Colerain Fire & EMS:

Strengths

- Competent personnel.
- Diverse experience among tenured personnel and enthusiasm of new personnel.
- Compassion.
- Good leadership / motivation / availability.
- ALS delivery system.

THE PLANNING PROCESS

- Progressive.
- Customer service.
- Regional leadership.
- Reputation.
- ISO Class 2 rated Fire Department
- Responsiveness to the community needs.
- Quality equipment and personal protective equipment.
- Good public perception.
- Good perception from outside agencies.
- Receptive to change.
- Innovators in the industry.
- Labor management collaboration.

Weaknesses

Performance or lack of performance within an organization depends greatly on the identification of weakness and how they are confronted. For any organization either to begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats, but rather those day-to-day issues and concerns that may slow or inhibit progress.

Weaknesses

- Lack of adequate staffing and depth of resources in fire stations, special divisions and support functions. (e.g., communities risk reduction).
- Lack of dedicated funding for capital expenditures.
- Bureaucracy.
- Written performance evaluation and professional development plan.
- Succession planning – employee development is not proactive.
- Underutilization of data-driven decision analysis.
- Condition and space needs of facilities.
- Lack of officer development program.
- Fire station location.



THE PLANNING PROCESS

Opportunities

The opportunities for an organization depend upon the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. The stakeholders identified the following potential opportunities:

Opportunities

- Achievement of Fire Department Accreditation.
- Community involvement or interaction.
- Goodwill of community.
- Marketing.
- Improving partnerships to allow enhanced opportunities for employees and citizens.
- Utilization of reservists to supplement fire department non-emergency functions.
- Availability and enhanced use of technology to increase efficiency and safety.
- Career development education and training (e.g., State Fire Marshal's Fire Academy, National Fire Academy, college, etc.)
- Diversity and cultural awareness.
- Networking nationwide, state and local (e.g., professional associations).
- Potential for relocation of stations.
- Contract areas (increased revenue).
- Community paramedicine.
- Feedback surveys [e.g., internal (incumbent and exit), community, etc.].
- Youth outreach (e.g., Explorer Program, Student Academy, etc.).

Threats

To draw strength and gain full benefit of any opportunity, the threats to the organization, with the risks and challenges must also be identified in the strategic planning process. By recognizing possible threats, an organization can greatly reduce the potential for loss or missed opportunities. The success of any strategic plan is the understanding that threats are not completely or directly controlled by the organization. The stakeholders identified the items below as threats:

Threats

- Funding limitations can impact services, capital needs and long-range planning.
- Diminishing grants and restrictive grants.
- Economy – property value reductions.
- Unfunded Federal and State mandates.
- Customer misconception.

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- Insufficient resources.
- Increased community diversity- language barriers.
- Changing demographics and aging population increases demands for EMS services.
- Partner agency availability and reliability.
- High cost of living.
- Changes in healthcare (i.e., laws and requirements).



STRATEGIC GOALS, OBJECTIVES & CRITICAL TASKS

Strategic Plan Framework

Colerain Fire & EMS's Strategic Plan revolves around six goal areas. Each goal is supported by and accomplished through a series of objectives and more specific critical tasks. In the context of this strategic plan, goals are defined as overarching visionary statements that guide the future direction of the department. The objectives listed beneath each goal outline a plan of tasks or actions for achieving the goal. Below each objective is a set of tasks which are specifically designed to help implement the objective and ultimately reach the stated goal.

Due to the intentionally ambitious nature of the Plan, the goals and objectives may need to be accomplished in phases over a period of time. They will be reevaluated at least annually as part of an overall review of the Plan. As the external and internal environment in which we operate changes, the strategic plan should remain a map for the department's future.

Strategic Goal #1

Safeguard our community through effective and efficient emergency services delivery and proactive community risk reduction programs that exceeds our customers' expectations.

Strategic Objectives & Critical Tasks

- 1.1 Analyze data and identify trends that will help guide emergency service delivery prioritization.
 - Develop benchmarking data collection for all aspects of fire department activity.
- 1.2 Identify and evaluate internal existing community risk reduction programs and their relationship to community risks.
 - Identify risks in the Colerain community.
 - Prioritize risks.
 - Identify resources available to mitigate risks.
 - List project managers.
 - Form a committee to develop strategic priorities for risk mitigation.
- 1.3 Identify and analyze needs for community risk reduction outreach programs.
 - Identify target audiences and key stakeholders.
 - Identify delivery models (e.g., schools, Northgate Mall Store, senior living facilities, etc.).
 - Identify funding needs.
 - Identify funding availability.
 - Identify alternative funding opportunities.



STRATEGIC GOALS, OBJECTIVES & CRITICAL TASKS

- 1.4 Identify external stakeholders and resources (e.g., the business community, Citizen Fire Academy, etc.), and establish their functions in community risk reduction.
 - Involve community organizations and resources that currently work in specific areas of community risk reduction.
 - Identify potential community partners for risk mitigation.
 - Research Federal, State, Local, and Community funding sources (new and existing).
- 1.5 Create or consolidate a job classification to manage and administer a community risk reduction program.
 - Identify grant funding.
 - List regional positions currently in place.
 - Evaluate feasibility of regional position.
- 1.6 Provide tracking process for each community outreach and community risk reduction activity.
 - Provide a shared file system – create target safety templates.
 - Update and maintain current Township website.
 - Employ technology.
- 1.7 Educate community on prioritized and identified topics to reduce risk and enhance awareness.
 - Utilize available media.
 - Identify communication resources.
 - Involve information technology in Township website.
 - Initiate school programs / interface.
 - Develop public service announcements.
 - Create and distribute comprehensive community resource guide.
 - Deliver information during tours and events.

Strategic Goal #2

Cultivate and strengthen relationships with stakeholders that benefit from our services and programs and/or directly impact our ability to meet our mission and goals.

Strategic Objectives & Critical Tasks

- 2.1 Enhance communications internally and externally that will achieve greater connectivity with the recipients of our services.
 - Define the key components of a healthy flow of information within the organization.
 - Develop effective marketing objectives for communicating fire department successes, programs and newsworthy information.

STRATEGIC GOALS, OBJECTIVES & CRITICAL TASKS

- Develop a master communications plan and documents for Strategic messaging (fire prevention week, EMS week, special events season, etc.).
 - Develop a marketing strategy for the re-branding of fire department in both appearance and approach.
 - Implement measurable customer feedback tools (multiple forms of media including post-card and internet) for all public interactions including emergency response, community risk reduction activities.
 - Develop roles and responsibilities to ensure the fire department's internet and intranet are timely and accurate sources of relevant information.
 - Develop a consistent and comprehensive tool for assessing employee satisfaction (e.g., incumbent surveys, exit interviews, etc.).
- 2.2 Develop and maintain subject matter experts to represent Colerain Fire & EMS in all areas of service delivery.
- 2.3 Contribute to the strategic direction of the Automatic Aid System.
- 2.4 Provide specialty training and support other Township departments as requested.
-

Strategic Goal #3

Develop a professional and diverse workforce that represents and serves our community.

Strategic Objectives & Critical Tasks

- 3.1 Ensure a workplace environment that welcomes and supports diversity among its employees.
- Encourage diversity and inclusion effort at the highest levels of leadership.
 - Increase employee awareness regarding the benefits of a diverse workforce and how to create and maintain a culture of mutual trust and respect.
 - Provide education to ensure employee awareness of the value of diversity.
- 3.2 Support employees in delivering services within Colerain's multicultural community.
- Provide opportunities for employees to develop a high level of cultural competency in working with multicultural neighborhoods.
- 3.3 Promote the recruitment of men and women of diverse backgrounds.
- Work with Human Resource Department to define diversity and determine the goals of the Township and the fire department.
 - Develop and implement an ongoing, targeted recruitment effort that effectively maintains diversity.
 - Increase educational and community outreach activities to underrepresented neighborhoods in Colerain.

STRATEGIC GOALS, OBJECTIVES & CRITICAL TASKS

- Review the firefighter application process to identify barriers to recruitment of a diverse applicant pool.
- Encourage individuals of diverse backgrounds to seek promotions.

Strategic Goal #4

Develop, support and empower our workforce to fully realize their leadership potential.

Strategic Objectives & Critical Tasks

- 4.1 Review and revise all job descriptions.
- 4.2 Establish Standards of Professional Development for all personnel and establish developmental opportunities for those seeking professional growth.
 - Evaluate existing career development programs and identify deficiencies.
 - Create or enhance career development programs for all positions within the organization.
 - Assess current employee development programs and identify deficiencies.
 - Expand professional credentialing where appropriate (e.g., Chief Fire Officer, Fire Officer, Fire Investigator, etc.)
 - Identify potential funding sources to support employee development.
 - Identify the critical tasks at all ranks of the organization.
 - Identify the critical tasks for all programs in the organization.
 - Develop a mentorship program to pass critical information to successors.



Strategic Goal #5

Provide the appropriate apparatus, equipment and facilities needed to meet the increasing demands on the fire department and industry standards.

Strategic Objectives & Critical Tasks

- 5.1 Complete a comprehensive facilities assessment and implement needed improvements.
 - Form a Facilities Working Group to assess physical condition, short and long term maintenance and replacement needs, functional and use needs, safety considerations, seismic stability, and station location and response time performance.
 - Develop a long range facilities plan and provide a funding plan and schedule.
 - Review the plan for currency and needed change, and develop a budget periodically.

