



SWOT (Strength, Weaknesses, Opportunities and Threats) Analysis

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Strengths Weaknesses Community and "Problem Solving" Manpower Philosophies Perception of Agency Services to Community •Lack of Cost Control •Fiscal Responsibility •Innovation **Opportunities Threats** Accreditation and maintain Aging workforce "Excellence" award •Budget funding/diminshing tax base Sharing of services Vacant and blighted properties Provide a working environment that instills enthusiasm and desire for employees to perform at highest level

Strengths





Strength

Law Enforcement Services

Strength

Community and "Problem Solving" operating philosophy

Strength

Fiscal Responsibility Innovation



Strength

- · Community Police Depart. open 24/7/365
- · Special Units:
 - -DEA, Civilian Staff Detective Force, Bike Patrol
- · CRC, Mall Beat
- **Reserve Officers**
- **Elimination of TASERS**
- Training



 NRO, SRO, Driving Angels, CARE, DARE, SIU



- Extended 5 year levy to 6 years. Millage middle of peer group at 4.65 mills
- Alternative Revenue Sources -\$950k Grants and Equip.
 - -Impound Lot
- Vehicle Replacement and Maintenance program
- Employee salaries middle to low range of peer group
- Eliminate steps and higher insurance for new employees
- Court Officer Program



Weaknesses



Weaknesses

Manpower

Weaknesses

Perception of Agency

Weaknesses

Lack of Cost Control



Weaknesses

- Loss of 11 deputies from Colerain Township service
- Loss of Traffic Safety services
- Nuisance Code Enforcement



Weaknesses

- Perception that department cannot provide the necessary level of service
- Vision, CALEA, hiring standards and commitment of personnel

Weaknesses

- HC Comm. Ctr. -911 Fees
- HC Sheriff

 Future Costs

Opportunities





Continue to achieve Law Enforcement Accreditation – "Excellence" award

Opportunities

Sharing of Services

Opportunities

 Personnel, Training, Equip, Purchasing

Opportunities

Positive and Enthusiastic Working Environment

Opportunities

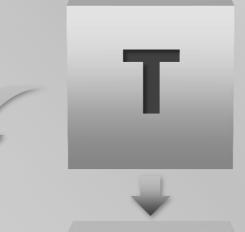
- 1 of 124 accredited agencies nationwide that employ 25 – 74 employees
- 462 "Best Practice" standards

Opportunities

- Communication and feedback from stakeholders (employees)
- Communication with Police Department unions to sustainability of agency



Threats





Budget – Reduced Funding/Diminishing Tax Base

Threats

Perceptions and Expectations from Local Community

Threats

Vacant/Blighted Properties



- Reductions from State of Ohio -\$230,000 per year
- Pressure to outsource Police Services
 - -Loss of local control



- Reduction of social service agencies
 -More demands on Police department
- Perception v. Reality regarding crime data

Threats

- Public perception of neighborhoods is negatively influenced
- Properties increase demand for service

Positive factors







Strengths

•Police Department Services to Community.



- Sharing of Services
- •CALEA "Best Practices"
- Positive and Enthusiastic Working Environment

Strengths

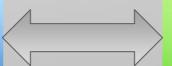
•Police Department Operating Philosophy

Opportunities

- •Work to reduce issues related to crime and fear of crime
- •Better serve and educate our community working to make it safer

Strengths

•Fiscal Responsibility & Innovative Thinking

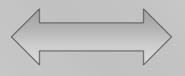


Opportunities

- •Provide necessary funding to provide necessary services
- Establish trust in community
- •Provide a working environment that instills commitment and desire

Negative factors

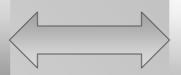






Weaknesses

Manpower

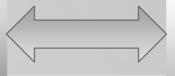


Threats

- Provide more with less
 - Department of Justice recommends 1.8 officers per 1,000 residents
 - Colerain and HCSO provide1.0 officers

Weaknesses

Perception of Agency

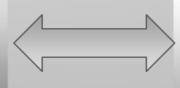


Threats

- •Loss of Community Support
- •Community Concerns with Safety and Crime

Weaknesses

•Lack of Cost Control



Threats

- Budget and Levy funding
- Provide more with less

Barriers and Hidden Strengths

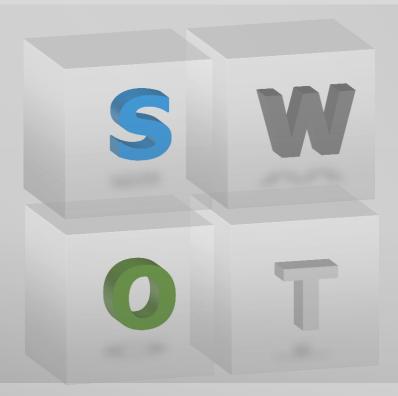
Barriers

- Funding
 - Department soley funded through levy funds
 - Must pass levy in 2013 to continue current level or enhance law enforcement service to community
- Personnel
 - Must identify remaining "reserve" officers, appoint and train
- Maintain respect of Community Leaders
 - Element of population continue to degrade the quality and level of service provided by Colerain Police Department

Hidden Strengths

- •Respect of other Law Enforcement Agencies
 - Prosecutor's Office
 - Court Officer
- •Work with Community to make community safer
 - Community Resource Center
 - Northgate Station and contact for services to assign officers to patrol Mall
- •Flexibility and willingness to change
 - 12 hour patrol shifts
 - Contract adjustments with "Blue" and "Gold" unions
 - Willingess of personnel to see the "Bigger Picture"

SWOT ANALYSIS Summary



SWOT summary

- •The Colerain Police Department is currently a 57 member organization that works in partnership with several agencies, to include the Hamilton County Sheriff's Office, the Cincinnati DEA Task Force, Delhi Township, and North College Hill to provide policing services to the residents and businesses of Colerain Township.
- •The Department is responsible for establishing the Mission and Vision for policing in the 13th largest community in the State of Ohio
- •In summary, the Department provides an outstanding level of service, based on the size of the community, its diversity and its funding. The Department has hurdles to address with the reduction of sheriff's deputies patrolling the Township, but has a plan in progress to address the loss.
- •The Department must continue its goal of "Excellence" in practice and service to the community, while maintaining the respect and support of the Township residents