

Canton Police Department



2009 Strategic Plan 2009



THE CANTON POLICE DEPARTMENT



Dean L. McKimm
Chief of Police

The Canton Police Department has been blessed with an abundance of devoted officers eager to carry out their mission to serve and protect the citizenry in the best way possible. Toward that end, and with consultation and encouragement from the office of Mayor William Healy's office, we have developed the following "Strategic Planning" document.

This document represents the first time that such a working tool has been created and utilized by our organization. It, therefore, represents a milestone which I believe will yield significant benefits not just to the men and women of our department, but to the many citizens we serve as well.

In formulating this document, we called upon members representing all ranks within the department. We also involved civilian personnel and employed the guidance of specially trained members of the community from our local Stark Community Foundation, Mrs. Vicky Conley and Department Chaplain, Rabbi John Spitzer. I would be remiss if I did not take this opportunity to express my sincere thanks for their help as well as the help provided by all of the other participants in this project.

After much discussion and consideration, participants decided to focus on several general, overriding goals that seemed to best complement the overall mission and current needs of our department. Those goals are as follows:

- 1. The Reduction of Crime and the Fear of Crime***
- 2. Enhance the Community and Police Partnership***
- 3. Personnel/Professional Development***
- 4. Technological/Information Advancement***
- 5. Resource Management***

I believe the attached plan addresses these goals by setting out a comprehensive list of actions to be taken by our members over the next one to five year period. The future holds great challenges for all of us in the City of Canton. This plan helps to annunciate those challenges by keeping them at the forefront of our consciousness on a daily basis. It applies responsibility. In doing so, it reminds us that only when everyone stands up and assumes the responsibilities of their position will we succeed in our quest to not just control crime, but to actually triumph over it in our community.

The men and women of this department stand ready to continue the battle by working diligently toward the goals and strategies put forth in this "Strategic Plan" of action.

Sincerely,

Dean L. McKimm
Chief of Police
Canton Police Department

THE CANTON POLICE DEPARTMENT

MISSION STATEMENT

The Canton Police department shall protect the lives and properties of the citizens of Canton, enforce laws, prevent crime, and educate the public.

We, the men and women of the Canton Police Department shall perform these duties with honesty, fairness, through strong leadership and continuous training. We will strive to serve as role models for the community, applying professional standards and commitment to integrity, sensitivity and compassion to those we serve.



VISION STATEMENT

The Canton Police Department is committed to the continued pursuit of excellence in our service to the public. As such, we will strive to continuously seek ways to improve our public service/partnership through strategic planning, professional ethics, and attention to the needs of our citizenry.



CORE VALUES

Integrity - Our service to the public must always be accomplished with the utmost consideration and application of honesty and morality.

Professionalism - We will strive to attain the highest level of law enforcement effectiveness through continual education and the constant pursuit of organizational excellence.

Teamwork - As an organization we will seek the synergy provided by working as one without regard to individual recognition or reward so that we might maximize our service to the public.

Diversity - We acknowledge that there is talent and contributions to be made by all members of a diverse organization and only through the free flow of ideas can we achieve organizational excellence in service.

Accountability - All members will be held appropriately responsible for their part in the accomplishment of our mission while maintaining a constant adherence to these core values.

Respect - We recognize the importance of treating our co-workers as well as those we serve in the most considerate way possible just as we would want to be treated ourselves.

THE CANTON POLICE DEPARTMENT

WHAT IS STRATEGIC PLANNING?

Strategic Planning, as used for our purposes, is the comprehensive formulation of a broad based plan designed to guide the activities of all members of the police department toward the accomplishment of a set of goals. These goals are realized through the implementation of specific objectives and strategies assigned to appropriate individuals with the necessary authority and resources calculated to insure success. Some of the goals and objectives will have a concrete beginning and end. Others may have a definitive beginning, but by their nature will be ongoing practice seeking continued improvement without the need for a definitive end point.

Additionally, the objectives should not be looked upon as “fixed” efforts, but rather as flexible attempts able to be modified or expanded upon as necessary in the future during the life of this plan. As law enforcement servants we must be willing and able to recognize the changing, crime fighting demands of an ever changing society which we serve.

The goals outlined in this plan are ambitious. Failure to attain every goal or every objective should not be seen as the department somehow falling short of the plan’s intentions. Some of the goals or objectives may be re-prioritized due to the changing demands of society. Others may be found to be too resource intensive offering a diminishing return for the effort invested. When this happens new, more realistic objectives will be substituted always with an eye toward the effective accomplishment of our stated goals.

