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## MAULDIN'S PAST AND FUTURE

*The Mauldin City Council and staff strive to provide citizens and business owners a rare quality of life where you can expect great things.*

### Location

Mauldin has a tremendous asset in our prime Upstate location. Situated in the northwestern corner of South Carolina, Mauldin is an integral part of the nation's fastest-growing area – the I-85 Corridor. With easy access to major interstates and in close proximity to Charlotte and Atlanta, Mauldin's location is ideal for business and industry. For traveling professionals, the Greenville-Spartanburg International Airport is conveniently located just ten minutes away. Residents of Mauldin are in an ideal location to attend many of the cultural and sporting events that take place in the Upstate and make the area an interesting place to live.

### History

Mauldin has a fascinating past. Mauldin was once controlled by Cherokee Indians. A village was located near where Mauldin is today. The Golden Strip Area of Greenville County was a favorite hunting ground of the Cherokee Indians before the first white surveyor came to the area in 1749. The Indians named the Enoree River, which means "River of Muscadines." Vast prairies were covered with heavy grasses and pea vines. The woods were open and populated with herds of deer, elk, buffalo and other wild animals such as bear. The streams were bordered by dense canebrakes and the Indians burnt the woods each year to destroy the undergrowth. The trees were large and far apart.

Nathaniel Austin was one of Mauldin's earliest settlers. In 1761, he settled between what are now Simpsonville and Mauldin. Austin was then made the high constable and by a grant from King George III, received a 15,000-acre piece of land. One of the first known settlers of the actual Mauldin area was Benjamin Griffith. He owned almost 2,000 acres on Laurel Creek, near where the Knollwood Heights subdivision is today. Every male who was able enlisted in the Confederate Army during the Civil War. They left behind wives and families to maintain the town. Unfortunately, the economy deteriorated when the men left. When the war was over, most of the men sold their land because they were unable to afford it, but stayed on as sharecroppers. Some tried to start over with whatever land they could afford.

Then, in 1868, the McDaniel family sold 105 acres of their land for a mere \$500 to Willis William Butler. This land was along the banks of the Reedy River and Laurens Road. The development was named Butlers Corner. Later, the name was changed to Butlers Crossroads. The name "Butlers Crossroads" was changed to "Mauldin" in honor of Lt. Governor William L. Mauldin, who was instrumental in building a railroad station here. In 1880, Riley and Addie Cox bought land on both sides of Laurens Road. Mauldin, who served as Lt. Governor from 1882-1890, was their friend. When Mrs. Cox learned officials planned to build a railroad that would bypass Butler's Crossroads, she asked Lt. Governor Mauldin to change the route. He spoke to railway officials and the Coxes granted the land for a right-of-way and a depot for the new railway. Ms. Cox named the depot Mauldin in honor of her friend and the first train came through in 1886. Mr. Cox later served as the first postmaster of Mauldin. A descendant of the Cox family still works at City Hall.

Mauldin received its first charter of incorporation December 24, 1890 by the General Assembly. The town was renamed Mauldin and reincorporated February 14, 1910.

Mauldin farmers supplied cotton to Conestee Mills, which made cloth for the Ford Motor Company during WWI. After the war, the economy of Mauldin declined again. The dirt roads were in poor shape because of all of the automobile traffic. When the residents learned that the Highway Department planned to bypass Mauldin with a road connecting Greenville to Laurens, they rallied against the new plan. They were able to get the Highway Department to change the route and Laurens Road was paved. Mauldin residents agreed to buy 26 electric stoves from the Southern Pacific Utilities Company (now Duke Power) in order to give the town electricity. As cotton prices dropped and the Great Depression hit Mauldin's economy. Many of the farmers lost their land, homes, and equipment. Soon, like everywhere, business began to close. Mauldin became a ghost town.

