

CHATHAM COUNTY POLICE DEPARTMENT



STRATEGIC PLAN 2020 - 2023

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CHIEF'S FORWARD



Chief Jeffrey M. Hadley

We are proud to present the Chatham County 2019-2023 Strategic Plan. It is a document that provides a framework for our newly re-formed organizations' energy and focus for the next 3 years. The plan represents input from members of the department, our community and fellow Law Enforcement partners in Chatham County. Community engagement is a core value for us at CCPD. Our engagement with this community and its many stakeholders has meant that many voices have been heard and that we have taken the input to heart. We are deeply grateful for the support of our community throughout the planning process and hope this plan represents their expectations of us.

The goals and objectives the plan sets forth builds on our new beginning and will enhance our capacity to serve Chatham County in the years to come. Additionally, our plan is connected and highly aligned with the Chatham Community Blueprint where it sets out goals and strategies around "reducing crime, building trust, focusing on high crime areas and expanding visibility of police to ensure that all residents feel safe."

The CCPD key focus planning areas are as follows:

One – Organization Structure and Personnel

Two – Community Trust and Engagement

Three- Technology Infrastructure and Innovation

Four – Focused Crime Prevention and Response

Five- Traffic Safety

The plan will keep us focused and accountable to ourselves, County commissioners and to the citizens of Chatham County. Each month the CCPD Command Staff will review Strategic Plan progress and will update advancement toward these goals. We view the plan as a "living document" which can be amended when necessary helping us to be both firm and flexible as we move forward.

Lastly, let me thank all of the Chatham County Police Department personnel who worked to put this plan together. Moving forward we will depend greatly upon CCPD leaders who will guide our roadmap: Captain Nick Ojanovac and Captain Dean Fagerstrom *Organizational Structure and Personnel*, Captain Dan Flood *Community Trust and Engagement*, Captain Kim Middleton *Technology Infrastructure and Innovation*, Assistant Chief Julie Tolbert *Focused Crime Prevention and Response*, and Assistant Chief Terry Shoop *Traffic Safety*.

Jeffrey M. Hadley

Jeffrey M. Hadley Chief of Police

HISTORY

Chatham County Police Department Beginnings

Near the turn of the 20th century, Chatham County, Georgia, was experiencing a growth in population, and with it, an increase in crime. A shortage of manpower in existing police forces created a need for a County patrol force. This need triggered a group of prominent county citizens, led by Fred W. Osborn, to approach the Chatham County Commission on November 13, 1902, with a request that the commissioners "establish a County Patrol force for the Eighth District Georgia Militia."

A legislative act was not passed to form a county police department until August 17, 1907. The reason for the delay was that the Chatham County Commissioners did not possess the authority to impose the necessary tax for compensation of county police officers. Less than two years later, on January 15, 1909, the legislative act establishing a county police department was deemed unconstitutional. However, August 16, 1909, the Georgia Legislature signed the police bill into law allowing counties with populations of more than 90,000 to elect or appoint a county police department and impose a tax for police expenses and compensation of county police officers. A Georgia legislator from Savannah, the Honorable Joseph McCarthy, is known as "the father" of this police bill which permitted the creation of the Chatham County Police Department.



Chatham County Police Department Officially Established

Even though the legislative and legal issues were resolved to create a county police force, it was not until September 25, 1912, that the Chatham County Police Department was established. On this date, bonds for county police officers were finalized and approved, and bids were placed for police uniforms and motorcycles. Six motorcycles were purchased: three Twin Harley-Davidsons and three Twin Indian machines. The Chatham County Police Department headquarters was located at the old Chatham County Jail on Habersham Street. Six men were sworn into the newly formed police department on October 1, 1912. These six men included Chief of Police, A. P. McFarland, Lieutenant, James H. McGrath, and officers Paschal M. Strong, H.E. Harley, James E. McBride, and W. O. Dotson.

City of Savannah and Chatham County: A Joint Police Department

In 2003, both the Chatham County Board of Commissioners and the Savannah City Council voted to formally combine police efforts to eliminate duplication of services. After many years of hard work, on January 1, 2005, the Savannah-Chatham Metropolitan Police Department was a fully formed joint police power. In June of 2017, after 12 years of combined policing efforts from the Savannah-Chatham Metropolitan Police Department, Savannah City Council voted to end the contract for service effectively dissolving a joint police department.

