

City of Anderson Police Department
Strategic Plan for Fiscal Years 2008 – 2012
Table of Contents

<u>TABLE OF CONTENTS</u>		Page
I.	INTRODUCTION	2
	Purpose	2
	Development of the Strategic Plan	2
	Mission Statement, Strategic Vision and Organizational Values	5
II.	GOAL	6
III.	GOALS, OBJECTIVES AND STRATEGIES	13
IV.	CURRENT RESOURCES AND EXISTING EFFORTS	17
	Current Staffing Level of Sworn Officers (Table)	17
V.	MAJOR INITIATIVES AND RELATED PROGRESS	19
	Violent Crime Decrease since 1991	19
	Calls-for-Service	21
	Motor Vehicle Traffic Management	23
	Reserve Officers and Constables	23
	Department-Generated Cash and In-Kind Revenue FYs 01 – 06 (Table)	25
	Revenue from Fines (Gross, Fees and Net) since 2001 (Tables)	27
	Incident Reports by Zone Fiscal Year 2006 (Table)	30
	Court Charges	31
VI.	FUTURE DIRECTION, EXPECTATION AND BUDGETARY PRIORITIES	33
	Organizational Chart Projection for Fiscal year 2012	37
VII.	CONCLUSION	38
	Addendum: Crime Analysis Program	39
	Addendum: Red Light Cameras	41
	Addendum: Citizen’s Police Academy	44
	Addendum: Police Explorer Program	45
	Addendum: Juvenile Assessment Center (JAC)	46
	Addendum: Patrol Rifle Program	48
	Addendum: Taser Replacement Program	52
	Addendum: In-Car Video Systems	54
	Addendum: Placement of Cameras in Parks and Schools	56
	Addendum: Detention Five-Tear Plan	58
	Addendum: Patrol Equipment Replacement Budget	63
	Addendum: Budget Projection for Fiscal Year 2008	64

I. INTRODUCTION

Purpose

A Strategic Plan is a *blueprint* that enables an organization to build and develop its business response to the needs of its market-place in an effort to meet the challenges of the future. Further, it is also a *process* by which an organization's vision, goals, and objectives (means for achieving goals) are defined, implemented, evaluated, and updated on a continual basis as a means for helping the organization to adapt and thrive in an ever-changing environment.

The Strategic Plan of the City of Anderson Police Department is a *process* for leading, guiding, focusing and directing this agency toward achieving its ultimate mission. The Strategic plan and the associated process are described in this written document. Strategic Planning is sometimes referred to as Long-Range Planning, Five Year Plans or Ten Year plans. All of those labels refer to basically the same concept

The Strategic or Long-Range planning process is indispensable for ensuring that our efforts, resources, and attention are managed at the appropriate levels to meet the needs of the Greater-Anderson community and to avoid the risks associated with becoming stretched too thin as we attempt to address the ever-increasing multitude of issues that adversely affect our ability to achieve our mission. A policing agency that merely stays focused on day-to-day concerns becomes totally reactive and tends to stifle creativity and innovation -- the very characteristics needed by a modern police agency.

Developing the Strategic Plan for the City of Anderson Police Department

This Strategic Plan begins with general concepts and philosophical statements concerning public safety and concludes with specific strategies to achieve desired goals and objectives. The Mission, Values, and Vision statements indicate the broad range of beliefs, responsibilities, and services of the department. Goals and objectives more specifically define what needs to take place to meet current and future demands. Strategies state as precisely as possible the necessary actions to ensure success.

Before any organization can effectively plan for the future, it must first define why it exists and what functions it performs, or, in other words, define its mission. The department's mission describes our purpose, i.e. our reason for existence. Our mission statement was developed and endorsed by the members of this department. Its basis is found in the General Orders of the Anderson Police Department and is a permanent fixture of our organizational character.

Department members also developed the organizational values as a means to provide guidance and direction for decision making and set standards for appropriate behavior by law enforcement professionals. Our organization's values serve as the foundation for all department activities.

City of Anderson Police Department
Strategic Plan for Fiscal Years 2008 - 2012

The final component of our first steps was the establishment of the Chief's vision for the department. The Chief's vision which compliments the city government and city council's vision for the City of Anderson, establishes the destiny, ideals and goals for which the agency must constantly strive, and provides a framework for moving the department into the future.

In March of 2007, the executive staff met to perform a situational assessment of our current environment and evaluate the organization's strengths, weaknesses, opportunities and threats. Out of this analysis came the development of the department's goals and objectives.

In order to achieve the desired goals and objectives, detailed strategies have been established to provide benchmarks on the road to goal-attainment. While input was sought from every member of the department, these strategies are not to be considered all encompassing. The fluidity of modern public safety necessitates frequent review and update.

The final component of the plan is community review and acceptance. Detailed briefings will be presented to the city council in public session. Citizen input and support is critical to the successful implementation of this plan. This plan establishes goals for this agency which when achieved will establish a public safety climate in Anderson that is second to none thereby enhancing the quality of life in the Greater-Anderson community. The Strategic Plan for the City of Anderson Police Department as described in this document will allow the department to move forward into the future.

Over the past several years, the Anderson Police Department has embarked on a major undertaking to change the way it does business. This has resulted in the department developing a strong partnership with the community, a problem-oriented-policing analysis-based accountability program and a focus on solving problems in our communities before they become crime issues. This process has allowed us to establish effective strategies that enhance our ability to ensure the safety of our community. In simple terms, the Anderson Police Department has embraced community based, results driven policing.

This document is the department's multi-year Strategic Plan that will guide us as we transition into the 21st century. Most people in academia recommend that a strategic plan look forward and project between three and five years. Because of the rapidly changing issues that we face today, the Anderson Police Department Strategic Plan extends five years out. However, each year during the plan review, a new year's action plan will be added.

This process will cause us to look critically at how we are staffed and what our ability is to address our core service requirements. Therefore, a restructuring of the police department will be involved. Restructuring will not stop with this action. We will be constantly looking at our core services and determining how we can best perform our jobs and continue to provide high quality service in a rapidly growing community.

This is the great challenge that faces us during the coming years. Many of the decisions will not be easy, but we are confident that we can, and will, succeed and be a stronger, better organization.

This strategic planning document is the cornerstone of the restructuring process. On a yearly basis, we will lay out what our crime reduction strategies are through our budget process for the forthcoming year. Our yearly budgetary development process will serve as yearly steps and validation of this Strategic Plan. The strategies will form the operational basis from which we will develop measurable objectives and restructuring plans for our organization.

Through the department's enhanced crime analysis capabilities, we will focus on results-driven strategies to reduce crime and the resulting fear and anxiety that crime and disorder cause in our community. This analysis allows division supervisors wide latitude to identify and solve problems within their areas. More importantly, it establishes needed communication and information sharing between divisions.

With more responsibility comes more accountability. This program ensures that division supervisors are knowledgeable about the problems in their areas, develop effective working strategies to address these problems, and are constantly developing internal and external partnerships to eliminate the crime problems in their areas of responsibility and/or expertise. Technology provides the key change in the way that we do business.

While we have a good technological infrastructure, we must learn to use our data in order to make both routine and critical decisions on resource deployment, crime fighting strategies and community enhancement. During the years covered by this plan, we will be using our technology to streamline our administrative functions and allow us to share information rapidly so that crime suppression activities may be used in a timely fashion.

Training will also be a mainstay of our agenda for this plan. We will continue to hire new personnel and provide them with all of the tools and skills necessary for a complex profession. Training, however, will not just focus on the new employee. It will be our goal to improve the skill level of all of our employees.

As we enter this new millennium, we are facing new challenges and opportunities that no one would ever thought about a few years ago. We are facing growth that is and will remain for sometime, unprecedented. I am confident that all law-abiding citizens of this fine city will share with me a sense of pride in this department and a determination to make this one of the finest law enforcement agencies in the country. All of us at the City of Anderson Police Department share a common vision which is to make our city the safest community in the country. I am confident that with the help, guidance, support, and commitment of our citizens and elected officials, we will succeed.

The police department is one of the most visible components of government and by most peoples' accounts has the most impact on the daily lives of the people who live in and visit our community. For many years this department has played a leading role in city

government and in the law enforcement profession. We are committed to this role. We believe that this Strategic Plan along with the yearly development of complimentary budgets will establish our roadmap for success and enable us to successfully move forward into the future.

Mission Statement

The mission of the Anderson City Police Department is to *serve the public, protect the innocent, and enforce city, state, and federal statutes* within the city limits of Anderson, South Carolina. This is accomplished through a comprehensive Total Quality Management process which emphasizes a team approach geared toward the *protection of life, liberty, and property, the preservation of peace, and the prevention of crime*. Each operational area - Uniformed Patrol, Community Patrol, Traffic, Detectives, Vice/Narcotics and Detention - will work together in a responsible and professional manner in order to promote an environment in which all citizens will be able to live peacefully, work diligently, enjoy recreational activities, and be safe from threat of harm.

Strategic Vision

Constantly striving to make Anderson the safest community in the country by:

- Providing High quality service, **the first time, every time**
- Creating a work environment where people want to come to work and succeed
- Treating everyone with respect and dignity

Organizational Values

Leadership - We are committed to leading the town government and the law enforcement profession by setting a mark of excellence in everything that we do, providing world-class service and providing the leadership to make the City of Anderson the place where people will want to live, work and prosper.

Pride - We pride ourselves on our commitment to maintaining the public trust and respect through a commitment to the highest standards of professional ethics and standards. We are committed to respecting the rights and human dignity of all people and respecting the value of all members of the community and department.

Dedication- We are dedicated to providing the highest quality of service in a consistent manner which emphasizes effectiveness, efficiency and innovation. We are dedicated to empowering our employees to take risks, expand horizons, and always pursue excellence.

II.

GOAL

The Primary Goal for the City of Anderson Police Department is to improve the overall quality of life for the citizens of the City of Anderson, South Carolina by achieving the following sub-goals:

- 1. Facilitating crime and traffic accident prevention and reduction through proactive problem solving strategies and community partnerships.*
- 2. Restructuring the Department and building organizational capacity to support the reduction of crime and disorder.*
- 3. Enhancing police professionalism and community trust through accountability, performance measures, training, recruiting, and adoption of modern police practices.*
- 4. Acquiring modern technology, information management, and infrastructure that supports organizational goals and objectives.*

Goal 1- Facilitate crime and traffic accident prevention and reduction through proactive problem solving strategies and community partnerships.

For a number of years, the City of Anderson Police Department has been very good at keeping our community safe. Whenever a major crime problem has occurred, we have been quick to mobilize our resources and eliminate the problem. We realize however, that while serious, it is not the major crime that impacts the majority of our community. As a result, this department is initiating an all-out effort to refocus its resources on fighting and preventing crime, gangs, guns, drugs, and the fear that they create within our community.

We have adopted strategies for dealing with drugs, youth crime and fear of crime, public disorder, and traffic safety. Each strategy will include a comprehensive analysis of the problem and a blueprint for how department resources can be better utilized to have a real and lasting impact.

While we are committed to taking the lead, we are not in this battle alone. Our strategies must be coordinated with our partners from the community and other service providers. We are committed to using a “seamless approach” in developing workable solutions to our public safety problems. We will not be soft on crime. **Our goal is to achieve a consistent reduction in the violent crime index.** However, crime suppression is not the complete answer to the crime and disorder problem. Problem solving is also a vital component of our overall crime reduction strategies. By looking at the “whys” of crime and developing long-term solutions, we can and will make major strides in improving the safety and quality of life of our community.

To succeed, we will incorporate new principles for effective crime suppression. These principles are: Accurate and Timely Intelligence, Effective Tactics, and Relentless Follow up and Assessment. For the Anderson Police Department, these crime control strategies are not just tactical operations. They are the way we will do business and protect our community. The strategies will focus on empowerment and accountability. Division supervisors will be energized to seek new solutions to problems, and through the Crime Analysis Program we will break down any internal or external communication barriers that could negatively impact on our strategies. Our crime strategies will not merely focus on clearing and closing out individual crimes; they will also focus on achieving a cumulative impact on major public safety problems.

Goal 1-Objective 1: To prioritize, develop and implement powerful prevention, enforcement and investigative crime strategies

Ensuring the safety of our youth and helping the community establish the best possible environment for their development is of prime importance to us. This department— and city government —is committed to providing a comprehensive approach that combines enforcement and prevention programs equally.

We do not have a *national gang problem* but “gang-wannabes” have become prevalent in our community because many of our youth are exposed to gang temptations and influences. We must initiate strong prevention programs to counter the gang influence or the problem of nationally organized gang activity will soon be upon us.

Drugs are the biggest crime problem in our community. No other factor has a greater impact on crime in our community than drugs. The vast majority of crime is a direct result of drugs or the need for money to support drug habits. Drugs also present the greatest danger to our youth. As a general rule, compared to other types of criminal activity, drug use and drug trafficking show a stronger nexus with additional types of crimes and are correlated with a larger number of other types of crimes.

Coordinated efforts will use the “weed and seed” approach to drive drug activity off the streets and then close down indoor drug locations. Subsequently, community based partnerships will initiate programs designed to re-invigorate and retake control of those areas suffering from the scourge of drug activity.

In addition to police enforcement operations, we will be using a problem solving Approach to remove drug dealers from our community. Partnering with the community, school system, and other law enforcement agencies will greatly enhance our ability to enact long term strategies designed to eliminate drug sources from our community.

Our School Resource Officer Program and our PSN Anti-Gang Initiative will be major cornerstones of our prevention programs. Through these initiatives, we will use a systematic and coordinated approach in designing partnership-based prevention programs. The safety of our youth and helping the community establish the best possible environment for their development is of prime importance to us.

Goal 1-Objective 2: To implement proactive strategies to reduce traffic accidents through prevention and enforcement.

Traffic problems, including but not limited to accidents, congestion, DUI and aggressive driving, have long been the number one public safety issue that negatively impacts the quality of life in Anderson. While this department has long been known for its proactive traffic programs, we are re-invigorating our efforts. The department is adopting a zero tolerance policy for those drivers who operate their vehicles in an aggressive manner. In particular, we will be targeting violations of reckless driving, speeding, tailgating, unsafe lane changes, and red-light / stop sign violations. All of these violations are characteristic of aggressive driving and disproportionately contribute to traffic crashes.

As part of our community-based effort, Division Supervisors will be developing accident reduction and traffic management plans for their assigned areas of responsibility. These plans will target traffic “hotspot” areas with a goal of achieving a reduction in accidents that cause Personal Injury and Property Damage. Problem solving initiatives using enforcement, education, and engineering based strategies will be the key to our success.

The Crime Analysis Unit will be charged with providing specialized support to address city wide problems as well as those on major arterial roadways. Partnerships with other agencies, such as sign and signals, will be crucial to success. Every officer in the department, regardless of assignment, will make traffic safety a priority. When officers encounter a traffic safety problem, they will take action. When non-sworn members see a safety problem, they too will be expected to make notification so that action can be implemented. Finally, every member of this department must set the example. While the nature of our work sometimes requires us to violate some traffic laws, the simple fact is that the vast majority of the time we can operate our vehicles in accordance with traffic law requirements. This is a question of integrity and respect and an illustration of *leading by example*.

Goal 1-Objective 3: To develop relationships with the community to engage in joint problem solving activities.

Perhaps no public safety strategy can have a greater impact on actual crime or the fear generated by citizens’ perceptions of crime than targeting criminal activity that negatively impacts the community’s quality of life. Essentially, these are crimes that are often overlooked such as misdemeanor offenses or order maintenance problems. Because of workload problems or the desire to solve “the big one,” departments often overlook these crimes and do nothing to stop them. Just as the broken window concept revealed, when these crimes are left unchecked, other more serious crime will quickly develop.

We will be targeting two areas in our attempt to fix the windows: destruction of property and sale of drugs. Destruction of property is the most frequently reported crime problem in the city. It is difficult to find someone who has not been affected by this crime.

Additionally, it is an evolutionary crime in that it often leads to other more serious crimes.

The second area of concern is the crimes of illicit sales of controlled substances. These crimes can paralyze communities and create a fear that causes the citizens to abandon the streets and other public areas of the city. When left unchecked, this abandonment provides a fertile ground for more serious crime to develop. Illicit drug sales also increase the vulnerability of our youth to gangs and substance abuse.

Goal 2- Restructuring the Department and build organizational capacity to support the reduction of crime and disorder.

Like any successful corporation, we must stay focused on our core business and spend significantly more time thinking strategically about crime and disorder and its impact on our community.

We have established strategies for using the full resources of the department to more effectively handle traffic issues, safeguard our youth, keep our community safe, preserve our sense of community (fixing broken windows), and preparing for and handling emergency situations. These strategies cut across departmental disciplines and will involve not only every unit within the department but also other city agencies and the community. We are going to use crime statistics not just as way of keeping score at the end of the year but as a way of making day-to-day adjustments in our tactics.

Through the Crime Analysis Program we will hold meaningful, probing meetings (Compstat) with the command staff to energize the department, share vital intelligence and strategies, and keep our focus sharp. A strong emphasis will be placed on “fixing the broken windows” and problem-solving approaches because an atmosphere where small crimes go unpunished is an atmosphere where fear and serious crime will soon develop and thrive. If community policing is to mean anything, it must mean that the police respond to the common complaints from communities about disorderliness, traffic complaints, underage drinking, and a host of other low level offenses.

Finally, we must begin to think and plan not only “out of the box” but beyond the horizon. The city and surrounding areas are facing tremendous growth within the next 5-10 years. In the rapidly changing area of public safety we must be prepared for the growth and the inevitable changes in workload patterns and demands. During the coming years, a number of other plans will be started or developed to address many of our other concerns.

The Anderson Police Department will complete the establishment of a complete set of general orders and will achieve accreditation through the South Carolina Law Enforcement Association.

Goal 2 Restructuring the Department and building organizational capacity to support the reduction of crime and disorder.

Objective 1: Reorganize the detention facility as a “stand alone unit”.

Objective 2: To align the department structure and manpower to facilitate goal achievement.

Objective 3: To enhance the capacity of human resources and financial management to support line operations.

Objective 4: To enhance employee performance, supervision, leadership and management capabilities through training and accountability.

Each division will be charged with establishing a procedure for conducting strategic analysis. Simply put, it will involve analyzing what changes are anticipated in the outside world (i.e. cultural, economic, social, technological, etc.) are anticipated to occur and what is the projected impact on this department and this community. Each division will develop workload analyses to determine proper staffing levels. Additionally, the reviews will determine the best means of staffing (i.e. sworn, civilian, contract, etc.). Finally, the internal reviews will focus on the effectiveness and efficiency of the organization. Each unit must be able to answer the question, “Are we getting the most bang for the buck?”

The key to the success of the organization is its people. The ability to recruit and retain quality individuals, reflective of our community needs is crucial. The department and the City must remain competitive with compensation and benefits and must think and act out of the box in recruiting quality members and making them viable members of our community, not just a workforce.

One of our internal goals is to establish a true climate of empowerment where unit commanders enjoy wide latitude to carryout their operations and strategies. Along with this new sense of empowerment will also come a new (higher) level of accountability. The focal point for accountability in the restructured Anderson Police Department will be the seasoned division supervisor who will have both the authority and resources to affect changes.