Nevertheless, Mauldin just could not be forgotten. As WWII began, the Donaldson Air Force Base was constructed. The new military base invigorated the economy again and more opportunities began to appear. Many women worked in the textile mills to support their families while their husbands, fathers, brothers, and sons were away at war. The Iron-Rite was built, bringing industry to Mauldin. After it was built in 1951, more industries began to come also. Her Majesty Textiles was built in 1953 and employed 550 people.

The Cities of Mauldin, Simpsonville, and Fountain Inn became known as the Golden Strip in 1953 when a water line was run along Laurens Road. Locals called the water "liquid gold" because access to it would mean an economic boost to the three communities. Mauldin began to increase its economic assets as the years went on. After all of the hard times that Mauldin and its people lived through, it has lived to make its mark today as one of the premier communities in Upstate South Carolina.



## **Growth**

Mauldin continues to be one of the fastest-growing cities in the Southeast. From 2000 to 2009, Mauldin grew by 43.5%, making it the 9th fastest growing city in SC. Mauldin is now the 18th largest city of 270 municipalities in SC. This population increase is a result of Mauldin's many positive attributes and proactive planning efforts. City Council, City staff, the Greenville County Planning Commission staff, the Mauldin Chamber of Commerce, and the Greenville Area Development Corporation continue to work cooperatively to make this growth positive for all of our citizens. We want residents and businesses to know what we have known for years: Mauldin is a great place to live and work. The city works with other government organizations in a cooperative effort for economic development while maintaining the city's quality of life.

Mauldin aligns with Greenville County's business model, which over the past 30 years has transformed itself from the textile capital of the world to an automotive, healthcare, engineering, manufacturing and warehousing oasis. Within Greenville County, there are other appealing business headquarters including BMW Manufacturing Company in Greer and Michelin North America in Greenville. The Clemson University International Center for Automotive Research, known as CU-ICAR, is a part of the Millennium Campus, which borders Mauldin and has brought 20,000 high-skilled jobs to the area.

Mauldin is home for several successful organizations. These include Innegrity, Bi-Lo, C & S Wholesale, Verizon, Samsung Networks America, Lockheed Martin Logistics Services, Charter Communications, General Electric, Ford Motor Credit and CF Sauer to name a few. Mauldin is now recognized as being a great place to live, work, and raise a family. However, if Mauldin continues to grow as expected, the city must be prepared to accommodate this growth in order to maintain the quality of life its citizens expect.

## **Business**

It takes vision to strike the right balance between business appeal, which fuels the economic engine, and personal appeal, which allows hard-working people to enjoy the more simple rewards of social interaction, recreation, education and healthcare. Mauldin is a modern example of a city that has realized that balance. This thriving business community is rich with professional diversity and opportunity. A highly skilled workforce and available infrastructure, many national Fortune 500 companies have located headquarters or regional offices in this area. Friendly, comprehensive assistance from public works, building and zoning officials and the Mauldin Chamber of Commerce heighten Mauldin's business-friendly atmosphere. Keys to this success are:

- Central location
- Lowest city property tax in Greenville County

- No city income tax

## **Quality Life**

Mauldin's culturally diverse and close-knit residents are familiar with a quality of life that values tradition, strong families and an endearing sense of community. Mauldin bustles with community life, evident in its annual festivals, abundant recreational facilities and parks, various religious organizations and public service amenities. For families with children, Mauldin offers top-notch education and healthcare. Mauldin's vision is to "Provide an Environment That Enhances the Quality of Life for All Citizens."

We are a city with premier recreation facilities and programs for youth and senior citizens, a city with excellent police, fire, and public works departments, and a city with a customer-oriented approach to providing service. With the Blue Ridge Mountains a short drive away, there's also hiking, whitewater rafting, horseback riding, mountain biking, hunting, fishing and spectacular waterfalls to discover. The Atlantic coast and historic Charleston are an easy weekend getaway.

## **Parks and Recreation**

In addition to state-of-the-art recreation facilities, Mauldin's recreation programs are first-rate. About 3,500 children and seniors are active members of Mauldin Recreation programs. The recreation department operates youth leagues in baseball, softball, football, basketball, cheerleading and soccer. For active seniors, the Ray W. Hopkins Mauldin Senior Center offers a large gymnasium and full activities schedule.

