

**City of Decatur, Georgia
Decatur Police Department's
3 Year Departmental Strategic Plan**

2016 to 2019

Temporary Cover Page

DRAFT

**City of Decatur, Georgia
Decatur Police Department**

Table of Contents

	Page Number
Letter from the Chief of Police	3
Letter from the City Manager	4
Letter from the Assistant City Manager	5
The Strategic Planning Team and Facilitators	6
The Executive Summary	7
The Planning Process – <i>The Systems Thinking Approach</i>	8
• The Strategic Management Process	8
• Stakeholder Input	9
The Department's Strategic Direction:	15
• Vision Statement	15
• Mission Statement	15
• Core Values	16
• Guiding Principle	16
The Strategic Plan's Key Success Measures	17
The Department's Strategies and Strategic Action Items	18
Appendix	27
The Department's Current State Assessment	28
Comparison City Research	34
Key Success Measure Glossary	45
Linkage Matrix of the City's and the Police Department's Strategic Plans	49
Department's Strategic Plan Linkage Matrix	53

City of Decatur, Georgia
Decatur Police Department

Letter to be written by the Police Chief

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City of Decatur, Georgia

Letter from City Manager

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Letter from Assistant City Manager

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City of Decatur, Georgia

Police Department

The Strategic Planning Team and Facilitators

Planning and Change Management are thought to be the primary roles of Leadership. The Decatur Police Department immersed its entire Leadership team and many of their direct reports in this vital function of Organizational Planning.

The members of the 2016 -2019 Core Planning Team include:

Chief Mike Booker

Deputy Chief Keith Lee

Captain Scott Richards

Captain Michael Matics

Facilitators:

Organizations By Design, LLC

- Frank Foster
- Alysia Foster

City of Decatur, Georgia

Police Department

Executive Summary

Letter to be written by the Department

DRAFT

City of Decatur, Georgia
Police Department

2016 – 2019 Strategic Plan

The Strategic Management Process

Strategic Thinking is about clarifying the Direction, Vision, and focus of the entire department as well as its success measures and goals. It asks Five Strategic Thinking Questions – in sequence:

PHASE A: Where do we want to be?

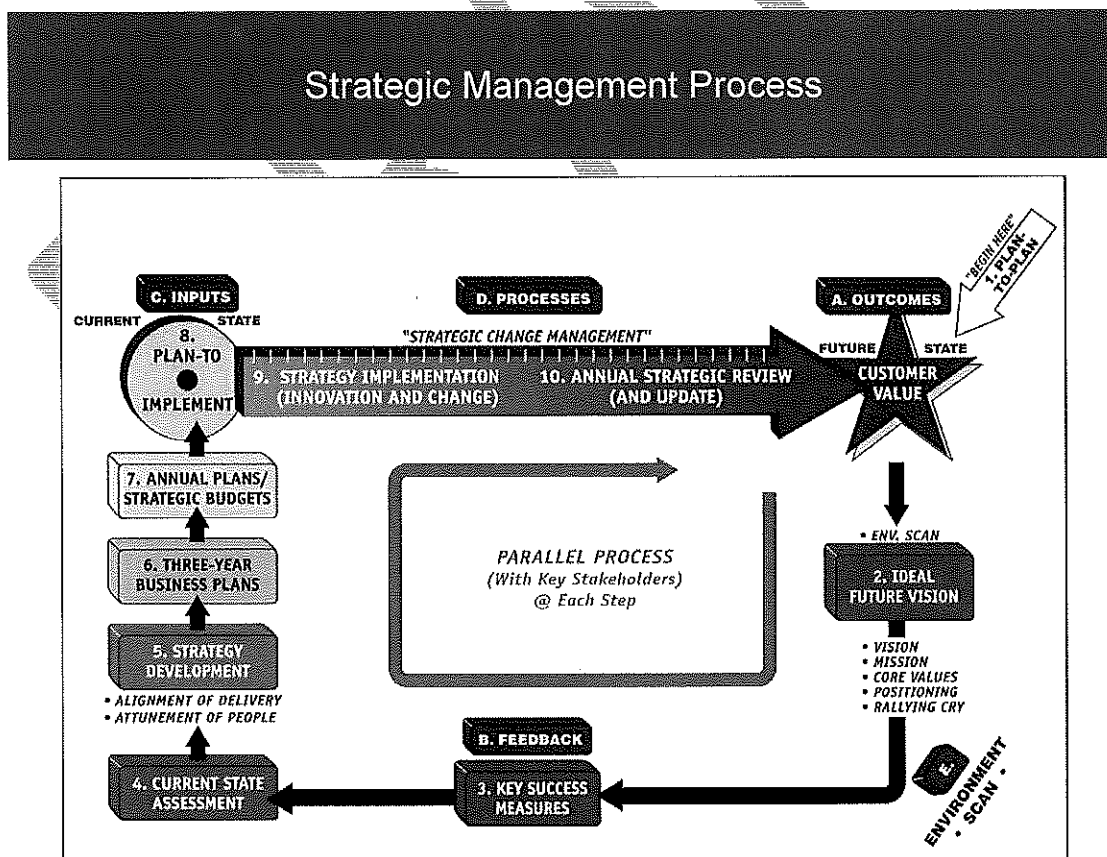
PHASE B: How will we get there?

PHASE C: Where are we now?

PHASE D: How do we get there?

PHASE E: What is changing in the environment that we need to take into account?

The Department's Core Planning Team had many rounds of serious and thought-provoking discussions regarding each one of the five phases of the Strategic Management Process, as graphically depicted in the model below:



Decatur Police Department

The Beginning of the Strategic Planning Journey

Report of Focus Group Purpose, Process, and Findings

As an initial step of the Decatur Police Department's Strategic Planning process, it is the time-tested practice of Organizations By Design (OBD) consulting firm to collect stakeholder input at the start of the Strategic Planning process. What stakeholders need and consider of value becomes the central reference point for the development of the Plan. To obtain greater depth of response and elaboration on issues and points of view, the focus group method was chosen by the Police Department as the data collection process to inform their Strategic Planning process. The focus group process was commissioned by the Chief of Police of the City of Decatur and approved by the City of Decatur, City Manager. The intent of the focus groups was to obtain collective community input on their desired "vision" of a future Police Department (over the next 3 years); what that Department would look like; how that future Department would be behaving, and what the desired characteristics and actions would be for that envisioned future Police Department. The additional input solicited during the focus groups were their perceptions on their current interactions with department personnel, service, practices, and program-offerings compared to the desired future of policing in the City of Decatur.

The focus group data collection process spanned the period of March 30, 2015 to September 2, 2015.

