GEORGIA TECH POLICE DEPARTMENT

2023-2028 Five-Year Plan

Issued March 28, 2023 by Chief Robert Connolly _____

1. MISSION

To strive for excellence and integrity in providing a safe and secure environment and instilling confidence in the Georgia Tech community.

To enforce laws and campus policy, to serve the public, to prevent and detect criminal activity, and to reduce the fears of the public through community interaction and education.

To promote growth and development for the members of the Department.

CALEA 51h Edition standard 12.2.la

2. POLICY

The vision of the Georgia Tech Police Department (GTPD) is to become a recognized national benchmark in innovation and professional policing. The Department seeks be a leader in the profession by providing quality service through collaborative working partnerships within the community. The Department will establish a comprehensive approach to emergency preparedness and policing, providing leadership and coordination with local, state, and federal agencies to promote a safe and secure campus.

3. RESPONSIBILITIES

Department employees will align the goals and objectives of all GTPD divisions, units, and employees with the Five-Year Plan.

The Deputy Chief will monitor the operations of the Department as to their meeting the mission and goals.

4. ACTION

4.0 Introduction

The GTPD is a fully operational State agency devoted to the protection of the campus, its students, faculty, staff, and visitors. The GTPD continuously strives to improve and enhance its operations and effectiveness on campus. Safety is the number one priority of all members of the agency. This Five-year Plan provides the overall guidance to assist the Department with continued growth and improvement in its operations internally and externally.

4.1   Strategic Goal #1
        Prepare the Police Department to Meet the Challenges of Tomorrow

4.1.0   The Department's goal is to continuously find new ways to increase the quality of life on campus with a safe environment where students, staff, and faculty can work, live, and play. The growth of the campus continues as new facilities are acquired and developed. The Police Department must be flexible and open to these changes, to reevaluate strategies and programs to meet and exceed the expectations of the campus community. The security concerns also change significantly throughout the semester and from year- to-year. GTPD will monitor these security concerns as they change and develop modern ways to challenge old and new problems.

4.1.1   Redesign and develop the Department: The Department will assess its organizational components every year through inspections and evaluations and make necessary changes.

4.1.2   Develop programs and supervisors: The Department's campus responsibilities change with growth and legislation, and the staff needs to be able to develop new programs to address the campus's needs. The preparation of future supervisors is critical to the long-term success of the Department.

4.1.3   Evolve a Crime Management Model: A crime management model will be the focus for all police personnel. The model must be data driven and consider the crime prevention needs of the campus community. Included in the data is feedback from the officer-citizen Community Conversations and on-the-spot surveys done to identify and address any community concerns. This model will assist the supervisors in developing their daily strategies for deploying patrol officers and other crime prevention tactics, measuring the Department's success and results, develop a method to measure progress of individuals, unit accomplishments, and the overall outcome change in the campus environment (crime comparison with the surrounding community and prior year).

4.2   Strategic Goal #2

        Enhance Communication and Coordination with the Campus Community to Improve Safety and Security

4.2.0   The goal is to proactively increase the Department's involvement throughout the campus community. The GT campus community is a complex and dynamic mix of students, staff, faculty, and research partners. The student population evolves every year, staff members are divided into their departments, and faculty and research groups are spread across the campus. The Department needs to find innovative ways to communicate and coordinate effective safety and security messages. Other departments and agencies on campus provide safety and security information, and the Department needs to partner and assist in educating the entire community.

4.2.1   Implement new methods to communicate (Social Media): Methods of communication and information sharing rapidly change with technology. Students, faculty, and staff also communicate utilizing differing avenues and tools. For example, the student population relies heavily on social media such as Twitter and Instagram. The Department's Social Media Center must stay current with the new methods of social media to educate and communicate with the community.

4.2.2   Student involvement: The Department's crime prevention and awareness programs will not succeed without the involvement of the students. Students understand how the police need to communicate to their peers and tailor the message to be effective and interesting.

4.2.3   Addressing the perception of crime: The perception of crime is harder to fight than crime itself. The Department needs to stay proactive and transparent when communicating the reality of crime on the campus.

