

Anderson City Police Department

Focus on Four

Five Year Strategic Plan

2013-2018

Safer City

Safer Neighborhoods

Safer Streets

Safer Schools

By:

Jim Stewart

Interim Chief

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Abstract

By strategic plan, the primary goal of the organization of the Anderson Police Department is to improve the overall quality of life for the citizens of the City of Anderson through the achievement of certain goals. The City of Anderson police department consists of six divisions within the agency. Consolidation of some of these services will be considered. In order to prioritize and focus on the ones that will promote the reduction of traffic crashes and crime prevention by a pro-active patrol division.

The City of Anderson Police Department must adapt to a new proactive approach to policing to improve upon the more traditional concept of responding to 911 calls. Supervisors and officers are responsible for tracking crimes in their designated areas and then devising daily attack plans to solve those crimes and prevent future offenses. To ensure this new philosophy is achievable, the city must be divided into more manageable geographic zones in addition to dividing the Patrol Division under the direction of two operational Captains. The new geographical zones will follow the dedicated wards assigned to city council districts. One Operational Captain will oversee Alpha and Charlie Shift, and the other Operational Captain will oversee Bravo and Delta Shift. There will continue to be an Administrative Captain, Detention Captain, Investigations Captain and Special Services Captain.

The Operational Captains will be responsible for commanding the city on their assigned shift workday and will be provided specialized resources and the latitude to deploy officers as they deem necessary. The goal will be to attack emerging crime patterns and trends that are unique to each geographic area.

Tracking offenses as they occur is a critical element of the new crime reducing tactics. To perform this tracking, each Operational Captain will have availability of the crime analyst to

provide daily intelligence. The crime analyst will create a daily report that identifies when particular crimes are occurring; how and where the crimes are being committed; and who the likely offenders are. This information will be provided to officers at roll call and will allow for a much more efficient and effective deployment of crime-fighting resources.

In addition to the above measures, a department-wide philosophy of Community Oriented Policing must permeate the organization. Proactive communication with community leaders and cooperative partnerships with neighbors will support the reduction of crime and improve the quality of life. The proactive techniques are an implementation of long-established and recognized methods of police work incorporated into a new, more comprehensive approach. The Focus on Four plan is designed to address the unique crime issues in Anderson, and the Anderson Police Department must take the steps explained below to successfully implement the Focus on Four Plan.

Simplify the Mission

The mission statement needs to be simple enough for the entire department and community to understand, internalize and embrace. As a result, a department will have a simple and direct mission statement that focuses on crime reduction. This mission statement must become ingrained in every aspect of the department and developed into the guiding principle. It establishes measurable crime reduction as the basic tenant of the administration.

“The mission of the Anderson Police Department is to reduce crime and improve the quality of life through a cooperative partnership with all citizens.”

Buy-In

A lack of follow-through causes many good plans to fade away. To solicit buy-in from the department and the community, the officers must display a consistent and unwavering commitment to the Focus on Four Plan. The plan must be followed and communicated on a daily basis, from roll calls to community forums.

The cores of our organizational values are leadership, pride, and dedication. The City of Anderson Police Department wants to take a step forward within the local government system and the law enforcement profession to make the City of Anderson a place where people will desire to reside, work, and succeed. There is a mandate to maintain public trust and respect by maintaining the highest standards of professional responsibility. The commitment is to respect the rights and human dignity of all individuals and values of the community. The department emphasizes providing the best service the first time, which emphasizes efficiency, effectiveness, and innovation. Every member of the department must understand how their job performance will impact on the crime rate.

Police Initiated Activity

As the Focus on Four Plan is implemented, it will become obvious that officers will still need to handle the large number of calls for service while initiating crime reducing activities. Positive recognition for increased proactive patrols will become standard. The crime analyst will document how officers respond with an increase in proactive police calls and the number of calls for service from the public.

Accountability

Every member of the Anderson Police Department will be held accountable on a variety of levels. Performance measures will be put into place for supervisors and officers and will be relentlessly monitored. There will be no exceptions when it comes to being accountable for reducing crime.

