

Anderson City Police Department

Focus on Four

Five Year Strategic Plan

2019-2023

Safer City

Safer Neighborhoods

Safer Streets

Safer Schools

By:

Jim Stewart

Chief

April 13, 2018

Executive Summary

Organizational Structure

Crime Reduction

Work Force Development

Pay Incentive Compensation Plan

Technology

Capital Improvements

Long Range Goals

Conclusion

EXECUTIVE SUMMARY

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 five 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.

Organizational Structure

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. The Command Staff comprised of Division Captains and Lieutenants will be responsible for the 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 beats. The new beats will be assigned by the Chief based upon needs as determined by Compstat. While the primary responsibility for response to crime remains with the Patrol Division, all divisions must understand their roles in the successful implementation of this new model. To achieve the desired results, all staff members must be invested, so we create a holistic response to a common purpose – crime reduction.

Each Lieutenant will be responsible for commanding their assigned beat on each assigned work day and will be provided specialized resources and the latitude to deploy officers based upon availability of resources as they deem necessary. The goal will be to attack emerging crime patterns and trends that are unique to each beat.

Tracking offenses as they occur is a critical element of the new crime reducing tactics. To perform this tracking, each Lieutenant will have availability of the crime analyst to provide weekly intelligence. The crime analyst will create a weekly report that identifies when particular crimes are occurring and; how and where the crimes are being committed; and who the likely offenders are. This will also include emerging traffic accident patterns. This information will be discussed in the Command Staff meeting comprised of Captains and Lieutenants with the Chief every Wednesday at 8:00am. The information will then 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 neighborhoods will support the reduction of crime and improve the quality of life. Command Staff comprised of Captains and Lieutenants will ensure that this information is reaching our stakeholders at community meetings. The department will also utilize social media. 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, the 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, there must be 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 core values of our organization 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 upkeep the 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 the crime rate.

Consistency is the key to success. This theme has been the key point amongst all ranks. This relates to policy enforcement, internal investigations, discipline, training, and promotions. With this bold new plan the department is emerging in new areas to tackle community problems with creative programs. There is one APD, and everyone must be working toward a common purpose. Everyone must be willing to step in when issues arise including our stakeholders in the residential and business community.

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 the standard. The crime analyst will document how officers respond with an increase in proactive police calls and the amount 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.

Police Website

In April 2018 the City of Anderson Information Technology division updated the Anderson Police Department website (www.andersonpd.com). The police website will be utilized to publish the Focus on Four plan and daily, weekly, and monthly activities. The department will publish all press releases and information relevant to public safety in the Anderson area on the website. The website will show the transparency of the agency in the following new formats.

Citizen Generated Investigations

The Anderson Police Department thoroughly documents all complaints generated externally by citizens involving its employees. To accurately inform the public of the outstanding work accomplished by our officers, a monthly report will be published on the Department's website telling our story. It will contain Case #, Summary of the Allegation, Demographic Information relating to Race and Gender, Allegation(s) , and Disposition(s). It will educate the community about the Administrative Investigation process and who is involved. It will explain the nature of the complaint determines the investigating entity; however, all cases are centrally recorded, tracked and managed by the Professional Standards Office to ensure timely completion and consistency.

The Inspector of the Anderson Police Department will maintain these reports. The following chart shows an example of how the Citizen Generated Investigations will be reported on the website monthly. A monthly and yearly report will be given to the Chief of Police.

Case #	Summary	Involved Officer(s)			Complainant(s)			Allegation(s)	Disposition(s)
		Number	Race	Gender	Number	Race	Gender		
2017-009	An officer was alleged to have been rude to a complainant during the course of the investigation of her case.	1	W	M	1	B	F	Courtesy/Customer Service	Unfounded
2017-023	An officer was alleged to have improperly handled a vehicle collision.	1	B	M	1	B	F	Improper or Inadequate Investigation	Disposition Pending-Currently Under Investigation

Report to Control Active Resistance

The Anderson Police Department thoroughly documents all incidents where any type of force is used by one of our law enforcement officers. Essentially, a Report to Control Active Resistance is to be completed any time an officer engages in uses of hands-on or greater physical force to seize, control, or repel any individual that demonstrates non-compliant behavior or is perceived by the officer to otherwise pose a threat or harm to him or others.

The different categories used in the monthly **Report to Control Active Resistance**: Any force used by an officer to compel compliance from a subject in conformance with the officer's official duties, whether on or off duty or while employed in an off duty paid detail, including:

- a. Physical force:** Use of any part of an officer's body, such as joint manipulation, leverage, pain compliance, take down maneuvers or neck restraint holds.
- b. Chemical agents:** Use of any chemical agent to overcome subject resistance.
- c. Impact tools/strikes:** Use of any tools, object or body part to strike a subject
- d. Electronic tools:** Use of any electronic equipment on a subject being controlled
- e. Injury or complained of injury:** Any time the subject being controlled is injured or complains of injury.
- f. Pointing of Firearms:** Any time an officer points a firearm at an individual, notwithstanding the fact that deadly force is not ultimately deployed. This does not include drawing a firearm and maintaining at the low-ready position.

g. Firearms discharges: Any discharge of a firearm other than at the range or during qualification whether unintentional, for animal dispatch, or whether a subject is hit or not will be reported in a separate manner consistent with these policies.

h. Canine use: Use of a police canine will be reported on a special form to capture any form of use whether there is contact with a subject or not.

The Inspector of the Anderson Police Department will maintain these reports. The following chart shows an example of how the **Report to Control Active Resistance** will be reported on the website monthly. A monthly and yearly report will be given to the Chief of Police.

