

DALTON POLICE DEPARTMENT

STRATEGIC PLAN

2010

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 objectives of the agency are successfully achieved. The plan ensures that the elements within this document are understood, supported, and reflect the wishes of the community. 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 community survey will be accomplished every three years. The most recent was completed in early 2008. The results demonstrated that 88% of the community rated the police department as good or excellent; 22% of the community believes that crime has increased during the last year. This is an improvement of over 40% in public perception of crime.

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.

Citizen/Employee: Committees made up of employees and citizens review the Review: 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.

This document articulates the goals that the agency plans to accomplish over the next several years. Most importantly, it is designed to be an overview for the agency as a whole, allowing us all to work together developing strategies and objectives that support the plan. In the most basic sense, it is the roadmap for our future.

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 *objective* is discussed and a definition or an explanation of the objective is provided. A *performance indicator* will be articulated and defined, as will *target* dates by which we hope to accomplish the task. Most importantly, numerous *strategies* will be employed, all designed to ensure success.

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.

Strategic Plan Objectives

- To Reduce Crime in Dalton
- To Provide a Safe, Efficient, and Free Flow of Traffic on the Roadways in Dalton, Creating a Safer Driving Environment
- To Increase the Quality of Service and Customer Satisfaction
- To Enhance the Employees' Ability to Accomplish the Mission Through Training, Education, and Leadership
- To Enhance the Professional Development of Supervisory and Command Staff Personnel
- To Increase the Diversity of Agency Personnel
- To Provide Incentives and Benefits to Employees That Attract Quality Recruits and Increase Retention

OBJECTIVE: To Reduce Crime in Dalton

The prevention and reduction of crime in Dalton are primary concerns of the Dalton Police Department and its staff. The Dalton Police Department strives to lower the incidents of crime and effectively respond to citizen concerns by partnering with the public that we serve. To do this we will carefully analyze crime patterns and trends through the use of crime analysis, diligent investigations, and the distribution of valuable intelligence to our officers in the field. Department personnel are trained to be effective through creative problem solving and working in partnership with the community and other law enforcement agencies to reduce crime. We will inform the public in the areas of crime prevention and the realities of reported crime in Dalton through open meetings and forums. We will also attempt to anticipate future crime trends and address them proactively before they become widespread community problems.

Whenever major crime problems occur, we are quick to mobilize our resources and eliminate the problem. A prime example of this is Operation ABLE in 2007 in response to a perceived rise in gang activity and violent crime. The formation of the Conasauga Safe Streets Task Force in 2006 continues to identify and investigate gang activity and violent crime. Formerly active areas for street level drug sales and gang activity have shown significant drops in activity.

Our goal is to achieve a consistent reduction in crime by maximizing our resources through intelligence led policing and utilizing and sharing information in new and innovative ways. Problem solving is a vital component of our overall crime strategies. By looking at the “whys” of crime and developing long-term solutions, we can make major strides in improving the safety of our community. In analyzing the Dalton Police Department Strategic Plan for 2007-2009, we observed results for several targets. In 2007, the target to reduce incidents of burglaries by 5% and larcenies by 10% were not met; however, the number of drug incidents decreased by 20%. In 2008, the overall crime index dropped 22% compared with 2007. In 2009, that trend appears to be continuing with Part I and Part II crimes down 8% as compared with the first quarter of last year. In planning for the future, we want to continue to build upon successful programs and revise or discontinue unsuccessful ones.

Performance Indicators:

The Dalton Police Department will continuously seek to deter crime problems in the Dalton community. The following concerns were identified through the 2009 survey on citizen perception of crime:

- Burglaries
- Safety of Children
- Drug Problems
- Gang Activity/Vandalism

- Interaction with Officers

The following challenges have the potential to impact and influence our policing strategies:

- Increasing complexity of online crime.
- Increase in economically stimulated crimes.
- Budgetary constraints/restraints.
- City's revitalization efforts in downtown.
- Acts of terrorism and natural disasters or emergencies.

The following actions will assist in addressing the concerns of the citizens:

- Increased interaction with officers through such avenues as the media, the Dalton Police Department blog site, Twitter, E-Policing, and the Neighborhood Police Officer Program will create partnerships with citizens and educate them in recognizing and reporting problems.
- According to the survey, citizens feel safe in Dalton and feel that crime is down.
- Employees and officers at the department will continue to work at crime reduction and take part in training such as NIMS to be prepared to respond to major incidents.

