

# ***Charleston Police Department***

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## **2011 - 2015 Strategic Plan**



*Moving Towards a Better Future*



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## Mission Statement

It is the mission of the Charleston Police Department to serve all people within our jurisdiction with respect, fairness, and compassion. We are committed to the protection of life and property; the preservation of peace, order, and safety; the vigorous enforcement of local, state and federal laws; and the defense of the Constitution of the State of South Carolina and the Constitution of the United States of America in a fair and impartial manner.

We are committed to serving our community to enhance the quality of life and to nurture public trust by holding ourselves to the highest standards of performance and ethics. Our officers are determined to serve as a deterrent to crime; develop relationships with community groups, residential and business organizations; to promote an environment receptive to tourism, visitors, and residents; and to support historic preservation in our city. Additionally, we are dedicated to our personnel by providing continuous training and educational development, as well as career enhancement opportunities.

The Charleston Police Department has and shall continue to provide service of the highest quality to its community and foster community partnerships in crime prevention.



## **Vision**

The vision of the Charleston Police Department is to be a world class law enforcement agency committed to the values of Honor, Excellence, Accountability, Respect, and Teamwork. We demonstrate creativity, challenge our capabilities, and encourage initiative and risk-taking. We hold ourselves to a high standard of excellence and continually improve by solving problems and making decisions that benefit the organization and community. We are dedicated to service, lifelong learning, and professional growth.

## **Core Values - H.E.A.R.T.**

### ***Honor -***

We serve with honor through our actions, conduct, and job performance. Performed with integrity, even at personal cost, we constantly strive towards ever-rising standards.

### ***Excellence -***

We seek excellence in all that we do and strive for continuous improvement. Our employees are encouraged to be innovative and creative.

### ***Accountability-***

We are an organization of employees who do the right thing and are responsible for what we do and say.

### ***Respect -***

We value all citizens, each other and different points of view, regardless of race, gender, appearance, individual beliefs, or lifestyles.

### ***Teamwork -***

We support an environment that recognizes mutual cooperation and group accomplishments, while encouraging individual contributions.

## Letter from the Chief

It is with great enthusiasm and a strong level of accomplishment that I offer the Charleston Police Department's Strategic Plan for 2011-2015. The work contained within the pages of the Plan will serve as a roadmap for the organization and a guide for each officer to ensure our Department continues its forward movement and search for excellence. While we have accomplished much in the past several years, our best is yet to be realized.

This Plan's foundation is based upon the principle of police-community problem solving. During the early stages of development, input was sought from our stakeholders who are critical to our success. Many members of the community, elected officials, business leaders, and internal members gave generously of their time to help us develop a plan that incorporates priorities from all segments of the community.

Their enthusiasm and dedication will play an integral role in shaping the course of our agency in the years ahead.

Charleston is uniquely situated in the State of South Carolina and is widely regarded as a leader in policing. Our broad approach to planning for our Department's future was designed with this in mind. The Plan was designed as a living document that is flexible and has the capacity to embrace the changing environment of public safety issues.

As the Plan unfolds, we will stay on the cutting edge of emerging technologies to expand and enhance the delivery of services. Our technology vision is focused and will continue to build using the models of intelligence-led and predictive policing. We will work diligently with our community to identify and resolve areas of mutual concern. By enhancing our use of crime analysis and problem-solving, we will more clearly identify and target emerging issues, which will result in crime reductions and effective use of resources.

We must also be proactive in our development of leaders who are ready and prepared to take the organization into the future. It is critical to the success of the organization and City that new leaders be nurtured with the values of integrity and professionalism and a belief system to promote service and accountability. Many of the objectives and strategies are designed to offer opportunity for growth and development in a myriad of areas that will become integral parts of the police-community partnership. By institutionalizing these principles, our current and future leaders will understand the importance of community support to our overall goals.

I am confident that the future has great things in store for the Charleston Police Department, the City, and our community. I look forward to the accomplishments that certainly lie ahead as we continue to strive for excellence in our service.

Sincerely,

*Gregory G. Mullen*

Chief of Police



# STRATEGIC PLANNING PARADIGM

The Department working through a Polarity Management Model identified five “strategic directions”. By using the “strategic directions” and input from five stakeholder groups, the leadership team and other staff members identified objectives to pursue from 2011 to 2015 that would best achieve these goals.

The five strategic directions identified are:

**Enhancing Community Safety**

**Creating Community Partnerships**

**Creating an Exceptional Workforce**

**Effective Resource Management**

**Advancing Technological Efficiencies**

In addition to the strategic directions of the plan, this document addresses capital improvements and equipment needs, anticipated workload and population trends, anticipated personnel levels, and provisions for review and revision of these goals.

The strategic directions are supported by objectives and strategies.

**Objective** – Specific information to achieve the strategic direction. It sets specific, measurable targets for each goal. The objectives may change over time.

**Strategy** – Specific activities to accomplish the stated objectives. It breaks down the objectives into specific components.

This plan is guided by the Charleston Police Department’s Vision, Mission and Core Values statements. It is designed to reflect the interests of the well being of the community and all stakeholders. The strategic directions are intended to be broad in context and adaptable to all areas of the Charleston Police Department.

The strategic plan is, by design, a fluid document. Semi-annual review is vital to insure the success of the strategic plan as a whole. Owners will report a review of their work and, if needed a reevaluation of their strategies. The Police Chief will hold all owners accountable for the achievements in the overall plan.

