
Strategic Plan for the Police Department Town of Edisto Beach

This document sets out a detailed strategic plan for the Edisto Beach Police Department. It reviews the external environment (opportunities and challenges) and internal environment (assets and limitations); presents a series of statements relating to the Town of Edisto Beach's vision, mission, mandates, strategic issues, values and objectives; and sets out its proposed strategies and goals for organizational implementation and achievement.

Executive Summary

This is the Strategic Plan for the Edisto Beach Police Department. It contains an executive summary of the Department. This document contains program mandates, strategic issues, and strategies to improve efficiency and effectiveness throughout the Department. This document is intended to be dynamic and accessible to all employees within the Department who are encouraged to review and revise the plan. Although revisions can be made at any time, it will be emphasized that the plan be reviewed and updated at least annually. Goal successes will be documented in the executive summary.

The structure of the strategic plan is based upon *Strategic Planning for Public and Nonprofit Organizations* by John M. Bryson (3rd edition, 2004).

Accomplishments 2013-14

Purchase, Install and Operate Security Camera System. **Accomplished 2nd Quarter.**

Conduct comprehensive review of the elements of a Marine Response program by 2nd quarter 2013-14. **Accomplished 4th Quarter, boat purchased, SOP's developed, team formation in process.**

Research the need and cost of purchasing SUV's for patrol beginning with the next replacement cycle. 2nd quarter 2013-14. **Accomplished 4th Quarter Tahoe Purchased.**

Seek funding through US Government and other sources to purchase additional equipment by 4th quarter 2013-14. **Accomplished 4th Quarter. Grant submission SCDPS January 2014 800 MHz repeaters, ATAX funding for Marine Response and Police Mountain Bicycle Patrol.**

Establish Police Mountain Bike Patrol Program. **Accomplished 4th Quarter**

Upgrade 800MHZ radio repeater system. **Accomplished 4th Quarter Vehicular repeaters ordered and installed. When installed, vehicular repeaters will improve radio signal quality for portable 800MHZ radios.**

Upgrade uniforms and badges. **Accomplished 3rd Quarter.**

Conduct Comprehensive Police Salary Review. **Accomplished 2nd Quarter, created Assistant Chief Position.**

Goals 2014-15

Increase traffic safety through consistent enforcement, analysis of traffic data - Radar Trailer- and marked unit visibility.

Continue comprehensive review of the elements of the Marine Rapid Response Team and complete the selection and training of the team by the end of 3rd quarter 2014-15.

Conduct New Citizen Survey by end of 4th Quarter 2014-15

Continue research options to acquire more work space by end of 4th quarter 2014-15.

Seek funding through US Government and other sources to purchase additional equipment by 4th quarter 2014-15.

Re-submit a request through the Colleton County Sheriff's Office for a SLED Data Master Terminal to be used for blood alcohol testing in suspected DUI cases by 2nd quarter 2014-15. (Request made 4rd quarter 2013-14 - follow-up required)

Add one Reserve Officer by end of 3rd Quarter 2014-15.

Seek South Carolina Law Enforcement Accreditation by end of 2nd quarter FY 2015-16.

Update and expand information on Police Department webpage by 4th quarter FY 2014-15.

Complete three year Policy and Procedure Review and Revision by the end of 2nd quarter 2014-15

WHERE ARE WE NOW?

Departmental Historical Overview

The Town of Edisto Beach was incorporated in 1970. From 1970 to 1976 law enforcement was handled by the Charleston County Police Department, except for a period of about six weeks. The town hired an officer who, after about six week's employment, left the department as a result of his residence being damaged by a shotgun blast. In 1976 the town became a part of Colleton County. From 1976 until 1985, law enforcement was handled exclusively by the Colleton County Sheriff's Office. In 1985 the town established the Town of Edisto Beach Police Department by ordinance. Bill O'Brian was hired as the first police chief. Chief O'Brian was replaced by Ron Strickland, who was followed by Hugh Chinner.