Targets:

- 2010** As the downtown revitalization effort continues, we will develop an increasing partnership with business owners and customers which will require more walking uniformed officers and Bike Unit presence. Implementation of the E-Policing and Neighborhood Policing web-based programs will further the department's goal of establishing sound working partnerships with the community and its citizens. By creating productive one-to-one relationships with residents and business owners, the department will increase awareness on crime, gang activity, drug activity, and other areas of concern for the community. We will develop new strategies and programs to assist the department and its employees in effectively and efficiently reducing burglaries by 5%, reducing larcenies by 5%, and increasing street level drug arrests by 5%.
- 2011** Continue utilizing E-Policing and crime analysis mapping to strengthen the department's relationships with residents and business owners formed in 2010. Continue aggressive enforcement techniques and refocus the mission/function of the Situational Response Unit to concentrate personnel in areas of concern. By focusing patrol officers on specific

crime reduction actions, we can continue to reduce burglaries and larcenies by 5%.

2012 Crime reduction efforts will continue through expanded Community Oriented Policing programs like Neighborhood Watch, Senior Citizen Liaison (educating on fraudulent schemes), Police Explorer Program, Traffic Safety, Citizens' Police Academy, Business Programs (educate on fraud control, business security, alarms, shoplifting, etc.). The focus of these programs will be to improve community involvement and partnership in our efforts to reduce the level of reported crime in Dalton. As the community continues to deal with quality of life issues, we will address code enforcement response for properties that are not in compliance with city codes. By implementing these new strategies, the department can further reduce burglaries and larcenies by 5%.

Strategic Focus: The Dalton Police Department will focus on intelligence and information sharing to solve crimes and effectively deploy our resources in the following strategic **focus areas:**

1. Safeguarding our youth – drugs are examples of dangers to our youth.
2. Keeping our citizens safe.
3. Preparing for emergency situations/disasters.
4. Letting neighborhoods decline – abandoned properties and economic despair heightens the potential of increased criminal activity.

Strategies:

- Address code enforcement violations for properties not in compliance.
- Utilize crime analysis web-based information to follow/predict crime trends.
- Continued if not expanded role in Innocent Images Task Force – educate public regarding Internet safety.
- Aggressively enforce state and local laws if establishment threatens neighborhood peace and safety (address hotspots).
- Utilize the Neighborhood Police Officer Program to facilitate the formation of neighborhood associations.
- Maintain the RAP Program.
- Implement/Maintain critical incident response strategies, which include the following:
 - a. Implement/Maintain National Incident Management Systems (NIMS).
 - b. Participate in disaster exercises and develop preplanned media responses (E911).

- c. Continue to train on critical incident response for schools (active shooter).
 - d. Educate/train department personnel on terrorist indicators and responses.
- Actively recruit applicants for the Volunteer Program, Citizens' Academy, and Explorer Program.
- Through the media specialist, continue to develop E-Policing, blogs, and Twitter to keep citizens involved and educated regarding preventable crimes.
- Combat street-level drugs (buyer beware), vice related crime (prostitution stings) and enforce liquor licensing regulations in order to reduce illegal access to alcohol by underage persons.
- Conduct an annual town hall meeting to discuss citizen concerns and foster an open relationship with law enforcement.
- Coordinate with city planners on downtown revitalization efforts and corresponding law enforcement requirements (review city ordinances).

OBJECTIVE: To Provide a Safe, Efficient, and Free Flow of Traffic on the Roadways in Dalton, Creating a Safer Driving Environment

Traffic crashes cause property damage, injuries, and deaths. The damage, injuries, and deaths that result from these crashes are a primary concern for the members of the Dalton Police Department. The resulting costs associated with crashes have a negative effect on all the citizens in our community. The Dalton Police Department will strive to reduce the number of collisions and injuries in our community by targeting high traffic crash areas and aggressive and dangerous driving practices. Proactive enforcement and high visibility will be utilized, combined with education, to promote a positive impact on the driving public and reduce the crashes and injuries within the city.

