Mauldin Police Department Strategic Plan 2017-2022

EXECUTIVE MESSAGE

It is with great pleasure that I present the Mauldin Police Department's 2017-2022 Strategic Plan. This document will address operational and organizational requirements to meet the evolving needs of the City of Mauldin. It provides our Department with a strategic direction intended to meet the expectations and needs of our community that we have sworn to serve and protect.

Our city is rapidly growing, as a result of both residential and commercial development and annexation. This growth will bring about significant change in our community and will impact our ability to deliver high quality police services to our citizens.

Information found in this report are topics that will, to a large extent, determine how and at what level we will be providing police services. In addition, this report provides the reader with a glimpse into the future concerning workload and population trends, personnel needs, technology improvements, equipment needs, capital improvements, and best industry practices adopted from the Commission on Accreditation for Law Enforcement Agencies (CALEA) and the South Carolina Law Enforcement Accreditation program (SCLEA). One will also see in this report the desire to build on our successes in creating a stronger community through citizen involvement. We strongly believe that success in reducing crime and the risk of crime can best be achieved through collaboration and joint partnerships with the citizens we serve.

The content of this document reaffirms our dedication and commitment to improving the overall quality of our services to all segments of our population. The growth of our community and the changes that inevitably will occur are certain to require new ways and ideas to meet the public safety expectations of our community members. I am confident that our employees look forward to the challenges and opportunities in the years ahead and are committed to doing whatever it takes to continue to deliver effective and efficient professional police service.

Included in this plan, you will find guiding principles expressed through our Mission Statement, Vision Statement, and our Core Values that serve as our call to serving our community. The guiding principle among these is our commitment to community based strategies designed to reduce crime, enhance our public safety, and to strengthen our relationship with the citizens we are sworn to serve and protect.

Policing in the 21st century brings many significant challenges, but with every significant challenge comes an equally significant opportunity. By working in partnership with our community members, I am confident we can realize our goals of enhancing the quality of life within the City of Mauldin.

Sincerely,

M. Bryan Turner
Chief of Police

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DEPARTMENT DEMOGRAPHICS

Sworn Officers | 53
Reserve Sworn Officers | 5   **Scope of Jurisdiction**
Non-sworn Personnel | 12
Budget | $4.5 million   **Upstate S.C. | Greenville County**
      Land Area | 10 square miles*
      Population per Square Mile | 2,300*
Population   **Fire-Police Service Area | 23 square miles**

City of Mauldin | 22,889*
2016 estimated City of Mauldin | 25,188
Greenville County | 451,225*
2016 estimated Greenville County | 498,766

*According to 2010 Census Report

INTRODUCTION

This Strategic Plan sets forth our direction for the next five (5) years. Included in this plan is a discussion of some of the challenges and opportunities currently before us. Our goals are focused on four key areas:

1. Reducing Crime and the Fear of Crime
2. Building Strong Community Relations
3. Developing and Empowering Personnel
4. Strengthening Planning, Evaluation, and Fiscal Management

The goals and objectives outlined herein will provide the direction and support necessary for the continued growth and advancement of the Mauldin Police Department. While we have recently implemented a few of the outlined strategies, others will begin in the near future. As our capacity increases during this five year period, we expect to implement the remaining strategies by working together with our partners and community stakeholders.

This Plan also includes a number of performance measures that will assist us in tracking our achievements during this period of time. While setting and monitoring these performance measures is an important part of the process, the Mauldin Police Department's performance will ultimately be measured by the community's assessment of the quality of our police service, to include the perception of crime and effectiveness of our policing strategies. How well the Department fulfills its mission and holds true to its values will be an equally important performance indicator.

This Plan is a flexible and ever evolving document, which requires review and modification as needed depending upon the needs of the community and the availability of resources. Community Policing and Data Driven Approaches to Crime and Traffic Safety (DDACTS) will continue as the foundation of our policing strategies. The integration of the community policing philosophy into our Department goes well beyond a particular community program or unit of officers. To be effective, it must be woven into every aspect of our policing services as a guide in building and maintaining trust and confidence between our Department and the community members we serve and protect. It is our belief that the implementation of this plan will foster a culture of excellence, which allows our Department to consistently meet the needs and expectations of our community members..

