

STRATEGIC PLAN

IDEAS

CREATIVE

CHANGE

PLANNING

IMPROVEMENTS

FUTURE

Implementation

Growth

SOLUTIONS
Performance

OPTIMIZATION

Improve

VISION

Creativity

STRATEGIC

GOAL

INSIGHT

Inspiration

Problem-Solving

PLAN
NEW IDEAS



Columbia Police Department's 2015-2019 STRATEGIC PLAN PROGRESS REPORT



IDEAS CREATIVE CHANGE IMPROVEMENTS PLANNING FUTURE Implementation Growth

STRATEGIC PLAN

SOLUTIONS Performance PLAN NEW IDEAS OPTIMIZATION Improve VISION STRATEGIC GOAL Creativity INSIGHT Inspiration Problem-Solving

VISION

Through our steadfast commitment to policing excellence, the Columbia Police Department will be transformed to exhibit the innovation, engagement and professionalism of an exceptional organization whose workforce truly reflects the values and diversity of the City of Columbia.





MESSAGE FROM THE CHIEF

I am pleased to present you with the Columbia Police Department (CPD) 2015-2019 Strategic Plan Progress Report. The purpose of this report is to demonstrate ways in which the Strategic Plan is being put into action throughout the Columbia Police Department and our City. The Department's Strategic Plan was developed in collaboration with CPD staff, city government officials and members of our community. The original plan, which provided strategic direction and focus on short and long term goals, can be found on our website at www.columbiapd.net. The plan continues to serve as our roadmap to the future.

This Progress Report not only demonstrates how we have moved the needle on strategies originally proposed, but also sets out additional goals and objectives to move the Columbia Police Department forward in fulfilling our vision of becoming an exceptional organization that exhibits innovation, engagement and professionalism.

Using our Strategic Plan as a guide, the Columbia Police Department is well on its way to becoming a world class police department reflective of the city it serves. On behalf of the Columbia Police Department, thank you for your continued partnership and support. Together, we will create a safer Columbia.

Respectfully submitted,

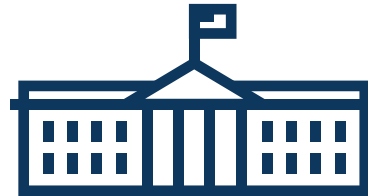
A handwritten signature in black ink that reads "WH Holbrook".

William H. "Skip" Holbrook
Chief of Police



POLICING IN THE 21ST CENTURY

THE BACKGROUND



In December 2014, the President's Task Force on 21st Century Policing was established by an Executive Order of the President.

The Task Force was given the assignment of developing recommendations to promote strong and collaborative relationships between police agencies and the communities they serve while still enhancing efforts to reduce crime.

The Task Force released their final report in May 2015 containing 59 recommendations and 92 action items. The recommendations were centered around six pillars:

<i>PILLAR ONE</i>	BUILDING TRUST AND LEGITIMACY
<i>PILLAR TWO</i>	POLICY AND OVERSIGHT
<i>PILLAR THREE</i>	TECHNOLOGY & SOCIAL MEDIA
<i>PILLAR FOUR</i>	COMMUNITY POLICING & CRIME REDUCTION
<i>PILLAR FIVE</i>	TRAINING & EDUCATION
<i>PILLAR SIX</i>	OFFICER WELLNESS & SAFETY

In reviewing the President's Task Force Report, it became evident that the goals set out in the CPD Strategic Plan aligned under the six pillars set out in the President's Task Force Report. You will now find the CPD goals and strategies organized within the framework of these six pillars and this report will detail how those key strategies have become noteworthy achievements.



COLUMBIA POLICE DEPARTMENT

IN THE FOREFRONT

After review of the Task Force Report, CPD developed a detailed plan for implementation: **City of Columbia's Implementation Plan - Moving from Recommendations to Action**. The plan provides an overview of the recommendations CPD has implemented and identifies others to be implemented in the future.



The Columbia Police Department is one of just 15 agencies nationwide selected to participate in the **Advancing 21st Century Policing Initiative** launched by the U.S. Department of Justice and the Office of Community Oriented Policing Services (COPS). Through the Initiative, hands-on assessments and technical assistance is being provided to a cohort of law enforcement agencies that have already made strides in advancing task force recommendation implementation. The project will produce guiding materials for other agencies to use in their efforts to advance those policing practices.

