



“To serve and protect all citizens with excellence.”

CLAYTON COUNTY POLICE DEPARTMENT

STRATEGIC PLAN

2026 – 2028

Chief Kevin Roberts



HISTORICAL OVERVIEW

Clayton County, Georgia became the 125th county in the State on November 30, 1858, separating from Fayette and Henry counties respectively and named in honor of Augustine Smith Clayton. Clayton County law enforcement began with the commissioning of the first sheriff, Sheriff J.H. Waldrop, on January 13, 1859. The first county jail was built in 1869; while not currently in use, it still stands at 125 King Street, Jonesboro, GA.



FIGURE 1:THE FIRST CLAYTON COUNTY JAIL BUILT IN 1869 LOCATED AT 125 KING STREET, JONESBORO, GA 30236.

In 1914, Georgia legislation provided county government the option to establish a county police force. In February 1927, Clayton County grand jury made the recommendation to establish a county police force. In December 1928, Clayton County hired two “County Policemen” to aid the Sheriff’s Office; this was the earliest recorded establishment of the Clayton County Police Department. By 1940, the County officially formed the Clayton County Police Department which included the hiring of the first police chief – Chief Robert L. “Bob” Wynn.



FIGURE 2: EARLY CLAYTON COUNTY POLICE DEPARTMENT OFFICERS

During the 1940's, Clayton County consisted of only forty-six homes. As of the 2020 U.S. Census data, Clayton County is the fifth most densely populated county in the State and in the 10-county Atlanta (metro) region. Clayton County is also the third smallest of 159 counties in the State at just 143 square miles. Clayton County is home to approximately 300,000 residents and we're growing every day.

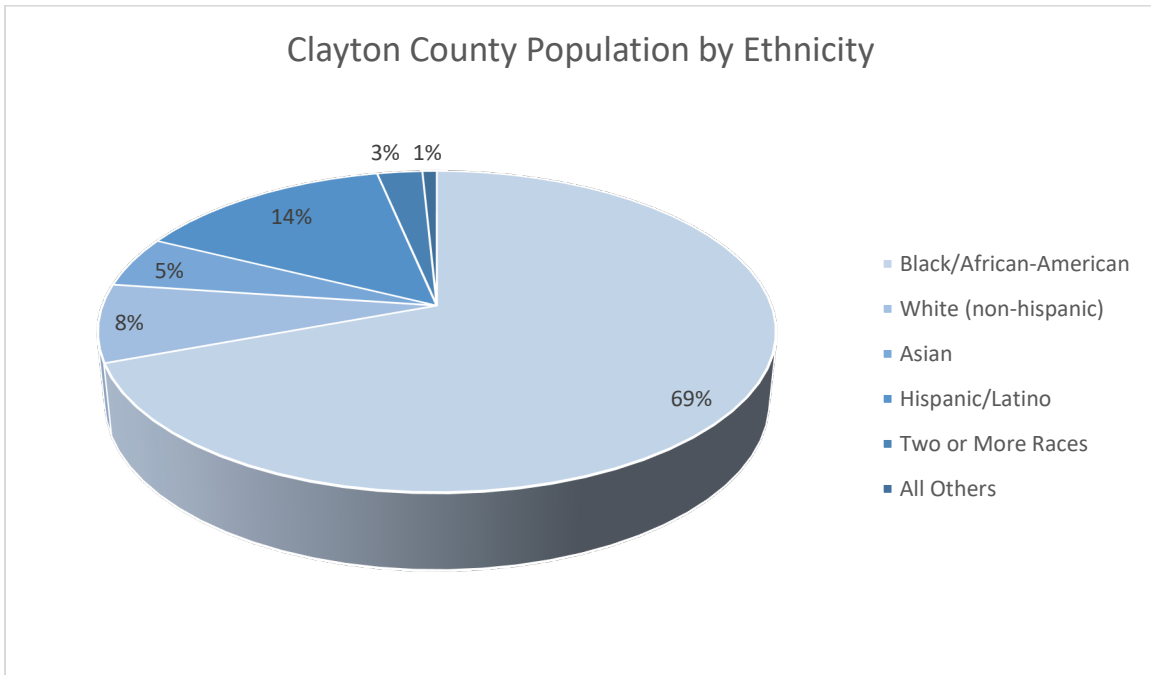


FIGURE 3: ACCORDING TO 2020 U.S. CENSUS DATA

The first Clayton County Police Headquarters building was erected at 7930 N. McDonough Street, and the first police precinct was placed at 4231 Old Dixie Highway, Hapeville, GA. Neither of these structures are in use by the Clayton County Police Department today; however, the Police Headquarters building is located at 7911 N. McDonough Street in Jonesboro, GA. There are now four separate police precincts across the County, which closely align with the Board of Commissioner’s District maps.



