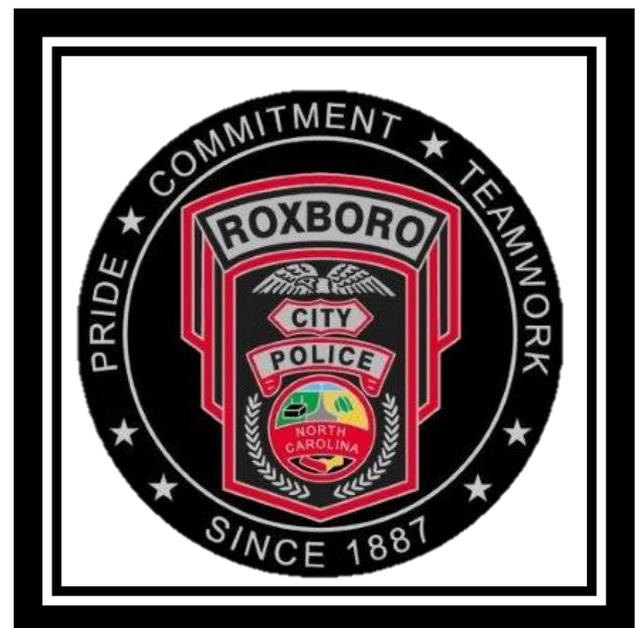


Roxboro Police Department

Strategic Plan 2016-2018



Prepared by David L. Hess

Chief of Police

February 2016

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Message from the Chief of Police

The purpose of the Roxboro Police Department is to protect and to serve. Every person has protected rights to be free from criminal attack, to be secure in their possessions and to live in peace. The department serves the community of Roxboro by providing professional law enforcement services to those people that the department is ultimately responsible.

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 two-year strategic plan as a working document to assist us in evaluating the continued development of the agency, as well as the developments and challenges expected in policing the City of Roxboro during the next two years.

More specifically, this plan intends to communicate our goals and strategies in the context of providing for public safety and an enhanced quality of life for the City of Roxboro. The report intends to outline our strengths, limitations, and how they determine our capacity to implement our goals and strategies.

This is the first plan of its kind in recent years with input from our employees, City Council, city staff, and the citizens we serve. The document is evolving, reviewed and update annually to assist us in focusing our available resources for both efficiency and effectiveness. We welcome your review of the document and any feedback you may have to assist us in working collaboratively with you to serve the City of Roxboro more effectively.

Sir Robert Peel stated, "Police, at all times, should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police; the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and exercise." The Roxboro Police Department recognizes this obligation and takes it very seriously. This strategic plan is another tool to assist us in performing our duties to serve the community while meeting the high standards that we place on ourselves.



Respectfully,

David L. Hess

David L. Hess
Chief of Police

Roxboro Police Department Mission

As leaders of the community, we will perform our duties with the utmost respect and equality for all citizens. Therefore, it is the mission of the Roxboro Police Department to work in partnership with the community to reduce fear, combat crime and improve the quality of life in our neighborhoods. We will do this with integrity and sound judgement in order to uphold the law fairly and firmly with best interest of the community in mind.

Additionally, we are dedicated to our personnel by providing continuous training and educational development, as well as career enhancement opportunities.



Graduating class of the Citizen's Police Academy, 8th Session

Law Enforcement Code of Ethics

“As a Law Enforcement Officer, my fundamental duty is to serve mankind; to safeguard lives and property, to protect the innocent against deception, the weak against oppression or intimidation, and the peaceful against violence or disorder; and to respect the Constitutional rights of all men to liberty, equality and justice.

I will keep my private life unsullied as an example to all, maintain courageous calm in the face of danger, scorn or ridicule; develop self-restraint; and be constantly mindful of the welfare of others. Honest in thought and deed in both my personal and official life, I will be exemplary in obeying the laws of the land and the regulations of my department. Whatever I see or hear of a confidential nature or that is confided to me in my official capacity will be kept ever secret unless revelation is necessary in the performance of my duty.

I will never act officiously or permit personal feelings, prejudices, animosities, or friendships to influence my decisions. With no compromise for crime and with relentless prosecution of criminals, I will enforce the law courteously and appropriately without fear or favor, malice or ill will, never employing unnecessary force or violence and never accepting gratuities.

I recognize the badge of my office as a symbol of public faith, and I accept it as a public trust to be held so long as I am true to the ethics of police service. I will constantly strive to achieve these objectives and ideals, dedicating myself before God to my chosen profession... law enforcement.”

