

SALISBURY POLICE DEPARTMENT 2019 ANNUAL REPORT

EVERY NEIGHBORHOOD HAS AN OFFICER,
EVERY OFFICER HAS A NEIGHBORHOOD

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Department Vision, Mission, & Core Values

OUR DEPARTMENT VISION

The Salisbury Police Department has the vision of creating an environment in which citizens and visitors will feel safe in all parts of the city.

Our vision is to improve service to citizens and visitors through community partnerships and implementation of new practices and technology.

OUR MISSION STATEMENT

It is the mission of the Salisbury Police Department to provide quality law enforcement services with honest, fair and ethical treatment of all.

OUR CORE VALUES

We fundamentally value:

- Exceeding expectations
- Solving problems
- Professional development of our employees
- Honor and integrity both on and off-duty

MESSAGE FROM THE CHIEF OF POLICE

It is my pleasure to share the 2019 accomplishments and achievements of the men and women of the Salisbury Police Department with our community. The SPD is on a path of state and national leadership in efforts to transform a police agency and be a model for crime and violence reduction. Our mission of quality policing services is not taken lightly and we are and will continue strides to meet the expectations of those we serve.

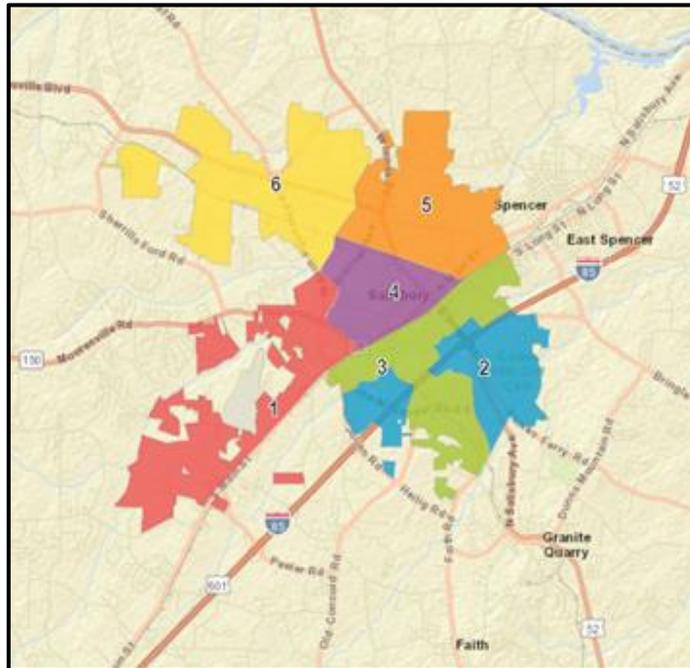
Jerry Stokes
Chief of Police
March 2019

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About Us

Every Neighborhood Has an Officer, Every Officer Has a Neighborhood.

The Salisbury Police Department assigns officers to one of six zones or beats based on call workload. A cornerstone of Community Policing, officers are responsible for working in their respective zones, problem solve and collaborate with residents of the neighborhoods to reduce crime and disorder.



SPD is currently authorized 85 full time and 1 part time sworn positions and 9 full time and 2 part time civilian positions. At the end of 2019, the SPD was nearly fully staffed (97.6%), having two sworn positions vacant. All civilian positions are filled. Due to budgetary issues, the two vacant sworn positions will be eliminated in the 2020-2021 budget.

