



Charleston Police Department 2015 - 2019 Strategic Plan

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Mission & Vision

Our Mission is to reduce and prevent crime making Charleston the safest City possible for residents and guests.



Our Vision is to be a world class law enforcement agency used as a benchmark by our peers.



The Department accomplishes its Mission by serving those within our jurisdiction with respect, fairness and compassion. We are committed to the protection of life and property and work diligently to preserve peace, order and safety. We accomplish this through the fair and impartial enforcement of local, state and federal laws as well as the by defending both the Constitution of the State of South Carolina and the Constitution of the United States.

Our commitment to serve our community enhances the quality of life and nurtures public trust. Holding ourselves to the highest standards of performance and ethics is a key part of this commitment. Our Officers are resolute in being a deterrent to crime while developing strong relationships with community groups, individual residents and business organizations. We work to promote an environment receptive to tourism, visitors and residents while also being mindful of the importance of historic preservation throughout our City. We are a dedicated organization providing continuous training and educational development to our employees, long with various career enhancement opportunities.

The Charleston Police Department has, and will continue, to provide the highest quality of service to its community. We will continue to foster community partnerships in crime prevention and strive to improve the livability of our City for it residents and visitors alike.

Charleston Police Department Core Values

Honor

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

Excellence

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

Accountability

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

Respect

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

Teamwork

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

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

Law Enforcement Code of Ethics

“As a law enforcement officer, my fundamental duty is to serve mankind; to safeguard lives and property, to protect the innocent against deception, the weak against oppression or intimidation, and the peaceful against violence or disorder; and to respect the Constitutional rights of all men to liberty, equality and justice. I will keep my private life unsullied as an example to all; maintain courageous calm in the face of danger, scorn, or ridicule; develop self-restraint; and be constantly mindful of the welfare of others. Honest in thought and deed in both my personal and official life. I will be exemplary in obeying the laws of the land and the regulations of my department. Whatever I see or hear of a confidential nature or that is confided to me in my official capacity will be kept ever secret unless revelation is necessary in the performance of my duty. I will never act officiously or permit personal feelings, prejudices, animosities, or friendships to influence my decisions. With no compromise for crime and with relentless prosecution of criminals, I will enforce the law courteously and appropriately without fear or favor, malice or ill will, never employing unnecessary force or violence and never accepting gratuities. I recognize the badge of my office as a symbol of public faith and I accept it as a public trust to be held so long as I am true to the ethics of the police service. I will constantly strive to achieve these objectives and ideals, dedicating myself before God to my chosen profession..... law enforcement.

The Department’s Core Values combine with the Law Enforcement Code of Ethics to demonstrate the significance a profession in law enforcement embodies.

Letter from the Chief

I am pleased to offer members of the Department and community, the Charleston Police Department's Strategic Leadership Plan for 2015 through 2020. This document has been updated and refreshed from the 2011-2015 Strategic Plan which led us to realize a number of very rewarding and exciting accomplishments. In the past 24 months national events have challenged every Police Department to recognize and assess their organizational strategies and programs. Whereas we already have a number of very successful programs in place, we know we can work to heighten our recognition of the needs and concerns facing the Charleston community.



Gregory G. Mullen
Chief of Police

The guiding principle of our new plan will be to move beyond the various aspects that have made us an outstanding law enforcement agency. We have begun to explore more broadly those elements that can be used to enhance our ability to provide effective policing services to the community. While law enforcement will always be the core of our roles and responsibilities, we also need to recognize and expand our focus into other areas. We need to make a difference in the safety, security, quality, and livability of our City.

The guidance contained within the pages of this Plan come from numerous internal and external sources. The input was compiled into a comprehensive framework for addressing future challenges facing the Department. It also contains thoughts, recommendations, and suggestions identified in various reports that evaluated law enforcement and community interactions from around the country. By combining new and proven concepts and processes with these recommendations and suggestions, all based on lessons learned, we can ensure our Department continues its forward progress and achievement of excellence.

As we worked to establish the fundamental basis of the Plan, we intentionally created a flexible structure that focused our attention on the elements most important for our success while providing the ability to quickly assess and respond to the changing environments. The specific goals and objectives comprising the Plan, position us to continue our efforts to create a safe community; build strong partnerships; develop purposeful leaders; stay on the leading edge of emerging technologies; utilize systems already in place in the most efficient and effective manner; while preparing aggressively to respond to all-hazards that may impact the City of Charleston.



It is our belief that this Plan outlines a bold vision for our future and embraces the important elements relevant to successful policing organization in the 21st century. It combines the necessary values and beliefs to build police legitimacy, create a relationship of trust, and ensure an ongoing commitment to the foundation of community



policing. We are also committed to a philosophy that encourages finding new techniques and technologies that can benefit our efforts to provide excellent service to our community. This commitment will clearly be seen in our continued use of crime analysis, problem-solving techniques, and other business practices that have proven beneficial in helping organizations achieve and sustain outstanding results. Embracing these concepts and approaches, will

position our Department to identify, intervene and prevent crime and disorder while keeping our citizens and visitors safe and secure to enjoy an excellent quality of life. Instilling these philosophies in our current employees helps to build a solid foundation of leaders able to take the Department into the future.

The Plan also has us focusing our attention on recruiting, hiring, training, and keeping a diverse workforce. We work hard to partner socialization skills with a strong educational foundation to building a world class 21st century organization. It is critical to identify and select candidates who possess the necessary character traits that support fairness, compassion, and cultural sensitivity with an ability to be an effective Police Officer that fosters positive community relationships. Once selected, ongoing training and professional growth are required to effectively deal with the ever changing demands facing Police Officers. This is accomplished in large part through an organizational wide program which requires individual responsibility and commitment to professional development. This approach instills that we are only as strong as our dedication and commitment to the Charleston Police Department, the Law Enforcement Profession, and our individual integrity.