Event #	Date/Time	Involved Officer(s)						Involved Citizen(s)			
		Number	Race	Gender	Force Used	Reason	Injuries	Number	Race	Gender	Injuries
F2018-001	01.01.18 / 0245 hrs.	1	W	M	Physical Contact	Assault on Police	None	1	W	F	Minor
F2018-002	01.01.18 / 0203 hrs.	2	W	M	Weapon Drawn	Non-Compliance	None	1	B	M	None
					Physical Contact						
			W	M	Weapon Drawn		None				
					Physical Contact						

Police Vehicle Pursuits

Police vehicular pursuits are potentially dangerous to the community, the officers involved, and the persons attempting to evade the police. The risk associated with pursuits requires that officers exercise sound judgment and discretion throughout every pursuit. Policies and practices are in place at the Anderson Police Department in order to guide officers in the decision making process, which apply to all sworn personnel that operate Department assigned vehicles equipped with lights and sirens. Officers of the Anderson Police Department may engage in vehicular pursuits only when they can reasonably determine that the potential harm to persons and property threatened by the pursuit does not outweigh the potential harm to persons and property threatened by the fleeing offender.

The Inspector of the Anderson Police Department will maintain this report. The following chart shows an example of how the **Pursuit After Action Report** will be reported on the website monthly. A monthly and yearly report will be given to the Chief of Police.

		Involved Officer(s)						Involved Citizen(s)			
Event #	Date / Time	Number	Race	Gender	Incident	Reason	Injuries	Number	Race	Gender	Injuries

Off Duty Employment

The Anderson City Police Department currently has a large variety of off-duty employment for security type work for different entities within the municipality. Most of the officers work off duty for cash payment with only just a few off duty employers paying directly to the City of Anderson. Current scheduling is done by many of the officers themselves without knowledge by all supervisors until the officer signs on the radio.

Police officers all across the country have vast opportunities to work extra-duty or moonlighting jobs while being in their agencies uniforms, with their agencies equipment, and driving their agencies patrol cruisers. Most of the moonlighting jobs are security type employment that helps the employing entity, but also helps the law enforcement agency. The off duty officers will help assist in any incident that might occur, which keeps on duty officers on the street and not having to deal with the incident location. The police department has numerous off duty employment from security and traffic control at local churches to parking lot security at sports bars. There are many officers that work these moonlighting jobs and the management, scheduling, and standard payment of off duty employment is too ineffective at the police department. There needs to be a standard policy and procedure for this issue that all officers and off duty employers know and have a copy available to review at any time.

New Off Duty Policy Proposal

1. All off duty employment will be scheduled by the Lieutenant of Support Services.
2. All off duty payments will be made directly through the City of Anderson payroll administrator. All payments to officers will come through their payroll check.
3. Only payment to the City of Anderson can be made only by check or money order.

All stakeholders will be contacted and given the new General Order and how to remit payment for officers. This new policy of having payments remitted to the City of Anderson was decided on due to the fact it insures the proper way officers are paid for off duty employment , along with officers being covered under worker's compensation insurance in case of injuries.

The new policy adapted by the City of Anderson for off duty employment of police officers would be more transparent to the citizens. This policy keeps officers from having to file additional wages on their income taxes when they are paid "under the table". It also helps the officer with retirement benefits in the future, keeps any question about worker's compensation issues that might occur, and any use of force incidents that occur also.

Crime Reduction

Redistribution of Tactical Resources

In order 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 North and South, then into smaller more manageable beats. As part of the reorganization process, some specialized resources will be moved out of Special Operations Division and redistributed to other Divisions including Criminal Investigative Division and Patrol. These resources include Narcotics.

The Community Actions Team (CAT) and the Traffic Division will continue to work together along with the patrol officers assigned to beats that need additional crime reducing 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 policing. 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, a petty crimes Investigator will be assigned to Patrol to investigate open or pending magistrate level offenses from start to finish at the time of the initial report. Very few cases will be referred to a detective for misdemeanor investigation.

The decentralization of division resources will place officers and employees in close proximity to 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.

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 the national reporting is standardized. An essential performance measure for the Focus on Four Plan will be accurate reporting of the crime in Anderson by identified zones and beats. Internal reporting guidelines have been established for the record management system (RMS) and all supervisors have and will continue to receive in-depth training on the use and capabilities of the system. This training ensures that crime is reported correctly by UCR standards.

Crime Analyst

There is a need for a crime analyst. The crime analyst will perform a variety of complex professional analyses, including geographical mapping and trend analyses of relative crime information. They will collect, analyze, prepare and disseminate information relative to crime patterns and trend correlations to assist operational personnel in the police department.

The essential duties and responsibilities of the analyst include the following:

Analyzes, prepares and disseminates analytical data and other information relevant to crime series, trends, patterns and suspect information to enhance proactive and reactive law enforcement capabilities. Performs geographical mapping analyses relevant to crime, trends, patterns and perpetrators. Works with the Investigation, Uniform and Administrative Operations divisions to identify, evaluate, and report upon major crime activities, crime patterns, and crime trends in order to analyze relevant data and produce crime bulletins, crime patterns and suspect profile information. Identifies crime patterns utilizing daily case review, computer information and crime statistics comparisons. Advises appropriate personnel of crime patterns and anticipated

criminal activity. Assists in the gathering of data for weekly Compstat meetings and monthly reports. Assists operational and administrative personnel in planning the deployment of resources for the prevention and suppression of criminal activities, aiding the investigative process and increasing apprehensions and the clearance of cases. Coordinates analysis activities with other City departments and outside agencies. Responds to requests regarding crime analysis information relating to specific investigations. Prepares and distributes reports, charts, publications and related material to track, display and explain findings and report on crime analysis activities. The analyst will be available during evenings, weekends, and holidays as needed to assist the Department accomplish its mission.