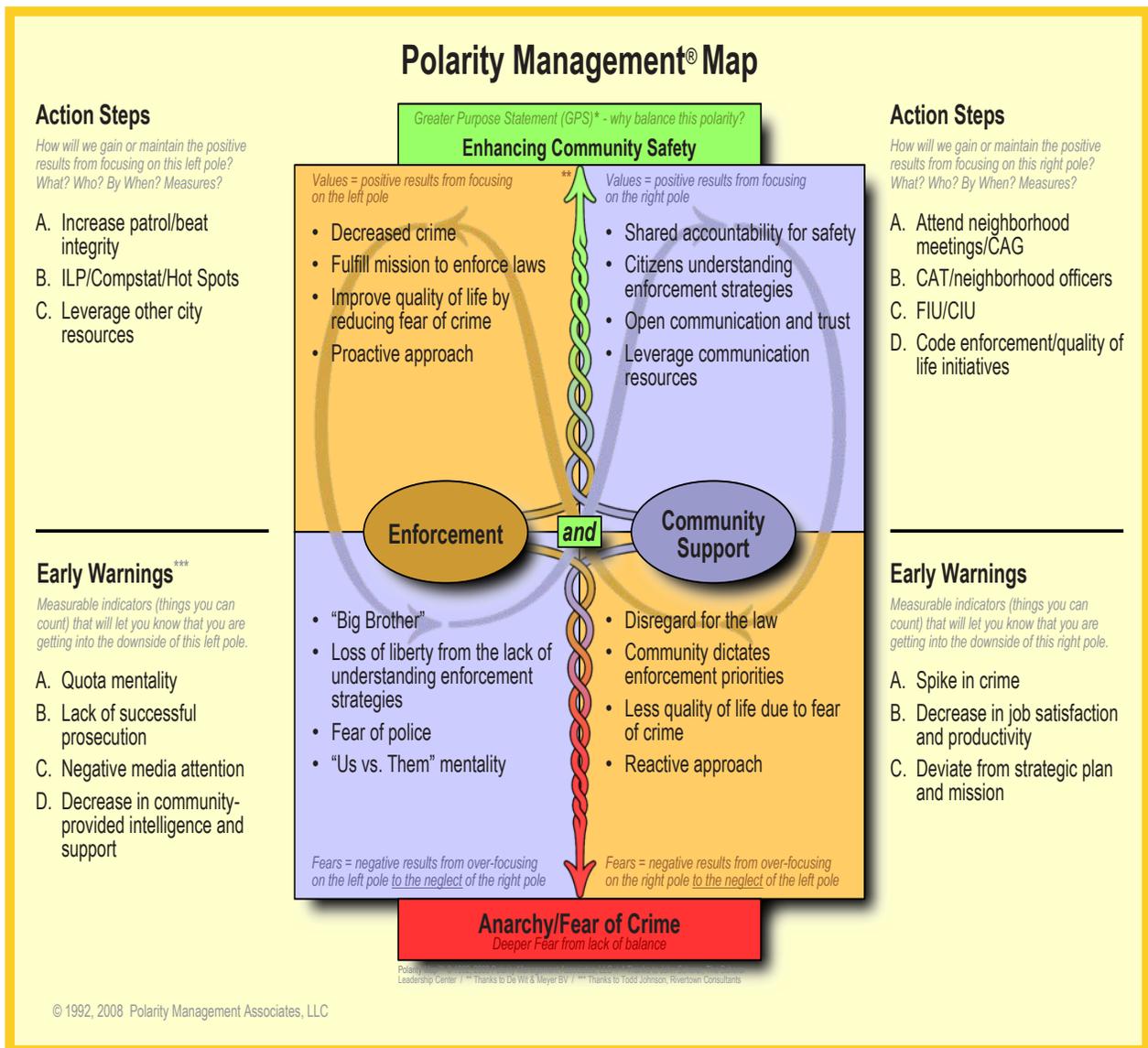
The Department working through a Polarity Management® Model identified five “strategic directions.” In using Polarity Management, we recognized that the work of keeping our community safe is complex and we must address a series of chronic, on-going problems by viewing them from a broad perspective. What are polarities? Polarities are sets of interdependent pairs (while competing) actually need each other over time to achieve and sustain success.

The Polarity Map, developed by Dr. Barry Johnson, founder of Polarity Management, is a helpful structure for organizing information about the complex issues. Each map contains the following elements:

- **The green rectangle at the top containing the Greater Purpose Statement reflects a Strategic Direction of CPD.**
- **The red rectangle at the bottom containing the Deeper Fear represents what could happen if CPD doesn’t manage the polarity well.**
- **In the ovals are the two poles of the polarity which are interdependent, connected by the AND in the center.**
- **Two upside quadrants containing the positive results that come from a focus on each pole.**
- **Two downside quadrants containing the negative results that come from an over-focus on one pole to the neglect of the other over time.**
- **The infinity loop showing the on-going need for the best of both poles and the avoidance of the potential negatives.**
- **Action Steps and Early Warnings providing information on how to manage the competing needs. These two key components guided the development of CPD’s Objectives and Strategies listed in the following pages.**

# Enhancing Community Safety

The primary responsibility for our Department is to increase the actual, and perception, of safety within our community. We accomplish this by reducing the level of crime and also by developing trusting and productive relationships with the community. Community safety incorporates many elements and our plan must touch upon all that apply including: reductions in violent crime, illegal drugs, non-traditional problem-solving, disaster preparation, and patrol and investigative improvements. The question is how we as a department enhance the safety of our community through various programs, processes, and actions.



## **Objective 1.1 REDUCE VIOLENT CRIME**

### **Strategies**

- 1.1.1 Expand the use of crime analysis and “Hot Spot” mapping to enhance patrol and investigative response to attack violent crime**  
*Measurement: Implementation of Crime Analysis Plus, predictive analysis and I2 tools; number of locations identified; reduction in specific crime identified.*
- 1.1.2 Increase patrol/beat integrity.**  
*Measurement: Increase in Neighborhood Officers; problem solving initiatives executed within patrol beats.*
- 1.1.3 Target mid-level drug traffickers to attack the supply of illegal drugs to the street.**  
*Measurements: Creation of target list; number of traffickers arrested.*
- 1.1.4 Enhancing targeting of high risk offenders for arrest and priority prosecution.**  
*Measurements: Updated list; number of persons monitored and related arrests made; number of high risk offenders prosecuted within 180 days of arrest.*
- 1.1.5 Concentrate on subjects who commit firearms related crimes.**  
*Measurements: Number of guns confiscated; arrests.*
- 1.1.6 Improve use of the Cold Case protocol to revisit Homicide cases for review of evidence, witnesses and use of advances in technology that would resolve cases.**  
*Measurement: Number of cases closed over one year old.*
- 1.1.7 Expanded use of the Victim Advocates to interact with neighborhoods after highly publicized police interventions or violent crimes.**  
*Measurement: Number of uses of advocates, new areas added.*

## **Objective 1.2 IMPROVE PATROL FUNCTION**

### **Strategies**

- 1.2.1 Maximize visibility by optimizing uniform patrol’s deployment.**  
*Measurements: Evaluate CFS data; feedback.*
- 1.2.2 Improve response time on emergency calls through supervision and use of resources.**  
*Measurements: Evaluate CFS data and response times through dispatch.*
- 1.2.3 Increase traffic safety through consistent enforcement, analysis of traffic data and high visibility patrols.**  
*Measurements: Evaluate CFS data, reduction in accidents.*
- 1.2.4 Increase the quality of investigations with standardized case files and supervisory reviews.**  
*Measurements: Number of convictions.*
- 1.2.5 Implementation and follow-up of COP problems for each shift.**  
*Measurement: Identification and resolution of COP problems.*

