

CITY OF TRAVELERS REST
City Council Committee Meeting Minutes
Monday, April 11 2022 5:00 P.M.
City Hall Council Chambers

We will meet in Council Chambers but we also invite the public to join us on Facebook live: <http://www.Facebook.com/DiscoverTravelersRest>.

The following members were present: Brandy Amidon, Mayor, Rick Floyd, Mayor Pro Tem, Grant Bumgarner, Dr. Shaniece Criss, Kelly Byers, Lisa Lane, Sherry Marrah, and Wayne McCall. Also present were Eric Vinson, City Administrator, Greg Robertson, Fire Chief, Mac McMakin, Assistant Fire Chief, Lori Sondov, City Clerk, Ben Ford, Police Chief, and Mike Forman, Planning Director. Absent was Brantly Vest. The media was also notified.

1. CALL TO ORDER

Mayor Amidon called the meeting to order at 5 p.m.

2. Public Works Committee

Committee members: Dr. Shaniece Criss, Lisa Lane, and Sherry Marrah

- a. Chair Criss called the meeting to order by roll call.
- b. Councilmember Marrah made a motion to approve minutes from the Committee meeting held March 7, 2022. The motion was seconded by Councilmember Lane and carried unanimously.
- c. Director Tate discussed the replacement of signs in the City; litter pick-ups which have taken place, noting the past two weeks have garnered 101 bags and 2000 pounds of litter; the Hands-On Greenville project on April 30 which will have volunteers cleaning up around the History Museum and Swamp Rabbit Trail; and the installation of Athens Park signs has taken place. Director Tate also said Police Officer Hildebrandt is now heading up a new Community Service Program which is also doing litter pickups. In addition, Director Tate said there will be new sidewalks installed at Travelers Rest Methodist Church and an ADA sidewalk at the church which will extend to the trail. Councilmember Lane asked if social media was being used to recognize all the groups which have been participating in litter pickups. Director Tate said each one is recognized on the City's social media. Mayor Amidon suggested Council sending a thank you note to the groups who do litter pickups.
- d. Councilmember Lane made a motion to adjourn and Councilmember Marrah seconded the motion.

3. Public Safety Committee

Committee members: Kelly Byers, Brantly Vest, Dr. Shaniece Criss, Wayne McCall, and Grant Bumgarner

- a. Chair Byers called the meeting to order by roll call.
- b. Councilmember Bumgarner made a motion to approve minutes from Committee meeting

held March 7, 2022. The motion was seconded by Councilmember Criss and carried unanimously.

- c. Chair Byers stated there were items from the previous meeting which will either be covered in the strategic plans to be presented or be addressed at the May meeting.
- d. Assistant Fire Chief McMakin informed Council that the Fire Department is one of 104 in the state which just received the "Fire Safe South Carolina" Community designation. According to the press release, these communities "continually work to reduce the fire-related injuries in our state, thereby decreasing the risks for residents and firefighters." Chief Robertson acknowledged the work which Assistant Chief McMakin and Captain Carter put into earning this recognition.
- e. Chief Ford noted there has been a reduction in crime at WalMart and said he has scheduled a meeting to revisit their policy in addressing crime at the retailer. Chief Ford also said there are two officers at the Academy currently who will be graduating soon. Councilmember McCall asked if representation from WalMart at court for persons facing charges had improved. Chief Ford replied yes. Mayor Amidon also recognized Chief Ford in representing the City on a Zoom Call for Ten at the Top and Councilmember McCall thanked Chief Ford in his recent appearance on the news regarding a case in the City.
- f. Chief Robertson and Chief Ford each gave a presentation on their departmental strategic plans, which are attached to these minutes. Chair Byers confirmed a vote is not needed at the end of the presentations.
 - i. Chief Robertson highlighted the goals of the Fire Department including having an EMT on each shift; increasing the number of persons on each shift; and potentially adding a new apparatus. Chief Robertson also commented on potentially renewing the Ordinance on fees for fire alarms. Chair Byers asked if Chief Robertson is going to present more data to Council, and he said his department is collecting more data for it. Councilmember Marrah asked if there was a standard for the number of firefighters on staff. Chief Robertson said the number typically depends on population and NPFA standards. Administrator Vinson stated the City can look at other municipalities' policies on false alarms and present it to Council. Chair Byers asked if three months would be a good timeframe for this item. Administrator Vinson said three months is a good amount of time.
 - ii. Chief Ford highlighted the Police Department's presentation including having a suggestion box; adhering to core values, known as ARISE; focusing patrol on where data shows it is most needed; and accomplishing the goals of developing and empowering personnel, building a diverse workforce which mirrors the community, building strong community relations, reducing crime and the fear of crime, and achieving state accreditation. Chief Ford thanked Council for everything done for the Police Department. Chief Ford also referred to the growth of the area and in crime, resulting in a need for more officers for the force.
- e. Councilmember Criss made a motion to adjourn and Councilmember Bumgarner

seconded the motion.

4. Ways and Means

Committee members: Grant Bumgarner, Rick Floyd, Dr. Shaniece Criss, Brantly Vest, and Kelly Byers

- a. Chair Bumgarner called the meeting to order by roll call.
- b. Councilmember Floyd made a motion to approve minutes from Committee meeting held March 7, 2022. The motion was seconded by Councilmember Criss and carried unanimously.
- c. Chair Bumgarner reviewed the State Accommodations Tax Advisory Committee's process for distributing the state allocated Accommodation Tax Funds. Planning Director Forman, who serves as liaison for ATAC, gave an overview of the recommendations for funding , which are as follows:
City of Travelers Rest, requesting \$2,500 for the Browse and Stroll Art Market
Travelers Rest Farmers Market, requesting \$4,500 for the Market Music Program
SC Repertory Theater, requesting \$6,000 for the Travelers Rest Theater Festival
City of Travelers Rest, requesting \$2,500 for the Travelers Rest Adventure Guide
Ville to Ville Foundation, requesting \$2,500 for the 2023 Ville to Ville Relay

Administrator Vinson provided information on the requests and said there may be a second award cycle later this year.

