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# Strategic Plan for the Police Department Town of Edisto Beach

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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.

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## 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 (3<sup>rd</sup> edition, 2004).

## Accomplishments 2014-15

- Burglaries down 13%
- Larcenies down 39%
- Motor Vehicle Collisions down 42%
- 2014 “Outstanding South Carolina Traffic Safe Community Award” from AAA
- Change of Command with the retirement of Chief Bill Coffey
- Assistant Chief George Brothers promoted to Chief of Police
- Officer Ken Dasen promoted to Assistant Chief of Police
- Attended 2014 International Association of Police Chiefs Conference
- Received Bullet Proof Vest Grant - \$325.00
- Received JAG Grant for a portable 800MHz repeater - \$21,629
- Attended SC Municipal Association Risk Management course
- Attended SC Municipal Association Elective: 2014 Law Enforcement Best Practices and Emerging Legal Trends

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## *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 became Chief of Police on May 1, 2011 and retired in June of 2015. George Brothers was named the new Chief of Police upon Coffey’s retirement.

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

	<b>Fund</b>	<b>FY2014 FTE</b>	<b>FY2015 FTE</b>
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 50-31 established a Police Department assigning officers and duties.

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# ***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.

## **Long Term Objectives**

Enhance public safety by reducing crime and developing productive relationships with the community.

Create community partnerships that leverage resources with out community partners.

Provide high quality training and career development opportunities that benefit our employees and the Department.

## **Short Term Goals – FY 2015-16**

Increase traffic safety through consistent enforcement, analysis of traffic data, use of radar trailer, and marked unit visibility.

Increase Departmental presence on the beach during the summer months through effective use of Beach Patrol and uniformed officers.

Seek Grant funding for Bullet Resistant Vests and Body Worn Cameras.

Improve citizen interaction with Department through the use of Facebook, Twitter and quarterly meetings with citizens to discuss current issues.

Improve relationships with businesses by regularly meeting with them to discuss issues

Complete three year Policy and Procedure Review and Revision by the end of 2015.

Strengthen Departmental response to natural disasters and hazardous events by reviewing response plans with officers and external partners

# 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

Budget	FY12-13	FY13-14	FY14-15	FY15-16
Police Department	575,905	531,731	551,748	604,138

## Performance Measures

Measures	FY 11	FY 12	FY 13	FY 14	FY 15
Total Citations	173	188	436	458	342
Speeding Citations	81	96	228	355	288
Warnings	657	1026	1119	977	1045
Alarms	263	206	155	225	154
Calls Requiring Two Officers	102	94	96	165	101
Parking Tickets	56	10	21	79	174
Traffic Collisions	23	9	19	19	11
Miles Patrolled	63997	89082	92637	100612	104872
Miles Patrolled in County	15366	12614	8250	14703	20044
Burglaries	18	29	13	8	7
Larcenies	50	59	52	67	41
Assaults	10	9	2	15	8
Incidents and Calls For Service	954	1044	1083	1267	1455
Media Articles	4	0	0	0	2
Property Checks	19	0	21.433	30857	18280