When Chief Chinner left employment he was replaced by Steve Harwell. Chief Harwell retired in 1998 and in March of 1999, Trent Canady was hired. Chief Canady completed his tenure October 19, 2010. Bill Coffey is currently Chief of Police and began his duties May 1, 2011

The Edisto Beach Police Department is comprised of a Police Chief, an Assistant Police Chief, a Sergeant, and four Police Officers, one of which is funded through a private/public partnership with Ocean Ridge Property Owner’s Association. One Colleton County Sheriff’s Office Sergeant and one Sheriff’s Deputy are assigned full-time to Edisto Beach and work out of the Edisto Beach Police Department providing additional support for the community.

Departmental Personnel

	Fund	FY2012 FTE	FY2013 FTE
Police Chief	10	1.0	1.0
Assistant Police Chief	10	0.0	1.0
Sergeant	10	1.0	1.0
Police Officers	10	5.0	4.0
Beach Patrol	ATAX	Seasonal	Seasonal
FTE-Full Time Equivalent		7.0	7.0

Staff FTE was increased FY2012. One part-time position was added and the other half of the part-time position was funded by a private/public partnership.

Department Organization Chart



Figure 1

WHY DO WE PROVIDE THE SERVICE?

Organizational Mandates

Ordinance 12-12-85 establishing a Police Department duties and responsibilities.

WHERE DO WE WANT TO BE?

Vision

The vision of the Town of Edisto Beach Police Department is to be a world class law enforcement agency committed to the values of Honor, Excellence, Accountability, Respect, and Teamwork. We aim to demonstrate creativity, challenge our capabilities, and encourage initiative. We hold ourselves to a high standard of excellence and continually improve by solving problems and making decisions that benefit the organization and community. We are dedicated to service, lifelong learning, and professional growth.

Mission Statement

It is the mission of the Town of Edisto Beach Police Department to serve all people within our jurisdiction with respect, fairness, and compassion. We are committed to the protection of life and property; the preservation of peace, order, and safety; the enforcement of local, state and federal laws; and the defense of the Constitution of the State of South Carolina and the Constitution of the United States of America in a fair and impartial manner

Core Values - H.E.A.R.T

Honor - We will be honorable in our principles, intentions, and actions.

Excellence - We seek excellence in all that we do and strive for continuous improvement. Our employees are encouraged 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 different 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.

Strategic Goals

The Department strategic goals serve to guide the activities and direction of the Department and provide a foundation for decision-making so we can deliver the highest quality police service to the Edisto community. Our strategic plan is dynamic and flexible, and as such, the strategies are updated on an annual basis to reflect the new challenges and opportunities that face the Department.

Strategic Goal 1: Enhanced Public Safety

The primary responsibility for our Department is to enhance the safety and security of our community. We accomplish this by reducing the level of crime and also by developing trusting and productive relationships with the community. Community safety incorporates many elements and our plan must touch upon all that apply including: reductions in crime, non-traditional problem-solving, disaster preparation, and patrol and investigative improvements.

Strategic Goal 2: Creating Community Partnerships

Community partnerships expand all facets of our operation. We must seek out methods and opportunities to create, develop and strengthen our partnerships and leverage the resources, experiences, and support that come from mutual respect between the police department and our partners.

Strategic Goal 3: Effective Resource Acquisition and Management

We must be mindful, especially during these tough economic times, of the importance of good stewardship regarding our resources. We must protect and maintain current resources, and make careful choices in the future in terms of purchases and maintenance. We will advance our organization by conducting

research, incorporating the best law enforcement practices and technology into our operations enabling us to optimize resources and manage them effectively.

Strategic Goal 4: Staff Development

We are committed to providing high quality training and career development opportunities that benefit both the employee and the Department. In addition to increasing access to internal and external training opportunities for all staff, we will develop consistent training designed to reduce risk and increase employee safety. We also seek to enhance the abilities of our current supervisors and develop future leaders of our organization.

Strategic Goal 5: Utilize Advanced Technology

Technology will continue to help us improve our capabilities, expand our capacity, and allow us to more efficiently and effectively service the community. It will also allow for better coordination with the community and our law enforcement partners. Technology allows us to do more with less by being a force multiplier and time saver. Our task for the future is to continue to research and identify potential solutions that will either enhance our current operation or provide the opportunity to eliminate unnecessary tasks.

Objectives & Strategies

Goal 1: Enhanced Public Safety

OBJECTIVE 1: IMPROVE PATROL and INVESTIGATIVE FUNCTIONS

STRATEGIES:

Maximize visibility by optimizing uniform patrol's deployment.