The Columbia Police Department is a participant in the national **Police Data Initiative** and is working towards submission of use of force related datasets to the Police Foundation's Public Safety Data Portal. The information contained in the Portal will be accessible to the public for visualizing and analyzing local and national law enforcement public safety open datasets, including officer involved shootings, calls for service, incidents, and assaults on police officers.

CPD is the 2016 recipient of the **South Carolina Law Enforcement Officers Association's (SCLEOA) Santee Cooper Award of Excellence**. This recognition comes as a result of CPD's implementation of recommendations contained in the Report of the President's Task Force on 21st Century Policing, particularly in the areas of transparency and accountability, building trust and legitimacy and innovative policing strategies.



GOAL 1

- Increased percentage of Officer diversity hires from 39% in 2015 to 68% in 2016
- Developed and implemented Recruitment Outreach Campaign

GOAL 2

- Increased evidence and equipment storage by 102.5%.
- Re-established Drug Lab and hired two chemists

GOAL 3

- Established Chain of Command Discipline Review Board
- Established a Vehicle Accident Review Board
- Produced Annual and Internal Affairs Reports
- Implemented Citizen Encounter Surveys
- Implemented body-worn camera (BWC) program – purchased 300 BWCs
- Added a minority community member to the CPD Hiring Board
- Interview rooms equipped with video and audio
- Initiated bi-monthly public command staff and neighborhood roll-call meetings
- New CPD Website to be launched in December
- Initiated CALEA accreditation process – final assessment scheduled 02/2017

GOAL 4

- Established Citizens Advisory Council
- Conducted 7 neighborhood improvement / quality of life sweeps
- Added 480 security cameras for a total of 542 throughout the City

GOAL 5

- Implemented Ceasefire Columbia to address gun crime

GOAL 6

- Acquired grant funding to hire a Services Coordinator to act as liaison between individuals on probation or parole with needed social services, i.e. employment, addiction treatment

GOAL 6 (CONTINUED)

- Developing Ceasefire Columbia community outreach campaign
- Initiated a variety of youth engagement programs
- Midlands Gang Task Force conducted 215 public education and awareness training sessions from October 2015 through October 2016

GOAL 7

- Participant in COPS Office Advancing 21st Century Policing Initiative
- Hired a Marketing and Communications Specialist
- Initiated Chief's quarterly Roundtable meetings with rank and file officers
- Initiated Chief's Video Blog to disseminate information to employees

GOAL 8

- Awarded more than \$2.5 million in grant funds in 2016.
- In excess of \$900,000 invested in upgrades to Headquarters and Police Annex

GOAL 9

- Established Department BWC policy
- Procurement underway for firearms training simulator
- Report Management System (RMS) increased server storage capacity by 100% and installation of computer labs for employees is underway

GOAL 10

- Acquisition and renovation of CPD training center
- Increased training opportunities and added courses on contemporary issues

GOAL 11

- 320 tactical first aid kits and related training were provided to CPD officers
- Equipped officers with naloxone (opioid overdose reversal drug) and provided training on administration
- Hired a fitness coordinator to develop a comprehensive wellness plan for CPD employees



GOAL **1**

ADVANCE HUMAN CAPITAL BY EXPANDING AND ENHANCING RECRUITMENT AND RETENTION EFFORTS TO SUPPORT ANTICIPATED RETIREMENTS, UNEXPECTED EMPLOYEE TURNOVER, AND STAFFING INCREASES

KEY STRATEGIES

NOTEWORTHY ACHIEVEMENTS

Sustaining recruitment and retention initiative.

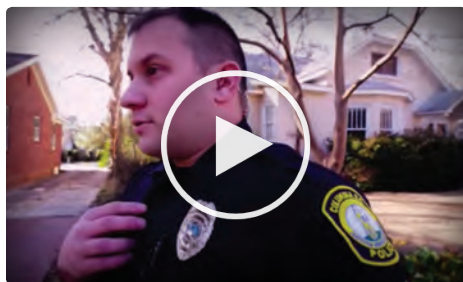
	2015	2016
Officers receiving residency bonuses for living in Columbia City limits	50	48 (year to date)

Enhancing the organization through recruitment and retention of qualified, diverse employees who represent our professional standards.

	2015	2016
Newly hired CPD employees	57	30 (year to date)
Sworn	7	47 (year to date)
Non-sworn		

Developing a diverse workforce that is more reflective of the community it serves.

	2015	2016
Percentage of diversity hires	39%	68% (year to date)
Sworn	62%	75% (year to date)
Non-sworn		



View the recruitment video at:
<http://bit.do/CPD-video>

CPD developed and implemented a **RECRUITMENT OUTREACH CAMPAIGN** including the production of a recruitment video, advertisements on digital billboards and city buses, participation in Career Fairs, and partnerships with institutions of higher education and the Veteran's Administration.