Intelligence Led Policing

Tracking offenses as they occur is a critical element of the department's new crime reducing tactics. It will allow the Command Staff to deploy the newly decentralized resources to attack emerging crime patterns and trends as urgently as possible. To provide real-time intelligence information to assist officers better prevent and respond to crime issues, the department is requesting the formation of the Crime Analysis Unit. A weekly 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 department will focus on three major issues. First to decrease the incidents of major violent crimes and reduce violent crime rate.

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 and beats.

These reports will detail crimes committed in a 24-hour period and will compare each weeks crimes to the previous week, as well as the same week last year The Command Staff 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 weekly, quarterly, and yearly. The computer mapping of crime data will be completed on a weekly and monthly basis and made available to the public by Anderson PD website.

The Command Staff 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 weekly review process. The reports will contain high-level detail on all crime and related responses for each beat. The Chief of Police will review these reports at weekly meetings that will be attended by each Captain and Lieutenant. 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 Command Staff and Supervisory staff of Sergeants and Corporals. This prototype shift of expecting officers and supervisors to proactively reduce crime by implementing problem-solving strategy will be the normal approach of policing to improve upon the more traditional concept of responding to 911 calls.

Assistant Police Chief – Major

There is a need for a Major within the police department. The Major under direction of the Chief of Police administers and oversees all operations of the Police Department for the City of Anderson. The Major will supervise division commanders and other staff to ensure that law and order are maintained, laws and ordinances enforced and all departmental operations are

properly maintained and implemented. They will ensure the maintenance of a positive and cooperative relationship between the department and the community served and perform related law enforcement, supervisory and administrative duties as required. Their responsibilities will include researching and formulates long-range goals for the organization, developing policy and position documents while negotiating with chief administrative officers and/or elected officials. The Major reports directly to the Police Chief.

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 by officers is required. 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 team concept armed with intelligence about repeat offenders and crime patterns in their zones will allow supervisors and officers to identify suspects, solve crimes and prevent additional crimes from occurring. Team officers will work under the direction of each Patrol Lieutenant. The crime problems of each hot beat will determine if the team officers focus on street level narcotics, prostitution, thefts or other crimes. The Operational Captain 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 Lieutenants 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. School Resource Officers (SRO) will also be reallocated to Patrol or

the CAT team during the summer and resources will be placed in beats with 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, Special Operations 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 investigations into upper-level drug traffickers citywide and will coordinate its efforts with the CAT team. Through citizen complaints and information gained at community meetings, Patrol Supervisors 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.

Federal Partnerships

The department will continue its long-standing agreements with the following federal agencies as task force members. Partnerships are key to success in crime reduction.

- United States Marshall's Task Force.
- Drug Enforcement Administration Task Force.
- Alcohol, Tobacco, and Firearms Task Force.
- United States Secret Service Task Force.

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 benefit of these relationships are seen in every neighborhood.

Front Porch Roll Calls

At the current community meetings officers address speeding, animal complaints and calls that report suspicious activity that lead to further investigation. Due to the current availability of take home vehicles for officers, we now have the ability to hold roll call at public venues such as city parks or the recreation center and restaurants. This puts our officers in the neighborhoods and business community where the residents can learn their names and observe first hand our commitment to the community oriented policing principles.

Neighborhood Watch

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 www.andersonpd.com. 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

collaborations will be essential in our 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.

Business Keep Check Program

The Business Keep Check Program will continue to get officers out of the vehicle and learn the surroundings of business within their assigned areas. This program will deter crime as an officer assigned to an area chooses five business at random throughout the tour of his shift to check for unsecure doors and windows. The officer will then leave the business card advising the property has been checked along with any other relevant information regarding the property. This results in thirty cards per shift left for business owners, sixty daily and four hundred and twenty businesses in a week checked by officers in this program.

Citizens Academy

The Anderson Police Department Citizens Academy is a nine week program designed to provide community residents with first-hand information about how their police department operates and why. Participation in the Citizens Academy requires a commitment of one night a week for nine weeks with classes meeting each Tuesday night from 6 to 8pm. All classes are held in the City of Anderson, unless otherwise specified, and are taught by the Command Staff or state-certified law enforcement instructors.

The Anderson Police Department will make every effort to involve people from all walks of life in this program. We encourage men and women, young and old to apply. First priority will be given to those applicants who reside or are employed inside the corporate limits of the City of Anderson. Participants must be 18 years of age or older with no criminal convictions other than minor traffic offenses.

Topics

- ✓ Overview of Department Operations and Organization
- ✓ Detention
- ✓ Patrol / Traffic
- ✓ Criminal Investigations / Crime Scene Investigation
- ✓ Internal Affairs and Courtroom Procedure
- ✓ Special Operations - SWAT
- ✓ Narcotics / Canine Operations
- ✓ Firearms simulator
- ✓ Driving

Upon completion of the Academy, participants may choose to ride in a patrol car with an on duty officer to experience, first hand, a day in the life of a Police Officer.

Youth Involvement

One of our key goals is to improve and encourage interaction between Anderson area law enforcement and youth, elementary through high school. The following are examples the Anderson Police Department would like to consider.

