2026

Chatham County Police Department Strategic Plan Performance Report

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CHIEF'S FORWARD

When the Chatham County Police Department was re-formed in 2018, it was evident that a comprehensive Strategic Plan would be a necessary part of ensuring our police force served the community to the best of its ability.

Our department began a lengthy and detailed process to determine the key focus areas and goals that our Command Staff, officers, and the community thought would be the most important moving forward. The Chatham County Police Department Strategic Plan was finalized in late 2019 and presented to the public in January 2020.

Within a few short weeks of releasing our Strategic Plan, our world underwent massive changes fueled by the COVID-19 pandemic and the in-custody death of George Floyd at the hands of sworn law enforcement officers. These combined challenges would prove to be a true test of our Strategic Plan as we began to chart waters that were as unexpected as they were unprecedented.

As you will see in the following pages, the Strategic Plan proved to be a solid guide forward, and timeless enough to allow us to adapt to the rapidly changing environment while meeting the goals we felt were most important.

Our Chatham County Police Department 2026 Strategic Plan Performance Report updates you on the progress we made in completing our original Strategic Plan goals and highlights new initiatives moving forward.

The 21st Century will continue to be a time of rapid change and innovation that will impact our lives in many ways still unknown. But, no matter what the future holds, I feel certain that people will always want a well-trained, innovative, compassionate, hard-working, and transparent police force. The Chatham County Police Department is committed to those ideals, and our Strategic Plan will continue to be one of the important tools we use to achieve those goals.

Respectfully,

Jeffrey M. Hadley
Chief of Police, Chatham County Police Department

CHATHAM COUNTY POLICE DEPARTMENT
COMMAND STAFF

Julie Tolbert, Assistant Chief of Police

Terry Shoop, Assistant Chief of Police

Dean Fagerstrom, Captain - Office of Professional Standards

Nicholas Ojanovac, Captain – Criminal Investigations Division

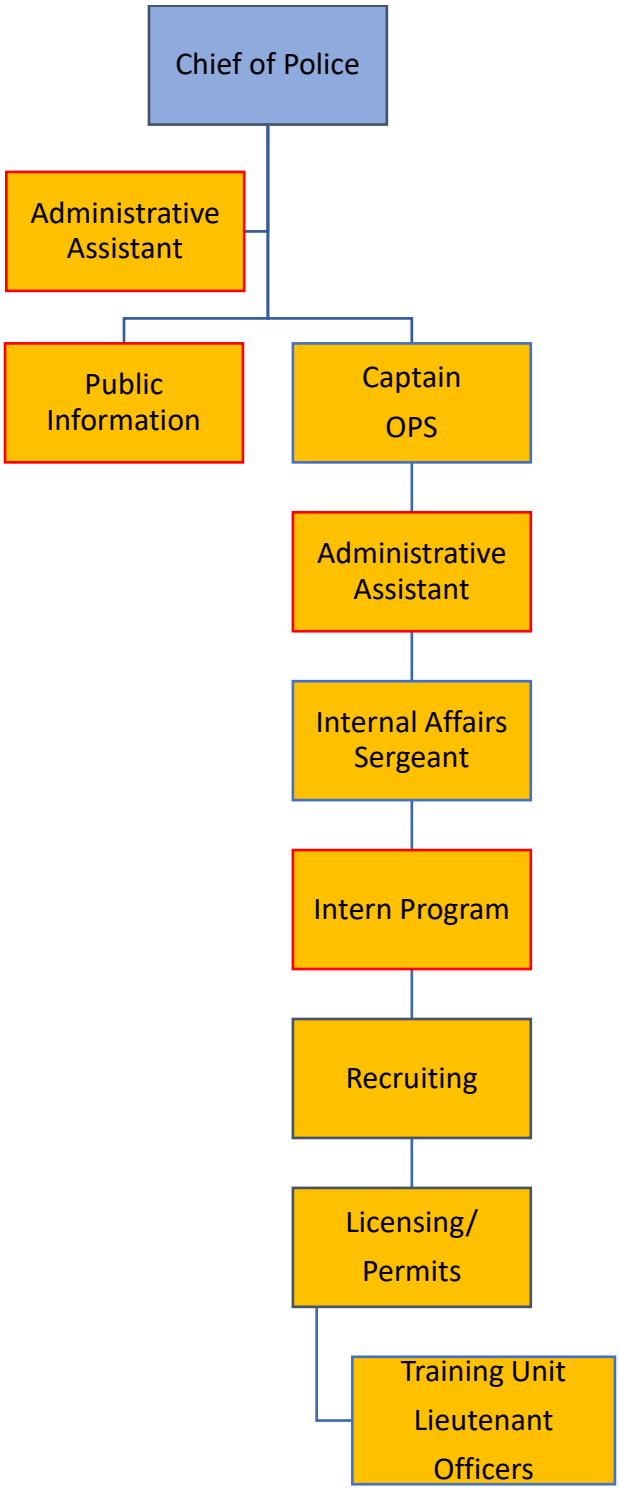
Kimberly Middleton, Captain – Administrative Support Services

