

# CALCASIEU PARISH POLICE JURY STRATEGIC PLAN

2025 - 2029



# CALCASIEU PARISH POLICE JURY

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**RON HAYES**

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DISTRICT 6

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DISTRICT 1

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DISTRICT 10

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DISTRICT 2

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DISTRICT 11

**EDDIE LEWIS, JR.**

DISTRICT 3

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**BRIAN ABSHIRE**

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DISTRICT 14

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# INTRODUCTION

The Calcasieu Parish Police Jury (CPPJ), composed of an elected body of 15 single-member Police Jury districts and a staff of over 700, stands at the seat of parish government in Calcasieu Parish. Since 2018, the CPPJ has developed parishwide strategic plans supported by a foundation of elected official, community, and employee input to outline a shared set of priorities with goals and key initiatives that reflect the parish's most pressing needs and opportunities.

Heading into 2025, Calcasieu Parish is emerging from one of the most challenging and unprecedented periods in its history, including the global COVID-19 pandemic in 2020, the devastating impacts of Hurricane Laura (August 2020), Hurricane Delta (October 2020), and Winter Storm Uri (February 2021), and a flash-flooding event (May 2021). In response, the CPPJ's 2022-2024 strategic plan prioritized recovery efforts while focusing on essential community services and initiatives that met the needs of parish residents.

In 2024, the Police Jury began developing a new strategic plan as the parish, its residents, and its businesses began to turn the corner from recovery toward a vibrant, more positive future focused on resilience. This new plan builds on current foundations and introduces new strategic priorities, goals, and key initiatives to serve as the CPPJ's roadmap for the next five years.

Like the plans that preceded it, this new plan was heavily informed by comprehensive public engagement, including more than 1,000 responses to a citizen survey, and comprehensive employee engagement with over 500 responses to an employee survey focused on measuring engagement, satisfaction, and performance across CPPJ departments.

It includes six key strategic priorities to guide CPPJ programs, services, investments, and operations for the next five years, each supported by specific goals and key initiatives aimed to help advance these six priorities forward. In turn, each CPPJ department is responsible for developing annual, 12-month action plans that align with these goals and key initiatives, with their progress closely monitored by the Parish Administration and the Police Jury.

As we look to the future, this strategic plan serves as a testament to Calcasieu Parish's resilience in moving beyond disaster recovery and focusing on ways the parish and its citizens can create a brighter, more prosperous future for all who choose to call Southwest Louisiana home.

## PROCESS OVERVIEW

The development of this plan was rooted in a comprehensive, multi-faceted approach designed to capture the parish's current state and future opportunities.

### CITIZEN SURVEY

To help ensure the parish's services and programs best meet the evolving needs of its residents, the CPPJ conducted a citizen survey utilizing an external consulting firm to ensure an anonymous and objective process. The survey gathered anonymous feedback on Calcasieu Parish's services and was widely publicized through the CPPJ's website, social media, a press release, media appearances, and word of mouth, encouraging all citizens

to participate. In total, 1,396 citizens completed the survey, and the results were shared with Police Jurors and presented at a public meeting.

## EMPLOYEE ENGAGEMENT SURVEY

The CPPJ also conducted its annual employee engagement study – again, coordinated by a third-party consulting firm to ensure anonymity and objectivity – aimed at better understanding employee satisfaction and engagement within their respective departments and within CPPJ, as well as gathering employee input and feedback on strategic priorities, decision-making, and resource planning. Results from these surveys were used to inform one-on-one meetings with department leaders and the development of the new strategic priorities, goals, and key initiatives listed in this plan.

## DEPARTMENT LEADER MEETINGS AND RETREAT

To better understand the current state of the CPPJ and where it should focus moving forward, regular meetings were held with each department’s leadership team to discuss results from both the citizen engagement survey and employee engagement survey; progress on 2022-2024 strategic priorities, goals, and initiatives; and where the parish should focus moving forward.

Department leaders also participated in a full-day planning retreat to align goals and key initiatives with the new broader strategic priority framework.

