



# STRATEGIC PLAN

2019 ~ 2022

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*Kevin Roberts*

*Chief of Police*

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# Table of Contents

PURPOSE OF STRATEGIC PLAN.....	3
CLAYTON COUNTY STRATEGIC PARAMETERS.....	4-5
MISSION AND VISION STATEMENTS.....	5
CORE VALUES AND TENENTS OF CONDUCT.....	5-6
DEPARTMENTAL OVERVIEW.....	6-8
COMMUNITY OVERVIEW.....	8
IMPLEMENTATION OF STRATEGIC PLAN.....	9-10
ORGANIZATIONAL GOALS - STRATEGIC PARAMETER INTEGRATION.....	11
GOALS AND OBJECTIVES.....	12-13



## **PURPOSE OF STRATEGIC PLAN**

A Strategic Plan is a guide used by organizations to communicate organizational vision; develop a “roadmap” to achieve an organizational mission in the most effective and efficient manner while maintaining adaptability; synchronize and validate organizational budget needs and requests; synchronize with the goals and objectives of both superior and subordinate entities, and inform organizational stakeholders and personnel of leadership’s vision and intended goals over a specific span of time.

The Clayton County Police Department has developed a three (3) year Strategic Plan (2019-2022). This will enable the department to maximize current resources and organizational structure, while projecting resources needed to continue to have the capacity to give effective and efficient law enforcement services, maintain safety and security within the county, improve quality of life, and meet the increased demands that population, economic development, technology demands and increasing crime complexity will demand.

The Strategic Plan will integrate with the overall Clayton County priorities and goals by development of departmental goals, objectives and action items that will be used to achieve CCPD’s mission and vision, while augmenting the counties. Goals, objectives and action items are defined as follows:

1. **Goal:** A broad measurable outcome that an organization wishes to achieve that will assist the organization in achieving its stated strategic mission and vision. Goals must be:
  - a. Specific
  - b. Measurable

- c. Attainable
- d. Relevant/Realistic
- e. Time bound

2. **Objectives:** A precise measurable action that facilitates the achievement of an organizational goal.

The Strategic Plan developed by the Clayton County Police Department will be guided by the following principles in order to:

- Integrate with the county’s stated strategic vision and priorities of economic development and technological infrastructure
- Ensure that the capacity for services within the Clayton County Police Department is able to service the various law enforcement related demands of county citizens and businesses
- Incorporate best practices and lessons learned from other regional and national public safety agencies,
- Develop organizational benchmarks that will improve our ability to measure projected outcomes and needs
- Continue to evaluate the departmental strategic plan, goals and objectives as they relate to the changing priorities of the county, department and population, and make adjustments as needed

## **CLAYTON COUNTY STRATEGIC PARAMETERS**

Clayton County Government has adopted the following six (6) Pillars that each departments Strategic Goals must integrate and support.

Clayton County Government Pillars
1. Quality of Life
2. Governance
3. Economic Opportunity
4. Fiscal Responsibility
5. Growth Management
6. Communication and Image

**Mission Statement:** To serve and protect all citizens with an emphasis on integrity, transparency and professionalism.

**Vision Statement:** The Clayton County Police Department is dedicated to establishing safer communities by building trust and confidence through professionalism and collaborations.

## **CORE VALUES AND TENANTS OF CONDUCT**

The Clayton County Police Department is committed to servicing the community in the most effective and efficient manner, while continuing to build and reinforce the need for community partnership and trust. Each person who represents the police department, sworn and non-sworn, is expected to abide by the departments Core Values and conduct themselves in accordance with the departments Tenants of Conduct. Both the Core Values and Tenants of Conduct are very important in reminding departmental personnel and the community that the trust and responsibility given are not taken lightly, and that we have a duty to represent the department, community and law enforcement in a positive manner with our actions, interpersonal contact, and level of service.