Councilmember Criss made a motion to move the recommendations to full Council. Councilmember Byers seconded the motion, which carried unanimously.
- d. Councilmember Floyd made a motion to adjourn and Councilmember Byers seconded the motion.

5. Planning and Development Committee

Committee members: Brantly Vest, Kelly Byers, Wayne McCall, Dr. Shaniece Criss, and Grant Bumgarner

- a. Vice-Chair Bumgarner called the meeting to order by roll call.
- b. Councilmember McCall made a motion to approve minutes from Committee meeting held March 7, 2022. The motion was seconded by Councilmember Criss and carried unanimously.
- c. Councilmember Marrah asked Director Forman for addresses on any projects listed in the planning report.
- d. Councilmember Byers made a motion to adjourn and Councilmember McCall seconded the motion.

6. Personnel Committee

Committee members: Rick Floyd, Dr. Shaniece Criss, Grant Bumgarner, Brantly Vest, and Kelly

Byers

- a. Chair Floyd called the meeting to order by roll call.
- b. Councilmember McCall made a motion to approve minutes from Committee meeting held March 7, 2022. Councilmember Byers seconded the motion, which carried unanimously.
- c. Councilmember Criss made a motion to adjourn, and Councilmember Byers seconded the motion.

7. Miscellaneous Matters

- a. Mayor Amidon read a proclamation declaring April 11, 2022 as Arbor Day in Travelers Rest in conjunction with the City pursuing its status as a Tree City USA.

8. Executive Session

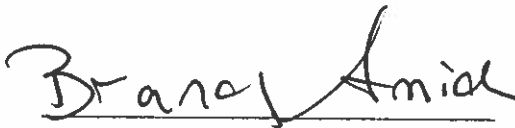
- a. Mayor Amidon made a motion to go into Executive Session to discuss the following under S.C. Code §30-4-70, subsection (a)(1) to discuss contractual arrangements related to sewer collections system. Councilmember Byers seconded the motion.

With no further discussions, Councilmember Floyd made a motion to go out of Executive Session at 6:56 p.m. Councilmember Byers seconded the motion, which carried unanimously. No action was taken during Executive Session.

9. Adjournment

There being no further business before Council and/or Committee, Councilmember Floyd made a motion to adjourn. Councilmember Byers seconded the motion, which carried unanimously.


The Mayor adjourned the meeting at 7:00 p.m.



Brandy Amidon, Mayor

Completed by 

Lori O. Sondov, CMC, City Clerk and Treasurer



Eric Vinson, City Administrator

Travelers Rest Fire Department Strategic Plan 2022-2027



Fire Chief: Gregory Robertson

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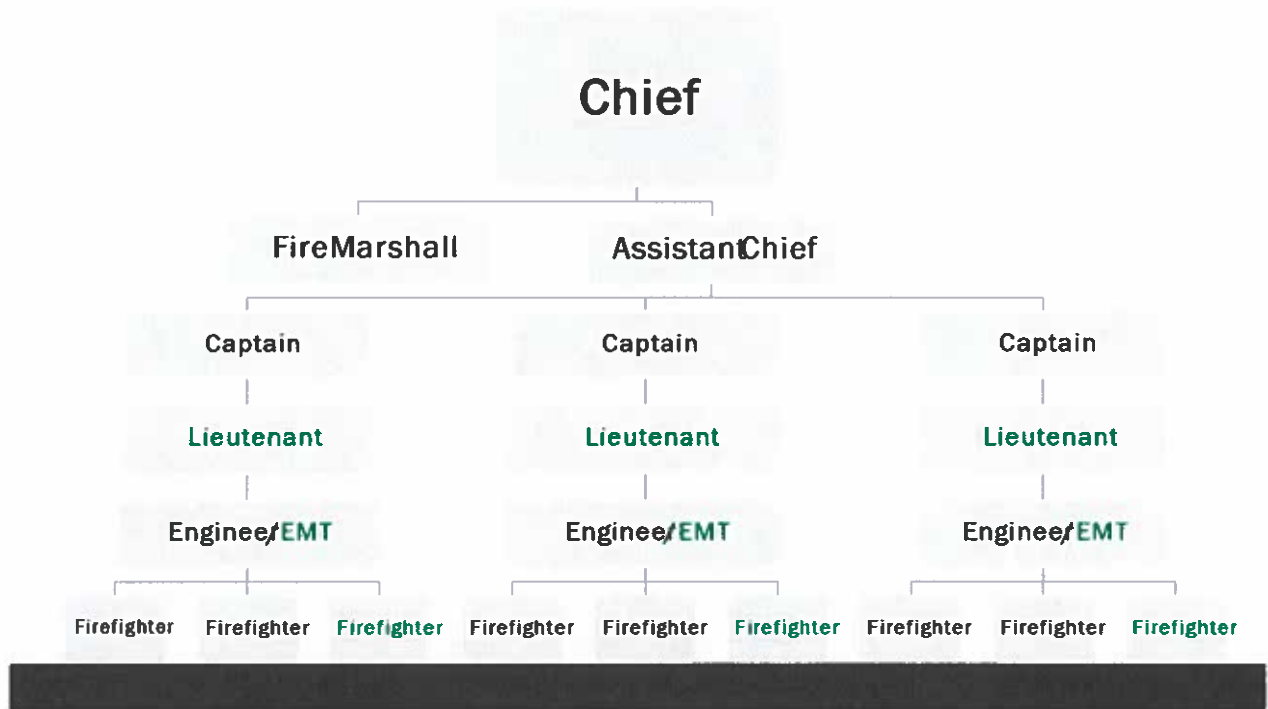
Introduction

This strategic plan places a focus on the next five years and setting up plans and goals to help us provide the highest level of care possible for the citizens and visitors of our city. Based on trends and department data; along with employee input we formulate the needs of our department.

Mission Statement

The mission of the TRFD is to protect the lives, safety, property and the environment in Travelers Rest and the surrounding areas that we serve. We provide first quality fire protection and other appropriate emergency services relevant to the needs of the people of the City of Travelers Rest. These services are delivered in an acceptable, high-quality, courteous, humane, safe, effective, and efficient manner.

