DALTON POLICE DEPARTMENT

MULTI-YEAR

STRATEGIC PLAN

2016 - 2018

Introduction

The Dalton Police Department Strategic Plan is designed to be an evolving document, constantly reviewed, updated and brought into line with the desires of the community. It is the culmination of a series of exercises all designed to ensure that the vision, mission, and goals of the agency are successfully achieved. An outgrowth of this process is the enhanced ability to effectively manage resources, provide accountability through measured results, and adjust to change. Successful planning requires the fortitude to change course when opportunities and community demands arise. Ultimately, it is the planning process itself that keeps the agency focused on what it wishes to accomplish and the best route to get there.

This product consists of four interrelated exercises:

Citizen Survey: A citizen survey will be conducted every three years. The purpose of this survey is to determine if the agency is meeting the expectations of the citizens, ascertain what crime trends/problems and quality of life issues the citizens are concerned with, and what programs or services the citizens believe the agency should offer.

Internal Survey: This segment of the plan focuses upon the most defining element of an organization – the employees. This survey attempts to gain insight from employees about their recommendations and suggestions for improvement to advance and ultimately determine what obstacles we face to achieve our goals. The internal survey will also be accomplished every three years.

Employee: Committees made up of employees review the results of the employee and citizen surveys, and the previous strategic plan and formulate recommendations for a revised plan for the next three years.

Fiscal Planning: As diverse as ideas may be, funding will ultimately determine the level of services that the organization can provide. Innovation, the detection of grants, and other funding mechanisms must be aggressively explored.

Methodology

At the core of the Strategic Plan are a variety of steps, all designed to assist the organization in keeping our eyes on the horizon. Each *goal* is discussed and a definition or an explanation of the goal is provided. For each goal, several objectives are identified; the completion of each objective greatly increases the likelihood of accomplishing the goal. Since goals and objectives could require complex or long-term operations, several tactics are included with each objective. These tactics provide direction for department members or the specific steps with which objectives may be accomplished. It should be noted that tactics listed are not all inclusive; employees are encouraged to use creativity in developing additional lawful and sound tactics.

In addition to the goals and objectives that span multiple years, this document contains several projections designed to guide future staffing and budget requests including: anticipated population and workload trends; anticipated personnel needs; anticipated capital improvements and equipment needs, and provisions for review and revision of the Plan.

MISSION AND VALUE STATEMENT

Mission Statement

The mission of the Dalton Police Department is to provide the community of Dalton a safe environment with professional quality police service through positive interaction with its citizens.

What we seek to do and to become is at the core of the mission statement. A mission statement also allows us to maintain direction, eliminate complacency, and remain focused on our goals.

Vision Statement

The vision of the Dalton Police Department is to reduce crime by coactive partnerships with citizens, elected officials, and other federal, state, and local agencies.

We realize without the active partnerships of every citizen, every elected official, and every federal, state, and local agency, we will not be successful.

Values

We believe in:

Professionalism – We are committed to the highest level of professionalism and we expect all members to work to the best of their abilities.

Obedience – We recognize that our authority is derived from the people we serve.

Leadership – We recognize that the best method of leadership is through example.

Integrity – We will always be honest, fair, and accountable.

Conduct – We recognize that our conduct, personal and professional, is inseparable from the reputation of the department and must be moral, sober, and judicious.

Excellence – We will always strive to be the best we can be and will constantly strive to improve the department, the community, and ourselves.

The value statement tells the community the manner in which we will conduct our business and deliver services. It is at the very core of who we are. Even if we err, we will have the courage to acknowledge our mistake and act to ensure it will not be repeated.

Executing the Strategic Plan

Strategic plans are designed to develop both overarching concepts, and concrete goals that will lead to successful outcomes. Few plans include, however, any mention of *executing* the plan once it is updated. The result can be a great plan which sits on the shelf until it's time to revise it in three years. The framework below offers employees at all levels a method to consider in executing the plan.

Executing the Plan to Achieve Goals
The 10 goals listed in this plan may require the entire three-year period to achieve, so it makes sense to use a systematic approach. The department's command staff and chief executives will come together to develop annual division/agency goals with intended completion periods within the next calendar year. In late Fall, a Goals Conference will gather to review the Multi-Year Plan goals, and then develop division-specific goals which, if achieved, will move toward successful completion of the Plan goal over the three-year period. The Goals Conference will include input from command staff, supervisors, and line employees – through direct participation or through surveys or interviews.

Department leaders will refer to the Plan when developing strategic and tactical operations, and Division Commanders will report on goal progress at least quarterly.

Interpreting and Using Various Tactics

The Plan contains a multitude of Tactics within each Goal/Objective. These tactics are offered as a base of methods that could and should be used. It is important to note that the list does not include all possible tactics which may be effective. In addition, each division or unit may decide on different methods to employ the tactics, based on their normal mission. To be sure, plenty of room exists to be creative, while still employing the tactics in a lawful manner.

When considering tactics, it will be helpful to get as much input as possible in selecting and refining those which will be used from one operation to another. Knowing this, it would be a good idea to include line employees and others when settling on actual tactics. This provides a chance to explain what each tactic might include, define the depth and frequency, and decide on how to communicate progress.

