

**DALTON POLICE DEPARTMENT**

**2017 GOALS AND 2016 ACCOMPLISHMENTS**

**DECEMBER 1, 2016**

## **AGENCY GOALS 2017**

### **Goal 1: Reduce the Rate of Part I Crime in Dalton**

#### **Objectives:**

##### (A) Prevent or Disrupt Criminal Activity

- Conduct research and gather intelligence to identify areas with emerging crime trends and persons of interest
- Research CAD call locations for quality of life issues
- Create regular collaboration between Intelligence Analyst and CID; Patrol; GIS; in order to develop actionable intelligence

##### (B) Prevent Crime through Community Involvement

- Use social media and personal interactions to notify businesses of crime trends most likely to affect their business
- Market the availability of house check and extra patrol services to citizens and businesses through the use of social media, Citizen Academies and other outlets (Increase total numbers and shift frequency of house/business checks)
- Communicate often with citizens and businesses in affected areas via personal contact, appropriate medias releases, email or other

### **Goal 2: Increase the Retention of Valuable Employees**

#### **Objectives:**

##### (A) Evaluate Conditions and Circumstances which Motivate Employees

- Make adjustments where possible in working conditions or other areas
- Measure results through conducting town hall meetings and discussions
- Conduct one-on-one discussions with employees
- Request funding increases based on salary survey

##### (B) Evaluate Leadership and Management Techniques

- Involve employees at the line level with developing new ideas, and solutions to known issues or current projects by discussing the desired outcome and involving employees to develop the solution
- Maintain base compensation above the rate of similarly situated, and local, agencies

##### (C) Provide Lasting Incentives for Employees to Stay Motivated and Achieve Higher Job Satisfaction

- Provide employees with straightforward assessment of internal and external conditions that may affect personal and agency morale
- Achieve high employee and department success and achievement
- Create a succession plan and assignment preference survey
- Increase employee retention

### **Goal 3: Reduce the Amount of Vehicle Crashes on Roadways in Dalton**

#### **Objectives:**

##### (A) Reduce Overall Number of Crashes

- Use radio, print and Internet to spread information about traffic safety
- Reduce crashes involving teen drivers
- Hold drivers accountable for driving behaviors that contribute to crashes
- Concentrate on all high crash areas
- Fully implement crossover to GEARS crash reporting

### **Goal 4: Improve the Quality of Internal and External Communication**

#### **Objectives:**

(A) Increase the amount and effectiveness of two-way, internal communication between all divisions of the department

- Use website and other electronic means to communicate information

(B) Increase the amount and quality of external communication

- Conduct a Citizen Survey
- The public relations specialist will conduct quarterly ride along for an entire shift where they will broadcast about what is happening using the social media outlet twitter
- Deliver straightforward information to community members via press release; direct communication; and responses to official requests for information
- Submit appropriate editorial letters/comments to local print media
- Research emerging social media sources for future use
- Review current information delivery sources for effectiveness
- Conduct division and section meetings to discuss current issues
- Continue with the traditional Citizen Academy, and explore continuation of Citizen Academy in Spanish
- Update and brief elected and appointed officials about current trends; relevant issues facing the department; and policing profession
- Provides statistical data to elected and appointed officials
- Update the District and Neighborhood contacts
- Make contact with citizens and businesses within the neighborhoods and districts
- Begin using facebook live for community events.

(C) Increase the quality of internal communications at all levels

- Ride along with Officers

### **Goal 5: Secure and Maintain Resources that Meet Agency Needs**

## **Objectives:**

(A) Evaluate current personnel, equipment, facilities and operational funding to determine current readiness

- Establish a detailed plan for which items and resources should be purchased in each successive year—assuming funding is available on a timely basis

(B) Develop a continual, prioritized plan that outlines overall agency needs

- Submit the FY 2018 budget request to the Finance Committee
- Update the Budget Execution Plan