Joseph Wright, Captain – Whitefield and Islands Precincts

Matthew LoPresti, Captain – West Chatham Precinct

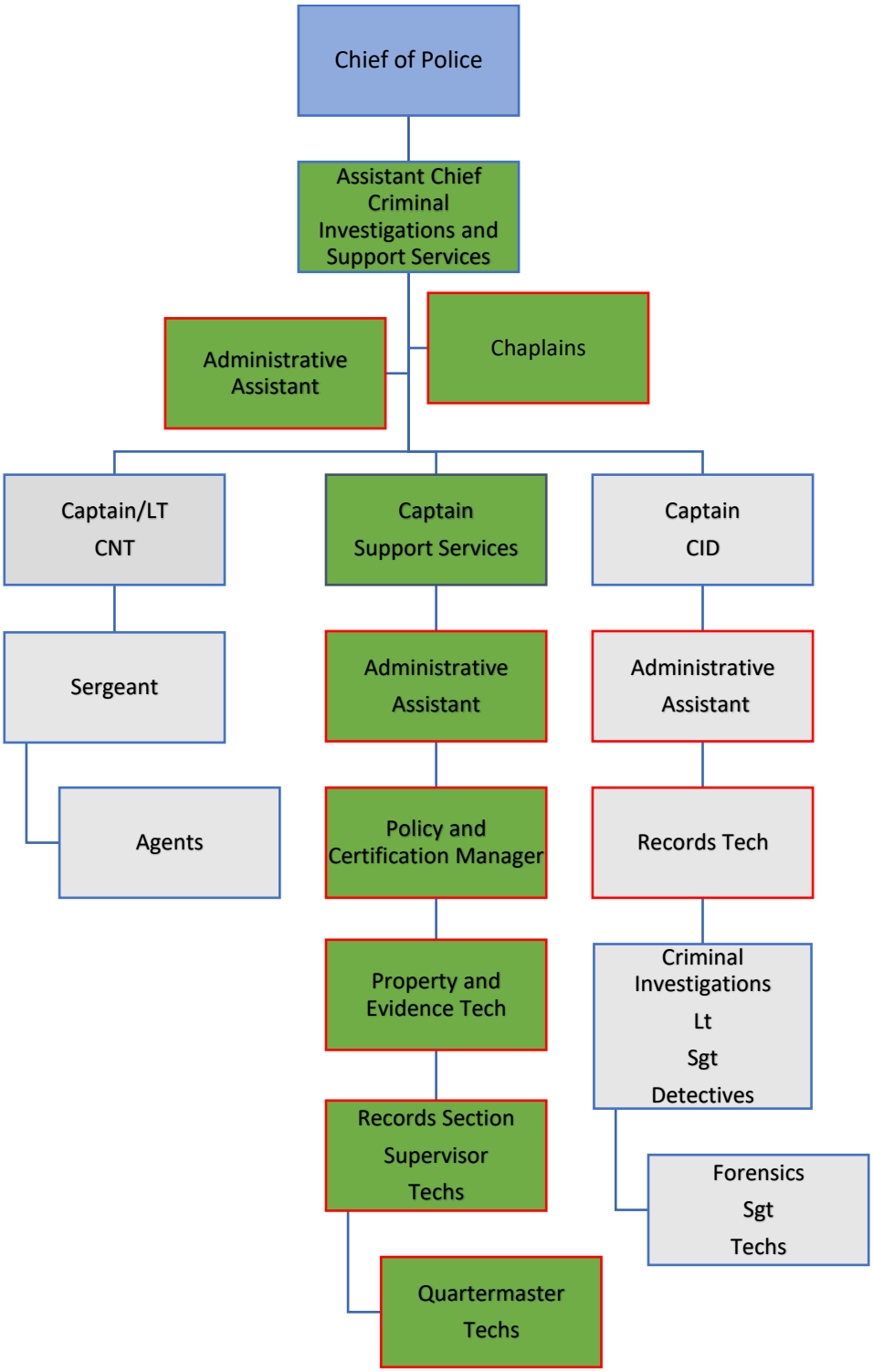
Daniel Flood, Captain - Chatham Counter Narcotics Team