Present and Future of the Chatham County Police Department

Chatham County quickly began the process of rebuilding the Chatham County Police Department. This involved hiring Chief of Police, Jeffrey M. Hadley, and bringing back former county officers. On February 1, 2018, the Chatham County Police Department resumed policing responsibilities in unincorporated Chatham County. The Chatham County Police Department is comprised of 125 sworn officers and 22 civilians. The department is comprised of a patrol division, criminal investigations division, forensics unit, neighborhood liaison officers, marine patrol unit, SWAT team (in conjunction with the Chatham County Sheriff's Office), and a contingent assigned to the Chatham Counter Narcotics Team.

MISSION & VALUES

Mission

The mission of the Chatham County Police Department is to provide excellence in police services while building partnerships with the citizens in the community in which we serve.

Values

- Professionalism
Taking pride in our actions, duties, development, and appearance
- Respect
Treat all people in a dignified and courteous manner, exhibit an understanding of all ethnic and cultural diversity, both in action and deed
- Integrity
We always adhere to moral and ethical principles
- Service
We provide quality service in a courteous efficient and accessible manner
- Equality
We are committed to treating all people impartially and with unbiased judgment
- Honor
We serve with honor through our actions, conduct, and job performance



COMMUNITY OVERVIEW

The Chatham County Police Department (CCPD) provides police services in unincorporated Chatham County, which is the county that surrounds Savannah, Georgia. The population of Chatham County is 290,501 and the median age 35.4.

The population make-up of Chatham County Georgia is:

- 48.1% White Alone
- 38.3% Black or African American Alone
- 6.58% Hispanic or Latino
- Poverty Rate 17.3%
- Median Income \$55,352
- Median prop value \$192,500

Largest Industries are:

- Health Care and Social Assistance
- Accommodation and Food Services
- Manufacturing
- Highest Paying Industries are:
 - Manufacturing
 - Professional, Scientific and Technical Services
 - Utilities

The Chatham County Police Department services a population of approximately ninety thousand in the unincorporated area of Chatham County.



CHATHAM COUNTY POLICE DEPARTMENT COMMAND STAFF



Assistant Chief
Julie V. Tolbert
(Strategic Plan Focus Area 4)



Assistant Chief
Terry D. Shoop
(Strategic Plan Focus Area 5)



Captain Daniel Flood
(Strategic Plan Focus Area 2)



Captain Kim Middleton
(Strategic Plan Focus Area 3)