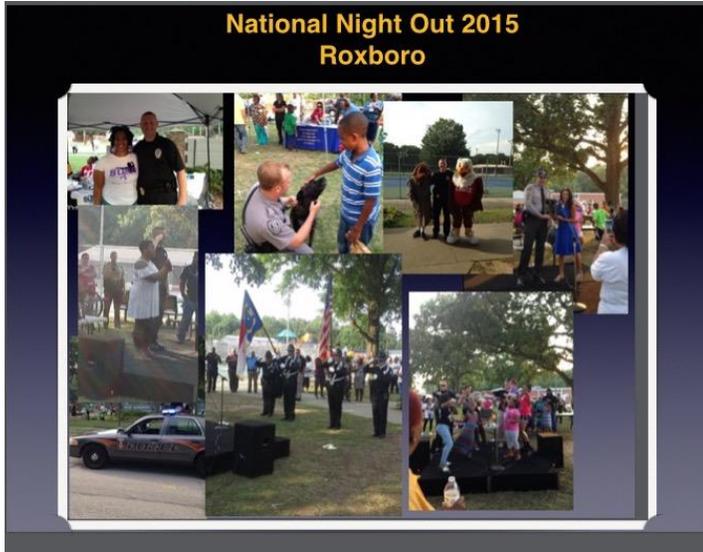
Recent Department Accomplishments

In order to appreciate the goals and priorities for the Roxboro Police Department going forward, it is important to maintain an awareness of our recent accomplishments that have served to enhance our administration and operations in terms of effectiveness and efficiency. The following is a summary of the most significant recent accomplishments that have impacted the department:

1) Increased Community Relations

The year 2015 brought an emphasis to increase community relations between the police department and the community it serves. The police department has historical relationships with the community. Those relationships foster community trust with the department and facilitate the overall mission for the City.

Some examples of the increased community relations include National Night Out, participating in partnership with the Roxboro Housing Authority for their Back to



School block party, and Shop with a Cop. The police department has been active in the community with our children. Numerous officers have read books at schools, participated in Public Service day at local schools, passed out popsicles at Huck Sansbury Park, and helped teach our

local High School students essential job interview skills. While these examples are not exhaustive, they serve as a reminder that the police department works for the citizens.

The Chief of Police has emphasized civic engagement for staff. Being involved with the community the agency serves is vital to strengthening community relations. Since June 2015, several officers now serve on a variety of civic community boards.

2) Analysis of the President's Task Force on 21st Century Policing final report

In June of 2015, Chief David L. Hess required the department's three division lieutenants and deputy chief of police to review the President's Task Force on 21st Century Policing final report and submit an analysis.

Published in May 2015, the President's Task Force on 21st Century Policing final report provides guidelines and recommendations for local, state and federal law enforcement agencies to consider using to build community trust. The Task Force report provided six key pillars. Those pillars included building trust and legitimacy, policy and oversight, technology and social media, community policing and crime reduction, training and education, and officer wellness and safety.

Our internal analysis focused on these six pillars and revealed the police department has met or exceeded several key areas of years, with several that need improvement or implementation.

3) Comprehensive Fleet Analysis Report

In order to establish efficient and effective delivery of municipal services, staff must have access to safe, reliable, economical, and environmentally sound transportation. From a municipal standpoint, we should strive to preserve vehicle value and equipment investments to ensure that taxpayers are provided the best return on an asset. The Police Department desires to ensure that vehicles and equipment are maintained to maximize the useful life and accurately budget for replacement of assets in a manner that represents the City professionally and is cost effective.

In August of 2015, Chief Hess completed a comprehensive fleet analysis report. This report was prepared to demonstrate the positives of the current plan, projected complications, and preventative options to reduce overall costs. The report provided a comprehensive analysis of the fleet that included cumulative mileage, maintenance

costs, actual repair hours, suggested replacement plan, policy and cost savings measures. The City Manager has reviewed, and supports many areas of the report. Over the next budget cycles, the report will serve as a guideline for budget planning and cost savings measures.

S.W.O.T Analysis

*Strengths * Weaknesses * Opportunities * Threats*

Current Strengths of the Roxboro Police Department

- The experience and stability of our work force
- Excellent community support
- Accountability of officers to citizens and staff
- Commitment to our Department mission and goals

Current Weaknesses of the Roxboro Police Department

- Inadequate sworn staffing table
- Reduced ability to provide proper basic and advanced training
- Vehicles/equipment are out of warranty, antiquated or exceed the end of useful life
- Outdated or lack of digital technology
- Losing the ability to recruit and retain employees through proven strategies

Opportunities for the Roxboro Police Department

- Development of an internal leadership and management program aimed at developing current and future leaders.
- New leadership
- Enhanced partnerships with the community
- Technology improvements aimed to improve efficiency
- Support of officers as they seek to maintain and improve their training and education
- Recruitment and Retention initiatives and strategies

