GOLDSBORO POLICE DEPARTMENT

STRATEGIC PLAN

2020-2021

INTRODUCTION

Department personnel were responsible for reviewing and evaluating progress in regards to our 2019-2020 Strategic Plan. The Department also evaluated its Strengths, Weaknesses, Opportunities, and Threats, and made suggestions for new Initiatives. We are proud of our accomplishments, which are outlined in the following pages.

Completed Initiatives have been removed from the Strategic Plan and replaced with new Objectives and Initiatives. We overcame the setbacks regarding software and our field based reporting system and were able to implement the system earlier this year. We are in the process of implementing additional modules related to the Records Management System (RMS) which will streamline processes such as training and equipment records.

We are in the final phase of our CALEA accreditation self-assessment. We completed our wed-based file review the second week in June and will have our on-site visit at the end of July. A successful on-site visit will take us to Little Rock, Arkansas in November for our Commission Review and Award.

Our Strategic Plan is an evolving document and has been adjusted to reflect Department goals related to the City's guiding principles. Our Benchmarking goals correlate with the objectives in our Strategic Plan to outline tangible strategies for achievement. The benchmarking goal related to the ethnicity and gender of sworn personnel is addressed in the Department's Recruitment Plan which outlines continual strategies to improve and enhance recruitment efforts.

We demonstrate our commitment to strategic planning by setting realistic and attainable goals, objectives, and initiatives while embracing our values of integrity, service, and accountability.

We welcome feedback from our colleagues and community.

Sincerely,

Michael W. West

Chief of Police

GOLDSBORO POLICE DEPARTMENT

MISSION

The Goldsboro Police Department works cooperatively with the public and within the framework of the United States Constitution and North Carolina law to protect the well-being and enhance the quality of life of our residents and visitors.

VALUES

Integrity – We will rise to the highest level of ethical behavior, maintaining the trust of the community, as we act lawfully in carrying out our mission.

Service – We will strive to provide professional and innovative police services to the community as demonstrated by our commitment to excellence.

Accountability – We will use sound judgement, admit mistakes, and work to continually improve our processes in support of the community.

EVALUATION

The annual evaluation of the Police Department Strategic Plan coincides with the City Budget process and evaluates the progress made. Accomplishments are listed in the following pages. Items needing more time to accomplish were added to this update along with a new framework for Goals, Objectives, and Initiatives specific to the Police Department.

SWOT Analysis

An internal examination of elements with a potential to effect Department efforts.

Strengths	Weaknesses
Hiring Incentives	Retention
Career Progression	Lack of diversity in applicant pool
Inter-Agency Cooperation	Dissemination of information to public
Community Policing	Manpower
Opportunities	Threats
Equipment/Technology	Retirement
Updating fleet	Negative public perception of law enforcement
Crime Analysis	Additional assignments for personnel

ACCOMPLISHMENTS

Accomplishments highlighted from our 2019-2020 Strategic Plan:

➢ Implementation of Mobile Field-based Reporting (MFR) allows officers to complete electronic reports and supplements
➢ Registered Precious Metal Dealers within the City and set them up with LEADS Online for monitoring.
➢ Created a long-term plan for the investigation of cold case homicides.
➢ Completed the Department's first Citizen Survey.
➢ Successful completion of the Web-Based CALEA Assessment with our Site-Based Assessment scheduled for the week of July 20, 2020.

Additional accomplishments:

➢ Completion of the building expansion which has provided upgraded secure areas for property and evidence as well as much needed space for personnel and equipment.

BENCHMARKING

Benchmarking is the process of evaluating specific Department performance against standard criteria. The benchmarking efforts of the Police Department are incorporated into the overall benchmarking data for the City of Goldsboro, and are included in our Strategic Plan to incorporate Department goals, objectives, and initiatives.

SAFE AND SECURE COMMUNITY

➢ **GOAL: PART I CRIME RATE TARGET ≤ 31.9 (PER 1,000)**
  - ○ 2017: 64.7
  - ○ 2018: 61.4
  - ○ 2019: 60.7

➢ **GOAL: PART I CRIME % CLEARANCE TARGET AT OR ABOVE NATIONAL % BY POPULATION GROUP (25,000-49,999)**

2017	GPD # Occurred	GPD % Cleared	National # Occurred	National % Cleared
Homicide	11	36%	1084	63.5%
Rape	1	0%	11,287	32%
Robbery	81	30%	20,676	34.1%
Aggravated Assault	213	35%	56,813	56%
Burglary	376	13%	112,290	14.5%
Larceny	1526	31%	539,543	24.5%
Motor Vehicle Theft	65	18%	52,544	15.4%
Arson	3	0%	3,195	23.9%

