

# FAIRFIELD GLADE POLICE DEPARTMENT

## 5-YEAR STRATEGIC PLAN

**2025-2030**

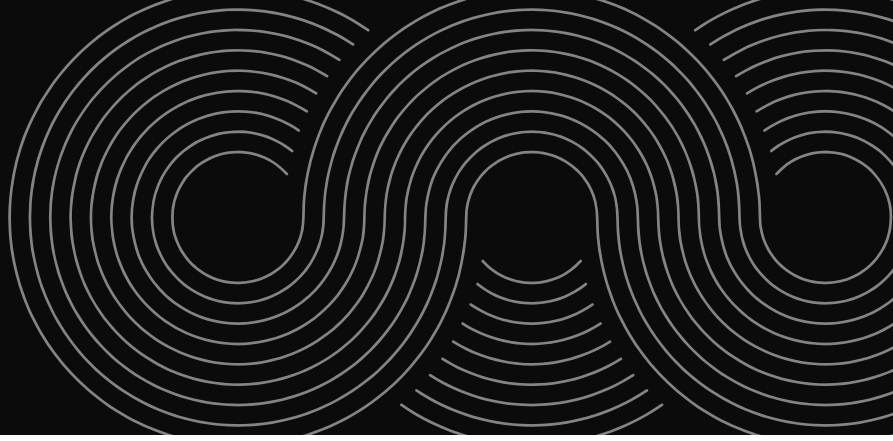


Approved:  
Kate Self  
Chief of Police

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# Letter From The Chief of Police

Dear Members of the Fairfield Glade Community,

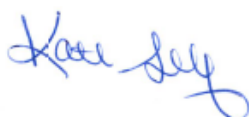
As we embark on the next five years, I am proud to present the Fairfield Glade Police Department's 5-Year Strategic Plan. This document represents our commitment to promoting forward-thinking, embracing modern policing methods, and ensuring that our department continues to adapt to current trends in law enforcement.

The landscape of policing is constantly evolving, and it is crucial that we stay ahead of emerging challenges while always striving to improve the services we provide to our community. This strategic plan has been designed with the future in mind, reflecting our dedication to using innovative approaches that strengthen community relationships, enhance public safety, and build trust between law enforcement and the residents we serve.

By focusing on technology, training, community engagement, and operational efficiency, we aim to not only meet but exceed the expectations of the community. Our goal is to provide a police force that is responsive, transparent, and dedicated to protecting all residents while remaining accountable to the highest standards of professionalism and integrity.

This plan is not static; it is a living, adaptable document that will be regularly reviewed and updated to ensure that we are in step with the latest developments in law enforcement and best practices. It will guide us in aligning our resources with the needs of the community, addressing emerging issues, and staying agile in the face of future challenges.

I want to thank each of you for your ongoing support and trust in our department. Together, we will continue to build a safer, more connected Fairfield Glade.



Kate Self, Chief of Police

# The Strategic Planning Process

The main focus of this document is to forecast the reasonable requirements of the Fairfield Glade Police Department for the upcoming five years. To ensure the department remains effective and meets the community's needs, it is crucial to plan for sufficient staffing, facilities, equipment, and resources based on current and anticipated conditions within the Fairfield Glade Community. This document outlines a strategy for the progressive growth and enhancement of the Fairfield Glade Police Department during the next five fiscal years. It serves as a crucial administrative tool to help the Department achieve its strategic objectives, fulfill its mission, and promote a shared vision. The strategic goals identified have been carefully considered, discussed, and agreed upon through collaboration at various levels. These goals are fundamental to our process and are seen as a viable path for advancement that aligns with our Community's overall vision.

Another key aspect of our strategic planning is its dynamic nature. Rather than being static, the process and resulting plan are meant to evolve continuously. The focus is on ongoing improvement rather than a one-time solution. Maintaining high quality requires us to cultivate a commitment to excellence and embrace the gradual realization of future concepts. Our strategic plan is crafted to steer this continuous evolution and to reinforce the Vision, Mission, and Values of the Fairfield Glade Police Department through our daily endeavors.



# **Our Mission**

**It is the fundamental mission of the Fairfield Glade Police Department to ensure public safety and improve the quality of life in the community through professionalism and integrity.**

## **Values**

**Integrity** - We are committed to the enforcement of laws and the preservation of order and property. We are honest, truthful, and consistent in our words and actions, and therefore worthy of the public's trust. We exercise discretion in a manner that is beyond reproach.

**Professionalism** - We treat the public and our colleagues with courtesy and respect. We understand that our appearance, words, and demeanor contribute to the public's confidence in us. We are responsive to the community and deliver services promptly and efficiently.

