

DALTON POLICE DEPARTMENT

2016 GOALS

AND

2015 ACCOMPLISHMENTS

January 1, 2016

JANUARY 1, 2016

2016 GOALS AND OBJECTIVES

AGENCY GOALS 2016

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
 - Reduce crime in perennial hot spots

- (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 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 media 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
 - Conduct salary survey to ensure competitiveness

- (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 rear-end and distracted driving 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
 - Use geography and statistical data to have residential areas designated by signage from Public Works

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
- The public relations specialist will conduct a 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 releases; 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
 - Conduct small scale surveys
 - Continue with the Citizens Academy
 - Update and brief elected and appointed officials about current trends; relevant issues facing the department; and policing profession
 - Provide statistical data to elected and appointed officials

- Update the district and neighborhood contacts
 - Make contact with citizens and businesses within the neighborhoods and districts
- (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 2017 budget request to the Finance Committee
 - Train and plan with command staff and purchasing agent
 - Create spending plans for division budget lines
 - Design for expanding the Public Safety Center

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
 - Create a plan for a Police Cadet Program and have funded by FY 2017
- (C) Seek a more diverse workforce 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
- 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 they relate 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 current ordinances for possible revision in keeping with best practices in the field

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

Objectives:

- (A) Successfully complete accreditation reassessment
- Check all accreditation files and chapters for proofs and examples
 - Participate in a Mock Assessment
 - Conduct briefings for employees about the accreditation process to emphasize the professional benefits
- (B) 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
 - Identify non-traditional training and development resources to increase employee development that adds value for the employee and agency
 - Develop a system for cross-training in non-sworn positions (succession plan, and covering for absences)
 - Attendance of command staff members at GACP sponsored training events at regional locations
 - Revise mentoring program
 - Study the merits and cost of sending a team to the IACP Conference 2016

- (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
 - Develop preliminary investigations/judgment/discretion training for officers in the PTO program (administered by PTOs)
 - Develop 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) Develop desired duties and responsibilities for the intelligence investigator position
 - Research other agencies with similar positions to gain insight into the use of an intelligence analyst

- (B) Develop the technological infrastructure to support intelligence gathering and dissemination
 - Evaluate the effectiveness of current data, information, and knowledge-gathering equipment, software, human sources and methods
 - Make recommendations for additional software, hardware, or information gathering techniques to be purchased or implemented

SUPPORT SERVICES DIVISION GOALS 2016

Goal 1: Reduce the Rate of Part I Crimes in Dalton

Objectives:

- (A) Prevent or disrupt criminal activity through the use of the GIS Analyst
 - Provide training for GIS Analyst in the areas of crime analyses
 - Conduct research of incident reports and other information to identify areas with emerging crime trends and persons of interest
 - Forward results on a regular basis
- (B) 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

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
 - Increase positive interactions with department personnel
- (B) Evaluate leadership and management techniques
 - Provide for and participate in communication skills and personnel evaluations for supervisors and managers
- (C) Maintain or improve physical work environment
 - Assess and improve physical work areas throughout the building
 - Replace workout equipment as needed
 - Improve the Fleet Management System and process, ensuring vehicles are serviced/repaired as soon as possible
 - 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)
 - Develop a “go kit” for community events containing appropriate literature and give-away items
 - Develop and distribute information highlighting departmental 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)

- (C) Identify and provide/attend training to improve communication skills
 - Provide for and participate in communication skills and personnel evaluations for supervisors and managers

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) Establish a consolidated listing of external agencies, businesses, and individuals to use as a resource in specific instances
 - Given the information from other areas, division personnel will collate an inclusive listing of agreements and external resources, making it available to necessary personnel

- (C) 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

- (D) Secure funding and support for agency needs
- 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 revise the current recruiting plan
- Maintain updated recruiting material containing only the most current information to provide to potential applicants
 - Explore other agencies' hiring processes and use of interview panels
 - Streamline application processes, as appropriate, to shorten the time between applying and background investigator's recommendation
 - Implement a variety of modern and traditional notification/advertising methods to announce open positions in the department.
 - Create an updated recruiting video
 - Update and organize existing forms used in the recruiting and hiring process
- (B) Seek a more diverse workforce to more closely reflect the department's service delivery area
- Build relationships with local groups and ministries that will increase contacts with qualified candidates
 - Contact minority students through relationships with student groups at Dalton State College in order to have contact with potential applicants
 - Include a broader cross-section of department members to participate in the hiring process, such as the oral boards and PRA