This Plan is dedicated to effectuating a paradigm shift from developing followers, to nurturing future leaders. The leaders of the future will face challenges and tests

that were not imaginable just a few years ago. They must develop and embrace systems that promote professionalism, organizational commitment and honor in what it means to be the Guardians of the Community. The noble and honorable profession of

Law Enforcement Oath of Honor

*On my honor,
I will never betray my badge,
my integrity, my character,
or the public trust.
I will always have
the courage to hold myself
and others accountable for our actions.
I will always uphold the constitution
my community and the agency I serve.*

Law Enforcement will allow them to play a critical role in the continued success of Charleston and the Tri-County region.

I am more confident today than ever that the future has great things in store for the Charleston Police Department, the City, and our community. We will face challenges that test our spirit and push us to limits not experienced in the past. I am committed to the belief that we will prevail because of the determination and commitment of our personnel and community partners as is evident in this Plan. We will use this document as a guide to maneuver through challenges while keeping focused on issues that are most important. I am excited to be a part of the coming opportunities and know that we have many great achievements ahead.

Sincerely,

Gregory G. Mullen
Chief of Police

Action Steps

How will we gain or maintain the positive results from focusing on this left pole? What? Who? By When? Measures?

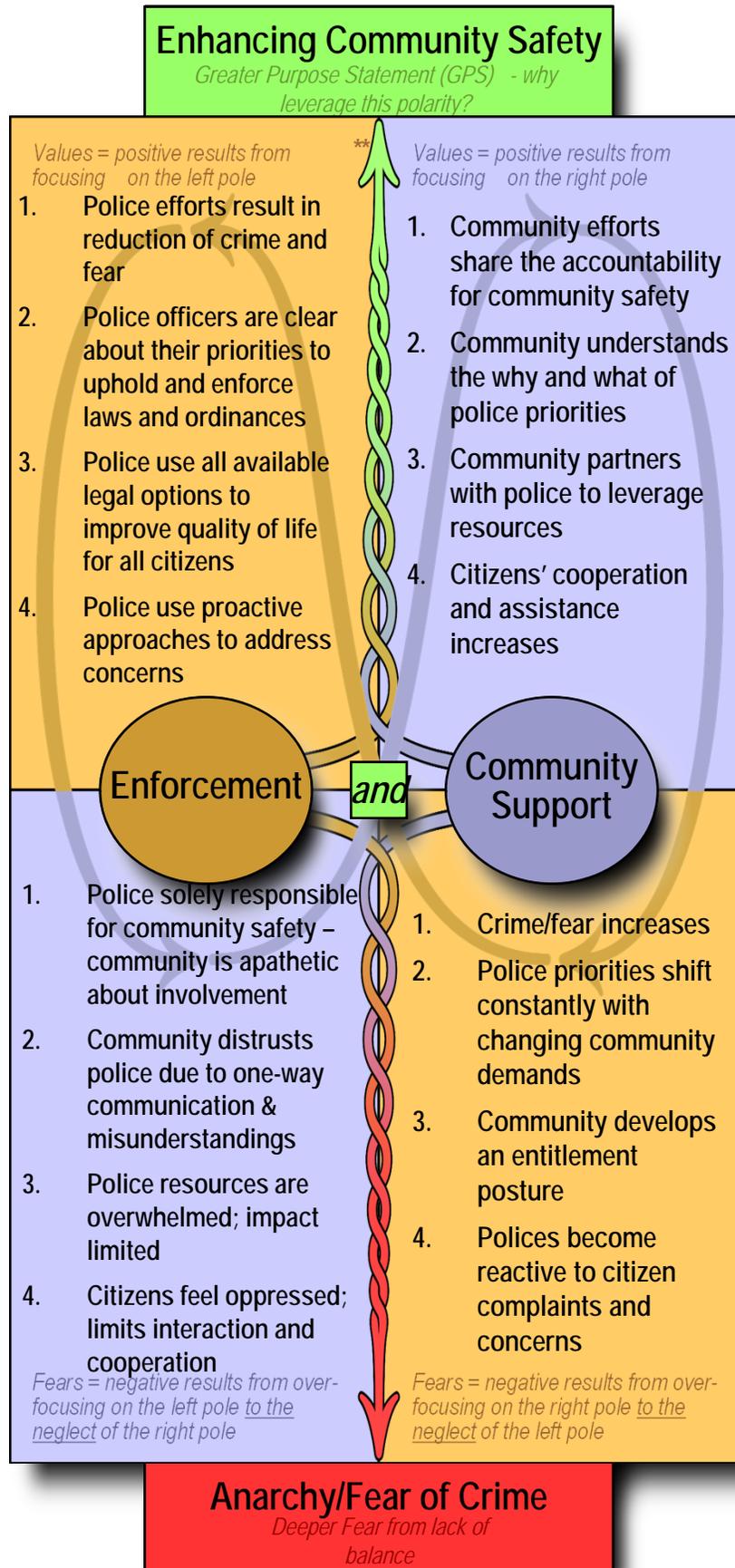
- A. Utilize geographic assignment models to increase beat integrity/officer awareness
- B. Use "Focused Deterrence" strategies to focus efforts on high value issues and people
- C. Partner with private/public entities to leverage all options for problem solving
- D. Use data/crime analysis to target all aspects of the crime triangle

Early Warnings^{***}

Measurable indicators (things you can count) that will let you know that you are getting into the downside of this left pole.

- A. Reduced # of community meeting/interactions are needed
- B. Feedback from community and media indicate lack of trust/openness of the police
- C. Officers complain it's all about "Stats"
- D. Citizen complaints increase; crime tips and cooperating citizens decrease.

Polarity Management[®] Map



Action Steps

How will we gain or maintain the positive results from focusing on this right pole? What? Who? By When? Measures?