Goal 3- Enhancing police professionalism and community trust through accountability, performance measures, training, recruiting, and adoption of modern police practices.

Objective 1: To recruit, train, and retain qualified, experienced and service-oriented people.

There is no other business that requires its employees to deliver a service as demanding or complex as policing. A successful police officer must possess a vast array of knowledge and skills ranging from law to first aid. In addition, the modern officer must

be able to rapidly diffuse tense situations and effectively deal with people in extreme emotional distress. Compared to persons in other professions, police officers deal with more people face-to-face who are at the precise moment of contact living the worst moments in their life. We must prepare our officers emotionally, psychologically, physically and professionally to properly respond to distressed people. In addition to skill enhancement and mandated training, our continuous training plan will focus on four areas: diversity, problem solving, ethics/integrity/respect, and leadership. While some of these topics will have specialized courses, other will be ingrained into every training course offered. We believe that through effective training we can achieve a major improvement not only in the quality of police service, but also the quality of life in Anderson, SC.

Objective 2: To develop a professional standards program for the commendation and complaint process.

The world of law enforcement is constantly changing. As our society becomes more diverse, police officers must expand their ability to successfully interact with the diverse community. Even the skill level is changing. As the demands of the job changes, so also must the organization and its culture change accordingly. National and State Accreditation standards for law enforcement address the expected standards of departmental performance to insure the highest level of professionalism.

To ensure professionalism at the highest level, we want proactive but humane police, those who take command without being abusive, police who confront problems without unnecessarily confronting people. These issues all revolve around the concept of *respect*. Respect is a key cultural concept in policing and is one of the key core values of this organization. With training sessions, videos, memoranda, newsletters, and active, walk-around management and the development of an Internal Affairs Unit, we're reinforcing a culture of respect in the Anderson Police Department - respect for each other, respect for the people we serve, and respect for the great tradition of our department.

We are also building a culture of empowerment. By letting our officers do their jobs, we get better and more responsive policing. Division supervisors are expected to be highly focused and visible, well trained and directive. They must mentor their subordinate officers in order to maximize performance and establish a climate that encourages initiative and problem solving. They will set the tone that will develop our workforce into becoming the premier police department.

Goal 4- Acquiring modern technology, information management, and infrastructure that supports organizational goals and objectives.

Objective 1: To enhance the integration of police department information systems.

Objective 2: To use technology so employees can engage the community and improve service delivery.

Over the past several years, we have made great strides in improving our technology, but we still have a long way to go. We have completed the transition to SCIBRS/NIBRS reporting system. We currently transmit reports to the National Incident based Reporting system as well as the South Carolina Information Exchange (SCIEX). SCIEX encompasses approximately 200 law enforcement agencies within this state.

Additionally, we have also deployed mobile computers in our patrol vehicles. These tools keep officers active in the field and in their respective zones ready to respond to any emergency. We have also implemented additional tools as DMV Online, RISS net, and LEMS. These tools bring instant access to local, regional and national databases that track and store criminal information. We are beginning to utilize a Global Information System (GIS) based crime analysis program to give us with clear intelligence on what is happening and where it's happening. This will allow command staff, unit supervisors and first responders to make accurate, timely and informed decisions regarding the best response to counter criminal activity.

Having the newest and most advanced equipment is not the key to technological reengineering. Rather, successful re-engineering will be measured by how effective we utilize the technology that we have in improving our core business product – the safety of our community.

The road of technological change is not always a smooth or straight one. We will undoubtedly encounter problems or glitches that will require us to re-evaluate or change our direction. The key to success is the primary user -- the men and women of this agency.

Rapid development in our community and service areas has resulted in tremendous growth within the jurisdiction of the Anderson Police Department. While we still have a modern police facility, rapid growth has created severe strain on our physical plant. Additionally, new development patterns will require shift of resources and the evaluation of potential satellite sites to ensure that we not only maintain a quality response capability but have a presence in our entire community that instills a feeling of safety, comfort and commitment.

III. GOALS, OBJECTIVES AND STRATEGIES

Goal 1- Facilitate crime and traffic accident prevention and reduction through proactive problem solving strategies and community partnerships.

Objective 1: To prioritize, develop and implement powerful prevention, enforcement and investigative crime strategies.

- A) Implement a Crime Analysis Program by employing a dedicated full time analyst.
- B) Create a dedicated 6-officer Community Patrol Unit each certified as a class I Police Officer and Emergency Medical Technician.
- C) Maintain a “Street Crimes Unit” to proactively target street level offenders and gang members
- D) Create a Warrant Division
- E) Enhance a K-9 Division
- F) Develop Forensic Services under Investigative Division.
- G) Maintain Mutual Aid Agreements with surrounding law enforcement agencies.
- H) Continue participation in the South Carolina Attorney General’s a Child Internet Predator program
- I) Seek funding through grant sources for all established and planned police service enhancements
- J) Create a Polygraph Unit, seek certification and licensure

Objective 2: To implement proactive strategies to reduce traffic accidents through prevention and enforcement.

- A) Train and certify all line officers in Advanced DUI Detection and speed measuring devices (RADAR)
- B) Implement/Purchase Speed Alert Units to record and analyze traffic flow data in order to identify streets and roads most traveled by speed violators.
- C) Seek State legislation and/or Municipal Ordinance to implement and support Red Light Camera Enforcement.

Objective 3: To develop relationships with the community to engage in joint problem solving activities

- A) Establish a Citizens’ Police Academy
- B) Establish Police Explorer Program
- C) Development of “Business Watch”
- D) Recruit Reserves from Business Watch and civic organizations (churches, etc)
- E) Enhancement and continued development of School resource Officer Program
- F) Participation in the Anderson County Behavioral Health “Underage Drinking” project
- G) Officer Representation at Neighborhood Community Meetings; Revive Community Patrol/Bike/EMT Program

- H) Participation in the Anderson County Gang Task Force/Juvenile Assessment Center Project

Goal 2- Restructuring the Department and build organizational capacity to support the reduction of crime and disorder.

Objective 1: Reorganize the detention facility as a “stand alone unit”.

- A) Adjust staffing levels to population demands of facility
- B) Reform promotional process (Detention Officer I, II, and supervisory positions)
- C) Create a Juvenile Assessment Center (JAC) modeled after Orlando Prototype
- D) Improve existing video surveillance system within the detention facility
- E) Implement inmate video/teleconferencing visitation to reduce contraband smuggling within the secure facility

Objective 2: To align the Department structure and manpower to facilitate goal achievement

- A) Restructure departmental personnel and Command Staff to increase to five (5) Services and/or Divisions from the present level of four (4) Divisions

<u>Current Divisions</u>	<u>Future Divisions</u>
<ul style="list-style-type: none">• Support Services• Patrol/Traffic• Detention/Records• Investigations/Vice & Narcotics•	<ul style="list-style-type: none">Support ServicesPatrol/TrafficDetention/RecordsVice and NarcoticsCriminal Investigations

- B) Redefine career development programs for future leaders
C) Adjust staffing levels of all divisions to meet changing service demands

Objective 3: To enhance the capacity of human resources and financial management to support line operations

- A) Increase number of Administrative Assistant to 1 per Division
- B) Project Patrol officer staffing increase based on annual calls for service and cases generated over last five years
- C) Identify/Appoint a Department Finance and Budget Director
 - Develop a budget replacement plan for Patrol for capital equipment¹
 - Develop budget for Narcotics/Vice Unit
 - Develop budget for K-9 Unit
 - Develop budget for Forensic/Evidence Unit

¹ **Capital Equipment** - to include vehicles, Ballistic Vests, Patrol Rifles, vehicle video cameras, vehicle laptops, tasers, radar units

- Develop budget for training
- Develop budget for S.W.A.T.

Objective 4: *To enhance employee performance, supervision, leadership and management capabilities through training and accountability*

- A) Implement and/or enhance officer/supervisor evaluation training..
- B) Emphasize and reward high performance and managerial accountability through modern management practices.

Goal 3- Enhancing police professionalism and community trust through accountability, performance measures, training, recruiting, and adoption of modern police practices.

Objective 1: *To recruit, train, and retain qualified, experienced and service-oriented people.*

- A) Review salaries and financial incentives for officer candidates
 - Degree Compensation Plan
 - Premium Pay for Night Shift/Sunday/Holidays
 - 5% increase for collateral duties
 - Take Home Vehicle Plan
- B) Advance long-term quality of officers through improved initial hiring
 - Assign a full-time recruiting officer
- C) Construct Outdoor Firing Range and Training Center
- D) Construction of an indoor training facility
- E) Develop Training Unit under Support Services
 - Basic Training Instructor certifications for critical training areas
 - Officer recertification
 - Specialized training (i.e. SWAT, Negotiators, Bomb Techs, K-9s)
 - Equipment Research and Development
 - Recruitment
 - Reserve Officer Program
 - Special Events Program
 - Extra Duty Officer Program

Objective 2: *To develop a professional standards program for the commendation and complaint process.*

- A) Achieve South Carolina Law Enforcement Accreditation
- B) Maintain Internal Affairs Unit
- C) Maintain Police, Detention and Reserve Officer of the Month Program
- D) Seek private sector sources for employee commendation & awards (Kiwanis, Sertoma, Merchants Association)

Goal 4- Acquiring modern technology, information management, and infrastructure that supports organizational goals and objectives.

Objective 1: To enhance the integration of police department information systems.

- A) Participation in SCIEX (South Carolina Information Exchange).
- B) Continued participation of LEMS (Law Enforcement Messaging Switcher).
- C) Maintain SCIBRS certification through SLED.
- D) Participation in DMV Online for investigators.
- E) Update software for Internet Crimes Against Children
- F) Contribute intelligence to SLED's Violent Crime and Gang Dbase
- G) Institute crime mapping program
- H) Establish interoperable communication system with Greater-Anderson Area (Palmetto 800 Project)

Objective 2: Utilize technology to engage the community and improve service deliver.

- A) Partner with other public and private entities to develop security camera system for parks, schools, high crime neighborhoods and other critical areas
- B) Coordinate with City of Anderson I/T Dept. to implement a replacement plan for departmental computer hardware and software

IV. CURRENT RESOURCES AND EXISTING EFFORTS

The City of Anderson Police Department currently consists of 88 sworn law enforcement officers divided among 4 divisions; Uniform Patrol, Investigations, Support Services, and Detention. These 88 sworn officers respond to approximately 40,000 calls for service annually. Forty eight of these officers are currently assigned to the Uniform Patrol Division. Last fiscal year the Anderson Police department had 87 sworn positions and increased that number to 88 with the implementation of the PSN Gang Investigator received through grant funding.

Included within the 40,000 calls for service are approximately 1200 crimes per year investigated by detectives and 450 drug related charges per year generated by narcotics.

The Detention center processes an average of 3600 defendants per year and the daily population of City inmates averages a count of approximately 40.

Sworn Personnel. As of July 2007, the City of Anderson Police Department has 88 budgeted-sworn positions assigned as follows:

	Chief	Captain	Lieutenant	Sergeant	Officers
A Shift			1	2	9
B Shift			1	2	9
C Shift			1	2	9
D Shift			1	2	9
Detention/Records		1	1	5	
Investigations		1	1	3	4
Vice/Narcotics				1	3
St. Crime Unit					4
Support		1	1	1	7
Evidence				2	
Administration	1		2 ²		
Patrol Services		1			
Sub Total	1	4	9	20	54
Grand Total	88				

² Two Administration Lieutenants include 1 Internal Affairs Investigator and 1 Tech Services position.

The City of Anderson police department has experienced dramatic changes over the past few years. Spikes in criminal activity proliferated by illicit drug activity as well as growth in the City and surrounding region have increased the demand for service. The impact from these factors required the existing personnel to seek new solutions and aggressively pursue funding with which to combat crime.

Some of these solutions have included

Grant Funding

Aggressive Asset Forfeiture

School Funded Truancy Initiatives

Criminal activity in Anderson – as well as other jurisdictions - consistently increases when criminals go unchallenged. In an effort to supplement existing resources and build the agency's crime-suppression potential, the police department has pursued grant funding and created an aggressive asset forfeiture program within the Vice and Narcotics Section. This initiative has thus far alleviated the need to fund Narcotics Investigations from the budget of the Police Department. From 1989 to present day all operational expense and equipment has been funded by removing the tools from the drug dealer and placing them into the hands of law enforcement.

The past 10 years have taught us that if crime is left unchecked it will grow to unacceptable levels. The above-referenced initiatives have been effective in maintaining crime and control to an acceptable level. Lessons from the past, reinforced by statistics, have taught us that during periods when crime-suppression initiatives go lacking, criminal activity increases significantly.

The premises behind the City of Anderson Police Department's programs to control violent crime are (1) violent crime is controllable and (2) decreasing violent crime in a particular environment can be achieved through (a) modifying the environment by limiting the opportunities for people to commit crime, and/or (b) pro-actively arresting, convicting, and incarcerating offenders, thereby removing the perpetrators of crime from the environment.

The City of Anderson Police Department routinely analyzes criminal activity and crime rates to understand the crime trends for particular areas. Special attention is given to reports of violent crime, drugs, and illegal weapons because previous research has established a nexus among these criminal components and also between these crimes and other types of criminal activity, both violent and non-violent³. These reports and arrests are periodically mapped in order to visually demonstrate where the "pockets" of crime exist within the community. This form of crime mapping is part of the basis for the current focus of the *Street Level Apprehension Program*. This program has resulted in the arrest of hundreds of criminal offenders since the spring of 1997 and the violent crime rate in the City of Anderson has shown a decrease during the same period.

³ Research indicates that illegal weapons, drugs, and violent crime are correlated. In addition, these types of crimes occur disproportionately in conjunction with many other types of crime(s).

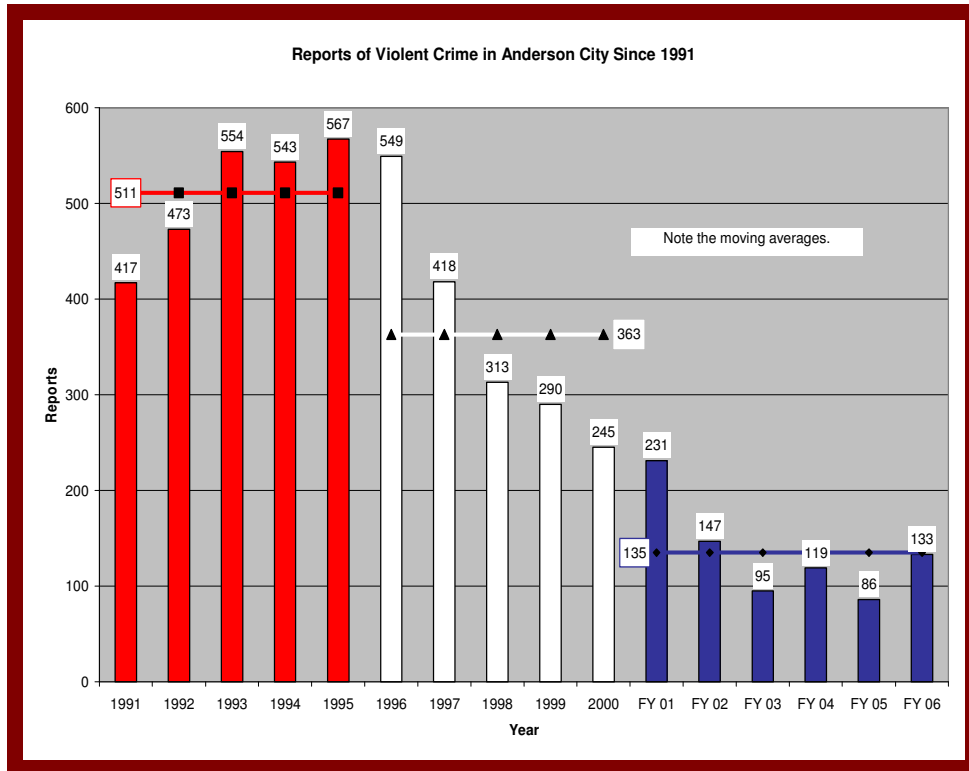
V. MAJOR INITIATIVES AND RELATED PROGRESS

The City of Anderson has realized the benefits of a significantly decreased violent crime rate since the mid-nineties and is currently enacting programs expected to decrease traffic accidents. The department divides the city into six patrol zones that substantially coincide with the individual wards. The zones are different sizes, with zones three and four being the smallest. Zones one and six are the largest. The zones are substantially the same as the political subdivisions of the city (wards).

The remainder of this section details the improved public safety realized by the city through both (1) decreased crime and (2) reduced traffic accidents. An attempt is made to detail the major criminal activity and explain the frequency of the activity.

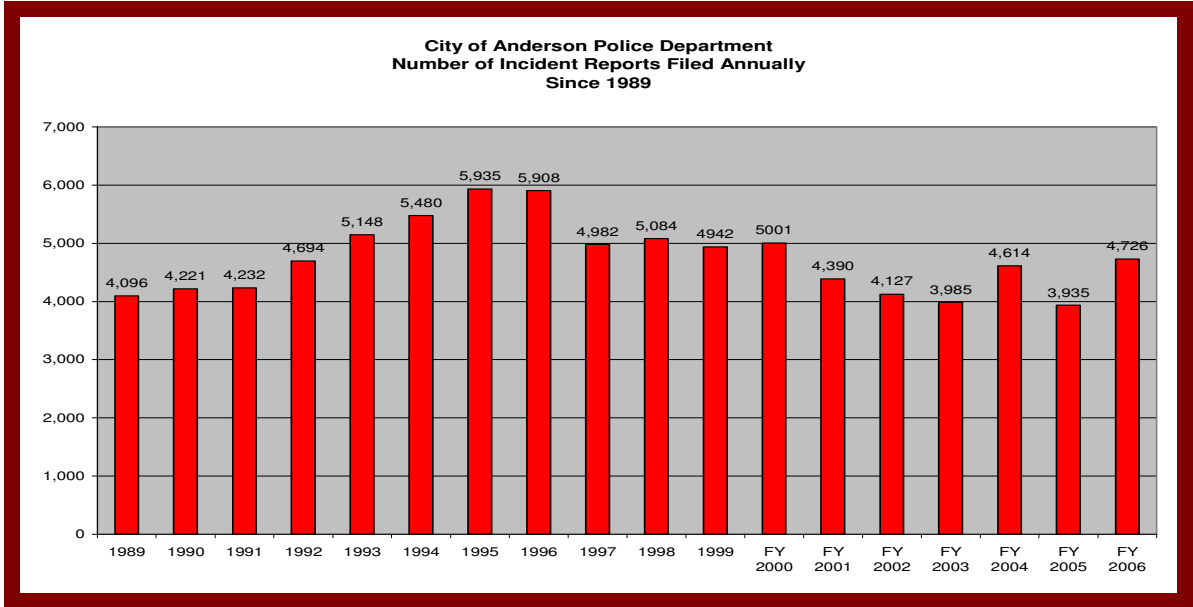
A Significant Decrease in Violent Crime Since 1991

Uniform Crime Report (UCR) Violent Crime. Calendar Year 1995 was the worst year on record for overall violent crime in Anderson City. During CY95 there were 567 written reports of violent crime in Anderson City as compared to 119 in FY 2004. For the eight consecutive years ending with FY03, crimes of confrontation decreased yearly and substantially in Anderson. A slight spike occurred in FY04 followed by another dip in FY05. The police department believes the spike in FY04 was due to reduced street level operations – the result of decreased block grant funding. As depicted by the following chart, the latest figures for violent crime are among the lowest on record.

