



# Lexington Police Department

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Lexington, SC 29072  
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## 2015 Strategic Plan

Chief Terrence Green  
December 2014



An Internationally Accredited Law Enforcement Agency



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## Message from the Chief of Police

Dear Citizens of the Town of Lexington,

As your Police Chief, I am pleased to introduce our Department's 2015 Strategic Plan. Our strategic plan will serve as a guide map for our department, but it does not limit the future opportunities and goals. We have developed this plan to assist us in evaluating the development of our department and meet the challenging needs for the Town of Lexington.



I would like to thank our staff (civilian and sworn) on the outstanding effort that produced this plan. Their hard work and dedication has produced a living document that presents our new mission and vision statements. This evolving document tackles the issues of reducing crime and response time, to improving community relations and traffic safety. We welcome your review and any feedback you may have to assist us in making Lexington a safe community.

We would like to thank our Mayor, Council, and Town Manager for their support during this endeavor. It is with their support and the support of our citizens, that we have been able to move forward with our strategic priorities. We looking forward to working with the strategic plan and accomplishing our mission to ensure public safety, and provide extraordinary services to our community.

## Background

On August 12 and 13, 2014 members of the Lexington Police Department leadership and management team met for an intense two day planning session to develop the strategic plan that follows. These members were consulted and led by Resource Development Associates (RDA).

Over the course of those 2 days, the following agenda items were carefully discussed and agreed upon by those present in order to set the future direction of the Lexington Police Department.

- Strategic Planning Process Presentation and Discussion
- SWOT Development & Analysis
- Review Mission Statement – Mission Statement Development
- Vision Exercise & Development
- Business Imperatives
- Leadership Presentation and Discussion of Foundational Issues
- Values Development
- Strategic Goals
- Priority Objectives
- Next Steps



## Strategic Planning Retreat Participants

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## SWOT Analysis

*Strengths \* Weaknesses \* Opportunities \* Threats*

### Current Strengths of Lexington Police Department

- Training
- Family Oriented
- Progressive
- Benefits/Retention
- Youthfulness
- Well Equipped
- Separation of Duties
- Interagency Cooperation
- Proactive
- Political Support
- Continual Evaluations
- Detail Oriented
- Low Crime Rate
- Local Economy
- Community Support
- Great Leadership
- Pay
- Standardized Operating Procedures (SOP)





# SWOT Analysis

*Strengths \* Weaknesses \* Opportunities \* Threats*

## Current Weaknesses of Lexington Police Department

- Tyler: Operation Issues (Not Operating as Presented)
- Not having Dispatch
- Growth of the Town
  - Manpower
  - Communications
    - Officers
    - Cases
    - Divisions
- Training – Repetition/Causing Complacency
- Lack of Movement in Department (Stagnation of Positions)
- Dependency on Email
- Lack of Command Page System
- Rigid Polices – Promotional Process
- Scheduling Due to Night Shift
  - Court
  - Training
- Not focused on Work During Duty
- Not Being Truthful when Evaluating Officers (Giving a Higher Evaluation than what is Deserved)
- Talking about Each Other
- Perception Issues
- Fitness
- Morale Among Officers
- Gossiping
- Family Functions Lacking
- Inconsistent Discipline
- Micromanagement



## SWOT Analysis

- *Strengths \* Weaknesses \* Opportunities \* Threats*

### Opportunities for Lexington Police Department

- Growth/Expansion
- Better Quality of Living
- Improve Relations with Community
- Better Technology
- Support from the Community
- Expansion of Communications
- More Training Specific for Promotion
- Improve Service through Technology
- General Education Incentive
- Increase in Office Space
- Gold Standard in Accreditation





# SWOT Analysis

*Strengths \* Weaknesses \* Opportunities \* **Threats***

## Threats to the Lexington Police Department

- Lack of Belief in Mission
- Manpower (Call Responses) (Affected by Budget, Goals, and City Growth)
- SILOS as Department Grows
- Individual Officer Action = Negative Reception
- Supervisors not Willing to Get their Hands Dirty
- Technology (New or Lack thereof)
- Poor Communications and Rumors
- Trust – Decision Making Authority
- Opportunities/Turnover
- What can We Do
- Legislative Changes
- Stress Management
- Budget



## **Mission Statement**

To Provide Exceptional Police Service While Building a Partnership  
with the Community We Serve.