2018	GPD # Occurred	GPD % Cleared	National # Occurred	National % Cleared
Homicide	3	67%	1,006	66.7%
Rape	10	20%	11,627	31.7%
Robbery	59	24%	17,450	34.7%
Aggravated Assault	143	35%	53,214	57.9%
Burglary	397	8%	96,891	15.1%
Larceny	1447	29%	499,823	25.0%
Motor Vehicle Theft	93	26%	50,745	15.6%
Arson	10	10%	2,787	26.2%

2019	GPD # Occurred	GPD % Cleared	National # Occurred	National % Cleared
Homicide	2	100%	*	*
Rape	9	22%	*	*
Robbery	51	22%	*	*
Aggravated Assault	131	27%	*	*
Burglary	355	8%	*	*
Larceny	1495	22%	*	*
Motor Vehicle Theft	93	37%	*	*
Arson	1	0%	*	*

*2019 National Data Not Yet Available

Crime Clearance Rate: 5-Year Trend for Violent Crime and Property Crime
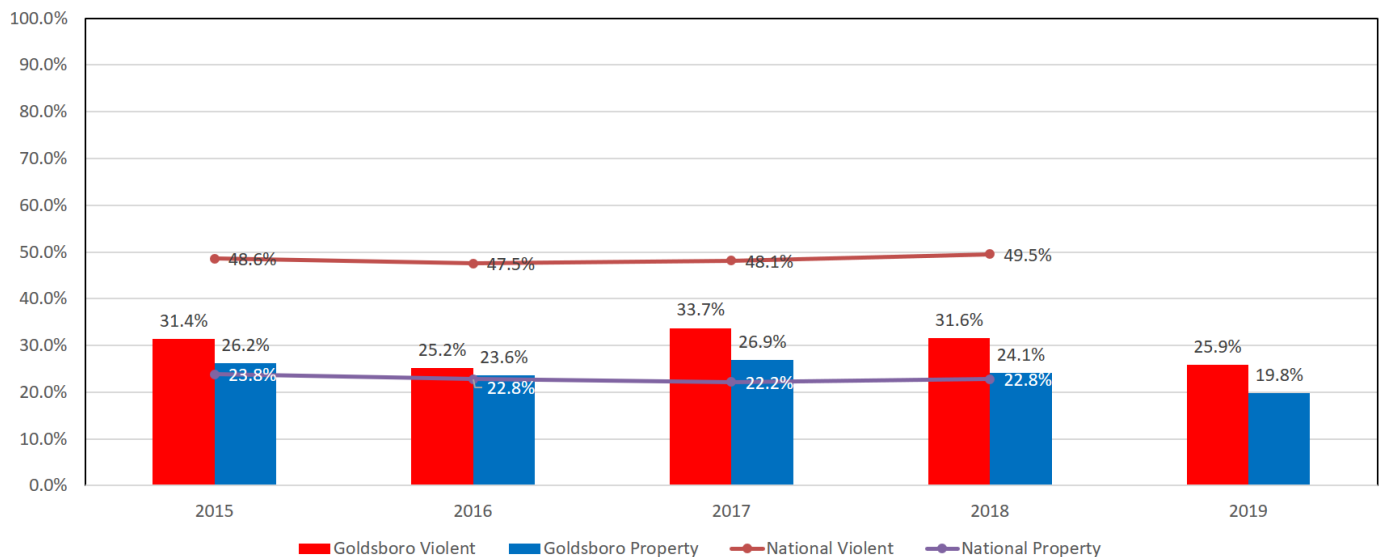
* 2019 National Data Not Yet Available

➢ **GOAL: RESPONSE TIME (TO PRIORITY CALLS) AT OR BELOW BENCHMARKING AVERAGE**

o 2017:
  - GPD Response Time = data not available
  - Benchmarking Average = 5.5 minutes

o 2018:
  - GPD Response Time = 4.6 minutes
  - Benchmarking Average = 5.4 minutes

o 2019:
  - GPD Response Time = 4.5 minutes
  - Benchmarking Average = 5.6 minutes

- ➤ **GOAL: REDUCE # OF TRAFFIC CRASHES BY 5%**
  - ○ 2017 = 2200
  - ○ 2018 = 2204
  - ○ 2019 = 2063 ⟫ 6.4% decrease