Mauldin has 78 acres of parks. Springfield Park is home to baseball fields and a paved basketball court. City Park features sprawling sports fields, a pedestrian trail and picnic shelters. Sunset Park, home to the only wheelchair softball field in the Southeast, also offers walking trails with picnic shelters and is home to an annual family festival event. Mauldin's new \$6 million sports center includes a gymnasium, a climbing wall, and a full line of fitness equipment and classes. Over 3,800 citizens are members of this state of the art facility.

## **Cultural Center**

The Mauldin Cultural Center is a retired schoolhouse with a new mission. Built in 1936, the building served as a school for Mauldin children for many years. A few years ago the City of Mauldin purchased the school building and the surrounding 13.9 acres of land. The decision was made to turn the old school building into a Cultural Center that would serve as a resource for the community and bring more arts and culture to Mauldin.

Today, several organizations call the Mauldin Cultural Center their home. The Mauldin Cultural Center currently houses the Mauldin Chamber of Commerce and is the meeting place for the Rotary Club, the Woodcarvers, the Lions Club,

the Garden Club, the Upstate Young Marines, the Disabled Veterans, and the Greenville in Harmony Chorus. An updated master plan boasts botanical gardens, a log cabin, an amphitheater, a veterans memorial, a youth activity area, walking trails, and an auditorium.

## **Churches**

Mauldin offers a unique and inviting community atmosphere for its citizens' dedication to religious faith and fellowship. Its diverse institutions cater to Christian, Jewish, and Muslim denominations.

## **Greenways/Bike Trails**

Mauldin's Greenways Plan identifies 11 greenways/bike trails that provide dedicated bike lanes incorporated into existing and modified roadways so bicyclists can travel in a separate lane. The greenways are the major drainage ways for meandering creeks and rivers throughout the city.

## **Schools**

Spacious, up-to-date educational facilities are an asset to Mauldin's community and future workforce, enhancing student education and providing a wide range of learning opportunities. Some examples of the quality of Mauldin schools include:

Many families choose to move to Mauldin because of the award winning public education. Greenville County schools continually earn the best SAT scores in the state and send record numbers of students to universities and colleges each year.

Mauldin Middle School, Bethel Elementary School, and Mauldin Elementary School have all been distinguished as a Red Carpet School. A Red Carpet School is defined as school that "does an outstanding job of creating a family-friendly school environment and providing excellent customer service," according to the State Department of Education. Newsweek Magazine ranked Mauldin High School as 569 out of the 1,200 best public high schools in the United States. The class of 2008 earned over \$12 million dollars in scholarship funds. The South Carolina School Improvement Council named Mauldin High School to their 2009 Honor Roll. Only 16 in the state of South Carolina were chosen for this award.

## **The Mauldin Police Department**

The Mauldin Police Department enhances the "quality of life" by working cooperatively with the community to reduce crime through joint crime prevention and reduction strategies. The department has received several prominent awards over the last few years to include the following:

- ❖ The Municipal Association of South Carolina (MASC) awarded the department with the 2010 Public Safety Award for its youth outreach

initiatives, which include a Youth Police Academy, Explorer Post, Youth Diversionary Court, and the 5<sup>th</sup> Quarter Program.

- ❖ The South Carolina Department of Public Safety awarded the Department with the DUI Agency of the Year in 2009 and again in 2010
- ❖ The AAA Carolina Motor Club, Foundation for Traffic Safety has named the City of Mauldin as an Outstanding South Carolina Traffic Safety Community for five consecutive years (2005-2010).

Going above and beyond the traditional law enforcement role, the department is very proactive within the community and strives to accomplish its primary mission of keeping our community safe.

As a result of our dedicated law enforcement professionals, working relentlessly to protect the lives and property, the residents and business owners of the City of Mauldin have truly come to “***Expect great things!***” from the Mauldin Police Department.