- A. Enhance CAC's in each Patrol Team
- B. Strengthen Beat system, expand follow up protocol to non-priority calls
- C. Complete additional community assessments to educate citizens and city
- D. Highlight citizen assistance when appropriate/expand social media to reach audience

Early Warnings

Measurable indicators (things you can count) that will let you know that you are getting into the downside of this right pole.

- A. Crime and complaints about safety increase
- B. Officers complain about a decrease in job satisfaction and productivity due to constantly changing priorities
- C. Citizens demand police presence/action regardless of true need
- D. Department uses a shotgun approach and ignores data and analysis

Polarity Management® Map

Action Steps

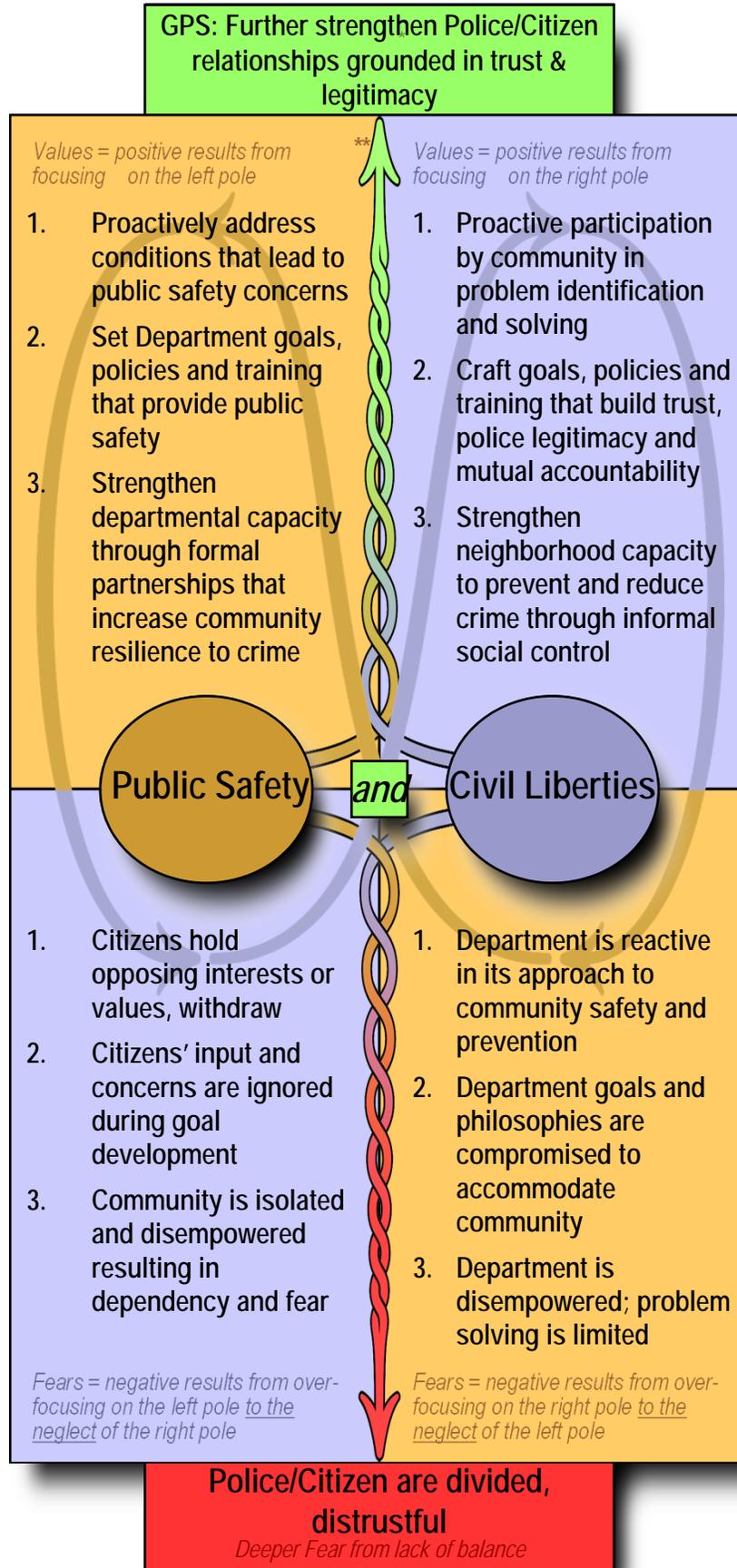
How will we gain or maintain the positive results from focusing on this left pole? What? Who? By When? Measures?

- A. Assess and compare current goals and objectives in relationship to community fears and concerns
- B. Conduct policy reviews in terms of procedural justice principles
- C. Expand training involving Fair and Impartial Policing
- D. Utilize Listening Sessions to introduce line officers to community members

Action Steps

How will we gain or maintain the positive results from focusing on this right pole? What? Who? By When? Measures?

- A. Conduct neighborhood surveys to identify community priorities
- B. Advisory Councils serve as partners in policy development and reviews
- C. Engage professionals from across systems to address community problems not resolvable by the police alone
- D. Develop performance agreements between police and communities



Early Warnings***

Measurable indicators (things you can count) that will let you know that you are getting into the downside of this left pole.

- A. Increase in citizen complaints regarding unfair treatment
- B. Decrease in citizen cooperation and support
- C. Disconnection between community/police priorities
- D. A mentality of "us verses them" develops with negative outcomes

Early Warnings

Measurable indicators (things you can count) that will let you know that you are getting into the downside of this right pole.

- A. Department goals are not met due to changing priorities
- B. Decreases in officer job satisfaction and productivity
- C. Community complaints about crime increases
- D. Complaints increase over equity of police services and resources based on influence verses need



Charleston Police Department 2015-2019 Strategic Plan

GOAL: 1 - Reduce Violent Crime and Victimization

OBJECTIVE: 1 - Reduce and Prevent Crime and Victimization

Strategies:

1.1.1 Crime Intel Unit to monitor, evaluate and disseminate social media information that may lead to crime and victimization.