Since 2009, the Charlottesville Police Foundation has been sponsoring an annual Cops 4 Kids Day for the downtown community. Produced in tandem with the Boys & Girls Club since 2010, this fun-filled day provides an opportunity for children ages 6-18 to learn how to interact and be comfortable with police while understanding their importance within our community.

At Cops 4 Kids Day, hundreds of children enjoy the K9 police dog demonstration, forensics van tour, SWAT team gear show, a visit with McGruff the Crime Dog, relay races with police officers, food by Wayside Chicken, ice cream, music, bubbles, and prizes.

Chief Timothy Longo has participated in the event each year and says, "Cops 4 Kids is yet another opportunity for the department to connect in a positive way with the community. It is so important that young people begin to see police officers as leaders within their community that can be trusted and relied upon. Last year, a number of our officers were on hand to spend time with the children and talk about their work. I think both the children and the officers appreciated the time that was spent getting to better know and understand each other."

Another example from Charlottesville follows which could focus on older youth after the Hanna / Westside games and avoid situations like "Cookout".

At the Teen Nights, officers fulfill an important part of the foundation's mission, which is to promote positive and productive community engagement with police, while focusing on an important demographic: youth who live in neighborhoods close to downtown.

During these nights, the officers and the kids are able to build real relationships, helping to break down stereotypes and introduce the officers as advocates rather than adversaries. Said 16-year-old Delante, "It's cool that the cops are here. They play basketball, ping pong, shoot pool and play the video games with us. They act normal with us at the Club—not all serious and cop-like." Officers organize a wide range of special activities for the nights, including basketball tournaments, pizza and "movie under the stars" night, ice cream social, water battles, dances, and video game tournaments.

Work Force Development

Restructure of the Police 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 fill a position with less than qualified individuals takes away from the promotional process and will not benefit the overall agency. 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 FY18 the City of Anderson Police Department added new requirements for the rank of Patrolman First Class. This included adding supervisory responsibility and making this a Senior Officer position. The requirements for this position now include completion and passing of First Line Supervision and Field Training Officer. This is the first rank of a police officer.

Patrolman First Class – Senior Officer

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.
4. Completion and passing of First Line Supervision.
5. Completion and passing of Field Training Officer

Corporal

1. 4 years of unbroken service as a class 1 certified police officer in South Carolina with the Anderson Police Department.
- (or)
2. 2 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.

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

Restructure of the Detention Promotional Process

The following is the criteria for Detention promotions was established January 2015 by the Command Staff. Dates of eligibility will run from January 1 of each calendar year to December 31 of each year. If you meet the criteria before or by December 31 of the following year you are eligible to apply. If you meet the criteria after December 31 of the promotional year you must wait until next year's promotional process. As with patrol there are no exceptions for eligibility. Study materials for the test bank, scoring sheet, etc. will be forwarded out to those eligible that apply at a later date allowing time for study.

Those eligible must send an email and get a response from Capt. Carpenter and Lieutenant Dooley no later than 12 noon on October 13 prior to the promotional year. If the email is sent after 12 noon on this date it will not be considered.

Detention Corporal

1. 2 years of unbroken service as a class 2 certified officer in South Carolina with the Anderson Police Department as a Detention Officer. It is strongly recommended that candidates have a working knowledge to successfully operate all four posts in the Anderson Police Department Detention Facility.
2. Completion and passing of the Field Training Officer and First line Supervision classes.
3. Completion of the APDDC Promotional Process with adequate scoring as approved by the APD Command Staff.

Detention Sergeant

1. 2 years of unbroken service as a class 2 certified officer in South Carolina with the Anderson Police Department as a Detention Corporal. It is strongly recommended that candidates have a working knowledge to successfully operate all four posts in the Anderson Police Department Detention Facility.
2. Completion and passing of the Field Training Officer and First line Supervision classes.
3. Completion of the APDDC Promotional Process with adequate scoring as approved by the APD Command Staff.

Detention Lieutenant

1. 3 years of unbroken service as a class 2 certified officer in South Carolina with the Anderson Police Department as a Detention Sergeant. It is recommended but not required that candidates applying for Detention Lieutenant possess higher education, associate degree or greater. The candidate must possess the knowledge to operate all four posts in the Anderson Police Department Detention Facility.
2. Completion and passing of the Field Training Officer and First line Supervision classes also required is a jail supervision class or a mid-level management class.
3. Completion of the APDDC Promotional Process with adequate scoring as approved by the APD Command Staff.

Automatic Exclusions

Personnel who have been suspended with or without pay during the 365-calendar-day-period ending December 31st prior to promotional year; Personnel who are suspended subsequent to placement on the list; OR Personnel who have been disciplined to the equivalent of a suspension. In other words, *a break in service or the equivalent to a break in service is an automatic exclusion.*

In the event that personnel are “suspended with or without pay” between January 1st, 2017, and December 31st, prior to promotional year, that personnel is ineligible to participate in this year’s promotional process, except with written permission from the Chief. In addition, qualified personnel who participate in the process and achieve a ranking on the promotional year promotional list will be removed from consideration for promotional year promotions if they become suspended with or without pay between the time the list is

developed and a promotion becomes available.

Transparency Rule

Maintaining integrity in the promotional process and reinforcing everyone's confidence in the fairness of the process is a priority. Therefore, as in previous years, the process will be transparent. By participating in the process, candidates agree to full & unconditional public disclosure of all test scores and ranking during and upon completion of the process.

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

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

Developing Employees

Set employee expectations. Ongoing job skills training and career development is part of the job and included in the job descriptions. Employees must stay on top of their game and prepare for the future as part of their job. Supervisor will include goals and training needs as part officer's regular performance evaluations.