ORGANIZATIONAL CHART: CHIEF'S OFFICE

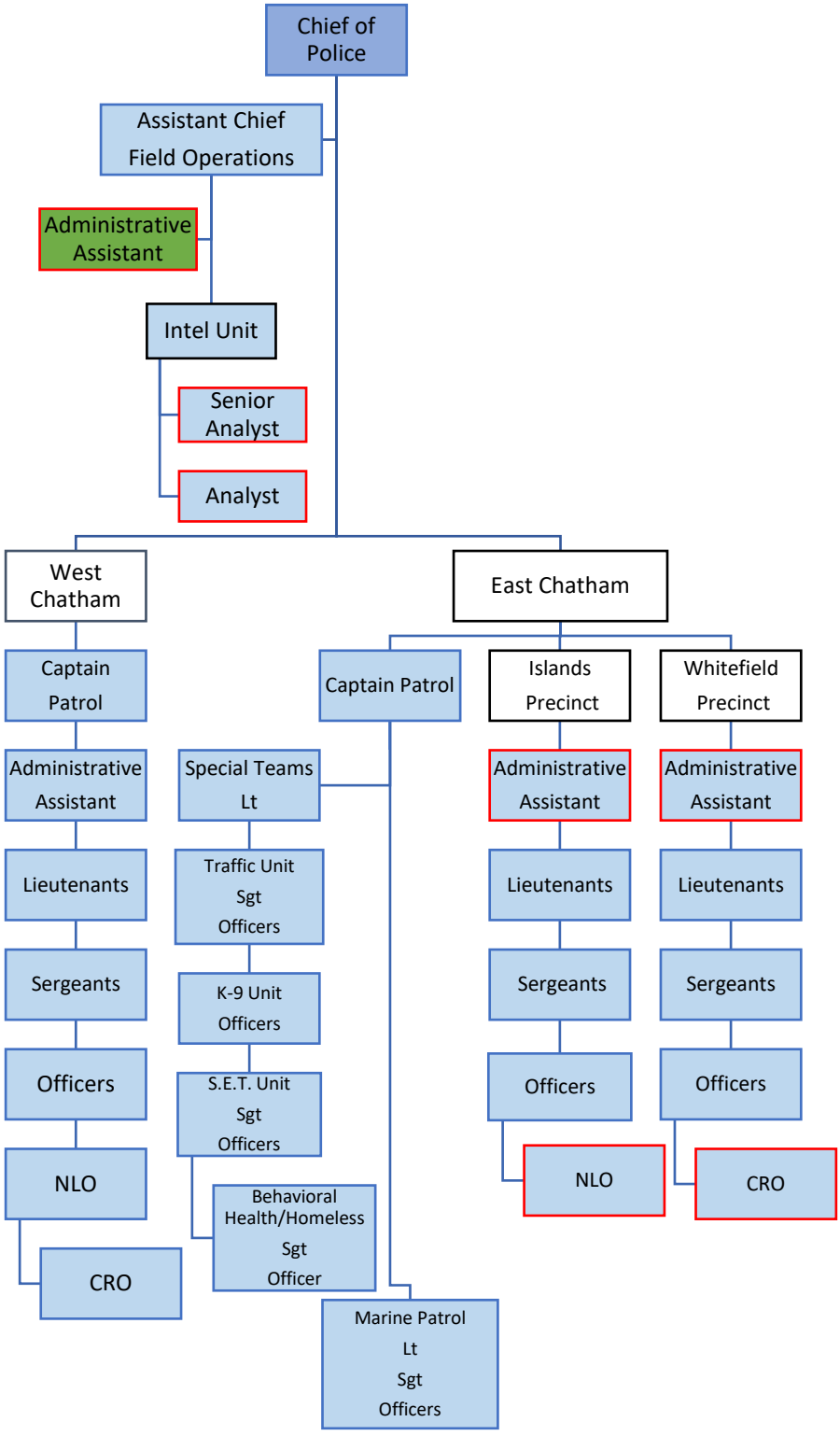


*Departmental Organizational Chart Divided Due to Space Limitations

ORGANIZATIONAL CHART: OPERATIONS



ORGANIZATIONAL CHART: PATROL



KEY FOCUS AREA ONE

Organizational Structure and Personnel (Organizational Excellence)

Goal 1

Formulate an organizational structure that will effectively meet the needs of the Chatham County Police Department for the next several years.