## **Core Values**

- Commitment
- Honor
- Integrity
- Transparency
- Professionalism

## **Tenets of Conduct**

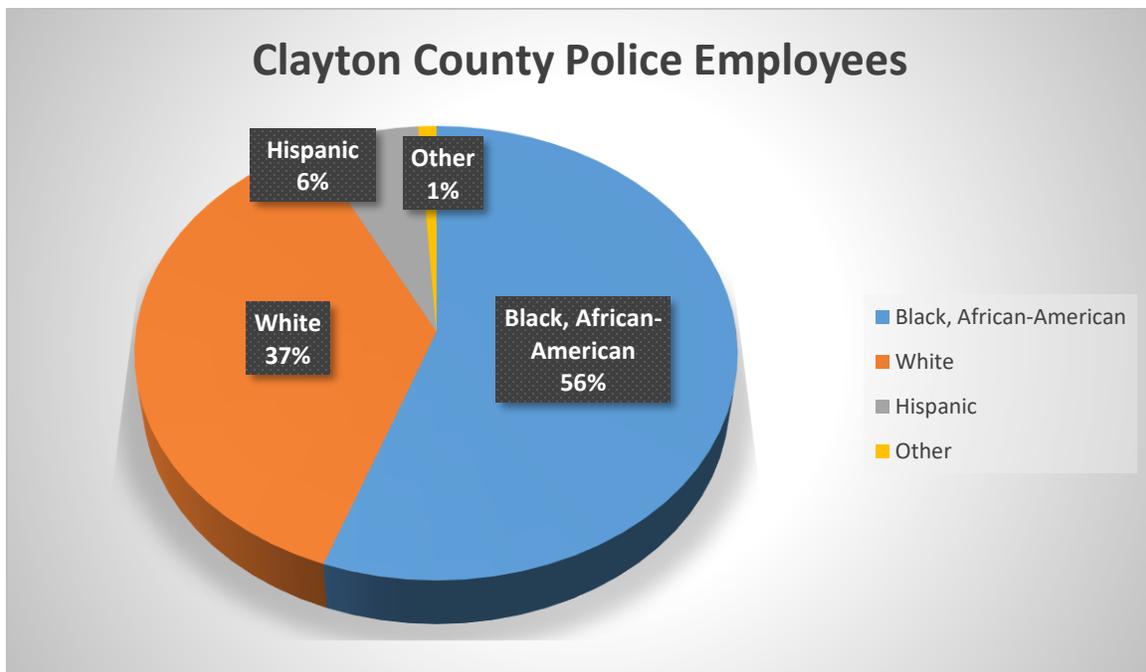
- Treat each other and the Community with respect.
- Think of a problem as just an opportunity to find a solution.
- Be a positive representative of the department, the community and the law enforcement profession, both on and off duty.
- Service the community as you would want a family member to be serviced

## **DEPARTMENTAL OVERVIEW**

The Clayton County Police Department is proud to prepare our strategic goals in order to be a progressive, innovative 21st Century Police Department mandating the best of all of our employees. The Clayton County Police Department was originally formed in 1940, although once a rural farm community, Clayton County is now the sixth most densely populous county in the state (285,153), and the fifth most populous in the 10-county Atlanta region. The Clayton County Police Department is responsible for being the primary responder for all calls for police services to the unincorporated areas of Clayton County. Each day the police department services a total population of 850,000 to 1.1 million commuters, citizens, business personnel and patrons, and other

persons who may be transiting or working in the county. The police department is managed under the direction of the Chief of Police who is appointed by the five elected members of the Clayton County Board of Commissioners.

The Clayton County Police Department continues to strive for excellence and is nationally accredited agency by the Commission on Accreditation for Law Enforcement Agencies, Inc., (CALEA®). The Clayton County Police Department’s annual operating budget is approximately \$38 million and has an authorized strength of 390 full time/part time sworn officers and 154 non-sworn employees. Below is the demographic makeup of our employees.