Known and Anticipated Threats to the Roxboro Police Department

- Increased reliance on technology
- Population aging / decline
- Continued slow economic recovery / increasing budget costs

On Going Department Challenges

In addition to the “threats” identified through the S.W.O.T. analysis, the police department is also aware of the following ongoing challenges that are not completely within our control, yet impact our overall operation and efficiency:

Community Engagement: Our crime reduction efforts are dependent upon strong engagement with all segments of the community. It is challenging to get citizens and business owners with busy schedules involved with the police department and their neighborhoods. It is also challenging to build relationships in Latino communities where trust is a significant concern. Our goal is for citizen and neighborhood involvement to be proactive rather than reactive.

Diverse Work Force: The police department remains committed to recruiting an applicant pool that is reflective of the community. The applicant pool seldom offers the number of females and minorities that would give us the desired diversity in our workforce. We will continue to focus our recruiting efforts to attract a more diverse applicant pool while maintaining our high employment standards to ensure a professional work force.

Operating Budget Expenses: The department continues to see personnel and equipment costs as a major expenditure and no new personnel requests were requested in the 2016-17 FY budget. The lack of new recurring funds has limited our ability to expand our technology requirements, update equipment needs, improve training needs for career enhancement and recruit the caliber of experienced officers required to serve the needs the community.

Technology and Law: The ongoing and rapid change in technology creates multiple problems for the Roxboro Police Department. The technology and training to investigate certain types of crime is expensive and the training is complex. The agency does not comply with all digital evidence technology, which diminishes effective prosecution and deterrence of crime in the community. To improve in this area the city must support technology upgrades that will streamline efficiency thereby reducing costs.

Department Goals

- 1) Update the department's policy manual.
- 2) Conduct a staffing analysis and submit before the 2017-18 FY.
- 3) Implement a Succession plan.
- 4) Authorize a Take Home Fleet Program.
- 5) Feasibility study of a body worn camera program.
- 6) Improve technology to provide higher quality modern policing and improve efficiency.



Goal # 1 Update Policy Manual

The police department's policy manual has not been revised since 2007. The current policy manual has multiple areas that are out dated and are no longer conform to current judicial requirements. The agency has been operating through directives and some areas of policy to ensure proper legal application.

A revised policy manual should meet known national recommendations, comply with current judicial requirements, and meets the community's expectations for modern policing. The department received a Governor's Crime Commission block grant to partner with Lexipol. The grant is completely funded by the GCC at no cost to Roxboro tax payers. Lexipol is a national law enforcement training and legal advisory company. The GCC offered a statewide block grant to agencies in 2015 to update their policy manuals. In January of 2016, the Chief of Police tasked the Administrative Services Unit to work with Lexipol to update the department's policy manual. The process is currently underway and the department should have a completed and revised policy manual for final approval before the end of the 2015-16 FY.

Success of this Goal will be measured by

- Completion of a revised policy manual with approval from appropriate City personnel.

Goal # 2 Conduct a Staffing Analysis

The number one function of local government is to ensure the community is safe, functional, and promotes an environment conducive to economic growth. To accomplish this function, public safety protection must be the priority. Over the past three years the police department has responded to 71,447 calls for services, average of 23,815 calls per year, without a staffing increase. As the demands of municipal government increase, so do the demands of service. The department's average numbers of calls for service indicates, that demands on police services are increasing.

Four areas of analysis aid with determining proper police staffing requirements. Those areas include, crime rate, calls for service, accumulated delayed response time, and officer to inhabitant ratio. The first are the number of calls for service per available officer. The patrol division is comprised of 20 sworn officers. Using the average annual amount of calls for service, each individual officer responds to approximately 1,190 calls annually. The average reportable police call for service from dispatch to completion of the report is approximately one hour. Over a three-year period, the department completed 5,710 police reports. On average, there are 285 hours a month that an officer is unavailable to respond to a call for service, which is equivalent to 12 hours per day that an officer is unavailable.

The department has experienced a strain on police services, which required implementing a reactive measure known as "Call Stacking". Essentially, non-priority calls will have extended response times because officers are unavailable to respond due to inadequate personnel staffing. We see this as being unacceptable and our community should not have to wait for police services. The department will continue to track this area of data to determine corrective measures, if there are any, which ensure we are providing the highest quality of police services.

