

City of Anderson Police Department
Strategic Plan for Fiscal Years 2010 – 2014
Table of Contents

<u>TABLE OF CONTENTS</u>		Page
I.	INTRODUCTION	2
	Purpose	2
	Development of the Strategic Plan	3
	Mission Statement, Strategic Vision and Organizational Values	7
II.	GOAL	8
III.	SUB-GOALS and OBJECTIVES	9
	Sub-Goals, Objectives and Performance Indicators	10
IV.	CURRENT RESOURCES and EXISTING EFFORTS	14
	Activity Overview (Fiscal Year 2009)	14
	Personnel	15
	Law Enforcement in Anderson City (Crime in general)	16
	Calls-for-Service	18
	Incident Reports Since 1991	20
	Motor Vehicle Traffic Management	22
	Sub-Goals and Objectives – An Overview	24
	Sub-Goal 1	24
	Sub-Goal 2	27
	Sub-Goal 3	33
	Sub-Goal 4	36
V.	GOALS, OBJECTIVES and STRATEGIES	38
	Sub-Goal 1	38
	Sub-Goal 2	39
	Sub-Goal 3	40
	Sub-Goal 4	41
VI.	FUTURE DIRECTION, EXPECTATIONS and BUDGETARY PRIORITIES	42
VII.	CONCLUSION	45
Appendix:		
	Organizational Chart as of August 31, 2009 and Proposed Enhancements by 2014	46
	Table of Planned Expenditure Increases to FY09 Budget (thru 2014)	47

I. INTRODUCTION

The Purpose of Law Enforcement

Law enforcement refers to an organized attempt by a society to compel its members to adhere to certain standards of behavior for the good of the populace. Laws in the United States are legislated by elected officials of a given jurisdiction. Federal laws are legislated by congress, state laws are legislated by state-elected officials and local laws and ordinances are enacted by local elected officials generally referred to in Anderson City as council members. It has been a subject of some debate among scholars and intellectuals for millennium whether it is reasonable for a society to endeavor to “legislate morality”. The City of Anderson Police Department avoids taking a philosophical approach toward the issue. However, the department is consistent with the vast majority of reasonable people who agree that a civilized society has a responsibility to “regulate” behavior. In short, the agency enforces laws enacted by the populace that it serves.

The government of the United States consists of three individual branches which counter-balance and check each other: The Executive branch, the Legislative branch and the Judicial branch. The legislative branch makes laws, the executive branch enforces the laws and the judicial branch tries the laws. In the United States, laws are in effect the “rules” of American society.

Law enforcement is an extension of the executive branch of government. The field of law enforcement derives its power from the people who are governed, i.e. the people who elect the officials who appoint law enforcement personnel. The law enforcement personnel who are employed at the City of Anderson Police Department are appointed. Since these personnel derive their authority and power from the citizens, they, in essence, represent the citizens of Anderson.

The Purpose of a Strategic Plan

In the last decade various measurements of law enforcement personnel counts have put the number of police personnel in the United States in a range of 550,000 on the low side to 700,000 on the high side. With that number of people employed in the profession, law enforcement is an industry. Indeed, L/E provides a service to the community which can be defined as a non-tangible product: peace, good order and harmony. In other words, the ultimate goal of L/E is the maintenance, establishment or re-establishment of peace, good order and harmony in the community. This is the final product (output) of an L/E agency, and it results from the aggregate of all resources - human and capital – (input) that have been invested in the enterprise.

Successful managers and entrepreneurs across all industries concur that failure to plan is ultimately a plan for failure. This is also true in law enforcement. Just like all other industries, in order to be successful, a law enforcement agency must understand its unique position to serve the community and safeguard the community’s quality of life and standard of living through the suppression of criminal and unsafe activity. Members of an L/E agency must be aware of and understand the agency’s Mission, Vision and the Organizational Values. But an awareness and understanding is insufficient for success. Members must also “buy-in” to the mission. Every member of a L/E organization must be firmly committed to maintaining, establishing or re-

establishing the peace, good order and harmony in the community in order for an L/E agency to be successful.

A law enforcement agency's Strategic Plan is a *blueprint* that enables the organization to build and develop its personnel and its agency-wide response to the unique needs of its community in an effort to meet the challenges of the future. Further, it is also a *process* by which the organization's mission, vision, values, 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.

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 Plan of the City of Anderson Police Department is the agency's process for leading, guiding, focusing and directing the agency toward achieving its ultimate mission.* This strategic plan and the associated processes are described in this written document.

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 law enforcement agency that merely focuses 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 clearly stating the agency's mission, defining its Vision and Values, stating the Primary Goals and Sub-Goals, listing the objective(s) which should be met and specifying the quantifiable types of measurements that will be used to determine the level of success. After the overview specifying the goals, objectives and performance indicators the Strategic Plan goes further into detail as to the history and the present state of affairs with respect to the jurisdiction's overall measurements in key operational areas which concern public safety. Finally, it concludes with specific strategies to achieve the desired goals and objectives.

The Mission, Values, and Vision statements indicate the broad range of beliefs, responsibilities, and services of the department. Goals are the outcomes that the agency seeks to accomplish for all of its efforts. Objectives more specifically define what needs to take place to meet current and future demands in order to achieve the goals. The performance indicators are the quantifiable (measurable) data that will be tracked and analyzed in order to determine the level of goal achievement. Strategies state as precisely as possible the actions that are required to ensure future success *based upon the information and knowledge that we now possess.*

Before any organization can effectively plan for the future, it must first determine why it exists and what functions it performs, or, in other words, define its mission. The City of Anderson Police Department's mission describes our purpose, i.e. our reason for existing. 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.

In addition to providing guidance and direction for decision-making, the organizational values also serve as a means for setting standards of appropriate behavior by law enforcement professionals. Our organization's values serve as the foundation for all department activities.

The final major component of our plan is 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 first Strategic Plan and its respective goals and objectives. This *revised plan* for fiscal years 2010 – 2014 is an updated version of the first five-year plan and reflects the updated needs and accomplishments that have been realized during the two years since 2007 when the first plan was written.

During the late spring and early summer of 2007 the City of Anderson Police Department developed its first *Five-Year Strategic Plan*. That document was an analysis of the department's business position as of the end of Fiscal Year 2007 and its plan for the future. It was written in order to provide direction for the fiscal years 2008 – 2012 which was the period from July 1, 2007, to June 30, 2012. As indicated in that document and in this one, the physical environment is fluid. Therefore, the business situation of the City of Anderson Police Department is constantly changing. Keeping with the original plan, after two years, in the summer of 2009 at the end of FY09, the first evaluation of a Strategic Plan was conducted. Findings, good and bad, were reported to management at its yearly day-long retreat. Subject to the evaluation and the ensuing discussions, and taking into account successes and challenges, this document reflects updates objectives and performance indicators which are necessary to more fully achieve departmental goals.

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.

An unstated but major 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 and have a positive influence upon the community as a whole.

Over the past several years, the Anderson Police Department has embarked on a major endeavor to change the way it does business. 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.

The department's process for measuring its success requires management to look critically at how it is staffed, the training, experience and education of its staff and its ability to address its core service requirements. In order to best serve the citizens of Anderson, the police department must constantly evolve with the community and in the same direction as the community. As such, **restructuring** will be involved. The department will be constantly looking at its core services and determining how it can best perform and continue to provide high quality service in a growing and rapidly changing environment.

This strategic planning document is the cornerstone of our management process. On a yearly basis we determine what our crime reduction strategies are through our budget process for the forthcoming year. Our yearly budgetary development process serves as incremental yearly steps and validation of the Strategic Plan. The strategies that result from that process determine the operational basis from which we develop, and re-develop, measurable objectives and restructuring plans for our organization.

Through the department's crime analysis capabilities, we focus on results-driven strategies to reduce crime and the resulting fear and anxiety that crime and disorder cause in our community. 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 increased accountability. This program ensures that division supervisors are knowledgeable about the problems in their areas, develop effective working strategies to address those problems, and are constantly developing internal and external **partnerships** to eliminate the crime and traffic problems in their areas of responsibility and/or expertise. **Technology** provides the key to 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, which includes both vocational (or job-specific) training and education, will also be a mainstay of our agenda for this plan. We will continue to hire quality personnel and provide them with the tools and skills necessary for a complex profession. Training, however, will not just focus on the new personnel. It will be our goal to improve the skill level of tenured personnel.

A local police department is the most visible component of government and by most peoples' accounts has the most impact on the daily lives of the people who live in and visit a 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.

As we enter the second decade of this century, we are facing new challenges and opportunities that were beyond our capability to imagine only a few years ago. We are facing growth that is

and will remain for sometime, unprecedented. The City of Anderson Police Department looks forward to the law-abiding citizens of Anderson sharing with the department a sense of pride in the police department and a determination to make this department among the finest law enforcement agencies in the country. The members of the City of Anderson Police Department share a common vision which is to make our city the safest community in the country and with the help, guidance, support, and commitment of our citizens and elected officials, success will come.

The first Strategic Plan and this one focuses on improving four (4) critical elements or programs: **Technology, Training, Department Reorganization, and Community Partnerships.** The section following this introduction introduces the reader to the City of Anderson Police Department's Mission, Vision and Values. Immediately following that section is the Primary Goal, the Sub-goals, the Objectives and the Performance Indicators. In this revised Five Year Plan, it was determined that in order to ease the comprehension of the written material, the information would be displayed in a more succinct and concise manner. For that reason, as one reads the document, the material begins in a summary fashion and becomes more detailed as one reads further.

Mission Statement

The mission of the City of Anderson 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, Criminal Investigations, Special Operations, Support Services, Administration 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 a 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 personnel to make decisions, expand horizons, and 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.*

III. Sub-goals and Objectives

Sub-goal 1: *Facilitate crime and traffic accident prevention and reduction through proactive problem solving strategies and community partnerships.*

Objective 1: Reduce violent crime in the City of Anderson.

Objective 2: Reduce traffic crashes in the City of Anderson.

Objective 3: Implement a *Problem Oriented Policing* program.

Sub-goal 2: *Restructuring the Department and building organizational capacity to support the reduction of crime and disorder.*

Objective 1: Restructure the City of Anderson Police Department.

Objective 2: Align the Department's work force to facilitate goal achievement.

Objective 3: Enhance human resources to support line operations.

