

**NORTH CHARLESTON POLICE DEPARTMENT
STRATEGIC AGENDA 2019
GOALS**

OUR PRIMARY OBJECTIVES:

- **Build the Trust and Respect of the Citizens we Serve**
- **Reduce Crime**
- **Creating Safe Neighborhoods within the City**

OUR MISSION

The North Charleston Police Department's mission is to provide professional police services while working in partnership with the citizens of North Charleston to identify, prevent, and solve the problems of crime, social disorder, and neighborhood decay, thereby improving the quality of life in our community.

OUR ORGANIZATION VALUES

- To protect the life and property of our citizens
- To maintain the trust of our community through honesty, compassion, and fairness
- To adhere to the highest ethical standards of personal and professional conduct
- To respect the rights of all citizens and fellow employees
- To respect our differences and recognize that diverse backgrounds bring strength to our community
- To work in partnership with our community by seeking their input, responding to their concerns, and resolving problems
- To encourage innovation, creativity, and positive thinking.

STRATEGIC AGENDA

The North Charleston Police Department cares about the community it serves and focuses on both reducing crime and building community trust, which creates safer neighborhoods within the City. In 2018, the Police Department successfully completed the Department of Justice's collaborate reform technical assistance initiative. As a result of the initiative, the agency received several premier training opportunities, such as biased based profiling, community policing, and de-escalation. These training opportunities, in conjunction with several department community programs such as the Cops Athletic Program (CAP), Community Roll-Calls, and Reading Patrol has helped build and maintain relationships with the community. The department will continue to maintain an organizational culture of fairness, where employees are encouraged to be creative, innovative, and positive in nature. These traits along with a Team approach in utilizing all of its resources to reduce crime will effectively make the City of North Charleston a safer place to live.

OFFICE OF THE CHIEF OF POLICE GOALS

Goal #1 - Police Immersion Goal

Goal: To educate newly hired Police Officers about the community for which they serve by immersing them in the many cultures of our great city. This will provide the officers with a better understanding of the diverse backgrounds and history of the residents they are sworn to serve and protect.

Problem: The current environment in law enforcement has brought many concerns about the diverse cultures that are represented across the country and how law enforcement interacts with them. To maintain a mutual trust between law enforcement and the community, each new academy graduate will be required to attend a three (3) day program on community immersion as directed by the Training Section.

Strategies:

- The Immersion Program will be held three times a year and will encompass a three-day program of training. The Training Section will be responsible for organizing and facilitating the program and class of attendees. Each new officer that graduates from the South Carolina Criminal Justice Academy or certified officer that is newly hired will attend the training.
- Organize forums with diverse cultures within the City to include: African American, Hispanic, and Asian heritages. The forums will be held in pre-designated locations away from City Hall such as churches, community centers, or meeting halls. The forums will include both historical and personnel experiences of those in attendance. The Training Section will be responsible for selecting representatives within the community that will lead the discussions and be available to set up future forums.
- Arrangements will be made with local community service groups to interact and assist with their mission in serving the community. Officers will participate in community service work at locations within the City such as SeaCoast Life Center, where food and clothing are distributed. Visits will also be made to local schools where officers will interact with the children. Other projects may include visits to homeless camps / shelters and community clean-up projects.
- On the last day of the program, participants will be given an opportunity to discuss what they learned and whether it gave them insight into the different cultures and beliefs of those within the City we serve. Evaluations of the program will be privately completed by the participants and each will be given an opportunity to provide recommendations as to how the program could improve.

Measurement: Successful completion of the program by all newly hired officers of the department. Evaluations will also be reviewed to ensure that officers are receiving insight into the cultures of our community.

Year of Accomplishment: 2019

Assigned to: Lieutenant Andrew Glover

Goal #2 - Citizens Public Safety Academy

Goal: To provide a unique insight to community members who are interested in learning about public safety services that the City of North Charleston offers. The Academy will provide members education through interactive information sessions. Community members with direct involvement with the community or are seeking to become more involved are encouraged to participate. The educational instruction will also include other City services such as the Fire Department and Code Enforcement.