MISSION, VALUES, VISION

Mission Statement:

The mission of the Mauldin Police Department is to enhance the quality of life in the City of Mauldin by working cooperatively with the community to reduce the fear of crime and the occurrence of crime through joint crime prevention and reduction strategies.

Vision Statement:

The Mauldin Police Department's vision is to become a model for excellence in the law enforcement profession, while always bearing in mind, that our ultimate responsibility is the protection of our community through a guardian mindset and the heart of a servant. All of our employees are expected to be leaders in initiating and maintaining positive relationships with members of our community. These community bonds will form a medium where public safety concerns can be anticipated and addressed.

Core Values: *"We shall serve and protect our community with a great sense of PRIDE."*

Professionalism

We will be professional in our daily actions, behavior, continued performance and maintain high standards of training and expertise by keeping abreast of new trends, standards, and technology in the field of public safety. We will maintain a dedication to duty and to maintaining public safety.

Respect

We value the dignity of every individual and understand ethnic and cultural diversity. We will always treat our customers, co-workers, partners and other stakeholders with respect regardless of the degree of respect we receive.

Integrity

We are committed to honorable and ethical behavior in our daily interaction within the department, our members, other agencies and their members, and the community we serve. We will always strive to maintain the public trust.

Dedication

We are dedicated to delivering a quality of service that is fair, courteous, responsive and effective. We will be fair and impartial in the enforcement of law. We also recognize the need to involve the community as partners in creating a secure and safe environment.

Excellence

We strive to maintain the highest standards of training and technology to create a safe environment for our citizens and ensure that the citizens of this community receive the best care when we are called to perform our duties.

DEPARTMENT ORGANIZATION

Office of Chief of Police

Chief of Police

The Department's CEO, the *Chief of Police*, is appointed by the City Administrator with approval of the City Council. He or she is responsible for the direction of all activities of the department. This direction is accomplished through written and verbal directives, policy or procedures, and providing guidance through personal leadership exerted through subordinate commanders, supervisors, officers, and civilian personnel. The Chief directly supervises the Captain, Detective Sergeant, Support Services/Training Sergeant, Communications/IT Sergeant, Victim Advocate, and Information Specialist.

Victim Advocate

The purpose of the Mauldin Police Department's Victim's Advocacy Function is to assist victims and witnesses through the difficult time when crime invades their lives and to ensure that the victim's rights are preserved. The *Victim Advocate* reports directly to the Chief of Police and also handles limited administrative duties as directed by the Chief of Police.

Information Specialist/Office Manager

The *Information Specialist's* primary responsibilities include collecting and analyzing data to forecast criminal activity, to preserve records, and to handle all departmental accounts payable and payroll. This position answers directly to the Chief of Police.

Field Operations Division

The Field Operations Division is commanded by a *Captain* who reports directly to the Chief of Police. In addition to leading the patrol and traffic safety functions of the department, the Captain is also responsible for many of the professional standards of the department, which includes accreditation, internal affairs, recruitment and selection, policy development, and the research function. In the absence of the Chief of Police, the Captain assumes command of the entire Department

The Field Operations Division currently consists of several operational components to include, four (4) Patrol Squads, a Traffic Safety Team, four (4) Canine Teams, and an Administrative Sergeant. While some of these units have specialized duties and responsibilities, their primary responsibility is working with the community in deterring, detecting, and suppressing crime.

Each **Patrol Squad**, when fully staffed, consists of a *Sergeant*, one or more *Corporals*, and four or more additional Police Officers. A police canine team is also assigned to each squad to assist in narcotic detection, tracking, and criminal apprehension. The

Sergeant is in direct command of all personnel assigned to the squad and reports directly to the Captain. In the absence of the Communications Sergeant, the on-duty Squad Supervisor assumes functional supervision of all Telecommunication Specialists who are working during their watch.

The **Directed Patrol Unit / Traffic Safety Team (DPU/TST)**, consists of three (3) officers under the functional supervision of a *Corporal* who reports directly to the Captain. This unit's primary function is to direct their policing efforts in areas that our crime data and intelligence indicates there are traffic safety and/or crime problems.