Performance Indicators:

Total Crashes:	2006	1,420
	2007	1,268
	2008	1,136

The police department in the City of Dalton has worked hard over the past several years in an effort to reduce injury/crash rates. In the past, officers looked at trying to reduce serious injury crashes that occurred on the roadways of Dalton. To measure crash/injury data, the department will be using a crash/injury percentage. If we can lower the overall crash rate or lower injury rates, this will assist the department in meeting its targets. The crash/injury percentage for 2006 was 26%, which equaled 1 injury for every 3.78 crashes. The 2007 crash/injury percentage was 24%, which equaled 1 injury for every 4.11 crashes. The 2008 crash/injury percentage was back up to 26%, which equaled 1 injury in every 3.81 crashes.

If the Dalton Police Department can lower DUI related crashes, this will assist us in meeting our goals. In 2006 the DUI/crash percentage was 3.3%, which equaled 1 DUI related crash to every 30.2 crashes. In 2007 the DUI/crash percentage was 2.7%, which equaled 1 DUI related crash to every 36.2 crashes. In 2008 the DUI / crash percentage was 3.5%, which equaled 1 DUI related crash for every 28.4 crashes.

Targets:

2010 Reduce the percentage of injuries to crashes to less than 24%.

Reduce the percentage of DUI related crashes to less than 2.6%.
The department will continue to attend and participate in Mountain Area Traffic Enforcement Network II (MATEN II) meetings.
Have at least one traffic safety message per month on the Dalton Police Department blog.

Continue to participate in the Challenge Program through the Governor's Office of Highway Safety.

Hold at least two traffic checkpoints.

Hold or participate in at least two child safety seat checkpoints.

Present "Fatal Vision" to community groups in order to reduce DUI.

2011

Reduce the percentage of injuries to crashes to less than 23%.

Reduce the percentage of DUI related crashes to less than 2.4%.

The department will continue to attend and participate in the Mountain Area Traffic Enforcement Network II (MATEN II) meetings.

Have at least one traffic safety message per month on the Dalton Police Department blog.

Continue to participate in the Challenge Program through the Governor's Office of Highway Safety.

Hold at least two traffic checkpoints.

Hold or participate in at least two child safety seat checkpoints.

Present "Fatal Vision" to community groups in order to reduce DUI.

2012

Reduce the percentage of injuries to crashes to less than 22%.

Reduce the percentage of DUI related crashes to less than 2.2%.

The department will continue to attend and participate in the Mountain Area Traffic Enforcement Network II (MATEN II) meetings.

Have at least two traffic safety messages per month on the Dalton Police Department blog.

Conduct a large scale survey to determine the public perception of traffic-related issues.

Hold at least two traffic checkpoints.

Hold or participate in at least two child safety seat checkpoints.

Present "Fatal Vision" to community groups in order to reduce DUI.

Strategies:

- Increase the number of officers to address traffic issues.

- Utilize Operation ICE (Intersection Control Enforcement), targeting traffic control violations to reduce accidents in/at intersections.
- Continue to train officers in how to recognize drivers under the influence of alcohol and/or drugs.
- Conduct road checks to detect drivers that are under the influence and less safe to drive.
- Continue to enforce seat belt and child occupant safety laws to ensure compliance and reduce the chances of injuries.
- Add traffic safety information on the department website.
- Continue our partnership with Safe Kids and assist with occupant safety programs and safety checks.
- Continue our membership in Mountain Area Traffic Enforcement Network (MATEN II). Assist in the MATEN II programs and host an annual event in the city.
- Continue youth safety/DUI programs and education with local schools, churches, businesses, and civic organizations, i.e., Fatal Vision.
- Continue to utilize the speed trailers to gather data and/or to slow traffic.
- Gather crash data weekly using GPS and other data to analyze and disseminate the data to the Patrol Division.
- Compile an annual traffic report for the department.
- Work with the public information officer to relay safety issues to the media and other organizations.
- Utilize the Dalton police blog to disseminate traffic safety information.
- Work with Public Works and/or the State Department of Transportation to increase the yellow signal at identified high traffic intersections by 1 second.
- Work with Public Works and/or the State Department of Transportation to increase the signal delay from red to green at identified high traffic intersections.
- Concentrate traffic enforcement resources to the locations, times, and violations that are most likely to achieve the objective.
- Advertise DUI information on the Dalton Police Department blog.