**Fairness and Impartiality** - We act with fairness, restraint, and impartiality in carrying out our duties. We understand that our actions combined with the way we treat members of the community contribute to our "legitimacy" in the eyes of the public.

**Teamwork** - We work together as one in carrying out the mission of the department; our respective officers do not act as distinct "silos" from one another. As individual members of the department, we are respectful to each other and work collectively to solve problems and serve the community.

**Efficiency** - We keep abreast of standard procedures, legal issues, and innovative topics in modern policing through regular training. We are extremely thorough and exhaustive in our thinking about identifying trends, exploring alternative solutions, and solving problems.

**Advocacy and Empathy** - We have compassion for victims of crime and those in need. As members of the community, we have respect and care for all members of our community. We advocate for social and other supportive services for victims, youth, the elderly, and others that may be in need of our assistance.

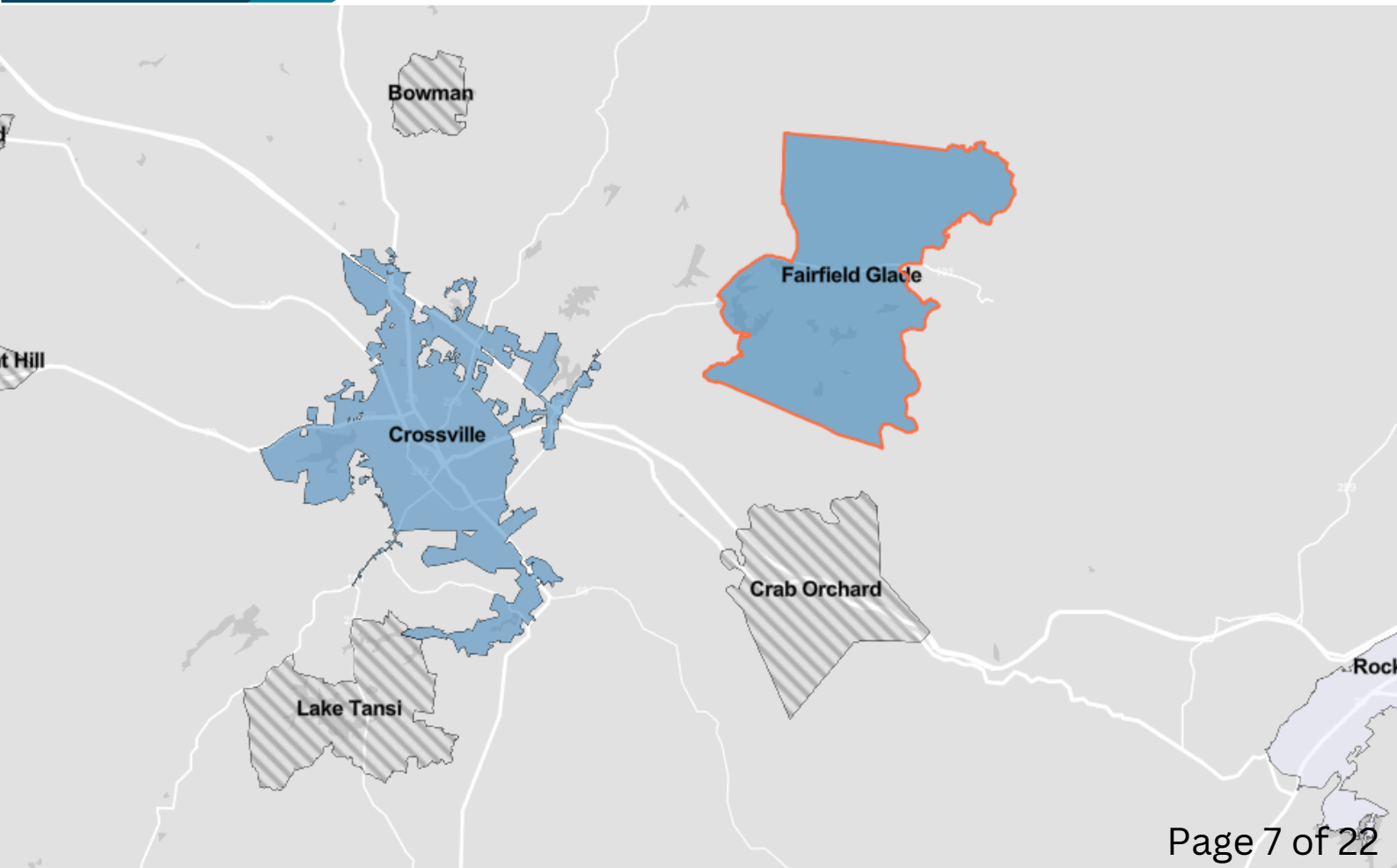
# Community Information

The Fairfield Glade Community Club is a Property Owners Association within Fairfield Glade, located in Cumberland County, Tennessee, approximately 5 miles north of Crossville. Historically, before Cumberland County was established in 1856, this region encompassed parts of neighboring counties, including Morgan, Rhea, Bledsoe, Fentress, and Putnam.