As the plan was developed, it was important that we stayed true to our department’s “Mission”, “Vision” statements as well as our “Core Values” which can be found on the previous pages. It is worth mentioning here that while the strategic plan is a “changing” document, our values, mission, and vision statements are not! I believe that as you review the plan you will agree that we were successful on this goal.

The five overriding goals of the plan are:

1. The reduction of Crime and the Fear of Crime
2. Enhance the Community and Police Partnership
3. Promote Personnel/Professional Development
4. Technological Development
5. Resource Management

It is the intention of this plan to work toward the achievement of these goals through the implementation of the outlined goals and strategies which can be defined as follows:

GOALS – The overall need or shortfall to be addressed. Not specific in nature, Rather, it identifies a serious issue which objectives and strategies will be designed to correct.

OBJECTIVES – Specific targets or programs designed to meet the needs which were identified through the development of the goals.

STRATEGIES – Specific actions calculated to achieve objectives. The strategies identify personnel responsibility as well as the daily steps necessary to achieve objectives.

Strategic Direction #1: Reduce Crime and the Fear of Crime

REDUCE CRIME AND THE FEAR OF CRIME

To respond to calls for service, crimes, investigate crimes, apprehend criminals and initiate problem solving strategies to reduce problems. The agency will prioritize enforcement efforts that target crimes that most affect community livability. It will enhance its intelligence gathering capabilities with respect to criminal behavior, as well as its programs dealing with problem areas or "hot spot" areas within the city. It will utilize information systems to enhance levels of inter-agency coordination. The department will maintain a focus on drug and gun-related crimes, youth crimes and crimes that begin a cycle of violence. It will place an emphasis on traffic enforcement. These efforts will not only reduce the overall incidence of crime, but will also reduce the fear of crime in communities and promote a sense of neighborhood and personal safety.

OBJECTIVE 1.1 *Proactively Serve Warrants*

Strategy: Increase the number of warrant arrests by 5% in two years by taking a more progressive approach to serving warrants and seeking warrant subjects.

Outcome: Circulate a Top Ten List for hard to locate and/or high profile or felony warrant subjects.

Assigned To: Patrol and Investigative Divisions.

Measurement: Number of warrant arrests per year.

OBJECTIVE 1.2 *Institute high visibility and aggressive patrol tactics*

Strategy: Increase the frequency and visibility of the police in hot spot areas.

Outcome: Patrol Officers will patrol "hot spot" areas located within their area of responsibility at least twice per shift. Traffic Bureau Units will provide directed enforcement patrols into designated "hot spot" areas with a priority emphasis and will enforce all traffic violations with zero tolerance to violators. All loitering within designated "hot spot" areas will be addressed through the use of field contacts, searches, and warrant checks.

Assigned to: Patrol Division / Traffic Bureau / Vice Bureau / Gang Task Force

Measurement: number of arrests and crime reduction within the affected "hot spot" areas.



OBJECTIVE 1.3 *Identify and track repeat offenders*

Strategy: Utilize the resources of Probation and Parole departments to track offenders.

Outcome: Increase the number of registered offenders, and effectively track repeat offenders through effective use of Probation / Parole information.

Assigned to: Investigative Division / Adult Parole Authority / City and County Probation

Measurement: The number of yearly felon registrations. / crime reduction by repeat offenders.



OBJECTIVE 1.4 *Initiation of crime control projects*

Strategy: To be implemented contingent upon grant and available funding.

Outcome: Implementation of a minimum of six Patrol-initiated crime reduction projects.

Assigned to: Patrol Division / Traffic Bureau / Community Interaction Unit

Measurement: Reduction of reported crime in the designated areas.

OBJECTIVE 1.5 *Implementation of "Safer Streets" program.*

Strategy: Partnering with the Stark County O.V.I. Task Force Reduce the number of O.M.V.I.

Outcome: Work with other city and county agencies to increase the number of city wide O.V.I. related arrests.

Assigned to: Stark County O.V.I. Task Force / Patrol Division / Traffic Bureau

Measurement: Number of O.M.V.I. arrests annually.

OBJECTIVE 1.6 *Increase and enhance the communication channels*

Strategy: Promote and foster the sharing of information and ideas.

Outcome: Vice Unit and Gang Task Force Units will routinely attend patrol shift roll calls to encourage the flow of communication.