Organizational Chart



SWOT Analysis

Strengths

- 7 Certified Fire Academy Instructors
- Our instructors have the ability to certify members in classes ranging from first aid/CPR to Firefighter 2
- TRFD completed a total of 3,482 hours of training in 2021
- Received “Fire Safe Community” designation in 2022

Weaknesses

- Manpower
- Equipment (Apparatus)
- Diversified Education
- No dedicated Fire Marshal

Opportunities

- Increase manpower
- Establish full time fire marshal position
- Increase staffing to 6 personnel per shift
- Attend national fire academy courses

Threats

- Financial constraints
- Global Pandemic
- Lack of people interested in becoming first responders

Emergency Response Statistics

Over the previous years the Travelers Rest Fire Department has seen a drastic increase in both the number of calls and the severity of the calls we respond to. With the call volume being up 299% since 2012, the need for additional resources must be addressed. Below, you will see the numbers that show the increased responses.

Emergency Call Breakdown

Emergency Calls within City Limits					
	Medical & MVA	Fire/Fire Alarm	Service Call	Cancelled Calls	Total
2013	257	121	42	18	438
2014	294	119	74	23	510
2015	301	91	71	24	487
2016	325	114	71	36	546
2017	303	86	53	20	462
2018	333	98	56	22	509
2019	472	127	79	61	739
2020	466	138	104	73	781
2021	552	175	85	114	926

Emergency Calls with Furman Properties					
	Medical & MVA	Fire/Fire Alarm	Service Call	Cancelled Calls	Total
2013	46	39	2	12	99
2014	38	39	3	12	92
2015	51	65	13	35	164
2016	69	53	5	23	150
2017	72	69	21	6	168
2018	93	97	21	16	227
2019	108	111	18	33	270
2020	67	95	13	30	205
2021	133	128	20	32	313

Total Call Numbers 2013-2021

Emergency Call Within the Entire Response area					
	Medical & MVA	Fire/Fire Alarm	Service Call	Cancelled Calls	Total
2013	303	160	44	30	537
2014	332	158	77	35	602
2015	352	156	84	59	651
2016	394	187	76	59	696
2017	375	155	74	26	630
2018	426	195	77	38	736
2019	580	238	97	94	1009
2020	533	233	117	103	986
2021	685	216	143	107	1251

Departmental Needs

- By the year 2027 we will need to start the process of replacing our SCBA's as they will be nearing the end of their service life.
- By the year 2027 we will need to have replaced our second out engine which was built in 2003.
- As call volume increases annually, staffing number will need to increase to reduce the work load. We are responding to over twice the number of emergencies as we were in 2013 with the same amount of people as we had then.
- The need for a full-time marshal is one that needs to be addressed. As occupancies increase along with call volume and ISO requirements, it becomes increasingly difficult for a shift supervisor to complete inspections and reinspection's.

Departmental Goals

- Begin the process of trials and pricing for new SCBA by the year 2026 so that we can be ready to make a decision in 2027.
- Have a new apparatus ready for service by the year 2025. (E3 will be 25 years old at that point and this will allow us to replace our reserve engine which was built in 1988)
- Increase staffing numbers from 4 people per shift to 5 people per shift by the year 2027 with the expectation of increasing to 6 people per shift by the year 2032.
- Add a full-time marshal position to ensure inspections of existing buildings as well as new construction are completed in timely manner without the need for pulling people out of service.

Conclusion

Thank you for your time, support, and consideration as we review our strategic plan and strive to move forward with our community.

Fire Chief,

Greg Robertson

TRAVELERS REST POLICE DEPARTMENT

2022-2027

STRATEGIC PLAN

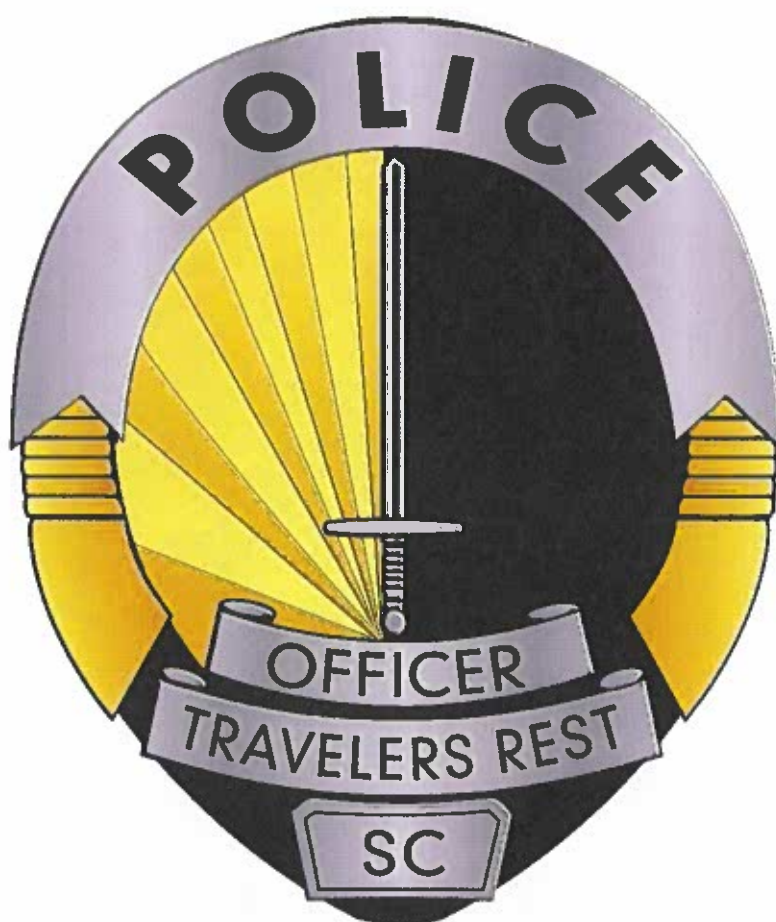


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DEPARTMENT DEMOGRAPHICS

Sworn Officers | 18
Reserve Sworn Officers | 8
Non-sworn Personnel | 6
Budget | \$2,026,944

Population

City of Travelers Rest | 7,788*
Greenville County | 525,534*

Scope of Jurisdiction

Upstate S.C. | Greenville County
Land Area | 4.52 square miles*
Population per Square Mile | 1,230
Fire-Police Service Area | 6.33 square miles

*2020 Census Report

Message from the Police Chief

It is with great pleasure that I present the Travelers Rest Police Department's 2022-2027 Strategic Plan. This document will address operational and organizational requirements to meet the evolving needs of the City of Travelers Rest. It provides our Department with a strategic direction intended to meet the expectations and needs of our community that we have sworn to serve and protect.

