

DALTON POLICE DEPARTMENT

STRATEGIC PLAN

2007

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 survey was completed in early 2006. The results demonstrated that 80% of the community rated the police department as good or excellent; 65% of the community believes that crime has increased during the last year.

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 Review: Committees made up of employees and citizens 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.

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.

OBJECTIVES

Setting objectives for the agency converts the mission and values of the organization into targets and performance milestones. Objectives represent a commitment to producing specific results in a specified timeframe.

- Reduce the incidents of crime in Dalton.
- To provide a safe, efficient, and free flow of traffic on the roadways in Dalton, creating a safer driving environment.
- Enhance the employees' ability to achieve their mission through training, education, and leadership.
- Increase quality of service and customer satisfaction by providing incentives and benefits to employees.
- Maintain a comprehensive equipment replacement program.
- Increase diversity of agency personnel.

OBJECTIVE: Reduce the Incidents of Crime in Dalton

Addressing crime trends and 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. Furthermore, we will continue to improve our aggressive and high profile enforcement efforts involving all aspects of the department. We will educate the public in the areas of crime prevention and the realities of reported crime in Dalton through open meetings and other forums.

In analyzing the Dalton Police Department Strategic Plan for 2004-2006, we observed results for several targets. In 2004, overall public awareness events were increased and participation in Operation RAP saw graffiti reduced considerably. In 2005, the target to reduce incidents of burglary and thefts was not met; however, in 2006 there was a drastic reduction in these areas due to efforts in 2005 and 2006. In 2006, the formation of the Conasauga Safe Streets Task Force helped identify and investigate gang activity and violent crime, and formerly active areas for street level drug sales have seen significant drops in activity. 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 endeavor to find solutions and deterrents to different crime trends and problems in and around the City of Dalton. Community concerns about crime and other challenges that come with growth and change will be addressed through information sharing and education. The following were identified as areas of concern through citizen surveys and crime data:

- Immigration Issues
- Gang Activity/Vandalism
- Burglaries/Larcenies
- Illegal Drug Use
- Safe Environment for Children

By providing professional police service we can foresee the following:

- Increased mutual trust with partnerships and community awareness through the joint ventures of department activities.
- A decrease in the amount of property crimes as a direct result of increased street level drug enforcement and interaction with school-aged children and parents.
- Reduction in the number of “no forced entry” burglaries due to increased public awareness of simple prevention techniques.

Targets:

- 2007 Interaction at public meetings will continue to establish partnerships with the community while increasing their awareness on crime, immigration, gang activity, and other areas of concern. Existing programs will be continued and new strategies developed for aggressive enforcement to reduce burglaries by 5%, larcenies by 10%, and increase street level drug arrests by 15%.
- 2008 Crime reduction efforts will continue through partnerships formed in 2007. New and improved educational programs will be added as needed. Continued persistent and aggressive enforcement techniques and public awareness in areas of burglaries, larcenies, and street level drug and gang activity will further the downward trend in the reduction of crime by 10%.
- 2009 Solid partnerships will be realized within the community. We will continue to work to maintain previous levels of crime reduction (10%) in high profile areas by active enforcement, maintaining partnerships, and implementation of programs as needed.

Strategies:

- Develop and teach community educational programs targeted at, but not limited to, the following topics:
 - a. Immigration Issues Awareness
 - b. Personal Safety
 - c. Burglary Prevention
 - d. Gang Activity
 - e. Illegal Drug Crimes
- Officers from each sector will attend PTA Meetings at schools in their area and will have current information to present/share.
- Continued use of the Drug Unit, SRU, and other Patrol elements for concentrated patrols and undercover operations to combat street level drug and gang activity.
- Take advantage of civic, school, church, and other public forums to educate the public regarding Internet safety (ISAFE sexual predator prevention and identity theft), Neighborhood Watch, and parent training to reduce juvenile unruliness/delinquency.
- Follow crime trends through crime analysis. Use a web-based system available to the public for viewing actual crime locations and statistics.

Produce a monthly crime bulletin to provide information on a scheduled basis.