An **Administrative Sergeant** is also assigned to this division due to the numerous professional standards responsibilities of the Division Commander. Primarily, this Sergeant coordinates the Department's CALEA and SCLEA efforts, fleet management, and other administrative functions. When necessary he or she assumes command of a squad. This position reports directly to the Captain.

Support Division

The *Chief of Police* is in command of the Support Division, which consists of the Detective/SRO Unit, the Support Services/Training section, and the Emergency Communications/IT sections of the Department. Each section is under the command of a Sergeant who reports directly to the Chief. The Detective Sergeant provides supervision for the Detective and the SRO functions. The Training Sergeant coordinates the Department's training function, Reserve Officer Program, code's enforcement function, and the Business/Community Liaison Officer. The Communications/IT Sergeant, provides direct supervision for the emergency communications function and the Department's information technology. All three of these Sergeants report directly to the Chief of Police.

Criminal Investigations (CID)/School Resource Officer (SRO) Functions

The Criminal Investigations/SRO function is under the direct supervision of the *Detective Sergeant* who is responsible for the follow-up criminal investigations conducted by the Department and the gathering and dissemination of criminal intelligence. All Detectives assigned to this function are also responsible for the collection, preservation, and documenting of physical evidence while investigating crime scenes. This section consists of the following:

Criminal Investigations

The Criminal Investigations Team consists of four (4) Detectives who have the primary responsibility of providing ongoing follow-up investigations of all serious crimes that are referred through our follow-up and case management process. In addition, this team is also responsible for suppressing organized crime, especially in the areas of vice, narcotics, and street gangs.

School Resource Officers

One SRO is assigned to Mauldin Middle School, two (2) SRO's are assigned to Mauldin High School, and a floating SRO is assigned to patrol two elementary schools and the career center. Their primary responsibility is to maintain a safe learning environment for

the students, teachers, and administrators. Each SRO is directed by the Detective/SRO Sergeant.

Emergency Communications and Information Technologies Function

The Communications Section is staffed by ten (10) Telecommunication Specialists who are NCIC certified and trained as E911 Telecommunication Operators. They dispatch police and fire services. Medical calls received through 911 are transferred to Greenville County EMS who are responsible for dispatching EMS units. The Telecommunication Specialist reports directly to the *Communication/IT Sergeant*. In the absence of the Communication/IT Sergeant, they report directly to the on-duty Squad Supervisor. The *Communications/IT Sergeant* commands the emergency communication and the information technology functions of the Department. This Sergeant answers directly to the Chief of Police.

Support Services/Training Section

This function is supervised by the *Training Sergeant* who reports directly to the Chief of Police. In addition to coordinating the training function, he coordinates the Department's Reserve Officer Program and directly supervises the Animal Control, Codes Enforcement, and the Business/Community Liaison Officer.

Animal Control Officer

The *Animal Control Officer* is primarily responsible for the animal control function and property and evidence control functions of the department. This officer also serves as the back-up for the Codes Enforcement Officer. This position is a class 3 certified officer position and reports directly to the Training Sergeant.

Codes Enforcement Officer

The *Codes Enforcement Officer* is primarily responsible for the city codes enforcement function and serves as a back-up for the Animal Control Officer. Currently this position is staffed by a class 1 certified officer, but may be staffed by a class 3 officer, and reports directly to the Training Sergeant.

Business/Community Liaison Officer

This *Community Officer* is responsible primarily for establishing and maintaining positive relations with our business and residential communities. This officer is trained in Crime Prevention through Environmental Design (CPTED) and conducts home and business surveys in an effort to make them less vulnerable to crime. This position answers directly to the Training Sergeant.

STAFFING REQUIREMENTS

The City of Mauldin continues to be one of the fastest growing communities in the Southeast as our population has almost doubled in size to approximately 25,000 residents in the last decade. Of the 270 municipalities in the State of South Carolina, Mauldin is now the 17th most populated city. Since 2000, the City of Mauldin's population has increased from 15,224 to 22,889 in 2010. According to the US Census Bureau, the 2016 population estimate for the City of Mauldin is 25,188. Based upon current development trends and population growth estimates, the Police Department anticipates that the population will grow to approximately 28,807 residents by the year 2022.

