

## **2019 ADMINISTRATION DIVISION GOALS**

### **Goal: Reduce the Rate of Part I Crime in Dalton**

#### **Objectives:**

(1) Prevent or Disrupt Criminal Activity

- Conduct research and gather intelligence to identify areas with emerging crime trends and persons of interest
- Interpret data from the workload research project to assist with planning and manpower

(2) Arrest Criminal Offenders and/or Disrupt Future Criminal Activity of Prolific Offenders

(3) Prevent Crime through Community Involvement

- Reach out to media outlets and discuss communication and new technology to increase our abilities.

### **Goal: Increase the Retention of Valuable Employees**

#### **Objectives:**

(1) Evaluate Conditions and Circumstances which Motivate Employees

- Conduct one-on-one discussions with employees
- Request funding increases for civilian employees

(2) Evaluate Leadership and Management Techniques

- Conduct training for managers and supervisors in communication; personnel evaluations; conducting one-on-one discussions; delegation, and other skills Maintain base compensation above the rate of similarly situated, and local, agencies
- Maintain an open line of communication

(3) Provide Lasting Incentives for Employees to Stay Motivated and Achieve Higher Job Satisfaction

- Provide employees with straightforward assessment of internal and external conditions that may affect personal and agency morale

(4) Maintain or improve Physical Work Environment

## **Goal: Reduce the Amount of Vehicle Crashes on Roadways in Dalton**

### **Objectives:**

- (1) Reduce rear end distracted driving crashes
  - Utilize the information in the GEARS crash reporting for analysis
- (2) Hold drivers accountable who engage in dangerous driving behaviors
- (3) Study roadway and intersection design to address areas and conditions that may contribute to crashes.
  - Utilize the department analyst and GIS specialist to study the issue

## **Goal: Improve the Quality of Internal and External Communication**

### **Objectives:**

- (1) Increase the amount and effectiveness of two-way, internal communication between all divisions of the department
  - Encourage the use of peer reviews in Guardian Tracking to provide feedback on positive job performance
  - Encourage employees with specialty jobs to interact with other divisions and employees through tools such as ride alongs.
- (2) Increase the amount and quality of external communication
  - The public relations specialist will conduct monthly ride alongs during a shift where they will broadcast about what is happening using the social media outlet twitter
- (3) Increase the quality of internal communications at all levels
  - Maintain consistent communication through all divisions
- (4) Identify and provide/attend training to improve communication skills
  - Attend the training and put information gained to use in daily interactions

## **Goal: Secure and Maintain Resources that Meet Agency Needs**

### **Objectives:**

- (1) Evaluate current personnel, equipment, facilities and operational funding to determine current readiness
  - Establish a detailed plan for which items and resources should be purchased in each successive year—assuming funding is available on a timely basis
  - Compare DPD facilities and equipment to other similar agency best practices

(2) Establish a consolidated listing of external agencies, businesses and individuals to use as a resource in specific instances

- Conduct training on external resources and how to access them

(3) Evaluate the special skills held by DPD personnel

- Determine if personnel need additional training to increase or develop needed skills

(4) Develop a continual, prioritized plan that outlines overall agency needs

- Examine all needs and compile a comprehensive categorized list
- Establish a detailed plan for which items and resources should be purchased in each successive year—assuming funding is available on a timely basis
- Use the information gained to assist in computing annual budget requests to the City Finance Department

(5) Secure funding and support for agency needs

- Submit the FY 2019 budget request to the Finance Committee
- Update the Budget Execution Plan
- Explore grant funding opportunities

## **Goal: Hire Highly Qualified Employees Using a Well Designed Recruiting Plan**

### **Objectives:**

(1) Update and Revisions of the Current Recruiting Plan

- Update recruiting material, posters, video, and Internet resources illustrating Dalton Police female and minority officers as an integral, successful part of the professional force

(2) Revise Recruiting Incentives

- Continue to utilize Internships and enhanced internships
- Activate the cadet program

(3) Seek a More Diverse Work Force to More Closely Reflect the Department Service Delivery Area

