



DALTON POLICE DEPARTMENT

MULTI-YEAR

STRATEGIC PLAN

2019 – 2021

Introduction

The Dalton Police Department Strategic Plan is designed to be an evolving document, constantly reviewed, updated and brought into line with the desires of the community. It is the culmination of a series of exercises all designed to ensure that the vision, mission, and goals of the agency are successfully achieved. An outgrowth of this process is the enhanced ability to effectively manage resources, provide accountability through measured results, and adjust to change. Successful planning requires the fortitude to change course when opportunities and community demands arise. Ultimately, it is the planning process itself that keeps the agency focused on what it wishes to accomplish and the best route to get there.

This product consists of four interrelated exercises:

- Citizen Survey:** A citizen survey will be conducted every three years. The purpose of this survey is to determine if the agency is meeting the expectations of the citizens, ascertain what crime trends/problems and quality of life issues the citizens are concerned with, and what programs or services the citizens believe the agency should offer.
- Internal Survey:** This segment of the plan focuses upon the most defining element of an organization – the employees. This survey attempts to gain insight from employees about their recommendations and suggestions for improvement to advance and ultimately determine what obstacles we face to achieve our goals. The internal survey will also be accomplished every three years.
- Employee:** Committees made up of employees review the results of the employee and citizen surveys, and the previous strategic plan and formulate recommendations for a revised plan for the next three years.
- Fiscal Planning:** As diverse as ideas may be, funding will ultimately determine the level of services that the organization can provide. Innovation, the research of grants, and other funding mechanisms must be aggressively explored.

Methodology

At the core of the Strategic Plan are a variety of steps, all designed to assist the organization in keeping our eyes on the horizon. Each *goal* is discussed and a definition or an explanation of the goal is provided. For each goal, several objectives are identified; the completion of each objective greatly increases the likelihood of accomplishing the goal. Since goals and objectives could require complex or long-term operations, several tactics are included with each objective. These tactics provide direction for department members or the specific steps with which objectives may be accomplished. It should be noted that tactics listed are not all inclusive; employees are encouraged to use creativity in developing additional lawful and sound tactics.

In addition to the goals and objectives that span multiple years, this document contains several projections designed to guide future staffing and budget requests including: anticipated population and workload trends; anticipated personnel needs; anticipated capital improvements and equipment needs, and provisions for review and revision of the Plan.

MISSION AND VALUE STATEMENT

Mission Statement

The mission of the Dalton Police Department is to provide the community of Dalton a safe environment with professional quality police service through positive interaction with its citizens.

What we seek to do and to become is at the core of the mission statement. A mission statement also allows us to maintain direction, eliminate complacency, and remain focused on our goals.

Vision Statement

The vision of the Dalton Police Department is to reduce crime by coactive partnerships with citizens, elected officials, and other federal, state, and local agencies.

We realize without the active partnerships of every citizen, every elected official, and every federal, state, and local agency, we will not be successful.

Values

We believe in:

Professionalism – We are committed to the highest level of professionalism and we expect all members to work to the best of their abilities.

Obedience – We recognize that our authority is derived from the people we serve.

Leadership – We recognize that the best method of leadership is through example.

Integrity – We will always be honest, fair, and accountable.

Conduct – We recognize that our conduct, personal and professional, is inseparable from the reputation of the department and must be moral, sober, and judicious.

Excellence – We will always strive to be the best we can be and will constantly strive to improve the department, the community, and ourselves.

The value statement tells the community the manner in which we will conduct our business and deliver services. It is at the very core of who we are. Even if we err, we will have the courage to acknowledge our mistake and act to ensure it will not be repeated.

Executing the Strategic Plan

Strategic plans are designed to develop both overarching concepts, and concrete goals that will lead to successful outcomes. Few plans include, however, any mention of *executing* the plan once it is updated. The result can be a great plan which sits on the shelf until it's time to revise it in three years. The framework below offers employees at all levels a method to consider in executing the plan.

