

Town of Bluffton
Bluffton Police Department
Strategic Plan 2015 - 2019



Serving the Citizens of Bluffton Since 1903

Presented by:

Bluffton Police Department Executive Steering Committee

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Message from Chief Joey Reynolds



I am proud to offer you the Bluffton Police Departments 2015-2019 Strategic Plan. This plan was written for the citizens and visitors of the Town of Bluffton. It represents our commitment and dedication to the community that we serve. Within these pages, you will find four departmental goals, twenty-three objectives and sixty-one activities. You will notice that the goals for this years plan are the same as our objectives and activities are different. Our goals can have various objectives, sometimes these objectives can carry on to another year or change with the progress made from the previous year. These goals have been our stepping stones in becoming the outstanding Police Department that we are today. This Strategic Plan was put together with a lot of hard work from the Executive Steering

Committee. Their efforts in completing their given tasks and holding meetings with their assigned groups was the catalyst to this plan. The executive steering committee may put the plan together but the entire department creates it. I would also like to thank the Mayor, Town Council and the Town Manager for believing in us. Your dedication to this department and this Town is monumental and does not go unnoticed.

Sincerely.

Mission Statement



“ The mission of the Bluffton Police Department is to provide the highest quality of police services to our community and its visitors by promoting a safe environment through a police-citizen partnership, with an emphasis on mutual trust, honor, professionalism, and dedication to duty.”

Vision Statement



“Committed to Community”

Values Statement



“ We provide service with understanding, response with compassion, performance with integrity, and law enforcement with vision.”

Trends and Implications

DEMOGRAPHIC/ CONTINUED GROWTH :

Demographic characteristics and population trends help to understand a community. Information on both existing residents and those moving into the area can identify opportunities and future needs for the Bluffton Police Department. The Town of Bluffton has an estimated population of 12,893 citizens and is projected to increase over the next few years. Using an Arithmetic method that assumes the average annual increment observed between 1999-2010, it is projected that the total population of the Town of Bluffton could increase to 27,820 people by 2020. Since 2000, the Town of Bluffton has had the 3rd fastest population growth rate (882.75%) in the state of South Carolina. Bluffton has a total of 54.3 square miles and a land jurisdiction of 42.8 square miles making it the fifth largest city in South Carolina. According to the Town of Bluffton IT/GIS Department, the Town of Bluffton has 239 miles of roadway within its borders. The daily population exposure within the 10 mile radius is 60,000 people. These people travel through Bluffton on a daily basis increasing the population the police department serves.

Residential Growth:

- As Bluffton's population continues to grow, so does the need for housing. In 2014, 604 residential permits were filed. This is an increase from the 400 permits that were filed in 2013. This is an increase in housing development by 34%. The total amount of houses within the Town of Bluffton is 5,947. The continued growth and population within the Town of Bluffton creates an increase in the calls for service related to the Police Department. In 2014 the Bluffton Police Department handled 38,366 calls for service. This was an increase in calls for service by 16 % from 2013 and 25% increase from 2012.

Commercial Growth:

- New commercial buildings were triggered by the increase in housing and market demands to serve a larger (growing) population within the Town of Bluffton. In 2014 there were 16 commercial structures built in the Town of Bluffton. This is a 34% increase in new buildings from those that were built in 2013. There were also 1,150 business licenses that were filed within the Town of Bluffton for 2014. This number indicates the total amount of businesses that the police department serves on a daily basis.