- Contact local groups and ministries to build a liaison that will increase contacts with qualified candidates
- Continue traditional Citizen Academy and Citizen Academy in Spanish
- Advertise via Internet and/or printed media and radio to attract minority candidates
- Seek contact with minority students at local colleges and high schools

## **Goal: Maintain a Code Enforcement Function to Address Unsafe, Unsanitary, and Unlawful Structures and Properties in Dalton**

### **Objectives**

- (1) Improve education and community relations as it relates to code enforcement
  - Provide quarterly updates about progress and accomplishments to elected officials
- (2) Improve education and community relations as it relates to code enforcement
  - Provide information of code violations on social media
  - Provide quarterly updates about progress and accomplishments to elected officials
- (3) Secure and maintain resources that meet the needs of code enforcement

## **Goal: Increase the Public Value of Agency Members through Professional Delivery of Services, Professional Behaviors, and Positive Interactions**

### **Objectives:**

- (1) Conduct ongoing training and discussions for the agency personnel
  - Conduct discussions at the unit level on the importance of top-quality customer service
- (2) Increase the quality of internal and external interactions
  - Strive to make any interaction with someone a positive experience
- (3) Increase the quality of customer service
  - Treat every contact with customers as an opportunity to provide exceptional customer service
  - Provide the level and quality of service to customers that we would desire to receive as a customer
  - Make every effort to help customers, or direct them to the correct service/location, on the first contact
  - Conduct training on effective verbal and written communication
- (4) Build and Maintain Networking and Other Community Relationships
  - Conduct a Citizens Academy at least once per year
  - Conduct a Spanish Speakers Citizens Academy once per year
  - Invite business members and state/city/county elected officials to participate in the Citizens Academy Sessions
  - Encourage and personally invite community members to participate in ride alongs with patrol officers
  - Provide regular communication about agency operations, accomplishments and effectiveness to appointed and elected officials

- Command Staff will maintain membership in local civic organizations
- Nominate department members to attend sessions of Leadership Dalton Whitfield
- Maintain involvement with the Emerging Leaders Institute
- Attend local community events and provide information to attendees, and make presentations when possible
- Encourage or facilitate community events, especially in neighborhoods, apartments or blocks
- Conduct National Night Out events at least once per year
- Keep the community informed about public safety issues, and about department and members' accomplishments, by providing information regularly to various media and Internet Sources

## **Goal: Increase the Professional Development of All Agency Personnel**

### **Objectives:**

#### (1) Increase Local Training Opportunities

- Maintain a Leadership Development Program for employees with three or more years of service
- Continue with Command Staff participation in the mini academy

#### (2) Provide off-site training opportunities

- Increase training funds, and evaluate training needs at mid-year to determine need for additional resources
- Provide access to tuition assistance by processing and forwarding requests promptly to City Human Resources
- Assist employees with flexible scheduling if possible

#### (3) Establish and continue lateral training opportunities

- Continue cross training of civilian personnel
- Locate police agency(s) in Georgia or elsewhere and establish an "exchange" program or TDY status for cross-training, observation, and best practices

#### (4) Seek training opportunities from non-traditional sources

- Continue with training methods such as on-line, literature and professional publications
- Research a cross training program with local business

## **2019 Patrol Division Goals**

### **GOAL: REDUCE THE RATE OF PART 1 CRIME IN DALTON**

#### Objectives

(1) Use analysis from crime trends and intelligence to enhance effectiveness

- Examine available data to determine heaviest concentration of Part I Crimes
- Concentrate resources, on a timely basis, within districts or sections with the heaviest concentration of Part I Crimes
- Communicate periodic data and information to personnel (crime trends, future trends)

(2) Interact with the community to create open lines of communication

- Increase personal interactions with citizens and business people through face to face interactions
- Recognize citizens who assist police with cases or making arrests
- Increase the number of SRO's in schools for more face time with juveniles and teachers

(3) Prevent and Prosecute criminal activity

- Collect full, accurate information from every person involved in an incident, field interview, traffic crash or traffic violation and make relevant involvements and associations in Spillman RMS
- Attempt to disrupt future criminal activity of known, prolific offenders by using lawful means of enforcement for observable violations

### **GOAL: INCREASE THE RETENTION RATE OF EMPLOYEES**

#### Objectives

(1) Evaluate conditions which motivate employees

- Make adjustments where possible in working conditions or other areas
- Conduct one on one discussions with employees to gauge motivation
- Conduct discussions with employees to determine some conditions which motivate and promote positive morale.