Methodology

The following were the steps preparatory, during, and following the focus group process:

- 1) Preparation for the focus group process:
 - a) Individual one-on-one interviews were conducted with the Decatur Police Department Command Staff for the purposes of mutual introductions between the Command Staff and Organizations By Design (OBD's) consulting team. During those conversations, greater understanding of their roles and responsibilities and clarifying of questions regarding the Strategic Planning process
 - b) A set of preliminary questions was drafted. All questions were open-ended and were constructed with reference to the Mission statement of the City of Decatur. It is the belief of OBD that all "sub-units" within an organization need to align their planning efforts with the overall strategic direction for that organization.

- c) OBD met with the City Manager to refine the question protocol. That discussion led to the distinction and revision of some of the questions to be more "future-oriented". And, the remaining questions would be about the "present" functioning of the Department, in comparison. The revised Questions, used across all groups, were as follows starting with the City of Decatur's Mission Statement as the context:

City of Decatur Mission Statement

Our mission is to work with the citizens of Decatur to meet the needs of the community while serving all with respect and integrity. We strive to do so with Competence, Accessibility, Responsiveness, and Excellence. We Care!

"Future-oriented" Questions:

To begin this conversation, I am going to ask you to step away, for a minute, from the currently existing Decatur Police Department. We would ask that you think into the future about what could be the "ideal" Police Department for the City of Decatur.

Question #1:

Given the Mission of the City of Decatur, in the future, you would envision a Police Department that is ... (fill in the blank)?

Question #2:

What are the personal and/or professional characteristics an officer would have to have to function in the "ideal" scenario you envisioned?

Questions Focused on the "Current"

Question #3:

In terms of the current Decatur Police Department, in order to achieve the "ideal" Decatur Police Department that you envision, what do they need to...?

- **Continue doing**, because they are doing it well, and it gets us closer to the "ideal" Police Department that I envision.
- **Stop or discontinue doing**, because it will not serve to get us closer to the "ideal" Police Department that I envision.
- **Start doing**, because it will move us closer to the "ideal" Police Department that I envision.

Question #4:

What more can you, ____ (fill in the blank), do to partner with the Police Department to help it become more of the Department you envision?

Question #5:

Is there anything else you would like to share with us regarding the Police Department as we collect data for the focus group process?

- d) Individual Interviews were conducted with the (5) City Commissioners. It is an OBD consulting practice to meet with the leadership of an entity at the onset of an engagement for clarifying expectations and parameters for the work. In addition, the purpose of the interviews with the members of the City Commission was to do mutual introductions, learn a little bit about who the Commissioners are as people, and what they, personally, value regarding public safety. A high level walk-through of the proposed DPD Strategic Planning process was conducted, eliciting their hopes for the future outcomes and noting their concerns about the DPD Strategic Planning process, their thoughts about future vision for the department, and any concerns they might have. Their thoughts were also obtained about what they feel their constituents have said they want of the PD; and any concerns they have heard their constituents express.
- e) Potential focus group names were solicited from:
- City of Decatur Leadership Team
 - The Decatur Public Housing Authority, Executive Director
 - DPD Command Staff: Chief, Deputy Chief, and Captains
 - DPD Community Information & Education Liaison
 - City of Decatur Management Team Department Heads – Active Living & Children & Youth Services
 - Decatur Family YMCA, Program Director for Gymnastics, Camp & Teen Programs
 - Decatur Education Foundation, Directors of Programs & Community Engagement
- f) The composition of the focus groups was intentionally designed to be small; ideally no greater than 10 participants, and no fewer than 2. This was to afford greater probability of all “voices” being heard, opportunities for probing follow-up questions, and more accurate capture of responses. To the extent possible, for the community groups, racial, gender, geographic, and economic diversity was considered in populating those focus groups. For the business community, diversity of establishment was also a consideration for constituting those groups.
- The resulting focus group composition was as follows:
- Overall Members of the Decatur Community
 - Members of the Leadership Circle

- Members of the Community at-large
 - Graduates of the Citizen Police Academy and Citizens Assisting Public Safety
 - Decatur Housing Authority residents
 - Youth
 - City of Decatur Business Owners
 - City of Decatur Senior Leadership Team
 - Peers/Colleagues in other City of Decatur Departments
 - DPD Departmental Employees
 - Sworn Officers
 - Communications Officers
- g) To maximize participation, focus groups were scheduled at varying times of the morning, at lunchtime, in the afternoons, and in the evenings.
- h) Once the potential list of participant was identified, the locations of the sessions were secured. Neutrality of setting was considered important and all focus groups were held away from DPD Headquarters. Thus, the focus groups were conducted at 6 different locations, the majority of which were held at the Recreation Center. Others were held at City Hall and Public Works. For some audiences, the focus group process was taken to the individual sites to increase participation. These sites were the DHA at individual DHA sites Oliver House, Swanton Heights and Spring Pointe.
- i) It was agreed that the “youth” required different levels of consideration than adults, so a special planning group was convened for discussing teen recruitment and participation. Those joining in the planning of the youth focus groups were DPD, DHA, City Of Decatur Departments of Active Living, and Children & Youth Services; Decatur Education Foundation, Decatur Family YMCA. This planning group worked collaboratively to craft an assent/consent form and cover letter to the parents of the teens. It was determined that youth 13-16 and 17-18 would have separate focus groups, primarily for the possible maturity of their perceptions and experiences with law enforcement, as well as for parental comfort.
- j) Invitations to participate in the focus group were extended to potential participants by the DPD Community Information & Education Liaison, DHA, and the Organizations By Design consulting group.
- k) Participant participation was confirmed for responding focus group members by either DPD Community Information & Education Liaison, DHA, and the Organizations By Design consulting group

2) Conducting the focus groups

Each session was held for 1-1/2 – 2 hours

a) Total number of focus group participants:

- Focus Groups - 24
- Individuals – 139

b) Number in each group:

- Overall Community
 - Community at-large = 8
 - Leadership Circle = 9
 - CPA/CAPS = 13
 - DHA = 27
 - Youth = 10
- Business Owners = 4
- Senior Leadership Team - 5
- Peers/Colleagues in other City Departments = 21
- Departmental Employees
 - Sworn Officers = 29
 - Communications Officers = 9

c) The Police Chief personally welcomed and opened each session after which he left the room so that the discussion could proceed without the participants feeling like they were being “watched” and would feel they had to “guard” their responses.

d) One primary facilitator posed the questions; one facilitator clarified, or provided alternate examples to further the understanding of questions posed

e) For each focus group, there were always 2, and sometimes 3 recorders for consistent comparability among recorders and to ensure accurate capture of discussions

f) The smallest focus groups were comprised of 2 people and the largest group numbered 13 individuals.