## **Vision Statement**

It is our vision to provide a vibrant, safe and convenient environment to  
enhance the quality of life of our citizens

## **Values Statement**

In order to maintain effective partnerships built on trust and  
transparency, the Lexington Police Department must provide fair and  
impartial policing through the delivery of exemplary S.E.R.V.I.C.E.

- Strive to Persevere
- Excellence thru Competence
- Respectful
- Value Communications
- Insure Honesty and Integrity
- Community
- Encourage Teamwork



## **Systems/Structures/Processes, Staff Relations/Coordination & Leadership**

### **Doing Well**

- Nationally Accredited
- Training
- Community Investment
- Critical Incidents, Come Together/Working the Problem
- Networking Inside/Outside Organization
- Coming Together During Internal Crisis
- Communications
- Approachability
- Delegation

### **Needs Improvement**

- Promotion Program (STEP)
- Communications
- Manpower
- Communication/Coming Together During Daily Incidents
- Relay of Information from Command Staff Down
- Willingness to put forth Effort Beyond Expectations
- Patience with Officers
- Officer Development
- Setting the Example/Motivation
- Believe in the Mission



## **2015 Strategic Goals for Lexington PD**

1. Reduce Crime
2. Reduce Response Time
3. Improve Community Relations
4. Improve Traffic Safety

## Strategic Goals for Lexington PD

### Reduce Crime

(Team: Timmerman, Bledsoe, Silcox, Hazewinkle, Sooter, and Hobbs)

#### Reduce Property Crime by 5% by December 2015

- To adjust district assignments to give officers more accountability within their districts and to help them become more familiar with the area.
- Use intel from county RMS systems to adjust officer assignments and scheduling.
- Use community policing philosophy of “one broken window” to enforce quality of life crimes.
- Use graph metrics from LPD RMS to target high crime areas



### Reduce Response Time

(Team: Timmerman, Hobbs, Stowe, Sooter, Silcox and Hazewinkel)

#### Reduce Response Time to <10 Minutes 80% of the time by December 2015

- Implement alternatives to reporting system to include online and phone reports.
- Review NRP requirements and evidence process procedures to streamline processes.
- Assign districts to officers based on data from graph metrics from LPD RMS.
- Work with dispatch to reduce lag time from call received to call dispatched.

### Improve Community Relations

(Team: Davis, Lee, Mortenson, Cockerill, Whitlock and Truel)

#### Increase the Public Knowledge of the Department

- Increase the number of followers on all social media utilized by 15% in 12 months.
- Draw more positive attention through the press/media by issuing 24 press releases in a 12 month period.



**Increase Partnerships**

- Increase Crime Watch / Neighborhood Watch's by 33% (from 9 to 12).
- Increase Neighborhood Safety Days by 25% (from 12 to 15).
- Add 2 Networking events such as C.A.S.T., LEN, Crimestoppers, Chief's Association and the School District.



**Improve Traffic Safety**

(Team: Mortenson, Cockerill, Bledsoe, Whitlock and Truel)

**Reduce DUI Incidents by 5% by December 2015**

- Continue D.U.I. enforcement through the Traffic Division and Patrol Division.
- Conduct regular D.U.I. checkpoints and other enforcement activities.
- Take on a more active role with the Midlands MADD group.
- Work with local restaurants and bars to encourage the use of taxis for impaired customers.
- Continue to educate and promote our Designated Driver program in collaboration with local restaurants and bars.
- Conduct impaired driving presentations at local schools, churches, and clubs.
- Continue to participate in the Alcohol Enforcement Team (A.E.T.) with education and enforcement activities.



**Reduce Collisions by 5% by December 2015**

- Conduct presentations regarding distracted and impaired driving at local schools, churches, and clubs.



- Reduce traffic collision report times.
- Explore outfitting vehicles with printers to expedite TR-310/ticketing at collision scenes.
- Increase enforcement in high traffic collision areas of Lexington concentrating on violations that typically are the cause of the highest number of collisions.
- Increase the use of LIDAR in traffic collision enforcement zones.
- Work on highlighting “problem” intersections and other roadway areas where a higher number of traffic collisions occur to determine if additional signage, no turn areas, raised median, or other methods of re-engineering the roadway to assist in safer conditions.