Redistribution of Tactical Resources

To hold officers and supervisors accountable for crime, the command staff must ensure that everyone has all the tools necessary to combat crime. The city will be divided into manageable zones. Then, as part of the reorganization process, specialized resources will be moved out of Special Operations and Support Services and redistributed to the Patrol Division. These resources include street-level drug and pattern-crime squads known as the Community Action Team (CAT). The Community Oriented Police Team (COPS) will continue to handle all traffic issues (enforcement, accidents, and funerals), special events and community meetings.

These two teams will also work together along with the patrol officers assigned to zones that need additional crime-reduced strategies implemented. Assigning these officers and employees to patrol allows them to combat the criminal issues unique to each zone. The officers and employees must adopt a proactive and urgent approach to police. Using a 'swarm' mentality, all available units will respond to in-progress calls to increase the chance of capturing the suspect

and preventing future crimes. In addition, most magistrate level offenses will be investigated from start to finish at the time of the initial report. Very few cases will be referred to a detective for misdemeanor investigation. The COPS team grant is slated to end in FY 2013/2014 with (3) positions ending in September 2013 and (2) positions ending in December 2013. The department has applied for a 2 officer Traffic Grant through the South Carolina Department of Public Safety for FY 2013-2014. The police department will request continuation of the COPS team to assist traffic enforcement, special events, and community policing.

The decentralization of division resources will place officers and employees near the citizens they serve. This will allow the formation of close working relationships and a firsthand knowledge of the issues in the assigned geographic areas of responsibility.

To effectively combat crime, the Operational Captains will begin closely monitoring the Uniform Crime Report (UCR).

The yearly crime report of all cities is derived from the UCR. This report was developed by the FBI in 1930 as a way of standardizing jurisdictional crime measurements throughout the nation. The UCR tracks seven crimes that include murder, rape, robbery, aggravated assault, larceny-theft, auto theft and burglary. UCR is the mechanism by which national reporting is standardized. An essential performance measure for the Focus on Four Plan will be accurate reporting of the crime in Anderson. Internal reporting guidelines have been established for the record management system (RMS) and all supervisors have and will continue to receive in-depth training. This training ensures that crime is reported correctly by UCR standards.

Violent and Property Crime Rates 2011 per 100,000 Population as per <i>Crime in the United States 2011</i>				
<u>Region</u>	Crime Rates per 100,000 inhabitants			
	<u>Violent</u>	<u>Property</u>	<u>Population</u>	<u>Data Source</u>

United States	386.3	2,908.7	308,745,538	(Table 4)
South	428.8	3,370.8	116,046,736	(Table 4)
South Carolina	571.9	3,904.2	4,679,230	(Table 4)
Anderson County MSA	582.7	5,123.5	189,305	(Table 6)
Anderson County w/o City	478.1	4,251.2	162,308	(Table 6 Extrapolated)
City of Anderson	773.3	7,503.6	26,997	(Table 6 Extrapolated)

2011 FBI Crime in the United States

Violent and Property Crime Rates 2010 per 100,000 Population as per <i>Crime in the United States 2010</i>				
<u>Region</u>	Crime Rates per 100,000 inhabitants			
	<u>Violent</u>	<u>Property</u>	<u>Population</u>	<u>Data Source</u>
United States	403.6	2,941.9	308,745,538	(Table 4)
South	452.0	3,438.8	114,555,744	(Table 4)
South Carolina	597.7	3,900.4	4,625,364	(Table 4)
Anderson County MSA	586.0	4,707.8	187,031	(Table 6)
Anderson County w/o City	561.0	4,308.5	159,706	(Table 6 Extrapolated)
City of Anderson	731.9	7,041.2	27,325	(Table 6 Extrapolated)

2011 FBI Crime in the United States

Violent crime decreased in every region in 2011 except the City of Anderson.

Intelligence Led Policing

Tracking offenses as they occur is a critical element of the department's new crime reducing tactics. It will allow the Operational Captains to deploy the newly decentralized resources to attack emerging crime patterns and trends as urgently as possible. To provide this real-time intelligence information, the department requests the formation of the Crime Analysis Unit. A daily analytical report will be created to identify when, how and where the crimes are being committed, and who the likely offenders are. This information will allow for a much more efficient and effective deployment of resources.