### **Objective 1.3 REDUCE NUMBER OF WANTED FUGITIVES IN COMMUNITY Strategies**

- 1.3.1 Enhance partnerships with US Marshals, Sheriff, Probation and Parole to track and apprehend wanted persons.**

*Measurements: Number of fugitives arrests.*

- 1.3.2 Conduct Investigative Supervisor's meetings to encourage flow of information within the Department and with outside agencies.**

*Measurements: Number of meetings conducted; number of information bulletins disseminated and received.*

- 1.3.3 Increase use of media to solicit tips on wanted persons.**

*Measurements: Programs developed; arrests.*

### **Objective 1.4 REDUCE ILLEGAL DRUG TRAFFICKING AND VICE ACTIVITY Strategies**

- 1.4.1 Conduct Reverse drug stings to dissuade buyers from returning to designated areas.**

*Measurements: Reduction in drug activity and related complaints.*

- 1.4.2 Strengthen partnership with regional authorities to investigate trafficking at all levels.**

*Measurements: Joint investigations conducted; arrests; drugs confiscated.*

- 1.4.3 Work with Code Enforcement Response Teams to abate hazardous properties used for drug distribution.**

*Measurement: Number of properties abated.*

- 1.4.4 Aggressive use of City and State ordinances assessing penalties for prostitution offenses.**

*Measurement: Number of convictions.*

- 1.4.5 Conduct reverse prostitution stings.**

*Measurements: Number of stings conducted; number of arrests; reduction in complaints.*

- 1.4.6 Enforce liquor licensing regulations if establishment threatens neighborhood quality of life.**

*Measurement: Number of inspections conducted; number of violations identified and resolved.*

### **Objective 1.5 ENHANCE CITY'S ABILITY TO PREVENT, PROTECT RESPOND AND RECOVER FROM TERRORIST ATTACKS**

#### **Strategies**

- 1.5.1 Conduct assessments to identify areas vulnerable to attack.**

*Measurement: Number of sites assessed.*

- 1.5.2 Implementation of the National Incident Management System (NIMS) goals.**

*Measurement: Number of personnel completing updated NIMS Training.*

## **Objective 1.6 STRENGTHEN DEPARTMENT'S RESPONSE TO NATURAL DISASTERS AND HAZARDOUS EVENTS**

### **Strategies**

- 1.6.1 Continue working cooperatively with regional partners in participation in disaster exercises.**

*Measurement: Number of exercises conducted.*

- 1.6.2 Develop response and evacuation plans for critical sites.**

*Measurement: Sites identified, plans developed.*

- 1.6.3 Develop and plan media responses in coordination with local and national media.**

*Measurement: Format established and response outlined.*

## **Objective 1.7 INCREASE THE USE OF NON-CRIMINAL STRATEGIES AS PROBLEM-SOLVING TOOLS**

### **Strategies**

- 1.7.1 Work with Code Enforcement Response Teams to abate hazardous properties.**

*Measurement: Number of properties abated.*

- 1.7.2 Engage other City agencies (Planning, Parks, and Recreation) in initiatives to reduce crime through CPTED and positive programming.**

*Measurement: Number of projects reviewed by Crime Prevention; number of joint project conducted.*

- 1.7.3 Develop a schedule of Town Hall meetings to facilitate information sharing regarding crime issues throughout the city.**

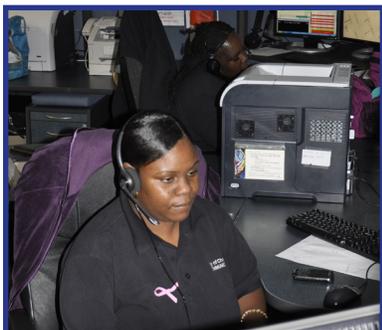
*Measurement: Number of Town Hall meetings conducted; number of citizen participants.*

- 1.7.4 Conduct joint operations with Livability Division to identify and remedy quality of life issues in all parts of the City.**

*Measurement: Number of joint operations; complaints addressed.*

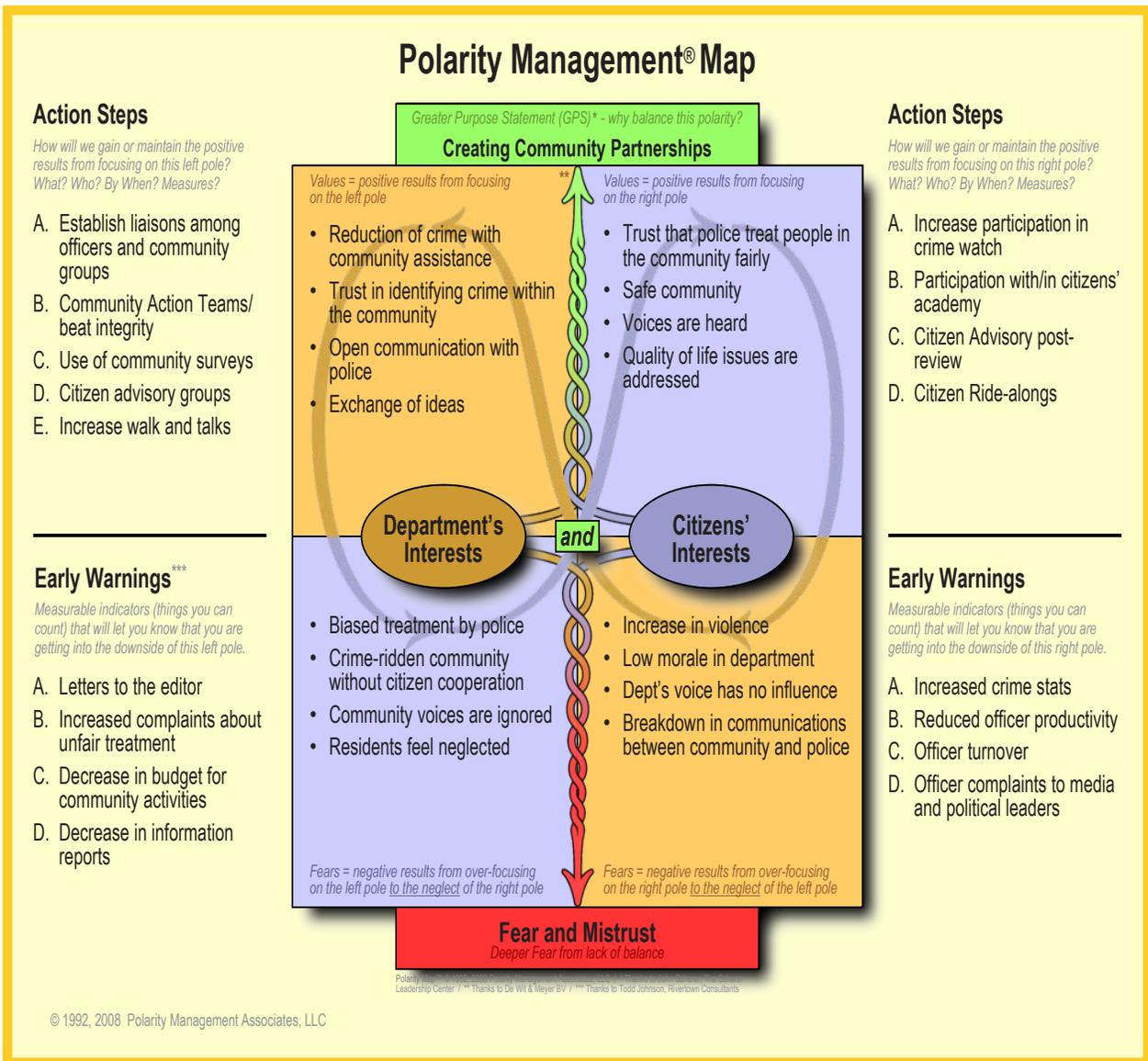
- 1.7.5 Expand Community Partnership activities to include all segments of the community to educate citizens and enhance positive citizen/police partnerships.**