Traffic Pattern:

- The increase in population as well as residential and commercial growth has impacts on traffic patterns and demands for municipal services. Data that was gathered from a 2012 Census showed that most Bluffton workers lived and worked in Beaufort County and over three-quarters commuted alone. The percentage (81.3%) of residents driving alone was higher in 2012 than in 2000 (74.4%) and the percentage participating in carpools dropped. This trend indicates that an increasing amount of Bluffton's residents are commuting alone instead of carpooling or using alternative means of transportation. The

Trends and Implications

CRIME

Overall crime in the Town of Bluffton has increased over the past year. The serious crimes that are listed as Part I Offenses have increased by 13.8% over the past year. This time last year we saw a decrease in these same crimes by a total of 15.5%. The series of crimes that are listed as Part II offenses have increased by 16.8% over the past year. The use of alcohol and drugs played a significant role in the crimes that were reported for 2014. There were 284 crimes in which the offender was found to be under the influence of alcohol, and 83 crimes in which the victim was intoxicated. In addition, there were 137 crimes reported in which the offender was under the influence of drugs, and 14 victims that were under the influence of drugs. The data shows that in 29% of all crimes that were reported to the Bluffton Police Department either the offender or victim was under the influence of alcohol and/or drugs.

Drug Violations

- The most notable increase in Part II Offenses is the significant increase in Drug Violations. In 2014 there were 244 drug violations compared to 115 violations in 2013. These violations are a result of a proactive approach to enforcing drug violations within the Town of Bluffton. The Bluffton Police Department has increased focus on drug interdiction in order to combat the ongoing drug/vice problems. This is done through the gathering of intelligence, identifying potential neighborhoods known for drugs, and further investigation into traffic stops.

Gang Activity

- Most gangs try to alert the neighborhood's to their presence, either with graffiti or even drive-by shootings. Graffiti is a gang's newspaper. It tells of meetings, rivalries, alliances and helps the gangs to keep score. In 2014 there were 8 different locations throughout Bluffton that had confirmed gang graffiti. An important part of preventing criminal activity by gangs is identifying those who are members of such an organization. The Bluffton Police Department participates in Gangnet which allows officers to record and track gang members and their activities. This program allows officers to share the information across departments, agencies, states and regions. There were 6 confirmed gang members that were entered into the Gangnet data base. In addition, there are 22 suspected gang members who meet 50% of the qualifiers for entry into Gang net. These individuals are all part of pending cases for the Bluffton Police Department and some of them reside in other jurisdictions. The Bluffton Police Department should make an effort to hold shared intelligence meetings with surrounding agencies as activity can spread from one jurisdiction to another.

Weapon Law Violations

- When an individual is in possession of drugs or is involved with gang activity they may often carry a weapon with them for protection. The increase in the identification of gang activity, as well as the increase in Drug Violations, can be related to weapon violations as well as reported shots being fired. There was no

Trends and Implications

Incidents Involving Alcohol

- As the Town of Bluffton continues to grow with residents, there is a continuous growth of businesses as well. The growth of businesses within the Town of Bluffton includes many different bars, restaurants, and clubs that serve alcohol. In 2014 there were 140 Alcohol Beverage License's that have been applied for from businesses throughout Bluffton. This is an increase of the 129 businesses from 2013. There were 105 businesses who applied for an On Premise Beer and Wine License as well as 71 businesses who applied for Business Liquor by the Drink License. Both of these also showed an increase from 2013. In addition, there have been 9 businesses who applied for Retail Liquor Store License within Bluffton. Although some of these establishments are not within the Bluffton Police Department's jurisdictional boundaries, the customers at these establishments may be residents/travelers through our jurisdiction.
- The abuse of Alcohol can impact a person's way of thinking and disrupt their mood and behavior. The abuse of alcohol can be directly related to the increase of particular crimes. There was a significant increase in Part 2 Offense where alcohol was involved. There was an 18% increase in domestic disputes that were reported to the Bluffton Police Department. The data shows that alcohol was involved in nearly 31% of all reported domestic disputes. There was also a 187% increase in cases that involved Disorderly Conduct. Alcohol was a major factor in the increase in Disorderly Conduct Offenses as it was involved in 55% of these reported incidents. There was also a significant increase in the amount of DUI's that were handled by the Bluffton Police Department. In 2014 there were 67 incidents where a driver of a motor vehicle was found to be operating under the influence of alcohol. This is a 48% increase from the 35 DUI arrests made in 2013.