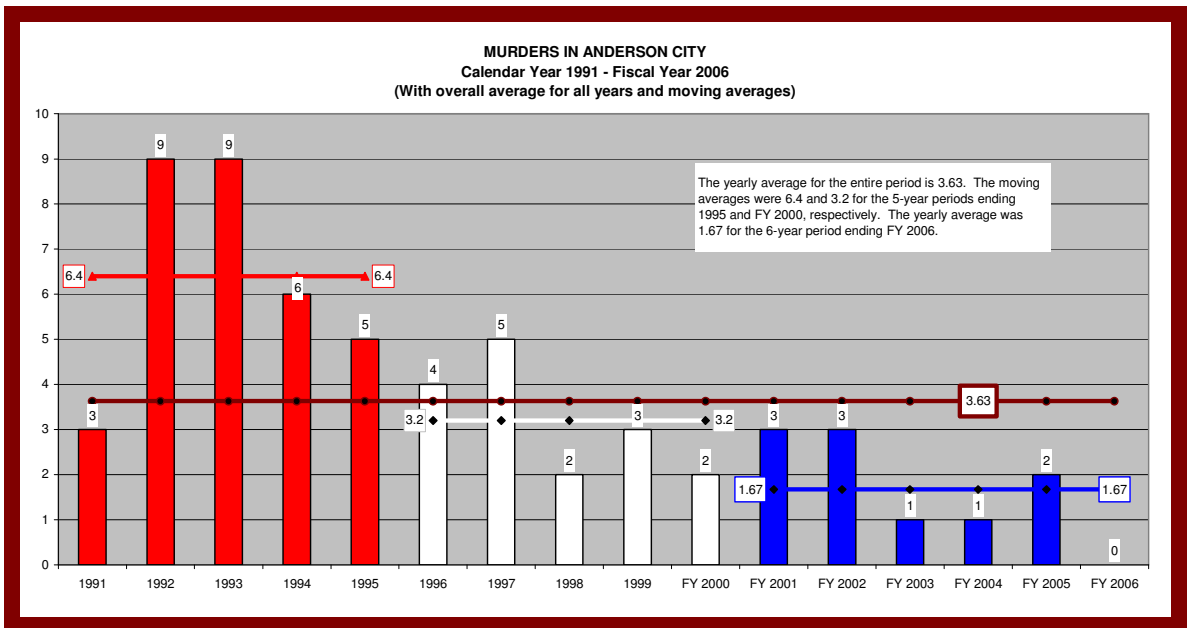


City of Anderson Police Department
 Strategic Plan for Fiscal Years 2008 - 2012

The following chart depicts the change in the production level of incident reports since 1989.



The murder rate for the City of Anderson has decreased substantially since it peaked at nine per year in 1992 and 1993. The change in the murder rate for the City of Anderson has shown a change which corresponds with that of the overall violent crime rate. The following chart depicts the yearly number of murders in Anderson City for the 16-year period ending with FY06, the overall average, and three moving averages. (Note: As of June 2007, there have been 4 murders.)

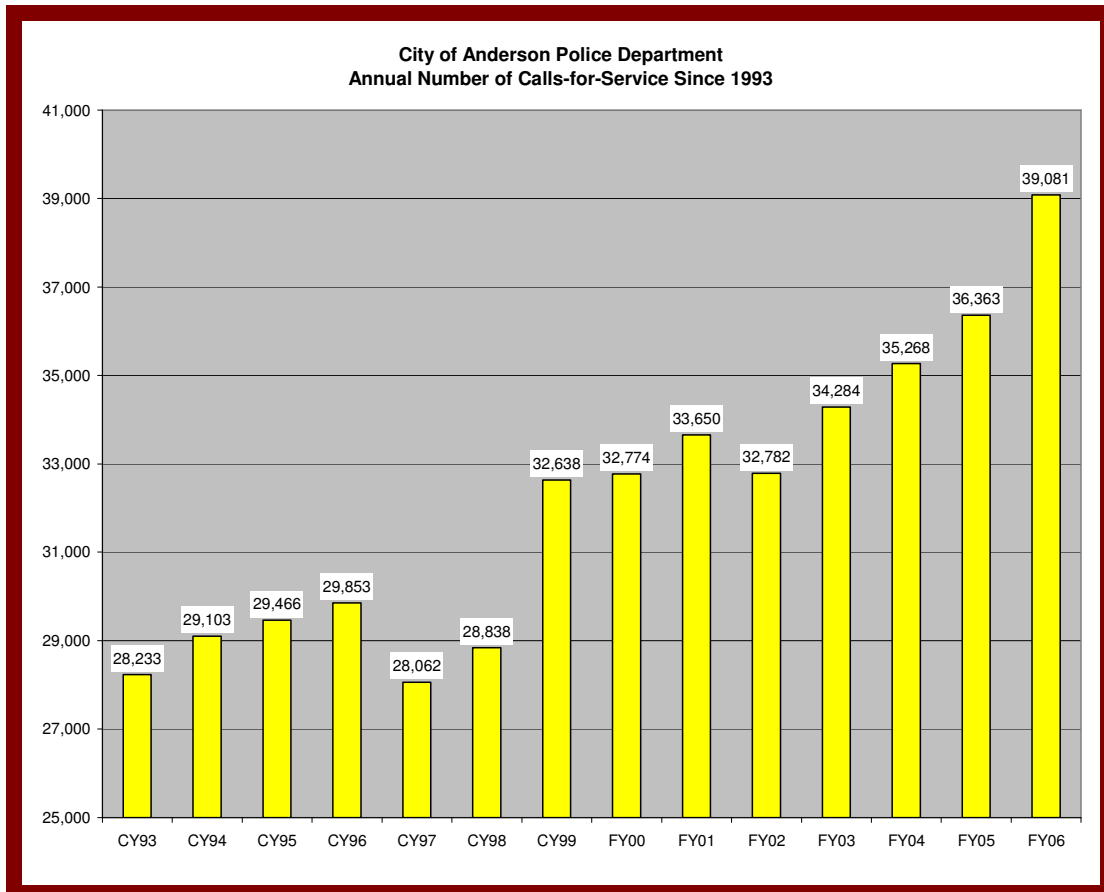


City of Anderson Police Department
Strategic Plan for Fiscal Years 2008 - 2012

Calls-for-Service. After a decrease in FY02, calls-for-service have shown an increase every year. The City of Anderson has a 100% response policy. In essence, every call for police service(s) results in a personal contact between an officer and a complainant unless the complainant specifies to the dispatcher that they prefer otherwise. By and large, the citizens of Anderson City are comfortable calling on the police department to report actual or potential criminal activity. In fiscal year 2005, many calls to the police were the result of citizens who have seen an advantage to stepping up their efforts in helping police by reporting suspicious activity.

The call-for-service analysis is based upon data that is electronically downloaded from Anderson County's Central Dispatch. Every service-activity by an officer is considered a call-for-service, whether citizen generated or officer generated. Calls-for-service with a dispatch-to-on-scene time of 0:00 are considered officer-generated. An example of an officer generated call-for-service would be a traffic stop. Calls-for-service with a dispatch-to-on-scene time of 0:01 and greater are considered citizen-generated.

The number of calls-for-service to the police department has increased substantially since 1993. The following chart lists the actual numbers of calls-for-service that were addressed by the police department during the fourteen-year period ending with FY06.

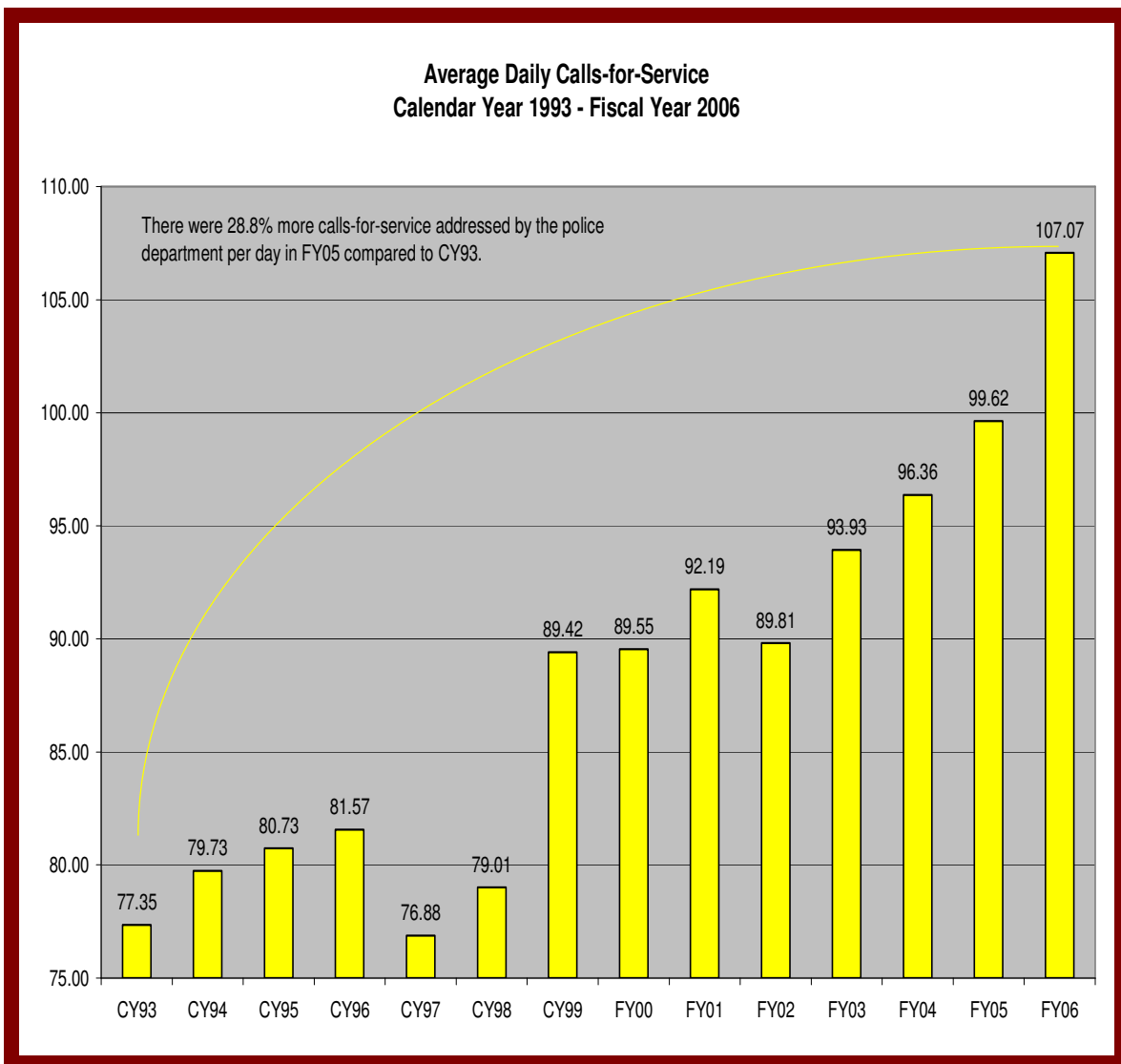


City of Anderson Police Department
Strategic Plan for Fiscal Years 2008 - 2012

As the above chart depicts, fiscal year 2006 showed the highest percent of increase in calls-for-service of any year on record with an increase of 7.48% over fiscal year 2005. Only calendar year 1999 showed a greater year-over-year increase, with an increase of 13.18% as compared to CY98. Preliminary estimates indicate that fiscal year 2007 could show one of the largest year-over-year increases on record.

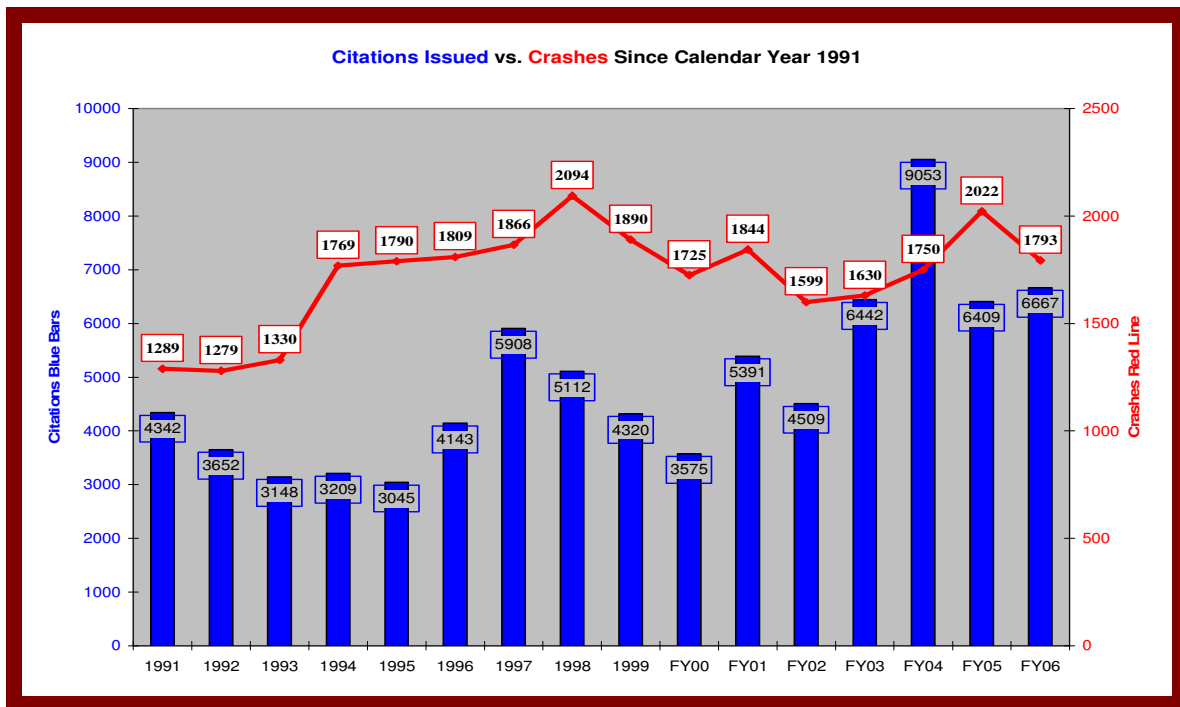
The following pages depict in chart form various time-study analysis of police department “workload” with respect to calls-for-service.

The following graph displays the change in the average number of calls-per-day-per-year since calendar year 1993. Adjustments have been taken for leap years.



Motor Vehicle Traffic Management

In the second half of the last decade, traffic tickets were up from their prior numbers. Research has indicated that, over time, the issuance of traffic citations in a jurisdiction is correlated negatively with traffic accidents. However, a “critical mass” must be reached. (I.e. a minimum number of citations must be issued before any affect on accidents will be realized.) During FY06, a total of 6,667 traffic citations were written and 267 parking citations.⁴ Traffic Crashes decreased from 2,022 in FY05 to 1793 in FY06.



The department attempts to facilitate its traffic management programs by analyzing and evaluating wrecks in an effort to determine when and where accidents occur and how to best allocate resources. To determine when accidents occur, an analysis was performed to determine the variation in the number of traffic crashes across months, weekdays, hours of the day, and hours of the week. This study is provided as an example of how various types of analyses are used to assist management in the day-to-day allocation of human resources.

Reserve Officer and State Constable Program

The City of Anderson Police Department maintains an active Reserve Police Force that consists of private citizens who volunteer their time to serve as police officers for the City of Anderson. The Reserve Police Force is sustained by the Support Services Division and is under the direct chain-of-command of Patrol Services. It exists primarily to assist full-time officers in accomplishing the police department’s overall mission of serving the public, protecting innocent people, and enforcing local and state laws, as applicable. When officially on-duty, a Reserve

⁴ Data includes all charges filed thru in city court. Please see Appendix.

City of Anderson Police Department
Strategic Plan for Fiscal Years 2008 - 2012

Police Officer has full law enforcement authority when in contact – either directly or by electronic means – with a full time, on-duty officer. In addition to reserve police officers, the police department allows state constables to participate in patrol with full time officers.

Typically, reserve officers are assigned to special events such as parades, Freedom Weekend Aloft, and other events where utilization of additional uniformed personnel is needed. Reserve officers are routinely assigned to regular patrol to “partner” with full-time officers, thereby enhancing the safety and effectiveness of the department by instantly converting a “one-person” unit into a “two-person” unit. In most cases this decreases the need to call a second car for backup and conserves resources.

The City of Anderson Police Department is effectively involved with revitalizing the downtown historical district. Oftentimes, event sponsors and civic leaders request police visibility when events are being planned which are intended to attract a large number of out-of-town patrons. The police are asked to “patrol” for visibility and to render assistance (provide directions and information about community interests) as needed. The usual events that are held downtown on the weekends are generally family related and therefore require little or no actual police action so, in addition to their assistance in special events and routine patrol, reserve officers are often assigned to “Downtown Patrol” on Friday and Saturday evenings. Most of the members of the Reserve Police Force are full-time, professionally employed family people; therefore this particular assignment is quite popular.

During fiscal year 2006, the City of Anderson Police Department Reserve Force’s total “man-hours” were 6,797, up 39.6% from FY05. The amount of work performed by Reserve Officers in FY06 was equivalent to employing 3.27 full time officers at a projected cost of \$120,984.⁵ Those services were provided at no cost to the city.

The Reserve Police Force is an invaluable recruiting tool for the City of Anderson Police Department as it provides management with an opportunity to observe potential applicants for full-time employment prior to selection. Although service in the Reserves is not a prerequisite to full-time employment, some of the city’s best officers began their law enforcement career in the reserves. Furthermore, many people who are interested in law enforcement as a career, but are concerned about making an up-front decision to go full-time, will try the Reserve Police Force prior to applying for a full-time position.

The same criterion is used for selection in the Reserve Police Force as is used in the selection process for officers for the full-time police force. Some of the essential requirements are that applicants are required to (1) be at least 21 years of age, (2) be physically fit, (3) have a clear criminal history, (4) provide Motor Vehicle Department records indicating a good driving history, and (5) have a high school diploma or its equivalent. In addition, it is essential that applicants be in good standing with the community. The City of Anderson Police Department actively recruits for the Reserve Police Force and encourages all interested persons who meet the previously listed criterion to contact the Captain of the Patrol Services for an appointment to discuss further requirements and benefits of participation in the city’s Reserve Police Force.

⁵ City of Anderson Police Officers’ basic schedule is 40 hours per week for a total of 2,080 hours per year. $6,797/2180 = 3.267$. Reserve Officers contribution are valued at new officer starting pay of approximately \$13/Hour in FY06, up from \$11/hour in previous years.