During this decade of growth, the City's Elected Officials have ensured that the staffing levels for the various city departments have increased appropriately to handle the service demands by this increase in population. Thanks to our forward thinking elected leaders desire to continue providing high quality services for our community, the Department's sworn officer staffing level has increased from 32 in the year 2000, to the current level of 53 officers. During this same period of growth, the E911 Operators staffing level has increased from 6 to 10 employees.

The *2014 City of Mauldin Comprehensive Plan*, anticipates that the City's population and demands for services will continue increasing. This *Plan* indicates, that the Department's staffing needed to maintain the same level of services, should increase by three (3) sworn officer positions and two (2) non-sworn positions by the year 2030. This number was determined by basing the number of employee's per-thousand-population and the number of employee's per square mile and then comparing them to the average of other municipalities. According to the International City Managers Association (ICMA) and the International Association of Chief of Police (IACP), this method is not a preferred method of determining police staffing levels.

Both of these professional organizations and the University of Louisville's, Southern Police Institute (SPI), maintain that staffing decisions should be based upon actual workload and officer availability. Once an analysis of the actual workload is made, an agency must then make a management decision to determine the amount of proactive and reactive patrol time required to effectively and efficiently handle its workload, while considering the communities performance expectations and its ability to fund the staffing levels.

The IACP prefers the more proactive approach to policing, which calls for two-thirds of an officer's available time be reserved for administrative and proactive policing and one-third reserved for responding to calls for service. The SPI approach, which is more fiscally conservative, encourages agencies to reserve 60% of an officer's time for proactive policing and 40% for reactive policing.

The Mauldin Police Department has selected the SPI staffing analysis model to project our staffing levels over the next five years instead of the IACP staffing analysis model. In determining our current and projected staffing requirements, the 2011 and 2014 Department Staffing Analysis, along with our current workload and staff availability data was examined to determine the anticipated workload and staffing requirements for the Department's staffing needs for the next five years (2017-2022).

After a careful analysis of historical data from previous workload assessments, the number of calls for service (CFS) are anticipated to increase approximately 24% during the next five (5) years, from 14,096 to 17,479. During this same period of time, it is anticipated that criminal incidents and traffic collisions will increase approximately 23% from 3,502 to 4,307. Arrests are also anticipated to slightly increase by 5%, from 1,142 to 1,199 during this five (5) year period.

Based upon projections and anticipated trends, Management has concluded that during the next 5 years, it is unlikely that the Patrol Function will need to increase staffing levels. However, if the City begins annexing property at a rate significantly more than in the previous five years, the Department will need to reevaluate its projected staffing levels of this function based upon the anticipated increase in the workload.

Workload based projections and current trends indicate that the Detective Unit, the Emergency Communications Section, and the Office of the Chief will all need to add one (1) additional staff member to adequately handle current and anticipated increases in workload, for a total of three (3) additional positions within during the next five year period.

The position required in the Detective Unit would be a sworn officer designated to handle the additional workload created by organized gang activities, which includes gang related white-collar crimes, narcotics distribution, and violent crimes. The additional position anticipated in the Emergency Communications Section should be an experienced Telecommunications Operator who is dedicated to coordinating the training, developing standard operating procedures, and supervising the operations of the communications center. The final position, is a non-sworn Office Manager position that will be dedicated to handling accounts payable, purchasing, payroll, scheduling, and other administrative duties as required. This will allow our Victim Advocate to enhance our services to crime victims and our Information Specialist will be able to devote more time to the crime analysis function.

FACILITIES AND EQUIPMENT REQUIREMENTS

Facilities

The Police Department does not anticipate the need for any additional facilities during the next five years. However, there are a few facility modifications that are required during this period due to identified operational issues and future staffing needs. The Victim Advocate needs an office where she can privately access the needs of our victims of crime, without distractions from other administrative personnel.

If funded, the full-time Office Manager will assume the Victim Advocate's former office. Finally, the Department needs a complainant interview room that is more private than the Police lobby where interviewing often occurs. Currently, there are office spaces within the existing facility that would offer more privacy for the Victim Advocate, but would require reassigning personnel to other available offices. The private complainant interview room that is accessible to the lobby area would require some facility modification, but the expense should be nominal. The total anticipated project costs for facility modifications and any required furniture is projected to be less than seven thousand dollars.

