



CHARLESTON POLICE DEPARTMENT
STATE OF THE DEPARTMENT REPORT

2011

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INTRODUCTION

The Charleston Police Department is the largest municipal police organization in the State of South Carolina. It is a full service department entrusted with providing law enforcement services to residents of and visitors to the City of Charleston. In 2008 the department was re-accredited by CALEA and ASCLD-LAB. In April 2011, it completed its six CALEA onsite evaluation and was recommended by the assessment team for re-accreditation.

Crime and the fear of crime are the two most critical factors facing any community when evaluating and measuring its quality of life. While there are many other factors such as property values, economic development, corporate investment decisions, quality of public education, recreation opportunities, and transportation systems that impact community growth and prosperity and define the future, crime and the fear it creates can substantially alter these elements. Therefore, the measure of any successful law enforcement organization is intimately connected to its ability to impact crime and its associated fear.

Since the last state of the Department report in October 2007, the Department has continued its focus on developing and utilizing proactive strategies, goals, and objectives in order to guide our actions to ensure significant results were obtained in our enduring efforts to reduce crime and the fear of crime. We have increased our overall value and contribution to the community we serve and developed trusting relationships with neighborhoods and businesses to assist us in achieving our mission. The methodology for evaluation of our strategies and efforts included the utilization of objective measurements. Using this methodology ensures we successfully measure the impact of our efforts to maximize the use of police resources and ensures proper resource allocation. We continually examine our actual performance to gauge the overall impact that our strategies, objectives, and tactics are producing. This process of relentless follow-up ensures that we are not using ineffective strategies and holds commanders accountable for results. Through this objective process of data analysis and the development of actionable intelligence, the Department is continually developing its ability and proficiency to deploy its resources to address criminal activity, safety concerns, and community issues that have the greatest potential to solve problems and generate significant positive impacts in our community.

As a result of these strategic initiatives and those outlined below, the Department has seen decreases in violent crime by over 50% during the past three years. We have also achieved many other accomplishments that are outlined below. These successes are the results of the dedication and hard work of the men and women of the Charleston Police Department who have continually dedicated themselves to changing our organization and improving the quality of life in our community. As a result of their efforts, we are able to provide excellent service, which provides protection and safety to the community we serve and our many visitors.

“...the Department has seen decreases in violent crime by over **50%** during the past three years.”

Much has been accomplished since our last report, including progress on:

- Organizational Change Processes
- Community Safety Initiatives
- Creating Community Partnerships
- Creating an Effective Workforce
- Enhancing Resource Management
- Building Technology Efficiencies

Since our last report in October 2007, the Department has made and continues to make significant improvements. These improvements are preparing the Charleston Police Department to meet future challenges successfully.

EVOLUTION IN POLICING

The law enforcement profession, similar to the majority of today's other businesses, continues to evolve at a rapid pace. To stay current and progressive, law enforcement must research and implement new methods, techniques, and technologies which provide police officers and civilian support personnel with enhanced abilities to prevent, mitigate, and solve crimes. These evolving tools and information systems are vital for law enforcement to effectively address the growing level of sophistication demonstrated by criminal offenders. Police officers can no longer wait weeks or even days to identify and analyze emerging crime trends and patterns. To do so would be a travesty that could result in severe consequences for individual victims and entire communities. Due to the sophistication of the criminal element and ever expanding reach of criminal enterprises, it is critical that law enforcement change its operation and not only become proactive in its response, but begin to predict where the next crime might occur. The new policing paradigms which rely on timely, accurate, and actionable intelligence require police personnel to detect critical crime information in real time and respond effectively.

It is also necessary to identify areas within the organization where processes can be improved. The Department continuously conducts internal assessments to identify activities which do not add value to the community or that drain resources away from critical community responses such as saturation patrols, undercover investigations, targeted offenders, and roadway safety initiatives. Because of this effort, we have made substantial changes that allow a sharper focus on critical needs of the community and saves funding for priority issues.

These efforts, which incorporate the input from all levels of the organization, are intended to continuously evaluate the organization's internal processes affording us the ability to maximize organizational performance by eliminating or reducing operational defects. Through continuous process improvement, those activities which are not adding value to the organization's efforts are reduced or eliminated. Tasks not requiring police officer attention are reassigned to other personnel when appro-

appropriate or possibly diverted to other entities that are better suited for the task. The dividends in time and cost savings realized by this process are reinvested into the activities most likely to impact public safety and reduce crime by police action. This strategic approach ensures that police resources are applied in a manner that maximizes the investment a community makes in its police department.

Using this continuous process improvement mentality to maximize resource allocation and availability, the Charleston Police Department will continue its transformation to ensure we reach our vision of being a world class law enforcement agency that stays on the cutting edge of police performance excellence, while striving to set the standard for others to follow.

DEPARTMENT PROGRESS

Reorganization

The reorganization of the Charleston Police Department is yet another successful effort to move the department towards a more strategic and focused organization. Several systematic reorganizations, realignments, expansion of functions, and development of new capabilities were accomplished during the past three years. Currently, the reorganization has divided the Department into two Bureaus: the Operations Bureau and the Investigative/Support Bureau. In addition, to further increase efficiency and effectiveness, each of these two Bureaus has now been further reorganized into Divisions and Units each with functional missions to enhance our ability to meet our Department mission, vision, and strategic plan. Each bureau is now led by a Deputy Chief of Police.

Reorganization also built in a higher level of accountability for commanders and supervisors. Currently, they control most of the resources necessary to address crime or support the crime-fighting mission. Under the reorganization, detectives were realigned. This not only allowed detectives to work alongside patrol officers in their response to crime, but also allowed detectives to have more interaction with the community. Also, detectives' work hours were expanded and now the department has investigative personnel available seven days a week, 24 hours a day.

New or Expanded Initiatives

Changes have continued to occur throughout the Department in areas where sworn officers were conducting jobs that did not require that expertise. Most notably was the hiring of Duty Officers to take over the Desk operation.

In the fall of 2007, the creation of the Transport Unit made patrol officers much more efficient. The members of this unit respond to an arrest location, take possession of any arrested parties, and transport them to the county jail.

In 2008 the Department completed the transition from closing the city jail to housing all prisoners at the Charleston County Detention Center.

The transition was made easier by the addition of several more transport officers to the unit. The unit is now staffed with civilian community services officers. This allows patrol officers to stay in their assigned areas instead of transporting prisoners to the county jail. The transport officers also bring prisoners to and from jail for appearances in Municipal Court. This transition allowed for sworn officers to be reassigned back into patrol functions.

