

## I. GOAL

The **Primary Goal** for the City of Anderson Police Department is to improve the overall quality of life for the citizens of the City of Anderson, South Carolina by achieving the following 4 *sub-goals*:

**Sub-goal 1. Facilitating crime and traffic accident prevention and reduction through proactive problem solving strategies and community partnerships.**

*Extent to which the sub-goal has been achieved during the evaluation period:*

The sub-goal has been somewhat met. A short-term measurable violent crime and traffic crash reduction is still pending. Long-term violent crime and traffic crash reductions are anticipated to result from continuing and improving current efforts and from improving organizational capacity. All officers are aware of the necessity for aggressive patrol.

**Sub-goal 2. Restructuring the Department and building organizational capacity to support the reduction of crime and disorder.**

*Extent to which the sub-goal has been achieved during the evaluation period:*

The sub-goal has been moderately met. The department has re-aligned its human resources into six units. Of special significance is the restructuring of the Detention Center into a “stand-alone” unit. To maintain Human Resource efficiency, restructuring will be continuing into the foreseeable future. Organizational capacity seems to be insufficient to meet existing demands. The sworn staff has increased to 94. However, the original projection of 107 personnel by 2012 may have been too low.

**Sub-goal 3. Enhancing police professionalism and community trust through accountability, performance measures, training, recruiting, and adoption of modern police practices.**

*Extent to which the sub-goal has been achieved during the evaluation period:*

The sub-goal has been moderately met. The department has produced approximately 188 general orders, including forms, since March 6, 2006. An Internal Affairs position that was previously “collateral duties” has been upgraded to be full-time, permanent. A recruiting sub-unit has been established within Support Services as well as a training sub-unit.

**Sub-goal 4. Acquiring modern technology, information management, and infrastructure that supports organizational goals and objectives.**

*Extent to which the sub-goal has been achieved during the evaluation period:*

The sub-goal has been moderately met. The department has established a Crime Scene Investigative sub-unit within the Investigative Services Unit and acquired a substantial amount of technical equipment and associated training for CSI and Cyber Forensics analysis. Additional personnel are necessary to substantially meet this sub-goal.

## II. Sub-goals and Objectives

### Sub-goal 1

#### **Facilitate crime and traffic accident prevention and reduction through proactive problem solving strategies and community partnerships.**

##### Objectives

1. To prioritize, develop and implement powerful prevention, enforcement and investigative crime strategies

***This objective has been satisfactorily achieved for the two-year period under study and we will continue to build upon it.***

2. To implement proactive strategies to reduce traffic accidents through prevention and enforcement.

***This objective has been partially met.***

3. To develop relationships with the community to engage in joint problem solving activities

***This objective has been moderately met.***

## **Sub-goal 2**

### **Restructuring the Department and building organizational capacity to support the reduction of crime and disorder.**

#### Objectives

1. **Reorganize the detention facility as a “stand alone unit”.**

***This objective has been achieved.***

2. **To align the department structure and work force to facilitate goal achievement.**

***This objective has been partially achieved.***

3. **To enhance the capacity of human resources and financial management to support line operations.**

***This objective has been partially achieved.***

4. **To enhance employee performance, supervision, leadership and management capabilities through training and accountability.**

***This objective has been moderately achieved.***

### **Sub-goal 3**

#### **Enhancing police professionalism and community trust through accountability, performance measures, training, recruiting, and adoption of modern police practices.**

##### Objectives

1. To recruit, train, and retain qualified, experienced and service-oriented people.

***This objective has been partially achieved.***

2. To develop a professional standards program for the commendation and complaint process.

***This objective has been substantially achieved.***

## **Sub-goal 4**

### **Acquiring modern technology, information management, and infrastructure that supports organizational goals and objectives.**

#### Objectives

1. To enhance the integration of police department information systems.

***This objective has been partially achieved.***

2. To use technology so employees can engage the community and improve service delivery.

***Limited progress has been made toward achieving this objective.***

### **III. Sub-goals, Objectives and Performance Indicators**

#### **Sub-goal 1- Facilitate crime and traffic accident prevention and reduction through proactive problem solving strategies and community partnerships.**

*Objective 1: To prioritize, develop and implement powerful prevention, enforcement and investigative crime strategies.*

#### **Performance Indicators**

- A) Implement a Crime Analysis Program by employing a dedicated full time analyst.
- Certified Crime Analyst on Staff
- B) Create a dedicated 6-officer Community Patrol Unit each certified as a class I Police Officer and Emergency Medical Technician.
- Not completed; no funding source; rethinking this p/i
- C) Maintain a “Street Crimes Unit” to proactively target street level offenders and gang members
- PSN grant for Counter Gang Initiative
  - Participating in Anderson Gang Unit w/ ACSO
  - Submitted Stimulus Pkg. grant proposal for two gang unit personnel
- D) Create a Warrant Division
- Done
  - 1,245 Warrants issued in FY09 thru May 31, 2009
  - However, warrants decreased from 7,186 to 6,704 in same period
  - Reevaluating: May need additional personnel
- E) Enhance a K-9 Division
- Done
  - Three (3) dogs
- F) Develop Forensic Services under Investigative Division.
- Done
  - Two personnel currently on grant

- Need additional personnel
  - Submitted CSI Enhancement grant for two more personnel
- G) Maintain Mutual Aid Agreements with surrounding law enforcement agencies.
- Done
- H) Continue participation in the South Carolina Attorney General's Child Internet Predator program
- Done
  - Enhanced by Cyber Forensics capability under CSI Unit
- I) Seek funding through grant sources for all established and planned police service enhancements
- Done
  - Continuous project
  - As of May 31, 2009 approximately 18 in pipeline
    - Stimulus package – 13 Competitive submitted
      - CSI x 2 proposals (Continue 2 persons & add 2)
      - WCC x 2 (Continue 1 person & add 1)
      - Polygrapher (Asked for 1 personnel)
      - Gang Unit (Asked for 2 personnel)
      - SCDPS O/T
      - AFIS
      - Tasers
      - Body Armor
      - Firearms Simulator
      - Driving Simulator
      - Mobile Data system
    - Stimulus package – 1 Noncompetitive
      - Jag Direct Award - \$106,851 for Street Level O/T
    - Stimulus package 1 semi-competitive
      - COPS – This program targets job replacement
    - Competitive (Non-Stimulus package)
      - Violence Against Women (Continue 1 personnel year 2)
      - Traffic Grant (Continue 2 personnel year 2)

- Non-Competitive / Non-Stimulus Package

JAG Direct Award - \$25,902 for Street Level O/T

- Smaller Proposals in addition to the above 18

BVP – Requested \$18k approximately. (It's 50/50)  
Target – Requested \$5k. (Don't expect it)

J) Create a Polygraph Unit, seek certification and licensure

- Grant proposal in pipeline

*Objective 2: To implement proactive strategies to reduce traffic accidents through prevention and enforcement.*

### **Performance Indicators**

A) Train and certify all line officers in Advanced DUI Detection and speed measuring devices (RADAR)

- Continuing process

B) Implement/Purchase Speed Alert Units to record and analyze traffic flow data in order to identify streets and roads most traveled by speed violators.

- (Incomplete)

C) Seek State legislation and/or Municipal Ordinance to implement and support Red Light Camera Enforcement.

- (Incomplete)

*Objective 3: To develop relationships with the community to engage in joint problem solving activities*

### **Performance Indicators**

A) Establish a Citizens' Police Academy

- (Incomplete)
- Have established Volunteer Program - VIPS

B) Establish Police Explorer Program

- Yes

C) Development of “Business Watch”

- Yes
- Part of Linking Communities
- Crime Mapping is also included

D) Recruit Reserves from Business Watch and civic organizations (churches, etc)

- A “qualified” yes.
- Continuing process

E) Enhancement and continued development of School Resource Officer Program

- Three (3) S/D 5 SROs up to \$125k
- Alternative School SRO (1) up to \$41,667? (Tentative)

F) Participation in the Anderson County Behavioral Health “Underage Drinking” project

- Yes

G) Officer Representation at Neighborhood Community Meetings; Revive Community Patrol/Bike/EMT Program

- Yes: Neighborhood meetings
- No: Bike Program
  - Several personnel trained on bikes
    - late summer & early fall 2008

H) Participation in the Anderson County Gang Task Force/Juvenile Assessment Center Project

- Yes – but program failed
- Program failure due to other agencies lack of effective planning
- COAPD identified and set up plans w/ funding source
  - Based upon perceived existing business plan
    - The plan did not exist

## **Sub-goal 2 - Restructuring the Department and building organizational capacity to support the reduction of crime and disorder.**

### **Performance Indicators**

*Objective 1: Reorganize the detention facility as a “stand alone unit”.*

- A) Adjust staffing levels to population demands of facility
- Yes
  - Human Resource capacity increased approximately 50%
  - Personnel slot count was 24 as of end of FY05
  - Roughly equal to 21 f/t Detention personnel
    - Included 3 p/t transporters, 1 p/t nurse & 1 p/t Captain
  - Personnel slot count is 32 as of end of FY09
  - 32 slots
    - Includes 30 f/t personnel
    - Includes 2 p/t nurses
- B) Reform promotional process (Detention Officer I, II, and supervisory positions)
- Yes – Stage 1 completed
    - Rank structure established
  - Stage 2 – pay scale yet to be implemented for rank
- C) Create a Juvenile Assessment Center (JAC) modeled after Orlando Prototype
- No
  - Plans removed from table
  - Community Principals demonstrate lack of interest
- D) Improve existing video surveillance system within the detention facility
- Yes
- E) Implement inmate video/teleconferencing visitation to reduce contraband smuggling within the secure facility
- No
  - Plan to review possible grant funding sources in future

**Objective 2:** *To align the Department structure and work force to facilitate goal achievement*

**Performance Indicators**

A) Restructure departmental personnel and Command Staff to increase to five (5) Services and/or Divisions from the FY07 level of four (4) Divisions

- Yes and no. Upgraded to six(6) units as opposed to five (5)

Previous Divisions(June '07)

- Support Services
- Patrol/Traffic
- Detention/Records
- Investigations/Vice & Narcotics

Current Divisions (June '09)

- Support Services
- Patrol/Traffic
- Detention
- Vice and Narcotics
- Investigations (Criminal)
- Administration

B) Redefine career development programs for future leaders

- No
- But there is a citywide reimbursement program
  - Provides limited educational reimbursement

C) Adjust staffing levels of all divisions to meet changing service demands

- In process
- Seven (7) of twenty (20) personnel increase
  - There were 87 in FY07
  - There are 94 in FY09
- The seven personnel are all from grants
  - Traffic - 2
  - CSI Unit - 2
  - PSN - 1
  - VAWA - 1
  - WCC - 1

**Objective 3:** *To enhance the capacity of human resources and financial management to support line operations*

**Performance Indicators**

A) Increase number of Administrative Assistants to 1 per Division

- No

- B) Project Patrol Officer staffing increase based on annual calls for service and cases generated over last five years
- Yes – in original S/P (summer 2007)
    - Projections may have been too low
- C) Identify/Appoint a Department Finance and Budget Director
1. Develop a budget replacement plan for Patrol for capital equipment<sup>1</sup>
    - Collateral duty for Admin (Tech Services)
      - (Acts as clearinghouse for paperwork only)
    - Each Captain responsible for own budget
  2. Develop budget for Narcotics/Vice Unit
    - Done - 42125
  3. Develop budget for K-9 Unit
    - Done - 42129
    - (But is incomplete)
  4. Develop budget for Forensic/Evidence Unit
    - Done – 42140
    - Grant funded
  5. Develop budget for training
    - Most training is conducted by Support Services – 42124
    - Most units had line item for employee training in FY09: 20064
      - Detention Center did not
  6. Develop budget for S.W.A.T.
    - Yes & no
    - Partial budget under Patrol (42123)
      - Line item for SWAT: 30087

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<sup>1</sup> **Capital Equipment** - to include vehicles, Ballistic Vests, Patrol Rifles, vehicle video cameras, vehicle laptops, tasers, radar units

***Objective 4:** To enhance employee performance, supervision, leadership and management capabilities through training and accountability*

**Performance Indicators**

- A) Implement and/or enhance officer/supervisor evaluation training.
  - Mgmnt and Supervisors have been trained in new evaluations
  
- B) Emphasize and reward high performance and managerial accountability through modern management practices.
  - No

### **Sub-goal 3 - Enhancing police professionalism and community trust through accountability, performance measures, training, recruiting, and adoption of modern police practices.**

*Objective 1: To recruit, train, and retain qualified, experienced and service-oriented people.*