GOAL **2** >>>>>>>>>>

CAPITAL PROJECTS – FACILITY IMPROVEMENT

KEY STRATEGIES

NOTEWORTHY ACHIEVEMENTS

Acquisition and construction of needed additional workspace, as well as adequate equipment and evidence storage facilities

Work with city officials to develop a plan to resolve critical forensic laboratory capabilities

Obtain a dedicated, secure garage for Department's specialized vehicles

Obtain a dedicated, secure garage for seized vehicles and property

Construction of an indoor/outdoor firing range

INCREASED EVIDENCE AND EQUIPMENT STORAGE BY 102.5%! CPD now leases a 58,188 square foot warehouse facility that now houses CPD's Equipment Management/Supply Unit, Evidence/Property Management Unit, Crime Scene Identification Unit, the forensic lab, a component of Criminal Investigations Division (detectives and victim advocates) and Emergency Operations. The Department's specialty vehicles are also sheltered on the premises.

DRUG LAB RE-ESTABLISHED, housed in the Bluff Road Annex and **HIRED TWO CHEMISTS.**





GOAL **3**

IMPROVE THE ACCOUNTABILITY AND TRANSPARENCY OF THE COLUMBIA POLICE DEPARTMENT

KEY STRATEGIES

NOTEWORTHY ACHIEVEMENTS

Establishing a Discipline Review Board to review completed internal investigations of complaints against CPD officers

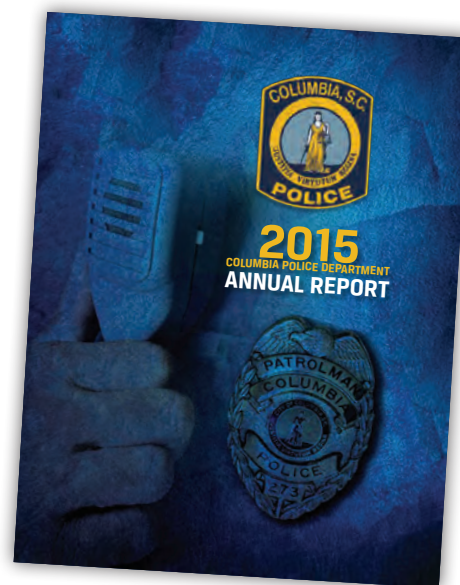
In 2015, CPD **ESTABLISHED A CHAIN OF COMMAND DISCIPLINE REVIEW BOARD**. A member of the Department's Citizen's Advisory Council serves on the Board.

Creating an Accident Review Board to review motor vehicle accidents involving police department vehicles

A **VEHICLE ACCIDENT REVIEW BOARD** has been established.

Publishing an annual Internal Affairs Report to provide citizens with an overview of police department internal affairs activities, along with supporting data and information

The Department has produced its **ANNUAL AND INTERNAL AFFAIRS REPORTS** in 2014 & 2015.



Developing an annual CPD report to provide citizens with an overview of police operations

Enhancing processes to more effectively track and report information related to officer-involved shootings

Text message based **CITIZEN ENCOUNTER SURVEYS** are now being used to obtain feedback from our citizens about interactions, both enforcement and non-enforcement, with CPD Officers.

Utilize citizen surveys to identify areas of improvement and enhance customer service

GOAL
(continued)

3

IMPROVE THE ACCOUNTABILITY AND TRANSPARENCY OF THE COLUMBIA POLICE DEPARTMENT

KEY STRATEGIES

NOTEWORTHY ACHIEVEMENTS

Implement body-worn camera program

Add a minority member to the CPD hiring board

Equip and Install two (2) interview rooms for the purpose of recording audio and video of all violent crime suspect interviews

Conduct public staff meetings

Post calls for service on Department website to show where crime is occurring in near real-time

Complete the CALEA process to become a nationally accredited law enforcement agency

300 BODY-WORN CAMERAS have been purchased and are now being worn by uniformed patrol officers.



MINORITY MEMBER from Columbia Urban League serves **ON THE HIRING BOARD**.

INTERVIEW ROOMS have been equipped with **VIDEO AND AUDIO** equipment in all spaces in Headquarters and the Annex.

PUBLIC COMMAND STAFF MEETINGS are now held bi-monthly.

NEW CPD WEBSITE will be launched in December 2016 which will include calls for service and other information of interest to our citizens.

