

EVERY NEIGHBORHOOD HAS AN OFFICER, EVERY OFFICER HAS A NEIGHBORHOOD

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Department Vision, Mission, & Core Values

DEPARTMENT VISION

Creating an environment in which citizens and visitors will feel safe in all parts of the city.

Improving service to citizens and visitors through community partnerships and implementation of new practices and technology.

MISSION STATEMENT

The Salisbury Police Department will provide quality law enforcement services with honest, fair and ethical treatment of all.

CORE VALUES

Exceeding expectations

Solving problems

Professional development of our employees

Honor and integrity both on and off-duty

MESSAGE FROM THE CHIEF OF POLICE

On behalf of the men and women of the Salisbury Police Department, I am pleased to present the 2017 Annual Report. This report serves to highlight our accomplishments over the last year, including reported crime and our community policing and community engagement efforts. Even though we have faced considerable challenges in staffing and crime, department personnel have worked diligently to provide quality policing for our great city. The department has been supported by City Administration and our elected officials on City Council. The community has responded to our outreach and worked toward improving our partnerships in combat crime and fear of crime. While the mission isn't complete, we can proudly proclaim we are on our way to a greater Salisbury community.

Jerry Stokes Chief of Police January 2018

Reported Crime and Workload Summary

During 2017, the department reported the following crimes using a Uniformed Crime Reporting method.

CALLS FOR SERVICE

The Salisbury Police Department relies on the Rowan County 911 center to handle the intake of calls from the public, dispatch of police, and record keeping of these actions. The following is a list of call types that have been categorized from a much larger list (200+ call codes) utilized by the 911 center.

Actual 2017 Calls For Service												
Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL
3653	3519	3781	3782	4098	4041	4400	4105	4144	3930	3647	4039	47139





Incident Reporting

Actual 2017 Reports Generated												
Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL
274	340	288	346	386	275	406	315	341	350	292	309	3922

UCR Part 1 Reported Crime

VIOLENT CRIMES	YTD 2017	YTD 2016	<u>% Change</u>
HOMICIDE	9	10	-10.0%
RAPE	13	12	8.3%
ROBBERY	79	75	5.3%
Commercial Robbery	22	19	15.8%
Individual Robbery	57	56	1.8%
AGGRAVATED ASSAULT	114	152	-25.0%
Assault Dangerous Weapon -GUN	49	48	2.1%
Shooting into an Occupied Dwelling	15	35	-57.1%
TOTAL VIOLENT CRIMES	215	249	-13.7%
CAD - SHOTS FIRED	496	462	7.4%
PROPERTY CRIMES	YTD 2017	YTD 2016	<u>% Change</u>
RESIDENTIAL BURGLARY	192	342	-43.9%
COMMERCIAL BURGLARY	66	81	-18.5%
AUTO THEFT	94	83	13.3%
Moped/Scooter	25	16	56.3%
Trailer/ATV	8	6	33.3%
LARCENY	1012	946	7.0%
LARCENY FROM MV	258	262	-1.5%
TOTAL PROPERTY	1622	1714	-5.4%
TOTAL PART 1 CRIMES	1837	1963	-6.4%

Community Policing & Engagement Efforts

REORGANIZATION OF POLICE PATROL ZONES

In late 2016, the department began to examine the current patrol zone arrangement to determine efficiency for officer assigned area of responsibility. On July 18, 2017 the department reorganized the zone boundaries from four to six by use of a weighted calls for service distribution. The zone boundaries were determined through a collaboration of Police department, City GIS services, and Rowan County 911 Center. Since implementing these new zone boundaries, officers' response time has been more efficient and they are provided added time for proactive community policing and enforcement efforts.