Problem: Citizens who live in City of North Charleston are provided public safety services from several departments within the city's organizational structure. These departments deal with public safety concerns that impact everyday citizens in ways that could leave an everlasting impression. Often times, residents are not fully familiar with the operations and duties of public safety personnel, which could cause a lack of understanding. The Citizens Public Safety Academy will help build the bridge between the citizens and public servants.

Strategies:

- To meet with City of North Charleston Department Head representatives from Code Enforcement, Fire, and Building Department to structure an educational course where citizens will learn and better understand how each department is structured and how they operate.
- Publicize the Academy through Social Media, Broadcast Media, Community Meetings and the City's website.
- Create a Brochure that contains a Referral Form, Course Application, Liability Waiver, Acceptance Letter, and Course Outline.
- Create a Course Evaluation Form and Pre-Academy Survey for feedback before, during, and after each session, from each participant.
- Hold at least two (2) Citizen Public Safety Academies during the calendar year.
- Provide an introductory and graduation T-shirt for each participant.
- Have a formal graduation where each participant will receive his/her course completion certificate in front of the North Charleston Mayor, City Council, and the general public.

Measurement: Number of candidates that successfully complete the program.

Year of Accomplishment: 2019

Assigned to: Major Patrick Nathan, Sgt. Micheal Cardaronella, and the Training Section

SPECIAL OPERATIONS DIVISION GOALS

Goal #1 - Reduce the number of traffic collisions throughout the City of North Charleston

Goal: The reduction of traffic collisions would, in effect, lower the injury rate of the citizens of our community and provide safer roadways. Accident data will be reviewed to establish where the majority of accidents are occurring within the City. Traffic safety education and enforcement, through both citations and written warnings, will be utilized to gain voluntary compliance of traffic laws at these locations.

Problem: Roadways within the jurisdiction of the North Charleston Police Department are some of the most heavily traveled roadways in the State of South Carolina and have many collisions involving motorcycles, motor vehicles, commercial vehicles, pedestrians, and bicyclists. In 2018, the North Charleston Police Department investigated 8,047 traffic collisions, including 1,393 collisions with injuries and 21 fatal collisions.

Strategies:

- Utilizing data, conduct selective enforcement operations in areas identified with a high volume of collisions and/or traffic-related complaints.
- Conduct a city-wide traffic safety campaign focused on defensive driving and bicycle and pedestrian safety.
- Participate in traffic enforcement operations with partner County and State law enforcement agencies.
- Utilize the available media outlets and social media platforms to educate the public on traffic safety.
- Work with other City Departments and State Agencies to improve roadway lighting.
- Develop a detour plan for all major roadways to relieve traffic congestion in the event the roadway is blocked.

Measurement: Comparison of the number of collisions from 2018 to 2019

Year of Accomplishment: 2019

Assigned to: Lieutenant Rick Keys

Goal #2 – Gang Graffiti Removal Program

Goal: The North Charleston Police Department Gang Intervention Unit (GIT) will create and utilize a database to track gang graffiti. All members of the department will assist and be responsible for documenting the graffiti and notifying the GIT Team. The database will be utilized to help identify gang locations and trends. Once the graffiti is documented, the final step is to have the graffiti removed from the location. The GIT Team will work with outside resources such as business owners and the Public Works Department to have the graffiti removed.

Problem: One of the key strategies in limiting gang violence is to be proactive in the removal of gang graffiti. Criminal gang activity increases violent crime, property crimes, and quality of life issues. Graffiti is one of the observable examples of the presence of gangs within the City. It serves as ownership symbols for the gangs. The identification of graffiti is a task that needs to be addressed by all members of the department, especially patrol officers who spend the most time on the streets.

Strategies:

- The GIT Team will develop a database to track graffiti.
- All members of the department will be responsible for documenting gang graffiti. They will take a picture of the graffiti and send it along with the location, date, and time it was observed to the GIT Team.
- The GIT Team will be responsible for the identification and dissemination of information relating to the information inputted into the database.
- If the graffiti is located on City owned property (stop signs, park benches, basketball courts, sidewalks, etc.) an email will be sent to the Public Works Department requesting removal.
- If the graffiti is located on private property (residences, apartment complexes, and businesses) the GIT Team will send the owner a letter asking that they remove the graffiti. A follow-up will also take place if the graffiti has not been removed by the owner in an effort to bring additional resources to have the graffiti removed.

