



THE CINCINNATI POLICE DEPARTMENT



STRATEGIC PLAN

Colonel Thomas H. Streicher, Jr.
Police Chief

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**COLONEL THOMAS H. STREICHER, JR.
POLICE CHIEF**

It is with a strong sense of accomplishment that I present to you the Cincinnati Police Department's Strategic Plan. This work will help guide each officer's actions and ensure our Department's best years lie ahead.

Our strategic plan exemplifies police-community problem solving. From the first stages of development, input was sought from citizen representatives who generously gave of their time. Their enthusiasm and dedication played an integral role in shaping the course of our agency in the years ahead.

Cincinnati is uniquely situated in the center of the tri-state region and is widely regarded as a leader in policing. Our global approach to planning for our Department's future was designed with this in mind. The strategic plan was shaped as a fluid approach to the ever changing environment of public safety issues.

Our agency is continuing to seize upon emerging technologies to enhance the delivery of services. Much of what is proposed will be developed through focused, intelligence-led policing. Our Department will work with community members to identify areas of joint concern. Through the use of crime analysis and problem-solving, we will target issues more precisely, which will reduce crime and more effectively use our resources.

We also address the process of transferring the leadership of the Department to the next generation of officers. It is vital to the success of our organization that new leaders be developed and nurtured with the values of integrity and professionalism. Many of our proposals are designed to encourage professional development while increasing participation in the communities we serve.

I believe the future holds great promise for our City, its stakeholders and the men and women who bravely serve it. I look forward to the great accomplishments that surely lie ahead!

Sincerely,

A handwritten signature in black ink that reads "Thomas H. Streicher, Jr." The signature is written in a cursive, flowing style.

Thomas H. Streicher, Jr.
Police Chief

VISION STATEMENT

The Cincinnati Police Department will be recognized as the standard of excellence in policing.

MISSION STATEMENT

The Cincinnati Police Department will develop personnel and manage resources to promote effective partnerships with the community to improve the quality of life through the delivery of fair and impartial police services while maintaining an atmosphere of respect for human dignity.

CORE VALUES

Integrity – Our actions and relationship with the community are guided by an internal sense of honesty and morality.

Professionalism – Our conduct and demeanor display the highest standard of personal and organizational excellence.

Diversity – Our members recognize differences as a strength in our organization and community.

Accountability – Our duty is to promote public trust by upholding our obligations to the department and community.

Vigilance – Our responsibility is to be alert to issues and activities impacting our community.

CINCINNATI POLICE COMMAND STAFF



Lieutenant Colonel Cindy Combs is the commander of the Information Management Bureau. The bureau includes the Police Communications Section and Records Section.



Lieutenant Colonel Michael Cureton is the commander of the Resource Bureau. The bureau includes Evidence and Property Management Section, Finance Management Section, Inspections Section and Personnel Section.



Lieutenant Colonel Vincent Demasi is the commander of the Administration Bureau. The bureau includes Internal Investigations Section, Planning Section and Training Section.



Lieutenant Colonel Richard Janke is the commander of the Investigations Bureau. The bureau includes the Central Vice Control Section, Criminal Investigation Section and Intelligence Section.



Lieutenant Colonel James Whalen is the commander of the Patrol Bureau. The bureau includes five districts, the Vortex Unit, COP Coordination, Special Weapons and Tactics (SWAT), and Special Services Section.

STRATEGIC PLANNING PARADIGM

The Cincinnati Police Department has updated its multi-year strategic plan in compliance with accreditation requirements outlined by CALEA (Commission for Accreditation of Law Enforcement Agencies).



By definition, strategic planning is the process of developing and maintaining a strategic fit between the organization's goals and the changing social landscape. This plan was designed to be a global outline, predisposed toward action, not implementation. The responsibility of implementation rests on the shoulders of the command staff, using available resources to achieve the goals outlined in this plan. The strategic plan is a dynamic process that focuses on leadership concerns beyond routine police roles.

In 1999, the Police Department developed its first strategic plan with input from the entire agency. In the current plan, participation was requested from citizens and community leaders, as well as police officers and command staff. This allowed for a more inclusive review for the focus of the direction of the Department.

After sending out surveys to officers and citizens, and gathering information from the most recent Greater Cincinnati Survey, a committee was assembled to determine the course of the Cincinnati Police Department.

The committee first reviewed the Police Department's vision, mission and value statements. With the approval of the Police Chief, they have been updated and improved to reflect the progressive attitude emerging in policing today.

STRATEGIC PLANNING PARADIGM

The committee then identified five “strategic directions”; the goals to pursue over the next several years that best exemplify these statements.

