

Ohio State Highway Patrol 2015-2019 Strategic Plan



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“By developing innovative programs and applying best practices, we can continue to make Ohio a safer place to live and work.”



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.

Figure 1. OSHP Districts and Posts

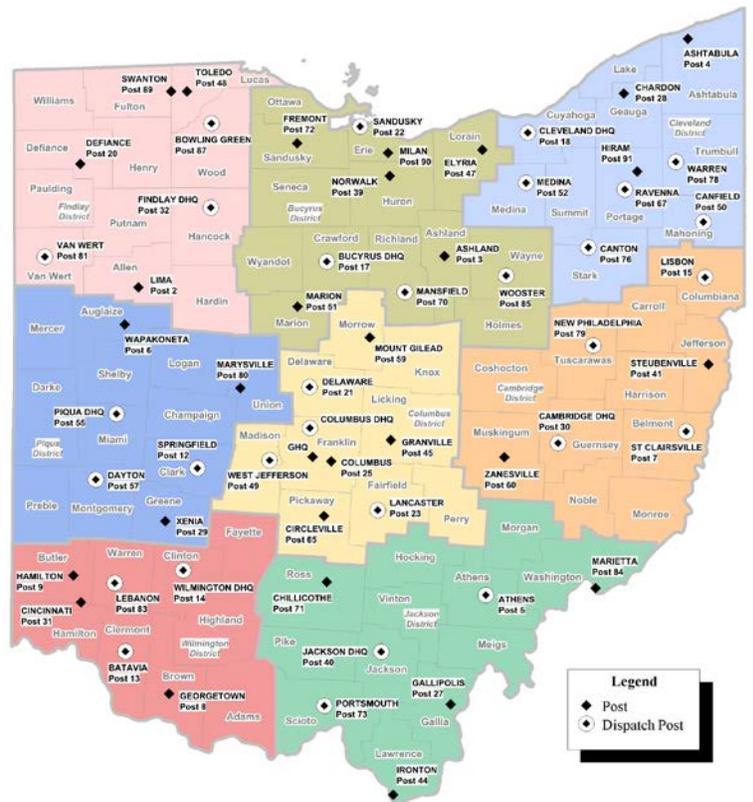
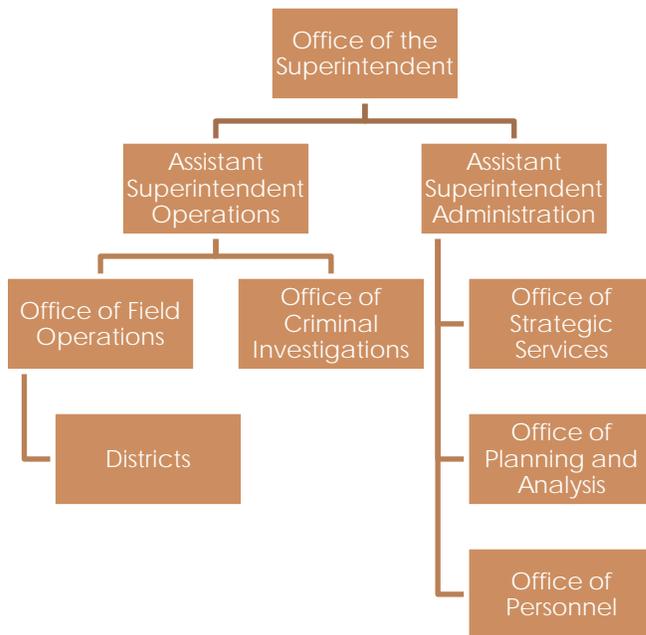


Figure 2. OSHP Organizational Structure



OSHP is subdivided into six offices:

The **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.

The **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.

The **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

Sworn Staff by Rank ^a	
Colonel	1
Lieutenant Colonel	2
Major	5
Captain	20
Staff Lieutenant	43
Lieutenant	100
Sergeant	326
Trooper	1,079
Other Staff	
Police Officers	39
Civilians ^b	811
Total Sworn	1,576
Total Other	850
Total OSHP Personnel	2,426
Race and Ethnicity of Sworn Officers	
Caucasian/White	86%
African American/Black	9%
Hispanic or Latino	3%
Asian	1%
American Indian/Alaskan Native	1%
Sex of Sworn Officers	
Male	91%
Female	9%

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.