(2) Develop leadership techniques that assist in motivating employees

- Maintain an open line of communication for fact checking and rumor control
- Involve all employees with the development of new ideas, solutions to existing issues or projects, and involve the employees with the development of solutions.

### **GOAL: REDUCE CRASHES**

#### Objectives

(1) Reduce Rear-End and Distracted Driving Crashes

- Identify and focus efforts at locations which experience high rear-end crash rates
- Conduct time and location-appropriate traffic enforcement targeting distracted and following too close violations Continue to offer crash avoidance training (CAT) for 16 & older with class D license
- Continue to offer the Car FIT program
- Use radio, print and to spread information about traffic safety

(2) Hold Drivers Accountable Who Engage in Dangerous Driving Behaviors

- Conduct traffic enforcement targeting drivers who operate at speeds that violate OCGA 40-6-181
- Regularly enforce speed limits in school zones
- Aggressively target drivers under the influence of alcohol or drugs
- Also enforce laws involving distracted driving

(3) Conduct traffic enforcement details during patrol shifts to reduce monthly crashes

- Complete and turn in selective enforcement sheets
- Provide traffic related roll-call trainings for patrol shifts
- Utilize available manpower to assist with traffic details
- Educational traffic details in lieu of enforcement details

(4) Study Roadway and Intersection Design to Address Areas and Conditions that May Contribute to Crashes

- Maintain a positive working relationship with Public Works (PW)
- Identify and report problem areas to PW
- Establish marked “residential” areas in Dalton and post appropriate signage
- Forward crash statistics to traffic engineers at PW

**GOAL: IMPROVE INTERNAL AND EXTERNAL COMMUNICATIONS**

Objectives

(1) Increase the amount and effectiveness of communication internally between divisions.

- Conduct discussions during roll call/ shift meetings to discuss issues that have emerge
- Encourage more use of Guardian tracking for your peers.
- Continue to rotate patrol officers through CID.
- Make it available for non-sworn employees to interact with sworn employees via ride-alongs

(2) Increase the amount and quality of communication externally

- Maintain social media handles to update the public
- Continue to have staff be in local organizations and recruit more to join
- Attend public safety commission meetings and city council meetings
- Develop and maintain a regular appearance in schools to educate of safety etc.

## **GOAL: SECURE AND MAINTAIN RESOURCES FOR AGENCY NEEDS**

### Objectives

- (1) Evaluate current internally available resources, facilities, and operational funding to determine current readiness.
  - Continually review agency staffing and workload to determine efficiency, and if current internal resources are sufficient, and recommend adjustments as necessary.
  - Evaluate equipment to determine efficiency, readiness, and establish needs
- (2) Evaluate specialized patrol equipment for Agency Needs.
  - Research new technology/equipment to increase overall agency efficiency and effectiveness.
  - Evaluate current and new technology trends as policing practices and agency and community needs evolve.

## **Goal: Maintain a Code Enforcement Unit to Address Unsafe, Unsanitary, and Unlawful Community Conditions**

### Objectives

- (1) Improve the quality of life in neighborhoods in the city of Dalton
  - Address complaints from residents in the neighborhoods
  - Proactively patrol the neighborhoods to identify any violations
  - Perform property inspections to address violations
- (2) Improve education and community relations as it relates to code enforcement
  - Provide information about code violations on social media
  - Attend community events to increase personal interaction with citizens and business people
  - Provide quarterly updates about progress and accomplishments to elected officials
- (3) Promote a positive image of Code Enforcement to our community and our allied City Departments by creating a culture that is helpful, approachable, and knowledgeable.
  - Establish working relationships with the various stake holders
  - Maintaining open communication and continuing education with the community.
  - Seeking voluntary compliance with the provisions of the city code.