City of Anderson Police Department
 Strategic Plan for Fiscal Years 2008 - 2012
 The City of Anderson Police Department Cash and In-Kind Contribution

Department Generated Revenue for FY	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006
U.S. Marshal's Program	\$ 1,092,120	\$ 1,087,475	\$ 1,063,436	\$ 1,124,675	\$ 1,179,513	\$ 1,119,136
U.S. Marshal's Program Phone Fees	\$ 54,351	\$ -	\$ 13,639	\$ 36,712	\$ 37,729	\$ 45,140
Criminal Fines (net)	\$ 247,248	\$ 183,215	\$ 213,662	\$ 220,535	\$ 247,051	\$ 272,401
Traffic Citations (net)	\$ 274,946	\$ 236,142	\$ 327,501	\$ 479,307	\$ 306,506	\$ 343,566
Miscellaneous (General Sessions, Ct Cost, etc)						\$ 264
General Sessions Bond Fines (net) (misc FY06+)	\$ -	\$ 1,132	\$ 500	\$ -	\$ 375	
Parking Citations	\$ 8,648	\$ 8,644	\$ 8,424	\$ 2,701	\$ 8,560	\$ 3,955
Towing Fees (\$100,172 split w/ Garage in FY06)	\$ 42,934	\$ 40,122	\$ 47,829	\$ 54,317	\$ 31,680	\$ 50,086
Animal Control	\$ 430	\$ 410	\$ 300	\$ 430	\$ 570	\$ 660
Court Cost (Miscellaneous in FY06 & later)	\$ 19,182	\$ 10,174	\$ 10,380	\$ -	\$ 10,307	
Records Checks	\$ 3,086	\$ 3,148	\$ 5,955	\$ 7,579	\$ 6,384	\$ 4,255
Photos & Copies	\$ 1,436	\$ 1,412	\$ 1,342	\$ 1,228	\$ 1,334	\$ 1,033
Funeral Escorts	\$ 11,075	\$ 10,800	\$ 11,950	\$ 11,150	\$ 10,850	\$ 10,800
Taxi	\$ 145	\$ 180	\$ 375	\$ 493	\$ 310	\$ 266
Forfeited Narcotics Proceeds	\$ 27,225	\$ 34,029	\$ 22,802	\$ 208,281	\$ 13,944	\$ 31,576
Total Department Generated Revenue for FY	\$ 1,782,826	\$ 1,616,883	\$ 1,728,095	\$ 2,147,408	\$ 1,855,113	\$ 1,883,138
Grant Generated Revenue for Fiscal Year						
United States Department of Justice Grant	\$ 119,389	\$ 107,224.00	\$ 74,072	\$ 49,403	\$ 18,535	\$ 13,791
Mini-Grant / Traffic	\$ 12,595	\$ -	\$ -	\$ 20,340	\$ -	
DUI/MJDTF (APD \$73,352 + Other Towns \$60,849)	\$ -	\$ -	\$ 9,264	\$ 118,354	\$ 134,201	
HUD (1 Officer Previous Contract Continued)	\$ 31,005	\$ 31,107.00	\$ 31,107	\$ 31,800	\$ 31,800	\$ 31,800
School Resource Officer (State)	\$ 69,664	\$ -	\$ -	\$ -	\$ -	
School Resource Officer (1) Alt School (Federal)	\$ -	\$ 15,408.00	\$ 34,174	\$ 36,226	\$ 18,599	
Criminal Domestic Violence (2 Investigators)		\$ 72,102.00	\$ 111,825	\$ 90,192	\$ -	
Child/Elder Abuse Investigator (1 Investigator)	\$ -	\$ -	\$ 67,061	\$ 50,855	\$ 49,832	
School Truancy Officer Full Time	\$ -	\$ -	\$ 29,984	\$ 7,474	\$ -	
Body Armor Purchase Program	\$ -	\$ -	\$ 22,390	\$ -	\$ -	
Tasers					\$ 1,500	
School Dist 5 / SRO (3 in FY06)	\$ 26,841	\$ 40,000.00	\$ -	\$ -	\$ 41,000	\$ 61,500
School Dist 5 / Truancy O/T	\$ 21,861	\$ 25,695.00	\$ 20,466	\$ -	\$ -	
SCIBRS	\$ -	\$ -	\$ -	\$ 175,600	\$ 145,409	
PSN (1 Investigator)	\$ -	\$ -	\$ -	\$ 72,395	\$ 66,419	\$ 78,053
Meth Lab Eradication (Training)				\$ 434	\$ 229	
Community Bike Grant (6 Bikes)	\$ -	\$ -	\$ -	\$ 4,380	\$ -	
Homeland Security 4LETP09 in 05 (Small Towns)					\$ 59,401	
Homeland Security 5LETP54 in 06 (Anderson City)					\$ 188,074	\$ 146,932
Total Grant Generated Revenue	\$ 281,355	\$ 291,536	\$ 400,343	\$ 657,453	\$ 754,999	\$ 332,076
TOTAL NET REVENUE	\$ 2,064,181	\$ 1,908,419	\$ 2,128,438	\$ 2,804,861	\$ 2,610,112	\$ 2,215,214
In-Kind Contributions for Fiscal Year						
In-Kind Cash / Equipment Contributions	\$ 363,576	\$ 341,164	\$ 403,690	\$ 447,481	\$ 553,991	\$ 668,700
City tow service contribute to garage	\$ -	\$ 10,000	\$ -	\$ -	\$ 31,680	
Off-Duty Police Officer Employment	\$ 306,683	\$ 427,073	\$ 469,174	\$ 343,732	\$ 343,732	\$ 729,217
Reserve Officer / State Constable Program	\$ 94,257	\$ 76,144	\$ 133,084	\$ 76,811	\$ 76,811	\$ 120,984
Jail Work Program	\$ 67,588	\$ 77,172.00	\$ 77,172	\$ 98,532	\$ 98,532	\$ 154,926
State Prisoners Assigned To City Jail	\$ 93,312	\$ 92,520.00	\$ 92,520	\$ 92,520	\$ 92,520	\$ 95,673
TOTAL IN-KIND CONTRIBUTIONS	\$ 925,416	\$ 1,024,073	\$ 1,175,640	\$ 1,059,076	\$ 1,197,266	\$ 1,769,500
TOTAL CONTRIBUTION BY APD FY01:	\$2,989,597					
TOTAL CONTRIBUTION BY APD FY02:		\$2,932,492				
TOTAL CONTRIBUTION BY APD FY03:			\$3,304,078			
TOTAL CONTRIBUTION BY APD FY04:				\$3,863,937		
TOTAL CONTRIBUTION BY APD FY05:					\$3,807,378	
TOTAL CONTRIBUTION BY APD FY06:						\$3,984,714

City of Anderson Police Department
 Strategic Plan for Fiscal Years 2008 - 2012
 The City of Anderson Police Department Cash and In-Kind Contribution

IN-KIND CONTRIBUTIONS						
	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006
Buck-A-Cup (actual dollars) (No Golf Tournament in FY06)	\$ 11,765	\$ 4,300	\$ 14,986	\$ 15,603	\$ 8,598	\$ 1,450
Zack's Vending Company (vending machines - actual dollars)	\$ -	\$ 6,221	\$ 5,390	\$ 4,763	\$ 6,195	\$ -
Seized / Confiscated electronic equipment	\$ 1,500	\$ -	\$ 3,620	\$ 100	\$ -	\$ -
Seized / Confiscated equipment 06	\$ -	\$ 24,000	\$ 49,000	\$ 8,000	\$ 6,000	\$ -
Criminal & Traffic State Fine Assessments	\$ 350,311	\$ 306,643	\$ 330,694	\$ 419,015	\$ 533,198	\$ 617,164
Split \$100,172 Tow & Auction w/ Shop. This amt to shop FY06:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,086
TOTAL IN-KIND CONTRIBUTION - CASH & EQUIPMENT:	\$ 363,576	\$ 341,164	\$ 403,690	\$ 447,481	\$ 553,991	\$ 668,700
Split \$63,360 Tow Service with Shop. This amt to shop FY05:	\$ -	\$ 10,000	\$ -	\$ -	\$ 31,680	See Above
OFF-DUTY HOURS PROVIDED BY PRIVATE PAY						
Man-hours provided by 45 officers at approx 17 hrs/wk for FY06						
Average hourly rate for new officers: \$13						
Man-hours worked per year: 39,780 (Equal to 19.12 F/T Officers)						
Value of Man-hours worked per year (FY06: 39,780x\$13 rounded)	\$ 226,512	\$ 308,880	\$ 333,586	\$ 240,240	\$ 240,240	\$ 517,140
Benefits provided by city:						
Retirement: 10.3%	\$ 23,331	\$ 31,815	\$ 34,359	\$ 24,745	\$ 24,745	\$ 53,265
Insurance (FY06: 19.12 f/t x \$302 x 12)	\$ 31,358	\$ 39,629	\$ 42,701	\$ 30,720	\$ 30,720	\$ 69,291
FICA: 7.65%	\$ 17,328	\$ 23,629	\$ 25,519	\$ 18,378	\$ 18,378	\$ 39,561
W/C: 5.6%	\$ 8,154	\$ 11,120	\$ 12,009	\$ 8,649	\$ 8,649	\$ 28,960
TOTAL VALUE OF BENEFITS (unpaid by city)	\$ 80,171	\$ 106,193	\$ 114,588	\$ 82,492	\$ 82,492	\$ 191,077
Clemson Football Bomb Technicians (Average 4 per game @ 30/Hr.)	\$ -	\$ 12,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000
TOTAL CONTRIBUTION BY OFFICERS ON PRIVATE PAY:	\$ 306,683	\$ 427,073	\$ 469,174	\$ 343,732	\$ 343,732	\$ 729,217
RESERVE OFFICER / STATE CONSTABLE PROGRAM						
6,797 Man Hrs for FY06 (Equal to 3.26 F/T Officers @ 40 Hrs./Wk.)						
Average hourly rate for new cert officers: \$13						
Value of Man-hours worked per year (6797 X \$13 for FY06):	\$ 70,554	\$ 57,299	\$ 99,121	\$ 57,178	\$ 57,178	\$ 88,361
Benefits provided by city:						
Retirement 10.3% of above amount:	\$ 7,267	\$ 5,902	\$ 10,209	\$ 5,889	\$ 5,889	\$ 9,101
Insurance [(3.26 x \$302 x 12) for FY06]	\$ 9,674	\$ 8,909	\$ 12,657	\$ 7,311	\$ 7,311	\$ 11,814
FICA 7.65% of above amount:	\$ 5,397	\$ 4,383	\$ 7,583	\$ 4,374	\$ 4,374	\$ 6,760
W/C 5.6% of above amount:	\$ 2,540	\$ 2,063	\$ 3,568	\$ 2,058	\$ 2,058	\$ 4,948
Documented Operational Expense from Finance Records:	\$ (1,175)	\$ (2,412)	\$ (54)	\$ -	\$ -	\$ -
TOTAL CONT. OF RES. OFF. / STATE CONSTABLE PROGRAM:	\$ 94,257	\$ 76,144	\$ 133,084	\$ 76,810	\$ 76,810	\$ 120,984
IN-HOUSE SERVICES PROVIDED TO CITY						
Jail work detail (FY04: 9 @ 8 hrs/day / 200 days year X \$7.50):	\$ 45,760	\$ 52,800	\$ 52,800	\$ 72,000	\$ 72,000	\$ 108,000
Insurance (9 @ \$302 x 12)	\$ 16,680	\$ 18,432	\$ 18,432	\$ 18,432	\$ 18,432	\$ 32,616
FICA 7.65% of salary amount:	\$ 3,501	\$ 4,039	\$ 4,039	\$ 5,508	\$ 5,508	\$ 8,262
W/C 5.6% of salary amount:	\$ 1,647	\$ 1,901	\$ 1,901	\$ 2,592	\$ 2,592	\$ 6,048
City Detention Work Contribution	\$ 67,588	\$ 77,172	\$ 77,172	\$ 98,532	\$ 98,532	\$ 154,926
State prisoners assigned to city (FY06: 3 F/T @ 40 Hrs x \$7.50 x 52)	\$ 46,800	\$ 46,800	\$ 46,800	\$ 46,800	\$ 46,800	\$ 46,800
Overtime on above (3 X 16 X 1.5 X 52 X \$7.50)	\$ 28,080	\$ 28,080	\$ 28,080	\$ 28,080	\$ 28,080	\$ 28,080
Insurance (3 x \$302 x 12)	\$ 10,008	\$ 9,216	\$ 9,216	\$ 9,216	\$ 9,216	\$ 10,872
FICA 7.65% of total salary	\$ 5,728	\$ 5,728	\$ 5,728	\$ 5,728	\$ 5,728	\$ 5,728
W/C 5.6% of total salary	\$ 2,696	\$ 2,696	\$ 2,696	\$ 2,696	\$ 2,696	\$ 4,193
State Prisoner Contribution	\$ 93,312	\$ 92,520	\$ 92,520	\$ 92,520	\$ 92,520	\$ 95,673
TOTAL CONTRIBUTION OF IN-HOUSE SERVICES:	\$ 160,900	\$ 169,692	\$ 169,692	\$ 191,052	\$ 191,052	\$ 250,599
TOTAL \$ VALUE IN-KIND CONTRIBUTION:	\$ 925,416	\$ 1,024,073	\$ 1,175,640	\$ 1,059,075	\$ 1,197,265	\$ 1,769,500

Fiscal Year 2001	TRAFFIC			CRIMINAL			COMBINED		
	Gross	Fees	Net	Gross	Fees	Net	Gross	Fees	Net
Jul-00	22,157.00	7,955.88	14,201.12	22,223.62	7,442.63	14,780.99	44,380.62	15,398.51	28,982.11
Aug-00	30,081.30	10,572.20	19,509.10	28,043.60	9,246.69	18,796.91	58,124.90	19,818.89	38,306.01
Sep-00	29,145.00	10,394.39	18,750.61	30,639.51	10,223.32	20,416.19	59,784.51	20,617.71	39,166.80
Oct-00	35,026.13	14,426.72	20,599.41	28,959.50	10,992.76	17,966.74	63,985.63	25,419.48	38,566.15
Nov-00	38,480.88	16,372.66	22,108.22	32,976.66	12,969.99	20,006.67	71,457.54	29,342.65	42,114.89
Dec-00	30,720.00	13,290.33	17,429.67	33,612.16	13,390.47	20,221.69	64,332.16	26,680.80	37,651.36
Jan-01	38,330.00	16,307.67	22,022.33	47,625.44	19,077.57	28,547.87	85,955.44	35,385.24	50,570.20
Feb-01	52,206.84	22,168.40	30,038.44	48,006.92	18,692.69	29,314.23	100,213.76	40,861.09	59,352.67
Mar-01	66,629.00	28,813.72	37,815.28	26,458.27	10,446.79	16,011.48	93,087.27	39,260.51	53,826.76
Apr-01	43,265.12	18,929.65	24,335.47	32,064.32	13,008.31	19,056.01	75,329.44	31,937.96	43,391.48
May-01	44,779.00	19,376.97	25,402.03	36,637.99	14,851.84	21,786.15	81,416.99	34,228.81	47,188.18
Jun-01	40,419.40	17,684.76	22,734.64	34,017.70	13,675.07	20,342.63	74,437.10	31,359.83	43,077.27
Totals	471,239.67	196,293.35	274,946.32	401,265.69	154,018.13	247,247.56	872,505.36	350,311.48	522,193.88

Fiscal Year 2002	TRAFFIC			CRIMINAL			COMBINED		
	Gross	Fees	Net	Gross	Fees	Net	Gross	Fees	Net
Jul-01	35,750.72	15,489.40	20,261.32	32,443.36	13,327.87	19,115.49	68,194.08	28,817.27	39,376.81
Aug-01	37,102.85	16,207.65	20,895.20	30,394.33	12,382.55	18,011.78	67,497.18	28,590.20	38,906.98
Sep-01	34,453.23	14,990.23	19,463.00	32,798.80	13,251.57	19,547.23	67,252.03	28,241.80	39,010.23
Oct-01	43,683.92	18,825.61	24,858.31	24,838.64	10,015.49	14,823.15	68,522.56	28,841.10	39,681.46
Nov-01	34,605.68	14,999.81	19,605.87	28,695.16	11,827.84	16,867.32	63,300.84	26,827.65	36,473.19
Dec-01	27,863.73	12,073.25	15,790.48	25,304.29	10,295.04	15,009.25	53,168.02	22,368.29	30,799.73
Jan-02	29,803.00	13,090.81	16,712.19	28,250.30	11,266.41	16,983.89	58,053.30	24,357.22	33,696.08
Feb-02	33,416.46	13,614.14	19,802.32	26,991.76	12,148.62	14,843.14	60,408.22	25,762.76	34,645.46
Mar-02	32,183.47	12,041.26	20,142.21	22,510.97	11,218.40	11,292.57	54,694.44	23,259.66	31,434.78
Apr-02	31,283.11	13,421.09	17,862.02	29,009.14	11,291.93	17,717.21	60,292.25	24,713.02	35,579.23
May-02	27,517.84	10,421.86	17,095.98	20,137.93	10,421.86	9,716.07	47,655.77	20,843.72	26,812.05
Jun-02	35,851.92	12,198.64	23,653.28	21,109.75	11,821.59	9,288.16	56,961.67	24,020.23	32,941.44
Totals	403,515.93	167,373.75	236,142.18	322,484.43	139,269.17	183,215.26	726,000.36	306,642.92	419,357.44

Fiscal Year 2003	TRAFFIC			CRIMINAL			COMBINED		
	Gross	Fees	Net	Gross	Fees	Net	Gross	Fees	Net
Jul-02	39,579.51	11,418.21	28,161.30	29,711.30	14,401.23	15,310.07	69,290.81	25,819.44	43,471.37
Aug-02	29,704.78	14,864.21	14,840.57	46,473.53	15,719.83	30,753.70	76,178.31	30,584.04	45,594.27
Sep-02	49,166.11	13,188.92	35,977.19	30,730.24	21,276.83	9,453.41	79,896.35	34,465.75	45,430.60
Oct-02	29,536.87	16,146.56	13,390.31	40,413.83	10,834.48	29,579.35	69,950.70	26,981.04	42,969.66
Nov-02	33,642.67	10,720.58	22,922.09	30,140.48	10,087.37	20,053.11	63,783.15	20,807.95	42,975.20
Dec-02	31,559.49	10,134.77	21,424.72	30,385.59	9,372.71	21,012.88	61,945.08	19,507.48	42,437.60
Jan-03	46,145.43	9,396.71	36,748.72	31,880.12	15,861.19	16,018.93	78,025.55	25,257.90	52,767.65
Feb-03	57,010.21	16,790.01	40,220.20	26,072.32	9,560.53	16,511.79	83,082.53	26,350.54	56,731.99
Mar-03	44,237.53	21,043.22	23,194.31	23,867.13	10,670.73	13,196.40	68,104.66	31,713.95	36,390.71
Apr-03	39,925.96	12,796.03	27,129.93	30,556.96	17,187.52	13,369.44	70,482.92	29,983.55	40,499.37
May-03	38,828.96	10,851.94	27,977.02	26,808.83	15,292.37	11,516.46	65,637.79	26,144.31	39,493.48
Jun-03	49,617.23	14,103.03	35,514.20	35,861.47	18,974.98	16,886.49	85,478.70	33,078.01	52,400.69
Totals	488,954.75	161,454.19	327,500.56	382,901.80	169,239.77	213,662.03	871,856.55	330,693.96	541,162.59