Goal 6: Increase the Public Value of the Agency and its 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 employees' career development needs
 - Coordinate with GPSTC to offer advanced-level training courses locally
 - Utilize various instructors throughout the department to deliver in-service/ advanced-level training classes
 - Identify a method to advertise/publicize upcoming training opportunities to employees

- (B) Build and maintain networking and other community relationships
- Coordinate community events around the city with the most appropriate department personnel
 - Coordinate the department's annual Community Night Out.
 - Coordinate the department's annual Citizens Academy.
 - Accept qualified college interns, as work is available

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 (regionally) 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 approved by GPSTC
- (B) Provide off-site training opportunities
- Identify a method to advertise/publicize upcoming training opportunities to employees
 - Assist employees with flexible scheduling, if possible

PATROL DIVISION GOALS – 2016

Goal 1: Reduce the Rate of Part I Crimes in Dalton

Objectives:

(A) Prevent or disrupt criminal activity

- Examine available data to determine heaviest concentration of Part I Crimes
 - Utilize existing Spillman program and GIS Analyst
- Concentrate resources, on a timely basis, within districts or sections with heaviest concentration of Part I Crimes
 - Use district planning and daily rosters
- 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
- Increase the use of house/business checks through media releases/profile stories.
 - Create feature stories and publish with assistance of PRS

(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
 - Add to hot spots and keep district plans updated
- Inform sworn personnel when prolific criminals are known suspects or have outstanding warrants
 - Add to hot spots and cover in roll calls

- Stop and conduct documented field interviews of all suspicious persons, and investigate suspicious vehicles
- 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 levels 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.

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

Objectives:

(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 or district plans
- 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

(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

Objectives:

- (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
 - Encourage the use of Peer Reviews in Guardian Tracking and establishing guidelines for use
 - Establish parameters for use of the system for non-supervisors
 - Supervisors need to promote the use of the system

- (B) Increase the amount and quality of external communication
 - Deliver straightforward 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

Objectives:

- (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

- (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 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

- (C) Secure and maintain resources that meet the needs of code enforcement
 - Develop and maintain a list of responsible persons at each partner agency and organization

- Establish working relationships with the various stakeholders
- (D) Improve current system of codes/practices to improve productivity of code enforcement
- Examine codes and practices of other agencies to determine if other avenues of code enforcement exist
 - Reach and get copies of other cities that have been successful in code enforcement
 - Analyze the information to determine best practices
 - Conduct an analysis of existing operations and effectiveness of current plans
 - Compare what we are doing and what other successful agencies are doing to develop best practices
 - 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

Objectives:

- (A) Conduct training on procedural justice
- Develop lesson plan on procedural justice, focusing on behaviors listed in the goal
 - Lesson should focus on how to treat people and effective communication
 - Provide interactive training with supervisors to provide feedback and accountability for program
 - Train the supervisors to help with buy-in of line personnel
 - Provide training for line personnel from supervisors, utilizing lesson plan and practical exercises
- (B) Rate success of employees on customer satisfaction
- Create a survey based system to identify how to rate customer satisfaction
 - Determine best ways to deliver the message
 - Cards, messages, emails, etc...
 - 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

Objectives:

(A) Conduct Critical Incident Training

- Provide training for agency supervisors using scenarios and operational exercise
 - Develop new scenarios based on examples of real-life scenarios
- Provide training for line personnel using scenarios and operations exercise

CRIMINAL INVESTIGATION DIVISION GOALS 2016

Goal 1: Reduce the Rate of Part I Crimes in Dalton

Objectives:

- (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

- (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 besides drug activity

- (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
 - 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

Objectives:

- (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
- (B) Evaluate leadership and management techniques
- Maintain an open line of communication for “fact checking”; rumor control, etc...
 - Conduct monthly 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
 - Solicit input from division members when possible about upcoming projects, tasks, or decisions that will have an impact on work environment

GOAL 3: 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.
- 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
- (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.
- (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

Objectives:

- (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
 - Conduct a salary survey of similar agencies and functions to determine salary range, position, and salary requirements.