## POLICE JUROR RETREAT

Police Jurors were engaged in the strategic plan development process through a planning retreat that involved discussions around the current state of the parish, progress on previous strategic plan priorities, and alignment on strategic priorities, goals, and initiatives for the new plan.

# MISSION, VISION, AND VALUES

The CPPJ's formal mission (what we do), vision (what we aspire to be), and core values (how we make decisions) are the driving forces behind daily CPPJ operations, programs, and services.

## MISSION STATEMENT

To provide the people of Calcasieu Parish with high-quality services and actions that benefit present and future generations throughout Southwest Louisiana.

## OUR VISION FOR CALCASIEU PARISH

Calcasieu Parish will serve as a model parish for Louisiana – an area with excellent quality of life, where citizens want to raise their families, and the infrastructure to position the parish for growth in the years to come.

Our core values guide our decision-making and the culture of our organization. These values connect how staff and Police Jurors work together to serve the citizens of Southwest Louisiana.

### VISION

We are committed to making Calcasieu Parish a better place to live, work, and play for all our citizens. We do this by continuously looking forward – anticipating the diverse needs and opportunities that may exist for our community for present and future generations. Furthermore, we are always looking to others outside our parish for inspiration and innovative best practices, bringing ideas and experiences back home to further shape that future.

### CORE VALUES

#### COLLABORATION

Our Police Jury represents the seat of government for Calcasieu Parish, and it is critical that we forge and maintain strong working partnerships with other forms and levels of government, both inside and outside of the parish. This same level of collaboration must exist across Police Jury departments as we deliver coordinated services to our citizens. We have an obligation to those we serve to collaborate across government agencies to make decisions and identify sustainable solutions that create strong quality of life in Calcasieu Parish.

#### DEPENDABILITY

Consistent actions cultivate dependable public servants. When our citizens have needs, they can trust in the Police Jury that their needs will be addressed, supported by strong communications that form a continuous feedback loop between citizens and their parish government.

#### FINANCIAL STEWARDSHIP

The citizens of Calcasieu Parish trust in us to make wise decisions as we invest in our community today while planning responsibly for the future. In return, our budgeting process is open and transparent, our finances are sound, and the Police Jury is accountable to the public in all we say and do with taxpayer funds.

# STRATEGIC PRIORITY FRAMEWORK

Similar to the CPPJ’s 2018 and 2021 strategic planning processes, this framework seeks to answer the question, “What does the CPPJ need to do over the next five years to improve Calcasieu Parish for current residents and future generations?”

As it enters a post-disaster, post-pandemic, and post-recovery period, the CPPJ has established the following strategic priority framework to drive programs, services, investments, and overall quality of life in Calcasieu Parish. These priorities are structured to serve as the basis upon which all major decisions are made over the next five years, including, but not limited to, department-level decision-making and parishwide budgeting. Each priority is supported by a set of targeted goals and key initiatives that are designed to drive meaningful progress over the next five years.

These priorities are presented in this plan numerically for reference purposes; the listed order does not indicate priority.

## STRATEGIC PRIORITIES

1. **Achieve long-term solutions for special service districts demands**
2. **Maintain excellence in communication, customer service, and community engagement**
3. **Achieve long-term fiscal sustainability**
4. **Enhance parish parks, recreation, and quality of life**
5. **Sustainably build and maintain parishwide drainage, roads/bridges, and utility infrastructure**
6. **Build and maintain the workforce of the future**

# 1

## Achieve long-term solutions for special service districts demands

Special service districts are one of the most complex and varied parts of local government in Calcasieu Parish and include a range of responsibilities, such as fire protection, waterworks, drainage, sewerage, and recreation. While the Police Jury is responsible for appointing board members to oversee these districts, the parish is limited in its authority and involvement with these districts and their operations. However, these districts rely heavily on parish support, which can create challenges and financial issues that strain the CPPJ's service departments. As the parish moves forward, the CPPJ and its partners must work to identify a better, more aligned path forward with a focus on creating clarity, predictability, and operational efficiencies wherever possible.

