Ohio State Highway Patrol
2015-2019 Strategic Plan
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Message from the Colonel

For more than 81 years, the Ohio State Highway Patrol has worked to promote traffic safety and to remove criminals from Ohio’s roadways. We have diligently supported this mission by educating the public, removing dangerous drivers, and increasing our criminal patrol and drug interdiction efforts. Due to this balanced approach, we have made tremendous strides in lowering the number of traffic-related fatalities in Ohio, a result of which we can all be proud.

In addition to focusing on these daily tasks, we must also look toward the future and embrace new technology, research, and developments that enhance officer safety and increase our effectiveness as an agency. By developing innovative programs and applying best practices, we can continue to make Ohio a safer place to live and work.

The purpose of a strategic plan is to guide our path as we move forward and help us to remain focused on our long-term goals. Over the course of the last year, I met with members from several levels of the Division to discuss ideas and concerns about our organization. The input from these “roundtable” discussions laid the framework of this plan. The continued involvement from all levels of the organization will be crucial in the implementation and success of the strategies outlined in this document.

The Ohio State Highway Patrol has built a foundation of faithful service and operational achievements. We will continue in our unwavering commitment to the safety and service to the citizens of this state. This plan along with our strength, courage, and character will enable us to contribute to a safer Ohio while we face new challenges and opportunities over the next five years and beyond.

Colonel Paul A. Pride
Superintendent
Introduction

The Ohio State Highway Patrol (OSHP) is one of seven major divisions within the Ohio Department of Public Safety. The agency is specifically tasked with patrolling the state’s highways, providing statewide emergency response and support services to Ohio residents and law enforcement agencies, providing security to the Governor and other dignitaries, and investigating crimes that occur on state-owned and leased properties.

OSHP is accredited through the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA).

Vision Statement

Building relationships to improve the quality of life and safety for the citizens of Ohio.

Mission Statement

As national leaders, the Ohio State Highway Patrol collaborates with community and safety partners to provide professional law enforcement services focused on deterring crime and promoting traffic safety to improve the quality of life for those we serve.

Core Values

The Ohio State Highway Patrol’s Trooper Shield logo was created to represent the division’s mission and includes the division’s core values of **Strength**, **Courage**, and **Character**.

**Strength** is the physical, mental, emotional, and spiritual energy that is required to perform the duties of a law enforcement professional. The division recognizes that strength is more than physical ability; strength includes the ability to effectively process and manage challenging, chaotic, and tragic situations, while embracing a positive attitude.

**Courage** is the ability and willingness to confront and to act justly in situations of danger, uncertainty, or intimidation. Like strength, courage is more than withstanding and acting in cases of physical danger but includes holding oneself and others accountable to a higher standard of excellence in all actions.

**Character** is the moral qualities, ethical standards, and principles, such as honesty, integrity, and professionalism that define the division. These qualities, standards, and principles are part of the division’s history and culture and set the standards of behavior on and off duty.
Organization

The Ohio State Highway Patrol is comprised of 58 posts that serve all of Ohio’s 88 counties. Posts are organized into eight districts: Findlay, Bucyrus, Cleveland, Piqua, Columbus, Cambridge, Wilmington, and Jackson. The Patrol’s General Headquarters and Training Academy are located in Columbus.

Traditionally, OSHP has concentrated operations in rural communities but recently began increasing its focus on metropolitan areas. Historically, a greater proportion of traffic crashes have occurred in and around Ohio’s largest urban areas. In order to address the problem, the Patrol began shifting existing personnel and resources to establish posts in the cities of Cleveland, Columbus, and Cincinnati. See Figure 1 for the location of OSHP Districts and Posts.