The five strategic directions identified are:

- **Public Safety**
- **Community Partnerships**
- **Personnel Development**
- **Resource Management**
- **Technological Advancement**

In addition to the strategic directions of the plan, this document addresses capital improvements and equipment needs, anticipated workload and population trends, anticipated personnel levels, and provisions for review and revision of these goals.

The strategic directions are supported by objectives, strategies and work plans.

- ⇒ **Objective** – Specific information to achieve the strategic direction. It sets specific, measurable targets for each goal. The objectives may change over time.
- ⇒ **Strategy** – Specific activities to accomplish the stated objectives. It breaks down the objectives into specific components.
- ⇒ **Work Plan** – Specific details of how the strategies will be implemented through day-to-day actions. Assigns responsibility, coordinates efforts and monitors results.



This plan is guided by the Cincinnati Police Department's new Vision, Mission and Core Values statements. It is designed to reflect the interests of the well being of the communities and all stakeholders. The strategic directions are intended to be global in context and adaptable to all areas and functions of the Cincinnati Police Department. Specific work plans will be developed and adapted by each specific district, section or unit assigned as an owner.

The strategic plan is, by design, a fluid document. Semi-annual review of work plans by each owner is vital to insure the success of the strategic plan as a whole. Owners will report a review of their work plans and, if needed a reevaluation of their strategies. The Police Chief will hold all owners accountable for the achievements in the overall plan.

| FUNDING LEGEND |
|-----------------------------------|
| NFR – NO FUNDING REQUIRED |
| GF – GENERAL FUND |
| CPF – CAPITAL PROJECT FUND |
| GRT – GRANT FUNDING |
| OF – OTHER FUNDING |

PART I – STRATEGIC PLAN

STRATEGIC DIRECTION 1 PUBLIC SAFETY

Objective 1.1 REDUCE VIOLENT CRIME

Strategies

- | | | | |
|-------|--|-----|--------------------------|
| 1.1.1 | Establish teams in conjunction with probation and parole, to monitor high-risk, violent offenders. ⇒ <i>Measurements: Formation of teams; number of persons monitored; related arrests made.</i> | OF | Intelligence Lt. Byrd |
| 1.1.2 | Improve use of the Cold Case Squad in homicide to revisit cases for review of evidence, witnesses and use of advances in technology that would resolve cases. ⇒ <i>Measurement: Number of cases closed ever one year old.</i> | OF | Homicide Lt. Zwick |
| 1.1.3 | Partner with University Hospital to allow officers/investigators in trauma area to obtain timely information on violent crimes. ⇒ <i>Measurement: Establishment of program and liaison created.</i> | NFR | Homicide Lt. Zwick |
| 1.1.4 | Concentrate on subjects who commit firearms related crimes. ⇒ <i>Measurements: Number of guns confiscated; arrests.</i> | OF | Intelligence Lt. Byrd |

Objective 1.2 REDUCE NUMBER OF WANTED FUGITIVES IN COMMUNITY

Strategies

- | | | | |
|-------|---|-----|---|
| 1.2.1 | Establish partnerships with US Marshals, Sheriff, Probation and Parole to track and apprehend wanted persons. ⇒ <i>Measurements: Formation of fugitive squad; arrests.</i> | OF | Intelligence Lt. Byrd |
| 1.2.2 | Conduct Investigative Supervisor’s meetings to encourage flow of information within the Department and with outside agencies. ⇒ <i>Measurements: Number of meetings conducted; development of better information dissemination system.</i> | OF | CIS Capt. Luebbe |
| 1.2.3 | Increase use of media to solicit tips on wanted persons. ⇒ <i>Measurements: Programs developed; arrests.</i> | NFR | Crimestoppers Lt. PIO Lt. Lanter |

Objective 1.3 REDUCE ILLEGAL DRUG TRAFFICKING

Strategies

- | | | <u>Funding</u> | <u>Owner</u> |
|-------|--|-----------------------|-----------------------|
| 1.3.1 | Conduct “Buyer Beware” drug stings to dissuade buyers from returning to designated areas. ⇒ <i>Measurements: Reduction in drug activity and related complaints.</i> | OF | CVCS Capt. Schmalz |
| 1.3.2 | Create mid-level trafficking squad to attack the supply of illegal drugs to the street. ⇒ <i>Measurements: Creation of squad; number of traffickers arrested.</i> | OF | CVCS Capt. Schmalz |
| 1.3.3 | Strengthen partnership with regional authorities to investigate trafficking at all levels. ⇒ <i>Measurements: Joint investigations conducted; arrests; drugs confiscated.</i> | OF | CVCS Capt. Schmalz |
| 1.3.4 | Aggressive use of City ordinance assessing civil penalties for drug offenses. ⇒ <i>Measurement: Number of civil fines imposed.</i> | GF | CVCS Capt. Schmalz |