3) Following the focus groups

a) All participants were thanked for attending the focus groups by either DPD Community Information & Education Liaison, DHA, or the Organizations By Design consulting group

b) All of the inputs contributed were summarized by questions and themed

c) The community-generated data was presented to the members of the Command Staff that were participating as the Strategic Planning Core Team

- d) The review of the community-generated data was, by design, separated from that of the internal Sworn Officers and the Communication Officers. The purpose of this initial separation of data was that most of the internal input and feedback were mostly (and, typically) "operational" in nature and reflected more of the present functioning of the Department than the future. Thus, the Core Team more appropriately considered internal employee data during the "Current State Assessment" (S.W.O.T.) step of the Strategic Planning process.
- e) After a thorough, multi-level review of the community-generated data, the members of the Command Staff participating as the Strategic Planning Core Team incorporated the data throughout the Planning Process
- f) As mentioned, the internal employee focus group data and feedback was integrated into the S.W.O.T. discussion of the Strategic Planning process.
- g) Some groups would have been good to include in the focus group process. Some of these "missing perspectives" from the focus group process may be:
- Youth (18– 21) years of age – as this is an age group who would be more likely to have had more experience with law enforcement
 - School Crossing Guards – There are currently 28 School Crossing Guards that report into DPD. They represent almost 50% of the total employee headcount. OBD finds that their numbers are "too big to ignore", and should have a "voice" in the future of the Department since they may, for some of the community, be the "face" of DPD.
 - Courts – due to the interrelationship with Courts with the PD, they may have a perspective on the interactions with the PD, and on process improvements

City of Decatur, Georgia

The Police Department's Strategic Direction for its Ideal Future

The Ideal Future or the Desired Outcomes for the future (their vision) gives an indication of how an organization wants to be positioned to achieve that vision (as noted in the mission), and the principles that will guide its behavior, internally and externally, (their core values) as they achieve that Ideal Future or Desired Outcome.

The Decatur Police Department sought the input from both internal and external stakeholders to inform the development of the Vision and Mission. That picture of their Ideal Future served as a guide for the rest of their Plan.

Decatur Police Department's:

VISION STATEMENT

Police and Community uniting to make a safe and thriving City

MISSION STATEMENT

The mission of the Decatur Police Department is to be open and responsive to the needs of the entire community and solve problems through community relationships, innovative technology, and exceptional service.

Decatur Police Department

DEPARTMENTAL CORE VALUES

Approachability - We will treat all those we serve with kindness, respect and dignity. We will be receptive and attentive to the needs and concerns of the community and we will behave in a manner, which encourages positive interactions with those we serve.

Integrity – We will act with the highest moral and ethical behavior. We will be honest and trustworthy and our actions will be beyond reproach. We will strive to do the right thing in all circumstances.

Adaptability - We embrace new ideas and innovative strategies in finding solutions to complex problems. We support our employees to seek out new training and embrace technology to further the advancement of our organization.

Collaboration – We will work together with the community and other City departments to carry out our mission. We will build effective teams that focus on open relationships, communication, and respect.

Empathy – We will strive to serve the community and each other and to make the best decisions possible while understanding their feelings and circumstances.

GUIDING PRINCIPLE

“Community Relations Officers who enforce the law”

Decatur Police Department Key Success Measures

Key Success Measures convert the desired outcomes of your ideal future to quantifiable realities. They tell you whether you are on track with achieving your desired outcomes. Ideally, they measure results, not activities and efforts.

The Decatur Police Department keeps track of a significant amount of data. For the purpose of this planning effort, they focused on those that were more strategic and linked to measuring the successful achievement of their Vision and Mission.

The Key Success measures identified will allow the Department's Leadership team to determine if the execution of each strategy is ...

- ❖ Effective (achieving its stated goals),
- ❖ Efficient (making the appropriate resource decisions), and
- ❖ Having the intended impact

Key Success Measures for the Decatur Police Department Strategic Plan:

Key Stakeholders Success Measures

- The [target] number of people enrolled in Department-sponsored citizen programs
- The [Targeted Average] Scores from police department-generated Citizen Satisfaction (qualitative and quantitative) Surveys
- The [Target] number of sustained citizen complaints

Employee Success Measures:

- The [Target] percentage increase in employees police department-generated Satisfaction (qualitative and quantitative) Surveys
- The [Target] percent increase in employees involved in community activities
- The [Target] percent increase in officers serving in inter-departmental functions

Process Improvements Success Measures

- The [Target] reduction in vacant positions
- The [Target] number of citizen complaints resolved by the use of Body Cameras
- The [Target] number of favorable responses to the Department's social media sites

Financial / Resourcing Success Measures:

- The percent [Target] reduction in shift coverage Overtime pay
- The percent [Target] of requested technology budget proposals approved

Decatur Police Department Strategies and Strategic Action Items

Strategies are the “critical few” things that will bridge the gap between where the organization is today and where it hopes to be in the future. Strategies are the “gap closers”. Strategies improve focus, unify department efforts, and should drive their budget (not vice versa). They also make implementation clearer, more executable, and sustainable.

The Decatur Police Department identified some core Strategies that they believe will “move the needle” towards becoming the Department they aspire to be.

Strategy A: Enhance the openness and responsiveness of the department to the needs of the community.

Definition: Develop an open line of communication to encourage positive interactions that will cultivate relationships with those with whom we partner and those we serve.

Year One

GENERAL COMMUNITY

1. Design and begin implementation of social media plan
2. Participate in more community-related events
3. Host additional community education classes
4. Make a concerted outreach effort to invite more people of color to participate in the Citizen Police Academy.
5. Post anti-racial profiling policy and procedures on front page of the police department's section of the City website, stated in language that is simple and straightforward.
6. Use the existing Police Department annual report to help the community get to know the officers and the police department by continuing to include information on the number of officers, police force demographics, and priorities for the year, etc.
7. Post the annual report online in a timely manner and announce its availability in the Decatur Focus and the other media outlets.

8. Publish and distribute a flyer providing guidance for citizens on when and how to report suspicious activity and/or a possible crime; prominently post this information on the City of Decatur's website and distribute it through neighborhood associates and other media outlets.

BUSINESS COMMUNITY

1. Increase participation in business group meetings
2. Conduct crime prevention and awareness training for business community

YOUTH

1. Expand the Junior Police Academy (JPA) to two sessions, with one possibly being held during fall break
2. Host or sponsor at least one youth social event that engages youths and officers in a non-traditional manner.

ELDERLY

1. Increase interactions with residents of assisted living facilities
2. Conduct education programs for seniors

COLLEAGUES

1. Conduct strategy meetings with leaders from other city departments
2. Host at least one social event with another city department
3. Increase the number of personnel who are assigned to inter-departmental committees
4. Expand social interaction with members of the Citizens Assisting Public Safety (CAPS) program

Year Two

GENERAL COMMUNITY

1. Create a qualitative analysis tool for community education classes
2. Create and conduct needs assessment with the community for community education offerings

BUSINESS COMMUNITY

1. Create and conduct needs assessment with the business community for community education offerings
2. Create alcohol server training program

YOUTH

1. Increase youth specific education programs
2. Increase engagement with youths by regularly augmenting SROs with other personnel

ELDERLY

1. Create Assisted Living Facility Liaison program
2. Expand Alzheimer's awareness training

COLLEAGUES

1. Increase participation in inter-departmental events
2. Host inter-departmental events

Year Three

GENERAL COMMUNITY

1. Host semi-annual open house at police department
2. Install video monitors in the lobby to promote community programs

BUSINESS COMMUNITY

1. Implement eco-friendly vehicles for business district officers
2. Develop initiatives for the homeless

YOUTH

1. Explore juvenile diversion programs
2. Implement Explorer program
3. Implement RAD for kids

ELDERLY

1. Create a formal welfare check program for inclement weather
2. Develop a Senior Police Academy
3. Implement RAD for seniors

COLLEAGUES

1. Market community outreach programs to city employees
2. Collaborate with other city departments in emergency management

Strategy B: Respond to the needs of our employees.

