



# STRATEGIC PLAN

2023 ~ 2026

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*Kevin Roberts*

*Chief of Police*

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## **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 (2023-2026) that enables us to optimize current resources and organizational structure while anticipating future needs. This plan ensures our continued ability to provide effective and efficient law enforcement services, enhance safety and security across the county, and improve overall quality of life. Additionally, it addresses the rising demands driven by population, economic development, technological advancements, and the increasing complexity of crime.

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 five (5) Pillars that each departments Strategic Goals must integrate and support.

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

**Mission Statement:** To serve and protect all citizens with excellence.

**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 department's Core Values and conduct themselves in accordance with the department's Tenants of Conduct. Both the Core Values and Tenets of Conduct play a crucial role in reinforcing the department's commitment to integrity and accountability. They serve as a constant reminder to personnel and the community that the trust and responsibility entrusted to us are taken seriously. It is our duty to represent the department, community, and law enforcement with professionalism through our actions, interactions, and the quality of service we provide.

## **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**

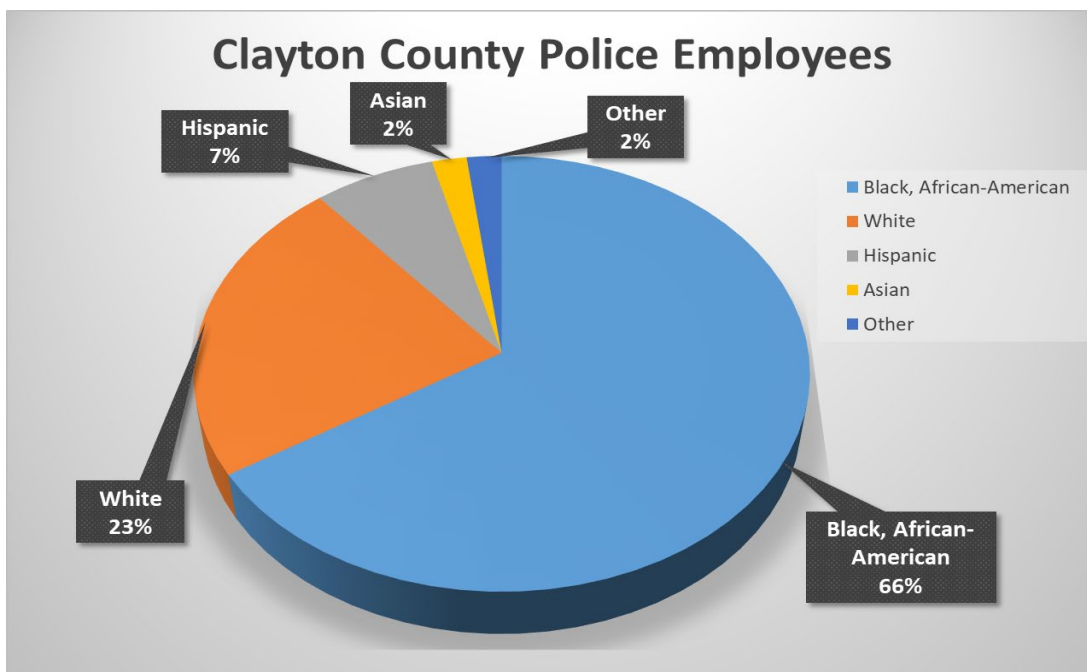
The Clayton County Police Department is proud to prepare our strategic goals in order to be a progressive, innovative 21st Century Police Department mandating the best of all of our employees. The Clayton County Police Department was originally formed in 1940, although once a rural farm community, Clayton County is now the fifth most densely populous county in the state (298,102)<sup>1</sup>, 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

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<sup>1</sup> WorldPopulationReview.com, United States Census Bureau, <https://worldpopulationreview.com/us-counties/ga/clayton-county-population>, January 1, 2025

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 remains committed to excellence and holds national accreditation from the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA®). With an annual operating budget of approximately \$52 million, the department maintains an authorized strength of 419 sworn officers—both full-time and part-time—alongside 137 non-sworn employees. Below is the demographic makeup of our employees.