Fiscal Year 2004	TRAFFIC			CRIMINAL			COMBINED		
	Gross	Fees	Net	Gross	Fees	Net	Gross	Fees	Net
Jul-03	60,446.05	25,753.17	34,692.88	31,321.51	11,185.09	20,136.42	91,767.56	36,938.26	54,829.30
Aug-03	64,440.58	26,602.95	37,837.63	24,740.12	10,085.62	14,654.50	89,180.70	36,688.57	52,492.13
Sep-03	43,766.61	16,255.97	27,510.64	15,565.37	6,123.34	9,442.03	59,331.98	22,379.31	36,952.67
Oct-03	63,597.45	22,531.38	41,066.07	38,180.42	15,148.07	23,032.35	101,777.87	37,679.45	64,098.42
Nov-03	65,546.93	23,292.48	42,254.45	28,231.23	11,336.04	16,895.19	93,778.16	34,628.52	59,149.64
Dec-03	72,011.74	26,235.49	45,776.25	22,016.05	8,621.95	13,394.10	94,027.79	34,857.44	59,170.35
Jan-04	59,393.70	21,216.86	38,176.84	18,990.23	7,616.10	11,374.13	78,383.93	28,832.96	49,550.97
Feb-04	70,259.64	24,963.90	45,295.74	41,554.61	15,908.59	25,646.02	111,814.25	40,872.49	70,941.76
Mar-04	63,742.68	22,380.79	41,361.89	36,249.79	14,383.74	21,866.05	99,992.47	36,764.53	63,227.94
Apr-04	66,364.03	23,837.11	42,526.92	39,682.00	15,655.18	24,026.82	106,046.03	39,492.29	66,553.74
May-04	54,020.64	18,802.81	35,217.83	30,363.27	12,021.30	18,341.97	84,383.91	30,824.11	53,559.80
Jun-04	72,399.82	24,810.23	47,589.59	35,971.77	14,246.81	21,724.96	108,371.59	39,057.04	69,314.55
Totals	755,989.87	276,683.14	479,306.73	362,866.37	142,331.83	220,534.54	1,118,856.24	419,014.97	699,841.27

Fiscal Year 2005	TRAFFIC			CRIMINAL			COMBINED		
	Gross	Fees	Net	Gross	Fees	Net	Gross	Fees	Net
Jul-04	72,547.05	40,506.07	32,040.98	38,345.74	17,197.27	21,148.47	110,892.79	57,703.34	53,189.45
Aug-04	66,267.13	42,988.21	23,278.92	43,953.30	18,767.15	25,186.15	110,220.43	61,755.36	48,465.07
Sep-04	54,770.37	34,304.90	20,465.47	34,544.83	15,779.32	18,765.51	89,315.20	50,084.22	39,230.98
Oct-04	55,661.27	27,592.79	28,068.48	37,497.63	15,135.13	22,362.50	93,158.90	42,727.92	50,430.98
Nov-04	56,775.02	27,658.47	29,116.55	38,208.83	13,838.85	24,369.98	94,983.85	41,497.32	53,486.53
Dec-04	38,369.89	22,455.31	15,914.58	28,131.86	12,999.31	15,132.55	66,501.75	35,454.62	31,047.13
Jan-05	49,348.90	25,442.74	23,906.16	36,159.89	14,899.97	21,259.92	85,508.79	40,342.71	45,166.08
Feb-05	59,316.09	30,739.46	28,576.63	34,471.23	14,850.74	19,620.49	93,787.32	45,590.20	48,197.12
Mar-05	64,719.58	32,870.84	31,848.74	32,881.66	15,148.52	17,733.14	97,601.24	48,019.36	49,581.88
Apr-05	50,208.38	26,122.76	24,085.62	36,887.89	15,795.92	21,091.97	87,096.27	41,918.68	45,177.59
May-05	48,101.92	24,681.52	23,420.40	39,203.39	18,045.79	21,157.60	87,305.31	42,727.31	44,578.00
Jun-05	54,991.26	29,208.23	25,783.03	35,391.19	16,168.42	19,222.77	90,382.45	45,376.65	45,005.80
Totals	671,076.86	364,571.30	306,505.56	435,677.44	188,626.39	247,051.05	1,106,754.30	553,197.69	553,556.61

Fiscal Year 2006	TRAFFIC			CRIMINAL			COMBINED		
	Gross	Fees	Net	Gross	Fees	Net	Gross	Fees	Net
Jul-05	47,856.34	24,429.75	23,426.59	28,223.58	12,726.68	15,496.90	76,079.92	37,156.43	38,923.49
Aug-05	65,142.91	32,580.05	32,562.86	40,422.86	18,091.08	22,331.78	105,565.77	50,671.13	54,894.64
Sep-05	54,847.70	28,876.15	25,971.55	34,539.48	15,223.77	19,315.71	89,387.18	44,099.92	45,287.26
Oct-05	54,383.81	29,152.24	25,231.57	38,065.42	17,929.77	20,135.65	92,449.23	47,082.01	45,367.22
Nov-05	61,359.86	31,017.76	30,342.10	38,794.81	17,701.44	21,093.37	100,154.67	48,719.20	51,435.47
Dec-05	53,354.34	28,191.38	25,162.96	29,592.32	13,233.71	16,358.61	82,946.66	41,425.09	41,521.57
Jan-06	71,423.34	36,662.85	34,760.49	47,988.69	21,691.44	26,297.25	119,412.03	58,354.29	61,057.74
Feb-06	70,274.09	37,605.89	32,668.20	53,743.87	24,497.52	29,246.35	124,017.96	62,103.41	61,914.55
Mar-06	69,482.79	38,285.64	31,197.15	49,014.74	21,778.95	27,235.79	118,497.53	60,064.59	58,432.94
Apr-06	55,239.01	30,077.46	25,161.55	35,477.61	16,669.70	18,807.91	90,716.62	46,747.16	43,969.46
May-06	68,642.16	37,661.21	30,980.95	55,971.02	25,349.89	30,621.13	124,613.18	63,011.10	61,602.08
Jun-06	61,774.46	35,674.66	26,099.80	47,515.43	22,054.95	25,460.48	109,289.89	57,729.61	51,560.28
Totals	733,780.81	390,215.04	343,565.77	499,349.83	226,948.90	272,400.93	1,233,130.64	617,163.94	615,966.70

City of Anderson Police Department
 Strategic Plan for Fiscal Years 2008 - 2012
 The City of Anderson Police Department Fiscal Year 2006 Incidents Reported by Type & Zone

Offense Type	1	2	3	4	5	6	(blank)	Grand Total
Aggravated Assault {13A}	33	40	122	90	42	29	5	361
All Other Larceny {23H}	147	177	255	116	166	168	3	1,032
All Other Offenses {90Z}	210	166	648	418	326	203	31	2,002
Arson {200}		1	2	2	2			7
Assisting or Promoting Prostitution {40B}				5				5
Bad Checks {90A}	30	54	33	12	3	30	3	165
Burglary / Breaking & Entering {220}	33	66	139	81	120	82		521
Contributing to the Delinquency of a Minor {90P}			7		7			14
Counterfeiting / Forgery {250}	93	57	27	36	64	151		428
Credit Card / Automatic Teller Machine Fraud {26B}	13	7	3	10	2	46		81
Curfew / Loitering / Vagrancy Violations {90B}	20	3	165	104	43	21	3	359
Destruction / Damage / Vandalism of Property {290}	129	103	288	149	191	96		956
Disorderly Conduct {90C}	64	39	171	75	79	66	10	504
Driving under the Influence {90D}	31	17	39	19	15	16		137
Drug / Narcotic Violations {35A}	224	126	784	391	281	235	11	2,052
Drug Equipment Violations {35B}	7	13	6	21	5			52
Drunkenness {90E}	67	58	89	83	84	56		437
Embezzlement {270}	3			3		9		15
False Pretenses / Swindle / Confidence Game {26A}	19	40	10	16	6	61	9	161
Family Offenses, Nonviolent {90F}	5	11	42	6	27	10		101
Forcible Fondling {11D}	6	3		3	3			15
Forcible Rape {11A}	2	3	23	14	18	3	2	65
Forcible Sodomy {11B}				3				3
Gambling Equipment Violations {39C}				3				3
Impersonation {26C}			3	25		4	2	34
Incorrigible {90K}		3						3
Intimidation {13C}	52	41	65	25	36	20		239
Justifiable Homicide {09C}			3					3
Kidnapping / Abduction {100}	4	5	19	7	3	4		42
Liquor Law Violations {90G}	88	48	194	86	51	48	3	518
Missing Persons {979}	7	13	14	19	3	15		71
Motor Vehicle Theft {240}	40	68	99	38	30	35	2	312
Non-Reportable {90T}	545	330	1,684	876	564	454	62	4,515
Not NIBRS Reportable - See State Charge {DNR}	13	6	27	24	19	4	4	97
Operating / Promoting / Assisting Gambling {39B}				4				4
Pocket-Picking {23A}			2					2
Prostitution {40A}				11	6			17
Prowler {992}			1	5	4			10
Purse-Snatching {23B}		5						5
Resisting Arrest {90N}	39	28	144	79	54	50	7	401
Robbery {120}	14	24	29	6	16	17	4	110
Runaway {90I}	8		34	44	14	19		119
Sexual Exposure (overtly sexual) {36C}		6	4		3			13
Shoplifting {23C}	231	42	76	5	5	314		673
Simple Assault {13B}	107	143	342	197	186	96	10	1,081
Stolen Property {280}	20	20	62	16	32	52		202
Suicides {980}		2		2		2		6
Suspicious Fires {978}			7					7
Telephone Calls, Harrassing {753}	11	15	24	10	8	6	1	75
Theft From Building {23D}	7	10	22	8	11	19		77
Theft From Coin-Operated machine or Device {23E}	2	10		8	8	7		35
Theft From Motor Vehicle {23F}	28	50	28	27	37	67		237
Theft of Motor Vehicle Parts or Accessories {23G}	13	13	26	33	8	8	2	103
Trespass of Real Property {90J}	67	61	138	63	45	45		419
Unknown (Field Left Blank)							2	2
Using Vehicle Without Consent {756}	7	9	18	6	11	4		55
Weapon Law Violations {520}	48	23	153	51	92	57		424
Wire Fraud {26E}	12							12
Grand Total	2,499	1,959	6,071	3,335	2,730	2,629	176	19,399

City of Anderson Police Department
Strategic Plan for Fiscal Years 2008 - 2012

All FY06 charges filed through city court from the Jems Data Base.					
Group	<u>Code Violation</u>	<u>Criminal</u>	<u>Parking</u>	<u>Traffic</u>	<u>Grand Total</u>
Animal Control		40			40
APD Sworn Personnel		2,707	209	6,654	9,570
Belton PD				7	7
Code Enforcement	123				123
Individual or Business		494	1	10	505
Iva PD				2	2
Jail		1			1
Judicial Dept.		160			160
Park Police		3	57		60
Pendleton PD				4	4
Grand Total	123	3,405	267	6,677	<u>10,472</u>

All FY05 charges filed through city court from the Jems Data Base.					
<u>Group</u>	<u>Code Violation</u>	<u>Criminal</u>	<u>Parking</u>	<u>Traffic</u>	<u>Grand Total</u>
A		351	29	362	742
Animal Control		5			5
B		169		44	213
Business		401			401
C		186	6	386	578
City Court		127			127
Code Enforcement	110				110
College		2			2
Community Patrol		52	4	21	77
D		396	36	291	723
Individual		113		1	114
Investigator		253		18	271
Jail		1			1
Park Police			103		103
Traffic		277	222	5185	5684
Vice-Narcotics		395	3	101	499
Grand Total	110	2728	403	6409	9650

City of Anderson Police Department
Strategic Plan for Fiscal Years 2008 - 2012

FY 2004	Traffic	Criminal	Parking	Total
Net Fines	\$479,307	\$220,535	\$2,701	\$702,543

Types of cases/charges filed by division.
(Source: JEMS - Court System - Computer Database)

Division (6/30/04)	Building Codes	Criminal	Parking	Traffic	Grand Total
Animal Control		2			2
Building Dept.	74				74
Community Patrol		35	2	13	50
Detectives		469		4	473
Individual		462		2	464
Jail		1	7		8
Park Police		3	35		38
Patrol Shift A		314	4	335	653
Patrol Shift B		91	2	22	115
Patrol Shift C		174	33	412	619
Patrol Shift D		227	19	207	453
Reserve Officers			2		2
SROs		15	90	6	111
Traffic		228	149	7,790	8,167
Vice/Narcotics		450	1	262	713
Grand Total	74	2,471	344	9,053	11,942

Revenue by Division (Estimated by portion of cases generated by type)
Figures are rounded to nearest dollar.

Division	Building Codes	Criminal	Parking	Traffic	Grand Total	% of Total
Animal Control		173			173	0.02%
Building Dept.	6,412				6,412	0.91%
Community Patrol		3,033	16	688	3,737	0.53%
Detectives		40,641		212	40,853	5.82%
Individual		40,034		106	40,140	5.71%
Jail		87	55		142	0.02%
Park Police		260	275		535	0.08%
Patrol Shift A		27,209	31	17,736	44,976	6.40%
Patrol Shift B		7,886	16	1,165	9,067	1.29%
Patrol Shift C		15,078	259	21,813	37,150	5.29%
Patrol Shift D		19,671	149	10,960	30,780	4.38%
Reserve Officers			16		16	0.00%
SROs		1,300	707	318	2,325	0.33%
Traffic		19,757	1,170	412,438	433,365	61.69%
Vice/Narcotics		38,994	8	13,871	52,873	7.53%
Grand Total	6,412	214,123	2,702	479,307	702,544	100.00%

Note: Due to rounding error some amounts in the tables may total to a slightly different amount than the amount listed in the top row (absolute amount).

VI. FUTURE DIRECTION, EXPECTATION AND BUDGETARY PRIORITIES

Budget constraints, personnel, and technology are the three areas that will present the greatest challenges to this Department over the next five years. Expectations and demands are at an all time high, calls for service and crime rates continue to rise and associated budget constraints have impacted this agency. It is clear that as a department we must find greater efficiencies through better work processes, technology or creativity. We cannot maintain the same high level of service, by maintaining the status quo.

The staff members of the Anderson Police Department routinely seek out best practices and evaluate their performance to facilitate continuous process improvement. This requires detailed operational planning so as to make optimum use of time and personnel.

Ongoing reviews of our internal processes, “how we conduct business,” has improved our delivery of services and helped to create a more efficient police department. Process evaluations focus on individual departmental tasks (e.g. property and evidence handling), identify how those tasks are designed according to policy, and discern how the task is actually completed on a day to day basis. In some instances, the process review has lead to identifying updated or more efficient ways of completing tasks. We plan to continually identify those best practices that will help us to meet the ever increasing demands placed upon the Anderson Police department using the tools we have. Additionally, the pursuit of formal recognition of our achievements through the accreditation process will implement a framework for performing at or above the State standard for law enforcement agencies.

Although the department is continually faced with increased expectations, there is no guarantee that heightened expectations will be accommodated by our corresponding resources. We must consider the issue of resources and ways to expand the tools available to us. Good working relationships with other City departments and law enforcement agencies have been useful tools, as well as community support and their collaborative efforts to address specific issues.

Several of the objectives mentioned in this plan suggest activities that will require the Police Department to be proactive in leading group efforts to battle multifaceted issues. Each year, the Staff of Anderson Police department prepares an extensive budget request. The financial resources allocated by the City of Anderson for the Police Department translate directly to corresponding levels of manpower, equipment, training, and other departmental needs.

Based on the changing and rapidly expanding needs of the community and the ever increasing crime rates, it is important that the Police Department actively seek to meet unfunded departmental needs with sources of funding such as grants and requests for budget increases.

There are two types of available grants, direct (or block) grants and competitive grants. The funding may come from a public entity such as the Federal government or from a private entity such as a foundation. The Anderson Police Department currently receives grants from Federal and State government sources, primarily in the form of direct or block grants and also from competitive grants. Block grants are disbursed by a formula generally determined by population and crime rate. Competitive grant awards are generally based on the merit of the application as it compares to others and upon how well the proposal conforms to the particular grant criteria. There have always been two important factors considered in the decision to apply for grant funding:

- 1.) Does the department have the necessary resources (matching funds, available staff, etc.) to meet the requirements for the grant?
- 2.) Does the grant meet the needs of the Department?

When grant funding has been available as a source of funding these needs, the Anderson Police department has always sought out this alternative versus requesting an increased budget.

Anderson Police Department specifically has a need to improve recruiting, training, and retention of highly qualified officers. With this objective comes a need for a more proactive approach to recruiting officers; more opportunities for appropriate job related training as well as training for personal development; stronger emphasis on career and educational development; and a firm commitment to improving the quality of work life for all employees. Also, to ensure a representative organization that mirrors the demographic diversity of the community, a well designed recruitment plan is critical. Given the intense competition for highly qualified candidates, programs that identify and cultivate promising candidates, such as explorer and cadet programs, will be considered or expanded. Once hired, initial training must provide a solid foundation to build upon along with practical, day to day lessons gained through the field training experience. In order to improve retention, ongoing training and career development must be a priority.

It is critical that Anderson Police Department make every effort to improve the quality of work life for all employees. Quality of work life is a key component for many recruitment and retention issues. Departmental programs that promote employee appreciation and recognition, health and wellness, diversity, and those that support the balance between work and life should be expanded and highlighted.

Additional resources are needed to strengthen the department's recruitment efforts. Based on the recruitment plan developed, and an assessment of its likelihood of success, the department should consider increasing the funding for recruitment efforts further. Given the need to increase patrol staffing and the projected retirements from the department adequate resources are essential to the hiring of high quality recruits. Without a viable plan for making effective use of these resources, however, there is no guarantee that increased expenditures will yield desired results. To increase the likelihood that increased expenditures will result in improved recruiting performance, a process for justifying additional expenditures based on recruiting success should be established. That

process should include an evaluation of the cost per successful recruit, the cost of each recruitment activity versus the number of applicants/recruits per activity and the cost per incremental addition in potential recruits from the 2006-2007 baseline year.

It is anticipated that Anderson, SC will remain a regional retail center as well as the County Seat and hub of government services. Should the downtown revitalization project come to fruition and projected businesses be opened, additional demands on police services can be anticipated.

Other significant factors impacting police services in Anderson are demographics and housing mix. In South Carolina, population growth is synonymous with increased cultural diversity. Anderson already has a large Hispanic community. Many are long-term residents, and others are seasonal workers in the surrounding agricultural areas. The new and future housing stock will potentially move the City from a bi-cultural to a true multi-cultural community similar to that found in many larger cities. With the benefits come the challenges of serving non-English speakers, being sensitive to a broad range of cultural norms, and the risks of culture clashes particularly among youth.