The first step in launching intelligence-led crime fighting is to coordinate the capture of information with the department's records management system to create a data warehouse. It will enable the crime analyst to easily access data and produce daily reports for the zones. These reports will detail crimes committed in a 24-hour period and will compare each day's crimes to the previous month and to the same month as the prior year. The Operational Captains will closely follow the major violent and property crimes, as these offenses account for the majority of crimes committed. Success will be evaluated based on the crime rate reduction for that month, as compared to the same month the prior year. The computer mapping of crime data will be completed on a weekly and monthly basis.

The Operational Captains will be able to easily determine where crimes are being committed geographically and will be able to utilize the information from these maps to assist in decision making and strategies. In order to ensure the highest level of accountability, the Anderson Police Department will institute a monthly review process. The reports will contain high-level details on all crime and related responses for each district. The Chief of Police will review these reports at monthly meetings that will be attended by each Captain. This will allow for a department-wide review and analysis to make sure each supervisor, and the officers are doing their part to effectively reduce crime. In essence, they will become the report card for the Operational Captains and their staff. This prototype shift of expecting officers and supervisors to proactively reduce crime by strategy will be the normal approach of policing to improve upon the more traditional concept of responding to 911 calls.

Proactive and Preventative Policing Initiatives

A department-wide cultural shift from responding to 911 calls to a new, proactive approach that will multiply enforcement and the community interaction of the officers. As the

officers observe their efforts making a difference, morale will also increase. Supervisors will allow officers to develop initiatives to address crime problems specific to their assigned areas.

The CAT team armed with intelligence about repeat offenders and crime patterns in their zones will be able to identify suspects, solve crimes and prevent additional crimes from occurring. These officers will immediately begin the follow up investigation in concert with Patrol before a detective is assigned to a case. Two CAT officers will work under the direction of each Operational Captain and Patrol Lieutenant. The crime problems of each hot zone will determine if the CAT officers focus on street level narcotics, prostitution, thefts or other crimes. The Operational Captains will coordinate between Patrol and the Criminal Investigative Division (CID) to ensure all entities are sharing intelligence and working together to address crime patterns. The Patrol Lieutenant will serve as the key point of contact for citizens, which will enhance working relationships with the community.

Traditionally, crime analysis has indicated that crime increases during the summer months when school is out. Grant awarded funding will be utilized to provide extra patrols at the appropriate times and places. School Resource Officers (SRO) will also be reallocated to the CAT team during the summer, and resources will be placed in those locations with a target-rich environment such as known drug areas and high crime areas. The SROs will also communicate to students before the end of school the department's zero tolerance on juvenile crime. In addition, the COPS unit will provide common sense crime prevention tips through a media blitz. The officers will place personalized flyers on cars informing owners of items left in plain view that would tempt a criminal. The objective is twofold: to educate citizens on how to avoid becoming a victim of crime and to send a strong message to the criminals of increased police presence.

The Narcotics Unit will continue investigation into upper-level drug traffickers citywide and its coordinated efforts with the CAT team. Through the citizen complaints and at community meetings officers will identify areas known for “open air” drug sales or areas where drug sales fuel other crimes. The CAT team will identify those responsible for the street-level sales and the Narcotics unit will ascertain and target the upper management of suppliers to those street dealers.

Partnering with the Community

The department’s Community Oriented Policing philosophy continues to be an open line of communication and mutual trust. These positive relationships are a cornerstone of the police department. By partnering with the community, our mission of crime reduction will be their mission as well. Our officers will be tasked with identifying the needs and concerns of those living or working in the areas they patrol. The benefits of these relationships are seen in every neighborhood. At the current community meetings officers address prostitution in neighborhoods and call that report suspicious activity that led to further arrests and suspects. With the addition of take-home vehicles, officers now can hold roll call prior to their shifts at some community meetings and special events. This puts our officers in the neighborhoods where the residents can learn their names and follow the community-oriented policing principle.