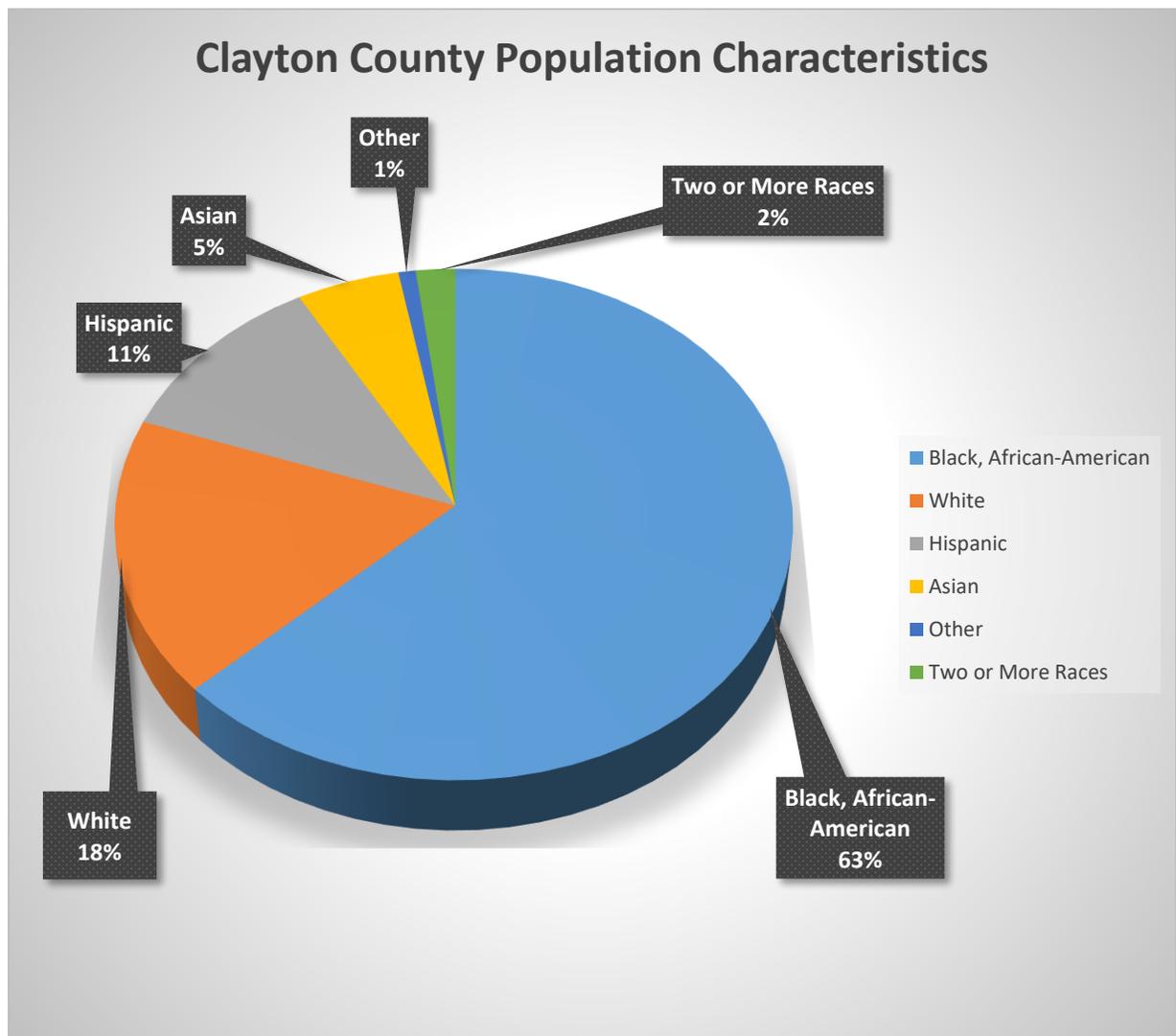


Clayton County Police Department has four (4) police precincts for better police response, accountability and management. The police department strives to serve all the internal and external customers in a manner consistent with our Core Values and Tenets of Conduct. The

department is committed to community policing with every contact we make on a daily basis, and place a strong emphasis on building stronger partnerships with the business community and our citizens in order to ensure that safety and quality of life in the county is improved.

## COMMUNITY DEMOGRAPHICS

Clayton County is a culturally diverse community, below is the county's demographics:



## **IMPLEMENTATION OF STRATEGIC PLAN**

The Clayton County Strategic Plan is a comprehensive document that is guided by flexibility, data driven information, and intuitive and visionary thinking concerning organizational methodologies and solutions to both internal and external issues. The plan must be viewed and used as both a guiding document that assists CCPD in achieving its stated mission, vision and goals, and as a document that must be evaluated and updated as priorities and the operating environment within the organization, community and government change. The Strategic Plan must maintain relevance, currency and validity in its contents.

The Strategic Plan will use five (5) strategic goals to facilitate CCPD's mission and vision over the next three years. The plan will also ensure that the police department's mission and vision supports Clayton County's overall vision and priorities, and community and business partners. It will also communicate to all departmental personnel a succinct "roadmap" for departmental direction and growth, and ask for their support and "buy-in".

## **EVALUATION PROCESS**

To ensure continuing progress and success in implementing the Strategic Plan, a committee designated by the Chief of Police will evaluate the plan on an annual basis. The evaluation will be conducted in the 2<sup>nd</sup> quarter of each fiscal year. This time period will give us sufficient information to determine if the plan is being executed as projected, or if adjustments need to be made for the subsequent fiscal year(s), concerning goals, resources, and other operational considerations that impact stated mission of County and/or Department.