Measure Track number of social media related Officer Awareness Bulletins sent to Officers that reference possible criminal occurrences

1.1.2 Concentrate on Mid-Level drug traffickers and attack the supply of illegal drugs to the street.

Measure Creation of a target list; track results of investigative efforts

1.1.3 Identify all children exposed to violence and identify resources to assist with preventing reoccurring violence.

Measure Track number of kids exposed; document strategies utilized to identify recovery resources; number of recovery resources recommended for each

1.1.4 Implement a Risk/Lethality Assessment tool to be completed by responding uniform officers to identify and assist at risk victims.

Measure Create form, train officers on use of form, track number of forms completed

1.1.5 Expand Family Violence Unit to include Mental Health Professionals to assist with resources needed for victims/witnesses.

Measure List additional personnel added, list resources provided by mental health professionals

1.1.6 Integrate use of the Crime Information Operations Center (CIOOC) to assist with immediate responses to violent crime.

Measure Number of cases CIOOC engaged in; number of crimes assisted by analysis; number of crimes assisted by camera room; number of crimes assisted by cell phone tracking and technology etc.

1.1.7 Develop criteria for identifying career offenders in the area of violent and property crime.

Measure Develop a criteria that can be consistently and uniformly applied

1.1.8 Utilize analytical tools to identify and monitor habitual career offenders with violent and property crime histories.

Measure Identify habitual violent and property crime career offenders; establish a method to monitor and track the individuals; report policing interactions/interventions

OBJECTIVE: 2 - Ensure Civility in Public Spaces

Strategies:

1.2.1 Review permit applications to identify if Police resources are needed and at what level.

Measure Track number of permits applied for; track number of events occurring without a permit; track number of police resources needed during permitted and non permitted public demonstrations

1.2.2 Regular and proactive monitoring of social media by the Crime Intelligence Unit of planned and unplanned events.

Measure Number of disseminated alerts identified by CIU for planned events; number of social media posts identified by CIU



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1.2.3 Ensure the Civil Disobedience Unit (CDU) is properly equipped, trained, and prepared to deploy when needs arise.

Measure Prepare inventory of deployed CDU equipment; identify equipment and training needs; track training occurrences; track equipment distribution to CDU members

1.2.4 Share laws and expectations with organizations conducting protests/events.

Measure Number of proactive efforts undertaken to establish a partnership with organizers of protests/events focused on applicable laws and event expectations

1.2.5 Develop policies and practices formalizing a layered response to mass demonstrations with a prioritization on de-escalation and a guardian mindset.

Measure Develop and implement a layered structure for response to demonstrations and protests

1.2.6 Promote SMART 911 for enhanced information awareness.

Measure Number of Charleston citizens who are registered in SMART 911; Number of community presentations

OBJECTIVE: 3 - Utilize Crime Prevention to Maximize Effort

Strategies:

1.3.1 Complete safety surveys to address potential crime issues.

Measure Track number of safety surveys as well as presentations by crime prevention

1.3.2 Utilize technology (Twitter, Facebook, CPD App) to communicate to neighborhoods and businesses crimes being committed in a geographic area.

Measure Track number of Twitter, Facebook, CPD app updates posted

1.3.3 Expand “Neighborhood Watch” program to interested neighborhoods.

Measure Track number of new Neighborhood Watch programs developed

1.3.4 Develop Public Service Announcements (to include Spanish) to educate community of crime issues.

Measure Number of Public Service Announcements developed

1.3.5 Hold quarterly commercial business information sessions to discuss crime issues in geographic areas.

Measure Number of commercial business information sessions and presentations completed

1.3.6 Provide regular updates to report on citizen complaints and instances of use of force.

Measure Report number of citizen complaints and Use of Force instances

OBJECTIVE: 4 - Utilize Place Based Personalized Policing

Strategies:

1.4.1 Maximize the use of Beat Integrity by requiring officers to conduct Walk and Talks in geographic areas utilizing data from current crime analysis.

Measure Number of Walk and Talks conducted (utilizing HEAT maps) to address specific issues identified through crime trends and analysis

1.4.2 Utilize CAT officers to conduct surveys in assigned areas.

Measure Develop survey tool; track the number surveys conducted in assigned areas



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1.4.3 Continue and expand Camp Hope and Friday Night Lights programs.

Measure Track the number of Camp Hope events; number of Friday Night Lights events; number of other Community Outreach events

1.4.4 Patrol officers to identify stakeholders in the community to work with as advocates on Police Department issues and initiatives.

Measure Identify community stakeholders; establish a list of advocates to work with; renew and re-evaluate the stakeholder list quarterly for new participation

1.4.5 Patrol officers make home and business visits to acquaint individuals with officers assigned to area.

Measure Identify geographic areas to be covered; identify the number of Friday double days available for possible acquaintance visits

1.4.6 Patrol officers work with community residents and businesses to identify and create resolution strategies for challenges.

Measure Number of new strategies identified by community resident forums; number of business focused issues identified; number of results developed and implemented to address challenges

1.4.7 CAT officers to develop a newsletter to keep citizens informed of Police efforts and crime statistics.

Measure Establish professionally designed newsletter format; semi-annual release with geographically specific based content

1.4.8 Conduct regular analysis to identify locations in each Team for special problem solution intervention strategies.

Measure Utilize Crime Analysis, Officer gathered information and citizen concerns to identify locations with challenges; number of challenges identified and addressed via Incident Action Plans; strategic deployment of resources



Charleston Police Department 2015-2019 Strategic Plan

GOAL: 2 - Building Trust and Relationships in the Community

OBJECTIVE: 1 - Enhance Departmental Training Surrounding Diversity Issues Facing Officers and the Community

Strategies:

2.1.1 Expand Fair and Impartial Policing training to include other aspects of diversity and cultural awareness.

Measure Number of employees and community members completing 'Fair and Impartial' training.

