

# SALISBURY POLICE DEPARTMENT

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## Strategic Plan 2019-2024



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# Salisbury Police Department Strategic Plan Calendar Years 2019-2024

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# Salisbury Police Department Strategic Plan Calendar Years 2019-2024

## Message from the Chief

On behalf of the dedicated men and woman of the Salisbury Police Department, it is my honor to present the department's calendar years 2019-2024 Strategic Plan. The SPD provided policing service to a diverse city of more than 34,000 residents that is advantageously located between Charlotte and Greensboro. This places our city in a unique position for growth residentially and economically. The Police Department's role is to ensure our residents, visitors, and businesses enjoy a community where they feel safe and see the police officers as part of the community they serve. To achieve that goal, we must strive to be better each day and this document provides a pathway for attaining that objective.

Sincerely,



Chief Jerry Stokes

## DEPARTMENT MISSION STATEMENT

To provide quality law enforcement services with honest, fair, and ethical treatment of all.

## DEPARTMENT VISION STATEMENT

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.

## IDENTIFIED STRATEGIC GOALS & OBJECTIVES

In 2018, the SPD was accepted as a Department of Justice – Public Safety Partnership Diagnostic Site. Under this program the department was inventoried by an external group of Law Enforcement professionals. This review resulted in a plan of action to assist the department in addressing violent crime within the Salisbury community. The report recommendations have been incorporated into this strategic plan and is a significant part of what we desire to achieve. As a result, five internal strategic goals were developed by the Salisbury Police Department. These goals are:

1. Improve Collaboration with External Partners and Stakeholders
2. Improve Communication and Coordination within the SPD
3. Enhance Investigation and Intelligence Operations
4. Improve Training and Professional Development for the SPD Staff
5. Maintain a Quality Sworn and Civilian Workforce

### STRATEGIC GOAL 1: IMPROVE COLLABORATION WITH EXTERNAL PARTNERS AND STAKEHOLDERS

At the heart of collaboration is communication between partners. Therefore, we will seek to establish a workable plan to improve internal communication outward to our external partners so that there is a coordinated effort to address criminal activity.

- 1.1 Organize a communication plan between the Sheriff and Chief to ensure that the appropriate information is shared between agencies on a consistent basis.
- 1.2 Conduct regular meetings with the executive staff from SPD, the Rowan County Sheriff's Office (RCSO), Spencer PD (SPPD), and East Spencer PD (ESPD).
- 1.3 Create additional institutional arrangements (scheduled calendar meetings) for information sharing that transcend personal relationships. Recommended meetings between SPD, RCSO, SPPD, and ESPD include joint briefings of patrol personnel at shift changes, regular de-confliction meetings between drug unit personnel, gatherings between the respective detective divisions, and meetings with the Community Relations officer.

- 1.4 Collaborate with stakeholders to determine the necessary and appropriate frequency of these meetings.
- 1.5 Establish and institutionalize local and federal interagency communications through regularly scheduled “mutual accountability” meetings in which the partners review activity and outcome measures to determine the impact of their efforts on crime.
- 1.6 Collaborate with stakeholders to determine the necessary and appropriate frequency of these meetings.
- 1.7 Improve communication and collaboration between the SPD and District Attorney’s Office.
- 1.8 Improve collaboration between the RCSO, SPD, SPPD, ESPD, and federal partners.
- 1.9 Incorporate youth violence deterrence and SRO activities in collaborative efforts between the SPD, RCSO, SPPD, and ESPD.
- 1.10 Seek to fund a Rowan Crime Intelligence Center (RCIC) under direction of SPD providing workspace and technology to all partners to facilitate communication.
- 1.11 Continue to work to improve public engagement and social media strategies by further training and equipment for the SPD Social Media Team.

**STRATEGIC GOAL 2: IMPROVE COMMUNICATION AND COORDINATION WITHIN THE SPD**

As is typical in most large organizations, information flow between the various silos of SPD, such as CID, NCAT, Patrol, etc. is necessary to ensure all operational pieces delivering service are aware of current trends among offenders and hot spot locations. To support internal information sharing, it is necessary to incorporate mechanisms to facilitate information flow from top to bottom and bottom to top of the organization.