Definition: Invest in our employees to create a valued workforce which can provide exemplary service to the community we serve.

Year One

1. Conduct a review of current hiring procedures and implement necessary measures to improve the efficiency of the program while maintaining its effectiveness
2. Revise current Field Training Officer Program with specific emphasis on selection, training and evaluation of Field Training Officers
3. Conduct a review of the current employee evaluation tool and revise to better reflect the desired conduct and performance of employees
4. Review bias-based profiling general order to ensure compliance with the Department of Justice (DOJ) standards
5. Review "Fair and Impartial Policing™" Program
6. Conduct annual cultural awareness training
7. Review "The President's Task Force on 21st Century Policing" and determine implementation plan for the Department

Year Two

1. Conduct a review of the department's use of force policies, to include implementation of new technology and/or options, in particular less than lethal options
2. Conduct a needs assessment of Communications Division in regards to personnel management
3. Design and implement operational plan for improving court security operations as they pertain to police responsibilities
4. Conduct a review of the Citizens Assisting Public Safety program, to include duties, training and responsibilities

Year Three

1. Conduct a comprehensive training needs assessment and implement a structured training operational plan to ensure employees are receiving the necessary training to successfully participate in the department's mission. Special focus should be given to training in interpersonal skills, diversity awareness, community policing and mental health
2. Share information with citizens regarding the training officers receive, especially related to diversity, community policing, and mental health
3. Conduct a needs assessment of Community Education and Information Unit in regards to workload and duty
4. Develop mentorship program for new employees
5. Explore the creation of a career path program
6. Implement programs identified in the Citizens Assisting Public Safety review

Strategy C: Solve problems through innovative technologies.

Definition: Embrace advanced technologies to be more effective in the delivery of services and communication with the community and the department.

Year One

1. Prepare a comprehensive master technology plan, to include desired future technology acquisitions, and training of personnel
2. Fully implement the Utility, Inc. Body worn camera and Rocket Box systems
3. Allocate resources to upgrade and fully utilize the Crime Reports software in regards to crime analysis and prediction

Year Two

1. Develop and implement a plan to delegate technology management to additional personnel
2. Develop and implement a "crime intelligence" operation

Year Three

1. Allocate resources to implement master technology plan
2. Allocate resources to train personnel who have been designated as technology managers

Strategy D: Provide exceptional service.

Definition: Deliver a high level of service based upon input and feedback from all stakeholders.

Year One

1. Create and implement better qualitative measuring tools
2. Use crime analysis to determine personnel deployments
3. As a group transitioning from youth to adulthood, conduct focus groups of 18-21 year olds to learn their perceptions of and interactions with the Decatur Police Department
4. Develop a strategy focused on addressing the areas identified in the 18-21 year old focus groups
5. Conduct current state assessment focus groups with Decatur School Crossing Guards, as they are, for some, the only other "face" of the Police Department, beyond the School Resource Officers
6. Develop a strategy focused on addressing the areas identified in the current state assessment focus groups of the School Crossing Guards, similar to the way in which the needs of the other employees of the Department were addressed

Year Two

1. Integrate department core values into the employment process
2. Increase supervisor participation in advanced leadership training
3. Design and implement a tool to assess stakeholder perceptions of the effectiveness of the application of policies and practices regarding bias-based profiling, cultural awareness, and action items identified in the "21st Century Policing" implementation plan
4. Based upon the review of the "Fair and Impartial Policing™" Program, make a determination of whether to proceed with the implementation of the Training Program

Year Three

1. Obtain full agency certification in critical incident training (CIT)
2. Strive for CALEA certification

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Decatur Police Department

Appendix

- The Police Department's Current State Assessment
- Comparison City Research
- Key Success Measures Glossary
- Linkage Matrix of the City's and the Police Department's Strategic Plans
- Strategy/Strategic Action Item/Success Measures Matrix

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Decatur Police Department

Current State Assessment

Conducting the Current State Assessment identified “gaps” between the value the Police Department wants to bring to their stakeholders and where they assess their current ability to deliver on that value. The Current State Assessment revealed Strengths that could be built upon over the next three years, Weaknesses they might have to overcome, Opportunities they may want to leverage, and/or potential, as well as any actual Threats that may get in the way of the Department being able to successfully achieve its Plan for their stakeholders.

The first and most basic objective of the Current State Assessment is to honestly assess the current organizational performance against the “Ideal Future”.

The Current State Assessment has two main components: an external assessment and an internal assessment. The following is the Planning Team’s analysis of the external and internal focus group findings:

Strengths – External Perspectives

- Department’s Leadership
 - Chief Booker is accessible and approachable
 - He is also seen as a good Chief of Police by the majority of the community
- Citizens programs
 - Citizens Assisting Public Safety
 - Citizen Police Academy
 - Bicycle Registration
 - Junior Police Academy
 - Rape Aggression Defense (RAD) program
- Departmental Qualities
 - The diversity in the Department
 - Attendance at community meetings
 - High performance and hiring standards
 - Great equipment
 - Good pay and benefits
 - Situational nimbleness (flexible)
 - Strong integrity message
 - Sufficient budget for training
- Employee Qualities
 - Good moral character
 - School Resource Officers are outstanding (comments from both adults and students)

- Quality report writing skills
- Quality of work while on calls
- Departmental Efforts
 - Fast response times
 - Great facility
 - Hiring high quality new hires
 - Use of the latest technology

Strengths – Internal Perspectives

- Department's Leadership
- Departmental Qualities
 - Integrity
 - A "family" feel
 - Protecting the community
- Employee Qualities
 - Compassionate
 - Effective communicators
 - Empathetic
 - Well-trained
- Departmental Efforts
 - Transparent

Weaknesses – External Perspectives

- Department's Leadership
 - Narrow view of community focus
 - Inexperienced leadership/supervisors
 - Lack of quality veteran officer who can become the informal leaders for the newer officers
- Departmental Qualities
 - The department continues to be short-staffed
 - Not technology-competent
 - Resistant to change
- Employee Qualities
 - The appearance to the community that some of your officers are not approachable (referred to as "the cop mindset")
 - There are officers who are not community-focused, but seem to be overly focused on law enforcement activity
- Departmental Efforts
 - The underutilization of social media