Objective 1.4 REDUCE VICE-RELATED OFFENSES

Strategies

| | | | |
|-------|--|-----|--|
| 1.4.1 | Participate in community-wide “Off the Streets” diversion program for prostitution offenders. ⇒ <i>Measurement: Number of offenders referred; reduction in repeat offenders.</i> | NFR | CVCS Capt. Schmalz |
| 1.4.2 | Aggressive use of City ordinance assessing civil penalties for prostitution offenses. ⇒ <i>Measurement: Number of civil fines imposed.</i> | GF | CVCS Capt. Schmalz |
| 1.4.3 | Conduct reverse prostitution stings. ⇒ <i>Measurements: Number of stings conducted; number of arrests; reduction in complaints.</i> | GF | CVCS Capt. Schmalz |
| 1.4.4 | Aggressively enforce liquor licensing regulations if establishment threatens neighborhood peace and safety. ⇒ <i>Measurements: Number of inspections conducted; number of violations identified and resolved.</i> | GF | District Cmdrs. CVCS Capt. Schmalz |

Objective 1.5 INCREASE THE USE OF NON-CRIMINAL STRATEGIES AS PROBLEM-SOLVING TOOLS

Strategies

| | | <u>Funding</u> | <u>Owner</u> |
|-------|---|-----------------------|---------------------|
| 1.5.1 | Utilize Code Enforcement Response Teams (CERT) to abate hazardous properties. ⇒ <i>Measurement: Number of inspections conducted; number of violations identified and resolved.</i> | O/OF | District Cmdrs. |
| 1.5.2 | Expand use of Drug House Abatement Program in all districts to educate landlords and evict drug offenders. ⇒ <i>Measurement: Number of landlords trained and complaints resolved.</i> | GF | District Cmdrs. |
| 1.5.3 | Target and attack crime in “hot spots” by analyzing patterns and series through data collected by district crime analysts. ⇒ <i>Measurements: Number of locations identified; reduction in specific crimes identified.</i> | GF | District Cmdrs. |

| | | | |
|-------|---|----|-----------------------|
| 1.5.4 | Increase use of the Witness Protection Program to temporarily relocate witnesses of violent crimes. ⇒ <i>Measurement: Number of witnesses using program.</i> | OF | Homicide Lt. Zwick |
|-------|---|----|-----------------------|

Objective 1.6 ENHANCE CITY’S ABILITY TO PREVENT, PROTECT RESPOND AND RECOVER FROM TERRORIST ATTACKS

Strategies

| | | | |
|-------|--|-----|--------------------|
| 1.6.1 | Educate Department personnel and the public on terrorist indicators. ⇒ <i>Measurement: Number of personnel trained and classes given to public.</i> | GRT | TEWG Lt. Ventre |
|-------|--|-----|--------------------|

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|-------|---|-----|--------------------|
| 1.6.2 | Develop assessment tools to identify areas vulnerable to attack. ⇒ <i>Measurement: Development of assessment matrix: sites assessed.</i> | GRT | TEWG Lt. Ventre |
|-------|---|-----|--------------------|

| | | | |
|-------|--|----|--------------------|
| 1.6.3 | Implementation of the National Incident Management System (NIMS) goals. ⇒ <i>Measurement: Number of personnel completing NIMS training. .</i> | GF | TEWG Lt. Ventre |
|-------|--|----|--------------------|

Objective 1.7 STRENGTHEN DEPARMENT’S RESPONSE TO NATURAL DISASTERS AND HAZARDOUS EVENTS

| | | | |
|-------|--|-----|------------------------|
| 1.7.1 | Continue working cooperatively with regional partners in participation in disaster exercises. ⇒ <i>Number of exercises conducted.</i> | GRT | Tactical Lt. Ventre |
|-------|--|-----|------------------------|

| | | | |
|-------|---|----|--------------------|
| 1.7.2 | Develop response and evacuation plans for critical sites. ⇒ <i>Measurement: Sites identified, plans developed.</i> | GF | TEWG Lt. Ventre |
|-------|---|----|--------------------|

| | | | |
|-------|---|----|-------------------|
| 1.7.3 | Develop pre-planned media responses in coordination with local and national media. ⇒ <i>Measurement: Format established and response outlined.</i> | GF | PIO Lt. Lanter |
|-------|---|----|-------------------|

| | | | |
|-------|---|----|----------------------|
| 1.7.4 | Implement Critical Incident Response plans for all schools and train school employees. ⇒ <i>Measurement: Number of schools using plan; employees trained</i> | GF | YSU Lt. Carpenter |
|-------|---|----|----------------------|