OSHP is subdivided into six offices:

- **Office of the Superintendent** sets the overall strategic direction for the division and includes the Colonel, two Lieutenant Colonels, the Public Affairs Unit, and professional staff.
- **Office of Field Operations** oversees the daily operations of districts and posts and includes Aviation, Licensing and Commercial Standards, Government Affairs and Capital Operations, Executive Protection, Crash Reconstruction, and the Special Response Team.
- **Office of Criminal Investigations** serves as the investigative arm of the division and includes Investigative Services, Polygraph, Computer Crimes, Criminal Patrol, Explosive Detection, and the Ohio Investigative Unit.
The Office of Strategic Services provides technological and logistical support to the division and includes the Hub and Critical Information and Communications Center (CICC), the Law Enforcement Automated Data System (LEADS), Finance and Logistic Services, Homeland Security, Computer Operations, and Communications and Dispatch Operations.

The Office of Planning and Analysis provides reporting and analytical services and includes the Crime Lab, Risk Assessment and Management, Ohio Traffic Safety Office (OTSO), Policy Development Unit, Central Records, Statistical Analysis Unit, Photo Lab, Crash Statistics, Event Planning, and the Auxiliary.

The Office of Personnel supports the division’s staff and includes Professional Standards, Administrative Investigations, Staffing Services, Training Academy, Recruitment, and Testing and Assessment Services.

## Personnel

### Table 1. Summary of OSHP Personnel

<table>
<thead>
<tr>
<th>Sworn Staff by Rank</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Colonel</td>
<td>1</td>
</tr>
<tr>
<td>Lieutenant Colonel</td>
<td>2</td>
</tr>
<tr>
<td>Major</td>
<td>5</td>
</tr>
<tr>
<td>Captain</td>
<td>20</td>
</tr>
<tr>
<td>Staff Lieutenant</td>
<td>43</td>
</tr>
<tr>
<td>Lieutenant</td>
<td>100</td>
</tr>
<tr>
<td>Sergeant</td>
<td>326</td>
</tr>
<tr>
<td>Trooper</td>
<td>1,079</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other Staff</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Police Officers</td>
<td>39</td>
</tr>
<tr>
<td>Civilians*</td>
<td>811</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Race and Ethnicity of Sworn Officers</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Caucasian/White</td>
<td>86%</td>
</tr>
<tr>
<td>African American/Black</td>
<td>9%</td>
</tr>
<tr>
<td>Hispanic or Latino</td>
<td>3%</td>
</tr>
<tr>
<td>Asian</td>
<td>1%</td>
</tr>
<tr>
<td>American Indian/Alaskan Native</td>
<td>1%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sex of Sworn Officers</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>91%</td>
</tr>
<tr>
<td>Female</td>
<td>9%</td>
</tr>
</tbody>
</table>

In 2014, OSHP had approximately 1,600 sworn officers and nearly 900 support personnel, including police officers, motor carrier enforcement inspectors, dispatchers, load limit inspectors, motor vehicle inspectors, electronic technicians, and civilian specialists.

Sworn officers can also hold specialized law enforcement positions such as plainclothes investigators, canine officers, pilots, polygraph examiners, crash reconstructionists, and tactical response team members.

Eighty-six percent of OSHP’s sworn personnel are Caucasian/White, 9% are African American/Black, 1% are Asian, and 1% are American Indian/Alaskan Native. Three percent of sworn officers are of Hispanic or Latino descent. Sworn personnel are predominately male, comprising 91% of the force. See Table 1 for a summary description of OSHP personnel.

Source: OSHP Peoplesoft Database.
\(a\) Personnel numbers are current as of January 2015.
\(b\) Does not include Patrol Cadets.
\(c\) Hispanic personnel may be of any race.
Environmental Assessment

Population

According to the U.S. Census Bureau, Ohio is the 7th most populous state with an estimated population of 11,570,808 in 2013. Most of Ohio’s population is concentrated in metropolitan areas: approximately 31% of residents live in northeast metro areas that include the cities of Cleveland, Akron, Youngstown, and Canton; 22% live in southwest metro areas that include the cities of Cincinnati, Dayton, and Springfield; and 17% live in central metro areas that include the city of Columbus. Estimated population projections based upon the 2010 Census suggest that Ohio’s population will remain relatively stable through 2040. See Table 2 for population projections by OSHP district.