2.1.2 Partner with community members to build shared experiences between Officers and the communities they work in.

Measure Track number and type of experiences that Officers have with the communities they work with; track number of comment cards and related communications received by the Department

2.1.3 Develop scenario based training to build skills and abilities in areas that help build respect and trust: communication, personal interactions, and de-escalation techniques.

Measure Number of scenarios/training developed specifically to address de-escalation methods

OBJECTIVE: 2 - Create Multifaceted Approach to Reach All Members of the Community

Strategies:

2.2.1 Identify community influencers and hold small group meetings to hear challenges and concerns.

Measure List of community influencers identified; number of small group meeting held with their influencers

2.2.2 Create a presence at planned events throughout the City ranging from neighborhood block parties to large festivals.

Measure Number of community events attended by Department personnel

2.2.3 Expand community outreach interactions by making the "Walk and Talk" initiative more robust and consistent.

Measure Analyze information provided by CIU to assess consistency; proactively address any changes in data

2.2.4 Utilize surveys and feedback tools during meetings and events to gain information and learn about community concerns.

Measure Number of survey and comment cards completed and documented; number of challenges identified

2.2.5 Develop social media alternatives to increase sharing of information to improve transparency.

Measure Number of social media platforms used; number of feedback or tips received from social media platforms

OBJECTIVE: 3 - Create additional transparency in the community regarding Department activities

Strategies:

2.3.1 Increase dissemination of data surrounding community contacts, citizen complaints, and use of force instances.

Measure Develop formats for community information posts; post monthly information bulletins; track views of information posted on the Department's website

2.3.2 Develop protocols to collect, maintain, and report data to the FBI on all officer-involved shootings, whether fatal or not.

Measure Develop reporting protocol; track and report all officer-involved shootings to FBI



GOAL: 3 - Investment in Human Capital

OBJECTIVE: 1 - Utilize data to address retention opportunities

Strategies:

- 3.1.1** Review exit interview process to include analysis of trends and a process for making and implementing recommendations.

Measure Number of exit interviews conducted; number of interviews analyzed; number of recommendations forwarded from analysis; number of recommendations implemented; identification of retention patterns

- 3.1.2** Evaluate civilian growth opportunities

Measure Number of initiatives evaluated to increase civilian growth opportunities; number of strategies implemented

- 3.1.3** Develop strategies to enhance job satisfaction and environment opportunities

Measure Establish committee to develop way to assess employee satisfaction; identify methods to foster open dialogue of opportunities for improvements

OBJECTIVE: 2 - Evaluate Hiring and Recruiting Practices Relating to Underserved Populations

Strategies:

- 3.2.1** Examine current recruiting and hiring practices to determine trends and patterns for opportunities of improved focus.

Measure Identify locals, colleges and schools representing underserved populations; develop collaborative relationships with colleges and schools; develop a recruiting strategy to increase interest by underserved populations

- 3.2.2** Assess applicant success rates during the various testing phases.

Measure Conduct a quarterly review of each phases of the applicant testing process (PT, written, polygraph, interview, and background investigation) to verify no unintended negative impacts occur



Charleston Police Department 2015-2019 Strategic Plan

GOAL: 4 - Optimize and integrate technology systems to maximize effectiveness and efficiencies

OBJECTIVE: 1 - Inventory, Assess and Evaluate the Police Department's Existing Technology

Strategies:

4.1.1 Formulate a new Technology Work Group (TWG) of Department and City IT representatives, to ensure members offer a wide knowledge base with broad skills, abilities, and perspectives.

Measure Advertise for work group members; select of members; establish work group; create work group "skill set inventory"

4.1.2 Establish a Technology Inventory framework including all software and hardware systems used by Police Department personnel.

Measure Develop inventory framework and reporting methodology; complete inventory; number of system assessments conducted; number of "in use" technologies recommended for continuation or elimination.

4.1.3 Create and maintain an accurate Technology Inventory reflecting the operational readiness of all systems and hardware.

Measure Complete system inventory; assess readiness of each system and hardware

4.1.4 Assess and maintain effective levels of annual maintenance, warranties, and a realistic replacement schedule for systems and hardware.

Measure Number of warranty/usage assessments; number of replacement schedules prepared

4.1.5 Identify, document and recommend new technological systems for deployments, expansions or upgrade and request funding through the annual budget process.

Measure Number of system items requested during the annual budget caucus process; number of systems recommended for funding by City Budget; number of requests approved by City Council in the approved budget .

4.1.6 Create and implement a Quality Assurance process for existing technology solutions

Measure Development of a Quality Assurance methodology and baseline; Number of technology processes documented and evaluated as compliant; Number of technology processes found meeting the established baseline.

OBJECTIVE: 2 - Optimize and integrate technology systems to maximize effectiveness and efficiencies

Strategies:

4.2.1 Established framework that will optimize the engagement of the TWG in the continual exploration, evaluation, and assessment of new technology acquisitions or expansion of existing technologies on the created inventory lists with recommendations

Measure Number of assessments and evaluations conducted into best practices or current industry standards; number of acquisitions based on recommendations; number of expansions not recommended.

4.2.2 Develop and Institute a project management process where changes to the current CPD/IT environment would be fully vetted and approved by the TWG before acquisition or deployment.

Measure number of proposals explored; number of recommendations for acquisition; number of approved acquisitions.