Milestones and Benchmarks

Just prior to "kickoff", be sure to establish benchmarks or "**milestones**" that are time and progress related. This is important because you may discover in the early stages that a tactic is no longer viable, or needs adjustment. Encourage those on the front line to be frank and honest about milestone assessments; this could save valuable time and resources.

- When considering what the milestones will be on a project, also remember to become familiar with all data sources available to you like our internal Records Management System; Crystal Reports software; mapping; intelligence, and other sources

Evaluation of Results

After goal accomplishment, there is one more crucial step: **evaluation of results**; be sure to look back at the tactics that served you well along the way, as well as lessons learned. You may find that some tactics are so effective that you may want to plug them in on other goals or projects. Along the same lines, you may identify tactics that should not be revisited because of their inherent risks, or impracticality. Take whatever results are achieved and decide whether to keep pushing in the same direction, or move on to other goals.

Strategic Plan Goals

➢ Reduce the Rate of Part I Crime in Dalton

➢ Increase the Retention of Valuable Employees

➢ Reduce the Amount of Vehicle Crashes on Roadways in Dalton

➢ Improve the Quality of Internal and External Communication

➢ Secure and Maintain Resources that Meet Agency Needs

➢ Hire Highly Qualified Employees Using a Well Designed Recruiting Plan

➢ Maintain a Code Enforcement Function to Address Unsafe, Unsanitary, and Unlawful Structures and Properties in Dalton

➢ Increase the Public Value of Agency Members through Professional Delivery of Services, Professional Behaviors, and Positive Interactions

➢ Increase the Professional Development of All Agency Personnel

➢ Create a Dedicated Agency Intelligence Function to Develop Information, Data and Knowledge into Actionable Intelligence

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

One of the most critical components of the Dalton Police Department mission is providing a safe environment for the community; reducing the reported rate of Part I crime, and the fear of becoming a crime victim, are integral to achieving that mission. Property Crimes make up the vast majority of reported Part I crimes in the jurisdiction, and most reported Violent Crimes occur between individuals who are familiar with one another prior to the crime. The current clearance rate for Violent Crime in the jurisdiction is 82%; for Property Crime, the clearance rate is 45%.

The ability of a police agency to impact crime and create conditions where residents feel safer is critical for success and a citizen view of legitimacy. The objectives and tactics that follow are intended to have the outcome of lowering the rate of reported Part I crime

in Dalton. It is acknowledged that all crimes are not reported to the police, but it is reasonable to believe that if the reported rate of crime reduces, then the overall occurrence of crime has also decreased.

Objective 1: Prevent or Disrupt Criminal Activity

Tactics:

- Examine available data to determine heaviest concentration of Part I Crimes
- Concentrate resources, on a timely basis, within districts or sections with heaviest concentration of Part I Crimes
- Communicate periodic data and information to personnel(crime trends, future trends)
- Maintain high uniform officer/marked car visibility within target areas
- Communicate often with citizens and businesses in affected areas via personal contact, appropriate medias releases, email or other
- Deploy a combination of vehicle, foot, and bicycle patrol in target areas
- Use the Command Trailer to set up neighborhood crime prevention information distribution points on weekend days or warm-season evenings when people are likely to be out and accessible
- Identify crime <u>trends</u> at the earliest possible point by increasing 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
- *Conduct research and gather intelligence to identify areas with emerging crime trends and persons of interest*
- Provide feedback to individuals who assist the department with crime information
- *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)*
- Use coordinated foot patrol to conduct neighborhood canvass operations
- Form Temporary Task Forces to Address Emerging, Newly Emerged, or Seasonal Crime Issues

Objective 2: Arrest Criminal Offenders and/or Disrupt Future Criminal Activity of Prolific Offenders

Tactics:

- Identify individuals known or most likely to be involved in prolific or serious criminal activity

- Inform sworn personnel when prolific criminals are known suspects or have outstanding warrants
- 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
- Attempt to disrupt future criminal activity of known, prolific offenders by using lawful means of enforcement for observable violations
- Use social media to assist in the location and identification of suspects with outstanding warrants through outlets such as a wanted section on the website.
- Conduct training for personnel on field interviews, including "knock and talk" techniques and preliminary investigations
- Develop informants and information sources likely to yield reliable information about recent or impending criminal activity

Objective 3: Prevent Crime through Community Involvement

Tactics:

- Increase personal interactions with citizens and business people through face to face interactions
- Use social media and personal interactions to notify businesses of crime trends most likely to affect their business
- As a component of Intelligence Led Policing, disseminate criminal intelligence information to other police agencies who agree to terms and conditions of receiving information
- Seek to gain criminal intelligence information from other agencies through agreements
- Recognize citizens who assist police with cases or making arrests
- Develop a school outreach program aimed at local middle schools and high schools
- Recruit citizen/business ride-along candidates to improve local knowledge of crime concerns

Goal 2: Increase the Retention of Valuable Employees

One of the most important resources to an organization is its employees. Without valuable employees, goals are not met and other resources are utilized to accomplish assigned tasks. It is imperative to retain the employees that have proven to be valuable assets to the agency and have contributed greatly to the agency's success.