COMMUNITY

The Community within the Town of Bluffton involves several different racial/ethnic backgrounds. The largest growing ethnic population in Bluffton are those who are of Hispanic or Latino origin. Since 2010 the Hispanic/Latino population increased by nearly 326%. The Hispanic population is now the second largest cultural population within the Town of Bluffton (19.5 %). The Hispanic Community offers different challenges to Bluffton Police Officers. There may be some difficulties in communicating with the Hispanic Community if there is a language barrier. The Bluffton Public Schools reported that there are currently 28% of the students who do not speak English as their primary language and who have a limited ability to read, write, speak, and understand English. The Bluffton Police Department currently has one officer of Hispanic culture who can read, write, and speak the language. The Bluffton Police Department currently has a Chaplain who represents the Hispanic Community. Rev. Manual Diaz meets with officers and helps build a trusting relationship between officers and Hispanic members within our community. We should continue to make every effort to create more Public meetings in these communities to help build a trusting relationship. Providing employees with cultural education as well as basic language skills will help improve communication within our community. The Police Department has been active in meetings located in 11 different neighborhoods. These meetings help address any concerns they may have in their community, as well as provide a way to build trust, respect, and strong relations with community members. In addition to these meetings, Officers have also participated in various events to help increase the partnership that the department shares with the community. Some of these events include a school mentorship

program, National Night Out, assisting in Toy Drives, and giving tours of the Police Station.

Trends and Implications

NATIONWIDE TRUST OF LAW ENFORCEMENT

The recent events involving Law Enforcement officers from across the country has placed the relationship between police agencies and their communities under scrutiny. It is imperative that the Bluffton Police Department continues to move forward and take all necessary steps to improve and enhance our relationships with the community and citizens we serve. Trusting relationships can be defined by the degree of cooperation and collaboration that exists between law enforcement agencies and communities. A number of factors can make

developing trusting relationships challenging. Police agencies may lack knowledge, contacts, or information about immigrant or minority communities, particularly those recently established as a result of immigration from other sections of the country, even internationally. Some police personnel may even harbor false notions about such communities, for example, that most members support the gang activity that occurs in the neighborhood. Some officers may also believe that most community members simply don't respect the police or care about crime. Other officers may not support or may be unwilling to participate in developing relationships of trust, believing inaccurately that these communities are populated primarily by people who dislike the police.

The Bluffton Police Department has implemented a mission in promoting a safe environment through a police-citizen partnership, with an emphasis on mutual trust, honor, professionalism, and dedication to duty. The Bluffton Police Department has implemented a department wide community policing philosophy. This allows all the officers to meet with particular members of their assigned neighborhoods and build a trusting relationship with them. Additionally, the Bluffton Police Department has implemented the use of body-worn cameras for every officer within the department to help ensure appropriate behavior by both the police and citizens that they serve. This has proven to be successful as there were only 3 Internal Affairs Investigations that occurred in 2014 despite the rise in Use of Force and Vehicle Pursuit incidents.

The trust of Law Enforcement often falls on the experience that they have with an officer from the Agency. A recent survey was sent out to community members within the Town of Bluffton. The survey showed that nearly 72% felt that officers from the Bluffton Police Department met or exceeded expectations in their professionalism while handling a case. In addition 75% reported that they were satisfied with the overall competence of Bluffton Police Department employees that they have had contact with.

SOCIAL MEDIA/CHANGING GENERATION

The Town of Bluffton has a higher portion of younger residents under 14 years of age and 25 to 44 age groups than the rest of Beaufort County. In addition, the age group for 65 years of age and over, make up for 7% of the population in Bluffton. There was also a significant increase in households with younger parents and children. The average age per household in the town of Bluffton is 32.7 years of age. This indicates an increase in workforce, and therefore an increased amount of traffic commuting to and from work.