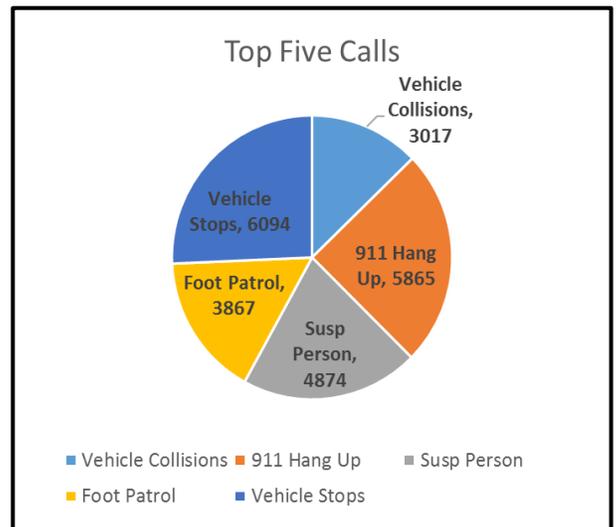
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Reported Crime and Workload Summary

Calls for Service Workload

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. In 2019, SPD logged 51,739 calls for service that were either requests for police service by citizens and businesses or officer initiated activities. Of those calls, the top five are noted in the chart below. Proactive policing can be measured in the number of traffic stops and other direct patrol activities. Traffic stops accounted for the highest call logged and foot patrols the fourth, indicating officers have dedicated themselves to being proactive and making their presence known in the neighborhoods. Our community has always been concerned with the number of shots heard, during 2019, SPD responded to 326 reports of shots fired, accounting for 0.63% of total calls.

Top Five	Percentage
Vehicle Stops	11.8%
911 Hang up/Misdial	11.3%
Suspicious Person or Vehicle	9.4%
Foot Patrol	7.5%
Vehicle Collisions	5.8%



Workload Details:

51,739 calls for service (46,819 in 2018: 10% increase)

1,951 arrests (1,557 in 2018: 25% increase)

47 mental health crisis commitments, not included in the total number of arrests

508 Felonies

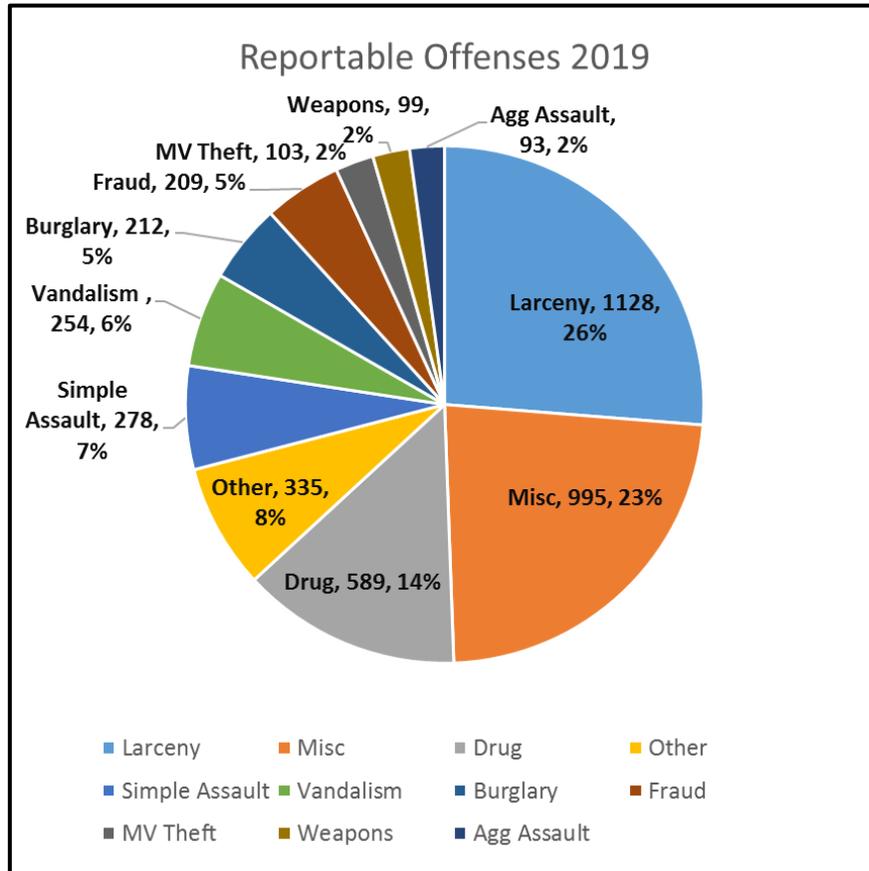
1443 Misdemeanors

3,786 citations issued (2,574 in 2018: 47% increase)

Of these, 10.3% of arrests are of homeless persons, 4.3% of citations are issued to homeless persons. Homelessness is a concern for citizens and city leaders due to the strain on services that issue brings. This a measure of some of the police service issues related to the city homeless population.