Fairfield Glade covers an area of 23.5 square miles, characterized by a diverse topography that includes rolling hills and well-maintained neighborhoods. Established in 1970, Fairfield Glade has evolved from a rural area with coal mines and grazing pastures into one of the top 50 master-planned communities in the nation, boasting a population of nearly 9,000 residents and approximately 5,500 homes.

The community features 11 spring-fed lakes and 5 championship golf courses, contributing to its natural beauty. The golf courses and lakes are just one draw for tourists alike. The community includes a premier racquet sports complex, 45+ miles of hiking trails, a community center, three pools, and Wydham Resort rental properties.

The governance of the community is structured similarly to municipal governments in Tennessee. It is managed by a Board of Directors, which is elected by the residents, and a General Manager responsible for the day-to-day operations of the Club. This organizational framework facilitates effective management and community engagement within Fairfield Glade.



# Agency History

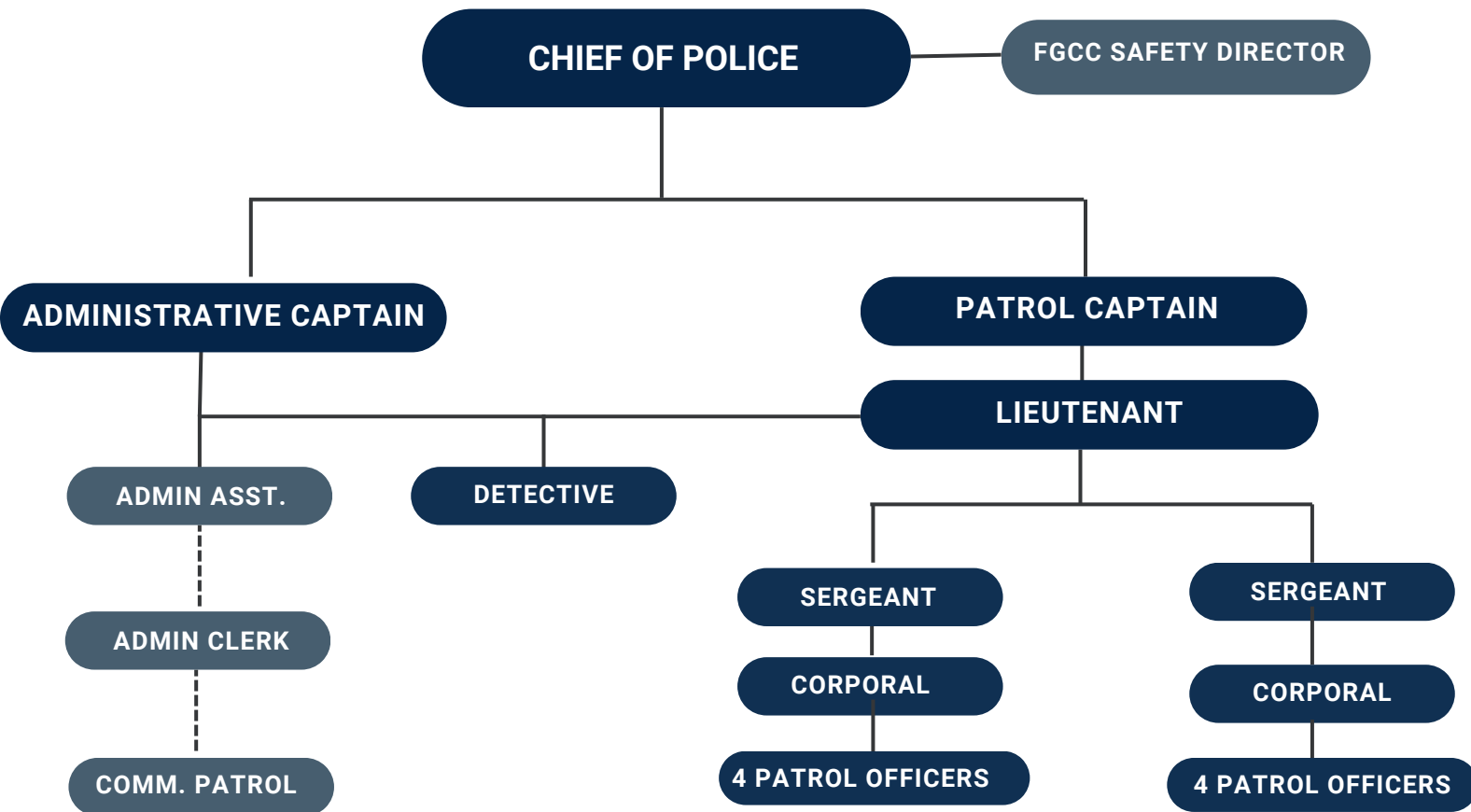
In the early 1970s, the Fairfield Glade Community Club established a security force consisting of nine members who were deputized by the Cumberland County Sheriff and had to meet the same standards as certified police officers. This security force has since evolved into a full-fledged Police Department, officially transitioning in 2018. All officers are certified under P.O.S.T. standards and derive their authority from Tennessee Code Annotated 38-8-118.

