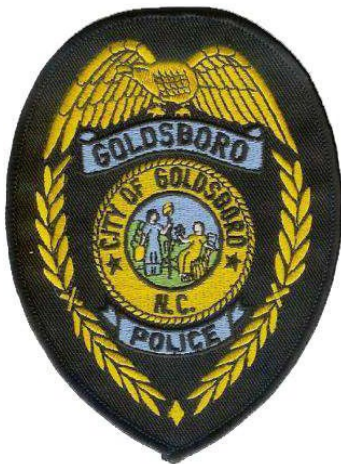


GOLDSBORO POLICE DEPARTMENT

STRATEGIC PLAN

2024-2028



INTRODUCTION

We are proud to present the Goldsboro Police Department’s Strategic Plan for 2024-2028. This plan is a culmination of extensive evaluation and strategic thinking by each of our three bureaus, which have carefully assessed their strengths, weaknesses, opportunities, and threats to shape a comprehensive roadmap for the future.

The department continues to demonstrate its commitment to excellence as we are in the fourth year of our 4-year accreditation with the Commission on Accreditation for Law Enforcement Agencies, CALEA. This prestigious accreditation reflects our adherence to the highest standards in law enforcement and our dedication to providing exemplary service to our community. Also, we plan to seek a separate State accreditation with the North Carolina Law Enforcement Accreditation, NCLEA.

Our Strategic Plan is anchored in five key goals that reflect our commitment to the well-being and prosperity of our community:

1. **Safe and Secure Community:** Ensuring the safety and security of all residents remains our highest priority. We continue to implement innovative policing strategies and strengthen our community partnership to foster a secure environment for everyone.
2. **Strong and Diverse Economy:** We recognize the importance of a robust economy. By supporting local businesses and encouraging economic growth, we aim to contribute to a strong and diverse economy that benefits all members of our community.
3. **Exceptional Quality of Life:** Enhancing the quality of life in Goldsboro is central to our mission. We are dedicated to providing excellent public services, maintaining clean and vibrant neighborhoods, and fostering a sense of community pride.
4. **Racial and Cultural Harmony:** Promoting racial and cultural harmony is essential for a cohesive community. We are committed to building bridges, encouraging dialogue, and ensuring that all voices are heard and respected.
5. **Model of Excellence in Government:** We strive to be a model of excellence in government through transparency, accountability, and continuous improvement. Our goal is to set the standard for effective and efficient public service.

The strategic plan is a collaborative effort that incorporates insights from various stakeholders. We believe that by working together, we can achieve these goals and build a brighter future for Goldsboro. Your support and active participation are crucial to our success.

Sincerely,



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 affect Department efforts.

<u>Strengths</u> <ul style="list-style-type: none">• Inter-Agency Cooperation• Community Policing Efforts• Increased Career Progression Incentives• Maintain Competitive Salaries	<u>Weaknesses</u> <ul style="list-style-type: none">• Retention• Manpower/Specialized Unit Staffing• Aging fleet and equipment
<u>Opportunities</u> <ul style="list-style-type: none">• Equipment/Technology• Crime Analysis• Recruitment/Expand Career Progression• Continual Assessment of Hiring Incentives• Community Partnerships	<u>Threats</u> <ul style="list-style-type: none">• Attrition – Retirement, Other Agency• Personnel Workload• Negative Public Perception of Law Enforcement• Budget/Inflation

Recruitment and retention have limited Department efforts, especially regarding community involvement and efforts to support patrol functions. The Department continually evaluates workload and allocation to ensure service excellence.

ACCOMPLISHMENTS

Accomplishments highlighted from our 2023-2024 Strategic Plan:

- Implementation of pay raises for all sworn personnel, well-defined career progression paths, and increased educational and experience driven incentives.
- Acquired one sworn and three civilian positions to increase efficiency of the daily operations of the patrol (Police Support Technician and School Resource Officer) and investigations (Crime Scene Specialist). The vacant Accreditation and Planning Manager was also filled.
- Organizational restructuring to streamline effectiveness of community outreach resources in the Community Police Services Division from the Investigations Services Bureau to the Support Services Bureau.
- Completion of Administrative Officers Management Program (AOMP) by Major Canady and Captain Stine
- Conducted Speed Enforcement Campaign throughout the months of October and November yielding 29 Warning Citations, 65 Speeding Citations, and 11 Other Enforcement Measurements.