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Incident Reporting



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Uniform Crime Reporting

Comparison of 2018 and 2019 Reported Crime.

VIOLENT CRIMES	2019	2018	% Change
HOMICIDE	2	6	-67%
RAPE	14	13	8%
COMMERCIAL ROBBERY	17	21	-19%
INDIVIDUAL ROBBERY	52	50	4%
AGGRAVATED ASSAULT	93	123	-24%
Assault Dangerous Weapon -GUN	22	39	-44%
Shooting into an Occupied Dwelling	23	22	5%
TOTAL VIOLENT CRIMES	178	213	-16%
CAD - SHOTS FIRED	326	311	5%
PROPERTY CRIMES	2019	2018	% Change
RESIDENTIAL BURGLARY	167	252	-34%
COMMERCIAL BURGLARY	45	67	-33%
AUTO THEFT	92	133	-31%
LARCENY	812	862	-6%
LARCENY FROM MV	298	311	-4%
TOTAL PROPERTY	1414	1625	-13%
TOTAL PART 1 CRIMES	1592	1838	-13%

As noted in the chart above, reported crime is down in a number of areas in Salisbury. Effective policing strategies and community participation have accounted for a significant downward trend. In 2017, the City of Salisbury engaged citizens in an initiative called Community Action Teams. Those engagement set certain goals for the SPD and City government as a whole. Progress toward those goals is noted below:

To achieve SPD staffing rate of 95% for authorized sworn officer positions by 2018.

Progress: Currently at 97.6% staffing – surpassing the goal set

Reduce gun violence and assault by 5% each year

Progress: Homicides down 67% in 2019 compared to 2018 – surpassing the goal set

Progress: Assault with a Dangerous Weapon – Firearm down 44% in 2019 compared to 2018 – surpassing the goal set