## **Goal 6: Hire Highly Qualified Employees Using a Well Designed Recruiting Plan**

### **Objectives:**

(A) Update and Revisions of the Current Recruiting Plan

- Update advertisements, billboards...that accurately portray Dalton Police Officers as a professional and elite law enforcement agency
- Update recruiting material, posters, video, and Internet resources illustrating Dalton Police female and minority officers as an integral, successful part of the professional force
- Conduct recruiting/demonstration booth at community events, with vehicle, uniform and equipment on display with officers to provide information
- Update the department recruiting video

(B) Revise Recruiting Incentives

- Increase Internships and enhanced internships
- Evaluate options for implementing a Police Cadet program

(C) Seek a More Diverse Work Force to More Closely Reflect the Department Service Delivery Area

- Contact local groups and ministries to build a liaison that will increase contacts with qualified candidates
- Participate in community discussion and forum meetings
- Continue traditional Citizen Academy and Citizen Academy in Spanish
- Advertise via Internet and/or printed media to attract minority candidates

## **Goal 7: Maintain a Code Enforcement Function to Address Unsafe, Unsanitary, and Unlawful Structures and Properties in Dalton**

## **Objectives**

- (A) Improve education and community relations as it relates to code enforcement
- Provide quarterly updates about progress and accomplishments to elected officials
  - Conduct benchmarking with other similarly situated cities to compare success rate; best practices
  - Evaluate sign and code enforcement ordinances paying attention to “secondary signage” on commercial property

## **Goal 8: Increase the Public Value of Agency Members through Professional Delivery of Services, Professional Behaviors, and Positive Interactions**

### **Objective:**

- (A) Build and Maintain Networking and Other Community Relationships
- Provide regular communication about agency operations, accomplishments and effectiveness to appointed and elected officials
  - Research options to enhance the Citizen Academy Experience, and/or create an additional citizen-police interaction experience

## **Goal 9: Increase the Professional Development of All Agency Personnel**

### **Objectives:**

- (A) Increase Local Training Opportunities
- Maintain a Leadership Development Program for employees with three or more years of service
  - Conduct hand-off courses when available through GPSTC
- (B) Seek Training Opportunities from non-traditional sources
- Revise current training modules/video presented on critical tasks through Power DMS
  - Assign other critical tasks training modules through Power DMS/using GPSTC online training modules
  - Command Staff members attendance at GACP sponsored training events at regional locations
  - Revise mentoring program
- (C) Conduct Training with Personnel on Professional Delivery of Services
- Revise the agency mentoring process for supervisors; new officers; line personnel
  - Conduct procedural justice training
  - Update preliminary investigations/judgment/discretion training for officers in the PTO program (administered by PTOs)
  - Update first-year preliminary investigations/judgment/discretion for officers newly released from PTO (administered by first-line supervisors) through completion of probation

## **Goal 10: Create a Dedicated Agency Intelligence Function to Develop Information, Data and Knowledge into Actionable Intelligence**

### **Objectives:**

#### (A) Properly Train Intelligence Analyst

- Begin application process for GBI Analyst Training Program - Intelligence Analyst applies for admission and department assists by attesting to qualifications
- Provide other required and beneficial training for Analyst

#### (B) Increase the interface between Analyst and other DPD units/sections

- Locate Analyst workspace in Criminal Investigations office area
- Develop regular interaction between Analyst and officers/investigators/GIS/Administration

## **2017 PATROL DIVISION GOALS**

### **Goal 1: Reduce the Rate of Part I Crime in Dalton**

#### **Objective A: Prevent or disrupt criminal activity**

- Examine available data to determine heaviest concentration of Part I Crimes
  - Utilize existing Spillman program, GIS Analyst, and New Intelligence Analyst Position
- Concentrate resources, on a timely basis, within districts or sections with heaviest concentration of Part I Crimes
  - Use district planning and problem solving technique to address problems
- Deploy a combination of vehicle, foot, and alternate methods of patrol in target areas
- Identify crime trends at the earliest possible point
  - Use analysis and review of reports daily to determine trends at earliest possible times
- Increase stops for unlawful behaviors, disorderly issues, and violations within the concentrated area
- Conduct neighborhood canvass operation after crimes are reported and document the individuals contacted, their observations, and warn them about observed trends
  - Supervisors, mentors, and senior officers need to lead the way on this initiative. Make sure officers have the time needed
- Communicate often with citizens and businesses in affected areas via personal contact, appropriate releases, email, or other arenas
  - Utilize community involvement officer and PRS to help reach out to different groups