Objective 4: Improve the performance of individual members of the agency.

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

Objective 1: Recruit, train, and retain quality people.

Objective 2: Develop a professional standards feedback program.

Sub-goal 4: *Acquiring modern technology, information management, and infrastructure that supports organizational goals and objectives.*

Objective 1: Improve City of Anderson Police Department information systems.

Objective 2: Utilize technology to improve service delivery.

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

Objective 1: Reduce violent crime in the City of Anderson.

Performance Indicator: The violent crime rate as reported in the City of Anderson Police Department's Fiscal Year Annual Reports and/or the calendar year statistics as reported in the United States Department of Justice's *Crime in the United States* (F.B.I. publication).

Objective 2: Reduce traffic crashes in the City of Anderson.

Performance Indicator: The raw count of dispatched traffic crashes as reported in the City of Anderson Police Department's Fiscal Year Annual Reports and/or the calendar year statistics for written reports as reported in the *Traffic Collision Fact Book* published by the South Carolina Department of Public Safety, Office of Highway Safety.

Objective 3: Implement *Problem Oriented Policing* Program

Performance Indicator: The number of community partnerships established and the number of citizens engaging in "quality" participation by as measured by participants' actual hours of service to the community through the partnership and the improvement to the quality of life in Anderson City due to the effort.

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

Objective 1: Restructure the City of Anderson Police Department.

Performance Indicator: The Organizational chart, fiscal budget records and the City of Anderson Police Department Fiscal Year Annual Reports will be aggressively analyzed to determine the efficiency of service delivery.

Objective 2: Align the Department’s work force to facilitate goal achievement

Performance Indicator: The Organizational chart, fiscal budget records and the City of Anderson Police Department Fiscal Year Annual Reports will be used to measure the effectiveness and efficiency of the department’s operations and quality of work. The number of units, departmental personnel and Command Staff required to meet objectives will be tracked and compared to previous periods with special attention paid to community service work-load analysis.

Objective 3: Enhance human resources to support line operations.

Performance Indicator: The amount of time line officers and investigators have to spend in-house doing follow-up paperwork and other types of “paper-pushing” activities that are in support of their community law enforcement service, but which takes their time and attention “off the road”.

Objective 4: Improve the performance of individual members of the agency.

Performance Indicator: Individual performance as measured against the average or aggregate of all members of the department. The City of Anderson Police Department Fiscal Year Annual Reports, court docket records, Uniform Crime Reports and zone analysis will be utilized to measure personnel’s contributions to the agency.

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

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

Performance Indicator: **Records of the history of successful job applicants including but not limited to work experience, educational history and military background will be maintained and compared to previous years to determine the most suitable background for successful personnel. Also, training records consisting of the numbers of personnel trained in specific and advanced skills and the resulting use of those skills in daily activities will be maintained and tracked.**

Objective 2: **Develop a professional standards feedback program.**

Performance Indicator: **The number and type of commendations received by the department on behalf of personnel; the number and type of complaints on officers; and use of force reports.**

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

Objective 1: Improve City of Anderson Police Department information systems.

Performance Indicator: The number of system failures due to crashes and other types of system breakdowns as well as the amount and type of information available through the system.

Objective 2: Utilize technology to improve service delivery.

Performance Indicator: The violent crime rate and the traffic crash rate. Violent crime rates for “hot spots” can be tracked and compared to citizen contacts. The traffic crash count will be compared to departmental activity which targets of “hot spots” during “hot times”.

IV. CURRENT RESOURCES AND EXISTING EFFORTS

Activity Overview: Fiscal Year 2009

During Fiscal Year 2009 (July 1, 2008 – June 30, 2009) the City of Anderson Police Department handled a total of 69,389 calls-for-service and wrote a total of 6,356 incident reports. Some highlights of police service included in the calls-for-service and incident reports are:

- 69,389 calls-for-service
 - 26,334 Citizen-generated
 - 43,055 Officer-generated including:
 - 23,949 Keep Checks
 - 12,298 Traffic Stops
- There were 2,104 traffic crashes
 - 1,855 crashes
 - 2 of these crashes involved fire
 - 249 Hit & Runs
- Wrote 6,356 incident reports
- Made 2,813¹ criminal charges
- Department Officers Issued 8,648 traffic citations
- The Detention Center booked in 3,253 city arrestees
- The Detention Center booked in 248 federal detainees
- The Detention Center's daily population was 106.75
 - Federal inmates was 60.67
 - City inmates were 46.08

¹ Includes all criminal charges filed by the City of Anderson Police Department personnel in both City Court and General Sessions Court. Excludes charges filed by non APD persons or entities.

Personnel (144 slots)

As of the end of FY09² (June 30, 2009) there were 144 personnel slots on the organizational chart including 94 sworn police slots and 50 slots consisting of full-time, part-time and temporary personnel who are employed in the Detention Center and administrative capacities.

Sworn Police Personnel (94 slots)

As of the end of Fiscal Year 2009, the City of Anderson Police Department had 94 sworn law enforcement slots divided among 6 units; Uniform Patrol, Criminal Investigations, Support Services, Special Operations, Administration and Detention. Those 94 positions included seven slots that were grant-funded and four vacancies. The four vacancies included three vacancies that were being held for economic reasons.

Included within the calls for service is the excessive number of major violent crimes subsequently investigated by the Criminal Investigations Unit and drug cases generated by narcotics officers in the Special Operations Unit.

As of June 30, 2009, the City of Anderson Police Department had 94 budgeted-sworn positions assigned as follows:

	Chief	Captain	Lieutenant	Sergeant	Officers	Vacancy
Patrol	1	1			4 ³	
Patrol Admin St.				1		
Patrol Shift A			1	2	7	1
Patrol Shift B			1	2	8	
Patrol Shift C			1	2	9	
Patrol Shift D			1	1	9	1
Criminal Invs.		1	1	2 ⁴	4 ⁵	1
Forensics					3 ⁶	
Evidence					1	
Special Operations		1	1	3 ⁷	7	
Support Services		1	1	1	6	1
Administration		1	1	1	1	
Detention		1	1			
Sub Total	1	6	9	15	59	4
Grand Total	94					

² The Fiscal Year ends on June 30 of the year specified. For instance, FY09 ends June 30, 2009.
³ These four officers are assigned to traffic enforcement and consist of two grant-funded DUI detection personnel and two personnel originally from A & B shifts.
⁴ Includes one grant-funded Violence Crime against Women Investigator.
⁵ Includes one grant-funded White Collar Crime Investigator.
⁶ Three Forensics personnel consists of two grant-funded CSI personnel and one Cyber-Forensics personnel.
⁷ Includes one grant-funded Project safe Neighborhoods Gang Investigator.

Non-Sworn Personnel (50 slots)

The department had 50 non-sworn personnel (personnel other than police officers) as follows:

	Records & Tech	Victim Advocate	Payroll	P/T Crossing Grds.	Temporary Receptionist	Personnel	Vacant
Patrol Animal Cntrl.						1	
Criminal Invs.		2					
Support Services			1	9			
Administration	6				1		
Detention Lieutenant						1	
Detention Sergeants						4	
Detention Officers						21	2
Detention Nurse						1	1
Sub Total	6	3	1	9	1	28	3
Grand Total							50

Law Enforcement in Anderson City

Crime in general

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 Law Enforcement services. The impact of these factors require the existing personnel to seek new solutions and aggressively pursue funding with which to combat crime. Some of these solutions have included:

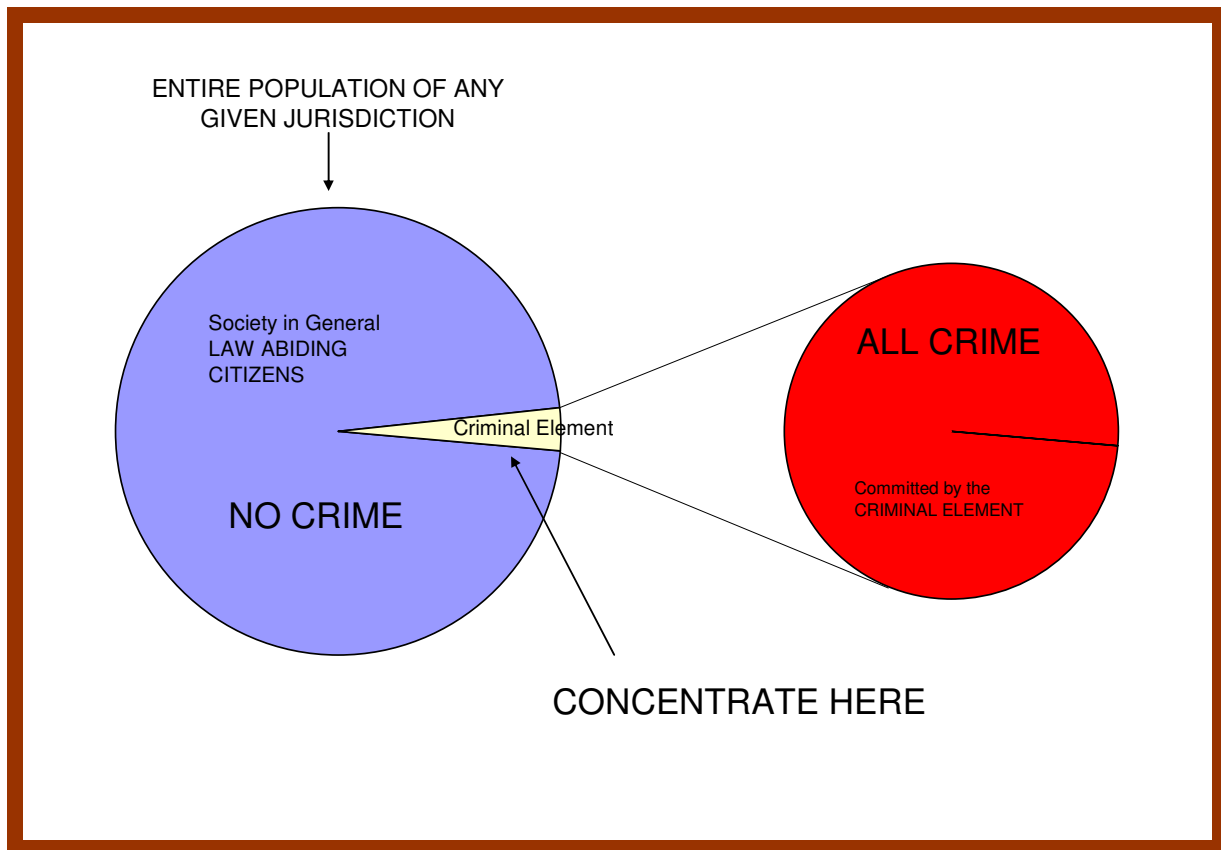
- Grant Funding
- Aggressive Asset Forfeiture
- School Funded Truancy Initiatives

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 Special Operations Unit⁸. This initiative has thus far alleviated the need to fund Narcotics Investigations from the budget of the Police Department. From 1989 to the present, all operational expenses and equipment have been funded by removing the tools from the drug dealer and placing them into the hands of law enforcement.