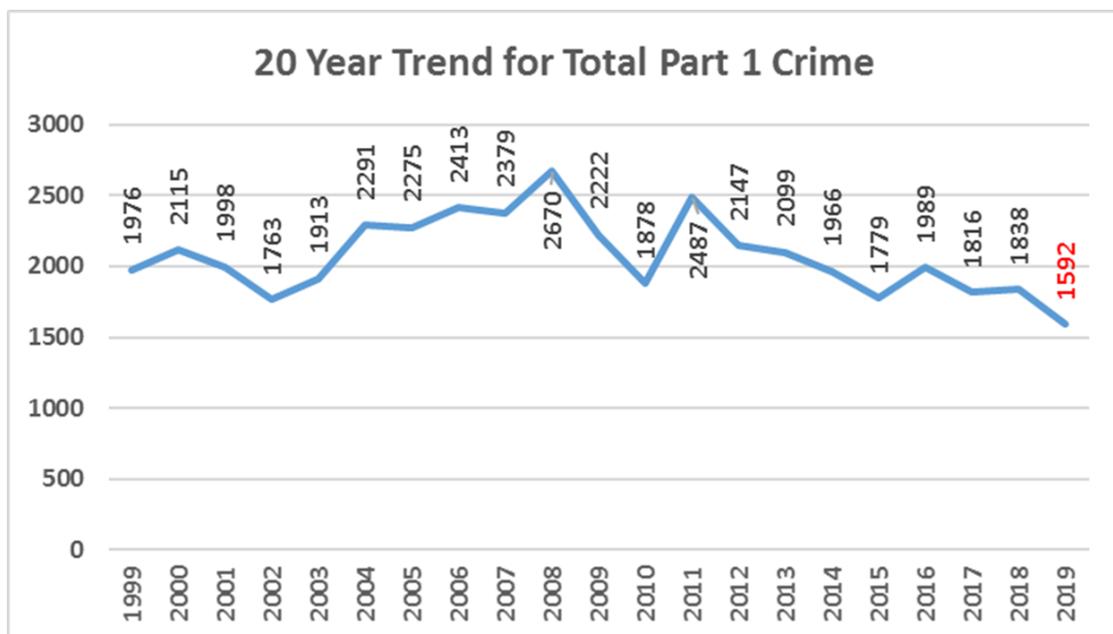
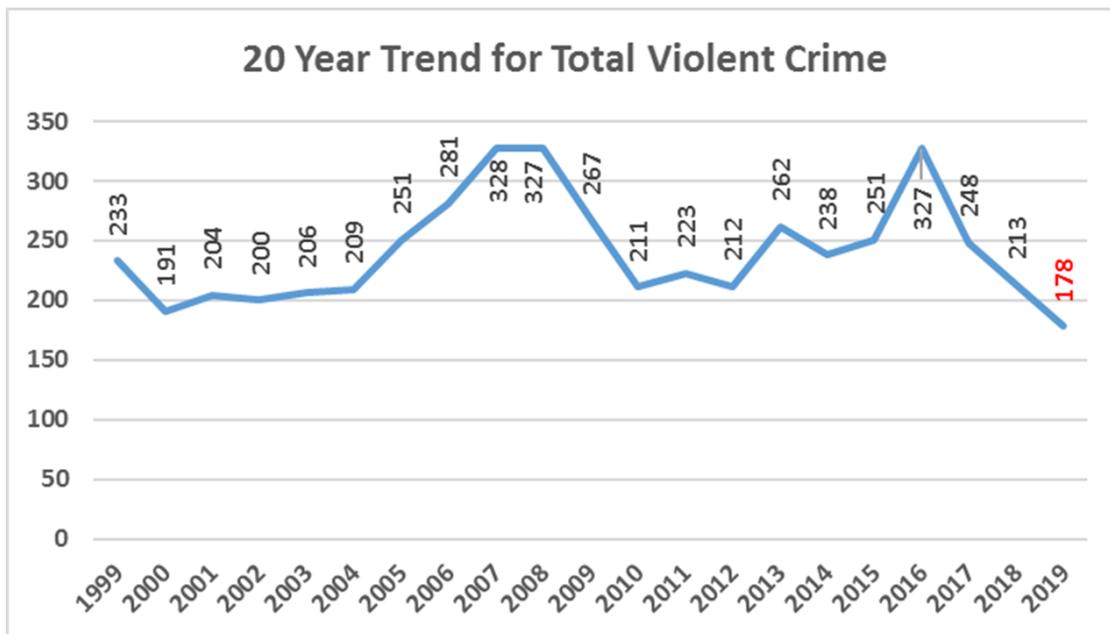
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Historic Crime Trends

