



DALTON POLICE DEPARTMENT

MULTI-YEAR

STRATEGIC PLAN

2022 – 2024

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 two years. The purpose of this survey is to determine if the agency is meeting the expectations of the community, ascertain what crime trends/problems and quality of life issues the community is concerned with, and what programs or services the community believes 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 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 research 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 focus 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 Statements

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 that without the active partnerships with members of the community, elected officials, and federal, state, and local agencies, 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 (3) years. The framework below offers employees at all levels a method to consider in executing the plan.

Executing the Plan to Achieve Goals

The goals listed in this plan are on-going goals that will require all members to remain focused on them for the entire three-year period to achieve success. The department's command staff and chief executives will come together to review the agency goals and forecast what accomplishments should be realized during the next calendar year. 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 the tactics each division will use to work toward the attainment of each applicable objective. These tactics are offered as a base of methods that should be used. It is important to note that the list may 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.

Use of Goals, Objectives, and Tactics

The goals, objectives, and tactics spelled out in this plan are also the annual goals, objectives, and tactics for each Division and Unit within the department. Activities conducted in the furtherance of attaining these goals should be measured quarterly to assure success. During the lifespan of this strategic plan, it may be discovered that a different tactic may be incorporated to meet an objective or goal. Encouragement should be offered to those on the front line to be frank and honest about assessments; this could save valuable time and resources.

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

Goal 1: Build strong relationships with the members of our community through professional police services and positive interactions

Objective 1: Utilize the Code Enforcement Unit to address unsafe, unsanitary, and unlawful community conditions

Patrol Tactics

- Utilize social media to educate the community on ways to avoid violating City code
- Address complaints from residents and businesses
- Proactively patrol neighborhoods to identify and resolve code violations
- Maintain strong working relationships with other City departments and City officials in order to address and resolve code violations

Objective 2: Reduce the rate of crime in Dalton

Patrol Tactics

- Utilize crime analysis to deploy personnel to those areas with heavy concentrations of criminal activity
- Conduct concentrated patrols, including foot patrols and extra patrols, in high-crime areas
- Identify and address loitering violations around businesses and public property
- Utilize social media to notify the community of current crime trends and ways to avoid being victimized

CID Tactics

- Conduct crime analysis to identify crime trends and determine the areas of the City with the heaviest concentration of criminal activity
- Conduct concentrated activities in high-crime areas

Objective 3: Reduce crashes on the roadways of Dalton

Patrol Tactics

- Utilize traffic analysis to deploy personnel to those areas with heavy concentrations of crashes
- Provide traffic safety and traffic law compliance information to the community through the use of social media
- Utilize the Traffic Enforcement Unit to address violations that lead to serious injury crashes

Objective 4: Engage diverse populations of the community through organized activities, events, and programs

Patrol Tactics

- Utilize the Community Relations Unit to plan, organize, and participate in community events
- Engage youth groups through community events, school functions, sporting events, and other educational activities
- Utilize social media to promote community events and programs

CID Tactics

- Participate in community events, community groups, and other related programs

Support Services Tactics

- Participate in community events, community groups, and other related programs

Administration Tactics

- Participate in community events, community groups, and other related programs

Goal 2: Establish work conditions and relationships that are conducive to the effectiveness and success of all employees

Objective 1: Increase the retention rate of valuable employees

Patrol Tactics

- Allow employees to job shadow other positions within the Department
- Publicly recognize employee accomplishments and achievements
- Conduct regular meetings with all employees to review job performance and receive feedback on conditions that affect motivation and morale

CID Tactics

- Publicly recognize employee accomplishments and achievements
- Conduct regular meetings with all employees to review job performance and receive feedback on conditions that affect motivation and morale

Support Services Tactics

- Publicly recognize employee accomplishments and achievements
- Conduct regular meetings with all employees to review job performance and receive feedback on conditions that affect motivation and morale

Administration Tactics

- Keep all employees informed of changes that affect them
- Implement a peer board comprised of employees from each division that is focused on retention
- Publicly recognize employee accomplishments and achievements
- Conduct regular meetings with all employees to review job performance and receive feedback on conditions that affect motivation and morale
- Work to implement additional incentives and competitive benefits to increase retention rate of all employees

Objective 2: Recruit highly qualified candidates to meet the employment needs of the Department

Support Services Tactics

- Utilize a recruiting plan to target highly qualified candidates for employment

- Attend community events, job fairs, and other functions that provide an opportunity to speak with potential candidates
- Utilize social media to provide information regarding recruiting activities

Administration Tactics

- Work with City officials to secure additional benefits that will assist in recruiting highly qualified candidates
- Provide incentives to current employees that recruit new employees

Objective 3: Secure and maintain the resources needed for the efficient operation of the Department