CALEA ACCREDITATION – final assessment scheduled in February 2017.



GOAL **4** >>>>>>>>

STRENGTHEN COMMUNITY POLICING THROUGH COMMUNITY PARTNERSHIPS, PROBLEM SOLVING AND ORGANIZATIONAL CHANGES

KEY STRATEGIES

NOTEWORTHY ACHIEVEMENTS

- Long-term assignments of police officers in city neighborhoods to further facilitate police-community relationships
- Realigning regional boundaries to correspond with growth
- Creating additional patrol zones to provide uniform coverage and increased officer presence in areas of need

Have conducted an assessment of CPD's current regional patrol boundaries, manpower needs in those areas and have developed a plan for realignment. Plans include the addition of a Region to cover the City's Entertainment Districts.

- Utilizing code enforcement initiatives to mitigate environmental causes of crime and disorder

The Code Enforcement Unit **CONDUCTED SEVEN NEIGHBORHOOD IMPROVEMENT / QUALITY-OF-LIFE** sweeps.

- Expanding the use of evidence based and data driven strategies, such as CPTED to prevent and reduce crime
- Utilize technology (cameras) to address added demands

In 2015-2016, CPD **ADDED 480 SECURITY CAMERAS** strategically throughout the city in high crime areas and along heavily travelled thoroughfares. There are now **542 SECURITY CAMERAS CITY-WIDE.**

- Building and cultivating relationships with community stakeholders to identify public safety needs and develop problem solving strategies

Conducted neighborhood roll calls and public staff meetings.
Established a **CITIZENS ADVISORY COUNCIL.**



GOAL 5 IDENTIFY AND ADDRESS CRITICAL PUBLIC SAFETY ISSUES

KEY STRATEGIES

NOTEWORTHY ACHIEVEMENTS

Identify hot spots within the city as well as chronic repeat offenders

Employ focused deterrence strategies

Conduct crime analysis to determine types of offenses that disproportionately impact overall crime rates

Work with the South Carolina Departments of Juvenile Justice (DJJ) and Probation, Parole and Pardon Services (DPPPS) to monitor and track offenders living in our communities

CPD Identified the 29203 zip code within the City of Columbia as experiencing a disproportionate amount of gun crime.

Implemented **CEASEFIRE COLUMBIA**, a focused deterrence strategy, to address gun crime in that area. In partnership with SCDPPPS, a call-in was conducted in October 2015 – **47 EX-OFFENDERS** on probation/parole were invited to attend. Social service organizations were also present to facilitate the provision of needed services identified for each of the offenders. Of the 47, **ONLY THREE OF THE PARTICIPANT HAVE RE-OFFENDED.**

18 additional individuals were charged with federal firearms offenses; 11 have been convicted to date, receiving sentences from **37 TO 261 MONTHS IN PRISON.**

A 2nd call-in was held on Nov 22 for 19 of our most dangerous offenders.





GOAL **6**

BECOME A LEADING PARTNER WITH OTHER STAKEHOLDERS IN AREAS OF EDUCATION, PREVENTION, AND DIVERSION

KEY STRATEGIES

NOTEWORTHY ACHIEVEMENTS

- Implement parolee "call-in" initiative to reduce recidivism
- Hold and participate in public forums to address strategies and alternatives to incarceration
- Recognize drug court and other diversion programs as an alternative to incarceration

CEASEFIRE COLUMBIA as an alternative to incarceration
1st parolee call-in held in October 2015;
2nd parolee call-in held in November of 2016

Endorse and participate in Homeless Court.

Obtained grant to **HIRE A SERVICE COORDINATOR** to facilitate the provision of needed social services, i.e. substance abuse treatment, education, job placement, etc. for parolees to ease their transition back into the community

- Develop and publicize videos and PSAs concerning gang involvement in violent crimes and the criminal penalties, as well as gang awareness and education

A DOJ PSN grant has led to the development of a **COMMUNITY OUTREACH CAMPAIGN** is underway to provide information regarding violent crime and related criminal penalties.