Objective 1: Evaluate Conditions and Circumstances which Motivate Employees

Tactics:

- Survey and conduct discussions with employees to determine the conditions which promote positive morale
- Compare the results of surveys and discussions with current conditions at DPD
- 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

Objective 2: Evaluate Leadership and Management Techniques

Tactics:

- Conduct peer evaluations of supervisors/managers by their subordinates and then by their immediate manager. Evaluate the results and review them with the supervisor/manager
- Conduct training for managers and supervisors in communication; personnel evaluations; conducting one-on-one discussions; delegation, and other skills
- 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 an open line of communication for "fact checking"; rumor control, etc…

Objective 3: Provide Lasting Incentives for Employees to Stay Motivated and Achieve Higher Job Satisfaction

Tactics:

- Assist employees in developing a high level of readiness that allows most tasks to be completed with only general instruction (delegation with mostly autonomous action)
- Develop a system which allows employees to develop a project from the beginning including execution, or developing an execution plan
- Provide support and discussion with employees to underscore the importance of a sense of purpose for every member
- Develop a strong level of trust and cohesiveness within the agency to minimize the impact of negative events, and capitalize on positive events
- Maintain base compensation above the rate of similarly situated, and local, agencies
- Provide employees with straightforward assessment of internal and external conditions that may affect personal and agency morale

Objective 4: Maintain or Improve Physical Work Environment

Tactics:

- Revise the evaluation criteria for the vehicle/equipment replacement plan

- Repair vehicles as quickly as possible
- Maintain the Police Services Center on a regular basis, making necessary repairs to all systems
- Replace aging workout equipment as it becomes unserviceable with newer space saving equipment
- Research the feasibility of expanding the police services center

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

As the number of roadway crashes increase in Dalton, the agency must find ways to lower that trend. By implementing previously successful methods, and embracing new innovative ways to prevent crashes, the agency can continue to focus on reducing crashes in the City.

Objective 1: Reduce Rear-End and Distracted Driving Crashes

Tactics:

- Identify locations which experience high rear-end crash rates
- Conduct time and location-appropriate traffic enforcement targeting distracted and following too close violations
- Use decoy patrol vehicles in high crash areas along with traffic enforcement
- Continue to offer crash avoidance training (CAT) for 15-16 year olds and require a contract with students and parents
- Continue to offer the Car FIT program
- Use radio, print and Internet to spread information about traffic safety

Objective 2: Hold Drivers Accountable Who Engage in Dangerous Driving Behaviors

Tactics:

- 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
- Conduct training with local alcohol licensees to refuse service to obviously intoxicated individuals

Objective 3: Study Roadway and Intersection Design to Address Areas and Conditions that May Contribute to Crashes

Tactics:

- Maintain a positive working relationship with Public Works (PW)
- Identify and report problem areas to PW
- Establish marked "residential" areas in Dalton and post appropriate signage
- Forward crash statistics to traffic engineers at PW

GOAL 4: Improve the Quality of Internal and External Communication

It would be difficult to accomplish the goals of the agency without the ability to communicate effectively, both inside and outside the department. Internal communication allows agency members to be well informed of agency practices and changes within the department. External communication provides the community with a clear picture of how the department is providing services and allows the citizens an opportunity to interact with agency personnel.

Objective 1: Increase the amount and effectiveness of two-way, internal communication between all divisions of the department.

Tactics:

- Establish a sequence for upcoming events that ensures timely information is available, and also updated as matters progress
- Conduct "Town Hall" style meetings that have an open format, with a moderator to guide general topics
- Conduct brainstorm/roundtable discussions at shift/section level, when needed, to clarify outstanding issues
- Establish Command Staff presence at operational levels via ride-along, shift briefing and other interaction
- Use website and other electronic means to communicate information (Blog (I/E))
- Discuss availability of "The Vent" method for relaying and/or fact-checking information (Chief's hotline (I))
- Keep roll call attendance open for cross-unit/division/section attendance
- Prior to town hall meetings develop questions and topics using shift level and small group discussions

- Encourage the use of peer reviews in Guardian Tracking to provide feedback on positive job performance

Objective 2: Increase the amount and quality of external communication

Tactics:

- Deliver straightforward information to community members via press release; direct communication; and responses to official requests for information
- Use the agency web resources to archive major events and provide upcoming information about department activities (daltonpd.com)
- Use social media sites (Twitter/Facebook) to communicate to individuals in the community with a consistent message
- Use the Dalton Police Department App to relay information on major events and provide upcoming information about department activities
- Conduct a coordinated campaign to increase Facebook/Twitter followers
- Conduct a survey of community members to determine the best way to reach the most people

- The public relations specialist will conduct quarterly ride alongs for an entire shift where they will broadcast about what is happening using the social media outlet twitter.
- Train more personnel to post emergency/safety information on Facebook/Twitter as major events unfold
- Continue having Command Staff members involved with local civic organizations within the community (Rotary Club of Dalton; Carpet City Rotary Club; Civitan Club; Lions Club; and, Kiwanis Club)
- Arrange for department-related presentations at least once per year in each civic club
- Prepare a series of articles about the agency for publication in print media
- Submit appropriate editorial letters/comments to local print media
- Distribute leaflet/small flyers for distribution as opportunities arise to highlight department services
- Use casual and service-call citizen contacts to inform citizens of services provided by the department
- Submit a series of written and radio communications highlighting department services to inform citizens of availability
- Use contacts to determine times and locations of local organization meetings, and make that available to department members
- Schedule times to attend meetings in a coordinated fashion
- Interact with people, formally or casually, at meetings; distribute flyer/leaflet on department services
- Attend meetings of the Public Safety Commission and City Council