OBJECTIVE: Increase the Quality of Service and Customer Satisfaction

We believe for a public safety organization and community to flourish and promote a desirable atmosphere for growth there needs to be a free exchange of information and a feeling of confidence placed in those public service agencies.

Citizens should feel that their individual contacts with the agency will be positive in nature and that they can rely on this interaction to either improve their situation if a crime is involved or expect the service they receive to be professional and efficient.

By improving the methods by which we deliver services to the community we can strengthen the services that we provide to the citizens of the City of Dalton.

Performance Indicators:

The quality of customer service can be measured in a relative manner by the improved communication input that we receive throughout the city in various initiatives for community interaction. These areas include: tip line contacts, E-Policing contacts and community interaction through meetings, media, and public forums. Initiatives can also include Citizens' Academies, public (citizen) surveys and media-related events.

Targets:

- 2010** Conduct four public forums throughout the city, educating the public about E-Policing. (Coordinate with the media specialist.)
- Continue using the DPD website as a form of communicating with the public.
- Conduct public education forums specifically related to drug awareness and gangs, or other topics as requested in the communities.
- Implement a distribution method for the disaster booklet in current inventory by the department.
- Provide a summary of all complaints and inquiries that were lodged with the department during the year, and include the key issues and resolutions for employee review.
- 2011** Conduct three public forums educating the public about E-Policing. Include a local media venue such as WDNN, newspaper article, etc. (Coordinate with the media specialist)
- Continue using the DPD website as a form of communicating with the public. Utilize media specialist assistance as well.

Utilize a billboard indicating a link to City of Dalton website, providing a survey-type questionnaire soliciting feedback of city services, as well as community concerns and perceived needs.

Conduct public education forums specifically related to drug awareness and gangs, or other topics as requested in the communities.

Provide a summary of all complaints and inquiries that were lodged with the department during the year, and include the key issues and resolutions for employee review.

2012 Conduct two public forums educating public about E-Policing. (Coordinate with media specialist.)

Continue using the DPD website as a form of communicating with the public.

Based on feedback from the community, modify the DPD website to better respond to citizen questions and concerns.

Conduct public education forums specifically related to drug awareness and gangs, or other topics as requested in the communities.

Provide a summary of all complaints and inquiries that were lodged with the department during the year, and include the key issues and resolutions for employee review.

Strategies:

The primary goals for each year are as follows:

Educate the public about the tools the department has in getting information to them and how they can use that information to their benefit.

Promote the achievements of the department and its officers and build a more cohesive union between the officers and the public through training and media recognition of accomplishments in crime solving partnerships.

Measure the effectiveness of the programs on a constant basis to better prepare for the future.

In order to accomplish these goals we intend to utilize the following ideas, techniques, and community interactions:

- Provide the citizens of Dalton crime information about their communities through E-Policing and the police department webpage.

- Create and distribute flyer to the general public informing them of the department's E-Policing program. Utilize e-mail and other media sources to accomplish this.
- Department personnel attend community events throughout the year to discuss and promote E-Policing and blog websites as a way to inform the public and receive input and feedback.
- Department personnel to host an "open forum" at the Police Services Center to discuss E-Policing and show how it can be accessed and utilized by the community. Other community concerns can be heard as well.
- Develop and implement a distribution method for the disaster booklet currently inventoried by the department.
- Use media outlets to advertise and promote all the above goals. (Coordinate with Media Specialist.)
- Track and compile data on any incident where information provided through the new e-policing program made a difference in the community (solving or deterring any crimes).
- Continue to provide crime information to the public about their communities through E-Policing and the department webpage.
- Provide public recognition for positive achievements of the department and its personnel through media outlets to include radio, newspaper, and the department's webpage and blog, community meetings, National Night Out, etc.
- Offer a "Citizens' Academy" (Phase II) for graduates of past Citizens' Academy programs.
- Continue to use the public relations specialist to place information in the media that shows what the police department is doing to prevent and resolve crimes.
- Use the RMS System in the tracking and compiling of data and alter strategies to fit, as needed.
- Conduct a large-scale citizen survey to measure customer service.
- Conduct a large-scale employee survey to measure job satisfaction and success in service to the community and to gain insight and recommendations for the direction of the department for the next 3 years (next strategic plan).
- Review E-Policing input as it compares to citizen surveys.