Our city is rapidly growing, as a result of both residential and commercial development. This growth will bring about significant change in our community and will impact our ability to deliver high quality police services to our citizens.

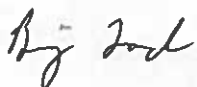
Information found in this report are topics that will, to a large extent, determine how and at what level we will be providing police services. In addition, this report provides the reader with a glimpse into the future concerning workload and population trends, personnel needs, technology improvements, equipment needs, capital improvements, and best industry practices adopted from the South Carolina Law Enforcement Accreditation program (SCLEA). One will also see in this report the desire to build on our successes in creating a stronger community through citizen involvement. We strongly believe that success in reducing crime and the risk of crime can best be achieved through collaboration and joint partnerships with the citizens we serve.

The content of this document reaffirms our dedication and commitment to improving the overall quality of our services to all segments of our population. The growth of our community and the changes that inevitably will occur are certain to require new ways and ideas to meet the public safety expectations of our community members. I am confident that our employees look forward to the challenges and opportunities in the years ahead and are committed to doing whatever it takes to continue to deliver effective and efficient professional police service.

Included in this plan, you will find guiding principles expressed through our Mission Statement, Vision Statement, and our Core Values that serve as our call to serving our community. The guiding principle among these is our commitment to community based strategies designed to reduce crime, enhance our public safety, and to strengthen our relationship with the citizens we are sworn to serve and protect.

Policing in the 21st century brings many significant challenges, but with every significant challenge comes an equally significant opportunity. By working in partnership with our community members, I am confident we can realize our goals of enhancing the quality of life within the City of Travelers Rest.

Sincerely,



Benjamin Ford

Chief of Police

Introduction

This Strategic Plan sets forth our direction for the next five (5) years. Included in this plan is a discussion of some of the challenges and opportunities currently before us. Our goals are focused on four key areas:

1. Developing and Empowering Personnel
2. Building a Diverse Workforce that Mirrors the Community
3. Building Strong Community Relations
4. Reducing Crime and the Fear of Crime
5. Achieving SC State Law Enforcement Accreditation

The goals and objectives outlined herein will provide the direction and support necessary for the continued growth and advancement of the Travelers Rest Police Department. While we have recently implemented a few of the outlined strategies, others will begin in the near future. As our capacity increases during this five year period, we expect to implement the remaining strategies by working together with our partners and community stakeholders.

This Plan also includes a number of performance measures that will assist us in tracking our achievements during this period of time. While setting and monitoring these performance measures is an important part of the process, the Travelers Rest Police Department's performance will ultimately be measured by the community's assessment of the quality of our police service, to include the perception of crime and effectiveness of our policing strategies. How well the Department fulfills its mission and holds true to its values will be an equally important performance indicator.

This Plan is a flexible and ever evolving document, which requires review and modification as needed depending upon the needs of the community and the availability of resources. Community Policing and Data Driven Approaches to Crime and Traffic Safety (DDACTS) will continue as the foundation of our policing strategies. The integration of the community policing philosophy into our Department goes well beyond a particular community program or unit of officers. To be effective, it must be woven into every aspect of our policing services as a guide in building and maintaining trust and confidence between our Department and the community members we serve and protect. It is our belief that the implementation of this plan will foster a culture of excellence, which allows our Department to consistently meet the needs and expectations of our community members.



Mission Statement

The Mission of the Travelers Rest Police Department is to provide transparent quality services while working cooperatively with diverse community partners to reduce crime and the fear of crime in order to provide a safe city for persons to live, work, and visit.

Vision Statement

The vision of the Travelers Rest Police Department is to achieve and maintain the highest professional standard and model of policing in the State of South Carolina.

Core Values

Accountability: Being responsible for your actions.

Respect: Treating others as you would want to be treated.

Integrity: Always doing the right thing.

Service: Working to meet the community's needs.

Excellence: Performing at the highest standard.

Department Organization

Office of Chief of Police

Chief of Police

The Department's CEO, the *Chief of Police*, is appointed by the City Administrator with approval of the City Council. He or she is responsible for the direction of all activities of the department. This direction is accomplished through written and verbal directives, policy or procedures, and providing guidance through personal leadership exerted through subordinate commanders, supervisors, officers, and civilian personnel. The Chief directly supervises the Captain, who supervises the Sergeants, Communications Coordinator, Victim Advocate, and Records Clerk.

Victim Advocate

The purpose of the Travelers Rest Police Department's Victim's Advocacy Function is to assist victims and witnesses through the difficult time when crime invades their lives and to ensure that the victim's rights are preserved. The *Victim Advocate* reports directly to the Captain and also handles dispatch duties as assigned.

Records Clerk

The *Records Clerk's* primary responsibilities include collecting and analyzing data to forecast criminal activity, to preserve records, and to handle administrative functions for the Chief and Captain. This position answers directly to the Captain.

Patrol Division

The Patrol Division is commanded by a *Captain* who reports directly to the Chief of Police. In addition to leading the patrol and traffic safety functions of the department, the Captain is also responsible for internal affairs and the Temporary Detention Facility. In the absence of the Chief of Police, the Captain assumes command of the entire Department

The Patrol Division currently consists of four (4) Patrol Squads. Their primary responsibility is working with the community in deterring, detecting, and suppressing crime.