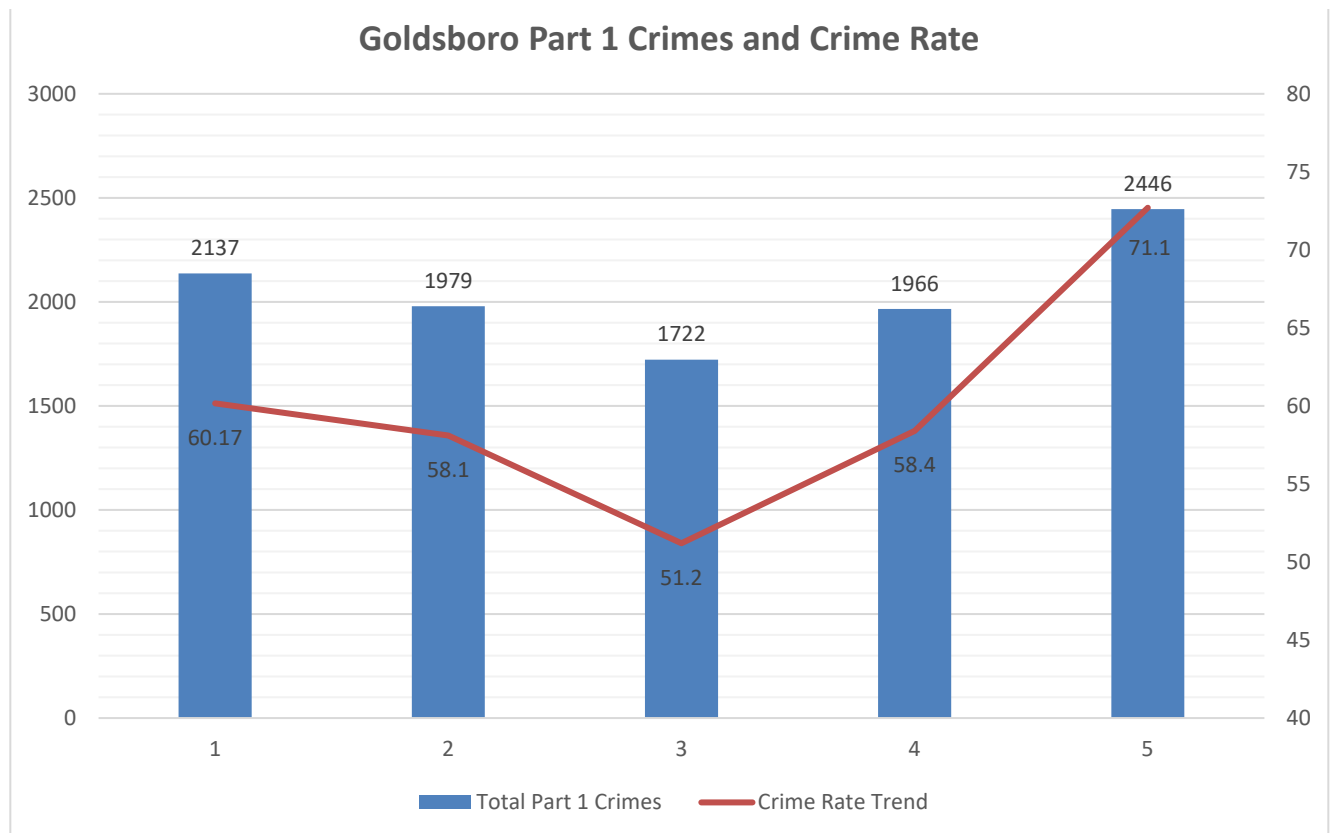
BENCHMARKING

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)

- 2019: 60.7 crimes per 1,000
 - 2020: 58.1 crimes per 1,000
 - 2021: 51.2 crimes per 1,000
 - 2022: 58.4 crimes per 1,000
 - 2023: 71.1 crimes per 1,000
- 22% Increase of crime rate from 2022 to 2023



➤ **GOAL: PART I CRIME % CLEARANCE TARGET AT OR ABOVE NATIONAL %**

2019	GPD # Occurred	GPD % Cleared	National # Known	National % Cleared
Homicide	2	100%	937	58.2%
Rape	9	22%	10,486	30.2%
Robbery	51	22%	14,925	34.5%
Aggravated Assault	131	27%	49,579	56.7%
Burglary	355	8%	80,395	15.0%
Larceny	1495	22%	446,492	24.1%
Motor Vehicle Theft	93	37%	45,900	15.6%
Arson	1	0%	2,586	25.7%