#### **Objective B: Arrest criminal offenders and/or disrupt future criminal activity of prolific offenders**

- Identify individuals known or most likely to be involved in prolific or serious criminal activity
  - Update hot spots and activity on District Dashboard
- Inform sworn personnel when prolific criminals are known suspects or have outstanding warrants
  - Add to District Dashboard, Bulletin Board, and cover in roll calls
- Stop and conduct documented field interviews of all suspicious persons, and investigate suspicious vehicles/activity
- Collect full, accurate information from every person involved in an incident, field interview, traffic crash or traffic violation, and make relevant involvements and associations in Spillman RMS

### **Goal 2: Increase the Retention of Valuable Employees**

#### **Objectives A: Evaluate leadership and management techniques.**

- Involve employees at the line level with developing new ideas and solutions to known issues or current projects by discussing the desired outcome and involving employees to develop the solution
  - Supervisors at all level need to be having face to face conversations at roll call and periodically throughout the building
- Maintain an open line of communication for “fact checking”, rumor control, etc.

**Objective B:** Create shift/unit unity

- Sponsor and participate in 4 cook-outs with each shift and specialized units and their families.

**Goal 3: Reduce the Amount of Vehicle Crashes on Roadways in Dalton**

**Objective A:** Reduce rear-end and distracted driving crashes

- Identify locations which experience high rear-end crash rates
  - Data can be located in traffic unit monthly reports
  - Traffic Unit will attend district meetings to discuss locations
- Conduct time and location-appropriate traffic enforcement, targeting distracted and following too close violations
- Maintain crash avoidance training (CAT) for 15-16 year olds and require a contract with students and parents
- Use radio, print, and Internet to spread information about traffic safety
  - Work with the PRS and traffic unit to disseminate the information
- Maintain Car Fit Program

**Objective B:** Hold drivers accountable who engage in dangerous driving behaviors

- Conduct traffic enforcement, targeting drivers who operate at excessive speeds
- Regularly enforce speed limits in school zones
- Aggressively target drivers under the influence of alcohol or drugs

**Goal 4: Improve the Quality of Internal and External Communication**

**Objective A:** Increase the amount and effectiveness of two-way, internal communication between all divisions of the department

- Keep roll call attendance open for cross-unit/division/section attendance
  - Supervisors also need to promote and thank members for their attendance
- Alternate locations of roll calls to include community settings
  - Conduct roll calls in parking lots or other public areas
- Continue the 28-day CID rotation as staffing permits
- Increase the use of Peer Reviews in Guardian Tracking



- Promote parameters for use of the system for non-supervisors
- Supervisors need to promote the use of the system

**Objective B:** Increase the amount and quality of external communication

- Deliver straight forward information to community leaders by becoming involved in local civic groups and community activities

**Goal 5: Maintain a Code Enforcement Function to Address Unsafe, Unsanitary, and Unlawful Community Conditions**

**Objective A:** Improve the quality of life in neighborhoods in the City of Dalton

- Address complaints from residents in the neighborhoods
  - Complaints can be through internet tip line, complaints, or other employees
- Proactively patrol the neighborhoods to identify any violations
- Perform property inspections to address violations

**Objective B:** Improve education and community relations as it relates to code enforcement

- Provide information of code violations and possible solutions on social media and departmental messaging
  - Work with PRS to develop a new way to deliver the information
- Attend community events and meetings to increase personal interaction with citizens and business people
- Provide quarterly updates about progress and accomplishments to elected officials
  - Quarterly updates are completed and presented to City Council

**Objective C:** Secure and maintain resources that meet the needs of code enforcement

- Update and maintain a list of responsible persons at each partner agency and organization
- Establish working relationships with the various stakeholders