Trends and Implications

created a Facebook account and has entered over 100 postings to members of the community. Since 2013, the Bluffton Police Department has received 1,896 likes on their Facebook page. This page has helped build a partnership with the community by working together to solve crimes and participate in community based events.

Although the average age of residents living in Bluffton is rather young, there are several 55 and over communities around the area. Sun City is an over 55 year old community that is located on the Beaufort County and Jasper County lines. There are nearly 10,000 permanent residents who reside in Sun City and visit Bluffton on a daily basis. In 2014 there were 327 accidents involving someone who was over the age of 55 years old. This is a total of 49% of all accidents investigated by the Bluffton Police Department. In 2014 there were 300 victims of crimes that were reported to the Bluffton Police Department who were over the age of 55. The Bluffton Police Department also arrested 38 people who were in this age group. Communication with this generation can prove to be a difficult task. The Pew Research Center reports that only 57% of people over the age of 55 use some form of social media. The Bluffton Police Department should find other ways to communicate and relay information to all generations.

PERSONNEL/ORGANIZATIONAL DEMANDS

The Bluffton Police Department's current staffing consists of forty three certified law enforcement officers and five civilians including, one Chief of Police, one Major, four Lieutenants, six Sergeants and thirty-one Officers. Patrol operations allocation is four Sergeants and twenty Officers. The remaining staff consists of Investigations, School Resource Officers, Neighborhood Services Unit and Administration personnel. Currently the patrol division consists of two 12 hour shifts that cover three zones, 6A, 6B, and 6C. At this time, the maximum staffing allocation consists of five personnel: one sergeant and four patrol officers. When each shift is fully staffed, with no personnel out on leave, training or other assignments such as boat patrol, the shift assignment is one supervisor and one officer assigned to each of the three zones, and one officer acting as a "float" between the two busiest zones.

Special Events and festivals have increased dramatically in the Town of Bluffton both in frequency and in size. These special events create staffing issues to cover both patrol responsibilities and the needs for the event. In 2014 the Town of Bluffton had 263 Special Events, an increase from the 238 in 2013. The Bluffton Police Department worked 146 of these Special Events with a total of 1622 hours and 284 staffed positions for these events by officers.

A Reserve Officer Program was established in 2014. There are currently two officers who are part of the Reserve Program. In 2014 these officers worked a total of 205 total hours worked. The Reserve Officers helped working on the road, participated in special events, and conducted Marine Patrol which helped offset the hours worked by sworn staff.

NEW SCHOOLS/SPORTING EVENTS

Trends and Implications

were attending the public schools, compared to 6,268 in 2013 (7% increase). This has created an overcrowding problem within our local schools. The Beaufort County Board of Education voted to build a new pre-K through eighth grade elementary school (River Ridge Academy) and a new nine through twelfth grade high school (May River High) to ease overcrowding in Bluffton area schools. Both of these schools are within the Bluffton Police Departments jurisdiction and school resource officers will be needed for security in each one of these schools. In addition, May River High School will have their own Athletics Department which would increase a demand of extra duty assignments for officers during these events. In 2014, there were 61 total officers who worked 263 hours dedicated to special events at the Middle School's and High School. The new May River High School may not have the same amount of sporting events to begin with, however, as the programs continue to build, the increase in demand for officers at events will also increase.

The Bluffton Police Department currently has three School Resource Officers who work during the operational times of each schools. The officers are located at Bluffton High School, Bluffton Middle School, and H.E.McCracken Middle School. When the school resource officers are unavailable after hours, Patrol Officers are responsible for responding out to calls for service at these locations. In 2014 there were 907 calls for service to schools within the jurisdictional boundaries of the Bluffton Police Department. This is an increase in calls for service by 10% from 2013. This trend is expected to continue to rise as the two new schools will be opened.