Measurements: Evaluate patrol data; feedback. (Ongoing)

Increase traffic safety through consistent enforcement, analysis of traffic data Radar Trailer- and marked unit visibility.

Measurement: Evaluate data, accident reduction. (Ongoing) Increased the total number of traffic citations by 84% (combined totals - town/county - 9 officers)

Increased the total number of speeding citations by 185% (combined totals – town/county - 9 officers) FY 2012-13

Add a Bicycle Patrol Unit to the fleet consisting of a police bicycle, equipment and officer training. 3rd Quarter FY2013-14

Measurements: Functioning program. Completed 4th quarter 2013-14

Conduct comprehensive review of the elements of a Marine Response program by 3rd quarter 2013-14. Measurement: Data collection and analysis to include funding sources and sustainability.

Note: Town Council approved continuation of Beach Patrol (FY 2012-13) and expanded Beach Patrol personnel and duties and added new UTV (ATAX funded \$30,000) Sold old Beach Patrol Kawasaki ATV & Trailer \$2,000. Accomplished 4th Quarter, boat purchased, SOP's developed, team formation in process. Continue comprehensive review of the elements of the Marine Rapid Response Team and complete the selection and training of the team by the end of 3rd quarter 2014-15.

Increase the quality of investigations with standardized case files and supervisory

reviews by 2nd quarter FY 2011-12.

Measurements: Number of arrests and convictions. (Initial phase accomplished December 2011).

Enforce liquor licensing regulations.

Measurements: Number of inspections conducted; number of violations identified and resolved.

OBJECTIVE 2: STRENGTHEN DEPARTMENT'S RESPONSE TO NATURAL DISASTERS AND HAZARDOUS EVENTS

STRATEGIES:

Implement National Incident Management System (NIMS) goals by 2nd quarter FY 2011-12

Measurement: Number of personnel completing updated NIMS training. (All staff training completed June 2012)

Continue working cooperatively with regional partners in participation in disaster exercises.

Measurement: Number of exercises attended. (Ongoing, monthly and quarterly).

Review response and evacuation plans

Measurement: Plans reviewed. (Plans reviewed July 2011, Evacuation Zone Team Rosters updated and expanded, Police Department Emergency Equipment List Updated.) 2012 Review completed June 2012. Ongoing

GOAL 2: CREATING COMMUNITY PARTNERSHIPS

OBJECTIVE: EXPANSION OF CITIZEN ENGAGEMENT

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STRATEGIES:

Update and expand information on Police Department webpage by 2nd quarter FY 2013-14. **Continue to update and expand information on Police Department webpage by 4th quarter FY 2014-15.**

Measurement: Website updated

Increase community involvement in education programs.

Measurement: Community members attending training programs.

Expand use of media to educate and inform public and promote the Department (newspaper articles, radio segments, Channel 2 etc.)

Measurement: Programs developed; citizen feedback. (Several positive newspaper articles and additional CH 2 information February 2012).

Conduct Focus Group meetings as needed to enhance input and shared understanding of police department mission and goals.

Measurement: Number of participants; number of rides-along completed by participants, feedback about process from citizens and officers.

Improve cooperation between citizens, businesses and department in solving crimes and enhancing public safety.

Measurement: Number of crimes solved based on citizen tips. Ongoing Example: Signed 3 year contract with Ocean Ridge Homeowners Assn. providing funding for half the cost of one certified officer including vehicle and equipment. Public/Private Partnership.

Create an updated brochure for visitors and residents advising them of ordinances safety tips, and other important information.

Measurement: Brochure printed and available for distribution by end of 3rd Quarter 2012-13. Completed. Developed new police department brochure for in-house printing with updated business and attraction information and map.

Continue to capture information from the community to measure satisfaction and support. **Conduct New Citizen Survey 4th Quarter 2014-15**

Measurement: Survey results; letters to the editor; number of citizen complaints. (Citizen Survey Conducted August 2011)

GOAL 3: EFFECTIVE RESOURCE ACQUISITION and MANAGEMENT

OBJECTIVE: INCREASE ASSETS AND REDUCE COSTS

STRATEGIES:

Complete Office Renovation by 2nd quarter FY 2011-12.