Our city's crime statistics, proactive enforcement and arrest rates will be a direct reflection of our police personnel shortage. As seen in **Appendix A-B**, the police department needs to combat violent crime and property crime rates to improve the quality of life for our community. Without proper staffing resources the agency is forced to become more reactive

than proactive. Crime reduction requires proactive policing strategies and enhanced community policing programs. Therefore, it is imperative that we strengthen our personnel to the appropriate levels to improve the quality of life for our community.

The department currently has 3 officers to every 1,000 citizens. The statistics falls in line with number of calls for service each individual officer responds to within a given year and also corroborates the average of 12 hours and officer is unavailable. While this may sound okay, the statistics are showing that the police department is falling behind with adequate resources to assist the community. An factor that needs to be studied is a five year comparison of calls for service, population increase, transient population and internal statistical data. By the end of 2016, the remaining data will be available for analysis which will allow the department to provide staffing recommendations for the 2017-18 FY.

Success of this Goal will be measured by

- Staffing analysis report completed.
- Allocation of recommended needs.

Goal # 3 Implement Succession Plan

Within the next six years, our department will experience the retirement of all three Division Lieutenants and the Deputy Chief of Police. To ensure the future success of the agency, an internal focus on succession planning is imperative. A focus on succession planning will ensure strong leadership and sustainability.

The first promotion opportunity, to upper level leadership, will be in the spring of 2016. Succession planning for this opportunity began in December 2015 for all ranks. The next opportunity is planned for the summer of 2017, which will include up to five internal promotion opportunities.

The police department must remain committed to education and training opportunities for staff. Education and training reduces liability to the city, provides professional policing services, retains staff, and provides a platform for recruitment. Recruitment and retention will be a major focus for the department over the next five years. Retention brings stability to the organization and ensures cost savings measures. Moreover, the community can be assured that the return on their investment for education and training remains in the community.

The department will begin working on an internal career development plan with recommendations for merit incentive based increases after meeting a number of factors. These incentives provide advancement opportunities within the ranks while increasing professional development that reduces liability and risk factors for the city.

Success of this Goal will be measured by

- Completion of advanced journey level development courses for staff
- Recommended career development plan
- Turn over reduction.

Goal # 4 Approval of a Take Home Fleet Program

Many agencies nationwide provide a benefit to their staff by having a take home fleet program. As outlined in the Fleet Analysis Report, the police department's fleet is aging and causing an increase in budgeted monies for maintenance repairs. In order to establish efficient and effective delivery of municipal services, staff must have access to safe, reliable, economical and environmentally dependable transportation. From a municipal standpoint, we should strive to preserve vehicle value and equipment investments to ensure that the tax payers are provided the best return for the asset. The Police Department desires to ensure that vehicles and equipment are maintained to maximize the useful life and to accurately budget for replacement of those assets in a manner that represents the City professionally and is cost effective.

Over the past three years, the city has expended \$108,886.91 in vehicle maintenance costs of which \$47,422.81 was expensed on vehicles that grossly declined mechanical needs. As outlined in the August 2015 Fleet Analysis, the city has the opportunity to reduce expenditures by implementing a Take Home Fleet program. An annual cost savings of \$3,000 in maintenance costs can be forecasted by adopting this program and an estimated \$12,000 can be earmarked for purchasing police vehicles by the 2020/21 FY.

The Chief of Police has drafted a proposed policy to provide proper administrative oversight of the program. The proposed policy provides two distance options for consideration. The first option is an industry standard of 20 miles from the city limits and the second is within five miles of a Person County line. The benefits of a take home program include:

- Reduction in fleet maintenance costs
- Budget forecasting of maintenance costs and replacement cycles
- Increased accuracy to track fuel expenses and budgeting
- Increased level of individual accountability for vehicle damage/upkeep
- Rapid response to major incident scenes if called into service while off duty
- Ability to respond to emergency calls for service on the way to work
- Ability to enforce traffic infractions immediately upon entering the City Limits

- Immediately prepared for duty
- Higher morale among staff
- Increased visibility of police presence for the City (Crime Prevention Method)
- Improved stewardship of City equipment
- Marketability as a competitive workforce for recruitment and retention.

Flow chart to demonstrate expected annual costs using the 5 vehicle per year replacement.