Objective 1.8 Improve Patrol Function

Funding

Owner

- | | | | |
|-------|--|-------|---|
| 1.8.1 | Maximize visibility by increasing uniform patrols to optimize effective deployment. ⇒ <i>Measurements: Evaluate EIS data; feedback.</i> | GF | District Cmdrs. |
| 1.8.2 | Improve response time on emergency calls through supervision and use of resources. ⇒ <i>Measurements: Evaluate EIS data and response times through dispatch.</i> | GF | District Cmdrs. |
| 1.8.3 | Increase traffic safety through consistent enforcement, analysis of traffic data and high visibility patrols. ⇒ <i>Measurements: Evaluate EIS data, reduction in accidents.</i> | O/GRT | District Cmdrs. Traffic Lt. Hungler |
| 1.8.4 | Increase the quality of investigations with standardized case jackets and supervisory reviews. ⇒ <i>Measurements: Number of convictions.</i> | GF | Invest. Cmdrs. |
| 1.8.5 | Implementation and follow-up of CPOP problems for each shift. ⇒ <i>Measurement: Identification and resolution of CPOP problems.</i> | GF | District Cmdrs. |



STRATEGIC DIRECTION 2
COMMUNITY PARTNERSHIPS

Objective 2.1 AUGMENT POLICE-COMMUNITY INVOLVEMENT IN PROBLEM SOLVING PROJECTS

| <u>Strategies</u> | <u>Funding</u> | <u>Owner</u> |
|--|----------------|---|
| 2.1.1 Expand “Courtwatch” program to interested Cincinnati neighborhoods. ⇒ <i>Measurement: Number of “Courtwatch” programs developed.</i> | NFR | District Cmdrs. |
| 2.1.2 Train all police employees in CPOP and S.A.R.A problem solving techniques. ⇒ <i>Measurements: Number of police personnel trained; Number of cases entered into CPOP database.</i> | GF | Training Capt. Broxterman District Cmdrs. |
| 2.1.3 Develop program to utilize personal communication devices to communicate with the community. ⇒ <i>Measurements: Implementation of program; participation.</i> | GF | MOU Lt. PCS Capt. Butler |

Objective 2.2 ENHANCE PUBLIC EDUCATION ON POLICE OPERATIONS

| <u>Strategies</u> | <u>Funding</u> | <u>Owner</u> |
|---|----------------|------------------------------|
| 2.2.1 Increase community involvement in education programs (RCPI, S.A.R.A., CPOP, etc) ⇒ <i>Measurement: Community members attending the training.</i> | GF | Training Capt. Broxterman |
| 2.2.2 Expanded use of media to educate and inform public and promote the Department (Weekly newspaper articles, radio spots, etc.) ⇒ <i>Measurement: Programs developed; citizen feedback.</i> | GF | PIO Lt. Lanter |

Objective 2.3 INCREASE DEPARTMENT-COMMUNITY INVOLVEMENT AND INTERACTION

| <u>Strategies</u> | <u>Funding</u> | <u>Owner</u> |
|---|----------------|---|
| 2.3.1 Develop programs for diverse communities. ⇒ <i>Measurements: Development of programs; feedback; improvement in RAND study indicators.</i> | GF | Police Relations Mr. Baker |
| 2.3.2 Expanded use of the Witness Support Team to interact with neighborhoods after highly publicized police interventions or violent crimes. ⇒ <i>Measurement: Number of uses of teams, new areas added.</i> | GF | Homicide Lt. Zwick |
| 2.3.3 Expansion of CPOP philosophy to the entire department. Introduction of more beat officers at community meetings. ⇒ <i>Measurements: Number of officers trained; number of officers attending community meetings.</i> | NFR | Training Capt. Broxterman District Cmdrs. |
| 2.3.4 Create mailers for stakeholders advising them of events, police programs, safety tips, community information. ⇒ <i>Measurements: Use of mailers; feedback.</i> | GRT | PIO Lt. Lanter |
| 2.3.5 Implement Victim's Assistance Liaison Unit (VALU) to assist victims of violent crimes. ⇒ <i>Measurement: Implementation of program; number assisted.</i> | GRT | Homicide Lt. Zwick |
| 2.3.6 Continue and expand police/youth programs (CPAL, scout camps) ⇒ <i>Measurement: Number of youth enrolled in programs.</i> | O/GRT/OF | YSU Lt. Carpenter |