Each Patrol Squad, when fully staffed, consists of a Sergeant or Corporal, and two (2) additional Police Officers. The Sergeant or Corporal is in direct command of all personnel assigned to the squad and reports directly to the Captain. In the absence of the Communications Coordinator, the on-duty Patrol Supervisor assumes functional supervision of all Communication Specialists who are working during their watch.

Support Division

The *Captain* is in command of the Support Division, which consists of 2 sections: Special Operations and Communications. The Special Operations section includes Criminal Investigations, Training, a School Resource Officer (SRO), and a CACE (Community Animals Code Enforcement) Officer. The Communications section of the Department includes dispatchers and their supervisor.

Special Operations

The Criminal Investigations/SRO function is under the direct supervision of the *Detective/Investigator Sergeant* who is responsible for the follow-up criminal investigations conducted by the Department and the gathering and dissemination of criminal intelligence. This section consists of the following:

Criminal Investigations/Training

Criminal Investigations consists of a Sergeant Investigator and a DEU (Drug Enforcement Unit) Investigator. The Sergeant Investigator has the primary responsibility of providing ongoing follow-up investigations of all serious crimes that are referred through the follow-up and case management process. In addition, the Sergeant is also responsible for the Training Function and supervising the SRO, DEU Investigator, and CACE Officer. The DEU Investigator works with the DEU Task Force to suppress organized crime, especially in the areas of vice, narcotics, and street gangs.

School Resource Officer

One SRO is assigned to Travelers Rest High School and Uniform Patrol Officers check on Gateway Elementary School several times daily. Their primary responsibility is to maintain a safe learning environment for the students, teachers, and administrators. The SRO is directed by the Sergeant Investigator.

Community Animals Code Enforcement (CACE) Officer

The *CACE Officer* is responsible for the animal control function, property and evidence control function, codes enforcement, and establishing and maintaining positive relations with our business and residential communities. This officer is trained in Crime Prevention through Environmental Design (CPTED) and conducts home and business surveys in an effort to make them less vulnerable to crime. This position is a class 1 certified officer position and reports directly to the Sergeant Investigator.

Communications Function

The Communications Section is staffed by four (4) Communication Specialists who are NCIC certified and trained as E911 Telecommunication Operators. They dispatch police services. Fire and Medical calls received through 911 are transferred to Greenville County EMS who are responsible for dispatching the Fire Department EMS units. The Communication Specialists report directly to the *Communication Coordinator*. In the absence of the Communication Coordinator, they report directly to the on-duty Patrol Supervisor. The *Communications Coordinator* commands the emergency communication functions of the Department. This Coordinator answers directly to the Captain.

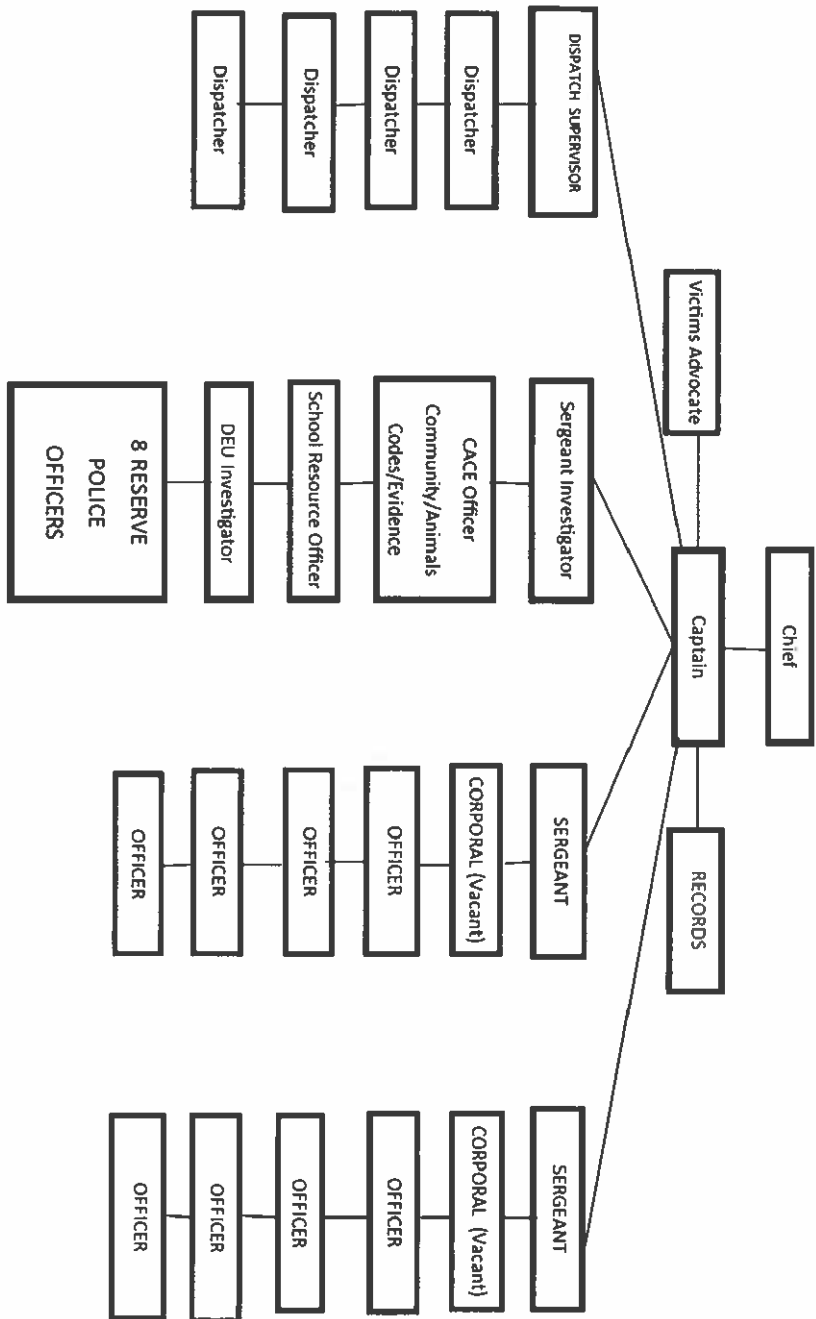
Reserve Police Officers

The Travelers Rest Police Department currently has 8 Reserve Police Officers that volunteer a minimum of 20 hours per month each to assist the Travelers Rest Police Department with law enforcement functions. They have all been trained and certified by the South Carolina Criminal Justice Academy.