#### **Performance Indicators**

A) Review salaries and financial incentives for officer candidates

1. Degree Compensation Plan
  - No
2. Premium Pay for Night Shift/Sunday/Holidays
  - No
3. 5% increase for collateral duties
  - Started but cancelled
4. Take Home Vehicle Plan
  - Yes & no
    - (Only w/in city limits)

B) Advance long-term quality of officers through improved initial hiring

1. Assign a full-time recruiting officer
  - Yes

C) Construct Outdoor Firing Range and Training Center

- Under Development
  - Range is developed
  - Classrooms, electricity, water & relief facilities still needed

D) Construction of an indoor training facility

- Yes & no
- The plan was finalized for ½ of new MBC Basement
- Plan was halted by previous Support Services Captain
- Gym moved to new facility – very nice
  - Approx 2 ½ times square footage of previous facility
- Added 2 new commercial grade treadmills
  - Treadmills have wireless heart monitors & speakers
- Gym to get TV & possibly DVD Player & CATV
  - TV rack, shelves & coat rack acquired as of 6/15/09

E) Develop Training Unit under Support Services

- Mostly done
1. Basic Training Instructor certifications for critical training areas
    - To be done
  2. Officer recertification
    - Yes
  3. Specialized training (i.e. SWAT, Negotiators, Bomb Techs, K-9s)
    - Yes
    - Usually farmed out to specialists in this field
  4. Equipment Research and Development
    - To be done
  5. Recruitment
    - Yes
    - Subject to current hiring freeze
  6. Reserve Officer Program
    - Chain-of-command moved under Patrol
    - Support Services (42124) has Auxiliary Uniforms budget: (20042)
  7. Special Events Program
    - Yes – Some coordinated with City Hall
  8. Extra Duty Officer Program
    - Yes

*Objective 2: To develop a professional standards program for the commendation and complaint process.*

**Performance Indicators**

A) Achieve South Carolina Law Enforcement Accreditation

- In process
- Have compiled approximately 188 general orders including forms

B) Maintain Internal Affairs Unit

- Internal Affairs upgraded to F/T slot
- Non-collateral duties slot

C) Maintain Police, Detention and Reserve Officer of the Month Program

- Police & Detention – yes
- Reserve - no

D) Seek private sector sources for employee commendation & awards (Kiwanis, Sertoma, Merchants Association)

- Yes

## **Sub-goal 4 - Acquiring modern technology, information management, and infrastructure that supports organizational goals and objectives.**

*Objective 1: To enhance the integration of police department information systems.*

### **Performance Indicators**

- A) Participation in SCIEX (South Carolina Information Exchange).
  - Yes
- B) Continued participation of LEMS (Law Enforcement Messaging Switcher).
  - Yes
- C) Maintain SCIBRS certification through SLED.
  - Yes
- D) Participation in DMV Online for investigators.
  - Yes
- E) Update software for Internet Crimes Against Children
  - No
  - But we have Cyber Forensics software & hardware capability
- F) Contribute intelligence to SLED's Violent Crime and Gang Dbase
  - Yes
- G) Initiate crime mapping program
  - Crime mapping is available through city I/T
- H) Establish interoperable communication system with Greater-Anderson Area (Palmetto 800 Project)
  - Yes
  - Currently underway
  - Vehicle 800 MHz radios have been installed & programmed
  - The COAPD is attempting to get additional walkie-talkies

***Objective 2:*** Utilize *technology to engage the community and improve service deliver.*

**Performance Indicators**

- A) Partner with other public and private entities to develop security camera system for parks, schools, high crime neighborhoods and other critical areas
- Only slightly
  - Some parks covered
- B) Coordinate with City of Anderson I/T Dept. to implement a replacement plan for departmental computer hardware and software
- Yes

## **IV. The strategic plan and the evaluation**

### **Purpose**

A Strategic Plan is a *blueprint* that enables an organization to build and develop its business response to the needs of its market-place in an effort to meet the challenges of the future. Further, it is also a *process* by which an organization's vision, goals, and objectives (means for achieving goals) are defined, implemented, evaluated, and updated on a continual basis as a means for helping the organization to adapt and thrive in an ever-changing environment.

This Strategic Plan begins with general concepts and philosophical statements concerning public safety and concludes with specific strategies to achieve desired goals and objectives. The Mission, Values, and Vision statements indicate the broad range of beliefs, responsibilities, and services of the department. Goals and objectives more specifically define what needs to take place to meet current and future demands.

Strategies state as precisely as possible the necessary actions to ensure success.

The current document is the department's multi-year Strategic Plan that will guide us as we transition into the 21st century. Most people in academia recommend that a strategic plan look forward and project between three and five years. Because of the rapidly changing issues that we face today, the Anderson Police Department Strategic Plan extends five years out. However, each year during the plan review, a new year's action plan will be added.

The first strategic plan that the department has ever attempted was written and finalized during the summer of 2007. It began with fiscal year 2008 which started July 1, 2007, and spanned the fiscal years from 2008 – 2012 (July 1, 2007 – June 30, 2012). The present evaluation is being conducted at roughly the two-year point, during the early summer of 2009, just prior to the start of FY10. To determine the extent of goal achievement, objectives were originally written with clearly defined performance indicators which were and are measurable. This evaluation will seek to report as accurately as possible the extent to which the City of Anderson Police Department has achieved its objectives in order to determine the level of progress made toward goal achievement thus far (i.e. two years into the present strategic plan).

In order to gain an understanding of the relative improvement resulting from the efforts of the last two years, for this evaluation it would be reasonable to define our starting point as Fiscal Year 2007, the last year prior to the first year affected by the Strategic Plan. However, in order to provide an accurate picture of historical trends, some measurements may be reported for prior years. In addition to using the fiscal year statistics as a starting point for reporting our progress some measurements which are used for comparisons to other jurisdictions, such as the per-capita crime rate and the national stats as well, may be reported on a calendar year basis. The feds compile the national statistics on a calendar year basis because the 18,000 law enforcement jurisdictions across the country have a variety of start and ending dates for their fiscal years.

Due to the fact that the evaluation was written in June 2009, just prior to the actual end of FY09, much of the fiscal data for the department will be current through FY08 (June 30, 2008).

## V. Mission Statement, Strategic Vision and Organizational Values

### Mission Statement

The mission of the Anderson City Police Department is to *serve the public, protect the innocent, and enforce city, state, and federal statutes* within the city limits of Anderson, South Carolina. This is accomplished through a comprehensive Total Quality Management process which emphasizes a team approach geared toward the *protection of life, liberty, and property, the preservation of peace, and the prevention of crime*. Each operational area - Uniformed Patrol, Community Patrol, Traffic, Detectives, Vice/Narcotics and Detention - will work together in a responsible and professional manner in order to promote an environment in which all citizens will be able to live peacefully, work diligently, enjoy recreational activities, and be safe from threat of harm.

### Strategic Vision

Constantly striving to make Anderson the safest community in the country by:

- Providing high quality service, **the first time, every time**
- Creating a work environment where people want to come to work and succeed
- Treating everyone with respect and dignity

### Organizational Values

**Leadership** - We are committed to leading the town government and the law enforcement profession by setting a mark of excellence in everything that we do, providing world-class service and providing the leadership to make the City of Anderson the place where people will want to live, work and prosper.

**Pride** - We pride ourselves on our commitment to maintaining the public trust and respect through a commitment to the highest standards of professional ethics and standards. We are committed to respecting the rights and human dignity of all people and respecting the value of all members of the community and department.

**Dedication**- We are dedicated to providing the highest quality of service in a consistent manner which emphasizes effectiveness, efficiency and innovation. We are dedicated to empowering our employees to take risks, expand horizons, and always pursue excellence.

## VI. Sub-goal 1

### Facilitate crime and traffic accident prevention and reduction through proactive problem solving strategies and community partnerships.

#### Objectives

1. To prioritize, develop and implement powerful prevention, enforcement and investigative crime strategies

*This objective has been satisfactorily achieved for the two-year period under study and we will continue to build upon it.*

2. To implement proactive strategies to reduce traffic accidents through prevention and enforcement.

*This objective has been partially met.*

3. To develop relationships with the community to engage in joint problem solving activities

*This objective has been moderately met.*

#### Evaluation for sub-goal 1

For a number of years, the City of Anderson Police Department has been very good at keeping our community safe. Whenever a major crime problem has occurred, we have been quick to mobilize our resources and eliminate the problem. The City of Anderson Police Department is initiating an all-out effort to refocus its resources on fighting and preventing crime, gangs, guns, drugs, and the fear that they create within our community.

We have adopted strategies for dealing with drugs, youth crime and fear of crime, public disorder, and traffic safety. Each strategy includes a comprehensive analysis of the problem and a blueprint for how department resources can be better utilized to have a real and lasting impact.

The department has committed itself to taking the lead but emphasizes to the community that it is not in this battle alone. Our strategies must be coordinated with our partners from the community and other service providers. We are committed to using a “seamless approach” in developing workable solutions to our public safety problems. We will not be soft on crime. **Our goal is to achieve a consistent reduction in the violent crime index.** However, crime suppression is not the complete answer to the crime and disorder problem. Problem solving is also a vital component of our overall crime reduction strategies. By looking at the “whys” of crime and developing long-term solutions, we can and will make major strides in improving the safety and quality of life of our community.

To succeed, we are incorporating new principles for effective crime suppression such as gathering accurate and Timely Intelligence, researching Effective Tactics, and Relentless Follow up and Assessment. For the Anderson Police Department, these crime control strategies are not just tactical operations. They are the way we do business and protect our community. The strategies focus on empowerment and accountability. Division supervisors have been energized to seek new solutions to

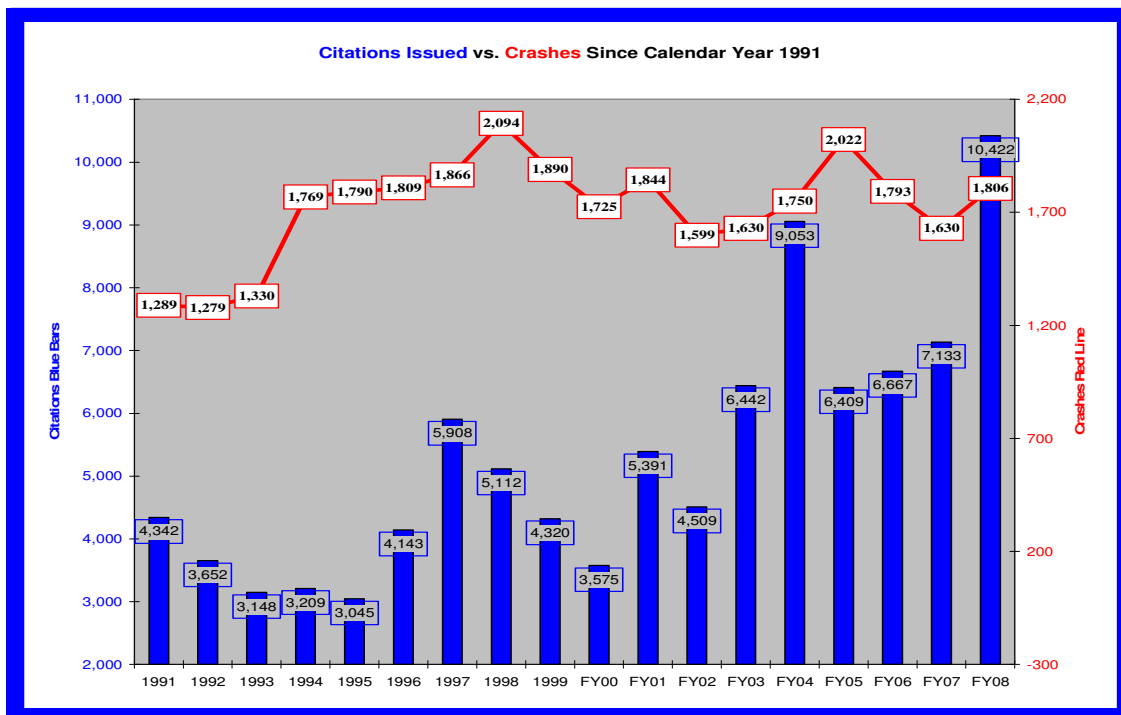
problems, and through our Crime Analysis Program, Business Watch, we have broken down internal or external communication barriers that could negatively impact our strategies. Our crime strategies do not merely focus on clearing and closing out individual crimes. They focus on achieving a cumulative impact on major public safety problems.

Historically, the city of Anderson has experienced great difficulty in overcoming its excessive violent crime rate as well as the crash rate.