Fairfield Glade is authorized to hire private special deputies who operate independently of other law enforcement agencies and have the necessary powers to enforce state laws and local resort regulations. Their jurisdiction includes all properties owned, leased, or operated by the resort, as well as public roads within or connected to the area. In collaboration with the Cumberland County Sheriff, the Fairfield Glade Police Department functions as the enforcement arm of the criminal justice system. Officers perform various duties assigned by the County Sheriff, the Fairfield Glade Board of Directors, and the Property Owners Association's Covenants and Restrictions, while adhering to the rules and directives of the Tennessee Courts and General Assembly.



# Agency Organization

This organizational chart is current as of December 2024



**17**

**Sworn Officers**

**4**

**Civilian Members**

**11**

**Volunteer Auxilliary  
and Chaplain**

**INDICATED SWORN  
OFFICER POSITION**

**INDICATED FT/PT CIVILIAN  
POSITION**

# SWOT Analysis

**The purpose of a SWOT analysis is to assess and understand the internal and external factors that can impact an organization's success or failure. It provides a structured framework to evaluate the organization's Strengths, Weaknesses, Opportunities, and Threats. This analysis helps organizations make informed decisions, develop strategies, and improve performance by identifying areas for improvement and potential growth.**

# SWOT ANALYSIS

A SWOT analysis understands the agency's strengths, weaknesses, opportunities, and threats.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"><li>• CALEA AND TLEA ACCREDITED</li><li>• COMMUNITY TRUST</li><li>• PARTNERSHIPS</li><li>• TECHNOLOGY UTILIZATION</li><li>• QUALIFIED PERSONNEL</li><li>• OFFICER WELLNESS PROGRAMS</li><li>• COMBINATION OF EXPERIENCED WORKFORCE</li><li>• DUEL ACCREDITATION</li></ul>	<ul style="list-style-type: none"><li>• NON-QUALIFYING RESTRICTIONS FOR GRANT OPPROTUNITIES AND INTEL SHARING PORTALS</li><li>• RECRUITMENT AND RETENTION</li><li>• INTERNAL TRAINING GAPS</li><li>• REACTIVE APPROACH WHEN SHORT STAFFED</li><li>• LACK OF JUVENILE COMMUNITY RELATION PROGRAMS</li></ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"><li>• COMMUNITY PROGRAMS</li><li>• CRIME PREVENTION INITIATIVES</li><li>• PARTNERSHIPS WITH ORGAINIZATIONS</li><li>• INTERNAL LEADERSHIP TRAINING</li><li>• PERSONNEL GROWTH AND SPECIALIZED DIVISIONS (I.E K9, DRONE, ETC)</li><li>• DIVERSIFY PUBLIC COMMUNICATION OUTLETS</li></ul>	<ul style="list-style-type: none"><li>• GROWTH OF COMMUNITY</li><li>• ATTRACT QUALITY POLICE OFFICER CANDIDATES</li><li>• RESPONSE TO MEDICAL RELATED CALLS OF SERVICE WITH GROWTH OF CUMBERLAND COUNTY</li><li>• PUBLIC PERCEPTION AND SUPPORT</li><li>• INADEQUATE FACILITY WITH THE GROWTH OF THE DEPARTMENT</li><li>• FUNDING PRIORITIZATION</li></ul>

# Forecasting Issues Affecting Police Services

**This section outlines key issues considered in our planning process regarding police service delivery. It is not exhaustive but highlights essential factors that may influence future conditions. Given the rapid change in assumptions and conditions, ongoing evaluation is necessary for relevance. Additionally, general forecasts about major concerns over the planning period are provided, though they are not prioritized. These forecasts are based on historical and future data trends, with an acknowledgment of their limitations and the need for adjustments as conditions evolve. Despite these challenges, forecasting remains vital for defining strategic goals and objectives.**