Equipment

Vehicle Fleet

The Mauldin Police Department has been operating under a vehicle preplacement program for several years. The criteria for determining if a vehicle is to be considered for replacement is based on the mileage around 180,000 miles or repair costs that exceed the useful remaining life of the vehicle, or if safety hazards exists due to an accident or other defect. Prior to any vehicle replacement request, the Police Department's Fleet Service Coordinator and the Chief of Police determine if the replacement criteria has been met.

Funding for vehicle replacement comes from the City's Five Year Capital Improvement Plan allocations approved by City Council. Applying the national industry standard of accumulating approximately 15,000 miles per year, the following table reflects the number of marked and unmarked vehicles forecasted for replacement over the next 5 years.

Fiscal Year	Marked Vehicles	Unmarked Vehicle
2017-18	0	0

2018-19	4	1*
2019-20	3	1*
2020-21	2	0
2021-22	5	1*

*Denotes these vehicles are often replaced with pre-owned vehicles or seized vehicles

During the five year span of this Plan, strategies and opportunities to stabilize and normalize the financial impact of the vehicle replacement program should be explored by the Police Department and the City's Finance Department.

Other Capital Equipment

Other capital equipment that is anticipated to be needed over the next five years includes the following:

1 – Traffic Safety Trailer
1 – Live Scan Fingerprint System w/4 – scanners
2 – Mobile Digital Camera Systems
1 – Computer Server

POLICING MODEL

The Mauldin Police Department has adopted a Data-Driven Approaches to Crime and Traffic Safety (DDACTS) model of policing to address both crime and traffic safety issues simultaneously. This law enforcement operational model is supported by the Department of Transportation's National Highway Traffic Safety Administration, and two agencies of the Department of Justice, the Bureau of Justice Assistance (BJA), and the National Institute of Justice (NIJ).

DDACTS integrates location-based traffic crash, crime, calls for service and enforcement data to establish effective and efficient methods for deploying law enforcement resources. By identifying areas through temporal and spatial analysis that have high incidences of crashes and crime, DDACTS employs highly visible, targeted traffic enforcement to affect these areas. This model of policing affords our community the dual benefit of reducing traffic crashes and crime, thus reducing overall social harm. Drawing on the deterrent value of highly visible traffic enforcement and the knowledge that crimes often involve the use of motor vehicles, the goal of DDACTS is to reduce the incidence of crashes, crime, and social harm in our community.

This policing model focuses on the collaboration between our department members with citizens, communities, businesses, and community organizations that reinforces the crucial role that partnerships play in reducing social harm and improving quality of life. Building on this collaboration, DDACTS positions highly visible, strategic traffic enforcement in the exact areas and at the exact times that police services are most needed.

The DDACTS Model ensures accountability and provides a dynamic, evidence-based problem-solving approach to crashes and crime. This approach, grounded in community-oriented and evidence based policing, suggests that time and place-based policing, "…as opposed to [traditional] person-based policing, is more efficient as a focus of law enforcement actions; provides a more stable target for law enforcement activities; has a stronger evidence base; and raises fewer ethical and legal problems." The application of highly visible traffic enforcement is a proven and effective countermeasure that addresses both crashes and crime whether they occur simultaneously or independently in time and/or location. Furthermore, its reliance on analysis to identify the nexus of crashes and crime provides a scientifically based method for law enforcement to plan its efforts.

The Department believes the continued use of the DDACTS policing model is critical in fulfilling our mission "to enhance the quality of life in the City of Mauldin by working cooperatively with the community to reduce the fear of crime and the occurrence of

crime through joint crime prevention and reduction strategies." As we strive to fulfill this mission, members of the Mauldin Police Department must always bear in mind that our ultimate responsibility is to protect members of our community through a guardian mindset and the heart of a servant.

21ST CENTURY POLICING GOALS AND OBJECTIVES

The Police Department has identified four goals from which all objectives and strategies are developed. The community livability goals address our mission directly, while the institutional goals address the factors that must be in place to achieve our mission. All of these goals and objectives should be achieved by June 30, 2022.