- Deliver a regular program in community schools (early elementary) on safety, trusting police officers, bullying etc… that could be delivered at least once per year with some officers acting as characters, using props, etc…
- Research emerging social media sources for future use

Objective 3: Increase the quality of internal communications at all levels

Tactics:

- Review current information delivery sources for effectiveness
- Determine the best method/medium for delivery of information for: Urgent; Time Sensitive; and archival information
- Evaluate the need to increase deployment of mobile information devices/phones
- Review latest information updates at roll call/section meetings
- Establish a more cohesive roll call/section meeting for all units other than Patrol Shifts
- Control gossip and rumors by verifying information with a supervisor prior to passing on or assuming truth
- Insure message is consistent throughout lines of communication

Objective 4: Identify and provide/attend training to improve communication skills

Tactics:

- Locate offsite training, or host local training, designed to increase knowledge about communication methods, importance
- Request to attend training through unit/section/shift supervisor
- Attend the training and put information gained to use in daily interactions

Goal 5: Secure and Maintain Resources That Meet Agency Needs

Every employee within the agency should have the necessary resources to accomplish their tasks. The agency must ensure that all resources are functional and a plan is in place to keep technology current, update equipment and facilities, and secure funding to maintain operational readiness for planned and emergency events.

Objective 1: Evaluate current personnel, equipment, facilities and operational funding to determine current readiness.

Tactics:

- Update or Review Agency Staffing and Workload Assessment to determine efficiency, and whether personnel resources are currently sufficient, and recommend adjustments as necessary
- Evaluate equipment to determine efficiency, and readiness; and, determine needs categorized by priority or urgency
- Evaluate critical incident response vehicles and equipment for operational readiness; and, determine needs categorized by priority or urgency
- Evaluate agency facilities and grounds to determine readiness; and, determine comprehensive needs by priority or urgency
- Compare DPD facilities and equipment to other similar agency best practices

Objective 2: Establish a Consolidated Listing of External Agencies, Businesses and Individuals to Use as a Resource in Specific Instances

Tactics:

- Examine existing mutual aid and intergovernmental agreements to ensure they are valid and up-to-date
- Ensure contact information for all agreements are up-to-date
- Evaluate the need to establish agreements/task forces/or other relationships with government, non-government, or private organizations
- Update agreements with local businesses to provide resources during emergency situations and critical incidents
- Collate an inclusive listing of agreements and external resources and make this available, at a minimum, to all supervisory and management staff; and, assign responsibility for periodic review and update
- Conduct sufficient training for agency personnel on various external resources

Objective 3: Evaluate the Special Skills Held by DPD Personnel

Tactics:

- Survey personnel to identify beneficial skills which could help the department in specialized situations or regular operations
- Determine if personnel need additional training to increase or develop needed skills
- Publish a listing of Special Skills in the Spillman RMS Personnel Management Section

Objective 4: Develop a continual, prioritized plan that outlines overall agency needs

Tactics:

- Examine all needs and compile a comprehensive categorized list
- Establish a detailed plan for which items and resources should be purchased in each successive year—assuming funding is available on a timely basis
- Use the information gained to assist in computing annual budget requests to the City Finance Department

Objective 5: Secure Funding and Support for Agency Needs

Tactics:

- Provide documentation to elected and appointed officials outlining short and long term agency needs
- Create or maintain positive relationships with elected and appointed officials in order to emphasize the agency's effective and efficient operations
- Submit detailed, earnest funding requests, along with sufficient documentation, that justifies agency needs
- Search for efficiency in current budgeting to divert saved funds to cover other needs
- Search for grant funding through government and private sources, and maintain current grants
- Establish a workgroup to explore the establishment of a local police foundation
- Maintain positive agency culture and behaviors that support a community view of legitimacy and trust in the department

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

Attracting qualified applicants and maintaining a diverse work force is a challenge every employer will encounter at some point. Designing an effective recruiting strategy is fundamental to the recruitment and selection process. A strong recruiting plan positions the agency to remain an employer of choice, standing apart from other organizations.

Objective 1: Update and Revisions of the Current Recruiting Plan

Tactics:

- 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
- Use the resources of administrative staff to arrange applicant appointments; notify applicants; maintain demographic data and assemble files
- Increase advertisement through social media sites
- Assemble a cross section of employees to travel to academies, colleges and universities for recruitment or job fairs
- Conduct recruiting/demonstration booth at community events, with vehicle, uniform and equipment on display with officers to provide information

Objective 2: Revise Recruiting Incentives

Tactics:

- Offer incentives for foreign language skills that are prevalent in our service delivery
- Continue PTO incentives during active instruction periods

Objective 3: Seek a More Diverse Work Force to More Closely Reflect the Department Service Delivery Area

Tactics:

- Contact local groups and ministries to build a liaison that will increase contacts with qualified candidates
- Seek nominations or referrals from community groups
- Seek to contact minority students through various Dalton State College groups
- Advertise with local minority-market radio and newspapers
- Continue publication of advertisements in regional/national publications

Goal 7: Maintain a Code Enforcement Unit to Address Unsafe, Unsanitary, and Unlawful Community Conditions

Buildings and properties within the City of Dalton that are unsanitary, unsafe, and unlawful create an unnecessary burden for the citizens of the community. These types of areas can lead to increased crime, a reduction in property value, and a decrease in appeal to the area. Code Enforcement Officers address these problems and minimize future problems.