## DEPARTMENT MISSION AND VALUES

**Mission Statement:** The mission of the Mauldin Police Department is to enhance the quality of life in the City of Mauldin by working cooperatively with the community to reduce the fear of crime and the occurrence of crime through joint crime prevention and reduction strategies.

While pursuing this mission, we are dedicated to serving our community in an honorable and ethical manner.

**Leadership Values:** We believe that people want to do the best job possible. When all of us share responsibility for creating a work environment with clear goals, mutual support, and opportunities for continuous development, the Mauldin Police Department can successfully achieve its mission, values, and goals. We realize our full potential through teamwork, respect for each other, sharing information, and supporting individual creativity and initiative.

**Employee Values:** We believe in order for our organization to be successful, each member of our department must practice good employeeship. This is accomplished by accepting responsibility for our own performance and actions, taking the initiative to better serve our community, and always remaining loyal to the mission, values, and goals of our organization.

## EXECUTIVE SUMMARY

### Five Year Strategic Plan 2011-2016

This document serves as a basic guide for the next five (5) years. It includes information about where we are today and provides guidance for our progress in the future.

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

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 CALEA accreditation. One will also see in this report the desire to build on our successes in creating a stronger community through neighborhood involvement. We believe strongly that success in reducing crime and the risk of crime can only be achieved through effective partnerships with the citizens of Mauldin.

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 all 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.

M. Bryan Turner  
CHIEF OF POLICE

## 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, Detective Sergeant, Training/Communications Sergeant, Animal Control Officer, Business Liaison Officer, Victim Advocate, and Information Specialists.

#### **Victim Advocate**

The purpose of the Mauldin Police Department's Victim Advocate Program 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 Chief of Police and also handles various administrative duties as directed by the Chief of Police.

#### **Information Specialist/Office Manager**

The information Specialist's primary responsibilities include collecting and analyzing data information to forecast criminal activity, to preserve department records, to handle all departmental accounts payable and payroll, and to create and maintain Accreditation (CALEA) files. This position answers directly to the Chief of Police.

#### **Animal Control Officer**

The Animal Control Officer is primarily responsible for the animal control function and property and evidence control functions of the department. This position is a class 3 certified officer position and reports directly to the Chief of Police.

#### **Training Officer**

This position is currently staffed by a Sergeant who is primarily responsible for the training function, IT function, supply and requisition function, and provides supervision for the Communications Section. This position answers directly to the Chief of Police.

### **Field Operations Division**

The Field Operations Division is commanded by a Captain who reports directly to the Chief of Police. This division consists of several operational components to include, four (4) Patrol Squads, a Traffic Safety Team, three (3) Canine Teams, and Reserve Police Officers. While some of these units have specialized duties and responsibilities, their primary responsibility of deterring, detecting, and suppressing crime.

Each Patrol Squad is lead by a Sergeant, at least one Corporal, and four to five additional Police Officers. The Sergeant reports directly to the Captain. The Traffic Safety Team consists of three (3) Officers under the functional supervision of a Corporal who reports directly to the Captain. Each of our three (3) Canine Teams is assigned to Patrol Squad and is under the functional supervision of the Squad Supervisor (Sergeant). The three (3) Reserve Police Officers are under the functional command of the Patrol Sergeant that is on-duty when they are working.

### **Support Division**

The Chief of Police is in command of the Support Division, which consists of a Detective Unit, SRO Unit, and Communications Section. The Detective Sergeant provides supervision for the Detective and the SRO functions. The Training/ Communications Sergeant, provides direct supervision for the Communications function. Both Sergeants report directly to the Chief of Police.

### **Investigation Functions**

The Investigative Function is under the direct supervision of the Detective Sergeant who is responsible for follow-up criminal investigations conducted by the Department and the gathering and dissemination of criminal intelligence. All Detectives assigned to this function are also responsible for the collection, preservation, and documenting of physical evidence while investigating crime scenes. This section consists of the following teams or positions:

#### **Criminal Investigation Detectives**

The Criminal Investigations Team consists of two (2) Detectives who have the primary responsibility of providing ongoing follow-up investigations of all serious crimes that are referred through our follow-up and case management process.