Unlike other communities in the region, Anderson maintains a high rate of multiple family to single family residences. Of the single family residences a proportionally high percentage are non-owner occupied. Multiple family residences traditionally require significantly more police services than single family housing. Anderson also consists of many government-assisted housing communities that also require increased police services.

Due to the large retail community in Anderson, a large percentage of the housing is necessary to accommodate their employees. A significant portion of these employees are younger in age, frequently single and transient in their presence in the community. This demographic group once again, consumes more police services than a more stratified, homogenous population such as may be encountered elsewhere.

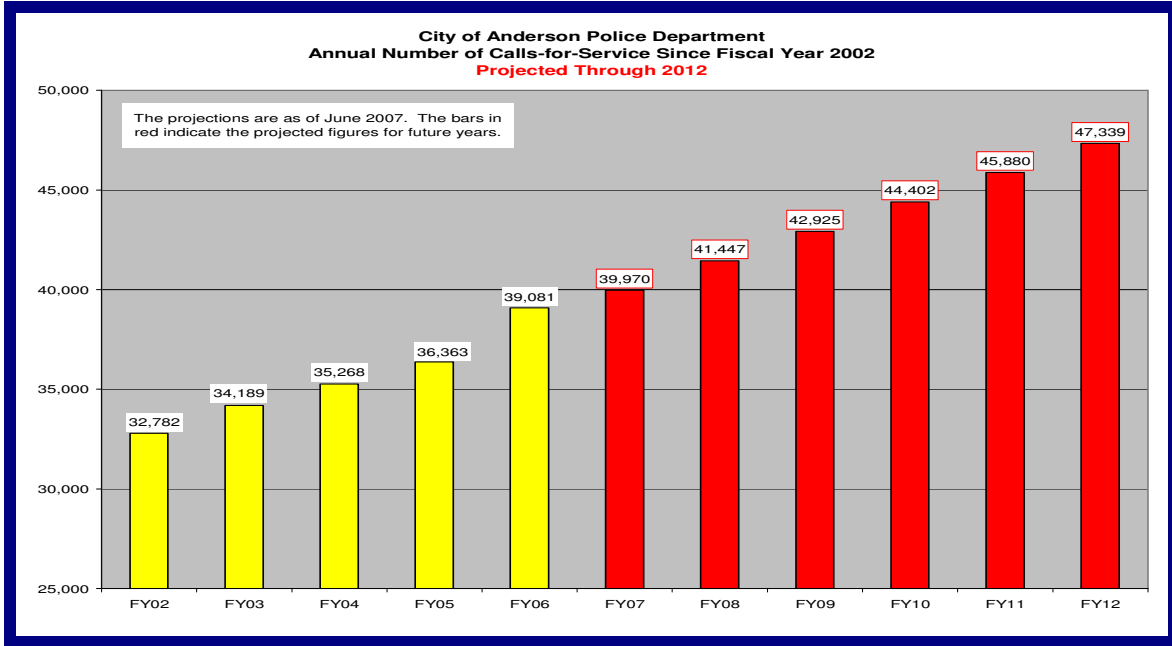
The last major piece in considering police needs in the future resides in the City's position on annexations. Should the City continue the projected growth boundaries the impact on police services will be substantial. There is a variety of opinions on the growth anticipated for Anderson. Should the City's boundaries remain static, growth in the Department can be predicated on service trends and additional community growth as addressed earlier. Conversely, should the City aggressively pursue annexations resulting in a larger service population, then additional police resources will require a serious investment in personnel and equipment.

It is reasonably foreseeable that the calls for service will continue to increase based on the analysis of the past five years. In 2006 officers responded to 39,082 calls divided among 87 officers. The standard for service based on this number is 449 calls per officer. As the calls for service are predicted to rise to 47,339 in 2012, it is reasonable to conclude that 105 officers will be required to maintain an equal level of service. However the

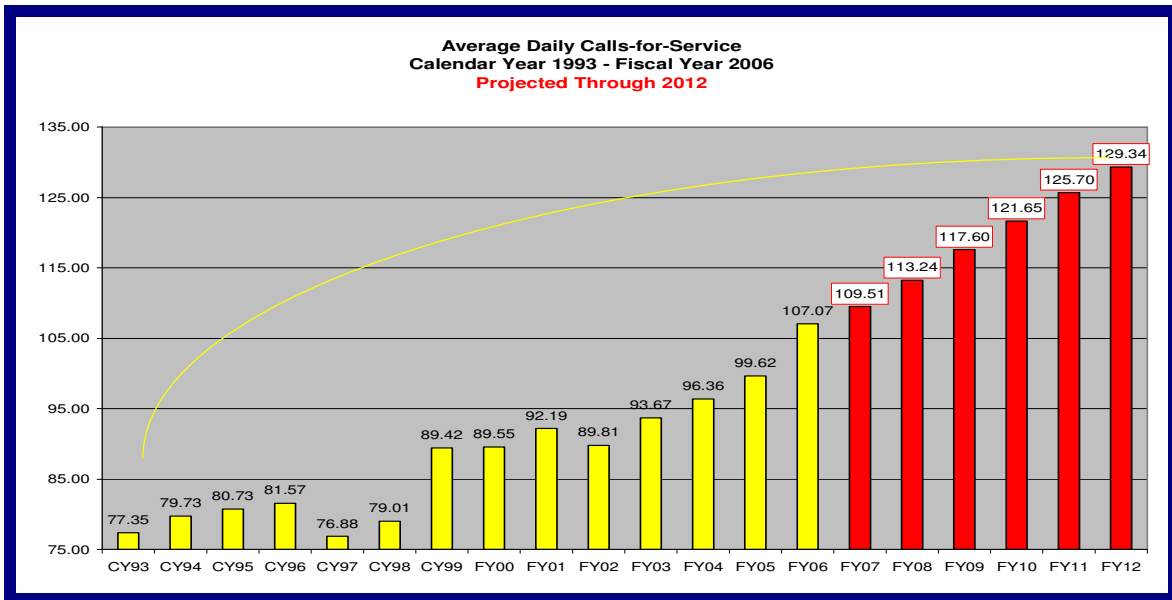
City of Anderson Police Department
 Strategic Plan for Fiscal Years 2008 - 2012

desire of the Chief of Police and the Anderson Police Department is not to merely maintain the status quo but to excel in all endeavors.

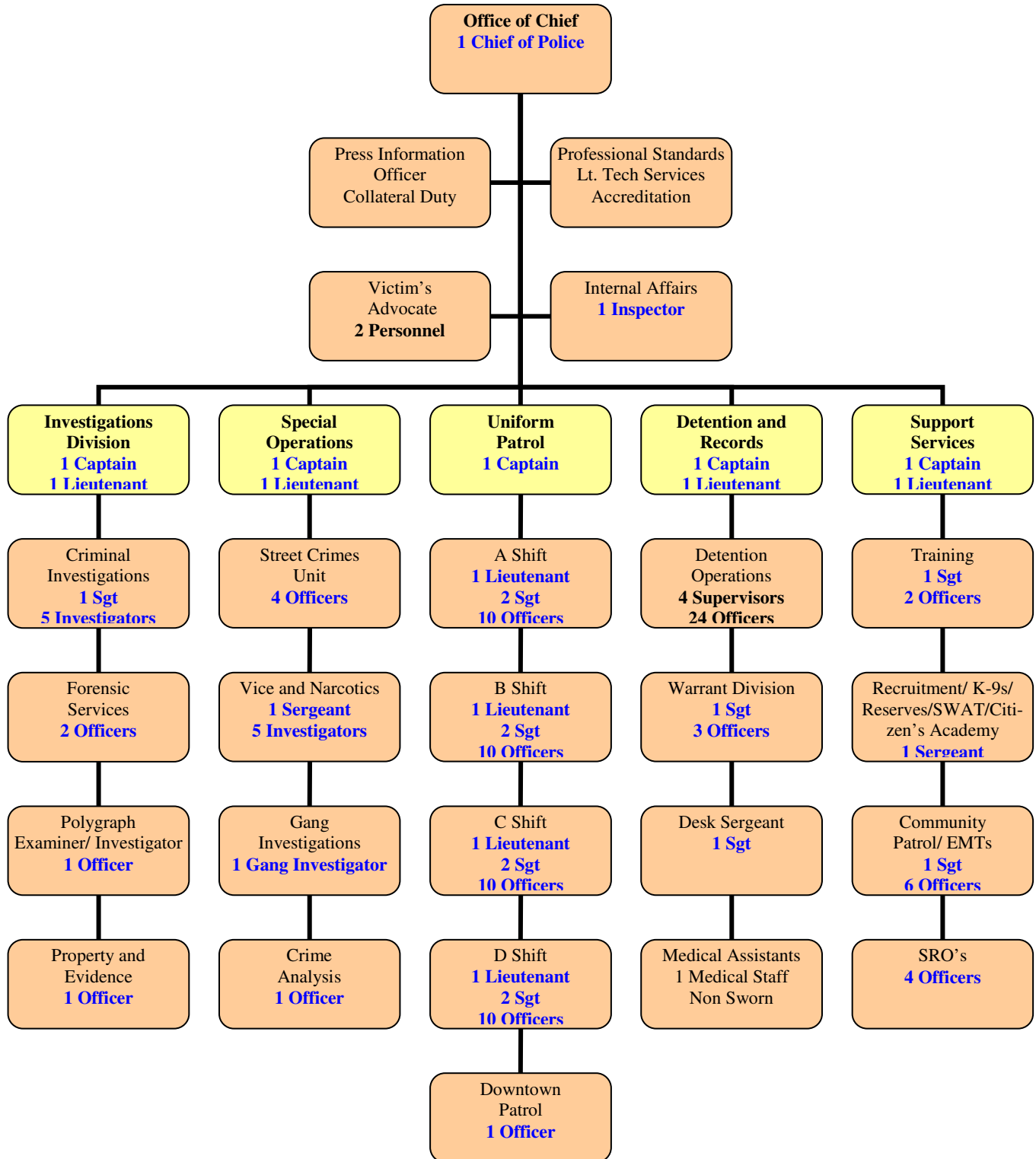
The following chart depicts the annual calls for service and the projection through 2012 (The columns shown in red are projected figures):



The following chart depicts the calls for service broken down daily:



The following Organizational Chart depicts the allocation of the 107 certified personnel and services projected by the year 2012:



VII. CONCLUSION

The mission statement of the Anderson Police Department is a simple one: "*Serve the public, protect the innocent, and enforce city, state, and federal statutes.*" The department's programs and initiatives reflect our partnership with the community to create a safer Anderson. This Strategic Plan focuses on four (4) critical elements or programs: **Technology, Training, Department Reorganization, and Community Partnerships**. These programs will serve as the foundation for enhancing and improving the services provided by this Department over the next five years. While certain programs associated with each critical element can be implemented under present budgetary restrictions, others will require additional financial support. The ultimate goal to improve the quality of life for all citizens and residents who work and live in the City of Anderson will be measured by the Department's ability to implement the identified programs associated with these critical elements.

Evolving community needs and expectations coupled with the changing fiscal environment will necessitate a flexible and proactive approach to achieving these goals and objectives. Other critical elements must exist for the department to achieve the goals and objectives set forth in this plan. We must engender support for our mission from all levels of the organization. All members of the City of Anderson Police Department must be aware of the mission, vision, values, goals, and objectives. The department's leadership will continually strive to involve the community in the planning and implementation of initiatives designed to benefit the community. And finally, we understand that objectives need to be regularly reviewed and, if necessary, adjusted in response to factors in the internal and external environment.

We are committed to our mission, dedicated to our vision, and we will continuously strive to excel in all we do.

Addendum- Crime Analysis Program

Goal 1- Facilitate crime and traffic accident prevention and reduction through proactive problem solving strategies and community partnerships.

Objective 1: To prioritize, develop and implement powerful prevention, enforcement and investigative crime strategies

Strategy A- Implement a Crime Analysis Program with a dedicated full time analyst.

The Anderson Police Department will seek funding for the position of “Crime Analyst” that will be directed by the Investigations Division of the department.

The *Crime Analysis Unit* will be the resource center for the collection, maintenance, analysis and dissemination of pertinent crime information that occurs in the City of Anderson. By performing statistical and analytical research using a variety of computer applications, including mapping programs, the analyst will work to identify trends and patterns in criminal activity. The **Crime Analysis Unit** will carefully review all information, including crime reports, calls for service, arrest reports, and notices from other agencies looking for crime patterns, hot spots or crime trends. Once such a pattern is identified, the Unit will disseminate the information in the form of reports and maps to the related divisions within the Police Department and to other agencies. Patrol and Investigative supervisors will use this information to develop strategies to address any emerging crime problems.

The **Crime Analysis Unit** will provide statistical and analytical support in three (3) primary areas:

1. Strategic Crime Analysis. Dealing with broad-based problems and potential solutions in a quantitative sense:

- **Crime Trend Forecasts:** based on computer analyses of existing and past criminal activity, the Crime Analysis Unit will issue a projection of future crime activity for management decision making.
- **Resource Allocation:** performs manpower deployment studies correlating the data with crime activity to assist in determining optimum use of appropriate personnel.
- **Situational Analysis:** provides demographic data on victims and areas experiencing crime activity for proactive assistance through Crime Prevention efforts and for enforcement (Zone profiling) planning.

2. Tactical Crime Analysis: Dealing with specific crime problems and offenders.

- **Crime Patterns/Series:** identifies statistically unique events that have a recurring pattern. The Crime Analysis Unit will focus on the criminal's "mode of operation" (or M.O.), the crime's day/time/location patterns and clusters, and past similar crimes to perform predictive analyses for mitigation efforts such as using a "decoy", stakeouts, extra patrol, saturating the area with additional marked units, or crime prevention methods.
- **Crime/Suspect Correlation:** attempts to identify suspects for specific crimes based on known offender data (criminal histories, past police department contacts, parolees), Field Interview contacts made with suspicious persons, and intelligence data derived from other agencies/sources.
- **Target/Suspect Profiles:** the Crime Analysis Unit will identify, track, and monitor specific "known offenders" (sex registrants, career criminals, repeat juvenile offenders, parolees, and probationers) as to their crime preference and likely targets. This data could be used proactively to monitor offenders (ensuring they comply with the terms of their parole or probation) and to advise likely targets (through Neighborhood Watch, or commercial security surveys) prior to crime activity.

3. Administrative Crime Analysis: in the areas of policy development and resource justification.

- **Statistical Studies:** such as number of officers per 1,000 population correlated against population trends/crime statistics, activity levels of staff due to variations in Calls for Service, etc.
- **Micrographics:** production of data for presentation to management and media. Specifically, the use of computers and desktop publishing devices to produce presentation quality graphs/charts after an analysis of raw data. Examples are: the Annual Crime Report, Parolee Report, Sex Offender Report, etc.

The basic operations of the Crime Analysis Unit will be:

- **Collection:** gathering crime data from computers, allied agencies, and personal contact with staff.
- **Collation:** selecting targeted crimes and placing data in a format for analysis.
- **Analysis:** examining data for patterns/series, and performing statistical techniques for predictions, Tactical Action Plans (a recommendation for resources/tactics needed to stop a crime problem) and crime summaries/forecasts.
- **Dissemination:** to appropriate personnel/agencies via Crime or Suspect Bulletins, FAX machine, personal distribution (at "roll-calls"), and Tactical Action Plans.
- **Evaluation and Feedback:** to determine timeliness, credibility, usefulness, and applicability of product.

The Crime analyst will routinely meet with the command staff of the Anderson Police Department to give such findings in a "Compstat" meeting

Addendum- Red Light Cameras

Goal 1- Facilitate crime and traffic accident prevention and reduction through proactive problem solving strategies and community partnerships.

Objective 2: To implement proactive strategies to reduce traffic accidents through prevention and enforcement.

Strategy C: Seek legislation and implement a “Red Light Camera Enforcement” program.

In an effort to improve traffic safety in the City of Anderson, the City of Anderson Police Department will seek funding for a red light camera program. These cameras will be placed at intersections that are identified as key locations for accidents resulting from those who disregard traffic signals.

Traffic law enforcement by conventional means – uniformed officers in marked cruisers – has become a virtual impossibility during rush hours the City of Anderson. Rush hours now drag on for prolonged periods of time. It has become too dangerous, and in some cases impossible, for officers who observe violations to pull out into traffic, catch up with violators, and pull them over. The risk factor for an accident caused by a police attempt to stop a speeding motorist during rush hours and the associated liability of traffic enforcement of that nature outweigh the possible benefits. Additionally, if an officer is successful on pulling a motorist over under these conditions, the traffic stop may cause a tie-up that only worsens the congestion

Typically, intersections will be chosen based on one or more of the following:

- High violation and crash rate
- High traffic volume
- Community request
- Concern for pedestrian safety
- Difficulty or danger of enforcement

Anderson Police Department will launch public awareness campaigns that include

- roadside signs placed at the entrances to the city
- signs at the intersections monitored by the cameras
- media coverage; outlets to include radio, print, television and internet
- billboards and bumper stickers
- mailings to residents
- website information
- law enforcement and victim spokespersons who emphasize that red light running is life-threatening and that violators will be caught

Who are red light runners?

As can be observed at almost any intersection across the country, drivers of all ages, economic groups and gender run red lights. Red light running scares and angers motorists, yet even those who condemn it continue to put themselves and others at risk. Most Americans (96 percent) are afraid of being hit by a red light runner, but nearly 1 in 5 admits to running a red light in the last 10 intersections. The leading excuse given for speeding up to beat a light about to turn red is simply “being in a hurry.”

According to a survey conducted by the U.S. Department of Transportation and the American Trauma Society, 63 percent of Americans see someone running a red light at least a few times a week. One in three Americans knows someone who has been injured or killed in a red light running crash.

Red light cameras have led to significant decreases in intersection violations and crashes in communities throughout the United States and around the world. Photo enforcement is a proven deterrent that can bring about a behavior change that results in motorists obeying traffic signals, respecting fellow drivers, and avoiding the crashes, injuries and loss of life caused by red light running. Numerous studies have shown that red light cameras reduce violations. Recent studies show that photo enforcement leads to a 25 to 30 percent reduction in intersection injury crashes as well. With increasing substantiation of benefits and growing public support, Anderson communities desire turning to photo enforcement programs to supplement traditional law enforcement and reduce red light running.

Traditional enforcement measures alone don't work as efficiently or as safely. The problem of red light running isn't easily or adequately addressed by Anderson Police law enforcement techniques of *observation, chase, and citation*, which is hazardous and expensive. It's a violation that often puts Anderson police officers in a difficult situation. First, the officer must have an unobstructed clear view of the traffic signal and the vehicles entering the intersection. If the officer chooses to pursue, then the officer must also run through the red light, presenting a danger to the officer as well as other motorists, pedestrians, and bicyclists. The pursuit can involve high speeds, which presents yet another safety issue. The resulting traffic stops also can block traffic lanes and cause rubbernecking, which may lead to other crashes.

