Roxboro Police Department
Strategic Plan 2022-2024

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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

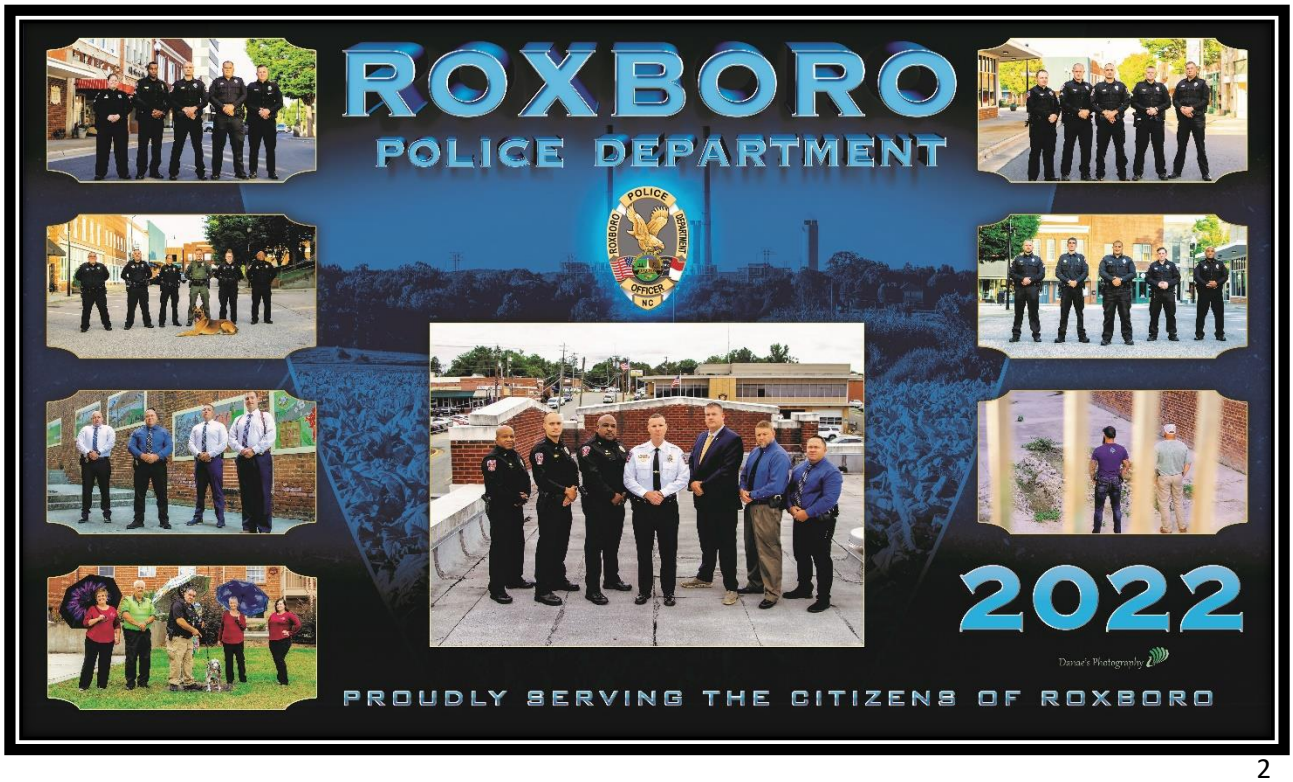
Integrity: **We are committed to the highest standards of honesty and ethical conduct, which are the cornerstones of our profession.**

Respect: **We recognize the authority that we hold and will treat others as we would like to be treated.**

Professionalism: **The conduct, behavior and attitude of someone in a work environment that leads to a high level of work ethic and excellence.**

Dedication: **The quality of commitment to a task or purpose.**

"I am RPD"