2019 National Data by Population Group 25-49K

2020	GPD # Occurred	GPD % Cleared	National # Known	National % Cleared
Homicide	2	100%	1,103	58.0%
Rape	13	46.1%	9,268	29.8%
Robbery	46	34.7%	13,026	34.2%
Aggravated Assault	198	28.2%	53,801	51.9%
Burglary	338	22.4%	71,974	15.3%
Larceny	1291	20.5%	390,166	20.2%
Motor Vehicle Theft	88	28.4%	50,481	13.7%
Arson	3	66.7%	3,137	24.2%

2020 National Data by Population Group 25-49K

2021	GPD # Occurred	GPD % Cleared	National # Known	National % Cleared
Homicide	7	100%	15,249	48%
Rape	12	41.6%	166,782	22%
Robbery	40	42.5%	121,103	24%
Aggravated Assault	164	28.0%	2,335,159	42%
Burglary	256	26.9%	584,913	13%
Larceny	1144	14.9%	2,967,229	12%
Motor Vehicle Theft	97	50.5%	554,618	11%
Arson	2	0%	26,491	24%

2021 National Data by Population Group 25-49K

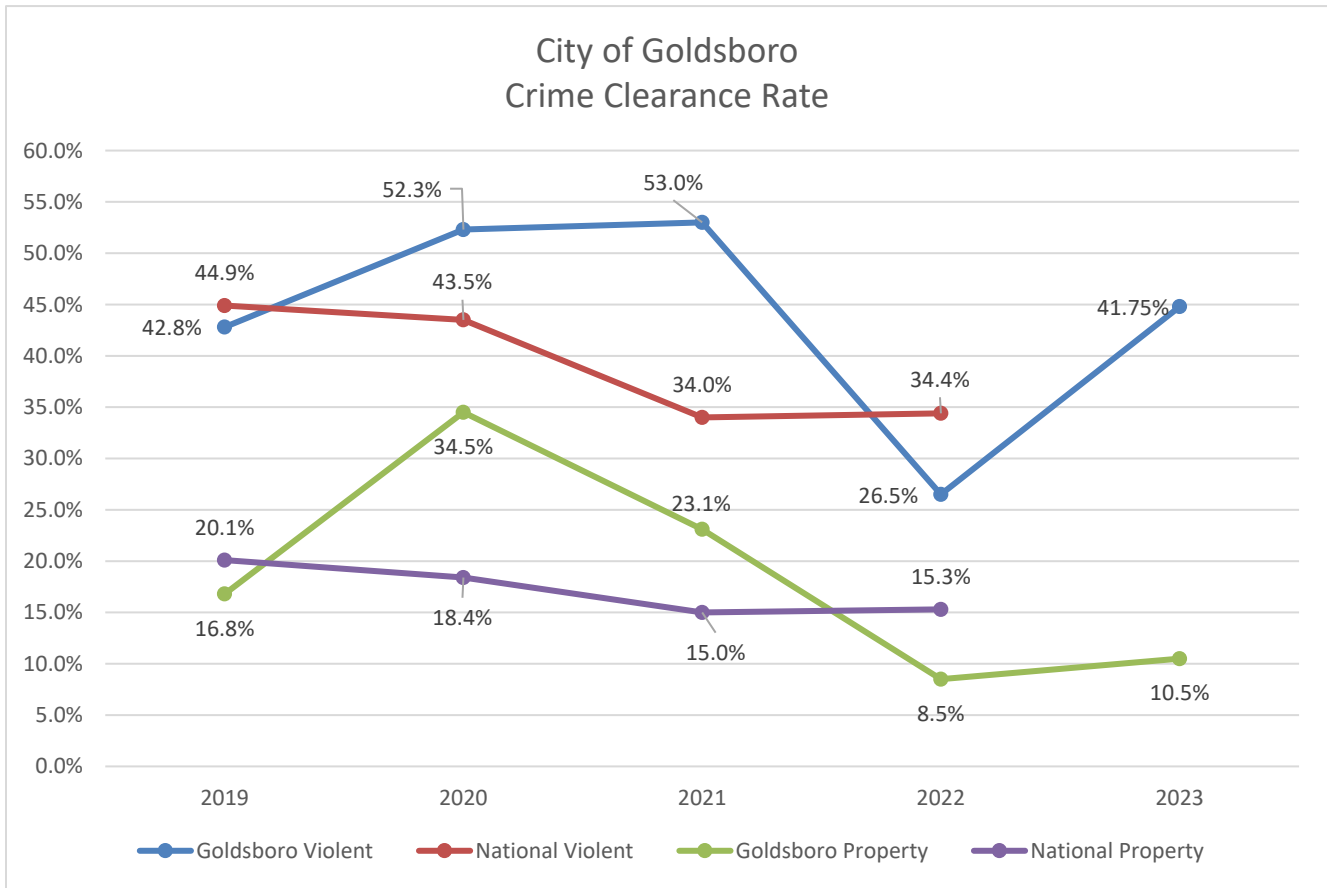
2022	GPD # Occurred	GPD % Cleared	National # Known	National % Cleared
Homicide	7	43%	17,189	49.4%
Rape	19	11%	192,147	21.9%
Robbery	41	39%	149,862	24.1%
Aggravated Assault	227	13%	2,737,786	42.2%
Burglary	236	4%	672,139	13.5%
Larceny	1314	10%	3,618,452	12.9%
Motor Vehicle Theft	120	20%	721,157	9.2%
Arson	2	0%	30,166	25.5%