Cost savings begins in 2020/21 FY with a higher impact shown in 2021/22 because we can sell vehicles with less miles

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Actual Need	7	11	4 + 6 from prev Yr	2 + 5 from prev Yr	5	6	5
Replacement Cycle	5 Vehicles	5 Vehicles	5 Vehicles	5 Vehicles	5 Vehicles	5 Vehicles	5 Vehicles
Estimated Cost	\$ 40,700.00	\$ 41,950.00	\$ 43,050.00	\$ 44,150.00	\$ 45,250.00	\$ 46,350.00	\$ 48,100.00
	\$ 203,500.00	\$ 209,750.00	\$ 215,250.00	\$ 220,750.00	\$ 226,250.00	\$ 231,750.00	\$240,500.00
Revenue from Surplus					\$ 12,000.00	\$ 24,000.00	\$ 25,000.00
Actual Budget need using cost savings from surplus					\$ 214,250.00	\$ 207,750.00	\$215,500.00
** Note for 2022/23							
<i>Adjustment shows an anticipation of police vehicle model design being changed. The actual cost may be less.</i>							
<p>By the 2022/23 FY the police department would have a fleet of vehicles that were all less than eight years old with less than 90K miles. The City could anticipate being able to sell vehicles annually for revenue, or retain one or two a year as spares or to transfer within city departments. As demonstrated by the chart above the most significant cost savings will begin in the 2020/21 FY. These figures do not include cost savings from vehicle maintenance which are estimated to reduce each year by \$3,000 (+/-) beginning 2020/21 FY. At that point maintenance costs should become more consistent each year because we will have eliminated older vehicles with high mileage which are currently causing unexpected costly repairs.</p>							

Success of this Goal will be measured by

- Implementation of program
- Reduction in maintenance costs
- Increased moral and retention of staff

Goal # 5 Feasibility Study of a BWC program

A national trend has recently developed in the community to push law enforcement agencies to implement a Body Worn Camera (BWC) program. There are several factors that must be studied by each locality to determine if such a program is appropriate for their community. For Roxboro, several factors have not been appropriately studied to determine feasibility and cost assessment of the program. Purchasing a camera is a minimal expense. The most costly expense includes retention of the data and potential litigation.

The North Carolina General Assembly is studying several bills that will impact an agencies existing or proposed BWC program. House Bill 811 and 713 are determining whether the state will mandate through law that all agencies implement a program or if it will be a local decision. Other factors being studied include cost analysis, record and retention, privacy and when/if footage can be publicly released. One example that recently occurred in the Triad demonstrates why the city should delay a BWC program until these legislative matters are decided. Law enforcement investigated a suspicious vehicle in a public park at night. The officers located a married couple engaged in sexual relations, but not with their correct spouses. One of the spouses learned of this event and knew the investigating agency utilized BWC. They requested a copy of the footage. A problem occurred because there are no current laws governing what an agency can or cannot release. Does the agency release or not? Cost measures aside, the problem that needs to be answered by law makers is when can a third party obtain, or view, the footage and for what purpose. Who is considered a third party by definition? The second concern is to consider what footage is investigative and what is protected by personnel record laws. Currently, the risk of implementation without these guidance factors could be costly if a video were released when it should not. Privacy concerns are paramount to public trust with a BWC. By HIPPA law, video inside of medical facilities is prohibited. Other areas where there is an expectation of privacy, such as bathrooms, inside a private residence, must be considered. . There is also an expectation of privacy for innocent third parties that might be captured in the footage. There would be a requirement then to distort their image or voice. How much does that technology cost and who is responsible for making that change? Without proper guidelines from state law makers the City of Roxboro can not begin to make a well informed decision that protects the interest of the citizens the police are sworn to protect. All of these concerns will be addressed during the department's study phase and a final recommendation will be provided to City Council.

Success of this Goal will be measured by

- Study analysis and feasibility report.

Goal # 6 Improve Technology Resources

The department currently lacks certain technology that meets the day-to-day operations of the agency. About half of the department's computers are ten years or older. As a result the memory and processing speeds delay the ability of workers to be effective with data entry. Of those computers nearly a quarter of them are using software that is no longer supported or is outdated. To correct this problem, the Chief of Police recommends the city adopted a computer replacement of all computers on a triannual basis to ensure the most up to date technology is utilized. Updated technology will increase the efficiency therefore reducing costs to the city.

The 911 center is working to upgrade the 911 CAD system which will present an opportunity for the police department to upgrade the Records Management System. The proposed RMS system will provide a transition to all digital data input and remove an antiquated half paper, half digital system. Modern policing techniques required data to be readily accessible to officers 24 hours a day. Paper files limit access and delay information sharing which is critical to policing. The new RMS system is an ONESolution© system that integrates the 911 CAD functions with the RMS capability. This new system will also allow for information sharing with other neighboring agencies that have the same software.

Success of this Goal will be measured by

- Adoption of a computer replacement cycle
- Purchase of a new RMS system

Conclusion

The police department desires to be able to provide the highest quality of professional police services to the community. We are dedicated to ensuring the best practices are implemented and that we exceed the communities' expectations. The police department will have several capital improvement needs over the next few years. The department needs to replace its aging computer and reporting technology. The department also needs to continue upgrading its deteriorating vehicle fleet. Over the next two years the agency will continue evaluating a body worn camera program and as technology improves and legislative decisions are made, we anticipate being able to make a recommendation by 2018.