### Traffic Crashes

Despite our best efforts, including increased enforcement and promoting aggressive enforcement of moving violations, the dispatched crash rate has tended to remain in the 1600 – 2000 range for several years. Drops of a few hundred in any year are often followed by an increase back to the norm of the subsequent year(s). While crashes in the City of Anderson are extremely high on the non-fatal side, there have been a few fatalities. Generally, our crashes are not fatal but result in body injury and/or property damage. The jurisdiction is a municipality. Therefore, a disproportionate number of crashes are intersection “T-bones” which are extremely dangerous due to the angle of impact and sometimes result in severe bodily injury as well as extensive property damage. Officers have been encouraged to ticket aggressive motorists, especially for moving violations which are most often correlated with crashes such as driving too fast or aggressively and disregarding stop signs and stoplights. We have crunched the numbers and we have the data depicting the times of day and the days of the week which are most likely to result in crashes. The days and times depicting peak periods for crashes generally follow the business and school schedules for the residents of the city of Anderson.

During FY08, 10,422<sup>2</sup> traffic citations were issued, up 46.1% from 7,133 in FY07, and 472 parking tickets were issued, down 4.3% from 493 in FY07.<sup>3</sup> Traffic Crashes increased to 1,806, up 176 (+10.8%) from 1,630 FY07.



<sup>2</sup> 10,391 were written by paid personnel, 1 by a reserve officer and 30 by officers from other depts.

<sup>3</sup> Data includes all charges filed in city court. Please see Appendix.

Most federal measurements of crashes, crash rates and fatalities are based upon a complex formula which reports the stats as per “million (or billion) miles of travel”. The city of Anderson does not have access to the formula and lacks the data to determine the actual millions of miles of travel per year in the city so we report the raw numbers. We also use that information – the raw count – for workload reporting and analysis and our personnel count remains relatively constant, not rising and falling with traveled miles, so for this agency, raw crash figures generally provide the most useful information. However, it is possible – and highly likely – that the traveled miles within the city increase and decrease proportionately with the crash stats. That is one of the limitations of the validity of our crash studies.

Officers are encouraged to stop as many aggressive drivers as possible. Research has indicated that, over time, the issuance of traffic citations in a jurisdiction is correlated negatively with traffic accidents. However, a “critical mass” must be reached. (i.e. a minimum number of citations must be issued before any affect on accidents will be noticeable or measurable.) We use two yearly measurements to determine the level of positive activity in this area: (1) the actual number of traffic stops and (2) the actual number of tickets issued. Since the number of tickets did in fact increase substantially in FY08 as compared to FY07, as well as the crashes, and in lieu of the fact that the outcome was opposite of the expectation, questions were raised as to patrol officer's actual efforts. We therefore needed to determine if the additional tickets were simply more tickets being issued to the same number (or fewer) motorists as compared to previous years.

First, we looked at actual tickets and stops.

In FY08, total traffic stops were 13,413, up 3,450 (+34.6%) from 9,963 in FY07.

- Actual traffic stops were 11,406, up 3,233 (+39.6%) from 8,173 in FY07.
- Suspicious vehicles were stopped 2,007 times, up 217 (+12.1%) from 1,790 in FY07.
- In addition to the above figures, in FY08, officers made 445 stops of vehicles suspected of intoxicated driving and assisted motorists 693 times. The FY07 figures were 258 and 740 respectively.

Next, in an effort to determine if our officers may be stacking tickets on a much smaller number of “stopees” we crunched five years of data for both traffic and criminal charges and analyzed the data for the number of charges of each type by year and the average number of defendants.

FY08’s 2,993 criminal charges were filed against 1,672 defendants, roughly 1.79 per perpetrator (a.k.a. “defendant”). The 10,392 traffic charges were levied against 7,437 violators, roughly 1.40 citations per violator. The following table depicts the charges, by type, and the number of defendants by fiscal year since FY04.<sup>4</sup>

Charges by APD Personnel	Criminal			Traffic			Total		
	Charges	Def	Avg/Def	Charges	Def	Avg/Def	Charges	Def	Avg/Def
Fiscal Year 2008	2,993	1,672	1.79	10,392	7,437	1.40	13,385	8,598	1.56
Fiscal Year 2007	2,410	1,353	1.78	7,133	5,236	1.36	9,543	6,269	1.52
Fiscal Year 2006	2,748	1,486	1.85	6,654	4,667	1.43	9,402	5,793	1.62
Fiscal Year 2005	2,085	1,224	1.70	6,408	4,463	1.44	8,493	5,347	1.59
Fiscal Year 2004	2,006	1,140	1.76	9,053	6,202	1.46	11,059	7,036	1.57

<sup>4</sup> Data is derived from the City of Anderson Municipal Court “JEMS” Data Base.

The 1.4 average number of traffic citations per defendant in FY08 fits comfortably within the range of 1.36 – 1.46 for the five year period from FY04 – FY08. Based upon the analysis of charges by APD personnel by type and by year it was determined that we do not have a problem with officers stacking tickets on a small number of violators.

As of October 1, 2008, the APD was awarded a traffic grant through the South Carolina Department of Public Safety / Office of Highway Safety. The award funds two full time personnel to aggressively pursue drunk and/or alcohol or drug impaired drivers. In late FY09, two additional personnel were transferred from two patrol shifts to the Traffic Unit. These efforts are anticipated to result in a decrease of dispatched traffic accidents “over time”.

In summary, the City of Anderson Police Department is making every reasonable effort to alter the aggressive driving of chronic violators and motorists are being treated fairly. Numerous factors come into play when calculating the number of traffic crashes. The number one factor is human behavior. The department will continue to assertively enforce the laws against the moving violations that are most correlated with traffic crashes.

## **Violent Crime**

### **A Significant Decrease in Violent Crime Since 1991**

***Uniform Crime Report (UCR) Violent Crime.*** The City of Anderson Police Department tracks major violent crimes and major property crimes. Our overall measurement of safety within the City of Anderson is the measurement of the following major violent crime: Murder, Robbery, Rape and Aggravated Assault. The figures contained in this section of the evaluation are comparable to the City of Anderson from year to year and across years. In other words, the same types of crimes have been measured either by counting reports by hand prior through approximately Fiscal Year 2004 or pulling the data electronically for the last few years. However, the department’s internal figures for the federal classifications as compiled by the United States Department of Justice for some crimes are somewhat different, especially for Aggravated Assault.

***Violent Crime and the UCR Program.*** In the FBI’s Uniform Crime Reporting (UCR) Program, violent crime is composed of four offenses: murder and nonnegligent manslaughter, forcible rape, robbery, and aggravated assault. Violent crimes are defined in the UCR Program as those offenses which involve force or threat of force. For the most part the City of Anderson Police Department measures our major classifications in the same way except for aggravated assault. The City of Anderson Police Department has always limited its internal count of aggravated assaults to *Assault & Battery of a High and Aggravated Nature (ABHAN)*, *Assault with Intent to Kill (ABWIK)* and *Criminal Domestic Violence of a High & Aggravated Nature (CDVHAN)*. These type assaults are the ones that include serious circumstances and are usually investigated by our Investigative Services Unit. The Federal counts seem to include additional assaults in their classifications but they use the same criteria for all jurisdictions that they measure. Therefore, the federal classifications should be used when comparing the City of Anderson’s crime counts and crime rates to the national, regional, state or county averages or to other areas. The police department’s records, which are generally limited to serious assaults, should be utilized when tracking our crime counts and crime rates over time. The federal data could also be used for tracking our crime rates over time but is generally compiled on a calendar year basis which is six months offset from our fiscal year. Most of our major reports are based upon the fiscal year (July 1 – June 30).

**Aggravated Assault.** Federal statistics are based upon the federal classifications as defined by the Federal Bureau of Investigation (FBI). The FBI's Uniform Crime Reporting (UCR) Program defines aggravated assault as an unlawful attack by one person upon another for the purpose of inflicting severe or aggravated bodily injury. The Program further specifies that this type of assault is usually accompanied by the use of a weapon or by other means likely to produce death or great bodily harm. Attempted aggravated assault that involves the display of—or threat to use—a gun, knife, or other weapon is included in this crime category because serious personal injury would likely result if the assault were completed. When aggravated assault and larceny-theft occur together, the offense falls under the category of robbery.

**Data Limitation: Caution against ranking.**<sup>5</sup> Each year when the federal data is published, some entities use reported figures to compile rankings of cities and counties. These rough rankings provide no insight into the numerous variables that mold crime in a particular town, city, county, state, or region. Consequently, they lead to simplistic and/or incomplete analyses that often create misleading perceptions adversely affecting communities and their residents. Valid assessments are possible only with careful study and analysis of the range of unique conditions affecting each local law enforcement jurisdiction. *The data user is, therefore, cautioned against comparing statistical data of individual reporting units from cities, metropolitan areas, states, or colleges or universities solely on the basis of their population coverage or student enrollment.*

**City of Anderson's internal crime reports.** In the mid-90's the City of Anderson Police Department began maintaining trend records of major crimes and reporting the figures in its annual reports. At that time, records were kept in a fashion substantially consistent with the federal classifications of violent crimes. However, there were some differences. For instance, the COAPD historically maintained records only of actual aggravated assaults. These types of assaults were Assault & Battery With Intent to Kill (ABWIK), Assault & Battery of a High & Aggravated Nature (ABHAN) and Criminal Domestic Violence of a High & Aggravated Nature (CDVHAN).

While the data is typically consistent between the City of Anderson Police Department and the Feds, in an effort to alleviate any misinterpretation, as a general rule, when reporting the data, the City of Anderson Police Department describes the data source – Federal or in-house.

In order to keep our stats consistent from year-to-year and comparable to previous years, our fiscal year annual reports and other internal reporting mechanisms generally define aggravated assaults as limited to *ABWIK*, *ABHAN* and *CDVHAN* and ignores the broader and more liberal federal definition. Never the less, when and if federal stats are reported, the federal classification will be used for comparison due to the fact the feds use the same criteria nationwide for all states, territories and jurisdictions.

**Internal Reports (Fiscal Year Data).** The overall average number of yearly violent crime reports for the 18-year period ending with FY08 was 306 with a standard deviation of 177.13. (The median was 267.5.) Calendar Year 1995 was the worst year on record for overall violent crime in Anderson City. During CY95 there were 567 written reports of violent crime in Anderson City as compared to the best year – Fiscal Year 2005 – with 86. For the eight consecutive years ending with FY03, crimes of confrontation decreased yearly and substantially in Anderson. A slight spike occurred in FY04 followed by another dip in FY05. After two successive years of increased violent crime counts, FY08 experienced a decrease. The three-year

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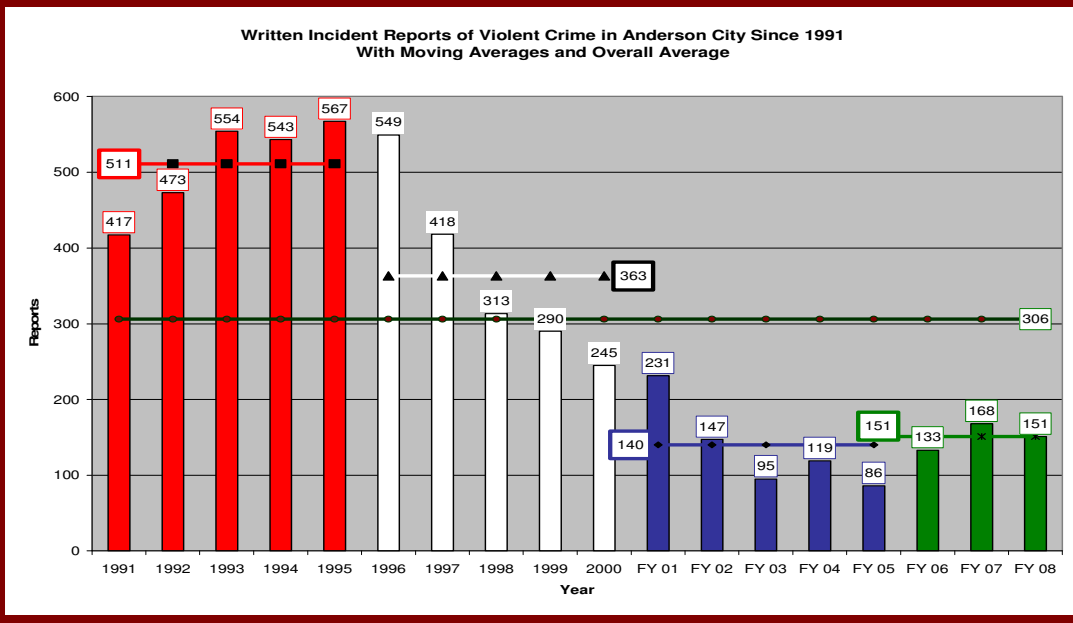
<sup>5</sup> From *Crime in the United States*. Federal Bureau of Investigation. United States Department of Justice.