## **Goal: Enhance public perception and value through positive interactions.**

### Objectives

- (1) Conduct training on the importance of providing quality customer service
  - At least annual training on being professional in every encounter



- Conduct training on effective communication as needed
- Conduct de-escalation training
- Critical incident training

(2) Increase community involvement by all personal

- Continue to utilize the Leadership Dalton and Emerging Leaders programs
- Encourage employees to attend community events & school functions
- Continue to be involved in community organizations

## **Goal: Encourage Professional Development of Employees**

### **Objectives**

(1) Encourage employees to further their education via college or other professional development training

- Continue to encourage all employees to utilize the City of Dalton's tuition reimbursement program
- Identify employees to attend advanced level training at all levels of employment

(2) Provide off-site training opportunities to all employees

- Continue to provide opportunities for personnel to attend Command College
- Offer specialized offsite training opportunities for personnel that would complement their duties at the department.

## **2019 Criminal Investigation Division Goals**

### **Goal: Reduce the Rate of Part 1 Crime in Dalton**

#### **Objectives**

(1) Use analysis from crime trends and intelligence to enhance effectiveness

- Examine available data to determine heaviest concentration of Part I Crimes
- Communicate periodic data and information to personnel (crime trends, future trends)
- Conduct research and gather intelligence to identify areas with emerging crime trends and persons of interest
- Seek to gain and distribute criminal intelligence information from other agencies

(2) Interact with the community to create open lines of communication

- Increase personal interactions with citizens and business people through face to face interactions
- Use social media and personal interactions to notify businesses of crime trends most likely to affect their business
- Recognize citizens who assist police with cases or making arrests

(3) Prevent and Prosecute criminal activity

- Identify individuals who are repeat offenders or suspected of criminal activity
- Attempt to disrupt future criminal activity of known, prolific offenders by using lawful means of enforcement for observable violations
- Increase the department's informant base

**Goal: Increase the Retention Rate of Employees**

**Objectives**

(1) Provide lasting incentives for employees to stay motivated and achieve higher satisfaction

- Continue to provide employees with straightforward assessments of internal and external conditions that may affect personal and agency morale
- Continue to provide support and discussions with employees that will give them a sense of purpose within the agency

(2) Evaluate conditions which motivate employees

- Make adjustments where possible in working conditions or other areas
- Conduct one on one discussions with employees to gauge motivation
- Conduct discussions with employees to determine some conditions which motivate and promote positive morale

(3) Develop leadership techniques that assist in motivating employees

- Conduct training for managers and supervisors in motivating skills, delegation of task to subordinates, and other skills designed for motivating employees
- Maintain an open line of communication for fact checking and rumor control
- Involve all employees with the development of new ideas, solutions to existing issues or projects, and involve the employees with the development of solutions

(4) Update recruiting plan with input from officers throughout the department

- Include officers from all divisions to travel to academies, colleges and universities to assist with the recruitment of qualified candidates

(5) Develop and maintain a peer board involving all department employees (sworn and non-sworn)

- Create a peer board using all department personnel to come up with ideas for employee retention
- Meet once a quarter to discuss hot topic issues that are going on within the department
- Board meets once a quarter with the Chiefs as well

## **Goal: Improve Internal and External Communications**

### **Objectives**

(1) Increase the amount and effectiveness of communication internally between divisions.

- Conduct discussions during roll call/ shift meetings to discuss issues that have emerge
- Have roll call attendance overlap with other divisions and shifts
- Encourage more use of Guardian tracking for your peers.
- Continue to rotate patrol officers through CID.

(2) Increase the amount and quality of communication externally

- Continue to have staff be in local organizations and recruit more to join
- Attend public safety commission meetings and city council meetings
- Continue with press releases of important information in a quick manner.

(3) Provide training to improve communication

- Control gossip and making sure information is true before speaking of it
- Research more classes and attempt to have them in house for more participation.

## **Goal: Secure and Maintain Resources for Agency Needs**

### **Objectives**

(1) Evaluate current internally available resources, facilities, and operational funding to determine current readiness.

- Evaluate equipment to determine efficiency, readiness, and establish needs based on priority or urgency.