OBJECTIVE: To Enhance the Employees' Ability to Accomplish the Mission Through Training, Education, and Leadership

Providing the community of Dalton a safe environment with professional quality police service through positive interaction with its citizens is the mission of the Dalton Police Department. To accomplish this objective, officers will need the ability to think creatively, to seize the initiative, and continue growth within the department. We will accomplish this objective through enhanced training, education, and leadership skills.

Performance Indicators:

The Dalton Police Department maintains a proactive posture and strives to deliver law enforcement services in a professional manner. With proper training, education, and leadership, employees will be better equipped to perform their duties more effectively and with well-reasoned judgment.

Targets:

- 2010** Offer four intermediate or advanced training classes during the year based on annual needs assessment.
- Offer training in job-related areas to non-sworn employees.
- Offer basic and intermediate Spanish based on department need.
- Conduct one Citizens' Academy and one Youth Outreach Program.
- Provide ongoing crime prevention and other information.
- Conduct FATS training with all sworn personnel.
- Provide hazmat updates via Internet training to all sworn officers.
- Certify additional CPR/FA instructor.
- Certify additional first responder instructor.
- Provide four hours of defensive tactics training during annual in-service.
- Encourage employees to enroll in more college courses.
- Provide the opportunity for sworn/non-sworn supervisors to attend law enforcement PMP or Command College.
- Conduct taser re-certification during annual in-service.

Offer advanced supervision/leadership training to all supervisors in effective communications.

Teach child passenger safety overview during monthly in-service.

Conduct crisis simulation exercise utilizing incident command.

Conduct tactical refresher training for all sworn personnel.

Conduct annual in-service training for supervisors on performance evaluations.

2011

Offer four intermediate or advanced training classes during the year based on annual needs assessment.

Offer training in job-related areas to non-sworn employees.

Offer advanced supervision/leadership training to all supervisors in employee relations/interpersonal skills.

Offer basic and intermediate Spanish based on department need.

Conduct one Citizens' Academy and one Youth Outreach Program.

Provide ongoing crime prevention and other information.

Conduct FATS training with all sworn personnel.

Provide hazmat updates via Internet training to all sworn officers.

Certify additional Speed Detection Device Instructor.

Certify additional verbal judo instructor.

Provide four hours of defensive tactics training during annual in-service.

Encourage employees to enroll in more college courses.

Provide the opportunity for sworn and non-sworn supervisors to attend law enforcement PMP or Command College.

Conduct taser re-certification during annual in-service.

Conduct tactical refresher training for all sworn personnel.

Conduct crisis simulation exercise utilizing incident command.

Conduct annual in-service training for supervisors on performance evaluations.

2012

Offer four intermediate or advanced training classes during the year based on annual needs assessment.

Offer training in job-related areas to non-sworn employees.

Offer advanced supervision/leadership training to all supervisors in managing employees.

Offer basic and intermediate Spanish based on department need.

Conduct one Citizens' Academy and one Youth Outreach Program.

Provide ongoing crime prevention and other information.

Conduct FATS training with all sworn personnel.

Provide hazmat updates via Internet training to all sworn officers.

Certify additional general instructor.

Certify additional firearms instructor.

Provide four hours of defensive tactics training during annual in-service.

Encourage employees to enroll in more college courses.

Provide the opportunity for sworn/non-sworn supervisors to attend law enforcement PMP or Command College.

Conduct taser re-certification during annual in-service.

Conduct tactical refresher training for all sworn personnel.

Conduct crisis simulation exercise utilizing incident command.

Conduct annual in-service training for supervisors on performance evaluations.

Strategies:

- Conduct annual needs assessment on intermediate and advanced training courses needed by members of the department.
- Provide a combination of 4 intermediate and advanced classes per year.

- Submit proposal to increase funds for college opportunities.
- Plan with Spanish instructor to offer necessary classes.
- Certify additional instructors to assist with meeting training goals.
- Supervisors will review career progress with their employees and make recommendations to them on meeting career goals.
- Update/change all current in-service and roll call lesson plans.
- Require all staff, sworn and non-sworn, to attend advanced training in their field annually.
- Attend local events/functions in order to provide relevant information to the public on local crime trends and crime prevention.
- Use blog, web, and media to send information to the public.
- Provide annual tactical training refresher or initial training for all sworn personnel.
- Update and purge training library.
- Plan and coordinate crisis simulation exercise to ensure proficiency with Incident Command System.
- Provide input to changes in the Career Development Program.
- Offer advanced supervision/leadership training to all supervisors in effective communications, employee relations/interpersonal communications, and managing employees.