2022 National Data by Population Group 25-49K

2023	GPD # Occurred	GPD % Cleared	National # Known	National % Cleared
Homicide	12	58%	*	52%
Rape	9	55%	*	*
Robbery	51	35%	*	*
Aggravated Assault	249	19%	*	*
Burglary	300	10%	*	*
Larceny	1592	11%	*	*
Motor Vehicle Theft	173	21%	*	*
Arson	6	0%	*	*

*2023 National Data Not Yet Available

Crime Clearance %: 5-Year Trend for Violent Crime and Property Crime



➤ **GOAL: RESPONSE TIME (TO PRIORITY CALLS) AT OR BELOW BENCHMARKING AVERAGE (FY DATA)**

***UNC School of Government has changed its focus on benchmark data collected and reported for 2022/2023*

- 2019:
 - GPD Response Time = 4.5 minutes
 - Benchmarking Average = 5.0 minutes
- 2020:
 - GPD Response Time = 5.2 minutes
 - Benchmarking Average = 5.7 minutes
- 2021:
 - GPD Response Time = 5.3 minutes
 - Benchmarking Average = 6.4 minutes
- 2022:
 - GPD Response Time = 5.5 minutes
 - Benchmarking Average = N/A **

- 2023:
 - GPD Response Time = 5.4 minutes
 - Benchmarking Average = N/A **

➤ **GOAL: REDUCE # OF TRAFFIC CRASHES BY 5%**

- 2019 = 2063
- 2020 = 2065
- 2021 = 2173
- 2022 = 2035
- 2023 = 2123 ➤ 4% increase

➤ **GOAL: COMPLAINTS SUSTAINED AGAINST DEPARTMENT EMPLOYEES = 0%**

- 2018 = 19% (3 out of 16 complaints were sustained)
- 2020 = 16% (6 out of 37 complaints were sustained)
- 2021 = 23% (7 out of 30 complaints were sustained)
- 2022 = 24% (5 out of 21 complaints were sustained)
- 2023 = 3% (1 out of 31 complaints were sustained)

➤ **GOAL: WORKFORCE DEMOGRAPHICS REFLECT THAT OF OUR AVAILABLE WORKFORCE**

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%

2020: Department Demographics

Race/Ethnicity	Available Workforce	GPD
White-non-Hispanic	51%	82%
Black-non-Hispanic	31%	13%
Hispanic/Latino any race	11%	3%
Other	7%	0%

2021: Department Demographics

Race/Ethnicity	Available Workforce	GPD
White-non-Hispanic	51%	80%
Black-non-Hispanic	30%	16%
Hispanic/Latino any race	13%	4%
Other	6%	0%

2022: Department Demographics

Race/Ethnicity	Available Workforce	GPD
White-non-Hispanic	51%	79%
Black-non-Hispanic	30%	16%
Hispanic/Latino any race	13%	5%
Other	6%	0%