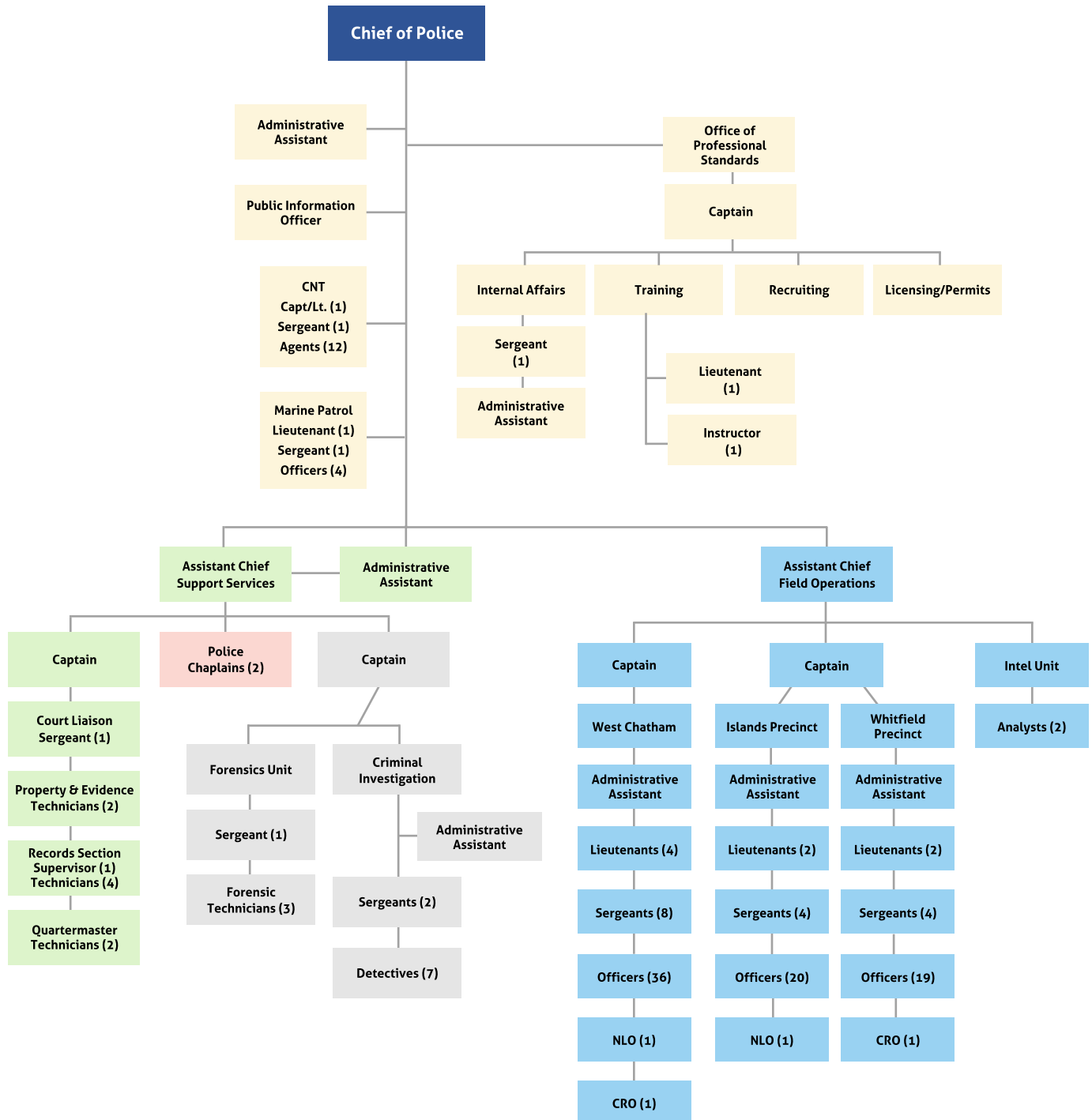


Captain Nicholas Ojanovac
(Strategic Plan Focus Area 1)



Captain Dean Fagerstrom
(Strategic Plan Focus Area 1)

CHATHAM COUNTY POLICE DEPT. ORGANIZATIONAL CHART



Revised: 1-1-2019

OVERVIEW OF THE STRATEGIC PLANNING PROCESS

Overview

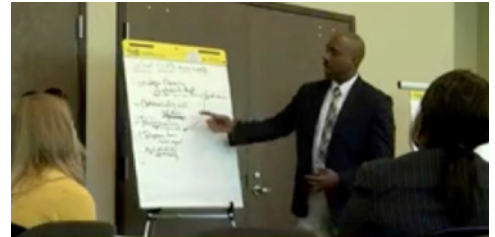
The purpose of conducting a strategic planning process is to develop a proactive tool that provides guidance in fulfilling the agency's missions. The plan provides direction as the department focuses on both departmental and community directed goals. The plan consists of broad primary strategic goals. Within each strategic goal are objectives and corresponding action steps required to meet the overall goal.

Dolan Consulting Group, LLC was contracted to assist the chief and command staff build a strategic plan. The first priority was to place focus on gathering feedback from stakeholders within the organization and community at large regarding what the CCPD did well and what specific areas moving into the future need greater operational attention. The approach resulted in both identifying current areas of strength and key focus areas to guide and focus the ongoing conversations to enable action as the plan is completed in 2023.



Process Steps:

- ▶ Initial Engagement with Police Chief and Command Staff which included coordinated communication internally as well as to the community and building the internal capacity of the Command Staff to lead strategic change.
- ▶ Command Staff Input
- ▶ Stakeholder Input, including internal stakeholders, other LEOs, business and community leaders
- ▶ Compilation of data and creation of Strategic Goals/Objectives/Action Steps
- ▶ Writing of the Plan
- ▶ Delivery and Approval of the Strategic Plan
- ▶ Implementation of the plan



Timeline

The process began in March of 2019 and was completed in October of 2019.

March and April: Engagement of Chief and Command Staff, including Orientation to Strategic Planning, Purpose, Process, Methods of Engagement, Roles and Deliverables

May: Stakeholder engagement and Community meetings

June-September: Writing, editing, review

October: Delivery of the Plan



STRATEGIC PLAN IMPLEMENTATION & EVALUATION

Implementation

The Chatham County Police Department Strategic Plan is intended to be a living document that evolves, adjusts and adapts as it guides the thinking of the police department in the near future. This Plan is not meant to be a “credenza filler,” rather it should be referenced frequently to determine if the agency is reaching the goals set by the leadership of the department, community partners, and the citizens of Chatham County.