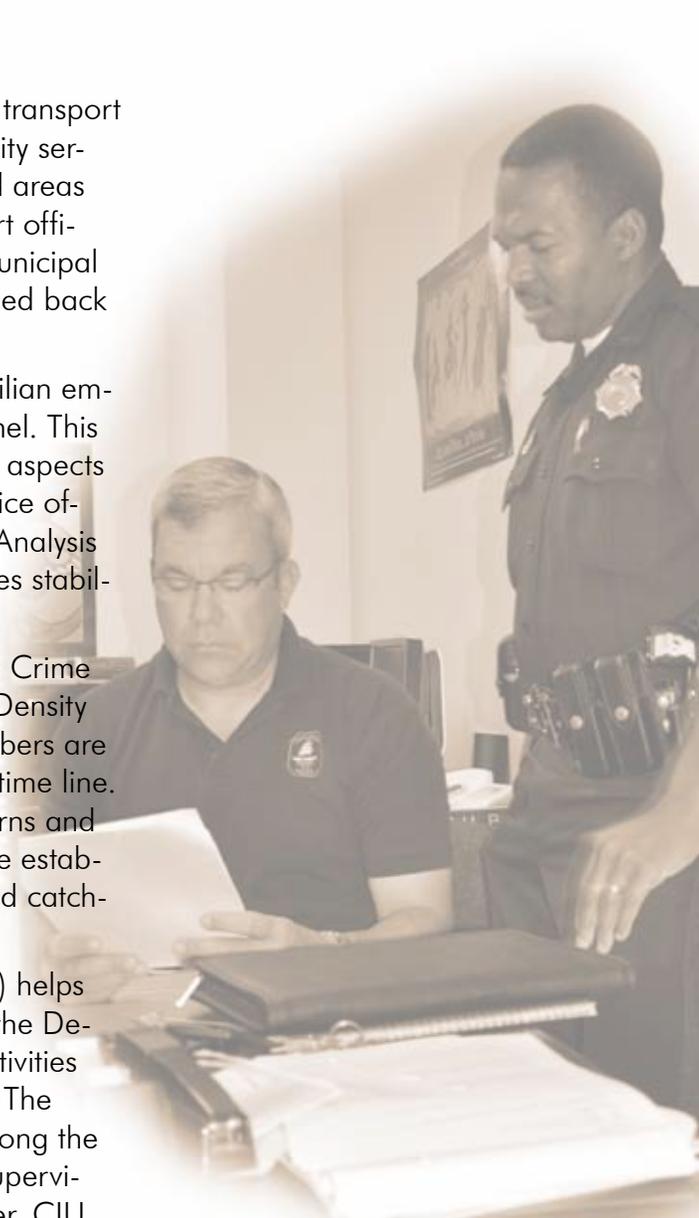
The Department continued its efforts to maximize the use of civilian employees performing functions that do not require sworn personnel. This philosophy will continue so that sworn officers can focus on the aspects of crime fighting that require the training and experience of police officers. Currently, all members of the Criminal Intelligence and Analysis Units have been transitioned to civilian employees. This provides stability and expertise in these important assignments.

When a series of robberies occurred in the downtown area, the Crime Analysis Unit (CAU) was ready to help with their new Hot Spot Density Maps. With the assistance of Hot Spot Density Maps, unit members are able to develop a visual display of crime locations as well as a time line. These maps help officers and investigators develop crime patterns and trends, along with other helpful information. Once the maps are established, officers can be directed to better assist with deterring and catching offenders.

Like the CAU, the Department's Criminal Intelligence Unit (CIU) helps sworn officers throughout the Department. CIU has enhanced the Department's ability to identify and respond to various criminal activities and provide actionable intelligence regarding career criminals. The unit has also been instrumental in coordinating information among the regions' crime analysis units. Under the direction of a civilian supervisor who reports directly to the Investigative Division Commander, CIU provides effective intelligence planning and research. CIU monitors and develops intelligence information and liaisons with state and federal agencies on gang, organized crime, narcotics, and homeland security issues. This collaborative effort affords us the opportunity to create an intelligence and analysis process that enhances our ability to utilize data mining tools and predictive analytics to continually augment our current capabilities.

In 2010, this capability was expanded when an intelligence group was launched at the Seahawk/Interagency Operation Center. The region's four largest law enforcement agencies currently have analysts working together daily to further enhance the collection and analysis of region-wide data.

CAU/CIU have become critical components of our operation. The capture, collection, manipulation, analysis, and distribution of data has become a foundational piece of our response efforts. Because of the volume of data available, variety of types that can be useful, and the velocity of decision-making required, the addition of these two components to the Department has expanded our capabilities and proven invaluable.





The Special Victims Unit was formed in July of 2008 and is made up of domestic violence, elder abuse, missing person, juvenile, and sexual assault investigators. The investigators assigned to this unit work together to handle some of the most sensitive crimes. This unit also includes the Department's two victim advocates and elder support advocate. By working together in a single unit, the investigators and advocates can pool their talents and resources to assist victims in the most efficient manner.

The Department created the Special Investigations Unit (SIU), which absorbed the Vice and Narcotics Unit and added additional officers. The members of SIU receive specialized training in various investigative techniques and have become an instrumental component of the Department's efforts to interdict drugs and target violent offenders. With the increase in officers, SIU has increased the number of investigations, as well as expanded the type of investigations being conducted. They participated in many joint operations and increased the Department's participation substantially in cases involving federal, state, and local agencies. These investigations have resulted in numerous convictions in both State and Federal Court. Over the past three years, we have partnered with the 9th Circuit Solicitor to partially fund a drug prosecutor that works closely with our narcotics detectives. This working relationship has paid significant dividends and has increased cooperation and training. Additionally, members of SIU have been involved in preventive surveillance and stake-out operations targeting violent offenders.

The Department has made substantial strides in its use of the Incident Command System (ICS). Today, all command staff members have been trained through the 400 level and we are currently training first-line supervisors. ICS has become the standard for major events, as well as daily operations. It is used as a planning tool for special events and festivals that occur within the City. In the past two years, the Department has initiated an exercise program that requires full scale exercises to ensure that our plans can be executed in an efficient and effective manner. Additionally, the Department led an effort to update the overall Emergency Response Plan for the City. These efforts are ongoing and we have recently hired a full-time Emergency Management Director that will take this program to an even higher level of accomplishment.

Additionally, in an effort to enhance our ability to address incidents on both a strategic and tactical level, we developed and deployed the Public Safety Operations Center (PSOC) to augment and support the Municipal Emergency Operations Center (MEOC). Utilization of the PSOC allowed senior leaders from various City Departments to staff the MEOC for strategic and executive level management of incidents. Separation of these two distinct functions affords each component the ability to focus on accomplishment of its specific mission and meeting of its objectives.

Special Event Management was also taken to a new level during this reporting period. Due to the hard work of a dedicated team of City employees led by Captain Naomi Broughton, a comprehensive special events ordinance was developed and adopted by City Council. This new

ordinance along with the reorganization and expansion of the Special Events Committee has significantly enhanced the overall planning, coordinating, and executing of special events within the City. This initiative took several years to complete and the results of the work are demonstrated regularly as more and more special events are conducted in the City with positive outcomes.

WORKFORCE EMPOWERMENT

The Department has worked hard to engage and support its workforce. The concept of employee involvement in research and development has been implemented by using a variety of work groups and committees. This allows employees to be involved in the intimate workings of the Department and gives them a feeling of ownership. Employees from all levels are able to bring forward ideas, communicate suggestions, and develop programs that impact their daily work life. These work groups solicit input and have been successful in organizational improvements that have positively impacted the overall operation of the Department. Additionally, this initiative has served as an important growth tool for officers who aspire to become formal leaders. Most of the work groups are led by rank and file employees or first-line supervisors who improve their leadership, organization, and research skills through this process. New work groups are constantly being developed to offer the broadest opportunity for officers and civilian members to engage in the future direction of the Department.