### GOAL 1.1: ESTABLISH A STREAMLINED ORGANIZATIONAL AND OPERATIONAL STRUCTURE FOR SPECIAL SERVICE DISTRICTS THAT MAXIMIZES THE EFFICIENCY AND EFFECTIVENESS OF EACH DISTRICT, THE CPPJ, AND ALL RELATED OPERATIONS

**Primary Lead:** Administration

**Supporting Responsibilities:** Engineering and Public Works, Facility Management, Finance, Human Resources, Information Technology

KEY INITIATIVES	
1.1.1	Develop a streamlined structure for efficiently supporting special service district operations and/or functions through clearly defined services and robust guidelines, policies, and procedures to which the districts will be held accountable
1.1.2	Evaluate the functionality of specific districts by service or type and reorganize as necessary based on evaluation and assessment



## 2

### Maintain excellence in communication, customer service, and community engagement

Over the past decade, the CPPJ has excelled at communicating and engaging with parish residents, particularly while navigating unprecedented events. As the CPPJ continues to identify key areas of focus to continue to position Calcasieu Parish as an ideal place to call home, it acknowledges the critical role of consistent and effective communication, both internally and externally, to ensure that residents are not only informed about CPPJ operations, but also are empowered to actively participate in the parish’s programs and services.

The CPPJ recognizes a need to engage larger and younger populations by leveraging new technologies, such as artificial intelligence and social media, and expanding education of the parish’s operations by engaging with K-12 schools, participating in more community events, and conducting annual outreach with stakeholders. By continuing to foster transparent communication and prioritizing responsive customer service, the CPPJ aims to build trust with parish residents. This commitment to excellence in communication, customer service, and engagement mirrors the CPPJ’s vision to serve as a model parish for Louisiana – an area with excellent quality of life where citizens want to raise their families and the infrastructure to position the parish for growth in the years to come.

#### GOAL 2.1: IMPROVE INTERNAL COMMUNICATION AND COORDINATION TO MAINTAIN HIGH CONFIDENCE IN THE CPPJ AMONG PARISH RESIDENTS

**Primary Lead:** Administration

**Supporting Responsibilities:** All departments

KEY INITIATIVES	
2.1.1	Streamline public entry points and train front-line staff and employees to be knowledgeable about all CPPJ departments, key programs, and services
2.1.2	Improve internal cross-departmental communications to break silos and enhance service delivery

#### GOAL 2.2: IMPROVE EXTERNAL COMMUNICATIONS AND PUBLIC AWARENESS OF CPPJ OPERATIONS

**Primary Lead:** Communications and Media

**Supporting Responsibilities:** All departments

KEY INITIATIVES	
2.2.1	Integrate CPPJ programs, operations, and presence in local K-12 schools
2.2.2	Expand how social media is utilized to better engage with the public
2.2.3	Enhance the CPPJ website to be a more interactive, modern resource for the public
2.2.4	Participate in and partner with community events to enhance public engagement
2.2.5	Leverage new technologies to enhance how the CPPJ engages larger populations and younger generations

## GOAL 2.3: BUILD AND MAINTAIN TRANSPARENCY OF CPPJ OPERATIONS

**Primary Lead:** Communications and Media

**Supporting Responsibilities:** Administration, Finance

KEY INITIATIVES	
2.3.1	Conduct annual outreach with CPPJ stakeholders through a community impact meeting highlighting each department and its work
2.3.2	Actively communicate how CPPJ funds are being utilized across the parish
2.3.3	Leverage new technologies to report on the progress of CPPJ projects and initiatives
2.3.4	Hold an annual expo to educate residents on CPPJ operations and work opportunities
2.3.5	Publicly communicate the role, responsibility, associated funding streams, and limitations of the CPPJ relative to other government agencies

## GOAL 2.4: ENHANCE AND MAINTAIN THE CPPJ'S DIGITAL INFRASTRUCTURE TO ENSURE RELIABLE, REAL-TIME ACCESSIBILITY OF CPPJ OPERATIONS, PROGRAMS, AND SERVICES