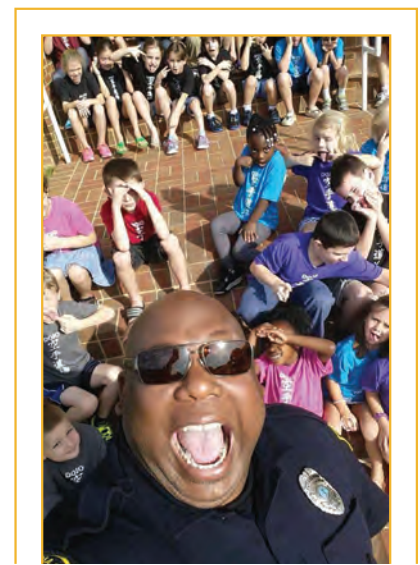
MIDLANDS GANG TASK FORCE conducted 215 public education and awareness training sessions from October 2015 through October 2016

- Provide active shooter response training

25 Active Shooter training classes held for city employees, businesses, churches and hospitals.

- Implement the Defending Childhood Initiative (DCI) model
- Participate in bullying prevention educational and public engagement efforts
- Implement at-risk youth engagement initiatives

RISK; YOUTH AMBASSADORS; ICE CREAM TRUCK; NNO



GOAL **7**

IMPROVE INTERNAL AND EXTERNAL COMMUNICATIONS

KEY STRATEGIES

NOTEWORTHY ACHIEVEMENTS

Utilize external communications strategically

As a participant in the **COPS OFFICE'S ADVANCING 21ST CENTURY POLICING** Initiative, CPD will be receiving CNA Technical Assistance on social media strategies and engagement

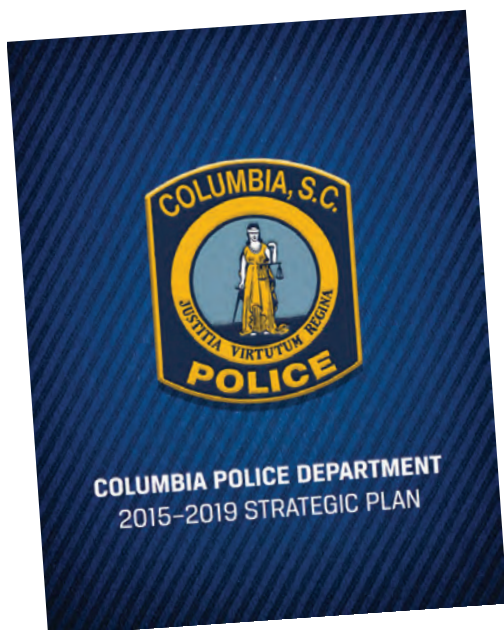
Improve communications with other city departments

HIRED A MARKETING AND COMMUNICATIONS SPECIALIST to further develop and implement a strategic communications plan for CPD

Develop culture within the organization of openness and transparency, improving two-way communication between various units throughout the Department

Chief's **QUARTERLY ROUNDTABLE MEETINGS** with rank and file officers

CHIEF'S VIDEO BLOG



The **CPD STRATEGIC PLAN** articulates a framework through which the Department will address operational and organizational changes to meet the growing needs of the City of Columbia.



GOAL **8** >>>>>>>>

PROMOTE PRUDENT FISCAL OPERATIONS TO PROVIDE COST EFFECTIVE POLICE SERVICES

KEY STRATEGIES

NOTEWORTHY ACHIEVEMENTS

Hold department accountable for performance outcomes

Maintain fiscal responsibility through budget forecasting and monitoring

Promote efficiencies through established processes

Obtain alternative funding sources

Ensure facilities and equipment are properly maintained and serviced

Facility upgrades

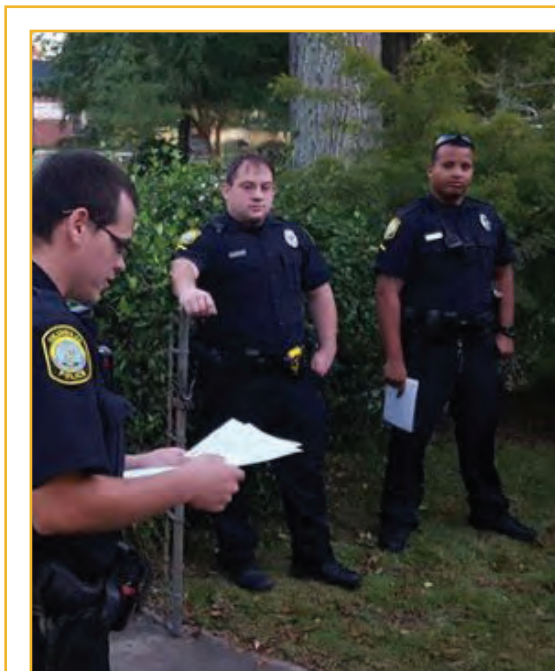
CPD CONSISTENTLY OPERATES WITHIN ITS BUDGET.