(2) Review and maintain current listing of external resources available to assist the agency during specific instances.

- Conduct sufficient training for agency personnel on various external resources

(3) Develop an annual prioritized plan which outlines agency needs.

- Examine all agency needs and compile a comprehensive categorized list
- Establish a detailed plan for which items and resources should be purchased in each successive year—assuming funding is available on a timely basis.
- Use the information gained to assist in computing annual budget requests to the City Finance Department.

(4) Secure Funding and Support for Agency Needs.

- Search for efficiency in current budgeting to divert saved funds to cover other needs
- Search for grant funding through government and private sources, and maintain current grants

## **Goal: Enhance Public Perception and Value through Positive Interactions**

### **Objectives**

(1) Conduct training on the importance of providing quality customer service

- At least annual training on being professional in every encounter
- Conduct training on effective communication as needed
- Conduct de-escalation training
- Critical incident training

(2) Increase community involvement by all personal

- Continue to utilize the Leadership Dalton and Emerging Leaders programs
- Encourage employees to attend community events & school functions
- Continue to be involved in community organizations

(3) Continue to strive to be a transparent department

- Keep community informed during high profile incidents
- Keep employees informed on status of decisions that directly affect them

## **Goal: Encourage Professional Development of Employees**

### **Objectives**

(1): Encourage employees to further their education via college or other professional development training

- Continue to encourage all employees to utilize the City of Dalton's tuition reimbursement program
- Identify employees to attend advanced level training at all levels of employment
- Nominate employees for participation in private sector management and business training
- Identify non-traditional training methods such as on-line, or other forms of training

(2): Provide off-site training opportunities to all employees

- Seek out diverse off-sight training opportunities for employees
- Publicize upcoming offsite training opportunities
- Continue to provide opportunities for personnel to attend Command College
- Offer specialized offsite training opportunities for personnel that would complement their duties at the department

## **Goal: Increase the Utilization of the Intelligence Analyst Function to Better Serve the Agency and Community**

### **Objectives**

(1): Develop ways to stop or prevent certain crimes in the targeted areas by utilizing our intelligence analyst's information – locations, times etc. of crimes

- Determine specific target areas and the type of crimes in those areas
- Increase communication with the Division Commanders and Watch Commanders
- Encourage all officers to utilize the analyst

(2): Increase the analytical capability of our agency

- Maintain membership in different information networks to increase effectiveness

(3): Acquire advanced technology to further enhance the ability to gather and analyze information

- Meet with other agencies to see what technology they find the most useful
- Utilizing sharing groups to research technology
- Utilize the city IT department to not only locate but to determine if new systems would be compatible with our current systems
- Attend conferences where new technology is being presented

## **2019 Support Services Goals**

### **Goal: Reduce the Rate of Part I Crime in Dalton**

#### **Objectives:**

1. Prevent Crime through Community Involvement

- Strengthen our partnerships with community organizations through interaction and coordination efforts of the Community Involvement Officer
- Offer a Citizen's Academy in English and Spanish
- Promote ride along programs through civic organizations and established leadership programs (Emerging Leaders, Leadership D/W, etc...)

### **Goal: Increase the Retention of Valuable Employees**

#### **Objectives:**

1. Evaluate conditions and circumstances which motivate employees

- Conduct one on one discussions with employees about current issues and performance
- Make adjustments in working conditions where possible in working conditions or other areas
- Increase positive interactions with department personnel

2. Evaluate Leadership and Management Techniques
  - Involve employees at the line level with developing new ideas, and solutions to known issues or current projects by discussing the desired outcome and involving employees to develop the solution
3. Maintain or improve Physical Work Environment
  - Update work stations in Special Operations and CID
  - Complete renovation of Women's shower
  - Complete a detailed needs analysis on the Police Services Center.