Section 1-Objective 1.1

Create an Organizational Audit Committee (OAC) to perform and analyze an organizational audit. Items to be included in the audit are organizational structure (now and future), staffing analysis, creation of role descriptions, etc.

Accomplishments

1.1.1- Acquired software to facilitate and maintain an agency wide organizational chart. This ancillary duty was assigned to professional staff.

At the start-up of newly formed CCPD on February 1, 2018, the department was made up of Command Staff, Patrol Personnel, CID Personnel, Support Services Personnel Office of Professional Standards, Training Unit and Marine Patrol Personnel. Since then, the department has shown the need to increase staffing in CID and create units such as:

- Crime Analyst
- Neighborhood Liaison Officer
- Strategic Enforcement Team
- Policy & Certification Manager
- K-9 Unit
- Traffic Unit
- Multi-Jurisdictional SWAT Team (includes CCPD, Pooler, Bloomingdale, Garden City, Tybee Island, Port Wentworth)

1.1.2- A 90 Day Plan was executed within the Criminal Investigations Division and a comprehensive report was completed and submitted to the Chief of Police for review. Numerous recommendations were made to encompass staffing levels, divisional organization, and daily operations.

1.1.4- A staffing analysis was completed within the Criminal Investigations Division and staffing levels were recommended based on industry standards and several independent studies.

Section 1-Objective 1.2

Provide OAC results and recommendations to Command Staff for consideration, planning and implementation

Accomplishments

1.2.1- Several new units have been created to include K-9. Traffic, Dive Team, Behavioral Health Unit, and Homeless Liaison.

1.2.2- Staffing levels are continuously monitored, and officers are deployed based on greatest need, in particular to Uniformed Patrol.

Section 1-Objective 1.3

Develop a strategy for funding effective July 2020

Accomplishments

1.3.1- In conjunction with the agency's crime analysts, data was compiled to assess the need for additional personnel. The agency added an additional ten positions to staff the aforementioned specialized units in accordance with community needs.

1.3.2- Professional staff has been designated to maintain budget spreadsheets which can be utilized to analyze costs associated with personnel acquisition.

1.3.3- The Chief of Police routinely prepares reports for commission relating to personnel costs.

Section 1-Objective 1.4

Improve employee wellness, including physical fitness levels, nutrition, mental and financial well-being

Accomplishments

1.4.1- Several officers have attended peer support training, and the agency continues to grow that cadre.

Section 1-Objective 1.5

Construct a task force to review all agency policies

Accomplishments

1.5.2- A Lieutenant has been tasked with reviewing and monitoring all agency policies to ensure they are aligned with industry standards and best practices.

1.5.3- CCPD has attained State Accreditation, ensuring agency policy is the most current, legal, and applicable policy in the industry.

1.5.4- CCPD continues its use of Power DMS as its policy repository.

1.5.5- Policy changes are disseminated to employees through the use of Power DMS.

Section 1-Objective 1.6

Develop a communication and training strategy regarding the new policies

Accomplishments

1.6.1- All CCPD policies are provided to employees electronically via Power DMS.

1.6.2- The training units provides instruction on policy prior to the recruits attending the police academy.

1.6.3- All employees electronically verify receipt of policies via Power DMS

Section 1-Objective 1.7

Develop a training curriculum, focusing on engaging officers in the most current and high-quality training

Accomplishments

1.7.1- All employees receive training in cultural diversity as well as procedural justice.

1.7.2- Optics and weapon lights were purchased for all employees to enhance their weapons proficiency.

1.7.4- The agency purchased Pepper Ball guns, as well as less lethal shotguns to be deployed by officers in the field.

1.7.5 thru 1.7.7- The training division has developed courses and instructors to maintain officer's defensive tactics and driving skills.

1.7.8- The agency brought in training such as Guardian Leadership and Lew Bender to provide leadership training for supervisors.

Section 1-Objective 1.8

Become the employer of choice within Chatham County Law Enforcement in order to attract and retain the highest-caliber people

Accomplishments

1.8.1- CCPD produced a series of video advertisements highlighting employment opportunities at the department. In addition, a mobile app was developed to aid with recruiting.

1.8.2- CCPD has created several part-time recruiting positions to assist with recruiting efforts.