2023: Department Demographics

Race/Ethnicity	Available Workforce	GPD
White-non-Hispanic	51%	85%
Black-non-Hispanic	30%	14%
Hispanic/Latino any race	13%	1%
Other	6%	0%

STRATEGIC PLAN

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

○ Strategies:

- Maintain working relationships and liaison with City Departments and community groups to target crime.
- Increase public service announcements regarding crime types and trends.
- Maintain Retail Theft Working Group with participation in quarterly meetings and dissemination of information.
- Improve and rebuild partnership with local hotels and housing authorities by meeting monthly and disseminating feedback and initiatives to Command Staff.
- Maintain coordinated efforts between the Department, Probation/Parole, and Juvenile Justice with participation in monthly meetings and dissemination of information.
- Implement and maintain P.A.C.E Initiative in partnership with the Wayne County Sheriff's

Initiatives and Owners:

1. Compile and distribute information regarding crimes by type/ location/ hot spots. Discussion at Department meetings.
- Owner: Crime Analyst
2. Enhance monthly reporting from support units.
- Owner: Command Staff
3. Improve crime analytics reporting.
- Owner: Crime Analyst/Support Services/IT
4. Meet monthly with Local Hotels and Housing Authorities and provide progress updates to Command Staff.
- Owner: Support Service
5. Coordinate and implement P.A.C.E. Initiative utilizing hot spot saturation foot patrols and enforcement actions in partnership with Wayne County Sheriff's Office.
- Owner: Support Service Captain/ Gang Unit
6. Meet monthly with Probation/Parole and Juvenile Justice to provide progress updates to Command Staff.
- Owner: Criminal Investigations/Support Services

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

○ 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.

○ Initiatives and Owners:

1. Evaluate Record's activities to include name candidating, status codes, and data entry to increase accuracy of Department Records Management System.
- Owner: Training Division/ Crime Scene Unit
2. Status of cases included in the supervisor's monthly report.
- Owner: All Divisions/Units
3. Ensure access and facilitate training to Leads Online, Linx, and other law enforcement databases.
-Owner: Support Services/Training Division
4. Create process for case management/disposition for administrative staff and former officers to include clearing codes, clearing cases, and evidence dispositions.
- Owner: Training Division/Crime Scene Unit

➤ **OBJECTIVE 3 – RESPONSE TIME TO PRIORITY CALLS**

○ 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.

○ Initiatives and Owners:

1. Research Wayne Communications Center process for determining dispatch/response times. Implement monthly report for response time to monitor and mitigate if needed.

- Owner: Support Services Captain/IT

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

○ Strategies:

- 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)
- Use of Traffic Tab in SPEDE to track data driven enforcement measures such as neighborhood complaints and deployment of the speed trailer.

○ Initiatives and Owners:

1. Use Department RMS report function to create and run reports with data points for citations, warning tickets, injury crashes, non-injury crashes, PVA crashes, and other crash related data.
- Owner: Support Services/IT
2. Maintain a schedule for speed trailer deployment.
- Owner: Traffic Unit Coordinator
3. Increase scheduled check points and monitor frequency.
- Owner: Traffic Unit Coordinator
4. Increase Traffic Officer saturations and monitor frequency.
- Owner: Traffic Unit Coordinator
5. 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**

- 2023 – Staffing shortages have limited the Department’s ability to create and implement additional programs. These items will remain in the Strategic Plan to guide staff when feasible.
- Strategies:
 - Increase officer participation and incorporate non-sworn volunteers into assisting with managing and coaching PAL teams.
 - Continue to recruit participants for the Department’s Police Activities League.
 - Continued participation in community events.
 - Department support of Neighborhood Watch groups and business surveys.
 - Develop and establish Neighborhood Watches in each Housing Authority to build trust and support open communication within the community.
 - Train personnel to educate faculty, staff, and students of Goldsboro area K-12 educational institutions on:
 - EKG – Educate Kids on Gun Violence
 - Drug Identification and Recognition/Signs of Drug Use
- Initiatives and Owners:
 1. Create activities for all youth to include 16- and 17-year-olds through age-appropriate events.
-Owner: Community Police Services Division
 2. Re-instate community-based programs (e.g., Citizens Police Academy).
-Owner: Community Police Services Division
 3. Determine citizens’ perception of crime by conducting a Citizen Survey and incorporate feedback (biennially).
-Owner: Community Police Services Division
 4. Develop implementation strategy for approaching, educating, and facilitating a monthly Neighborhood Watch meeting within each Housing Authority complex. Provide monthly progress report to Command Staff.