⁸ Special Operations was formerly known as “Vice and Narcotics”.

The past 12 years have taught us that if crime is left unchecked it will grow to unacceptable levels. The above-referenced initiatives have been effective in suppressing violent crime. Lessons learned from the past experience, 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 following illustration, which is based upon the Broken Windows Theory of Crime Control, depicts the City of Anderson Police Department’s model for its crime-control programs:



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 between these crimes and other types of criminal activity, both violent and non-violent⁹. These reports and arrests are sometimes 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 Criminal 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 periods that the street level program was most active.

⁹ 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).

The City of Anderson has realized the benefits of a significantly decreased violent crime rate since the mid-nineties and is currently enacting programs that are anticipated 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) and each have approximately the same population.

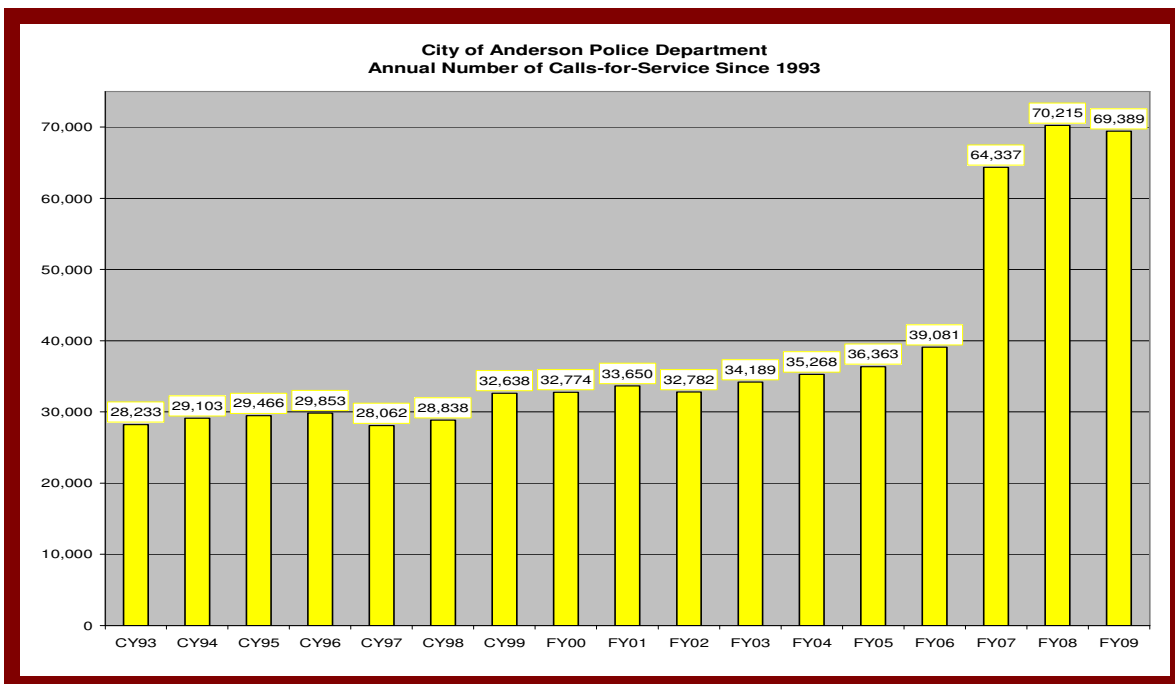
The remainder of this section details the improved public safety realized by the city through both (1) decreased crime and (2) reduced traffic accidents. An attempt is made to detail the major criminal activity and explain the frequency of the activity.

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. Many calls to the police are the result of citizens who see an advantage to stepping up their efforts in helping police by reporting suspicious activity.

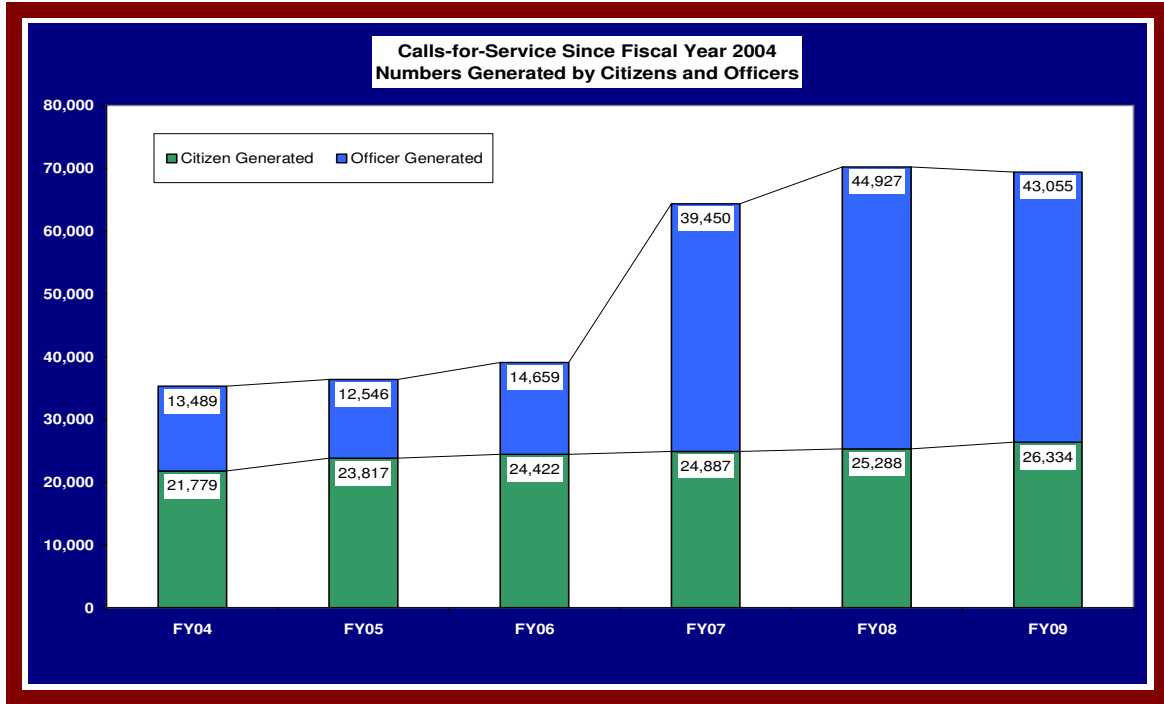
The call-for-service analysis is based upon data that is electronically downloaded from Anderson County's Central Dispatch. Every service-activity by an officer is considered a call-for-service, whether citizen generated or officer generated. Calls-for-service with a dispatch-to-on-scene time of 0:00 are almost always 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 generally 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 FY09.



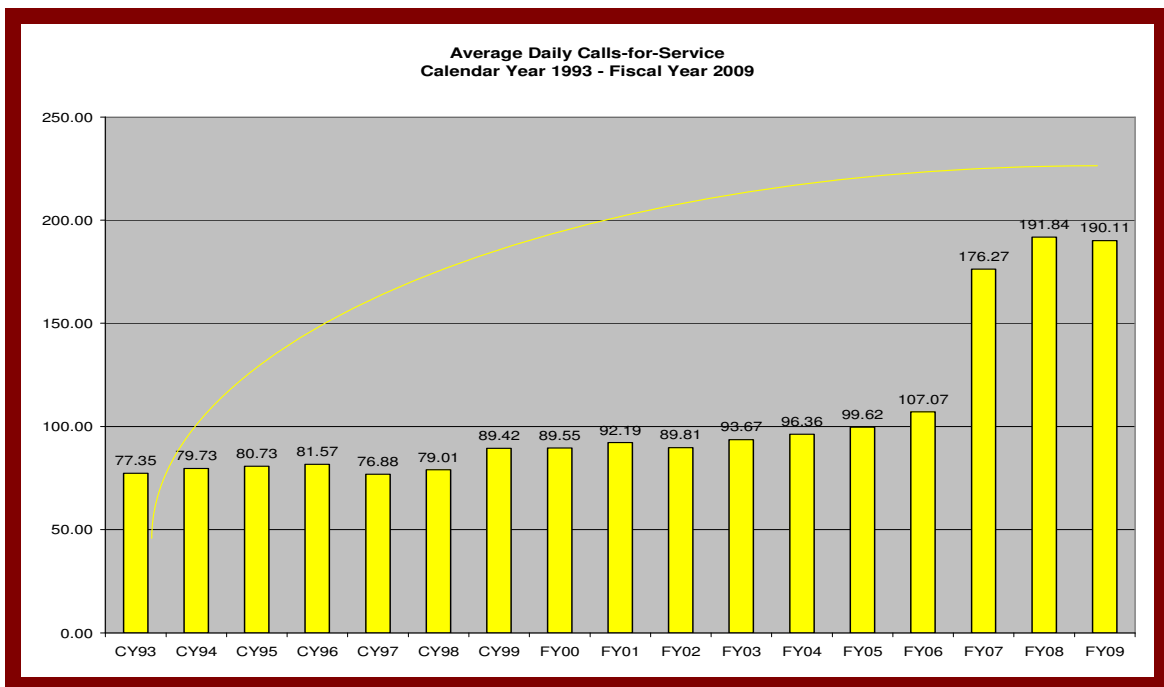
City of Anderson Police Department
 Strategic Plan for Fiscal Years 2010 – 2014
 Current Resources and Existing Efforts

As of FY07, the department began documenting keep checks and building checks in an effort to determine the additional amount of undocumented work that officers were performing. Subsequently, the department began an effort to determine the amount of calls-for-service that were the result of citizens calling for service (i.e. “citizen-generated calls”) and officers pro-actively patrolling (i.e. “officer-generated calls”). Building and keep checks are a substantial portion of officer-generated calls-for-service and are included in the following data representation for officer-generated calls beginning in FY07.