**Objective D:** Improve current system of codes/practices to improve productivity of code enforcement

- With analysis and examination, determine any changes to existing codes and practices and work with city officials to enact a unified approach
  - Work on collaboration with city officials to solve problems or gain movement on stalled projects

**Goal 6: Increase the Public Value of the Agency and its Members through Professional Delivery and Services, Professional Behaviors, and Positive Interactions**

**Objective A:** Conduct Annual Training on Procedural justice

- Utilize developed lesson plan on procedural justice, focusing on behaviors listed in the goal
  - Lesson should focus on how to treat people and effective communication
- Provide training for line personnel from supervisors utilizing lesson plan and practical exercises

**Objective B:** Conduct Annual Training on Preliminary Investigations

- Develop lesson plan on preliminary investigations, focusing on policy and best practices
- Provide training and meet with supervisors to discuss the topic and importance of this training.
- With supervisors, develop practical exercises for training to line personnel
- Provide training for line personnel from supervisors utilizing lesson plan and practical exercises

**Objective C:** Rate success of employees on customer satisfaction

- Create a system (on-line) to identify how to rate customer satisfaction
- Determine best ways to deliver the message or link
  - Existing business cards/case #'s,
- Create system to increase interaction with citizens based on survey interactions
  - After receiving and analyzing the surveys, determine how to reach out to people and discuss problems and successes

**Goal 7: Increase the Professional Development of Employees**

**Objective A:** Conduct Critical Incident Training

- Provide training for line personnel and supervisors using existing CIT program

**Objective B:** Empower shifts to conduct additional shift level training

- Work with training officer to develop officers and curriculum on critical areas
- Provide resources for supervisors to schedule shift level training on tactical entry and other critical areas

**Objective C:** Create Incentive Program for Physical Fitness

- Establish a competition for individuals to promote fitness during winter months
- During competition, provide awards to individuals and shifts that have the most success based on pre-determined rubric's

## **2017 CRIMINAL INVESTIGATION DIVISION GOALS**

### **Goal 1: Reduce the Rate of Part I Crime in Dalton**

#### **Objective A: Prevent or Disrupt Criminal Activity**

- Communicate periodic data and information to personnel (crime trends, future trends)
  - Have detectives attend roll call on all shifts to discuss open cases, leads and answer any questions patrol officers may have.
  - Have investigators notify patrol officers of offenders that have been identified as potential problems as soon as the information becomes available
  - Use the intelligent investigator to develop more concrete suspects and crime trends

#### **Objective B: Arrest Criminal Offenders and/or Disrupt Future Criminal Activity of Prolific Offenders**

- Inform sworn personnel when prolific criminals are known suspects or have outstanding warrants
  - Post information via email or other means on active warrants or persons of interest.
  - When attending roll call discuss active warrants and people of interest.
- Develop informants and information sources likely to yield reliable information about recent or impending criminal activity.
  - Continue to increase reliable informants. Concentrating on long term cooperation.
  - Develop Informants for other crimes beside drug activity.

#### **Objective C: Prevent Crime through Community Involvement**

- As a component of Intelligence Led Policing, disseminate criminal intelligence information to other police agencies who agree to terms and conditions of receiving information
  - Institute regular meetings with other agencies in our area to share information on trends, offenders or stolen property
  - Have criminal investigators participate in the Chattanooga area intelligence meetings
  - Disseminate information through ROCIC and GISAC on crime trends and major cases
- Increase personal interactions with citizens and business people through face to face interactions
  - Disseminate information gathered by investigators who are assigned to various community boards to all personnel within the agency.
  - Have the public information specialist send a reminder quarterly about the crime tip hotline.