An integral part of our Community Oriented Policing is the Neighborhood Watch Program. After all, who knows a neighborhood better than those who live and work there? The department must rely on the citizens to truly act as the eyes and ears of the community. A collaboration of residents, neighborhood watch members, civic association groups, and business partners are critical to the department’s crime reduction success. Another benefit is when media stories focus on positive police actions and the established relationships with neighborhood leaders which help to balance the community’s perspective. FACEBOOK and TWITTER will be

further utilized to send real-time information. Crime prevention tips, crime alerts and arrest information will be consistently posted. The department will post this plan to the City's website. This plan in itself highlights what the department will be doing to keep the community safe. It also educates citizens on how they can get involved in the department's community meetings and efforts to improve their neighborhoods. Constant communication and collaboration will be essential in the efforts to reduce crime. Citizen and police interaction can truly be described as a team effort. We all have a duty to help reduce crime - neighborhood by neighborhood.

Restructure of the Wrecker Rotation Policy

The police department will investigate and implement a one wrecker under contract owners request policy to tow all vehicles involved in traffic accidents in the city of Anderson. The reasoning for the transition is twofold. First as a municipal government agency the responsibility of service is to the citizens. By bidding this process out in an open forum the department is able to select a qualified towing service that will give the residents and visitors a fair and equitable towing charge. Secondly due to concerns by business owners that have stated that some towing companies are less than professional in their occupation the department is able to choose the most qualified and efficient towing company to represent the City of Anderson.

Restructure of the Promotional Process

On January 23, 2013, the Command Staff of the Anderson Police Department met for a retreat at an off-site location to discuss and restructure the promotional process for 2013 – 2014. The Command Staff collectively agreed first that experience is of high importance. In the promotional process and to promote and filling a position with less than qualified individuals takes away from the promotional process and will not benefit the overall agency with less than qualified individuals. The Command Staff agreed the rank of Corporal should no longer be given upon recommendation of a supervisor but earned through the promotional process. In

addition, the Command Staff agreed that interviews will arise for the position as the vacancy occurs rather than a comprehensive interview process during promotional testing. The following chart directs the requirements for the promotional process in FY 2013-2014.

Patrolman First Class

1. 2 years of unbroken service as a class 1 certified police officer in South Carolina with the Anderson Police Department.
2. Recommendation of Supervisor.
3. No disciplinary actions within the previous year.

Corporal

1. 4 years of unbroken service as a class 1 certified police officer in South Carolina with the Anderson Police Department.
(or)
2. 3 years of unbroken service as a class 1 certified police officer in South Carolina with the Anderson Police Department and 2 years of unbroken service as a class 1 certified police officer in South Carolina with another law enforcement agency.
3. Completion and passing Field Training Officer class.
4. Completion and passing First Line Supervision class approved by the Chief of Police.
5. Completion of the APD Promotional Process with adequate scoring as approved by the APD Command Staff.

Sergeant

1. 2 years of unbroken service as a class 1 certified police officer in South Carolina with the Anderson Police Department as a Corporal and 4 years of total unbroken service as a class 1 certified police officer in South Carolina with the Anderson Police Department.
2. Completion and passing of the Field Training Officer class.
3. Completion and passing First Line Supervision class approved by the Chief of Police.
4. Completion of the APD Promotional Process with adequate scoring as approved by the APD Command Staff.

Lieutenant

1. 3 years of unbroken service as a class 1 certified police officer in South Carolina with the Anderson Police Department as a Sergeant and 7 years of total unbroken service as a class 1 certified police officer in South Carolina with the Anderson Police Department.
2. Completion and passing of the Field Training Officer class.
3. Completion and passing First Line Supervision class approved by the Chief of Police.

4. Completion of the APD Promotional Process with adequate scoring as approved by the APD Command Staff.

Captain

1. 3 years of unbroken service as a class 1 certified police officer in South Carolina with the Anderson Police Department as a Lieutenant and 12 years of total unbroken service as a class 1 certified police officer in South Carolina with the Anderson Police Department.
2. Completion and passing of the Field Training Officer class.
3. Completion and passing First Line Supervision class approved by the Chief of Police.
4. Completion of the APD Promotional Process with adequate scoring as approved by the APD Command Staff.
5. Unanimous recommendation of the Command Staff and appointment by the Chief of Police.