FIGURE 4: FIRST CLAYTON COUNTY POLICE DEPARTMENT HEADQUARTERS BUILDING WAS LOCATED AT 7930 N. MCDONOUGH STREET JONESBORO, GA 30236.



FIGURE 5: THE LOCATION OF THE FIRST POLICE PRECINCT LOCATED AT 4321 OLD DIXIE HWY HAPEVILLE; GA. IT IS CURRENTLY AN EMPTY LOT.



FIGURE 6: BUILT IN APRIL 2004, 7911 N. MCDONOUGH STREET, JONESBORO, GA IS THE CURRENT HOME TO THE CLAYTON COUNTY POLICE DEPARTMENT HEADQUARTERS BUILDING



FIGURE 7: THE SECTOR 1 POLICE PRECINCT IS LOACTED AT 3161 ANVIL BLOCK RD ELLENWOOD, GA 30294



FIGURE 8: THE SECTOR 2 POLICE PRECINCT IS LOCATED AT 6335 RIVERDALE RD RIVERDALE, GA 30274



FIGURE 9: THE SECTOR 3 POLICE PRECINCT IS LOCATED AT 1841 MCDONOUGH ROAD HAMPTON, GA 30228



FIGURE 10: THE SECTOR 4 POLICE PRECINCT IS LOCATED AT 747 N. AVENUE JONESBORO, GA 30236

A new Sector 4 police precinct building is under construction with an estimated completion in fall of 2027.

DEPARTMENT OVERVIEW

The Clayton County Police Department is the primary law enforcement agency for emergency service response and reporting. Since 2023, the Clayton County E-911 Communications Center call volume has increased approximately 71%; moving from 497,499 calls to approximately 700,000 calls for service. With the increase of real estate construction across the county, Clayton County grows more densely populated and call volume corresponds with this growth. The current annual operating budget for the police department is approximately \$56 million with an authorization of 532 full-time sworn and non-sworn personnel. This personnel allotment breaks down to 392 sworn and 140 non-sworn, full-time employees.

The Clayton County Police Department is a nationally accredited agency by the Commission on Accreditation for Law Enforcement Agencies, Inc., (CALEA). CALEA accreditation is a checks and balances system and means the Clayton County Police Department has taken an opportunity to voluntarily meet and maintain an established set of professional standards. These standards help provide for an increase in community advocacy, staunch support from government officials, stronger defense against civil lawsuits, reduced risk and liability exposure, and greater accountability within the department. To ensure compliance with these standards and our commitment to excellence, the Clayton County Police Department is assessed regularly by CALEA inspectors and receive feedback on improvement strategies. More on CALEA can be found on their [website](#).

The Clayton County Police Department is managed by the Chief of Police, who serves as a director appointed by the Board of Commissioners. The Police Department is broken down into two distinct commands: Field Operations Command and Support Services Command. Each command is managed by an Assistant Chief of Police and Deputy Chief of Police respectively. Each command is then broken into divisions managed by Police Majors and E-911 Communications Director. The divisions are broken into sectors or units which are managed by Police Captains or Police Lieutenants respectively. Each unit's operations are run by Police Sergeants who are responsible for the supervision of a set number of employees.

MISSION STATEMENT

“To serve and protect all citizens with excellence.”

The Clayton County Police Department’s mission is to provide all citizens, employees, partners, and stakeholders in Clayton County, Georgia with excellent police services rooted in professionalism and integrity.

VISION STATEMENT

“The Clayton County Police Department is dedicated to establishing safer communities by building trust and confidence through professionalism and collaborations.”

CORE VALUES

The Clayton County Police Department has developed five principles, referred to as Core Values, that guide employees of this department in decision-making and behavior in such a manner as to meet the stated mission each day. These Core Values are:

- **Commitment**
 - **Honor**
 - **Integrity**
 - **Professionalism**
 - **Transparency**
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TENENTS OF CONDUCT

To achieve alignment with this department’s mission, vision, and core values, all employees are challenged with conducting themselves in a professional and service-based manner. The Clayton County Police Department has outlined four Tenets of Conduct as foundational guidelines of acceptable, expected, and professional behavior:

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

SITUATIONAL ANALYSIS – S.W.O.T.

