



# **STRATEGIC PLAN**

## **2023-2024**

**Corinth Police Department**

**Revised January, 2023**

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# STRATEGIC PLAN FOR THE CORINTH POLICE DEPARTMENT 2023-2024

## Introduction

The Corinth Police Department is staffed by a group of professionals dedicated to providing protection and exceptional customer service to the residents of Corinth and Shady Shores. To maintain its place as an exceptional police agency the Department must look to the challenges of the future in addition to meeting the needs of today.

Forward-looking law enforcement organizations seek to meet future challenges by engaging in strategic planning. They attempt to prepare to the extent possible for new threats to public safety, staffing needs, technology requirements, and operational strategies that the future will bring. All of

these preparations they must undertake while remembering that priorities and financial constraints will always be parts of the planning process.

This document represents the Corinth Police Department's effort to successfully meet the expected tests the future will present. We acknowledge that there also will be unanticipated challenges that will have to be mastered. The strategic plan thus will require flexibility and periodic updates.

We additionally recognize that we are only a part of a larger City of Corinth organization and we must meet our challenges, financial and otherwise, with consideration for those faced by other members of the City team. We pledge to do just that.

We realize that any police agency's Strategic Plan must take into consideration the needs and concerns of the communities served. We will strive to stay in touch with our residents' views by continuing to be open, accessible, and accountable to our citizen-customers.

This plan will focus on the years 2023-2024 while recognizing that some projects or initiatives may extend well beyond that time period.

*Jerry Garner*

*Chief of Police*

## **Overview**

Strategic planning is an organization's process for determining its future direction and allocating resources to pursue that direction. In order to determine where it is going, an organization needs to first know where it is presently and how it intends to go about getting to a new place. The resulting document is called the strategic plan.

It is the intention of the Corinth Police Department to maintain a strategic planning process to articulate the direction of the organization and identify the resources and actions needed to get there. The plan will be updated as necessary. The information contained in the plan must be readily available to provide guidance to each police employee. It also should be accessible to the City's elected officials and the general public. To that end the plan will be available on the Department's website.

The Department's Vision, Mission Statement, Core Values, and Goals are all integral parts of CPD's strategic plan. They are regularly reviewed and revised, as necessary. But no less important are the organization's plans to confront the challenges to public safety anticipated to occur over the next several years. Experience has demonstrated that even limiting the scope of the plan to a relatively short time period will still see surprises and unexpected challenges. The Department must remain flexible in its response to these new scenarios. In order to be truly useful, a strategic plan must allow for change.

A strategic plan must be more than a cataloging of anticipated challenges and a wish list of additional personnel and equipment, although resources are a key part of the planning process. The plan must recognize that fiscal realities dictate that not every desired resource will always be available, nor will every goal be reached. Choices will have to be made and priorities set. That, too, is a component of strategic planning.

The Department exists to work with its citizen-customers to protect the community and provide excellent customer service. That overarching purpose is reflected in the Department's Vision, Mission Statement, and Goals, which are noted in this Strategic Plan. The organization's listing of its Core Values is intended to describe how its members will carry out those tasks.

## **Assumptions**

A strategic plan is constructed with certain assumptions about what will be happening locally and beyond during the life of the plan. Assumptions will on occasion be proven incorrect. Unexpected factors and conditions can surface during the term of the plan. A recent example can be found in the COVID pandemic, which impacted life and law enforcement nationally. Nevertheless, reasonable assumptions must be made in order to assemble a useful strategic plan. Assumptions utilized in the construction of CPD's 2023-2024 Strategic Plan include the following:

- Growth and development in and near Corinth and Shady Shores will impact the crime rate and increase the number of police calls for service.
- Current and future residential growth of the region will negatively impact traffic volume and flow in the future.
- Based on current economic indicators, revenue received by Corinth and Shady Shores likely will remain relatively stable.
- The Police Department will continue to face stiff competition from other jurisdictions in our efforts to attract top quality applicants to our ranks and retain them.
- New technology will be developed and marketed to make a police officer more effective, efficient, and safe but it will often come with a hefty price tag.
- Social media and Internet-based crimes will present a growing challenge for both prevention and investigation.
- The citizens of the Lake Cities will continue to be highly supportive of their law enforcement officers.

## Guiding Principles

### **CITY OF CORINTH MISSION**

To provide services that meet or exceed the needs of our community and enhance the quality of life.

### **OUR POLICE DEPARTMENT VISION**

A police department and communities working in partnership for a safer, better Corinth and Shady Shores.

### **OUR POLICE DEPARTMENT MISSION**

Preserve the quality of life in our communities by providing protection and exceptional customer service with honor, integrity, and pride.

