

City of Johns Creek Police Department

<i>Subject:</i> Departmental Mission, Goals and Objectives		<i>Number:</i> 01-01
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<i>Effective:</i> 10/08 <i>Revision:</i> 05/09 09/10 01/11 10/11 01/12 01/13 01/14 08/14 01/15 06/15 02/16 05/17 02/18 02/19 02/20	<i>Review Date:</i> Annually	<i># of</i> 7 <i>Pages:</i>

PURPOSE:

Establish procedures by which the Department and its components set identifiable and attainable annual and long term goals and objectives; create procedures for periodic review, analysis and, when necessary, revision of those goals.

Values:

We Value Justice

We shall not persecute the innocent nor shield the guilty. We wear our badge as a symbol of public faith and trust charging us to perform our duties impartially, without favor or ill will, and without regard to race, religion, political beliefs, or aspirations. We will afford all people dignity and respect and will abide by all laws, city ordinances and governing entities.

We Value Courage

We shall maintain courageous calm in the face of danger, scorn or ridicule; shall maintain self-restraint; and will be constantly mindful of the welfare of others.

We Value Professionalism

We will be courteous, knowledgeable, honest, fair and understanding to all our customers. We maintain our image through appearance and demeanor, in a manner that reflects positively on the Johns Creek Police Department and the City we serve.

We Value Determination

We are committed to solving problems by partnering with the community and each other to reduce crime, improve quality of life and making trust the foundation for all police/community relations.

Mission Statement:

It is our mission to provide law enforcement services at the highest professional level with service delivery standards that will set the industry standard. We will combat crime and work constantly to improve the quality of life for the citizens of Johns Creek. We shall accomplish this through organizational excellence and integrity to the community, responsiveness, enforcement, education and problem solving partnerships. We shall hold ourselves accountable to the citizens, each other and those we service in order to succeed in our mission.

Vision Statement:

Striving to set the standard all others will choose to follow.

POLICY: (01-01)

Planning is perhaps the most basic of all management functions. To effectively achieve the Department's mission and to efficiently operate the Department and its components, planning at every level and from every component is essential. Proper planning necessitates the identification of goals and objectives from each component.

External factors which may influence planning strategies may include increases in calls for service, area development and population density, economics, and area crime trends. Internal factors include existing resources (manpower and equipment), approved budget items, hiring, and promotions.

This policy establishes the requirement that the Department annually review and revise its mission and vision statements, if necessary, to ensure they are current and conform to those established by the Chief of Police and City Officials. Further, it requires each organizational component of the Department formulate annual goals and objectives, and requires their achievement be accomplished by the most effective means possible. The Department will publish each year's operational goals and objectives in this chapter in section four (01-04) as a policy revision; this will be completed in the first quarter of each calendar year.

Annually, each component, division, or unit will submit their annual goals and objectives to the Chief of Police or his/her Division Major or Captain.

Additionally, each year, the Department will review and, if applicable, revise its long range or multi-year plans which shall include long term goals and operational objectives, anticipated workload and population trends, anticipated personnel and staffing levels, and anticipated capital improvements or equipment needs.

To properly create and establish goals and objectives, the basic tenets and principles of the law enforcement profession must be considered. Our most basic mandated function is to preserve peace and order and ensure the welfare and public safety of the City of Johns Creek. Within that basic function we are charged with the following. It is our charge to:

- A. detects and prevents crime and maintain order;
- B. protect the lives and property of the citizens of Johns Creek; to improve the quality of life for all citizens through innovative approaches in solving community problems and addressing the prevention of crime;
- C. enforce all State and Local laws equitably; to apprehend those preying upon the unsuspecting and innocent while safeguarding the constitutional liberties of all;
- D. achieve the highest levels of professionalism and pride among our officers; to provide them with the highest levels of training and supply them with the needed tools to accomplish the goals we have established; and
- E. take pride in our community; afford all people dignity and respect; to participate and assist our community in every manner possible toward the attainment of its highest potential.

DEFINITIONS:

Goals:

Generalized statements of direction for the Department. Some examples of departmental goals may include increased productivity or efficiency through automation, prevention or reduction of crime or traffic accidents, achieving professionalism and pride through training and education, and a means of evaluating overall performance and responsiveness to the community. Goals not obtained during the assigned period shall be carried over into the next period but may be revised or refined to meet the mission of the department.

Objectives:

More specific than goals, objectives lead to measurable results that are to be achieved within a specific time. Achievement of objectives results in the accomplishment of set goals. Examples may include elimination of lengthy dispatch and response times, reduction of specific trends, crimes, or in-service training of employees in specific fields.

PROCEDURES:

Line Input into Goals and Objectives (01-01-01)

It is important for all employees to have an opportunity for input in the formulation of goals and objectives for the Department. Each employee delivers the department's services, and with employee contribution, participation in formulation, delivery and accomplishment is obtained. Each Division Commander and/or supervisor should solicit suggestions and ideas from all personnel and units under his/her command pertaining to departmental goals and objectives.

All ideas and suggestions shall state the benefit the Department would derive from the suggestion, and/or outline the reason why the change is needed. Each supervisor should attach any additional comments and submit them, with the original recommendation from the employee through the chain of command, if applicable. This can also be accomplished through discussion via monthly staff meetings.

Review (01-01-02)

The unit commander should review all comments and suggestions for merit, value and applicability to the particular division or the Department. If approved at each level of review, the affected Division should prepare a draft outlining the proposed addition, change or alteration and submit the proposal to the Chief of Police for review and implementation.