1. **Effects of Local and Regional Growth:** The Cumberland County region is experiencing a steady increase in both population and new businesses, including industrial factories and Flat Rock. This growth will influence the Fairfield Glade community in terms of population dynamics and facility usage. From 2010 to 2020, the Fairfield Glade community saw a remarkable 26.8% rise in population, with continued growth expected each year.
2. **Limitations of the Fairfield Glade Police Department:** As a private entity, the Fairfield Glade Police Department faces restrictions regarding grant revenue opportunities, local relationships, and statewide partnerships. This status also limits access to information portals that are critical for officer safety and operational efficiency.
3. **The Fairfield Glade Community** has historically been a safe place, both in reality and perception. However, the unforeseen effects of regional growth may impact law enforcement services.
4. **The Fairfield Glade Community** currently has around 198 miles of roadways, with that number expected to grow as the area develops. This expansion could lead to traffic safety challenges, including issues with traffic law compliance, pedestrian and cyclist safety, and other infrastructure concerns.



# Calls for Service and Service Area Data

The US Census Bureau reports that the Fairfield Glade jurisdiction experienced a population growth of 26.8% between 2010 and 2020.

All Topics	Fairfield Glade CDP, Tennessee
Population estimates, July 1, 2024, (V2024)	
PEOPLE	
Population	
Population estimates, July 1, 2024, (V2024)	
Population estimates, July 1, 2023, (V2023)	
Population estimates base, April 1, 2020, (V2024)	
Population estimates base, April 1, 2020, (V2023)	
Population, percent change - April 1, 2020 (estimates base) to July 1, 2024, (V2024)	
Population, percent change - April 1, 2020 (estimates base) to July 1, 2023, (V2023)	
Population, Census, April 1, 2020	9,152
Population, Census, April 1, 2010	6,989
Age and Sex	
Persons under 5 years, percent	1.2%
Persons under 18 years, percent	3.9%
Persons 65 years and over, percent	68.5%
Female persons, percent	53.0%
Race and Hispanic Origin	
White alone, percent	94.3%
Black alone, percent (a) (a)	0.7%
American Indian and Alaska Native alone, percent (a) (a)	0.0%
Asian alone, percent (a) (a)	1.1%
Native Hawaiian and Other Pacific Islander alone, percent (a) (a)	0.0%
Two or More Races, percent	3.4%
Hispanic or Latino, percent (b) (b)	2.9%
White alone, not Hispanic or Latino, percent	92.9%