Set supervisor expectations. Developing employees is part of every manager's job description. This includes training subordinates in how to effectively work with employees to set training and development goals, monitor progress, and provide feedback. Each rank must evaluate the subordinate on how well they develop their staff.

Set time aside. Schedule career development activities. Allocate time during regular work hours for training and development. The Special Operations division must schedule training and development activities to fit with employees' workload and workflow, so they don't place undue demands on employees during times when they are already stretched thin.

Focus on training *and* development. Conducting job-specific skills training and development activities that help employees advance within the organization or relative to their broader career goals is critical to the overall success of the organization. Employees must be involved in the process of identifying the knowledge, skills, and abilities they'll need in the short and long run, and align training and development efforts with larger organizational goals.

Provide opportunities to practice. For the new knowledge and skills gained during training to stick, employees need to actually apply them on the job. The Special Operations division must schedule training and development activities to fit with employees' workload and workflow, so they don't place undue demands on employees during times when they are already stretched thin.

Reward and recognize employees for their training and development efforts. Build a learning organization where people are committed to ongoing learning and development by reinforcing the behaviors you want to see in employees and managers. Openly praise employees who seek out training opportunities. Celebrate people who earn new credentials or certification. Highlight managers who are putting effort into developing their staff and moving the organization forward.

Eliminate disparities. Don't assume that the Command Staff has the correct view of the organization's training needs. Staff members at all levels throughout the organization should have input into training requirements and have access to development opportunities that meet their needs.

At all levels of leadership, we must prepare our subordinate to take our place. Adapting to a rapidly changing environment requires a strategic approach to training and growth development. It's the best way to ensure that employees can see what is possible, solve issues and problems, and do the work that will lead to a prosperous future.

Pay Incentive Compensation Plan

Additional Compensation based upon Education, Certification, and Training.

Goals, Objectives, Performance Indicators and Purpose

Goals

The Primary Goal of implementing a Police Incentive Compensation Plan 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 reducing violent and property crime and traffic collisions in the city of Anderson. Other important outcomes of the Plan includes recognizing and rewarding officers who demonstrate initiative to expand their knowledge, skills, and competencies; incentivizes professional growth and development; prepares future leaders for the organization; and improves retention.

Objectives

1. Reduce the violent crime rate in the city of Anderson.
2. Reduce the property crime rate in the city of Anderson.
3. Reduce the raw count of dispatched traffic crashes in the city of Anderson.
4. Increase the percentage of sworn personnel who have advanced degrees.
5. Increase the percentage of personnel who have advanced training.
6. Decrease the turnover rate of sworn personnel

Performance Indicators

The yearly violent crime rate for the City of Anderson will be tracked and compared to previous weeks and year as well as to the surrounding areas. This information will be reported in the City of Anderson Police Department's Annual Report.

The yearly property crime rate for the City of Anderson will be tracked and compared to previous weeks and year as well as to the surrounding areas. This information will be reported in the City of Anderson Police Department's Annual Report.

The yearly number of dispatched traffic crashes will be tabulated and reported in the City of Anderson Police Department's Annual Report.

The Training Unit will maintain records on all personnel who are hired with college degrees. The unit will collect data concerning the type of degree and if it is a two or four-year degree or an advanced degree. This information will be provided to the Chief of Police to review with the Public Safety Committee during an annual meeting.

The Training Unit will maintain records on all personnel who receive intermediate and advanced training and compare the yearly totals to previous years. This information will be provided to the Chief of Police to review with the Public Safety Committee during an annual meeting.

Purpose

The purpose of the Police Incentive Compensation Plan is to encourage police officers in the City of Anderson Police Department to 1) earn degrees in law enforcement and criminal

justice 2) continue their pursuit of advanced and specialized law enforcement training and certification and 3) provide educational and training incentives through salary increases.

The adoption of the Police Incentive Compensation Plan will improve the quality of law enforcement services and will increase the effectiveness of operations and management within the Anderson Police Department. The plan will also provide compensation in exchange for meeting goals and objectives decreasing the turnover of sworn personnel.

Specific Plan

The specific plan for the program is to improve the overall effectiveness of the City of Anderson Police Department. This will be achieved by increasing the educational level, skill development and retention ratio of certified personnel, thereby instituting a more efficient operation. A better trained, more experienced, more educated and established work-group will serve the community more effectively.

The plan is based upon recognition of personnel who achieve certain standards of career development. The standards are primarily based upon education, training and tenure. Strict guidelines will be set for educational attainment and professional advancement beyond the high school level, incentives will be applied to the three levels of academic educational attainment of Associates Degree, Bachelor's Degree, and Master's Degree.

The specific behaviors that the program seeks to reinforce are (1) continued, unbroken employment with the City of Anderson Police Department, (2) skills development through intermediate and advanced training and (3) attainment of a formal education.

The program is designed to shape a corporate culture within the City of Anderson Police Department, which models the desired behaviors and rewards those behaviors with financial incentives, which will be built into an individual's compensation. The behavioral reward will be in the form of (1) self-esteem derived from superior skills and educational achievement and (2) financial incentives.

Calculation of Pay Rates - Specifications

The minimum and maximum rates in the current pay scale will be utilized in the proposed Police Incentive Compensation Plan. The difference from minimum salary to maximum salary will be divided into five equal parts. Based upon the individual officer's achievement at each specified level within a two-year period, the officer will advance at \$1000 increments every two years, up to the maximum salary. The figures will be adjusted upward each July 1. This will allow an officer to reach top pay in the rank in each individual rank in ten years. These specifications apply to all sworn personnel at all levels of the organization. It includes all officers at the level of Police Officer 1 and above, including supervisors and managers. If ranking personnel seek to improve their skills and/or educational level, the same parameters will apply.