ENHANCEMENT OF PRIORITY BASED DISPATCH PROTOCOLS

In conjunction with the reorganization of the patrol zone boundaries, the department in partnership with Rowan County 911 Center, enhanced the priority dispatch system to increase officer availability and improve response to emergency calls. Since all patrol cars were or are previously equipped with GPS tracking, this technology was integrated into dispatch allowing the closest car to respond to identified emergency calls arriving on scene faster. In conjunction with enhancing the emergency call response through GPS, calls of low urgency were prioritized for dispatch to officers based on zone assignment. This model is being advocated for all police agencies in Rowan County by the 911 Center as a more efficient means of dispatch.

IMPLEMENTATION OF STRATIFIED POLICING

In May 2017, Major Shon Barnes joined the SPD as Deputy Chief. He has lead the department in implementing the strategies of The Stratified Model for crime reduction. The Stratified Model outlines a framework for institutionalizing crime reduction strategies into the police organization and its day-to-day practices. This occurs by providing clear actionable crime analysis products and a foundation for holding personnel accountable for conducting problem solving through a structured set of meetings. It is centered on the variable scope of activity that is addressed—from short-term individual or groups of incidents to long-term more complex problems— and the requirement of stratified, but integrated, organizational crime reduction strategies and accountability. Crime reduction activities are not carried out by a specialist squad, assigned to the lower ranks, or addressed only as preparation or a result of a meeting, but are integrated into the organizational mission and the day-to-day operations. Responsibility for both problem solving and accountability is distributed across the rank structure, instead of assigned only to line officers, management level supervisors, or a designated unit. The Salisbury Police Department continues to embrace and further implement the principles of the Stratified Policing Model.



OFFICE OF JUSTICE PROGRAMS (OJP) DIAGNOSTIC CENTER INITIATIVE

After a request was submitted by the Chief of Police, the Salisbury Police Department was chosen to receive assistance from the OJP in identifying solutions to address three key areas to law enforcement and criminal activity in Salisbury. Strategies are being developed to enhance the community's response to: (1) increases in violent crime (specifically shootings) and opioid overdoses, (2) low clearance rates for homicides and non-fatal shootings and (3) community engagement with the SPD. The timeline for the work to begin is early in Calendar Year 2018, with a work plan to be put in place in March. Specifically, the U.S. Department of Justice (DOJ) Office of Justice Programs (OJP) Diagnostic Center resources are applied to address emergent, chronic or complex public safety issues. Diagnostic Center assistance builds local capacity for data-driven decision-making, ensuring that limited local resources are invested wisely and federal assets are leveraged where they are needed most. The OJP Diagnostic Center's value lies in its ability to offer real-time suggestions for local leaders to achieve change based on local priorities.



PRIORITY AREA ACCOMPLISHMENTS IN 2017

- Assault with a Dangerous Weapon Gun
- Shots Fired Reports and Calls
- Residential Burglary
- Thefts from Motor Vehicles/Vehicle Break-Ins

As noted in the Part 1 Reported Crime chart, the Salisbury community experienced a 6.4% drop in crime during 2017 as compared to 2016. Within the four focus areas, there was a 2.1% increase in Assault with a Dangerous Weapon – Gun reported crimes, a 7.4% increase in Shots Fired reports or call responses, a 43.9% reduction in the number of residential burglaries, and 1.5% reduction in the number of Thefts from Motor Vehicles. While our first two focus areas did not see a reduction, the police department as a whole has been able to focus appropriately on areas where these incidents occurred and had greater success in clearing the number of shooting incidents by making an arrest. Residential burglaries saw the greatest success, with a statistically significant reduction in the number of incidents. Through concerted tactical efforts, the community saw a reduction in reported Thefts from Motor Vehicles. While two of the four focus areas did not see a reduction, this strategy of focused and prioritized crime response efforts has paid off by reducing the community fear of crime. It has also served to direct resources to areas experiencing the most proliferation of these type offenses, which were identified as most concerning by the community.

The four 2017 focus areas will remain the same for 2018, with an addition of commercial robberies. The incidents of commercial robberies have increased 15.8% from 2016 to 2017. By incorporating this into the focus areas there should be a means of identifying patterns and response protocols to enable a reduction in the number of incidents.