There are new laws and devices that allow police to work in teams to target red light running. South Carolina law allows a police officer to spot a violation and relay the information downstream. Some of the downsides to this approach are that it is costly because of the added personnel required for enforcement and it requires both officers to be in court, adding additional expense. Another technique involves red light indicators that allow officers to see the color of the light downstream from the intersection, so they can tell if a driver passing them has run the red. Again, this increases safety but requires a police officer to be present. Neither approach is as efficient as photo enforcement. Traffic

volume and safety considerations mean that law enforcement officers can only apprehend a fraction of violators, which raises the issues of inconsistent enforcement and profiling.

Economic considerations in Anderson present another compelling argument for red light cameras. Resources to enforce traffic laws haven't kept pace with the increasing traffic volume and number of red light violations. The City of Anderson does not have the financial capability to patrol intersections as often as would be needed to ticket all motorists who run red lights and thereby pose a clear and present traffic-crash threat. Intersections equipped with red light cameras accomplish that goal. The reduction in crashes, deaths, and injuries would be a plus for the City of Anderson.

Traffic crashes result in a tremendous cost to society through direct and indirect costs. Some of those costs are pain and suffering, lost wages, lost productivity, reduced quality of life, medical costs, law enforcement crash investigation expenses, emergency medical personnel costs and traffic tie-ups, etc. Red light cameras have the potential to provide a substantial savings to the community in these and other areas. Plus, a red light camera program will be violator funded, eliminating the drain on our local budget.

At present there is statewide legislation pending approval, however if state legislation is not implemented, the Anderson Police Department will seek approval at the local level from its City Council.

Addendum- Citizens Police Academy

Goal 1- Facilitate crime and traffic accident prevention and reduction through proactive problem solving strategies and community partnerships.

Objective 3: To develop relationships with the community to engage in joint problem solving activities.

The Anderson Police Department will achieve a synergistic relationship with the members of the community by providing an understanding of law enforcement through creation and development of a Citizens' Academy. The Academy will be designed to increase understanding between citizens and the police through education. The department's intent is to acquaint citizens with law enforcement's role in the criminal justice system, and provide increased understanding of the tasks police officers face in their daily work. With better understanding, it becomes easier for police and citizens to find realistic solutions to neighborhood problems.

The Citizens' Academy will be supervised by the Support Services Division and be a cooperative effort with all areas of Anderson Police Department

The goals of the program are to educate the public in the following areas:

- a. Law Enforcement functions within Anderson Police Department.
- b. Role of Law Enforcement in the Criminal Justice System.
- c. Limitations of Law Enforcement in the Criminal Justice System.
- d. The importance of collaborative partnerships between citizens and Law Enforcement.
- e. How to report suspicious activity.

The Anderson Police Department will also encourage Citizens' Academy graduates to be ambassadors of Anderson Police Department in their neighborhoods by encouraging their neighbors to do the following:

- a. Become involved in Neighborhood Crime Watch and other activities that aim to improve neighborhoods.
- b. Recruit other citizens to attend future Citizens' Academy classes.
- c. Recruit citizens in their neighborhoods to participate in community walks.
- d. Become involved in other Anderson Police Department programs through volunteerism (Auxiliary, etc.).

Addendum- Police Explorer Program

Goal 1- Facilitate crime and traffic accident prevention and reduction through proactive problem solving strategies and community partnerships.

Objective 3: To develop relationships with the community to engage in joint problem solving activities.

The Anderson Police Department Explorer Program will be set up as an introduction to various phases of law enforcement. It will be sponsored by the Anderson City Police Department and the Boy and Girl Scouts of America will be sought out as a partner. The Anderson City Police Explorer Program will be directed by a committee of Anderson Police Department sworn personnel with the assistance of several interested adult civilians. The initiative will be placed under the Support Services Division of the Department.

Goals and Objectives

The following goals and objectives will be sought and maintained by the Anderson Police Explorer Program.

1. To serve as a recruitment tool for future men and women in law enforcement.
2. To serve a community relations effort in the County between police, youth, and the community.
3. To be utilized as volunteers within the Anderson Police Department.
4. To develop and uphold the basic objectives of the Explorer Program as sponsored through the Boy Scouts of America through the contribution of the police to the Explorer in three areas:
 - character building
 - leadership development
 - an appreciation for community services and good citizenship

Requirements for Membership

To be eligible for membership in the Anderson City Police Department Explorer Program a candidate must:

1. Be at least 14 years of age and in junior high school and have not reached their 21st birthday.
2. Have at the time of entry and maintain a minimum grade "C" average in school.
3. Be a responsible citizen with a good reputation and good moral character.
4. Applicants must be able to safely perform duties of this position without posing a threat to the health and safety of themselves or others.
5. Have full approval of parents or guardian and assurance of their support and cooperation.
6. All applicants must be citizens of the United States at the time of their application.

Addendum- Juvenile Assessment Center

Goal 2- Restructuring the Department and building organizational capacity to support the reduction of crime and disorder.

Creation of a Juvenile Assessment center (JAC) modeled after Orlando Prototype

Conceptual Elements

Single Point of Entry

Many youth and their families are besieged by multiple problems and needs. Rather than providing a system of coordinated care, however, service providers often operate independently of one another and lack knowledge about the involvement of their clients and their clients' families with other services. Youth often enter the same system repeatedly, but through different doors, such as child welfare organizations, juvenile justice agencies, or various treatment programs. For these youth and their families, accessing appropriate services requires navigating a maze of caseworkers, intake workers, and counselors.

The idea of providing a 24-hour centralized point of intake and assessment for juveniles who have come or are likely to come into contact with the juvenile justice system is consistent with Office of Juvenile Justice and Delinquency Prevention's (OJJDP) Comprehensive Strategy. The Comprehensive Strategy identifies two separate target populations: juveniles at risk of involvement in delinquent activity and juveniles who have already committed delinquent acts. In addition, it stresses the importance of integrating prevention and early intervention activities with local police, social service, child welfare, school, and family preservation programs.

Ideally, JAC's can address the needs of both at-risk and delinquent youth by coordinating the services of various agencies/organizations involved with youth through a "one-stop shop." By providing a single point of entry, a JAC can reduce duplication of services, promote system efficiency, and facilitate access to services for youth and families. The JAC's one-stop shop could better serve youth and families by eliminating the system's current maze of caseworkers and improving system efficiency.

Goals of an Assessment Center

The following bullet points are community-wide goals which we believe can be achieved by creating and developing a Juvenile Assessment Center for the at-risk youth in the Greater-Anderson community:

- Reduce law enforcement time devoted to juveniles.
- Create a central booking and receiving facility specifically for juvenile offenders.
- Collect good clear information about juveniles' needs.

City of Anderson Police Department
Strategic Plan for Fiscal Years 2008 – 2012

- Accelerate juveniles' access to treatment.
- Pool resources from different agencies.
- Provide referrals to parents and children.
- Develop a facility to hold dependency juveniles awaiting placement.
- Expedite court proceedings by providing better information to defense attorneys and prosecutors.
- Provide early intervention services for troubled juveniles.
- Develop a single point of entry for assessing and referring juveniles.
- Facilitate cooperation and communication among the agencies.
- Expedite processing of juveniles through the system.
- Streamline the current fragmented service delivery system.
- Provide courts with better tools and information.

Addendum- Patrol Rifle Program

Goal 2- Restructuring the Department and building organizational capacity to support the reduction of crime and disorder.

Objective 3: To enhance the capacity of human resources and financial management to support line operations.

Strategy C- Develop Budget Replacement Plan that includes a “Patrol Rifle Program”

Anderson Police Department will request funding to purchase patrol rifles for all officers with exception of Narcotics and Swat team members.

Advantages of the Patrol Rifle

Increased Protection against Superior Firepower

This is one of the most common and most strongly argued reasons for providing patrol officers with rifles. There are several factors involved, including the nature of the adversaries being encountered by the police on today’s streets, and the nature of the weapons being employed against the police by those adversaries.

Potential for Weapons Used against Police

Anderson Police Officers seize an average of 120-150 firearms from the streets each year. Each of the firearms seized are crime guns that were either used or intended to be used to further criminal activity such as robberies and drug trafficking. ATF and other agencies have recognized that South Carolina is a source state for “Straw Purchases” of firearms. Basically, straw purchasing means that firearms are purchased here for those who cannot lawfully possess or purchase. For this reason the past three years Anderson Police Department has been the recipient of Project Safe Neighborhoods grant funding to reduce illegal gun trafficking and gang activity.

Perhaps the greatest single impetus for arming patrol officers with rifles has been the corresponding increase in their use by criminals. The 1994 federal ban on assault rifles was not effective in keeping these weapons out of the hands of criminals, and the result has been an increase in the availability or use of these weapons in confrontations with police.

The term *assault rifle* is used here generically. There are many different weapons that meet this definition, and most of these types have been employed against police at one time or another. Regardless of the type used, however, any rifle in the hands of a criminal places a handgun-armed police officer at a potentially fatal disadvantage.

The validity of the latter argument is borne out by the statistics. Studies indicate that in recent years, approximately one in every five police deaths in the line of duty have been the result of shots fired by assault rifles.

An assailant armed with a rifle of any type will have a disproportionate advantage over any police officer armed solely with a handgun. Whereas most police handguns have a combat-effective range of perhaps 25 yards, almost any rifle likely to be used by a criminal may have an effective range of 500 yards, will have far greater stopping power, will have much greater magazine capacity, and will be capable of a considerably higher rate of fire. It will also be likely to penetrate standard-issue police body armor.

Equipping street officers with rifles (the .223-caliber weapon is most often mentioned) will do much to redress this imbalance and thus can save many officers' lives, as well as civilians' lives, by enabling police to subdue such violent criminals more quickly.

Confrontations with Multiple Adversaries

One must also consider the nature and number of adversaries now being confronted by police. Police today have to contend not only with lone gunmen, whether engaged in specific criminal activity or simply mentally disturbed, but also with larger numbers of opponents operating in loosely-formed gangs. A recent example is an encounter at Applebee's Restaurant in which rival gangs armed with assault rifles opened fire on opposing groups wounding an innocent bystander. Because of changes in the nature of the adversaries being faced and the type of firepower they often employ, provision of better protection in the form of the patrol rifle is considered in many quarters to be essential to officer safety, effectiveness, and morale.

Protection of the Public

It seems undeniable that when police officers are better armed and therefore in a better position to oppose and subdue violent criminal activity, public safety is greatly enhanced. Incidents like the Applebee's shooting incident pose a high degree of danger to the public, as witnessed by the fact that a civilian was wounded in that encounter. With better police weapons capability, the duration of a violent confrontation and the volume of gunfire may be reduced, thus limiting civilian casualties during the encounter. There is also a better chance that the criminals involved would be subdued and apprehended, thus eliminating the possibility of more civilian casualties in future incidents perpetrated by the same violent individuals.

Response to Active Shooters

In the past, Anderson Police Department has relied upon special weapons and tactics (SWAT) units to respond to, and neutralize, major threats to the public. The traditional approach for APD patrol officers encountering a particularly dangerous situation has been for patrol officers to contain the threat and await the arrival of a SWAT team. Active shooters will not wait. For this reason, current thinking holds that all officers—not just special units—should have the capability to defend themselves and take immediate offensive action to prevent additional loss of life

pending the arrival of special response units and emergency medical assistance. In order to be able to do this, it is argued, every police patrol unit needs to have prompt access to weapons that will enable them to meet the threat effectively. The patrol rifle is regarded in many quarters as one of the most important components for the solution to this problem.

The Deterrence Factor

The ability to deal with a violent incident once a firefight has begun is only one aspect of the matter. It is known by Anderson Police Officers that criminals and other violent individuals will be more reluctant to initiate gunfire if the police confronting them are well armed. It has been said that this deterrence factor—preventing a violent incident from ever occurring—is at least equally as important as successfully concluding an armed confrontation once it has started.

Safety

There may be exist some debate about whether a rifle would or would not present a greater hazard to the public, particularly in an urban environment, than would a police handgun or shotgun. Anderson Police arguments in favor of the rifle include the following:

Greater Accuracy: Our officers point out that not only will the rifle be more effective at longer ranges than the handgun or shotgun but it will also be more accurate at a distance. This will reduce the possibility of an officer who is firing a handgun or shotgun missing the target and hitting bystanders. A pistol is rarely used to shoot more than a very short distance, often no more than a few yards. Compared to using a rifle in a combat situation, it is far more likely for an officer to miss his target with a handgun and strike an unintended target. Where a precise shot is required, the rifle is far superior. With respect to the shotgun, this argument is enhanced by the fact that since the rifle employs a single projectile, it eliminates the danger that the shotgun's multiple pellets, which spread out in a very wide pattern at long range, will miss the intended recipient and strike innocent persons.

Easier to Use: Anderson police officers agree that the police shotgun is a difficult weapon to master. Shotguns are heavy; some models (including those most commonly carried in patrol cars) can be challenging to manipulate; and the recoil of a typical 12-gauge police shotgun is considerable. All of these factors affect the ability of an officer to employ it effectively, and this is particularly true for officers of small stature. One can add to this that the majority of police shotgun courses of fire employ fewer than 10 rounds for the entire year's training cycle. This training is often as limited or more limited when it involves training with rifled shotgun slugs that are often advocated as alternatives to the use of patrol rifles. As a result, confidence in the officer's ability to use the shotgun effectively may be lowered, with a corresponding reluctance to employ the shotgun in a given situation. Anderson police officers point out that the .223-caliber rifle is more accurate, lighter, easier to operate and reload, and far easier to control than the shotgun. These characteristics, it is felt, tend to increase both officer proficiency and officer confidence—critical factors in the effective use by police of any weapon.

Less Excessive Penetration: Some may argue that a rifle, particularly when used in urban locations, has a much higher risk than either a handgun or shotgun of penetrating into unintended areas such as nearby buildings. However, many rifle proponents assert that rifle rounds of .223 caliber may actually present less of a hazard in this regard. This is particularly the case when ammunition of certain types is employed, because of the high-velocity .223 round's tendency to fragment upon striking solid objects. A number of authorities who have addressed this very point have concluded that the typical .223 rifle round, while effective in piercing a criminal's body armor, is in fact less likely to penetrate walls or other environmental obstacles than standard issue police duty handgun ammunition, and are therefore actually safer in the urban environment. One solution that has been adopted by some departments is to have more than one type of round available in patrol cars.

Addendum- Replacement Plan for Tasers

Goal 2- Restructuring the Department and build organizational capacity to support the reduction of crime and disorder.

Objective 3: To enhance the capacity of human resources and financial management to support line operations.

Strategy C- Implement replacement plan for Tasers.

Anderson Police Department will seek funding for a replacement plan for existing Tasers as well as seek funding for additional Tasers to be available to all line officers. Anderson Police Department first deployed Tasers in 2004 in response to the need for a “less than lethal” alternative to controlling combative suspects. The nature of encounters between individuals and police officers range from the basic field contact (made when an individual is suspected of criminal activity) to violent domestics and violent crimes in progress. Any encounter between individuals and Anderson police officers engaged in keeping the peace, has the potential of escalating into a critical event.

In Anderson, SC, the goal of police force is to stop a threat before death or serious injury is inflicted upon an officer or citizen. Less lethal technologies seek to provide alternative tools to police, not replace traditional defensive weapons or eliminate police use of lethal weapons and tactics. They are designed to debilitate or incapacitate human or animal life forms with minimal or no collateral damage. These tools are designed to give a tactical advantage to police. The dynamics of an encounter between an individual and a police officer are determined by the response demonstrated by the individual and the interpretation of that response by the officer. The officer will escalate efforts to gain compliance and ultimate control. The goal of less lethal tactics is to gain control of a non-compliant individual with the least injury possible.

Immediately after implementation officers and administrators observed the benefits of TASER's:

When properly used:

- Will reduce use of deadly force
- Will reduce injuries to suspects
- Will reduce injuries to officers by suspects
- Will reduce litigation by injured suspects

Since the Tasers were first deployed, officers and administrators have seen a decrease in Workman’s Comp claims derived from attempts to control combative subjects. Additionally the following benefits have been realized:

1. TASERs offer an alternative – not a substitute – to traditional police force tactics designed to gain control of a human subject.

2. Most police shootings occur within 20 feet of the subject; the TASER's range of deployment is 6 ft. – 21 feet.

3. The intention of police force is to stop the threat - about 80% of police-discharged live fire in a violent encounter or combat situation miss the intended target – resulting in a continued threat; if the officer hits the subject with a bullet, the subject may not be incapacitated or may still be capable of returning fire even if fatally hit. The TASER renders immediate control and stops the threat – offering enhanced safety to the officer and the subject – and one study found that 79% of TASER shots hit the subject in the torso or legs and only 18% missed the subject or hit danger areas.

4. Some studies report that persons hit by TASER experience an amnesic reaction and do not remember the TASER engagement; this suggests that the target has no conscious recall of pain associated with the engagement.

5. Other less lethal tactics may also expose the deploying officer(s) to its effects such as air contaminated by chemical sprays such as pepper-spray. TASER does not expose the officer to deployment effects.

6. TASER units internally record each discharge, which assures officer accountability if properly monitored through cross-referencing with use of force reports. (Requires hardware and software for downloading.)

7. The TASER also discharges confetti-like identification tags that identify the serial number of the cartridge fired, providing for accountability (known as AFIDs: Anti Felon Identification System.)

8. TASER incapacitates from 0.5-1.5 seconds providing an officer, with a present back-up and an immediate opportunity to secure the subject.

9. TASER can be used in dart or stun mode. The stun mode allows the gun to be deployed in close-contact encounters, less than 6 feet.

10. TASER does not seem to directly impose serious injury or long-lasting effects on persons subjected to its use.

Unfortunately, the warranty of TASERs is less than 4 years and such units are vulnerable to damage and must be replaced. Also, TASER units must be maintained with new battery packs and cartridges. However deployment of these units in Anderson, SC has resulted in significant savings in terms of lawsuits and injury claims as well as the preservation of human life.

Addendum- In-Car Video Systems

Goal 2- Restructuring the Department and build organizational capacity to support the reduction of crime and disorder.

Objective 3: To enhance the capacity of human resources and financial management to support line operations.

Strategy C: Develop replacement plan for in-car cameras for line officers.

In an effort to improve the effectiveness of officers in the area of DUI enforcement and to comply with the provision of SC Law, Anderson Police Department will seek funding for fifty five “**In-Car Video**” systems for patrol cars.

Regarding DUI arrests and prosecution, State of South Carolina Code of Laws Section 56-5-2953 reads:

“Incident site and breath site videotaping; admissibility as evidence; purchase and maintenance of videotaping equipment. [SC ST SEC 56-5-2953]

(A) A person who violates Section 56-5-2930, 56-5-2933, or 56-5-2945 must have his conduct at the incident site and the breath test site videotaped.

(1) The videotaping at the incident site must:

(a) begin not later than the activation of the officer's blue lights and conclude after the arrest of the person for a violation of Section 56-5-2930, 56-5-2933, or a probable cause determination that the person violated Section 56-5-2945; and

(b) include the person being advised of his Miranda rights before any field sobriety tests are administered, if the tests are administered.”