KEY FOCUS AREA TWO

Community Trust and Engagement

Goal 2

Build and Strengthen the Trust and Engagement between the Community, Schools and CCPD

Section 2-Objective 2.1

Outreach to community, LEOs and Schools

Accomplishments

2.1.1- The CCPD brand is connected to stakeholders and the community through daily, strategic public relations efforts that result in hundreds of news stories annually regarding the department and its work. Relationships are also managed via social media accounts, where the public can message the department directly with concerns. CCPD became the first department in the county to have its own phone app, which also allows direct contact between citizens and the department.

2.1.2- CCPD participates in local events such as:

- Coffee with a Cop
- Halloween "Trunk or Treat"
- Back to School Events "Book Bags and school supply giveaways"
- Thanksgiving Food Drive & Baskets
- Job Fairs
- Presentations at colleges
- College Internship Program
- Ride-A-Long Program

2.1.3- CCPD developed four social media accounts on various platforms to reach multiple demographics. The information on these accounts is now viewed more than nine million times a year. These accounts generate more than 75,000 citizen interactions annually. In several instances (the snow of January 2025, for example) the accounts have become the go-to for information when other agencies have only posted limited information. The accounts allow residents to interact directly with CCPD, ask questions, voice concerns and give the department

kudos. News media have come to rely on the accounts for information, as well, and often use it as a primary source for news articles. Both the public and the media know they can turn to these accounts for trusted news and information that is posted in a timely manner.

2.1.4- Numerous public information pieces have been produced that include copies of our strategic plan, flyers explaining school zone speed cameras, real-estate type yard signs promoting golf cart rules and signage urging people to remove their firearms and lock vehicles. Giveaway items, including light up key chains, have been given out to spread the 'lock your vehicle message'. Various electronic newsletter/flyers have been sent to neighborhood and HOA organizations giving public safety information/reminders to their residents. The CCPD website has been updated to include a vast amount of information including Standard Operating Procedures, weekly crime statistics, school zone speed ticket statistics, etc.

Section 2-Objective 2.2

Enhance Brand and Professionalism of the entire CCPD

Accomplishments

2.2.1- Procedural justice training sessions were held that included the community and officers.

2.2.2- The department has held numerous Coffee with a Cop events, as well as other community outreach events, which are outlined above in 2.1.2.

KEY FOCUS AREA THREE

Technology and Infrastructure

Goal 3

Optimize and integrate technology systems to maximize organizational efficiencies and effectiveness, such as communications, video monitors and electronic build access

Section 3-Objective 3.1

Inventory, Assess and Evaluate CCPD's existing technology assets

Accomplishments

3.1.1- Over a period of several years, CCPD has found the need for such equipment as:

- Stalker Speed Trailers (which is a speed deterrent and data collection unit)
- Side Scan sonar for Marine patrol (for search and recovery incidents)
- Flock Cameras (tag readers used for investigative purposes)
- FARO/Focus 3-D scanner (a comprehensive solution designed for capturing precise 3D digital models, faster data sharing, and on-site efficiency used for crime scenes and traffic crashes)
- Panasonic FZ-55 MDT project (eliminated the outdated MDT's & compatible with newer programs)
- Purchase of LDV Mobile Command Post (use for investigations and prolonged events)

Established a TWG with external stakeholders that includes ICS, FMO, CEMA, E911, PSIP, PMO, Purchasing, and Finance; established a smaller internal group to procure, administrate and troubleshoot technology; established a procurement process for all technology, software, hardware and software subscriptions in accordance with CC Purchasing, Revenue and Finance Ordinances; established communication with other Departments currently occupying the West Chatham Police Precinct/Annex and having shared interest in LAN, electrical closets, wiring systems and communication systems; established communication with ICS for technical and administrative support; established internal positions to include a technology administrator, two ICS Liaisons, an Inventory Control Coordinator and various software systems administrators; requested and obtained Finance Department assistance in obtaining an object code specifically for software, software subscriptions and cloud based technology in accordance

with Federal legislation and guidelines; establish communication and CC guidelines with technology vendors; established and trained internal staff to adhere to procurement policies, local Ordinances and inventory audits. Requested and received assistance from CC Asset Management to add software, software subscriptions and cloud-based technology to the annual Asset Inventory.

Future Continuity: Begin to incorporate new staff members into the technology work group by forging relationships with internal and external stakeholders such as staff and vendors; offer training and seek feedback from staff on new products; schedule meetings with TWG members for input and ideas; set new goals and objectives; explore current trends and concepts; identify current issues, problems and challenges; document staff concerns; work together to resolve problems and troubleshoot.