STRATEGIC DIRECTION 3
PERSONNEL DEVELOPMENT

Objective 3.1 INCREASE PROFESSIONAL STANDARDS

| <u>Strategies</u> | <u>Funding</u> | <u>Owner</u> |
|---|----------------|---|
| 3.1.1 Acquire or maintain specialized certification of employees (canine, traffic, criminalistics, etc.) ⇒ <i>Measurement: Number of certifications and re-certifications obtained.</i> | GF | Training Capt. Broxterman |
| 3.1.2 Encourage higher education. ⇒ <i>Measurement: Number of employees taking college or technical courses.</i> | NFR | Training Capt. Broxterman |
| 3.1.3 Create program of succession planning and personnel development ⇒ <i>Measurement: Implementation of program.</i> | GF | Personnel Capt. Humphries |
| 3.1.4 Maintain CALEA certification and review processes to insure compliance in all areas. ⇒ <i>Measurement: Maintain accreditation.</i> | GF | Inspections Capt. Lee |
| 3.1.5 Obtain American Society of Crime Lab certification for crime lab. ⇒ <i>Measurement: Certification obtained.</i> | GF | Criminalistics Sgt. Gruenke |
| 3.1.6 Recertify all employees in CPR/AED. ⇒ <i>Measurement: Number of employees trained.</i> | GF | Training Capt. Broxterman |
| 3.1.7 Mobilize FATS unit. Train officers in districts where room allows. ⇒ <i>Measurement: Number of officers using simulator.</i> | GF | Training Capt. Broxterman |
| 3.1.8 Increase specialized training to enhance personnel development. ⇒ <i>Measurements: Increase training money; training amount requested and approved mirroring career path, number of employees trained.</i> | OF | Training Capt. Broxterman |
| 3.1.9 Enhance Department's employee recognition program. ⇒ <i>Measurements: Implementation of program; employees recognized.</i> | OF | Personnel Capt. Humphries PIO Lt. Lanter |

Objective 3.2 CREATE A MORE EFFICIENT WORK FORCE

Strategies

- | | | | |
|-------|---|----|--|
| 3.2.1 | Create new standards for evaluation of performance for sworn personnel. ⇒ <i>Measurement: New performance rating system created.</i> | GF | Planning Capt. Wiesman |
| 3.2.2 | Cross-train employees in their district/section/unit to expand knowledge and better use personnel. ⇒ <i>Measurement: Identify positions; Number of employees trained</i> | GF | Department Cmdrs. |
| 3.2.3 | Improve the exchange of information within the Department both laterally and through the chain of command. ⇒ <i>Measurement: Establishment of new system of communication.</i> | GF | Planning Capt. Wiesman |
| 3.2.4 | Continue process of "6-minute roll call training" in areas of safety critical incidents, traffic stops, etc. ⇒ <i>Measurement: Number of employees trained per quarter; Number of topics.</i> | GF | District Cmdrs. |
| 3.2.5 | Mandatory computer training for all employees based on assignment (crime analysis, report writing, Powerpoint, etc.) ⇒ <i>Measurement: Number of employees trained</i> | GF | Training Capt. Broxterman |
| 3.2.6 | Expand recruiting efforts to maintain hiring of qualified, diverse workforce. ⇒ <i>Measurement: Number of recruits successfully completing Probation.</i> | GF | Training Capt. Broxterman Personnel Capt. Humphries |
| 3.2.7 | Utilization of civilian employees currently staffed by sworn positions to redeploy uniformed officers. ⇒ <i>Measurement: Positions allocated to field operations.</i> | GF | Personnel Capt. Humphries |
| 3.2.8 | Maintain the integrity of information contained in the problem tracking system to ensure the accuracy of problem-solving efforts and level of analysis required to effectively address repeat and chronic problems. ⇒ <i>Measurement: Quarterly audits of entered cases.</i> | GF | Department Cmdrs. |

STRATEGIC DIRECTION 4 RESOURCE MANAGEMENT

Objective 4.1 INCREASE ASSETS AND REDUCE COSTS

| <u>Strategies</u> | <u>Funding</u> | <u>Owner</u> |
|---|----------------|-----------------------------|
| 4.1.1 Maximize efficiency of asset forfeiture unit. ⇒ <i>Measurement: Reduction in costs; increase in returns.</i> | GF | CVCS Capt Schmalz. |
| 4.1.2 Maximize efficiency of auto and property auctions. ⇒ <i>Measurement: Reduction in costs; increase in returns.</i> | GF | Evidence/Prop Lt. Finan |
| 4.1.3 Monitor budget for opportunities to reduce costs. ⇒ <i>Measurements: Identified areas of savings, money saved.</i> | GF | Finance Mgmt. Ms. Topham |
| 4.1.4 Decrease false alarms and increase registrations in Alarm Unit. ⇒ <i>Measurement: New registrants, reduced false alarms.</i> | GF | Finance Mgmt. Ms. Topham |
| 4.1.5 Aggressively pursue outside funding sources. ⇒ <i>Measurement: Sources identified; monies obtained.</i> | GF | Finance Mgmt. Ms. Topham |



