

Center for Public Safety Management Action Items - Executive Summary, Action Items

Sort #	Recommendation	Note	Initial Status	Current Status
5	CPSM recommends adding an additional Administrative Division Secretary position, and an additional Administrative Assistant position to relieve workload. (See p. 20)	Discussion to evaluate position regarding budget and HR needs for over 300 employees	2024 - 25	Ongoing assessment
6	Develop policies to identify the purpose, function, responsibilities, and goals for each unit and section. (See p. 22.)	Required by SCLEA and initiated 8/2020	Ongoing	In process; to be complete by 12/2023
7	Consideration should be given to a reorganization of the Major Crimes Unit into subunits specializing in the investigation of crimes by type, such as Homicide, Financial Crimes/Forensics, Burglary, Auto Theft, etc. to allow for the development of expertise. This in contrast to the generalist model that exists today where any Major Crimes Detective may be assigned to any type of crime regardless of their level of training and experience in the investigation of the assigned crime. (See pp. 24-25.)	Not totally in agreement however, ongoing discussions continue to be conducted to evaluate based on needs and evaluation of criminal activity as well as care for our community focusing on our youth and victim/property crime.	Ongoing	Ongoing assessment

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9	While overall staffing for the Investigative Sections appears to be adequate, an examination of workload demands by subunit should be conducted to determine if detective resources are appropriately allocated to the various investigative functions. (See p. 29.)	Assessments being done of the Family Service Unit; Intelligence Unit; Crime Scene Unit. We disagreed with their evaluation or our team as it pertains to workload demands compared to manpower therefore we are continuing to request manpower due to the consistent caseload.	Ongoing	5 year plan; Budget year 23-24/24-25
10	The department should reinstate the volunteer unit to review cold case homicides, beginning with the five unsolved cases from the past twenty years.(See p. 30.)	This was in process prior to CPSMs visit.	Ongoing	completed 5/2022
11	Evaluate the current training classes identified and develop a training matrix identifying essential and desirable training courses for every position in Detectives. (See p. 30.)	In process during CPSMs visit.	Ongoing	5 year plan; 23/34; 24/25
12	Develop operational/reference manuals for new detectives to use as they transition into their new assignment. (See p. 30.)	Ongoing		

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13	CPSM recommends that two FTE civilian support staff be assigned to the Investigative Division to perform clerical duties, thus relieving commissioned officers of this time-consuming burden. Expecting commissioned officers to perform clerical duties is not cost effective and hampers criminal investigations. (See p. 31.)	Ongoing assessment for use in transcribing, case transcription	Ongoing	5 year plan; 23/24; 24/25 additional if needed
14	Policies pertaining to the CSU should be developed where appropriate, and those that pertain to the Crime Lab should be revised and updated. (See p. 33.)	Required by SCLEA and initiated 8/2020	Ongoing	In process; to be complete by 12/2023
15	Consideration should be given to civilianizing the staffing of the CSU. This action would have no negative impact on service delivery, it would reduce personnel costs, and would allow, over time, for sworn officer positions to be redirected to other functions of the department which are significantly impacted by staffing shortfalls. To ensure that an experience void not develop, we recommend that this transition occur through attrition. (See pp. 33-34.)	continued evaluation to assess effectiveness and to address the regulations by solicitors office; one staff member already approved however the restrictions have caused issues therefore our focus continues to work towards technicians; Continued in 5-year plan for additional personnel	in process	completed 1 staff member 22/23; ongoing