*Measurement: Number of Community Partnership events; increase in members.*



# Creating Community Partnerships

Community partnerships expand all facets of our operation. We have been successful at developing partnerships throughout the City, but it is important that we nurture and grow these relationships and expand them into every stakeholder group. We must seek out methods and opportunities to galvanize our partnerships and leverage the resources, experiences, and support that come from mutual respect between the police department and our partners.



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## **Objective 2.1 EXPANSION OF CITIZEN ENGAGEMENT**

### **Strategies**

#### **2.1.1 Expand “Neighborhood Watch” program to interested neighborhoods.**

*Measurement: Number of “Neighborhood Watch” programs added.*

#### **2.1.2 Develop program to utilize various communication devices to communicate with the community.**

*Measurement: Implementation of program and participants.*

## **Objective 2.2 ENHANCE PUBLIC EDUCATION ON POLICE OPERATIONS**

### **Strategies**

#### **2.2.1 Increase community involvement in education programs.**

*Measurement: Community members attending the training.*

#### **2.2.2 Expanded use of media to educate and inform public and promote the Department (Weekly newspaper articles, radio spots, etc.).**

*Measurement: Programs developed; citizen feedback.*

## **Objective 2.3 INCREASE DEPARTMENT-COMMUNITY INVOLVEMENT AND INTERACTION**

### **Strategies**

#### **2.3.1 Expansion of Citizen Advisory Groups to enhance input and shared understanding of mission and goals by citizens and officers.**

*Measurements: Number of participants; number of ride-alongs completed by participants; feedback about process from citizens and officers.*

#### **2.3.2 Enhance cooperation between citizens and department in solving crimes**

*Measurement: Number of crimes solved based on citizen tips; increase in Crime Stopper tips.*

#### **2.3.3 Create mailers for stakeholders advising them of events, police programs, safety tips, community information.**

*Measurements: Use of mailers; feedback.*

#### **2.3.4 Continue and expand police/youth programs (CPAL, scout camps).**

*Measurement: Number of kids enrolled in programs.*

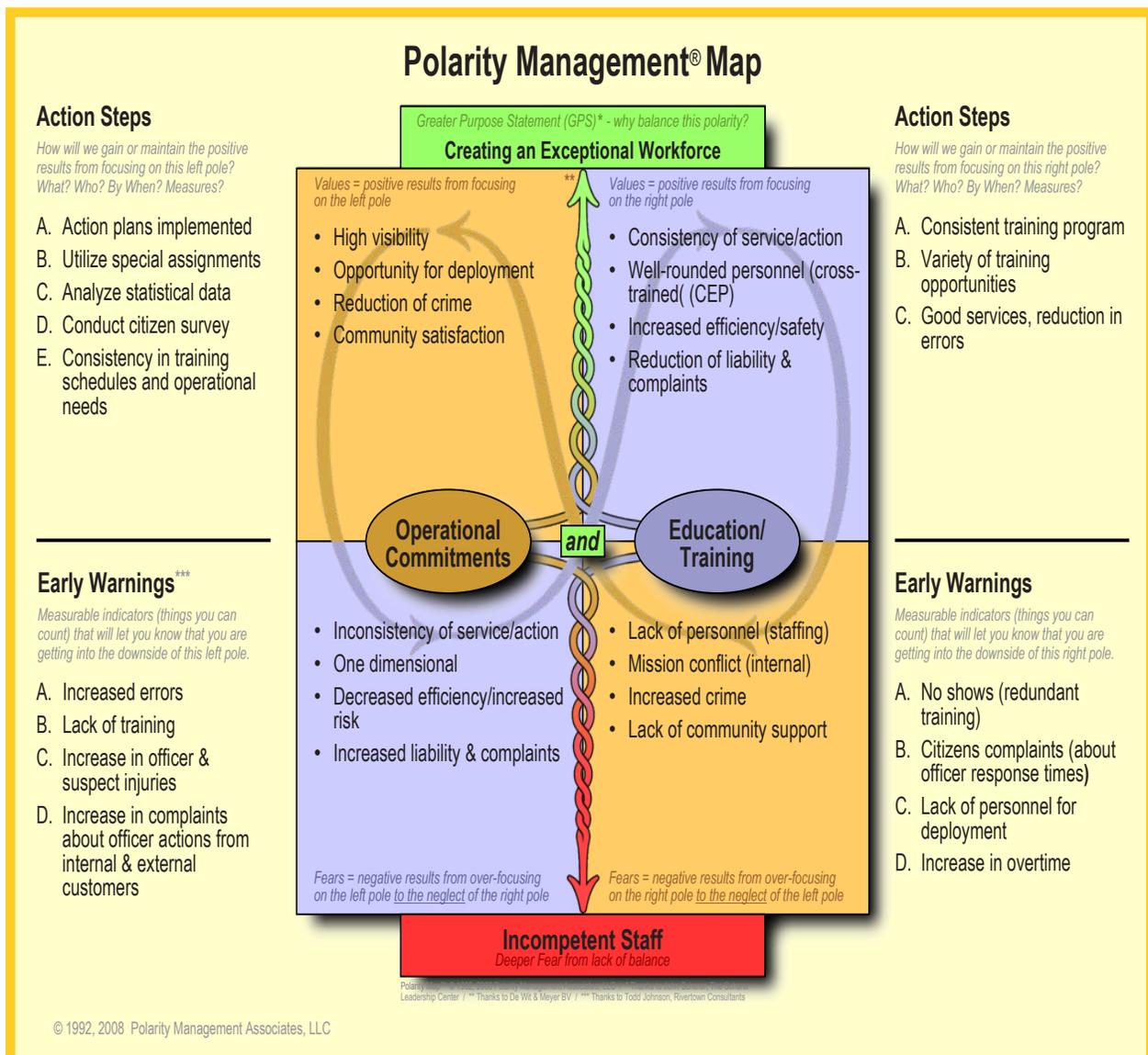
#### **2.3.5 Capture information from the community to measure satisfaction and support.**