- The department does not effectively communicate the department's successes and process to the community, the other departments, and to city hall
- They do not have a supportive relationship with the other city departments
- Appears that the departments different units are not aligned with each other
- The department seems not to be aligned with the strategic efforts of the city's leadership

Weaknesses – Internal Perspectives

- Department's Leadership
 - Leadership has and displays the "victim's" mentality which spreads through the department's workforce
- Departmental Qualities
 - We do not stand up for ourselves
 - We do not tell our story, good or bad
 - Ineffective and inefficient internal/external communication processes
 - We are resistant to change
 - We have large egos
- Employee Qualities
 - We have and display a "victim's" mentality
 - Officers are bringing their "baggage" to work and it is impacting performance
 - Not always understanding the difference between needs and wants
- Departmental Efforts
 - A weak FTO program
 - We promote the wrong people
 - Lack of parking spaces
 - Having to work short-staffed
 - The short staffing situation is exacerbated ...
 - When we have to work as court officers
 - Working mandatory overtime
 - The "Park and Walk" program is a charade

Opportunity – External Perspectives

- Department's Leadership
 - Stable command group
 - New supervisors
- Departmental Qualities
 - Stay attuned to the needs of our stakeholders
- Departmental Efforts
 - Increased community involvement and collaboration
 - Community activities
 - Youth engagement
 - Senior engagement
 - Increased involvement with other city departments
 - Participate in events with other city employees
 - Reach out to CALEA for assistance
- Other opportunities
 - Changing community
 - Younger workforce
 - Technology
 - Body cameras
 - Patrol Rifles
 - Non-lethal force options (Tasers)

Opportunity – Internal Perspectives

- Department's Leadership
 - Overall positive outlook for the future
 - Seeking more involvement
- Departmental Qualities
 - Heightened awareness and understanding of the need to be more approachable and accessible
- Employee Qualities
 - Overwhelming officers' support for non-lethal options
 - Increased training
- Departmental Efforts
 - Design a new performance management system
 - Improve the mentoring program for new officers
 - Improve training processes
- Other opportunities

Threats – External Perspectives

- Community-related Comments
 - “Scar tissue” left over from previous perceptions of the police
 - Stereotyping of Decatur police officers (as well as other law enforcement officials)
 - Protest movements:
 - Concerning police
 - And, their practices
- Government-related
 - Federal, State, County, and City legislation
 - Implications of possible annexation
 - Changes in City elected and Administration leadership
 - Actions of other law enforcement agencies
- Department-related
 - Not staying attuned to the needs of our stakeholders
- International-related
 - Potential terrorist activity

Threats – Internal Perspectives

- Department’s Leadership-related Comments
 - If we do not show changes, people will lose faith that we are not receptive to their suggestions and inputs
 - If we are not successful, the community will no longer support or respect us
 - Continued “Us” versus “Them” attitude with city and other department leadership
- Community-Related
 - Ingrained dysfunctional attitudes and behaviors
- City Government-Related
 - Critical staffing Shortage
- Department-Related
 - “Rumor Mill” within the department
 - “Good ol’ boy” attitude
 - Increased stress on officer’s (nation-wide issue)
 - A divided workforce

- Employee-Related
 - Ingrained dysfunctional attitudes and behaviors
 - Officer dis-trust of the promotion process
 - Inappropriate mindset:
 - Militaristic
 - “Wild West Justice”
 - Cliques within the department
 - Officers’ perception that all citizens of Decatur see themselves as a “privileged” class who deserve special treatment
- Other types of Threats
 - Active shooter incidents
 - Crime trends

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Comparison City Research

For the purposes of its municipal planning, the City of Decatur participates in a Benchmarking Study of International City Managers Association (ICMA) which compares cities of like size, population, proximity to a large metropolitan region, and a council-manager form of government. Those (9) cities are:

- Cartersville, Georgia
- Clayton, Missouri
- Dover, New Hampshire
- Greer, South Carolina
- Piqua, Ohio
- Needham, Massachusetts
- Queen Creek, Arizona
- Saco, Maine
- Suwanee, Georgia

For the purposes of its Plan, the Decatur Police Department selected, instead, (4) cities which were award-winning for their “community policing” as conferred by the International Chiefs of Police Association. The Police Departments chosen were:

- Ashville, North Carolina
- Goodyear, Arizona
- Leesburg, Virginia
- Vail, Colorado

The following research inquiries were made of each of the named Departments

- With the organization you have chosen to research, does it, in fact/or purport to, address problem solving through community relationships, cutting edge technology, and deliver excellent service with empathy and respect?
- In what ways is the organization you selected to research similar to Decatur PD?
- How have they positioned themselves – Vision/Mission/Self-Promotion?
- How are they promoting their “uniqueness”?
- If they have completed and published their Strategic Plan, what are some of their strategies?
- What programs and services are they offering that are different and perhaps more innovative than Decatur P.D.'s?
- Anything else of note?

The following were the learnings from the research conducted:

Asheville, North Carolina Police Department

The Asheville, North Carolina Police Department's strategic plan addresses community relationships and building upon the community partnerships that are currently in place. Their plan also addresses technology and they will disseminate timely and accurate information through multiple media pathways. The department will achieve its mission by committing excellence through Integrity, Fairness, Respect, and Professionalism.

The City of Asheville operates with a City Manager style of government like the City of Decatur. The police department has 224 sworn officers and 52 non-sworn employees. The department is CALEA certified and is one of the oldest CALEA certified agencies, entering the process in 1994. Their department's structure is set up like Decatur's with an Administrative Services Division, Patrol Division, and Criminal Investigations Division. The police department conducted their information gathering in the same way the Decatur Police Department did. However, they did offer an online survey for those community members that could not attend the "brainstorming sessions."

Their police department is much like Decatur in that one of their areas of focus is community relationships. In their strategic plan, they address ways to build better relationships with the youth, minorities, and the elderly. For the youth, they plan to teach classes on new drug trends, navigating social networks safely, and what to expect during a traffic stop. They also plan to expand the Explorer program and create a police athletic program. For the minority community they plan to recruit volunteers from the CPA to connect with churches and businesses that serve minorities. They also plan to train on how to positively interact with diverse communities. For the elderly, they plan to research information from the Council on the Aging and create a neighborhood watch program in the elderly community. Another area of focus is technology. They plan to promote their department better both internally and externally by creating newsletters, newsflashes, and video messaging. Furthermore, they plan Apps to communicate with the community (AshevilleApp and Next Door App.)

Their strategic plan does not have a Vision Statement. Their Mission Statement is very generic in content. They plan to promote their department both internally and externally by creating newsletters, newsflashes, and video messaging.

Through the data they collected, their department identified six areas of focus. The areas of focus are: Recruitment and Retention – Create a diverse workforce and keep them, Leadership-Being fair, consistent, and accountable during discipline and promotional process, Organizational Structure, Equipment and technology-Create assigned vehicles for the department, Agency Outreach and Communication-

Disseminate timely and accurate information through multiple media pathways, and Community Quality of Life-Build upon community partnerships, build relationships with minority community, and focus on quality of life issues.