Chaplain

One of the Reserve Police Officers also serves at the Police Department Chaplain and volunteers his time to assist personnel with personal matters as needed.

Travelers Rest Police Department Organizational Chart January 2022





Strengths

1. Positive Working Environment
2. Good Equipment
3. Support from the Community
4. Departmental Transparency

Weaknesses

1. Lack of Diversity in Sworn officers
2. Lack of Overall Experience
3. Manpower
4. Personnel Retention

SWOT

Opportunities

1. Increase Recruitment of Minorities and Women
2. Increase Community Partnerships
3. Increase In-Service Training
4. State Accreditation

Threats

1. Public Sentiment
2. Media Misrepresentation
3. COVID-19 pandemic
4. Technological Advances

Crime Statistics for Travelers Rest¹

Violent Crimes (Homicide, Rape, Robbery, Aggravated Assault)

Year	Reported	Cleared
2010	8	5
2011	10	7
2012	8	6
2013	9	8
2014	2	1
2015	12	8
2016	10	6
2017	8	7
2018	3	3
2019	5	4
2020	2	3
2021	2	2

All Property Crimes

Year	Reported	Cleared
2010	257	128
2011	225	75
2012	346	166
2013	308	162
2014	307	157
2015	301	159
2016	228	143
2017	250	158
2018	246	157
2019	313	208
2020	213	122
2021	214	91

¹ <https://crime-data-explorer.app.cloud.gov/pages/explorer/crime/crime-trend>

Other Crime Statistics for Travelers Rest

Year	Accidents	Private Property	DUI	Speeding	Code-5	Shoplifting	Total Calls	Calls For Service
2010	153	61	124	483	989	122	10,337	3760
2011	155	54	90	292	920	61	9122	4335
2012	132	74	60	159	1054	175	15,826	5080
2013	170	56	77	174	931	177	17,017	5692
2014	166	60	80	286	964	175	17,388	6991
2015	169	46	34	215	803	152	16,882	8435
2016	127	44	72	245	760	133	21,696	8086
2017	151	45	87	200	837	161	18,429	6968
2018	157	30	42	180	718	151	18,070	6615
2019	139	52	21	144	658	158	11,175	8753
2020	212	80	18	356	775	127	30,161	8339
2021	275	65	18	257	873	126	27,612	10,474

Staffing Requirements

According to the United States Census Bureau, the population of the City of Travelers Rest has grown from 4,576 in 2010 to 7,788 (estimated 1,700 on Furman’s campus) in 2020². That’s a growth rate of almost 41% over the past decade. This makes Travelers Rest tied with Camden for the 73rd most populated city in all of South Carolina.³

As of December 16, 2021, 9 single family home developments and 250 multi-family home developments were under construction. Another 282 units were approved but not yet built. Also 2 more subdivisions with a total of 37 lots had been approved by the Planning Commission. Based upon these 578 new housing units being occupied by an average of 2.53 persons in each unit, the population of Travelers Rest will see estimated growth of 1,462 persons over the next 1 to 2 years once the units are built and occupied.

Year	2000	2010	2020	2021	Growth %	2023 Estimated
Population	4,099	4,576	7,788	7,788	47%	9,157 or more
Officers	15	15	16	18	17%	?

According to the FBI UCR statistics regarding 2019 Crime in the United States⁴, the average officers per 1,000 residents for cities less than 10,000 residents was 4.2 officers. In the South, the average officers per 1,000 residents for cities less than 10,000 residents was 5.5 officers. In Travelers Rest in 2019 we had approximately 2.7 officers per 1,000 residents. As of November 2021, the Travelers Rest Police Department has approximately 3 officers per 1,000 residents, not including the estimated Furman campus population.

Officers/Positions Needed

Fiscal Year	Patrol/Traffic Officers	Captain	Community Patrol	Accreditation/Grant	Investigator or Training Officer
2022-23	1	1	0	0	0
2023-24	1	0	1	0	0
2024-25	1	0	0	1	0
2025-26	1	0	0	0	1
2026-27	1	0	0	0	1

² <https://www.census.gov/quickfacts/travelersrestcitysouthcarolina>

³ https://www.southcarolina-demographics.com/cities_by_population

⁴ <https://ucr.fbi.gov/crime-in-the-u.s/2019/crime-in-the-u.s.-2019/topic-pages/tables/table-71>

Facilities and Equipment Requirements

Facilities

The Police Department has a wonderful facility that is only 3 years old and does not anticipate the need for any additional facilities during the next five years. We have made a few facility modifications over the past couple of years in order to accommodate the needs of more storage for records and 2 more administrative offices. The facility is definitely adequate at this time and for the near future.

Equipment

Vehicle Fleet

The Travelers Rest Police Department has been operating under a vehicle preplacement program for several years. Usually, 2 new police vehicles are purchased each year to replace old police vehicles that may have high mileage and/or continued high maintenance costs. However, as the Reserve Police Officer program has developed and grown into 8 officers, older patrol vehicles have been retained to be used as spare vehicles and by Reserve Police Officers when they volunteer their time for the department. Funding for vehicle replacement comes from the City's Five Year Capital Improvement Plan allocations approved by City Council. The following table reflects the number of marked and unmarked vehicles forecasted for replacement over the next 5 years along with the addition of 2 other/utility vehicles that should be purchased to operate during city events.

Fiscal Year	Marked Vehicles	Unmarked Vehicles	Other/Utility Vehicles
2022-23	2	0	0
2023-24	2	0	1
2024-25	2	1	0
2025-26	2	0	1
2026-27	2	0	0

Other Capital Equipment

Other capital equipment needed over the next five years includes the following:

- 44 – 800mHz radios (18 mobile and 26 portable)
- 1 – Storage for body cameras and in-car cameras
- 1 – Records Management System (RMS)
- 4 – Speed limit radar signs

Policing Models

The Travelers Rest Police Department has adopted a combination of **Community Policing** and **Data-Driven Approaches to Crime and Traffic Safety (DDACTS)** models of policing to address both crime and traffic safety issues simultaneously along with community concerns.