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19	Although the roles and responsibilities of the SRO are outlined in the department's mutual aid agreement with Horry County Schools, there should also be a department policy delineating the purpose of the SRO program and the roles and responsibilities of the SROs should be developed to guide operations. (See pp. 40-41.)	Required by SCLEA and initiated 8/2020	Ongoing	In process; to be complete by 12/2023
20	Continue to develop the policy delineating the purpose of the Intelligence Unit and its roles and responsibilities that would guide operations. (See pp. 41-42.)	Required by SCLEA and initiated 8/2020	Ongoing	In process; to be complete by 12/2023
22	Continue the 2022-2023 budget request for a second Crime Analyst FTE to expand the department's investigative efforts and assist in managing the extensive workload associated with this function. (See pp. 42-44.)	Continued evaluation; received one 22/23; ongoing requests to increase unit	ongoing	5 year plan; completed 22/23
23	Continue developing and complete the Crime Analysis Policy 126, which is being updated currently, to reflect the current status of the unit to include its position within the organization as well as its related and command and control. (See p. 44.)	Required by SCLEA and initiated 8/2020	In process	In process; to be complete by 12/2023
24	Develop a policy for the Street Crimes Unit, including its purpose, function, responsibilities, and goals. (See pp. 44-46.)	Required by SCLEA and initiated 8/2020	In process	In process; to be complete by 12/2023

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25	Consideration should be given to making task force assignments rotational rather than permanent, with a suggested assignment duration of three to five years, depending on the mutual aid agreement with the Federal agency and COMB. (See pp. 47-49.)	Assessment has been completed; Most team members do not support. Assessment resulted based on evaluation of status and case growth.	in process	completed with continued assessment as we continue to grow in partnership.
26	A comprehensive, data-driven cost-benefit analysis should be conducted annually relative to the department's continued participation in each Federal, state, and regional task force, with personnel transferred to more productive assignments when warranted. (See pp. 49-50.)	completed by Lt. Beam and Chief Prock in 10/2021 and presented to council and city management.	in process	completed
31	A longer-term solution to seasonal variations in workload in the Waterfront is needed. It is clear from the records reviewed and MBPD personnel interviewed that activities at the Waterfront begin as early as March and end as late as the first week of November. This is a long period of time to rely on mandatory overtime and supplemental support from outside law enforcement agencies to address the city's public safety needs. (See pp. 74-76.)	Current assessment being completed with CCU; supervision; Chiefs Advisory Council and local businesses and community members	in process	in process / ongoing - 3/2023

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33	<p>Two longer-term solutions are offered to address the seasonal workload variation at the Waterfront. First, it is recommended that the MBPD hire additional CSOs and expand their role to include Waterfront responsibilities. These CSOs can assume traffic duties along Ocean Blvd. and also be paired with MBPD officers on high-visibility posts. In addition to the expanded role of CSOs, the MBPD should increasing its department headcount by 30 police officers to permanently replace the officers from outside jurisdictions who are assigned to Waterfront posts. It must be noted that these new hires will not obviate the need for continued support from outside agencies in the larger Waterfront area during the summer season. However, the amount of supplemental assistance needed will be reduced. CPSM is mindful that the recommendation to permanently staff the Waterfront Unit based on the workload produced during nine months of the year begs the question of what to do with these officers during the off-season (December through February). During the off-season, these officers can be redeployed to other units/divisions within the department to address the city's increasing public safety needs. (See pp. 74-76.)</p>	<p>CSO assessment completed; working to fill current vacancies; the recommendations provided were that of what was provided to CPSM by the PD and not an independent study and is long term goals - 5 - 7 year planning to address waterfront assessment; ongoing goals include working to address the overall needs assessment as discussed; work/home balance, community needs; crime reduction, community policing.</p>	in process	ongoing