### **Goal 2: Increase the Retention of Valuable Employees**

#### **Objective A: Evaluate Conditions and Circumstances Which Motivate Employees**

- Conduct one-on-one discussions with employees
  - Supervisors will conduct regular one-on-one discussions with employees and include discussion about work conditions and other topics related to job and agency satisfaction and performance
  - Make adjustments as necessary in working conditions to promote positive work experience

## **Objective B: Evaluate Leadership and Management Techniques**

- Maintain an open line of communication for “fact checking”; rumor control, etc...
  - Conduct regular meetings in CID to discuss possible changes to policy or procedures, “water cooler discussions” or rumors.
- Involve employees at the line level with developing new ideas, and solutions to known issues or current projects by discussing the desired outcome and involving employees to develop the solution
  - Have budget item discussions with investigators and staff to determine needs and appropriate items to meet them

## **GOAL 3: Improve the Quality of Internal and External Communication**

**Objective A:** Increase the amount and effectiveness of two-way, internal communication between all divisions of the department.

- Encourage the use of peer reviews in Guardian Tracking to provide feedback on positive job performance
  - Detectives should make entries in Guardian Tracking when they observe good performance from a fellow detective or patrolman that may be assisting CID.
- Conduct brainstorm/roundtable discussions at shift/section level, when needed, to clarify outstanding issues

**Objective B:** Increase the amount and quality of external communication

- Arrange for department-related presentations at least once per year in each civic club
  - Assist with this with topics from CID when requested
- Schedule times to attend meetings in a coordinated fashion
  - Investigators should maintain involvement on community boards such as DFACS, Crisis Center, Drug Court, etc.

**Objective C:** Identify and provide/attend training to improve communication skills

- Attend the training and put information gained to use in daily interactions
  - Detectives should be prepared to develop and present a short synopsis of training attended to the entire CID unit and patrol units.

## **Goal 4: Secure and Maintain Resources That Meet Agency Needs**

**Objective A:** Evaluate current personnel, equipment, facilities and operational funding to determine current readiness.

- Evaluate equipment to determine efficiency, and readiness; and, determine needs categorized by priority or urgency

## **GOAL 5: Increase the Professional Development of All Agency Personnel**

**Objective B:** Provide Off-Site Training Opportunities

- Exercise prudent use of resources by analyzing tuition-based off-site training for its worth to the employee’s development and department value

- Utilize off-site training that brings value and relates to current job assignments.

**Objective C: Establish and Continue Lateral Training Opportunities**

Establish and Continue Lateral Training Opportunities

- Use 28-day rotations of patrol officers through CID during third shift rotation periods
  - As man power allows, patrol officers are assigned to DEU to assist in operations (drug buys, search warrants, street level sting operations).
  - Officers should be assigned to a specific detective or rotation of detectives not just assigned cases to work.
    - Will enable them to develop tools of investigation
    - Learn procedures used by senior detectives to complete full investigation.

**Objective D: Seek Training Opportunities from non-traditional sources**

- Identify non-traditional training and development resources to increase employee development that adds value for the employee and agency
  - Identify community partners to participate in information sharing programs and training sessions

## **2017 SUPPORT SERVICES DIVISION GOALS**

### **Goal 1: Reduce the Rate of Part I Crime in Dalton**

#### **Objectives:**

##### (A) Prevent Crime through Community Involvement

- Strengthen our partnerships with community organizations through interaction and coordination efforts of the Community Involvement Officer
- Encourage citizens to participate in Ride-Alongs
- Offer an expanded Citizens Academy in Spanish
- Market the availability of house check and extra patrol services to citizens and businesses through the use of social media, Citizen Academies and other outlets

### **Goal 2: Increase the Retention of Valuable Employees**

#### **Objectives:**

##### (A) Evaluate conditions and circumstances which motivate employees

- Conduct one on one discussions with employees about current issues and performance
- Make adjustments in working conditions where possible in working conditions or other areas
- Increase positive interactions with department personnel

##### (B) Evaluate Leadership and Management Techniques

- Involve employees at the line level with developing new ideas, and solutions to known issues or current projects by discussing the desired outcome and involving employees to develop the solution

##### (C) Maintain or improve Physical Work Environment

- Continue to update work stations throughout the Police Services Center
- Replace current AV equipment in the Training Room with Interactive board(s)
- Replace elliptical machine and/or other equipment as needed in the fitness room
- Assist in research and planning for the Police Services Center expansion