College Degrees

Further, a college or university degree *from an accredited college or university* will suffice for those personnel who achieve a degree within a normal period of time and will be considered in lieu of the required training for advancement to the next level during that two-year period. For instance, an Associate's degree will advance a person by 2.5%. A Bachelor's degree will advance them another 5% over the associate's level if received in the next two years. A Masters will further advance them another 5%. For personnel who seek a four-year degree without first seeking a two-

year degree, they will receive only 5% when they graduate with their four-year degree. If it takes an officer more than two years at a time to receive their degree, they will get the 5% for that degree when they graduate.

Additionally, a degree in-and-of itself will entitle a person to an additional upward adjustment based upon the level. An Associates (two-year degree) will result in a 5% upward adjustment to an officer's pay rate. A Bachelors (four-year degree) will result in a 5% upward adjustment to an officer's pay rate. A Masters (Graduate Degree) will result in a 5% upward adjustment to an officer's pay rate. Again, these adjustments apply to all ranks. Moreover, the adjustments for degrees are taken after the training percentages are calculated. If a person is promoted, the specialized training percentages that they previously attained is added to the minimum salary of the rank they are promoted into. Then, if they have achieved a degree while on the job, achieve a degree in the future while still employed with the City of Anderson Police Department, or if they already had a degree when hired, their salary will be adjusted upward by the applicable percentage.

College degrees may also be taken into consideration for new hires at the level of Police Officer I. In those cases, the applicable percentage will be added to the base pay. All degrees must be from an accredited university or college and are subject to approval by the Chief of Police. This applies to all personnel, whether they receive their degree while employed with the City of Anderson Police Department or if they attained a degree prior to employment with the agency.

Segments

Police Officer 1 is the designation for an uncertified new hire. Generally, the educational incentive is the sole incentive that applies to the personnel in this category. If opportunities present

themselves wherein newly hired uncertified personnel can pursue training and/or degrees between the time they are hired and prior to their certification as a sworn police officer by the South Carolina Criminal Justice Academy, that training and/or education may be applied toward the person's incremental two-year status. This will be at the discretion of the chief of police.

The Police Incentive Compensation Plan will allow an officer to advance over time to the maximum salary. In order to advance to Category A from the base rank salary, an officer must obtain at least six certifications within category A within a two-year period. Upon advancing to category A, an officer shall receive a pay increase (1/10 of the current difference between the low and high rates in the category) added to his/her base salary. An officer may advance through each category in the same manner. Advancement is achieved one category at a time and in order. An officer may not advance to the next category any earlier than two years from the date of appointment to their current category. The following blocks of instruction, or equivalent blocks of instruction as approved by the Chief of Police, are mandatory for successful completion of the requirements of each level. The list of training courses that follows is subject to updating and upgrading, therefore, the list should not be considered all-inclusive. Also, any of the classes within the Years 1-2 and Years 3-4 categories may be counted toward any of the first two 2-year periods of progress. Category B and C will follow after successful completion of the previous category. An application can also be made for collateral duty to be utilized in place of a training achievement. For example SWAT, Negotiations, specific skills or basic instructor. A certificate must be presented along with the request, being a member of a team does not qualify as achievement of certification or knowledge.

A. Years 1-2

- a) Speed Measuring Device Operator Certification/Radar
- b) LIDAR Operator Certification Course
- c) DUI Detection & Standardized Field Sobriety Testing (SFST).
- d) Traffic Collision Investigation – At Scene – Phase I
- e) Crime Scene Tech for Patrol Officers
- f) Crime Scene Photography for Patrol Officers
- g) Alive at Twenty-five Basic Training
- h) FLETC Interdiction
- i) DataMaster/DMT Training

B. Years 3-4

DataMaster/DMT Training

- a) Traffic Collision Investigation Course – Technical – Phase II
- b) School Resource Officer
- c) Field Training Officer
- d) Juvenile Specifics – Advanced
- e) Traffic Collision Reconstruction – Phase III
- f) Alive at Twenty-five Instructor
- g) Basic Detective
- h) First Line Supervision

C. Years 5+

Advanced Training and Education, Continuing Education Courses and Advanced Training for Police Officer 2 Beyond Year 4 and for Ranking Personnel Above Corporal Status or non-ranking personnel as approved by the Chief of Police or the Chief's designee. The current list is available by request from the Chief of Police.

Technology

Grant Requests

The police department is pursuing the following grants:

- **VAWA – In-Kind Match (No Cash)**
 - Salary and Benefits for Violent Crimes against Women Investigator
- **SCMIT and SCMIRF Grants**
 - Up to \$4,000 reimbursement for Taser and \$4,000 for Body Armor Purchases.
- **BVP Grant Program**
 - 50% Reimbursement for Body Armor Purchases.
- **VOCA Grant – Requested Victim Advocate (20% Match).**
- **SCDSP Grant – Requested LIVESCAN for Detention Center.**
- **SCDPS Grant – Highway Safety Grant – Traffic Officers.**
- **Susteen – Mobile Forensics (\$3,000 small department grant).**
- **Naloxone – SAMHSA grant (Substance Abuse Mental Health Services).**

PREA Compliance

With the April 2012 release of the Prison Rape Elimination Act (PREA) standards and a 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 is aggressively pursuing this standard for certification and compliance.

South Carolina Law Enforcement DNA Analysis Requirement

The General Assembly of South Carolina has passed 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 police department benefits greatly from this law in partnership with SLED.