STRATEGIC GOALS, OBJECTIVES & CRITICAL TASKS

- Consolidation facilities maintenance needs with other Township departments.
- 5.2 Complete a comprehensive equipment (e.g., cardiac monitors, self-contained breathing apparatus, personal protective clothing, etc.) assessment and implement needed improvements.
- Develop a comprehensive life cycle replacement schedule for personal protective and other equipment.
 - Develop strategic partnerships intended to standardize equipment regionally and increase purchasing power of participating agencies.
- 5.3 Enhance fleet evaluation and improvement of fleet maintenance operations.
- Complete an annual comprehensive evaluation of all fleet vehicles.
 - Evaluate deficiencies and set a timeline for corrective actions and maintenance.
 - Form an apparatus committee to keep current on new technology and to evaluate the use of said technology in future fleet additions.
 - Use recognized and anticipated needs to drive a maintenance and replacement budget.
- 5.4 Enhance the use of information technology (IT) into departmental functions.
- Review available technologies and make recommendations that could better the department.
 - Perform an evaluation of existing department IT equipment for currency and function.
 - Analyze the flow and content of inter/intra departmental communications.
 - Evaluate and implement methodologies to convert paper files to electronic files.
 - Leverage hardware and software applications for electronic field reporting for fire, emergency medical and code enforcement services.
 - Create a plan to identify deficiencies and suggest solutions.



Strategic Goal #6

Recognize and scale to changing budgetary, fiscal, and regulatory conditions while promoting the long-term fiscal health of the department.

Strategic Objectives & Critical Tasks

- 6.1 Demonstrate the need and importance of fire department services by effectively managing resources to ensure confidence among community stakeholders.

STRATEGIC GOALS, OBJECTIVES & CRITICAL TASKS

- Determine the current and anticipated operational and administrative workload of the department.
 - Review applicable local, state, and national staffing standards.
 - Identify discrepancies between staffing levels, anticipated workload, and reviewed standards.
- 6.3 Actively pursue grant funding alternatives from local, state, and federal agencies for administration, operation, training, and capital improvements.
- 6.4 Utilize State contract pricing and purchasing groups as presented.
- 6.5 Prepare for, pursue, achieve fire department accreditation to demonstrate that the department is committed to continuous improvement, serving the community efficiently, and providing a fair and safe work environment for all personnel.
- Prepare a community-focused strategic plan.
 - Conduct a community hazards and risk assessment, and publish a Community Risk and Standards of Cover document.
 - Conduct and document a self-assessment appraisal of the department utilizing the Center for Public Safety Excellence / Commission on Fire Accreditation International (CFAI) Fire and Emergency Services Self Assessment Manual criteria.
 - Achieve agency accreditation by the Commission on CFAI.
 - Maintain agency accreditation with the CFAI.
- 6.6 Foster efforts to maintain/enhance/elevate our leadership position and involvement as a regional stakeholder.
- Continue to work with area emergency providers to evaluate regional opportunities for improved efficiency and effectiveness.
 - Provide enhanced fire department services by means of intergovernmental agreements.
 - Deliver emergency services training and education – Partnership with Ohio Fire Academy.



PLAN IMPLEMENTATION

Implementation Process

To hold ourselves accountable to deliver on the goals established in the strategic plan, the fire chief will interdepartmentally appoint key personnel to the Strategic Plan Team to oversee its implementation. Fundamental performance measures and timelines will be established to monitor whether strategies and critical tasks are being accomplished. Employees and other stakeholders will be kept updated on the progress of the plan. In this way, we hope to demonstrate the kind of accountability our partners and the public expect from Colerain Fire & EMS.

Next Step

All of our programs require resources, and consideration of the goal areas will need to be incorporated into our budget process as a guide for how resources are allocated. With that in mind, Colerain Fire & EMS will take the following specific actions to implement this plan:

1. The fire chief will assign an overall program manager who will have responsibility to ensure accountability in monitoring the plan and the plan's implementation.
 - a. The fire chief and program manager will assign each of the six goal areas to a team member. The team member will be responsible for creating a smaller working group. Each working group will have at least one strategic plan core group member who will serve as a project manager to help coordinate, monitor and move the goal area forward. The team member will regularly report back to the Strategic Plan Team on progress.
 - b. Strategic plan team meetings will include regular progress reports on the plan. This includes acknowledgement of any problems that may arise and a willingness on the part of leadership to help resolve those problems.
2. Colerain Fire & EMS leadership will clearly show a commitment to the plan's implementation.
3. Employees will receive informational updates about the progress of the plan and how it relates to any changes and operational decisions.
4. The strategic plan core working group will meet again in the first quarter of 2016. The purpose of this meeting will be to assess the progress on the implementation phase of the plan.
5. Along with ongoing review, the plan will be formally updated in 2016.

PLAN IMPLEMENTATION



GLOSSARY OF TERMS

For the purpose of the community-focused strategic planning, the following terms are defined as follows:

Accreditation: A process by which an association or department evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from a department.

Accredited: The act of accrediting or the state of being *accredited*, especially the granting of approval to an institution or department by an official review board or organization that has established nationally accepted standards.

Advanced Life Support (ALS): A set of life-saving protocols and skills that extend Basic Life Support to further support circulation (pulse) and provide an open airway and adequate ventilation (breathing). Victim care tasks typically associated with ALS include: cardiac monitoring, intubation, and administering IV medications.

Aerial Ladder: A hydraulically powered ladder, mounted on a vehicle that also carries several different length extension ladders, and possibly extrication gear, ventilation equipment, and lighting.

Customer(s): The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.

Engine: A fire suppression vehicle that has a water pump and, typically, is designed to carry fire hose and a limited supply of water.

Fire Company: Two or more firefighters organized as a team, led by a fire officer, and equipped to perform certain operational functions.

Insurance Services Office (ISO): An advisory organization that collects information useful in many aspects of insurance underwriting. Through the *Public Protection Classification Program* (PPC), ISO evaluates municipal fire-protection efforts in communities throughout the United States. Insurance companies use PPC information to help establish fair premiums for fire insurance — generally offering lower premiums in communities with better protection. The ISO PPC rating is from 10 - 1. With "1" being the best.

Stakeholder: Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.

Strategic Goal: A broad target that defines how the department will carry out its mission over a specific period of time.

Strategic Objective: A specific, measurable accomplishment required to realize the successful completion of a strategic goal.

Technical Rescue: Refers to those aspects of saving life or property that employ the use of tools and skills that exceed those normally reserved for fire fighting, medical emergency, and rescue.

GLOSSARY OF TERMS

Water Tender (Tanker): A wheeled fire apparatus equipped to carry large volumes of water to a fire. Often used in areas without an adequate or universal water supply system, such as rural areas without hydrants. They may carry anywhere from 1,500 to 7,500 gallons of water.

APPENDICIES

APPENDIX A: STRATEGIC PLAN GOAL #1 REVIEW WORKSHEET

Goal Team Leader: _____

GOAL 1 Safeguard our community through effective and efficient emergency services delivery and proactive community risk reduction programs that exceeds our customers' expectations.				
Objectives & Critical Tasks	Timeframe		Lead / Project Manager (PM)	Completed Date
	Start Date	End Date		
1.1 Analyze data and identify trends that will help guide emergency service delivery prioritization. <ul style="list-style-type: none"> Develop benchmarking data collection for all aspects of fire department activity. 				
1.2 Identify and evaluate internal existing community risk reduction programs and their relationship to community risks. <ul style="list-style-type: none"> Identify risks in the Colerain community. Prioritize risks. Identify resources available to mitigate risks. List project managers. Form a committee to develop strategic priorities for risk mitigation. 				
1.3 Identify and analyze needs for community risk reduction outreach programs. <ul style="list-style-type: none"> Identify target audiences and key stakeholders. Identify delivery models (e.g., schools, Northgate Mall Store, senior living facilities, etc.). Identify funding needs. Identify funding availability. Identify alternative funding opportunities. 				
1.4 Identify external stakeholders and resources (e.g., the business community, Citizen Fire Academy, etc.), and establish their functions in community risk reduction. <ul style="list-style-type: none"> Involve community organizations and resources that currently work in specific areas of community risk reduction. Identify potential community partners for risk mitigation. Research Federal, State, Local, and Community funding sources (new and existing). 				

APPENDICIES

GOAL 1

Safeguard our community through effective and efficient emergency services delivery and proactive community risk reduction programs that exceeds our customers' expectations.

Objectives & Critical Tasks	Timeframe		Lead / Project Manager (PM)	Completed Date
	Start Date	End Date		
<p>1.5 Create or consolidate a job classification to manage and administer a community risk reduction program.</p> <ul style="list-style-type: none"> • Identify grant funding. • List regional positions currently in place. • Evaluate feasibility of regional position. 				
<p>1.6 Provide tracking process for each community outreach and community risk reduction activity.</p> <ul style="list-style-type: none"> • Provide a shared file system – create target safety templates. • Update and maintain current Township website. • Employ technology. 				
<p>1.7 Educate community on prioritized and identified topics to reduce risk and enhance awareness.</p> <ul style="list-style-type: none"> • Utilize available media. • Identify communication resources. • Involve information technology in Township website. • Initiate school programs / interface. • Develop public service announcements. • Create and distribute comprehensive community resource guide. • Deliver information during tours and events. 				