### **Goal 3: Improve the Quality of Internal and External Communication**

#### **Objectives:**

##### (A) Increase the amount and quality of external communication

- Assist other agency personnel in delivering a regular program in community schools (early elementary) on safety, trusting police officers, bullying etc...that could be delivered possibly several times per year with some officers acting as role players.
- Continue involvement in civic organization (Kiwanis Club)
- Arrange for department-related presentations at least once per year in each civic club
- Distribute leaflets/flyers as opportunities arise to highlight department services

(B) Increase the quality of internal communication at all levels

- Control gossip and rumors by verifying information with supervisors prior to passing on or assuming truths (meeting once a month with employees in the division to just talk)

#### **Goal 4: Secure and Maintain Resources that Meet agency needs**

##### **Objectives:**

(A) Evaluate current personnel, equipment, facilities and operational funding to determine current readiness.

- Evaluate agency facilities and grounds to determine readiness and determine comprehensive needs by priority or urgency.

(B) Develop a continual, prioritized plan that outlines overall agency needs

- Examine all needs as it pertains to the division's responsibilities and compile a comprehensive categorized list

(C) Secure funding and support for agency needs

- Assist in establish a workgroup to explore the establishment of a local police foundation

#### **Goal 5: Hire Highly Qualified Employees Using a Well-Designed Recruiting Plan**

##### **Objectives:**

(A) Update and/or Revise the Current Recruiting Plan

Update and Revisions of the Current Recruiting Plan

- Update advertisements, billboards...that accurately portray Dalton Police Officers as a professional and elite law enforcement agency
- Maintain updated recruiting material containing only the most current information to provide to potential applicants.
- Stream line application processes as appropriate to shorten the time between applying and background investigator's recommendation.
- Use a variety of modern and traditional notification/advertising methods to announce open positions in the department.

- Create an updated recruiting video
- Conduct recruiting/demonstration booth at community events, with vehicle, uniform and equipment on display with officers to provide information

(B) Seek a More Diverse Work Force to more closely reflect the Department Service Delivery Area

- Strengthen relationships with local groups and ministries that will increase contacts with qualified candidates
- Continue contact minority students through relationships with Student groups at Dalton State in order to have contact with potential applicants
- Advertise via Internet and/or printed media to attract minority candidates

**Goal 6: Increase the Public value of the Agency and it's Members through Professional Delivery of Services, Professional Behaviors, and Positive Interactions**

**Objectives:**

(A) Conduct ongoing training and discussions for agency personnel

- Send out a training needs analysis survey to determine employee's career development needs
- Utilize various instructors throughout the department to deliver in-service / advanced level training classes

(B) Increase the Quality of Internal and External Interactions

- Strive to make every written and verbal communication as professional as possible

(C) Increase the Quality of Customer Service

- Provide the level and quality of service to customers that we would desire to receive as a customer

(D) Build and Maintain Networking and Other Community Relationships

- Conduct a Citizens Academy at least once a year
- Conduct a Spanish language Citizens Academy
- Continue active membership in civic organization
- Accept qualified college interns when work is available
- Attend local community events and provide information to attendees
- Conduct a Community Night Out event at least once a year

**Goal 7: Increase the Professional Development of all agency personnel**

**Objectives:**

(A) Increase local training opportunities



- Offer one high quality training course from a nationally known instructor at a time that will maximize our personnel's ability to attend.
- Conduct annual training needs assessment
- Establish a local training calendar offering training based upon a needs analysis and that are within the department's control

(B) Provide Off-Site Training Opportunities

- publicize upcoming training opportunities to employee
- Assist employees with flexible scheduling if possible
- Provide opportunities for personnel to attend the Georgia Law Enforcement Command College