Recruiting, Hiring, and Staffing

STAFFING

The department entered 2017 with a significant staffing shortage. The department enters 2018 with 10 vacancies.

RECRUITING AND HIRING

During the course of 2017, the department Recruiting and Hiring Unit processed or are currently processing 257 applications for employment. Currently there are several applicant still in the hiring process. Of the 257 applications received, 210 were rejected and 13 officers hired. This equates to hiring 6.1% of applicants. A breakdown of the applicant demographics and relevant information is noted below:

Applications processed								
	Number	Percentage	Reason for Rejection					
Males	208	80.9%		Number	Percentage			
Females	49	19.1%	Failed to Return Paperwork	39	18.6%			
Total	257		Withdrew	37	17.6%			
			Oral Panel Failure	33	15.7%			
White	191	74.3%	Written Test Failure	24	11.4%			
Black	57	22.2%	Background Failure	77	36.7%			
Asian	3	1.2%	Total	210*				
Hispanic	6	2.3%						
Total	257		Background Failure Reason					
				Number	Percentage			
			Drug Use	33	42.9%			
Hired			Criminal History	16	20.8%			
Males	11	84.6%	False Background Statements	14	18.2%			
Females	2	15.4%	Undetected Criminal Activity	5	6.5%			
Total	13		Past Employment History	4	5.2%			
			Other	5	6.5%			
White	9	69.2%	Total	77				
Black	3	23.1%						
Hispanic	1	7.7%						
Total	13							

*Some applications are still in hiring process

The most significant reason for a candidate not being hired is background failure. The above charts show the most noteworthy reason for background failure is past drug use. The Salisbury Police Department will not compromise standards and has set realistic parameters for any past drug use by a candidate when determining suitability for employment as a police officer.

STAFF DEMOGRAPHICS

As of January 2018, current Salisbury Police Department Sworn Employee Demographics are indicated in the following chart:



Chart Detail:

Asian Male (AM)	1	1.4%
Hispanic Male (HM)	2	2.8%
Black Female (BF)	4	6.0%
White Female (WF)	5	7.0%
Black Male (BM)	10	14.1%
White Male (WM)	49	69.0%

CALEA and Professional Standards Reports

CALEA

The Salisbury Police Department is an internationally accredited police department through the Commission on Accreditation of Law Enforcement Agencies (CALEA). The SPD received its most recent re-accreditation status in the spring of 2017, for the thirteenth consecutive period. The department is required to meet or exceed 181 standards through policy and practice. An outside assessment team conducted an onsite comprehensive review of CALEA standards and found the agency to be in compliance with all applicable standards. There were no files placed in Standards Issues and only one file was returned for additional proof of compliance. The department provided documentation to show compliance in the one area to the satisfaction of the assessors. As part of the ongoing compliance with CALEA standards, in addition to a full review every four years, the department is appraised annually in critical areas. The department submitted proofs of compliance for a Year 1 Assessment in December 2017 and will receive a review of those standards in early 2018.



PROFESSIONAL STANDARDS









Department 2017 Goals

DEPARTMENT 2017 GOALS SUCCESSES AND CHALLENGES

The SPD published goals for 2017 in January and made great strides toward achieving those goals. Below, are listed each goal, the stated measure, and the outcomes at the end of 2017.

- To enhance the Salisbury Police Department adherence to the 21st Century Policing Community Policing & Crime Prevention Pillar, we will seek to staff all operations at an acceptable level to provide quality service.
 - Stated Measure:

We will build and maintain the workforce of the department at a level of at least 90% of authorized staff by December 31, 2017.

Efforts toward achieving goal:

Staffing remained very fluid in 2017, at the end of the year, 13 sworn positions had been filled, but the department still ended with 10 vacancies. Many of these vacancies are attributed to five midyear announced retirements that occurred at the end of 2017. With the department having 71 of 81 positions filled, the percentage 88%, slightly below the goal of 90%.