4.2.4   Coordinating with staff and faculty: The faculty and staff on campus can be a great source of information and provide a valuable service of monitoring and reporting activities before it happens.

4.3   Strategic Goal #3

        Become a Leader in the Use of Security Technology

4.3.0   The Department's goal is to research and develop new security technology initiatives to assist in maintaining the safety and security of the campus. If the Department operationally combines the use of technology with proactive patrolling techniques, this will have a positive impact on the quality of life on campus. The Department would like for its reputation of using security technology to be close to the Institute's national reputation of a leader in technology.

4.3.1   Physical Security: Make use of our Physical Security Specialist to conduct security evaluations of the campus's buildings and surrounding areas in order to determine the most effective applications of technology for enhancing security and situational awareness.

4.3.2   Integrate Security Systems: The continued use and improvement of a standard platform for each system (CCTV, Alarms, Access Control, gunshot detection, etc.) will allow for rapid and focused response.

4.3.3   Upgrade Officers' Tech Systems: The officers rely on multiple systems. These systems must be up kept up to date to meet the changing demands on patrol officers. The RMS/CAD data systems are the core reporting systems where all the information is captured. The Department is actively pursuing upgrades to these systems.

4.3.4   Research New Technology: New devices and programs are created every day for law enforcement to use in fighting crime. The Department is staying current with the new technical upgrades for law enforcement. Working internally and with external partners, the Department has become a leader in the use of security technology.

4.4   Strategic Goal #4

        Maintain a Standard of Excellence within the Law Enforcement Profession

4.4.0   As with any profession, it is imperative to maintain a standard of professional excellence, especially due to the important nature of law enforcement and safety. By striving to lead and

excel among police agencies, the Georgia Tech Police Department will be able to better serve the campus community.

4.4.1 Evaluate policies and procedures: Maintaining excellence in policies and procedures minimizes opportunities for failure and establishes the operational platform for the entire agency. Reviewing and revising procedures on a regular basis ensures that standards are being met and Departmental goals are being carried out. Training on and enforcement of strong policies and procedures also enable leadership to identify weak areas within the agency and develop ways to improve them.

4.4.2 Maintain National Accreditation (CALEA): In order to maintain the highest standard of excellence within the law enforcement community, the GTPD should continue to maintain Law Enforcement and Communications accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA). Being accredited ranks GTPD among the top law enforcement agencies in the country and especially within the university system of police agencies.

4.4.3 Professional Development of all Employees: Investing in the professional development of employees improves the overall strength of the Department. Creating programs to improve retention and recruitment of employees ensures that the staff has a vital interest in the campus and their job functions. Developing consistent training programs and supporting employee's career goals are important to the operation of the Department internally and within the community. Recognizing excellence and achievements of staff is a crucial component of developing loyalty and an eagerness to go above the normal realm of duties.

4.4.4 Crime Reduction: Crime reduction on campus is a top priority for everyone that works in the Department. Alternative strategies and initiatives should be explored to enhance the crime reduction methods that are currently being used. Working with other law enforcement agencies and reviewing case studies and best practices helps not only the Georgia Tech Police Department, but other campus law enforcement agencies as well.

4.5 Strategic Goal #5

Enhance Emergency Preparedness and Prevention Programs

4.5.0 The Office of Emergency Management (OEM) shall continue to develop and maintain risk-based emergency plans for the Institute that includes a comprehensive emergency operations plan along with support and incident annexes; coordinate continuity planning across all Institute units; coordinate building and venue-level emergency planning across all Institute facilities; develop and maintain hazard mitigation planning for the Institute; and coordinate with our partners on mutual aid planning.

4.5.1 OEM shall develop exercises to initiate planning, validate planning, test training, and identify gaps in resources.

4.5.2 OEM shall maintain and manage the Institute's emergency notification program to ensure that the campus community can be alerted of imminent threats requiring immediate action.

4.5.3 OEM shall develop and maintain preparedness programs to ensure that individuals, units and the Institute as a whole are prepared for emergencies and disasters.