Measurement: Workstations installed. Paint, ceilings and floors redone. (Renovation completed February 2012 with the exception of front entry door and restroom. **Project completed July 2013. Research options to acquire more work space by 3rd Quarter 2013-14. Ongoing 2014-15**

Maintain consistent equipment in-service status.

Measurement: Reduction in maintenance costs; number of missions where equipment is not available (ATV etc.). (All equipment currently available for service February 2012). Two new fully equipped patrol vehicles have been ordered were delivered 9/2/2013. **Research the need and cost of purchasing SUV's for patrol beginning with the next replacement cycle. 2nd quarter 2013-14 Accomplished 4th 2013-14 Quarter Tahoe Purchased and Equipped.**

Monitor budget for opportunities to reduce costs.

Measurement: Identify areas of savings; money saved. (Budget adjustment February 2012 saving \$17,500) Vehicle repairs have also been reduced. **Ongoing**

Minimize equipment damage.

Measurement: Reduced repair cost; number of preventable accidents. **Ongoing**

OBJECTIVE: INCREASE ASSETS AND REDUCE COSTS

Pursue outside funding sources.

Measurement: Sources identified; monies obtained. (Federal Govt. Grant applications submitted January 2012 in the amount of \$156,481 for equipment and records mgmt. software). Two Federal Grants – one for the purchase of 800MHZ Radios in the amount of \$67,988 and the other for a new Records Management System in the amount of \$35,000 for a total of \$102,982 were approved May 2012). Submit two grant proposals for equipment i.e. vehicles, cameras, ATV, by 4th Quarter 2012-13. **Grants were submitted and funded. Signed contract to develop Video Camera Surveillance Network (Installation begins 8/20/13) (ATAX funding \$59,000), Expanded Beach Patrol personnel and duties and added new UTV (ATAX funded \$30,000) Sold old Beach Patrol Kawasaki ATV & Trailer \$2,000 Accomplished 4th Quarter. Grant submission SCDPS January 2014 800 MHz repeaters, ATAX funding for Marine Response and Police Mountain Bicycle Patrol. Pursue outside funding sources for equipment and technology upgrades by 4th quarter 2014-15.**

Conduct regular inventories and inspections to ensure equipment condition and life-cycle.

Measurement: Conduct monthly inspections of personnel and fleet; conduct quarterly inspections of specialized equipment. (Inventory of police equipment and supplies completed June 2012) Monthly inspections of vehicles and equipment beginning July 2012 **Ongoing** Upgrade uniforms and badges. **Accomplished 3rd Quarter 2013-14.**

Initiate partnerships with other agencies to obtain and share resources.

Measurement: Partnerships established; reduction in costs; projects completed. (Ongoing. Example; discussions with Colleton County Sheriff regarding serviceability of police boat). Submit a request through the Colleton County Sheriff's Office for a SLED Data Master Terminal to be used for blood alcohol testing in suspected DUI cases 2nd Quarter 2013-14. **Re-submit a request through the Colleton County Sheriff's Office for a SLED Data Master Terminal to be used for blood alcohol testing in suspected DUI cases by 2nd quarter 2014-15. (Request made 4rd quarter 2013-14 - follow-up required)**

Utilize local volunteers to assist in satisfaction surveys, grant writing and operational studies, and daily operations. **Add one volunteer/intern by end of 2nd Quarter 2013-14.**

Measurement: Number of employee hours saved, and number of volunteers added.

OBJECTIVE: INCREASE ASSETS AND REDUCE COSTS

Create a Police Foundation to seek funding from stakeholders in community to offset costs by 4th quarter FY 2014-15

Measurement: Program implemented; number of projects funded from outside sources.

GOAL 4: STAFF DEVELOPMENT

OBJECTIVE: ENHANCE WORKFORCE DEVELOPMENT

STRATEGIES:

Acquire and maintain specialized training and certification of staff.

Measurement: Number of certifications and re-certifications obtained. Schedule training for each officer by end of 2nd quarter 2012-13; complete scheduled training by end of 4th Quarter 2012-13. **Ongoing.**

Create program of succession planning and workforce development.

Measurement: Implementation of program. **Ongoing, hired 3 new employees, increased base pay for certified officers 34,000. Signed 3 year contract with Ocean Ridge Homeowners Assn. providing funding for half the cost of one certified officer including vehicle and equipment.** Conduct Comprehensive Police Salary Review. **Accomplished 2nd Quarter 2013-14, created Assistant Chief Position recommended salary adjustments for current police job classifications.**

Seek South Carolina Law Enforcement Accreditation by 2nd quarter FY 2015-16.