APPENDIX B: STRATEGIC PLAN GOAL #4 REVIEW WORKSHEET

Goal Team Leader: _____

GOAL 2 Cultivate and strengthen relationships with stakeholders that benefit from our services and programs and/or directly impact our ability to meet our mission and goals.				
Objectives & Critical Tasks	Timeframe		Lead / Project Manager (PM)	Completed Date
	Start Date	End Date		
<p>2.1 Enhance communications internally and externally that will achieve greater connectivity with the recipients of our services.</p> <ul style="list-style-type: none"> • Define the key components of a healthy flow of information within the organization. • Develop effective marketing objectives for communicating fire department successes, programs and newsworthy information. • Develop a master communications plan and documents for Strategic messaging (fire prevention week, EMS week, special events season, etc.). • Develop a marketing strategy for the re-branding of fire department in both appearance and approach. • Implement measurable customer feedback tools (multiple forms of media including post-card and internet) for all public interactions including emergency response, community risk reduction activities. • Develop roles and responsibilities to ensure the fire department’s internet and intranet are timely and accurate sources of relevant information. • Develop a consistent and comprehensive tool for assessing employee satisfaction (e.g., incumbent surveys, exit interviews, etc.). 				
<p>2.2 Develop and maintain subject matter experts to represent Colerain Fire & EMS in all areas of service delivery.</p>				
<p>2.3 Contribute to the strategic direction of the Automatic Aid System.</p>				
<p>2.4 Provide specialty training and support other Township departments as requested.</p>				

APPENDIX C: STRATEGIC PLAN GOAL #3 REVIEW WORKSHEET

Goal Team Leader: _____

GOAL 3 Develop a professional and diverse workforce that represents and serves our community.

Objectives & Critical Tasks	Timeframe		Lead / Project Manager (PM)	Completed Date
	Start Date	End Date		
<p>3.1 Ensure a workplace environment that welcomes and supports diversity among its employees.</p> <ul style="list-style-type: none"> • Encourage diversity and inclusion effort at the highest levels of leadership. • Increase employee awareness regarding the benefits of a diverse workforce and how to create and maintain a culture of mutual trust and respect. • Provide education to ensure employee awareness of the value of diversity. 				
<p>3.2 Support employees in delivering services within Colerain’s multicultural community.</p> <ul style="list-style-type: none"> • Provide opportunities for employees to develop a high level of cultural competency in working with multicultural neighborhoods. 				
<p>3.3 Promote the recruitment of men and women of diverse backgrounds.</p> <ul style="list-style-type: none"> • Work with Human Resource Department to define diversity and determine the goals of the Township and the fire department. • Develop and implement an ongoing, targeted recruitment effort that effectively maintains diversity. • Increase educational and community outreach activities to underrepresented neighborhoods in Colerain. • Review the firefighter application process to identify barriers to recruitment of a diverse applicant pool. • Encourage individuals of diverse backgrounds to seek promotions. 				

APPENDICIES

APPENDIX D: STRATEGIC PLAN GOAL #4 REVIEW WORKSHEET

Goal Team Leader: _____

GOAL 4 Develop, support and empower our workforce to fully realize their leadership potential.

Objectives & Critical Tasks	Timeframe		Lead / Project Manager (PM)	Completed Date
	Start Date	End Date		
4.1 Review and revise all job descriptions.				
4.2 Establish Standards of Professional Development for all personnel and establish developmental opportunities for those seeking professional growth. <ul style="list-style-type: none"> • Evaluate existing career development programs and identify deficiencies. • Create or enhance career development programs for all positions within the organization. • Assess current employee development programs and identify deficiencies. • Expand professional credentialing where appropriate (e.g., Chief Fire Officer, Fire Officer, Fire Investigator, etc.) • Identify potential funding sources to support employee development. • Identify the critical tasks at all ranks of the organization. • Identify the critical tasks for all programs in the organization. • Develop a mentorship program to pass critical information to successors. 				

APPENDICIES

APPENDIX E: STRATEGIC PLAN GOAL #5 REVIEW WORKSHEET

Goal Team Leader: _____

GOAL 5 Provide the appropriate apparatus, equipment and facilities needed to meet the increasing demands on the fire department and industry standards.				
Objectives & Critical Tasks	Timeframe		Lead / Project Manager (PM)	Completed Date
	Start Date	End Date		
<p>5.1 Complete a comprehensive facilities assessment and implement needed improvements.</p> <ul style="list-style-type: none"> Form a Facilities Working Group to assess physical condition, short and long term maintenance and replacement needs, functional and use needs, safety considerations, seismic stability, and station location and response time performance. Develop a long range facilities plan and provide a funding plan and schedule. Review the plan for currency and needed change, and develop a budget periodically. Consolidation facilities maintenance needs with other Township departments. 				
<p>5.2 Complete a comprehensive equipment (e.g., cardiac monitors, self-contained breathing apparatus, personal protective clothing, etc.) assessment and implement needed improvements.</p> <ul style="list-style-type: none"> Develop a comprehensive life cycle replacement schedule for personal protective and other equipment. Develop strategic partnerships intended to standardize equipment regionally and increase purchasing power of participating agencies. 				

APPENDICIES

GOAL 5

Provide the appropriate apparatus, equipment and facilities needed to meet the increasing demands on the fire department and industry standards.

Objectives & Critical Tasks	Timeframe		Lead / Project Manager (PM)	Completed Date
	Start Date	End Date		
<p>5.3 Enhance fleet evaluation and improvement of fleet maintenance operations.</p> <ul style="list-style-type: none"> • Complete an annual comprehensive evaluation of all fleet vehicles. • Evaluate deficiencies and set a timeline for corrective actions and maintenance. • Form an apparatus committee to keep current on new technology and to evaluate the use of said technology in future fleet additions. • Use recognized and anticipated needs to drive a maintenance and replacement budget. 				
<p>5.4 Enhance the use of information technology (IT) into departmental functions.</p> <ul style="list-style-type: none"> • Review available technologies and make recommendations that could better the department. • Perform an evaluation of existing department IT equipment for currency and function. • Analyze the flow and content of inter/intra departmental communications. • Evaluate and implement methodologies to convert paper files to electronic files. • Leverage hardware and software applications for electronic field reporting for fire, emergency medical and code enforcement services. • Create a plan to identify deficiencies and suggest solutions. 				

APPENDICIES

APPENDIX F: STRATEGIC PLAN GOAL #6 REVIEW WORKSHEET

Goal Team Leader: _____

GOAL 6 Recognize and scale to changing budgetary, fiscal, and regulatory conditions while promoting the long-term fiscal health of the department.				
Objectives & Critical Tasks	Timeframe		Lead / Project Manager (PM)	Completed Date
	Start Date	End Date		
6.1 Demonstrate the need and importance of fire department services by effectively managing resources to ensure confidence among community stakeholders. <ul style="list-style-type: none"> • Determine the current and anticipated operational and administrative workload of the department. • Review applicable local, state, and national staffing standards. • Identify discrepancies between staffing levels, anticipated workload, and reviewed standards. 				
6.2 Actively pursue grant funding alternatives from local, state, and federal agencies for administration, operation, training, and capital improvements.				
6.3 Utilize State contract pricing and purchasing groups as presented.				

APPENDICIES

GOAL 6

Recognize and scale to changing budgetary, fiscal, and regulatory conditions while promoting the long-term fiscal health of the department.

Objectives & Critical Tasks	Timeframe		Lead / Project Manager (PM)	Completed Date
	Start Date	End Date		
<p>6.4 Prepare for, pursue, achieve fire department accreditation to demonstrate that the department is committed to continuous improvement, serving the community efficiently, and providing a fair and safe work environment for all personnel.</p> <ul style="list-style-type: none"> • Prepare a community-focused strategic plan. • Conduct a community hazards and risk assessment, and publish a Community Risk and Standards of Cover document. • Conduct and document a self-assessment appraisal of the department utilizing the Center for Public Safety Excellence / Commission on Fire Accreditation International (CFAI) Fire and Emergency Services Self Assessment Manual criteria. • Achieve agency accreditation by the Commission on CFAI. • Maintain agency accreditation with the CFAI. 				
<p>6.5 Foster efforts to maintain/enhance/elevate our leadership position and involvement as a regional stakeholder.</p> <ul style="list-style-type: none"> • Continue to work with area emergency providers to evaluate regional opportunities for improved efficiency and effectiveness. • Provide enhanced fire department services by means of intergovernmental agreements. • Deliver emergency services training and education – Partnership with Ohio Fire Academy. 				



Colerain Twp. Dept. of Fire & EMS
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COLERAIN POLICE
INTERNATIONALLY ACCREDITED WITH
EXCELLENCE

2015-2020

STRATEGIC PLAN





Chief Mark Denney



Lt. Michael Owens



Lt. Jennifer Sharp



Debra Fales



Sgt. Scott Owen



Sgt. Dale Woods



Sgt. Ed Cordie



Sgt. Jerry Grayson



Sgt. Justin Hussel





***Submitted by: Mark C. Denney, Chief of Police
March 2015***



About Us

The Colerain Police Department is a 24-hour a day, seven days a week, full-service police department. We offer investigative, patrol, traffic and undercover investigations to the largest township in the State of Ohio. Since 2005, The Colerain Police Department has been internationally accredited through the Commission on Accreditation for Law Enforcement Agencies (CALEA), receiving the Advanced Gold Standard Accreditation with Excellence during the last two re-accreditation processes (2011 and 2014).