4.2.3 Provide Recommendations for expansion of our footprint in social media

Measure Number of media outlets explored; number of recommendations/approvals; data on views/usage/activity

4.2.4 Identify new innovative technology solutions that support the Department's mission.

Measure Number of solutions explored; number of recommendations/approvals



Charleston Police Department 2015-2019 Strategic Plan

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- 4.2.5** Evaluate the myriad of available and emerging technology solutions through the PSOC/CIOC to provide a central source for access and expertise.

Measure Number of programs evaluated; documented usages of emerging technology solutions

OBJECTIVE: 3 - Optimize and integrate technology systems to maximize effectiveness and efficiencies

Strategies:

- 4.3.1** Ensure continued training occurs on existing and new technological solutions

Measure Number of training sessions; number of staff trained

- 4.3.2** Ensure training needs are assessed, developed and delivered for all future and newly acquired technological solutions.

Measure Assess amount of training needed for newly acquired solutions; number of training sessions completed; number of staff members trained on new solutions



Charleston Police Department 2015-2019 Strategic Plan

GOAL: 5 - Improves Preparedness and Response to All Hazards Incidents and Planned Events

OBJECTIVE: 1 - Develop the appropriate organizational structure and personnel to match identified vulnerabilities and threats from all hazards incidents.

Strategies:

5.1.1 Conduct City of Charleston critical infrastructure vulnerability assessment.

Measure Number of vulnerability assessments conducted quarterly.

5.1.2 Implement the 2011 National Incident Management (NIMES) Training goals

Measure Percent of City employees (by Department) meeting the 2011 NIMES training standards as outlined by the City of Charleston Emergency Operations Plan (EOP).

5.1.3 Increase the City of Charleston’s experience and expertise in incident management response and coordination.

Measure Number of exercises conducted by City personnel; number of full or partial activations of the Public Service Emergency Operations Center

OBJECTIVE: 2 - Ensure the safe and secure execution of City of Charleston special events.

Strategies:

5.2.1 Evaluate and develop Event Action Plans for each event that requires active oversight and management.

Measure Number of Event Action Plans created

5.2.2 Evaluation of the existing City of Charleston Special Events Committee Process

Measure Evaluate process; identify recommendations for improvement and efficiencies; number of recommendations implemented

5.2.3 Summarize and Catalog existing Special Events occurring in the City of Charleston

Measure weekly reporting of special events occurring throughout the City



GOAL: 6 - Capital and Infrastructure Investment

OBJECTIVE: 1 - Maintain assets, locations and staffing at levels and locations for effective and efficient deployment.

Strategies:

6.1.1 Monitor new construction initiatives, annexations, population growth trends.

Measure Calculate sworn and non-sworn staff growth to support increased dwellings, business and citizenry levels; request and justify increased staffing levels during the annual budget process

6.1.2 Maintain a motorized fleet sufficient to support Department staffing.

Measure Calculate needed expansion of the motorized fleet; request appropriate increases to purchase, outfit and maintain additional fleet units

6.1.3 Ensure newly constructed substations are designed and located to provide maximum benefit regarding response time and support.

Measure Maintain a constant presence at all design and construction meetings for Fire Station 14 (Carolina Bay) and Fire Station 21 (Cainhoy)

6.1.4 Ensure newly constructed Forensic Services building addresses current and future trends while maximizing efficiencies.

Measure Conduct site visits; catalog all existing and future service needs; secure consultant design expertise; construct new facility; gain occupancy and initiate operations

6.1.5 Plan effectively for future growth requirements

Measure Develop a space utilization study for a new Police Headquarters

Capital Improvement Initiatives

The City of Charleston has experienced substantial new residential development in the northern and southern quadrants of the City. Likewise steady increases in tourism have led to incredible growth and gentrification of the Downtown corridor. These changes, along with the development of previously open space, have placed demands on the services provided by the Police Department. These demands require additional staff to serve and protect citizens and visitors and likewise these staff increases require space and the tools necessary to do their jobs effectively and efficiently. The five year period encompassing this Strategic Plan will include the completion of a significant number of capital improvements key to meeting the needs of the City and its continued growth.

➤ **Public Service Operations Center & Crime Intel Operations Center**

The area in Police Headquarters previously dedicated to dispatching Police and Fire personnel can be repurposed as a result of consolidating these functions with Charleston County. The space will be transitioned to encompass a conjoined space to house both a Public Services Operations Center (PSOC) and a Crime Intel Operations Center (CIOC).

The PSOC is an operationally focused subset of the City's new Municipal Emergency Operations Center (MEOC) that opened in June 2015. The PSOC provides space and access to necessary equipment and technology to effectively manage the operational deployment of public safety resources. During a large scale activation the PSOC will allow the MEOC to remain focused on assessing and addressing the larger needs of City while the PSOC focuses on how and when safety and recovery assets are deployed. In parallel, the PSOC can be used when a full-scale MEOC activation is not warranted. These instances would include localized street flooding where street closures need to be coordinated and traffic flow managed; coordinating emergency incident responses that involve deployment of multiple special units; and most frequently, the PSOC will be used to run and coordinate any of the hundreds of special events that occur throughout the City annually.

The functionality of the PSOC will be enhanced by collocating it with the newly formed CIOC to house the Crime Intel and Analysis Unit. This technology savvy group utilizes a cadre of tools to aide in solving crimes, identifying officer awareness situations, detecting crime trends and even identifying previously unknown associations between individuals committing crimes, Creating the CIOC will allow these analytical and intelligence based tools to be centralized and expanded. Police operations that are managed from the PSOC will benefit exponentially by having ready access to the collocated investigative tools and staff in the CIOC.

➤ **Forensic Services Building**

Among the most significant capital endeavors to be undertaken in the ensuing five years will be the construction of a new Forensic Services Building on Bees Ferry Road in West Ashley. The Forensic Services Division encompasses the disciplines of Crime Scene, Latent Prints, Forensics Lab, Digital Evidence, and Photography/Audiovisual Services. These functions occupy approximately 5,900 square feet within 4 separate rental locations.