Patrol Tactics

- Evaluate division equipment to determine efficiency and readiness and submit budget requests for equipment needs
- Research new technology and equipment to increase efficiency and effectiveness

CID Tactics

- Evaluate division equipment to determine efficiency and readiness and submit budget requests for equipment needs
- Research new technology and equipment to increase efficiency and effectiveness

Support Services Tactics

- Evaluate division equipment to determine efficiency and readiness and submit budget requests for equipment needs
- Evaluate building and grounds to determine readiness and submit budget requests for facility needs
- Research new technology and equipment to increase efficiency and effectiveness

Administration Tactics

- Work with the Finance Committee and other City officials to secure necessary funding
- Ensure the budgeting process is conducted efficiently
- Explore additional funding opportunities through grants and other programs

- Evaluate division equipment to determine efficiency and readiness and submit budget requests for equipment needs
- Research new technology and equipment to increase efficiency and effectiveness

Anticipated Workload Trends

Table 1, listed below, provides a layout of crimes against persons and crimes against property for years 2016-2020, as reported through the FBI National Incident-Based Reporting System by the Dalton Police Department. It should be noted that the response to the COVID-19 pandemic in 2020, which included shutdowns of businesses and schools, skewed many of the agency's statistics for that year.

For both crimes against persons and crimes against property, there has been a steady decline in cases over the past five years. In particular, significant decreases have been realized in burglary and larceny cases during the past several years. In 2020, there was an uptick in homicide, robbery, and motor vehicle theft cases.

FBI National Incident-Based Reporting System

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>5-Year Average</u>
<i>Crimes Against Persons</i>						
Homicide	0	0	0	1	2	0.6
Rape	8	16	13	16	8	12.2
Aggravated Assault	81	87	71	74	73	77.2
Total	89	103	84	91	83	90
<i>Crimes Against Property</i>						
Robbery	21	19	23	12	24	19.8
Burglary	209	136	122	115	100	136.4
Larceny	953	892	882	878	698	860.6
Motor Vehicle Theft	63	78	78	66	73	71.6
Total	1246	1125	1105	1071	895	1088.4

Table 1

Table 2 details the agency's traffic-related activity for the past five years. The number of motor vehicle crashes has remained steady, except for 2020, which, as explained above, was affected by the pandemic and led to less traffic on the roadways of Dalton. The number of traffic stops and citations/warnings tends to fluctuate from year to year and is usually affected by agency staffing levels.

Traffic-Related Activity

	2016	2017	2018	2019	2020	5-Year Average
Crashes	1433	1418	1427	1415	1153	1369.2
Traffic Stops	10491	9490	11568	12153	11152	10970.8
Citations / Warnings	12885	11710	13857	12644	11704	12560

Table 2

Chart 1 shows the number of calls for service, which includes dispatched calls and officer-initiated activity, for the agency during the past five (5) years. Since 2017, there has been a steady increase in calls for service. 2020 saw the highest number of calls for service for the agency in a decade.