<table>
<thead>
<tr>
<th>District Name</th>
<th>2010 Census</th>
<th>2015 Projection</th>
<th>2020 Projection</th>
<th>2025 Projection</th>
<th>2030 Projection</th>
<th>2035 Projection</th>
<th>2040 Projection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Findlay</td>
<td>1,010,923</td>
<td>999,810</td>
<td>992,310</td>
<td>982,740</td>
<td>971,640</td>
<td>960,980</td>
<td>953,890</td>
</tr>
<tr>
<td>Bucyrus</td>
<td>1,064,578</td>
<td>1,063,110</td>
<td>1,058,860</td>
<td>1,054,950</td>
<td>1,050,170</td>
<td>1,045,990</td>
<td>1,041,780</td>
</tr>
<tr>
<td>Piqua</td>
<td>1,307,235</td>
<td>1,298,380</td>
<td>1,288,900</td>
<td>1,280,330</td>
<td>1,271,240</td>
<td>1,264,210</td>
<td>1,262,700</td>
</tr>
<tr>
<td>Columbus</td>
<td>1,881,215</td>
<td>1,958,360</td>
<td>2,038,930</td>
<td>2,116,160</td>
<td>2,189,380</td>
<td>2,263,280</td>
<td>2,341,170</td>
</tr>
<tr>
<td>Cambridge</td>
<td>577,581</td>
<td>572,292</td>
<td>566,598</td>
<td>561,746</td>
<td>557,113</td>
<td>554,598</td>
<td>555,743</td>
</tr>
<tr>
<td>Wilmington</td>
<td>1,768,615</td>
<td>1,785,400</td>
<td>1,804,320</td>
<td>1,821,320</td>
<td>1,835,380</td>
<td>1,846,180</td>
<td>1,856,600</td>
</tr>
<tr>
<td>Jackson</td>
<td>521,055</td>
<td>518,890</td>
<td>518,100</td>
<td>515,610</td>
<td>513,350</td>
<td>511,320</td>
<td>511,580</td>
</tr>
<tr>
<td>Total</td>
<td>11,536,504</td>
<td>11,549,162</td>
<td>11,574,868</td>
<td>11,598,696</td>
<td>11,615,083</td>
<td>11,635,108</td>
<td>11,678,973</td>
</tr>
</tbody>
</table>


Although overall population is not projected to change dramatically, Ohio’s population demographics have shifted since the 2000 Census and will continue to change throughout the coming decades. The Ohio Development Services Agency now estimates that the state’s minority population has increased 20% since 2000. The number of Hispanic residents has increased 63% during this time, as have the number of Asian (49%), and African American/Black (12%) residents. As of 2013, 19% of the population is currently a member of a minority racial group.

The age of Ohio residents has also shifted since 2000. Ohio’s median age is 39.3 years, which is approximately 2 years older than the median age for the United States, 37.4 years.

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1. U.S. Census, State & County QuickFacts. Data for 2014 are not available.
Adults aged 65 and older currently comprise 15% of the population and will make up nearly 20% of the population by 2040.\(^4\)

The U.S. Census estimated that approximately 15.8% of Ohio's population was living below the poverty line in 2013, which was just slightly higher than the nation as a whole at 15.4%. Poverty rates were highest in central cities of metropolitan areas (26.7% of residents) and in counties considered to be part of Appalachia, particularly Adams, Athens, Jackson, Pike, and Scioto Counties, which have poverty rates ranging from 22% to 32.2%.\(^5\) See Table 3 for a summary of Ohio demographic information.