- ➤ **GOAL: COMPLAINTS SUSTAINED AGAINST DEPARTMENT EMPLOYEES = 0%**
  - ○ 2017 = data not available
  - ○ 2018 = 20.6% (6/29)
  - ○ 2019 = 20% (3/15)

- ➤ **GOAL: WORKFORCE DEMOGRAPHICS REFLECT THAT OF OUR AVAILABLE WORKFORCE**
  - ○ 2017 = data not available

  - ○ 2018: Department Demographics

Race/Ethnicity	Available Workforce	GPD
White-non-Hispanic	53.5%	82%
Black-non-Hispanic	32.4%	13%
Hispanic/Latino any race	12%	4%
Other	2.1%	1%

  - ○ 2019: Department Demographics

Race/Ethnicity	Available Workforce	GPD
White-non-Hispanic	51%	82%
Black-non-Hispanic	30.5%	13%
Hispanic/Latino any race	11.5%	4%
Other	7%	1%

STRATEGIC PLAN

➢ OBJECTIVE 1 – REDUCE PART I CRIME RATE BY 5%

- o <u>Strategies:</u>
    - Maintain working relationships and liaison with City Departments and community groups to target crime.
    - Use crime analysis information to focus proactive operations.
    - Crime Analyst compile and distribute information regarding crimes by type/location/hot spots. Discussion at weekly Department meetings.

- o <u>Initiatives and Owners:</u>
    1. Compile and distribute information regarding crimes by type/location/hot spots (e.g. Monthly Retail Theft report). Discussion at Department meetings.
       - Owner: Crime Analyst
    2. Create a Retail Theft Working Group with the focus of increasing communication and cooperation with merchants in an effort to reduce larceny incidents.
       - Owner: Community Police Services
    3. Renew efforts to meet with local hotels regarding operations and concerns.
       - Owner: Special Enforcement Unit
    4. Develop new processes to ensure a coordinated effort between the Department and Probation/Parole.
       - Owner: Investigations

- ➢ **OBJECTIVE 2 – INCREASE PART I CRIME CLEARANCE RATE BY 5%**

  - o Strategies:
    - ▪ Maintain intra-Department communication for collaboration and information exchange between patrol and investigations, regarding both on-scene and post-incident investigations.
    - ▪ Follow-ups from supervisors to review status of case management, including case dispositions.
    - ▪ Meetings with the District Attorney's Office regarding case files.

  - o Initiatives and Owners:
    1. Implement the use of RMS Case Management to Department supervisors to track case assignments, follow-ups, and dispositions. Consider implementation to officers.
       - Owner: Investigative Services Bureau/Operations Bureau Majors
    2. Status of cases included in the supervisor's monthly report.

- ➢ **OBJECTIVE 3 – RESPONSE TIME TO PRIORITY CALLS**

  - o Strategies:
    - ▪ Maintain working relationship with Wayne County Communications Center to ensure effective dispatch and response.
    - ▪ Maintain officers in zones patrolling with focus on reducing the amount of time an officer is required to be at the Police Department.

  - o Initiatives and Owners:
    1. Assist the Wayne County Communications Center in transitioning their CAD system to sync with MFR.
       - Owner: Support Services Captain/IT
    2. Determine feasibility/cost of acquiring the desktop RMS for all personnel.
       - Owner: Support Services Captain/IT
    3. Work with Wayne Communications Center regarding a standard method/report for response time by call type and zone.

➢ **OBJECTIVE 4 – REDUCE TRAFFIC CRASHES BY 5%**

o <u>Strategies</u>:
- Focus traffic enforcement and prevention in areas/intersections with a high number of crashes.
- Use educational programs/materials regarding roadway safety (e.g. distracted driving, pedestrian safety, bicycle safety, motorcycle safety)

o <u>Initiatives and Owners</u>:
1. Implementation of e-Crash to enhance data collection.
   -Owner: Chief/Operations Bureau Major
2. Track data driven enforcement measures such as neighborhood complaints and deployment of the speed trailer.
   -Owner: Traffic Unit Coordinator/Operations Bureau Major
3. Monthly review of traffic crash trends and hot spots with distribution of information.
   - Owner: Crime Analyst/Traffic Unit Coordinator

➢ **OBJECTIVE 5 – ENGAGE THE COMMUNITY THROUGH COMMUNITY POLICE SERVICES**

o <u>Strategies</u>:
- Increase officer participation and incorporate non-sworn volunteers into assisting with managing and coaching PAL teams.
- Continued participation in community events.
- Department support of Neighborhood Watch groups and business surveys.

o <u>Initiatives and Owners</u>:
1. Recruit participants for the Department's Police Activities League for flag football, basketball, and soccer to play in the Parks and Recreation leagues.
2. Create activities for all youth to include 16 and 17 year olds through age appropriate events.
3. Determine citizens' perception of crime by conducting a Citizen Survey and incorporate feedback (biennially).
   -Owner: Community Police Services Division

➢ **OBJECTIVE 6 – PROMOTE EMPLOYEE DEVELOPMENT AND RETENTION**

- o Strategies:
  - Provide annual evaluations and feedback to all personnel.
  - Provide training opportunities, as allowed by budget.
  - Fill promotional positions and specialty units promptly as manpower allows.