#### **Narcotics Detective**

The Narcotics Detective is directed by the Detective Sergeant. The primary function of the Narcotics Team is to suppress organized crime, especially in the areas of vice and drugs. The Department is a participating agency of the SLED Multi-jurisdictional Drug Enforcement Unit (DEU), and the US Marshals Fugitive Task Force.

### **Gang Detective**

The Gang Detective is directed by the Detective Sergeant and has the primary responsibility of gathering and disseminating intelligence so that criminal activity associated with these criminal enterprises may be disrupted or suppressed. The Department is a participant in the Greenville County Gang Task Force and the State Gang Task Force.

### **Juvenile Detective**

The Juvenile Detective is responsible for investigating juvenile crimes and crimes against juveniles. He or she maintains a close working relationship with DSS and DJJ, to ensure that each case is handled in a manner that is in the child's and victim's best interest.

### **School Resource Officer's (SRO's)**

An SRO is assigned to Mauldin Middle School and two (2) SRO's are assigned to Mauldin High School. Their primary responsibility is to maintain a safe learning environment for the students, teachers, and administrators. Each SRO is directed by the Detective Sergeant.

### **Communications Section**

The Communications Section is staffed by eight (8) Telecommunication Specialists who are NCIC certified and trained as E911 Telecommunication Operators. They dispatch police and fire services. Medical calls received through 911 are transferred to Greenville County EMS who are responsible for dispatching EMS units. The Telecommunication Specialist reports directly to the Training/Communication Sergeant.

## PERSONNEL AND STAFFING NEEDS

Since 2000, the City of Mauldin's population has increased by more than 50% from 15,224 to 22,889 in 2010. During this same time period, the Police Department's officer staffing level has increased approximately 41% from 32 officers to our current 45 officers. According to the *2009 City of Mauldin Comprehensive Plan*, it is anticipated the City's population will continue to increase by an average of approximately 1,566 over the next five years to 24,455. This *Plan* also indicates, that the Department's staffing needs should increase by 18 positions by the year 2030. This number was determined by basing the number of employees per-thousand-population. According to the International City Managers Association (ICMA) and the International Association of Chief of Police (IACP), this method is not a valid method of determining police staffing levels.

Both of these professional organizations and the University of Louisville's Southern Police Institute (SPI), maintain that staffing decisions should be based upon actual workload and officer availability. Once an analysis of the actual workload is made, an agency must then make a management decision to determine the amount of proactive and reactive patrol time required to effectively and efficiently handle its workload, while considering the communities performance expectations and its ability to fund the staffing levels.

The IACP prefers the more proactive approach to policing, which calls for two-thirds of an officer's available time be reserved for administrative and proactive policing and one-third reserved for responding to calls for service. The SPI approach, which is more fiscally conservative, encourages agencies to reserve 60% of an officer's time for proactive policing and 40% for reactive policing.

The Mauldin Police Department has selected the SPI staffing analysis model to project our staffing levels over the next five years instead of the preferred IACP staffing analysis model. In determining our current and projected staffing requirements, the previous five (5) years of calls for service, criminal incidents, traffic collisions, arrests, and officer availability was used to forecast its anticipated workload and staffing requirements for the next five years.

After a careful analysis of data relating to staffing, calls for service (CFS) are anticipated to increase 57% over the next five (5) years, from 17,782 to 27,999. During this same period of time, criminal incidents and traffic collisions will increase by 28% from 3,668 to 4,695. Arrests are also anticipated to increase by 6.5%, from 1,331 to 1,418 over the next five (5) years.

Based on our staffing analysis, Management has concluded that the current staffing level of the Department is appropriate, but will need to increase Sworn Officer strength by five (5) in order to meet the increase in anticipated workload. In addition, it is anticipated that another (1) Animal Control Officer and three (3) Dispatchers will be required during this five (5) year period.