### Vehicle Registrations

In 2013, the Bureau of Motor Vehicles issued over 2 million licenses for a total of 7,700,621 licensed drivers in the State of Ohio. From 2009-2013, vehicle registrations in the State of Ohio have increased an average of .44% per year, with 11,998,020 registrations in 2013.\(^6\)

### Vehicle Miles Traveled (VMT)

Ohio has one of the largest and most heavily traveled interstate systems in the country. According to the Ohio Department of Transportation, Ohio has the 4\(^{th}\) largest interstate system with 6,800 lane miles. The Federal Highway Administration estimated Ohio had over 31 billion interstate VMT in 2011, ranking 4\(^{th}\) in the nation behind California, Texas, and Florida. In Ohio, Cuyahoga, Franklin, and Hamilton Counties have the highest total VMT.\(^7\) State estimates indicate an average annual increase of .81% from 1993-2013, with an estimated VMT over 112 billion in 2013. Five-year projections estimate VMT will increase to over 118 billion. See Figure 3 for estimated and projected VMT by year for Ohio.

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\(^6\) Ohio Bureau of Motor Vehicles.

\(^7\) State of Ohio Department of Transportation. ODOT Facts Book 2013; U.S. Department of Transportation, Federal Highway Administration.
Activity Summary

The Ohio State Highway Patrol’s primary functions include promoting traffic safety and removing criminals from Ohio’s roadways through strict enforcement of Ohio’s traffic and criminal laws. This balanced approach is the premise of OSHP’s Trooper Shield program, in which criminal patrol efforts are given the same high priority as traffic safety.

Traffic Safety

In 2013, Ohio traffic fatalities were the lowest in Ohio’s history, with 990 deaths resulting from 918 crashes. Cuyahoga, Franklin, Hamilton, Lucas, and Montgomery Counties led the state in fatal traffic crashes, accounting for 26%. Overall, 35% of fatal crashes occurred in urban areas, and 309 (34%) crashes were the result of an impaired driver. Provisional data suggest that traffic crash deaths increased slightly in 2014 but continued to hover near record historic lows, with three of the last four years the safest on record in the state. See Figure 4 for Ohio traffic fatalities by year.

OSHP continues to target dangerous, crash-causing behaviors and to participate in a number of local and national initiatives aimed at promoting traffic safety. One such initiative, the 6-State Trooper Project, is a partnership with the Indiana State Police, Kentucky State Police, Michigan State Police, Pennsylvania State Police, and West Virginia State Police. The goal of the coalition is to focus on combined and coordinated law enforcement services through several planned enforcement campaigns throughout the year. This past year, targeted behaviors included distracted driving, impaired driving, and safety belt enforcement.

By the end of 2014, OSHP made more than 615,000 enforcement contacts, issued over 433,000 warnings, assisted nearly 290,000 motorists, and investigated over 68,000 crashes. Enforcement stops increased 2% from 2013 and were concentrated in Cuyahoga, Franklin, Hamilton, Lorain, and Lucas Counties. See Figure 5 for enforcement stops by county.
In addition, Troopers made over 63,000 enforcement contacts for aggressive driving, more than 33,000 enforcement contacts with motorists driving under a suspended license, and over 100,000 safety belt enforcement contacts in 2014. Safety belt enforcement has continued to increase over the last several years and is up 11% from 2013.

In an effort to reduce the number of alcohol- and drug-related crashes, OSHP joined forces with local law enforcement agencies and thousands of highway safety partners throughout the nation in the Drive Sober or Get Pulled Over campaign to crack down on impaired driving. Through these efforts to decrease the number of OVI-related crashes, OSHP made more than 24,000 OVI arrests in 2014, a 2% increase from 2013. OVI arrests occurred most frequently in Cuyahoga, Franklin, Lorain, Lucas, and Stark Counties, accounting for 28% of all OVI arrests. See Figure 6 for OVI arrests by county.

Crime Enforcement

Criminal patrol efforts in 2014 resulted in substantial drug seizures statewide: Troopers recovered over 2.4 million grams of marijuana, 25,000 grams of cocaine, 14,000 grams of heroin, 5,000 grams of methamphetamine, and 1,000 grams of crack. The estimated street value of these seizures totaled over $29 million.