Measurement: Creation and input of graffiti entered into database along with the number of graffiti tags removed

Year of Accomplishment: 2019

Assigned to: Sgt. Ron Lacher

PATROL DIVISION GOALS

Goal #1 - Community Roll Calls

Goal: Community Roll Calls have been proven to be effective in building community relations. Community Roll Calls create excellent opportunities for the Police Department to introduce Officers to the communities in which they serve and are assigned. The Roll Calls provide a bridge where both the Officers and Community interact with each other. This leads to future relationships and a working partnership with the community. The goal will be to continue Community Roll Calls into the 2019 calendar year.

Problem: The North Charleston Police Department continues to be a very busy department with a large population. All too often, communities are not familiar with the officers that work in their area. Community Roll Calls are utilized as a tool to introduce officers to those in the community that they serve and protect.

Strategies:

- Have at least three (3) Community Roll Calls within each assigned Bureau.
- Provide a meal and a raffle drawing at each Roll Call.
- Introduce officers that work in the roll call areas to the community.

Measurement: Number of roll calls conducted and number of community members in attendance

Year of Accomplishment: 2019

Assigned to: Patrol Division Bureau Commanders

Goal #2 - Rebuilding Every Community Around Peace (R.E.C.A.P.)

Goal: In 2018, the Department of Justice's collaborate reform technical assistance initiative along with the Police Foundation introduced us to Reverend Jeff Brown and his innovative R.E.C.A.P. Program. The program focuses on utilizing stakeholders throughout the community to walk in groups and provide resources and assistance to those in need out in the community. The agency would like to emulate Reverend Brown's successful program within the City of North Charleston.

Problem: The North Charleston Police Department continues to work on the challenge of building and maintaining public trust. Although the department has been practicing community policing for years, the opportunity exists to further enhance and institutionalize community policing strategies with various community partnerships.

Strategies:

- Build a coalition between entities such as the police, community organizations, and other faith-based organizations with regards to public safety concerns, particularly areas of high crime.

- Create cultures of trust, with the goal of positive community activism, sharing information and utilizing resources within the coalition.
- Use proven principles and methods to reduce and eventually neutralize the current culture of violence with a culture of peace to promote healthy communities through the coalition.
- The group will start with night walks to address ailments and concerns of citizens, hold memorial services, and provide crisis intervention services.
- Create advanced opportunities that include community forums, gatherings, youth programs, trauma/grief initiatives, and peace campaigns.

Measurement: Implementation of the coalition with sustainable members and initiatives.

Year of Accomplishment: 2019

Assigned to: Major Joyce Smith

Goal #3 - North Charleston Landlord Association

Goal: Bridge the communication gap and create a working partnership between landlords, property managers, and police.

Problem: Currently, the Police Department does not have an organized system of communication with the landlords and property managers within the City. There are many instances where police, landlords, and property managers need to communicate in order to solve crime problems and resolve neighborhood issues. The communication between the landlords and property managers could also improve in an effort to deter non-desirable tenants from jumping from one location to the next.

Strategies:

- Revitalize the “North Charleston Landlords Association”.
- Participate in a scheduled bi-monthly landlord meeting.
- Neighborhood Resource Officers will work with landlords to solve problems related to tenants, appearance of property, criminal activity, applicant screening and evictions.
- During meetings guest speakers will be invited to educate landlords on a variety of topics specific to their properties.
- In an effort to improve communication and to prevent landlords and property managers from renting to known problematic tenants, create a landlord and property manager network.

- Coordinate with the Crime Prevention / Housing Unit to assist with the association.

Measurement: Program implementation and number of association members.

Year of accomplishment: 2019

Assigned to: Lieutenant Mike Aiken

INVESTIGATIONS DIVISION GOALS

Goal #1 - Unsolved Homicide Victim's Family Meeting Goal

Goal: To create a positive relationship with the families of unsolved homicide cases.

Problem: All too often, the survivors of homicide victims feel as though their case concerning loved ones is no longer being actively investigated. Communication between the homicide survivors and police often times decreases over time when cases remain unsolved. Research has shown that victims are more critical of police for not keeping them notified, rather than failing to catch the offender(s). Positive communication between the police and victim's family can potentially lead to new information and assist with the healing / recovery process.

