

2014 Strategic Plan Results

	GOAL #1	REDUCE CRIME AND ITS IMPACT ON THE COMMUNITY	
STRATEGY	TACTICS	MEASURES	RESULTS
#1 - Be better prepared to respond to crime and early interventions where possible.	Identify crime trends by using crime charts/graphs/maps.	Respond to crimes 5% faster annually starting in 2014.	Quarterly analysis were completed and disseminated to all officers
	Enforce curfew ordinance more effectively.	Increase number of curfew contacts by 5% per year.	Not attained
	Create youth intervention programs in conjunction with government and social services to prevent curfew infractions.	Implement a youth intervention program to prevent curfew infractions by end of FY 2014	Not attained. Will be extended to end of FY 2015
#2 - Enhance Community Block Watch programs.	Identify problem areas and seek interested citizens to participate.	Establish one new Block Watch program per year.	One added – Merchant Street Blockwatch
	Revitalize and/or maintain current community Block Watch programs	Each Block Watch group visited every three months to determine what assistance and/or information can be provided to them to keep them active.	Completed
#3 - Continue Crime Prevention programs directed toward those victimized regardless of the type of crime.	Develop resources and initiatives to prevent victimization where applicable.	Conduct two training sessions per year to provide information to victims of crimes and prevention techniques.	Detective Bureau made two presentations to the Licking County Aging program in 2014.
	Initiate the automated phone check system focusing on the elderly and/or disabled.	System operational by end of FY 2014.	Not implemented.
#4 - Update threat assessments for local schools and businesses.	Contact local schools and businesses to update contact information.	Updated list completed annually.	Completed by SROs
	Develop a threat assessment survey in conjunction with schools and business groups.	Conduct threat assessments for new local schools / businesses.	Completed at Newark Public Library

#5 - Arrest criminals.	Increase training in criminal law, criminal procedure and problem solving.	All officers to receive additional training in these areas by end of FY 2014.	Conducted in-service training in Biased Policing, Evidence Handling, Juvenile Processing, Drug Trends, Electronic Surveillance, Child Abuse Investigations, Interview Principles, Basic Case Preparation, Counterfeit money. Legal update training bulletin sent out in PowerDMS 10 out of the 12 months.
#6 - Make victim of crime contacts more personal.	Ensure personal follow-up with victims of certain crimes and distribution of Victims Rights handbook.	Audit closed cases to ensure personal contacts are made.	Every Case Closure is checked to ensure crime victim info is provided.
	GOAL #2	ACHIEVE ORGANIZATIONAL EXCELLENCE	
STRATEGY	TACTICS	MEASURES	OWNER
#1 - Promote training and education to advance personnel.	Maintain current level of in-service training.	All training areas agreed to in Collective Bargaining Agreement conducted yearly.	All the training areas agreed to in the CBA were conducted
	Increase training in areas where current training has lacked and budget allows.	One new training area conducted each year.	Below 100 training was conducted in 2014 along with other topics that were deemed appropriate and were cost free.
#2 - Emphasize career development of all employees.	Poll employees once every two years to determine who has aspirations of promotion.	Poll completed by end of FY 2015 and again by end of FY 2017.	Yearly performance evaluation topic to be discussed with subordinates by supervisors.
	Create guidelines for career development for each position within the department.	Guidelines to be completed and reviewed bi-annually.	To be completed in 2015

	GOAL #3	STRENGTHEN RELATIONSHIPS	
STRATEGY	TACTICS	MEASURES	OWNER
#1 - Continue positive relationships with the media.	Coordinate opportunities for ride-along for the media to inform them about enforcement areas.	Two media representatives ride each year.	1 media request for a ride along was granted this year. No other requests made.
#2 - Give the PIO better tools to enable them to better accomplish their duties.	Utilize website and other means to promote department.	Monthly information provided regarding agency activities for website and media.	No new training or equipment provided to PIO.
#3 - Maintain Citizen Police Academy.	Update Citizen Police Academy curriculum.	Continue to conduct at least one academy per year.	There no classes conducted in 2014 due to budget constraints.
	Maintain a Citizen Police Academy Alumni Assoc. to continue the interaction between students and NPD agency after class each graduates.	Maintain Alumni Association roster and by-laws.	Alumni Association continued in 2014 and met every other month. The Citizen on Patrol program continued with groups going out twice a week most weeks.
#4 - Increase employees' ability to participate in charitable organizations outside of their regular duties.	Create a community service credit for employees that participate in their community.	Track number of hours where employees participate in community events starting in 2014.	Was not put into place. Will be added to 2015 – 2017 goals.
	GOAL #4	INCREASE USE OF TECHNOLOGY	
STRATEGY	TACTICS	MEASURES	OWNER
#1 - Sustain current levels of grant funding related to technology.	Project budgetary amounts necessary to cover cost of acquiring grant funding.	Annual review to determine how much money can be allocated each year for matching grant funds.	Grant funding has decline nationwide making it impossible to maintain past levels.
#2 – Examine the replacement of radio tower and building on Horns Hill and all VHF radio equipment.	Identify new opportunities for funding and/or creating revenue	New radio tower installed and VHF equipment replaced by FY 2015.	Determined to be unnecessary due to Division implementation of MARCS.
#3 - Expand capabilities by installing Computer Aided Dispatch.	Identify new grants to subsidize the cost of acquiring the technology.	Implementation of Computer Aided Dispatch system by end of FY 2015.	No funds available for CAD

	Network to acquire technology for multi-jurisdictional use.	Expansion of wireless capabilities completed by FY 2014.	Grant discontinued. Not feasible to continue out of our own budget.
	GOAL #5	IMPROVE TRAFFIC SAFETY	
STRATEGY	TACTICS	MEASURES	OWNER
#1 - Reduce accident frequency in areas where the highest number of accidents occurs.	Identify accident-prone locations through past three years of crash reports.	Top five accident areas identified annually and areas targeted.	Intersections identified and targeted enforcement was completed
#2 - Reduce accidents in targeted locations	Actively participate in the Governor's Traffic Safety Office designated events when available.	Participate in events as much as available.	Participated in both the IDEP and STEP grants
	Assign officers to enforce targeted locations when available.	Officers provide documentation on locations being observed through daily logs.	Directed enforcement completed
#3 - Involve the community through educational programs.	Participate in events to promote traffic safety.	Provide one traffic safety event per year.	Halloween Blitz, Click-it or Ticket and others were completed
	Conduct restraint usage surveys at area high schools and random surveys at targeted locations.	Use of restraints demonstrated by surveys increase by 5% per year.	Health Department survey showed 90% and upward of usage
#4 - Zero tolerance of traffic violations in targeted areas.	Assign officers to patrol targeted areas and issue citations for infractions.	Number of crashes decreased by 5% indicates compliance.	Targeted enforcement occurred as officers were assigned to specific intersections throughout the year