5. Utilize trained GPD personnel to coordinate and facility training opportunity for faculty, staff, and students at Goldsboro area educational institute on EKG and Drug Recognition and Identification.
-Owner: Community Police Services Division

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

○ 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.
- Annual review of retention initiatives (e.g., compression, etc.).
- Collaborate with City of Goldsboro Human Resources to streamline and improve the recruitment and onboarding process.

○ Initiatives and Owners:

1. Research feasibility of providing annual physicals to Department employees.
-Owner: Support Services
2. Research components regarding a Department physical fitness program and requirements.
-Owner: Support Services
3. Complete and review a patrol survey to include scheduling.
-Owner: Investigative Services Major
4. Research components regarding a Department mental health program.
-Owner: Support Services
5. Work with Human Resources to determine ways to make the recruitment and onboarding process more efficient and effective.
-Owner: Support Services

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 City of Goldsboro defines capital as any item/improvement over \$5,000. 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.
 - 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.
 - Owner: Command Staff
 - 2023-2024 Update:
 - The following were purchased FY 23-24 budget:
 - (84) Handguns
 - (10) Protective Vests
 - (90) Handgun Lights
 - (40) Crowd Management Equipment Sets
 - (8) Police Vehicles and Related Equipment

- 2024-2028 Anticipated:
 - (12) Police Vehicles and Related Equipment
 - (86) Tasers
 - Polygraph System
 - K-9 and Kennel
 - Replacement Drying Cabinet Filters/Airclean Drysafe
 - Foster & Freeman Discover Pro - Crime-Lite Auto Kit with Oblique/Coaxial: Illumination
 - (20) In-Car Cameras
 - (20) Body-Worn Cameras
 - (20) Portable Radios
 - (3-pack) Forensic Buddy System
 - Stalker Message/RADAR Trailers
 - Voice Stress Analyzer (CVSA)
 - Converus Eye Detect System Hardware
 - GreyKey Mobile Forensics (Hardware and Software)

OBJECTIVE 2 – Capital Improvements

- Initiatives:
 1. Expansion of ShotSpotter technology.
 2. Expansion of Surveillance Camera system.
 3. Building maintenance: HVAC, flooring, furniture
- Owner: Command Staff
- 2023-2024 Update:
 - New boiler purchased.
 - Chiller repaired.
 - Split Air Conditioning Unit for Server Room.
- 2024-2028 Anticipated:
 - New Building
 - Office Furniture

➤ **OBJECTIVE 3 – Personnel Levels**

Workload and Population Data

	2019	2020	2021	2022	2023
Population	35,205	34,061	33,657	33,657	33,657
Part I Crime Rate	60.7	58.1	51.2	58.4	71.1
Calls for Service	51,614	49,187	42,177	42,838	43,079