Their strategic plan has some innovative and unique ideas in it. First, they are going to create a Chief's Leadership Program for officers and supervisors. Next, they are going to develop a Community Resource Officer to work with community stakeholders to seek input on what concerns need to be addressed. Finally, they are going to require trainees, FTOs, and members of the Community Policing Team to periodically attend their Compstat meetings.

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Comparison City Research Goodyear Arizona Police Department

The Goodyear, Arizona Police Department is a smaller city within the greater Phoenix metropolitan area. The city is host to many special events and festivals. Both the Cincinnati Reds and Cleveland Indians major league baseball teams hold their spring training in the Goodyear baseball facility. While there are commercial enterprises in Goodyear, much of its growth is attributed to its proximity to Phoenix. The population of Goodyear has increased 245% since 1980 (2,700 to 73,000.) The department adheres to the philosophy of community policing in the delivery of services to its customers. The community has a higher average household income and educational level than most other communities in the Phoenix area, which is comparable to Decatur's position in the Atlanta area.

The mission statement of the Goodyear Police Department is similar, but not exactly the same as that of the proposed draft for the Decatur Police Department. Its underlying philosophy of community involvement is pervasive in the mission statement. The Goodyear PD Mission Statement is as follows:

In partnership with the community, we contribute to the quality of life through diligent patrol, community oriented policing and enforcement of law to maintain the peace and protect the rights of those we serve.

The department's Vision Statement is as follows.

"Commitment to Excellence"

The Goodyear Police Department is committed to excellence, continually pursuing innovation and change. We maintain the public trust through personal responsibility, professionalism, and integrity

Additionally, the department has specifically defined and codified its philosophy for community policing.

The Goodyear Police Department is committed to the philosophy of community policing. We believe in being proactive in addressing public safety issues such as crime, social disorder and the fear of crime; and, we believe in promoting organizational strategies that support the systematic use of community partnerships and problem-solving techniques.

More About Community Policing

Community policing is characterized by three key components designed to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime:

Developing Community Partnerships

Collaborative partnerships between the law enforcement agency and the individuals and organizations they serve to develop solutions to problems and increase trust in police.

Organizational Features

The alignment of organizational management, structure, personnel, and information systems to support community partnerships and proactive problem solving.

Problem-Solving

The process of proactively and systematically examining identified problems to develop and evaluate effective responses.

The GYPD has a current strategic plan (2013-2016) and is currently working on their upcoming plan. Deputy Chief Paul Marzocca provided me with a copy of the strategic plan and the department's 2014 annual report. The current strategic plan identifies five key areas of focus and supporting strategies. These areas and a sampling of strategies are as follows:

1. LEADERSHIP AND ETHICS

- Identify and/or develop 2 methods of obtaining internal feedback on department leadership. Deploy at least one of these within the next 6 months to establish a "leadership baseline" for the department.
- Establish quarterly open forum meetings for leaders in the department to discuss challenges and successes in transformational leadership efforts.
- Identify key focus areas of accountability within the department and communicate those to all levels within the department.

2. CRIME REDUCTION AND QUALITY OF LIFE

- Educate stakeholders through outreach and programs to create and foster mutually beneficial partnerships that address crime prevention and promote community involvement.
- Create a long term training plan aligning operational training with community policing and citizen outreach philosophies
- Create a community satisfaction survey instrument to assess the perception of crime in the community and satisfaction with police services
- Create a Chief's Citizen Advisory Board consisting of citizens who meet with the Chief quarterly and discuss focus areas for public safety

3. TECHNOLOGY

- Develop initial and ongoing training plans for all technology in the PD to ensure systems stay utilized to their highest possible benefit
- Create a police department technology master plan in cooperation with ITS.

4. TRAFFIC SAFETY

- Improve ingress and egress for major events
- Implement the “Data Driven Approach to Traffic Safety” model, utilizing statistical
- Data, community engagement, and monitoring “hot spot” locations to promote traffic
- Safety and reduce collisions

5. ENHANCE AGENCY EFFECTIVENESS/EFFICIENCY

- Increase the quality and quantity of information to the public, using the City's
- Website, marketing strategies, and social media
- Establish meaningful performance measures that evaluate response times as well
- As operational efficiencies, including compliance with procedures as well as
- Feedback on service delivery

The Goodyear Police Departments offers several programs, which are similar in nature to those offered by the Decatur Police Department. The following graph show offerings by both departments:

GOODYEAR POLICE DEPARTMENT	DECATUR POLICE DEPARTMENT
Citizens Police Academy	Citizens Police Academy
Teen Police Academy	Junior Police Academy
Neighborhood Watch	Neighborhood Watch
VIPS	Citizens Assisting Public Safety (CAPS)
Shop with a Cop	Participate with DeKalb PD's program
Lid for Kids	Bike Rodeos and helmet giveaways along with Active Living
You are not Alone (YANA)	Informal program along with FD and Volunteer Coordinator during emergencies

	and inclement weather
Coffee with a Cop	
Prescription Drug drop-box	Participate with DEA
Explorer Program	
Getting Arizona Involved in Neighborhoods (GAIN)	National Nite Out

In researching the Goodyear Police Department, we discovered the department has overcome several internal crises in the past 10 years. Many of these internal problems were probably created or exacerbated by phenomenal growth in the city and the department, with inadequate quality control measures. It appears the department has made tremendous progress under its current leadership and offers exceptional service.

Comparison City Research Leesburg (VA) Police Department

The Leesburg (VA) Police Department was a past recipient of the 2014 IACP Community Policing Award and it has small town feel and population size similar to Decatur. The department has approximately 80 police officers. Leesburg is a historic community located in the northern Virginia area. It is considered a part of the National Capital region because of its proximity to Washington D.C. and Dulles airport. The community is known for its charm and a feeling of safety but it is not immune to crime. According to their Captain, the citizens "expect" a high level of service and they believe in a philosophy of a partnership with the community to prevent crime with information being key to this partnership. The department has adopted evidence based/intelligence led policing and implemented these strategies to be proactive to crime trends rather than the traditional police reactive approach (Their training was developed in collaboration with the George Mason University's Center for Evidence Based Crime Policy). Not only have they received a significant reduction in major crimes but they are also able to utilize their resources more efficiently. Their area is broken up into what they call "Community Policing Sectors". Deployment of resources in these sectors is based on regional analysis, modeling, and forecasting instead of just placement of officers in geographical zones.

The Mission, Vision, and Values are as follows:

MISSION

The Leesburg Police Department is committed, in partnership with the community, to provide the highest quality of police services by using innovative, proactive approaches to improve the quality of life in Leesburg, while at the same time maintaining respect for the rights and dignity of all.

VISION

Committed to Make Leesburg the Safest Community by:

- Providing high quality and high value service, the first time, every time.
- Creating a work environment where people want to come to work and succeed.
- Treating all with respect and dignity.