- o Initiatives and Owners:
  1. Add all training records to the electronic system and ensure all are accurate and up-to-date. Provide employees with a full report of current training record.
     - Owner: Training Division
  2. Research rank reorganization to increase the opportunity for lateral transfers.
     - Owner: Command Staff
  3. Conduct a patrol schedule survey.
     - Owner: Command Staff

➢ **OBJECTIVE 7 – MAINTAIN CALEA ACCREDITATION**

- o Strategies:
  - Educate Command Staff and Supervisors on accreditation standards and proofs of compliance.
  - Report on accreditation efforts to Department personnel and the public.

- o Initiatives and Owners:
  1. Complete the initial On-Site Assessment and obtain accreditation certificate at a Commission hearing.
     - Owner: All personnel
  2. Create a system for the continual collection of proofs of compliance.
     - Owner: Accreditation Manager

MULTI-YEAR PLAN 2020-2030

The Department's Multi-Year Plan was developed from the same methodology used for the Strategic Plan, based on our long-term Benchmarking goals as well as a 10-year fiscal projection as requested by the City's Finance Department. This Multi-Year Plan will help focus long-term efforts specific to Benchmarking targets, population trends, personnel, equipment, and capital improvements. The Multi-Year Plan will be reviewed annually to determine the inclusion of items into the budget and strategic planning processes. At that time, the Multi-Year Plan will be revised as needed to include updated or new Initiatives, projecting out ten years.

➢ **OBJECTIVE 1 –** Consult Department Replacement Plans regarding equipment and vehicles and incorporate suggested timeframes.
  o Initiatives:
    1. Replacement of the following equipment is required/ongoing within the next 10 years:
       - Body Cameras
       - In-Car Cameras
       - Handguns and holsters
       - Tasers
       - Protective Vests
       - Portable Radios
       - Gas Masks
       - Crowd Management
       - Uniforms
    2. Anticipated replacement of entire police fleet over the next 10 years
    3. Anticipated addition of 15 vehicles over the next 10 years
  o Owner: Command Staff

➢ **OBJECTIVE 2 –** Capital Improvements
  o Initiatives:
    1. Full integration to paperless reporting system, ensuring collaborative system for information sharing with County Departments.
    2. Full implementation of E-Citation and E-Crash.
    3. Expansion of ShotSpotter technology.
    4. Expansion of Surveillance Camera system.
    5. Building maintenance: Boiler, HVAC, flooring, furniture
  o Owner: Command Staff

➢ **OBJECTIVE 3 –** Personnel Levels
Workload and Population Trends

	2015	**2016**	**2017**	**2018**	**2019**
Population	35,219	35,217	35,177	35,211	35,205
Part I Crime Rate	77.6	69	64.7	61.4	60.7
Calls for Service	53,972	55,700	55,759	49,509	51,614

Personnel Levels – The Department has 108 as a budgeted number of sworn personnel. This is a decrease of 2 sworn positions from 2019 with the conversion of the Crime Scene Specialist to civilian. Several factors have influenced the Department's workload, including:
- ▪ Additional programs related to Community Police Services
- ▪ Crime-related response units (e.g. Special Enforcement)
- ▪ Mandated training requirements

Personnel levels are also affected by attrition. The following table outlines attrition for sworn personnel from 2017-2019:

Type of Separation	**2017**	**2018**	**2019**	**Total**
Retirement	2	2	1	**5**
Other LE Agency	6	2	0	**8**
Other Career/Education	1	1	0	**2**
Terminated	4	2	4	**10**
Other/Undisclosed	3	1	4	**8**
Total	**16**	**8**	**9**	**33**

o Strategies: Anticipated Personnel Needs
1. Retirement of 5 Department canines.
2. Anticipation of attrition from Department, including known retirements and possible vacancies.
3. Consultation of workload and enforcement strategies to anticipate additional personnel needs.
o Owner: Command Staff