*Measurement: Survey results; letters to the editor; number of citizen complaints.*



# Creating an Exceptional Workforce

Workforce Development is a cradle to grave process. It is imperative as a department that we continue to grow our personnel who are critical to the current and future success of the Department. Areas that we must consider are educational components that provide the opportunity to think beyond our current understanding and introduce new and challenging paradigms for us to consider. Additionally, we must develop and offer skills-based training to ensure our personnel are prepared for the ever changing environment in which they work. The combination of education and training, which centers on our core values and guiding principles, will ensure that we recruit, hire, and retain the best employees. Then, it is our responsibility to create and implement a developmental process that educates and prepares them to accept challenging assignments and leadership positions.



### **Objective 3.1 ENHANCING WORKFORCE DEVELOPMENT**

#### **Strategies**

- 3.1.1 Acquire or maintain specialized certification of employees (canine, traffic, criminalistics, etc.).**

*Measurement: Number of certifications and re-certifications obtained.*

- 3.1.2 Create program of succession planning and workforce development.**

*Measurement: Implementation of program.*

- 3.1.3 Maintain CALEA and ASCLD/LAB accreditation and review processes to insure compliance in all areas.**

*Measurement: Maintain accreditation.*

- 3.1.4 Certify all employees in CPR/AED.**

*Measurement: Number of employees trained.*

- 3.1.5 Increase specialized training to enhance workforce development.**

*Measurements: Increase training money; training amount requested and approved mirroring career path, number of employees trained.*

### **Objective 3.2 CREATE A MORE EFFICIENT WORKFORCE**

#### **Strategies**

- 3.2.1 Review standards for evaluation of performance for sworn personnel.**

*Measurement: Review conducted and changes implemented.*

- 3.2.2 Cross-train employees to expand knowledge and better use personnel.**

*Measurement: Identify positions; Number of employees trained.*

- 3.2.3 Improve the exchange of information within the Department both laterally and through the chain of command.**

*Measurement: Establishment of new system of communication.*

- 3.2.4 Create a process of “6-minute roll call training” in areas of safety, critical incidents, traffic stops, etc.**

*Measurement: Number of employees trained per quarter; Number of topics.*

- 3.2.5 Expand recruiting efforts to maintain hiring of qualified, diverse workforce.**

*Measurement: Number of recruits successfully completing Probation.*

- 3.2.6 Maintain the integrity of information contained in the RMS system to ensure the accuracy of problem-solving efforts and level of analysis required to effectively address repeat and chronic problems.**

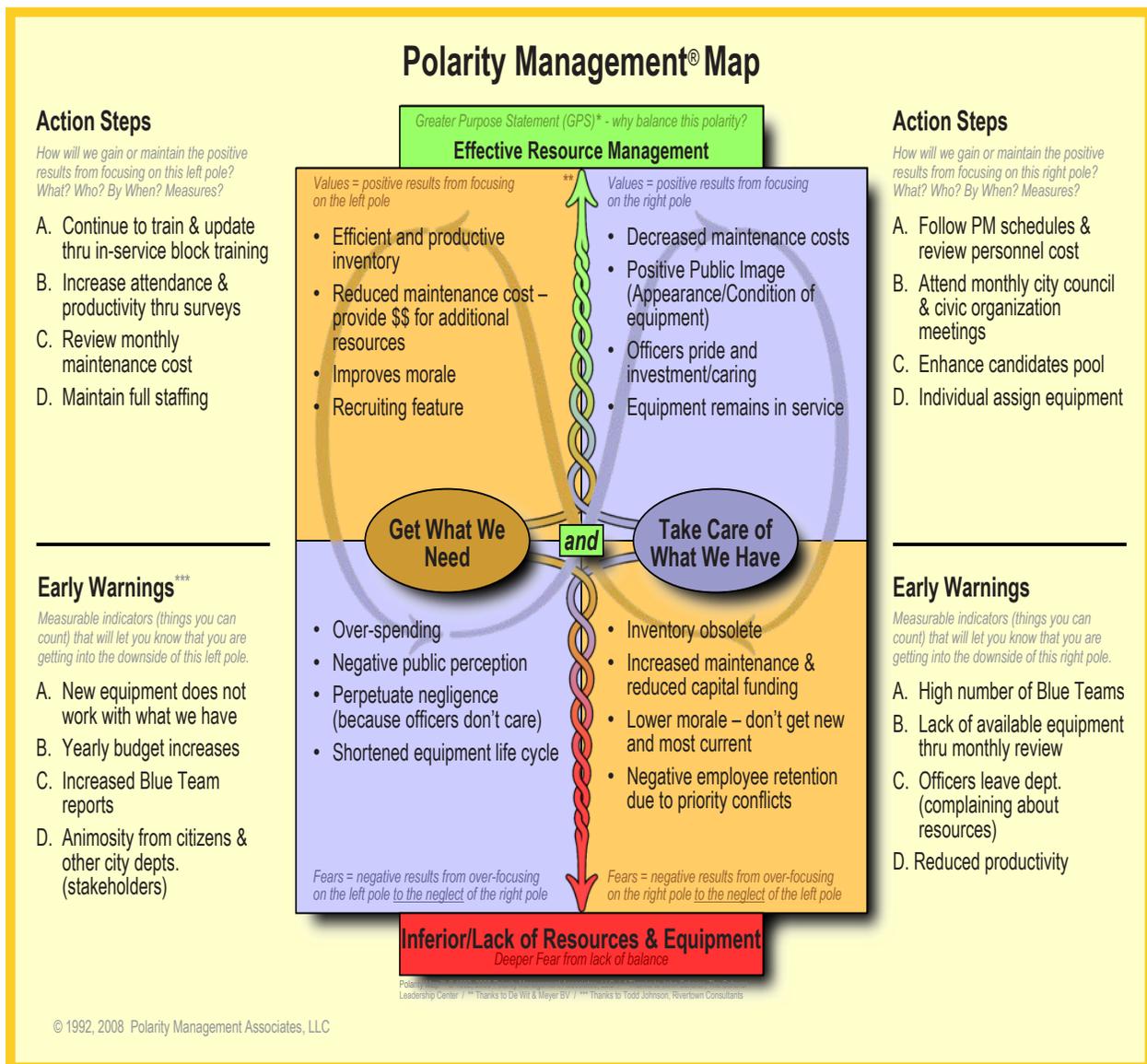
*Measurement: Number of errors recorded; number of errors over 30 days old per month.*