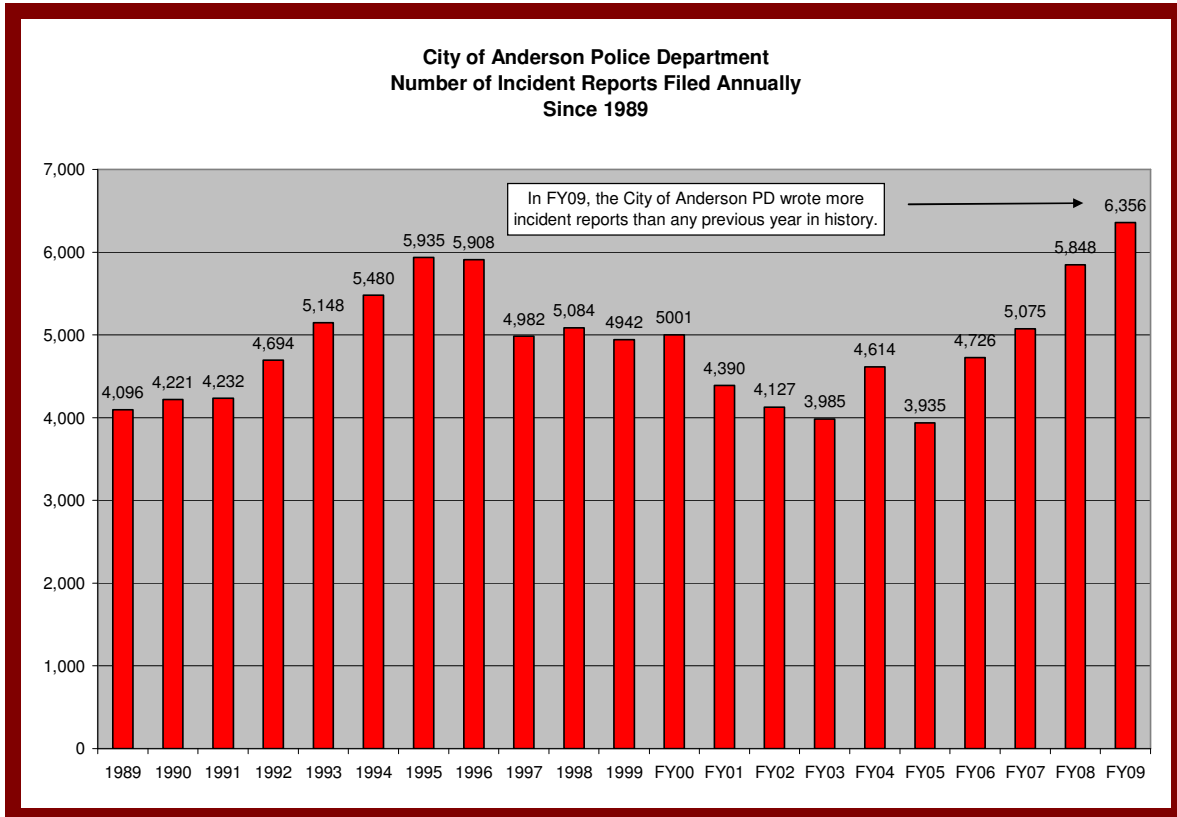
The following pages depict in chart form various time-study analysis of police department “workload” with respect to calls-for-service.

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.



Incident Reports Since 1991

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

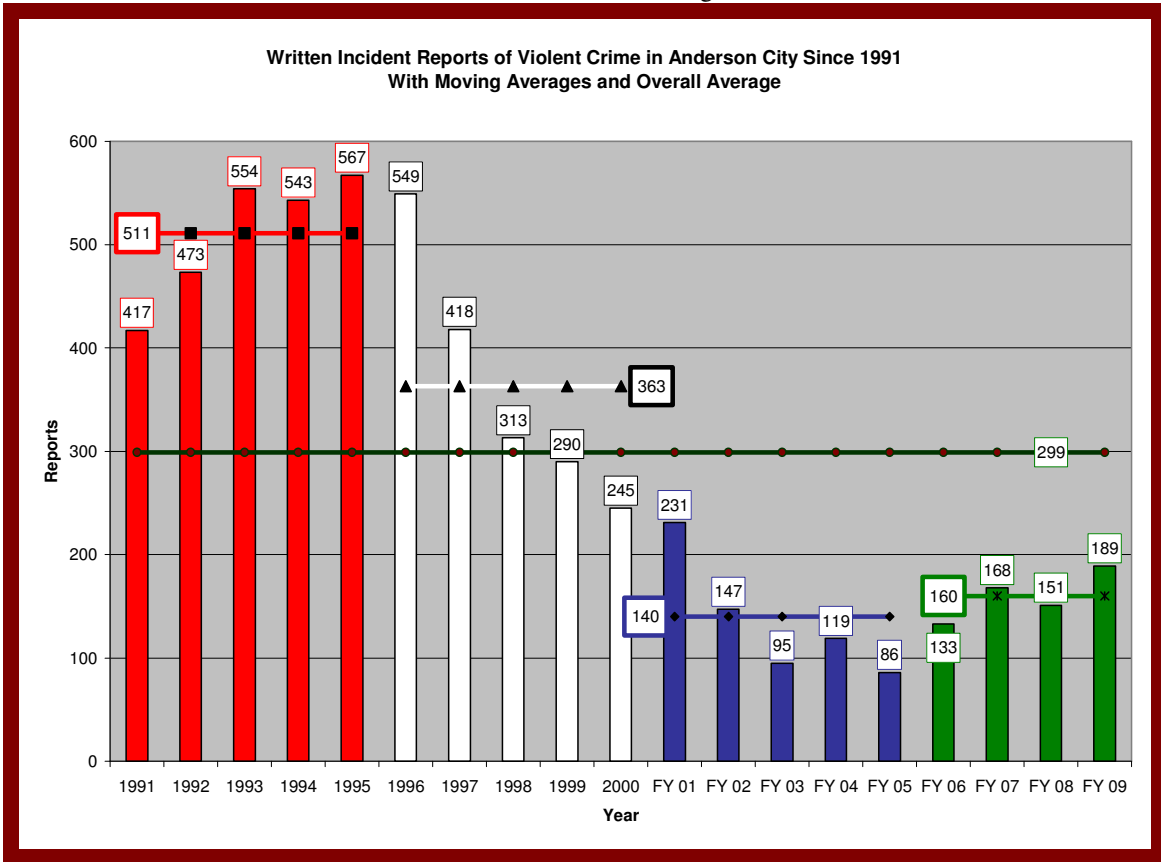


Uniform Crime Report (UCR) Violent Crime. Calendar Year 1995 was the worst year on record for overall violent crime in Anderson City. During CY95, there were 567 written reports of violent crime in Anderson City as compared to a low of 86 in FY05. For the eight consecutive years ending with FY03, crimes of confrontation decreased yearly and substantially in Anderson. FY97 – FY03 were the first seven years of the Street level Criminal Apprehension Program which was funded by federal grant dollars.

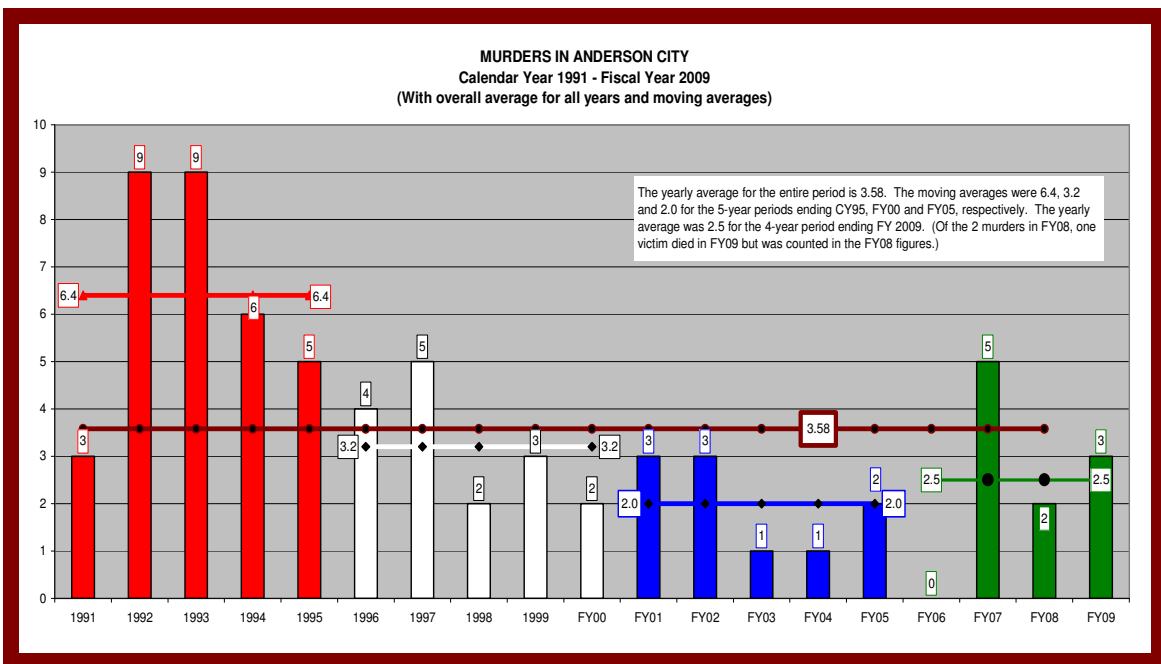
Upon the start of the program, immediately in FY97, the violent crime figures as documented by UCRs decreased by 131 (-23.9%) from 549 to 418. The five-year average from 1996 – 2000 was 363, twenty-nine percent below the five year average from 1990 – 1995. When the first seven years (1997 – 2003) of the program are averaged & compared to the previous six-year's average (1991 – 1996) of 532.83, a reduction of 53.4% to an average of 248.43 per year.

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 show an increase since fiscal year 2005. Federal funding available for the Street Level Criminal Apprehension Program was substantially reduced after FY03.