Objective 1: Improve the quality of life in neighborhoods in the city of Dalton

Tactics:

- Address complaints from residents in the neighborhoods
- Proactively patrol the neighborhoods to identify any violations
- Perform property inspections to address violations

Objective 2: Improve education and community relations as it relates to code enforcement

Tactics:

- Provide information of code violations on social media
- Attend community events to increase personal interaction with citizens and business people
- Provide quarterly updates about progress and accomplishments to elected officials

Objective 3: Secure and maintain resources that meet the needs of code enforcement

Tactics:

- Develop and maintain a list of responsible persons at each partner agency and organization
- Establish working relationships with the various stake holders

Goal 8: Increase the Public Value of the Agency and it's Members through Professional Delivery of Services, Professional Behaviors, and Positive Interactions

In addition to adopting a set of values, it is equally important for the department to clearly and publicly state those values. This will allow the department's philosophy of policing and its commitment to high standards to be viewed within the community. By instilling in the agency's employees that our actions should reflect the highest core values and philosophies, and positive interactions with the community to insure that citizens will remain public advocates of the agency and assist the agency when needed.

Objective 1: Conduct ongoing training and discussions for agency personnel

Tactics:

- Conduct training for agency personnel to emphasize the long term effect of each member's quality of service
- Conduct discussions at the unit level on the importance of top-quality customer service
- Examine other public or private sector entities for possible adoption of best practices
- Ensure that each agency member is fully trained and competent to handle expected situations; and, conduct training and follow-up discussions on the use of discretion in deciding the right (best) thing to do in a situation

Objective 2: Increase the Quality of Internal and External Interactions

Tactics:

- Strive to make every written and verbal communication as professional as possible
- Make every contact with citizens, external contacts, and other criminal justice system entities as professional as possible

Objective 3: Increase the Quality of Customer Service

Tactics:

- Treat <u>every</u> contact with customers as an opportunity to provide exceptional customer service

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- Provide the level and quality of service to customers that we would desire to receive as a customer
- Make every effort to help customers, or direct them to the correct service/location, on the first contact
- Follow up with customers within a reasonable time
- Conduct follow-up calls or visits to customers within a reasonable time to inform on the status or progress of the case
- Conduct training on effective verbal and written communication
- Conduct citizen surveys to gauge the quality of service, and the expectation of the types of quality of life services desired by the community

Objective 4: Build and Maintain Networking and Other Community Relationships

Tactics:

- Conduct a Citizens Academy at least once per year
- Invite business members and state/city/county elected officials to participate in the Citizens Academy Sessions
- Encourage and personally invite community members to participate in ride alongs with patrol officers
- Build and maintain contacts through Neighborhood Policing
- Provide regular communication about agency operations, accomplishments and effectiveness to appointed and elected officials
- Command Staff will maintain membership in local civic organizations
- Nominate department members to attend sessions of Leadership Dalton Whitfield
- Become involved with the Emerging Leaders Institute
- Participate in local Job Shadow programs with all local high schools
- Accept qualified college interns
- Keep the community informed about public safety issues, and about department and members' accomplishments, by providing information regularly to various media and Internet Sources
- Attend local community events and provide information to attendees, and make presentations when possible
- Encourage or facilitate community events, especially in neighborhoods, apartments or blocks
- Conduct National Night Out events at least once per year
- Research options to enhance the Citizen Academy Experience, and/or create an additional citizen-police interaction experience
- Research the feasibility of creating a Police Cadet program

GOAL 9: Increase the Professional Development of All Agency Personnel

Continued development of agency personnel is a necessity in any professional organization. It is not only important to provide training to agency personnel, but to offer training that will enhance the ability of each employee, increase the effectiveness of each position, and increase the perception of the agency's ability to accomplish the mission. By seeking development from varied outlets, the agency can expand the areas and diversity of employee training.

Objective 1: Increase Local Training Opportunities

Tactics:

- Certify additional general and specialized instructors by selecting suitable employees
- Identify training classes that can be delivered locally and arrange with GPSTC or local academy
- Identify "national-name" training presenters (IPTM, Street Survival, etc.) to conduct seminars and/or training in Dalton, and co-host with other police agencies to share costs
- Establish liaison with training academies
- Conduct a training needs assessment for personnel
- Complete and update lesson plans for local training
- Consider delivery of specialized training during evening (second shift) hours
- Maintain a Leadership Development Program for employees with three or more years of service
- Offer specialized training for personnel that complements their main duties (media, analyst. administrative, IT, etc…)

Objective 2: Provide Off-Site Training Opportunities

Tactics:

- Publicize upcoming offsite 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
- Nominate eligible agency personnel to attend the FBI National Academy
- Provide opportunities for personnel to attend the Georgia Law Enforcement Command College
- Increase training funds, and evaluate training needs at mid-year to determine need for additional resources

- Provide access to tuition assistance by processing and forwarding requests promptly to City Human Resources
- Assist employees with flexible scheduling if possible

Objective 3: Establish and Continue Lateral Training Opportunities

Tactics:

- Use 28-day rotations of patrol officers through CID during third shift rotation periods
- 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 rotation/cross training of civilian personnel
- Locate police agency(s) in Georgia or elsewhere and establish an "exchange" program or TDY status for cross-training, observation, and best practices
- Develop specific objectives for TDY/exchange program to maximize learning opportunity for officers and increase public value through best practices gained