- 3.2.7 Develop training protocols to maximize training and operational requirements.**

*Measurement: Overtime expenditures for training; number of training “no shows”; citizen complaints about response times.*

# Effective Resource Management

In this critical time of economic challenges it is imperative that we continue to be stewards of the resources we are provided. This brings two very different challenges. First, we must protect, maintain, and support current resources. Secondly, we must be mindful of the importance of conducting research and making careful decisions regarding what it is that we need as an organization to provide our most important services to the community. Therefore, it is important that we create a filter through which our decisions are based in terms of budget requests, purchases, and maintenance. We can not tolerate negligence and careless destruction of property or purchases that do not impact one of our priority mission requirements.



## **Objective 4.1 INCREASE ASSETS AND REDUCE COSTS**

### **Strategies**

#### **4.1.1 Maintain consistent equipment in-service status.**

*Measurement: Reduction in maintenance costs; number of missions where equipment is not available.*

#### **4.1.2 Maximize efficiency of auto and property auctions.**

*Measurement: Reduction in costs; increase in returns.*

#### **4.1.3 Monitor budget for opportunities to reduce costs.**

*Measurements: Identified areas of savings, money saved.*

#### **4.1.4 Decrease in equipment damage.**

*Measurement: Reduced repair cost; number of preventable accidents; number of Blue Team reports.*

#### **4.1.5 Aggressively pursue outside funding sources.**

*Measurement: Sources identified; monies obtained.*

#### **4.1.6 Conduct regular inventories and inspections to insure equipment condition and life-cycle.**

*Measurement: Conduct monthly inspections of personnel and fleet; conduct quarterly inspections of specialized equipment.*

## **Objective 4.2 BETTER UTILIZATION OF COMMUNITY RESOURCES**

### **Strategies**

#### **4.2.1 Initiate partnerships with other agencies to obtain and share new costly technology.**

*Measurements: Partnerships established; reduction in costs, projects completed.*

#### **4.2.2 Utilize students from local universities to assist in satisfaction surveys, grant writing and operational studies.**

*Measurement: Number of employee hours saved.*

#### **4.2.3 Create a Police Foundation to seek funding from stakeholders in communities to offset costs.**

*Measurement: Program implemented; Number of projects funded from outside sources.*

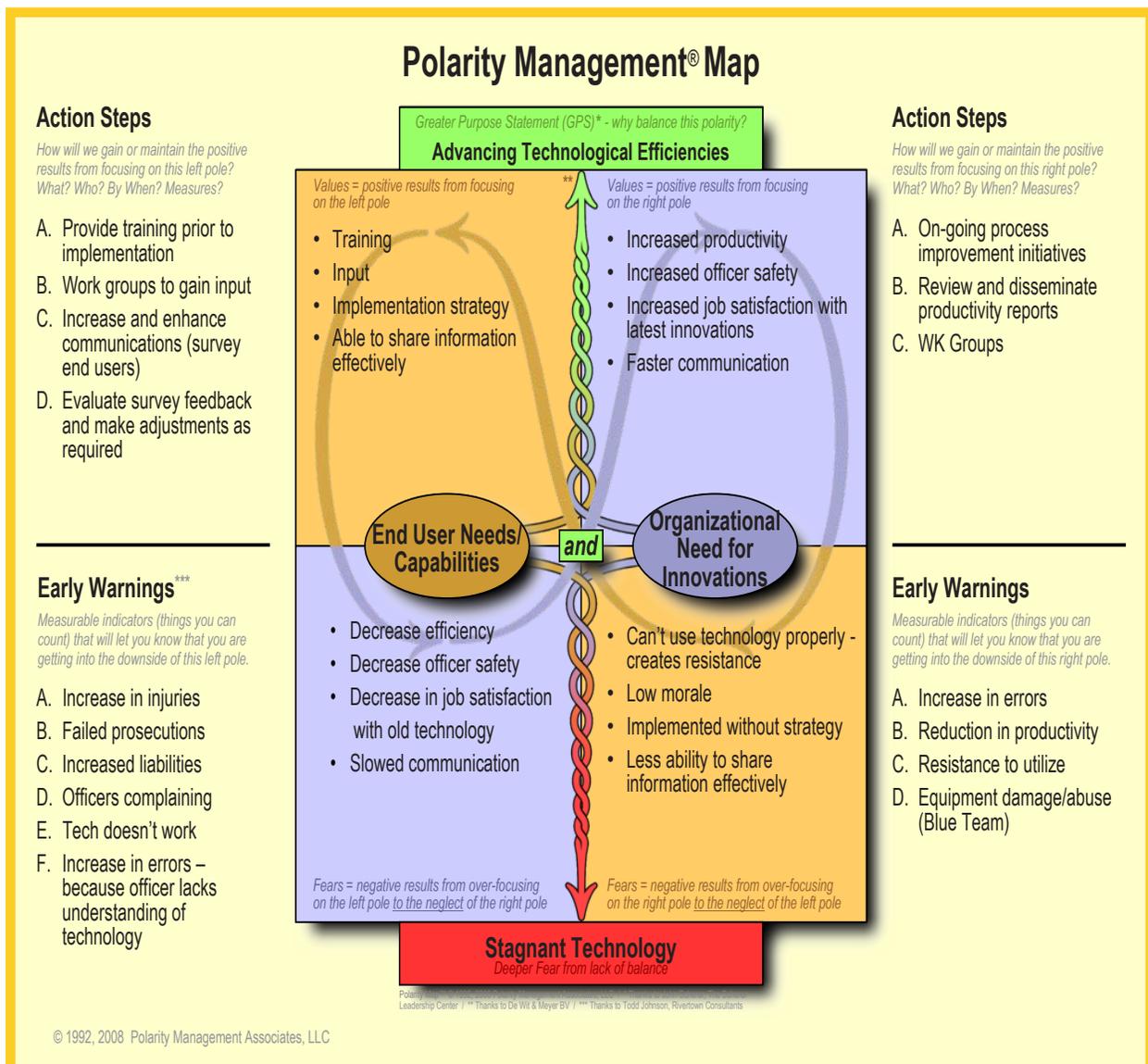
#### **4.2.4 Expand volunteer opportunities for assisting the Department in daily operations.**

*Measurement: Number of volunteers added.*



# Advancing Technology Efficiencies

Technology will continue to help us improve our capabilities, expand our capacity, and allow us to more efficiently and effectively service the community. It will also allow for better coordination with the community and our law enforcement partners. Technology allows us to do more with less by being a force multiplier and time saver. Our task for the future is to continue to research and identify potential solutions that will either enhance our current operation or provide the opportunity to eliminate unnecessary tasks. Technology is not the catalyst for change for change sake and we will be careful to only seek those solutions that help meet our mission requirements and assist our personnel in their quest to make us a great organization that offers excellent service to our internal and external customers.