Executing the Plan to Achieve Goals

The 9 goals listed in this plan may require the entire three-year period to achieve, so it makes sense to use a systematic approach. The department's command staff and chief executives will come together to develop annual division/agency goals with intended completion periods within the next calendar year. Department leaders will refer to the Plan when developing strategic and tactical operations, and Division Commanders will report on goal progress at least quarterly.

Interpreting and Using Various Tactics

The Plan contains a multitude of Tactics within each Goal/Objective. These tactics are offered as a base of methods that could and should be used. It is important to note that the list does not include all possible tactics which may be effective. In addition, each division or unit may decide on different methods to employ the tactics, based on their normal mission. To be sure, plenty of room exists to be creative, while still employing the tactics in a lawful manner.

When considering tactics, it will be helpful to get as much input as possible in selecting and refining those which will be used from one operation to another. Knowing this, it would be a good idea to include line employees and others when settling on actual tactics. This provides a chance to explain what each tactic might include, define the depth and frequency, and decide on how to communicate progress. Therefore a committee was designed which included one member of the command staff, two operations supervisors, two investigators, one patrol officer and one records technician.

Use of Goals, Objectives and Tactics

The goals, objectives and tactics should be considered when establishing Division and Unit goals for the year. They should be measured quarterly to assure success. This is important because one may discover in the early stages that a tactic is no longer viable, or needs adjustment. Encourage those on the front line to be frank and honest about assessments; this could save valuable time and resources.

- When considering what the milestones will be on a project, also remember to become familiar with all data sources available like our internal Records Management System; Crystal Reports software; mapping; intelligence, and other sources

Evaluation of Results

After goal accomplishment, there is one more crucial step: **evaluation of results**; be sure to look back at the tactics that served you well along the way, as well as lessons learned. You may find that some tactics are so effective that you may want to plug them in on other goals or projects. Along the same lines, you may identify tactics that should not be revisited because of their inherent risks, or impracticality. Take whatever results are achieved and decide whether to keep pushing in the same direction, or move on to other goals.

Strategic Plan Goals

- Reduce the rate of Part 1 crime in Dalton
- Increase the retention rate of employees
- Reduce crashes
- Improve internal and external communications
- Secure and maintain resources for agency needs.
- Maintain a code enforcement unit to address unsafe, unsanitary, and unlawful community conditions
- Enhance public perception and value through positive interactions.
- Encourage professional development of employees
- Increase the utilization of the intelligence analyst function to better serve the agency and community

STRATEGIC PLAN GOALS

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

Objective – Use analysis from crime trends and intelligence to enhance effectiveness

Tactics

- 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)

- Conduct research and gather intelligence to identify areas with emerging crime trends and persons of interest
- Provide feedback to individuals who assist the department with crime information
- Seek to gain and distribute criminal intelligence information from other agencies

Objective – Interact with the community to create open lines of communication

Tactics

- 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
- Continue to use the “tweet along” program
- Begin using Instagram to reach out to citizens as well as facebook
- 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
- Provide feedback as fast as possible to the community when there are major incidents

Objective – Prevent and Prosecute criminal activity

Tactics

- Identify individuals who are repeat offenders or suspected of 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
- Increase the department’s informant base
- Follow and track cases through until adjudication

GOAL 2: INCREASE THE RETENTION RATE OF EMPLOYEES

Objective 1 -Provide lasting incentives for employees to stay motivated and achieve higher satisfaction

Tactics:

- Allow employees to develop a project from start to finish, including possible implementation
- Maintain base compensation above the rate of similarly situated local agencies
- 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
- Research a traditional retirement plan – such as GMA

Objective 2 – Evaluate conditions which motivates employees

Tactics:

- 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
- Enhance the benefit package with pay supplements
- Pay enhancements for specialized fields and/or activities: ex bilingual

Objective 3 – Develop leadership techniques that assist in motivating employees

Tactics:

- 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

Objective 4 – Seek a diverse workforce

Tactics:

- Contact local minority groups and ministries to build a liaison that will increase contacts with qualified candidates
- Consider being a vendor at major conferences
- Seek to contact minority students through job fairs at local and state colleges and universities.
- Advertise with local minority-market radio and newspapers
- Continue publication of advertisements in regional and national publications
- Continue to visit local academies to recruit

Objective 5 – Update recruiting plan with input from officers throughout the department

Tactics:

- Continue to update advertisements that accurately portray the Dalton Police Department as an elite law enforcement agency
- Continue to use social media to increase the advertisement of job openings
- Include officers from all divisions to travel to academies, colleges and universities to assist with the recruitment of qualified candidates
- Continue to use the new recruiting board that was created to greater enhance our recruiting capabilities
- Develop social media spotlight page for specialize operations

Objective 6 – Develop and maintain a peer board involving all department employees (sworn and non-sworn)

Tactics:

- 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 3: REDUCE CRASHES

Objective 1: Reduce Rear-End and Distracted Driving Crashes

Tactics:

- 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

Objective 2: Hold Drivers Accountable Who Engage in Dangerous Driving Behaviors

Tactics:

- 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

Objective 3: Conduct traffic enforcement details during patrol shifts to reduce monthly crashes

Tactics:

- 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

Objective 4: Study Roadway and Intersection Design to Address Areas and Conditions that May Contribute to Crashes

Tactics:

- 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 4 – IMPROVE INTERNAL AND EXTERNAL COMMUNICATIONS

Objective 1: Increase the amount and effectiveness of communication internally between divisions.

Tactics:

- Conduct discussions during roll call/ shift meetings to discuss issues that have emerge
- Have command staff present during patrol activities such as roll calls and ride-alongs
- Use employee only website as a way for department to communicate
- Have roll call attendance overlap with other divisions and shifts
- Have the previous shift supervisor be in roll calls to let the next shift know what's been going on
- Encourage more use of Guardian tracking for your peers.
- Have command staff send emails on department changes such as new supervisors/lateral changes.
- Continue to rotate patrol officers through CID.
- Make it available for non-sworn employees to interact with sworn employees via ride alongs.

Objective 2: Increase the amount and quality of communication externally

Tactics:

- Maintain social media handles to update the public
- Begin and maintain a calendar of special events going on in the department that will be on department website.
- Provide more advertisement for the department app to allow users to keep updated
- Advertise the “report online” option to report after the fact crimes
- Maintain the citizen survey to allow department to see what the community wants
- Establish quarterly/bi-annually town hall like meetings to invite the community to engage with department.
- Continue to have staff be in local organizations and recruit more to join
- Submit flyers of services department performs to media outlets such as TV, radio, and newspaper
- Attend public safety commission meetings and city council meetings
- Develop and maintain a regular appearance in schools to educate of safety etc.

- Continue with press releases of important information in a quick manner.
- Establish a routine of press releases of “good deeds” to show community what the department does on a daily basis.

Objective 3: Provide training to improve communication

Tactics:

- Provide more in house training such as critical incident training
- 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 5: SECURE AND MAINTAIN RESOURCES FOR AGENCY NEEDS

Objective 1: Evaluate current internally available resources, facilities, and operational funding to determine current readiness.

Tactics:

- 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 based on priority or urgency.
- Evaluate agency facilities to determine readiness, and establish needs based on priority or urgency.
- Evaluate agency facilities and equipment to comparable agency best practices.

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

Tactics:

- Review existing mutual aid and intergovernmental agreements to confirm they are valid and up to date.
- Evaluate and create agreements with local businesses to provide resources during emergency situations and critical incidents
- Collate an inclusive listing of agreements and external resources and make this available, at a minimum, to all supervisory and management staff; and, assign responsibility for periodic review and update
- Conduct sufficient training for agency personnel on various external resources

Objective 3: Develop an annual prioritized plan which outlines agency needs.