### **OUR POLICE DEPARTMENT VALUES**

Honor---We realize that we are privileged to work in a vital cause and we pledge to bring only positive recognition to ourselves and our Department.

Integrity---We recognize that an earned reputation for integrity---for doing the right thing---is a Corinth police officer's most precious asset.

Pride---We are proud of our organization, our profession, and the people we serve.

Service---We will do our best to provide prompt, compassionate, effective, respectful, and courteous service to our citizen-customers.

## **OUR POLICE DEPARTMENT GOALS**

1. Work safely
2. Find a way to help (Exceptional Customer Service)
3. Do the right thing, on-duty and off-



## **Department Philosophy**

*We practice community-oriented policing at the Corinth Police Department. In Corinth and Shady Shores the term does not refer to a specialized unit or program but rather a way of doing business. Community policing means that the Department and the members of the community must address public safety and quality of life issues as equal partners. Officers must have the support and cooperation of the residents they serve if they are to succeed as effective guardians of the public safety. Personnel of the Department will work in collaboration with the residents of Corinth and Shady Shores in building a safer, better community. In addition, in order to preserve the strong support of our community we will continue to be transparent and accountable in our operations. We recognize that we must be a part of the community, not apart from it. Additionally, the Department's personnel recognize the sanctity of human life and will seek to utilize training, tactics, and technology to further our application of de-escalation practices, whenever possible.*

*The Department's philosophy recognizes that while crime suppression is very important, preventing a crime from occurring in the first place is to be preferred over solving it. Preventing criminal acts through its various programs and practices will continue to be the emphasis of the Department. We are aware that the absence of major crime, not the number of arrests, is the best indicator of the effectiveness of any law enforcement agency.*

### **ACTION STEPS**

#### **Conduct an annual review of the Department's Vision, Mission, Values, and Goals.**

The public safety environment changes on a continuing basis. Economic and social changes happen locally, too. New challenges to public safety develop over time, as criminals' tactics and practices change. Residents' expectations of local government, including law enforcement, also change. It is mandatory that the Department regularly re-examine where it is going, its alignment with municipal elected officials' priorities, and how it plans to reach its destination. The Department recently reviewed its Vision, Mission, Values, and Goals and found them appropriate for current conditions. We will continue the review process each year. Revisions will be communicated to employees as well as elected officials and residents.

### **Pursue maximum transparency and accountability for the community.**

The more that the Department and the community know about each other and the concerns of each, the better it is for understanding and cooperation all around. The Department seeks to build transparency through such programs as the Citizens Public Safety Academy, Coffee with a Cop, Citizens on Patrol, and the various crime prevention and public information presentations that CPD personnel do in the community. In the future the Department will continue to do these things but also rely increasingly on social media to listen to and communicate with our citizen-customers. We also recognize the need for absolute accountability and openness in our operations. We will respond to all citizen questions, commendations, and complaints concerning police policies, operations, and personnel.

### **Continue our emphasis upon integrity and exceptional customer service by police personnel.**

Like exceptional customer service, an expectation for integrity and ethical behavior is part of the foundation upon which the reputation of the Corinth Police Department rests. Close attention to the Department's recruitment, selection, promotion, supervision, and Professional Standards (Internal Affairs) processes will help assure that service and integrity remain the agency's guiding watchwords for the future. Further, the Department's leadership staff recognizes the obligation personally to role model exemplary moral and ethical behavior in all actions internal and external to the Department. We seek to fulfill that obligation in 2023, 2024, and beyond.

### **Maintain a realistic approach to growth-related resource needs.**

We recognize that a large amount of residential construction is underway or soon to begin in Corinth and vicinity. We realize that on occasion a law enforcement agency's default response is to promptly request more employees and "things." We are aware of our obligation to carefully analyze what we will need and when to meet this anticipated growth. We will assure that our requests for resources are realistic ones.

### **Constantly re-assess Community Oriented Policing as the most effective and efficient means of delivering police services.**

For several decades now community-oriented policing has been identified as the most efficient and effective way to deliver law enforcement services in

America. We are entirely in support of that concept and believe that it has worked well in Corinth and Shady Shores. Nonetheless, we will stay in touch with relevant research and police practices elsewhere in an effort to determine if “a better mouse trap” is under development or contemplated. We are always willing to participate in those discussions. It is our intention to remain on the cutting edge of improved law enforcement services.