### **Goal: Improve the Quality of Internal and External Communication**

#### **Objectives:**

1. Increase the amount and quality of external communication
  - Assist other agency personnel in delivering a regular program in community schools (early elementary) on safety, trusting police officers, bullying etc...that could be delivered possibly several times per year with some officers acting as role players.
  - Continue involvement in civic organization (Kiwanis Club)
  - Arrange for department-related presentations at least once per year in each civic club
2. Increase the quality of internal communication at all levels
  - Control gossip and rumors by verifying information with supervisors prior to passing on or assuming truths (meeting once a month with employees in the division to just talk)

### **Goal: Secure and Maintain Resources that Meet agency needs**

#### **Objectives:**

1. Evaluate current personnel, equipment, facilities and operational funding to determine current readiness.
2. Evaluate agency facilities and grounds to determine readiness and determine comprehensive needs by priority or urgency.
3. Develop a continual, prioritized plan that outlines overall agency needs
  - Examine all needs as it pertains to the division's responsibilities and compile a comprehensive categorized list

### **Goal: Hire Highly Qualified Employees Using a Well Designed Recruiting Plan**

#### **Objectives:**

1. Update and/or Revise the Current Recruiting Plan
  - Maintain updated recruiting material containing only the most current information to provide to potential applicants.
  - Stream line application processes as appropriate to shorten the time between applying and background investigator's recommendation.
  - Use a variety of modern and traditional notification/advertising methods to announce open positions in the department.
  - Update the recruiting video to display a professional image.

- Participate in recruitment fairs every quarter, concentrating on areas of need in the Recruitment Plan.
2. Seek a More Diverse Work Force to more closely reflect the Department Service Delivery Area
- Strengthen relationships with local groups and ministries that will increase contacts with qualified candidates
  - Continue contact minority students through relationships with Student groups at Dalton State in order to have contact with potential applicants
  - Advertise via Internet and/or printed media to attract minority candidates

**Goal: Increase the Public value of the Agency and its Members through Professional Delivery of Services, Professional Behaviors, and Positive Interactions**

**Objectives:**

1. Conduct ongoing training and discussions for agency personnel
  - Send out a training needs analysis survey to determine employee's career development needs
  - Utilize various instructors throughout the department to deliver in-service / advanced level training classes
2. Increase the Quality of Internal and External Interactions
  - Strive to make every written and verbal communication as professional as possible
3. Increase the Quality of Customer Service
  - Provide the level and quality of service to customers that we would desire to receive as a customer
4. Build and Maintain Networking and Other Community Relationships
  - Conduct a Citizens Academy at least once a year
  - Conduct a Spanish language Citizens Academy
  - Continue active membership in civic organization
  - Accept qualified college interns when work is available
  - Attend local community events and provide information to attendees
  - Conduct a Community Night Out event at least once a year

**Goal: Increase the Professional Development of all agency personnel**

**Objectives:**

1. Increase local training opportunities
  - Offer one high quality training course from a nationally known instructor at a time that will maximize our personnel's ability to attend.
  - Conduct annual training needs assessment
  - Establish a local training calendar offering training based upon a needs analysis and that are within the department's control
2. Provide Off-Site Training Opportunities
  - publicize upcoming training opportunities to employee
  - Assist employees with flexible scheduling if possible
  - Provide opportunities for personnel to attend the Georgia Law Enforcement Command College
3. Establish and Continue Lateral Training Opportunities
  - Continue rotation/cross training of civilian personnel



## 2018 ACCOMPLISHMENTS

### **Administration Division Accomplishments**

- Department Instagram Account created for Media Relations
- Employees received a COLA raise in 2018
- Spanish Facebook Page Created
- Responded to Vent Posts to increase communication
- Citizen Academy was completed in 2018
- Command Staff Members taught in Emerging Leaders Program
- Command Staff added significant portions to Mini-Academy
- Crime Analysis function used intelligence to assist in the successful conclusion of numerous criminal cases
- Intelligence from Gears was used to complete a monthly crash analysis for the traffic unit to reduce car crashes
- Media function completed ride along with live tweeting
- Departmental advertising plan was updated
- Strategic Plan was completed
- SPLOST proposals completed and submitted to the City
- Candidate Workshop was implemented

