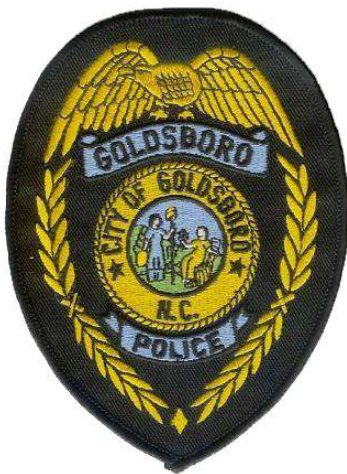# GOLDSBORO POLICE DEPARTMENT

STRATEGIC PLAN

2023-2024

INTRODUCTION

It is a pleasure to present the Goldsboro Police Department's 2023-2024 Strategic Plan. Members of the Department who developed this plan are also responsible for the annual review and evaluation. Each Bureau evaluates their Strengths, Weaknesses, Opportunities, and Threats, and makes suggestions for new initiatives. We continue to make achievements toward set initiatives.

This document is fluid in nature and designed so as initiatives are accomplished, they are removed from the Strategic Plan and replaced with new objectives and initiatives. Our Strategic Plan is a proactive tool and provides structure and guidance for the Department to continually improve services to the citizens of Goldsboro. As we continue to address recruitment and retention issues, and by working closely with the City Manager and City Council, we were able to increase starting salaries as well as retention incentives.

As the Department continues to demonstrate its commitment to excellence and professionalism and while currently in the third year of our 4-year reaccreditation with the Commission on Accreditation for Law Enforcement Agencies, CALEA®, we plan to seek a separate State accreditation with the North Carolina Law Enforcement Accreditation, NCLEA, when it becomes available.

We continue to base our Strategic Plan for 2023-2024 on the goals for the City of Goldsboro:
- Safe and Secure Community
- Strong and Diverse Economy
- Exceptional Quality of Life
- Racial and Cultural Harmony
- Model of Excellence in Government

This Strategic Plan does not cover everything that needs to be accomplished within the agency, but instead focuses on priority areas. As we work toward accomplishing our goals, we continue to build strong relationships within our community and to forge new relationships.

On behalf of the entire Goldsboro Police Department, I would like to extend my thanks to our colleagues and community for their input and support.

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 affect Department efforts.

Strengths	Weaknesses
• Inter-Agency Cooperation • Community Policing Efforts • Increased Career Progression Incentive	• Retention • Recruitment • Manpower • Unable to maintain competitive salaries • Aging fleet and equipment
Opportunities	Threats
• Equipment/Technology • Crime Analysis • Expand Career Progression • Continual Assessment of Hiring Incentives • Community Partnerships	• 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 2022-2023 Strategic Plan:

➢ Completed the research of unnecessary and reclassification of reports.
➢ Completed the transition of the CAD system to sync with MFR.
➢ Completed the implementation of e-Crash.
➢ Added all training records to the electronic system.
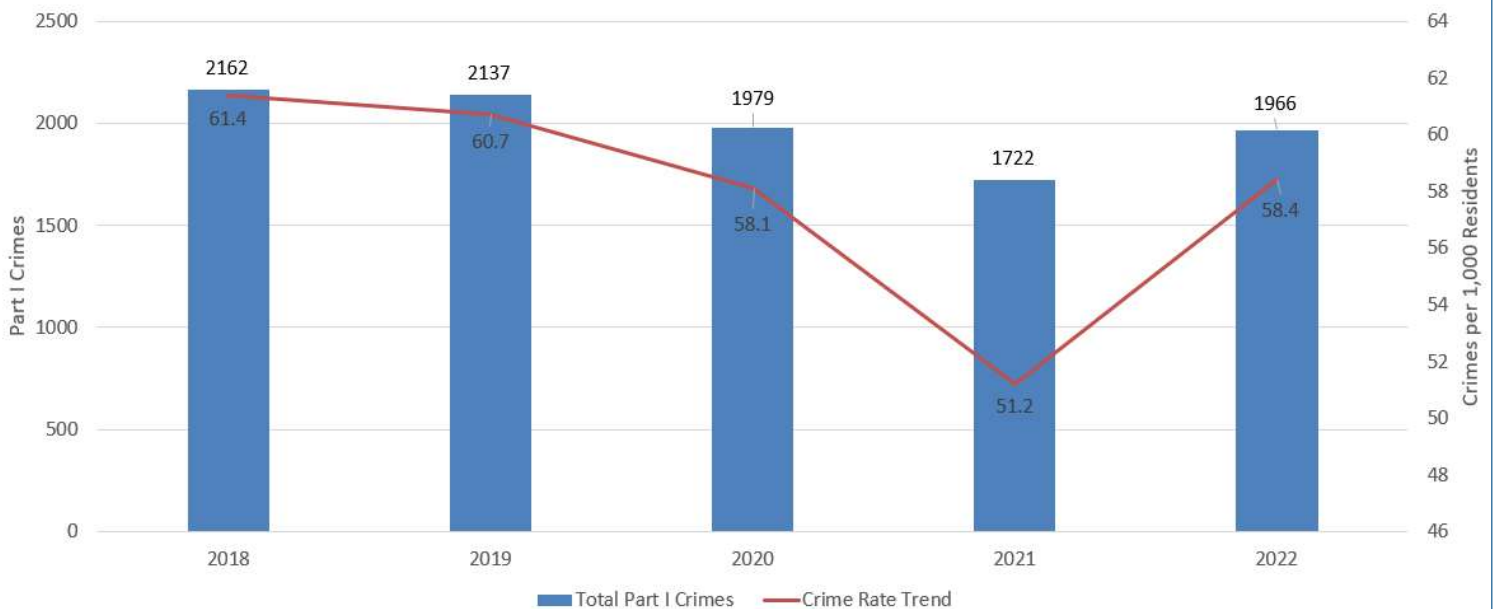➢ Standardized the personnel files in the Office of the Chief.

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)**
- o 2018: 61.4 crimes per 1,000
- o 2019: 60.7 crimes per 1,000
- o 2020: 58.1 crimes per 1,000
- o 2021: 51.2 crimes per 1,000
- o 2022: 58.4 crimes per 1,000 ⟫ 14% Increase of crime rate from 2021 to 2022

Goldsboro Part I Crimes and Crime Rate

Chart: Goldsboro Part I Crimes and Crime Rate. Bars show Total Part I Crimes: 2018: 2162, 2019: 2137, 2020: 1979, 2021: 1722, 2022: 1966. Crime Rate Trend line: 2018: 61.4, 2019: 60.7, 2020: 58.1, 2021: 51.2, 2022: 58.4.

Legend: Total Part I Crimes — Crime Rate Trend

2018	GPD # Occurred	GPD % Cleared	National # Known	National % Cleared
Homicide	3	67%	936	66.7%
Rape	10	20%	10,813	31.7%
Robbery	59	24%	16,468	34.7%
Aggravated Assault	143	35%	50,048	57.9%
Burglary	397	8%	92,753	15.1%
Larceny	1447	29%	476,017	25.0%
Motor Vehicle Theft	93	26%	48,546	15.6%
Arson	10	10%	2,667	26.2%

2018 National Data by Population Group 25-49K

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 Not by Population Group

2022	GPD # Occurred	GPD % Cleared	National # Known	National % Cleared
Homicide	7	43%	*	*
Rape	19	11%	*	*
Robbery	41	39%	*	*
Aggravated Assault	227	13%	*	*
Burglary	236	4%	*	*
Larceny	1314	10%	*	*
Motor Vehicle Theft	120	20%	*	*
Arson	2	0%	*	*

*2022 National Data Not Yet Available

City of Goldsboro
Crime Clearance Rate

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

- 2018:
  - GPD Response Time = 4.6 minutes
  - Benchmarking Average = 5.3 minutes
- 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 = Data not currently available

➢ **GOAL: REDUCE # OF TRAFFIC CRASHES BY 5%**
  o 2018 = 2204
  o 2019 = 2063
  o 2020 = 2065
  o 2021 = 2173
  o 2022 = 2035 ⟫ 6% decrease