Review processes to ensure compliance in all areas. Rewrite policy and Procedures as needed

Measurement: Receive accreditation.

Certify all employees in CPR/AED

Measurement: Number of employees certified.

Add one Reserve Officer by end of 3rd Quarter 2014-15.

Measurement: Reserve officer added to the staff.

Complete three year Policy and Procedure Review and Revision by the end of 2nd quarter 2014-15

Measurement: Policy and Procedure review and revision completed.

OBJECTIVE: ENHANCE WORKFORCE DEVELOPMENT

Maintain the integrity of information contained in the RMS system to ensure to accuracy of problem-solving efforts and level of analysis required to effectively address repeat and chronic problems.

Measurement: Number of errors recorded; number of errors over 30 days old per month. (New system acquisition underway and will be more efficient and limit errors). Complete by 4th Quarter 2012. **Completed. New Records Management System installed and operating including staff training (DOJ grant \$35,000)**

Improve the exchange of information within the Department both laterally and through the chain of command by 2nd quarter FY 2011-12.

Measurement: Establishment of new system of communication. (Staff E-mail accounts, and monthly meetings December 2011) Duty Phone activated June 2012.

Cross-train employees to expand knowledge and better use personnel.

Measurement: Identify positions; number of employees trained. **Ongoing in areas of Records Management, Communications, Training, Evidence and Leadership.**

Continue monthly training in areas of safety, critical incidents, traffic stops, etc.

Measurement: Number of employees trained per quarter; number of topics. (Documented staff In-service training conducted monthly beginning April 2011). **Ongoing monthly staff meetings and roll-call training.**

Review standards for evaluation of performance for sworn and civilian personnel.

Measurement: Performance reviews conducted and individual goals implemented. (Performance reviews conducted June 2012. Goals for Individual officers have been identified and chosen with completion expected by 4th Quarter 2012-13). **Completed.**

GOAL 5: UTILIZE TECHNOLOGICAL ADVANCES

Objective: Acquire And Upgrade Equipment

STRATEGIES:

Seek funding through US Government and other sources to purchase additional equipment.

Measurement: Grants applied for; amount of equipment purchased through grant funds. (Federal Govt. Grant applications submitted January 2012 in the amount of \$156,481 for equipment and records mgmt. software). (Records Improvement and 800MHz Radio grants approved May 2012 in the amount of \$92,684, with a 10% local match- \$10,298, total \$102,982) **Completed.**

Implement new Records Management System by 4th quarter FY 2012-13

Measurement: System installed and operating. (Federal Govt. Grant applications submitted January 2012 in the amount of \$35,000 for records mgmt. software). Strategy extended for completion. Grant was awarded May 2012, acquisition and implementation by 4nd Quarter 2012. **Completed**

Initiate Mobile Computer Terminals (MCT) project and installation of MCTs in officer vehicles by 4th quarter 2012-13

Measurement: MCT purchase and installation, personnel trained. (This strategy is complimentary to the Records Improvement Grant that was awarded May 2012. The funding may cover the cost of Mobile Computer Terminals, which will be determined during the bidding process 3rd Quarter 2011-12). **Completed. In-car Laptops (3) including scanners and printers providing E-Ticket writing capabilities**

Implement new crime safety and security camera program by 4th quarter FY 2012-13

Measurement: Number of cameras installed; reduction in crime. (Federal Govt. Grant applications submitted January 2012 in the amount of \$156,481 for equipment and records mgmt. software). Grant was not funded. Another Grant application requesting funding in the amount of \$57,245 for this strategy was submitted 4-13-2012 to the Department of Homeland Security. Awards will be announced in the 4th Quarter 2012. **Signed contract to develop Video Camera Surveillance Network (Installation to begin week of 8/20/13) (ATAX funding \$59,000) . Accomplished 2nd Quarter 2013-14**

Develop user group to research and conduct annual assessment of technology to determine the need for upgrades and potential new acquisitions. Quarterly FY 2012-13

Measurement: Assessment completed and report prepared.