Objective 4: Seek Training Opportunities from non-traditional sources

Tactics:

- Identify non-traditional training and development resources to increase employee development that adds value for the employee and agency
- Identify non-traditional training methods such as on-line; literature and professional circulars/publications
- Increase professional development of personnel by making research topics available. After research, employee(s) and agency will benefit from the finished product and possible impact on agency operations
- Identify and participate in "fellowship" programs with state, federal and international police agencies, and associations such as the Police Executive Research Forum, et al
- Evaluate potential for participation in private sector management or business training

Goal 10: Create a Dedicated Agency Intelligence Investigator Position to Develop Information, Data and Knowledge into Actionable Intelligence

Intelligence is an essential tool to any law enforcement agency. The timely use of intelligence presented strategically can benefit both front line officer as well as criminal investigator. The Intelligence Analyst will concentrate primarily on the collection, collation and analysis of crime and statistical data as well as assistance on agency projects requiring their skills. This analyst will be assigned to the Administrative or Support Services Division and will provide current and useful information to aid in preventing and investigating crimes.

Objective 1: Develop Desired Duties and Responsibilities for the Intelligence Investigator Position

Tactics:

- Research other agencies with similar positions to gain insight into the use of an intelligence analyst.
- Develop a reliable model for regular examination of data, information and knowledge to form a basis from which to draw intelligence
- Revise the guidelines for the collection, analysis, dissemination and purging of intelligence information
- Examine functions/sources within the Dalton Police Department which could contribute intelligence information for a more complete analysis of data
- Publish duties and responsibilities of the position for review by agency personnel

Objective 2: Select Personnel for Assignment to the Function

Tactics:

- Establish knowledge, skills and abilities of personnel seeking the position
- Post the notice of position opening(s) to all personnel
- After an appropriate process, select the individual who are best suited for the assignment
- Conduct relevant training for personnel assigned to the function

Objective 3: Develop the Technological Infrastructure to Support Intelligence Gathering and Dissemination

Tactics:

- 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

Objective 4: Train Personnel on Software and Systems

Tactics:

- Train personnel on all current systems and software applications in order to increase comfort level and encourage full use of capabilities
- Train personnel on methods of using data analysis to implement action plans to prevent future crime and proactively disrupt criminal activity
- Identify certification programs for intelligence analysis

Anticipated Workload Trends

The table below depicts FBI Uniform Crime Reporting Part I Crimes for the City of Dalton from 2010 – 2014. Overall, Part I crimes were trending upward from 2010 to 2012, but then appeared to be trending downward in 2013 and back up in 2014. Property crime appears to be trending down in the area of burglaries, but up in the area of larceny/theft. The chart below provides a graphic depiction of the trend.

FBI UNIFORM CRIME REPORTS PART I OFFENSES

	2010	2011	2012	2013	2014	5-Year Average
Homicide	0	0	1	0	3	0.8
Rape	7	12	13	10	17	10.6
Robbery	26	31	28	13	18	23.2
Aggravated Assault	48	55	58	48	61	54
Violent Crime Totals	**81**	**98**	**100**	**71**	**99**	**89.8**
Burglary	292	257	227	213	209	239.6
Larceny-Theft	895	1022	1032	1084	1060	1018.6
Motor Vehicle Theft	64	58	42	61	63	57.6
Arson	4	8	8	4	6	6
Property Crime Totals	**1255**	**1345**	**1309**	**1362**	**1338**	**1321.8**
Total Part I Crimes	**1336**	**1443**	**1409**	**1433**	**1437**	**1408.2**

Part 1 Crimes
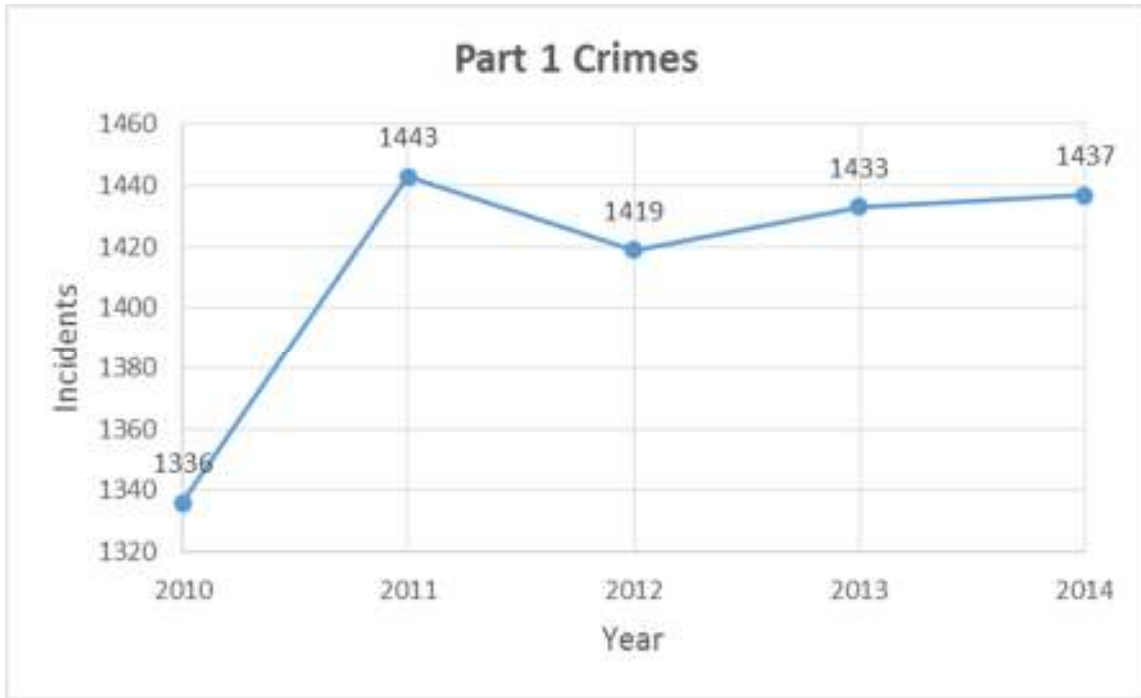
Police calls for service have risen steadily since 2012. The chart and data below illustrate the Calls for Service for 2010-2014.