Providing outstanding police service to 58,604 citizens spanning 43.2 square miles, comprised of very diverse populations, requires well-trained, caring and knowledgeable police officers. This is accomplished through officer selection, training, promotion, accountability and also the sharing of services and mutual aid with the surrounding communities in both Hamilton and Butler Counties.

The Colerain Police Department partners with the federal government through our involvement with the Federal Bureau of Investigation (FBI) Joint Terrorism Task-Force, the Drug Enforcement Administration (DEA) Task-Force and the United States Marshal Service Southern Ohio Fugitive Apprehension Team (SOFAST). We have fulltime police officers assigned to each of these entities and we receive a great deal of resources and support as a result.

After the successful passage of a police levy in May, 2014, we now have authorization for 53 police officers (by 2016). This provides a “street strength” of 50 officers while only having three command officers. Over 95% of our police department employees are on the street or serving in a direct support role. We maintain a strong reserve corps of police officers, Citizens on Patrol and partnerships with Northgate Mall, the Northwest Local School District and Walmart. We also have two members on the Hamilton County Police Association Special Weapons and Tactical Team (SWAT).

The newly formed Colerain Police Canine Unit is finishing training and will be on the streets, in the Mall and walking the halls of our schools by mid-2015. Our community has made this possible through generous private donations of services and money.

The Colerain Police Criminal Investigative Unit delivers high-quality criminal investigations and support to the patrol officers. Ten detectives handle offenses from theft to homicide, staff our task-forces, deliver investigative support to the School District and conduct domestic violence and undercover drug investigations.

Colerain Township Quick Facts

Resident Population: 58,604

Total Housing Units: 23,833

Land Area: 43.2 sq. mi.

Population Density: 1,364 sq. mi.

Total Households: 21,900

Median Household Income: \$53,537

Sex & Age:

- Male: 28,811
- Female: 29,793

Median Age: 38.9

Race:

- White: 74.7%
- African American: 19.3%
- Hispanic or Latino: 2.3%
- Asian: 0.6%
- Native Hawaiian & Other Pacific Islander: 0.1%
- Other: 3%

*Source: U.S. Census Bureau, 2011-2013
American Community Survey*

ORGANIZATIONAL OVERVIEW



COLERAIN POLICE



ORGANIZATIONAL OVERVIEW

In 2014, the Hamilton County Sheriff removed all deputies from Colerain Township. This required the Colerain Police Department to initiate services that had traditionally been provided by this outside agency. Investigations, property, impound and records are but some of these new responsibilities. These new tasks were embraced and later examined by CALEA assessors in 2014 and they stated the transition was “seamless” and were strengths of the police department.

Prior to 2014, police jurisdiction of the Township was shared with the Hamilton County Sheriff’s Office. Because of this, many elements of a strategic plan were outside our control. Now, as the sole provider of law enforcement services to the Township, we have the ability to implement all facets of this plan and ensure continuity of service to all of our residents.

Since the Department’s first Strategic Plan, written in 2003, the Colerain Police Department has attained accreditation from CALEA in 2005, 2008, 2011 and 2014. This prestigious status is awarded to only a fraction of police departments internationally who demonstrate a commitment to excellence and adhere to 480 “best in practice” standards.

Assessors from across the country audit the Police Department every three years to ensure compliance with CALEA’s high standards. In addition to awarding accreditation, the CALEA Commissioners bestowed the “With Excellence” award to the Colerain Police Department in 2011 and 2014, commenting in the Commission’s hearing that the Colerain Police Department represent “the best of the best” in law enforcement.

The Police Department is comprised of two divisions, the Operations Division and the Administrative Division. Both are led by a commander who supervises the daily operations of their respective divisions. The Operations Division handles the patrol and investigative functions while the Administrative Division is responsible for the civilian staff and all support services that include our school resource officers and our Community Policing unit. Five sergeants oversee squads of officers in patrol and investigative functions. All of these supervisors report to the Division leaders who report directly to the Chief of Police. The Public Safety Director oversees all police and fire functions within the Township.



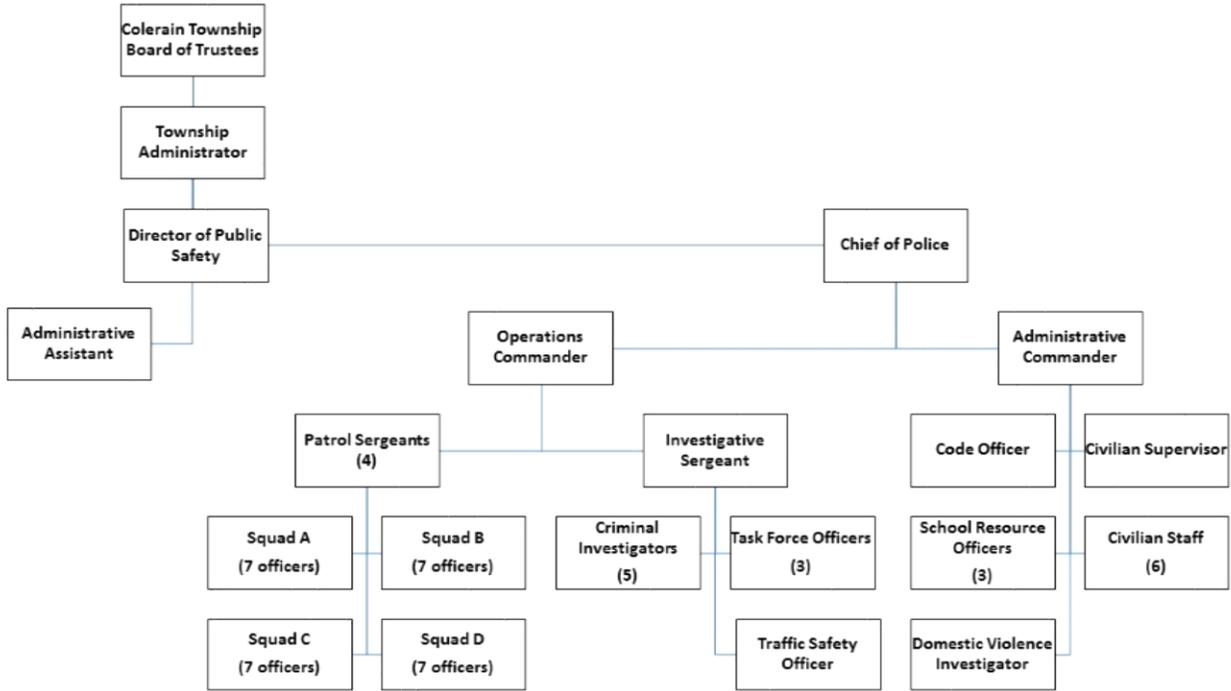
COLERAIN TOWNSHIP PUBLIC SAFETY



**COLERAIN
POLICE**

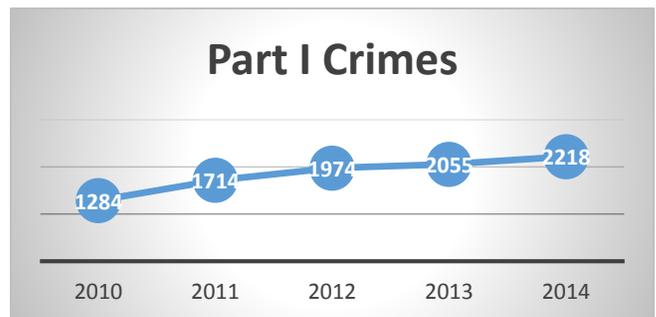


ORGANIZATIONAL OVERVIEW



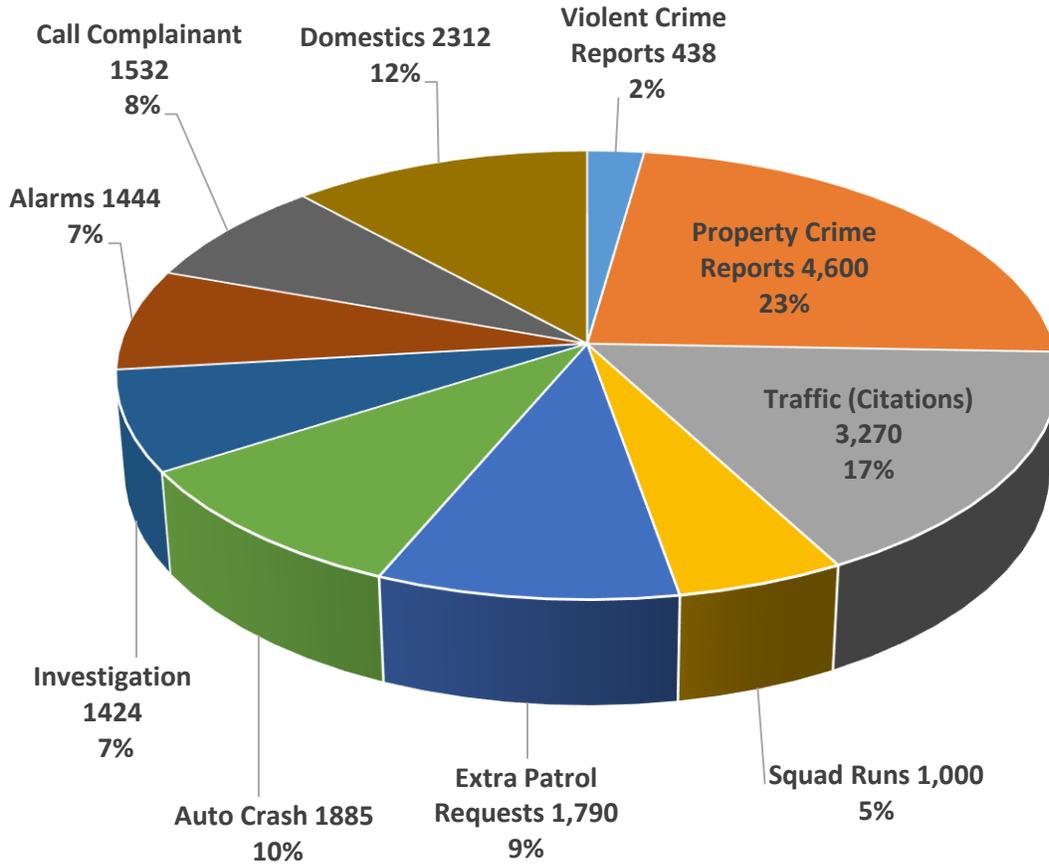
The department responded to approximately 46,000 calls for service while handling over 70,000 citizen contacts in 2014. These calls range from simple advice to responding to violent crimes in progress. The department reports all crime data to the FBI Uniform Crime Report. These statistics are monitored constantly and all patrol sergeants are required to present action plans monthly to combat crime trends on their shifts.