Objective 4.2 BETTER UTILIZATION OF COMMUNITY RESOURCES

Strategies

Funding

Owner

- | | | | |
|-------|--|------------|--|
| 4.2.1 | Initiate partnerships with other agencies to obtain and share new costly technology. ⇒ <i>Measurements: Partnerships established; reduction in costs, projects completed.</i> | CPF/GRT/OF | ITMU Capt. Butler |
| 4.2.2 | Utilize students from local universities to assist in satisfaction surveys, grant writing and operational studies. ⇒ <i>Measurement: Number of employee hours saved.</i> | NFR | Planning Capt. Wiesman Finance Mgmt. Ms. Topham |
| 4.2.3 | Promote programs and seek funding from stakeholders in communities to offset costs. ⇒ <i>Measurement: Number of projects funded from outside sources.</i> | GF | Department Cmdrs. Finance Mgmt. Ms. Topham |
| 4.2.4 | Expand volunteer opportunities for assisting the Department in daily operations. ⇒ <i>Measurement: Number of volunteers added.</i> | NFR | COP Lt. Powell |



STRATEGIC DIRECTION 5

TECHNOLOGICAL ADVANCEMENT

Objective 5.1 ACQUIRE AND UPGRADE EQUIPMENT

Strategies

| | <u>Funding</u> | <u>Owner</u> |
|--|----------------|--|
| 5.1.1 Seek funding through Urban Area Securities Initiative (UASI) to purchase additional equipment. ⇒ <i>Measurement: Grants applied for; Amount of equipment purchased through grant funds.</i> | GF | Tactical Lt. Ventre |
| 5.1.2 Transition to fully digital technology in crime scene processing and case management. ⇒ <i>Measurement: Transition to digital technology.</i> | CPF/GRT/OF | ITMU Capt. Butler Criminalistics Sgt. Gruenke |
| 5.1.3 Full implementation of new Computer Aided Dispatch and Records Management System. ⇒ <i>Measurement: Finalization of system installation.</i> | CPF/GRT | ITMU Capt. Butler |
| 5.1.4 Completion of COPSMART project and installation in all marked vehicles. ⇒ <i>Measurement: All vehicles equipped, personnel trained.</i> | OF | ITMU Capt. Butler Fleet Unit Mr. Diersing |
| 5.1.5 Acquire updated covert recording equipment for successful prosecution of soliciting arrests. ⇒ <i>Measurement: Acquisition of equipment; convictions.</i> | GRT/OF | CVCS Capt. Schmalz |
| 5.1.6 Identify and implement appropriate hardware and software to advance the Department mission. ⇒ <i>Measurement: Products identified, obtained and installed.</i> | CPF/GF | ITMU Capt. Butler |

Objective 5.2 UTILIZE TECHNOLOGICAL ADVANCES FOR PUBLIC SAFETY

Strategies

| | | |
|--|------------|----------------------|
| 5.2.1 Implement new crime surveillance camera program. ⇒ <i>Measurement: Number of cameras installed; reduction in crime.</i> | CPF/GRT/OF | ITMU Capt. Butler |
|--|------------|----------------------|

| | | | |
|----------------------|---|-----------------------|--|
| 5.2.2 | Identify critical technology systems and implement a disaster recovery plan specific to IT needs. ⇒ <i>Measurements: Sites identified; plan implemented.</i> | GF/GRT/OF | ITMU Capt. Butler |
| 5.2.3 | Implement Phase II FCC mandate on cellular phone 911 calls. ⇒ <i>Measurements: Agreements signed, employees trained, system implemented.</i> | CPF/OF | PCS Capt. Butler |
| 5.2.4 | Promote and expand the use of the Citizen Observer website for neighborhood alerts, safety information and updates. ⇒ <i>Measurement: Number of businesses and citizens who enroll in the web program.</i> | GF | District Cmdrs. MOU Lt. |
| Objective 5.3 | <u>DEVELOP TECHNOLOGY FOR MORE EFFICIENT DAILY OPERATIONS</u> | <u>Funding</u> | <u>Owner</u> |
| 5.3.1 | Locate viable locations and suitable partners for redundant data storage. ⇒ <i>Measurements: Site identified, funding obtained, partner(s) identified to share costs.</i> | GF | ITMU Capt. Butler |
| 5.3.2 | Develop quality standards for data collection and entry. ⇒ <i>Measurements: Creation of data program and training on standards for all involved employees.</i> | GF | ITMU Capt. Butler Records Ms. Smedley |
| 5.3.3 | Creation of lease plan to bring 800 MHz capability to entities of interest. ⇒ <i>Measurement: Agreements in place and equipment available for lease.</i> | GF | PCS Capt. Butler |

PART II – LOGISTICS & DEMOGRAPHICS

Workload

Workload projections are based on trending patterns from the previous years. The areas analyzed for these projections are Select Calls for Service (CFS), Part I Offenses, Arrests and Auto Accidents. These areas represent the most substantial demands on the Police Department resources and personnel. These categories have the most significant impact in determining how resources and personnel are deployed to be effective and efficient in accomplishing our police mission.