VALUES

Leadership We are committed in leading the town government and the law enforcement profession by setting a mark of excellence in everything that we do.

Pride We pride ourselves on our commitment to maintaining the public trust and respect through a commitment to the highest standards of integrity and professional ethics. We are committed to respecting the rights and human dignity of all and the value of all members of the community and department.

Dedication We are dedicated to provide the highest quality of service in a consistent manner that emphasizes effectiveness, efficiency and innovation. We are dedicated to empower our employees to take risks, expand horizons, and always pursue excellence.

The Leesburg (VA) Police Department does many things similar to the Decatur Police Department in the area of Community Relations. On their website, they have an area where you can complete a Quality Assurance Survey. The survey appears to be very similar to our Customer Survey where we call citizens after a report call and check on the quality of the service they receive. They also have several community related programs which we also offer like the Junior Police Camp (Junior Police Academy), Take Back Prescription Drug program, Citizens Support Team (CAPs), and Citizen's Police Academy. They also participate in the National Night Out program. In addition, they also have bike officers and business district officers.

Some additional programs they offer that we do not offer include a Police Explorer program and a *Holiday with the Cops* event where they take underprivileged to local stores and buy them gifts for Christmas. They also do a holiday meal with the needy where the officers serve the meals. In addition, they have a Crisis Intervention Team (CIT) that can be deployed for a mental health crisis. Each officer must attend monthly CIT training to remain on the team.

Technologically, they are very involved in social media. They have a website, Facebook page, a Twitter page and they have videos on You Tube. One interesting thing I saw on their Facebook page was the *Why I Wear the Badge* videos. Officers in the department would individually hold up a poster board with a handwritten reason of why they wanted to be a police officer. I felt this gave their officers a more humanistic quality and showed citizens a different side they may not always get to see. Crime mapping software is big part of their evidence based policing strategies and all of their supervisors and officers use it on a daily basis.

I think what makes this agency unique is that they focus on evidence based policing to develop strategies about how they deploy resources and predict crime problems while they also work toward fostering good relationships with the Community through the application of community policing and Community Outreach programs.

Comparison City Research Vail Colorado Police Department

Vail Colorado is a mountain resort community located approximately 100 miles from Denver. Geographically it is 4.6 miles by 8.5 miles in length. The population of Vail is 5305 in 2000 with approximately 2165 residences. There are 1100 acres of open space and 5289 acres of skiable area. They are the third largest ski resort in the U.S. They average 335 inches of snow annually and the main route through Vail is Interstate 70. I chose to look at their police department due to the size of the department and I assumed they would provide a high level of service to their community due to the financial responsibilities it takes to live there and to vacation there. I assumed that with a lot of people visiting and spending a lot of money there that the police department would know how to balance law enforcement duties and being welcoming and non-threatening to the visitors and residents. Their police chief has been there since 2002 so he obviously has figured some of the balancing factors.

- They talk about COPS: Community Oriented Policing on their website and doing it with integrity, teamwork, ownership, and excellence.
- They are similar to Decatur in that they serve individuals with a high level of expectations. They do a lot of other things other than just law enforcement activities.
- Their strategic direction is defined as:

Their **vision statement**

To be the best resort police department in the country

Their **mission statement**:

To provide a sense of safety and security through high quality police services.

Their **values**:

Integrity, teamwork, ownership, and excellence.

- They are promoting their uniqueness through their own website, twitter, and Facebook. They also completed a year-end review report that details various aspects of the police department.
- They offer various programs to the community. This is a list of various programs that they offer or participate in:
 - food drive collection at the department,
 - using the department as a point for Craigslist type transactions,
 - drug take back program,
 - winter tire tread checks,
 - fall coat collection (Catholic Church),
 - register bicycles, skis, snowboards,
 - promote pedestrian and bicycle **road sharing**,
 - variable messaging sign,
 - safe bar campaign (Eddies/Trackside),
 - Neighborhood picnics,
 - Coffee with a COP,
 - Explorers Program,
 - See Something/Say Something Program (post Fliers about),
 - Work heavily with Codes Enforcement Officers.
 - They do customer surveys with an emphasis on "friendliness" of the officer.

Again, we chose Vail Colorado Police Department not necessarily for their law enforcement engagement but more for their community policing efforts. The fact that they serve a smaller community is something that we can relate to.

Key Success Measure Glossary

The "Key Success Measure Glossary" describes how the Key Success Measures are being defined, what the targets or trends will be, if known, how the data is being calculated to determine the measure, and the source from which that data will be drawn.

Success Measure	Target	Calculation	Source of Data
Key Stakeholder Measures			
The [Target] number of people enrolled in Department-sponsored citizen programs	<ul style="list-style-type: none"> • Year 2016 - 2017₁ • Year 2017 - 2018₂ • Year 2018 - 2019₃ 	The total number (for that calendar year) of people enrolled in Department-sponsored citizen programs	The Police Department's Citizen Programs records
The [Targeted Average] Scores from The Police Department's developed Citizen Satisfaction (qualitative and quantitative) Survey	<ul style="list-style-type: none"> • Year 2016 - 2017₁ • Year 2017 - 2018₂ • Year 2018 - 2019₃ 	The total number of citizen survey scores (for that calendar year), divided by the total number of citizens taking the survey	The Police Department's Survey Results records
The [Target] number of sustained citizen complaints	<ul style="list-style-type: none"> • Year 2016 - 2017₁ • Year 2017 - 2018₂ • Year 2018 - 2019₃ 	The total number (for that calendar year) of citizen complaints	The Police Department's Citizen Complaint records

Financial/Resourcing			
The percent [Target] reduction in shift coverage Overtime Pay	<ul style="list-style-type: none"> • Year 2016 - 2017₁ • Year 2017 - 2018₂ • Year 2018 - 2019₃ 	The total previous year's Overtime Pay, divided by current year's Overtime Pay amount	The City of Decatur Budget records
The percent [Target] of the proposed technology budget approved	<ul style="list-style-type: none"> • Year 2016 - 2017₁ • Year 2017 - 2018₂ • Year 2018 - 2019₃ 	The total technology budget approved, divided by the technology budget proposed	The City of Decatur Budget records

Employees			
The [Target] percentage increase in the Police Department's developed (qualitative and quantitative) Employees Satisfaction Survey	<ul style="list-style-type: none"> • Year 2016 - 2017₁ • Year 2017 - 2018₂ • Year 2018 - 2019₃ 	The total number of employees survey scores (for that calendar year), divided by the total number of employees in the department	The Police Department's Survey Results records
The [Target] percent increase in employees involved in community activities	<ul style="list-style-type: none"> • Year 2016 - 2017₁ • Year 2017 - 2018₂ • Year 2018 - 2019₃ 	The total number of employees (for that calendar year), involved in community activities divided by the total number of officers in the department	The Police Department's Staffing (sworn and non-sworn) Assignment records
The [Target] percent increase in officers serving in inter-departmental functions	<ul style="list-style-type: none"> • Year 2016 - 2017₁ • Year 2017 - 2018₂ • Year 2018 - 2019₃ 	The total number of officers (for that calendar year) working in inter-departmental functions, divided by the total number of officers in the department	The Police Department's Staffing (sworn) Assignment records