## **Objective 5.1 ACQUIRE AND UPGRADE EQUIPMENT**

### **Strategies**

- 5.1.1 Seek funding through Port Security and JAG Grants to purchase additional equipment.**  
*Measurement: Grants applied for; Amount of equipment purchased through grant funds.*
- 5.1.2 Full implementation of new Computer Aided Dispatch and Records Management System.**  
*Measurement: Finalization of system installation.*
- 5.1.3 Completion of MCT project and installation of additional MCT in marked vehicles.**  
*Measurement: Increase of MCT, personnel trained.*
- 5.1.4 Acquire updated technical investigative equipment to enhance investigations and successful prosecution.**  
*Measurement: Acquisition of equipment; convictions.*
- 5.1.5 Identify, research, and implement appropriate hardware and software to advance the Department mission.**  
*Measurement: Products identified, obtained and installed.*
- 5.1.6 Develop user groups to research and evaluate new technology.**  
*Measurement: number of work groups developed; number of products researched and implemented.*
- 5.1.7 Conduct annual assessment of technology to determine needs for upgrades and potential new acquisitions.**  
*Measurement: Assessment completed and report prepared.*
- 5.1.8 Implement a Laboratory Information Management System (LIMS) for use by the Forensic Services Division to record and report laboratory analysis, manage resources and maintain quality assurance program.**  
*Measurement: Successful implementation and retirement of legacy systems*

## **Objective 5.2 UTILIZE TECHNOLOGICAL ADVANCES FOR PUBLIC SAFETY**

### **Strategies**

- 5.2.1 Implement new crime safety and security camera program.**  
*Measurement: Number of cameras installed; reduction in crime.*
- 5.2.2 Promote and expand the use of the Crimeweb.net website for neighborhood alerts, safety information and updates.**  
*Measurement: Number of businesses and citizens who enroll in the web program.*
- 5.2.3 Develop a project management plan including user training and implementation strategy for the regional installation of CrimIntel and Coplink.**  
*Measurement: Development of plan; implementation of the systems.*



## PART II – LOGISTICS & DEMOGRAPHICS

### Workload

Workload projections are based on trending patterns from the previous years. The areas analyzed for these projections are Select Calls for Service (CFS), Part I Offenses, Arrests and Auto Accidents. These areas represent the most substantial demands on the Police Department resources and personnel. These categories have the most significant impact in determining how resources and personnel are deployed to be effective and efficient in accomplishing our police mission.

### Workload Categories

- Select Calls for Service (CFS): Total calls dispatched for police services.
- Part I Offenses – All reported Part I crime as reported to the Federal Bureau of Investigations (FBI) Uniform Crime Report. The crimes are: homicide, rape, robbery, aggravated assault, burglary, theft, motor vehicle theft and arson.
- Arrests – All arrests for both Part I and Part II crimes, both adult and juvenile.
- Auto Accidents – All reported auto accidents.

For purposes of trending this data, the years 2007 – 2009 were reviewed. CFS have fluctuated for the past three years. It is realistic to anticipate some change in the CFS and we expect an increase over the next several years due to expected growth in and around the city in terms of residential and commercial building, as well as additional activities associated with the cruise industry and tourist related events. The addition of the new Boeing plant and Clemson's Wind Project has the potential to bring large numbers of new residents to the area. This combined with the planned Magnolia, Long Savannah, and Reach projects may place additional requirements on the police department in terms of both officers required to maintain the current service levels, as well as new facilities. The porting of the Carnival Fantasy in Charleston will also impact the service requirements in and around the tourist district.

### Workload

Year	CFS	Part I - Offenses	Arrests	Auto Accidents
2007	198,704	5295	5355	5437
2008	230,077	5491	5450	5139
2009	223,434	4,942	5036	4956

## Population

According to the 2000 United States Census Bureau, the population for the City of Charleston was 96,650. The estimated 2010 City population is 124, 593. Charleston's population continues to increase and this does not account for the well over 4 million tourist and 28,000 college students that are part of the city. Therefore, service demands continue to increase.

There are a number of commercial and residential projects being developed within the City of Charleston, especially in the downtown and West Ashley sections of the city. Revitalization projects and housing are attracting more people into the downtown area of the City. It is expected that the latest Census results will show a population increase and this trend is expected to continue as the Charleston area is a favorable location to live, work, and recreate.

## Workforce Development and Training

The Police Department authorized sworn personnel complement is 412. The authorized non-sworn complement is 135. These numbers are established by City Council and include a number of grant positions.

We will continue to build upon our successful Block Training Protocols that provides each officer with a minimum of 40-hours of continuing education. This is three times what is required by the State's Training Academy in a three year period. Additionally, all of our newly hired officers complete a 3-week supplemental academy and 14 weeks of Field Training after completing the academy which is not currently required by the State. After successfully completing all requirements, officers are released for independent duty. Training includes topics such as: legal updates, weapons familiarization, practical exercise relating to tactical responses, dealing with the mentally challenged, conflict resolution, communication techniques, and alternative weapons. Additionally, in 2010 we formalized our Basic Leadership Development Program with 20 officers completing the Train-the-Trainer Course with instructors from the Los Angeles County Sheriff's Department. These officers will now develop and customize the program to the Charleston Police Department and begin teaching the course in the last quarter of 2010. All supervisors will be required to attend this course of instruction. After supervisors



have attended, it will be cascaded down into the organization as well as the community. Finally, we are currently offering specialized training in various topics to our officers and have plans to expand these offerings during 2011 and 2012 without increasing our cost. Our philosophy of bringing trainers to the City and increasing class sizes allows us to expose more officers to the education and learning opportunity versus sending one or two students away. Additionally, we are utilizing grant and asset funds whenever possible to offset the cost of our training program.