Workload Categories

- Select Calls for Service (CFS): Total calls dispatched for police services.
- Part I Offenses – All reported Part I crime as reported to the Federal Bureau of Investigations (FBI) Uniform Crime Report. The crimes are: homicide, rape, robbery, aggravated assault, burglary, theft, motor vehicle theft and arson.
- Arrests – All arrests for both Part I and Part II crimes, both adult and juvenile.
- Auto Accidents – All reported auto accidents.

For purposes of trending this data, the years 2000 – 2005 were reviewed. CFS have averaged no gain or loss for the past five years. It is realistic to project the same trend over the next several years. With the exception of 2001, reported offenses have decreased on average by 3.1% each year. A reasonable estimate would maintain this average. Arrests declined after 2001. It is expected arrests will steadily return to pre-2001 rates. Although auto accidents decreased 2.8% for the years studied there should be an expectation this decline will level off; an average decrease of 1% is logical.

Projected Workload

| <u>Year</u> | <u>CFS</u> | <u>Part I Offenses</u> | <u>Arrests</u> | <u>Auto Accidents</u> |
|-------------|------------|------------------------|----------------|-----------------------|
| 2006 | 283,243 | 26,428 | 50,289 | 18,546 |
| 2007 | 285,111 | 25,635 | 53,320 | 18,360 |
| 2008 | 284,177 | 24,866 | 55,017 | 18,176 |

Population

According to the 2000 United States Census Bureau, the population for the City of Cincinnati was 331,285. The estimated 2000 City population was 343,616. U.S. Census estimates for 2003 and 2004 are 317,361 and 314,154 respectively. Although Cincinnati's population decline is ahead of all estimates, service demands have not followed suit.

There are significant projects being developed within the City of Cincinnati, especially downtown. Revitalization projects and housing are drawing more and more people into the City. However, it is expected that the population will decline approximately 1.5% per year over the next several years.

Personnel

The Police Department authorized sworn personnel complement is 1079.



The authorized non-sworn complement is 246. These numbers are established by City Council. The Personnel Section projects sworn separations each year by multiplying the number of members who are eligible to retire by the average percentage of those eligible that actually separate. This rate is used to calculate staffing levels and projected staffing levels and to maintain the authorized sworn strength. It is projected that one recruit class per year will sustain the sworn complement.

Equipment

The Police Department is continuing the marked vehicle upgrades from Mobile Data Terminals to Mobile Data Computers in accordance with the COPSMART program. The completion date is projected to be December, 2006. A new Integrated Computer Aided Dispatch and Records Management System (CAD/RMS) is being installed that will combine many stand alone data sources currently used in the Department. The new CAD is anticipated to be operational by mid-2007. Various modules of the RMS will be implemented beginning in 2006, through completion in 2008.

Within the fiscal year 2006, all sworn officers will be receiving new Smith and Wesson 9mm handguns. These will replace weapons issued in 1996.

All officers will receive training in the new weapon during bi-annual weapons familiarization and qualification.

Vehicle Fleet

Vehicles are replaced on an annual basis through Fleet Services Division. Funding for these replacements come from capital budget amounts allocated to Fleet Services for all General Fund Agency Equipment replacements. The Police Department requests could not be completely approved due to limited funding availability. A portion of funding for equipment replacement comes from the “equipment replacement fund” generated when obsolete equipment is sold through Fleet Services.

Actual Summary of Police Vehicle Requests from 2001 to date

| <u>Budget Year</u> | <u>Units Requested</u> | <u>Cost</u> | <u>Units Approved</u> | <u>Cost</u> |
|--------------------|------------------------|-------------|-----------------------|-------------|
| 2001 | 96 | \$1,939,000 | 14 | \$ 227,000 |
| 2002 | 112 | \$2,392,000 | 43 | \$ 857,000 |
| 2003 | 83 | \$1,770,500 | 71 | \$1,538,000 |
| 2004 | 85 | \$1,856,800 | 75 | \$1,587,420 |
| 2005 | 93 | \$1,850,500 | 84 | \$1,640,000 |
| 2006 | 70 | \$1,575,390 | | |

Budget constraints in 2005 caused a 10% reduction in requested vehicle dollars and actual vehicles procured. The 2006 budget will be reduced by another 5%

Homeland Security funding allowed for replacement of our current Command Center with a highly sophisticated SWAT/Mobile Command Center. Through that same funding, the older Emergency Rescue Vehicle (ERV) was replaced with a fully functional, custom built ERV.