Assigned to: Patrol Division / Investigative Division

Measurement: reductions in confusion, increased efficiency and production.

Strategic Direction #2: Professional Development

Professional development refers to skills and knowledge attained for both personal development and career advancement. Professional development encompasses all types of facilitated learning opportunities, ranging from formal coursework to conferences, seminars and informal learning opportunities situated in the field. It has been described as intensive and collaborative, ideally incorporating an evaluative stage. There are a variety of approaches to professional development, including consultation, coaching, lesson study, mentoring, reflective supervision and technical assistance.

OBJECTIVE 2.1 *Assessment of departmental training needs*

Strategy: Ensure the department is maintaining the personal development of all officers. Ensure the officers are properly trained to perform their particular assignment.

Outcome: Conduct a thorough training needs assessment on all sworn officers.

Assigned to: Training Academy Division

Measurement: The increase in the number of classes attended by sworn officers.



OBJECTIVE 2.2 *Continue to train personnel*

Strategy: Consistently perform the department's training functions.

Outcome: Continue the current re-certification schedule for C.P.R., Taser, A.E.D., firearms, B.A.C. Datamaster, self defense, A.D.A.P., etc.

Assigned to: Training Academy Division

Measurement: Number of sworn officers recertified.

OBJECTIVE 2.3 *Be prepared for emergency, calamity, catastrophe*

Strategy: Construct and prepare thorough plans for all conceivable emergencies.

Outcome: Formulation and management of an Emergency Management strategies.

- a. Participation in the City Crisis Communication Task Force.
- a. Review training needs relating to emergency support functions.
- b. Participate in annual exercise of comprehensive emergency management plans.
- c. Investigate alternative funding sources for emergency management needs.
- d. Conduct annual maintenance reviews of Comprehensive Emergency Management Plans.

Assigned to: Chief of Police / Deputy Chief / Administrative Division

Measurement: existence of essential emergency management strategies and plans.

OBJECTIVE 2.4 *Revise the current “Officer of the Year” Program*

Strategy: Open up more opportunity for advancement and recognition.

Outcome: Institute a new “Police Officer of the Year” program to include one officer From the C.P.P.A. and one officer from the F.O.P.

Assigned to: Chief of Police

Measurement: Establishment of the program.

OBJECTIVE 2.5 *Establishment of an adequate supervisor training program.*

Strategy: Ensure that supervision is properly prepared and capable of leading the department.

Outcome: Train supervisors in employee evaluation systems and supervisory tactics.

Assigned to: Training Academy Division

Measurement: number of supervisors trained.



Strategic Direction #3: Resource Management

Resource management is critical to the effective operation of a police department. Demands are high and will always outstrip the resources of a law enforcement organization. The following objectives/strategies are intended to bring this contravening equation into balance as much as possible.

OBJECTIVE 3.1: *Monitor Budget for Cost Reduction Opportunities*

Strategy: Develop oversight committee to meet and monitor O.T. utilization in budget report monthly. Make suggestions for improved data availability.

Outcome: Monthly meetings to review O.T. budget expenses.

Assigned to: Chief / Deputy Chief / Administrative Coordinator.

Measurement: 30 days and thereafter until meetings can be routinely established



OBJECTIVE 3.2: *Review Budget for Possible Consolidation of Software/ Maintenance / Service Contracts.*

Strategy: Develop budget review committee to review and consolidate contracts

Outcome: Committee developed and semiannual budget review meetings established. Hold initial meeting.

Assigned To: Administrative Coordinator / Administrative Division

Measurement: Establishment of the committee / 60 days

OBJECTIVE 3.3: *Review VICE & GTF (Gang Task Force) Operations to Maximize Efficiency of Asset Forfeiture Process.*

Strategy: Develop board to review operations and develop policy to maximize department drug investigations and provide for the efficient forfeiture of eligible contraband.

Outcome: Board development and meetings held with implementation of recommended procedures.

Assign To: Investigative Division / Vice Bureau / Gang Task Force

Measurement: Establishment of the board / 60 days

OBJECTIVE 3.4: *Standardize Internet Review of Available Grants and Identify Outside Funding Sources*

Strategy: Review internet announcements and websites associated with grant announcements and work with city administrative personnel to develop information on outside sources of funding.

Outcome: Monthly review of internet websites and develop regular communication with City Administrative personnel.

Assigned To: Planning & Research Bureau

Measurement: When procedure is established and duty is entered in job description of P&R position.