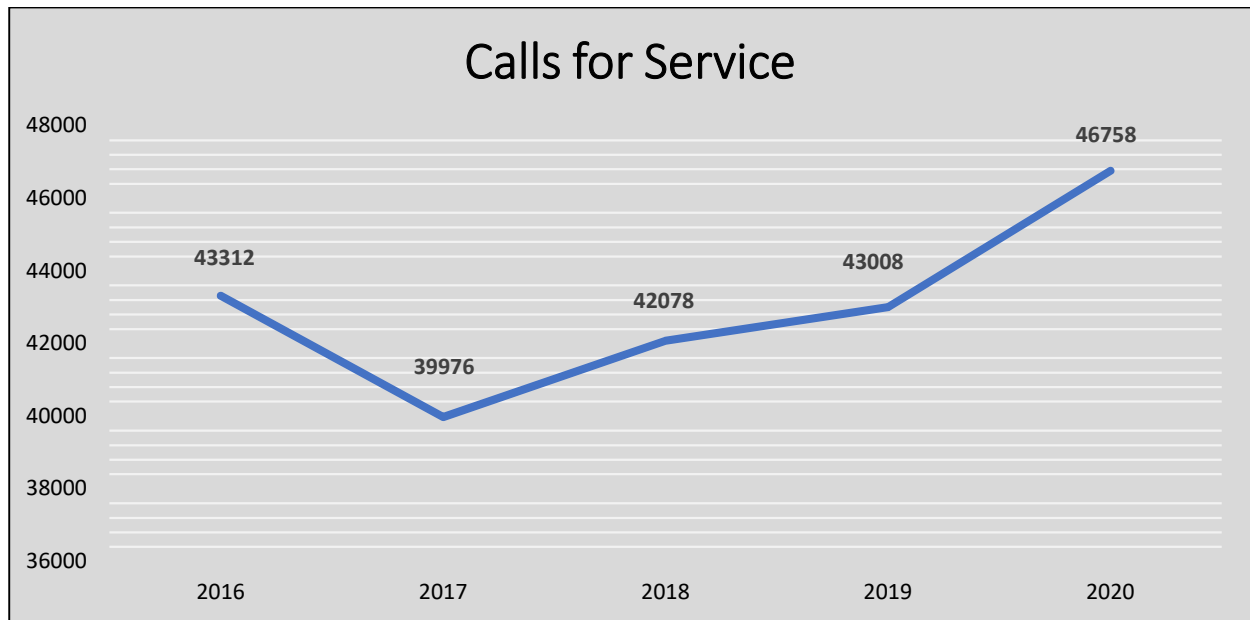


Chart 1

In summary, the total numbers for reported crime, as a sum of crime against persons and crime against property, has steadily decreased over the past five (5) years, and the number of motor vehicle crashes has remained constant (except for 2020) during the same time period. However, the number of calls for service has steadily risen since 2017. In 2021, the Patrol shifts were placed on a 12-hour schedule to address staffing shortages and available staffing levels. This change has led, in most cases, to more officers being available to respond to calls for service and to perform self-initiated activities. As of late 2021, there is no projected need to increase the number of officers

to address increased workloads. This is an area that will be constantly monitored during the next three (3) years to determine if further adjustments in scheduling, staffing, or workloads are necessary.

Anticipated Population Trends

Table 2, listed below, details the projected population growth in Dalton for years 2021-2024. The recent 2020 U.S. Census results lists the Dalton population at 34,417, which is a 3.89% increase from the result of the 2010 U.S. Census: 33,128. From this data, the future growth rate can be estimated at 0.38% per year. Based on these assumptions, the projected population of Dalton in 2024 is 34,943.

It should be noted that Dalton's population fluctuates from the base population estimate—the current being 34,417—to a larger number during the daytime hours. Dalton is situated in such a manner that Interstate 75 bisects the western edge of the city and features two interstate exchanges. These locations are a boon to city business, but with nearly 50,000 vehicles exiting daily, these areas of dense retail become their own microcosm of activity that require a significant amount of police services during more than two-thirds of the workday. Considering the student body of Dalton State College, significant amounts of manufacturing, retail and vehicle traffic, Dalton's total daytime population is estimated at 71,206 people, which nearly doubles the population which requires police services and crime prevention.

City of Dalton Population Forecast	
2021	34,548
2022	34,679
2023	34,811
2024	34,943

Table 3

Anticipated Personnel Levels

Based on the available data, it appears the workload for the Dalton Police Department may remain steady or gradually increase during the next three (3) years. The recent restructure of the Patrol Division to incorporate twelve-hour shifts will aid in responding

to any increase in future workloads. At this time, there is no anticipation of increasing the level of personnel with the agency. A review of statistics, workload assessments, and population growth will be used to complete annual evaluations of the need for additional personnel.

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. Funding for capital projects is secured through capital budgeting and the award of SPLOST tax collections. The approved 2020 SPLOST included funding for a new Property & Evidence building and new department vehicles. The following two tables describe the projected capital projects and rolling stock needs for the next several years.

Capital Projects

2023	PSC Fire Suppression System Repair / Refurbish	\$250,000.00
2023	PSC Property & Evidence Building	\$1,387,100.00
2024	PSC Roof Coating	\$100,000.00
2024	PSC Gutter Replacement	\$35,500.00
2024	PSC Parking Lot Resurfacing	\$50,000.00
	Total	\$1,822,600.00

Table 4

Rolling Stock Needs

Vehicle	2022		2023		2024		2025	
	QTY		QTY		QTY		QTY	
Interceptor SUV	12	\$584,876.88	9	\$438,657.66	12	\$584,876.88	4	\$194,958.96
Sedan								
SUV - Explorer Unmarked	1	\$34,514.00	4	\$144,958.80	2	\$72,479.40	10	\$362,397.00
CID Van Replacement	1	\$45,000.00						
Crime Scene Vehicle								
Code Enf/P&E Veh					3	\$208,780.89		
Totals	14	\$664,390.88	13	\$583,616.46	17	\$866,137.17	14	\$557,355.96

Table 5

Provisions for Review and Revision of this Plan

This document serves as a basis for assigning agency and division goals, objectives, and tactics for the next three (3) years. At the conclusion of each quarter, each division shall evaluate the progress made toward attaining those goals. If it is determined that sufficient progress is not being made toward the goals, the objectives and tactics listed in this plan may be amended. This multi-year plan will be revised at least every three (3) years.