While the action items are measurable indicators of progress, they allow flexibility in how these outcomes are reached. Therefore, adjustments, and when needed revisions, to the plan moving forward should be anticipated and encouraged to meet the changing needs of the CCPD and community.

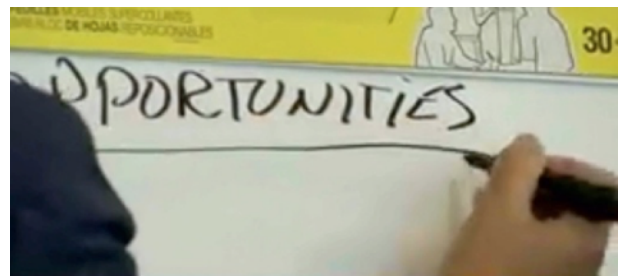
The different action items have been assigned an agency representative who is to assure the task is completed, as well as a timeline to protect action items from getting lost in a bureaucracy. The action items will be assessed frequently by the chief’s command staff ensuring the completion of respective assignments and corresponding timelines. Further, CCPD Strategic Plan focus area team members, as well as members of the public who have an interest in particular action items, should participate in status meetings as completion deadlines approach.

The development of the CCPD Strategic Plan and ensuing implementation can only achieve success if the command staff demonstrates commitment to its spirit and attains buy-in from street-level officers and the community at large.