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.





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 2013.¹ 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.² 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 2. Population Projections by OSHP District

District Name	2010 Census	2015 Projection	2020 Projection	2025 Projection	2030 Projection	2035 Projection	2040 Projection
Findlay	1,010,923	999,810	992,310	982,740	971,640	960,980	953,890
Bucyrus	1,064,578	1,063,110	1,058,860	1,054,950	1,050,170	1,045,990	1,041,780
Cleveland	3,405,302	3,352,920	3,306,850	3,265,840	3,226,810	3,188,550	3,155,510
Piqua	1,307,235	1,298,380	1,288,900	1,280,330	1,271,240	1,264,210	1,262,700
Columbus	1,881,215	1,958,360	2,038,930	2,116,160	2,189,380	2,263,280	2,341,170
Cambridge	577,581	572,292	566,598	561,746	557,113	554,598	555,743
Wilmington	1,768,615	1,785,400	1,804,320	1,821,320	1,835,380	1,846,180	1,856,600
Jackson	521,055	518,890	518,100	515,610	513,350	511,320	511,580
Total	11,536,504	11,549,162	11,574,868	11,598,696	11,615,083	11,635,108	11,678,973

Source: State of Ohio Development Services Agency. Population projections: County totals.

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.³

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.

¹ U.S. Census, State & County QuickFacts. Data for 2014 are not available.

^{2,3} State of Ohio Development Services Agency. *Population Characteristics and Projections*. Retrieved from http://development.ohio.gov/reports/reports_pop_proj_map.htm on 1/28/2015.

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 4th largest interstate system with 6,800 lane miles. The Federal Highway Administration estimated Ohio had over 31 billion interstate VMT in 2011, ranking 4th 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.

Table 3. 2013 Ohio Demographic Summary

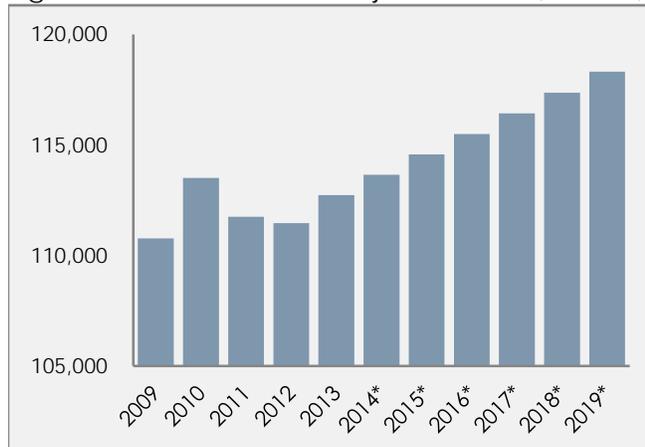
Race and Ethnicity	
Caucasian/White	83.2%
African American/Black	12.5%
Two or More Races	2.0%
Asian	1.9%
American Indian/Alaskan Native	0.3%
Native Hawaiian/Other Pacific Islander	<0.1%
Hispanic or Latino ^a	3.4%
Sex	
Male	48.9%
Female	51.1%
Age	
Under 5 Years Old	6.0%
Under 18 Years Old	22.9%
65 Years and Over	15.1%
Income ^b	
Median Household Income	\$48,308
Persons Below Poverty Level	15.8%

Source: U.S. Census, State & County QuickFacts. Data for 2014 are not available.

^a Hispanic individuals may be of any race: Individuals are included in applicable racial categories.

^b 5-year estimate: 2009-2013

Figure 3. Estimated and Projected VMT (in millions)



Source: Ohio Bureau of Motor Vehicles

* Projection based upon average yearly increase, 1993-2013.

⁴ State of Ohio Development Services Agency. *Population Characteristics and Projections*. Retrieved from http://development.ohio.gov/reports/reports_pop_proj_map.htm on 1/28/2015.

⁵ State of Ohio Development Services Agency. *The Ohio Poverty Report: February 2014*.

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.



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