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37	The MBPD, particularly the Traffic Unit, should continue to focus its proactive traffic enforcement activities on those offenses that contribute directly to traffic collisions. This holds true particularly for proactive enforcement activities at collision prone locations. (See pp. 78-79.)	This is our directive and always has been.	in process	ongoing
47	The MBPD and City of Myrtle Beach HR should continue to identify goals and strategies to address diversity in hiring. (See p. 94.)	Recruiting / Command / PIT meet monthly with HR/OD and DEI to evaluate areas of need and improvement; continued assessment of pay and compensation need to continue.	In process / Ongoing	In process
48	The MBPD and City of Myrtle Beach HR should continue to evaluate relevant diversity information and statistics by agency management as part of the recruitment and hiring process. (See p. 94.)	Recruiting / Command / PIT meet monthly with HR/OD and DEI to evaluate areas of need and improvement.	In process / ongoing	In process
49	Background investigator staff should continue to be required to attend a course offered by SCCJA or similar training agency. (See p. 95.)	Several training courses have already been taken by team members and will be continued to be mandated.	ongoing	ongoing
50	Exit interviews of employees leaving the department should continue to be required with an eye toward department improvement. (See p. 95.)	Internal exit interviews shared with team for assessment; requests for HR/OD have been made.	ongoing	ongoing

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51	The City Manager should work with legislators to change S.C. law and the City of Myrtle Beach restrictions to allow hiring of retired police officers to conduct background investigations, as needed, to expedite essential backgrounds for critical need positions in a cost-effective way. (See p. 95.)	requests have been made to city lobbyist; excellent way to get experience in these positions	ongoing	ongoing
52	The MBPD and City of Myrtle Beach HR should continue to evaluate recruitment and hiring information to ensure department resources are properly focused on employing the most qualified personnel. (See p. 95.)	city focus	ongoing	ongoing
55	CPSM does not endorse any particular private security company, but suggests MBPD conduct research to find a highly competent partner for event security. (See p. 99.)	Special events team discussion and supported by the team for non LE functions	Ongoing	implemented in CCMF 2022
56	Based on staff hours expended annually for special event staffing, the concept of creating a core cadre of personnel as a "Special Event Team" should be considered. (See p. 99.)	continuing to evaluate; this is based on shift and date/time of events; hard to do with current staffing levels.	assessment is ongoing	continue to assess
57	Citywide stakeholders in this issue should continue to seek reasonable solutions to special event staffing, with employee well-being and the proper use of city resources as priorities. (See p. 100.)	city function		

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58	Continue developing training and reference manuals for the unit to assist the current and especially the future occupants of the position. (See p. 100.)	Required by SCLEA and initiated 8/2020	in process	In process; to be complete by 12/2023
59	Department policy should be developed to provide the unit with guidance regarding duties, responsibilities, and requirements. (See p. 100.)	Required by SCLEA and initiated 8/2020	In process	In process; to be complete by 12/2023
60	CPSM recommends that the MBPD add a position in the Crime Prevention Unit to help address workload. The position should be a civilian Community Service Officer (CSO). (See p. 101.)	The Administrative Div understands their current needs and has already had completed the assessment.	in process	Budget request in 5 year plan 23 /24; 24/25
61	CPSM recommends that the MBPD add a position in the Regulatory Unit to help address workload. The position should be a civilian Community Service Officer (CSO). (See p. 102.)	The Administrative Div understands their current needs and has already had completed the assessment. In addition the Community Service Officers are already working on nuisance cases and graffiti abatement.	in process / completed partly.	Currently addressed; Budget request in 5 year plan 23 /24; 24/25
63	Continue to discuss with city leadership the need to identify a city staff member with authority to direct the city's homeless response and direct resources in cooperation with the Community Coalition Initiative members. (See p. 103.)	Some of this was addressed with the Opioid settlement funding. Ongoing meetings for strategic planning continue to occur.	In process.	In process.