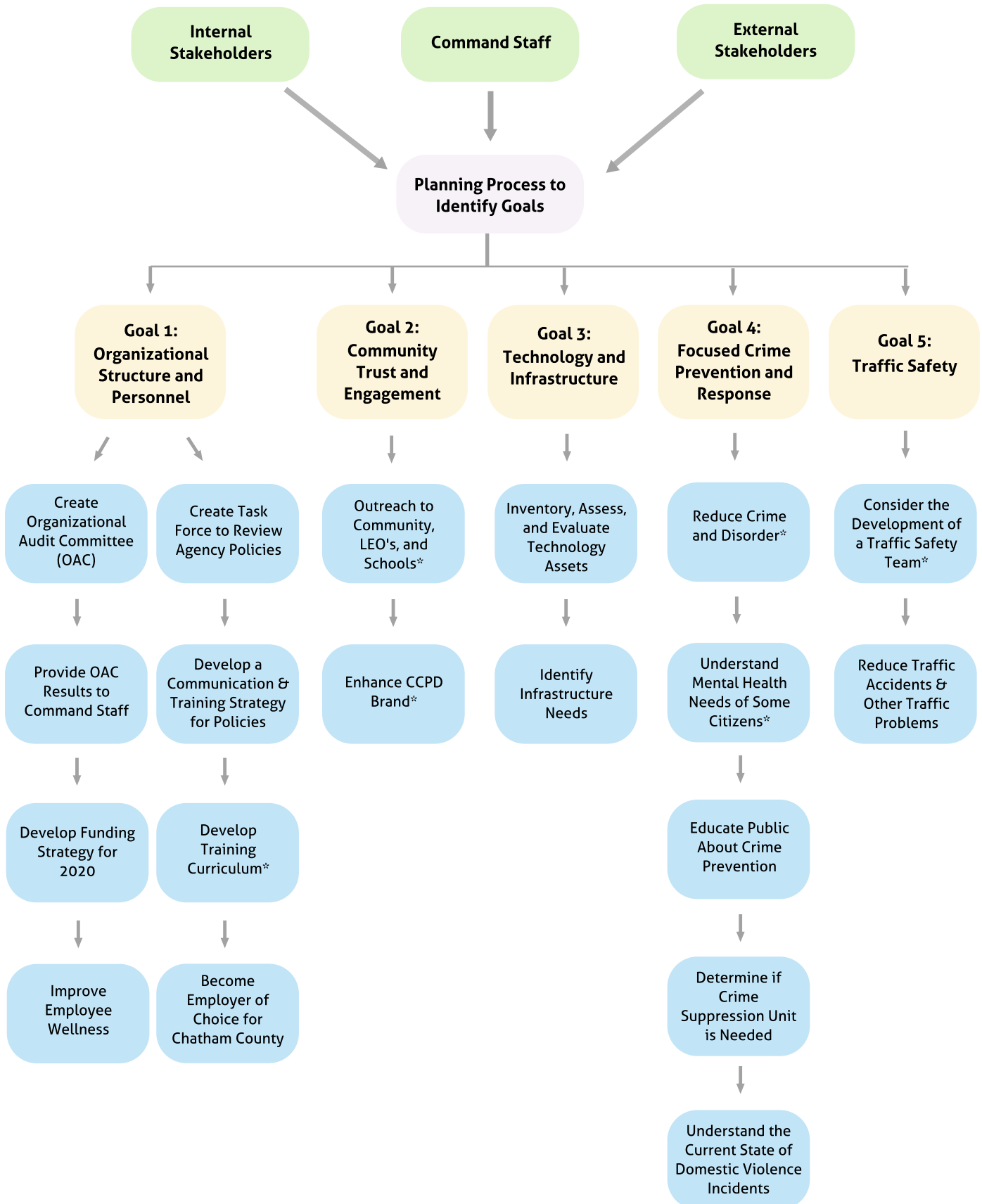


Evaluation

In order to confirm this Strategic Plan is successfully implemented, the CCPD chief and command staff will review, on a quarterly basis, key focus area action steps status and achievements. Lastly, the CCPD will post a “status report” of the action items internally and to their social media sites.



STRATEGIC PLAN FLOW CHART



KEY FOCUS AREAS: STRATEGIC GOALS AND OBJECTIVES

Key Focus Area One: Organizational Structure and Personnel (Organizational Excellence)

Goal 1			
Formulate an organizational structure that will effectively meet the needs of Chatham County Police Department for the next several years			
Objective 1.1			
Create an Organizational Audit Committee (OAC) to perform and analyze an organizational audit. Items to be included in the audit are organizational structure (now and future), staffing analysis, creation of role descriptions, etc.			
	Description	Responsible Party	Timeline*
1.1.1	Create an all-encompassing organizational chart to visually observe all agency personnel and their status, duty assignment, and position within the agency		
1.1.2	Calculate if all bureaus are properly and fully staffed with appropriate personnel		
1.1.3	Identify positions / bureaus which may be eliminated or "reassigned" based on departmental and community needs		
1.1.4	Utilize existing data to analyze the staffing level of the agency, applying accepted formulas and calculations to measure the ratio of officers to population		
Objective 1.2			
Provide OAC results and recommendations to Command Staff for consideration, planning and implementation			
	Description	Responsible Party	Timeline*
1.2.1	Identify areas of need, including the formation of new specialized units, etc. to address departmental and community needs		
1.2.2	Deploy officers to bureaus where the need is greatest		
Objective 1.3			
Develop a strategy for funding effective July 2020			
	Description	Responsible Party	Timeline*
1.3.1	Acquire data corroborating the need to add personnel to facilitate effective and efficient operations within CCPD		
1.3.2	Provide a detailed breakdown of costs associated with hiring and employing additional personnel		
1.3.3	Create a presentation to demonstrate to the County Commission all pertinent information regarding the acquisition and deployment of personnel		
Objective 1.4			
Improve employee wellness, including physical fitness levels, nutrition, mental and financial wellbeing			
	Description	Responsible Party	Timeline*
1.4.1	The agency will analyze their ability to develop a program for personal health assessments of employees, a peer-support network for each wellness area, and a wellness procedure to conduct annual reviews		

*Timelines to be determined by focus area leaders

Objective 1.5			
Construct a task force to review all agency policies			
	Description	Responsible Party	Timeline*
1.5.1	Create a "Policy Working Group" (PWG) consisting of Command Staff personnel, subject matter experts, frontline supervisors, County Attorney (as needed) and other Chatham		
1.5.2	The PWG will review all existing policies from across the police agency to identify redundancies, inconsistencies, and antiquated guidelines		
1.5.3	The PWG will identify policy topics that are needed based on (the gap from the analysis) current standards of law enforcement. The PWG will then collect model policy language from existing sources and write new policy language for CCPD		
1.5.4	The department will continue to use the PowerDMS as the policy managing system until LEXIPOL is ready to be utilized		
1.5.5	Develop a schedule to keep employees apprised of changes in policy or new policies		
Objective 1.6			
Develop a communication and training strategy regarding the new policies			
	Description	Responsible Party	Timeline*
1.6.1	Deliver updated CCPD policies and directives electronically to all employees		
1.6.2	All new certified employees will be trained on CCPD policies and directives in a classroom setting, prior to being transferred from the Office of Professional Standards to the Patrol Division		
1.6.3	Current employees to electronically sign CCPD policies and directives once they have been read and understood in PowerDMS/LEXIPOL		
Objective 1.7			
Develop a training curriculum, focusing attention on engaging officers in the most current and high-quality training (°5.4.2.1.2., °5.4.2.1.6.)			
	Description	Responsible Party	Timeline*
1.7.1	Identify specific training courses to assist CCPD build cultural competency and inclusiveness throughout the department and community		
1.7.2	Develop pistol courses to allow all officers to advance their current level of proficiency		
1.7.3	Provide a structure for subject matter experts to expand officer's and agency instructor abilities		
1.7.4	Research and identify new less-lethal technologies, developing a training regimen for those selected by CCPD		
1.7.5	Research and identify a best-practice active shooter response, developing a training regimen for all CCPD employees		
1.7.6	Develop a defensive tactics program to ensure the safety of officers and their control of suspects		
1.7.7	Produce a driver's training course that would encompass pursuit driving, due regard, distracted driving, and defensive driving skills		
1.7.8	Identify leadership training opportunities for current and potential supervisors, sworn, & civilian		
Objective 1.8			
Become the employer of choice within Chatham County Law Enforcement in order to attract and retain the highest-caliber people			
	Description	Responsible Party	Timeline*
1.8.1	Create a committee to develop a branding and communication strategy to promote employment with the CCPD		
1.8.2	Explain to each employee that they serve as a recruiter for the agency		