## **Personnel Resources**

*The success of any organization depends largely upon its people. During the period of this strategic plan the Corinth Police Department will continue to seek out the very best police applicants and prepare them to excel as City employees. We also will emphasize the continued development of our tenured employees. We recognize that in the recruitment, hiring, training, and assignment of employees their earned reputation for competence and integrity as positive role models in the community is vital.*

*We also recognize the importance of leadership and succession training for our employees. As a part of our training program we will endeavor to prepare our leaders to take on additional responsibilities and contribute to the future of the Department. Succession planning, we know, is vital for the future success of our organization.*

### **ACTION STEPS**

#### **Protect our employees' mental and emotional health.**

Law enforcement can be extremely taxing on the mental and emotional health of its practitioners. Nationally, more officers die at their own hands each year than are killed by criminals. The Department has selected and trained a peer support team of officers to assist peers suffering the effects of cumulative stress or the aftermath of a critical incident. Adding members to that team will occur in 2023. In addition, the Department encourages all sworn personnel to make an appointment with the Department's police psychologist for a free, annual wellness checkup. That same, experienced psychologist is also on-call to the Department for mental and emotional health support following any critical incident.

#### **Annually conduct a staffing study in each division of the Department to identify needs for sworn and civilian employees.**

Command staff annually examines the need for personnel resources in each area of the Department. As the population and police call volumes increase for both Corinth and Shady Shores, the Department will examine the need for additional personnel to the extent that financial constraints permit. Both the Criminal Investigations Division and civilian employee ranks must be included in the personnel needs assessment. It also will be necessary to maintain our presence in our high school and middle schools. At present

large residential developments have started construction in Corinth. It is highly likely that soon-to-come budget years will see the need for additional sworn personnel.

**Continuously review and revise, as appropriate, the selection criteria for both sworn and non-sworn employees.**

The skills required to be a successful police officer today are growing in volume and complexity with every passing year. Consequently, it is necessary for CPD to review its “entrance requirements” on a continuing basis to assure that only the very best candidates demonstrating intelligence, integrity, compassion, and decision-making skills become City employees. The Department recognizes the absolute necessity of hiring only the “best of the best.” Our hiring philosophy includes the mandate that we will *never* hire candidates just to fill open positions in our ranks.

**Continuously review and update the Department’s police officer recruitment process.**

The Department recognizes that there are identifiable differences in the various generations of potential employees who are in the job market today. We also realize that these potential applicants are accessing different media in their job searches and are in many cases seeking somewhat different job rewards than earlier generations. The Department will continue to examine all facets of the recruiting process and make changes as necessary. A heavy reliance on the social media will be an emphasis. We also will seek additional means for getting our recruitment message to the young people of our community. But we are aware that our current police personnel are our most effective recruiters. We have requested their assistance in the recruitment process.

Meanwhile, we will continue to seek experienced and highly-qualified police personnel from other law enforcement agencies, including those who are re-locating from out-of-state departments. This is an area in which the Department has seen success of late.

**As a part of the succession planning process, prepare the Department’s next generations of leaders for additional responsibilities.**

Leadership training is a component of the Department's training and education process. The Department highly values relevant education and training of all kinds and encourages all personnel to seek more of both. Coaching and mentoring efforts also will remain parts of the leadership succession planning process, as will formal professional training that emphasizes leader preparation. Our goal is to develop "bench strength" that will permit all future promotions to come from within the ranks of the Department. Additional, localized leadership training for the Department's first-line supervisors will commence in 2023.

**Continue to assess the Department's training needs and work to meet those needs in a timely manner.**

Education and training are important to the success of any exceptional organization. The Department must continuously identify its personnel training needs and meet them. This training must cover not only physical and technical skills, as important as these topics are, but also leadership skills and "people skills." Training will be conducted by the Department's own instructors in addition to outside subject matter experts. Training efforts will be bolstered by the Department's newly-acquired status as a TCOLE-certified official training provider. Currently the Department's personnel, taken together, undergo hundreds of hours of training annually. The goal is to expand the amount of relevant training.

In 2023-2024, the Department will stress leadership training as a key component of our succession planning. Emphasis will be placed upon providing additional support to our first-line supervisors.