Vehicles destined for replacement must meet at least 2 of 3 criteria: life to date cost must be 2/3 of original purchase price; mileage must be at least 85,000 and the age of vehicle should be at least 4 years for beat cars and 5 years for administrative cars. Prior to any vehicle being considered for replacement, both Cincinnati Police Fleet Management Unit and Fleet Services Manager must agree that all criteria are met. Specialty vehicles are reviewed on a one for one basis as circumstances require.

Vehicle utilization is achieved through review of monthly mileage reports. Fleet Management Unit recommends moving vehicles within the department to achieve maximum vehicle usage.

Capital Improvement Projects

The purchase of a mechanic's garage for District Five is being addressed. After the purchase, the building will be remodeled and upgraded. Upgraded vehicle repair equipment will be added. The District Three garage is planned for upgrade and expansion, and the vehicle repair equipment will be upgraded.

Additionally, a new truck with a crash barrier is to be added to the Traffic Unit for expressway vehicle crashes and a security camera system is scheduled for installation at the Impound Lot.

The upper floors at 310 Ezzard Charles Drive are currently being planned for remodeling. Since the dispatch center was moved, the third floor is being modified to relocate the Internal Investigations Section in its place. This will also be a cost saving measure, reducing lease costs in the building they currently occupy. Additionally, the Chief's Office and adjacent staff offices will be redesigned and upgraded. An additional conference room will be added. Personnel office locations will be reassigned for efficiency. This project is expected to be completed in 2007.



PART III – EVALUATION AND REVIEW

As outlined at the beginning of this document, the measurements for each strategy give the owners a gauge for their progress. The strategies are guidelines to achieve the objectives. No plan can be successful without a well-designed process for monitoring and evaluation. To that end, the methods of several policing philosophies and management theories are integrated to insure optimum results.

Community Problem Oriented Policing (CPOP) will be used by the owners in two ways. First, input will be sought by community members for each specific strategy and objective for their neighborhood. Tailoring the objectives to meet specific needs of the community is paramount to customer satisfaction and obtaining ideal results. Second, the community's feedback and opinions on whether the desired result has been achieved will shape the future of the strategy.

Dovetailing with CPOP is the use of the SARA model of problem solving. Scanning, Analyzing, Response and Assessment are the tools used to measure each phase of the problem, or objective, at hand. Constant reassessment of each facet will insure accurate reporting on the effectiveness of the strategies.

Owners are held accountable by the Police Chief for each component they are assigned. Semi-annual updates in the Strategic Plan Progress Report will function as the quality control aspect of the plan and allow for an exchange of ideas on what works and what does not.

With teamwork and collaboration between the police and citizens, the goals of this plan will surely be achieved.

APPENDIX A

TABLE OF ACRONYMS AND PROJECT NAMES

AFIS – Automated Fingerprint Identification System
ATF – Alcohol, Tobacco and Firearms
CALEA – Commission for the Accreditation of Law Enforcement Agencies
CCA – Citizen Complaint Authority
CERT – Code Enforcement Response Teams; consist of the departments of Building, Health, Sanitation, etc. that respond to hazardous or blighted properties and enforce code violations.
CIS – Criminal Investigation Section
CPAL – Cincinnati Police Athletic League
COP – Community Oriented Policing
COPSMART – A countywide in-car computer project allowing for input of data and reporting.
CPOP – Community Problem Oriented Policing
CPR/AED – Cardio-Pulmonary Resuscitation/Automated External Defibrillator
Crime Series/Crime Pattern -
CRT – Community Response Team
CVCS – Central Vice Control Section
FATS – Firearms Training System
FCC – Federal Communications Commission
IIS – Internal Investigations Section
IT – Information Technology
ITMS- Information Technology Management Section
LED – Light Emitting Diode
MOU – Major Offenders Unit
PCS – Police Communications Section
PIO – Public Information Office
PROJECT DISARM – The federal prosecution of individuals meeting certain conviction criteria who are arrested on firearms violations.
RCPI - Regional Community Policing Institute
SARA – A model of problem solving that includes Scanning, Analyzing, Responding, and Assessing a problem.
SWAT – Specialized Weapons and Tactical
TEWG – Terrorist Early Warning Group
WITNESS PROTECTION PROGRAM – A program operated by the Hamilton County Prosecutors Office that assists in relocating witnesses of violent crimes who are being intimidated about giving testimony at trial.
YSU – Youth Services Unit