OBJECTIVE: To Enhance the Professional Development of Supervisory and Command Staff Personnel

The mission statement of the Dalton Police Department states that the employees will provide the community of Dalton a safe environment with professional quality police service through positive interaction with its citizens. Three of the core values that are used to achieve the mission are professionalism, leadership, and excellence. We will increase these abilities within the supervisory and command staff personnel through advanced education, specialized training, and professional development.

Performance Indicators:

The Dalton Police Department strives to be a leader in all areas in the policing profession, which in turn allows us to better serve our community. In order to ensure that managers within the department are equipped with the proper skill sets and knowledge to achieve our mission, we will provide guidelines and opportunities for them to develop leadership, management, technical, and human relation skills.

Targets:

- 2010** Establish a Supervisor Mentoring Program.
- Provide opportunities for supervisors to attend specialized leadership training.
- Conduct annual departmental training session for all supervisors and command staff.
- Send one member of the agency to Leadership Dalton/Whitfield training.
- Provide opportunities for managers and supervisors to enhance their skills in the areas of public speaking and presentations.
- Provide opportunities for supervisory personnel to attend computer skill enhancement training.
- 2011** Provide opportunities for supervisors to attend specialized leadership training.
- Conduct annual departmental training session for all supervisors and command staff.
- Send one supervisor to Leadership Dalton/Whitfield training.
- Provide opportunities for managers and supervisors to enhance their skills in the areas of public speaking and presentations.

Send supervisors through the mentoring program as manpower permits.

Provide opportunities for supervisory personnel to attend computer skill enhancement training.

2012 Conduct annual supervisor training for all supervisors and command staff members.

Start the application process for one supervisor to attend the Federal Bureau of Investigations National Academy.

Have one supervisor attend Leadership Dalton/Whitfield training.

Send supervisors through the mentoring program as manpower permits.

Provide opportunities for supervisory personnel to attend computer skill enhancement training.

Strategies:

- Conduct an annual leadership training session for all of the agency's supervisors and command staff. This training will be provided by a nationally recognized training provider such as the International Association of Chiefs of Police, or its equivalent. The training will focus on enhancing leadership, technical, and human relations skills.
- Establish a Supervisor Mentoring Program wherein all supervisors will spend one week working with each division commander. This program will assist in preparing supervisors for the next level, as well as enlightening them as to the total function of division command.
- Provide access to specialized leadership training for all supervisors. Examples of the training would be Professional Management Program (PMP), Command College (Columbus State University), Law Enforcement Executive Development Seminar (LEEDS), Northwestern University Management Training, Federal Bureau of Investigations National Academy (FBI NA), etc.
- Establish a program to enhance the skills of supervisors and command staff in the areas of public speaking. This program will focus on expanding the current skill sets of the department's supervisors and command staff.
- Provide training to departmental supervisors on computer skills training. This training will focus on providing supervisors with basic knowledge of the programs designed to assist in planning, operations, and presentations. Training on specific programs such as those in Microsoft Office will be offered either onsite or through selected offsite training providers.

- Have supervisors attend the Leadership Dalton/Whitfield Program to enhance their skills, as well as co-active partnerships within the community.
- Provide training on the role of leadership and communication during periods of change.

OBJECTIVE: To Increase the Diversity of Agency Personnel

Employees must feel secure and valued on the job and appreciated for their efforts by the community they serve in order to fully commit themselves to the department goals. The community should see that they are represented by the diversity of officers, resulting in more confidence in law enforcement and a better working relationship. By hiring a diverse workforce and maintaining that workforce, the community we serve will become more cohesive. Working in conjunction with the community provides better service.

Performance Indicators:

According to the 2000 Census, the community of Dalton has an almost equal number of males and females; 40% of the population is from a Spanish-speaking culture, and 7.7% are African American. Recruiting and hiring officers from these groups of minorities will continue to be our goal. The number of qualified diverse applicants has shown an increase in recent years.

Targets:

- 2010** Increase the diversity of applications from the previous year by 5%.
- 2011** Increase the diversity of applications from the previous year by 7%.
- 2012** Increase the diversity of applications from the previous year by 10%.

