

ROXBORO POLICE DEPARTMENT



STRATEGIC PLAN 2019-2021

DAVID L. HESS
CHIEF OF POLICE

PUBLISHED FEBRUARY 2019

Message from the Chief of Police

The Roxboro Police Department strives to provide a relentless pursuit of excellence in our service delivery to the COMMUNITY. We are committed to maintaining the standards of a professional law enforcement agency while meeting the needs and expectations of our community. With this in mind, we have developed this three-year strategic plan as a guide for the Department, our staff, and the community, to assess our direction, workload, and progress going forward.

More specifically, this plan is intended to communicate our goals and strategies for providing public safety and an enhanced quality of life for the City of Roxboro. This plan outlines two internal goals and two external goals. The internal goals derived from an internal SWOT analysis. The external goals were a collaborative effort of community stakeholder meetings, public forums, and the involvement of our city council. The involvement of our city leaders assures, we, as a police department, remain committed to the direction and expectations of a growing community with servant leadership. Without the collaborative approach, the police department could not effectively maintain stable community relationships in a community with planned residential growth over the next three years.



Sincerely,
David L. Hess
David L. Hess
Chief of Police
FBINA 264





Mission of the Roxboro Police Department

The basic mission of the Roxboro Police Department is to create a safer Roxboro by reducing crime, ensuring the safety of our citizens, and building trust and partnership with our community.

Vision Statement

The dedicated professionals of the Roxboro Police Department will provide benchmark law-enforcement excellence through our progressive and innovative problem-solving efforts that will bridge the gap between the police department and the community we serve.

Core Values

- Fairness:** We accept responsibility for our actions. We are accountable to ourselves and those we serve. We will communicate honestly and consistently for excellence.
- Honesty:** We are truthful and transparent in our actions with each other as well as the members of our community.
- Integrity:** We are committed to the highest standards of honesty and ethical conduct, which are the cornerstones of our profession.
- Respect:** We recognize the authority that we hold and will treat others as we would like to be treated.
- Teamwork:** We will work in collaboration with the community and law enforcement partners to improve quality of life.

International Association of Chiefs of Police

Oath of Honor

On my honor,

I will never betray my badge,

my integrity, my character,

or the public trust.

I will always have

the courage to hold myself

and others accountable for our actions.

I will always uphold the constitution

my community and the agency I serve.



Roxboro Police Department
Goals for Fiscal Years 2019-2021



Goal 1
Officer Retention

Goal 2

Increase Staffing
Through Approved
Funding Source



Goal 3
Community
Relations

CRIME SCENE DO NOT ENTER

Goal 4

Decrease Violent
Crime Index

See Something Say Something

S.W.O.T. ANALYSIS of the Department

Strengths

- Experienced leadership staff
- Highly educated and trained workforce
- Strong community relations & support
- Acquisition of modern policing equipment
- Use of 21st Century policing technology
- Sustainable workforce
- Accredited Risk Management Agency through NCLM

Opportunities

- Planned attrition allowing for promotable opportunities through the rank of Deputy Chief of Police.
- Implementation of a Volunteering in Policing (VIP) program.
- Increase Youth Outreach
- Approval to pursue grant funding
- Enhance Federal Law Enforcement task force partnerships
- Career development program with pay incentives
- Salary compensation study

Weaknesses

- Some compensation rates are below market value
- Lack of a certification pay program to retain trained officers.
- Newly developed workforce
- Insufficient staffing
- Increasing Traffic Enforcement requests/needs
- Aging vehicle fleet in some divisions
- Budget constraints

Threats

- Recruitment and Retention competition within the industry
- Increased service demand
- Increased reliance on technology that comes with a fiscal impact
- Rising benefit costs
- Increased violent crime index
- Planned attrition
- Community growth impacting future service levels.
- Anti-Government/Police ideology/population



Goal 1- Officer Retention

Beginning in 2017, the police department worked diligently with city council to implement strategies to recruit police applicants. The strategies that were implemented were a paid police trainee program; hiring certified experienced officers above the hiring rate; and a take home car program. Since those strategies were implemented, the police department has successfully filled twelve vacancies; ten trainee officers and two certified experienced officers. Those vacancies were the result of planned attrition, two officers choosing to work for a neighboring agency for higher salary, and one choosing private business endeavors.