## LONG TERM GOALS AND OBJECTIVES

The Police Department has identified four goals from which all objectives and strategies are developed. The community livability goals address our mission directly, while the institutional goals address the factors that must be in place to achieve our mission. All of these goals and objectives shall be completed by June 30, 2016.

### Community Livability Goals and Objectives

1. **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.
  - 1.1 Implement a Department wide Data Driven Approach to Crime and Traffic Safety (DDACTS) as a model for our directed patrol initiatives.
  - 1.2 Reduce property crime offense rate:  $\frac{\text{Number of Offenses}}{\text{Population}} \times 10,000$
  - 1.3 Reduce the traffic collisions rate:  $\frac{\text{Number of Collisions}}{\text{Population}} \times 10,000$
  - 1.4 Use GIS Crime Mapping to identify hot spots.
2. **Empower the Community:** 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.
  - 2.1 Form partnerships with active homeowner associations in an effort to exchange information and engage community members in coactive crime reduction efforts.
  - 2.2 Partner with local media to issue public safety announcements intended to prevent crime and traffic collisions.

- 2.3 Partner with the Mauldin Chamber of Commerce to work with businesses to reduce their likelihood of being victimized by crime.
- 2.4 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.

### **Institutional Goals**

- 3. **Develop and Empower Personnel:** Provide training, leadership and division approaches that are consistent with the mission and values of community policing. Strengthen staff skill levels and morale. Make sure staff development is consistent with community characteristics and needs. Ensure work environments that enhance customer service, innovation, personal accountability, and teamwork.
  - 3.1 Conduct annual career counseling sessions with Department members, and match specialized training to individual career goals and Departmental needs before December 1 of each year.
  - 3.2 Focus on retaining employees by focusing on their concerns identified through a Departmental survey and SWOT analysis.
  - 3.3 Increase workforce diversity by focusing recruitment efforts on those groups identified in the Department's Equal Employment Opportunity Plan (EEO).
  - 3.4 Improve communications between Division Commanders and first-line employees.
- 4. **Strengthen Planning, Evaluation, and Fiscal Support:** Develop planning, evaluation, analysis, and fiscal mechanisms to ensure responsive feedback, practical long range planning, and effective budget and fiscal management.
  - 4.1 Fund the staffing levels as determined by our staffing analysis.
  - 4.2 Conduct staff inspections of all major organizational components.
  - 4.3 Purchase crime mapping and analysis software.
  - 4.3 Review all, and update any computer technology and radio technology as deemed necessary.
  - 4.4 Integrate the South Carolina Collision and Ticket Tracking System (SCCTTS) with our Records Management System (RMS).

- 4.5 Achieve advanced reaccreditation status through the CALEA.
- 4.6 Continue to update our five (5) year Capital Improvement Plan.

This five year plan will be reviewed annually during the month of January to determine if revisions are necessary.

## CONCLUSION

The ideas and plans noted in this document are intended to be a mere glimpse of what the future may hold for our Department and Community. The landscape is constantly changing and the Department must be willing to be fluid and flexible as we focus on our stated mission, values, and goals. Overall, our main objective is to establish a working vision for the future by using this strategic plan as a roadmap for success as measured by our accomplishments of identifiable goals.

The Mauldin Police Department will continue to provide a high level of police service and respectfully work with its residents to maintain a safe and secure community. As part of this commitment, we will continue to evaluate our level of services rendered over the next five (5) year period. We will strive to adapt and change our policing strategies in order to meet the demands of our growing community. Annually, we will review and update our five (5) year plan as necessary to fulfill our mission.

## REFERENCES

- CITY OF MAULDIN BUDGET, 2007/2008
- CITY OF MAULDIN BUDGET, 2008/2009
- CITY OF MAULDIN BUDGET, 2009/2010
- CITY OF MAULDIN COMPREHENSIVE PLAN
- POLICE DEPARTMENT STAFFING ANALYSIS
- US CENSUS BUREAU