River Ridge Academy is being built on Davis Road. There are two entrances/exits to the school that come off of two main roadways that travel through the Town of Bluffton. There is one entrance/exit that is located on Bluffton Parkway and the other is located off of Okatie Highway. There is an anticipated 700-1000 students that will be attending this school, which would result in a major change in the traffic patterns in this area. May River High School is being built on New Riverside Drive. The entrance and exit will be located on this roadway. This will impact the traffic pattern as traffic can only flow from the traffic circle located at May River Road and Okatie Highway. In 2014, there were 499 parking passes issued for vehicles at the Bluffton High School. This includes both faculty and students who utilize their own vehicles as method of transportation to and from school. This number of vehicles traveling through the traffic circle will cause a shift in the pattern during certain times of the day.

EXPANDING ROLES IN THE POLICE DEPARTMENT:

The Police Department has reorganized and added personnel in order to maximize staffing. A Lieutenant was added to oversee the Emergency Management and Training Division. The Department was restructured into four Divisions; Patrol, Investigations, Support Services, and Emergency Management. There was also a Codes Enforcement officer position that was created in order to address Code Violations within the Town of Bluffton.

Goal Summary

Goal One

Provide for a Safe Community

This goal is to maximize resources in order to efficiently and effectively address crime and safety concerns

Goal Two

Embrace Community Policing

Community Oriented Policing is the foundation of the police-citizen partnership. It is our goal to strengthen this partnership through community policing to build a better relationship with our community.

Goal Three

Enhance Professional Development

Enhancing the careers of departmental employees through education and training is the infrastructure of a successful organization. It is our goal to be able to provide efficiently trained personnel for the betterment of our community.

Goal Four

Expand and Improve our use of Equipment and Technology

Updated equipment and the use of technology is the future of policing. Utilizing technology advances will better streamline our services to the community.

Provide for a Safe Community Goal Tender: Scott Chandler

1.1 Reduce Part 1 Crimes by 10% Based off 2013 Data.

Activity 1.1.1 Setup CompStat Dashboard in Spillman

Target: Mid June 2015
Measure: Dashboard Setup Completed.

Activity 1.1.2 Implement CompStat Type Meeting.

Target: July 2015
Measure: 1 Meeting a Month

1.2 Reduce Traffic Collisions by 10% Based off 2013 Data.

Activity 1.2.1 Submit Traffic Grant Opportunities

Target: October 2015
Measure: Grant Approval

Activity 1.2.2 Traffic Calming through Environmental Design.

Target: December 2015
Measure: Reduction in Accidents

Activity 1.2.3 Research Feasibility for Traffic Team

Target: December 2015
Measure: Research Conducted

1.3 Increase Drug and Alcohol Enforcement Activities by 20% from the 2014 Data Collected.

Activity 1.3.1 Establish a Baseline from 2014 Department Data on Drug and Alcohol Enforcement Activities

Target: March 2015
Measure: Establish Data

Provide for a Safe Community

Goal Tender: Scott Chandler

Activity 1.3.2 Increase Drug and Alcohol Enforcement Education Activities

Target: December 2015
Measure: Six Activities a Year

Activity 1.3.3 Establish a Baseline of Drug and Alcohol Abuse by Youthful Offenders.

Target: July 2015
Measure: Baseline Established

Activity 1.3.4 Review and Update Public Safety Ordinances

Target: Mid June 2015
Measure: Ordinances Updated

1.4 Allocation of Resources for Community Events

Activity 1.4.1 Research Community Event Staffing

Target: July 2015
Measure: Research Conducted

Activity 1.4.2 Create a Multi Agency Community Event Unit

Target: July 2015
Measure: Unit Created

Activity 1.4.3 Create a Volunteer Staff/Patrol Section

Target: July 2015
Measure: Section Created

1.5 Town of Bluffton Emergency Management Preparedness

Activity 1.5.1 Develop Emergency Management Plans Emergency Responses and Recovery

Target: December 2015
Measure: Research and Develop 6 Emergency Response Plans

Activity 1.5.2 Conduct Table Top Exercises

Provide for a Safe Community Goal Tender: Scott Chandler

Activity 1.5.3 Conduct Mock Critical Incident Exercises.