CATEGORY	2014
MURDER	2
AGGRAVATED ASSAULT	39
RAPE	14
ROBBERY	72
BURGLARY	213
THEFT	1,817
AUTO THEFT	61



ORGANIZATIONAL OVERVIEW

2014 Colerain Police Activities



Department Facts

Personnel (Authorized 53 sworn fulltime officers by 12/31/2016)

Uniformed Personnel	40
Investigators	10
Part-Time and Reserve	6
Civilian Personnel	6





Stations and Vehicles

Main Police Station	1
Sub-Stations	3
Marked Patrol Units	20
Command Vehicle	1
K9 Vehicle	1
Motorcycle	1
Unmarked	12

It is important when looking at the future of the Colerain Police Department to review 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 the Colerain Police Department’s workload. Those statistical areas reviewed are calls for service, Part I offenses, arrests, and auto accidents. The statistics available for years 2012-2014 were used to predict the future statistics for the Colerain Police Department.

The statistics gathered for calls for service include all calls that Colerain police officers responded to that were dispatched from the Hamilton County Communications Center or through the Colerain Police Department. Part I offenses include all homicides, rapes, robberies, assaults, burglaries, larceny thefts and motor vehicle thefts. For the Part I offenses, the statistics were obtained from Colerain Police Department’s Records Section and include all Part I offenses reported by the Colerain Police to the Federal Bureau of Investigation’s Uniform Crime Report (UCR). The statistics for arrests were gathered using the Colerain Police arrest logs and include all felony, misdemeanor, warrant, and minor misdemeanor arrests made by the Colerain Police Department. The number of auto accident reports each year was obtained from the Colerain Police Department records and include all accident reports taken by Colerain police officers.

ORGANIZATIONAL OVERVIEW

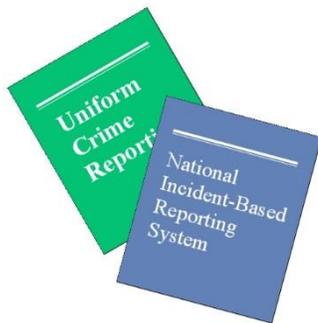
Year	Calls for Service	Part I Offenses	Arrests	Auto Accidents
2015	47,439	2,217	2,450	1,950
2016	48,162	2,322	2,565	2,048
2017	48,897	2,432	2,686	2,150
2018	49,644	2,547	2,813	2,258
2019	50,401	2,667	2,946	2,371
2020	51,170	2,793	3,085	2,489

*Estimates based upon percentage changes between 2011-2014.

The number of people living in Colerain Township decreased in the 2010 U.S. Census. According to U.S. Census Bureau data, the population of Colerain Township in 2013 was 58,604. In 2014, number of households in Colerain Township was 21,900, but, based on the percentage of change in the past four years (+.08% per year), the population in the Township is expected to rise to 61,473 by 2020. The number of households has risen 5.72% since 2010 and is expected to rise to 33,275 in 2020.

Year	2015	2016	2017	2018	2019	2020
Population	59,072	59,545	60,021	60,501	60,985	61,473
Number of Households	25,196	26,637	28,161	29,771	31,474	33,275

The Colerain Police Department submits all crime data to the Federal Bureau of Investigations UCR. Until 2010, the Hamilton County Sheriff's Office handled records for the Police Department, making it difficult to capture the true data. These reports are now electronically submitted through the Department's records management system, Pamet.



COLERAIN POLICE DEPARTMENT

MISSION STATEMENT

“IN STEP WITH OUR COMMUNITY”

The mission of the Colerain Police Department, an internationally accredited law enforcement agency, is to enhance the quality of life among our diverse population and provide an atmosphere of safety and security for our residents and visitors through a community policing partnership.

As we strive to achieve our mission, we will honor the following values:

- ❖ We will treat citizens with dignity, respect, fairness and compassion
- ❖ We will utilize and maintain high standards of education and training
- ❖ We will uphold high standards of professionalism, integrity and ethics
- ❖ We will possess the strength and courage to fight injustice
- ❖ We will foster productive working relationships with other law enforcement agencies and the business community



THE PLANNING PROCESS

The Police Department had significant leadership changes in 2014 and 2015. The entire command staff has changed and supervisory staff is now in place to set the vision for the future. The initial instinct is to write a plan based on only the input of the department leadership. This process fails to gain support from the officers and the community. It was decided that we needed to identify a large representative sample of our community in order to prepare a valid and legitimate strategic plan.

In order for the Strategic Plan to be feasible, it was necessary to gather information about the Department and its culture. With this information, the Department can then set difficult, but achievable goals, and provide a clear path for the success of the Colerain Police Department in the next five years.

Six important goals were identified by the Department for the upcoming five years. By striving to achieve these goals, the Colerain Police Department will continue to fulfill its Mission Statement and provide excellent service to the residents of Colerain Township.



After each goal was identified, 124 residents, business owners, politicians, strategic partners and employees were invited to the Colerain Township Public Safety Strategic Planning meeting. Of the 124 who were invited approximately 66 attended the one-day event.

The attendees were separated into one of six groups and assigned one of the Department's goals. The Colerain Police Department's goals were presented to the groups and Township leaders facilitated the three-hour long session. Each group reported their suggestions to all of the attendees. For each goal, tactics were suggested to assist leadership in setting the vision and course of the Department for the coming five years.



*Photographs courtesy of Community Press-Jennie Key

The Colerain Police would like to express a special “thank you” to the external and internal stakeholders who contributed to the creation of this strategic plan, as it was truly a team effort. The individuals present at the workshop were:

Local Government Attendees:

Dennis, Deters, Colerain Twp. Trustee
Jeff Ritter, Colerain Twp. Trustee
Heather Harlow, Colerain Twp. Fiscal Officer
Jim Rowan, Colerain Twp. Administrator
Frank Birkenhauer, Colerain Twp. Assistant Administrator
Dan Meloy, Colerain Twp., Director of Public Safety
Jeff Milz, Colerain Twp. Zoning Dept.
Robert Shepherd, Colerain Twp. Information Technology Director
Nancy Spears, Public Safety Administrative Assistant

Colerain Police Department Attendees:

Mark Denney, Colerain Twp., Chief of Police
David Hubbard, Colerain Police Dept.
Justin Hussel, Colerain Police Dept.
James Love, Colerain Police Dept. & Southland Baptist Church
Sean Maher, Colerain Police Dept.
Michael Owens, Lieutenant, Colerain Police Dept.
Jamie Penley, Colerain Police Dept.
Patrick Quinn, Colerain Police Dept.
Debbie Fales, Colerain Police Dept.
Jennifer Sharp, Lieutenant, Colerain Police Dept.