In developing this plan, the Roxboro Police Department also took into consideration our anticipated workload and population trends, our anticipated personnel levels and the anticipated capital improvement equipment needs. These projections are tied to our budget, which is submitted annually and approved by July 1 for the fiscal year.

We look forward to enhancing professional police services that use the most current policing principles available. We will strive to improve efficiency of operations to ensure we are able to meet the demands of services for the community. We thank city officials and the community for their continued support.

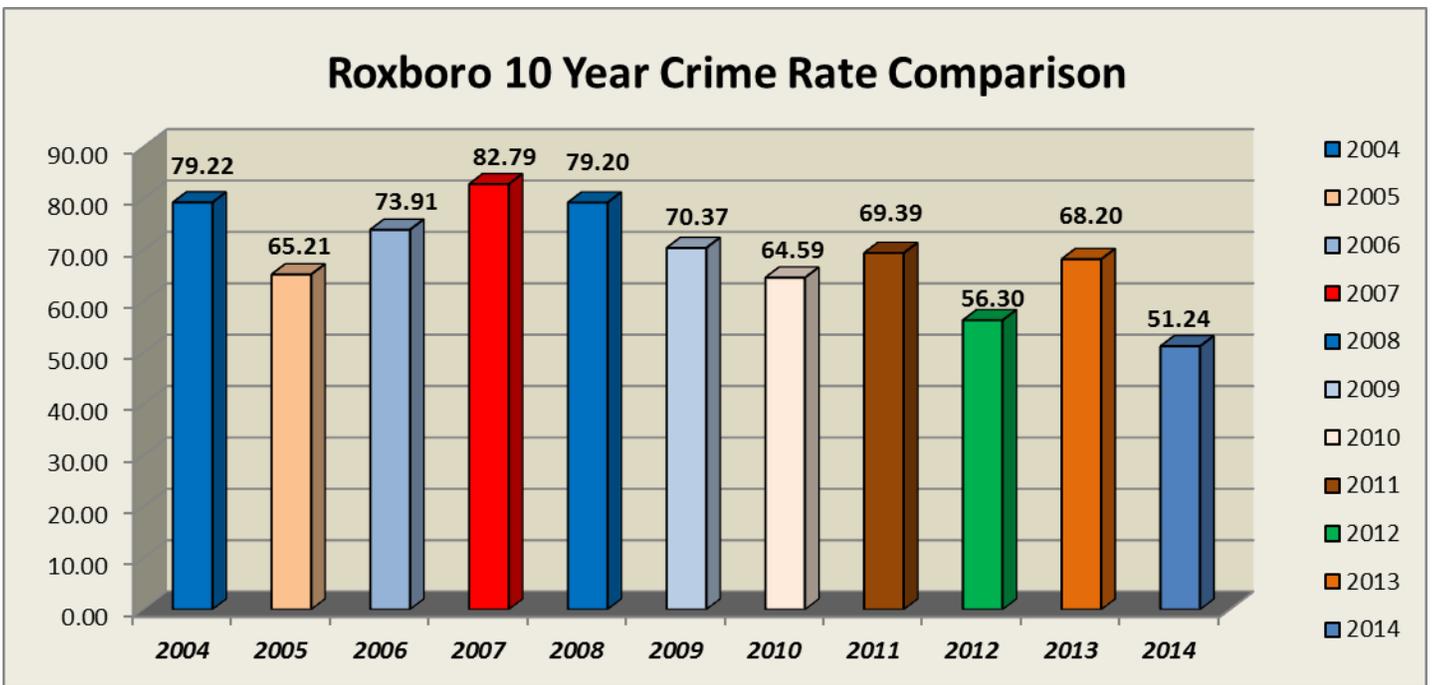
“No one is compelled to choose the profession of a police officer, but having chosen it, everyone is obligated to perform its duties and live up to the high standards of its requirements.”

