

City of Johns Creek Police Department

<i>Subject:</i> Departmental Mission, Goals and Objectives		<i>Number:</i> 01-01
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<i>Effective:</i> 10/08 <i>Revision:</i> 02/25	<i>Review Date:</i> Annually	<i># of Pages:</i> 6

PURPOSE:

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

Mission Statement:

Our Community. Our Commitment. Making a Difference.

- ✓ Our North Star, our Purpose – all members of the team pulling in the same direction.
- ✓ Connecting the mind to the heart through our leadership, our culture, our strategic proactive policing, and our community engagement as Guardians and Warriors in our profession.

JCPD Actionable Values

- ✓ What is our behavior as leaders to meet the mission and our culture?
- ✓ How are we to act as leaders with each other and our community to meet the mission and our culture?
- ✓ What is our attitude, action, and effort to meet the mission and our culture?

- 1. Service greater than self** – at the heart of true leadership, our culture, and our noble service to a higher calling or purpose.

Research shows that people who have connected to a purpose that is greater than themselves are happier, more contented, enjoy richer relationships, and are more resilient in the face of adversity than those who haven't. They are also far more inspiring leaders.

- 2. Build Trusting Relationships** – Creates a strong bond, safety, and foundation to build upon.

3. **Be humble** - Awareness of one's own strengths and weaknesses, eagerness to improve and learn. Appreciation of others' strengths and contributions. Focus on goals beyond one's self-interest, due to being a small and easily replaceable part of the greater whole.
4. **Effective Communication** – Active listening, transparency, ability to give and receive feedback, solves problems, and keeps everyone on the same page.
5. **Continuous growth** - Supporting and investing in an employee's current skills, and assisting personnel along their career path to acquire new ones that add value to the employee and our organization.
6. **Taking ownership of your success and failures** - Your commitment and willingness to take initiative and own the outcomes with a deep sense of responsibility. Another way to define this concept is to hold yourself accountable for your growth, for your work, regardless of the outcome, and demonstrate a genuine interest in contributing to departmental success.
7. **Respect and care for others** – Spawns a selfless environment where relationships and mutual acceptance take hold. This is a powerful force that stimulates deep connections among team members and with our citizens we engage each day.
8. **Stay true to your oath** – Through high ethical qualities, integrity, and greatness of character we are entrusted guardians / warriors of peace, justice, fundamental fairness, and democracy. This is our calling and demands our selfless loyalty to the cause.

Vision Statement:

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

POLICY: (01-01)

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

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

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

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

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

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

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

DEFINITIONS:

Goals:

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

Objectives:

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

PROCEDURES:

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

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

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

Review (01-01-02)

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

Progress Reports (01-01-03)

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

Operational Goals and Objectives (01-01-04)

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

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

2025 Annual and Short-Term Goals and Objectives:

A. INTERNAL AGENCY GOALS 2025

1. Goal – Recruit and retain employees

Objective: Continue to utilize ad hoc Committee to facilitate successful Recruitment and Retention

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

Objective: Implement 911 Call monitoring Solution

3. Goal – Continue to Enhance Community Policing Programs

Objective: Evaluate effectiveness of each community relations/ crime prevention program and focus on most impactful

4. Goal – Continue to Maintain a Comprehensive Training Program

Objective: Conduct and host in-house Intermediate and Advanced Post Certification training

Objective: Offer employee leadership training for all personnel

Objective: Coordinate executive leadership training for command staff ranking Captains and above

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

Objective: Ensure every detective assigned to CID receives ICAC training

Objective: Establish Real Time Information Center (RTIC)

Objective: Select and assign one Intelligence Officer and two Crime Suppression Officers to the RTIC

6. Goal- Facility improvements and modifications

Objective: Research and consider expansion of the female locker room to accommodate more lockers for growing female staff

Objective: Move K9 Training Facility from Cauley Creek Park to Fire Station #62 adjoining the existing K9 Kennel Facility

7. Goal- Implement Phase II of Organizational Re-structure to best meet department needs

Objective: Form ad hoc committee to explore ideas and suggestions for utilization of current supervisory resources and personnel

Objective: Evaluate and consider moving K9 to Special Operations as a stand-alone unit

8. Goal-Complete transition to the North Fulton SWAT (NFS) Team

Objective: Department leadership will continue to work with NFS Commanders to facilitate selection of SWAT Operators and other technical support officers.

Objective: Achieve selection and assignment of ten JCPD officers to the NFS Team

9. Goal- Update Promotional Process

Objective: Form ad hoc committee, comprised of OPS personnel and JCPD leaders, for reviewing and updating the existing promotional process

10. Goal-Facilitate effective organizational communication

Objective: Complete Employee Pulse Survey to garner important feedback in the areas of leadership, culture, and department operations

11. Goal- Establish more efficient public safety response for Areas of Responsibility (AOR) including schools, churches and businesses

Objective: Formulate procedures for identifying AORs in Johns Creek

Objective: Establish liaison with AOR organizations

B. Long Term Goals and Objectives and Capital Goals (2025-2029)

CAPITAL GOALS – REQUIRES EXTERNAL FUNDING AND APPROVAL (2025 – 2029)

1. Goal – Establish and/or relocate JCPD substations

Objective: Design, build, and relocate South substation

2. Goal- Establish designated zone for staffing at headquarters

Objective: Evaluate need for stationary personnel assignment to address law enforcement needs at headquarters and Town Center Complex/ Medley Area