City of Anderson Police Department
 Strategic Plan for Fiscal Years 2010 – 2014
 Current Resources and Existing Efforts

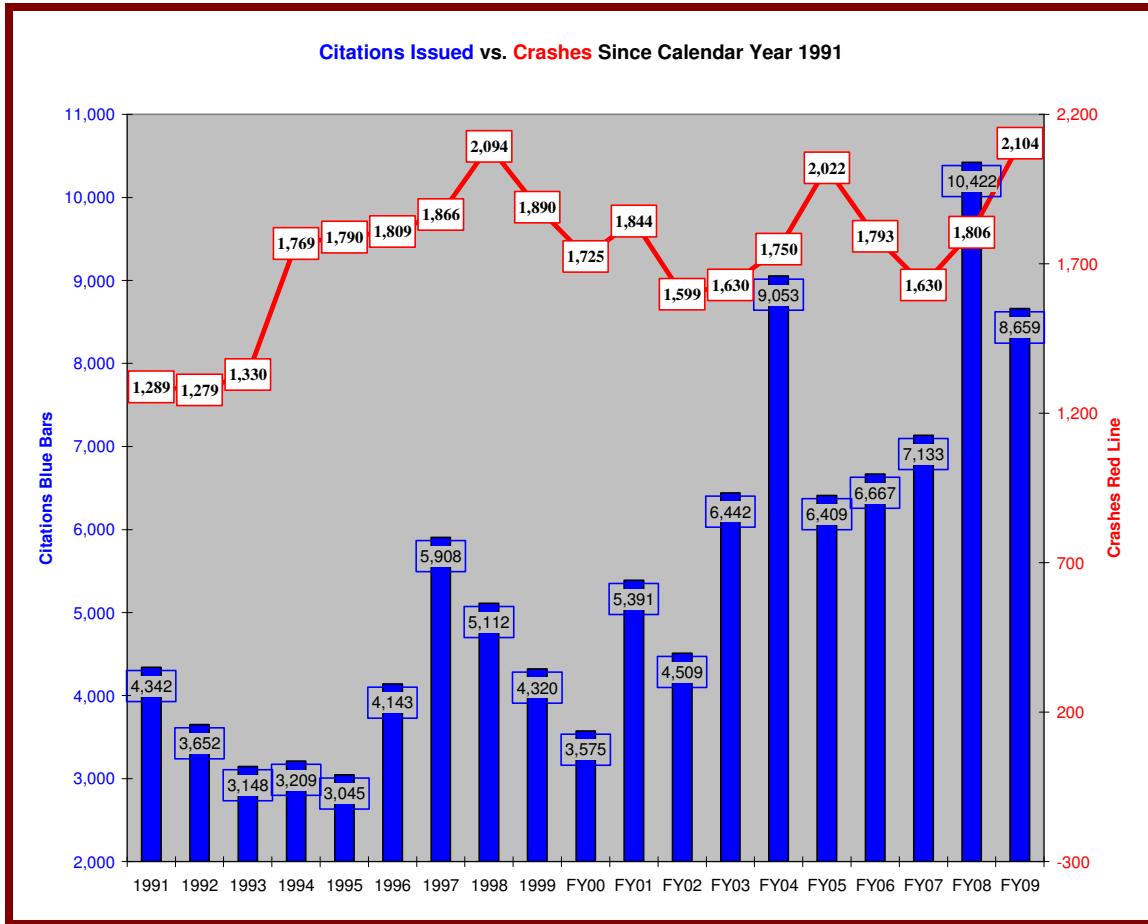


The murder rate for the City of Anderson has decreased substantially since it peaked at nine per year in 1992 and 1993. The change in the murder rate for the City of Anderson has shown a change which corresponds with that of the overall violent crime rate. The following chart depicts the yearly number of murders in Anderson City for the 19-year period ending with FY09, the overall average, and three moving averages.



Motor Vehicle Traffic Management

Since the beginning of the present decade, beginning with FY01, traffic tickets have been 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 FY09, 8,659 total traffic citations were written.¹⁰ Dispatched traffic crashes set a new record at 2,104. Citations were down by 1,763 (-16.9%) in FY09 while dispatched traffic crashes increased by 298 (+16.5%).



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 crashes occur and the variation in the number of traffic crashes across months, weekdays, hours of the day, and hours of the week, a time analysis is performed almost yearly and reported in the respective annual reports. This study provides useful information to management by allowing one to have a “picture” of the workload with respect to motor vehicle accidents. These type time studies are useful in the allocation of human resources.

Reserve Officer and State Constable Program

¹⁰ Data includes all charges filed thru in city court. Please see Appendix.

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 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 for other calls, helping to reduce response times.

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 2009, the City of Anderson Police Department Reserve Force's total “man-hours” were 4,692.05. The amount of work performed by Reserve Officers in FY09 was equivalent to employing 2.15 full time officers.¹¹ Those personnel 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.

¹¹ City of Anderson Police Officers' basic schedule is 42 hours per week for a total of 2,184 hours per year.

Sub-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, the department has been quick to mobilize its 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 includes 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 that have been proven to be effective for crime suppression. These principles are acquiring *Accurate and Timely Intelligence*, emphasizing *Effective Tactics*, and practicing *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.

Sub-goal Goal 1 - Objective 1: Reduce violent crime in the City of Anderson.

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.

The City of Anderson has illegal gangs involved in criminal activity. While Anderson, South Carolina does not have what is considered by Law Enforcement to be a *national gang problem*, we do recognize that these “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.

Illicit drug activity is the biggest crime problem in our community and it is disproportionately correlated with our youth. No other factor has a greater impact on crime in our community than drugs. The vast majority of crime is correlated with drug activity including (but not limited to) the “need” of drug-abusers to acquire money to support their drug habits. So then, drugs not only lead to other types of crimes but also are also - at present – the greatest danger to our children’s future. 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* and *PSN Anti-Gang Initiative* programs have been and will continue to 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.

Sub-goal 1 - Objective 2: Reduce traffic crashes in the City of Anderson.

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 city departments, such as Signs 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 enforcement 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*.

Sub-goal 1 - Objective 3: Implement a *Problem Oriented Policing* program.

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 types of criminal activities in our attempt to fix the "broken windows": destruction of property and sale of drugs. Destruction of property, including vandalism, 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 if it goes unchallenged 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.

Sub-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 City of Anderson Police Department and the City of Anderson Detention Center will continually re-evaluate its Human Resource needs and keep city management abreast of any shortages, challenges or deficits that affects the agency’s ability to deliver first quality service to the community of Anderson in a safe manner.

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

Objective 1: Restructure the City of Anderson Police Department.

Objective 2: Align the Department’s work force to facilitate goal achievement.

Objective 3: Enhance human resources to support line operations.

Objective 4: Improve the performance of individual members of the agency.

Each division is charged with establishing a procedure for conducting strategic analysis. Simply put, this involves analyzing what changes are anticipated to occur in the outside world (i.e.

cultural, economic, social, technological, etc.) 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?”

One of the areas wherein we can greatly increase our Return on Investment (ROI) is the K-9 program. The K-9 program has had slots for three handlers but has retired its bloodhound. The bloodhound was a “Single Purpose Dog” in that it only tracked. The other two slots are “Dual Purpose Dogs” that track, sniff for drugs, find lost articles and lost people. In other words, for the same upkeep, the Dual Purpose Dogs are a lot more useful. The department plans to operate one dog short in FY10 and to replace the retired Single Purpose Bloodhound in FY11 with a Dual Purpose Dog. The first year expense will be approximately \$22,000 which includes the cost of the animal, registration costs for training, travel expenses to training and upkeep for year one. The recurring costs for upkeep will be about \$6,500.

The Criminal Investigations Unit (CIU), which investigates major crimes including but not limited to Murder, Rape, Robbery, Assault, Burglary, Motor Vehicle Theft and Grand Larceny, has seen a tremendous increase in its workload as of Fiscal Year 2009. Indeed, according to the F.B.I. publication *Crime in the United States*, the violent crime figures for Anderson City during calendar year 2007¹² indicated a 67% increase in two years over the numbers for CY05. As of the end of CY07 the violent crime rate in Anderson City was 2 ¼ times the national average. Even though the city anticipates an approximate 30% decrease in the reported violent crimes for CY08 when the latest report is finally available, the preliminary FY09 data (as of June 30, 2009) being prepared for the FY09 Annual Report indicate an approximate 25% increase over FY08. Investigators indicate that their monthly reports show some record months for cases referred to the Criminal Investigative Services Unit for the first 8 months of CY09.

In order to meet the workload and adequately investigate the crimes in the City of Anderson, the Criminal Investigations Unit (CIU) will need approximately seven additional personnel over the next five years. In order to maximize effectiveness, the personnel needed will be as follows:

- One White Collar Investigator (2nd position)
- One Violent Crimes against Women Investigator (2nd position)
- One Polygrapher (new position)
- Two Forensics Officers (3rd & 4th positions)
- One Evidence Officer (2nd position)
- One Property Crime Investigator (2nd position)

Estimated first year start up costs and recurring expenses for the above referenced positions are as follows¹³:

¹² As of September 7, 2009, the CY 2007 figures are the latest available.

¹³ The figures are based upon constant FY09 dollars. Capital expense is for vehicles.