## Equipment

The Police Department is continuing its efforts to equip marked vehicles with Mobile Computers Terminals in accordance with the plan that started in 2009. Currently, the Department deploys 75 MCTs which are transferred between police officers at the beginning and end of their respective shifts. While this provides us an adequate number of devices currently, it does not allow for members of specialty units to have access to a device or those using non-traditional vehicles. We are actively seeking grant opportunities to complete this project and hope to accrue additional licenses and hardware during calendar year 2011 and 2012. A new Integrated Computer Aided Dispatch and Records Management System (CAD/RMS) was installed and activated in February 2009. It replaced an obsolete RMS and combined many stand alone data sources currently used in the Department. The new CAD is operational and all but a few RMS modules have been implemented. We are currently working with the vendor and other partners to fully implement all modules and integrate all data-bases to allow for federated searches, which will enhance our information sharing and investigative capability. We anticipate being fully operational by mid-2011.

By the end of 2010, The Department's Safety and Security Camera System will be fully implemented. This system will provide live and recorded coverage of various areas throughout the city including: the Port, Tourist District, and neighborhoods where crime problems have been identified through crime analysis and discussion with community members. We are also working jointly with the Charleston Housing Authority to obtain HUD funding to add a number of cameras to our system that will increase the safety and security in a number of the City's housing complexes.

Using grant funding and personal contacts, we have successfully upgraded our emergency response capabilities. We have upgraded our Special Weapons and Tactics Team, Explosive Ordinance Team, Critical Incident Response Team, and Dive Team. Currently, these teams train collectively on a quarterly basis to ensure that all personnel and equipment are integrated to offer the greatest response success during a critical incident.

## Vehicle Fleet

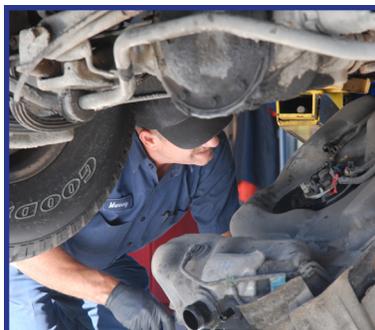
A vehicle replacement criterion has been established as follows: mileage must be at least 120,000, or repair cost exceeds useful remaining life of the vehicle, or safety hazards are present due to an accident or other defects. Prior to any vehicle being considered for replacement, the Police Department's Fleet Services Manager and Fleet Services Director must agree that this criterion is met. Specialty vehicles are reviewed on a one for one basis as circumstances require.

Vehicles are replaced on an annual basis through Fleet Services Division. Funding for these replacements come from capital budget amounts allocated to Fleet Services for all General Fund Agency Equipment replacements. The Police Department requests could not be completely approved due to limited funding availability in 2008 and 2009. A portion of funding for equipment replacement comes from the "equipment replacement fund" generated when obsolete equipment is sold through Fleet Services and we were able to utilize this fund to offset the reduction in 2009.

### Actual Summary of Police Vehicle Requests from 2007 to Date

Budget Year	Units Requested	Cost	Units	Approved Cost
2007	50	\$1,200,000	50	\$1,191,220
2008	54	\$1,200,000	54	\$1,185,428
2009	59	\$1,200,000	51	\$1,024,426
2010	57	\$1,200,000	40	\$ 868,737

Budget constraints in 2009 caused a 15% reduction in requested vehicle dollars. The 2010 budget was reduced by another 48%. Based on the current reductions that have occurred, we anticipate a shortfall in vehicles over the next 3 years. At the current rate, the Department will be required to purchase a large number of replacement vehicles in



2012 and 2013 to maintain an adequate level of fleet assets that offer safe and reliable transportation for the Department's operations.

Fortunately, Homeland Security funding allowed for replacement of our older Command and Control trailer with a highly sophisticated Mobile Command Center and Mobile Crisis vehicle for the Critical Incident Response Team. (Hostage Negotiators) Through that same funding, we anticipate that our older Emergency Rescue Vehicle (ERV) will be replaced in 2011 with a fully functional, custom built ERV that will serve our needs well into the future. Additionally, with the same grant source, in 2011 we are replacing one older marine vessel and two engines that are reaching the end of their useful life cycle.

## **Capital Improvement Projects**

During the period covered by this plan, there will be a number of capital requirements. We anticipate that once Magnolia and the Long Savannah projects begin, both projects will bring significant new residential development and demands upon the police department for service. There will be a need to add officers and vehicles to Teams 1, 4 and 5 to maintain the current level of service. In either case, it is anticipated some physical space will be required to facilitate this operation in the most effective manner. We are working with the Planning Department to ensure these needs and requirements are considered within the revised Comprehensive Plan that is being developed.

Additionally, the current Team 2 office will require substantial renovation during the next 5 years. The office, located in a Charleston Housing Authority apartment is in need of renovation to address both environmental issues and functional capacity. As the team has grown by over 50% in the past 3 years, the space available and the layout of the facility does not meet the needs of the operation. It is anticipated that we will continue to add officers to Team 2 as it grows due to the addition of Carnival Cruise Lines and other commercial projects.

Finally, the area at 180 Lockwood Drive that currently serves as the Emergency Dispatch Center is being planned for remodeling. Once the dispatch center is moved in 2012, we will seek to modify the area into a Situational Awareness Center and COMPSTAT facility. Our desire will be to build out the area as a technology hub that offers the following capabilities: video conferencing and computer technology that allows real time crime reporting, analysis, and tracking; emergency management for small and medium size events and as an integration center for field operation during large scale emergencies. This space will also be connected to the existing Safety and Security Camera Monitoring Room to provide for a fully operational Situational Awareness Center that can be utilized for a variety of scenarios. The facility will have interconnectivity with the Coast Guards Interagency Operation Center, formerly Project Seahawk, to enhance its information sharing and coordination capabilities.

## **PART III – EVALUATION AND REVIEW**

As outlined at the beginning of this document, the measurements for each strategy give the owners a gauge for their progress. The strategies are guidelines to achieve the objectives. No plan can be successful without a well-designed process for monitoring and evaluation. To that end, the methods of several policing philosophies and management theories are integrated to insure optimum results.

Community Oriented Policing (COP) will be used by staff members. First, input will be sought by community members for each specific strategy and objective for their neighborhood. Tailoring the objectives to meet specific needs of the community is paramount to customer satisfaction and obtaining ideal results. Second, the community's feedback and opinions on whether the desired result has been achieved will shape the future of the strategy.

Dovetailing with COP is the use of ongoing assessments to measure each phase of the problem, or objective, at hand. Constant reassessment of each facet will insure accurate reporting on the effectiveness of the strategies. Staff owners are held accountable by the Police Chief for each component they are assigned. Semi-annual updates in the Strategic Plan Progress Report will function as the quality control aspect of the plan and allow for an exchange of ideas on what works and what does not.

With teamwork and collaboration between the police and citizens, the goals of this plan will surely be achieved.



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