

# GCSPD 2022 STRATEGIC PLAN

## The Basis

The principles of Sir Robert Peel, the founder of the Metropolitan Police in London, have formed the basis for law enforcement organizations since the early 1800s. These principles stand true even today and form the basis of our commitment to our community.

### **Principle 1**

The basic mission for which the police exist is to prevent crime and disorder.

### **Principle 2**

The ability of the police to perform their duties is dependent upon public approval of police actions.

### **Principle 3**

Police must secure the willing cooperation of the public in voluntary observance of the law to be able to secure and maintain the respect of the public.

### **Principle 4**

The degree of cooperation of the public that can be secured diminishes proportionately to the necessity of the use of physical force.

### **Principle 5**

Police seek and preserve public favor not by catering to the public opinion but by constantly demonstrating absolute impartial service to the law.

### **Principle 6**

Police use physical force to the extent necessary to secure observance of the law or to restore order only when the exercise of persuasion, advice and warning is found to be insufficient.

### **Principle 7**

Police, at all times, should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police; the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.

### **Principle 8**

Police should always direct their action strictly towards their functions and never appear to usurp the powers of the judiciary.

### **Principle 9**

The test of police efficiency is the absence of crime and disorder, not the visible evidence of police action in dealing with it.



## Core GCSPD Principles

Before we can identify what we are striving for, we have to identify our core organizational principles; the guiding force of our department. These principles are what we believe in as an organization and what should guide our members' conduct. These principles are what we stand for, what we believe, and who we are as an organization.

The vision for the Green Cove Springs Police Department is: ***"To be a premier law enforcement agency, always improving for a growing community."***

Our motto is: ***"To protect with courage and serve with respect."***

Our mission is: ***"The Green Cove Springs Police Department is dedicated to partnering with our community in order to improve the quality of life of our citizens and visitors. We strive to provide excellent customer service through highly motivated members."***

All our members are expected to provide superior customer service. To accomplish this, our members are expected to know and practice **The 3 Tenets of Customer Service**.

1. Your problem is important to me
2. I will find a way to help you
3. I will exceed your service expectations

Our supervisors are central to implementing and promoting our organizational principles.

## Chief's Strategy

I believe our department has a long track record of strong community policing. I think at this point we don't "practice community policing"; we are the community! It all comes naturally to us and is ingrained in all our new members.

What I would like to add to the equation is the belief that our citizens are our customers, and we are charged with delivering an excellent product to them, in the form of excellent law enforcement services. I also believe that if any organization wishes to deliver an excellent product, they must first foster a great working environment for their members. Marrying our community policing with an emphasis on excellent services and happy members can only benefit our agency and those we serve.

The Department will positively motivate our members by encouraging and supporting:

- Growth through personal and professional education (e.g., college and career related courses)
- The use of earned personal time
- An emphasis on the importance of the member's family and loved ones
- An emphasis on physical and mental health
- Members' ability to respectfully share their ideas and opinions on matters that affect the Department and/or community
- A feeling of importance and belonging in this agency
- Supplying needed equipment and tools



In addition to our core principals, any member seeking promotion or special assignment will also be expected to read and understand reading material approved by the Chief of Police that can foster professional and private growth (e.g., "***Emotional Survival for Law Enforcement***"; "***Challenging the Law Enforcement Organization***").

## Goals

As Chief of Police, my goals for our agency in 2022 will include (in no particular order):

- Registering for a mock assessment in reference to accreditation with the Commission on Accreditation for Law Enforcement Agencies (CALEA) prior to December 25th
- Acquiring a patrol car camera system for the DUI unit
- Identifying funding to purchase vehicle and body cameras for all officers/vehicles
- Acquiring a new police boat
- Promoting an officer to the vacant patrol sergeant position
- Reaching and maintaining a high member retention rate
  - ◊ Total 41 positions
  - ◊ 4 police officer positions currently vacant
    - Including 2 new police officer positions added
- Establishing a traffic-focused unit that can also be tasked with other community concerns/needs
  - ◊ Traffic and Strategic Services Unit
- Returning one of our investigators to the county-wide drug task force
- Determine feasibility of new administrative sergeant position for FY2023
  - ◊ To supervise the Criminal Investigations Section, School Resource Officers, and Training & Accreditation
- Determine feasibility of new civilian National Incident-Based Reporting System (NIBRS) position for FY2023
  - ◊ Implementation of this system is required by the Federal Bureau of Investigation of all law enforcement agencies. It will replace the current Uniform Crime Reporting system (UCR). The NIBRS system requires capturing and reporting of significant additional information than is currently reported through the UCR system. Collecting this information will help our department use resources more strategically and effectively. However, collating this additional information and data entry into the NIBRS system is anticipated to have increased workload and manpower demands
  - ◊ Possible part-time position
- Determine feasibility of new patrol officer position for FY2023
  - ◊ The City is expected to grow at a minimum rate of 3.10% annually
- Acquiring two new police bicycles through grants
- Replacing 2 older police Impalas with 2 new Ford Explorers
- Updating the Department's Recruitment Plan
  - ◊ Include more area academies
  - ◊ Identify applicants for paid recruitment
- Department training to include:
  - ◊ Active shooter response
  - ◊ Defensive tactics
  - ◊ Tactical first aid

Future goals include:

- Having an officer on Clay County SWAT
- Having an investigator assigned to a federal task force (ICAC, etc.)