A blue star [*] indicates specific sections of the Chatham Community Blueprint of December 2015 that are directly related to CCPD Goals, Objectives or Action Items.

Key Focus Area Two: Community Trust and Engagement

Goal 2			
Build and Strengthen the Trust and Engagement between the Community, Schools and CCPD (*5.4.2.1.)			
Objective 2.1			
Outreach to community, LEOs and schools (*5.4.2.1.3.)			
	Description	Responsible Party	Timeline*
2.1.1	Form a CCPD committee to take the lead in managing relationships in the community and connecting the CCPD brand to stakeholders		
2.1.2	Develop a schedule for officers to attend events and a process for sharing information learned in meetings/gatherings. Use data to drive further refinements in external communications, events planning and training		
2.1.3	Create a strategy to use social media as it relates to this overall goal of building and strengthening trust		
2.1.4	Develop educational information that can be distributed to the public regarding the CCPDs core functions, responsibilities, and available resources		
2.1.5	Develop a yearly assessment / survey to measure public attitudes toward the police and other related issues		
Objective 2.2			
Enhance the brand and professionalism of the entire CCPD			
	Description	Responsible Party	Timeline*
2.2.1	Develop training connecting the agencies mission, vision, values, and aspects of procedural justice to the community and stakeholders (*5.4.2.1.2.)		
2.2.2	Create a Task Force to implement "Coffee with a Cop" program. This would include creating an orientation/training program, a communication strategy and a way to monitor the effectiveness of the program. Create a platform using social media to promote it		

*Timelines to be determined by focus area leaders

Key Focus Area Three: Technology and Infrastructure

Goal 3			
Optimize and integrate technology systems to maximize organizational efficiencies and effectiveness, such as communications, video monitors, and electronic building access			
Objective 3.1			
Inventory, Assess and Evaluate CCPD's existing technology assets			
	Description	Responsible Party	Timeline*
3.1.1	Form a Technology Work Group (TWG) of County and CCPD representatives to ensure broad representation to inventory all software and hardware systems used by CCPD personnel		
3.1.2	Develop an inventory framework and reporting methodology; complete inventory; number of system assessments conducted; number of "in use" technologies recommended for continuation or elimination. Make recommendations to Command Staff for short- and long-term needs/goals		
3.1.3	Develop a process for effectively identifying lifecycle costs and develop a plan to address the financial aspects of maintaining software and hardware (Includes maintenance, warranties, upgrades, etc.)		
3.1.4	Have the TWG develop a process that will assess and align all technology that comes into the Department		
3.1.5	Have the TWG explain if a "one-stop-shop" can be established for staff to request, obtain, and have repaired issued technological equipment and devices		
Objective 3.2			
Identify Infrastructure needs for the department			
	Description	Responsible Party	Timeline*
3.2.1	Assess the quality of current buildings and identify needs for the next 5-10 years. Include office space, communication facilities, public spaces, locker rooms, holding facilities, evidence and property rooms, and fire-suppression systems		
3.2.2	Determine how the results of ACTION ITEM: 3.2.1 impact other County agencies transitioning to other facilities		