- Expand the volunteer program to assist with educating the public on simple preventative measures to keep their private property safe from burglary or vandalism, thus freeing the officer to patrol the community.
- Increase officers' and volunteers' use of the security assessment checklists for victims of burglaries and recognized problem properties.
- Maintain quick response time of Operation Report and Paint (RAP) and increase citizen participation and awareness of this program by public service announcements.
- Increase public awareness of programs and activities through public service announcements, TV, website, departmental blog, and other community forums or programs.

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:

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. This has been difficult to accomplish because of two factors. One factor is the increase of population and traffic upon the roads in the city. The increase of traffic has caused an increase of crashes with injuries. Second, there have been several crashes that resulted in multiple serious injuries. This has caused target projections of previous years to be missed. In studying the past years' crashes, the overall crashes did not increase as did the injuries in percentage. Thus, the department will use a more accurate means to measure our performance indicators. This measurement will be a crash/injury ratio, where the indicators will be a better reflection taking into account(s) the future annexations of roadways and increase traffic counts within the City of Dalton. If we can lower the overall crash rate or lower injury rates, this will assist the department in meeting its targets.

Targets:

2007 Reduce the ratio of injuries to crashes to 1 injury to every 3.88 crashes.

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

The Traffic Enforcement Unit will make a public service announcement each week.

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

Continue to participate in the Challenge Program through the Governors Office of Highway Safety.

Implement photo red light enforcement.

Hold at least two traffic checkpoints per quarter.

2008 Reduce the ratio of injuries to crashes to 1 injury to every 3.50 crashes.

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

The Traffic Enforcement Unit will make a public service announcement each week.

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

Continue to participate in the Challenge Program through the Governors Office of Highway Safety.

Hold at least two traffic check points per quarter.

2009 Reduce the ratio of injuries to crashes to 1 injury to every 3.00 crashes.

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

The Traffic Enforcement Unit to make a public service announcement each week.

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 per quarter.

Strategies:

- Increase the number of officers to address traffic issues, which will include the enforcement of the by-pass when adopted by the city.
- Utilize Operation ICE (intersection control enforcement) to target traffic control violations.
- Implement red light traffic camera(s) at intersections based upon research and traffic counts and approval of the city council.
- 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.
- Continue to utilize the speed trailers to gather data and/or slow traffic.
- Gather crash data quarterly and identify top ten crash locations and intersections and disseminate the data to the Patrol Division. Compile an annual 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.
- Train Traffic Unit to work with the media, on limited basis, to issue traffic safety information such as current programs or operations the department

is participating in. This information will be cleared by the division commander, or his designee.

OBJECTIVE: 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:

- 2007
- Offer the top five most needed intermediate or advance training classes during the year (Search Warrants; Interviews; Advanced Firearms; Officer Survival; Crime Scene Processing).
 - Offer training in job-related areas to non-sworn employees (public relations; computer skills, supervisory skills).
 - Offer basic and intermediate Spanish twice each.
 - Conduct one Citizen and one Junior/Teen Academy per year.
 - Provide ongoing crime prevention and other information.
 - Certify two additional POST instructors.
 - Provide Hazmat training update to all sworn officers.
 - Certify one additional defensive tactics instructor.
 - Offer active shooter and simunitions training/high-risk warrant service training.
 - Provide 4 hours of defensive tactics training during in-service.
 - Encourage employees to enroll in more college courses.
 - Send at least one sworn supervisor to Law Enforcement Command College.

Send one non-sworn supervisor to the Professional Management Program (PMP).

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

Send at least one person to Leadership Dalton/Whitfield Class of 2006-2007.

Conduct verbal judo training for all non-sworn personnel.

2008 Offer Advanced Report Writing; Criminal Procedures; Interpersonal Relations; Health and Wellness; and Advanced Traffic Law classes.

Offer training in job-related areas to non-sworn employees (public relations; computer skills, supervisory skills).

Offer basic and intermediate Spanish once during the year.

Conduct one Citizen and one Junior/Teen Academy per year.

Certify two additional POST instructors.

Provide Hazmat training update to all sworn officers.