OBJECTIVE 3.5: *Maximize Department Scheduling of Personnel by Division According to Calls for Service Demands and Other Appropriate Bureau Responsibilities.*

Strategy:

1. Each division commander will develop a committee to review current schedules of personnel for efficiency and effectiveness in their area/s of responsibility.
2. Each division committee will create a report of recommendation outlining scheduling actions which can be accomplished unilaterally and those that are recommended, but would require union agreement/negotiation.

Outcome:

1. Committee Development
2. Committee report to Chief for review

Assigned To: Division Commander and committee under his assignment.

Measurement: Establishment of the committees / 60 days / 180 days

OBJECTIVE 3.6: *Review Department Manpower Allocations*

- Strategy:** 1. Develop a committee tasked to study and review department manpower allocations.
2. Construct a report containing recommendations for the altering of manpower within the department's divisions and bureaus. This report will contain recommendations possible by unilateral implementation as well as those that would require union agreement/ negotiations. It should also contain justification for the recommendations and references from departments with similar manpower structures able to comment on their department's experiences.

- Outcome:** 1. Committee developed
2. Report submitted to police administration for review.

Assigned To: Deputy Chief / review committee to be developed.

Measurement: Increase in productivity over targeted areas.

OBJECTIVE 3.7: *Initiate/Explore Costs Savings/Efficiencies Through Partnership with Other City Departments / Outside Law Enforcement Agencies.*

- Strategy:** Develop a committee to research and evaluate ways to partner with:
1. City Departments
 2. Outside service organizations
 3. Private Parties/organizations
 4. Other Law Enforcement Agencies

- Outcome:** 1. Committee partnership developed with above listed entities.
2. Submit semi-annual progress report to Chief / Deputy Chief

Assigned To: Deputy Chief / committee to be developed

Measurement: Establishment of the committee and cost savings



Strategic Direction #4: Technological/Information Advancements

Technological/Information advancements have been said to hold the greatest potential for progress in the fight against crime in the 21st century. With this in mind, along with the ever present reality of the fiscal restraints facing every public service agency, we have developed the following objectives which we believe are attainable during this project's time period. It is interesting to note that many of the goals and objectives outlined elsewhere in this report will be directly affected by the degree to which we are successful with the implementation of many of the objectives contained in this goal. This dependence underpins the validity and importance. The following then are some of the more important and concrete improvements the department will undertake during the life of this plan.

OBJECTIVE 4.1: *Upgrade Current Department CAD (Computer Aided Dispatch) and RMS (Records Management System)*

Strategy: 1. Create research team to review available software/hardware products necessary for objective implementation.
2. Team to explore the question of upgrade v. replacement of software currently being utilized.

Outcome: 1. Research team developed and tasked
2. Research completed and product purchased
3. Product successfully installed and training of personnel completed

Assign To: Administrative Division / Assistance from other personnel as deemed necessary.

Measurement: Upgrade from the current system / 30 days / 150 days / 240 days

OBJECTIVE: 4.2 *Relocate and Upgrade Police Training Academy Facilities.*

Strategy: Relocate Police Training Academy to City Service Center Area. This will include new in-door range and new building sufficient to provide all police training. Objective will also include determination of uses for the old training academy on Cherry Ave.

Outcome: More professionally trained officers, streamlined efficiency, increased confidence in the field. Facilitation of regionalization concepts in law enforcement training.

Measurement: Phase project / Start of relocation / Completion of the facility.

OBJECTIVE 4.3 *Relocate and Upgrade S.W.A.T. staging Facilities.*

Strategy: Relocate current S.W.A.T. staging area to undisclosed area in within the City Service Area. This will include a facility capable of providing S.W.A.T. scenario training and a secure storage area for special purpose vehicles and equipment.

Outcome: More professionally trained officers, streamlined efficiency, increased confidence in operations. Facilitation of regional S.W.A.T. training opportunities.

Measurement: Phase project / Start of relocation / Completion of the facility.



OBJECTIVE 4.4: *Update Property Room Software for Evidence Tracking and Inventory Control*

- Strategy:**
1. Assign team to research available software solutions designed to provide inventory control and streamline the filing, security, and disposal of evidence and other property.
 2. Team will present a purchase recommendation to the Chief including all costs, both initial and recurring as well as references and “hands on” demonstration where possible.
 3. Team will oversee the installation and work with Training division to develop the necessary training to enable all personnel to properly utilize the system.