City of Anderson Police Department
 Strategic Plan for Fiscal Years 2010 – 2014
 Sub-goals and Objectives – An Overview

#	Component	Personnel	Capital	Total Yr 1	Recurring Costs
1	Violent Crimes Against Women (2nd position)	65,000	22,000	87,000	65,000
2	CSI Unit Officers (3rd & 4th positions)	70,000	44,000	114,000	70,000
1	Polygrapher	75,000	22,000	97,000	75,000
1	Evidence Officer (2nd Position)	45,000	22,000	67,000	45,000
1	White Collar Crime Investigator (2nd Position)	65,000	22,000	87,000	65,000
1	Property Crime Investigator	65,000	22,000	87,000	65,000
		<u>385,000</u>	<u>154,000</u>	<u>539,000</u>	<u>385,000</u>

The department is aggressively seeking grant funding for some of the above-referenced positions. In the absence of grant funding, by spreading out the implementation of the above positions over the entire five years of the strategic plan, the burden on the budget could be eased. The following table is the department’s recommendation for implementing the above-referenced slots:

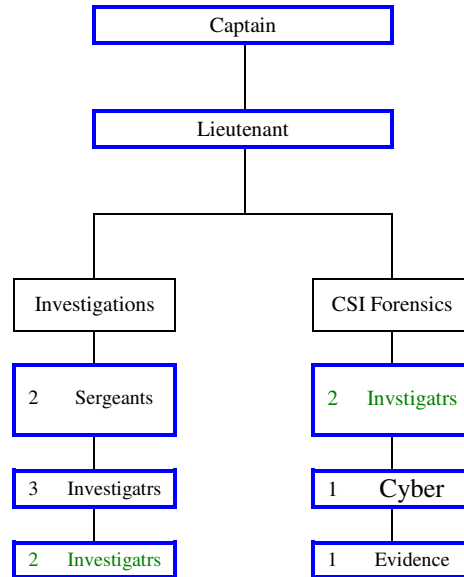
Component	Year
Violent Crimes Against Women (2nd position)	2011
CSI Unit Officers (3rd & 4th positions)	2011
Polygrapher	2012
Evidence Officer (2nd Position)	2012
White Collar Crime Investigator (2nd Position)	2013
Property Crime Investigator	2014

In addition to increasing the complement of sworn investigators by seven personnel to handle the increased workload resulting from increased violent and major property crimes, the CIU has a strong need to establish a rank structure within the Crime Scene Investigative (CSI) sub-unit, which is a component of the CIU. Crime scene investigations require an extensive amount of professional preparation in the form of basic, intermediate and advanced training. Few disciplines within the law enforcement field require more training that does Crime Scene Investigation. Additionally, much of the training involves expensive registration costs and travel (costs) to training sites far away from Anderson. Developing CSI personnel who are properly equipped for the task if CSI investigations requires a tremendous outlay of resources.

At present, the CSI sub-unit has the same rank structure as the rest of the department. This seriously upsets the morale of CSI personnel when promotions are available and when openings at other law enforcement agencies exist. Basically, the personnel who are employed in the city’s CSI sub-unit are “locked in” to that slot due to the investment the department has made in their professional development. If the department promotes the personnel to a higher rank that is available in another unit, the agency loses the huge investment it has in that particular personnel. This creates an ethical and moral dilemma. In fact, this is another situation wherein morale suffers due to what appears to be an uneven opportunity for advancement for these personnel. The question for a CSI Technician becomes “Do I stay in my present position and forego promotional opportunities for the foreseeable future or pursue a promotion & ascend the ranks in another unit?” If the department fails to offer a deserved promotion to experienced CSI personnel, there are other agencies in the upstate that are more than happy to make them an appealing offer; therefore the agency still loses the CSI services, into which it has invested so much resources.

In order to alleviate this situation, the department plans to set a rank structure within the CSI sub-unit and/or possibly make it a stand-alone unit. The current rank structure for the CIU consists

of a Captain, a Lieutenant, two Sergeants and five Investigators. This does not include the CSI sub-unit, which has four officer-level personnel: two Crime Scene Investigators, one Cyber Forensics Investigator and one Evidence Custodian.¹⁴ The following subsection of the City of Anderson Police Department’s organizational chart depicts the current setup for the CIU¹⁵:



The proposed rank structure for the CIU would include the same demarcations as are presently depicted on the left side of the chart. However, with the proposed addition of investigators there would be nine investigators instead of the five listed. (One additional slot for a Polygrapher, one additional slot for an additional White Collar Crime Investigator, one additional slot for an additional Violent Crimes against Women Investigator and one additional slot for an additional Property Crimes Investigator.) With the addition of two more CSI personnel and an additional evidence personnel there would be three more slots on the right side of the table. The City of Anderson Police Department would like to implement the following rank structure in the CSI sub-unit: one Sergeant, three class one forensics officers, 1 class one computer / phone (cyber) forensics investigator and two class one evidence officers. The CSU Technicians and the Evidence Officers would be further classified as Tech I, Tech II or Tech III based upon skill level attained. After the proposed personnel enhancements, the cost of the rank structure is anticipated to be approximately \$12,000 per year. That amount should cover the increased salary requirements for the supervisory slot as well as the pay increases for the various levels of technicians.

Another area wherein management has identified an opportunity for improvement is in the area of Patrol, specifically Community Patrol. In the spring of 2009, the department applied for Community Patrol Officers through the federal stimulus package and received \$607,000¹⁶ in federal funding for five personnel for three years with the stipulation that the department must retain the slots for a minimum of one complete budget cycle following the end of the grant award. The department would like to have a total of eight dedicated Community Patrol Officers

¹⁴ This refers to the sworn complement. There are also two Victims’ Advocates assigned under the CIU. The Victims’ Advocates are civilian employees.

¹⁵ There are four grant-funded personnel identified on the chart with green font.

¹⁶ Funding covers base salary of replacement officers (new-hires) and benefits.

by the end of 2014 therefore we anticipate applying for additional funding as opportunities present themselves.

A Community Patrol sub-unit operating under the existing management and leadership of a primary unit is desperately needed to concentrate badly needed crime-suppression resources in “hot spots” within the city. By implementing a Community Patrol sub-unit the department will be able to practice pro-active crime-reduction strategies which concentrate on improving the quality of life of people who live in and around the “hot spots” by vigorously practicing anti-crime strategies at the grassroots level. This would also help address the ever-increasing call volume and the increase in the number of citizen-generated calls-for-service, improving response time in the short run and, in the long run, decreasing violent crime.

One of the biggest areas identified as having the most potential for improvement as of the end of Fiscal Year 2009 is the Administrative Services Unit. This unit currently collects approximately \$1.5 - \$2 million in court fines annually for the Judicial Department. This situation has been reviewed and discussed with experts who have indicated that allowing a police department to collect fines from the same people who are charged by agency members is at best, bad business, and, at worst, unethical.

The city court has had one or two vacancies for some time, filling one of them temporarily, on occasion. If the court were to hire the two personnel that it is allocated, and assume its collections responsibilities, the Records personnel in the Administrative Services Unit would be able to maintain the City of Anderson Police Department’s records in compliance with state and national accreditation standards. In addition, it appears that after transferring the fines and fees collections to the Judicial Department (once the records are “gotten into shape”) it would be possible to allow one of the Administrative Services Unit personnel to assume Crime Analyst duties. Some training would be involved but we believe this would be a cost-effective method for acquiring a criminal analyst. Finally, it also appears that once the Admin Unit is relieved of the court collections activities, there will be an opportunity for the person presently functioning as a supervisor to also assume the responsibilities of *Accreditation Manager* in addition to managing the records.

In addition to transferring the court collections to the Judicial Department, improving the management of law enforcement records up to the level of adherence to state and national accreditation standards and establishing a crime analyst program, the Administrative Unit should be restructured with respect to its chain-of-command. Currently there is no possibility for any civilian in the Administrative Unit to be promoted. The unit is presently managed by a police captain and a police lieutenant. However, the day-to-day operations of the office are actually run by a group of civilian personnel. This is a morale issue as well as poor management. The sworn law enforcement personnel should not have anything to do with the collection of fines and fees levied upon citizens by them or their fellow officers. In addition, the records personnel, who are civilian members of the police department, should not be accepting money from people who are charged by their sworn colleagues in the police department. Finally, the police supervisors are only figureheads whose Human Resource potential could be best applied to other areas more applicable to Law Enforcement.

During Fiscal Year 2009, the Administrative Services Unit and the Chief of Police discussed the front office management issue and determined that the present state of affairs was unacceptable.

Subsequently, it was decided to test the approach of establishing a supervisory position in the front office. At that time the senior person was offered an opportunity to operate as the supervisor and gladly accepted, even though there was no pay grade in place to allow for a pay raise. This person has experience and knowledge in all areas of records management and holds a four-year degree from an accredited university.

The trial period has worked well for the Records component of the Admin Unit, the management of the police department, the acting supervisor and the personnel in the front office. The efficiency of the unit has been improved and morale seems genuinely higher. Considering those factors, the management of the police department strongly desire to permanently establish the supervisory position within the front office (Records) and set the position to a pay grade reasonable for that position.

The number and percentage of Spanish-speaking people who come into contact with the police had grown geometrically in the last few years. The agency has a tremendous need for a full time, permanent, fluent Spanish-speaking personnel to translate from English to Spanish and vice-versa for the numerous Spanish speaking people who come into the police department on a daily basis.

The Administrative Unit is the best fit for this person as the personnel could be employed during normal business hours and could handle the records business that applies to people who speak only Spanish. The personnel could also be available to the Booking Office as well as the Detention center during regular business hours to help with translation. Further, the personnel could be made available to the court during normal business hours when they have victims or defendants who only speak Spanish. The Admin Unit has employed a temporary receptionist who speaks fluent Spanish and English since late summer of 2008. This person has worked as a receptionist in Booking and has since begun cross-training in the front office to process payments and assist in records management. The Spanish speaking and translation skills of this person has proved invaluable to the Police Department and the Detention Center. The City of Anderson Police Department desires to convert this temporary position into a full time slot. The cost would be minimal. Benefits, including insurance would be added as well as a reasonable raise over the minuscule salary of the temporary pay scale. We believe that the total cost increase would be only approximately \$12,000.

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.

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

Sub-goal 3 - Objective 1: Recruit, train, and retain quality people.

The level of service - as measured in productivity and complexity – that policing requires that its personnel is more demanding and the end-user’s (citizens) expectations are higher that it is in any other industry, private business or governmental function. 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. Of all persons employed in all professions, police officers deal with the largest number of people, face-to-face, who are at the precise moment of contact living the worst moments in their lives.

The training level of City of Anderson Police Department sworn personnel is in need of upgrading. The overall training level of personnel is currently sub-standard. Historically, our personnel, through no fault of their own, have received insufficient training to develop the skill and the level of professionalism normally expected by the general public of a Law Enforcement agency. This is due to a number of factors but there are two that primarily affect this phenomenon: (1) When the budget is tight, training is the first victim and (2) traditionally, at the City of Anderson Police Department, professional development of management as well as rank and file personnel has not been encouraged.

Training and Recruiting are managed under Support Services. For the City of Anderson Police Department this is the best fit because it allows the same personnel who will be responsible for training new officers to screen police candidates for the people who have the highest potential to pass the South Carolina Criminal Justice Academy’s academic and physical training requirements.