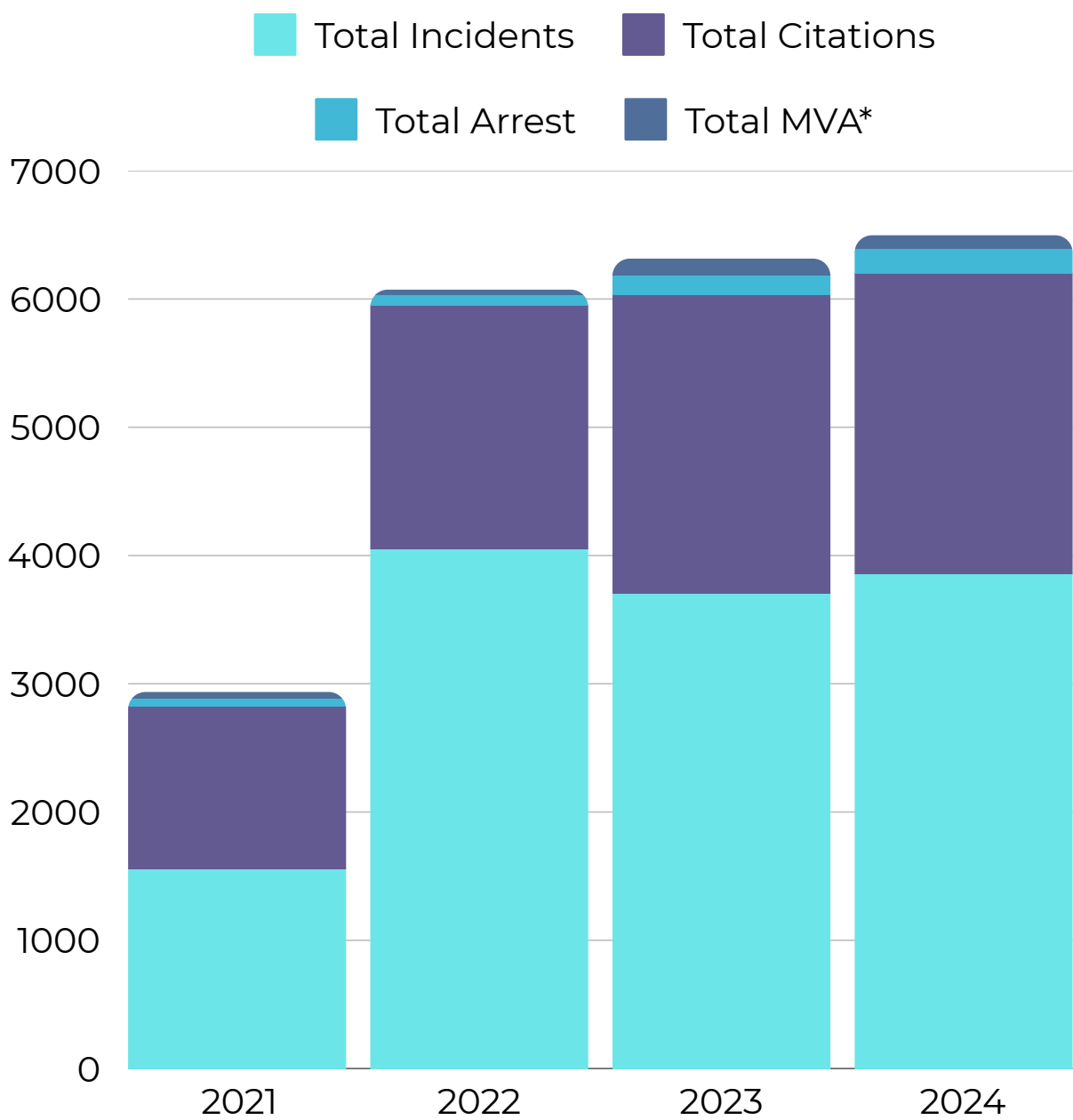
QuickFacts: Fairfield Glade CDP, Tennessee. (2024). Census Bureau QuickFacts; United States

Census Bureau.

<https://www.census.gov/quickfacts/fact/table/fairfieldgladecdpkentucky/HGN010217>

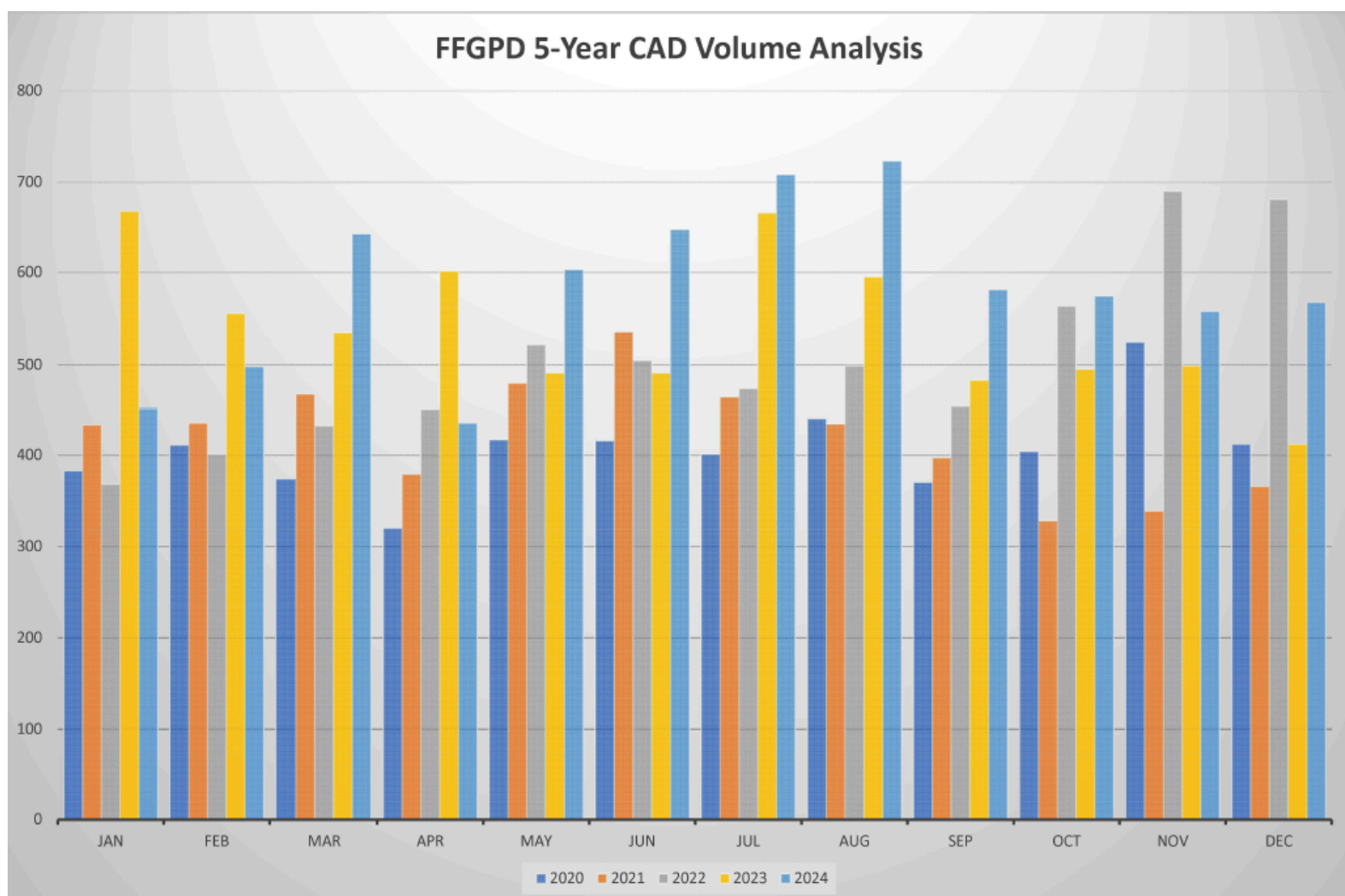
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**The Fairfield Glade Police Department has experienced a general rise in both service calls and proactive incidents. The statistical data presented here comes from the department's annual reports and does not encompass home watch or business security checks.**