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

Certify one additional defensive tactics instructor.

Offer active shooter and simunitions training/high-risk warrant service training.

Provide 4 hours of defensive tactics training during in-service.

Encourage employees to enroll in more college courses.

Send at least one sworn supervisor to Law Enforcement Command College.

Send one non-sworn supervisor to the Professional Management Program (PMP).

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

Send at least one person to Leadership Dalton/Whitfield Class of 2007-2008.

Offer training in job-related areas to non-sworn employees (public relations, computer skills, supervisory skills).

Conduct Mock Certification Assessment in spring 2008.

Assess and train one person for polygraph examiner.

2009 Offer 4 intermediate or advanced training classes during the year, based on needs assessment.

Offer basic and intermediate Spanish once during year.

Conduct one Citizen and one Junior/Teen Academy per year.

Provide 4 hours of defensive tactics training during in-service.

Certify one additional radar/laser instructor and one additional verbal judo instructor.

Offer active shooter and simunitions training/high-risk warrant service training.

Encourage employees to enroll in more college courses.

Send at least one sworn supervisor to Law Enforcement Command College.

Send one non-sworn employee to the Professional Management Program (PMP).

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

Send at least one person to Leadership Dalton/Whitfield Class of 2008-2009.

Offer training in job-related areas to non-sworn employees (public relations, computer skills, supervisory skills).

Strategies:

- Provide a combination of 3 intermediate and advanced classes per year.
- Compile resource list outlining college education reimbursement policies and local class availabilities.
- Plan with Spanish instructor to offer classes.
- Certify additional instructors to assist with meeting training goals. Supervisors will review the training records of their employees and make recommendations to them on meeting their career path goals.
- Update all of the current in-service lesson plans and videos.
- Require all staff, sworn and non-sworn, to attend advanced training in their field annually.
- Work with the regional academy to offer more classes.
- Attend local events/functions in order to provide relevant information to the public on local trends.
- Use blog and web, in addition to press releases, to send information to public.
- Provide annual training in active shooter and high risk warrant service.

OBJECTIVE: Comprehensive Equipment Replacement

The Dalton Police Department will continue to provide its employees the equipment necessary to complete the mission of the police department. We will evaluate equipment needs on a continuing basis to ensure the current and future needs of this agency are met. The Dalton Police Department will use every available resource of funding to achieve this goal.

Performance Indicators:

The Dalton Police Department has always strived to be one of the more progressive agencies in Georgia. The tremendous growth of our city and its multi-cultural makeup pose a unique challenge to this agency. The challenge of reducing crime in a continually growing city requires significant resources. Our current plan to assign vehicles to officers will allow for a greater presence in neighborhoods. Greater visibility and quicker response times to calls are our ultimate goals. The advancement in technology such as in-car computers, Silent Dispatch and computer automated citations will allow officers to stay in service longer and provide more efficient ways to complete their jobs. As this city grows, so do needs for more patrol officers and the need to equip officers with the tools necessary to do the job.

Targets:

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|------|---|
| 2007 | Replace vehicles according to the Vehicle Replacement Plan. |
| | Replace computers according to the Information Technology Plan. |
| | Replace 16 ballistic vests. |
| | Replace 2 digital recorders. |
| 2008 | Replace vehicles according to the Vehicle Replacement Plan. |
| | Replace computers according to the Information Technology Plan. |
| | Replace 3 speed detection devices. |
| | Replace 12 ballistic vests. |
| | Replace 3 digital recorders. |
| | Replace cross-trainer exercise equipment. |
| | Purchase AID undercover transmitter. |

Replace FATS machine.

Purchase PowerPoint projector.

Purchase 1 drug disposal system.

2009

Replace vehicles according to the Vehicle Replacement Plan.

Replace computers according to the Information Technology Plan.

Replace 100 firearms.

Replace 2 speed detections units.

Replace 2 digital recorders.

Replace 15 ballistic vests.

Replace 5 Alco-sensors.

Purchase 1 Thermal Imaging System.