To make the biggest contribution toward the professional improvement of all personnel, Support Services proposes to develop a comprehensive recruiting plan to identify and select qualified personnel and to provide training that identifies individual officer’s skills proficiency, enforces survival and tactical competency, and enhances the cognitive capabilities of each officer to effectively perform their duties and responsibilities.

Recruitment will be improved by: (1) Developing a database to track contacts made by recruiters, (2) Maintain networking relationships with military installations, college/university career service departments, and other potential sources of a qualified candidate, (3) Utilizing professional web based law enforcement recruiting sites as tools for recruitment and (4) Collaborating with other law enforcement agencies to conduct “Job Fairs”.

Current training needs will be assessed by analyzing and evaluating the results of feedback from various forums to determine the present skill level of department personnel. Then specific lesson plans will be developed and implemented for a career development program for key positions within the organization (i.e., narcotics investigators, CSI personnel, K-9 handlers, etc).

Training of existing and future police officers will be improved by identifying courses that will enhance the professional growth of law enforcement officers and by subsequently informing personnel of the various training courses that may be available to them for their specific area of interest.

The training staff will identify and host professional law enforcement training institutions to conduct classes in the upstate thereby making advanced training more accessible to more officers. The department’s training staff has already begun coordinating some training with Tri County Technical

College and surrounding law enforcement agencies to provide South Carolina Criminal Justice Academy based training through a satellite training location. To continue to meet the highest training standards, comply with SCCJA rules and regulations, achieve departmental goals and objectives and define appropriate skill sets needed by officers, the department will conduct an annual review of training programs, mandates, and electives.

The current projection is that by June 30, 2014, 95% of officers will attend in-service training and receive instruction in contemporary law enforcement topics. They will also be required to demonstrate proficiency in the use of firearms and defensive tactics. Due to the use of existing personnel for training resources, the actual dollar figures needed for the training projects are relatively small there will have to be some outlay. Probably, for the first few years, \$7500 annually would cover the training registration costs of “Train the Trainer” type courses that would allow our personnel to become qualified to train departmental officers in-house.

The City of Anderson Police Department must prepare its 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 in the quality of police service and the quality of life in Anderson, SC.

Sub-goal 3 - Objective 2: Develop a professional standards feedback program.

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, humane police, those who take command without being abusive, police officers 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, 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 a premier police department.

Accreditation

One of the best ways that the City of Anderson Police Department believes it can develop a comprehensive program for establishing and enhancing police professionalism and community trust through accountability, performance measures, training, recruiting, and adoption of modern police practices is by attaining and maintaining state accreditation.

The South Carolina Law Enforcement Accreditation program is an initiative of the South Carolina Police Chiefs' Association and the South Carolina Sheriffs' Association. The Program is a voluntary program for professional improvement. It is fashioned in ways that best meet local needs while simultaneously expressing commitment to professional law enforcement practices. Agencies that seek accredited status must be willing to provide emphasis and dedication not only to the initial accreditation process, but also to maintaining the process for the future.

The South Carolina Law Enforcement Accreditation program is managed and directed by the governing council of South Carolina Law Enforcement Accreditation (SCLEA). The governing Council of SCLEA is comprised of 15 members, representing the Municipal Association, South Carolina Sheriffs' Association, South Carolina Police Chiefs' Association, the South Carolina Police Accreditation Coalition (SCPAC), and the Association of Counties. The Council manages the accreditation process, approves development and implementation of accreditation standards, and provides guidance and interpretation of standards for applicant and candidate agencies.

All SCLEA standards are mandatory and are designed to be attainable by all agencies, regardless of size, with minimal impact on the fiscal assets of the agency. Agencies must comply with all standards addressing life, health, and safety issues, legal matters, and controlling legislation. SCLEA standards reflect the best professional practices in each area of law enforcement: management, administration, operations and support services. They reflect what should be done, but do not specify the manner in which the agency is to accomplish the requirement, leaving implementation to the agency. Standards (or portions of standards) which address functions for which the candidate agency is not responsible or does not perform, are Not Applicable (N/A) by function. The accreditation program is designed to provide a basis from which a participating agency may seek national accreditation, if desired.

While the actual cost of attaining accredited status is projected to be minimal relative to the overall police budget, there will be costs involved with upgrades and/or improvements that are necessary to meet compliance. One of the most obvious areas is in the section regarding records management and maintenance. Presently the records unit is in need of a more efficient storage capacity, both physical and electronic.

For some years the records unit had utilized electronic scanning of records but during the fall of 2007 the scanning system melted down and, although it was planned to be replaced in FY09, due to budget freezes, the \$11,400 set aside for that purpose had to be held. In addition to electronic records management, the department's records management needs additional physical storage capacity primarily in the form of shelving and file cabinets for the front office and basement storage. The unit houses records in a section of the basement set aside for records which – at present – is less than secure. Additional storage capacity (file cabinets and shelving) should be set up in the basement and the room should be secured. We estimate that the combined expenditures for a new scanning system (buying into the system that the City of Anderson, Inc. already has), purchasing and installing shelving and file cabinets for the front office and basement and providing security measures for the records area in the basement will be approximately \$15,000.

The South Carolina accreditation process is a five-phase process, consisting of (1) Application, (2) Self-Assessment, (3) On-site Assessment, (4) Council Review and Decision and (5) Maintaining Compliance and Re-accreditation. The City of Anderson Police Department is currently in stage two and is developing General Orders to comply with state standards.

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

Objective 1: Improve City of Anderson Police Department information systems.

Objective 2: Utilize technology to 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 the 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 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 attempting 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 re-engineering. 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 as measured by the violent crime and traffic crash rates.

The road of technological change is not always smooth or straight. We expect to encounter problems and glitches that will require us to re-evaluate and adjust 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 the 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 also have a presence in our entire community that instills a feeling of safety, comfort and commitment.

Major renovations are anticipated to be necessary in the coming decade for the City of Anderson Police Department but those needs have not yet been fiscally analyzed for cost. We have a need for additional space for an interview room, the Internal Affairs Investigator, a Polygrapher, several Investigators and the Training Unit. The best option available at this time is the basement at the Municipal Business Center (MBC).

City of Anderson Police Department
Strategic Plan for Fiscal Years 2010 – 2014
Sub-goals and Objectives – An Overview

The City of Anderson Police Department would like to procure the remaining side of the basement wherein the MBC gym is presently located. This area could be renovated for the Training Unit by adding offices and a training area, complete with mats, etc. If possible, a portion of the other side (the section across the hallway from the MBC gym) could be renovated into a classroom or the top floor of the MBC could be renovated into a large conference room suitable for moderately large training classes. We believe this is the most cost-effective measure for acquiring the necessary space for the Training Unit since both the basement and the top floor already have heating and A/C as well as restrooms.

The City of Anderson Police Department would like the costs for these projects to be included in the City of Anderson, Incorporated's future *Capital Improvement Plans*.

V. GOALS, OBJECTIVES AND STRATEGIES

Sub-goal 1:

Facilitating crime and traffic accident prevention and reduction through proactive problem solving strategies and community partnerships.

Objective 1: *Reduce violent crime in the City of Anderson.*

Strategies to be used to accomplish objective

1. Implement a Crime Analysis Program with full time analyst under Admin.
2. Create a dedicated Community Patrol Unit with 8 officers
3. Maintain “Street Crimes Unit” to target “hot spots”
4. Maintain Warrant Unit
5. Enhance a K-9 Unit
6. Enhance the C.I.U.’s Forensic Services capabilities
7. Enhance Cyber-forensics capabilities
8. Establish Polygrapher Investigative slot
9. Maintain Mutual Aid Agreements with surrounding l/e agencies.
10. Continue Child Internet Counter-Predator program
11. Seek grant funding for all planned police service enhancements

Objective 2: *Reduce traffic crashes in the City of Anderson.*

Strategies to be used to accomplish objective

1. Certify all line officers in speed measuring devices (RADAR)
2. Certify all line officers in Advanced DUI Detection
3. Identify streets and roads most traveled by speed violators.
4. Seek legislation for Red Light Camera Enforcement.

Objective 3: *Implement a Problem Oriented Policing program.*

Strategies to be used to accomplish objective

1. Establish a Citizens’ Police Academy
2. Establish Police Explorer Program
3. Maintain “Business Watch”
4. Recruit Reserves from citizen programs
5. Continue School Resource Officer Program
6. Participate in “Underage Drinking” project
7. Attend Neighborhood Community Meetings
8. Revive Community Patrol Bike Program
9. Participate in Anderson County Gang Task Force Project

Sub-goal 2:

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

Objective 1: *Restructure the City of Anderson Police Department.*

Strategies to be used to accomplish objective

1. Adjust staffing levels of newly established units
2. Start up Community Policing Program
3. Integrate Vice & Narcotics operations with ACSO
4. Adjust staffing levels to population demands of Detention facility
5. Maintain promotional process for Detention
6. Improve existing video surveillance system within the Detention facility
7. Implement inmate video/teleconferencing visitation

Objective 2: *Align the Department's work force to facilitate goal achievement.*

Strategies to be used to accomplish objective

1. Evaluate Unit Types and Command Staff. There are currently 6 units:
 - Patrol
 - Criminal Investigations
 - Special Operations
 - Support Services
 - Administration
 - Detention
2. Establish career development programs
3. Adjust staffing levels of all units to changing service demands
4. Transfer Court & Victim Advocate Collections to the Judicial Department

Objective 3: *Enhance human resources to support line operations.*

Strategies to be used to accomplish objective

1. Increase Administrative Assistant to 1 per Unit
2. Increase Patrol Officer slots to reflect calls for service demand
3. Identify/Appoint a Department Finance and Budget Director
 - Develop a budget replacement plan for Patrol for capital equipment¹⁷
 - Develop budget for Narcotics/Vice Unit
 - Develop budget for K-9 Unit
 - Develop budget for Forensic/Evidence Unit
 - Develop budget for training
 - Develop budget for S.W.A.T.

Objective 4: *Improve the performance of individual members of the agency.*

Strategies to be used to accomplish objective

1. Establish officer/supervisor evaluation training
2. Emphasize performance and accountability through modern management practices.