Internal Business/Process Improvements			
The [Target] reduction in vacant positions	<ul style="list-style-type: none"> • Year 2016 - 2017₁ • Year 2017 - 2018₂ • Year 2018 - 2019₃ 	The total number (for that calendar year) of filled positions, compared to the previous year's total filled positions	The Police Department's Staffing records (sworn and non-sworn)
The [Target] number of citizen complaints resolved by the use of Body Cameras	<ul style="list-style-type: none"> • Year 2016 - 2017₁ • Year 2017 - 2018₂ • Year 2018 - 2019₃ 	The total number (for that calendar year) of citizen complaints resolved by the use of Body Cameras	The Police Department's Citizen Complaint records
The [Target] number of favorable responses to the Department's social media sites	<ul style="list-style-type: none"> • Year 2016 - 2017₁ • Year 2017 - 2018₂ • Year 2018 - 2019₃ 	TBD	TBD

Foot Notes:

- Year 2016 - 2017₁ - Baseline to be established or verified in the first Plan year
- Year 2017 - 2018₂ - Target to be determined once baseline has been established
- Year 2018 - 2019₃ - Target to be determined based upon target/trend established the previous year

Linkage Matrix

City of Decatur and Decatur Police Strategic Plans

City of Decatur Strategic Plan	Decatur Police Department Strategic Plan Strategy and Implementation Year
<p>Principle B:</p> <p>Encourage a diverse and engaged community</p>	
<p>Goal 6: Strengthen communication and involvement in and among neighborhoods, city government, volunteer boards and commissions, institutions, community organizations, local businesses, and Decatur as a whole</p>	<p>Strategy A: Enhance the openness and responsiveness of the department to the needs of the community.</p> <p>Definition: Develop an open line of communication to encourage positive interactions that will cultivate relationships with those with whom we partner and those we serve.</p>
<p>Task 6A: Provide communication in a variety of formats to reach a broad audience. <u>Expand the use of social media and electronic tools such as Open City Hall</u> to encourage citizen participation.</p>	<p>Year One - 2016</p> <p>Strategic Action Items;</p> <ul style="list-style-type: none"> • Design and begin implementation a social media plan • Design and begin implementation of social media plan • Participate in more community-related events • Host additional community education classes • Make a concerted outreach effort to invite more people of color to participate in the Citizen Police Academy • Increase participation in business group meetings
	<p>Year Two - 2017</p> <p>Strategic Action Item;</p> <ul style="list-style-type: none"> • Create a qualitative analysis tool for community education classes • Create and conduct needs assessment with the community for community education offerings

	<ul style="list-style-type: none"> • Create and conduct needs assessment with the business community for community education offerings
	<p>Year Three – 2018</p> <p>Strategic Action Items;</p> <ul style="list-style-type: none"> • Host semi-annual open house at police department • Install video monitors in the lobby to promote community programs • Market community outreach programs to city Employees
	<p>Strategy B: Respond to the needs of our employees.</p> <p>Definition: Invest in our employees to create a valued workforce which can provide exemplary service to the community we serve.</p>
	<p>Year Three – 2018</p> <p>Strategic Action Item;</p> <ul style="list-style-type: none"> • Conduct a needs assessment of Community Education and Information Unit in regards to workload and duty
	<p>Strategy D: Provide exceptional service.</p> <p>Definition: Deliver a high level of service based upon input and feedback from all stakeholders.</p>
	<p>Year One – 2016</p> <p>Strategic Action Item;</p> <ul style="list-style-type: none"> • Create and implement better qualitative measuring tools
<p>Goal 7: Support, expand, and develop programs, services, events, and opportunities that respond to diverse interests, encourage community interaction, and promote a stronger sense of community.</p>	<p>Strategy A: Enhance the openness and responsiveness of the department to the needs of the community.</p> <p>Definition: Develop an open line of communication to encourage positive interactions that will cultivate relationships with those with whom we partner and those we serve.</p>

<p>Task 7A; Continue to provide volunteer support services and maintain programs like the MLK service project, Season of Giving, and special event support.</p>	<p>Year One - 2016</p> <p>Strategic Action Item;</p> <ul style="list-style-type: none"> • Participate in more community-related events
<p>Task 7B; Explore the opportunity for an event that educates citizens about their community and connects them with community, institutional, and nonprofit organizations to promote community pride, volunteerism, neighborhood interaction, and communication with the public.</p>	<p>Year One - 2016</p> <p>Strategy Action Items;</p> <ul style="list-style-type: none"> • Host additional community education classes • Increase participation in business group meetings • Conduct crime prevention and awareness training for business community • Conduct education programs for seniors
	<p>Year Two – 2017</p> <p>Strategy Action Items;</p> <ul style="list-style-type: none"> • Create a qualitative analysis tool for community education classes • Create and conduct needs assessment with the community for community education offerings • Create and conduct needs assessment with the business community for community education offerings • Create alcohol server training program • Expand Alzheimer's awareness training
	<p>Year Three – 2018</p> <p>Strategy Action Items;</p> <ul style="list-style-type: none"> • Develop a Senior Police Academy • Implement RAD for seniors
<p>Task 7E; Partner with City Schools of Decatur to establish a Decatur Youth Council to advise on Strategic Plan implementation and how the city government can best meet the needs of local youth.</p>	<p>Year One - 2016</p> <p>Strategic Action Items;</p> <ul style="list-style-type: none"> • Expand the Junior Police Academy (JPA) to two sessions, with one possibly being held during fall break • Host or sponsor at least one youth social event that engages youths and officers in a non-traditional manner

	<p>Year Two – 2017</p> <p>Strategic Action Items;</p> <ul style="list-style-type: none"> • Increase youth specific education programs • Increase engagement with youths by regularly augmenting SROs with other personnel
	<p>Year Three – 2018</p> <p>Strategic Action Items;</p> <ul style="list-style-type: none"> • Explore juvenile diversion programs • Implement Explorer program • Implement RAD for kids
<p>Principle C:</p> <p>Serve as good stewards of the environment and community resources</p>	<p>Strategy A: Enhance the openness and responsiveness of the department to the needs of the community.</p> <p>Definition: Develop an open line of communication to encourage positive interactions that will cultivate relationships with those with whom we partner and those we serve.</p>
<p>Goal 12: Foster environmental, social and economic sustainability in all aspects of city life and government practice.</p>	
<p>Task 12H; Purchase additional alternative fuel vehicles for city use.</p>	<p>Year Three – 2018</p> <p>Strategic Action Item;</p> <ul style="list-style-type: none"> • Implement eco-friendly vehicles for business district officers

Department's Strategic Plan Linkage Matrix