Community Livability Goals and Objectives

1. **Reduce Crime and Fear of Crime:** Identify and implement approaches for addressing crime and the fear of crime that can more effectively reduce both reported and non-reported crimes of all types. Giving priority to addressing those crimes and conditions that most directly impact community livability.

    1.1 Use the seven guiding principles of Data Driven Approach to Crime and Traffic Safety (DDACTS) as the policing model to detect, reduce, and prevent crime.

    Measure: Monthly DDACTS Reports

    1.2 Reduce violent crime offenses below the previous five year average.

    Measure: Comparison of UCR data

    1.3 Reduce property crime offenses below the previous five year average.

    Measure: Comparison of UCR data

    1.4 Reduce the traffic collisions and consequences (injuries, fatalities, etc.) below the previous five year average.

    Measure: Comparison of Collision data

    1.5 Use Crime Mapping to identify collision and crime hot spots.

    Measure: Usage of Crime Mapping and Analytics

    1.6 Monitor, evaluate, and disseminate social media information that may detect, reduce, or prevent crime.

    Measure: Usage of Social Media Analytics

    1.7 Identify and monitor habitual career offenders with violent and property crime histories.

Measure: Develop a criteria that can be consistently and uniformly applied to identify and monitor career offenders

1.8 Identify and monitor gang members and their criminal activities.

Measure: Record and track criminal gang intelligence leads

1.9 Concentrate enforcement efforts on drug dealers and traffickers to reduce the supply of illegal drugs on the street.

Measure: Track arrests and investigative efforts

1.10 Implement a risk assessment tool designed to identify and elicit an agency response to at-risk and/or repeat victims.

Measure: Track identified victims and the effectiveness of the responses.

2. **Building Community Relationships and Trust:** Create a more involved, responsible community by building stronger community partnerships, improving customer service, providing more open and responsive communications, and delivering programs that promote involvement in problem solving and crime prevention.

2.1 Form partnerships with active homeowner associations and faith based organizations in an effort to exchange information and engage community members in coactive crime reduction efforts.

Measure: Create a list of community partners and interactions

2.2 Partner with local media to issue public safety announcements intended to prevent crime and traffic collisions.

Measure: Create a list of local media and public safety announcements

2.3 Partner with the Mauldin Chamber of Commerce to work with businesses to reduce their likelihood of being victimized by crime.

2.4 Establish and continue juvenile programs that are deemed effective in establishing a good rapport between our youth and officers and other programs which promote good citizenship among our youth.

Measure: Maintain a list of juvenile outreach programs and evaluate effectiveness triennially.

2.5 Promote and use social media as means of sharing information with our community members.

Measure: Review social media analytics

2.6 Identify community influencers and hold small group meetings to identify challenges and address concerns.

Measure: Create a list of community influencers and tract the number of meetings

2.7 Attend public events throughout the city in an effort to build relationships and facilitate trust.

Measure: Number of community events attended and the number of participants

2.8 Conduct crime prevention programs and training to reduce the likelihood of victimization.

Measure: Maintain a list of crime prevention programs and evaluate their effectiveness; Record training events and the number of participants

2.9 Be more transparent in the community by making available to the public departmental reports concerning, recruitment and selection outcomes, employee promotions, employee grievances, community contacts, citizen complaints, internal investigations, and use of force instances.

Measure: Documents posted for public viewing

2.10 When serious incidents occur, including those involving alleged police misconduct, we should communicate with our community in a swift, open, and neutral manner, while respecting areas where the law and procedural justice (fairness) requires confidentiality.

Measure: Review transparency and communication efforts when conducting debriefings of the incident.

2.11 Proactively promote public trust by initiating positive non-enforcement related activities within the community.

Measure: Document and review community service events

2.12 Publicize the beneficial outcomes and images of positive, trust-building partnerships and initiatives.

Measure: Review community survey responses

2.13 Make written directives available for public inspection.

Measure: Post appropriate written directives on our website

2.14 In lieu of arrests for minor infractions, the department will explore opportunities for informal resolutions such as non-custodial warnings, tickets, and other diversionary programs.

Measure: Track the number of procedural changes that lead to fewer custodial arrests for minor infractions

2.15 Evaluate patrol deployment practices to ensure officers have sufficient time to participate in problem solving and community engagement activities.