- 2. To enhance the Salisbury Police Department adherence to the 21st Century Policing Community Policing & Crime Prevention Pillar, we will work to successfully clear the unsolved homicide crimes that have occurred in Salisbury.
 - Stated Measure:

We will solicit information from the State Bureau of Investigations for inclusion in a cold-case program by February 1, 2017.

Efforts toward achieving goal:

SBI began the program and one case has been forwarded to this initiative. No further developments were made in the case to date.

Stated Measure:

We will develop a plan to determine the feasibility of using reserve officers with prior experience as detectives to provide additional staff resources to review pending homicide cases by February 1, 2017.

Efforts toward achieving goal:

One retiree committed to assisting with cold cases and worked on one case during 2017. The case evidence was reexamined and additional items submitted without any additional conclusive evidence. The retiree working this case experienced a medical issue later in 2017 and stopped his part-time work with CID in October. No further cases have been reviewed or retirees identified with the skills to be part of the initiative.

- Stated Measure:

We will have a plan in place to devote resources to clearing unsolved homicides by April 30, 2017.

Efforts toward achieving goal:

No resources were identified in 2017 for working cold-case or unsolved homicides therefore, no progress on this goal was made during the year.

- 3. To enhance the Salisbury Police Department adherence to the 21st Century Policing Community Policing and Crime Prevention Pillar, we seek to effectively deploy a patrol beat system.
 - Stated Measure:

We will review data and develop a patrol beat system that uses weighted call load as the measure for the boundaries by June 30, 2017.

Efforts toward achieving goal:

This goal was met when the department divided the patrol zones into six areas based on a data review and implemented those zones in 2017.

- 4. To enhance the Salisbury Police Department adherence to the 21st Century Policing Building Trust & Legitimacy Pillar and the Policy & Oversight Pillar, we seek to develop a faith-based partnership and a Chief's Advisory Board.
 - Stated Measure:

We will join with local pastors who have expressed a desire to assist with the enhancement of community engagement by the Salisbury Police Department by June 30, 2017.

Efforts toward achieving goal:

No significant progress was made toward meeting this goal in 2017.

– Stated Measure:

We will identify those local community leaders who would desire to have a role in assisting the department to be more effective and are willing to constructively provide the Chief of Police input on operations, policy, and practices by June 30, 2017.

Efforts toward achieving goal:

As part of a City of Salisbury initiative, Community Action Planning and subsequent Community Action Teams to implement objectives determined through citywide community meetings. One of the suggestions expressed by community members was to implement an Advisory Board. This initiative is in progress of being implemented, details were being developed to meet the stated need through the Community Action Planning and Teams.

- 5. To enhance the Salisbury Police Department adherence to the 21st Century Policing Policy & Oversight Pillar, we will review and update all departmental directives to ensure policies are current and reflect department operations.
 - Stated Measure:

By December 31, 2017, all directives will be reviewed by department command staff to ensure they meet CALEA standards and reflect our practices.

Efforts toward achieving goal:

Some directives and policies were reviewed and adjusted as needed, however just over 90% still require review.

- 6. To enhance the Salisbury Police Department adherence to the 21st Century Policing Building Trust & Legitimacy Pillar, we will review the department's internal and external procedural justice through an assessment of the disciplinary procedure system and explore a performance analysis program.
 - Stated Measure:

We will review the current policy and practices of the department disciplinary system and work to develop a transparent and straightforward procedure for dealing with internal discipline by March 31, 2017.

Efforts toward achieving goal:

This goal was met with the new system and policy was implemented in 2017.

– Stated Measure:

We will explore a process for assessing citizen satisfaction and employee performance survey in the delivery of police services and determine feasibility of such a process by June 30, 2017.