Strategies:

- The Detective Bureau Major will select an unsolved homicide case once per month to review. The Major will include the Case Agent, Case Agent Supervisor, Case Agent Supervisor's Lieutenant, and Forensic Unit. Potential evidence, information, and or leads pertaining to the case will be thoroughly reviewed and investigated.
- The Detective Bureau Major will then schedule a meeting with the victim's family of the unsolved homicide case. All of the Detectives and Supervisors involved in the review of the case will attend the meeting.
- Any and all new information received from the family will be investigated. Business cards will also be given to the family for future communication.
- A brief history of each case reviewed will be forwarded to Crime Stoppers, the department's web site, and TV monitors in City Hall in an effort to bring attention back to the case.
- The Detective Bureau Major will document the progress of the goal on his/her Command Staff Report.

Measurement: The goal will be measured by the number of meetings held during the calendar year compared to the previous year of 2018 where seven (7) meetings were held. The goal will also be measured by the communication received from the family concerning potential witnesses or suspects that are developed as a result of the positive interaction with the family.

Year of Accomplishment: 2019

Assigned to: Major Scott Perry

Goal #2 - Investigation Notification Goal

Goal: To create and maintain a victim contact procedure, which will ensure victims of crimes who have filed a report are being contacted by Detectives in a timely manner.

Problem: The City of North Charleston Police Department has a numerous amount of cases that need to be followed-up by a Detective. Often, there is a delay in contact between the victim and the Detective assigned to the case. On some occasions, there is no contact at all. This delay or no contact with the victim's family may give victims the perception that their case is being ignored and not investigated. In order to build trust with our community, this negative perception must be corrected.

Strategies:

- All Sergeants assigned to the Detective Bureau will assign cases within 48 hours excluding holidays and weekends. Detective Bureau Sergeants will review all cases prior to assignment. If a Sergeant reviews a case and learns that all leads have been exhausted, he or she will immediately send the victim a 10-day standard letter to inquire if there is any additional information and to advise the victim that their case will be administratively closed and only re-opened if new leads are acquired. The Sergeant will document this information in Management RMS.
- Once a case is assigned to a Detective, he or she will contact the victim within 24 hours and explain how the case will be investigated. The Detective will also attempt to gain any additional information concerning the case that the victim may have excluded or was not available during the initial contact. If the victim cannot be reached by phone or person, the Detective will mail out a 10-day standard letter to the victim. This will be documented in Management RMS under the assigned case number.
- Roll Call Training will be conducted in an effort to advise Officers, CSOs, and Duty Officers a set time frame of when a victim should receive contact from a Detective. Training Blips will also be utilized so that everyone within the agency has a consistent message concerning the time frame of contact from a Detective.
- Each Detective will be required to check his or her voicemail daily and return all phone calls within 24 hours excluding holidays and weekends. Detectives who are scheduled for Training or out due to Annual Leave and or Sick Leave for more than three (3) days will change their Internal and External voicemail and Automatic Email Reply to advise everyone that they will be out of the office. Also, the supervisor's contact name and number will be provided so that contact can still be made with the Unit while the Detective is out of the office.

Measurement: The goal will be measured by monthly audits conducted by the Bureau's Lieutenants. Each assigned Lieutenant in the Detective Bureau will audit twenty (20) cases each month and report his or her findings to the Major of the assigned Bureau.

Year of Accomplishment: 2019

Assigned to: Lieutenant Victor Buskirk and Lieutenant Al Kuechler

Goal #3 – Homicide Review Board

Goal: In 2018, the Department of Justice's collaborate reform technical assistance initiative along with the Police Foundation introduced us to Dr. Mallory O'Brien. Dr. O'Brien worked with the Milwaukee Homicide Review Commission and shared her experiences with us in an effort to form our own Homicide Review Board. The department's goal is to establish and promote a collaborative unsolved homicide review process between law enforcement (Case Agent, Detective Supervisors, Crime Scene and Crime Analysis), Solicitor's Office, Coroner's Office, and Probation Pardon & Parole. The purpose of the homicide review board is to review, analyze, and continue to investigate the unsolved homicides that occur within the City of North Charleston.