Tactics:

- 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.
- Examine the potential and need for the agency to construct a firearms range and training facility.

Objective 4: Secure Funding and Support for Agency Needs.

Tactics:

- Provide documentation to elected and appointed officials outlining short and long term agency needs
- Create or maintain positive relationships with elected and appointed officials in order to emphasize the agency's effective and efficient operations
- Submit detailed, earnest funding requests, along with sufficient documentation, that justifies 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

Objective 5: Evaluate specialized patrol equipment for Agency Needs.

Tactics:

- 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.
- Utilize SPLOST funds as an option to fund specialized agency equipment
- Evaluate agency's need for specialized equipment such as command vehicle, utility armored vehicle, the use of K9s for use, and other potential equipment which could increase agency effectiveness.

Goal 6: Maintain a Code Enforcement Unit to Address Unsafe, Unsanitary, and Unlawful Community Conditions

Objective 1: Improve the quality of life in neighborhoods in the city of Dalton

Tactics:

- Address complaints from residents in the neighborhoods
- Proactively patrol the neighborhoods to identify any violations
- Perform property inspections to address violations

Objective 2: Improve education and community relations as it relates to code enforcement

Tactics:

- 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
- Publicize See Click Fix program for community

Objective 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.

Tactics:

- Emphasize an attractive, safe, and healthy environment in order to provide a high quality of life for both our residents and visitors.
- Encouraging responsible property maintenance.
- Improving both the appearance and value of all properties, residential, business, and commercial.
- 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 7: Enhance public perception and value through positive interactions.

Objective 1: Conduct training on the importance of providing quality customer service

Tactics:

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

Objective 2: Increase community involvement by all personal

Tactics:

- Develop incentive based community service program for both sworn and non-sworn employees
- Develop community mental health training for the community and officers
- 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
- Develop an award for community service for the end of the year

Objective 3: Continue to strive to be a transparent department

Tactics:

- Keep community informed during high profile incidents
- Keep employees informed on status of decisions that directly affect them
- continue to provide community members the opportunity to attend the Citizens Academy and the Spanish Citizens academy
- Research a camp for teens

Goal 8: Encourage Professional Development of Employees

Objective 1 - Encourage employees to further their education via college or other professional development training

Tactics:

- 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

Objective 2 - Continue lateral training department wide as man-power permits

Tactics:

- Establish and maintain cross training of civilian employees
- Locate a police agency in Georgia or elsewhere and establish an "exchange" program for cross-training, observation, and best practices
- Develop specific objectives for the exchange program to maximize the learning opportunity for employees to increase public value through best practices learned during the exchange

Objective 3 - Provide off-site training opportunities to all employees

Tactics:

- Seek out diverse off-site 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 9: INCREASE THE UTILIZATION OF THE INTELLIGENCE ANALYST FUNCTION TO BETTER SERVE THE AGENCY AND COMMUNITY

Objective 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

Tactics:

- 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

Objective 2 – Increase the analytical capability of our agency

Tactics:

- Maintain membership in different information networks to increase effectiveness
- Expand the analyst capabilities by having multiple positions
- Create a Criminal Analyst position and an Intelligence Analyst position

Objective 3 – Acquire advanced technology to further enhance the ability to gather and analyze information

Tactics:

- Meet with other agencies to see what technology they find the most useful
- Conduct research projects within the department to determine what technology is needed
- 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 be presented