Since June 2008, a select group of volunteers comprised of line level officers and civilian staff have served on the Chief's Council. The Council meets monthly with the Chief of Police to identify issues that can impact the Department over the next 18-36 months. These officers conduct research and develop programs and processes that will help move the organization forward strategically. Since 2008, over 60 employees have served as Council members. They have completed eight projects that will benefit the organization as it continues to grow and expand its efforts to address crime, develop community partnerships and trust, and improve the overall working environment for employees.

In 2007, the Department created a PEER Support Team. This group of volunteer officers, who are specially trained, are activated whenever serious events or tragic circumstances arise. Their role is to offer counseling and support to employees who are dealing with emotional or physical trauma. Over the past three years, the Team has responded during officer-involved shootings, serious accidents where death occurred, and other emotional situations. The Team was activated and assisted the Fire Department during the 2007 Sofa Super Store incident. Along with the officers, a local psychologist has volunteered and serves as a resource for the Team. This Team has become an integral part of the Department and serves an important role in our effort to support our employees in all situations.

STRATEGIC DIRECTIONS

As a result of the reorganization and the roadmap provided by our Strategic Leadership Plan the following initiatives have been implemented to help achieve our strategic directions. All activities that are undertaken are processed through this plan, which serves as a filter for our decisions. If an activity does not help achieve our goals, actions are put into place to either eliminate or consolidate it into a function that helps accomplish our mission

ENHANCING COMMUNITY SAFETY

Intelligence Led Policing

One of the procedures resulting in significant change in the philosophical workings of the Department came from the implementation of an Intelligence Led Policing model. One of the key components of this model is a modified version of COMPSTAT, an acronym for “computer comparison statistics.” COMPSTAT helps us detect problem areas within the community and assist in identifying methods and resources needed to strategically address crime in those areas. COMPSTAT provides a forum to assess and evaluate the effectiveness of the Department’s response to crime trends and holds us responsible for the results. COMPSTAT reflects the paradigm of modern policing: accountability at all levels of a police agency.

Intelligence Led Policing and COMPSTAT are perhaps the two single most important organizational and administrative innovations in policing during the last decade.

When properly implemented, these two initiatives drive members in an organization towards proactive solutions and help to reduce the shotgun approach, crisis-driven response that hinders long-term planning and progress. At COMPSTAT meetings, the Chief of Police and his senior leaders review performance data, consisting of geographical mapping, statistical references, and current intelligence information. The COMPSTAT process focuses all employees on the critical activities of the organization. This focus produces creative questions and solutions that may involve members of the organization, other city employees, residents and the business community.

Intelligence Led Policing and COMPSTAT are proven means for effectively controlling crime. The process, however, is only as good as the data available for analysis. During the implementation of these initiatives at the Charleston Police Department, we have upgraded internal systems to provide maximum results.

The new Computer Aided Dispatch and Records Management System launched in February 2009. This project was one of the Department’s highest priorities and received significant support from all areas of City government to make this a reality. An unexpected benefit of this project is associated with the selection and evaluation method being used. This project brought together employees from various departments to design the system. End-users were part of the evaluation team to ensure that the

system selected considered not just technical requirements and needs, but also input from those operating in the field.

“Hot Spot” Density Mapping

Hot Spot Density Maps are vital crime fighting tools to Charleston Police officers and the investigative units of the Charleston Police Department. Hot Spot Density Maps are created by the Department’s Crime Analysis Unit. The maps provide each Patrol Team with visual displays of violent and property crimes within their Team areas over the past 30 and 90 day periods. These operational tools provide Patrol and Investigative Commanders with vital information to develop deployment strategies. It provides quick identification of crime patterns and trends, as well as offers insights into the quality and success of crime reduction strategies so that they may be replicated in other areas or changed to increase effectiveness.

Defined Beats within Patrol Teams

Patrol units are designated a specific geographic area of patrol when checking on for shift. The goal of defining beats within the team is to ensure quicker response for calls-for-service and to continue to build relationships with community members through more interaction and involvement.

Improved Patrol Staffing

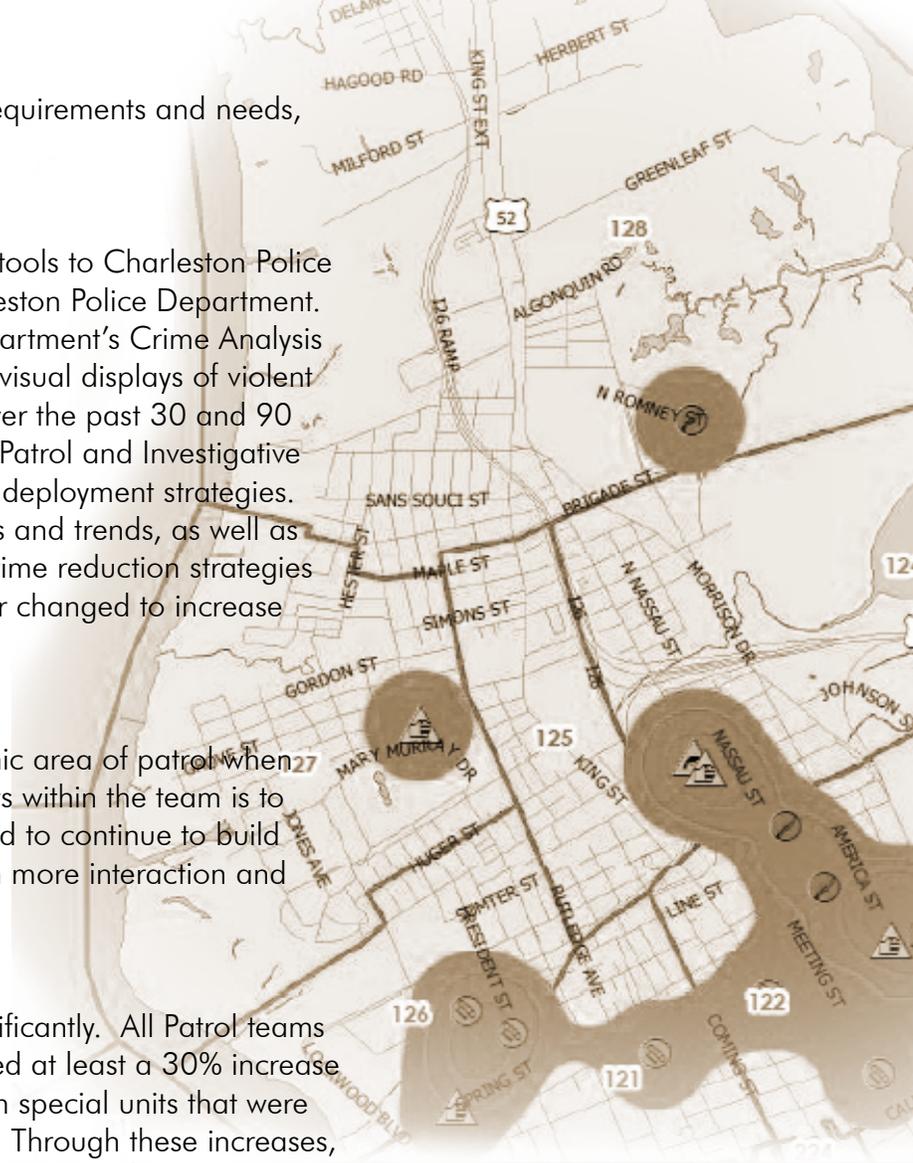
Since 2006, the Patrol Division has grown significantly. All Patrol teams have been expanded and they have experienced at least a 30% increase in their staffing. These officers have come from special units that were not aiding the primary goal of reducing crime. Through these increases, the Department has been able to assign officers to specific neighborhoods and enhance the problem-solving capabilities of patrol officers. The officers who were once forced to rapidly respond from call to call now have an opportunity to identify, research, and address root causes of problems.