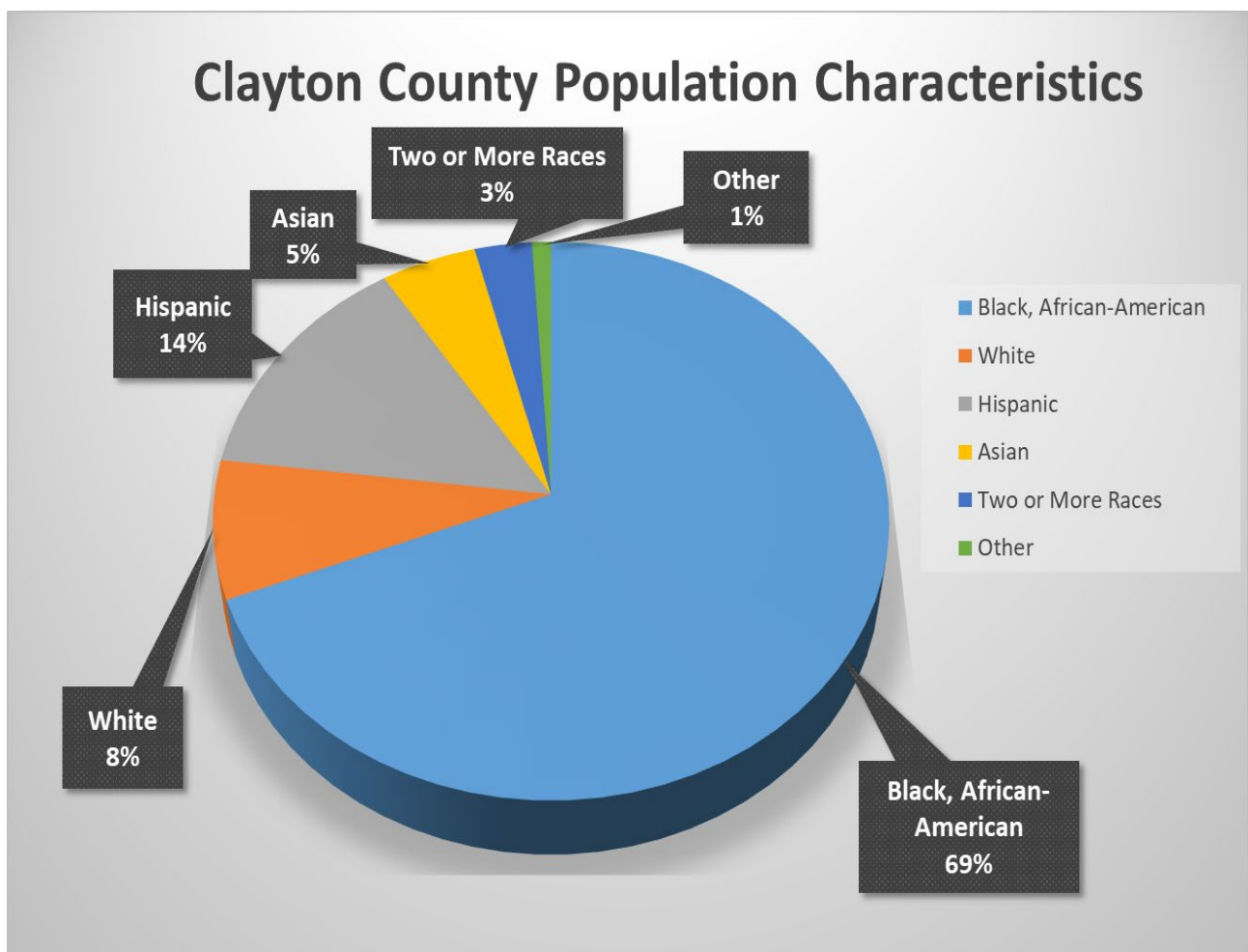


The Clayton County Police Department operates four (4) precincts to enhance response times, accountability, and operational management. Dedicated to serving both internal and external customers, the department upholds its Core Values and Tenets of Conduct in every interaction. Committed to community policing, officers engage with

residents and businesses daily, fostering stronger partnerships to improve safety and enhance quality of life throughout the county.

### 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 dynamic and comprehensive document shaped by flexibility, data-driven insights, and visionary thinking. It serves as both a guiding framework to help CCPD achieve its mission, vision, and goals, and a living document that must be continually evaluated and updated in response to shifting priorities and changes within the organization, community, and government. To remain effective, the Strategic Plan must uphold its relevance, accuracy, and validity.

The Strategic Plan will use five (5) strategic goals to facilitate CCPD's mission and vision over the next three years. The plan ensures alignment between the police department's mission and vision supports Clayton County's overall vision, priorities, and partnerships within the community and business sector. Additionally, it serves as a clear roadmap for departmental direction and growth, effectively communicating expectations to all personnel while fostering their engagement and commitment.

## **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,RTCC).</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>-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 established five (5) goals to drive desired organizational outcomes, align with Clayton County’s priorities and goals, and enhance overall operational effectiveness. These goals ensure the department maintains the highest levels of efficiency, adaptability, and service excellence—creating a safer, more secure environment for residents and businesses while improving quality of life.

The five (5) goals with corresponding objectives and Clayton County Government Strategic Parameters are outlined below. 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).
- Objective IV:** Increase the number of personnel.

## **Goal II**

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

- Objective I:** Cultivate stronger alliances with all law enforcement agencies to ensure maximum crime prevention / solvability effectively and expeditiously.
- Objective II:** Conduct ten non-traditional civil remedies in an effort to reduce violent crimes.
- Objective III:** Reduce fatal accidents by 5% through aggressive traffic enforcement.
- Objective IV:** Quarterly meetings with metro Atlanta PSAPS.

### **Goal III**

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

- Objective I:** Provide twenty-four internal training and external education opportunities regarding technological capabilities currently utilized within the department annually.
- Objective II:** Explore future communication systems (i.e. Everbridge)
- Objective III:** Conduct twelve public meetings held by the department to address community issues and citizens' 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:** Maintain and enhance four tactical enhancements for our sworn and field personnel annually.
- Objective III:** Review current and future public safety equipment six times annually, to enhance operations.
- Objective IV:** Identify a location and/or a facility for the secure storage of tactical equipment (i.e. SWAT, Heavy Apparatus, E.O.D. Machinery, Motor Unit equipment, and other tactical appliances).

## Goal V

### *Improve quality of life*

- Objective I:** Decrease response time to calls for service by 3%.
- Objective II:** Increase retention by 3% from the previous fiscal year.
- Objective III:** Meet six times fiscally with our Social Service partners to address the challenges in our community.
- Objective IV:** Increase the number of contacts made by the Ambassador program by 3%.