- 2.1 Promote information sharing across various units in SPD and determine a schedule of how often related units communicate across the agencies (narcotics, Criminal Investigations Division (CID), etc. should communicate and share information.
- 2.2 Organize weekly crime meeting and monthly stratified policing meeting (Compstat style) led by the Deputy Chief and Crime Analyst and conduct a yearly review to ensure the meeting is providing the necessary support.
- 2.3 Developing a centralized mechanism for sharing intelligence information throughout the department, leveraging the planned new RCIC in Strategic Goal 1.10.
- 2.4 Further use the resource identified in Strategic Goal 1.10 for internal communication enhancement.
- 2.5 Redefine a detective position to target juvenile offenders for prosecution or diversion in support of Strategic Goal 1.9.
- 2.6 Fund a National Integrated Ballistic Information Network (NIBIN) firearms cartridge casing recovery machine within the SPD facility for use in regional NIBIN submissions for crime gun tracing.
- 2.7 Plan a means to connect the work of the Community Relations Officer to the operations of officers serving Salisbury neighborhoods and the community.

### **STRATEGIC GOAL 3: ENHANCE INTELLIGENCE OPERATIONS AND INVESTIGATIONS**

The SPD operational model is Stratified Policing, this model relies on good information and intelligence to be efficient and effective. Intelligence is only usable when shared and acted upon and the Stratified Policing Model provides a framework to do so. Just as important, a strong investigative function is necessary to ensure effective prosecution. Modern policing demands crime scene processing capabilities of a department be achieved at its highest level. The SPD is working toward improving both these capabilities through procedures and training.

- 3.1 Leverage intelligence gathering and analytic resources and support from the ATF, FBI, DEA, and HSI.
- 3.2 Develop and implement a standard for protocol regarding crime scene management. The SPD and the RCSO should coordinate their policies so that the processes and procedures are similar across agencies for prosecution.
- 3.3 Fund training with the University of Tennessee in Knoxville, Tennessee for two detectives to attend the enhanced crime scene processing program.
- 3.4 Fund additional DNA testing from crime scene evidence recoveries.
- 3.5 Develop a strategy that connects and coordinates related law enforcement operations of SPD's Special Investigations Unit and Patrol Division to ensure that all information is communicated efficiently and effectively and that activities or services are complementary.
- 3.6 Implement a checklist or policy/procedure that institutionalizes the solvability factors to determine when cases should be investigated by CID or patrol. Develop protocols for enabling patrol to seek assistance of CID should those resources be need for an investigation.
- 3.7 Develop a Criminal Investigations Standard Operating Procedure Manual.
- 3.8 Create a communication and dissemination plan for intelligence gathering from SROs.
- 3.9 Fund a Drone Program for intelligence gathering and crime or crash scene documentation.
- 3.10 Fund regular training of detectives in investigative techniques from basic to advanced and specialized.
- 3.11 Fund regular training for the Crime Analyst position to enhance intelligence sharing and data management.

- 3.12 Fund a Records Unit Supervisory Position to provide quality control of data in our Records Management System.
- 3.13 Fund an SPD internal IT Technician position to provide greater technical support and service for the department.
- 3.14 Fund a citywide security camera and license plate reader system to provide enhanced intelligence gathering and investigative leads.
- 3.15 Fund a regular maintenance and upgrade plan for the citywide camera and license plate reader system in Strategic Goal 3.14.
- 3.16 Fund training a detective in National Integrated Ballistic Information Network (NIBIN) examination for enhanced crime gun tracing.

#### **STRATEGIC GOAL 4: IMPROVE TRAINING AND PROFESSIONAL DEVELOPMENT FOR THE SPD STAFF**

The SPD has experienced a boost in hiring since 2017, with that hiring initiative comes the need to ensure the young workforce is well trained and skilled to overcome any deficiencies due to lack of practical experience. In conjunction with hiring came the need to fill specialized positions within CID and Special Investigations. Those positions were filled with talented, but lesser experienced officers, they will require additional training to meet the demand of those assignments and ensure they are well skilled for those roles.