\*The motor vehicle accident (MVA) is skewed due to non-reportable MVA incidents were calculated in the stats starting in the year 2023.

**The chart below is generated by the Cumberland County Communication Center/911 Dispatch incident reporting system. It reflects all activities of the Fairfield Glade Police Department over the last five years. This visual representation indicates a general rise in workload, and it does not account for community engagement activities.**



# Goals

**The goals outlined below reflect the Fairfield Glade Police Department's vision for development and community safety, shaped by insights derived from the analysis of the five-year strategic plan. Please note that these objectives may evolve over time in response to the changing needs of the department and the community.**



# Goal 1 Service to the Community

## Objective 1: Emergency Preparedness

- Emergency Medical Responder (EMR) Program: Given the anticipated population growth and demographic shifts in age, an increase in medical-related service calls is inevitable. The implementation of an Emergency Medical Responder (EMR) program will enhance service delivery to the community, strengthen our partnership with Cumberland County Emergency Medical Services (EMS), and create opportunities for internal growth among department members.
- Enhance and develop initiatives aimed at improving the readiness and capacity to address critical incidents and other public safety hazards. This will encompass training, equipment, and collaboration with local, state, and federal organizations.

## Objective 2: Conduct Staffing Analysis

- Evaluate staffing requirements by assessing recent growth and identifying operational best practices to ensure efficient and effective service delivery.
- Analyze and trial scheduling models that address the community's service demands while maintaining a healthy work-life balance for department members.
- Explore the viability of implementing a K-9 Program.
- Explore the viability of implementing a Crime Suppression Unit.
- Explore the viability and opportunity to partner with the Cumberland County Sheriff's Office SWAT.

## Objective 2: Community Outreach and Engagement

- Improve and refine social media channels and other communication platforms to boost the distribution of information.
- Foster and strengthen collaborations with local organizations to encourage diverse engagement opportunities.
- Create and maintain programs aimed at educating the public about safety initiatives, awareness, and departmental operations. These programs should be offered on various days and at different times to accommodate working schedules.
- Enhance efforts and strategies to solicit citizen feedback regarding the level and quality of services delivered.
- Develop and implement programs to address the juvenile and mature demographic.

# Goal 2 Traffic Safety

- Implement data-driven strategies for crime and traffic safety programs to address traffic accidents and identify high-risk patterns.
- Identify the top traffic crash, complaint, and problem locations and conduct focused enforcement efforts in these identified areas, and in areas identified by specific citizen complaints. Update data periodically.
- Continue to pursue any grants that can positively impact efforts to enhance traffic, pedestrian, or cyclist safety. This will include building a stronger working partnership with the Tennessee Highway Safety Office.
- Enhance efforts in implementing modern traffic enforcement equipment, for example, e-citation capabilities.
- Promptly respond to traffic concerns of citizens in neighborhoods through traffic calming, enforcement, engineering, and educational approaches.
- Create and implement traffic safety education programs targeting, older drivers, youthful drivers, and other at-risk drivers focusing on reducing high-risk driving behaviors that contribute to such crashes.
- Conduct focused enforcement and education initiatives to reduce the number of fatalities and serious injury crashes annually. This includes follow-up with city engineering staff on a review of all fatality crashes at the conclusion of the investigation to identify any engineering or roadway issues.