GOAL 5: Increase the Professional Development of All Agency Personnel

Objectives:

- (A) 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
- (B) Establish and continue lateral training opportunities
- Use 28-day rotations of patrol officers through CID during third shift rotation periods
 - As manpower 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.
 - Use rotations of CID personnel to patrol shifts in a team investigative concept; match investigators/officers for maximum benefit, and then schedule one rotation per investigator per year
 - Establish guidelines and goals for an initial 5-day rotation for investigators through Patrol
- (C) 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 two community partners to participate with in an information sharing program and training session

JANUARY 1, 2016 2015 ACCOMPLISHMENTS

AGENCY/ADMINISTRATION DIVISION ACCOMPLISHMENTS 2015

- Updated the Civilian Career Development Program
- Coordinated with local institution to develop Certified Administrative Specialist class
- Implemented employee "Opportunity for Improvement" suggestions for: upgrading the A/V equipment in interview rooms; adding the .380 caliber ammo for backup weapons; modifying the assigned vehicle program; training for fire/EMS personnel at crime scenes; community events involvement supplies and materials; and, a process to expedite warranty repairs on vehicles
- Conducted an assessment center for sergeant and lieutenant promotion process
- Participated in two community forums led by other organizations
- Completed several facility repairs and renovations
- Replaced 33 fleet vehicles using capital and SPLOST funding
- Participated in 10 community discussions, hosted by others, which provided information on SPLOST project list
- Facilitated regional meeting to join Tennessee Valley Regional Communication System to convert to 800 MHz land mobile radio system
- Secured funding (via citizen approval of SPLOST) to upgrade radio system to 800 MHz
- Conducted 20th Anniversary Session of Citizen Police Academy
- Enhanced the Code Enforcement Unit by adding 2 additional officers, and upgrading equipment
- Code Officer (Cochran) named the 2015 Keep Georgia Beautiful Code Enforcement Officer of the Year
- Participated in Special Olympics-Georgia (SOGA) Law Enforcement Torch Run, raising more than \$2500 toward SOGA
- Conducted an employee survey

- Conducted 10 town-hall style meetings to gauge employee opinions and seek suggestions
- Participated in the United Way of Northwest Georgia 2016 Campaign with several employees pledging donations
- Hired eleven new employees (sworn and civilian)
- Upgraded agency website (daltonpd.com)
- Revised the Multi-Year Strategic Plan (2016 – 2018)
- Completed Manpower Allocation/Workload Assessment (every three years)
- Received state and national awards for highway safety efforts to prevent crashes and educate drivers (overall 2nd place state; 3rd place national) (state and national 1st place in efforts to reduce Distracted Driving)
- Revised the process to develop police-district short and long-term planning
- Launched an app for smartphones for public use
- Graduated one supervisor from Leadership Dalton/Whitfield
- Conducted two sessions on community program called, “Coffee with a Cop”
- Upgraded the Police Training Officer pay incentives
- Gained approval for civilian career development pay incentives
- Conducted a Police Week Memorial Service
- Conducted (voluntary, employee-led) financial skills training
- Adjusted agency operations to create a Recruiting and Community Involvement Officer
- 100% compliance on all sworn members tested for physical readiness assessment
- Developed a new framework to increase officer skill levels in conducting preliminary investigations and use of discretion
- Reviewed crime statistics at Command Staff Meetings
- Published article in paper/social media sites on new DPD Strategic Plan
- Published article in paper/social media sites about DPD Explorers Program

- Published more than 30 blog posts/social media posts on department investigations/events/updates
- Produced photos for social media posts at Krispy Kreme for fun PR opportunity
- Completed changes to the Career Development Plan for civilian employees
- Reviewed the agency memorandums of understanding and contracts with other agencies and businesses for accuracy
- Increased Munis report capability through researching reporting programs within the system
- Updated the CAD call report which resulted in reducing the time required to complete the report
- Completed the 2016 Administrative goals
- Updated the job descriptions for CID secretary and purchasing agent

PATROL DIVISION ACCOMPLISHMENTS 2015

- Increase in DUI arrests by 9%
- Conducted forty-eight educational incentives
- Conducted two child seat checkpoints
- Conducted fourteen traffic safety checkpoints
- Conducted one hundred and eighty-four selective enforcement details
- Decreased the number of DUI-related crashes from 2.78 % to 2.69%
- Conducted fifteen educational programs
- Posted twenty-five traffic safety messages on the police department blog
- Taught Fatal Vision at Teen Maze
- Taught two Collision Avoidance training classes for teen drivers
- Conducted 2015 Citizens Academy
- One patrol sergeant completed the Georgia Law Enforcement Command College Program
- One patrol sergeant is currently attending the Georgia Law Enforcement Command College Program
- Conducted “Operation Home for The Holidays” to educate drivers about distracted driving
- Received second place in the Governor’s Challenge for Outstanding Achievement in Traffic Education and Enforcement. Received awards from the state and nationally for distracted driving initiative.
- Decreased Part I crimes by 3%
- Decreased burglaries by 8.2%
- Decreased larcenies by 1.8%