➢ **GOAL: COMPLAINTS SUSTAINED AGAINST DEPARTMENT EMPLOYEES = 0%**
  o 2018 = 21% (6 out of 29 complaints were sustained)
  o 2019 = 19% (3 out of 16 complaints were sustained)
  o 2020 = 16% (6 out of 37 complaints were sustained)
  o 2021 = 23% (7 out of 30 complaints were sustained)
  o 2022 = 24% (5 out of 21 complaints were sustained)

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

  o 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%

  o 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%

  o 2020: Department Demographics

Race/Ethnicity	Available Workforce	GPD
White-non-Hispanic	51%	82%
Black-non-Hispanic	31%	15%
Hispanic/Latino any race	11%	3%
Other	7%	0%

- o 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%

- o 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%

STRATEGIC PLAN

- ➢ **OBJECTIVE 1 – REDUCE PART I CRIME RATE BY 5%**
  - o 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.
    - Maintain participation in monthly meetings with local hotels and housing authorities with the dissemination of information.
    - Maintain coordinated efforts between the Department and Probation/Parole with participation in monthly meetings and dissemination of information.

  - o 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. Research crime analytics.
       - Owner: Crime Analyst/IT

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. Evaluate Records 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, Lynx, 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

- o <u>Strategies:</u>
  - 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 <u>Initiatives and Owners:</u>

  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%**

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

o <u>Initiatives and Owners:</u>

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**

  o 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.

  o Strategies:
    - 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.
    - Continue to recruit participants for the Department's Police Activities League.

  o 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

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

- o <u>Strategies:</u>
  - ▪ 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.).

- o <u>Initiatives and Owners:</u>

  1. Research feasibility of providing annual physicals to Department employees.
     -Owner: Support Services Major

  2. Research components regarding a Department physical fitness program and requirements.
     -Owner: Support Services Major

  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 Major

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.

  - 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

  - o 2022-2023 Update:
    - The following were purchased FY 22-23 budget:
      - o (98) Handguns
      - o (16) Protective Vests
      - o (24) Portable Radios
      - o (40) Crowd Management Equipment Sets
      - o (3) Police Vehicles

  - o 2023-2024 Anticipated:
    - (98) Handgun Lights.
    - (8) Police Vehicles and Related Equipment.
    - Research grant opportunities for body/in-car cameras.

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

- 2022-2023 Update:
  - Completed the full integration to paperless reporting system.
  - Completed the full integration of E-Citation and E-Crash.
  - New boiler purchased.
  - Chiller repaired.

- 2023-2024 Anticipated:
  - Split Air Conditioning Unit for Server Room.

- ➢ **OBJECTIVE 3 –** Personnel Levels

<u>Workload and Population Data</u>

|	**2018**	**2019**	**2020**	**2021**	**2022**
Population	35,211	35,205	34,061	33,657	33,657
Part I Crime Rate	61.4	60.7	58.1	51.2	58.4
Calls for Service	49,509	51,614	49,187	42,177	42,838

<u>Trends</u>
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 2018 to 2021 but experienced a sharp increase in 2022. 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. Based on the above workload and population trends, we do not anticipate combined factors to create a substantial increase that would affect budgeted positions.

<u>Personnel</u>

The following table and chart outline attrition for sworn personnel from 2018-2022:

Type of Separation	2018	2019	2020	2021	2022	Total
Retirement	2	1	4	1	3	**11**
Other LE Agency	2	0	5	8	7	**22**
Other Career/Education	1	0	0	5	1	**7**
Terminated	2	4	2	0	1	**9**
Other/Undisclosed	1	4	6	4	2	**17**
Total	**8**	**9**	**17**	**18**	**14**	**66**