Police Calls for Service 2010 - 2014
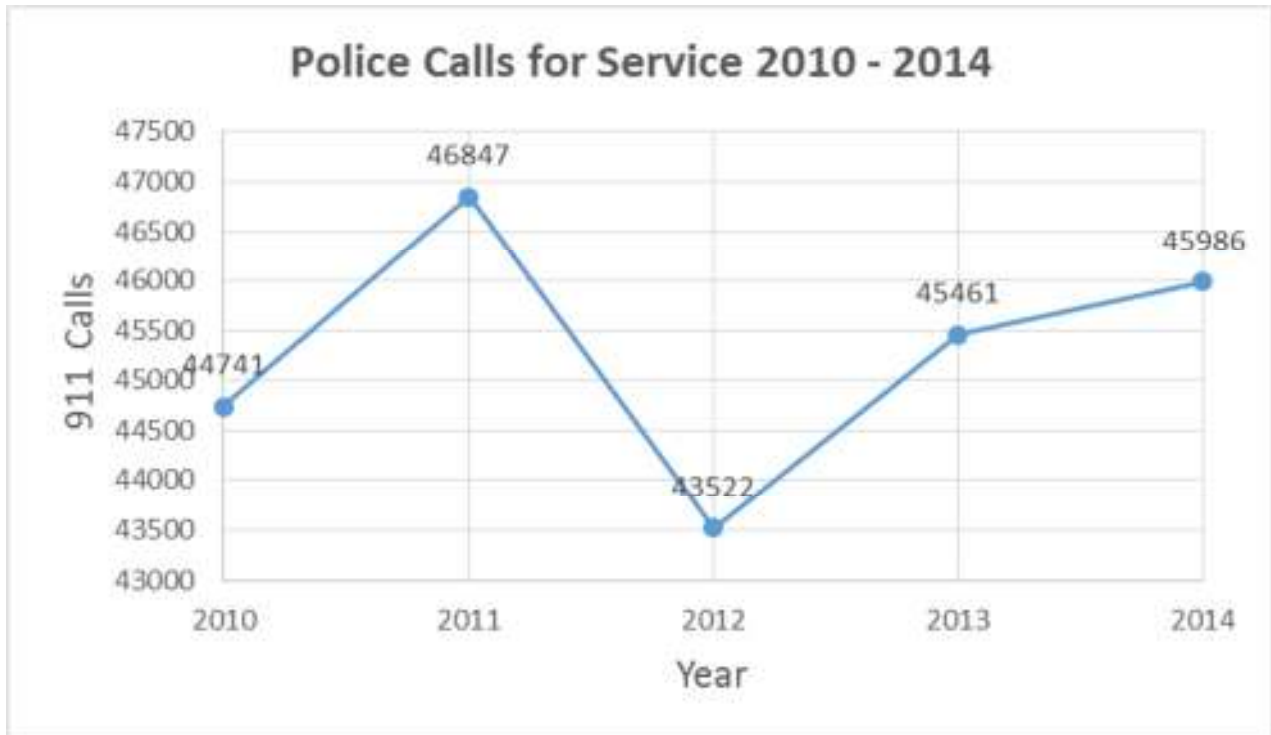
Summary of Anticipated Workload Trends

The overall data indicates that Part I Crimes have increased by 1% from the previous year, and Calls for Service increased also by 1% over the same period. Calls for Service in 2014 were higher than the previous year and higher than the five-year average of 45,311. Part I Crimes were higher than the five-year average of 1408.

It is anticipated that Part I Crimes and the demand for police services will grow modestly over the next three (3) years, which will result in a possible need for increased personnel and resources. An evaluation will be conducted prior to each fiscal year budget request that will consider these factors, and others, to determine requested staffing and resource levels for the following years.

Anticipated Population Trends

The data below represents the projected population growth in Dalton between 2012 and 2017. Since there is no readily available projection data, these estimates are based on average annual population growth between the years 2000-2010. In 2000, the City of Dalton population was 27,912 persons; in 2010, the City's population was estimated at 33,128[1], an increase of 18.7%. From this data, one could project an average annual growth of 1.87%. Based on these assumptions, the population of Dalton is expected to increase from a projected population in 2015 of 36,343 persons to a projected population in 2020 of 39,871 persons. If these projections become reality, Dalton's population will   grow by a significant rate of 9.7% by 2020.