The promotional criteria will be based at or in close relation to the following percentages.

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|----------------------------|-----|--|
| 1. Written test (APD Test) | 45% | |
| 2. Evaluations | 20% | |
| 3. Orals | 20% | |
| 4. Education | 5% | |
| 5. Fitness points | 5% | (availability to participate/non-participate) 6. Chief's |

Grant Requests

The police department is pursuing the following grants through FY 2013 -2014:

- **Traffic Enforcement Unit** – No Match ○ 2 officers including vehicles and equipment
- **SWAT Armored Response Vehicle** - \$15,950 Match Required
- **CSI Enhancement** - \$2,671 – Match Required ○ Overtime, Training, and Equipment
- **Law Enforcement Equipment** - \$12,819 – Match Required ○ Service Weapons ○ Ammunition ○ Radios ○ Body Armor

- **Firearms Training Simulator** - \$9,225 – Match Required
- **PREA Coordinator** – No Match ○ Salary and Benefits
- **VAWA** – In-Kind Match (No Cash) ○ Salary and Benefits for Violent Crimes against Women Investigator
- **SCMIT and SCMIRF Grants**
 - Up to \$2,000 reimbursement for Taser and Body Armor Purchases
- **BVP Grant Program** ○ 50% Reimbursement for Body Armor Purchases

Anderson Redevelopment Area Grant Proposal – No match – U.S. Department of Justice

Focus of Grant: ○ Job Training Program for Careers in Construction
Demolition and Rebuilding of Houses in the West Anderson Redevelopment Area
GED Classes for Individuals in the West Anderson Redevelopment Area

Major Items Currently in Grant Budget:
Renovation of the West Wing of the Westside Community Center
Community Officer Construction Manager
GED / Computer Teachers

PREA Compliance

With the April 2012 release of the Prison Rape Elimination Act (PREA) standards and a one-year period to move into substantial compliance with them, administration and personnel of the Anderson Police Department Detention Center must work diligently to incorporate PREA principles into the facilities' operations. This is new territory for those in corrections and the entire staff agrees that inmates held in custody should be safe from sexual coercion and harassment.

A well-run detention center minimizes the possibility of such incidents. These standards will provide guidance to the Anderson Police Department Detention Center for managing the facility free from sexual coercion and harassment. The detention center administration staff will need to reallocate some resources operationally to implement them appropriately.

South Carolina Law Enforcement DNA Analysis Requirement

The General Assembly has allocated funding in the South Carolina Law Enforcement Division's FY 2012 – 2013 budget to implement legislation requiring the collection of DNA samples from qualifying persons upon arrest. A DNA profile will be generated from these samples for inclusion in the DNA Database known as the Combined DNA Index System (CODIS).

CODIS is a collection of DNA databases from forensic laboratories used to provide a national information repository where law enforcement agencies such as the Anderson Police Department can share DNA information that will provide investigatory assistance. DNA profiles of individuals outlined in the Code of Laws of South Carolina 1976 Title 23 Chapter 3 Article 9 (State Deoxyribonucleic Acid (DNA) Identification Record Database Act) are maintained in computer files and compared to DNA profiles collected from items of evidentiary value. The South Carolina Law Enforcement Division will move forward with this program and asks that the Anderson Police Department coordinates its efforts for implementation. The detention center administration staff will need to reallocate some resources operationally and coordinate with Forensics to implement this new law. The police department will benefit greatly from this law in partnership with SLED.

South Carolina Police Accreditation Coalition (SCPAC) re-accreditation South Carolina Police Accreditation Coalition (SCPAC) primary mission is to promote professional excellence through accreditation among South Carolina's public safety agencies including police

departments, sheriff's departments, training academies, and communication centers. The Coalition accomplishes this through a series of mission-critical objectives in which member agencies are assisted with developing professional, legally defensible policies, procedures, plans, analyses, goals, and objectives.