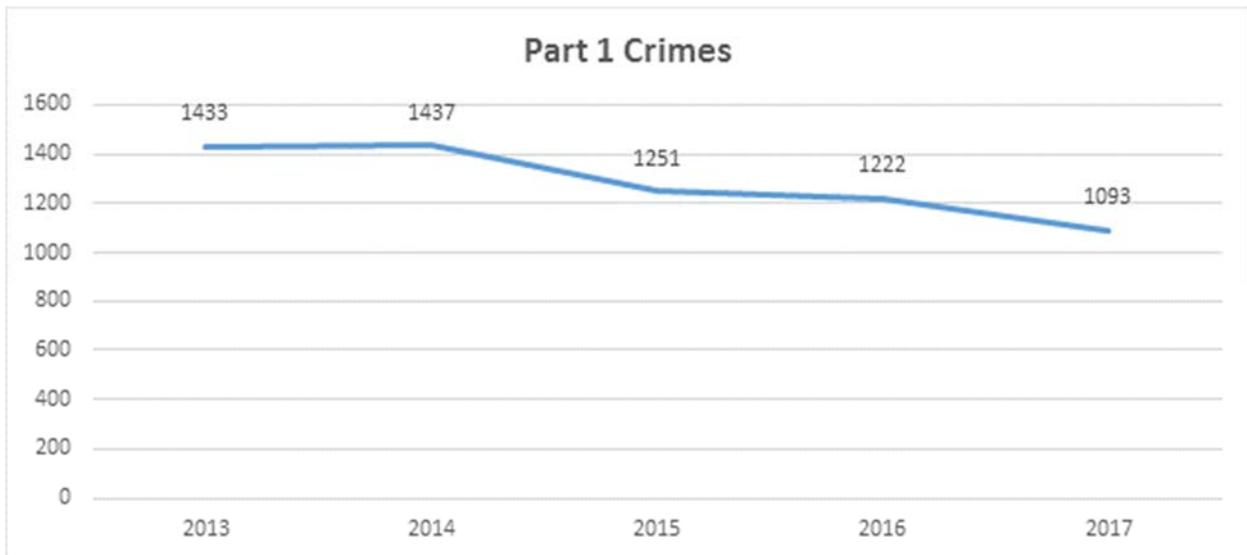
Anticipated Workload Trends

The table below depicts FBI Uniform Crime Reporting Part I Crimes for the City of Dalton from 2013 – 2017. Overall, Part I crimes remained fairly steady in 2013 and 2014, but then appeared to start trending downward in 2015 and 2016. In 2017 the total number of Part I crimes dropped approximately 10.6% from 2016 numbers. Violent crime totals showed a jump in 2014 and again in 2016. In 2017 the violent crimes fell slightly, by approximately 4.4%, but were still approximately 10.9% higher than the 5-year average. Aggravated assaults continued to steadily increase during the past 5 years. Based on a conventional forecast model, violent crimes are forecast to increase in 2018 by approximately 15% over 2017 numbers.

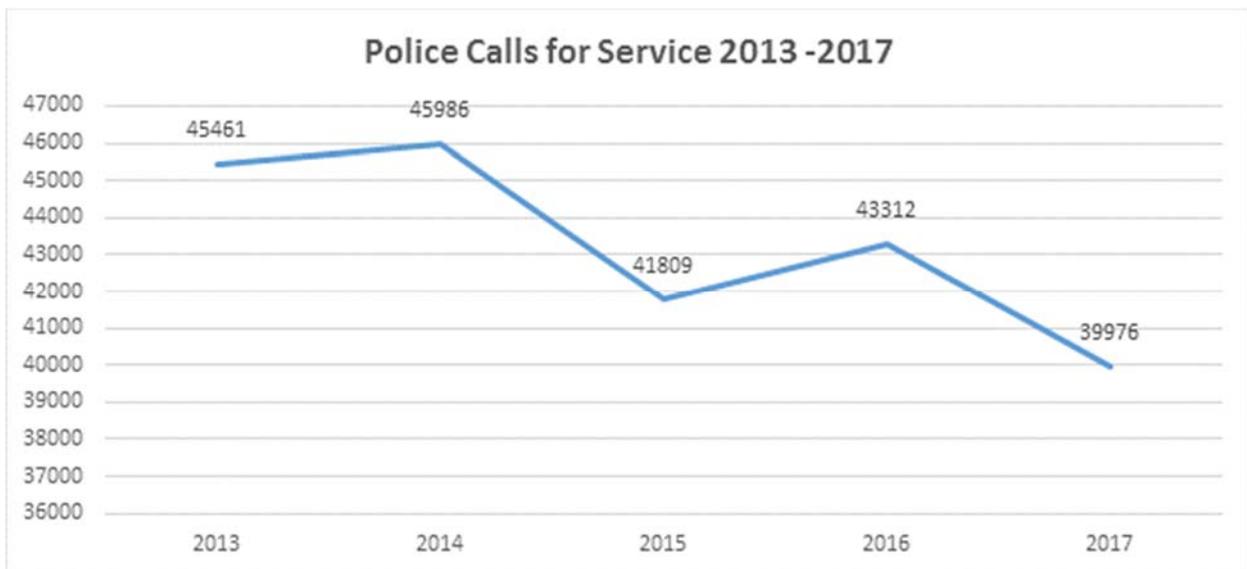
Property crimes showed a large drop in 2017 when compared to 2016. This drop is most notable in burglaries reported. In 2017 there was a decrease of approximately 39.7% in burglaries from 2016, which is approximately 32.6% lower than the average of 187 burglaries. Of interest, in 2017 the Official Code of Georgia Annotated (OCGA) changed the definition of Burglary in the 2nd Degree to no longer include “vehicle” in the verbiage of the offense. This may account for, at least a portion, of the decrease in burglary charges. When looking at the previous 5 years, it appears that property crimes in 2017 were well below the range of what was statistically expected for that year, and unlikely to continue into 2018.