It should be noted that Dalton's population fluctuates from the base population estimate—the current being 34,378—to a larger number during the daytime hours. There are approximately 36,828 persons working in the City of Dalton[2], so during these hours, the population which requires police services almost doubles from the resident totals. Since some of these workers' shifts will vary, it is difficult to estimate the exact impact on police services; but it is safe to assume that the demand will be increased significantly when compared only to the indigenous population.

In addition to being a draw to potential employees, Interstate Highway 75 (I-75), one of the busiest in the eastern US, bisects Dalton's west side. There are two I-75 interchanges within Dalton, and the city has jurisdiction over approximately 4 miles of the interstate. Each interchange is flanked by retail, lodging, and restaurant locations

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[1] The 2010 US Census Bureau Report on City of Dalton, GA, population estimates
[2] The 2010 US Census Bureau Report on City of Dalton, as cited in the City of Dalton Daytime Population Demography, April 20, 2012

which create significant surges of additional people in the city based on various times of day.

Dalton experiences a unique circumstance in that the City has an independent school district, separate from the county schools. During 2010, the Dalton Public Schools (DPS) Board created a second city high school campus. Through a contractual agreement, the Dalton Police Department provides School Resource Officers (SROs) to both high school location and the middle school campus location.

City of Dalton Population Forecast	
2010	33,128
2011	33,747
2012	34,379
2013	35,021
2014	35,676
2015	36,343
2016	37,023
2017	37,715
2018	38,421
2019	39,139
2020	39,871
2021	40,617
2022	41,376

These estimates are calculated based on the 2010 United States Census Bureau Population Estimates, and an annual growth projection of 1.87%

Anticipated Personnel Levels

Based on the available data, it appears that the workload for the Dalton Police Department may be trending upward, but the rate of increase may be gradual. The agency added two additional code enforcement officer positions 2015. With a projected population growth of approximately 9.7% by 2020, the department may experience a need for additional personnel, and the need will be evaluated on an annual basis.

Anticipated Capital Outlay and Capital Improvements

The Dalton Police Department estimates capital needs on a three-to-five year basis, after evaluation of projected needs. The following definitions may assist:
Capital Outlay-Includes equipment, technology and vehicle items
Capital Improvements-Includes any significant repairs or construction on city property or existing facilities

The projected Capital Outlay needs are included in the table below:

Category	2016	2017	2018	2019	2020	2021
Emergency	480000	342000	126000	86000	172000	129000
Investigative/Admin	25000	107000	52000	52000	0	0
Auxiliary*		350000				
Code						
	505000	799000	178000	138000	172000	129000
Funding Source						
SPLOST	400000	400000	323957	0	0	0
Gen Fund	105000	399000	0	138000	138000	138000
# of Veh By Type	2016	2017	2018	2019	2020	2021
Emergency	12	8	3	2	4	3
Investigative/Admin	1	4	2	2	0	0
Auxiliary*		1				
Code						
Total Veh All Types	13	13	5	4	4	3

DPD Needs Outside Rolling Stock 2016 - 2020						
Description	Year	Cost		Per Year		
A/V Interview Rooms	2016	25000				
AFIS Livescan	2016	48000				
Design and Consultir	2016	50000		123000		
Servers, Wireless xfer and storage for Dashcam and BWC Video	2017	150000				
Office Chair Replace	2017	5000		155000		
Police Service Cente	2018	100000		100000		
LEICA Crime Scene	2019	165000		165000		
Resurface PD Parkin,	2020	50000		50000		

The projected Improvement Needs are included in the table below:

DALTON POLICE DEPARTMENT FIVE-YEAR CAPITAL IMPROVEMENTS PLAN						
	2016	2017	2018	2019	2020	Total
Description of Item						
Install/update storage system/ additional shelving in P & E	$ 20,000.00					30,000
Replace worn carpet in CID (including furniture removal/setup	$ 18,500.00	-	-	-		$ 18,500.00
Replace Carpet in Training Room	$ 6,500.00	-	-	-		$ 6,500.00
Remodel Front Office Area of P & E	$ 5,000.00	-	-	-		$ 5,000.00
Replace two (2) HVAC units per year	$ 6,000.00	$ 6,000.00	$ 6,000.00	$ 6,000.00		$ 24,000.00
Office Chair Replacement	$ 5,000.00					
Cubical Worksurface Replacement	$ 17,000.00					
Repair Fire System	?		-	-		$ -
Resurface all PSC Parking lots					$ 40,000.00	$ 40,000.00
PSC roof painting			$ 100,000.00			$ 100,000.00
North addition to PSC** 18,700 Sqr ft				$ 3,300,000.00		
CID Lab Building* 1,500 sqr ft	$ 180,000.00					
Camera system for Interview rooms	$ 25,000.00					
Total ***	$ 283,000.00	$ 6,000.00	$ 106,000.00	$ 3,306,000.00	$ 40,000.00	$ 224,000.00

Provisions for Review and Revision of this Plan

On an annual basis, the Dalton Police Department will develop goals and objectives during the fourth quarter of the calendar year. This document shall serve as a basis for assessing progress on prior goals; revision of incomplete goals, and establishment of new goals. Annual goals and objectives will be revised as needed, based on developing circumstances; equipment needs; changes in policy, codified law or case law; or changes necessary to improve the operation of the department. This Multi-Year Plan will be revised at least every three (3) years.