President Calvin Coolidge



APPENDIX A

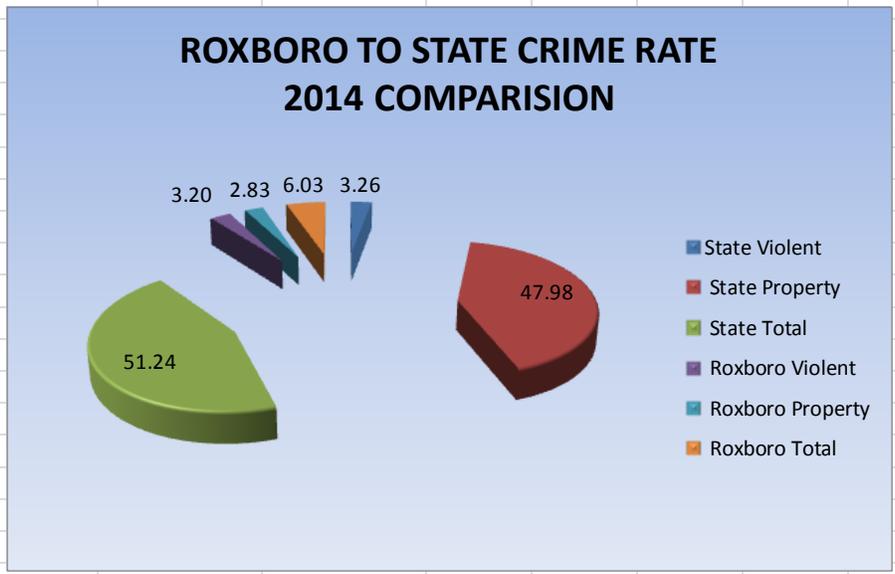
ROXBORO CRIME DATA



10 Year Crime Rate Average 76.04

State Crime Rate comparison to the City of Roxboro

Crime Rates Per 1000 Residents							Updated	2/9/2016
	Roxboro	Roxboro	Roxboro	State	State	State		
Year	Violent	Property	Total	Violent	Property	Total		
2004	10.38	68.84	79.22	4.54	42.57	47.11		
2005	8.94	56.27	65.21	4.46	41.27	45.73		
2006	9.85	64.06	73.91	4.84	41.67	46.503		
2007	8.46	74.33	82.79	4.80	41.79	46.589		
2008	9.69	69.51	79.20	4.77	41.03	45.801		
2009	9.75	60.62	70.37	4.17	37.74	41.906		
2010	7.72	56.87	64.59	3.73	35.81	39.54		
2011	7.63	61.76	69.39	3.56	35.85	39.41		
2012	6.83	49.47	56.30	3.58	34.08	37.66		
2013	9.24	58.96	68.20	3.39	31.66	35.05		
2014	3.26	47.98	51.24	3.20	2.83	6.03		
Average	8.341	60.79	69.13	4.094	35.12	39.21		



Appendix B

3 Year Calls for Service Data

2013			2014			2015		
Month	Calls For Service	Animal Control	Month	Calls For Service	Animal Control	Month	Calls For Service	Animal Control
1	1618	15	1	2454	25	1	1893	18
2	1769	22	2	2028	21	2	1492	10
3	2040	31	3	2469	42	3	1840	24
4	2301	40	4	2257	38	4	1761	27
5	2412	36	5	2512	58	5	2042	28
6	2209	36	6	2224	29	6	1609	23
7	2458	37	7	2191	37	7	1710	33
8	2425	36	8	2131	49	8	1577	40
9	2211	36	9	2129	37	9	1487	54
10	2432	48	10	2122	33	10	1493	32
11	1865	20	11	1709	22	11	1281	33
12	1915	16	12	1981	15	12	1400	25
	25655	373		26207	406		19585	347
Three Year Calls for Service Average				23816				
Three Year Animal Control Calls				375				
Special Note From March to October 2015								
actual walk in to the station calls for service								
were not documented resulting in an actual								
loss of call data. Combined average of those								
months would have increased final 2015 CFS to 21,813								
Which would change the three year average to 24,558								

