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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).

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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 is currently Chief of Police and began his duties May 1, 2011

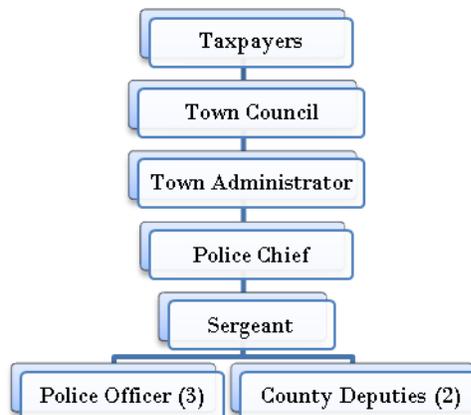
The Edisto Beach Police Department is comprised of a Police Chief, one Sergeant, one Corporal, and three Police Officers. One Colleton County Sheriff's Office Sergeant and one Sheriff's Deputy are assigned full-time to Edisto Beach and work out of the Edisto Beach Police Department providing additional support for the community. One police officer position was eliminated in FY2009-10 and the Police Department was reorganized and the Chief position became a "working Chief"

## Departmental Personnel

	<b>Fund</b>	<b>FY2011 FTE</b>	<b>FY2012 FTE</b>
Police Chief	10	1.0	1.0
Sergeant	10	1.0	1.0
Police Officers	10	4.0	4.5
Beach Patrol	ATAX	Seasonal	Seasonal
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FTE-Full Time Equivalent		6.0	6.5

Staff FTE was increased FY2012. One part-time position was added.

## Department Organization Chart



## ***WHY DO WE PROVIDE THE SERVICE?***

### Organizational Mandates

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

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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.

## **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)

Create a Bicycle Safety Program to encourage safe riding practices by 4<sup>th</sup> quarter FY 2011-12

Measurements: Functioning program Involve bicycle rental businesses, bicycles equipped with lights and reflectors. Safety program initiated. 20 Bicycle lights have been purchased made possible by a donation from the Edisto Beach Lions Club Officers encountering someone riding a bicycle at night, stop the person and discuss with them the need to equip their bicycle with a headlight and rear reflector. Officers will then loan the rider a headlight - if available - so that the rider can safely continue their ride. The rider is asked to return the light to the Town before leaving Edisto and advised to purchase a headlight and rear reflector to prepare for future nighttime rides. Rental businesses will be contacted – by the end of June 2012 – and asked to help educate the public and have lights available for their customers. Bicycle safety talks are being conducted at the Lions Club prior to the start of Bingo.

Conduct comprehensive review of the Beach Patrol program by 4<sup>th</sup> quarter FY 2011-12 Identify and include needed elements i.e. Safe Swimmer and Water Rescue.

Measurement: Data collection and analysis add elements, secure funding insures sustainability, Town approval, Beach Patrol expanded. (Marine Response Program concept proposal along with 1<sup>st</sup> year budget presented to ATAX committee May 3<sup>rd</sup> – unanimous approval. Town Council voted not to approve in their May meeting). **This strategy will be extended into the 2012-13 FY with expected completion 4<sup>th</sup> Quarter 2012-13**

Increase the quality of investigations with standardized case files and supervisory reviews by 2<sup>nd</sup> quarter FY 2011-12.

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

Increase use of media to solicit tips on wanted persons.

Measurements: Programs developed; arrests.

Strengthen partnership with county regional authorities to investigate crimes including drug trafficking by 2<sup>nd</sup> quarter 2011-12

Measurements: Joint investigations conducted; arrests; drugs confiscated. 12 (Partnerships strengthened, joint investigations and arrests, property recovered, January 2012). **This strategy will be carried over into the 2012-13 FY. Discussions with the in-coming Colleton County Sheriff will commence November 2012**

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 2<sup>nd</sup> 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

## **GOAL 2: CREATING COMMUNITY PARTNERSHIPS**

### **OBJECTIVE: EXPANSION OF CITIZEN ENGAGEMENT**

#### **STRATEGIES:**

## **OBJECTIVE: EXPANSION OF CITIZEN ENGAGEMENT**

Form "Neighborhood Watch" programs in interested neighborhoods.  
Measurement: Number of "Neighborhood Watch" programs formed.

Develop program to utilize various communication devices to communicate with the community by 4<sup>th</sup> quarter FY 2011-12.  
Measurement: Implementation of programs and participants

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).

Form a Citizen Advisory Group to enhance input and shared understanding of mission and goals by 4<sup>th</sup> quarter FY 2011-12.  
Measurement: Number of participants; number of ride-alongs completed by participants, feedback about process from citizens and officers.