The City's Forensic Services Division holds international accreditation from ASCLD/LAB. The new facility will be designed and constructed to meet OSHA safety standards as well as national NIJ recommendations for crime laboratory facilities. The new building is slated to encompass between 10,000-12,000 square feet to provide workspace for existing staff and accommodate the future growth and expansion of forensic services. Building enhancements will also provide significant operational improvements. For example, by constructing a dual bay garage multiple vehicles and large apparatus can be processed at one time increasing efficiencies. Along these same lines, the building will be engineered for future service expansion such as eventual DNA analysis and other sciences yet to be discovered making this a long servicing facility with the ability to serve the Department and community for a very long time.

➤ **West Ashley Team 4 Office & Training Center**

The City purchased an existing two story building on Mary Ader Drive in West Ashley. This building will serve two significant functions for the Police Department while also providing the area some much needed community meeting space.

Once the building renovations are complete the first floor will become the new office space for Team 4 (West Ashley). For a number of years, this very large team has worked out of a very small substation type space within Fire Station 19 on Bees Ferry. The entire space consists of two offices and a hallway. Start of shift rolls calls are frequently held outside in the parking lot as there is not sufficient room inside. The new Team 4 Office on Mary Ader will eliminate this and many other challenges by providing sufficient room for roll call allowing for the important start of shift information to be communicated effectively. Team investigators will also have appropriate workspace along with dedicated interview space to provide victims and witnesses privacy and quiet while giving their statements. Patrol Officers will likewise have appropriate workspace available to complete paperwork and administrative duties at the end of shift. The growing CAT team will also have ample space to store patrol bikes and associated equipment. The space adjoining the Fire Station on Bees Ferry will continue to have a police presence and will be used as a passive police substation.

Making full use of this building, the second floor will be dedicated as the first ever Police Training Center. The space will have flexible classroom training space for learning with or without computers. Collapsible walls allow for either one large room or multiple small classroom configurations making it a cost effective option to bring high end trainers to the area. Because police work involves physical exertion components that are trained on regularly multiple mat rooms will be available and reconfigurable depending on the type of training being delivered. Those assigned to the Training Office will relocate from Police Headquarters to this location and will be allotted sufficient office and workspace with the ability to accommodate for some future expansion.

➤ **Daniel Island Team 5 Office**

As part of building Fire Station 21 in Caine Bay, the Police Department will gain a new Team 5 Office for Daniel Island. The space will be significantly larger than the current two offices available adjoining Fire Station 18 on Seven Farms Road. The new area will also be configured in what is becoming standard for Team Offices by allotting appropriate space for roll calls, officer work space, CAT team members, assigned case investigators and the Team Commander. This new police Team Office is very well timed and located due to the significant expansion expected in this area in the coming years as developments are built and new neighborhoods are formed.

➤ **West Ashley Sub Station**

Another opportunity to establish a police presence in West Ashley will occur with the new Fire Station 14 in Carolina Bay. Space has been designed adjoining the Fire Station to be used as a passive police substation. The space will include some space for Officers to complete paperwork, meet with citizens, victims or witnesses to take statements, or simply to take a meal break. Just as in other areas of the City, the area surrounding Carolina Bay is seeing rapid growth and development. Placing these public safety buildings in strategic locations is essential and leveraging the effort to provide both police and fire is paramount.

Future Projections

The City of Charleston is currently on the leading edge of very substantial development and revitalization. This period is perhaps the most significant cycle of change our region has ever seen. Boeing operations and their plans for additional expansion, the growing technology sector, and the Port's imminent expansion are among the most significant catalysts for this growth. Such investments generate a ripple effect that is touching every sector of our market. Even our visitor market is accelerating from an already very strong and prosperous position. These dynamics impact and increase the demand for the services provided by local government. The Charleston Police Department is continually assessing these changes and has mechanisms in place to proactively identify and address the evolving needs.

➤ Needs Analysis

The Police Department has an established “Strategic Growth Formula” to identify trends and changes that will precipitate the need for increased staffing requirements. The formula is a math-based computation based on annual the Calls for Service (CFS) by Patrol Team, the current Team staffing allocations, and estimated population increases provided from the Department of Planning, Preservation and Sustainability. The formula provides an overall ratio that is applied to the staffing allocation figures to predict the number of positions to be added to a designated patrol area in order to maintain 1) current levels of public safety, 2) professional police service, and 3) citizen satisfaction. The formula components are:

Strategic Growth Formula
$\text{Total CFS by Team} \div \text{Total Team Population} = \text{a Calls/Person Average}$
$\text{Population of Growth Area} \times \text{the Calls/Person Average} = \text{Area's Projected Increase in CFS}$
$\text{Area's Projected CFS} \div \text{Total CFS by Team} = \text{Ratio of Team's Increase CFS due to growth}$
$\text{Current Team Staff Allocation} \times \text{Team's Ratio Increase} = \text{Number of Additional Officers for Area}$

In establishing the formula, focus was placed on determining the growth potential of a particular patrol Team. This provided allowances for different types of growth patterns in various areas. For example, Downtown where land is a super-premium, growth would likely be as multi-story/multi-use structures. Comparatively, in West Ashley, where open land is still available multiple single family structures and/or connected dwelling units would be the expectation. Whereas the population increases of both scenarios could be equal, the West Ashley development would cover a much larger

geographic area thereby necessitating different patrol strategies from the urban environment of Downtown.