In addition to these narcotics, OSHP seized prescription, over-the-counter, and illegally manufactured pills, such as ecstasy. Nearly 38,000 dosage units of prescription opiates were seized, such as Oxycodone, OxyContin, Vicodin, and Percocet, and over 10,000 depressants, such as Xanax and Valium.

Overall, OSHP Troopers made over 11,000 drug arrests, over 3,900 felony arrests, more than 400 arrests for illegal weapons, and issued over 12,000 misdemeanor summonses in 2014. See Figure 7 for felony arrests by year.
Goals and Objectives

The Strategic Plan

The Ohio State Highway Patrol Strategic Plan provides a framework for the division’s plans over the next five years and is subdivided into six separate themes based upon the content of the goals and objectives. Implementation of the objectives began with the release of this plan and is the responsibility of the assigned strategy coordinator. Each strategy coordinator is responsible for developing action plans in order to achieve the assigned objective. Progress reports detailing the status of each objective will be completed on a yearly basis.

Theme 1. Promote Traffic Safety

Goal 1.1 Reduce traffic fatalities on Ohio roads and highways

Objective 1.1.1 By December 31, 2019, reduce traffic fatalities statewide by 10% from the previous 5-year average.

Strategy Coordinator: District Commanders

Goal 1.2 Promote safe driving practices through education and outreach in communities

Objective 1.2.1 By December 31, 2015, create community education and outreach plans to promote traffic safety and crime reduction efforts in the local districts.

Strategy Coordinator: District Commanders

Objective 1.2.2 Develop a marketing strategy for #677.

Strategy Coordinator: Superintendent

Objective 1.2.3 By December 31, 2019, increase the state’s seat belt usage rate by 1% each year based on the previous 5-year average.

Strategy Coordinator: District Commanders
Goal 1.3 Reduce at-fault commercial vehicle and commercial bus-related crashes

Objective 1.3.1  By December 31, 2019, increase commercial vehicle contacts by 10%
  
  **Strategy Coordinator:** District Commanders

Objective 1.3.2  Create a recognition program for the top contributors involved in commercial-related activities.
  
  **Strategy Coordinator:** Commander of Field Operations

Objective 1.3.3  Develop a hazardous materials oversight plan.
  
  **Strategy Coordinator:** Commander of Field Operations

**Theme 2. Deter Crime**

Goal 2.1 Increase criminal interdiction

Objective 2.1.1  By December 31, 2019, increase the number of qualifying felony arrests by 10% based on 2014 levels.
  
  **Strategy Coordinator:** District Commanders

Objective 2.1.2  By December 31, 2019, increase the number of qualifying felony arrests by permanent criminal patrol officers by 10% based on 2014 levels.
  
  **Strategy Coordinator:** Commander of Criminal Investigations

Goal 2.2 Increase apprehension of auto thieves and the recovery of stolen vehicles

Objective 2.2.1  By December 31, 2019, increase the number of stolen vehicles recovered by 5% based on 2014 levels.
  
  **Strategy Coordinator:** District Commanders
Goal 2.3 Build Ohio Investigative Unit operational effectiveness

Objective 2.3.1 By December 31, 2019, increase the number of investigations in food stamp enforcement, tobacco enforcement, trace back investigations, and liquor enforcement/permit premise enforcement.

Strategy Coordinator: Commander of Criminal Investigations

Theme 3. Build Relationships

Goal 3.1 Increase positive contacts with division personnel

Objective 3.1.1 Senior staff will increase positive contacts with personnel.

Strategy Coordinator: Superintendent

Objective 3.1.2 District and section commanders will increase positive contacts with personnel.

Strategy Coordinators: District and Section Commanders

Goal 3.2 Increase positive contacts with external partners

Objective 3.2.1 GHQ Sections and Senior Staff will increase external partnerships with other Department of Public Safety sections and public safety partners.

Strategy Coordinator: Superintendent and Section Commanders

Theme 4. Improve Administration Efficiency

Goal 4.1 Reduce administrative tasks (redundancy, volume)

Objective 4.1.1 By April 1, 2015, review post-level administrative tasks and identify opportunities for improvement.