(C) Establish and Continue Lateral Training Opportunities

- Establish rotation/cross training of civilian personnel

## 2016 AGENCY ACCOMPLISHMENTS

- Secured funding and outfitted officers with ballistic armor plates for additional safety
- Joined Chattanooga Regional Intelligence Group
- Established and staffed dedicated intelligence function
- Trained several employees to provide peer counseling
- Adjusted per diem procedures to allow flat rate/no receipts – increased overall reimbursements
- Implemented Special Event pay rate to increase compensation for extra duty/special events
- Successfully Completed Reaccreditation through Commission on Law Enforcement Accreditation
- Updated department photographs
- Adjusted the call-in compensation procedures to preserve overtime pay from *automatic*, and provide voluntary options to burn off the time *if requested by employee*
- Earned 2<sup>nd</sup> place in category for Governor’s Office of Highway Safety Challenge for Outstanding Achievements in traffic crash prevention, education and enforcement.
- Transitioned all accident reporting to an online system using the Georgia Electronic Accident Reporting System. Saves officers time in the field, saves time on data entry in back office, and provides better analytics
- Completed first-ever Citizens Academy in Spanish
- Coordinated successful first amendment event
- Hosted community cookout after first amendment event
- Participated on community-sponsored cookout
- Participated in Rotary Clubs of Dalton Community Unit Forum – *Advancing Police & Community Relations*
- Implemented 3 of 5 (60%) of employee suggestions through, “Opportunity for Improvement” process
  - Added an incentive for employees who refer a successful recruiting candidate
  - Modified the rules for when long/short sleeves can be worn to allow individual/shift flexibility
  - Outfit all officers with Individual First Aid Kit (IFAK – in process for 2017 budget)
- Implemented a new recruiting tool to attract pre-service candidates by reimbursing up to \$4000 of pre-service candidates’ out-of-pocket costs
- Purchased 12 new police vehicles through SPLOST
- Updated the department video and network system in interview rooms
- Installed control-access fencing to secure back lot of Police Services Center
- Created and published a Budget Execution Plan
- Replaced the original carpet (20 years old) in the Training Room and Investigations Division
- Completed 22<sup>nd</sup> Class of Citizens Academy
- Implemented new purchasing policy
- Presented Body Worn Camera funding proposal to Mayor and Council for FY 2017
- Employee committee completed salary study
- Produced and aired a 30-second recruiting commercial (Why I Wear the Badge) and aired during local minority-hosted TV show
- Two female officers graduated from IACP Women’s Leadership Institute
- Hired first-ever Hispanic female officer candidate

- Implemented Excel-based interactive dashboard analytics for district commanders, command staff and others to plan crime prevention strategy
- Updated the assigned vehicle policy to increase distance limit and provide incentive for employee recruiting and retention
- One Command Staff member graduated from Federal Bureau of Investigation National Academy at Quantico, VA
- One Command Staff member graduated from Police Executive Research Forum's Senior Management Institute for Policing in Boston, MA
- Raised record amount of \$12,000 on behalf of Special Olympics Georgia through Law Enforcement Torch Run; and all-day fundraiser at Krispy Kreme titled, "Cops on Top of Doughnut Shops".
- Several officers participated in opening ceremonies and competitions for Whitfield County/Murray County Special Olympics
- Several Officers participated by assisting athletes in Georgia Special Olympics Bowling competition held in Dalton

## **2016 PATROL DIVISION ACCOMPLISHMENTS**

- Increase in DUI arrest by 9%
- Conducted forty-four educational incentives
- Conducted three traffic safety checkpoints
- Conducted three hundred ninety-two selective enforcement details
- Decreased the number of DUI related crashes from 3.03% to 2.25%
- Conducted twenty-four educational programs
- Posted 16 safety messages on the police department blog
- Taught Fatal Vision at Teen Maze
- Taught one Collision Avoidance Training Class for teen drivers
- Conducted 2016 Citizen's Academy
- Conducted 2016 Hispanic Citizen Academy
- One patrol Sergeant is currently attending the Georgia Law Enforcement Command College Program. One Lt. has been selected and will begin next year
- Reduced distracted driving crashes by 27.9%
- Received second place in for the Governor's Challenge for outstanding achievement in traffic education and enforcement.
- Four officers completed rotation through CID. Seven officers spend 3 days with Drug Unit.
- 2 Officers attended Peer Counseling Training
- Code Enforcement spent 623 hours in CDBG Area
- Code Enforcement spent 173.5 hours on Operation Gateway
- 9 dangerous/abandoned structures demolished
- 111 Peer Reviews were completed by officers in Guardian Tracking
- Procedural Justice Training was completed for officers and supervisors
- Outfitted everyone with ballistic plate carriers