South Carolina Police Accreditation Coalition (SCPAC) 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, increases operational effectiveness, and

develops 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 maintain State or National accreditation. The department's state accreditation has expired, and the department will apply as a new agency and meet policy, standards, general orders and documentation to achieve this certification. The responsibility of accreditation will fall under the Inspector and the Crime Analyst and the Chief of Police.

Capital Improvements

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 (10) vehicles that are in poor condition. The department has asked for the replacement of (10) vehicles each year under the Capital Equipment Plan.

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 FY18 to keep these older vehicles on the roadway versus a payment lease option for new vehicles.

Replacement Plan

The department created a replacement plan for the procurement of duty and technological equipment. On August 27, 2007 the Anderson Police Department presented to City Council the first Police Equipment Replacement Plan. The first Police Equipment Replacement Plan was a five year plan (FY 2007 – 2011) presented to request funding for specialized police equipment. The items of equipment listed to purchase over the five year period were ballistic body armor, in-car video cameras, tasers, vehicle speed radars, rifles, and mobile data terminals.

On August 27, 2007 City Council approved the first year of the Police Equipment Replacement Plan funding in the amount of \$139,769.93 to purchase 35 ballistic vests, 37 tasers, 25 rifles, 7 speed radars, and 7 in-car video cameras. From 2008 to present date, the APD

secured federal grant funds to complete the purchase of ballistic vests, tasers, and in-car video cameras for all Patrol officers.

On September 26, 2011 City Council approved the fifth year of the Police Equipment Replacement plan to purchase fifty-five (55) Mobile Data Terminals (MDT), twenty-five (25) Vehicle Speed Radars, and twenty-five (25) Rifles totaling \$99,300.

The police department requests funding for a new Police Equipment Replacement Plan (FY 2019 – 2023). The police department in recent years has been able to acquire grant funding from the South Carolina Department of Public Safety and the Drug Enforcement e-share funding.

The department secured funding from approved departmental funding under a five year lease to equip every police officer with a taser, an electrical device that stuns a resisting suspect and keeps injuries and work related injuries to a minimum. The department was awarded a grant from the Municipal Association of South Carolina to cover a portion of this cost and will apply for the same grant funding for the continuation of the lease agreement yearly. The department has also secured funding from the federal Bulletproof Vest Program for the department to cover half of the cost many of the outdated bullet proof vests of the officers. 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. As the department has grown there is a need to replace (5) of these handheld radios yearly.

The police department in FY17 utilized e-share funding to equip each certified officer with an AR-15 rifle. The department also replaced in FY14 the Glock generation 3 pistol with a Glock generation 4 pistol, the generation 3 pistol had aged approximately 12 years. The

department was successfully able to trade these weapons with the Glock Corporation at no charge. The department also upgraded the reserve officer handguns to the same duty weapons. In FY14 the department also traded in the Glock 27 back up weapon for a Smith and Wesson 38 cal chief's special. All police officers of the department are issued this as a backup weapon. The department was fortunate in 2008 to obtain a grant from the South Carolina Department of Public Safety to equip all patrol vehicles with an in dash mobile camera. Currently there are inoperable cameras that would cost more to repair than financial worth. As these cameras are replaced they are returned to the South Carolina Highway Patrol warehouse as they remain state property. The department received a grant for (10) digital in dash cameras from the South Carolina Department of Public Safety in FY18 and were placed in remaining newer vehicles. The replacement plan is to have a new digital camera installed in each patrol vehicle as the vehicle is purchased and utilize funding from the Capital Equipment Plan.

Information Technology has partnered with the police department to follow CJIS standards to get mobile data terminals back to the road as officers can do reports in the field. In FY18 the department changed to a new record management system from LAWTRAK to Agisent. The detention center changed its jail management system from LAWTRAK to Bluhorse. The department also purchased chromebooks utilizing eshare funding to equip all uniformed officers. The department has successfully utilized this new record and jail management system to send records to the State Law Enforcement Division (SLED). The department also purchased stands and printers to be installed in FY18. This is the mandate from the Governor to switch from paper uniform summons tickets to e-tickets. The department has been approved for etickets and working out interface issues. Currently the department is submitting etickets by the SCUTTIES web portal of the South Carolina Department of Motor Vehicles website. The department should

be utilizing software within the next three months. The current replacement plan is to equip all officers on a needed basis in other divisions with a chromebook in FY19. Future plans will include moving all training records from LAWTRAK to the new record management system Agisent. There will also be discussion to place evidence management into Agisent from the current vendor File on Q.

The department for certification and liability reduction qualifies semi-annually with the Glock 22, Smith and Wesson 38, AR-15 Patrol Rifle, Remington 870 Express Shotgun, and additional specialized weapons in SWAT. The total yearly cost is approximately \$15,000. The department also expends this cost in training new recruits. This cost will be funded in FY19 and reviewed yearly.

The department acquired grant funding from the South Carolina Department of Public Safety to replace current body cameras with a Mobileview system. The current system allows for digital picture capture and night vision. The grant paid for about 80% of the cameras and the remainder was taken out of eshare funding. The attached chart distinguished all remaining equipment and supplies to be replaced on as needed basis including duty gear, emergency equipment, body cameras, radars, and chromebooks.

Detention Center Upgrades

The department is currently in progress to replace damaged sprinkler heads within the Anderson Police Department Detention Center in both city and federal side wings. Process is in place also to replace a 1985 fire alarm system in city jail and police department with new notification system with audible horns and strobe flashers.