## **Operations**

*The Corinth and Shady Shores communities enjoy earned reputations for being very safe places. The Police Department has worked in collaboration with our residents in attaining this positive picture. However, a growing population, increased motor vehicle traffic, and burgeoning drug abuse and mental health issues that are nationwide in scope will pose additional challenges. The Corinth Police Department will be required to develop programs and practices to confront these growing challenges in the immediate future. We will utilize the guidance provided by the Accreditation (Best Practices) program of the Texas Chiefs of Police Association to assist in that effort.*

*We realize that it is in the area of Police Operations that most citizens have contact with our personnel. We have emphasized to our sworn and civilian personnel the importance of those personal, operational interactions.*

### **ACTION STEPS**

#### **Return specialized units to operational status as resources permit.**

Specialized units can increase the effectiveness of a law enforcement agency at the same time they provide career development and assignment rewards for highly-performing police personnel. However, the Department must first carry out its primary functions of service and protection to the community by keeping its Patrol and Criminal Investigations units as close to fully-staffed as feasible. Bicycle patrols, community resource officers, K-9 units, and a traffic enforcement team all can bolster the Department's overall effectiveness. The Department has just re-established its K-9 unit after several years' absence. Our next goal will be to create a full-time or part-time traffic unit to help combat increasing numbers of crashes, many of them causing major traffic delays on crowded roadways such as Interstate 35E.

#### **Cooperate and collaborate with other law enforcement agencies.**

The Department will continue to pursue its excellent working relationship with the Little Elm and Hickory Creek Police Departments in addition to the other law enforcement entities in our region. In specific, we are working with Little

Elm on a multi-agency SWAT unit. Meanwhile, Hickory Creek is providing training for our K-9 and handler. Preparation for a prompt and effective joint response to a natural or manmade disaster or an active shooter situation will remain a priority. We recognize that an agency our size cannot hope to adequately respond to an event that requires resources beyond those existing within a single police department. Our neighboring agencies face the same challenges. We will do everything possible to maintain excellent working relationships with those agencies. Traffic enforcement and drug interdiction will remain priorities among the collaborating agencies for the immediate future.

### **Renew and Maintain Accredited Status**

The Corinth Police Department has been accredited three times over past years by the Texas Association of Chiefs of Police. The state accreditation program sets dozens of rigid standards for qualified police agencies to meet. These are often referred to as Best Practices. We believe that meeting these standards makes for a more professional, competent, just police organization. In 2023, the Department will again be examined by outside assessors in our effort to attain re-accredited status.



## **Technology, Equipment, and Facilities**

*It is an established principle that successful organizations work smarter, not just harder. Emerging technologies help law enforcement organizations work smarter. The Corinth Police Department uses information technology and other equipment-related advances to aid its officers in working with increased efficiency, effectiveness, and safety. The Department will pursue updated technology and equipment within the constraints of sound financial practices. The Department recognizes its twin obligations to the community to be both excellent customer service providers and fiscally responsible team members. The Department's leaders acknowledge these equally important needs and will balance them accordingly.*

### **ACTION STEPS**

#### **Research technology that will increase the safety, efficiency, and effectiveness of our personnel.**

From advanced computers to in-car ticket printers, license plate scanners to fingerprint readers, new technology is available that boosts the effectiveness, efficiency, and safety of police officers. Much of this technology can be mounted in a police car or carried on an officer's person. Today's newest generations of police employees are technology-savvy and expect the Department to furnish them the latest tools needed to do law enforcement tasks in the most efficient and effective manner. In-car ticket printers and unmanned aerial vehicles (drones), for example, both increase the efficiency of police operations. We acknowledge our responsibility to provide our employees with the technology required to work efficiently and safely. The Department is committed to monitoring the technological advances in the field and securing affordable, up-to-date technology that will make tangible contributions to employee safety, efficiency, and effectiveness. At the same time, we realize the need to be financially responsible in the procurement of this technology.

#### **Maintain a police vehicle fleet that contributes to the safety, efficiency, and effectiveness of our employees.**

For many police employees, their City vehicle is their work space, often for an extended time period. The Department will work with the Department of Finance and private vendors to obtain and maintain safe and well-equipped

vehicles suited for the police officer's job and the local climate and traffic conditions. These vehicles will be replaced on a reasonable and responsible schedule. We are conscious that an exceptional vehicle fleet is a positive factor in the officer recruitment and retention effort. We are likewise aware that our marked police vehicles are highly-visible symbols of our City government and we will do our best to maintain an appearance of which our taxpayers can be proud. Currently we have need to purchase and equip one or two police motorcycles to better deal with crashes and speed enforcement on Interstate 35E and elsewhere. The Department also needs to replace an old, marked golf cart for use at such events as Pumpkin Palooza and the numerous planned, future events at Agora.

**Research and, if deemed feasible, place into operation a city-wide automated license plate reader and camera system.**

Automated license plate readers combined with camera surveillance systems have advanced in sophistication and utility in recent years. These systems can be programmed to alert officers to the presence of vehicles licensed to wanted offenders and missing persons, among a number of applications. A city-wide system of approximately 20 stationary units could provide coverage of Corinth's primary entry points and people-gathering areas (Example: the future Agora development.) In 2023, we will continue the process of evaluating the benefits of such a program and its implementation, if indicated. We will be prepared to conduct a presentation on the utilization of such a system to the city manager and, if desired, City Council.