Cold Case Volunteer Review Committee

In working with the Charleston Police Department’s volunteers, a Cold Case Review Committee was formed comprised of the Department’s Central Investigative Division and Forensic Services Unit. This committee was challenged to review specific unsolved cases to identify new opportunities for investigators to explore. Members of the Review Committee are retired investigators, medical professionals, and forensic specialists. Thus far, the Committee has reviewed nearly a dozen unsolved cases dating back years.

DUI Strike Unit

South Carolina ranks consistently at the top of the nation each year in alcohol related collisions. In July of 2008, the Department initiated a DUI Strike Unit working daily from 1800-0400 hours. This effort began with two officers and has grown to four over the past several months. Their efforts are noteworthy and significant. These efforts are making an





impact on DUI crashes and assisting to make Charleston a safer place to travel. Due to the work of this Unit, the number of fatality accidents involving alcohol impaired drivers dropped from 10 to 5 between 2009 and 2010. They were recognized by the State of South Carolina as the DUI Agency of the Year in 2008 and 2009 for their efforts to reduce DUIs. Other initiatives that have helped increase roadway safety involve traffic safety checkpoints, holiday saturation patrols, teen collision avoidance training, and the nurturing of a local MADD Chapter that works collaboratively with our DUI Unit.

Marshall University Project

The Forensics Services Division played a key role in the launch of a new crime-solving initiative by partnering with an institution of higher learning. This collaborative effort among several other law enforcement agencies and the Marshall University Forensic Science Center involved the collection and examination of biological fluids recovered from property crimes for the presence of DNA. The Forensics Division received the honor of leading the project and was tasked with the preliminary testing and administrative functions and with serving as the liaison between participating agencies. At the conclusion of this research project in 2010, it had resulted in the identification of 164 property crimes cases that could have gone undetected if not for this initiative.

BUILDING COMMUNITY PARTNERSHIPS

Police officers are rarely the witnesses or victims of crime. Officers need help from others to catch criminals and reduce criminal activity in the community. To be successful, the Charleston Police Department must cultivate relationships with residents, the private business sector and other law enforcement agencies. The healthier the relationships, the more likely law enforcement efforts will reduce crime and improve the community's quality of life. Over the past several years, we have taken steps to enhance a culture within the department that recognizes the value of these relationships.

A priority for the organization was to substantially improve the relationship and trust between the Department and community. This has been accomplished by daily contact between officers at all levels of the organization and the community. Whether by engaging residents and business owners by walking through communities and talking about future plans, attending neighborhood meetings to discuss goals and objectives, or soliciting citizens to serve on committees and work groups to develop programs and processes, this activity has clearly proven successful. It is not unusual for officers and residents to meet regularly and discuss how they can work together to improve communities and address ongoing problems. This interaction and relationship building has paid off in a number of specific instances when community cooperation was instrumental in solving serious crimes.

Additionally, community engagement has assisted our efforts to change laws and improve the criminal justice system in South Carolina. The General Assembly has been lobbied for the past three years to change laws and strengthen South Carolina's criminal justice system. We presented a number of proposed laws and generated support within the community for these changes. Our efforts resulted in the passage of the Reduction in Recidivism Act in 2010 with the support of a state-wide Coalition. We are continuing our efforts and currently have four bills in Committee that will further this initiative and enhance our efforts to reduce crime in Charleston and across South Carolina.

Citizen Advisory Groups (CAG)

The CAGS are an avenue for residents living within a Team area to meet and discuss neighborhood crime issues and solutions. On a bi-monthly basis, senior staff members and the Chief of Police meet with residents. The CAGS help to ensure that police resources are deployed to solve problems identified by the police and the community in partnership.

CAG meetings encourage police officers and residents to work together in their efforts to reduce crime. Through this cooperation, the ability to deal with crisis situations improves, resentments are diminished, and barriers are reduced.

Our long-term goal is to transition this initiative into a city-wide communication forum that includes additional agencies with information useful to the community. Other participants could be the Solicitor's Office

"To be successful, the Charleston Police Department must cultivate relationships with residents,..."



“...volunteers have selflessly provided approximately 5,000 hours of their time...”



and other city departments like Fire, Recreation, Public Service, Traffic and Transportation, and Parks. By including other organizations, we can enhance communication and cooperation internally and externally while identifying areas for service improvements.

Volunteers in Policing

Reinforcing the importance of community involvement in policing, in 2008 a Volunteers in Policing initiative was started to actively solicit citizen volunteers. These volunteers are a valuable asset as they help supplement officers and civilian personnel by allowing them to concentrate on their primary law enforcement duties. Through this program, volunteers have assisted in almost every area of the Department including the Office of the Chief, Investigative Services, Records, and Fleet Services. The countless hours volunteered by these individuals allow the Department to focus on the primary mission of crime suppression and prevention.

In 2009, this effort was taken to a new level. A cadre of volunteers developed and implemented the Community Service Officer Program. Currently, there are 20 volunteer CSOs that patrol the streets and highways of Charleston on a daily basis assisting citizens and police officers with a myriad of situations. They regularly assist motorists who have locked themselves out of the vehicle, have flat tires, or need a bit of fuel to get home. They also assist officers with disabled vehicles and traffic control. In 2010, the CSOs became an integral part of our special events staff. They provided assistance during the Blue Angels Show, Cooper River Bridge Run, and several parades.

Since 2008, nearly 100 citizen volunteers have selflessly provided approximately 5,000 hours of their time to assist the Department and the citizens of Charleston.

Community Partnership

In 2009, the Charleston Community Partnership (CCP) was formed. United in a spirit of teamwork, the CCP is a coalition of community leaders, faith-based organizations, educational institutions, and the police who are dedicated to assisting victims of crime and community members impacted by crime in an effort to reverse the negative effects of violence, gangs, illegal drug and alcohol use on individuals and families within the community.

The CCP is committed to improving the well-being and safety of children, families, and neighborhoods in Charleston’s Eastside through a variety of programs and services that supports and empowers individuals and reduces the impact of crime and violence in the community.

It seeks to build partnerships that help strengthen victim support within the Charleston community; prevent and reduce the level of violence in Charleston through improved community initiatives and involvement; reduce the negative impact of violence on individuals and families through integration, coordination, and collaboration among organizations and volunteers that share expertise and resources; enhance the community’s capacity to prevent crime and the fear it creates; and improve the com-

munity's health with a special focus on "at risk" populations as it builds trust within the community.