State accreditation demonstrates the department's commitment to develop and implement standards which create greater administrative efficiency, increase operational effectiveness, and develop strategies to reduce crime. With an emphasis on training, technology, organizational structure, and community partnerships, the City of Anderson Police Department is committed to improving the quality of life for our citizens.

In achieving state accreditation, the Anderson Police Department has established itself as a law enforcement agency in pursuit of professional excellence. Fewer than 15% of law enforcement agencies in South Carolina have attained and maintained State or National accreditation. SCPAC assessors will appear on-site at the APD in October 2013 for state reaccreditation. The assessors will conduct an inspection of the operations, management, and administration of the department for the purpose of determining if the APD followed SCPAC standards and warrant re-accreditation status.

Police Vehicle Replacement Plan

At the current time the replacement of marked patrol vehicles is the department's greatest need. Currently the police department has at least 13 vehicles that are in poor condition. The following are those vehicles with the current year and mileage.

Unit	Year	Make	Model	Mileage	Condition
17	2004	Ford	Crown Victoria	154,865	Poor
23	2003	Ford	Crown Victoria	137,704	Poor
24	2000	Ford	Crown Victoria	115,132	Poor
25	2003	Ford	Crown Victoria	156,320	Poor
*32	2004	Ford	Crown Victoria	60,774	Poor
33	2004	Ford	Crown Victoria	100,578	Poor
36	2001	Ford	Crown Victoria	153,338	Poor
45	1999	Ford	Crown Victoria	93,237	Poor
46	1999	Ford	Crown Victoria	109,400	Poor
49	2002	Dodge	Durango	129,000	Poor
61	2001	Ford	Crown Victoria	147,131	Poor
64	1998	Ford	Crown Victoria	125,857	Poor
77	1998	Ford	Crown Victoria	101,786	Poor

*32 – Former K-9 Vehicle (electrical problems)

The department will research state contract law enforcement vehicles along with independent contractors. The department will develop the best vehicle replacement plan, based on fuel usage, and which company will offer a vehicle trade in program along with lease options to purchase. The department will research costs associated in 2012 to keep these older vehicles on the roadway versus a payment lease option for new vehicles.

Council Replacement Plan

The department under the direction of the Public Safety Committee of Anderson City Council has created a replacement plan for the procurement of technological equipment. The council granted the first request, and the city was able to purchase much needed equipment such

as weapons and communications. The council has also granted the second year of the replacement plan that addressed the following additional needs of the department which include laptops and stands for all patrol cars to utilize a records management system for incident based reporting through the NIBRS system. This system allows for warrants and field interrogation to be verified and added from an officer's patrol car. The department has the availability of having a broadband network for the use of this system rather than having to utilize Wi-Fi technology. In addition, the department has purchased AR-15 Patrol Rifles for current violent criminal activity and to replace the aging technology of a shotgun.

The department secured funding from the stimulus plan to equip every officer with a tazer, an electrical device that stuns a resisting suspect and keeps injuries and work-related injuries to a null. In the future the department will apply for grant funding for the ageing tazers, but if not approved the department will request funding through an equipment replacement plan. The department has also secured funding for the department from the stimulus plan to supplant many of the outdated bullet proof vests of the officers, but if future grant funding is not approved the department will request these items through an equipment replacement plan. In addition, the department partnered with Anderson County in a grant for the award of the Palmetto 800 Radio System Network. This has stepped the department into the next century for communication equipment to contact fire, ems, and other law enforcement agencies. The user fee is covered until 2015, however; the department will evaluate the cost of the user agreement fee and determine a request for funding or need to revert back to the older police channel. This would also eliminate the department's ability to communicate with other emergency agencies.

Conclusion

For the first time in history, finding an organization's self is more than a good idea; it is imperative for successful business. A company that listens and responds to all its stakeholders can construct a business model to form long-term partnerships throughout the global workplace. The outcome is increased job satisfaction, lowered absenteeism, effective supervisory advancement, increased cooperation, higher staff retention, and a high level of motivation.