**Primary Lead:** Information Technology

**Supporting Responsibilities:** All departments

KEY INITIATIVES	
2.4.1	Leverage new artificial intelligence software to enhance services to residents
2.4.2	Invest in programs, software, solutions, and expertise to maintain the security and reliability of the CPPJ's technology infrastructure

# 3

## Achieve long-term fiscal sustainability

Over the past several years, including those predating the unprecedented concentration of disasters that afflicted Calcasieu Parish, the CPPJ has continued to respond to community demand by expanding its programs and services to meet the needs of the citizens it serves. However, as these responsibilities have increased, funding streams have, in many ways, remained flat or regressed due to a loss of temporary federal funding. The CPPJ is an award-winning, nation-leading government in regard to effective financial practices, and its team is committed to remaining one. However, the CPPJ must effectively grapple with the needs of current and future residents and what it takes financially to effectively meet those needs.

The CPPJ aims to establish a strong financial foundation that can evolve to meet the changing needs of parish residents for generations to come. The CPPJ is committed to regularly assessing its current programs and services for efficiency and effectiveness, while also looking beyond traditional funding methods to actively seek out new revenue sources that can augment and balance against local funds. By prioritizing long-term fiscal sustainability, the CPPJ will work to ensure Calcasieu Parish has the resources needed to adapt to changing circumstances while continuing to deliver the high-quality services citizens have come to expect and rely upon.

### GOAL 3.1: DELIVER HIGH-QUALITY, FISCALLY SUSTAINABLE SERVICES

**Primary Lead:** Administration

**Supporting Responsibilities:** All departments

KEY INITIATIVES	
3.1.1	Assess current programs to determine long-term needs, sustainability, and responsibility
3.1.2	Evaluate the receptiveness for, and feasibility of, fee-based revenues for CPPJ programs or services, as necessary and appropriate

### GOAL 3.2: SECURE ADEQUATE LOCAL FUNDING TO SUPPORT CURRENT AND FUTURE PARISH NEEDS

**Primary Leads:** Administration, Engineering and Public Works

**Supporting Responsibilities:** Finance

KEY INITIATIVES	
3.2.1	Define the most critical service areas for new or future sources of revenue
3.2.2	Aggressively seek alternative funding streams and pursue new grant opportunities
3.2.3	Evaluate existing tax revenue, expected future shortfalls or challenges, and needs for additional funding

## GOAL 3.3: INCREASE STATE, FEDERAL, AND OTHER EXTERNAL FUNDING FOR THE PARISH

**Primary Leads:** Administration, Engineering and Public Works

**Supporting Responsibilities:** Finance

KEY INITIATIVES	
3.3.1	Establish a dedicated grants function that positions the CPPJ to pursue and secure an array of potential grant funding opportunities
3.3.2	Provide internal support and training for grant writing
3.3.3	Prioritize departmental grant funding needs
3.3.4	Expand public/private partnerships

# 4

## Enhance parish parks, recreation, and quality of life

Parks, recreation, and the outdoors are some of the hallmarks of Calcasieu Parish, contributing immensely to the quality of life that its residents cherish. The CPPJ is deeply committed to preserving and enhancing these community assets and recognizes that continuing to have an exemplary parks system requires effective planning and investment over time, which will be guided by the parish’s parks master plan. These investments will build upon the parish’s existing assets and ensure that new and improved offerings are sustainable, high-quality, and versatile. By focusing on multi-use facilities and amenities, such as a parish park that includes walking trails or spaces for community events and children’s play areas, the CPPJ aims to maximize the impact of its investments and create spaces that serve multiple community needs. These developments must be designed with foresight, incorporating measures that mitigate future risks to support the parish’s long-term growth. The CPPJ recognizes that these goals require a collaborative effort and is committed to engaging with community partners across the parish, region, and state under a shared vision for Calcasieu Parish to remain a place residents want to call home.