Colerain Fire Attendees:

Joseph Silvati, Deputy Fire Chief
Allen Walls, Assistant Fire Chief
Greg Brown, Battalion Fire Chief
Chuck Palm, Battalion Fire Chief
Brad Miller, Division Fire Chief
Grant Burns, Fire Captain
Steve Conn, Fire Captain
Darian Edwards, Fire Captain
Steve Fortunski, Fire Captain
Joe Hempel, Fire Captain
Chris Hopkins, Division Captain

Mike Kaake, Fire Captain
John McNally, Fire Captain
Will Mueller, Division Captain
David Pickering, Fire Captain
Shawn Stacy, Fire Captain
Tom Stall, Fire Captain
David Simonson, Fire Lieutenant
Mike Cramerding, Firefighter Paramedic
Phil Klug, Firefighter Paramedic
Mike Reenan, Firefighter EMT
Paul Riedel, Firefighter Paramedic
Lindsey Sippola, Firefighter Paramedic
Mike Adler, Chief Mechanic of Fleet Maintenance
Jennifer Ploeger, Administrative Training Assistant
Robert Rielage, Special Projects Manager

Community Business, Resident and Partner Agencies Attendees:

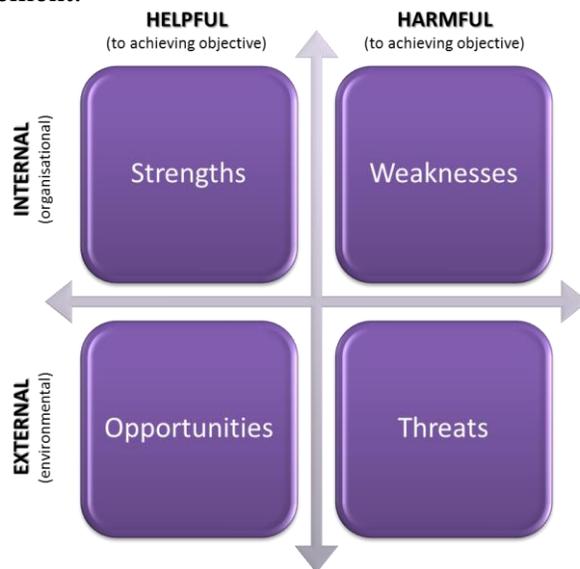
Renee Bell, Northgate Mall General Manager
Bridgett Biggs, Regional Safety Manager, Rumpke Waste, Inc.
Rick Bley, Lieutenant Colonel, Springfield Twp. Police Dept.
Pauletta Crowley, Northwest Local School District
Jennifer Clippard-Caunin, Clippard Industries
David Denny, Colerain Chamber of Commerce
Jayson Dunn, Director of Hamilton County Communications Center
Jim Eckhoff, President, Eckhoff Plumbing & Community Resident
Phil Erwin, All-American Fire Equipment
David Hoffman, Mercy Fairfield Hospital, EMS Coordinator
Paul Janzsen, Community Resident
John Kerr, Colerain Twp. Financial Advisory Board
Jennie Key, Community Press
Rob Leininger, Springfield Twp. Fire Chief
Matt Lepof, Northgate Tire
Eckie Marshall, Community Resident
Shawna O'Shea, Councilperson, City of North College Hill
Ken Roberts, Colerain Citizens Fire Academy
Jeff Rumpke, Regional Vice President, Rumpke Waste, Inc.
Joe Schwierling, Colerain Twp. Business Association
V. Anthony Simms-Howell, Latino Commission

THE PLANNING PROCESS

Peggy Smith, Community Resident
Scott Taylor, Colerain Twp. Financial Advisory Committee
Gary Terry, Clippard Family YMCA
Matt Tietsort, Community Resident
Michael Washington, Cincinnati Fire Dept. District Chief & Community Resident
Suzie Wietlisbach, Councilperson, City of North College Hill
Ellen Westfall, Community Resident
Tom Westfall, Colerain Twp. Zoning Board

The information gathered from internal and external stakeholders was then used to conduct a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis, where the department's strengths, weaknesses, areas of opportunity, and potential threats were identified. The purpose of the SWOT analysis was to provide an open and honest assessment of the police department's positive and negative aspects. It also will serve as a benchmarking tool for evaluating the department's progress in achieving stated goals and objectives.

Evaluating performance according to those benchmarks is one of the final stages of the strategic planning process. In fact, the plan is only useful so long as it achieves the desired results, and the only way to know if those results have been achieved is through periodic examination and performance measurement.



Strengths, Weaknesses, Opportunities & Threats

A SWOT analysis is a precursor to strategic planning and is performed to assess an organization from a critical perspective. The assessment is an examination of an organization's internal strengths and weaknesses, its opportunities for growth and improvement, and the threats the external environment presents to its success or survival.

Strengths

It is important for any organization to identify its strengths in order to assure that it is capable of providing the services requested by the community and to ensure that those strengths are consistent with the issues facing the organization. Often identifying organizational strengths leads to channeling efforts toward primary community needs to match those strengths. The following were identified as strengths for Colerain Police:

Strengths

- Organizational culture.
- Level of education among officers
- Pride, commitment and compassion
- Good leadership, motivation and accountability
- Community oriented policing philosophy
- Forward/unconventional thinking
- Customer service
- Open communication
- Reputation
- Community support
- Responsiveness to the community
- Good perception from outside agencies
- Labor management collaboration
- Accreditation
- Reserve Officers
- Stable funding source

Weaknesses

Performance or lack of performance within an organization depends greatly on the identification of weakness and how they are confronted. For any organization either to begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats, but rather those day-to-day issues and concerns that may slow or inhibit progress.

Weaknesses

- Staffing levels -Often have just enough to accomplish mission
- Average years of experience

- Workload
- Underutilizing of data-driven decision analysis
- Equipment (civil disturbance)
- Diversity

Opportunities

The opportunities for an organization depend upon the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. The stakeholders identified the following potential opportunities:

Opportunities

- Officer development (future supervisors).
- More community understanding of our efforts
- Marketing
- Sharing of services among area partners
- Availability and enhanced use of technology to increase efficiency
- Professional associations and relationships nationwide, state and local
- Further collaboration with Fire Department to deliver quality services
- Feedback surveys [e.g., internal (incumbent and exit), community, etc.]
- Youth outreach (e.g., Cadet, Explorer Program)

Threats

To draw strength and gain full benefit of any opportunity, the threats to the organization, with the risks and challenges must also be identified in the strategic planning process. By recognizing possible threats, an organization can greatly reduce the potential for loss. The success of any strategic plan is the understanding that threats are not completely or directly controlled by the organization. The stakeholders identified the items below as threats:

Threats

- Funding limitations can impact services, capital needs and long-range planning.
- Other agencies attracting candidates with better salaries/benefits.
- Economy and property values
- Increased community diversity- language and cultural barriers.
- Keeping staffing on pace with needs of community



THE PLANNING PROCESS

- Media/public misperceptions causing unrest
- Pay structure is not conducive to retention and attraction of quality candidates

Strategic plans and SWOT analysis reviews are typically thought of as living documents, where the planning process is never actually finished, but becomes subject to revisions as circumstances change and new challenges emerge. Review of the Colerain Police Strategic Plan will be ongoing and occur formally at least annually.



A challenge we face while preparing these goals is two-fold. First, it is important to not set unattainable goals, but establish ones that are difficult to reach and will take considerable commitment and effort. Second, avoid the tendency to accomplish everything in the first year. While that may be possible on some level, significant organizational changes need time to change the culture and take hold. Many of these goals are interrelated and depend on the success and acceptance of the Department and our community.

One of the main purposes of the annual review will be to add additional goals as we meet our goals

Strategic Goal #1

Reduce perception and fear of crime.

The only thing more damaging than crime is the fear and perception of crime. Often, the perception is incorrect and can cause unnecessary fear and can impact the economic stability of the Township and how our citizens lead their lives. Important decisions, both privately and in business, are made based on the perception of a community.



It is important to understand that information is now obtained in ways never imagined. The internet, 24-hour news channels, blogging and the proliferation of high-quality cellphone cameras with instant access to social media has impacted the message received by our community.

Police Departments must work to make sure the correct information is presented and that positive messages are also disseminated to the public. This requires a proactive media strategy, on both social and established platforms.

Tactics

- 1.1 The first tactic includes an introductory meeting with all of the local media outlets to discuss coverage, contacts and review of the Department's existing media policy. The Department will solicit changes or suggestions to that policy and will conduct this review on an annual basis.
- 1.2 To reduce the frustration that media outlets experience when waiting for the release of reports, a public information email address will be established and shared with each media outlet. The Department's Public Information Officer (PIO) will monitor and respond to all requests to this email address.
- 1.3 In the arena of social media, the Department will identify an officer who will work in conjunction with the PIO to disseminate information on the events impacting the Department and the community. This Social Media Officer (SMO) and the PIO will establish and maintain accounts on the following social media sites:
 - Facebook
 - Twitter
 - Instagram
 - YouTube
- 1.4 The SMO and PIO will monitor news stories and blogs to ensure correct information is provided to the posters and readers of the stories.
- 1.5 YouTube provides an outlet to deliver a more in-depth message. The Department will produce videos introducing officers and as a recruitment tool. These videos will be produced with assistance from the Administrative Commander who is responsible for recruiting.
- 1.6 Instant cameras will be placed in each marked patrol car to allow officers the ability to capture pictures of positive interactions or events. Officers will be offered incentives to participate in this tactic. Those photographs will be included on all social media sites.
- 1.7 The goal of the SMO and the PIO will be to post information to the social media sites on a frequent basis. As new sites become available, the PIO will establish accounts on these as well, after approval from the Chief of Police.
- 1.8 In order to ensure the correct message is transmitted, we will be meeting frequently with our community and business owners. Relevant crime issues will be addressed and prevention strategies will be provided.



- 1.9 The Police Department, in conjunction with the Fire Department, will create a “New Resident” packet. These packets will contain important contact information as well as crime prevention tips. They will also contain biographies of the Police and Fire Chiefs and offers to conduct fire and security audits of their new home. Local realtors will be encouraged to provide these packets to new residents.

Strategic Goal #2

Develop Methods to Promote Employee Retention

Equally as important as hiring quality employees, retaining quality employees is a priority to achieve success. As the economy recovers and other police departments begin hiring, the competition to both identify and keep these valuable resources grows.

Salary, benefits and growth opportunity are all important factors in a retention strategy. Equally important is positive recognition and feeling valued as an employee.

There is not a significant retention issue with the Police Department, however, several employees have been approached by other employers with the intent of luring them away from Colerain. As the 14th largest community in the State of Ohio, Colerain Township offers a diverse, busy work environment where police officers can be challenged and well-trained. That training also serves as an enticement to other agencies to recruit our officers.