Since its inception, CCP has sponsored several successful forums, a poetry slam, and anti-violence seminars. It is currently prepared to launch a series of initiatives ranging from educational programs for middle school students to victim support activities for those who have been affected by violent crimes. Beyond the tangible successes of this group, the positive relationships and trust that has been nurtured between the participants and the police is priceless. We look forward to expanding this successful program into other neighborhoods in the coming years.

Camp Hope

The Camp Hope Program is a partnership between the public schools, other volunteer groups and the Charleston Police Department, which focuses on "at risk youth." The Program runs from June to August. The five-week program brings together 30 plus community organizations to help offer an experience ripe with recreation, education, and social opportunities to children ranging in age from 7-12 during the evening hours. It teaches the students accountability on all levels; leadership and values; cultural arts and social behavior. The program also contains components that focus on physical fitness, life skills centering on decision making and mentoring.

For many kids being able to go away to summer camp isn't possible due to finances and distance. In 2007, Camp Hope was designed and sponsored by the Charleston Police Department and Cannon Street YMCA free of charge. The main goal was to teach kids ages 7-12 about nutrition, fitness, personal and social responsibility, and respect for self and community. The children were chosen from the East Side Community by teachers at Fraser Elementary. It was recognized that day camps are important but many children in this challenged community seem to get into trouble during the evening hours. Therefore, the camp operated from 6pm to 9pm throughout the summer. The camp was a huge success and will continue in the coming years. In its fourth year, the Camp has grown from 40 to 75 children.

In 2011, this initiative is being expanded to two additional locations: Johns Island and West Ashley. These two new locations will be managed by the Department's School Resources Officers as a way to stay connected with children during the summer break. Each site will serve 30 children and offer educational, nutrition, and fitness information and a range of other opportunities.

PRIDE Camp

In 2010, the Boys and Girls Club announced that it would close its doors during the summer due to funding issues. This would have eliminated a very important program for children living on Charleston's East Side. This was not an acceptable alternative to the Department. With the assistance of other city departments, local business leaders, and the police department a plan was launched to save this important program. As a result, PRIDE camp became a reality and served 50 children. They



enjoyed a number of interesting programs such as golf, sailing, and tennis. They also developed, nurtured, and shared a community garden that produced significant amounts of vegetables and served as a great example to the children the importance of responsibility and giving back to their community.

College Collaboration

The police chief and representatives from local colleges fully implemented the Peer Assistance Leadership program, which consists of collaborative efforts between college student volunteers from the College of Charleston, Charleston Southern University, Trident Technical College, and City of Charleston Police Officers. The volunteers serve on Friday nights from 10pm until 3am. They are dedicated and ready to help their fellow colleagues who appear to need assistance by offering a means for a safe ride home, medical attention, or just checking on the general well-being of those who appear to need assistance making healthy choices. Since its inception, the volunteers have made contact with several hundred students and provided assistance in a variety of circumstances.

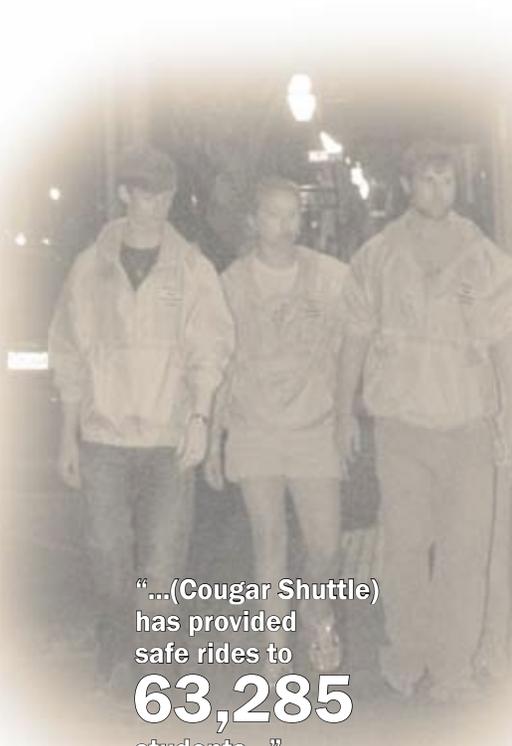
As part of the collaborative process, The Cougar Shuttle was implemented. This free shuttle service available to College of Charleston students has been a tremendous success. Started as a pilot project in September 2009 that operated 2 nights a week, it quickly demonstrated its value and was expanded to 7 nights a week in February 2010 from 11pm to 3am. Since its inception, it has provided safe rides to 63,285 students and added to the safety and security of the student population.

Federal Partnerships

Stronger alliances with federal agencies such as the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), the Drug Enforcement Administration (DEA), the Federal Bureau of Investigation (FBI), the United States Marshall and the United States Attorney's Office have improved direct communication on issues of mutual importance. Due to the collaborative efforts of these agencies with CPD, dozens of violent and drug offenders have been arrested and confined since 2008. This cooperation has had a significant impact on violent crime in the City of Charleston. Working closely with our federal partners gives the Department personnel access to law enforcement information, additional prosecutorial options and relevant federal resources and training.

Responsibility Hospitality Initiative

In 2008, with the cooperation and assistance of the Charleston Area Convention and Visitors Bureau (CVB), the Charleston Police Department launched an initiative to implement a Tourism Oriented Policing Unit in the downtown business district. This initiative involved dedicating officers that would be specifically trained and deployed in the downtown business district with special skills relating to tourism. In Phase One of the plan, the officers were selected and assigned to the District that encompassed the Market area and King Street. These officers who permanently work in the area patrol on foot, bicycles, small motorcycles,



“(Cougar Shuttle)
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63,285
students...”

and T3's. They work the same geographic area and have been successful at building relationships and solving problems involving residents, business owners, and visitors.

In 2008 and 2009, with the assistance of the CVB, the police department provided training and education to police officers and industry staff by a well known national expert in tourism. We have also had the opportunity to network through the Responsible Hospitality Institute to gain ideas and learn about successes that are possible with collaborative and cooperative partnerships between all members of the hospitality industry and city staff.

In 2010, a Responsible Hospitality Group (RHG) was created. The RHG works collectively with members of the police department to identify, research, and implement new and creative solutions to current issues facing Charleston's hospitality industry. While there are many opportunities for visitors and residents in the downtown area, the RHG believes that the downtown business district could be even more inviting and exciting if the ideas, suggestions, and collective energy of the entire area were channeled toward one vision that was shared by all.

The RHG does not replace or duplicate the efforts of other Boards or Commissions already in place. The purpose of the RHG is to bring together those within the industry and work to develop operating standards and performance criteria that can be shared to improve and enhance the current products and environment. The RHG is action oriented and seeks out areas of improvement that can be accomplished quickly with immediate results. Some of the more important goals of this group are to:

- Gather best practices to plan and manage the hospitality district
- Network with peers to identify opportunities and conflicts in an active night time economy
- Build partnerships and alliances among diverse stakeholder groups
- Examine tactics that can be useful to implementing the 'six core elements of a successful hospitality zone' (Quality of Life; Service, Security, and Safety; Music and Entertainment; Multi-Use Sidewalks; Community Policing; Integrated and Late-night Transportation)
- Create an action plan which outlines standards and practices for success in the hospitality district and seek voluntary compliance from industry members
- Serve as a sounding board and collector of ideas and suggestions for improvement and expansion of the hospitality industry

“...our new officers
are receiving
33 weeks
of training prior to
independent duty...”