- Outcome:**
1. Team named
 2. Report filed with Chief’s office
 3. System implemented and under full utilization

Assign To: Administrative Division to assign team members

Measurement: Implementation of new system / 30 days / 90 days / 120 days

OBJECTIVE 4.5: *Provide Software for “Resource Management Control” of Department Equipment.*

- Strategy:**
1. Assign team to research available software designed to provide inventory control of assorted department equipment.
 2. Team will present a purchase recommendation to the Chief including all costs, both initial and recurring as well as references and “hands on” demonstration where possible.

3. Team will oversee the installation and work with the Training division to develop the necessary training to enable all personnel to properly utilize the system.

Outcome: 1. Team named
2. Report filed with Chief's office
3. System implemented and under full utilization

Assign To: Administrative Division to assign team

Measurement: Implementation of system / 30 days / 90 days / 120 days

OBJECTIVE 4.6: *Provide "Rapid ID" Field Based Fingerprint Technology*

Strategy: Provide officers with available field based fingerprint ID technology through our NOVCC (Northern Ohio Violent Crime Consortium) affiliation.

Outcome: Technology in use by patrol officers, VICE, and GTF. Implementation will be largely dependant on progress achieved by the NOVCC organization.

Assigned To: Investigative Division.

Measurement: Implementation of the system / 60 days



OBJECTIVE 4.7: *Provide Mobile Computers in all Marked Patrol Vehicles.*

Strategy: 1. Assign a team for products research
2. Provide report to Chief with recommendations including price, features, and reference comparisons
3. Work with Training division to develop the necessary training program to assure proper utilization by all affected members of the department.

Outcome: 1. Team named
2. Report filed with Chief's office
3. Officers trained and mobile computers available and fully utilized in all marked vehicles.

Assigned To: Administrative Division

Measurement: Number of computers installed in cruisers / 30 days / 90 days / 240 days



OBJECTIVE 4.8: *Provide GPS based AVL (Automatic Vehicle Location) Technology in all Marked Vehicles.*

Strategy: Select team to research, purchase and install AVL technology which will utilize the data channel available for the mobile computers.

Outcome: AVL operable with CanCom dispatchers able to monitor vehicle locations of all on duty patrol cruisers in real time.

Assign To: Administrative Division.

Measurement: Number of systems installed in cruisers

OBJECTIVE 4.9: *Utilize the NIBRS/OIBRS Crime Reporting System by the Canton Police Department.*

Strategy:

1. Research competing crime reporting systems (NIBRS/OIBRS) for the best choice for use by Canton Police Department and develop training program with the Training bureau necessary to implement the change.
2. Complete personnel training during 2009 In-Service Training.

Outcome:

1. Report outlining recommendations and training program submitted to Chief's office.
2. All officers trained and utilizing new criminal reporting system.

Assign To: Administrative Division.

Measurement: Implementation and change over to the new system. (End of 2009 training)

OBJECTIVE 4.10: *Implement a Comprehensive Field Based Reporting System*

Strategy:

1. Assign a team for product research. Utilize technical city personnel as necessary.
2. Develop report of research, findings, and recommendations to Chief
3. Develop and implement training requirements through Training division

Outcome: 1. Team members selected.
2. Submit research report to Chief's office.
3. FBR software installed. Officers trained and utilizing software

Assign To: Administrative Division / Patrol Division

Measurement: number of cruisers outfitted with the system / 30 days / 120 days / 180 days



OBJECTIVE 4.11: *Provide Internet Access to Mobile Computers in Marked Patrol Cars*

Strategy: Work with City M.I.S. Department to add internet access to mobile computers.

Outcome: Officers in patrol vehicles will have access to law enforcement related internet sites identified by the police administration.

Assigned To: Administrative Division / City M.I.S. Department

Measurement: number of cruisers outfitted following mobile computer installation.

OBJECTIVE 4.12: *Purchase Additional TASER Weapons for use by Patrol Division and Other CPD Officers.*

Strategy: Identify funding sources and number of additional TASER weapons those resources will support.

Outcome: Additional less-lethal tools available for officers.

Assigned To: Patrol Division / Sgt. Brown / Administrative Coordinator

Measurement: Number of additional less lethal tools purchased.



OBJECTIVE 4.13: *Redesign and Promote New Police Department Webpage*

Strategy: 1. Work with City Administrative personnel to develop new website.
2. Train necessary personnel on its maintenance.

Outcome: 1. Website on-line for consumer access
2. CPD personnel trained on its maintenance.