A Situational Analysis is a type of structured assessment of an organization’s current internal and external environment to understand its strengths, weaknesses, opportunities, and threats based on the condition in which its operating. This type of analysis provides an organization with the relevant context necessary to create S.M.A.R.T. goals and develop strategies and action plans to accomplish these goals. These analyses are commonly referred to S.W.O.T. Analyses.

S.M.A.R.T. is an acronym that stands for:

S- Smart: clear and well-defined

M-Measurable: progress can be tracked with numbers, milestones, or other tangible results

A-Achievable: realistic based on the reasonable availability of resources, skills, and constraints

R-Relevant: the goals matter to the mission of the organization and aligns with current priorities

T-Time-Bound: the goals have a deadline or timeframe for accomplishment

S.W.O.T. is an acronym that stands for:

S-Strengths: the organization's internal advantages – what is being done well

W-Weaknesses: internal challenges or areas of operation that need improvement

O-Opportunities: external factors that could help with growth and improvement

T-Threats: external risks or challenges that could negatively impact organizational progress

S.W.O.T. ANALYSIS

STRENGTHS:

- Knowledgeable employees and an increase in advanced training opportunities
- Establishment of the Police Foundation
- Increased staffing levels
- Dedicated employees providing professional customer service
- RTCC and TITAN Units coupled with advanced technology allow for real-time crime tracking and assist in more strategic police response

WEAKNESSES:

- Attrition (Retirement, voluntary, & dismissal)
- Increased need for allotted personnel to manage an increase in the populous
- Institutional knowledge as the department grows younger due to retirements and turnover
- Increased service demand without increased workforce creates increased response times
- Lacking in the full utilization of technological software

OPPORTUNITIES:

- Increase of partnerships throughout community and county departments
- Further integration of technology to streamline work and expedite services
- Further partnerships with external organizations to provide alternatives and placement for abandoned animals
- Self-reporting portal to assist with management of non-emergency response

THREATS:

- Increased populous throughout the County creates larger demand for service
- Increased workforce provides a need for more patrol vehicles under budgetary constraints
- Competition with other LE agencies' hiring and benefits package
- Ability to effectively meet community demands with reduced operational budget and resources

STRATEGIC PRIORITIES (OR GOALS)

The Clayton County Board of Commissioners have established five strategic pillars designed to effectively guide the Clayton County Police Department. The implementation of these pillars is measured quarterly using key performance indicators (KPIs) based on the Board of Commissioners and Chief Operating Officer’s [Strategic Plan](#) for Clayton County Government as a whole. The collective information generated from the KPI data can be found in [Clayton County ArcGIS Insights reports](#).

To align with the County’s Strategic Plan, the Clayton County Police Department has designed it’s S.M.A.R.T. goals based on Clayton County’s established pillars:

- Communication and Image
- Economic Opportunity
- Fiscal Responsibility
- Professional Growth Management
- Quality of Life

GOAL I:	Reduce, solve, and prevent crime within Clayton County Police jurisdiction <i>(Quality of Life, Economic Opportunity)</i>
Objective I	Conduct 50 crime prevention operations annually.
Objective II	Utilize Real Time Crime Center capabilities to deliver real-time information on 2% of property crimes.
Objective III	Increase Connect Clayton camera participation by 10%.

GOAL II:	Increase community engagement. <i>(Communication and Image, Economic Opportunity)</i>
Objective I	Increase social media engagement by 3% annually.
Objective II	Conduct quarterly research initiatives to obtain feedback from the community.
Objective III	Provide quarterly training for the community regarding new systems that help simplify reporting and service requests.

GOAL III:	Improve professional growth of department employees. <i>(Professional Growth Management, Fiscal Responsibility)</i>
Objective I	Require 100% of newly promoted leaders to complete applicable leadership training within 12 months of promotion.
Objective II	Increase Officer Intermediate, Advanced, Supervision, and Management certifications by 5% annually.
Objective III	Offer one professional training opportunity for non-sworn staff annually.
Objective IV	Maintain Vacancy Rate below 15%.

GOAL IV:	Improve Quality of Life <i>(Quality of Life, Economic Opportunity)</i>
Objective I	Collaborate with Code Enforcement quarterly to increase ordinance enforcement and reduce repeated violations
Objective II	Decrease police response times by 3%.
Objective III	Reduce traffic related fatalities by 5%.