3.1.2- Hired an experienced Quartermaster with knowledge of Public Safety needs; hired and trained an experienced Inventory Control Specialist/ Coordinator; provided training on procurement processes; purchased an inventory control system and implemented annual asset inventory audits of all software, software subscriptions and cloud-based programs which is included in the annual CC Asset Inventory. Assist each CCPD Division in researching, procuring, upgrading and renewing software assets; Assist in the procurement of hardware, the destruction of hardware, and the auction of gently used technology assets; keeps Command Staff informed of technology changes, cost, expirations, and innovations; monitors and participates in budgetary expenditures on technology agreements, renewals and contracts. Actively participants in the Public Safety Improvement Project (PSIP) to include the development of the new CAD and RMS systems; Audio/Video systems were installed at all three CCPD Precincts; new Motorola APX 6500 in-car radios were purchased and installed in patrol vehicles; purchased new “APX 8500 radios for the new Mobile Command Center; upgraded issued mobile telephones; added a new camera system with audio and video storage servers for up to 120 days on all three buildings.

Future Continuity: Inventory all technology equipment and ensure inventory codes are listed and labelled with C-tags; Input all technology into the Collective Data inventory system; identify equipment and systems that are more than $25K and ensure accurately listed on asset inventory; monitor annual renewal fees; conduct annual assessments to determine duplication of services between software subscriptions; ensure annual fees are requested during the budget request period; document increases and decreases in hardware and software; document damaged, malfunctioning and broken equipment; keep external stakeholders such as CEMA (radios) and ICS (hardware and software) are included in purchasing decisions.

3.1.3- Established a process which includes both internal and external stakeholders; lines of communication established to keep all stakeholders aware of shared technology changes and innovations; keeps Recorder’s Court Administrators aware of technological changes in forms and

formats; involves all Court Judges in technological processes, such as electronic warrant services, upon request; TWG advises regarding lifecycle, costs, maintenance agreements, warranties, COI and other aspects of technology procurement. Cloud based technology is used most frequently for example all officers utilize AXON Evidence.com to upload to cloud storage rather than to disc or drives while CID detectives depend on terabyte drives as their primary backup storage.

Future Continuity: Maintain a spreadsheet of costs, lifecycle, IMEI, telephone numbers, serial numbers, and computer names associated with purchased devices; maintain copies of quotes, invoices, warranties, purchase orders and payments; maintain a list of vendors used for purchases; maintain a file on recent purchases.

3.1.4- TWG, primarily ICS, in accordance with County policy, is actively involved in all assessment, evaluation and procurement of technology in addition to monitoring network activity, safeguarding servers and implementing cyber security.

Future Continuity: Utilize the inventory control system to add, maintain and remove hardware, software and technology equipment appropriately; ensure devices are wiped prior to being destroyed; data and records stored on the device should be backed up if appropriate; ensure all GCIC/NCIC rules, guidelines and laws for CJIS agencies are followed appropriately.

3.1.5- TWG established a line of communication between internal staff and ICS utilizing the "Helpdesk"; internal sworn and civilian staff have been given technical support permissions to assist patrol staff with issues 24/7/365; share appropriate licenses and permissions with external stakeholders to include the District Attorney's Office and Superior Court Judges; internal staff utilize external software programs such as Odyssey (Courts) and Phoenix (CCSO) to assist in their daily work tasks; Technical support and training is now included in all software procured through vendor agreements; TWG assisted in the procurement and purchase of new computers, new MDTs, cameras, webcams, mobile devices, hardware, wiring, cabling, upgrades.

Future Continuity: In addition to helpdesk assistance, training should be developed and implemented in a virtual environment to assist staff with minor issues; protocols for password expirations, network lockouts, and error messages should be implemented when "Helpdesk" assistance is unable.