CREATING AN EXCEPTIONAL WORKFORCE

Recruit Training

In 2011, our recruit training took a leap forward. After adding a full-time recruiter in 2009, our candidate pool expanded significantly. The quality and background of our candidates continues to broaden and offer us an opportunity to select the very best for open positions. While we have lobbied to increase the amount of training offered new recruits for several years, that has been slow in coming. In 2008, we began to augment the 9 week training offered by the South Carolina Criminal Justice Academy. However, we were still not satisfied that we were doing our best in this area.

In 2011, we launched our first 6 week pre-academy that offered information and training that is not currently provided by the State Academy. This opportunity received very positive feedback from our recruits and it quickly socialized them into the culture of our organization. In our next session, we are including a community service project that will be required for each class. By adding this component to the pre-academy, we are demonstrating early to new employees our commitment and dedication to community partnerships and service.

We are excited about all the enhancements that we have made to our training program. Currently, with the six week pre-academy, expanded 12-week State Academy, and our 15 week PTO training course, our new officers are receiving 33 weeks of training prior to independent duty, which ensures they are ready to serve the citizens and visitors of Charleston as professional law enforcement officers.

New Recruit Mentoring

Socialization of new police officers and civilian employees is critical to a successful organization. To help our employees feel welcome and valued, it was determined that a Mentoring Program should be developed for new recruits as a pilot process. One of the Chief's Council work-groups accepted this project. After conducting research and gathering information from both public and private agencies, a program was developed and implemented. Each recruit has a mentor who is available to assist them in the transition to the police organization. The assignment occurs once a job offer is made and continues through the first 18 months of employment. We believe that by offering a mentor who can answer questions of all kinds and guide the young employee through their first year of employment, we will develop strong connections between members and the organization. This in turn will help support the vision, mission, and values that we expect from every employee at CPD.

Due to the success of this program, a similar process is being developed for newly promoted first-line supervisors. We believe that offering this support mechanism to new leaders will strengthen their leadership abilities and shorten their learning curve after promotion.

Patrol Training Officer Program

In 2008, the department introduced a new program for training recruit officers. The Patrol Training Officer program replaced the previous Field Training Officer program. The PTO program is designed to teach problem solving skills, critical thinking, and the importance of community partnerships. Officers are encouraged to do everything they can at their level to handle the calls they are dispatched to. It discourages “passing the buck” which frequently leaves citizens confused and feeling like the police can’t help. The patrol training officers complete a 40 hour course to learn the new program. This course reflects problem-oriented policing elements and problem-based learning models. It requires officers to begin learning leadership qualities at a very early stage of their career.

This 15 week program, which is not required by the State Academy, ensures that officers are prepared to assume independent duty and perform as professional and competent police officers who provide excellent service to our community.

Block Training

Beginning in 2007, a major change was made to annual training. Instead of two 2-day sessions, a week-long session referred to as “block training” was developed. The block training program is an exciting and innovative new program that puts officers in the middle of difficult situations. Officers now participate in real-world scenarios using force on force techniques and simunition rounds to make the training realistic and stressful. The training is designed based on current topics facing law enforcement and issues that have been identified through research and After Action Reviews. This annual 40-hour block of training far exceeds the State minimum requirement of 40-hours every three years.

Additionally, this annual recertification training is supplemented by other specialty training that is provided to our officers throughout the year by in-house instructors, as well as outside trainers. We are currently averaging approximately 75 specialty courses for officers each year and are constantly upgrading our curriculum to keep the training on the cutting edge.

Leadership Development Training

A leadership development process has been developed within the Department. Currently, this initiative focuses efforts on all newly promoted leaders; however, it will soon be expanded to include all organizational members. This tiered process begins when new members join the Department and builds throughout their career. It includes career development processes for front line officers, as well as socialization models for formal leaders. These models combine reading assignments, reflective writings, classroom instruction, and on-line courses. Through this comprehensive process, the Department will develop and grow leaders for the future while creating a structure for lifelong learning. This learning will be the foundation which keeps the organization fresh and on the cutting edge of new ideas and opportunities.



“...the Department was awarded over **\$3,000,000** through the COPS grant to hire 19 additional police officers...”

Civilian Training Committee

Civilian employees at the police department often feel a little left out. In 2008, the department developed the Civilian Training Committee to assist civilians with becoming a bigger part of the department. The committee developed orientation classes for those with less than ten years of service in order to explain the culture and organization of the department. The committee invited speakers to speak with civilians about stress management and leadership. They also developed a career enhancement plan. This training continues to grow and expand and more opportunities are being offered to grow and develop our civilian staff.

EFFECTIVE RESOURCE MANAGEMENT

Grants are a vital funding source for the Department. In 2008, the Department began applying for grants in the new federal cycle. Requests included funding for equipment and personnel, as well as infrastructure for the safety and security camera project, a joint grant application with the Charleston County Schools to put cameras in five schools where the department provides school resource officers, additional police officers, civilian personnel for various functions throughout the department, bulletproof vests, and to assist with cold case investigations. We have also collaborated with other police and fire departments in the region to receive funding to enhance the Consolidated Dispatch Center and radio communication upgrades.

Since 2008, the Department has received \$6,440,397 in grant funding to support its transformational efforts and continues to aggressively seek out additional funds. We are currently awaiting the results of 7 grants where we have requested funding in the amount of \$4,897,249.

COPS Hiring Grant

In 2009, the Department was awarded over \$3,000,000 through the COPS grant to hire 19 additional police officers. These officers allowed us to create two Community Action Teams that operate in Teams 1 and 4. We also expanded our Crime Prevention Office, added a full-time recruiter, and expanded our bicycle patrol in the Market area. This was the largest award received in the State of South Carolina and extends over a three year period.

Digital Radio Upgrades

The ability to communicate with dispatchers and other officers while on the street is an essential part of any emergency response agency. In 2010, the department transitioned to the County’s digital radio system, which substantially expanded the ability to communicate, reduced dead spots, and provided for a more robust system that can be sustained through emergency situations. The partnership allows the City to move from a one tower to an eight tower system, which is currently being expanded further. This increased capability improves officer safety, creates interoperability, provides redundancy during emergencies, and expands coverage areas significantly. It would also provide a digital signal and improve radio coverage while inside of buildings. This collaborative ef-

fort will strengthen the working relationship between the agencies and provide a safer environment for officers.

Laboratory Information Management System

The Department was awarded funding through the Paul Coverdell Forensic Science Improvement Grants Program to acquire, install and operate a Laboratory Information Management System (LIMS) to improve the quality and timeliness of the work performed by the Forensic Services Division. The LIMS will manage evidence tracking and case management for controlled substance analysis, serology, fire debris analysis, latent recovery and identification, digital evidence/multimedia examinations and crime scene investigation. This system will support not only our Department but others throughout the region that utilizes our laboratory facilities. The addition of this system in June 2011 will increase our effectiveness and efficiency as it relates to laboratory analysis and reporting.