Target: December 2015

Measure: Two Exercises Completed

1.6 Create a Gang Unit Network.

Activity 1.6.1 Establish Quarterly Meetings with other Local Agencies regarding Gang Intel.

Target: December 2015

Measure: Meetings Held

Activity 1.6.2 Research Town Ordinances for Gang Activity & Gang Affiliation

Target: July 2015

Measure: Draft Ordinance

1.7 Creation of a Strategic Response Team (SRT)

Activity 1.7.1 Establish Operational Guidelines/Standard Operating Procedure

Target: April 2015

Measure: SOP Created

Activity 1.7.2 Establish Training Protocols and Standards for SRT Members

Target: April 2015

Measure: Protocols and Standards Established

Embrace Community Policing

Goal Tender: James Carmany

2.1 Improve Community Policing Partnerships by 50% based off 2013 Data.

Activity 2.1.1 Hold Quarterly Meetings with HOA/POA

Target: July 2015

Measure: Meetings Attended

Activity 2.1.2 Create Monthly Newsletter for Communities

Target: July 2015

Measure: News letter Created

Activity 2.1.3 Organize and Partner with Schools for Cops vs. Kids Field Days

Target: December 2015

Measure: Field Day Scheduled

Activity 2.1.4 Revisit Utilization of the Public Safety Citizens Committee

Target: December 2015

Measure: Committee Revisited

2.2 Increase Awareness of the Community Policing Philosophy within the Department by a Percentage to be Determined by the 2013 Baseline.

Activity 2.2.1 Input Training with NSU for FTO Program

Target: December 2015

Measure: Schedule Created

Activity 2.2.2 Community Policing Training

Target: July 2015

Measure: Training Scheduled

Embrace Community Policing

Goal Tender: James Carmany

2.3 Increase Positive Media Events by 50% by 2016.

Activity 2.3.1 Hold a Media Day at Department. Establish Guidelines.

Target: October 2015

Measure: Meeting Held

2.4 Improve the Functions of the Community Codes Enforcement Officer

Activity 2.4.1 Establish a Set List of Priorities

Target: March 2015

Measure: List Created

Activity 2.4.2 Evaluate /Revise Protocol and Process for Community Codes Violations

Target: July 2015

Measure: Created

2.5 Create a Position for a Community Awareness Manager

Activity 2.5.1 Implement a Job Description and Post a Job Opening for the Position

Target: May 2015

Measure: Job Description Implemented

Activity 2.5.2 Establish an Eligibility list and Interview Potential Candidates for Position

Target: October 2015

Measure: List Established

Activity 2.5.3 Hire a Non-Sworn for the Position of Community Awareness Manager

Target: October 2015

Enhance Professional Development

Goal Tender: Christian Gonzales

3.1 Upgrade the Department Training Program to Enhance Abilities and Professionalism of Employees

Activity 3.1.1 Implement a Specialized Career Path for Employees.

Target: December 2015
Measure: Employee Paths Implemented

Activity 3.1.2 Research Updated Patrol Training Officer Policy, Procedures and Training

Target: September 2015
Measure: Policy and Procedures Implemented.

3.2 Incorporate a Leadership Development Program by 2016

Activity 3.2.1 Create an Internal Employee Mentorship Program

Target: July 2015
Measure: Program Created

Activity 3.2.2 Provide Fundamental Leadership Training to Every Sworn Officer

Target: December 2015
Measure: Training Completed for Officers

Activity 3.2.3 Review Current FTO Program and Incorporate a Command Staff Section

Target: December 2015
Measure: Upon Implementation of Program

Activity 3.2.4 Research and Develop a Command Staff Shadow Program/Town Hall Visit