Strategy Coordinator: Commander of Field Operations

Objective 4.1.2 By December 31, 2015, review section-level administrative tasks and identify opportunities for improvement.

Strategy Coordinator: Commander of Planning and Analysis
Objective 4.1.3  By December 31, 2016, establish statewide off-duty detail scheduling.

**Strategy Coordinator:** Commander of Strategic Services

Objective 4.1.4  By December 31, 2015, review and evaluate the bill processing and invoicing process and identify opportunities for improvement.

**Strategy Coordinator:** Commander of Strategic Services

Objective 4.1.5  By December 31, 2015, review and evaluate central records (including record retention) and identify opportunities for improvement.

**Strategy Coordinator:** Commander of Planning and Analysis

**Goal 4.2 Full implementation of eCitation**

Objective 4.2.1  By December 31, 2016, establish local rule for eCitation in all courts.

**Strategy Coordinator:** District Commanders

**Goal 4.3 Efficiency in hiring and benefits processes**

Objective 4.3.1  By June 1, 2015, reestablish human resource functions for the division within the Office of Personnel.

**Strategy Coordinator:** Commander of Personnel

**Theme 5. Develop and Maintain a Professional Workforce**

**Goal 5.1 Recruitment and retention of minorities and females**

Objective 5.1.1  By June 1, 2015, study retention issues involving patrol cadets.

**Strategy Coordinator:** Commander of Planning and Analysis

Objective 5.1.2  By December 31, 2015, develop strategies to increase the recruitment of minorities and females.

**Strategy Coordinator:** Commander of Personnel
Goal 5.2 Provide training in special areas of responsibility

Objective 5.2.1 By June 1, 2016, train post-level troopers in commercial safety enforcement and regulation.

Strategy Coordinator: Commander of Field Operations

Objective 5.2.2 By June 1, 2016, train post-level troopers in commercial vehicle criminal interdiction and cargo theft detection.

Strategy Coordinator: Commander of Field Operations

Objective 5.2.3 By December 31, 2016, increase the number of certified crash reconstructionists.

Strategy Coordinator: Commander of Field Operations

Objective 5.2.4 By June 1, 2016, train post-level troopers in criminal patrol activity.

Strategy Coordinator: Commander of Criminal Investigations

Objective 5.2.5 By June 1, 2017, expand Drug Recognition Expert (DRE) and Advanced Roadside Impaired Driving Enforcement (ARIDE) training.

Strategy Coordinator: Commander of Planning and Analysis

Objective 5.2.6 By June 1, 2016, develop and implement Leadership Training.

Strategy Coordinator: Commander of Personnel

Goal 5.3 Increase, restore and/or maintain personnel levels

Objective 5.3.1 Ongoing through December 31, 2019, pursue an increased number of positions for uniform and professional staff.

Strategy Coordinator: Superintendent

Objective 5.3.2 By July 1, 2015, pursue an increased number of positions for OIU staff.

Strategy Coordinator: Superintendent

Objective 5.3.3 By June 30, 2016, increase staffing levels in the crime lab.

Strategy Coordinator: Commander of Planning and Analysis
Goal 5.4 Review and evaluate promotional systems (milestone process)

Objective 5.4.1 By July 1, 2015, review and evaluate the promotional system and identify opportunities for improvement.

*Strategy Coordinator:* Commander of Personnel

Goal 5.5 Safety management system for aviation

Objective 5.5.1 By December 31, 2015, develop and implement a safety management system for aviation.

*Strategy Coordinator:* Commander of Field Operations

Goal 5.6 Mentoring program

Objective 5.6.1 By December 31, 2015, develop and implement a mentoring program for newly promoted command-level supervisors.

*Strategy Coordinator:* Commander of Personnel

Goal 5.7 Increase use of regional training

Objective 5.7.1 By December 31, 2015, develop and implement additional regional training opportunities.