Section 3-Objective 3.2

Identify Infrastructure needs for the department

Accomplishments

3.2.1- Assessment of current buildings established a need for additional storage and office space. External storage space was established by purchasing new utility sheds for all three CCPD Precincts; existing storage sheds, garages and barns were updated and/or repaired; office spaces at each Precinct were renovated to increase workstations; new record file shelving system was purchased and installed for CID; new lockers for WC Patrol were purchased and installed; multiple areas within the WC Precinct were enclosed to increase storage as well as provide additional office spaces; Office space at the Whitefield Precinct was renovated to provide virtual training space; Audio video systems were installed at all three Precincts; carpeting was removed and luxury vinyl plank flooring installed at all three Precincts; a panic alarm system was purchased and installed at all three Precincts; P&E Unit was renovated to provide additional storage; an P&E prep and work station was established at the WC Precinct; microfiche, microfilm and old CCPD records were removed and taken to the CC Records Retention Center (It should be noted that 90% of those records have been converted to digital data by the Records Retention staff); Two buildings were purchased for CCPD future use; landscape grounds improvements have been made at all three Precincts; lawn sprinkler systems have been repaired and upgraded to full functional use; trees at all three Precincts have been cut back and/or removed to reduce debris during hurricane season; increased security fencing at the WC Precinct has been purchased; adequate handicap parking for both the public and staff has been increased at all three Precincts; Roofing at the WC Precinct has been replaced; Created storage space for armory by renovating detention cells and eliminating unused bathrooms; created a lactation room at the WC Precinct.

3.2.2- 90% of the old CCPD criminal history records, microfiche, microfilm and paper documents have been converted to digital format by the CC Records Retention Center staff; working with the PMO, the PSIP completed the configuration, conversion, installation and implementation of the new CAD system; the configuration, conversion, installation of the multi-agency RMS system is at best 80% completed with an expected go-live date of December 9, 2025; during Hurricanes and other critical incidents, the Rose Green Room at the West Chatham Precinct has been converted into the hub of the EOC; both E911 and CEMA EOC have been re-wired to accommodate new technological needs and upgrades; unused office spaces behind the Tax Commissioners office have been converted to CCPD usage; over 190 solar panels have been installed on the WC Precinct as part of CC Green Project; a the Police Memorial monument at the WC Precinct was upgraded; new HVAC systems has been installed on the roof of the WC Precinct; new heavy duty ice machines have been installed at all three Precincts (it should be

noted that CEMA purchased the larger unit located at the WC); FMO hired a specialist to conduct regular inspections of the HVAC systems and air quality at each Precinct; CCPD with the assistance of FMO now contracts out services traditionally tasked to FMO such as janitorial services, painting services, window washing services, grounds maintenance, tree services, and pest control.

KEY FOCUS AREA FOUR

Focused Crime Prevention and Response

Goal 4

Increase the Crime Prevention Activities of the CCPD and Community

Section 4-Objective 4.1

Reduce Crime and Disorder

Accomplishments

4.1.1-4.1.2-Created a Crime Analyst Unit who reviews the daily CAD data, reports, monitors social media information that can lead to the prevention criminal activities, or apprehension of suspects. The Crime Analyst Unit also creates a weekly crime report that shows last 7 days stats, and past 28 days stats, as well as year-to-date compared to last year-to-date. During the weekly crime meeting, crimes & patterns are discussed which allows the precinct commanders to deploy additional resources to the area(s).

Section 4-Objective 4.2

Understand the mental health needs of some community members

Accomplishments

4.2.1-4.1.5- Created a Behavioral Health and Homeless Liaison Team to address both the issues of mental health and homelessness. These officer work together as a team to address issues that arise as well as assist in providing resources to those in need.

Section 4-Objective 4.3

Educate the public in crime prevention tactics

4.3.1- Public Information Officer reads every shift DAR, and puts out crime information often immediately to keep the public aware and give them action steps they can take to keep from

becoming a victim (examples include scams, entering autos, porch pirates, etc.) In addition, newsletter-type flyers have been created, as well as giveaway items with topical public safety messages (lock your car keychains). Yard signs have also been created to encourage compliance with county golf cart ordinances and to warn people to remove firearms from vehicles and lock their doors.

4.3.2- CCPD utilizes public service announcements via the PIO to educate the general public about crime topics. Officers also deploy items such as yard signs in neighborhoods where a problem has been identified. Officers also provide in-person seminars/town halls to discuss crime trends and issues.

4.3.3- The Neighborhood Liaison Officer and precinct staff frequently attends neighborhood association meetings to listen to concerns of the community as well as to provide the residents feedback on activity in their area, and help address said concerns, if possible.

4.3.4- Through the use of specific software, CCPD analysts provide a crime mapping program to the public to illustrate crime locations and type. Crime maps and statistics are posted weekly to the CCPD website by the Public Information Officer.

Section 4-Objective 4.4

Determine if a Crime Suppression Unite (CSU) is needed in the CCPD

4.4.1- CCPD utilizes two crime analysts to identify crime types, frequency, and location.