### **Patrol Division Accomplishments**

- Conducted 18 traffic education initiatives
- Conducted 103 selective enforcement details
- Posted 16 traffic safety messages on the portable message board in high-traffic areas
- Taught Fatal Vision at Teen Maze
- Taught 2-day Collision Avoidance Training
- Hosted two Car Seat Events during 2018
- Patrol elements taught multiple parts of the 2018 Citizen's Academy
- Patrol elements assisted with the 2018 Dalton Government Academy
- Received first place in Governor's Challenge for agencies 50-100 officers for overall traffic enforcement efforts
- Officer Saylor received the Distracted Driving Enforcement Officer of the Year at the Traffic Networks Quad meeting
- Officer Dykes received the Occupant Safety Officer of the Year award at the Traffic Network Quad meeting
- Served as the leadership of the Mountain Area Traffic Enforcement Network
- Conducted training for all patrol officers on de-escalation
- Conducted training for all patrol officers on death notifications
- Conducted training for all patrol officers on the updated vehicle pursuit policy
- Conducted training for all patrol officers on the new hands-free law
- 9 new officers graduated from the PTO program to solo status
- Certified 4 new Police Training Officers
- Certified 3 patrol officers as drone operators

- C.I.T. training was attended by 4 patrol members
- Active shooter response training was attended by 6 patrol members
- Certified 3 patrol officers as child seat technicians
- Three patrol supervisors attended supervision or management courses
- 9 patrol officers were temporarily assigned to the DEU
- Had 5 successful deployments of NARCAN by patrol officers
- Conducted bi-monthly strategy meetings to review crime data and develop prevention strategies
- Two Patrol Lieutenants completed several Command College classes in 2018 and are on track to graduate in 2019
- Completed 197 Field Interview Contact Cards on people engaged in suspicious activity
- Have two division supervisors currently involved in local civic organizations
- Received and processed 65 event permits, including parades, road races, and concerts
- Code Enforcement Accomplishments:
  - 459 New Reports
  - 463 Cases Closed by violations being corrected
  - 550 CDBG Hours
  - 278.5 Operation Gateway Hours
  - 29 Street Sweeps
  - 6 Dangerous Structures Demolished
  - 8 properties of the Top 10 Blight list have been addressed and progress is being made.
  - 3 Cases of the Top 10 Blights have been closed by the violations being corrected or by the structures being demolished.
  - Two code enforcement officers attended GACE conference

## **Criminal Investigation Division Accomplishments**

- Detectives continue to be very active in the local monthly bank meetings, as well as the regional meetings in Chattanooga. Investigators are now receiving and contributing to regional intelligence through the Chattanooga intelligence network.
- Investigators have regularly attended patrol roll call and passed information to patrol shifts on crime trends, suspects and other bolos.
- DEU investigators have attended patrol roll call to discuss drug trends and seizure procedures.
- Members of CID have been active in Kiwanis Club, DFACS Advisory Board, Crisis Center Board, and Drug Court
- CID supervisors conducted quarterly meeting with employees to discuss career development, case assignments and other pertinent topics
- DEU continued utilizing pole cams for long term investigations
- DEU continues to work with Atlanta-Carolina HIDTA on DTO responsible for distribution to Dalton area as well as the Eastern seaboard.
  - Assisted DEA with making large quantity buys, utilizing Dalton CI's
  - Passing on Intel and reports for future Federal Indictments
  - Attended two Strategy Meetings, Tampa, FL and Atlanta
  - Dedicated approximately 415 man hours to the investigation this year
- One investigator attended tactical casualty care training
- One investigator attended basic tactical medical instructor training at FLETC
- One investigator attended firearms instructor training
- Two investigator attended homicide investigations training at IPTM