Assigned To: Administrative Division / City M.I.S. Department

Measurement: Initiation of new website and number of hits per year.

OBJECTIVE 4.14: *Continue Development of the Electronic Merger of the CanCom / StarCom 800 MHz Radio Systems.*

Strategy: Utilize Federal grant obtained in 2007 to create the electronic merger of the two radio systems. This is necessary and will enable the research and pursuit of a county-wide dispatch facility.

Outcome: The two radio systems, StarCom and CanCom, to electronically merge into one for the purpose of future county-wide functioning, yet presently still operate independently for their respective agencies.

Assign To: Regional Communications Committee / Chief Whitlatch / Communications Bureau / Director Nesbitt

Measurement: Merge of the two systems

OBJECTIVE 4.15: *Develop a County-Wide Dispatch Facility in Association with Local Area Government Agencies.*

Strategy: Participate in and monitor the progress of the county-wide, exploratory committee developed to review and move this project forward.

Outcome: County-wide dispatch facility developed and brought on-line serving the

Stark County's Police/Fire/EMS dispatching requirements

Assigned To: Regional Communications Committee / Chief Whitlatch / Safety Director
Administrative Division

Measurement: To be determined by the City Administration



Strategic Direction #5: Enhance Community Partnerships

As a strong proponent of Community Policing, the Canton Police Department recognizes that the success of crime prevention within our community depends on the strength of our partnerships with citizens, community-based organizations and other governmental agencies. The Canton Police Department is always interested in finding new ways to partner with the community. Programs that will enhance the safety of the community in both traditional and innovative ways are always being sought and encouraged.

OBJECTIVE 5.1 *Increase Community Awareness and Involvement*

Strategy: Increase the Community's Involvement in preventing and reporting crime.

Outcome: Increase community involvement in education programs. (Crime watch meetings, citizens academy, etc.)

Assigned to: Training Division.

Measurement: The number of yearly participants in the citizens academy, the number of yearly crime watch meetings.



OBJECTIVE 5.2 *Addressing the Community's Concerns*

Strategy: Working proactively to address the community's needs.

Outcome: Conduct neighborhood citizen surveys in order to identify community expectations of the police department.

Assigned to: Community Interaction Unit

Measurement: Number of citizens surveyed, and the number of suggestions completed.



OBJECTIVE 5.3 *Using the Community to assist in fighting crime in the neighborhoods*

Strategy: Working with landlords and property owners to abate crime.

Outcome: Establish a Drug House Abatement program. (Educate landlords and evict drug offenders.)

Assigned to: Community Interaction Unit / Training Division

Measurement: Number of individuals completing the class.

OBJECTIVE 5.4 *Increase Community Oriented Policing Activities*

Strategy: Increase foot and bicycle patrols with designed “hot spot” areas.

Outcome: Improved relationships and trust between the department and the community.

Assigned to: Police Department / Community Interaction Unit

Measurement: Improved perception of the police department and increased desire to assist the police department.

Police Vehicle Cost Totals by Year

	2008	2009	2010	2011	2012	2013
Marked Cruisers	252,357	+6% 267,498	+6% 283,548	+6% 300,561	+6% 318,594	+6% 337,710
Vans	32,000	0	35,840	0	39,680	0
Sport Utility Vehicles		+6% 33,920	0	0	0	42,060
SWAT Mobile Command Vehicle	0	80,000	0	0	0	0
Motorcycles	20,000	18,000	18,000	18,000	18,000	0
Unmarked vehicles	0	0	0	0	0	0
TOTALS	304,357	399,418	337,388	318,561	376,274	379,770

Chart does not include pricing for outfitting vehicles with light bars, cages, spotlights and other equipment. Figures reflect a 6% projected increase per year. All dollar amounts are estimates.

Conclusion

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, progress meetings will be planned at least bi-annually or as a particular objective may deem necessary. The methods of several policing philosophies and management theories are integrated to insure optimum results.

All of us at the Canton Police Department are proud to serve this community and firmly believe that this plan will assist us to achieve an even higher level of service. You can also have a copy of this Plan by dropping by the Canton Police Department to pick up a copy, or view the complete Plan and download your own copy by visiting our website at www.cantonohio.gov and clicking on police department. Together we can make the City of Canton a better place.

Finally, this is a fluid document. It is in no way a final copy to base the operations of the next five years. This document will require revision as the next five years unfold. With teamwork and collaboration between the police and citizens, the goals of this plan will surely be achieved.