The department is planning a camera system upgrade in FY19 to the city side of the Detention Center. The previous system was installed in 2006 and is no longer under contract for a service agreement. The upgrades will also bring the department in compliance with PREA (Prison Rape Elimination Act). In FY17 the department upgraded the federal wing of the Anderson City Detention Center with new cameras and video storage.

PROJECTED COST FOR THE FIVE YEAR PLAN										
	FY 19	COST	FY 20	COST	FY 21	COST	FY22	COST	FY 23	COST
VESTS	20	\$20,000	20	\$20,000	20	\$20,000	20	\$20,000	20	\$20,000
REPLACEMENT GEAR		\$3,000		\$3,000		\$3,000		\$3,000		\$3,000
EMERGENCY EQUIPMENT		5000		5000		5000		5000		5000
HANDHELD RADIOS	5	9,500	5	9,500	5	9,500	5	9,500	5	9,500
MOBILEVIEW	10	\$4,000.00	10	\$4,000.00	10	\$4,000.00	10	\$4,000.00	10	\$4,000.00
DASH CAMERAS	5	\$10,030	5	\$10,030	5	\$10,030	5	\$10,030	5	\$10,030
RADARS	5	\$6,000	5	\$6,000	5	\$6,000	5	\$6,000	5	\$6,000
CHROMEBOOKS	5	\$2,250	5	\$2,250	5	\$2,250	5	\$2,250	5	\$2,250
AMMO		\$15,000		\$15,000		\$15,000		\$15,000		\$15,000
TOTAL		\$74,780		\$74,780		\$74,780		\$74,780		\$74,780

Long Range Goals

New Police Facility Project

The current police department was built in 1897, remodeled in 1985 relocating the fire department to McDuffie Street directly behind the current building in new headquarters.

CURRENT POLICE FACILITY SHORTCOMINGS & NEEDS

I. Garage / Storage Building

Currently: There is no police storage facility or garage.

Needed: A police storage facility or garage is needed to: 1) hold vehicles that have been used in other crimes including fatal and serious personal injury accidents that require processing; and vehicles used in crimes such as robberies, assaults, and sexual assaults, that need to be forensically processed or held as evidence for prosecution.

II. Training Room/Conference Room

Currently: There is no Training Room or Conference Room.

Needed: An area is needed for departmental trainings and monthly department meetings. Currently the city council chambers, City Hall, or Municipal Business Center meeting room area are used for department meetings. The meeting room areas does not allow seating for everyone in training and council chambers are not conducive to meetings or training sessions. The department does have the ability to meet at the Westside Community Center, but competes for the area with other events.

III. Administrative Area

Currently: The current administrative area does not flow with walk-in traffic. The Captain, Lieutenant, Investigators, Patrol, and other Command Staff members are divided throughout the police department. The public when required to complete an incident report must interview in the employee break area. All other areas of the police department are restricted to the public due to Criminal Justice Information Systems requirements of the State Law Enforcement Division.

IV. Foyer/Lobby

Currently: The current foyer/lobby is very small and there is no place to sit. If more than one visitor comes in at the same time, they are bumping into each other. There is also not enough room for forms and literature. Needed: A larger lobby area is needed so that multiple visitors are able to sit comfortably. The lobby should also provide an area for visitors to fill out forms.

V. Break Room/Kitchen

Currently: There is no kitchen and no separate area for employees to eat meals.

Needed: A separate room is needed with a sink and a table, refrigerator and stove with chairs for employees to eat meals.

VI. Parking Lot

Currently: The current parking lot is not well defined. When the police department is open for business and meetings, the parking lot can become cluttered with vehicles, making it difficult for traffic to enter and exit. Parking is cramped and potentially hazardous.

Needed: A larger area is needed for employee and visitor parking. This area should also be well lit at night and provide a secure area for employee parking.

VII. Storage Areas

Currently: There is evidence storage in the basement of city hall and paperwork storage in the basement of the Municipal Business Center. Both of the basement storage facilities are about maximum capacity. An office in the police department has been converted into uniform and equipment storage. A second office due to water damage is being utilized for bike storage.

Needed: Additional space is needed to organize and store uniforms, equipment, bikes, office, case files, evidence, and computer supplies.

VIII. Supervisory Offices

Currently: The current shift offices are extremely cramped. It is the administrative area for 4 shift offices, detention, administration, and the warrant division. It also houses all the department forms, employee bulletin boards, roll call information, and is the main area for information exchange and interviews. A Supervisors Office is needed so that supervisors can conduct performance appraisals and have personal conversations with their subordinates.

Needed: Additional office space is needed to provide and conduct private interviews.

IX. Locker Room

Currently: Lockers are available on a seniority basis.

Needed: Additional lockers are needed to provide storage for each officer, including a seating area.

X. Interview Room

Currently: There is no Interview Room.

Needed: An Interview Room is needed for public conversations and completion of reports ranging from domestic and assault issues, criminal investigations and juvenile affairs. Currently the employee break area is utilized as an interview room.

XI. Supervisors Office

Currently: There is no Supervisors Office.

Needed: A Supervisors Office is needed so that supervisors can conduct performance appraisals and have personal conversations with their subordinates.

XII. Building Size

Currently: The police department is overcrowded, cramped and just too small. The IACP recommends 300 – 350 square feet for each full time employee. The current building has not been renovated since 1985 while the department has grown significantly.

Needed: Space study to determine current and future needs of a new police facility and updates to the current building for use by the Detention Center. The control pads for the City Jail and Federal Jail will also need to be replaced, cost estimates have been obtained for both buildings.

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.