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average ending FY08 was higher – 151 vs. 140 – than the previous five-year average ending with FY05. However, it was still down from all other previous fiscal year averages.

MAJOR CRIMES BY YEAR AS PER UNIFORM CRIME REPORTS									
INDEX CRIMES	1991	1992	1993	1994	1995	1996	1997	1998	1999
Murder	3	9	9	6	5	4	5	2	3
Rape	26	31	15	13	22	14	7	10	4
Robbery	58	91	134	163	123	115	97	95	74
Aggravated Assault	330	342	396	361	417	416	309	206	209
<b>Violent Index</b>	<b>417</b>	<b>473</b>	<b>554</b>	<b>543</b>	<b>567</b>	<b>549</b>	<b>418</b>	<b>313</b>	<b>290</b>
Burglary	624	574	571	748	773	517	469	476	383
Larceny-Theft	1041	1097	1226	1344	1553	1484	1063	1215	1147
Motor Vehicle Theft	150	98	148	176	152	161	101	173	125
Arson	N/A	N/A	N/A	7	6	9	4	1	7
<b>Non-Violent Index</b>	<b>1815</b>	<b>1769</b>	<b>1945</b>	<b>2275</b>	<b>2484</b>	<b>2171</b>	<b>1637</b>	<b>1865</b>	<b>1662</b>
<b>TOTAL INDEX</b>	<b>2232</b>	<b>2242</b>	<b>2499</b>	<b>2818</b>	<b>3051</b>	<b>2720</b>	<b>2055</b>	<b>2178</b>	<b>1952</b>

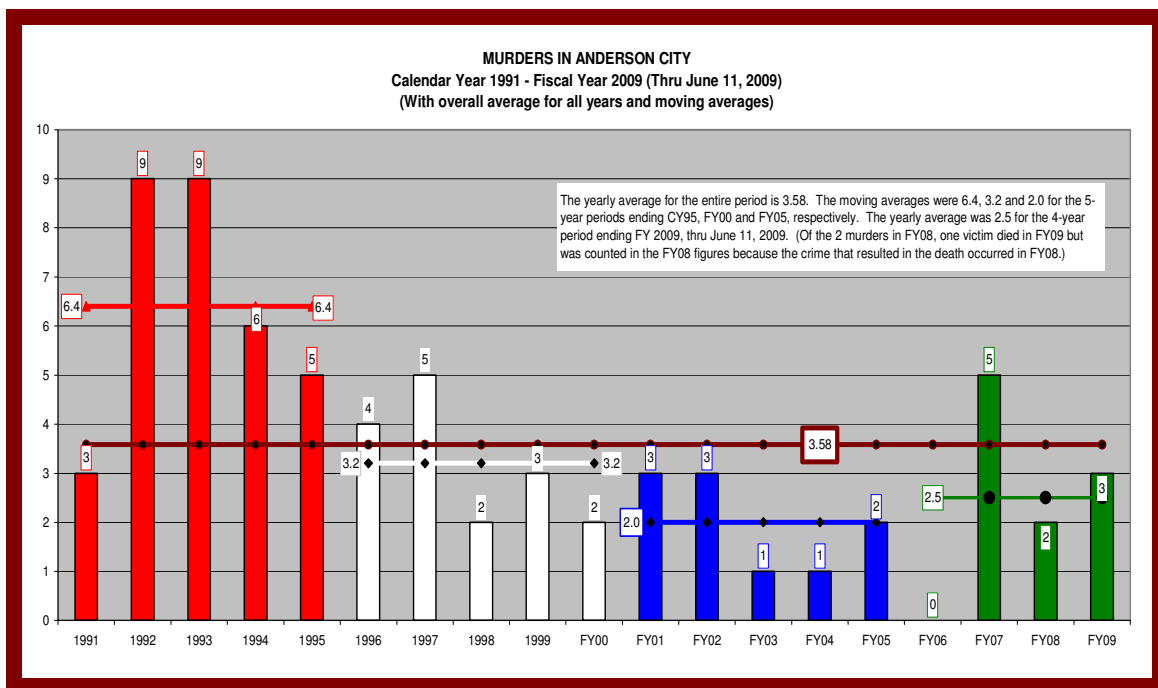
INDEX CRIMES	2000	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Murder	2	3	3	1	1	2	0	5	2
Rape	12	9	14	6	13	11	23	17	12
Robbery	61	68	48	43	42	29	34	39	58
Aggravated Assault	170	151	82	45	63	44	76	107	79
<b>Violent Index</b>	<b>245</b>	<b>231</b>	<b>147</b>	<b>95</b>	<b>119</b>	<b>86</b>	<b>133</b>	<b>168</b>	<b>151</b>
Burglary	399	346	352	297	374	338	269	300	358
Larceny-Theft	1243	1151	224	207	70	1149	969	1065	1204
Motor Vehicle Theft	135	106	174	128	106	82	151	108	138
Arson	19	16	15	4	4	7	4	6	10
<b>Non-Violent Index</b>	<b>1796</b>	<b>1619</b>	<b>765</b>	<b>636</b>	<b>554</b>	<b>1576</b>	<b>1393</b>	<b>1479</b>	<b>1710</b>
<b>TOTAL INDEX</b>	<b>2041</b>	<b>1850</b>	<b>912</b>	<b>731</b>	<b>673</b>	<b>1662</b>	<b>1526</b>	<b>1647</b>	<b>1861</b>



Most academics in the field of law enforcement seem to agree that murder statistics are the most accurate of all crime statistics reported. This is due to the fact that such a high percentage of murders are reported and murder has the highest clearance rate of all crimes - violent and nonviolent.

The murder rate for the City of Anderson has decreased substantially since it peaked at nine per year in 1992 and 1993. The change in the murder rate for the City of Anderson has shown a change which generally seems to correspond with that of the overall violent crime rate.

Over time, since 1991, the change in the murder rate for the City of Anderson has (generally) fluctuated in a manner reasonably consistent with that of the overall violent crime rate. As of Fiscal Year 2009, the murder rate for the City of Anderson has decreased substantially since it peaked at nine per year in 1992 and 1993. The following chart depicts the yearly number of murders in Anderson City for the 19-year period ending with FY09, the overall average, and four moving averages.<sup>6</sup>



Internal reports from the Investigative Services Unit indicate that for January through May 2009, there has been a 12.24% increase in the number of major crimes investigated by the ISU over the same period the previous year, 330 vs. 294. There were 3 fewer reports of robberies, 3 fewer reports of carjacking, 10 fewer reports of MVTs, 5 fewer reports of purse snatching and 8 fewer reports of grand larceny. Increases in reported crimes that were investigated by the ISU for the first 5 months of CY09 as compared to CY08 were as follows: Murder, +1; ABWIK/ABHAN, +13; Rape +1; and Burglary +50. The raw number for burglary investigations seemed to increase the highest. This most likely reflects the present state of the economy as these types of crimes generally increase in soft economic times and abate during better economic times.

The City of Anderson Police Department routinely analyzes criminal activity and crime rates to understand the crime trends for particular areas. Special attention is given to reports of violent crime, drugs, and illegal weapons because previous research has established a nexus among these criminal components and also between these crimes and other types of criminal activity, both violent and non-violent<sup>7</sup>. This form of crime analysis is part of the basis for the current focus of

<sup>6</sup> FY09 is accurate thru June 11, 2009.

<sup>7</sup> Research indicates that illegal weapons, drugs, and violent crime are correlated. In addition, these types of crimes occur disproportionately in conjunction with many other types of crime(s).

the *Street Level Apprehension Program*. This program has resulted in the arrest of hundreds of criminal offenders since the spring of 1997 and the violent crime rate in the City of Anderson has shown a decrease during the same period. The department has funded this program primarily with grant funds since 1997. We have two grants pending which we anticipate will become available in the first quarter of FY09. The first one is a direct award of \$106,851 as part of the national economic stimulus package and the second one is \$25,902 as part of what would be our regular direct award allocation from the United States Department of Justice.<sup>8</sup>

### **Federal Data Based Upon Federal Classifications & Reported for Calendar Years**

Based upon extrapolations from the federal data as reported by the Federal Bureau of Investigation and as extrapolated from specific tables, the violent crime rate at the end of 2007 seemed to be approximately 2 ¼ times the national average. It seemed to have risen 67% in the 2 years since 2005. Based upon that data, the city of Anderson had a much higher violent crime rate than the surrounding county, the state of South Carolina, the Southeast and the nation. As of the end of 2007, South Carolina had the highest violent crime rate for the 6<sup>th</sup> year in a row and for 7 of the 8 years ending in 2007. Based upon data in the report, the southeast had the highest violent crime rate of the four national regions, South Carolina had the highest rate of all southeastern states and Anderson City had a rate higher than the state.

Yearly reports from the feds are generally disseminated late the following summer or early fall. Although the calendar year 2008 national data has not yet been disseminated for jurisdictions, based upon our Executive Summary from SLED, we anticipate that for Anderson City there will be a reported (roughly) 30% decrease in the 2008 violent crime figures compared to the 2007 figures.<sup>9</sup>

The City of Anderson Police Department has been maintaining a measurement of the jurisdiction's violent crime rate for some time in order to determine the city's relative crime rates as compared to the U.S., Southeast, South Carolina and Anderson County. As of the time of this evaluation, CY07 was the latest year for which all state and nation data was available.

In an effort to determine how the City of Anderson measures as compared to the Anderson County *Metropolitan Statistical Area* (MSA), the state of South Carolina, the Southern Region and the nation as a whole, the FBI's official data for the periods 2003 – 2007 was reviewed and charted in an effort to depict the tabulations. This provides us with a "snapshot" of a comparison between Anderson City and the other areas. The calendar year 2002 – 2007 data along with our projection for 2008 is as follows:<sup>10</sup>

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<sup>8</sup> Both are from the United States Department of Justice. The \$106,851 is part of the stimulus package.

<sup>9</sup> The City of Anderson Police Department feeds it data to SLED which in turn sends it up to the Feds.

<sup>10</sup> The Violent rate for the US for 2008 is from preliminary report. The same population figures for Anderson City were used for CY08 as CY07. Violent Rate for Anderson County from CITUS Tables for respective calendar years except 2003 was from CITUS 2003, page 94 & 2002 was from CITUS 2002, page 99 and incl Greenville, Spartanburg & Anderson. Violent rate for South Carolina for 2002 - 2003 from CITUS 2003 page 76.

**Report of Crime Stats as reported via UCRs and collected through mediums as listed below.  
 Table was updated as of Friday, April 10, 2009.**