Problem: Typically, all homicides are worked by the original assigned detective until all known leads have been exhausted and no additional leads are known. Although supervisors review investigations, there is not a formal process where all of the law enforcement personnel who were involved, both internally and externally, are brought together to examine all facets of the investigation and parties involved. This collaborate and open dialogue will assist in the review of all unsolved homicide cases within the department.

Strategies:

- The Detective Bureau Lieutenants will create a meeting schedule for the reviews and maintain an email list containing the contact information of all members of the Homicide Review Board. The lieutenants will also invite new individuals to join the board. The Homicide Review Board will meet approximately two weeks after any unsolved homicide case. A case synopsis will be sent out to the group for their review prior to the meeting.
- The main purpose of the Homicide Review Board is to review, analyze, and investigate unsolved homicide cases. Each member of the board should spend the necessary time prior to the meeting researching their area of responsibility so that they are prepared to share as much information as possible during the meeting.
- Case agents will be utilized to present the cases during the review. He or she will present the unsolved case and then entertain any questions or concerns that arise from the brief. After the brief, each participating board member will present their gathered information pertaining to the case.
- If a case has been solved that was previously reviewed by the board, the Detective Bureau Lieutenant(s) will provide a brief update on the progress and eventual conclusion of the unsolved case.

Measurement: The goal will be measured by participation and number of meetings conducted. The goal will also be measured by the cases resolved because of the review process.

Year of Accomplishment: 2019

Assigned to: Major Scott Perry, Lieutenant Victor Buskirk, and Lieutenant Al Kuechler

Goal #4 - Principal Partnership Goal

Goal: To improve the relationship and partnership between the local school principals and City of North Charleston Police Department.

Problem: The City of North Charleston has pledged and has provided a law enforcement presence at every school within its jurisdiction. In order to have a more effective impact, the lines of communication between the Principals for each school and the Special Investigative Bureau Commander are critical. Implementation of this goal will help assure that the Special Investigative Bureau Commander has met and is familiar with the leadership of every school within the City. These interactions will maintain a positive working relationship between the schools and the department.

Strategies:

- The Special Investigative Bureau Commander will make contact with the Principal to arrange an in-person meeting with both the Principal and Assistant Principal at each school. All of the meetings will take place at the schools. The meetings will be designed to establish a direct line of communication between the Bureau Commander and the Principals of each school.
- The Bureau Commander will ensure that both the Principal and Assistant Principal receive the Bureau Commander's Business Card and that each visit is documented on the monthly Command Staff Report.
- The Bureau Commander will make at least one unannounced visit to the school after the initial visit to meet with the Principal and Assistant Principal. This will ensure a continued relationship with the leadership of the school and will maintain open communication on the performance of the assigned School Resource Officer.

Measurement: The Bureau Commander will document monthly progress towards attainment of the goal in his Command Staff Report. The goal will be measured by the number of school visits as well as the relationships that are formed as a result of the goal.

Year of Accomplishment: 2019

Assigned: Captain James Hill

Goal #5 - Outstanding Warrant Service

Goal: Every effort is made through the practice of community policing to have the same officers work in the same areas in an effort to know the community and residents they serve. The goal would be to distribute warrants to officers in the Patrol Division who work in the same geographic location as those that are wanted in an effort that they can locate them and serve the outstanding warrants.

Problem: Many subjects residing in the City of North Charleston are wanted on outstanding warrants. The Warrants Unit is responsible for bond hearings and the pick-up and transport of prisoners wanted in other jurisdictions. The unit does not have the manpower or necessary time to serve local warrants at the pace that is needed. Many of the individuals committing crime in the City have outstanding warrants and an effort to serve these warrants would eventually lower the crime rate in the City of North Charleston.