- One investigator attended National Forensic Academy symposium
- One investigator attended major case investigations training
- Two investigators from DEU opiates and overdose investigations in Meridian, MS
- Two investigators from DEU attended the Georgia Narcotics Officers Association conference
- One Sergeant attended and completed Leadership Dalton/Whitfield
- One Sergeant continued the Command College program at Columbus State University
- Two Detectives attended Fentanyl Lab cleanup / DEA Sponsored
- CID held In-Service training for search warrant preparation and service with practical exercises.
- One Sergeant attended PAC Winter Conference
- One drug detective attended HAZMAT Training
- Two drug detectives attended Surveillance Technique Training
- The DEU/SSTF held monthly roll call training. Policies/ court decisions on the following topics were reviewed:
  - Case Law for Cell Phone Searches
  - Covert Electronic Recording and Monitoring
  - Confidential Informants
  - Surveillance and Undercover Procedures
  - Asset Forfeiture
  - Search Warrant Procedures
  - Case law for Search and Seizure
  - Evidence / Handling Suspected Fentanyl
  - Arrest Procedures with/Without Warrants
- Detectives assisted with the Citizens' Academy class, and gave a presentation to the Kiwanis Club of Dalton.
- DEU/SSFT gave presentations to Citizen's Academy on gangs and drugs detectives gave 3 presentations on gangs.
- One investigator with DEU continues to be involved in Drug Court.
- During 2018, the Drug Enforcement Unit filed seizure papers on approximately \$37,869.00, 6 vehicles and 36 guns.
- The Drug Enforcement Unit developed and signed up 36 informants in 2018.
- Attending working group meetings with GEMA and FEMA sharing current information concerning DRONE operations.
- One investigator completed Polygraph training
- Secured a seat for crime scene investigator in the NFA beginning in 2019
- CID purchased 2 Body Worn Camera's and established protocol for their use.

### **Support Services Division Accomplishments**

- Participated in a Church safety event in collaboration with Whitfield County (in Spanish).
- Members of the Dalton Police Department visited the Mexican consulate in Atlanta and recorded a video that got over 10,000 views.
- Did an active shooter presentation at the Daily Citizen
- Did an active threat presentation at St. Josephs' Church
- Participated on a panel at Dalton State during Latin heritage Month
- Organized with patrol to have officers present at Family Fun day at Dalton Green and at the Relay for Life
- Ride-Alongs were done by the students of the Citizen's Academy and Emerging Leaders
- Supervision spent time in Records to increase communication and supervision of staff.

- The division continues to promote the fitness incentive.
- Received 202 applications, completed 21 backgrounds and hired 19 employees
- Met with NOI to create barrier in Support Services,
- The cubicle replacement plan has been completed for Records, CID, and Patrol
- Met with an architect and had the North end of the building surveyed for a possible expansion. New building proposal was submitted for SPLOST
- Testing was conducted to find a new Records Tech.
- A comprehensive list was completed and submitted for the 2019 budget.
- Developing the new recruiting efforts focused on high school and college age students.
- The application process time line has been reduced significantly. The average applicant can be through the hiring process in 3 months as compared to 6 months previously.
- A new recruiting video is in the early planning stage and will be rolled out in 2019
- Several officers from the department participated in a joint camp with the local American Legion to encourage teens to pursue a career in public service.
- Met with the Concerned Clergy of Dalton in an effort to increase contacts.
- Increased involvement with the Hispanic Community and members of the Recreation Department through community outreach officer
- Opened a new Internship agreement with Miller Motte to increase the number of Interns and continue to have an agreement with Dalton State College
- Created a profile on the *Handshake App* to increase the department's visibility in colleges and universities in the state.
- Officers have been involved in several presentations for DSC
- Advertise in various publications including the newspaper and Minority Update for open positions.
- Used Internet based advertising through Facebook and Twitter to successfully to reach a diverse audience.
- Delivered defensive tactics instruction this year and many instructors participated in firearms training.
- Active Shooter Presentations were done at the following locations:
  - Brown Conf Center
  - Creative arts guild
  - Dalton Daily Citizen News
  - Shelby Peoples Properties (approx. 40 people attending)
  - Dalton High School (new teachers)
- A security assessment was conducted for the Dalton Library
- Conducted an active threat presentation at St. Josephs' Church
- The Citizen's Academy was hosted with 17 graduates.
- Hosted an intern from Miller-Motte Technical College and Dalton State College
- Assisted with a Stop The Bleed event at the Dalton Police Department
- Attended the NAACP's job fair
- Conducted annual training needs assessment
- Provided Off-Site Training Opportunities for Shotgun Instructor, ALERRT integrated response instructor, RAD