- 4.1 Work with the US Attorney's Office and District Attorney's Office to receive training on report writing and criminal investigation best practices.
- 4.2 Work with ATF to obtain training on crime gun intelligence and firearms evidence processing.
- 4.3 Fund SPD and law enforcement partners training on the structured sentencing laws of North Carolina in coordination with the District Attorney's Office.
- 4.4 Fund nationally recognized homicide investigative techniques training for all violent crime detectives.



- 4.5 Fund a career development program providing a means for temporarily reassigning individual officers from general assignments to specialty units. Doing so can increase officer skill sets and career development. An agency of the SPD's size has the opportunity to enrich patrol in ways that larger agencies cannot (e.g., providing crime scene processing training).
- 4.6 Fund training for patrol officers in street-level interview and interrogation, as well as general customer service and communication strategies between patrol and the community for their new officers.
- 4.7 Fund training and certification of a team of officers in Crisis Negotiations.
- 4.8 Fund twice-yearly training for all sworn staff in crisis intervention/de-escalation and use of force techniques.
- 4.9 Fund training sworn staff in defensive and pursuit driving skills annually.
- 4.10 Fund training for Strategic Goals 3.10, 3.11, and 3.16.

#### **STRATEGIC GOAL 5: MAINTAIN A QUALITY SWORN AND CIVILIAN WORKFORCE**

After experiencing a significant staff shortage, the SPD has recovered in numbers in the past two years. While our staffing is better, retaining those officers is necessary to ensure the SPD delivers the best policing service to the community as possible. The goal will be to implement a plan to develop and keep employees through various strategies which is in line with Salisbury City Council stated goal to promote and enhance community safety by supporting staffing level efforts for the police department.

- 5.1 The SPD will develop a recruiting plan.
- 5.2 As defined in Goal 4.5, the SPD will fund the development of a Career Development Plan.
- 5.3 The department will work closely with City of Salisbury Human Resources Department (HR) to monitor and determine what is working with retention and recruiting, what needs to be changed or updated in the recruiting plan.

- 5.4 SPD will monitor projections for separation due to retirement or other reasons and develop a succession plan for leadership positions.
- 5.5 Fund a training budget for SPD to support the identified training needs mentioned in all Strategic Goals.
- 5.6 Fund a supervisor skills training program through advanced law enforcement leadership skills training courses such as NC State, University of Louisville, FBI LEEDA, IACP Leadership in Police Organization, and IACP Women's Leadership Institute.
- 5.7 The SPD will work with HR and monitor the reasons for employees leaving and fund a regular employee survey to determine any trends in employee workplace satisfaction.
- 5.8 The SPD will continually monitor salaries to ensure the SPD is positioned well within our hiring market and remains competitive. If the SPD salaries become less competitive, seek assistance of HR to fund changes to the salary scale.
- 5.9 Fund an additional duty bonus pay program to compensate those employees who take on roles or responsibilities above their regular assignment that add value to the SPD operations.
- 5.10 Fund regular supervisory level training and coaching sessions to ensure collaboration is done effectively to achieve department goals.
- 5.11 Fund a quarterly sworn staff skills development training program.
- 5.12 Fund development of civilian staff training program through identifying skill and technical enhancement needs with assistance of HR.
- 5.13 Through study and review of available data, determine the most efficient means of patrol team deployment that meets the demands of calls for service and our Stratified Policing model. Include within the study a determination if the appropriate number of positions allocated to the department is sufficient for this community needs.

- 5.14 Fund a PD building refurbish. Projecting a professional image is necessary to ensure employees enjoy a positive workspace and atmosphere and our visitors feel welcome. The current facility was renovated nearly ten years ago and is in need of a number of long delayed maintenance and cosmetic repairs which does not present the positive image petered.

#### **REVIEW PROVISIONS**

This plan is a living document intended for review and modification at any time due to changing circumstances in our community, our department, or City Council or Administration priorities and influences. The objective is to review the plan annually to verify relevancy and note progress made toward achieving stated goals and objectives. The Chief of Police and department Command Staff are designated to review, implement, and develop these strategic goals and plan.