Progress Reports (01-01-03)

Each Division Commander and/or supervisor shall maintain documentation to aid in the assessment of their progress made toward the attainment of the yearly goals and objectives for his/her immediate areas of responsibility. The agency uses several mechanisms to assess progress made towards the attainment of goals and objectives. First, each Division Commander and unit supervisor shall submit to the Chief of Police, a status report of the progress made toward the achievement of the stated goals and objectives including the unit's successes and deficiencies, when applicable. Second, the agency utilizes monthly staff meetings to assess the progress made toward goals and objectives. Additionally, the Chief of Police and his executive command staff meet regularly to discuss agency issues, projects and updates to goals and objectives, if any. Finally, the Accreditation Manager will include a review of progress and successes made towards the attainment of agency goals and objectives in his/her annual report.

Operational Goals and Objectives (01-01-04)

This section is reserved for the amendments of goals and objectives to be published each year and made available for all personnel. The annual publication or revisions as warranted, shall be distributed as revisions to this chapter and section (01-01-04) and should always follow this chapter as an attachment in the policy manual.

The proper format for the future revisions shall be as follows and shall be included as succeeding pages to this chapter and section:

2020 Annual and Short Term Goals and Objectives:

A. INTERNAL AGENCY GOALS 2020

1. Goal – Enhance and maintain a productive traffic safety and enforcement unit

Objective: Assign and monitor traffic enforcement in areas of concern and respond to traffic complaints

Objective: Deploy traffic enforcement resources in accordance with traffic engineering data findings and complaint roads

Objective: Conduct a specific DUI Enforcement Plan and Deploy resources to combat DUI/DWI as needed, throughout the year.

Objective: Participate in STOP Program

2. Goal – Recruit and retain employees based on demographic makeup of community.

Objective: Evaluate the Southeast regions in the state to center recruiting efforts.

Objective: Conduct quarterly testing.

Objective: Utilize a recruiting team to garner input on best recruiting strategies.

Objective: Facilitate at least one annual fitness challenge

Objective: Maintain equipment and establish a consistent schedule for workouts

Objective: Recognize fitness challenge winners at annual awards banquet.

Objective: Continue to recognize employees through quarterly awards program and annual banquet.

Objective: Foster relationship between JCPD and local college, and identify potential police officer candidates through the Student Intern Program.

3. Goal – Continue to enhance and implement effective technology advancements

Objective: Implement Automated License Plate Reader System – Phase III

Objective: Deploy Axon Performance and Axon Signal Side-arm

4. Goal – Continue to Enhance Community Policing Programs

Objective: Facilitate a Citizens Police Academy

Objective: Assist with Public Safety Foundation Fundraisers

Objective: Continue C.R.A.S.E – Active Shooter training events for citizens.

Objective: Continue to support Special Olympics by conducting fundraisers for the program (Includes: Golf Tournament and Polar Plunge)

Objective: Facilitate self-defense classes for women, kids and teens.

Objective: Plan Trunk or Treat event in October

Objective: Effectively use volunteer resources to enhance department's mission and vision as well as reduce crime and provide required training to volunteers.

Objective: COPS Unit to continue COFFEE with A COP events

5. Goal – Continue to Maintain a Comprehensive Training Program

Objective: Enhance annual in-service training schedule and ensure compliance with POST regulations and applicable standards

Objective: Provide continual review of training needs to ensure compliance with department standards and legal requirements.

Objective: Provide legal updates; shift training topics, etc. to ensure all employees remain up to date on critical training topics throughout the year.

Objective: Continue to provide leadership training opportunities.

Objective:

6. Goal –Continue Bike Patrol to support Community Services Function.

Objective: Establish visible presence in parks to deter crime.

Objective: Provide additional manpower for special events.

7. Goal – Continue to engage the community through Social Media.

Objective: Address community concerns and provide a platform for enhanced communications.

8. Goal – Continue to utilize the Criminal Intelligence and Criminal Investigations functions to identify trends and patterns and address community concerns.

Objective: Enhance Intelligence Officer Position for processing of digital investigations and analytical support.

Objective: Research and purchase intelligence equipment and technology- First Two, and any new updated cell phone technology, etc.

Objective: Continue to work closely with Johns Creek Alpharetta Forsyth Task Force to vet out intelligence information received.

Objective: Research new technology advances and programs which could assist in enhancing the Criminal Intelligence Function.

Objective: Continue to send out crime statistics, analysis and information for patrol to deploy resources effectively with actionable intelligence specific to each shift.

9. Goal – Successfully maintain CALEA Accreditation and State Certification

Objective: Complete annual Agency Status Report and remote assessment under CALEA four-year process.

Objective: Successfully obtain Re-Accreditation in 2020.

Objective: Complete required annual reports for State Certification compliance.

10. Goal – Enhance the JCPD Chaplaincy Program.

Objective: Enhance training for Chaplains and maintain response and availability.

11. Goal- Establish task force to address Mental Health concerns within the community.

Objective: Develop partnership with licensed mental health professionals to provide support services for at risk consumers.

Objective: Establish policy and procedures for identifying at risk mental health consumers, assigning CIT follow-up, and connecting consumers with mental health professionals.

12. Goal – Establish 24/7 GCIC Unit

Objective: Determine budget and staffing requirements

Objective: Research recruitment, hiring, and training needs

13. Goal- Establish Master Police Officer (MPO) program

Objective: Establish policy and eligibility requirements

Objective: Select and appoint officers to MPO status

B. Long Term Goals and Objectives and Capital Goals (2020-2024)

CAPITAL GOALS – REQUIRES EXTERNAL FUNDING AND APPROVAL (2020 – 2024)

1. Goal –Facility improvements and modifications

Objective: Establish designated Training space

Objective: Sallyport modifications

Objective: Break room modifications

Objective: Dedicated Canine space

2. Goal- Increase JCPD representation with North Metro SWAT

Objective: Assign maximum number of operators