The city offers a competitive employment package, however, across the law enforcement industry, other neighboring municipalities have increased incentives to recruit and retain law enforcement officers. Historically, the Roxboro Police Department has been considered a training ground for other police departments. That must change. History shows, new hire officers tend leave the agency within three to five years to work for neighboring agencies with better pay and training incentives.

Proven strategies in the industry to retain officers generally comes with some fiscal impact. However, when looking at the cost of retaining highly trained officers, the liability risk to the city is reduced. Thus, there is an argument the city saves money to retain trained officers. On January 8, 2019, the police department earned the [North Carolina League of Municipalities Risk Management Accreditation](#). The city receives a 14% discount on police liability insurance with NCLM for this accreditation. A second discount is applied when the department has more than half of their sworn staff who have earned their Advanced Law Enforcement certification from the [North Carolina Justice Education and Training Standards Commission](#).



To reduce liability and to retain the employees we have hired, the department proposes two retention strategies. The first, is a certification pay program with pay incentives. The goal of the program is compensating officers for tenure with the department who acquire certain hours of professional training. The proposed certification pay program is included as *Attachment A*. This strategy is a proven technique in neighboring competitive agencies. Built into the plan is a means for officers to earn their Advanced Law Enforcement certification so the city can receive the additional liability discount. The city is evaluating a pay study to be completed in the future. These two strategies would make the Roxboro Police Department the most competitive agency in the region which would allow the department to retain the employees needed to reduce liability to the city.

Benchmark to Achieve Goal

- Approval and implementation of Certification Pay Program.

Goal 2- Additional Staffing Allocation

Exciting news for the City of Roxboro is underway with the construction of residential developments. These developments could add between 800-1,000 residents. As noted in the 2017 Annual Report, the police department migrated to a new RMS software that integrated with [Person County Emergency Services](#). The department's average response time was 3.15 minutes, from dispatch to arrival. Officers spent an average of 35 minutes per call. The most time-consuming services are crash investigations, averaging 49 minutes per crash and violent crimes, averaging 1 hour or more per incident. Based on the number of annual crashes, coupled with traffic volume, and increased residential traffic over the next three to five years, the community would benefit by having a full-time traffic safety unit of two officers. The additional two officers would increase the staffing table to 35 sworn officers. Additionally, patrol would improve response time by not being primarily responsible for crash investigations. One avenue to add these resources would be approval to apply for a [Governors Highway Safety](#) Program grant for personnel and equipment, with sustainable funding from the city once the grant expires.

As the department continues to increase community policing programs the department has earned a reputation amongst business leaders, civic groups, and community leaders as one of the go to agencies to participate in events. Many of the requests place additional strains on administrative and patrol personnel. Decreasing our participation in the community is not a feasible option. Our department is only as valuable to the community as the stability of the relationships we build and maintain. For the benefit of the community, the police department could implement a strategy used by neighboring agencies in the region by having dedicated personnel to attend and manage community policing events. We propose approval to fund two additional positions over the next three to five years for Community Resource Officers. The officers would be assigned to the Administrative Service Unit and serve as the primary liaison for community events, security surveys for businesses and other community oriented policing functions. By adding the additional officers, certified trainers in ASU could increase in house training to reduce training costs to the current budget.

Lastly, call data shows an increasing service demand. In 2018, the department responded to 939 more calls for service than in 2017. Of primary concern is the rise in violent crime over the past couple of years. Investigations show the rise of violent crime is narrow in scope to gang on gang violence and retaliatory crimes. When violent crimes occur, every officer on duty remains tied up on that call for hours, leaving the city without dedicated police services for general public safety needs. As service demands increase they place a strain on police services. The department proposes contracting services for a staffing analysis to determine the appropriate number of additional officers.

Benchmark to Achieve Goal

- Grant approval to fund two traffic enforcement officers and equipment.
- Complete a staffing analysis.
- Approval of funding for additional resources based on the staffing analysis report.