## **STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS (SWOT) ANALYSIS**

Every organization must be cognizant of various internal and external factors that may affect its mission, ability to meet operational goals, and the environment in which it operates. One technique that has been used to identify certain influencing variables is the SWOT analysis. The SWOT analysis is used to identify an organizations strengths, weaknesses, opportunities and threats. Specifically each can be defined as:

1. **Strengths:** An organizations resources and capabilities that enable it to meet and exceed its mission requirements.
2. **Weaknesses:** The resources and capabilities that an organization may lack which has a negative impact on mission fidelity. External factors may also cause a weakness within the organizations ability to conduct mission at maximum potential.
3. **Opportunities:** Possibilities that the organization may pursue both internally and externally, that may have a positive impact on mission fidelity and organizational effectiveness and growth.
4. **Threats:** Both internal and external variables that may have a negative impact on organizational mission, growth and effectiveness.

<b>Strengths</b>	<ul style="list-style-type: none"> <li>-Professional and service oriented workforce.</li> <li>-Strong commitment to community.</li> <li>-Workforce knowledge.</li> </ul>
<b>Weaknesses</b>	<ul style="list-style-type: none"> <li>-Staffing levels (attrition).</li> <li>-Capacity to maintain service demand.</li> <li>-Outdated technology solutions.</li> <li>-Anticipated retirements of Command Staff.</li> </ul>
<b>Opportunities</b>	<ul style="list-style-type: none"> <li>-Increase community and business partnerships.</li> <li>-Increase partnerships with other LE agencies.</li> <li>-Enhanced technology projections (RMS).</li> <li>-Innovative operational strategies.</li> </ul>
<b>Threats</b>	<ul style="list-style-type: none"> <li>-Unequal current capacity and demands for service.</li> <li>-Possible decrease in resources and budget.</li> <li>-Increasing population of county vs. capacity of department.</li> <li>-Community relations issues involving law enforcement.</li> <li>-Complexity of crime.</li> <li>-Domestic terrorism.</li> </ul>

## **ORGANIZATIONAL GOALS - STRATEGIC PARAMETER INTEGRATION**

The Clayton County Police Department has developed five (5) goals that will assist in facilitating the wanted organizational outcomes, integrate with Clayton County priorities and goals, and ensure that the department functions at the highest level of effectiveness, efficiency and adaptability to produce a safe and secure environment for our citizens and businesses and improve quality for life. The five (5) goals are outlined below with corresponding objectives and Clayton County Government Strategic Parameters. Our three (3) year organizational plan strives to achieve our goals and objectives through operational efficiency to provide for the wellness of our community.

## **Goal I**

### ***Recruitment of qualified candidates and Retention of quality personnel within the Clayton County Police Department***

- Objective I:** Interview military personnel separating from service (TAP Class participation) and college visits.
- Objective II:** Establish educational, employment and mentorship pathways for local citizens/students to positions within the department.
- Objective III:** Educate employees regarding resources available to them in order to cultivate a positive work environment (i.e. GATEWAY Program, Internal/External Training, Internal movement throughout divisions).

## **Goal II**

### ***Reduce, solve and prevent crime within Clayton County Police jurisdiction***

- Objective I:** Cultivating stronger alliances with all law enforcement agencies to ensure maximum crime prevention / solvability in an effective and expeditious manner.
- Objective II:** Reduce gang violence, using proven methods and non-traditional civil enforcement remedies.
- Objective III:** Increase high visibility presence through aggressive traffic enforcement.

## **Goal III**

### ***Integrate technology within our organization for improved internal and external communication***

- Objective I:** Provide internal training and external education

regarding current technological capabilities being utilized by the department.

**Objective II:** Exploration of future communication systems (i.e. texting to E911).

**Objective III:** Public dissemination of meetings held within the department on current local issues and citizen's concerns.

#### **Goal IV**

##### ***Operational and Tactical Equipment Enhancement***

**Objective I:** Provide tactical first aid training and improved first aid equipment to sworn and field personnel.

**Objective II:** Enhancing tactical options for our sworn and field personnel.

**Objective III:** Upgrade current equipment to meet the needs of current and future public safety operational readiness to ensure optimal utilization of resources.

**Objective IV:** Identify a location and/or a facility for the Code Enforcement Unit to operate from, with an enhanced platform, distinguishable from our current building. This would increase our availability to the public by supporting our county beautification mantra.

#### **Goal V**

##### ***Improve quality of life***

**Objective I:** Decrease response time to priority calls.

**Objective II:** Increase the number of Code Enforcement and Animal Control personnel.

**Objective III:** Create a special needs database/registry for missing persons (adults/juveniles).