## 2016 CRIMINAL INVESTIGATIONS DIVISION ACCOMPLISHMENTS

- Detectives continue to be very active in the local monthly bank meetings, as well as the regional meetings in Chattanooga. Investigators are now receiving and contributing to regional intelligence through the Chattanooga intelligence network.
- Investigators have regularly attended patrol roll call and passed information to patrol shifts on crime trends, suspects and other bolos.
- DEU investigators have attended patrol roll call to discuss drug trends.
- Contact is being made on cases within three business days once the case is assigned. On unassigned Part I cases, the complainant is being contacted and advised the case is no longer active.
- Members of CID have been active in Kiwanis Club, DFACS Advisory Board, Crisis Center Board, Pension Board and Drug Court
- CID supervisors conducted quarterly meeting with employees to discuss career development, case assignments and other pertinent topics
- Completed multiple temporary rotations of patrol officers through the division to ensure the best working relationship between divisions
- Patrol officers from C-Shift worked two day rotations with DEU. DEU was able to expose patrol officers to procedures used to make controlled purchases of illegal evidence, conduct “knock and talks”, and write/execute search warrants on residences and vehicles.
- Detectives completed advanced training, including, but not limited to:
  - One drug detective attended New Drug Investigator
  - Two investigators and Sergeant from DEU/SSFT attend ROCIO Fall Con.
  - Two Sergeants attended Use of Force Symposium
  - One investigator attended Breach Point Training
  - Two investigators from DEU/SSFT attend LE Conference in Gatlinburg
  - Two investigators from DEU attended Clandestine Lab Training in FLETC
  - Two investigators attended Reid Interview Techniques
- Two newly assigned investigators completed their probationary period and have begun to attend advanced training.
- The DEU/SSTF held monthly roll call training. Covering policy review and recent case law in regards to:
  - Confidential Informants
  - Surveillance and Undercover Procedures
  - Asset Forfeiture
  - Search Warrant Procedures
- Detectives assisted with the Citizens’ Academy class, taught a fraud class to local high school students and
- DEU/SSFT gave presentations to Citizen’s Academy on gangs and drugs detectives gave 3 presentations on gangs.
- One investigator with DEU continues to be involved in Drug Court.
- During 2015, the Drug Enforcement Unit filed seizure papers on approximately \$50,539 and 6 vehicles.
- The Drug Enforcement Unit developed and signed up 43 informants in 2016. Increase of about 20%.

## 2016 SUPPORT SERVICES DIVISION ACCOMPLISHMENTS

- Division personnel attended 5 job fairs to represent DPD and recruit applicants. NGU, DSC spring and fall, and UTC
- Hosted 1 educational Criminal Justice intern 1 Enhanced C.J. intern and 2 enhanced MIS intern
- Hosted the 2016 Citizens Academy
- Hosted the first Spanish language Citizens Academy
- Offered flexible scheduling so that 1 full time employee will graduate with bachelor degrees in December
- Held a Community Night Out event at the Mack Gaston Community Center
- Crisis Intervention Training was hosted
- Provided several sessions of civilian response to active threats to area businesses, churches, etc.
- Issued 51 new computers during 2016
- Collected and disposed of over 85 pounds of expired/unused medication
- Installed new carpet in the Training Room and Criminal Investigations Division
- Installed security fence around the West parking lot at the Police Services Center
- Installed new cubicles in the Records Section at the Police Services Center
- Renovated showers in the men's restroom
- Auctioned 41 vehicles that were taken out of service or seized
- Three Officers certified to teach Rape Aggression Defense (RAD)
- Conducted 2 RAD classes
- Updated composite picture of employees
- 2 employees received Spillman SAA training
- Recommended 4 Officer to become POST General Instructors
- Lighting installed to illuminate the Impound Lot
- Installed new and additional shelving in Property and Evidence substantially increasing our storage capacity