¹⁷ **Capital Equipment** - to include vehicles, Ballistic Vests, Patrol Rifles, vehicle video cameras, vehicle laptops, tasers, radar units

Sub-goal 3:

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

Objective 1: *Recruit, train, and retain quality people.*

Strategies to be used to accomplish objective

1. 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
2. Advance long-term quality of officers through improved initial hiring
 - Assign a full-time recruiting officer
3. Construct Outdoor Firing Range and Training Center
4. Construction of an indoor training facility
5. Relocation of Training Unit to MBC
6. 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: *Develop a professional standards feedback program.*

Strategies to be used to accomplish objective

1. Achieve South Carolina Law Enforcement Accreditation
2. Maintain Internal Affairs Unit
3. Maintain Police, Detention and Reserve Officer of the Month Program
4. Seek private sector sources for employee commendation & awards
 - Kiwanis
 - Sertoma
 - Merchants Association

Sub-goal 4:

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

Objective 1: *Improve Police Department information systems.*

Strategies to be used to accomplish objective

1. Participate in South Carolina Information Exchange (SCIEX)
2. Participate in Law Enforcement Messaging Switcher (LEMS)
3. Participation in DMV Online for investigators
4. Maintain SCIBRS certification through SLED.
5. Update software for Internet Crimes Against Children
6. Contribute intelligence to SLED's Violent Crime and Gang Dbase
7. Implement crime mapping program
8. Establish interoperable communication system (Palmetto 800 Project)

Objective 2: *Utilize technology to improve service delivery.*

Strategies to be used to accomplish objective

1. Coordinate I/T replacement plan for hardware and software with I/T Dept.
2. Seek funding for Red Light Camera System
3. Partner with public and private entities to develop security camera system
 - Parks
 - Schools
 - High crime neighborhoods
 - Other critical areas

VI. FUTURE DIRECTION, EXPECTATIONS 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 improve our efficiency through better work processes, technology and 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. In return, these factors have a direct influence upon the quality of life for city residents.

Based on the changing and rapidly expanding needs of the community and the increasing violent crime and traffic crash rates, it is important that the Police Department actively seeks 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 community?

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

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

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 normal turnover rate of personnel, 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 ratio 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 its present rate of growth, 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 pursue annexations resulting in a significantly larger service population or a larger geographic area, the corresponding need for additional police resources will require a serious investment in personnel and equipment. Consequently, if the city continues to annex land on the north end of the city toward Interstate-85, eventually a northern precinct may become necessary.

It is reasonably foreseeable that the calls for service will continue to increase based on the analysis of the past five years. In 2009 including citizen and officer generated activity officers addressed 69,389 calls divided among 94 officers. The standard for service based on this number is 738 calls per officer. As the calls for service activity is predicted to rise to approximately 75,000 by 2014, and the violent crime and traffic crash rates seem to be increasing, it is reasonable to conclude that 109 officers will be required to maintain an equal level of service by the end of 2014. The desire of the City of Anderson Police Department is not to merely maintain the status quo but to excel in all endeavors.

VII.

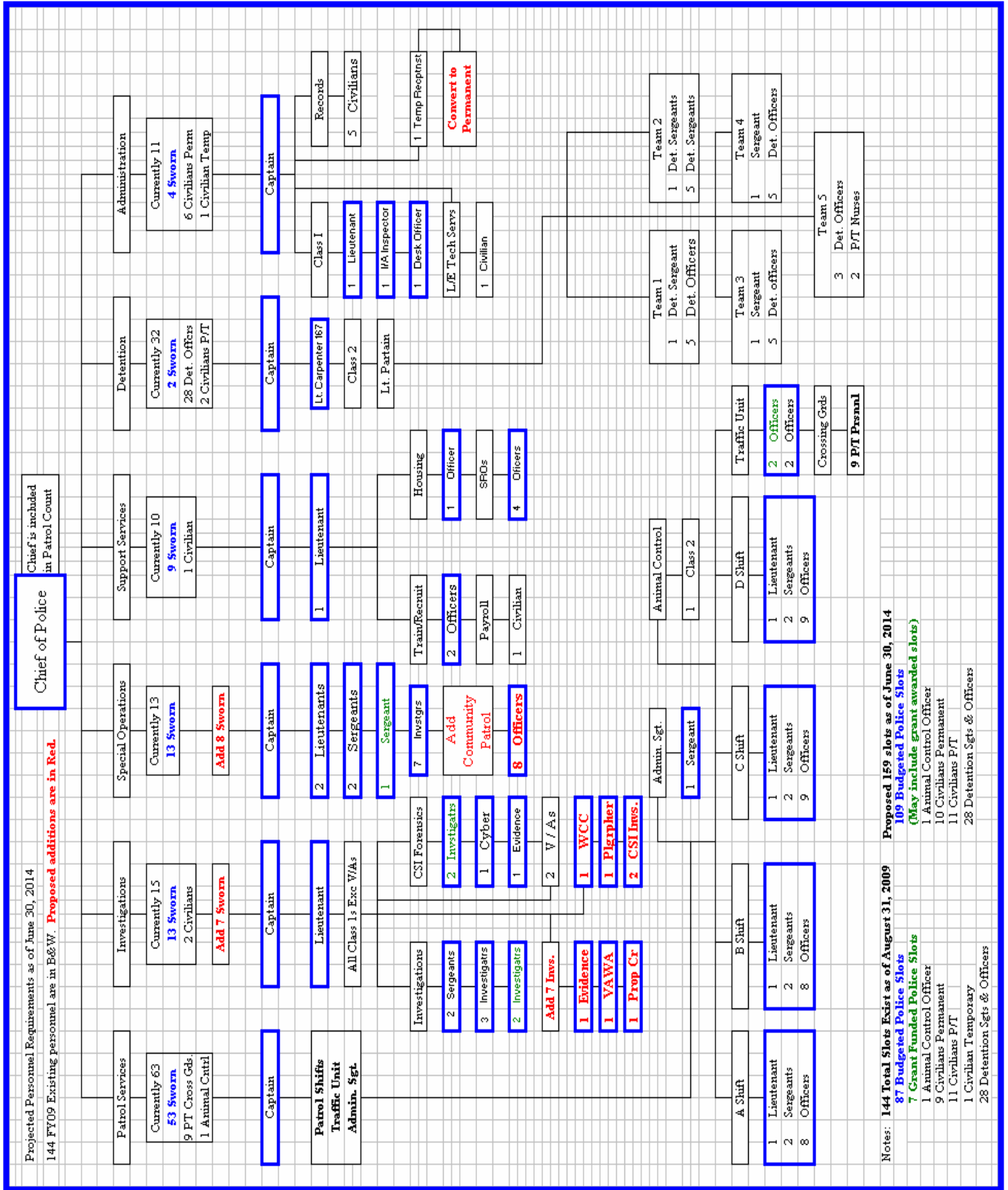
CONCLUSION

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. 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.

City of Anderson Police Department
 Strategic Plan for Fiscal Years 2010 – 2014
 Appendix: Organizational Chart as of August 31, 2009 and Proposed Enhancements by 2014



Notes: 144 Total Slots Exist as of August 31, 2009
 87 Budgeted Police Slots
 7 Grant Funded Police Slots
 1 Animal Control Officer
 9 Civilians Permanent
 11 Civilians P/T
 1 Civilian Temporary
 28 Detention Sgts & Officers

Proposed 159 slots as of June 30, 2014
 109 Budgeted Police Slots
 (May include grant awarded slots)
 1 Animal Control Officer
 10 Civilians Permanent
 11 Civilians P/T
 28 Detention Sgts & Officers

Event	Start Year	Personnel	Capital	Recurring	Year 1	Year 2	Year 3	Year 4	Year 5
					2010	2011	2012	2013	2014
Special Operations: 5 Community Patrol Officers*	FY 2010	202,000	110,000	202,000	312,000	202,000	202,000	202,000	202,000
Training	FY 2010	0	0	7,500	7,500	7,500	7,500	7,500	7,500
Administrative: Accreditation (Records Maintenance)**	FY 2010		15,000	2,500	15,000	2,500	2,500	2,500	2,500
Administrative: Civilian Supervisor	FY 2011	5,000	0	5,000	x	5,000	5,000	5,000	5,000
Administrative: Spanish Translator/Clerk	FY 2011	12,000	0	12,000	x	12,000	12,000	12,000	12,000
Criminal Invs.: 1 Violent Crimes Against Women (2nd position)	FY 2011	65,000	22,000	65,000	x	87,000	65,000	65,000	65,000
Criminal Invs.: 2 CSI Unit Officers (3rd & 4th positions)	FY 2011	70,000	44,000	70,000	x	114,000	70,000	70,000	70,000
CSI: Implement Rank Structure	FY 2011	12,000	0	12,000	x	12,000	12,000	12,000	12,000
Canine (Dual Purpose Dog)***	FY 2011	7,000	8,500	6,500	x	22,000	6,500	6,500	6,500
Special Operations: 3 Community Patrol Officers	FY 2011	121,200	66,000	121,200	x	187,200	121,200	121,200	121,200
Criminal Invs.: 1 Polygrapher	FY 2012	75,000	22,000	75,000	x	x	97,000	75,000	75,000
Criminal Invs.: 1 Evidence Officer (2nd Position)	FY 2012	45,000	22,000	45,000	x	x	67,000	45,000	45,000
Criminal Invs.: 1 White Collar Crime Investigator (2nd Position)	FY 2013	65,000	22,000	65,000	x	x	x	87,000	65,000
Criminal Invs.: 1 Property Crime Investigator	FY 2014	65,000	22,000	65,000	x	x	x	x	87,000
Total Cost for Fiscal Year		744,200	353,500	753,700	334,500	651,200	667,700	710,700	775,700

*The 5 Community Patrol Officers listed in the start-up phase are the result of a three-year grant award in the amount of \$607,000. The funds cover base salary & benefits of replacement officers (new-hires). The city is expected to retain the positions for a minimum of one complete budget cycle subsequent to the end of the funding period.

**The expenses for the Administrative Unit's Accreditation (records maintenance) is \$15,000 for scanning equipment & software, shelving and file cabinets. The recurring expenses are projected for maintenance fees and additional miscellaneous items necessary to maintain accreditation files. The figures are only estimates of future expenditures based upon the department's current projections.

***The Personnel expense for the Canine (Dual Purpose Dog) is for Training (\$5,000) and Travel to training (\$2,000). The Capital expense for the Canine (Dual Purpose Dog) is for the K-9 (\$8,500). The recurring expenses are for the upkeep of the K-9.