Goal 3- Increase Community Relations

In the fall of 2018, the police department hosted several community forums to receive feedback from community stakeholders. Forums were held with the NAACP of Person County, the Interdenominational Ministerial Alliance, Rotary Club of Roxboro, Kiwanis, BASIC (Brothers and Sisters in Conversation), Roxboro Police Citizens Academy Alumni, and City Council. The forums informed participants of the department's ethnic makeup of employees, training in areas such as non-bias policing, mental health crisis awareness training (CIT); formal education of our workforce; community policing initiatives; and a review of the department's annual reports and previous strategic report. The forums closed with an opportunity for the participants to conduct their own SWOT analysis of the agency.

Based on the feedback from these groups, their suggestions for opportunities and threats aligns with the department's internal goals (Goal 1 and Goal 2). The groups praised the department for the community policing, visibility, and developing trust and transparency. However, those praises came with critics in two areas: enhance the current Minority/Race relations and increase the amount of youth oriented community policing.

The Ministerial Alliance, NAACP and BASIC groups commended our agency for our non-bias police training, building trust and relationships with the minority community, and transparency with the various group's leadership. From the SWOT analysis feedback, opportunities include developing a Coffee with a Cop like program in businesses owned/operated by minority citizens, publishing data about Use of Force, traffic stop demographics, and youth outreach programs.

In our continued commitment to community policing and Unity in CommUNITY, the police department will host a Youth Citizens Police Academy by the end 2021. Additionally, the police department will work diligently with the Roxboro-Person Police Activity & Athletic League, a local non-profit that is working to partner public safety employees with youth through activities and athletics. A community policing outreach program with the minority community is slated to be "Barbershop Uncut" series, hosted at local minority barbershops. These sessions will involve local police officers hanging out on a specified day in minority barbershops having "Uncut" casual conversations with clients and barbers. Police staff will continue working to enhance partnerships and relationships with the minority community and develop strategic community policing opportunities that engage minorities to build meaningful relationships.

Benchmark to Achieve Goal

- Host a Youth Citizens Police Academy.
- Publish demographic data on Use of Force arrests and traffic stops in future annual reports, beginning with the 2018 Annual report.
- Host Barbershop Talk event by the end of 2019.
- Host Youth CPA by 2021.

Goal 4- Decrease Violent Crime Rate

The basic mission of the Roxboro Police Department is to create a safer Roxboro by reducing crime, ensuring the safety of our citizens, and building trust and partnership with our community. Over the past three years, the average violent crime rate index is 8.12% of all crimes committed in the city. When compared to our three-year average non-violent crime index of 43.37%, the violent crime index is low. However, when compared to the [state average of 6.1%](#) violent crime index, the violent crime in Roxboro is slightly trending upward. According to the [FBI UCR Crime data](#), nationally, violent crime decreased by 3.7% between 2016 and 2017. Our internal police records indicate that the violent crime is not wide spread throughout the community and narrowly occurs in two low income neighborhoods with a predominate residential rental population. In 2018, the department found a low level misdemeanor crime that was the primary contributor to drug distribution and violent crime occurring in low income residential properties. Second degree trespassing was the number one offense the criminals committed which led to drug offenses and violent crimes. One known concern to investigating violent crimes involving minority citizens in low income residential areas is a fear to share information with the police, known as “street code”. This street code is problematic to the quality of life of residents and further shows a need for the police department to continue developing upon the established trust with the minority community. The police department plans to combat the violent crime rate index in two phases over the next three years.

Phase 1

- 1) Enhance community partnerships with property owners to share crime information about tenants through our Property Owners Collaborative program.
- 2) Increase directed patrols in areas where violent crimes occurs.
- 3) Increase community policing outreach in neighborhoods where violent crime occurs.
- 4) Promote “See Something Say Something”.
- 5) Partner with judicial officials to hold offenders accountable with bonds when a low level misdemeanor arrests or other judicial proceedings show a nexus to other crime trends.

Phase 2

- 1) Seek judicial support of Continued Criminal Enterprise felony charges where applicable.
- 2) Seek judicial support of stronger sentencings when repeat offenders are found guilty in a court of law for certain class misdemeanors and all felonies.
- 3) Enhance partnerships with federal law enforcement partners and federal prosecutors to adopt applicable crimes for federal prosecution.