Enhance cooperation between citizens and department solving crimes.  
Measurement: Number of crimes solved based on citizen tips.

Create mailers for stakeholders advising them of events, police programs, safety tips, and community information.  
Measurement: Use of mailers; feedback.

Continue to capture information from the community to measure satisfaction and support.  
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 2<sup>nd</sup> 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. The 2012-13 budget request includes funding for the completion of this project).

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).

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 by utilizing a different service provider.

Minimize equipment damage.

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

Aggressively 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 67988 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).

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**

## **OBJECTIVE: INCREASE ASSETS AND REDUCE COSTS**

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).

Utilize local volunteers to assist in satisfaction surveys, grant writing and operational studies, and daily operations.

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

Create a Police Foundation to seek funding from stakeholders in community to offset costs by 4<sup>th</sup> quarter FY 2012-13

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.

Create program of succession planning and workforce development.

Measurement: Implementation of program.

Seek South Carolina Law Enforcement Accreditation by **4<sup>nd</sup> quarter FY 2012-13**.  
Review processes to ensure compliance in all areas. Rewrite policy and Procedures as needed

Measurement: Receive accreditation.

Certify all employees in CPR/AED by **2<sup>nd</sup> quarter FY 2012-13**

Measurement: Number of employees certified.

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 4<sup>th</sup> Quarter 2012**

Improve the exchange of information within the Department both laterally and through the chain of command by **2<sup>nd</sup> 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.

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).**

## **OBJECTIVE: ENHANCE WORKFORCE DEVELOPMENT**

Review standards for evaluation of performance for sworn personnel.

Measurement: Performance reviews conducted and changes implemented. (Performance reviews conducted June 2012, Goals for Individual officers set).

## **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)**

Implement new Records Management System by 4<sup>th</sup> 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 4<sup>nd</sup> Quarter 2012**

Initiate Mobile Computer Terminals (MCT) project and installation of MCTs in officer vehicles by 4<sup>th</sup> 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 3<sup>rd</sup> Quarter 2011-12).**

Implement new crime safety and security camera program by 4<sup>th</sup> 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 4<sup>th</sup> Quarter 2012.**

## **Objective: Acquire And Upgrade Equipment**

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 4<sup>th</sup> 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 4<sup>nd</sup> Quarter 2012**

## ***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, cooperative, and emergency 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
- Limited radio reception in some locations (officer safety issue)

## **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, Walterboro

## **Financial Data**

Department	FY09-10	FY10-11	FY11-12	FY12-13
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Adopted September 2013

Police Department	Actual 457,056	Actual 406,082	Budget 502,895	Budget 530,419
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## Performance Measures

Measures:	Actual FY 07	Actual FY 08	Actual FY 09	Actual FY 10	Actual FY11	Budget FY12
<b>Workload indicators:</b>						
# of Total Citations	356	450	452	457	173	
# of Citations for Speeding	169	269	220	217	81	
# of traffic warnings	1,232	1,094	1,142	954	657	
# of alarm calls	165	154	172	200	263	
# of calls for two or more officers	80	95	94	125	102	
# of parking tickets issued	442	163	130	179	56	
# of traffic accidents	12	8	13	25	23	
# of miles patrolled	N/A	N/A	57,120	70,193	63,997	
# of miles patrolled outside Town limits	N/A	N/A	N/A	11,136	15,366	
# of burglaries	16	11	14	6	18	
# of Larcenies	59	52	46	40	50	
# of Assaults	15	10	9	14	10	
# of incidents and calls for service	1,229	816	823	1,000	954	
# of articles for media	N/A	N/A	9	7	4	
# of presentations to the public	N/A	N/A	1	7	6	
# of grants submitted	N/A	N/A	3	1	0	
# of County assists	N/A	N/A	N/A	51	12	
# of golf cart violations	59	30	22	6	19	
<b>Effectiveness indicators:</b>						
% of property crimes prevented **	71	75	87	88	92	
<b>Efficiency or unit-cost ratio:</b>						
\$ collected in parking tickets	\$13,436	\$8,460	\$5,000	\$3,554	\$1,400	
Average cost of maintenance per unit	N/A	N/A	\$2,200	\$149	\$312	
Cost of doing business in Colleton County	N/A	N/A	N/A	\$5,072	\$2,116	
Average Cost per Call	N/A	N/A	\$204	\$183	\$161	

\*\* The percentage is based on the number of property crimes of a comparable town to the number of property crimes within Edisto Beach.