SUPPORT SERVICES DIVISION ACCOMPLISHMENTS 2015

- Division personnel attended 4 job fairs to represent DPD and recruit applicants (NGU, DSC spring and fall, and UTC)
- Enhanced equipment for job fairs, including banners, TV for slideshow, and table covering
- Assisted in developing criteria for non-sworn Career Development Program
- Coordinated with Georgia Northwestern Technical College to conduct a preparation course for the Certified Administrative Assistance Exam
- Hosted 5 educational Criminal Justice interns and 1 enhanced MIS intern
- Established expanded pre-academy training for new employees for sworn positions to include approximately 80 hours of firearms and driving orientation training
- Hosted the 2015 Citizens Academy
- Hosted a reunion for the 20th anniversary of the Dalton PD's Citizens Academy
- Offered flexible scheduling so that 1 full time and 2 part time employees could continue college; 2 of the three will graduate with bachelor degrees in December
- Held a Community Night Out event
- Hosted several intermediate/advanced certification courses, as well as Supervision Levels 1, 2, & 3, Commercial Vehicle Interdiction, Crisis Intervention training, and Tactical First Aid
- Established a Community Involvement/Recruiter position to enhance our efforts in these areas
- Expanded the agency's capabilities by receiving training to provide civilian response to active threats and Crisis Intervention training
- Completely reworked beat map boundaries to incorporate newly annexed parcels or to fully incorporate all addresses within a beat
- Compiled 5 years of data depicting geographical hot spots, as well as the most busy times of day for Part I crimes
- Replaced the agency's firearms training simulator
- Issued 60 new computers during 2015

- Assisted with the set-up of the district dash board that will assist with issues related to Patrol and CID
- Collected and disposed of over 70 pounds of expired/unused medication
- Installed new carpet in the Records Section and the Patrol Division
- Installed air vent extensions in the upstairs ladies restroom to better regulate the temperature
- Developed a solution to increase storage in P&E, and the plan has been implemented
- Procured a battery backup system for the radio repeater on Mt. Rachael
- Installed a new security camera system at the Police Services Center
- Renovated two upstairs foyers and one office
- Replaced 3 vehicles in the division
- Renewed agency's Speed Detection Permit

CRIMINAL INVESTIGATIONS DIVISION ACCOMPLISHMENTS 2015

- One homicide was investigated that occurred in 2015. The investigation of a homicide that occurred in 2014 continued into 2015. Both of these cases have been cleared by arrest.
- Detectives continue to be very active in the local monthly bank meetings, as well as the regional meetings in Chattanooga. These meetings bring together law enforcement and banking officials to try and disrupt financial crimes.
- 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.
- Detectives completed advanced training, including, but not limited to:
 - Homicide Classes/Conferences – 3 detectives
 - Crime Scene Investigations / Photography – 3 detectives
 - Bloodstain Pattern Analysis – 1 detective
 - Reid Interview Techniques – 2 detectives
 - Digital Evidence Recovery – 1 detective
 - Leadership Training – 1 detective
 - Two detectives attended Levels I and II of Hostage Negotiation at IPTM
 - One sergeant completed Drug Commander at IPTM
 - One sergeant and one detective completed Covert Tracking at FLETC
- Three newly assigned detectives completed Criminal Investigations Division Field Training Program.
- The DEU/SSTF began holding monthly roll call training. Topics covered:
 - Confidential Informants
 - Surveillance and Undercover Procedures
 - Asset Forfeiture
 - Search Warrant Procedures
- An A.F.I.S Scanning Station was purchased and installed. Two detectives were trained on the use of the system.
- Detectives assisted with the Citizens Academy, taught crime scene classes at two high schools, taught a financial security class to an entire senior class in high school, and participated in several Career Days at local elementary schools.
- Safe Streets Task Force detectives gave 3 presentations on gangs.

- The crime scene detective assisted with instructing the Crime Scene class that was taught at the Police Services Center.
- The crime scene detective assisted with 63 cases, processing 314 individual items for possible evidence.
- During 2015, the Drug Enforcement Unit filed seizure papers on approximately \$90,506 and 3 vehicles.
- The Drug Enforcement Unit developed and signed up 35 informants in 2015.
- The Drug Enforcement Unit gave a presentation to teachers and administrators on how to recognize the signs of drug use among students at Dalton Public Schools.