*Strategy Coordinator:* Commander of Personnel

Goal 5.8 Risk management

Objective 5.8.1 By June 30, 2015, develop a plan to integrate risk management principles in division operations.

*Strategy Coordinator:* Commander of Planning and Analysis
Theme 6. Enhance Infrastructure

Goal 6.1 Information technology

Objective 6.1.1  
By January 1, 2017, increase the speed of the computer network.

Strategy Coordinator: Commander of Strategic Services

Objective 6.1.2  
Ongoing through December 31, 2019, actively leverage emerging technology (MCT, in-car camera, body cameras, forensic media, photographic capabilities).

Strategy Coordinator: Commander of Strategic Services

Objective 6.1.3  
By June 30, 2015, evaluate the effectiveness of the cellular communications plan.

Strategy Coordinator: Commander of Strategic Services

Goal 6.2 Radio communications

Objective 6.2.1  
Beginning January 1, 2017, and completed by December 31, 2019, replace portable radios.

Strategy Coordinator: Commander of Strategic Services

Objective 6.2.2  
By January 1, 2016, complete a tower management evaluation and transfer identified properties to the Ohio Department of Administrative Services Multi-Agency Radio Communication System (MARCS).

Strategy Coordinator: Commander of Strategic Services

Goal 6.3 Provide technical and IT services in a timely and efficient manner

Objective 6.3.1  
Ongoing through December 31, 2019, work with carriers to provide needed upgrades.

Strategy Coordinator: Commander of Strategic Services
Goal 6.4 Enhance intelligence and communication processes

Objective 6.4.1 Ongoing through December 31, 2019, increase the division’s intelligence collection and distribution capacity at the HUB.

Strategy Coordinator: Commander of Strategic Services

Objective 6.4.2 Develop an emergency relay and communication system absent technology.

Strategy Coordinator: Commander of Strategic Services

Objective 6.4.3 Expand Chempack and other emergency distribution systems.

Strategy Coordinator: Commander of Strategic Services

Objective 6.4.4 Increase preparatory efforts for preventing acts of terrorism utilizing commercial vehicles.

Strategy Coordinator: Commander of Field Operations

Goal 6.5 Explore feasibility of unmanned aerial vehicle

Objective 6.5.1 By December 31, 2016, review and evaluate the effectiveness of unmanned aerial vehicles for division operations.

Strategy Coordinator: Commander of Field Operations

Goal 6.6 Increase funding sources

Objective 6.6.1 Ongoing through December 31, 2019, identify and increase dedicated sources of funding.

Strategy Coordinator: Commander of Strategic Services

Objective 6.6.2 Ongoing through December 31, 2019, identify and increase the use of federal funds and grants.

Strategy Coordinator: Commander of Strategic Services
Goal 6.7 Facility management and security

Objective 6.7.1 By January 1, 2017, complete cafeteria expansion and entrance renovation at the academy.

Strategy Coordinator: Superintendent

Objective 6.7.2 By December 31, 2019, add additional dorm rooms to the academy.

Strategy Coordinator: Superintendent

Objective 6.7.3 By December 31, 2019, create metro posts in the cities of Akron and Toledo.

Strategy Coordinator: Superintendent

Objective 6.7.4 By December 31, 2016, establish a K-9 facility and Master Trainer Program.

Strategy Coordinator: Superintendent and Commander of Criminal Investigations

Objective 6.7.5 By December 31, 2016, complete Crime Laboratory renovation to increase instrument room, laboratory, offices and storage.

Strategy Coordinator: Superintendent and Commander of Planning and Analysis

Goal 6.8 Law enforcement equipment

Objective 6.8.1 By December 31, 2019, replace helicopter(s) and fixed wing aircraft.

Strategy Coordinator: Commander of Field Operations

Objective 6.8.2 By December 31, 2019, purchase carbine rifles for all marked enforcement vehicles.

Strategy Coordinator: Commander of Strategic Services

Objective 6.8.3 By December 31, 2018, replace division issued handguns.

Strategy Coordinator: Commander of Personnel