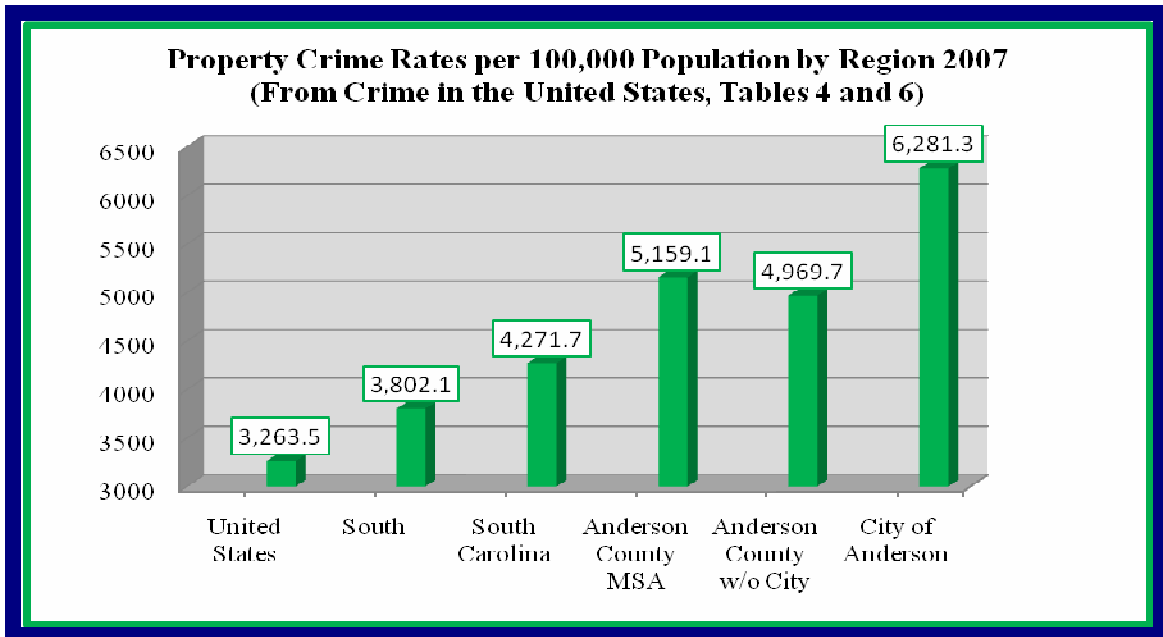
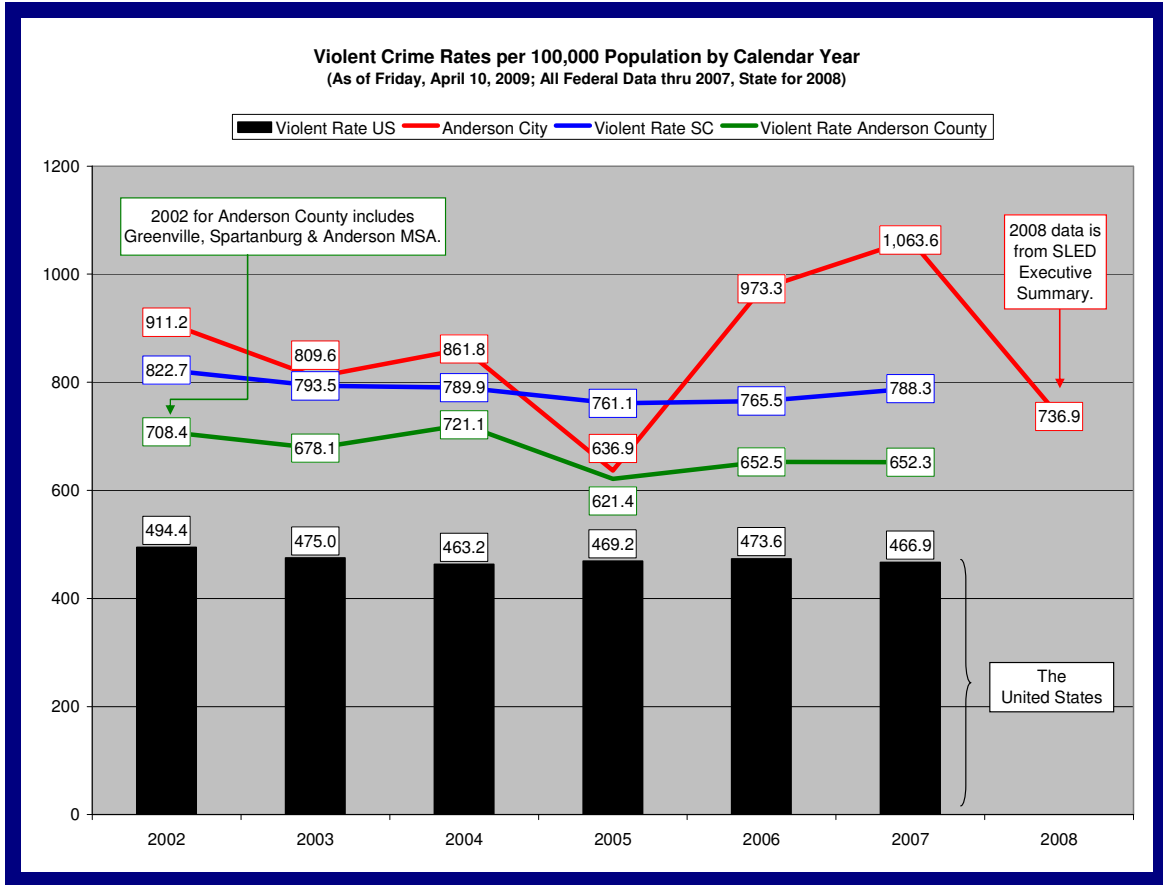
Statistical Data Picked Up Primarily from CITUS		Larger Areas Outside Anderson City		
Area	Calendar Year	Violent Rate US	Violent Rate SC	Violent Rate Anderson County
City of Anderson (CITUS Data Table 6) US Page 12 2003	2002	494.4	822.7	708.4
City of Anderson (CITUS Data Table 6) US Page 12 2003	2003	475.0	793.5	678.1
City of Anderson (CITUS Data Table 6) US/SC Table 4 2005	2004	463.2	789.9	721.1
City of Anderson (CITUS Data Table 6) US/SC Table 4 2005	2005	469.2	761.1	621.4
City of Anderson (CITUS Data Table 6) US/SC Table 4 2007	2006	473.6	765.5	652.5
City of Anderson (CITUS Data Table 6) US/SC Table 4 2007	2007	466.9	788.3	652.3
City of Anderson (SLED Executive Report)	2008	Unk	Unk	Unk

Statistical Data Picked Up Primarily from CITUS		Figures for the City of Anderson, SC							
Area	Calendar Year	Population*	100,000 Multiplier	Violent crime	Rate per 100,k	Murder and nonnegligent manslaughter	Forcible rape	Robbery	Aggravated assault
City of Anderson (CITUS Data Table 6) US Page 12 2003	2002	26,120	3.83	238	911.2	3	10	49	176
City of Anderson (CITUS Data Table 6) US Page 12 2003	2003	25,940	3.86	210	809.6	2	8	60	140
City of Anderson (CITUS Data Table 6) US/SC Table 4 2005	2004	25,877	3.86	223	861.8	1	7	31	184
City of Anderson (CITUS Data Table 6) US/SC Table 4 2005	2005	26,064	3.84	166	636.9	2	10	32	122
City of Anderson (CITUS Data Table 6) US/SC Table 4 2007	2006	26,302	3.80	256	973.3	4	22	39	191
City of Anderson (CITUS Data Table 6) US/SC Table 4 2007	2007	26,326	3.80	280	1,063.6	1	15	43	221
City of Anderson (SLED Executive Report)	2008	26,326	3.80	194	736.9	4	15	61	114

Statistical Data Picked Up Primarily from CITUS		Figures for the City of Anderson, SC						
Area	Calendar Year	Population*	100,000 Multiplier	Property crime	Rate per 100,k	Burglary	Larceny- theft	Motor vehicle theft
City of Anderson (CITUS Data Table 6) US Page 12 2003	2002	26,120	3.83	1,520	5,819	331	1,051	138
City of Anderson (CITUS Data Table 6) US Page 12 2003	2003	25,940	3.86	1,592	6,137	273	1,211	108
City of Anderson (CITUS Data Table 6) US/SC Table 4 2005	2004	25,877	3.86	1,647	6,365	266	1,275	106
City of Anderson (CITUS Data Table 6) US/SC Table 4 2005	2005	26,064	3.84	1,614	6,192	334	1,145	135
City of Anderson (CITUS Data Table 6) US/SC Table 4 2007	2006	26,302	3.80	1,601	6,087	324	1,144	133
City of Anderson (CITUS Data Table 6) US/SC Table 4 2007	2007	26,326	3.80	1,652	6,275	361	1,161	130
City of Anderson (SLED Executive Report)	2008	26,326	3.80	1,833	6,963	341	1,339	153

The Violent rate for the US for 2008 is from preliminary report.  
 \*The same population figures for Anderson City were used for CY08 as CY07.  
 Violent Rate for Anderson County from CITUS Tables for respective calendar years except 2003 was from CITUS 2003, page 94 & 2002 was from CITUS 2002, page 99 and incl Greenville, Spartanburg & Anderson.  
 Violent rate for South Carolina for 2002 - 2003 from CITUS 2003 page 76.

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The figures for violent & property crime are based upon rates per 100,000 inhabitants which is how the feds measure it. Calendar year violent crime rates in Anderson as reported by the feds seem to have risen from 636.89 per 100,000 inhabitants in CY05 to 1063.59 per 100,000 inhabitants in CY07, an increase of about 67%. The actual figures were 166 in FY05 and 280 in FY07 (+68.7%). Our increases seem to be more pronounced than elsewhere. Basically, if these numbers are correct, in CY07, our violent crime rate was 2.28 times the national average and 1.35 times the state average.

Reviewers are encouraged to proof the original sources of data in order to verify the accuracy of the numbers and/or determine if there is any error. The data sources are listed in the tables. Not only are our violent crime figures higher than other places, but in the last few years the rate seems to have risen dramatically.

Based upon the previous analyses, virtually all of the measurements and calculations of crime in Anderson City indicate that the violent and major property crime rates are increasing. That's perceived as a negative finding especially considering that the City of Anderson's crime rate is also higher than all the areas around the city: the County of Anderson, the State of South Carolina, the Southern Region of the United States and the nation as a whole.

The City of Anderson Police Department has attempted to exhaust all avenues of quantitative measurement in determining the crime rate(s) for the periods under study. The final question we will attempt to answer in this paper is

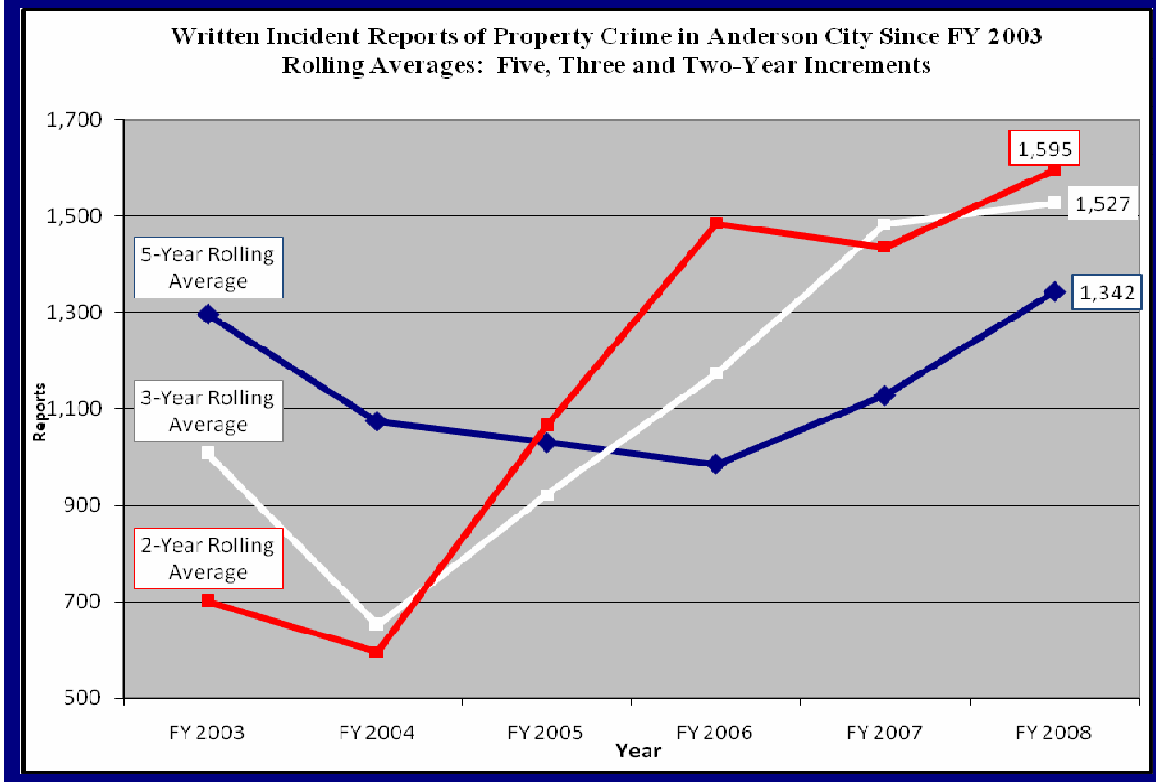
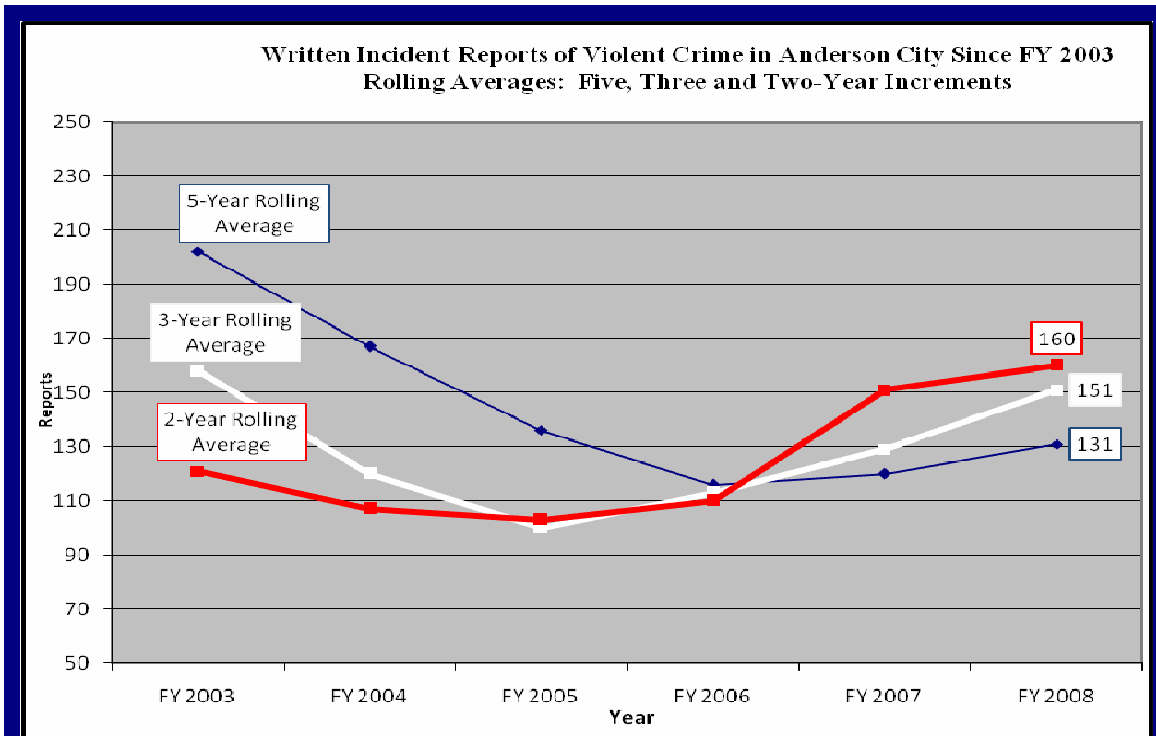
*Are the measurements and calculations of the current crime rates for the most recent periods for which data is available simply a normal fluctuation around the mean of the statistical averages or is it the beginning of a permanent upward shift in the crime rate?*