Cold Case Investigation Grant

In cold case investigation, two major elements combine to offer law enforcement the opportunity to identify a suspect that heretofore eluded identification: changes in technology and changes in relationships that come about through the passage of time. The advent of DNA methodologies and other forensic technologies has breathed new life into these old cases. This coupled with the incredible power of the state and federal Combined DNA Index System (CODIS) to identify suspects "cold" gives new hope to investigators, victims and their families that justice may finally be served. In 2009, the Charleston Police Department was awarded funding from the U.S. Department of Justice Solving Cold Cases with DNA Grant to identify, review and investigate violent crime cold cases that have the potential to be solved through DNA analysis. Through the funding obtained from this grant, the Department formed a cold case task force and implemented an evidence analysis and investigative strategy that will give the agency the opportunity to apply new technologies to old crimes and bring justice to victims of violent crimes.

COPLINK Project

The Coplink Project is collaboration between Charleston City Police, Charleston County Sheriff's Office, North Charleston Police, Mount Pleasant Police, and SLED to enhance information sharing capabilities while expanding the reach of law enforcement beyond the Lowcountry and South Carolina. This pilot project, which is being funded by a \$600,000 Homeland Security grant is a way for agencies to leverage available resources to achieve multiple positive outcomes by cooperative solutions.

COPLINK provides unparalleled analysis and decision support by rapidly identifying criminal suspects, relationships and patterns that help solve crime and thwart terrorism. It works by allowing vast quantities of structured and seemingly unrelated data - including data currently housed in various incompatible databases and records management systems - to be organized, consolidated and rapidly analyzed over a highly secure in-

tranet-based platform. Because criminals do not recognize jurisdictional boundaries, sharing information across jurisdictional lines has become imperative for effective law enforcement. COPLINK will offer agencies across the Lowcountry, other parts of South Carolina, and in other states to analyze information not only from their own databases but from any number of databases connected to the system. This will give officers an effective tool to get criminals off the street faster.

Strategic Partners

The Department is also utilizing strategic partners from private industry to conduct research and develop new solutions to challenges faced by law enforcement agencies. Through these partnerships, we are able to engage industry experts as technology and software platforms are being developed. This direct input by end-users allows for better products and improved operations. Additionally, it helps us to leverage our funding by being involved in testing and evaluation projects. Currently, the Department is engaged with several strategic partners that have ongoing initiatives that will substantially assist the Department and law enforcement as a whole in the years to come.

Consolidated Dispatch Partnership

Finally, in 2010 the Department officially joined the Consolidated Dispatch Center. As a result of this agreement, all emergency communication will transition to the Consolidated Dispatch Center in 2013. This partnership will allow future technology upgrades relating to emergency dispatch that benefits the entire county and not just a single agency. Additionally, as a result of the partnership and the willingness of the participating agencies to work together and leverage their grant request, the CDC was able to receive substantial funding through the Port Security Grant Program that will allow upgrades to the current system that brings tremendous advantages in the areas of mobile data capabilities, wireless networks, and strategic planning for the future. While these advances clearly benefit local and state agencies, they also fill gaps identified by the Port Security Assessment, which adds additional protection to our Port.

ADVANCING TECHNOLOGY EFFICIENCIES

Since 2007, the Department has focused a great deal of energy on upgrading and improving its technological capabilities and streamlining its internal processes. To this end, we have selected and introduced several new technology systems, which are significantly changing the Department's methods and capabilities.

Computer Aided Dispatch and Records Management

A suite of three Windows-based programs are the flagship of the Department's new software portfolio. After evaluating numerous competitors' products, a committee of officers, dispatchers, records technicians, and managers selected a solution from Open Software Solutions Incorporated, a division of Sungard Industries. The Department "went live" with this new capability in February of 2009.

Mobile Computer Terminals

A component of the new CAD and RMS System is Mobile Computer Terminals. With the addition of rugged mobile computers to patrol cruisers, officers are able to query databases without dispatcher involvement. Along with a "silent dispatch" system, with dispatchers electronically assigning calls to officers, police radios will be more available for in-progress, emergency incidents. The mobile system will allow supervisors to monitor the status of all units at a glance, and officers will be able to electronically submit reports to supervisors for approval and entry. Furthermore, the introduction of the MCTs enhances our ability to get information to officers quickly. With the MCTs, officers are notified in real time about wanted parties or other important safety information. This has resulted in a significant improvement in quick capture of wanted parties. With our rapid ability to disseminate information, in some cases the suspect is captured within minutes of the information being provided to patrol units in the field.

CrimeNtel

The Criminal Intelligence Unit took a major step forward in its role as the clearinghouse of intelligence information when it added the CrimeNtel program. Another Windows-based program, CrimeNtel will receive intelligence information from incident reports, field work, and investigative developments, create links between individuals, vehicles, and incidents, and return finished intelligence products to officers and investigators. The CrimeNtel program will be the primary tool used to drive intelligence-based enforcement operations in the Department's future. In 2010, we were successful in convincing the State to purchase this collection tool for use throughout South Carolina. This was a significant step in providing a single source of intelligence information that could be shared by law enforcement agencies across the State.



License Plate Recognition Technology

The Department has worked closely with strategic partners to deploy two mobile Automatic License Plate Recognition systems (ALPR) and one fixed ALPR system to augment our ability to conduct real-time processing of license plate information through an automated system. The benefits from utilization of this type of system are multifaceted. From assisting officers in recovering stolen vehicles and license plates to helping officers search for vehicles broadcast in Amber Alerts or Terrorist Alerts, this technology significantly augments and multiplies an officer's physical ability to locate vehicles of interest wanted by law enforcement agencies. In 2010, the Department submitted grants requesting additional units with varied capabilities to enhance this system. We anticipate delivery of one of the systems in July 2011.

IA Pro

The Department fully implemented the Blue Team system in 2008, which allows officers to remotely and easily file internal reports to the Professional Standards Office. Such matters as use-of-force reports, vehicle collision statements, loss of or damage to City property, and similar internal matters are now submitted electronically for higher review. Using a web-based system, managers are now able to group incidents by type, officer, or other criteria more easily, which improves the review process and allows the Department to quickly identify needs for training and other remediation.

Despite their different functions, the new systems have several major commonalities: they are more user-friendly than older systems, they provide more information in a more usable format, and they represent the first major step towards a paperless environment. The implementation of these programs will enhance individual employees' efficiency and productivity, while taking a significant step forward in the shift towards information-based policing.

Safety and Security Cameras

The Department received two grants to complete the SSCS which will allow the installation of a bank of cameras and develop a wireless network around the City. This will allow officers to be more effective in preventing crime from occurring while providing another set of eyes on the street. The system will also allow the Department to close security gaps around the Port of Charleston that have been identified through the Coast Guard's Port Security Threat Assessment. Plans are underway to implement Phase 2 of this project which will install cameras in areas around the City with heavy pedestrian traffic and in high crime neighborhoods. When completed, the system will consist of 32 cameras. Additional discussions are ongoing with the Charleston Housing Authority to augment this system in several properties throughout the City.