Strategies:

- Use posters depicting a female officer as a recruiting tool in locations where physically fit women might frequent, such as gyms, sports events, etc.
- Hold a job fair using female officers as representatives.
- Continue working with technical college instructors to find pre-service certified personnel.
- Offer an incentive to officers who recruit a new employee, if the person is successfully hired.
- Build a closer relationship with the community with our smaller sector assignments. Gaining trust in the communities of minorities may encourage young people into a law enforcement career.
- Assign mentors to new employees to help them feel more connected during the first year, increasing a chance of retention of officers.

OBJECTIVE: To Provide Incentives and Benefits to Employees that Attract Quality Recruits and Increase Retention

Employees that feel they are secure and valued in the workplace will do a better job in reducing the amount of crime in the City of Dalton. Employees that feel they are appreciated by the department will in return give the community better quality police service. This appreciation and value will stem primarily from the workplace environment and the incentives and benefits offered by the City of Dalton and the Dalton Police Department. By increasing the quality of benefits and incentives, employees will less likely leave the department and more applicants will be drawn to the department.

Performance Indicators:

The increase in the quality of police service can be measured by the reduction in crime rate. It can also be measured by the overall employee productivity, reduced accidents, higher employee morale, reduced citizen complaints, and increased customer satisfaction. These results can be measured through crime reports, citizen and employee surveys, and communication between the employee and supervisor.

Targets:

- 2010** Conduct a small-scale citizen satisfaction survey by phone or by mail, based on random cases handled by the department.
- Provide performance-based pay increases for all employees.
- Continue the assigned vehicle program.
- Review the employee survey for issues of concern for employees and make appropriate changes for job satisfaction.
- Reduce from the previous year the number of employees leaving the department for another agency.
- Provide public recognition for positive achievements through the media, web page, blog, and public meetings.
- Personal recognition by the chief for employees named, "Employee of the Month."
- Explore opportunities for greater compensation for employees.
- Modify the PMP standards.

Work with employees on health and wellness issues.

Continue the mentoring program for new employees.

Continue to increase the one-on-one time between employees and supervisors.

2011

Conduct a large-scale employee job satisfaction survey.

Continue the assigned vehicle program.

Reduce citizen complaints from the previous year.

Provide incentives to employees who make strides toward better health and wellness.

Encourage employees to reach their goals.

Provide public recognition for positive achievements through the media, web page, blog, and public meetings.

Continue to increase the one-on-one time between employees and supervisors.

2012

Continue assigned vehicle policy.

Conduct employee survey.

Reduce citizen complaints from previous year.

Improve communication within the department.

Evaluate standards and measurement guidelines in PMP.

Provide incentives to employees who make strides toward better health and wellness.

Strategies:

- Give public recognition to the employees for positive achievements. This could be done in roll call, at public meetings, at staff meetings, through the media or website, and other places. Also, personal acknowledgement by the chief for "Employee of the Month."

- Facilitate quality of service surveys to the public to gauge the department's performance. Establish a committee of citizens to discuss the survey and evaluate what changes should be instituted to solicit more satisfaction from the community.
- Build a closer relationship with the community through our smaller sector assignments.
- Provide time for health and wellness activities, with the possibility of a reward of a day off with pay for achieving benchmarks.
- Encourage employees to achieve goals, provide guidance, and be a sounding board for their ideas through open communication across the board. Provide the opportunity for employees to understand the decision-making process by inviting them to attend the command staff meeting. Riding along with officers and joining them in a meal break from time to time would provide an opportunity to talk with them about their concerns and answer their questions.
- Reduce PMP goals to 20 or 25 and allow the employees to choose from that list. Modify PMP standards, using the goals that are based on our strategic plan. Review the "above" and "below" standards.
- Evaluate the Career Development Program. Possibly implement a dual career development program, one for those whose goal it is to become supervisors and one for those who do not wish to become supervisors, but desire to have the education and additional pay incentive.
- Form a committee or designate a representative from the department to work with Human Resources in developing a better incentive package. Incentives may include revised take-home car policy, yearly raises, insurance, and merit performance raises. Also provide a \$25 monthly pay increase for those with a master's degree, and a shift differential pay of \$.50 per hour. Work on increased compensation, earlier retirement, educational reimbursement, and more equitable allowance for displacement of off days during training.