➤ **Growth Trend**

Based on known, approved or projects already in progress, the City expects to see continued growth in many areas of the City. The projections provided by the Department of Planning, Preservation and Sustainability has the City exceeding 150,000 residents by the year 2020. Consider that the City of Charleston added 16,000 residents between 1990 and 2000 and another 23,500 residents between 2000 and 2010. Now current projections have the City adding yet an additional 24,500 residents by 2020. This represents the largest growth over a 10 year period in the history of the City of Charleston. Further support for such growth is garnered when residential building permits are reviewed. Permits continue to trend upward, and have remained steady since 2009. Multifamily permits are expected to remain strong throughout the coming 5-7 years. This residential growth is not limited to the Downtown corridor. All parts of the City are experiencing redevelopment and analysis supports a permanent shift to increases to the rental offerings in the housing market. As a result of these trends, and the City's experiences over the past five years, it is expected that 30-35% of the City's housing growth will be rental. This is an increase from the traditional average of approximately 25% of the market being rental types of property.

Such population projections are not arbitrary but based upon specific developments already in the works plus a number of known projects expected to be approved.

Johns Island

There were only 1,676 residents of the City of Charleston on Johns Island in 2000. This is expected to grow to more than 9,000 residents by 2020. Of primary concern for Johns Island are the increased traffic issues and other demands for local support and services. It is critically important that traffic control and urban design issues receive attention and adequate planning to successfully manage this expansion.

Cainhoy

In the next several years, plans for the 6,000 acre Guggenheim Plantation property on the Cainhoy Peninsula will be approved. As a 20-30 year development with potentially thousands of residences, shopping, office and other workplace, this Berkeley County portion of the City of Charleston will grow into a substantial urban place maybe even warranting a second "city hall" type location in around 10 years.

Far West Ashley

Outer West Ashley remains the City's strongest single family residential market. The developing areas of Carolina Bay, Bolton's Landing and Grand Oaks are

steadily picking up in terms of residential construction. The area around Bees Ferry and Highway 17 is quite defined at this point and new construction is filling in blocks of long ago approved and initiated plans. Long Savannah also being viewed in terms of investment and, as such, will have increased service demand issued materialize in the next 10 years.

➤ Future Needs

When applying these growth elements, the Department's current Team allocation numbers plus the CFS figures to Strategic Growth Formula, it is clear that to keep pace with anticipated population growth, both Downtown Teams (Team 1 & 2) will require one additional officer per year for the next five years. The James/John Island Team (Team 3) will require two officers to keep pace with that area's planned growth. West Ashley (Team 4) has several significant housing developments already in construction driving an annual increase of staffing in that Team by at least two officers per year for the next five years. Finally, Daniel Island (Team 5), currently the Department's smallest patrol Team, is realizing the most significant and wide spread growth with Cainhoy. The City is even building a new Fire Station to support this area's expansion. The Strategic Growth Formula indicates this Team should receive at least 2 officers per year and each year thereafter, for the next several years.

In total, the methodology supports increasing the Police Department by at least 8 Officers per year for the next number of years.

Vehicle Fleet

The Charleston Police Department has been operating under a vehicle replacement program for several years. The criteria for determining if a vehicle is to be considered for replacement is based on mileage of at least 125,000 or repair cost that exceed the useful remaining life of the vehicle, or if safety hazards exist due to an accident or other defects. Prior to any vehicle being identified for replacement, the Police Department's Fleet Services Manager and Fleet Services Director agree the criteria for replacement has been met. Specialty vehicles such as those used by Special Units are reviewed on a one for one basis as circumstances require.

Department vehicles are replaced annually through the Department's Fleet Services Division. The Fleet Services Division purchases an average of 35 marked patrol cars each buying cycle (once per year). Funding for vehicle replacements comes from capital budget allocations based on a lease purchase program administered by the City's Budget, Finance and Revenue Department. This approach had established stability within the vehicle replacement program by providing a consistent source and amount of funding each year.

Applying the national industry standard of accumulating 15,000 miles per calendar year, the following table reflects the number of marked patrol vehicles forecasted to be eligible for replacement over the next five years.

2015	22 vehicles
2016	33 vehicles
2017	30 vehicles
2018	34 vehicles
2019	33 vehicles

Based on outer year forecasts (2020 to 2023), the number of marked vehicles projected to be eligible for replacement increases significantly. This is primarily due to sworn staffing increases between 2011 and 2014 that also increased the vehicle pool.

2020	40 vehicles
2021	34 vehicles
2022	55 vehicles
2023	67 vehicles

Likewise the Department has a noteworthy investment in unmarked vehicles. These vehicles do not have the standard two tone paint scheme, roof mounted lights or rear prisoner cages that marked patrol cars have so they are less costly to configure. These vehicles are operated by Officers not assigned to routine street patrol. Civilian staff in

certain support functions such a Crime Scene, Animal Control, and Prisoner Transport also have Department issued unmarked vehicles to use while performing their duties. While a bright-line standard does not exist for retiring unmarked vehicles, the industry standard in most jurisdictions ranges between 125,000 and 150,000 miles.

It has been customary for the Police Department to replace unmarked vehicles closer to 140,000 to 150,000 miles. This has allowed the Department to replace an average of 12 to 15 unmarked vehicles each year. If the Department were to move to replacing unmarked vehicles closer to the 125,000 mile mark, the number of unmarked vehicles purchased would swell to 20 to 24 each year for several years. Such a change would require a significant increase in the annual lease purchase investment over the same period.

2015	24 vehicles
2016	22 vehicles
2017	20 vehicles
2018	20 vehicles
2019	23 vehicles

Barring any adjustments to the current methodology of replacing one marked patrol car for every one retired plus replacing an average of 15 to 20 unmarked vehicles annually, a significant increase in the lease purchase funding will be necessary. These increases will be further compounded by the Department's intent to augment the sworn officer allocation by at least 8 officers per year for the next five years, just to keep pace with population growth trends. Staff additions will further increase vehicle counts and resulting replacement schedules. Over the next five years of this Strategic Plan, strategies and opportunities to stabilize and normalize the financial impact of the Department's vehicle replacement program will need to be explored by the Police Department and Budget, Finance and Revenue Department.