### GOAL 4.1: INCREASE QUALITY OF LIFE TO POSITION CALCASIEU PARISH AS A PLACE WHERE PEOPLE WANT TO LIVE, WORK, AND PLAY

**Primary Lead:** Administration

**Supporting Responsibilities:** Engineering and Public Works, Facility Management, Human Services, Planning and Development, Public Health

KEY INITIATIVES	
4.1.1	Form partnerships to accomplish healthy living objectives and metrics
4.1.2	Identify prioritized quality of life funding opportunities
4.1.3	Implement comprehensive litter reduction strategies across operations, enforcement, and prevention
4.1.4	Collaborate with the Bayou Greenbelt initiative to enhance quality of life and outdoor recreation across the project’s network

### GOAL 4.2: IDENTIFY AND GROW PROGRAMS AND INITIATIVES THAT IMPROVE QUALITY OF LIFE

**Primary Lead:** Human Services

**Supporting Responsibilities:** Administration, Communications and Media

KEY INITIATIVES	
4.2.1	Collaborate with community partners to improve parishwide public transportation
4.2.2	Build public awareness of related parish programs and services
4.2.3	Collaborate with community partners to mitigate the impact of the loss of emergency rental assistance federal funding

### GOAL 4.3: INVEST IN INNOVATIVE, MULTI-USE PARKS AND PUBLIC SPACES

**Primary Lead:** Facility Management

**Supporting Responsibilities:** Administration

KEY INITIATIVES	
4.3.1	Complete parks master plan with implementation strategies and funding sources
4.3.2	Activate public spaces with more comprehensive, in-demand activities
4.3.3	Provide family festival opportunities at parish parks or in coordination with established festivals

### GOAL 4.4: ENHANCE LONG-TERM MAINTENANCE FUNDING FOR PARISHWIDE PARKS AND RECREATIONAL AREAS

**Primary Lead:** Facility Management

**Supporting Responsibilities:** Administration

KEY INITIATIVES	
4.4.1	Establish a long-term funding source for an expanded park system

### GOAL 4.5: GROW MULTI-MODAL ACCESS FOR RESIDENTS (WALKING, BIKING, BOATING, AND PUBLIC TRANSIT)

**Primary Lead:** Administration

**Supporting Responsibilities:** Facility Management, Human Services, Planning and Development

KEY INITIATIVES	
4.5.1	Leverage the parish's natural resources by enhancing and increasing river access points
4.5.2	Collaborate with partners to develop a pedestrian and bicycle network

### GOAL 4.6: FACILITATE HIGH-QUALITY DEVELOPMENT PARISHWIDE

**Primary Lead:** Planning and Development

**Supporting Responsibilities:** Engineering and Public Works, Facility Management, Human Services, Planning and Development, Public Health

KEY INITIATIVES	
4.6.1	Enhance stormwater quality and water resource management
4.6.2	Design and implement incentives to mitigate urban sprawl

## GOAL 4.7: EXPAND CODE ENFORCEMENT AND DRIVE CODE COMPLIANCE ACROSS PUBLIC SPACES

**Primary Lead:** Public Health

**Supporting Responsibilities:** Administration, Planning and Development

KEY INITIATIVES	
4.7.1	Increase penalties for illegal dumping and related activities

# 5

## Sustainably build and maintain parishwide drainage, roads/bridges, and utility infrastructure

The CPPJ has made significant strides in positioning Calcasieu Parish as a statewide model for local drainage and watershed management, particularly as it continues to face flood risks and environmental challenges. Building on this momentum, the CPPJ is committed to further enhancing the parish's infrastructure resilience by implementing innovative approaches and new technologies and securing the resources needed to drive this effort. With the long-awaited Calcasieu River Bridge project finally moving forward, there is real momentum at the state level to address and solve congestion needs. Locally, the CPPJ is focused on mirroring that progress by taking a leadership role in coordinating critical infrastructure investments across the parish's roads, bridges, and utility infrastructure. As the definition of "utilities" has evolved, the CPPJ recognizes its role in areas like broadband development and remains committed to providing strategic guidance and oversight to ensure utility expansions are aligned with the parish's long-term vision and needs.

