

MISSION OF THE UNIFIED GOVERNMENT OF ATHENS-CLARKE COUNTY

The mission of the Unified Government of Athens-Clarke County is to provide an open and responsive government, facilitating a positive environment for individuals to obtain a high quality of life and local organizations to achieve success by providing innovative, quality services and responsible stewardship of the community's resources, to benefit current and future generations.

MISSION & GOALS Athens-Clarke County Police Department FY 09

MISSION

Our mission, as a nationally accredited law enforcement agency, is to form partnerships with law abiding persons which result in every neighborhood being safer as residents enjoy a higher quality of life.

VISION

Our vision is to eliminate crime, the fear of crime and general disorder in our communities.

VALUES

Our values include respecting the dignity and worth of all people as we establish ethically based problem-solving partnerships with our neighborhood residents and the community at large.

VALUES AND PRINCIPLES STATEMENT

We are a vibrant, public safety organization devoted to continuous development, excellence, ethical standards, and managed on the Principles of Community Oriented, Problem Solving, and Quality Leadership with a customer satisfaction focus.

- Exemplifying a high **work ethic**;
- Personifying **ethical conduct**;
- Providing high-quality, internal and external customer services with **sensitivity**;
- Contributing **appropriate and proper feedback** to our internal and external customers;
- Protecting **constitutional** rights
- Fostering the paramount duties of government by ensuring **public safety**;
- Advancing the usage of **problem-solving systems**;
- Developing teamwork and **win-win relationships**;
- Ensuring **openness** and **eliminating racial, as well as gender, bias** at the individual, institutional and cultural levels;
- Promoting the **diversity** of our internal customer base;
- Enhancing the **leadership** and **supervisory** skills of our internal customers;
- Planning for and augmenting a **progressive future**;
- Encouraging **harmonious conditions** in our region; and
- Contributing leadership to the **police profession**.

We are proud of the **diversity** in our department as it permits us to **prosper** in many realms. We **value** each other as individuals and we strive for a **nourishing** work environment.

ACTION PLAN

Therefore, our budget service plan is designed to reduce victimization throughout our venue, to ensure institutionalization of Leadership in Police Organizations (LPO) and Problem Solving Principles, and to adhere to the Rule of Law.

GOALS

Promote the vision, leadership and management required by institutionalizing Leadership in Police Organizations Community Oriented Policing and Problem-Solving in partnership with the citizenry to ensure continuous police systems improvement by:

- Implementing and institutionalizing the LPO principles in the ACCPD and become a national IACP Center of Excellence.
- Reducing Part I Violent Crime by 15% in calendar 2008 (FY 09) in comparison with 2007.
- Reducing total Part I Crime by 3% in calendar 2008 (FY 09) in comparison with 2007.
- Adding COMPSTAT Plus in calendar 2008 (FY09) to facilitate crime reduction.
- Reducing the 911 Communication Center attrition rate to 18% for calendar 2008 (FY09).
- Attaining a minimum of 6,137 annual hours of work from recruited volunteers (interns, advocates, seniors, etc.) during FY 09.
- Integrating a new police captain into the Leadership Team and ensuring that groupthink does not develop.
- Ensuring the Leadership Team requires a “Problem-Solving and Best Practices” mindset from direct reports as we re-emphasize the Lieutenant-Managed Neighborhood Protection Plan and Quality of Life Ordinances in LPO.
- Eliminating the opportunities for crime and reducing the fear of crime through assigning staff to specific business and residential association meetings to proactively prevent crime.
- Continuing to emphasize institutionalizing the Family Protection Plan components and desired outcomes as well as establish a juvenile investigator during FY09.
- Providing for our employees an environment in which to work that is sensitive to their needs, and conducive to the accomplishment of the highest quality of work.
- Improving the quality of life in every neighborhood via police-citizen partnership based on the principles of LPO and continuous improvement.
- Actively conduct with federal, state and local resources initiatives designed to lower the illegal possession and usage of firearms.
- Actively conduct with federal, state and local resources anti-drug initiatives designed to lower the illegal sell and possession of controlled substances.
- Implement and institutionalize the LPO principles in the ACCPD and become a national IACP Center of Excellence.

OBJECTIVES

- Re-acquire the Mayor and Commission’s adoption of the International Association of Chiefs of Police/Police Executive Research Forum’s recommended staffing model for metropolitan statistical areas’ core counties/cities and fund 20% of the actual staffing deficit in FY09.
- Re-acquire Mayor and Commission’s adoption of the Association of Public Safety Communications Officials’ recommended workload measurement model and fund 25% of the identified staffing deficit in FY09.
- Attain a commitment from the elected and appointed officers to complete and implement the results of a task analysis/job market survey for public safety positions.
- Attain a commitment from the elected and appointed officials to maintain police personnel compensation and benefits within 7% of the true market rate, particularly applicable to tenured employees.
- Ensure appropriate oversight of the East and West Substations is maintained and documented.
- Continue the emphasis on developing an integrated justice mobile field reporting system. This system would properly support and enhance crime analysis, personnel allocation, the Assigned Vehicle Program, the Early Personnel Warning System, Anti-Biased Based Policing Procedures, and other data driven systems required to lead a nationally accredited, medium sized police department.
- Implement the optimal schedule and geographical placement of all personnel and resources to respond appropriately to all citizen concerns given personnel allocation constraints.
- Ensure that police majors are utilizing varied tools to problem solve “repeat call” incidents beyond the “arrest solution.”
- Ensure that police majors and captains are utilizing varied tools to problem solve “repeat offender” issues to prevent multiple and serial victimization of one or more individuals by an offender(s).
- Ensure the Criminal Investigation Division (CID) continues to maintain and support a “targeting” system aimed at repeat offenders who, as a class, commit five to eight additional crimes after warrants have been issued for their arrest. CID is to aim its efforts along the lines of the Safe Neighborhood federal initiative in an attempt to arrest, at a minimum, the 240 most violent felons and habitual property criminals and/or illegal drug suppliers impacting ACC.
- CID must during FY09 assign a police sergeant to specifically coordinate the ACC Safe Neighborhood Initiative and report directly to a Command Officer for this purpose.
- Continue to support downtown ACC by increasing the personnel allocation by one additional officer and providing Sunday beat coverage during the evening hours.
- Institutionalize during FY09, with training scenarios, the communications interoperability capacities developed during FY08 by the 911 Communications Division.
- Continue the growth, development, and maturing of managerial and command personnel at the Georgia Command College.