Community Policing is a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.

The 3 key components of **Community Policing** are: Community Partnerships, Organizational Transformation, and Problem Solving.

Community Partnerships are collaborative partnerships between the law enforcement agency and the individuals and organizations they serve to develop solutions to problems and increase trust in police. Community Partnerships may include other governmental agencies, community members and groups, non-profit organizations, service providers, private businesses, and media.

Organizational Transformation is the alignment of organizational management, structure, personnel, and information systems to support community partnerships and proactive problem solving. Under the community policing model, police management infuses community policing ideals throughout the agency by making a number of critical changes in climate and culture, leadership, formal labor relations, decentralized decision making and accountability, strategic planning, policing and procedures, organizational evaluations, and increased transparency. It is important that the organizational structure of the agency ensure that local patrol officers have decision-making authority and are accountable for their actions. This can be achieved through long-term assignments, the development of officers who are generalists, and using special units appropriately. The principles of community policing need to be infused throughout the entire personnel system of an agency, including recruitment, hiring, selection, and retention of all law enforcement agency staff, from sworn officers to civilians and volunteers. Personnel evaluations, supervision, and training must also be aligned with the agencies' community policing views. Community policing is information-intensive, and technology plays a central role in helping to provide ready access to quality information. Accurate and timely information makes problem-solving efforts more effective and ensures that officers are informed about the crime and community conditions of 9Community Policing Defined their beat. In addition,

technological enhancements can greatly assist with improving two-way communication with citizens and in developing agency accountability systems and performance outcome measures.

Problem Solving is the process of engaging in the proactive and systematic examination of identified problems to develop and evaluate effective responses. Community policing emphasizes proactive problem solving in a systematic and routine fashion. Rather than responding to crime only after it occurs, community policing encourages agencies to proactively develop solutions to the immediate underlying conditions contributing to public safety problems. Problem solving must be infused into all police operations and guide decision making efforts. Agencies are encouraged to think innovatively about their responses and view making arrests as only one of a wide array of potential responses. A major conceptual vehicle for helping officers to think about problem solving in a structured and disciplined way is the SARA (scanning, analysis, response, and assessment) problem-solving model.

Scanning - Identifying and prioritizing problems

Analysis - Researching what is known about the problem

Response - Developing solutions to bring about lasting reductions in the number and extent of Problems

Assessment - Evaluating the success of the responses

DDACTS integrates location-based traffic crash, crime, calls for service and enforcement data to establish effective and efficient methods for deploying law enforcement resources. By identifying areas through temporal and spatial analysis that have high incidences of crashes and crime, DDACTS employs highly visible, targeted traffic enforcement to affect these areas. This model of policing affords our community the dual benefit of reducing traffic crashes and crime, thus reducing overall social harm. Drawing on the deterrent value of highly visible traffic enforcement and the knowledge that crimes often involve the use of motor vehicles, the goal of DDACTS is to reduce the incidence of crashes, crime, and social harm in our community.

This policing model focuses on the collaboration between our department members with citizens, communities, businesses, and community organizations that reinforces the crucial role that partnerships play in reducing social harm and improving quality of life. Building on this collaboration, DDACTS positions highly visible, strategic traffic enforcement in the exact areas and at the exact times that police services are most needed.

The DDACTS Model ensures accountability and provides a dynamic, evidence-based problem-solving approach to crashes and crime. This approach, grounded in community-oriented and evidence based policing, suggests that time and place-based policing, "...as opposed to [traditional] person-based policing, is more efficient as a focus of law enforcement actions; provides a more stable target for law enforcement activities; has a stronger evidence base; and raises fewer ethical and legal problems." The application of highly visible traffic enforcement is a proven and effective countermeasure that addresses both crashes and crime whether they occur simultaneously or independently in time and/or location. Furthermore, its reliance on analysis to identify the nexus of crashes and crime provides a scientifically based method for law enforcement to plan its efforts.

The Department believes the continued use of the Community Policing and DDACTS Policing models is critical in fulfilling our mission. As we strive to fulfill this mission, members of the Travelers Rest Police Department must always bear in mind that our ultimate responsibility is to protect members of our community through a guardian mindset and the heart of a servant.

Department Goals and Actions

- 1. Develop and Empower Personnel:** Provide training and leadership that is consistent with the mission and values of community policing. Strengthen staff skill levels and creating an environment where morale can thrive. Ensuring that staff development is consistent with community characteristics and needs. Ensure work environments that enhance customer service, innovation, personal accountability, and teamwork.
 - 1.1** Conduct annual career counseling sessions with Department members, and match specialized training to individual career goals and Departmental needs annually.

Measure: The Captain and Chief will evaluate individual career plans and departmental provided training to determine if the goals of the plans were met.
 - 1.2** Focus on retaining employees by addressing concerns identified through Departmental surveys, exit interviews, and staff inspections. Develop strategies to enhance employee job satisfaction and opportunities.

Measure: Review employee retention outcomes
 - 1.3** Develop scenario based training to build skills and abilities in areas that help build respect and trust with community members: communications, personal interactions, and de-escalation methods.

Measure: Review in-service training to determine the percentage of training that includes scenarios or tabletop exercises
 - 1.4** Expand bias based policing training that addresses fair and impartial policing, diversity and cultural awareness, and procedural justice.

Measure: Review in-service training to determine the percentage of training that includes fair and impartial policing, cultural awareness, and procedural justice (fairness) content
 - 1.5** Provide officers with verbal de-escalation training to improve their ability to communicate effectively with members of our community.

Measure: The percentage of officers receiving this specified training and the review of in-service training to determine the percentage of training that includes verbal de-escalation content
 - 1.6** Provide Crisis Intervention Training (CIT) for all personnel.

Measure: The percentage of officers receiving this specified training
 - 1.7** Conduct in-service and shift training on emerging topics in policing.

Measure: Research emerging topics and document training sessions.