Acquire updated technical investigative equipment to enhance investigations and successful prosecutions.

Measurement: Acquisition of equipment; convictions.

Advance crime suppression, policing methods and emergency response through regional radio interoperability by 4th quarter FY 2012-13

Measurement: Evaluate feasibility, update technology and purchase equipment. (Federal Govt. Grant applications submitted January 2012 in the amount of \$156,481 for equipment and records mgmt. software). Strategy extended for completion. Grant was awarded May 2012, acquisition and implementation by 4nd Quarter 2012 **Completed. Purchased and installed 800 MHz radio equipment – 7 mobiles and 6 portables including officer training(DOJ grant \$63,659) Accomplished 4th 2013-14 Quarter Vehicular repeaters ordered and installed. When installed, vehicular repeaters will improve radio signal quality for portable 800MHZ radios.**

HOW DO WE GET THERE?

External Environment: Opportunities and Challenges

The purpose of this section is to explore the environment outside the Department in order to identify opportunities and challenges (formerly known as threats) the Department anticipates in the future. Although emphasis is placed on future opportunities and challenges, present opportunities and challenges are also addressed.

Opportunities:

- Keep abreast of new technologies and innovations
- Actively research and apply for grants, and alternative sources of funding
- Align Departmental strategies to the Town of Edisto Beach Council's vision
- Community ownership through community involvement
- Community event involvement
- Provide skills-based training for staff

Challenges:

- Unfunded Legislative Mandates
- High Cost of living at Edisto Beach (Officer Pay and Benefits)
- Limited manpower
- Loss of knowledge due to staff turnover and/or relocation
- Lack of community awareness regarding safety issues and crime prevention
- Effective communication with surrounding agencies
- Limited support from Colleton County service providers. i.e. Animal Control

Internal Environment: Assets and Limitations

The purpose of this section is to explore the environment inside the Department in order to identify assets and limitations.

Assets:

- Dedicated, professional police officers
- Provide direct services that positively impact public safety and quality of life
- Firsthand knowledge of environment – beaches, street, roads, businesses and ability to respond quickly effectively.
- Outstanding working relationship with Colleton County Sheriff and his staff
- Sheriff’s Office jail and other resources.

Limitations:

- Manpower.
- Funding.
- Affordability of new technology.
- Limited training opportunities due to time and expense.
- Inadequate facilities.
- Closest detention facility is the Colleton County Jail in Walterboro, SC.

Financial Data

Department	FY11-12	FY12-13	FY13-14	FY14-15
	Actual	Budget	Budget	Budget
Police Department	497,143	524,519	576,555	605,687

Performance Measures

Measures:	Actual FY 09	Actual FY 10	Actual FY 11	Actual FY 12	Actual FY13	Actual FY14
<i>Workload indicators:</i>						
# of Total Citations	452	457	173	188	436	458
# of Citations for Speeding	220	217	81	96	228	355
# of traffic warnings	1,142	954	657	1,026	1,119	977
# of alarm calls	172	200	263	206	155	225
# of calls for two or more officers	94	125	102	94	96	165
# of parking tickets issued	130	179	56	10	21	79

# of traffic accidents	13	25	23	9	19	19
# of miles patrolled	57,120	70,193	63,997	89,082	92,637	100,612
# of miles patrolled outside Town limits	N/A	11,136	15,366	12,614	8,250	14,703
# of burglaries	14	6	18	29	13	8
# of Larcenies	46	40	50	59	52	67
# of Assaults	9	14	10	9	2	15
# of incidents and calls for service	823	1,000	954	1,044	1,083	1267
# of articles for media	9	7	4	-	-	-
# of presentations to the public	1	7	6	-	-	2
# of grants submitted	3	1	0	5	3	3
# of County assists	N/A	51	12	4	1	
# of golf cart violations				4	17	8
# of Domestic Violence Calls						3
# of Property Checks	22	6	19		21,433	30,857
<i>Efficiency or unit-cost ratio:</i>						
\$ collected in parking tickets	5,000	3,554	1,400	375	225	1,500
Average cost of maintenance per unit	2,200	149	312	1,297	1,142	1210
Cost of doing business in Colleton County	N/A	\$5,072	\$2,116	N/A	N/A	
Average Cost per Call	\$204	\$183	\$161	N/A	484	455