### GOAL 5.1: SECURE CAPACITY TO ADDRESS LONG-TERM INFRASTRUCTURE NEEDS

**Primary Lead:** Engineering and Public Works

**Supporting Responsibilities:** Administration, Human Resources, Information Technology

KEY INITIATIVES	
5.1.1	Develop a structured approach for redefining "utilities"
5.1.2	Explore the procurement of a software solution to proactively manage turnover and strategic hiring

### GOAL 5.2: PRIORITIZE AND FUND PROJECTS THAT IMPROVE DRAINAGE CONDITIONS

**Primary Lead:** Engineering and Public Works

**Supporting Responsibilities:** Administration

KEY INITIATIVES	
5.2.1	Leverage technology toward identifying strategic locations for drainage improvements and making development determinations
5.2.2	Identify and implement key flood risk reduction projects
5.2.3	Establish a local buyout program for repetitive loss properties due to flooding



### GOAL 5.3: PROMOTE RESILIENT INFRASTRUCTURE DEVELOPMENT

**Primary Lead:** Engineering and Public Works

**Supporting Responsibilities:** Planning and Development

KEY INITIATIVES	
5.3.1	Identify and leverage infrastructure-focused best practices from other successful communities
5.3.2	Utilize materials that enable infrastructure to serve as a long-term investment
5.3.3	Develop and implement affordable construction standards for resilient infrastructure projects
5.3.4	Facilitate expansion of more resilient underground utilities to mitigate damage from natural disasters
5.3.5	Facilitate greater, more reliable broadband access across the parish

### GOAL 5.4: ENHANCE ROADWAY SAFETY AND CAPACITY THROUGH WELL-DEFINED POLICIES, PROJECTS, AND PROGRAMS

**Primary Lead:** Engineering and Public Works

**Supporting Responsibilities:** Administration, Planning and Development

KEY INITIATIVES	
5.4.1	Identify and implement roadway roundabouts or other improvements where feasible
5.4.2	Enhance I-10 corridor beautification and other features

### GOAL 5.5: ENHANCE COORDINATION WITH STATE TO ALIGN POLICIES, DATA NEEDS, AND SUPPORT FOR ADDRESSING PARISH NEEDS

**Primary Lead:** Administration

**Supporting Responsibilities:** Engineering and Public Works, Planning and Development

KEY INITIATIVES	
5.5.1	Align CPPJ infrastructure activities with those of relevant state agencies
5.5.2	Advocate for policy and other changes at the state level to help address CPPJ priority needs

# 6

## Build and maintain the workforce of the future

The CPPJ recognizes that its employees are the driving force behind its operations and the key to delivering high-quality services to parish residents. To ensure continued excellence and adaptability in serving current and future residents, the CPPJ is committed to strategically investing in its current staff and future workforce. With industry in the parish experiencing a post-disaster resurgence, the parish must ensure it is keeping pace to both retain current employees and attract top talent. The CPPJ will focus on assessing its current employee offerings, benefits, and professional development opportunities to ensure they align with the evolving expectations of the modern workforce. This investment will enhance the CPPJ's operational efficiency and position Calcasieu Parish as an employer of choice in southwest Louisiana.

### GOAL 6.1: IMPROVE EMPLOYEE ENGAGEMENT, SATISFACTION, AND RETENTION

**Primary Lead:** Human Resources

**Supporting Responsibilities:** All departments

KEY INITIATIVES	
6.1.1	Develop and implement an annual action plan focused on employee engagement survey responses
6.1.2	Establish a remote and/or flexible work policy
6.1.3	Establish a more regular, documented approach to delivering consistent feedback to all employees
6.1.4	Hold quarterly meetings with all staff to share knowledge, updates, and employee highlights
6.1.5	Highlight and celebrate long-tenured employees
6.1.6	Proactively communicate CPPJ employee benefits

### GOAL 6.2: PROMOTE A POSITIVE WORKPLACE CULTURE

**Primary Lead:** Human Resources

**Supporting Responsibilities:** Communications and Media, All departments

KEY INITIATIVES	
6.2.1	Identify ways to bring the current workforce together and facilitate knowledge sharing
6.2.2	Grow employee engagement events