Measure: Elicit and implement suggestions from line employees

2.16 Involve community members in the training process so that they can evaluate, shape, and in some cases participate in the training.

Measure: Record the number of community influencers, partners, and stakeholders who are invited and participate in training opportunities

2.17 Enhance our Crime Prevention through Environmental Design (CPTED) program by forming partnerships with local planners and our Business and Economic Development Office.

Measure: Track the number of CPTED initiatives conducted

2.18 Mitigate environmental causes of crime and disorder by working with the community to ensure City Codes and Ordinances are understood and followed.

Measure: Track code enforcement efforts using the SARA problem solving model or through enforcement and education efforts

2.19 Develop partnerships with faith based and social services agencies to facilitate a coordinated response to victims of critical or mass casualty events.

Measure: Create a victim response plan and conduct biennial tabletop exercises with partners

Institutional Goals and Objectives

3. **Develop and Empower Personnel:** Provide training, leadership and diverse approaches that are consistent with the mission and values of community policing. Strengthen staff skill levels and creating an environment where morale can thrive. Ensuring that staff development is consistent with community characteristics and needs. Ensure work environments that enhance customer service, innovation, personal accountability, and teamwork.

3.1 Conduct annual career counseling sessions with Department members, and match specialized training to individual career goals and Departmental needs annually.

Measure: The Training Committee will evaluate individual career plans and departmental provided training to determine if the goals of the plans were met.

3.2 Focus on retaining employees by addressing concerns identified through Departmental surveys, exit interviews, and staff inspections. Develop strategies to enhance employee job satisfaction and opportunities.

Measure: Review employee retention outcomes

3.3 Increase workforce diversity by focusing recruitment efforts on those

groups identified in the Department's Recruitment/Equal Employment Opportunity Plan (EEOP).

Measure: Review and modify, if necessary, our EEOP and recruitment efforts to meet our goals of having a diverse workforce

3.4   Create a plan to improve communications between command and first-line employees.

Measure: Evaluate the plan to determine if outcomes are being achieved

3.5   Develop scenario based training to build skills and abilities in areas that help build respect and trust with community members: communications, personal interactions, and de-escalation methods.

Measure: Review in-service training to determine the percentage of training that includes scenarios or tabletop exercises

3.6   Expand bias based policing training that addresses fair and impartial policing, diversity and cultural awareness, and procedural justice.

Measure: Review in-service training to determine the percentage of training that includes fair and impartial policing, cultural awareness, and procedural justice (fairness) content

3.7   Increase involvement of employees in the process of developing written directives.

Measure: The number of written directives reviewed by stakeholders and subject matter specialists

3.8   Incorporate procedural justice (fairness) into the internal disciplinary process, placing additional emphasis on values adherence rather than adherence to rules.

Measure: Review disciplinary actions and performance improvement plans placing greater emphasis on value adherence than rule adherence

3.9   Explore flexible staffing models and schedules that are better suited for employees and their overall wellness, while maintaining staffing levels adequate to protect the community.

Measure: Survey of individual staff member's schedule preferences and the percentage of accommodations

3.10   Establish a Serious Incident Peer Review Board to review officer involved use of force or pursuit incidents that results in serious harm or death of any person, or that have the potential to significantly damage community or officer trust in our agency. The purpose of this board will be to identify administrative, supervisory, training, tactical, or policy concerns that need to be addressed.

Measure: The number of recommendations that are made and subsequently implemented

3.11   Provide officers with verbal de-escalation training to improve their ability

to communicate effectively with members of our community.

Measure: The percentage of officers receiving this specified training and the review of in-service training to determine the percentage of training that includes verbal de-escalation content

3.12   Provide Crisis Intervention Training (CIT) for all personnel.

Measure: The percentage of officers receiving this specified training

3.13   Conduct in-service and post-academy training on the topics of addiction, policing in a democratic society, and dealing with a legally armed persons.

Measure: The percentage of officers receiving this specified training

3.14   Revise our current FTEP to focus more on community relations, problem solving, procedural justice (fairness), and police legitimacy (ethics and values).

Measure: The percentage of the FTEP that emphasis these topics

3.15   Expand the wellness program to include an annual physical health check, mental health check, physical fitness program, and wellness education.