FBI UNIFORM CRIME REPORTS PART I OFFENSES

	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>5-Year Average</u>
Homicide	0	3	1	0	0	0.8
Rape	10	17	15	17	16	15
Robbery	13	18	12	22	17	16.4
Aggravated Assault	48	61	68	74	75	65.2
<i>Violent Crime Totals</i>	71	99	96	113	108	97.4
Burglary	213	209	178	209	126	187
Larceny-Theft	1084	1060	923	834	782	936.6
Motor Vehicle Theft	61	63	54	60	73	62.2
Arson	4	6	0	6	4	4
<i>Property Crime Totals</i>	1362	1338	1155	1109	985	1189.8
Total Part I Crimes	1433	1437	1251	1222	1093	1287.2



Police calls for service have decreased steadily since 2012 with a drop in 2015. In 2016 calls for service began to rise again with a drop in 2017. While there was a decrease in total calls in 2017 a significant drop in calls for service one year is often followed by an increase the following year. Of note for calls for service in 2017 is the fact that Whitfield County Communications changed CAD systems in April of 2017. This may affect the total calls for service numbers in 2017, as different CAD systems may record information differently. The chart and data below illustrate the Calls for Service for 2013-2017.



Summary of Anticipated Workload Trends

The overall data indicates that Part I Crimes decreased approximately 10.6% in 2017 compared to 2016 from the previous year, and Calls for Service decreased by 7.7% over the same period. Calls for Service in 2017 were lower than the previous year, as well as lower than the five-year average of 42,109. Total Part I Crimes were lower than the five-year average of 1287. In 2017 rape, robbery, and aggravated assault numbers were all above the 5-year average. Total Part I crimes were also more than 2 standard deviations below the average in 2017, that is statically significant and likely unable to continue into 2018.

Based on the previous years' data and the fact that the numbers in 2017 represent abnormally low instances of Part I crimes, it is anticipated that total Part I Crimes and the demand for police services will increase over the next three (3) years due to statistical averages staying close to the mean. The probability of staying within two (2) standard deviations of the mean is 95%. Therefore there is less than a 5% chance of the current downward trend continuing. An evaluation will be conducted prior to each fiscal year budget request that will consider these factors, and others, to determine requested staffing and resource levels for the following years.