Non-Traditional Vehicles

The bicycle patrol was expanded by 14 bikes, with officers now riding bicycles in areas outside the historic district. The Department also put two small motorcycles and four T-3 Motion electric transporters in service. These vehicles have proven to be wildly successful on several fronts. Not only are they far less expensive than a traditional police automobile, but they use no gasoline and they have reduced response times in the downtown area by making traffic navigation and parking much easier for the officers. The use of these non-traditional vehicles has made officers more accessible and approachable to citizens. Seeking cost savings wherever possible, without impacting police coverage or services, will continue to be a priority and will ensure the Department is operating as effectively and fiscally responsibly as possible.

THE FUTURE

A City can not work well unless its police department works effectively. That is why tremendous effort has been put forth over the past 3 years to focus on the Charleston Police Department's crime-fighting and prevention methods.

Over the past three years, we have transformed the Department by:

- Using crime analysis methods and techniques to prevent and fight crime
- Implementing operational philosophies that build positive community and business relationships
- Focusing on Quality of Life issues
- Modernizing equipment and technology
- Enhancing training opportunities and practices

Additionally, we have been successful at implementing the following initiatives:

- Enhancing partnerships with State and Federal Probation and Parole
- Improving gun violence strategies
- Promoting drug demand strategies
- Implementing a Police Training Officer (PTO) program
- Initiating alcohol safety and compliance initiatives
- Implementing CCTV monitoring for targeted areas
- Encouraging legislative reform in the areas of bonding and violent crime designations
- Creating a variety of youth enrichment programs

However, we know that we can not rest on the past successes. In the coming years, we have many more exciting initiatives waiting to be achieved. It is our belief that by adding these innovations to our portfolio of progressive and successful projects, we will continue to stay on the cutting edge of our profession, support our Strategic Leadership Plan, and above all continue to serve the citizens and visitors of Charleston in a professional manner. We must continue to move forward and maintain

“...use of these non-traditional vehicles has made officers more accessible

and approachable to citizens.”





the pressure to achieve excellence in all that we do. To accomplish this task, we will use the opportunities listed below to keep us moving ahead toward our mission:

- Strategic Leadership Plan and Polarity Thinking
- Beyond the Horizon Initiative
- General Dynamics and IRSA Project
- COPLINK
- Predictive Policing Model
- New Recruiting and Training Methodology
- Pre-Academy Training
- Expanded Use of Social Network to communicate with community
- Charleston Police Foundation

Like the many opportunities that we have to continue to advance, there are challenges that we must face and evaluate to ensure we keep moving in a positive direction.

Population

According to the 2000 United States Census Bureau, the population for the City of Charleston was 96,650. The 2010 City population is approximately 120,000. Charleston's population continues to increase and this does not account for the well over 4 million annual visitors that are part of the City. Therefore, service demands continue to increase.

There are a number of commercial and residential projects being developed within the City of Charleston, especially in the downtown and West Ashley sections of the city. Revitalization and new projects involving commercial and residential properties are attracting more people into the downtown area of the City. While growth is expected and desirable for the health of the City, this growth impacts the needs for police services.

Equipment

The Police Department is continuing its efforts to equip marked vehicles with Mobile Computers Terminals in accordance with the plan that started in 2009. Currently, the Department deploys 75 MCTs which are transferred between police officers at the beginning and end of their respective shifts. While this provides us an adequate number of devices currently, it does not allow for members of specialty units to have access to a device or those using non-traditional vehicles. We are actively seeking grant opportunities to complete this project and hope to accrue additional licenses and hardware during calendar years 2011 and 2012.

Fortunately, Homeland Security funding has allowed for replacement of our older Command and Control trailer with a highly sophisticated Mobile Command Center and Mobile Crisis vehicle for the Critical Incident Response Team (Hostage Negotiators). Through that same funding, we anticipate that our older Emergency Rescue Vehicle (ERV) will be replaced in 2011 with a fully functional, custom built ERV that will serve our needs well into the future. Additionally, with the same grant source, in 2011 we are replacing older marine assets that are reaching the end of their useful life cycle.

Capital Improvement Projects

During the period covered by our current Strategic Leadership Plan (2011-2015), there will be a number of capital requirements. We anticipate continued growth in several areas of the City, especially in the West Ashley area. There are several projects that could bring significant new residential development and demands upon the police department for service. There will be a need to add officers and vehicles to Teams 1, 4 and 5 to maintain the current level of service. In either case, it is anticipated some physical space will be required to facilitate this operation in the most effective manner. We have worked with the Planning Department to ensure these needs and requirements were considered within the revised Comprehensive Plan.

Additionally, the current Team 2 office will require expansion during the next 5 years. As the team has grown by over 50% in the past 3 years, the space available and the layout of the facility may need adjustment to meet current and future needs of the Team. It is anticipated that we will continue to add officers to Team 2 as the demand for service continues to grow with new development in the Market and Kings Street corridors and special events.

Another goal is the future remodeling of the area at 180 Lockwood Drive that currently serves as the Emergency Communication Center. Once the communication center is moved in 2013, we will seek to modify the area into a Real Time Crime Center (RTCC). Our desire will be to build out the area as a technology hub that offers the following capabilities: video conferencing and computer technology that allows real time crime reporting, analysis, and tracking; emergency management for small and medium size events and as an integration center for field operation during large scale emergencies. This space will also be accessible to the existing Safety and Security Camera Monitoring Room to provide for a fully operational RTCC that can be utilized for a variety of scenarios. The facility will have interconnectivity with the Seahawk/ Interagency Operation Center to enhance its information sharing and coordination capabilities. In 2012, we will begin seeking grant funding to accomplish this initiative.

SUMMARY

Since our last report in October 2007, the Department has transformed in many ways. Our transformational process has been both bold and progressive. Our efforts have created an agile, attentive, accountable, accessible and problem-solving department for the community. We have focused and reorganized the Department, increased police visibility in the community, and redeployed officers to address the community's growing needs. We are concentrating on reducing the major crime index in collaboration with the community and other policing agencies. In essence, our culture has shifted to one that uses problem-solving and community partnerships as its primary filter for decision making and action.

We achieved many successes and made substantial progress in many areas. The community received valuable service and is better because of the efforts of the men and women who provide professional policing service daily. As we move ahead, we can not let up on our push to become an even better organization. We have many promising initiatives ready to implement that will allow us to continue our forward movement. Like any other organization, we have areas and opportunities where improvement can occur. It is critical that we be engaged in the process of continuous improvement by following our Strategic Leadership Plan, being creative, and constantly seeking ways to improve individually and organizationally.

We have accomplished much of what was outlined in our 2007-2010 Strategic Plan, Our new plan, which covers the period 2011-2015 identifies five strategic directions for the organization.

- Enhancing Community Safety
- Creating Community Partnerships
- Building An Exceptional Workforce
- Effective Resource Management
- Enhancing Technology Efficiencies

By focusing on these directions and the objectives and strategies that support them, we will reach our vision of being a world class law enforcement agency.

While we have experienced substantial change and success over the past three years, the Department is far from done. Our transformational process has been bold and progressive. It has set the stage for more great things to come for the Charleston Police Department. When reviewing the past, present, and future of the organization, the outlook is full of promise and energy to be the best and lead the way. By working together with our elected officials, community and business partners, and colleagues to keep the focus on our core mission of enhancing community safety, Charleston will remain a wonderful place to live, work, and visit.



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