Appendix B (Continued)- 2015 Calls for Service

Year	2015																							Dept.	Roxboro Police										
Month	Calls For Service	Animal Control	Self Initiated Activities	Special Assignments	Vehicle Stops	Foot Patrols	Public Relations Activities	Follow Up Investigations	Incident Reports	Accident Reports	Cases Cleared by Arrest	Narcotics Citations	Traffic Citations	DWI	Written Warnings	Parking Violations	Warrants Obtained	Total Physical Arrests	Total Felony Charges	Total Misd. Charges	Total Infraction Charges	Felony Warrants	Misd. Warrants/ CS	Subpoenas	Total Charges										
1	1893	18	791	4	300	33	5	38	88	47	28	1	127	2	190	90	18	66	14	52	69	5	15	79	135										
2	1492	10	869	6	217	30	5	27	95	41	33	0	94	5	129	41	18	54	18	36	49	9	11	504	103										
3	1840	24	850	6	318	36	6	27	100	39	33	2	162	5	167	85	26	75	19	56	74	12	19	132	149										
4	1761	27	852	7	262	29	5	53	100	59	38	0	149	3	141	75	26	71	21	50	61	9	20	227	132										
5	2042	28	749	6	333	32	7	83	131	51	40	1	212	5	179	53	31	82	18	64	65	10	24	61	147										
6	1609	23	766	4	262	53	9	58	106	41	38	0	158	5	137	63	26	76	27	49	54	15	19	146	130										
7	1710	33	864	2	327	31	10	49	115	59	34	0	153	7	172	63	25	80	20	60	49	10	21	194	129										
8	1577	40	840	8	299	34	10	53	105	38	30	1	177	4	144	54	28	52	15	37	84	7	10	24	136										
9	1487	54	780	8	233	22	10	39	109	46	30	1	121	1	133	44	22	46	10	36	58	3	14	173	104										
10	1493	32	767	6	278	27	8	31	112	68	43	0	166	1	143	41	26	61	13	48	55	2	14	127	116										
11	1281	33	851	3	221	28	9	27	124	66	49	5	127	6	118	46	26	75	20	55	69	7	17	154	144										
12	1400	25	799	7	253	29	12	44	122	63	36	1	105	9	120	44	18	54	15	39	34	7	15	39	88										
	19585	347	9778	67	3303	384	96	529	1307	618	432	12	1751	53	1773	699	290	792	210	582	721	96	199	1860	1513										

Legend

- Calls for Service:** Any 911 call or service request reported by the public
- Animal Control:** Any animal custody situation, abuse or calls for reports of dog bites, etc.
- Self-Initiated Activities:** Any activity, other than a call for service, generated by the officer
- Special Assignments:** Off-duty assignments for security, pre-planned checkpoints, parades, etc.
- Vehicle Stops:** Traffic stops conducted
- Foot Patrols:** Physical patrols conducted by officer on foot
- Public Relation Activities:** Any activity that assists a citizen or builds community rapport
- Follow up Investigations:** Any time an officer conducted a subsequential investigation to an original case
- Incident Report:** Physical written reports
- Accident Report:** Physical written crash report
- Cases Cleared by Arrest:** Arrests made associated with a Roxboro Police investigation
- Narcotic citations:** Misdemeanor drug or drug paraphernalia charges (not arrested)
- Traffic citations:** Citations issued for traffic offenses
- DWI:** Physical DWI arrests
- Written Warnings:** Physical written warnings for any violation
- Total Felony Arrests:** Actual arrests
- Total Felony Charges:** Felony charges by arrest or warrant
- Total Misdemeanor Charges:** Includes all misdemeanor charges by arrest or citation
- Total Infractions:** Infractions issued by citation (i.e. stop sign violation)
- Felony Warrants:** Felony charges from warrant service
- Misd. Warrants/Criminal Summons:** Misd. Or Criminal Summons served
- Subpoenas:** Physical number of subpoenas served

APPENDIX C

Cost Savings Report

Roxboro Police Department-Cost Savings Report for 2015-16 FY

Acquisition of Equipment	Vendor	Actual Cost	Paid	Savings
New Uniforms	Reads Uniforms	\$ 13,202.00	\$ 12,582.70	\$ 619.30
Lidar Radar	NCGHSP	\$ 4,000.00	\$ -	\$ 4,000.00
2015-16 FY Total to Date				\$ 4,619.30

Generated Revenue Source	Type	Purpose	Amount
Sheriff's Journal	Donation	Calendars	\$ 3,000.00
Charlie James	Donation	Crime Prevention	\$ 15.00
ARC of Person County	Donation	Mental Health Training	\$ 2,000.00
American Legion Post 138	Donation	Honor Guard Uniforms	\$ 317.00
DAV Chapter 172	Donation	Honor Guard Uniforms	\$ 160.00
Reggie Horton	Donation	Honor Guard Uniforms	\$ 100.00
Margrett McMann	Donation	Honor Guard Uniforms	\$ 100.00
2015-16 FY Total to Date			\$ 5,692.00

Grants Applied for	Grantee	Justification	Amount	Awarded
Vest Partnership	NCLM & DOJ	Vest Purchase Reimbursement	\$ 2,250.00	\$ -
Digital Car Cameras and Server	Gov. Crime Commission	Upgrade Antiquated Equipment	\$ 65,000.00	\$ 51,000.00
Motorized Utility Vehicle	John Deere	Special Events and Other needs	\$ 8,000.00	\$ -
Lexipol Policy Writing	Gov. Crime Commission	Complete Policy Revision	\$ 2,000.00	\$ 2,000.00
Actual 2015-16 FY Total to Date			\$ 63,311.30	
Total amount of projected savings 2015-16 FY			\$ 87,561.30	



We thank the Public and City Council for their support