Anticipated Population Trends

The data below represents the projected population growth in Dalton between 2012 and 2017. Since there is no readily available projection data, these estimates are based on average annual population growth between the years 2000-2010. In 2000, the City of Dalton population was 27,912 persons; in 2010, the City's population was estimated at 33,128¹, an increase of 18.7%. From this data, one could project an average annual growth of 1.9%. Based on these assumptions, the population of Dalton is expected to increase from a projected population in 2017 of 34,077 persons to a projected population in 2021 of 37,438 persons.

It should be noted that Dalton's population fluctuates from the base population estimate—the current being 34,077—to a larger number during the daytime hours. Dalton is situated in such a manner that Interstate 75 bisects the western edge of the city, and features two (2) interstate exchanges. These locations are a boon to city business, but with nearly 50,000 vehicles exiting daily, these areas of dense retail become their own microcosm of activity that require a significant amount of police

¹ The 2010 US Census Bureau Report on City of Dalton, GA, population estimates

services during more than two-thirds of the workday. Considering the student body of Dalton State College, significant amounts of manufacturing, retail and vehicle traffic, Dalton’s total daytime population is estimated at 71,206 people, which doubles the population which requires police services and crime prevention.²

Dalton experiences a unique circumstance in that the City has an independent school district, separate from the county schools. The school system is currently in the process of expanding their current system with the addition of a new middle school. Through a contractual agreement, the Dalton Police Department provides School Resource Officers (SROs) to both high school location and the middle school campus location.

City of Dalton Population Forecast	
2017	34,077
2018	34,724
2019	35,383
2020	36,055
2021	36,740
2022	37,438
These estimates are calculated based on the	
2010 United States Census Bureau	
Population Estimates, and an annual growth	
projection of 1.9%	

Anticipated Personnel Levels

Based on the available data, it appears that the workload for the Dalton Police Department may be steady, but there may be a gradual increase. The agency is working with the Dalton Public School system and discussing more SRO officers due to recent school shooting incidents across the country. With a projected population growth of approximately 7.6% by 2021, the department may experience a need for additional personnel, and the need will be evaluated on an annual basis.

² The 2010 US Census Bureau Report on City of Dalton, as cited in the City of Dalton Daytime Population Demography, April 20, 2012

Anticipated Capital Outlay and Capital Improvements

The Dalton Police Department estimates capital needs on a three-to-five year basis, after evaluation of projected needs. The following definitions may assist:

Capital Outlay-Includes equipment, technology and vehicle items

Capital Improvements-Includes any significant repairs or construction on city property or existing facilities. Also rolling stock refers to vehicles.

The projected improvement needs are included in the table below:

Police Service Center Roof Coating	2019	\$ 100,000.00		
Annual Total				\$ 100,000.00
Gutter Replacement	2020	\$ 35,500.00		
LEICA Crime Scene	2020	\$ 165,000.00		
Annual Total				\$ 200,500.00
PSC Fire Suppression System repair/refurbish	2020	\$ 250,000.00		
Annual Total				\$ 250,000.00
Resurface PD Parking Lot	2021	\$ 50,000.00		
Annual Total				\$ 50,000.00
Five Year Grand Total				\$ 600,500.00

DPD needs Rolling Stock/vehicles

Category	2018	2019	2020	2021
Emergency	299999	128550	170000	892500
Investigative/Admin		102000	102000	34000
Auxiliary*				65000
Code				
	299999	230550	272000	991500

Funding Source

SPLOST

299999

Gen Fund

230550

272000

991500

# of Veh By Type	2018	2019	2020	2021
Emergency	7	3	4	21
Investigative/Admin	0	3	3	1
Auxiliary*				1
Code				
Total Veh All Types	7	6	7	23

Provisions for Review and Revision of this Plan

On an annual basis, the Dalton Police Department will develop goals and objectives during the fourth quarter of the calendar year. This document shall serve as a basis for assessing progress on prior goals; revision of incomplete goals, and establishment of new goals. Annual goals and objectives will be revised as needed, based on developing circumstances; equipment needs; changes in policy, codified law or case law; or changes necessary to improve the operation of the department. This Multi-Year Plan will be revised at least every three (3) years.