2. Building a Diverse Workforce that Mirrors the Community: Increase workforce diversity by focusing recruitment efforts on those groups identified in the Department's Recruitment Plan.

- 2.1** Develop recruitment advertisements which target the attraction of women, minorities, and other protected classes.

Measure: Allow others to review the advertisements to determine the level of attraction.

- 2.2** Advertise open positions on websites that serve women and minorities.

Measure: Document the number of sites advertised on each year.

- 2.3** Attend job/career fairs at local colleges and universities along with Historical Black Colleges and Universities located in the southeast.

Measure: Document the number of job/career fairs attended each year.

- 2.4** Form partnerships with Travelers Rest High School and Enoree Career Center to begin recruiting future candidates for the department.

Measure: Document events, meetings, and classes attended.

- 2.5** Form partnerships with local predominantly African American and Hispanic attended churches in order to mentor and recruit future candidates for the department.

Measure: Document events, meetings, and services attended along with number of future candidates interacted with.

3. Building Strong Community Relations: Create a more involved, responsible community by building stronger community partnerships, improving customer service, providing more open and responsive communications, and delivering programs that promote involvement in problem solving and crime prevention.

- 3.1** Form partnerships with active homeowner associations, local businesses, and faith based organizations in an effort to exchange information and engage community members in coactive crime reduction efforts.

Measure: Create a list of community partners and interactions

- 3.2** Partner with the Travelers Rest Chamber of Commerce to work with businesses to reduce their likelihood of being victimized by crime.

Measure: Document businesses and stats regarding crime at those businesses

- 3.3** Establish and continue juvenile programs that are deemed effective in establishing a good rapport between our youth and officers and other programs which promote good citizenship among our youth.

Measure: Maintain a list of juvenile outreach programs and evaluate effectiveness triennially.

- 3.4** Promote and use social media as means of sharing information with our community members.

Measure: Review social media analytics

- 3.5** Identify community influencers and hold small group meetings to identify challenges and address concerns.

Measure: Create a list of community influencers and track the number of meetings

- 3.6** Attend public events throughout the city in an effort to build relationships and facilitate trust.

Measure: Number of community events attended and the number of participants

- 3.7** Conduct crime prevention programs and training to reduce the likelihood of victimization.

Measure: Maintain a list of crime prevention programs and evaluate their effectiveness; Record training events and the number of participants

- 3.8** Proactively promote public trust by initiating positive non-enforcement related activities within the community.

Measure: Document and review community service events

- 3.9** Make written directives available for public inspection.

Measure: Post appropriate written directives on our website

- 3.10** Enhance our Crime Prevention through Environmental Design (CPTED) program by forming partnerships with local planners and our Planning and Zoning Department.

Measure: Track the number of CPTED initiatives conducted

- 4. Reduce Crime and Fear of Crime:** Identify and implement approaches for addressing crime and the fear of crime that can more effectively reduce both reported and non-reported crimes of all types. Giving priority to addressing those crimes and conditions that most directly impact community livability.

- 4.1** Use the seven guiding principles of Data Driven Approach to Crime and Traffic Safety (DDACTS) as the policing model to detect, reduce, and prevent crime.

Measure: Monthly DDACTS Reports

- 4.2 Increase the amount of DUI cases above the previous five year average.

Measure: Comparison of UCR data

- 4.3 Reduce property crime offenses below the previous five year average.

Measure: Comparison of UCR data

- 4.4 Reduce the traffic collisions and consequences (injuries, fatalities, etc.) below the previous five year average.

Measure: Comparison of Collision data

- 4.5 Identify and monitor gang members and their criminal activities.

Measure: Record and track criminal gang intelligence leads

- 4.6 Concentrate enforcement efforts on drug dealers and traffickers to reduce the supply of illegal drugs on the street.

Measure: Track arrests and investigative efforts

5. **Achieve accreditation status through the South Carolina Law Enforcement Accreditation (SCLEA) program:** Achieve the highest standard of policing in this state.

- 5.1 Review and update written directives to ensure they do not undermine public trust or police legitimacy (ethics and values), promotes the guardian mindset and department values, and incorporates procedural justice (fairness).

Measure: Track the percentage of written directive reviews that require new or revised procedures to meet community expectations

- 5.2 Track the level of public trust in our agency through community surveys using acceptable sampling protocols.

Measure: Conduct a SWOT analysis after reviewing the results of the survey

- 5.3 Research and evaluate written directives to determine if they tend to push children into the juvenile justice system for status offenses and minor crimes.

Measure: Track the percentage of written directive reviews that require new or revised procedures to meet this objective

5.4 Conduct staff inspections of all major organizational components

Measure: Review reports to determine strengths, weaknesses, opportunities, and threats to each organizational component to improve operational readiness

5.5 Research, collect, and analyze data from officer deaths, injuries, and near misses.

Measure: The usage of information from these events that are used to mitigate future instances through training, written directives, and practices

5.6 Create and maintain an accurate technology inventory reflecting the operational readiness of all systems and hardware, to include a realistic replacement schedule.

Measure: Annual inventory/readiness assessment of each system and hardware

Conclusion

The Travelers Rest Police Department is committed to accomplishing the goals set forth in this Strategic Plan. This plan gives the department a clear path toward to fulfilling our vision of becoming a model of excellence in the law enforcement profession, while always bearing in mind that our ultimate responsibility is the protection of our community through a guardian mindset and the heart of a servant. We look forward to collaborating with the community we serve in creating a safe environment to live, work, and play.

This Strategic Plan will be reviewed annually by the command staff to determine our progress. The Chief of Police will make revisions as necessary to achieve our mission, goals, and objectives, within the framework of our overall vision and while remaining faithful to our guiding values.

Sources

- CITY OF TRAVELERS REST BUDGET DOCUMENTS
- CITY OF TRAVELERS REST MASTER PLAN
- THE PRESIDENT'S TASK FORCE ON 21ST CENTURY POLICING, FINAL REPORT
- US CENSUS BUREAU DATA
- DDACTS OPERATIONAL GUIDELINES, revised: March 2014
Community Policing Defined, revised 2014