Key Focus Area Four: Focused Crime Prevention and Response

Goal 4			
Increase the Crime Prevention Activities of the CCPD and Community			
Objective 4.1			
Reduce crime and disorder ([~] 5.4.2.1.)			
	Description	Responsible Party	Timeline ^o
4.1.1	Conduct analysis of existing crime data (e.g., reported Part-I and Part-II crimes, calls for service) to identify crime or disorder types and locations		
4.1.2	Determine if weekly or monthly analysis is most suitable		
4.1.3	Based on the results of the analysis (from ACTION ITEM: 4.1.1 above) <i>apply a problem-solving approach</i> to reduce or eliminate the problem or conditions that might be leading to crime and disorder		
Objective 4.2			
Understand the mental health needs of some community members			
	Description	Responsible Party	Timeline ^o
4.2.1	Develop a relationship with mental health professionals who can provide assistance to understand the issue		
4.2.2	Work with the mental health professionals to analyze all sources of data in order to understand the nature and frequency of CCPD interaction with special-needs citizens		
4.2.3	Work with the mental health professionals to identify the existing services that may be utilized by members of the CCPD when handling a person with mental health issues		
4.2.4	Work with the mental health professionals to identify the types of mental health training available and recommended for CCPD officers ([~] 5.4.2.1.2.)		
4.2.5	Demonstrate that all members of the CCPD, including officers, supervisors, and dispatchers, have received training in the best practices for addressing people with mental health needs		
Objective 4.3			
Educate the public in crime prevention tactics			
	Description	Responsible Party	Timeline ^o
4.3.1	Based on crime data, review available crime prevention material to be sure it is current and meets the needs of the community		
4.3.2	CCPD officers provide crime prevention material at public events		
4.3.3	Create a schedule so that Neighborhood Liaison Officers (NLO) work in pairs with patrol officers to familiarize themselves with the needs of the community		
4.3.4	Create a crime mapping system for public use, along with crime prevention tips, which are distributed using social media		

Objective 4.4			
Determine if a Crime Suppression Unit (CSU) is needed in the CCPD			
	Description	Responsible Party	Timeline*
4.4.1	Analyze crime data to identify crime types, frequency, and locations		
4.4.2	Based on the results of 4.4.1 review scholarly material to determine if the development of a CSU is defensible		
Objective 4.5			
Understand the mental health needs of some community members			
	Description	Responsible Party	Timeline*
4.5.1	Assess / evaluate 2-3 years of data regarding DV incidents handled by CCPD's officers, including complaints, injury levels, and complaints against PD		
4.5.2	Identify stakeholders, having them provide input on the training course available to CCPD officers		
4.5.3	Develop an improved relationship with the District Attorney's Office to provide a comprehensive response to DV incidents		

**Timelines to be determined by focus area leaders*

Key Focus Area Five: Traffic Safety

Goal 5			
Effectively meet the community's priority of addressing traffic safety			
Objective 5.1			
Consider the establishment of a Problem-Oriented Traffic Safety Team (POTST)			
	Description	Responsible Party	Timeline*
5.1.1	Create a CCPD committee to complete ACTION ITEMS 5.1.2 – 5.1.7 in the consideration of establishing a POTST		
5.1.2	Analyze traffic data (i.e., crash, community complaints) reported within CCPD jurisdiction over the past 5 years		
5.1.3	Assess, along with partner public safety agencies, current actions taken and areas of responsibilities for each agency to avoid conflicts and service duplication		
5.1.4	Based upon information collected in ACTION ITEM: 5.1.2. - 5.1.3, develop the specific composition of a POTST (i.e. number of officers, number of supervisors). Consider officers with prior traffic enforcement background or training		
5.1.5	Develop a strategy to secure funding for the team effective July 2020		
5.1.6	Assess the workload of patrol officers to determine if it is necessary to recruit and hire new police personnel to replace those positions utilized to establish the POTST		
5.1.7	Develop job descriptions and selection criteria for POTST Specialist and related Civilian Traffic Safety Assistant positions		
Objective 5.2			
Reduce traffic accidents and other traffic related problems			
	Description	Responsible Party	Timeline*
5.2.1	Analyze traffic-related data (i.e., crash reports, citizen complaints) to determine any change in these numbers from those used to establish the POTST		

*Timelines to be determined by focus area leaders

SUMMARY

The Chatham County Police Department Strategic Plan outlines the mission, vision and values, history, goals and objectives for the next 3 years. Included in this plan is input from all sections of the Chatham County community. Engagement with our staff and community is one of our core values.