**Begin planning to refurbish the interior of the police facility.**

Virtually no work has been done to address normal wear-and-tear on the interior of the police station since its construction over five years ago. Both carpeting and paint have begun to show the effects of aging. Of the two needs, replacing carpeting in the most heavily-traveled areas of the building should take priority. Naturally, the availability of funding for the project will be paramount to proceeding.

**Research options for future detention/jail needs.**

As the Denton County area continues to balloon in population, local law enforcement agencies, particularly the smaller ones, find it increasingly

difficult to secure jail facilities for offenders who have committed minor crimes, such as failure to appear to face charges for a previous offense. The City of Corinth currently contracts with the City of Flower Mound for detention services. Flower Mound has advised the Department that jail services for Corinth should be available for the next 2-3 years. It is advisable that the Department and the City commence looking at detention options for when the Flower Mound facility is no longer available.

**Explore options for future 911/Dispatch needs.**

The Denton County Sheriff's Office currently provides 911 answering and radio dispatch services for the Police Department on a contract basis. As the county grows in population that center is becoming busier. There are other options. Little Elm, for example, recently moved from using the County's facility to utilizing the City of Denton Police Department, instead. While the Department is satisfied with the County's services, good stewardship of the City's money and interest in providing the best possible support to our officers mandate that we remain alert to other options.

## **Organization**

*Reporting chains of command are important to the success of any effective, efficient organization. Who reports to whom, who supports whom, and where accountability belongs must be clear if that organization is to be successful in carrying out its mission. Additionally, a police agency must be as open and accessible to the public as feasible. Command staff will review the structure of Corinth PD annually. Revisions to the structure will be made as necessary to maintain and/or improve the effectiveness and efficiency of each work group. It is also important that the Department strengthen its working relationships with other law enforcement organizations in order to share resources and expertise.*

### **ACTION STEPS**

#### **Conduct an annual review of the Department's organization chart to assure maximum effectiveness and accountability.**

The public safety needs of the residents of Corinth and Shady Shores are subject to change on a continuing basis. The Department must change periodically in order to meet a changing environment and circumstances. At times that will mean adjusting the structure of the organization itself. The Department's Command Staff will examine the organization's structure on a regular basis and make revisions to improve performance, as indicated. In 2022, for example, with the assistance of Human Resources it was determined that the position of lieutenant in Personnel Services should be re-classified to captain to reflect the responsibilities of the position. That change was made. Also, in 2022 the Department's Animal Services unit was removed from the organization chart when that service was assumed by the town of Hickory Creek on a contracted basis. The regular review process will continue in 2023-2024.

#### **Conduct a periodic review of the Department's beat/sector structure and make revisions as indicated.**

CPD's patrol officers are deployed throughout Corinth and Shady Shores according to calls for service in the community. To assist in determining appropriate geographic deployment the Department endeavors to track crime trends and response times to calls. How Patrol personnel are deployed contributes to the Department's crime prevention and crime

suppression efforts. It also contributes to customer satisfaction. To those ends the Department will review its geographic Patrol deployment on a regular basis and make adjustments where indicated by available data.

## **SUMMARY**

Presently the Corinth Police Department's priority is attracting the best possible employees to the agency and then training, equipping, and compensating them to increase the chances that they will remain exceptional City employees for the long term. We also are focused on preparing for the challenges that inevitable population and traffic growth will bring. Accomplishing these goals is paramount to our strategic planning efforts. But no strategic plan ever conceived could account for every possible influence and nuance that even a relatively short period might bring. Consequently, a strategic plan must be regarded as a living document, subject to revision. We recognize that an organization that operates on a 100% reactive basis without attempting to prepare for the future will experience reduced effectiveness.

By the very nature of its role in society a law enforcement agency must devote a significant portion of its resources and energies to reactive measures intended to serve the public safety. Someone must respond when a citizen calls 911. Nevertheless, the Corinth Police Department pledges to engage in planning aimed at serving and protecting the people of the Corinth and Shady Shores communities in the most effective, efficient, and responsible way feasible, now and in the future. We will modify and update our strategic plan as reality dictates. We will continue to emphasize succession planning and collaboration with other law enforcement agencies as key parts of our planning process.

We recognize that our police organization exists to serve the needs of our citizen-customers. We also realize that any police department's efficiency and effectiveness are measured not by the number of arrests made but by the absence of major crime. Through our plans and actions we always will seek to meet our residents' needs with professionalism, compassion, and exceptional customer service.