Tactics

- 2.1 The first tactic for employee retention is a formal career-path planning system that is developed and re-evaluated annually with the employee. This allows the employee to see how their work contributes to their future plans and serves as a personal vision.
- 2.2 Incentives such as gift cards or salary bonuses spaced-out in a manner that allows the employee to work for the reward.
- 2.3 Currently, employees who are employed by the Police Department between one and five years receive 80 hours of vacation. Increasing the rate of vacation accrual rewards the employee with something that has proven to be a strong motivator.
- 2.4 Employees spend 25% of their lives with their co-workers and away from their families. Events that include spouses and children will help the employee and their family feel connected to the Police Department and its employees.
- 2.5 Many employees list promotion as a long-term goal. Smaller agencies have fewer opportunities for promotion and this may contribute to retention problems. Exploring new opportunities for promotion (assignment or rank) helps cement the Police Department as a career destination rather than a “stepping-stone”.

- 2.6 The ability to recognize co-workers through employee nominated awards allows officers to be recognized for work they do outside the oversight of supervision. Also allowing the officers to choose the reward provides ownership. Another possibility would be to design insignia for the award recipient to wear on the uniform.
- 2.7 Explaining the current benefit package to both the employee and their spouse will help highlight existing benefits that they might not know exist.
- 2.8 Reviewing work-load and staffing, and also surveying opinions on a regular basis to ascertain employee morale may help identify a growing problem early.
- 2.9 Conduct exit interviews to identify reasons for the separation.

Strategic Goal #3

Reduce crime by engaging the community

In the late 1990's and early 2000's, the Colerain Police Department saw significant success with Community Oriented Policing. Many beneficial programs were devised during this period. With the removal of deputies by the Sheriff in 2012, the focus of the Police Department shifted back to traditional policing. With that change, came an increase in the crime rate.

The recipe for success, at least for Colerain Township, has been a strong relationship between the community and the police.

The most important function that a police department has to its community is to address crime. Colerain Township, as pointed out in the workload section of this document, experiences over 2,000+ Part I offenses each year. Therefore, a reduction of crime will always be a goal of the Colerain Police Department.



Tactics

- 3.1 The first strategy to reduce crime in Colerain Township is to work with our citizens and businesses by reinstating the Neighborhood Resource Officer Officer/Unit. This unit will also enforce zoning code violations and attempt to “problem solve” those issues to avoid repeat violations.
- 3.2 Through the use of Block Watch meetings and other neighborhood gatherings, the Police Department will open the lines of communications with the community, both giving and receiving information about the community.
- 3.3 Conducting business and home security inspections has always been a popular crime reduction tool utilized by the Colerain Police Department. Specially-trained officers’ conduct detailed inspections, providing the homeowner or business owner suggestions to protect their property.

- 3.4 The development of the “Colerain Businesses Against Crime” in 2011, during the creation of the Community Resource Center, proved how powerful establishing relationships can be in protecting a community. Members of this same group contributed to the current Jonrose Avenue re-development project. Efforts at establishing similar groups in other Township neighborhoods would help confront specific issues impacting that neighborhood.
- 3.5 321-COPS was a phone number established to help divert some of the calls going to the Hamilton County Communications Center. This cost-saving initiative has the potential of being utilized as an information system providing crime prevention tips.
- 3.6 The Colerain Chamber of Commerce is comprised of many influential Colerain-based businesses. Seizing the opportunity to address this group and provide information in written form to the command staff would be a powerful tool.
- 3.7 Many communities have established programs that pair the police with the local youth. Baseball, basketball and football leagues have been created to allow kids in the community to meet their police officers. The use of donations and volunteers help make these goals achievable.
- 3.8 Prepare a thorough and trained response to “Civil Unrest.” While Police Department leadership discussed the Departments ability to respond to civil unrest in the past, it has never been addressed to satisfaction. The Police Department must have a plan and the tools necessary to respond to an incident of civil unrest. The Colerain Police Department’s plan will be to develop a comprehensive civil unrest policy and have all personnel trained, with their equipment, by the end of year two of the implementation of the Strategic Plan. This would allow the Police Department to be prepared should civil unrest occur in Colerain Township.
- 3.9 Utilization of social media to communicate with the community is important. The ability to relay important information and receive tips is a strong tool.

Strategic Goal #4

Maintain and increase professionalism

The trust the community has in their police department is directly related to the department’s professionalism. Lack of professionalism leads to mistakes, civil liability and the general decline of a police department’s effectiveness. The Colerain Police Department has been intently focused on professionalism since the reformation of the Department 29 years ago. Existing efforts include earning the fourth Gold Standard Advanced Law Enforcement Accreditation, to include the “With Excellence” distinction for the past two accreditation on-sites conducted by CALEA.

College tuition reimbursement and establishing a satellite campus for Union Institute at the Department’s Northgate Mall Station are two examples of how education is valued and promoted

within the Police Department. Promotional opportunities are directly tied to the earning of college degrees.

The continuing education of leadership is an equally important factor in the professionalism of a police department. The Colerain Police Department provides several leadership-enhancing educational opportunities to include the Certified Law Enforcement Executive program (CLEE), Northwestern School of Staff and Command, the Police Executive Leadership College (PELC) and the Federal Bureau of Investigation National Academy (FBINA).

Tactics

- 4.1 An important tactic to maintain professionalism is continuing the relationship between the Police Department and CALEA.
- 4.2 The development of partnerships, with the community and other law enforcement agencies, establishes professionalism. Our partnerships with the Drug Enforcement Administration (DEA), United States Marshal Service and the FBI (Federal Bureau of Investigation) Joint Terrorism Task-Force have established the Colerain Police Department as a professional partner in the field of law enforcement.
- 4.3 Increasing of the tuition reimbursement rate to more realistically provide meaningful reimbursement will encourage officers to return to college and obtain their degrees..
- 4.4 The continuing development of leaders drives the Police Department's vision. The development of a Public Safety Leadership Academy would allow for a consistent message to be communicated to our leaders.
- 4.5 Reviewing the organizational structure and benchmark that with comparable communities. Ensure that there are not too many, or too few, supervisors in that structure.
- 4.6 Public opinion and reputation among others in the law enforcement field relies heavily on the leaders. Conveying their message, through written or spoken word, will gain the Police Department a professional reputation comprised of intelligent leaders.
- 4.7 The use of social media to deliver a professional and inclusive message, whether positive or negative, to the community.
- 4.8 Recruiting and hiring standards need to be evaluated to ensure the standards are high and that we are attracting quality, diverse candidates. Keeping apprised of social changes is important and should be considered when reviewing the recruitment plan.



- 4.9 Membership in professional organizations such as the Ohio Association of Chief of Police and the International Association of Chiefs of Police and others ensures exposure to new trends and innovative ideas.
- 4.91 Customer service is important to any business, police service included. The interactions people have with our officers may be the only contact they ever have with the Police Department. That contact, positive or negative, will shape not only that person's perception of our professionalism, but everyone who hears their story.
- 4.92 Planning for the future is vital to maintaining our vision and values. Preparing the next group of leaders is not a fast or easy process. There must be a specific plan to develop their talent and skill set to prepare them for leadership.

Strategic Goal #5

Develop shared services partnerships in and outside of Colerain Township

The struggling economy that has existed since 2008 has caused public services to re-examine service delivery and the acquisition of equipment. The financial struggle was exacerbated by the State of Ohio's removal of the Local Government Fund and Tangible Personal Property Tax revenue. Returning to the voters for additional money without making substantial efforts at reducing spending is not practical.

Benchmarking other police organizations and learning what each has to offer and share allows for formal agreements and increased service to each of our communities. This is a relatively new concept to governmental agencies. Historically there have been "turf wars" that limited the willingness to share resources.

Looking at not only equipment, but training, partnerships and purchasing, allows for innovative thinking and a new way of doing business.

Strategic Objectives & Critical Tasks

- 5.1 Join County-wide drug task force on a full-time basis. We are currently a part-time member of DART and receive their services in the Township. This not only increases service, but provides a possible revenue stream from forfeitures.
- 5.2 Reaching out to our local businesses to utilize training space and expose our officers to new environments not only saves money, but provides an opportunity to deliver better service should the need arise.



5.3 The Colerain Police Department Impound Lot often has open spaces that could be used by other jurisdictions. While this sharing of services would cost the Police Department money through lost future lot fees, agreements can be reached to mitigate those costs and even produce a revenue stream.

5.4 Looking beyond the borders of Hamilton County offers a greater number of sharing opportunities. Purchasing agreements and training are areas that sharing could provide benefit. Traffic assistance is also available from the Ohio State Highway Patrol when necessary.



5.5 Conduct quarterly meetings with the business community. An open dialogue may provide opportunities for sharing of services.

5.6 Explore grant opportunities

Strategic Goal #6

Increase diversity within the Police Department

An issue identified during all of the Police Department's CALEA onsite visits has been the lack of diversity within the Police Department. The ability of a police department to closely mirror its community is an important goal that communicates trust and transparency to the community. Most police agencies nation-wide are faced with similar challenges and are making significant efforts to attract and maintain their diverse staff.

When a police department comes into the national spotlight for an event involving race, they are inevitably asked about their diversity or their attempts at achieving diversity. The Colerain Police Department has made significant efforts to correct this deficiency and those efforts were noted by the 2014 CALEA Assessors. The "Scholarship" and "Mentor" programs have helped increase the number of diverse applicants.