Target: December 2015
Measure: Development of Program

Enhance Professional Development

Goal Tender: Christian Gonzales

3.3 Incorporate a Recruitment Committee into our Recruitment Plan

Activity 3.3.1 Implement a Recruitment Team and Revise Recruitment Plan

Target: July 2015

Measure: Implementation of Plan

Activity 3.3.2 Make a new Recruitment Display with Video

Target: August 2015

Measure: New Recruitment Display

Activity 3.3.3 Research Recruitment Events and Attend at Least Two Per Year

Target: December 2015

Measure: Attended Two Recruitment Events

3.4 Implement an Organizational Staffing Structure

Activity 3.4.1 Distribute Specialized Units evenly among each Patrol Team

Target: March 2015

Measure: Research Conducted

Activity 3.4.2 Implement a New Training Position

Target: July 2015

Measure: Upon Implementation

Activity 3.4.3 Implement a New Investigator Position

Target: July 2015

Measure: Upon Implementation

Enhance Professional Development

Goal Tender: Christian Gonzales

3.5 Incorporate a Scenario Based Training Program

Activity 3.5.1 Obtain Training Supplies to Conduct Training

Target: December 2015
Measure: Purchase Complete

Activity 3.5.2 Research Emergency Vehicle Operation Course (EVOC) Training

Target: December 2015
Measure: Upon Development

3.6 Review and Update departmental Standard Operating Procedures.

Activity 3.6.1 Re-sequence Standard Operating Procedures

Target: May 2015
Measure: SOP's re-sequenced

Activity 3.6.2 Review Standard Operating Procedures

Target: July 2015
Measure: SOP's reviewed

Expand and Improve our use of Equipment and Technology

Goal Tender: Paul Gannon

4.1 Increase Community Contacts through the use of Technology by 50%

Activity 4.1.1 Research Methods for Community Alerts

Target: December 2015
Measure: Implementation of Program

Activity 4.1.2 Research other Social Media Websites (Twitter, LinkedIn, Instagram)

Target: December 2015
Measure: Research Completed

Activity 4.1.3 Research Bluffton PD App for Smart Phones

Target: August 2015
Measure: Research Completed

4.2 Use Digital Information to Decrease the use of Material Resources by 35% over the Next Three Years.

Activity 4.2.1 Install, printers, scanners and necessary computer software in all marked departmental vehicles.

Target: December 2015
Measure: Completion of Installation

Activity 4.2.2 Acquire available Printers and Scanners to outfit all Patrol Vehicles

Target: December 2015
Measure: Completion of Installation

Activity 4.2.3 Conduct training activity for proper use of scanners and printers by all officers

Target: December 2015
Measure: Training Completed

Expand and Improve our use of Equipment and Technology

Goal Tender: Paul Gannon

4.3 Streamline the Filing of Important Documents to a Central Location within the Office of the Chief of Police.

Activity 4.3.1 Create a Written Plan for a Central Filing System

Target: July 2015
Measure: Creation of Plan

Activity 4.3.2 Implement the Central Filing System Plan

Target: December 2015
Measure: Implementation of Plan

4.4 Provide a Cost Efficient System for Maintaining and Updating Equipment by 2016

Activity 4.4.1 Implement an Inventory Control System

Target: December 2015
Measure: Research Completed

Activity 4.4.2 Implement a Master List of Equipment Shelf Life

Target: December 2015
Measure: Database Developed

4.5 Standardize the report writing expectations throughout the entire department.

Activity 4.5.1 Develop a Standardized Incident/Collision Report Format Committee

Target: June 2015
Measure: Committee Formed

Expand and Improve our use of Equipment and Technology

Goal Tender: Paul Gannon

Activity 4.5.2 Develop a Standardized Incident/Collision Format

Target: August 2015
Measure: Formats Approved

Activity 4.5.3 Install New Standardized Incident/Collision Report Formats into Spillman RMS

Target: September 2015
Measure: Formats Installed

Activity 4.5.4 Training and Implementation of New Incident/Collision Report Formats

Target: October 2015
Measure: Training Completed, Formats in Use