Efforts toward achieving goal:

Efforts toward this goal were not met, similar to the goal of an Advisory Board, the city Community Action Planning and Teams has a survey goal as well. As this initiative is being further developed.

Stated Measure:

We will seek to partner with City HR to develop an effective employee work performance evaluation tool by March 31, 2017.

Efforts toward achieving goal:

This goal is in progress. Possible implementation date for a new evaluation tool is early 2018.

- 7. To enhance the Salisbury Police Department adherence to the 21st Century Policing Technology & Social Media Pillar, we will enhance the department's community engagement through social media.
 - Stated Measure:

We will develop a plan to have a social media presence for the department by June 30, 2017.

Efforts toward achieving goal:

This goal was met when the department established a Facebook page that now has over 4500 "Likes" and getting as many as 10,000 page views per month.

- 8. To enhance the Salisbury Police Department adherence to the 21st Century Policing Training & Education Pillar, we will seek to expand the current training program.
 - Measure:

We will seek to increase the budget allocation for department training to an acceptable per officer level beginning in the 2018 Fiscal Year. Simultaneously, we will develop a plan to allocate the additional funding for effective workgroup and officer skills development.

Efforts toward achieving goal:

This goal was met when the department was allocated \$50,000 for training in the budget year beginning July 2017.

Stated Measure:

We will seek to have 80% of the patrol assigned officers complete training in Crisis Intervention Team skills for handling persons in mental health crisis by December 31, 2017.

Efforts toward achieving goal:

This goal is in progress, significant efforts to meet the stated goal were made, however, number of new officers entering the force in initial training phases and not ready to attend CIT training kept the department from reaching the 80% mark.

- 9. To enhance the Salisbury Police Department adherence to the 21st Century Policing Officer Wellness & Safety Pillar, we seek to effectively implement the Police Officer Physical Abilities Test (POPAT) for current sworn staff.
 - Stated Measure:

We will develop an effective, positive means to assess officer physical abilities to meet the challenges of the job using POPAT by May 30, 2017.

Efforts toward achieving goal:

This goal was met when policy regarding the POPAT was put in place, implementing a realistic time limit scoring and associating the score to employee performance evaluation in 2017.

DEPARTMENT 2018 GOALS

The following goals have been established for Calendar Year 2018:

1. To improve neighborhood livability and adhere to the Community Policing and Crime Reduction Pillar of 21st Century Policing, the Salisbury Police Department will strive to reduce, solve, and prevent crime in our community.

Measures:

- In conjunction with the City supported Community Action Planning Sessions and Action Team efforts, the Department will strive to reduce gun crime (Assault with a Dangerous Weapon – Gun and Homicide) by 5% in 2018 compared to 2017.
- The Department will further develop the partnership with Office of Justice Programs and implement an
 effective work plan to combat violent gun crime, the opioid addiction crisis, and other identified community
 law enforcement and policing needs.
- The Department will fully develop the Project Safe Neighborhoods position and program to an effective level in partnership with Rowan County Sheriff's Office, the Rowan County District Attorney, the US Attorney Middle District of North Carolina, and Federal law enforcement partners.
- 2. To further the principles in the Building Trust and Legitimacy Pillar of 21st Century Police, the Salisbury Police Department will strive to improve community engagement efforts.

Measures:

- We will identify those local community leaders who would desire to have a role in assisting the department to be more effective and are willing to constructively provide the Chief of Police input on operations, policy, and practices by June 30, 2018.
- We will hold quarterly "community classrooms" throughout the year to offer educational opportunities for citizens on police operational, policy, and practice areas for greater understanding and to improve policecommunity relations.
- 3. To improve upon the efforts in the Technology and Social Media Pillar of 21st Century Policing, the Salisbury Police Department will work to further embrace social media and integrate crime analysis throughout the Department.

Measures:

- To expand the Department's presence on social media, we will develop a presence in other conduits such as YouTube, Twitter, or Instagram as feasible and will identify internal means to publish or post regular content by December 31, 2018.
- Within the developing partnership with Office of Justice Programs, the Department will further enhance our crime analysis function through training and technical enhancements.