Police agency executives report that cameras are a welcome, unbiased tool to ensure the accountability and the integrity of the officers in the field. Years of community perception research have established that officers' attitude, demeanor, responsiveness, and attentiveness toward a citizen determine that citizen's satisfaction with the police service. In fact, the citizen's confidence in the police depends on their perceptions of a police officer's motives more than on whether the outcome of a contact with an officer was favorable to the citizen. The institutionalization of in-car cameras along with a regular supervisory review process ensures professional accountability in citizen contacts.

The measurable impact that in-car cameras will have on Anderson Police Department will include the following factors:

- **Officer safety**
- **Professionalism and performance**
- **Complaints concerning police practices**

- **Public opinion**
- **Agency leadership**
- **Training**

Although a virtual ride-along review of an officer's action will never replace the personal contact between supervisor and police officer, the periodic review of the officer's video recordings by the supervisor is a valued element in today's supervisory process. Issues of officer safety, demeanor, and professionalism can be diagnosed and addressed accordingly. The video recordings, along with other supervisor observations, may serve as an early warning of an officer with behavioral or other problems. For example, observations during a review of a recording that shows an officer suddenly becoming easily agitated or short with the public may alert the supervisor that the officer is under additional stressors and the concern needs to be addressed. The camera, in effect, can provide another level of supervision while providing additional protection for the Anderson Police Department against liability.

The Anderson Police leadership will establish policy and procedures on the use of these systems. In the final analysis, even the best systems are of limited use if they not employed properly. Issues of when the video system must be in record mode, when the tapes (or DVDs) should be replaced, how the tapes are reused, how the chain of evidence is maintained with the tapes, and how the tapes are stored all will be addressed by the leadership in General Orders.

Another great advantage the camera provides is the opportunity to review and critique a variety of dangerous situations such as felony stops and vehicular pursuits. While the Anderson Police Department routinely reviews all vehicular pursuits to ensure that they were conducted within the scope of departmental policy, the tapes will serve an evidential value also. The tapes document the violator's infractions leading to the chase as well as during the chase and the ending of the chase. In addition, the review of the tapes can often help investigators locate weapons or contraband that may have been tossed from the suspect's vehicle.

The in-car camera will serve valuable training purposes. Experienced officers can use the video recording as an effective tool for self-critique. When training new officers, the instructors have the ability to review the new officers' actions through the objective eye of the camera, immediately after the event occurs, thus enhancing the learning process.

Video recordings will provide the agency with a wealth of material that may be used for real-life training purposes. Training officers can develop lessons around unusual or even routine events recorded on videotape for pre-service as well as in-service training to reinforce appropriate behavior and procedures, to demonstrate inappropriate practices and procedures, to enhance interpersonal skills and officer safety habits and to augment the instructions of field training officers and supervisory personnel.

The in-car camera can improve citizens' confidence in the police profession, enhance the ability to capture and convict violators, record inappropriate police behavior, and provide valuable data in our efforts to ensure quality of life for citizens. It is documented that public safety will benefit from having in-car video cameras available to all police cars.

Addendum- Placement of Cameras in Parks and Schools

Goal 4- Acquiring modern technology, information management, and infrastructure that supports organizational goals and objectives.

Objective 2: To use technology so employees can engage the community and improve service delivery.

Strategy A- Partner with Anderson County to establish surveillance camera program for parks and schools.

The Anderson Police Department will partner with Anderson County to seek funding for surveillance cameras in selected schools as well as the local parks.

One of the most important benefits of CCTV is personnel efficiency. Cameras can “patrol” multiple areas without putting numerous officers on the beat. CCTV systems can help discover incidents as they occur. This information can be used to either coordinate an effective and appropriate response or to conserve resources by aiding in a determination that no response is necessary.

CCTV videotapes or DVDs can be very beneficial. Not only can they lead to prompt identification of a perpetrator, they can also provide valuable clues that can shape the direction of an investigation.

Cameras are a highly effective deterrent. By increasing the chance that assailants will be recorded and apprehended, potential perpetrators are less likely to commit crimes. The cameras will be placed in public areas and survey people who might be littering, mugging people, or committing other petty crimes. The cameras are also useful for solving more serious crimes. For example, suspects fleeing the scene of a murder or kidnapping can be identified and later apprehended. This crime prevention mechanism supports a timely and effective response to any significant incidents identified by camera operators, and ensures that the local criminal justice system can adequately pursue the offender’s conviction. This mechanism will reduce crime because incarcerated offenders are prevented from committing further crimes within the CCTV area (or other local area).

Deterrence of petty street offenses will have a larger affect on crime as a whole where cameras are put in place. Every criminal prevented from loitering or dealing drugs on the street is someone who won’t be graduating to mugging pedestrians or robbing people’s homes.

As a community safety feature, CCTV camera operators can contact medical services if they see people in the street suffering from illness or injury as a result of criminal activity (such as robberies and assaults) or non-crime medical emergencies. The ability to summon immediate assistance is a public safety benefit of CCTV.

In addition CCTV can be used for general location management. The cameras can be used to look for lost children, to monitor traffic flow, public meetings, or demonstrations that may require additional police resources, or to determine if alarms have been activated unnecessarily thus removing the need for a police response. Reports have shown that some police commanders claim that assaults on police have reduced because the cameras allow them to determine the appropriate level of response to an incident, either by sending more officers to large fights, or by limiting the number of officers to a minor incident and avoid inflaming the situation.

Addendum- Five Year Plan for Detention

Administrative Sergeant

In an effort to provide better service to the citizens of Anderson, we have implemented a new position in the police department. The first phase of our five year strategic plan is now in affect. As of Monday, May 28th the Administrative Sergeant position has been created to facilitate public service within the Police Department. The volume of public requests for police services on site justifies a need for a full time officer to facilitate these requests in a timely professional manner. This officer will control the public flow of traffic within the police department and will be responsible for making sure that each public request is addressed properly. Some of the duties of this officer include but is not limited to the following:

- Incident reports / crime reporting
- Civilian fingerprint requests
- Receive and facilitate guest visits
- Building security
- Direct public flow within the department

In years past these services have been provided in haphazard fashion by whoever was available at the time. Much of the time a patrolman would need to be called in from their zone to facilitate some requests. This was an ineffective approach to public service. Since the beginning of this calendar year, we have been documenting two types of public requests that recur every day. The following figures are the total number of requests thru May for the two services.

- Walk in incident report requests- 183
- Civilian fingerprint requests- 153

In each of these 336 instances, a member of the public needed professional police services. This figure does not include a host of other reports that do not require an incident report. Neither does the figure take into account other non documented public service by an officer at the police department.

The salary for the recently appointed Administrative Sergeant is \$35,600 annually.
(Salary plus benefits listed at the end of report)

Advancement for Detention Officers

The current structure of the City Detention Center does not allow for career advancement for officers. Presently, the only room that a detention officer has to advance is within a specific pay range. It is the intent of this administration to put into place avenues for advancement for detention officers. It is our goal to begin to promote

detention officers to supervisory positions within the unit. It is also our intent to allow a certain number of officers to gain class one certification and remain in the detention unit.

The four detention shifts are currently supervised by a class one sergeant. At present, it is not feasible to promote officers to shift supervisor while there are class one sergeants in the unit. A pay scale was created for one detention supervisor under the old administration and should be considered the standard for officers which will be moving into supervisory positions within the next five years. The class one officers who are supervising the unit now will be reassigned to other areas of responsibility within the next five years. The salary range for detention officers are as follows:

- Detention officer- \$24,014-36,021
- Detention supervisor(positions filled within 5 years)- \$30,269-\$45,404
- Class one detention Sgt (to be *phased out* within 5 years) – same as above
- Certified police officer(certified within five years) - \$ 27,767-\$41,650

Each class one sergeant will be replaced by a detention supervisor as prescribed in the five year plan. With the class one sergeant reassigned and a detention officer promoted to supervisor, we will have to *backfill* a detention slot per shift to keep the minimum number of personnel in order to operate. The cost in salaries to implement this plan would be:

- **Four backfilled detention salaries before benefits**= \$24,014 x 4
- **Four salary increases for detention supervisors**=\$30,269-\$45,404

Clearly, a chance for advancement within the unit is positive motivation within the ranks of the detention unit.

Enhanced video camera security system

Security within a detention center is of monumental importance. The camera system currently in place within the Anderson City Detention unit is several decades old. Much of the equipment in use no longer functions properly. The cameras have to be replaced frequently as do the monitors. When we have to replace cameras and monitors we have to purchase models that are compatible with the rest of the equipment and it is difficult to find. We are exploring the possibility of soliciting quotes from vendors for lease options of digital audio/visual equipment which would include full service and maintenance. The main advantage of a digital system is that the cameras on the network could be viewed in “real-time” with multiple camera views on one screen. Immediate playback is also a feature of this system. The estimated cost for implementing this project is \$30,000.

Inmate teleconference for visitors

Currently, inmate visitors must travel into the detention facility in order to get to the visitation rooms. There is a better system for handling inmate visits that does not include visitors traveling through secured areas of the building. Video teleconference is a system

whereby inmates remain in the detention area and visitors remain outside of the detention center and communicate thru cameras and monitors.

This system greatly enhances our ability to maintain safety and security at the Detention center. Instances of contraband being introduced into the facility are always a concern. In order to keep this in check, a detention officer must check the visitation area frequently to make sure no unauthorized item have been left for an inmate. This takes time and increases the waiting time for visits. But it is necessary to make sure contraband such as weapons are not brought into the jail. The safety and security of officers and inmates are at risk.

This project would involve placing cameras and monitors in the visitation rooms of both detention areas. The space is already there which facilitates conventional visits now. Little modification would be needed on that end for this project. The main obstacle for this project is finding space for the visitors outside secured areas. The police department is already utilizing all space to its fullest potential. We have identified some secure areas within the police department that would be perfect for this project and which are readily accessible to the public. The most likely areas would need only minor renovation.

The public would be better served by implementation of a video conferencing service in the Detention center. By eliminating the need for private citizens to enter into the detention block for inmate visitation, staff members and citizens will be kept a safe distance from incarcerated individuals, more visitations will be accommodated in less time and the amount of contraband entering the jail would be reduced.

Increased staffing

The detention unit has undergone major restructuring within the last year. Detention has been reorganized so that it can function without *regular* help from other units. Each shift now operates with six officers including a class one supervisor. This is the bare minimum needed to operate and allow for absences, vacations and holidays. This shift staffing includes the sergeant. The shift sergeant is supposed to be able to rove in order to effectively supervise. However, many times the shift is so short that the sergeant has to work a post.

It is recommended that we increase staffing by four over the next five years in order to staff each detention shift to a level that allows complete coverage at all times. These four positions that are proposed are *in addition* to the back filled officers as detention officers replace class one police officers as supervisor. This would bring the staffing level up to seven per shift including a roving supervisor.

With the retirement of a part time officer in August, we have an opportunity to increase our transport staff by one if we can make this slot a full time position. **Last year we paid \$26,497 in salaries for part time officers. We can hire a full time transport officer for \$24,014.**

The detention unit facilitates all prisoner transports which includes but is not limited to: federal transports, doctor's appointments, court appointments, and juvenile transports. In addition to transports, two officers must carry inmates to the roof for fresh air and exercise three days a week. This is not optional. Transports occur daily and some days we have multiple transports. These transports are not limited to daytime hours when the transport staff is on duty. We don't have enough officers designated for transport. Therefore, it is recommended that we enhance the part time position with a full time transport officer.

- **Four new detention slots to bring staffing to seven= \$24,014 x 4**
- **Replace two part time slots with a full time transport officer= \$24,014**
- **Backfill after detention officers replace police sergeants=\$24,014 x 4**

The average daily jail population continues to rise, so the number of staff required to maintain safety and security in the jail must increase. Below is a chart that displays the rise in inmate population for the past five years.

AVERAGE DAILY CITY INMATE POPULATION

2006-	42.52
2005-	43
2004-	32.85
2003-	30.99
2002-	31.26

Training Budget

There is currently no funding in the Detention budget for advanced training. As officers begin to move into supervisory positions it is imperative that those officers receive proper management training. It is not enough that supervisors are knowledgeable in all areas of detention. It is important to be trained in effective management practices.

Advanced training is offered regularly by the Public Agency Training Council. This agency's training schedule is one example of superior instruction. It is not without charge. Tuition for these courses is usually around \$400 plus hotel reservations for three or four nights. That's another three to four hundred dollars. This does not include per diem and travel costs.

The budget should include \$5000 for training and travel during the first year and \$3000 in every budget thereafter in order to bring detention supervisors up to an acceptable level and maintain.

COST SUMMARY FOR FIVE YEARS

Human resources:

New detention positions (**figure includes benefits**)

- 4 new shift officers-**\$138,042.36**
- 4 backfilled detention slots as 4 officers advance - **\$138,042.36**
- 1 full time transport officer to replace 2 retiring part timers- **\$34510.59**
- salary increase for 4 detention officers when they become supervisors
variable pay range is \$30,269-\$45,404
- Upgrade 8 detention slots to class one*variable*-\$27,767-\$45-404

Administration

- Administrative Sergeant-**\$41,920** benefits included

Security upgrades

- Digital camera system for the old jail-**\$29,309**
- Video visitation- **\$100,000 plus renovation**

Advanced training for supervisors

- **\$5000** for the first year
- **\$3000** recurring each budget

The following table reflects the critical replacement plan for the fiscal years from 2008 – 2012.

ANDERSON POLICE DEPT EXISTING / PROJECTED CRITICAL EQUIPMENT REPLACEMENT LIST				
	Inventory of existing equipment in use at the police dept	List of equipment requested over the 5 year plan to upgrade and or replace existing equipment.	Final inventory of Equipment after 5 year plan.	5 Yr Cost
Video Cameras (in car)	11 existing units, 2 digital and 9 older VHS types	45 units acquired over next 5 years. (9 per year)	56 vehicles equipped with video units (includes DVD-RW's and installation.	\$236,678.75
Radar Units (in car)	13 existing radar units, plus 2 handheld units	43 units to be acquirec over the next 5 year rs , 8 units each for yrs 1 & 2) 9 units each next 3 yr	56 radar equipped patrol cars plus 2 handheld units for a total of 58 radar units	\$66,460.80
Body Armor	87 units of body armor with all reaching the 5 year limit on the warranty.	87 units to replace the expired body armor/ spread out over 5 years	87 units of body armor replaced on a 5 year basis	\$50,242.50
Tazers	7 existing X26 Tazers that are still working.	50 M26 Tazers with extra cartridges, and training supplies holsters 10 per year.	57 officers equipped with tazers over the 5 year plan includes 160 cartridges per year	\$48,021.18
Rifles	There are no rifles currently assigned to uniformed patrol.	60 rifles acquired over next 5 years to replace weapons in patrol vehicles 12 per year	60 vehicles equipped with new rifles (est. cost ea. \$650.00)	\$39,000.00
Laptops	31 new Motorola laptops plus 24 older Microslates	25 laptops requested over the next 5 year rs to replace the old microslate laptops 5 per year	56 vehicles equipped with the new laptops	\$157,500.00
Leather Gear	60 uniformed officers vwith equipment belt and accessories including holsters, cuff cases, clip cases, radio carriers etc..	60 pieces of leather gear to replace old leather equipment on a continuous 5 year rotation.	60 uniformed officers with leather gear that will be replaced every 6th year.	\$15,000.00
Radios	88 VHF radios operational, plus 47 of the 800MGz radios, 12 of which are activated.	50 replacement VHF radios to replace old or non working radios. (This is contingent on staying with the VHF format) 10 per yr	50 radios to o replace all line officer radios. over the 5 years plan.	\$10,000.00
Total 5yr Cost				\$622,903.23
Yearly Cost				\$124,580.64

City of Anderson Police Department
 Strategic Plan for Fiscal Years 2008 – 2012
 Budgetary Addendum

Fiscal Year 2008
 Projected

Expense	Animal Cntrl	Detectives	Detention	Grant	Patrol	Support Services	Grand Total
Auto Equipment					308,012.16		308,012.16
Auto Op Exp	1,102.89	1,781.11	1,988.46		99,337.60		104,210.06
Auto/Bike Op Exp						3,060.40	3,060.40
Building Mtnce		0.00	2,228.39				2,228.39
Contracts (Special)		0.00	1,336.40		7,809.32		9,145.72
CSI				88,623.00			88,623.00
Electricity		0.00	58,807.29			0.00	58,807.29
Employee Training	0.00	-311.48	0.00		5,691.42	0.00	5,379.94
Eq. Repairs		136.64	52,598.91		5,545.27	557.97	58,838.79
FICA	1,496.27	19,679.66	65,210.43		197,346.92	27,278.96	311,012.24
Gasoline	3,409.54	4,051.81	10,611.69		157,370.96	12,026.67	187,470.67
Grant Projects					0.00		0.00
Heating Fuel		0.00	0.00				0.00
Insurance: Health	3,955.57	27,541.81	151,143.86		432,401.58	35,180.93	650,223.75
Insurance: Life	91.90	649.72	2,665.88		5,845.47	647.62	9,900.59
JV Detention		0.00	13,629.92				13,629.92
Laundry & Linen		0.00	8,803.43				8,803.43
Membership & Dues					585.97		585.97
Mtnce Contracts		174.17	8,489.55		5,833.78	0.00	14,497.50
Other Equipment		6,228.71	0.00		9,745.43	0.00	15,974.14
Overtime	726.35	13,844.09	38,208.85		154,813.77	21,161.57	228,754.63
Overtime: Grant		132.90	5,055.48		41,335.02	411.40	46,934.80
Payment to Other Towns					0.00		0.00
Pension	284.53	22,758.57	81,286.15		253,357.65	37,329.70	395,016.60
Postage					57.07		57.07
Printing & Supplies	178.60	2,522.99	7,098.78		18,860.23	659.56	29,320.16
Professional Servs		286.44	31,651.82		24,059.26	0.00	55,997.52
PSN				0.00			0.00
Rent		0.00	0.00			2,841.09	2,841.09
Salary & Wages	19,799.78	251,611.87	861,756.28		2,500,384.56	349,276.34	3,982,828.83
SCDPS O/T				18,532.00			18,532.00
Special Porjects		2,684.18	0.00		0.00	462.72	3,146.90
Specialized Supplies		5,688.88	307,313.41		20,208.40	103.09	333,313.78
Telephone	272.94	6,568.80	13,448.76		20,819.58	2,283.09	43,393.17
Travel & Conference		228.93	202.60		7,166.40	449.99	8,047.92
Uniforms & Clothing	339.52	3,559.32	15,662.14		43,328.62	3,718.70	66,608.30
Uniforms Auxiliary					0.00		0.00
White Collar				25,691.00			25,691.00
Worker's Comp	214.59	4,213.39	3,370.72		1,374.93	842.67	10,016.30
EQUIPMENT					124,580.64		124,580.64
ADVANCED TRAINING							0.00
FIREARMS TRAINING							0.00
SWAT UNIT							0.00
CANINE UNIT							0.00
PROPOSED PERSONNEL							0.00
ADMINISTRATIVE ASSTs							0.00
Grand Total	31,872.48	374,032.51	1,742,569.20	132,846.00	4,445,872.01	498,292.47	7,225,484.67