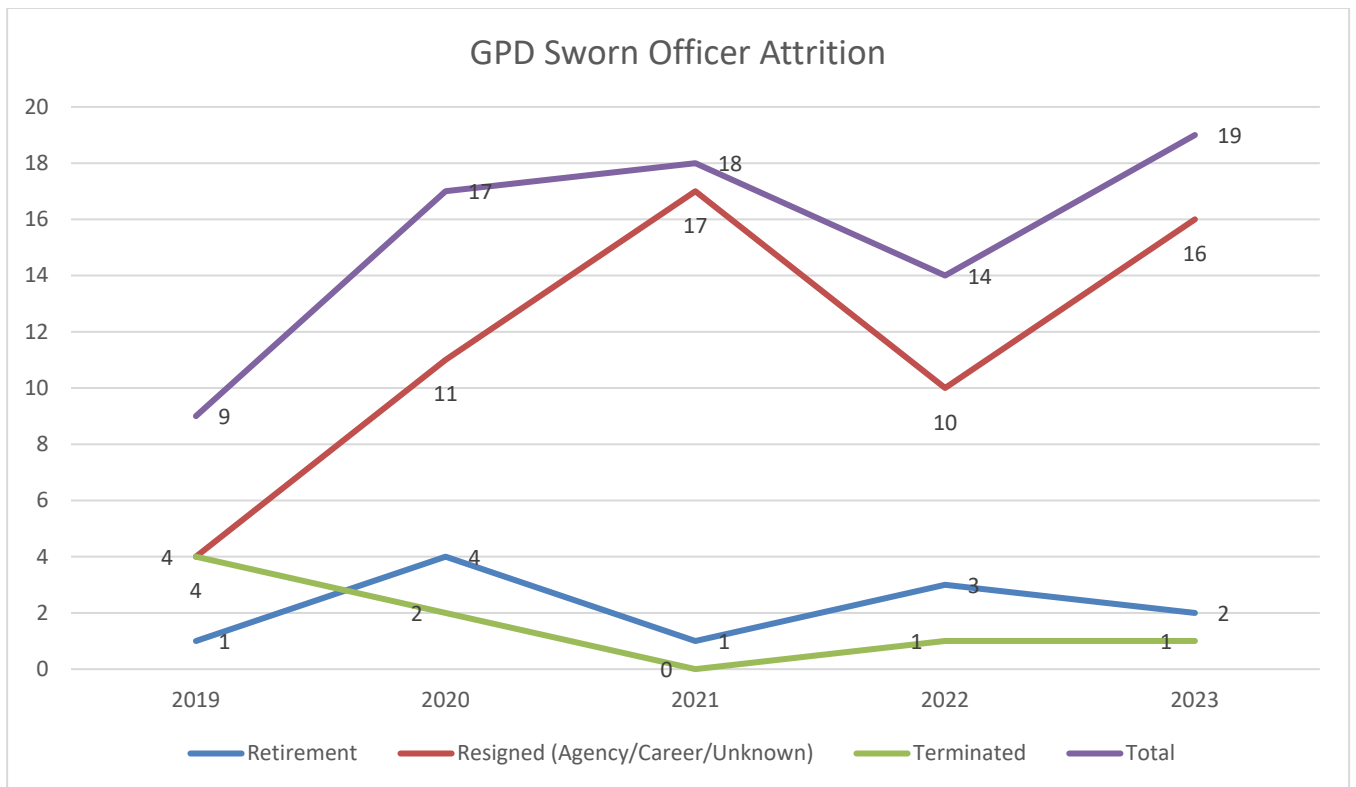
Trends

Population in the City of Goldsboro has experienced a slight downward trend over the last five years. Current development within the City of Goldsboro does not project a substantial population increase. Workload as measured by crime rate saw a steady decrease from 2019 to 2023. Over the past five years, workload as measured by calls for service was highest in 2019, dropping in 2020 and 2021, then increasing slightly in 2022 and 2023. Based on the above workload and population trends, we do not anticipate combined factors to create a substantial increase that would affect budgeted positions.

Personnel

The following table and chart outline attrition for sworn personnel from 2019-2023:

Type of Separation	2019	2020	2021	2022	2023	Total
Retirement	1	4	1	3	2	11
Other LE Agency	0	5	10	8	13	36
Other Career/Education	0	0	1	0	1	2
Terminated	4	2	0	1	1	8
Other/Undisclosed	4	6	8	2	2	22
Total	9	17	20	14	19	79



Attrition for 2019 was below 10 employees per year then increased sharply in the following three year. Employee resignations consistently account for the highest attrition, with retirements and terminations fluctuating with no pattern. We expect that with the implementation of a more competitive starting salary, incentives, and the additional salary adjustment that we will attract more candidates and retain our current staff.

Over the past five years we have averaged 13.2 new vacancies per year and 11.6 resignations per year.

With hiring data available for the previous 4 years (2020-2023), GPD hired an average of 8.75 sworn officers per year, during which time the total attrition rate was 17 sworn officers per year. Our anticipated hiring rate of 10 sworn officers per year does not keep pace let alone exceed the attrition rate.

	2020	2021	2022	2023	Total
Total Sworn Officers Hired	7	5	11	12	35

- Initiatives: Anticipated Personnel Needs
 1. Anticipation of attrition from Department, including known retirements and possible vacancies.
 2. Consultation of workload and enforcement strategies to anticipate additional personnel needs.
- Owner: Command Staff
- 2023-2024 Update:
 - Replacement of two (2) Police Canine was completed.
- 2024-2028 Anticipated:
 - Replacement of one (1) Police Canine.
 - Hire a minimum of ten (10) sworn police officers.
 - Research is being conducted into the creation of an auxiliary police unit and the addition of civilian staff for telephone/online reporting and other support functions.