**GOAL 6.3: INVEST IN MARKET-DRIVEN, COMPETITIVE COMPENSATION PRACTICES FOR CURRENT AND FUTURE TALENT**

**Primary Lead:** Human Resources  
**Supporting Responsibilities:** Administration

KEY INITIATIVES	
6.3.1	Regularly evaluate and realign compensation and benefits practices based on market conditions

**GOAL 6.4: INCREASE AVAILABILITY OF AND PARTICIPATION IN PROFESSIONAL DEVELOPMENT AND TRAINING OPPORTUNITIES**

**Primary Lead:** Human Resources  
**Supporting Responsibilities:** All departments

KEY INITIATIVES	
6.4.1	Establish a mentorship program for newer parish employees
6.4.2	Understand and integrate potential AI capabilities into the workforce
6.4.3	Develop and offer a suite of online trainings for parish employees
6.4.4	Expand attendance at local, regional, and national industry conferences to bring best practices back to the parish

**GOAL 6.5: ENHANCE EMPLOYEE RECRUITMENT AND ONBOARDING**

**Primary Lead:** Human Resources  
**Supporting Responsibilities:** Communications and Media, All departments

KEY INITIATIVES	
6.5.1	Expand event-based and network-driven recruiting efforts
6.5.2	Partner with K-12 schools and local higher education institutions to educate students on future employment opportunities with the CPPJ
6.5.3	Identify and help address workforce needs in areas like housing and transit
6.5.4	Coordinate with SOWELA and McNeese to align workforce training with parish needs and employment opportunities

**GOAL 6.6: GROW THE CPPJ INTERNSHIP PROGRAM**

**Primary Lead:** Human Resources  
**Supporting Responsibilities:** All departments

KEY INITIATIVES	
6.6.1	Hire and leverage interns across all appropriate CPPJ departments and operations

# IMPLEMENTATION

Since this plan represents the culmination of priorities, goals, and initiatives designed to be implemented across a five-year horizon, Parish Administration and department leaders will work annually to develop specific activities and action items relevant to their respective departments that align with this plan. As the lead agency responsible for departments achieving meaningful progress toward their strategic planning milestones and goals, Parish Administration will play an integral role in holding departments accountable to this plan and their individual plans.

The CPPJ has implemented technology and workflow processes to monitor the success and performance of this plan, utilizing a data-driven approach that will help ensure ongoing alignment of key initiatives and supporting activities with the goals and priorities in the plan, as well as regular reporting on progress toward goals and related outcomes.

# CONCLUSION

This strategic plan is the product of extensive collaboration, planning, research, and dialogue, all of which helped to inform the strategic priorities, goals, and key initiatives that will guide how the CPPJ addresses the parish's most crucial needs and opportunities over the next five years.

Under the leadership of the Police Jury, these six strategic priorities will provide CPPJ department leaders and all employees with a clear and transparent roadmap for how the CPPJ aims to serve its residents. It should be noted that the absence of an area of parish government in this plan does not indicate it is unimportant. Rather, the Police Jury focused on areas in need of the most change, investment, collaboration, or other actions guided by the premise that "if everything is a priority, nothing is a priority." CPPJ departments recognize this spirit and will continue working toward meaningful outcomes and performing daily operations that meet the needs of their stakeholders while emphasizing any areas that may have strong alignment with the priorities, goals, and strategies contained in this plan.

The CPPJ thanks all the individuals who contributed their time, insights, and thought leadership to the development of the CPPJ's prior strategic plans and this new five-year plan that builds on those existing foundations.

Looking ahead, the CPPJ reaffirms its commitment to its mission: to provide the people of Calcasieu Parish with high-quality services and actions that benefit present and future generations throughout Southwest Louisiana. Our vision for the future is clear: to establish Calcasieu Parish as a model parish for Louisiana – an area with excellent quality of life, where citizens want to raise their families, and the infrastructure to position the parish for growth in the years to come.



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