To answer this question, the City of Anderson Police Department has performed one final number analysis – a rolling average – based upon three different data sets of years.

Recent developments.

The two, three and five-year rolling averages for the number of yearly reports (UCRs) have shown upturns as of late. Specifically, with respect to violent crime, the five-year rolling average increased slightly in FY 2007 and FY 2008 while the two and three-year rolling averages increased in FY 2006, FY 2007 and FY 2008. The rolling averages for the number of property crime UCRs is similar: The five-year rolling average increased in FY 2007 and FY 2008. The three-year rolling average increased in FY 2005, FY 2006, FY 2007 and FY 2008. There was a slight decrease in the two-year rolling average for 2007; however, there was an increase in 2008.

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As indicated by the previous charts, in an effort to determine if the deviations and differences which were calculated were due to a normal spread of numbers or what may be the early stages of a permanent shift, the department has crunched the numbers a

variety of ways. The different ways that the crime numbers were crunched for this paper have included:

1. straight numerical crime analysis with raw number reporting
2. listing actual counts of criminal reports
3. calculating across-the-board averages for various geographical areas
4. comparing the City of Anderson to other areas
5. calculating Anderson City's averages
6. calculating rolling averages for three different sets of years
7. running the standard deviations for Anderson City for the period under study
8. comparing the City of Anderson to surrounding areas

The overall result of the above-referenced statistical measurements as reported in this paper yielded outcomes that seem to indicate that **the City of Anderson is experiencing a permanent upward shift in its crime rate.** This conclusion is witnessed by the upward movement in the most recent numerical measurements combined with their associated long-term affect on our measurement(s) as depicted by the rolling averages. Overall, **there were no calculations which yielded results to support a conclusion that the recent fluctuation(s) in the data sets were part of the "normal spread" of numbers about the mean.**

**Prioritizing, develop and implementing anti-crime strategies.** Ensuring the safety of our youth and helping the community establish the best possible environment for their development is of prime importance to us. This department is committed to providing a comprehensive approach that combines enforcement and prevention programs equally.

"Gang-wannabes" have become prevalent in our community because many of our youth are exposed to gang temptations and influences. The department recognizes that it must take a leading role in initiating strong prevention programs to counter the gang influence or the problem of nationally organized gang activity will soon be upon us. The agency has developed a relationship with the Fusion Warehouse. Additionally, it has re-established its relationship with the Boy Scouts of America to start the Police Explorers Program again. These types of endeavors represent long-term investment. Department management is confident that working with these types of organizations will yield positive results for the community over time.

Drugs are the biggest crime problem in our community. No other factor has a greater impact on crime in our community than drugs. The vast majority of crime is a direct result of drugs or the need for money to support drug habits. Drugs also present the greatest danger to our youth. As a general rule, compared to other types of criminal activity, drug use and drug trafficking show a stronger nexus with additional types of crimes and are correlated with a larger number of other types of crimes than any other category.

Coordinated efforts use the "weed and seed" approach to drive drug activity off the streets and then close down indoor drug locations. Subsequently, community based

partnerships will initiate programs designed to re-invigorate and retake control of those areas suffering from the scourge of drug activity.

In addition to police enforcement operations, the agency uses a problem solving approach to remove drug dealers from our community. Partnering with the community and conducting neighborhood meetings, maintaining a strong SRO school program and working with neighboring law enforcement agencies greatly enhances our ability to enact long term strategies designed to eliminate the major sources of drug from our community.

Our School Resource Officer Program and our PSN Anti-Gang Initiative are the cornerstones of our prevention programs. Through these initiatives, the agency uses a systematic and coordinated approach in designing partnership-based prevention programs. The safety of our youth and helping the community establish the best possible environment for their development is of prime importance to us.

The department has been able to receive subsidies from the local school district to continue its SRO program and has negotiated an increase in the funding for all four SROs. As of FY09, the three SROs assigned to School District Five were subsidized at \$125,000 for the year, up from \$106,000 in FY08. The figures for FYs 05, 06 & 07 were \$41,000, \$61,500 and \$61,092 respectively. The \$41,000 subsidy in FY05 was for the 2 SROs assigned to Southwood & McCants Middle Schools. In FY06 the Hanna-Westside Extension campus was included bringing the total subsidy to \$61,500 for that year.

The fourth SRO, assigned to the Alternative School was subsidized at \$34,922 in FY09, up from \$27,771 in FY08 and \$20,500 in FY07. No subsidy was received for the Alternative School SRO in FY06. Prior to FY07, the Alternative School SRO's last subsidy was in FY05 (December 2004) when the federal grant funding that position ended. FY05 funding for a partial year (six months) was \$18,599.

The SROs provide a vital service to the schools and the community by maintaining a safe and secure environment for the students and faculty of their respective schools. The department plans to maintain and strengthen its fiscal relationship with the representatives at the schools and maintain the programs.

For the six-year period that will be ending September 30, 2009, the City of Anderson Police Department has taken advantage of the United States Attorney Office's Project Safe Neighborhoods (PSN) grant program wherein the department was able to hire two full time personnel to combat gun crimes and gang-related issues. The first personnel hired under the program was an anti-gun crime investigator. Subsequent to that three-year program ending, the department applied for a counter-gang investigator. These personnel have been assigned under the Vice-Narcotics Unit and have been instrumental in affecting several dozen arrests for major crimes of violence in the 5 ¾ years since October 2003 through the end of June 2009.

On July 1, 2007, the City of Anderson Police Department received grants to hire two Crime Scene Investigators (CSI) and a White Collar Crime (WCC) Investigator. In

October 2008, under a separate grant program, the City of Anderson Police Department hired an Investigator to specialize in the investigation of Crimes Against Women. These four personnel have affected many dozens of arrests and - in the case of the CSI Unit - have assisted other investigators in the arrests of hundreds more. The CSI Unit has acquired the equipment and the skills to take fingerprints, DNA samples, perform crime scene mapping, crime scene photography (and video of crime scenes) and do video enhancement of surveillance storage media. With the exception of minor photography and minimal fingerprinting, these capabilities were nonexistent prior to July 2007.

**Implementing proactive strategies to reduce traffic accidents.** Traffic problems, including but not limited to accidents, congestion, DUI and aggressive driving, have long been the number one public safety issue that negatively impacts the quality of life in Anderson. While this department has long been known for its proactive traffic programs, it has re-invigorated its efforts. The department has adopted a near “zero tolerance” policy for those drivers who operate their vehicles in an aggressive manner. In particular, we specifically target violations of reckless driving, speeding, tailgating, unsafe lane changes, and red light / stop sign violations. All of these violations are characteristic of aggressive driving and disproportionately contribute to traffic crashes.

**DUI grant.** During the spring of 2008, the City of Anderson Police Department applied for a traffic grant to focus primarily on DUI. It was awarded as of October 1, 2008, and is currently in its first year of operation. The grant funds 80% of the costs for two personnel including equipment and training.

As part of our community-based effort, Division Supervisors will be developing accident reduction and traffic management plans for their assigned areas of responsibility. These plans will target traffic “hotspot” areas with a goal of achieving a reduction in accidents that cause Personal Injury and Property Damage. Problem solving initiatives using enforcement, education, and engineering based strategies will be the key to our success.

If developed, a Crime Analysis Unit will be charged with providing specialized support to address citywide problems as well as those on major arterial roadways. Partnerships with other agencies, such as sign and signals, will be crucial to success. Every officer in the department, regardless of assignment, has been charged with making traffic safety a priority. When officers encounter a traffic safety problem, they are expected to take action. When non-sworn members see a safety problem, they too are instructed to make notification so that action can be implemented. Finally, every member of this department has been trained to set a good example of proper driving. While the nature of our work sometimes requires us to violate some traffic laws, which is allowed by the state law of South Carolina under certain conditions, the simple fact is that the vast majority of the time we operate our vehicles in accordance with traffic law requirements. This is a question of integrity and respect and an illustration of *leading by example*.

**Developing community relationships for joint problem solving.** Perhaps no public safety strategy can have a greater impact on actual crime or the fear generated by citizens’ perceptions of crime than targeting criminal activity that negatively impacts the

community's quality of life. Essentially, these are crimes that are often overlooked such as misdemeanor offenses or order maintenance problems. Because of workload problems or the desire to solve "the big one," departments often overlook these crimes and do nothing to stop them. Just as the broken window concept revealed, when these crimes are left unchecked, other more serious crime quickly develop. The City of Anderson Police Department goes after quality of life offenses.

We target two areas in our attempt to fix the windows: destruction of property and sale of drugs. Destruction of property is the most frequently reported crime problem in the city. It is difficult to find someone who has not been affected by this crime. Additionally, it is an evolutionary crime in that it often leads to other more serious crimes.

The second area of concern is the crimes of illicit sales of controlled substances. These crimes can paralyze communities and create a fear that causes the citizens to abandon the streets and other public areas of the city. When left unchecked, this abandonment provides a fertile ground for more serious crime to develop. Illicit drug sales also increase the vulnerability of our youth to gangs and substance abuse. When no other business and no other types of people will come into an area, it seems that drug dealers and criminals almost always come.

Major accomplishments that the department has made in this area include the development of relationships with key community groups. The organizations that the City of Anderson Police Department has developed strong relationships with include the Fusion Warehouse, Anderson University and the Boy Scouts of America. The Chief of Police has become a member of the Board of Directors of Fusion Warehouse. In addition, the department is working closely with Anderson University in an effort to open up avenues for sworn personnel to more fully develop their management and leadership capacity through the development of a command college. Finally, in order to work with youth in the community, the department has begun the development (and re-establishment) of a Police Explorer Program through the Boy Scouts of America. We believe that in the long-term this will prove to be a strong asset to effective recruiting. In the past, some of our best officers began their law enforcement careers in the Police Explorer Program as teenagers.

## **VII. Sub-goal 2**

### **Restructuring the Department and build organizational capacity to support the reduction of crime and disorder.**

#### Objectives

1. Reorganize the detention facility as a “stand alone unit”.

***This objective has been achieved.***

2. To align the department structure and work force to facilitate goal achievement.

***This objective has been partially achieved.***

3. To enhance the capacity of human resources and financial management to support line operations.

***This objective has been partially achieved.***

4. To enhance employee performance, supervision, leadership and management capabilities through training and accountability.

***This objective has been moderately achieved.***

#### **Evaluation for sub-goal 2**

Like any successful corporation, we must stay focused on our core business which is law enforcement (crime suppression and crash reduction) and spend significantly more time thinking strategically about crime and disorder and its impact on our community. Growth in the City and the surrounding region has increased the demand for service. The impact from these factors required the command staff and supporting personnel to seek new solutions to effectively allocate existing personnel and resources and aggressively pursue funding with which to combat crime.