GPD Sworn Officer Attrition
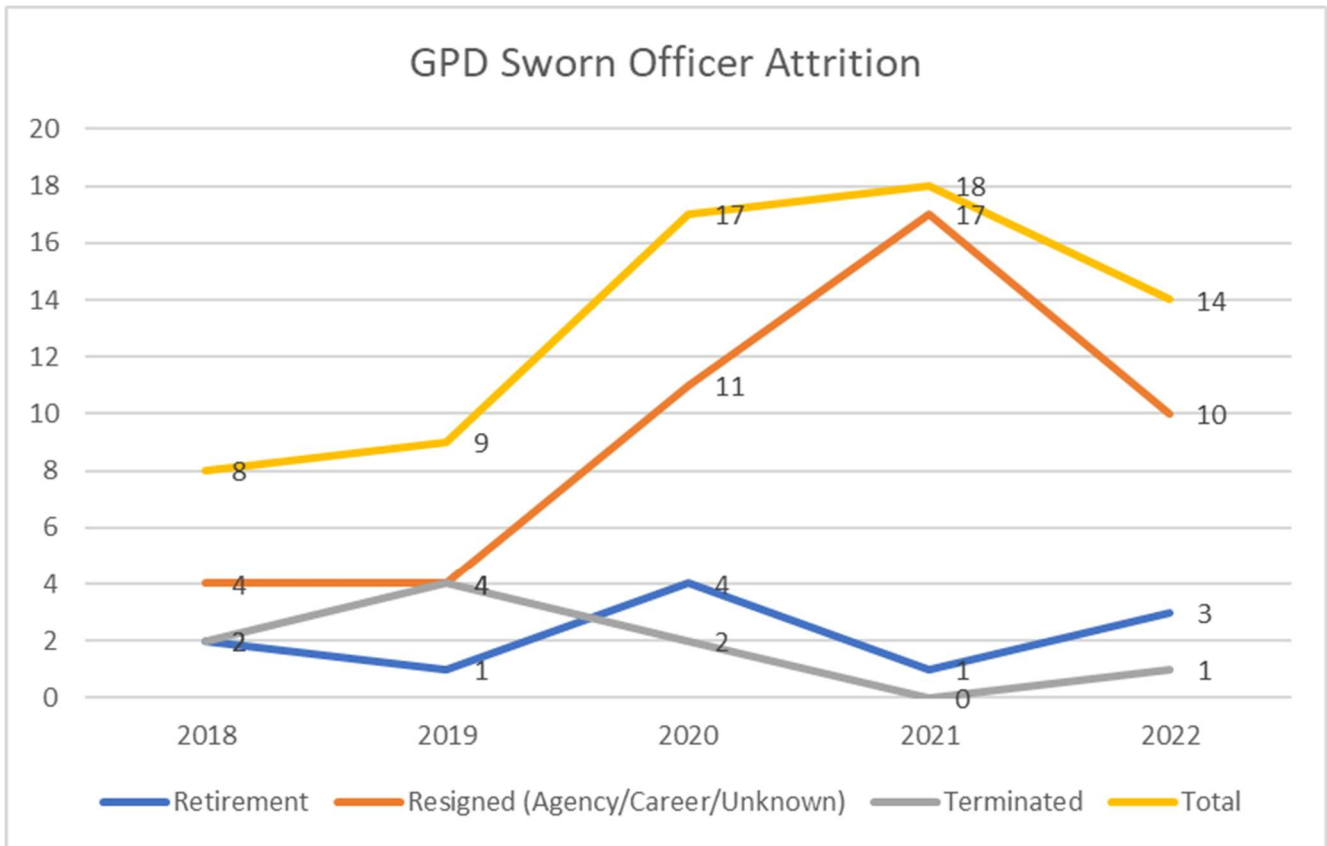
Attrition for 2018 and 2019 was below 10 employees per year then increased sharply in 2020 and 2021 before decreasing in 2022. However, the decrease in 2022 was still above the attrition in 2018 and 2019. Employee resignations consistently account for the highest attrition, with retirements and terminations fluctuating with no pattern.

Over the past five years we have averaged 13.2 new vacancies per year and 9.2 resignations per year.

With hiring data available for the previous 4 years (2019-2022), GPD hired an average of 8.25 sworn officers per year, during which time the total attrition rate was 14.5 sworn officers per year. Our anticipated hiring rate of 10 sworn officers per year does not keep pace let alone exceed the attrition rate.

	2019	2020	2021	2022	Total
Total Sworn Officers Hired	10	7	5	11	33

- o <u>Initiatives</u>: 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 <u>Owner</u>: Command Staff

- o <u>2022-2023 Update</u>:
  - Replacement of one (1) Police Canine was completed.

- o <u>2023-2024 Anticipated</u>:
  - 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.