The first step in the process is to define "diversity". Generally speaking, the term diverse connotes racial and/or gender differences. However, to adequately mirror the Colerain

Township community, factors including, but not limited to, religion and economic status must be considered.

Tactics

- 6.1 Evaluate pay disparities between Colerain Police and other law enforcement agencies who are actively recruiting
- 6.2 Re-evaluate hiring standards to ensure fairness and applicability
- 6.3 Develop Cadet Program
- 6.4 Establish military contacts
- 6.5 Increase funding to promote and advertise efforts
- 6.6 Increase scholarship efforts
- 6.7 Get involved with the Butler Tech High School program



Accountability

Accountability is necessary to keep on task and ensure steady progress toward the stated goals. There will be an annual meeting with the Director of Public Safety to gauge our progress, review our successes and make the necessary adjustments.

Next Step

- 1. Each goal has an “owner”. That employee has the responsibility for the stated tactic.
 - c. Progress will be included in that employee’s yearly evaluation.
 - d. ‘progress towards the stated goal.
- 2. Colerain Police leadership will clearly show a commitment to the plan’s implementation and present action plans.
- 3. Employees will receive informational updates about the progress of the plan and how it relates to any changes and operational decisions.

For the purpose of the community-focused strategic planning, the following terms are defined as follows:

Accreditation: A process by which an association or department evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from a department.

Accredited: The act of accrediting or the state of being *accredited*, especially the granting of approval to an institution or department by an official review board or organization that has established nationally accepted standards.

CALEA: Commission on Accreditation of Law Enforcement Agencies

Customer(s): The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.

Stakeholder: Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.

Strategic Goal: A broad target that defines how the department will carry out its mission over a specific period of time.

Strategic Objective: A specific, measurable accomplishment required to realize the successful completion of a strategic goal



GOAL #1: REDUCE PERCEPTION AND FEAR OF CRIME

Strategies	Tactics	Measures	Owner
Build relationships with the media	Set meetings with all local media outlets	1 st annual meeting by April 1 of each year`	Public Information Officer
Increase efficiency in providing reports to the media	Establish a “press” email address/box	February 2015	Public Information Officer
Increase social media presence	Appoint Social Media Officer	Have accounts established by 2016	Operations Commander/Public Information Officer
Reduce inaccurate statements or comments on news stories	Monitor blogs and respond professionally	Per occurrence	Social Media/Public Information Officer
Utilize YouTube to reach public	Create recruiting video and establish a schedule for programs on YouTube channel	December 2015	Administrative Commander/Social Media Officer
Promote positive stories and actions of officers	Place disposable cameras in each police cruiser, encourage submissions	August 2015	Administrative Commander
Reach out to new residents	Prepare and distribute “new resident” packets	December 2015	Administrative Commander/COP Sergeant
Present facts throughout the community	Conduct quarterly crime prevention seminars and neighbourhood meetings	2016	Administrative Commander/COP Sergeant

GOAL #2: DEVELOP METHODS TO PROMOTE EMPLOYEE RETENTION

Strategies	Tactics	Measures	Owner
Conduct staffing and workload analysis and surveys	Analyze calls for service and staffing. Match personnel with needs of the Department	Yearly, written analysis and survey results	Chief of Police
Career path planning	Meet with each officer and devise a career plan, update annually with goals	January 2016-2020	Operations and Administrative Commander
Monetary incentives	Utilize scheduled bonuses	January 2016	Chief of Police/Public Safety Director
Accelerate vacation accrual	Increase vacation time for 1-5 year employees	2016-2019 contract	Chief of Police/Public Safety Director
Include employee's families in events	Identify two annual events where spouses and children can attend	May 2016	Administrative Commander
Establish additional promotional opportunities	Consider corporal positions, additional specialized units	January 2017	Chief of Police
Increase peer recommendation	Allow peer-nominated awards and allow fellow employees to nominate and select winner	April 2016	Chief of Police
Conduct exit interviews with separating employees	Learn reasons for separation and look for trends	Per occurrence	Command staff Chief of Police
Explain current benefit package in detail	Ensure employee is aware of all that is offered	Per occurrence	Human Resources Manager Administrative Commander

PLAN IMPLEMENTATION

GOAL #3: REDUCE CRIME BY ENGAGING THE COMMUNITY

Strategies	Tactics	Measures	Owner
Increase usage of NRO's	Specify unit that focuses on community policing and block watch programs	Organizational change in January 2015	Chief of Police/Administrative Commander
Develop partnerships similar to those created by the CRC construction	Attend Chamber of Commerce meetings and events	Attend meeting every month and summarize in memorandum	COP Sergeant
Use Nixle or a phone number similar to 321-COPS to inform the community	Secure agreement and advertise	August 2015. Log calls and track feedback	COP Sergeant
Get involved in kids' activities throughout the community	Sponsor youth athletic team	Sponsor youth team by May 2016, sponsor tournament by 2018	Administrative Commander/COP Sergeant
Utilize bicycle officers	Identify and train new bike officers	Train by May 2016	Operations Commander
Utilize social media	Present facts and explanations of events causing community concern	Have all accounts active by May 2016	Social Media Officer/PIO
Offer home and business inspections for new residents	Identify crime and prevention issues	January 2016	Administrative Commander COP Sergeant
Prepare a civil unrest response plan	Present a coordinated and organized response in cases of civil unrest	Obtain equipment and prepare plan by January 2017	Chief of Police Director of Public Safety

PLAN IMPLEMENTATION

GOAL #4: MAINTAIN AND INCREASE PROFESSIONALISM

Strategies	Tactics	Measures	Owner
Maintain CALEA accreditation	Train future Accreditation Manager and attain reaccreditation with excellence	Accreditation with Excellence award 2017/2020	Chief of Police Accreditation Manager
Tuition Reimbursement	Survey area colleges for current costs	Review bi-annually in 2016, 2018, 2020	Operations Commander
Public Safety Leadership Academy	Identify in-house leadership training	Begin first session by August 2015	Operations Commander
Organizational Structural Benchmarking	Review comparable departments command structures	Conduct annual structural benchmarking by December annually	Administrative Commander
Have employees publish and present	Identify groups and publications that accept input and presentations	Each supervisor prepare an article, guest column or make a presentation annually	Administrative and Operations Commander
Recruit high quality candidates by looking outside the state	Re-evaluate current advertising efforts, investigate usage of a national testing center	Finalize investigation and proposal for national testing center by September 2015	Operations Commander
Meet with public and identify their concerns	Quarterly canvassing and neighborhood meetings	First canvassing to begin by second quarter of 2015	Administrative Commander COP Sergeant
Succession planning	Leadership training	All supervisors will attend either the Public Safety Leadership Academy, PELC, CLEE or FBINA	Chief of Police Operations Commander
Federal taskforce memberships	Maintain/or increase participation	Review cost/benefit annually	Chief of Police
Social media presence	Frequent communication with the public	All accounts established by January 2016	Social Media Officer/PIO
Evaluate current hiring standards	Ensure we are in line with social changes	August 2016	Chief of Police
Membership in professional organizations	Join peer organizations such as IACP, OACP	Maintain membership and attendance	Chief of Police Command Staff

GOAL 5: DEVELOP SHARED SERVICES PARTNERSHIPS

Strategies	Tactics	Measures	Owner
Fulltime participation in taskforces	Maintain Federal partnerships, increase DART participation to fulltime	Assign officer to DART by January 2017	Chief of Police
Share impound lot space	Advertise availability to area departments	Prepare notice to Chief's Association and approach all neighboring departments by September 2016	Administrative Commander
Increase presence in schools	Seek retired/reserve officers to spend time in schools daily	September 2018	Administrative Commander
Traffic safety partnerships	Utilize partnership with Ohio State Highway Patrol to monitor interstates and state routes	January 2016	Traffic Safety Officer
Grant opportunities	Assign grant identification to one officer	January 2015	Administrative Commander
Identify new training environments	Meet with businesses and ask about utilizing space	December 2015	Operations Commander
Investigate purchasing opportunities	Identify group purchasing with other agencies	Contact other agencies quarterly to look for opportunities such as ammunition, printing of documents	Equipment supervisor Administrative Commander
Meet regularly with business community	Open dialogue and identify concerns	Quarterly meetings	COP Sergeant

GOAL #6: INCREASE DIVERSITY WITHIN DEPARTMENT

Strategies	Tactics	Measures	Owner
Starting pay rates	Survey area and propose increase	May 2015	Chief of Police
Cadet program	Implement a cadet program for 18-21 year olds	January 2019	Administrative Commander School Resource Officers
Scholarships	Increase scholarships to one per year	December 2015	Chief of Police
Mentoring	Assign officers to minority candidates	January 2015	Operations and Administrative Commander
Re-evaluate hiring standards	Review and compare with area departments to ensure we are not excluding candidates unfairly	August 2016	Administrative Commander
Advertising	Re-examine advertising outlets and strategies, send to churches and other outlets that attract diverse candidates	January 2016	Administrative Commander
Establish contacts with exiting military candidates	Develop partnership with recruiting offices, make contact before deployment	January 2018	Administrative Commander
Involvement with high school law enforcement programs	Establish relationship with Butler Tech program at Colerain High School	September 2015	Administrative Commander COP Sergeant



COLERAIN POLICE

COLERAIN POLICE DEPARTMENT

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