Benchmark to Achieve Goal

- Host at least two community policing events annually in low income residential communities.
- Publish crime data semi-annually to track trends.
- Publish success of partnerships or federally adopted criminal cases.

THANK YOU FOR YOUR

Roxboro
POLICE DEPARTMENT
PROUDLY PROTECTING AND SERVING THE CITIZENS OF ROXBORO

2019

FOR THE AUTHORITIES DO NOT STRIKE FEAR IN PEOPLE WHO ARE DOING RIGHT
ROXBORO POLICE
SET IN THOSE WHO ARE DOING WRONG

Lt. C. Dickerson Lt. R. Hughes Lt. D. Walker Sgt. R. Ford

Sgt. J. Cash Sgt. A. Cox III Sgt. K. Horton Sgt. J. Watson

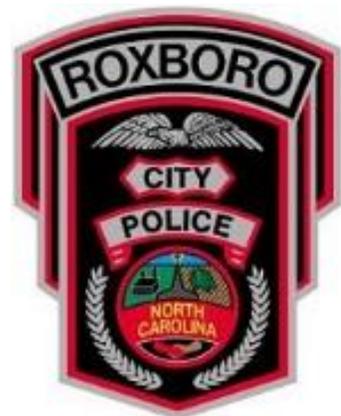
Sgt. P. Furstenuau Cpl. C. Bialock **DAVID L. HESS**
CHIEF OF POLICE **JIMMY HAWKINS**
DEPUTY CHIEF Cpl. W. Brown Cpl. C. Lynch

Cpl. D. Mills Det. J. Wright III Det. J. Howe Ofc. C. Agamaite Ofc. B. Solomon K-9 Kilo Ofc. C. Campbell Ofc. K. Fitzsim- Ofc. T. Gray

Ofc. S. Leech Ofc. J. Vuolo Ofc. B. Warren Ofc. S. Whitlow Lori Davis Valerie Gentry Tanya Thomas John Hazel Tony Tuck

Dana's Photography

CONTINUED SUPPORT



Website:

<https://www.cityofroxboro.com/government/police>

Attachment A

Certification Pay Program

The purpose of the certification pay program is to establish a diverse, well trained, educated and professional staff of police officers. Police Officers who are well trained in various modern policing techniques and strategies reduce liability to the community and the city, thereby improving police relations and application of 21st Century Policing methods. Finally, a career development program is intended to retain employees to provide a stable workforce.

Education Salary Increases

Advanced Professional Law Enforcement Certificate \$500 to base pay.

Associate Degree in Criminal Justice or related field
\$500 to base pay, plus \$250 bonus if earned while employed with the City of Roxboro.

Bachelor Degree in Criminal Justice or related field
\$1000 increase to base pay, plus \$500 bonus if earned while employed with the City of Roxboro.

Master Degree in Criminal Justice or related field
\$1,500 increase to base pay, plus \$750 bonus if earned while employed with the City of Roxboro.

Master Police Officer \$1,250

Employed with the police department a minimum of 5 years and completed the below courses:

Officer Survival Training:	80 Hours
Basic Radar Training:	40 Hours
DWI Detection Training:	56 Hours
Legal/ Supervision*:	80 Hours
Community Policing:	16 Hours
Investigative Training:	40 Hours
Police Law Institute:	80 Hours
Crisis Intervention Training:	40 Hours
Total Accumulative:	432 Hours

- 1) Certification as a General or Specialty Instructor can be in lieu of Investigative Training requirement for this phase.
- 2) *At least one course within the 80 hour criteria must include a NCLM Risk Management legal or supervisory course.
- 3) Master Officer certification employees may be given preference for promotional processes to the Corporal, Detective, or Sergeant upon recommendation of their supervisor.

The Chief of Police, upon approval of the City Manager, may offer lateral entry for experienced officers with five or more years of North Carolina law enforcement service who have obtained the minimal training hours required for Master Officer. A lateral entry officer at the rank of Master Officer will be compensated at the hiring rate for certification pay.