These goals and objectives are to serve as a light for the department as we move from our new beginning to a more formal and structured organization. Much is unknown going forward. What is certain is the commitment from our Commissioners, Staff and the Chatham County community. We are both grateful and humbled by this support. It challenges us, as the Chatham County Police Department to live up to the goals and objectives that we have identified as worthy of our effort.

We want to thank everyone who has worked on and provided input to this planning process. Without it, this plan would not be the guidepost that it is.

We face many challenges going forward over the next few years. One of the largest challenges is to get past the “start-up” feeling that is present and move toward more structure and organization. This plan provides the firm foundation for that to occur.

Finally, our commitment to excellence, integrity and service in policing services will continue to be deepened as we achieve our vision.

ACKNOWLEDGMENTS

We are very grateful to our city leaders, citizens, public safety partners, and CCPD sworn and civilian team members for providing input into our strategic plan. We are particularly appreciative of CCPD team members who have volunteered to serve on our focus area committees who will help guide us as we move forward confronting challenges and achieving our collective goals.

Group 1: Organization Structure and Personnel

Lieutenant Mark Galipeau
Lieutenant Lawrence Thompson
Sergeant Pam Snyder
Sergeant Don White
Sergeant Roger Flannery
Corporal David Gushulak
Denise Fields

Group 2: Community Trust and Engagement

Lieutenant William Sharpley
Lieutenant Yujean Foster
Sergeant Joseph Arena
Sergeant Steve Snyder
Detective Katie Spiesel
Officer Danielle Pimental
Betsy Nolen

Group 3: Technology Infrastructure and Innovation

Nick Beatty
E. Young
Dennis Hamilton
Anthony Stephens
S. Roberts
S. Young

Group 4: Focused Crime Prevention and Response

Sergeant Christina Windsor
Sergeant Tony Slayden
Sergeant Frank Chisholm
Detective Lorin Young
Officer Heath Wynn

Group 5: Traffic Safety

Lieutenant Anthony Gallo
Lieutenant Susan Fandrich
Lieutenant Joseph Wright
Sergeant Matthew LoPresti
Sergeant John Woodcock

APPENDIX: "STAKEHOLDER INPUT"

Summary of Command Staff Feedback

What we do well

- Community Engagement
- Internal Collaboration
- Communicate the agency's vision to the department
- Transparency
- Internal Communications

Focus areas for the next three years

- Keep current with technology and facility
- Prioritize problem-solving from an operational perspective
- Expand and customize training throughout the police department
- Evaluate internal administrative support functions (i.e., grants, promotion)
- Continue to build and maintain community trust (Legitimacy)
- First-line supervision is critical to our success
- Develop organizational proactive capacity

Summary of Officers and Staff Input

What we do well

- Public Image-Positive encounters with the public
- Work Environment good for retention of officers and staff
- Community Policing
- Leadership Transparency
- Training Opportunities
- High Visibility in neighborhoods
- Identification of Crime Hot Spots
- Professional Brand (i.e. appearance, dress and demeanor)

Focus areas for the next three years

- Increased Specialized Units (i.e. Traffic Bureau, Crime Suppression Unit)
- Increased Staffing in order to meet departmental needs
- Internal Communication needs to be consistent and personal
- Evaluation of the organizational IT needs
- The need for a centralized CCPD supportive facilities (i.e. property and evidence building)
- Career Development Pathway (i.e. Sworn and Staff, Promotion and other assignments)
- On-going Training for patrol officers covering report writing. (i.e. crime elements, evidence and property submission)

Summary of Community, Business Representatives and Government Partners Input

What CCPD does well

- Collaboration with surrounding LE agencies
- Presence and Visibility throughout the county
- Professional & Positive Image and Brand
- Professionalism and Department organization
- Willingness to listen to community
- Communicates well with media (Crime press releases etc.)
- Response Time to Calls for Service and Crisis Management

Focus areas for next three years

- Educate the public with improved communication (such as with social media, crime stats, and a county "stats map")
- Specialize Units Creation (SWAT, Mental Health, Traffic, CISD)
- Increase Patrol Officers interaction with smaller communities
- Outreach in schools over time for policing jobs
- Mental Health (i.e., develop resources, education, unit training)
- Community liaison officer unit (juvenile)

Summary of Community at Large Web Survey

Focus areas for next three years

- Outreach to schools and young people
- Increase officer visibility at public events
- Connect with the public through one on one conversation; *be approachable*
- Increase transparency about agency activities
- Increase traffic enforcement tasks



Chatham County Police Department
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police.chathamcountygga.gov