# Goal 3 Personnel Management

## Objective 1: Recruitment and Retention

- Improve our recruitment strategy and initiatives by prioritizing the hiring of diverse, highly skilled, and service-oriented professionals for positions within the Fairfield Glade Police Department.
- Implement innovated recruitment strategies to attract qualified applicants, such as, recruitment videos, brochures, and attending job-fairs.
- Foster the growth and diversification of skills among all staff by offering valuable training opportunities and involving them in various tasks and assignments.
- Sustain and elevate the department's commendation and award initiatives.
- Continuously evaluate the organizational structure and opportunities of advancements and assigned roles to promote career growth initiatives.
- Increase the retention rate of sworn officers annually and decrease the turnover rate of sworn officers annually.
- Enhance benefit opportunities for current and future members.
- Maintain a competitive pay scale for department members to increase retention and attract recruit prospects.

## Objective 2: Staffing and Organization

- Ensure effective succession planning by equipping department members for advancement within the organization. This can be achieved through essential training opportunities, career counseling, individualized development plans, and advanced education and training.
- Conduct a staffing analysis to assess the department's needs for delivering the expected quality of service. This will involve adding more sworn police positions to enhance patrol and the investigation unit, as well as increasing civilian roles to address professional standards and clerical requirements.
- Continuously develop and expand officer wellness programs focusing on physical and mental health.
- Enhance in-service training initiatives by increasing in-person training sessions and incorporating certified internal trainers.

# Goal 4 Professional Standards

## Objective 1: Accreditation

The ongoing commitment to these programs reflects the department's dedication to excellence and accountability in law enforcement practices. By adhering to the rigorous criteria set forth by CALEA and TLEA, the department not only enhances its operational effectiveness but also builds trust within the community. Regular reviews and updates to policies and procedures ensure that the department remains at the forefront of contemporary policing methods, fostering an environment of continuous improvement and professional growth.

## Objective 2: Infrastructure, Equipment, and Technology

- Assess and incorporate contemporary body-worn cameras, in-car cameras, and less lethal weaponry.
- Improve and provide training tools and resources to maximize training effectiveness and cost-efficiency.
- Evaluate and enhance software solutions that facilitate daily operations and enhance public access to department programs and initiatives.
- Review and upgrade the department's report management system (RMS), aiming to align with the Sheriff's Office for a centralized RMS.
- Ongoing evaluation and recommendations for structural changes to the department facility to support personnel growth, storage requirements, and accessible public areas.
- Drone Program
- Continuously enhance the facility's security measures, such as implementing a keyless control access program.
- Upgrade and improve the workspace in the squad room, conference rooms, and other office areas to enhance members' work environment.
- Seek budget approval to maintain our police fleet replacement plan – to maintain an ongoing, affordable plan of vehicle replacements to provide dependable cars to officers and keep maintenance costs low.



# Conclusion

In conclusion, the Fairfield Glade Police Department's five-year strategic plan serves as a dynamic framework to guide our efforts toward enhancing public safety, fostering trust within the community, and building a resilient, well-prepared police force. While this plan provides a clear direction for the coming years, it is important to recognize that strategic plans are living documents that must evolve in response to changing circumstances, emerging challenges, and community needs.

We commit to ongoing evaluation and reassessment of our strategies to ensure they remain relevant, effective, and responsive to the needs of the Fairfield Glade community. By maintaining flexibility and adapting to new trends, technologies, and best practices, we can continuously improve our services and strengthen the partnership between the police department and the community we serve.

Through collaboration, accountability, and a shared commitment to excellence, we will achieve our goals and create a safer, more connected community for all residents. This plan reflects our dedication to the future of Fairfield Glade, and with consistent reflection and adaptation, we will continue to advance our mission of protecting, serving, and engaging our community in a meaningful and impactful way.

We are confident with dedicated leadership, resources, and a clear vision, the department will make significant strides toward creating a safer, more equitable community for future generations. Together, we will build a stronger, more responsive police force that is equipped to meet the demands of the future while upholding the highest standards of professionalism, integrity, and transparency.

# Stay Connected



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M-F 8 AM - 4 PM

Closed Holidays



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[www.fgpolice.org](http://www.fgpolice.org)



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