Criminal activity in Anderson – as well as other jurisdictions – consistently increases when criminals go unchallenged. In an effort to supplement existing resources and build the agency’s crime-suppression potential, the police department has pursued grant funding and created an aggressive asset forfeiture program within the Vice and Narcotics Division.

The City of Anderson Police Department has established strategies for using the full resources of the department to more effectively handle traffic issues, safeguard our youth, keep our community safe, preserve our sense of community (*fixing broken windows*), and preparing for and handling emergency situations. These strategies cut across departmental disciplines and will involve not only every unit within the department but also other city agencies and the community. We are going to use crime statistics not just as way of keeping score at the end of the year but as a way of making day-to-day adjustments in our tactics.

The command holds meaningful, probing meetings to energize the department, share vital intelligence and strategies, and keep our focus sharp. A strong emphasis is placed on “fixing the broken windows” because an atmosphere where small crimes go unpunished is an atmosphere where fear and serious crime will soon develop and thrive. If community policing is to mean anything, it must mean that the police respond to the common complaints from our community about disorderliness, traffic complaints, underage drinking, and a host of other low-level offenses that drives law abiding people nuts.

Finally, we think beyond the horizon. The city and surrounding areas are experiencing tremendous growth. In the rapidly changing area of public safety, we must better prepare for future growth and the inevitable changes in workload patterns and demands. During the coming years, a number of other plans will be started or developed to address many of our other concerns.

Each division has been charged with establishing a procedure for conducting strategic analysis which involves analyzing what changes (i.e. cultural, economic, social, technological, etc.) are anticipated to occur in the outside world and what is the projected impact on this agency and this community. Each division should develop workload analyses to determine proper staffing levels. Additionally, the reviews will determine the best means of staffing (i.e. sworn, civilian, contract, etc.). Finally, the internal reviews will focus on the effectiveness and efficiency of the organization. Each unit manager is to continuously ask the question, “Are we getting the most bang for the buck?”

The key to the success of the organization is its people. The ability to recruit and retain quality individuals, reflective of our community needs is crucial. The department and the City must remain competitive with compensation and benefits and must think and act out of the box in recruiting quality members and making them viable members of our community, not just a workforce.

One of our internal goals is to establish a true climate of empowerment where unit commanders enjoy wide latitude to carryout their operations and strategies. Along with this new sense of empowerment will also come a new (higher) level of accountability. The focal point for accountability in the restructured Anderson Police Department will be the seasoned division supervisor who will have both the authority and resources to affect changes.

The Anderson Police Department has completed approximately 188 general orders and associated forms, however, due to time and personnel constrains, we have not been able to finalize the complete comprehensive set needed to achieve accreditation through the South Carolina Law Enforcement Association. The police department is still in the process of finalizing all of the general orders in order to be compliant with the requirements set forth in order to undergo the on-site assessment for accreditation through the South Carolina Law Enforcement Accreditation, Inc.

### **Grant Generated Revenue for Fiscal Year 2008**

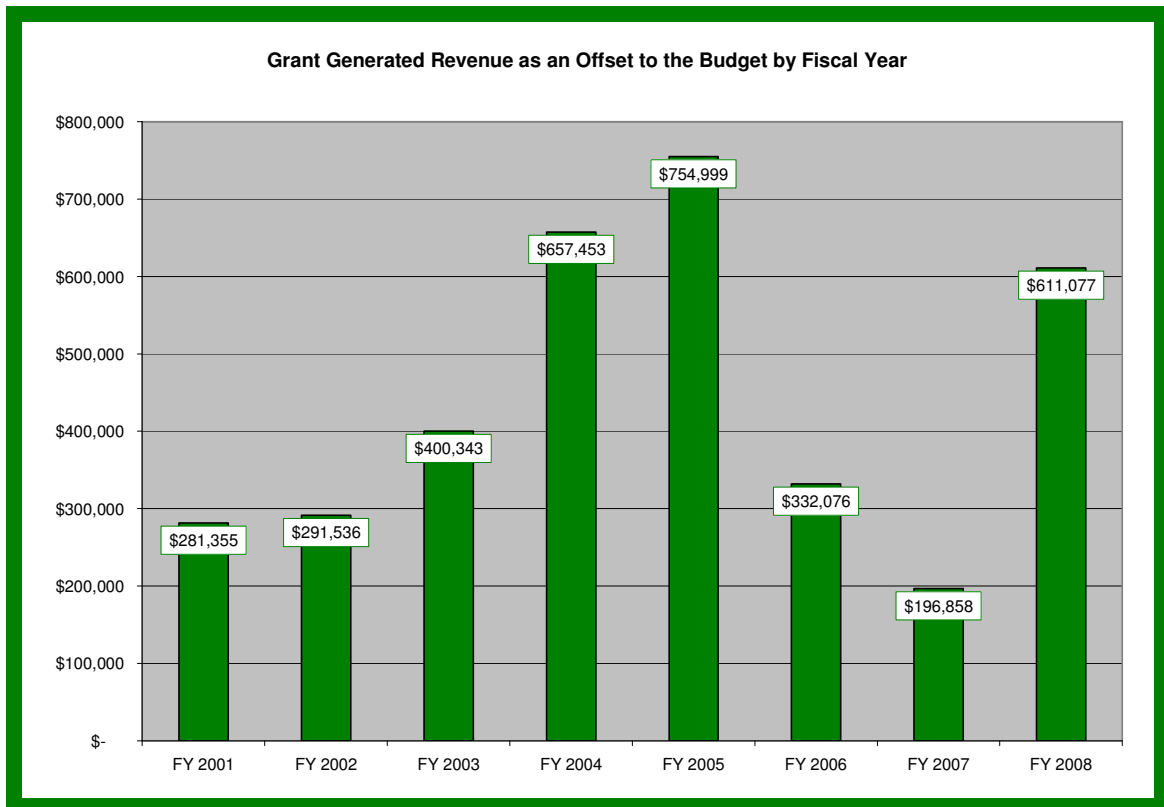
The City of Anderson Police Department aggressively pursues outside funding in an effort to enhance the quality and type of service(s) provided to the community. All programs for which the department seeks funding are pre-approved by management. The police department’s grant proposals are required to demonstrate a legitimate need within the community coupled with a proposed program that when implemented, will lead to a quantifiable improvement in the nature and/or magnitude of the problem as compared to the previous year(s) prior to the grant program being put into practice.

City of Anderson Police Department  
 Two (2) Year Evaluation of Strategic Plan for Fiscal Years 2008 – 2012 as of Summer 2009  
 Section VII: Sub-goal 2 – Restructuring and Building Organizational Capacity

In Fiscal Year 2008, the City of Anderson Police Department’s law enforcement grants produced \$611,077. This is referred to as *grant-generated revenue* and it also offsets the overall budget. Grant funding from federal and state sources was significantly higher in Fiscal Year 2008 as compared to most previous years. The following table depicts the various areas wherein the department generated grant revenue to the city during fiscal year 2008:<sup>11</sup>

<b>Grant Generated Revenue for Fiscal Year 2008 (Unaudited)</b>			
HUD (1 Officer Previous Contract Continued)	\$	31,800	
School Resource Officer (1) Alt School	\$	27,771	
Body Armor Purchase Program	\$	500	
Body Armor (Target Corporation Award)	\$	600	
Tasers	\$	1,500	
School Dist 5 / SRO (3 in FY06, FY07 & FY08)	\$	106,000	
			PSN (1 Investigator FY08) \$ 74,902
			Homeland Security Rev/Ext of Previous Award \$ 32,758
			SCDPS Street Level Criminal Apprehension (O/T) \$ 55,596
			White Collar Crime Investigator (1 Inv. FY08) \$ 72,947
			CSI Forensics (2 Investigators FY08) \$ 206,703
			<b>Total Grant Generated Revenue \$ 611,077</b>

Total Grant Generated Revenue for Fiscal Year 2008 was \$611,077.



The City of Anderson Police Department started up two (2) new grant programs in FY08: (1) a Crime Scene Investigation Unit comprised of two personnel and (2) a White Collar Crime Investigative Unit consisting of one personnel. Several existing programs were continued.

In addition to the continuations of the grants from Fiscal Year 2008, there were two (2) additional grant programs awarded to the police department in Fiscal Year 2009. The Office of Highway Safety awarded the department a DUI Traffic Unit, which funded two (2) officers, two (2) vehicles and all corresponding equipment. A Violent Crimes against Women Investigator was also funded through the

<sup>11</sup> Source: Police Department records. For more information and historical data, refer to appendix.

Violence Against Women Act. The number of sworn officers increased from 91 in Fiscal Year 2008 to 94 in Fiscal Year 2009 due to the grant programs.

**Reorganize the detention facility as a “stand alone unit”.** Upon the appointment of a new administration, the staff of the City of Anderson Police Department began to identify and focus on areas of the operation which showed the greatest opportunity for improvement. One of the areas that was deemed a good candidate for progress was the Detention Center. Senior staff noted that the Detention Center was often understaffed to the point that uniform police officers would have to be taken off the road in order to meet the Detention Center’s human resource needs. That was an ineffective response to a problem that needed a permanent solution. Bringing officers in to fill the vacancies was inappropriate for two reasons. First, bringing in police officers to fill the “gaps” took police officers off of patrol. Administrative staff correctly noted that police officers should be out on patrol, not filling a vacancy somewhere else. Second, bringing in police officers to work in the Detention Center on an irregular basis was less than ideal because police officers lack the specialized training for inmate management. Police Officers and Detention Officers are critical to mission achievement however, the training and preparation are different for those positions.

Beginning in the summer of 2006, the department began to reorganize the Detention Center by placing a supervisor on each shift, thereby relieving the patrol commanders of the responsibility of managing the day-to-day operations of the jail. Also, one additional detention officer was hired for each of the detention shifts. This increased the staff level in detention from four per shift to six per shift for four shifts, for a total addition of eight personnel. A full time manager/administrator was also appointed to oversee the executive aspects of the Detention Center.

Fiscal Year 2007 began a new era for the City of Anderson Police Department’s Detention Center. Throughout the history of the police department, the detention facility has been wholly supported and supervised by the Uniform Patrol Division. Through a diligent team effort, the Detention Center was reorganized into a stand-alone unit within the Police Department. This achievement was the result of careful planning and implementation.

In Fiscal Year 2008, two of the four sergeants slots which were moved into the Detention Center were transferred back into law enforcement activities and utilized toward the implementation of a Warrant Service Unit. The creation of a Warrant Service Unit has improved the safety of the public in the city of Anderson.

**The Detention Center is now a “stand alone unit” with regard to daily operations, staffing and administration within the City of Anderson Police Department.** This reorganization has proven to be a more efficient and effective distribution of the entire City of Anderson Police Department’s human resources. Ultimately, this restructuring was implemented to better serve the citizens of Anderson.

The remaining two sergeant positions in the Detention Center were transferred back into law enforcement activities under the Patrol Division in Fiscal Year 2009. Removing the four sworn sergeant positions allowed the Captain of the Detention Center to promote a detention officer to lieutenant and four detention officers to sergeant. The promotional process (Detention Officer I, II, and supervisory positions) was reformed to allow for internal promotions. Thus replacing the four promoted detention officers with additional entry-level detention officers, increasing the number of detention staff from 31 in Fiscal Year 2008 to 32 in Fiscal Year 2009. Included in the total number of detention personnel, added in Fiscal Year 2009 was an additional part-time medical staff.

**Aligning the department’s work force to facilitate goal achievement.** The structure and work force of the entire department has been realigned to facilitate further goal achievement. Departmental personnel and Command Staff have been realigned and there has been an increase in the Service Divisions from the past level of four (4) Divisions to six (6) Divisions.

Past Divisions

Support Services  
Patrol/Traffic  
Detention/Records  
Investigations/Vice and Narcotics

Present Divisions

Support Services  
Patrol/Traffic  
Detention  
Vice and Narcotics Investigations  
Criminal Investigations  
Administration

**Enhancing the capacity of human and financial resources.** The department enhanced its capacity of human resources and financial management to support line operations by developing a budget replacement plan for Patrol and capitol equipment (vehicles, Ballistic vests, Patrol Rifles, etc.), developing a budget for the Vice and Narcotics Unit, Administration, Criminal Investigations and developing a budget for the K-9 Unit. Training was added to each individual Division’s budget; however, due to the current status of the economy training involving travel expenses for City of Anderson personnel have been suspended until further notice per John Moore, City Manager. Each division and specialized unit, with the exception of the Bomb Squad and the SWAT Team, within the police department have their own budgets. The Captains/Supervisors are held accountable for all their division’s budget. Establishing budgets for the Bomb Squad and SWAT Team is still a goal that the police department has not accomplished yet. Currently the Bomb Squad and SWAT Team expenses are accounted for out of the Patrol budget.