4.4.2- The Strategic Enforcement Team was created and staffed to focus on problematic areas throughout the unincorporated county but is currently unmanned due to staffing shortages.

KEY FOCUS AREA FIVE

Traffic Safety

Goal 5

Effectively meet the community's priority of addressing traffic safety

Section 5-Objective 5.1

Consider the establishment of a Problem-Oriented Traffic Safety Team (POTST)

Accomplishments

5.1.1-5.1.7- Created a Traffic Unit. Due to staffing shortages, the traffic unit is made two officers who are supervised by the Special Operations Lieutenant. The focus of the unit is to reduce speeding and traffic crashes throughout the unincorporated county, by deploying the CCPD speed trailers, collect data and provide a visible presence and continuous traffic enforcement the problematic areas/roadways. The unit addresses complaints that are forwarded by the county manager's office, received directly into the precinct, or mentioned during the community meetings. The data collected from the speed trailers is also analyzed and used to focus on peak times of the day. In addition, data collected from speed trailers is often shared with the county engineering department to support decisions made regarding traffic calming projects, etc. The unit officers are also receiving additional training in advanced traffic crash investigations.

Strategic Goals and Objectives

2026 – 2028

KEY FOCUS AREA ONE

Organizational Structure and Civilian Personnel

Goal 1

Formulate an organizational structure that will effectively help meet the needs of the Chatham County Police Department using civilian personnel to supplement sworn positions.

Section 1-Objective 1.1

Provide a recommendation to command staff for consideration, planning and implementation

Description

1.1.1- Identify areas of need, in which civilian personnel can supplement sworn positions, i.e., CID investigator, Recruiting, Training, Behavioral Health and Body Worn Camera Compliance Specialist.

Section 1-Objective 1.2

Begin hiring process

Description

1.2.1- Create a job description and job classification for each position identified.

1.2.2- Create a job announcement and selection criteria.

1.2.3- Amend organizational chart to show position(s).

Section 1-Objective 1.3

Develop a strategy for funding said personnel

Description

1.3.1- Corroborate the need to utilize civilian personnel to facilitate effective and efficient operations within CCPD

1.3.2- Provide a detailed breakdown of costs associated with hiring and employing said personnel

KEY FOCUS AREA TWO

Infrastructure

Goal 2

Identify Infrastructure needs for the department (Badcock and Marine Patrol buildings)

Section 2-Objective 2.1

Provide a recommendation to command staff for consideration, planning and implementation

Description

2.1.1- Finalize construction plan of the new Marine Patrol building and site.

2.1.2- Follow thru and monitor the construction of the building and site.

2.1.3- Provide input and feedback when needed or requested.

Section 2-Objective 2.2

Remodel and construction of the Badcock building

Description

2.2.1- Create a work group to determine the needs of each unit being housed in the facility (Property & Evidence, Training and Criminal Investigations)

2.2.2- Obtain input from staff regarding the utilization of the outside space (shelter for the newly purchased Mobile Command Post)

2.2.3- Create a design plan for the facility and site

2.2.4- Bid project in its entirety

2.2.5- Oversee project to completion

KEY FOCUS AREA THREE

Equipment

Goal 3

New Marine Patrol Vessel

Section 3-Objective 3.1

Purchase of a new Marine Patrol Vessel

Description

3.1.1- Describe the need for a need for a new vessel

The current Marine Patrol fleet is aging. Our Fast-Response vessels are 2007 and 2012 models.

3.1.2- Identify vessel and needed equipment

Safe Boat, Model 25W: Length over all 27', Beam 10, HP rating 600. Equipped with radar sonar, FLIR, VHF, emergency lights and siren. Trailer included in bid along with delivery.

3.1.3- Determine cost of vessel

$461,192.32

3.1.4- Identify funding for vessel and obtain approval

A grant has been awarded for 75% of the cost.

3.1.5- Bid vessel and equipment

KEY FOCUS AREA FOUR

Succession Plan

Goal 4

Plan for Expected Retirement of Key Staff

Section 4-Objective 4.1

Ensure Seamless Transition When Key Staff Members Take Expected Retirement

Description

4.1.1- Identify Key Personnel expected to retire in 24-36 months

4.1.2- Identify personnel who may qualify for promotions into those positions

4.1.3- Determine training and leadership education necessary for potential applicants

4.1.4- Determine feasibility of a substantial 'training period' between the outgoing and incoming key personnel

Chatham County Police Department
295 Police Memorial Drive | Savannah, Georgia 31405
police.chathamcountyga.gov