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 2022-2024

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

Strengths

- Experienced leadership staff
- Highly educated and diverse workforce
- Strong community relations & support
- Robust youth outreach initiatives
- Acquisition of modern policing equipment
- Use of 21st Century policing technology
- Accredited Risk Management Agency through NCLM
- Historic low overall crime rate

Weaknesses

- Compensation rates are below market value
- Newly developed patrol officer workforce
- Insufficient staffing
- Increasing Traffic Enforcement requests/needs
- COVID impacts have reduced training opportunities related to hiring a newly developed entry level workforce

Opportunities

- Approval to pursue grant funding
- Standardized training schedule for new hire officers within the first two years of employment
- Seek and obtain the North Carolina Law Enforcement Accreditation
- Increase staffing levels based on analysis
- Salary compensation study

Threats

- Rising inflation costs across all segments of fiscal needs
- Recruitment and Retention competition within the industry
- Increased service demand
- Increased reliance on technology that comes with a fiscal impact
- Increased violent crime index
- Anticipated community growth impacting future service levels.
- Anti-Government/Police ideology/population

Goal 1- Accreditation

The North Carolina Education Training and Standards Commission implemented a new state level accreditation, the North Carolina Law Enforcement Accreditation program (NCLEA). As the program was developing, the NCLEA board sought interest from agencies to apply for pilot program status. The Roxboro Police Department applied for, and awarded, one of three pilot agency statuses for non-accredited agencies. The North Carolina Law Enforcement Accreditation (NCLEA) program is a voluntary process where police agencies in North Carolina prove their compliance with North Carolina law enforcement's current best practices or standards. North Carolina law enforcement professionals carefully developed these standards to assist agencies in the efficient and effective delivery of service and protection of individual rights. The NCLEA program was developed to assist North Carolina law enforcement agencies in meeting their professional obligations to the citizens of North Carolina.

A committee of chief executive officers, law enforcement professionals, and other critical partners identified by the Standards Division, developed the NCLEA program and identified 118 standards for North Carolina law enforcement agencies. The accreditation process requires a review team of experienced accreditation managers reviewing departmental policy and procedure for compliance with all 118 standards. The team submits their recommendation to the NCLEA committee. If all standards are met, the NCLEA committee recommends the agency receive accreditation, which is approved by the Training and Standards Commission. The agency then must maintain compliance of all standards for three years. The agency can request to be reassessed after three years.

Being "Accredited" means, the agency meets or exceeds all of the identified standards for North Carolina law enforcement agencies. These standards cover all aspects of law enforcement operations, including use of force, personnel, training, property and evidence management, and patrol and investigative operations. While being "Accredited" does not guarantee an agency will not make a mistake, it does ensure that the candidate agency has carefully thought about these critical issues. The agency has developed policies and procedures to address them and has systems in place to identify and correct problems.

Benchmark to Achieve Goal

- Complete Pilot program implementation
- Receive full NCLEA accreditation status by 2023

NCLEA
North Carolina
Law Enforcement Accreditation

Goal 2- Additional Staffing Allocation

The department continues to experience an increase in demands of service. In 2021, the police department responded to 19,602 calls for service for an increase of 1,813 more incidents than the previous year. The average time an officer was allocated to a call for service was forty-four minutes and eighteen seconds. Over the past five years, data shows the police department averages an increase of 1,600+ calls for service per year. The only exception is in 2020 when Governor Cooper issued COVID-19 lock-down orders. Despite the increase in calls for service, the staffing levels of the police department has not increased in over twenty years.

Year	Total Calls for Service	Increase/Decrease from Previous Year
2021	19,602	1,813
2020	17,789	(-) 1,992
2019	19,781	1,656
2018	18,125	1,661
2017	16,464	

When conducting a staffing analysis solely based on service demands, several factors take into account the projected number of additional officers, known as a Relief Factor. Relief Factor is determined by combining the agency's regular schedule (primarily the patrol schedule, though it can be applied in other ways if patrol is not the agency's primary function), with the expected number of days an officer is likely to be unavailable for work throughout the year. The number of days worked versus the number of days off per cycle, as well as the number of hours covered in a standard shift. These factors are applied to the Manpower Needs Calculation to determine a minimum number of uniformed patrol officers needed to adequately staff the agency. Based on the data, the five-year trend, and forecasted growth, the police department should increase staffing on patrol by one officer each year for the next five years.