4. To enhance adherence to the 21st Century Policing, the Salisbury Police Department will strengthen internal communication.

Measures:

- ~ Publish a monthly employee newsletter from the Chief of Police beginning January 1, 2018.
- ~ Command Staff will seek to improve access and communication with the individual work groups through regular formal and informal communication channels.
- 5. To enhance the adherence to the 21st Century Policing, the Salisbury Police Department will seek to achieve organizational excellence to provide superior service.

Measures:

- By December 31, 2018, all directives will be reviewed by department command staff to ensure they meet CALEA standards and reflect our practices.
- By December 31, 2018, the Department will participate in an assessment through the North Carolina League of Municipalities Law Enforcement Risk Management Program.
- By December 21, 2018 the Department will develop a workable internal Career Development Plan employees can use to achieve their identified professional goals through training and experiential growth.
- 6. To enhance the adherence to the 21st Century Policing, the Salisbury Police Department will seek to develop and maintain a quality workforce.

Measures:

- ~ The Department will fully staff all authorized sworn positions by February 28, 2018.
- The Department will never fall below 95% of authorized sworn staffing in any month of CY2018 after achieving full staffing in February 2018.
- By December 31, 2018, the Department will study and determine effective sworn and civilian support needs and staffing levels for critical functions such as patrol force and investigative roles based on dependable principles of workload assessment.

Notable Accomplishments and Events

Police salaries remain competitive after an increase approved by Salisbury City Council, several applicants have mentioned competitive salary as a factor applying with SPD.

The department has been successful in enhancing existing community policing efforts officers and community feedback has been positive. The department has instituted a maxim of "Every Officer Has a Neighborhood and Every Neighborhood Has an Officer" to show the importance of neighborhood based policing and problem solving in officer's day to day work. Several initiatives have been well received, those include; foot patrols, community classrooms, NICE truck, and realigning the patrol zones to equalize the workload. In sum, the SPD is embracing a community based problem oriented policing model to reduce both crime and fear of crime.

The department began using a model Stratified Policing to better guide and deploy resources. Using this model to identifying significant crime issues and developing plans to combat the problem. Major Barnes brought a knowledge of Stratified Policing that has been invaluable implementing this model.

Violent crime remains both a community and department concern. In an effort to ensure the department is technically proficient and properly trained to combat the crime problems in the community, the DOJ, Office of Justice Programs, Diagnostic Center is currently conducting a review of the SPD operations and will be presenting a work plan in spring 2018. The department has developed several partnerships with outside agencies. The SBI is a great partner in investigating significant shootings and homicides, supplementing our detectives and crime scene processing. The ATF has implemented the Rowan County Gun Violence Crime Task Force and are targeting offenders who use firearms for federal prosecutions which carry enhanced sentences. The FBI has provided targeted enforcement activities in the county as part of their Safe Streets - Violent Gang Reduction Interdiction Project. In each of the initiatives or task forces, the Rowan County Sheriff's Office is an active partner. These partnerships and a refocus of the investigative function resulted in a higher than previously experienced clearance rate for violent crime offense reports, particularly homicide.

The venture into social media has been pleasantly effective. The department Facebook page is garnering more tips and leads for crime than Crime Stoppers.

In November 2017, officers responded to an armed robbery at a local bank. During the course of the robbery, the suspect shot one customer inside the bank and while attempting to escape, shot another victim driving nearby. The suspect then carjacked the second victim's car as officers arrived in the area. Officers engaged the suspect in a vehicle pursuit until he crashed on a busy roadway during rush hour traffic. The officers engaged the suspect who fired a handgun at them. Officer returned fire and the threat stopped. Unfortunately the suspect succumb to his injuries. The two innocent victims survived. It is without a doubt these officers saved other lives that day and their bravery and heroism is commendable.

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