### Improve Traffic Flow

- Continued participation on the Traffic Committee.
- Learn and understand the benefits and abilities of the new traffic light system that will soon be in place.
- Tow service rotation studies to ensure that tow vehicles are arriving on accident scenes within 20 minutes and consider removing towing services from the rotation if they are found to be arriving blatantly past the time given.
- Officer education on conducting traffic collision investigations and traffic stops in the roadway and move vehicles into a parking lot with blue lights off when possible.
- Conduct regular traffic studies on major and minor roadways throughout Lexington.
- Conduct traffic studies in school zones regarding traffic flow and plans for drop off and pick up times around schools within and just outside of the Town of Lexington.
- Work on highlighting “problem” intersections and other roadway areas where congestions occurs when drivers are turning from the median or at intersections.



Photo by TIM DOMINICK - [tdominick@thestate.com](mailto:tdominick@thestate.com) ©The State Media Co.



Goal	Objective	Strategies	Established Date	Completion Date
Reduce Crime	Reduce Property Crime by 5% by 12/31/15	To adjust district assignments to give officers more accountability within their districts and to help them become more familiar with the area.	12/16/2014	
		Use intel from county RMS systems to adjust officer assignments and scheduling	12/16/2014	
		Use community policing philosophy of "one broken window" to enforce quality of life crimes.	12/16/2014	
		Use graph metrics from LPD RMS to target high crime areas	12/16/2014	
Reduce Response Time	Reduce Response Time to <10 Minutes 80% of the time by December 2015	Implement alternatives to reporting system to include online and phone reports.		
		Review NRP requirements and evidence process procedures to streamline processes.		
		Assign districts to officers based on data from graph metrics from LPD RMS.		
		Work with dispatch to reduce lag time from call received to call dispatched.		
Improve Community Relations	Increase the Public Knowledge of the Department	Increase the number of followers on all social media utilized by 15% in 12 months.		
		Draw more positive attention through the press/media by issuing 24 press releases in a 12 month period.		
	Increase Partnerships	Increase Crime Watch / Neighborhood Watch's by 33% (from 9 to 12).		
		Increase Neighborhood Safety Days by 25% (from 12 to 15).		
		Add 2 Networking events such as C.A.S.T., LEN, Crimestoppers, Chief's Association and the School District.		



<b>Improve Traffic Safety</b>	Reduce DUI Incidents by 5% by December 2015	Continue D.U.I. enforcement through the Traffic Division and Patrol Division.		
		Conduct regular D.U.I. checkpoints and other enforcement activities.		
		Take on a more active role with the Midlands MADD group.		
		Work with local restaurants and bars to encourage the use of taxis for impaired customers.		
		Continue to educate and promote our Designated Driver program in collaboration with local restaurants and bars.		
		Conduct impaired driving presentations at local schools, churches, and clubs.		
		Continue to participate in the Alcohol Enforcement Team (A.E.T.) with education and enforcement activities.		
	Reduce Collisions by 5% by December 2015	Conduct presentations regarding distracted and impaired driving at local schools, churches, and clubs.		
		Reduce traffic collision report times.		
		Explore outfitting vehicles with printers to expedite TR-310/ticketing at collision scenes.		
		Increase enforcement in high traffic collision areas of Lexington concentrating on violations that typically are the cause of the highest number of collisions.		
		Increase the use of LIDAR in traffic collision enforcement zones.		



		Work on highlighting "problem" intersections and other roadway areas where a higher number of traffic collisions occur to determine if additional signage, no turn areas, raised median, or other methods of re-engineering the roadway to assist in safer conditions.		
	Improve Traffic Flow	Continued participation on the Traffic Committee.		
		Learn and understand the benefits and abilities of the new traffic light system that will soon be in place.		
		Tow service rotation studies to ensure that tow vehicles are arriving on scene accidents within 20 minutes and consider removing towing services from the rotation if they are found to be arriving blatantly past the time given.		
		Officer education on conducting traffic collision investigations and traffic stops in the roadway and move vehicles into a parking lot with blue lights off when possible.		
		Conduct regular traffic studies on major and minor roadways throughout Lexington.		
		Conduct traffic studies in school zones regarding traffic flow and plans for drop off and pick up times around schools within and just outside of the Town of Lexington.		
		Work on highlighting "problem" intersections and other roadway areas where congestions occurs when drivers are turning from the median or at intersections.		



This document is also available on our website at [www.lexsc.com/police](http://www.lexsc.com/police). Printed copies can be obtained by contacting our Office of Professional Standards.

Comments are welcome and can be submitted to:

Lexington Police Department  
111 Maiden Lane  
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