Strategies:

- The Warrant Unit will conduct monthly operations where officers are assigned copies of outstanding warrants for a period of two weeks. Officers from the day and evening shifts will be assigned outstanding warrants that have addresses within their assigned patrol area. The officer during their tour of duty will attempt to make contact and serve the warrants.
- The Warrant Unit will work closely with other law enforcement agencies in an effort to retrieve warrants that need to be served for subjects residing in North Charleston. This would include officers being assigned to locate and serve warrants on subjects wanted by Probation and Parole and help serve Juvenile Pick-up Orders from Charleston County Sheriff's Office.
- The Warrant Unit will work closely with the North Charleston Municipal Court so that officers have a better chance of serving warrants in a timely manner.
- The Warrant Unit will provide roll-call training to officers of the Patrol Division in an effort to educate them as to the latest strategies that other officers have used that are effective in locating subjects that have outstanding warrants.
- The Warrant Unit will research and educate officers as to the latest informational systems which would assist officers in verifying and locating potential addresses of subjects that have outstanding warrants.

Measurement: The number of warrants served by officers compared to previous year

Year of Accomplishment: 2019

Assigned to: Lieutenant Del Hardee, Sgt. Craig McAlhaney, and Officer James Roberts

ADMINISTRATIVE SERVICES DIVISION

Goal #1 - Camera Registration Program

Goal: The North Charleston Police Department's Camera Registration Program is designed to deter crime and promote public safety through a collaboration between the department and the residents/businesses of the City of North Charleston. The department would offer an opportunity for citizens to voluntarily register their security cameras with the department. By registering the cameras, a network of possible "eye" witnesses could be added as a tool for the department to use in reducing crime in our neighborhoods. This database will only be used by the North Charleston Police Department to contact the camera owner if a crime is being reported in their area. The department nor its personnel would have direct access to the registered systems.

Problem: Many crimes of opportunity are committed when there are few people around to witness it. This is especially true in vehicle break-ins, robberies and other crimes which plague the community. Improvements in technology have led several citizens and businesses to install video cameras for home and business security. These cameras have been beneficial in capturing video of suspects and other key information related to the crimes. Unless the police know about these camera locations in advance (or the owner volunteers the video) the investigator must go door to door and ask about any cameras. This time consuming and labor-intensive effort could be assisted by the goal.

Strategies:

- Distribute information on the Camera Registration Program at Neighborhood Association meetings and encourage willing citizens to register their cameras via the web page.
- Develop a GIS shapefile that shows the location of the registered cameras so that it could be viewed by personnel when investigating crimes in a neighborhood.
- Create accounts for the necessary department personnel who would benefit from the information.
- Utilize the Camera Registration Program in an effort to help identify suspects and solve crimes within the City of North Charleston.

Measurement: Implementation of the program and number of successful registrations.

Year of Accomplishment: 2019

Assigned to: Deputy Chief Karen Cordray

Goal #2 – Expand the Cops Athletic Program (C.A.P.)

Goal: The goal of C.A.P. is to provide an opportunity for school age children to build positive relationships with police. C.A.P. offers youth the opportunity to interact with police officers in a positive setting, outside their traditional roles. Although there are many youth programs available in North Charleston, the Cops Athletic Program provides support to youth that are unable to secure transportation and funds to participate in these activities.

Problem: In an effort to improve community relations with the community, the C.A.P. was established in 2014. The department recognized that some youth from challenged economic areas did not have the means of transportation or funds available for sports equipment. The department offered a solution to this concern and is now expanding beyond sporting events to ensure that other youth who aren't interested in sports have access to other programs offered by C.A.P's.

Strategies:

- To continue to expand the North Charleston C.A.P. by adding other athletic events and programs to reach a larger population of youth. Girls powder-puff football and boys basketball have been very successful over the years and now the program would like to bring other sports in such as soccer and tri-athletics.
- To continue to expand C.A.P. activities offered by adding non-athletic events and programs. This allows students who lack the physical ability to actively participate an option for other programs. C.A.P. has successfully held spelling bees, essay and art contests, double-dutch, step/dance competitions, and an oratory contest. New programs considered are a Chess Club and a Science, Technology, Engineering, and Mathematics (S.T.E.M.) program.
- To introduce and expose C.A.P. participants to job training programs, which will further their education and teach life skills. These programs will include, but are not limited to, educational workshops, tutoring, job training workshops, and resume building. The C.A.P. will seek community volunteers in an effort to provide the proper guidance to make this effort possible.

Measurement: Successful creation of new programs and the number of youth that participate.

Year of Accomplishment: 2019

Assigned to: Officer Angel Wilcome