Strategies:

- Continually evaluate the equipment needs of the department through feedback from our employees and the public.
- Properly train each employee to use and maintain our equipment to achieve the maximum service life from each piece of equipment.
- Maintain a property and equipment inventory to ensure accountability.
- Update the city's Capital Improvement Plan and set priorities on equipment needs in order to maximize budgeting allowances.

OBJECTIVE: To Increase the Diversity of Agency Personnel

The mission of the Dalton Police Department is to provide the citizens of Dalton a safe environment with professional quality police services through positive interaction with its citizens. We will accomplish this by continuing to actively strive to seek out and increase the diversity within our department through recruitment, media, interaction with schools, other agencies, and any other resources that will assist in achieving our goal.

Performance Indicator:

According to the 2000 U.S. Census, the community of Dalton, Georgia has a diverse population. Approximately forty-nine percent of the population is female, forty percent are from a Spanish-speaking culture, and seven percent are African American. The department's previous attempt was to increase the diversity of applications. There were increases from 2004 to 2005 and the projected numbers for 2006 show decreases in almost all areas.

Targets:

2007	Increase the diversity of applications by 5%.
2008	Increase the diversity of applications by 10%
2009	Increase the diversity of applications by 15%.

Strategies:

- Utilize the in-house EEOC database to document efforts in the recruitment of diverse groups.
- Increase the work and contact within the local high school and college in their law enforcement articulation programs.
- Work with the Explorer group to create contacts which may impact future employment.
- Increase the amount of community events attended by recruiters, such as Rotary, League of Women Voters, minority events, and other organizations.
- Advertise through radio, newspaper, and television through normal sources, as well as Spanish-speaking sources.

- Explore other avenues of advertising which show diversity, such as billboards, which are constant reminders that the Dalton Police Department is interviewing applicants at regular intervals.
- Send information and brochures to all minority churches in Whitfield County and the surrounding geographic area.

OBJECTIVE: Increase the Quality of Customer Service by Providing Incentives and Benefits to Employees

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:

- 2007
- Continue the assigned vehicle program.
 - Reduce citizen complaints by 10%.
 - Promote the EAP through employee education and literature.
 - Increase the amount of one-on-one time between employees and supervisors for the purpose of improved communication, time management strategies, and stress reduction.
 - Provide public recognition for positive achievements through the media, web page, blog, and public meetings.
- 2008
- Conduct a small scale citizen satisfaction survey by phone or mail based on random cases handled by the department.
 - Provide performance-based pay increases for all employees.
 - Continue the assigned vehicle program.
 - Reduce citizen complaints by 10% from 2007.

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.

2009

Conduct a large scale employee job satisfaction survey.

Conduct a large scale citizen survey to measure customer service.

Continue the assigned vehicle program.

Reduce citizen complaints by 10% from 2008 through training, literature and other resources; i.e., EAP literature, verbal judo, interpersonal relations and others.

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.

Strategies:

- Supervisors can increase the employee's feeling of appreciation and value to the organization and mission by:
 - a. Ensuring effective two-way communication with employees.
 - b. Being fair and honest in communications with personnel and confirm that they understand expectations.
 - c. Providing recognition or praise to employees on a weekly basis.
 - d. Being involved in employee assignments and available for guidance.
 - e. Projecting a positive attitude.
 - f. Accepting the responsibility of both leadership and management.
 - g. Learning to balance home, office, and personal stress.
 - h. Fostering a healthy working environment.
 - i. Learning to build and encourage employee's self-esteem.

j. Planning effectively.

k. Displaying organizational loyalty.

- 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.
- Facilitate quality of service surveys to the public to gauge the department's performance.
- Track any citizen complaints to determine if the department needs further training in a particular area. Offer ways to reduce citizen complaints through training and literature from the EAP. Classes like crisis intervention, interpersonal relations, verbal judo, and others, can be offered through the department or other training resources.
- 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, merit performance raises.
- Increase the amount of assigned vehicles by one additional than the previous year.
- Start an education program about the EAP and what it offers. This is to include literature and lectures on areas like financial support, stress reduction, domestic intervention, and other areas to assist the employee with everyday stressors.