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70	Change terminology on the complaint form and in policy from "citizen" to "public" or other contemporary terminology. (N/A.)	PIT Crew has addressed.	In process	Completed 4/2022 - 9/2022
71	The "Contact Us" tab on the department website should be eliminated or revised with specific instructions for communication with the department, excluding complaints and commendations. (See p. 112.)	PIT Crew has addressed.	In process	Completed 4/2022 - 9/2022
72	The department complaint form should be prominently displayed on the department's website "home page." (See p. 112.)	PIT Crew has addressed.	In process	Completed 4/2022 - 9/2022
73	A form specific to external personnel commendations should be developed and displayed prominently on the department website. (See p. 112.)	Already exists.	In process	Completed 4/2022 - 9/2022
74	Based on community demographics and identified need, MBPD should evaluate the need to make the complaint and commendation forms available in additional languages. (See p. 112.)	PIT crew added additional languages available. Still working with website team to ensure they continue to work well.	In process	Completed 4/2022 - 2022
82	Continue to work on ensuring the necessary upgrades are made to the detention facility. (See p. 123.)	This is an ongoing project with the city. We will continue to address the areas of need until the changes occur to a new building.	In process.	Ongoing

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84	The department should ensure an additional camera is installed in the outside entry vestibule. (See p. 125.)	Ongoing assessments completed.	upon receipt of equipment	Completed 3/2022
85	The main police facility must be updated and expanded to meet the current needs of the department. (See p. 126.)	This is an ongoing project with the city. We submitted this request in 2017-2018 budget but it was denied and will be included in the new city project. Need to focus on new facility.	In process.	Ongoing city project.
87	Ensure the planned strengthening of the fencing surrounding the parking lot is completed and a fence covering is applied to the chain link. (See p. 127.)	Admin Div worked with the fencing company to complete in May; Additional upgrades working to be complete in 2023 budget.	in process	Fencing completed 5/2022; covering is still being addressed in budget 2023-24
93	The department should ensure additional cameras are installed to capture the vault and gate area used to access the weapon storage area. (See p. 131.)	This is an ongoing assessment project for all buildings and areas.	In process	Completed 3/2022
94	Continue to purchase and install refrigeration monitoring units for each refrigerator and freezer. (See p. 131.)	Addressed after assessment	In process	completed 4/2022

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102	The department should create a part-time civilian fleet manager position to relieve the Traffic Sergeant of that responsibility. (See p. 137.)	Ongoing assessments of our fleet program resulted in this recommendation originally. This position was put in for the 22-23 budget and was cut. We continue to look at this for upcoming budgets and manage with current personnel	In process	Budget 24/25
104	Examine whether purchasing lease return vehicles at auto auctions and to be used for detective or undercover vehicles would offer benefits. (See p. 137-138.)	same as below	in process	ongoing
105	The department has submitted a lease proposal plan to the CM for inclusion in the budget and should ensure the plan is included in the budget. (See p. 138.)	Reviewed with Dir Finance and Fleet manager. Submitted 22/23, resubmitting 23/24. Needs to be improvement of ongoing communication with city and depts.	in process	submitted 23/24 budget
106	CPSM believes that a vehicle replacement fund should be considered and implemented. (See p. 138.)	working with Finance for a replacement program department wide	in process	created 2022 by finance
112	CPSM would encourage any future recruitment efforts for communications operators to note that bilingual (English/Spanish) ability is preferred. (See p. 141.)	working with Comm team and HR/OD; need to improve pay as well, continued evaluation of compensation for all team.	in process	ongoing

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122	Continue to create a training program (records) for new hires to include a manual similar to an FTO manual. (See pp. 152-153.)	Task driven approach currently; team is evaluating currently	in process	ongoing
123	Create a reference manual consisting of the instruction sheets regarding work tasks. (See pp. 152-153.)	Task driven approach currently; team is evaluating currently	in process	ongoing
130	If delays in responding to requests begin occurring due to an increasing number of FOIA requests, the department should add an additional FTE in the unit. (See pp. 157-158.)	Evaluation ongoing by team; budget assessment for 22/23 - cut; resubmitted for 23/24	in process	5-year plan submitted 23-24
131	MBPD should continue to seek additional staffing within the next budget year to include adding two Crime Analysts in order to increase the span of hours and days the unit is staffed. (See p. 159.)	Evaluation ongoing; received personnel 22/23; resubmitted additional personnel 23/24 and additional personnel 5-year plan	in process	5-year; completed for 22/23