An additional part-time, non-sworn, position is needed to manage the complexities of the agencies accreditation. Full time sworn staff invested nearly 200 hours preparing various components of seeking accreditation. The accreditation requires annual compliance for the next three-year cycle. Nearly every agency of similar size or larger employs either a full time or a part time accreditation manager to manage the needs of accreditation. Employing a part time accreditation manager for the police department ensures all 118 standards maintain compliance daily throughout the year.

Manpower Study

# OF DAYS WORKED/WEEK OR CYCLE			7		
# OF DAYS OFF/WEEK OR CYCLE			7		
# OF HOURS IN A SHIFT			12		
	Days/Year	Shift Hours	Hours/Year	Availability %	Hours Remaining
BASE (# of days needing coverage)	365	12	4380	100%	4380
SCHEDULED DAYS OFF PER YEAR	183	12	2196	50%	2184
VACATION ACCRUED	6.67	12	80	48%	2104
SICK LEAVE ACCRUED	12	12	144	45%	1960
COMPASSION LEAVE TAKEN	0	12	0	45%	1960
HOLIDAY LEAVE ACCRUED	0	12	0	45%	1960
DISCIPLINE (average across the agency)	0	12	0	45%	1960
TRAINING (average across the agency)	3.4	12	40.8	44%	1919
FMLA (average USED across the agency)	0	12	0	44%	1919
MILITARY (average USED across agency)	0	12	0	44%	1919
OTHER	0	12	0	44%	1919
	0	12	0	44%	1919
Total Remaining Hours:					1919
Total Time Away from Work:	205		2461	56.18%	
Predicted Yearly Hours of Availability	2461				
Predicted Yearly Shifts	160				
1 Manpower Unit (MPU) (Hrs. per officer)	4380				
Relief Factor (RF) (MPU/Available Hrs.)	2.28				

Manpower Needs Calculation	
Number of Calls for Service:	19,602
Percent of Time on CFS:	75%
Time Consumers for Patrol:	3
Recommended Sworn Positions:	23
Current Sworn Positions on Patrol:	22
Rrecommend officers in the next budget?	1

Benchmark to Achieve Goal

- Increase sworn staffing by one officer per year
- Hire a part-time accreditation manager

Goal 3- 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. The City's violent crime rate index is slightly below the state average of 11%. During the years of 2016-2018, the violent crime rate was 8.12%, indicating the violent crime in Roxboro is slightly trending upward. 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. Historically, aggravated assaults comprise the highest number of violent crimes. In nearly all these cases, the offender and victim are known associates. 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 building upon the established trust with the minority community. A second component identified by investigators is the lack of victim willingness to prosecute their offender. The department also identified a trend that repeat offenders, most of whom were out of jail on bond for previous violent charges, committed the majority of violent crimes.

The police department plans to combat the violent crime rate index over the next three years by,

1) Increasing community-policing outreach in neighborhoods where violent crime occurs.
2) Tracking judicial official's bond issuance under the bond schedule to ensure the defendant's appearance in court. Share the data with the appropriate officials to ensure accountability of the bond schedule.
3) Seek judicial indictments for violent habitual felon charge when probable cause exists.
4) Continue working with community stakeholders to seek non-enforcement opportunities to improve residential quality of life.

Benchmark to Achieve Goal

- Proactive enforcement targeting areas where violent crime occurs.
- Publish crime data semi-annually to track trends to determine effectiveness of enforcement and community stakeholder impact.
- Reduction in repeat offenders through judicial accountability

THANK YOU FOR YOUR CONTINUED SUPPORT

Website:
https://www.cityofroxboro.com/government/police