Below are three of the significant awards received by CPD in 2016:

U.S. DOJ COPS Hiring Program:	\$1,875,000
U.S. DOJ Project Safe Neighborhoods:	\$300,000
U.S. DOJ Victim Advocacy Grant	\$196,351

Obtained and leveraged alternative funding – in 2016 received over \$2.5 million in federal grant awards.

An excess of \$900,000 invested in upgrades to Headquarters and Police Annex



GOAL 9 IMPROVE THE EFFICIENCY AND EFFECTIVENESS OF OUR DELIVERY OF POLICE SERVICES BY EXPANDING THE USE OF TECHNOLOGY

KEY STRATEGIES

NOTEWORTHY ACHIEVEMENTS

Establishing Department policies concerning new technologies, i.e. surveillance camera network and officer body-worn cameras

Established state approved Department body-worn camera policy.

Purchasing and equipping officers with body-worn cameras, necessary for full implementation of the program, and training officers in proper use

CPD's body-worn camera program has equipped CPD patrol officers with body-worn cameras.



Purchasing a firearms training simulator to improve tactics, decision making, threat recognition and improvements to overall shoot/don't shoot outcomes

Procurement underway for firearms training simulator.

Developing and implementing a plan to enhance the Department's information technology systems

Report Management System (RMS) increased server storage capacity by 100% and installation of computer labs for employees is underway.

Expanding security camera network throughout the city

In 2015-2016, **ADDED 480 SECURITY CAMERAS** strategically throughout the city in high crime areas and along heavily travelled thoroughfares – now have a **TOTAL OF 542 SECURITY CAMERAS CITY-WIDE.**



GOAL **10**

BUILD A POLICE FORCE CAPABLE OF DEALING WITH THE COMPLEX ISSUES OF THE 21ST CENTURY THROUGH THE PROVISION OF ONGOING TRAINING, EDUCATION AND LEADERSHIP DEVELOPMENT OPPORTUNITIES

KEY STRATEGIES

NOTEWORTHY ACHIEVEMENTS

Provide additional training opportunities for personnel

Provide a structured staff development program to include training and development opportunities that allow staff to pursue career enhancement options with commensurate compensation

Institute an enrichment speakers program for staff

Provide leadership training to Department personnel

Provide ongoing training for all officers in cultural diversity and related topics that can enhance trust and legitimacy in diverse communities

Engage community members in training

Enhanced our training capabilities through the **ACQUISITION AND RENOVATION OF THE CPD TRAINING CENTER** on Riverhill Road.

Provided a number of training opportunities on contemporary topics relating to policing in the 21st century; CPD supervisors recently received **PROCEDURAL JUSTICE TRAINING** funded by DOJ BJA

EMPLOYEE COMPENSATION with incentive pay for specialized assignments, certifications and education.



GOAL 11 PROMOTE AND SUPPORT HEALTH AND WELLNESS OF OFFICERS THROUGH POLICIES, PROCEDURES AND PRACTICES

KEY STRATEGIES

NOTEWORTHY ACHIEVEMENTS

Provide sworn officers with tactical first aid kits and training

Established a partnership with Palmetto Health through which approximately **320 TACTICAL FIRST AID KITS** were distributed to members all CPD front line units to include Narcan/Naloxone opioid OD reversal agent.

Provide sworn officers with anti-ballistic vests

Purchased 50 sets of protective equipment for officers assigned to field force duties during civil unrest.

Department policies should reflect mandatory wearing of seat belts and bullet-proof vests

CPD has **MANDATORY WEAR** policies for both **BULLET-PROOF VESTS** and **SEAT BELTS**.

Provide and promote safety and wellness information and opportunities for personnel

HIRED FITNESS COORDINATOR who works with employees to improve health and wellness.



KEEPING UP WITH THE GROWTH OF THE CITY AND DEMANDS OF POLICING IN THE 21ST CENTURY

CPD is working hard to keep up with these demands, but there is more to do, as we continue to strive for excellence:

- Replace and expand Infrastructure to enhance operational efficiency and meet needs of growing staff
- Expand and Improve CPD's use of technology (data collection/retrieval (new RMS, IAPro); investigative (ShotSpotter))
- Continue to focus on recruitment and retention of diverse and qualified officers
- Complete CALEA accreditation process and obtain national certification for CPD
- Invest in Career Development/Leadership Development/Training for CPD personnel
- Replace and grow an aging fleet to meet staffing demands
- Lead region in employee compensation





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