Measure: The percentage of employees participating in the expanded wellness opportunities

4.   **Strengthen Planning, Evaluation, and Fiscal Support:**   Develop planning, evaluation, analysis, and fiscal mechanisms to ensure responsive feedback, practical long range planning, and effective budget and fiscal management.

4.1   Fund staffing levels as determined by our staffing analysis.

Measure: The percentage of staffing requests funded

4.2   Conduct staff inspections of all major organizational components.

Measure: Review reports to determine strengths, weaknesses, opportunities, and threats to each organizational component to improve operational readiness

4.3   Research and identify innovative and emerging technology solutions that support the Department's mission.

Measure: Number of solutions proposed and number of solutions implemented

4.4   Create and maintain an accurate technology inventory reflecting the operational readiness of all systems and hardware, to include a realistic replacement schedule.

Measure: Complete annual inventory and readiness assessment of each system and hardware

4.5   Identify, document, recommend, and request new technology systems (software and hardware) to deploy, expand, or upgrade through the annual budgetary process.

Measure: The number of system items requested, recommended, and funded

4.6   Achieve advanced reaccreditation status through the Commission on Accreditation of Law Enforcement Agencies (CALEA) and through the South Carolina Law Enforcement Accreditation (SCLEA) program.

Measure: Outcomes of accreditation assessments

4.7   Review and update if necessary all written directives (policies, procedures, and training documents) to ensure they do not undermine public trust or police legitimacy (ethics and values), promotes the guardian mindset and department values, and incorporates procedural justice (fairness).

Measure: Track the percentage of written directive reviews that require new or revised procedures to meet community expectations

4.8   Track the level of public trust in our agency through community surveys using acceptable sampling protocols.

Measure: Conduct a SWOT analysis after reviewing the results of the survey

4.9   Research and evaluate departmental "crime fighting strategies" to determine effectiveness, efficiency, and most importantly the potential for collateral damage on community trust and police legitimacy (ethics and values).

Measure: Identify and conduct a SWOT analysis of "crime fighting" strategies that affect our guardian role

4.10   Research and evaluate written directives to determine if they tend to push children into the juvenile justice system for status offenses and minor crimes.

Measure: Track the percentage of written directive reviews that require new or revised procedures to meet this objective

4.11   Establish memorandum of agreement (MOU) that limit School Resource Officers (SRO's) from involvement in noncriminal student disciplinary matters.

Measure: Review the outcomes resulting from the MOU

4.12   Establish memorandum of understanding (MOU) between Victim Advocates in aiding each other during significant critical incidents.

Measure: Review the outcomes resulting from the MOU

4.13 Create written directives and layered response plans for policing mass demonstrations or assembles that employ a continuum of managed tactical resources designed to maintain the peace and protect First Amendment Rights.

Measure: Completion and implementation of directives and contingency plans

4.14 Research, collect, and analyze data from officer deaths, injuries, and near misses.

Measure: The usage of information from these events that are used to mitigate future instances through training, written directives, and practices

4.15 Annually update our five (5) year Capital Improvement Plan to include facilities, equipment, and technology infrastructure.

Measure: Implementation and continuous updating of the plan

CONCLUSION

The Mauldin Police Department is committed to accomplishing the goals set forth in this Strategic Plan. This plan gives the department a clear path toward to fulfilling our vision of becoming a model of excellence in the law enforcement profession, while always bearing in mind that our ultimate responsibility is the protection of our community through a guardian mindset and the heart of a servant. We look forward to collaborating with the community we serve in creating a safe environment to live, work, and play.

This Strategic Plan will be reviewed annually by the command staff to determine our progress. The Chief of Police will make revisions as necessary to achieve our mission, goals, and objectives, within the framework of our overall vision and while remaining faithful to our guiding values.

SOURCES

- CITY OF MAULDIN BUDGET DOCUMENTS

- CITY OF MAULDIN COMPREHENSIVE PLAN

- MAULDIN POLICE DEPARTMENT STAFFING ANALYSIS

- THE PRESIDENT'S TASK FORCE ON 21ST CENTURY POLICING, FINAL REPORT

- US CENSUS BUREAU DATA

- DDACTS OPERATIONAL GUIDELINES, revised: March 2014