In addition to the funding provided by the city, the police department has been able to secure funding for equipment, supplies and personnel through corporate, state and federal grant programs.

**Enhancing employee capabilities through training and accountability.** Each division has been charged with establishing a procedure for conducting strategic analysis. Simply put, it involves analyzing what changes (i.e. cultural, economic, social, technological, etc.) are anticipated to occur in the outside world and what is the projected impact on this department and this community. Each division is expected to develop workload analyses of proper staffing levels. Additionally, the reviews will determine the best means of staffing (i.e. sworn, civilian, contract, etc.). Finally, the internal reviews will focus on the effectiveness and efficiency of the organization. Each unit must be able to answer the question, “Are we getting the most bang for the buck?”

One of our internal goals is to establish a true climate of empowerment where unit commanders enjoy wide latitude to carryout their operations and strategies. Along with this new sense of empowerment will also come a new (higher) level of accountability. The focal point for accountability in the restructured Anderson Police Department is the seasoned division supervisor who will have both the authority and resources to affect changes.

## VIII. Sub-goal 3

### **Enhancing police professionalism and community trust through accountability, performance measures, training, recruiting, and adoption of modern police practices.**

#### **Objectives**

- 1. To recruit, train, and retain qualified, experienced and service-oriented people.**

*This objective has been partially achieved.*

- 2. To develop a professional standards program for the commendation and complaint process.**

*This objective has been substantially achieved.*

#### **Evaluation for sub-goal 3**

**Recruiting and training qualified personnel.** There is no other business that requires its employees to deliver a service as demanding or complex as policing. A successful police officer must possess a vast array of knowledge and skills ranging from law to first aid. In addition, the modern officer must be able to rapidly diffuse tense situations and effectively deal with people in extreme emotional distress. Compared to persons in other professions, police officers deal with more people face-to-face who are at the precise moment of contact living the worst moments in their life. We must prepare our officers emotionally, psychologically, physically and professionally to properly respond to distressed people. In addition to skill enhancement and mandated training, our continuous training plan will focus on four areas: diversity, problem solving, ethics/integrity/respect, and leadership. While some of these topics will have specialized courses, other will be ingrained into every training course offered. We believe that through effective training we can achieve a major improvement not only in the quality of police service, but also the quality of life in Anderson, SC.

**Recruitment and career packages must be reasonable.** The key to the success of any organization is its people. The ability to recruit and retain quality individuals rests largely on our recruiting and long-term career compensation package. The department and the City must become competitive with compensation and benefits in order to recruit and retain quality people and make them viable members of our community, not just a workforce.

Our recruiting target area is the “I-85 Corridor” including but not limited to residents in the counties of Anderson, Greenville and Pickens and our primary recruiting competitors are the other law enforcement agencies located primarily in those areas. Our recruiting package must be enhanced to a sufficient level to attract quality people and our career-package must become sufficient to retain those people after they become trained, certified and experienced. This is one of our biggest areas wherein the agency has an opportunity for improvement. As of the summer of 2009, the City of Anderson Police Department is not competitive with the county of Anderson or the main agencies in Greenville. We do not have to be completely on par with the large agencies such as Greenville but we absolutely have to offer a package that is “in the ballpark.”

**Development of professional Standards.** Law Enforcement is constantly changing. As our society becomes more diverse, police officers must expand their ability to successfully interact with a diverse community. Even the skill level is changing. As the demands of the job changes, the organization and its culture must change accordingly. National and State Accreditation standards for law enforcement address the expected standards of departmental performance to insure the highest level of professionalism.

To ensure professionalism at the highest level, we want proactive but humane police, those who take command without being abusive, police who confront problems without unnecessarily confronting people. These issues all revolve around the concept of *respect*. Respect is a key cultural concept in policing and is one of the key core values of this organization. With training sessions, videos, memoranda, newsletters, and active, walk-around management and the development of an Internal Affairs Unit, we are reinforcing a culture of respect in the Anderson Police Department - respect for each other, respect for the people we serve, and respect for the great tradition of our department.

According to Internal Affairs reports, for FY08, only a very minuscule percentage of people that our officers had a social interaction with during the fiscal year actually filed a complaint. Out of 70,215 calls-for-service and an estimated 175,538 personal encounters with the public, there were 60 complaints filed with I/A. That is roughly 33.7 per 100,000 individual contacts. Of the 60 complaints, 8 were determined to be unfounded, 24 were exonerated and 10 were not sustained, leaving 18 actual sustained complaints or roughly 10.25 per 100,000 contacts. As a comparison, in FY07 the city, with 26,326 residents and 5 murders, had a murder rate of 18.99 per 100,000, nearly twice the sustained complaint rate for our officers in FY08.

We are also building a culture of empowerment. By letting our officers do their jobs, we get better and more responsive policing. Division supervisors are expected to be highly focused and visible, well trained and directive. They must mentor their subordinate officers in order to maximize performance and establish a climate that encourages initiative and problem solving. They will set the tone that will develop our workforce into becoming the premier police department.

## **IX. Sub-goal 4**

### **Acquiring modern technology, information management, and infrastructure that supports organizational goals and objectives**

#### Objectives

1. To enhance the integration of police department information systems.

***This objective has been partially achieved.***

2. To use technology so employees can engage the community and improve service delivery.

***Limited progress has been made toward achieving this objective.***

#### **Evaluation for sub-goal 4**

Over the past several years, we have made great strides in improving our technology, but we still have a long way to go. We have completed the transition to SCIBRS/NIBRS reporting system. We currently transmit reports to the National Incident Based Reporting System via S.L.E.D. as well as the South Carolina Information Exchange (SCIEX). SCIEX encompasses approximately 200 law enforcement agencies within this state. In FY09 we got a large number of our personnel registered to go online with SCDMV online and retrieve records that often prove helpful in solving and/or prosecuting cases.

Additionally, we have also maintained mobile computers in many of our patrol vehicles. These tools keep officers active in the field and in their respective zones ready to respond to any emergency. We have also implemented additional tools such as RISS net, and LEMS. These tools bring instant access to local, regional and national databases that track and store criminal information. We are working with the city's I/T personnel in a start up project to utilize a Global Information System (GIS) based crime analysis program to give us with clear intelligence on what is happening and where it's happening. This will allow command staff, unit supervisors and first responders to make accurate, timely and informed decisions regarding the best response to counter criminal activity.

One of the major accomplishments toward progress on the five-year strategic plan was realized during Fiscal Year 2008 in the area of Technology Acquisition. The majority of

the technology acquisition and advanced technical training during FY08 centered around the Investigations Services Unit wherein a Crime Scene Investigative Unit was added.

In early fiscal year 2008, the City of Anderson Police Department implemented a Crime Scene Investigative (C. S. I.) Unit which was funded with “seed money” provided by a federally funded grant from the United States Department of Justice (U.S.D.O.J.) through the *South Carolina Department of Public Safety Office of Justice Programs (S.C.D.P.S / O.J.P.)*

Employing the C. S. I. Unit has enabled the City of Anderson Police Department to hire two Crime Scene Investigators, fully equipped and trained to respond to major and minor crimes. Crimes that this unit serviced in FY08 included homicides, assaults, robberies, larcenies (theft of property and vehicles), criminal sexual conduct (rape), child abuse and shoplifting. Some of the services provided by the C.S.I unit are Crime Scene Photography, Latent Print Collection and Processing, Print comparison (to match or eliminate suspects), Proper Evidence Collection, Marijuana Analysis, Video Enhancement and Crime Scene Mapping.

The utilization of state of the art equipment and training allows the C.S.I. Unit to provide some extraordinary technical services to the residents of the City of Anderson which are on par with the investigative services provided by police departments in the U.S. that are much larger. Services provided by the C. S. I. Unit include Video Enhancement, a process which electronically converts VHS to digital media and then separates the images and enhances them frame by frame in order to capture images of suspects that have been recorded. The unit also utilizes an *Alternate Light Source* to find body fluids, fibers and fingerprints. The C. S. I. Unit also acquired a *Total Station Electronic Mapping System* which is used to map large outdoor scenes. Finally, during the first year of the program, the unit established and began work in its new *Computer Forensics Lab* (a.k.a. *Cyber Forensics*).

The Computer Forensics Lab allows investigators to investigate and analyze computer related digital evidence for all types of technology related crimes. The Cyber Forensics Investigator conducts and provides expert assistance to the Police Department, and other requesting law enforcement (to include federal) agencies. The investigator assists primarily with investigations pertaining to the criminal use of computers and related technologies. These crimes include (but are not limited to) network intrusion, identity theft, financial theft, telecommunications fraud, child exploitation, cyber stalking/harassment, internet child pornography, computer tampering & criminal hacking, and all other incidents wherein computers or devices containing digital evidence are used to accomplish or facilitate the commission of a crime. The Computer Forensics Lab meets high standards and provides thorough, timely, impartial, and complete analysis of digital evidence using the most advanced available tools, programs and procedures.

As of the end of FY08, the C. S. I. Unit was implementing plans to start year two (FY09) of grant funding and will pursue a third and final year for FY10. Subsequent to the end

of the grant funding on June 30, 2010, the City of Anderson Police Department plans to continue the C. S. I. Unit indefinitely.

Having the newest and most advanced equipment is not the key to technological reengineering. Rather, successful re-engineering will be measured by how effective we utilize the technology that we have in improving our core business product – the safety of our community. In other words, our focus is law enforcement. We strive to arrest and remove as many criminals from our jurisdiction as possible in order to keep the city as safe as possible from deviant people who would disrupt the peace, good order and harmony of the community through their criminal activity. Technological advancements help the agency to more efficiently bring charges against more perpetrators quicker and arrest them sooner on better evidence, resulting in stronger cases and (hopefully) longer sentences.

The road of technological change and improvement has not always been a smooth or straight one. As with all organizations that upgrade their systems we have encountered problems or glitches (a.k.a. *bugs*) that required us to re-evaluate or change our direction. The key to success is the primary user - the men and women of this agency – and we adjust our procedures accordingly in order to make the end user as efficient as possible, with the primary emphasis on officer safety.

Rapid development in our community and service areas has resulted in tremendous growth within the jurisdiction of the Anderson Police Department. While we have a somewhat modern police facility, rapid growth has created severe strain on our physical plant. Additionally, new development patterns will possibly require a shift of resources and the evaluation of potential satellite sites to ensure that we continue to maintain a quality response capability while simultaneously establishing a presence in our entire community that instills a sense of safety, comfort and commitment in residents and officers.

## X. CONCLUSION

The mission statement of the Anderson Police Department, simply stated, is to "*Serve the public, protect the innocent, and enforce city, state, and federal statutes.*" The department's attempts to build upon existing strengths and establish new programs and initiatives to improve the delivery of service to the community have reaped some benefits. The existing Strategic Plan focuses on improving four (4) critical elements or programs: **Technology, Training, Department Reorganization, and Community Partnerships.** The first two years has served as a foundation for continuous improvement by the Department. While certain programs associated with each critical element can be implemented under present budgetary restrictions, others will require additional financial support. The ultimate goal to improve the quality of life for all citizens and residents who work and live in the City of Anderson will be measured by the Department's ability to implement the identified programs associated with these critical elements.

As of the end of CY07, the latest year for which all data is available, the City of Anderson's violent crime rate seemed to be higher than the state rate as well as Anderson County. The same holds true for the property crime rate. Regarding violent crime, the rates for Anderson City seem to be higher than the State of South Carolina which is worse than the southeast which is worse than the country. Estimates of violent crime in the city of Anderson for CY08 looks to be on target for an improvement over FY07. When the final figures from the feds come out in late summer or early fall, they are anticipated to substantiate that estimate and show a relative improvement in our standing compared to the national and state averages.

Evolving community needs and expectations coupled with the changing fiscal environment have necessitated a flexible and proactive approach to achieving the strategic goals and objectives. Other critical elements must be put into place for the department to achieve the goals and objectives set forth in this plan. The department's leadership does not generally micromanage the operational components of the agency but does aggressively manage its assets – both human and equipment – and will continually strive to involve the community in the planning and implementation of initiatives designed to benefit the community.

The goals, objectives and performance indicators will need to be regularly reviewed and, if necessary, adjusted in response to factors in the internal and external environment. **It is recommended that the department upgrade its current Five-Year Strategic Plan to compensate for the improvements made during the first two years and take advantage of the opportunities for improvement that have been identified during the evaluation period.**

The personnel of the City of Anderson Police Department have demonstrated a strong commitment to their mission and a dedication to the agency's vision. All members of the department continuously strive to excel both professionally and personal, thereby improving the agency as a whole.