Twenty Year Crime Trend in Salisbury

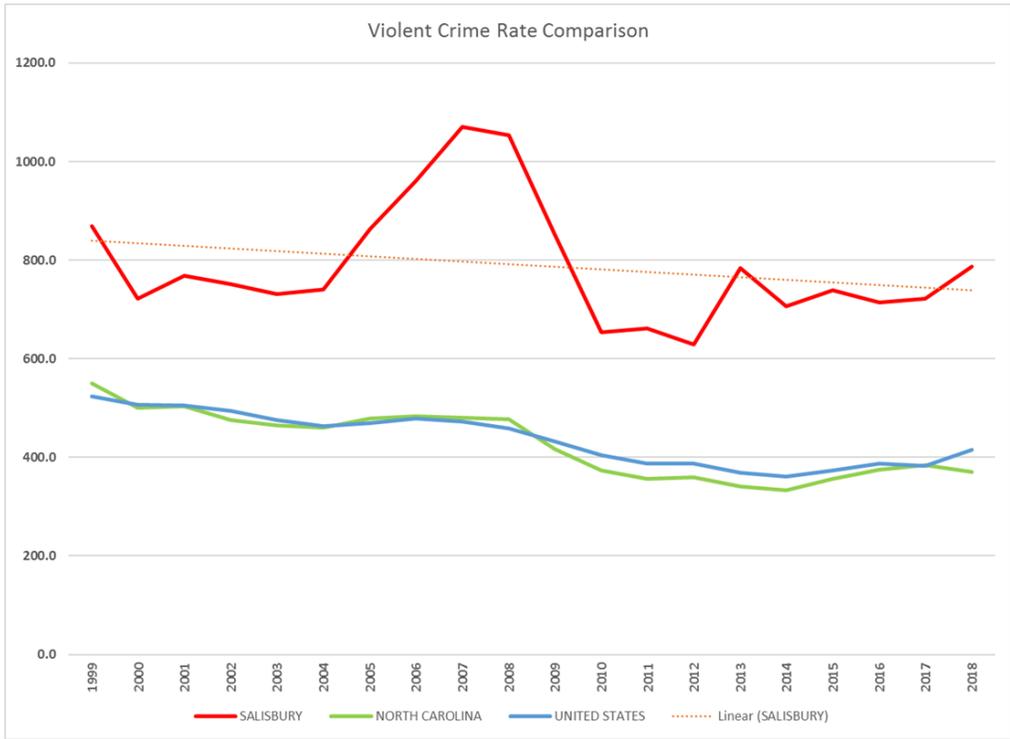
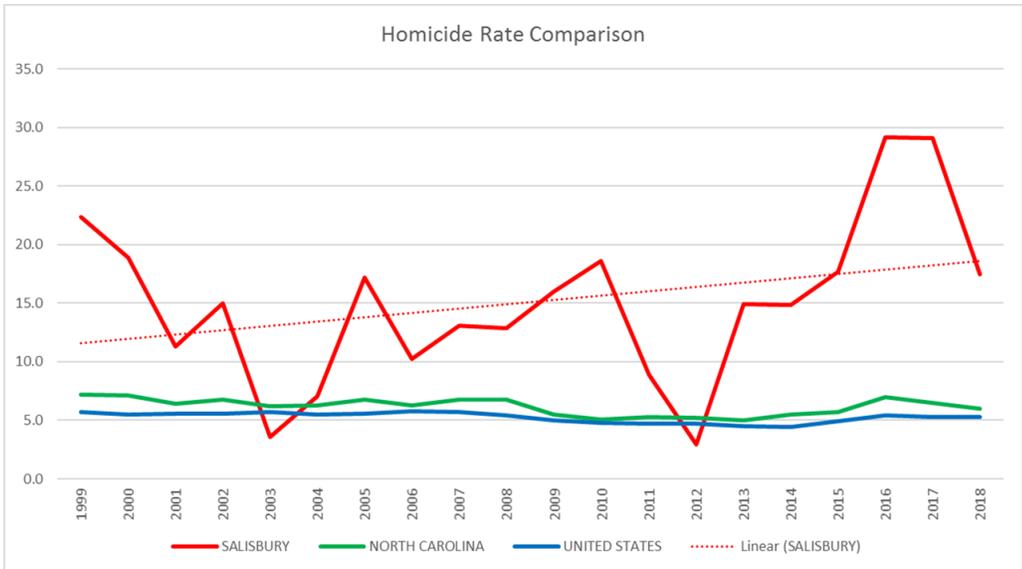
*Part 1 Crimes are all index offenses – Murder, Rape, Robbery, Aggravated Assault, Burglary, Larceny, and Motor Vehicle Theft.

* Violent Crimes are Murder, Rape, Robbery, and Aggravated Assault

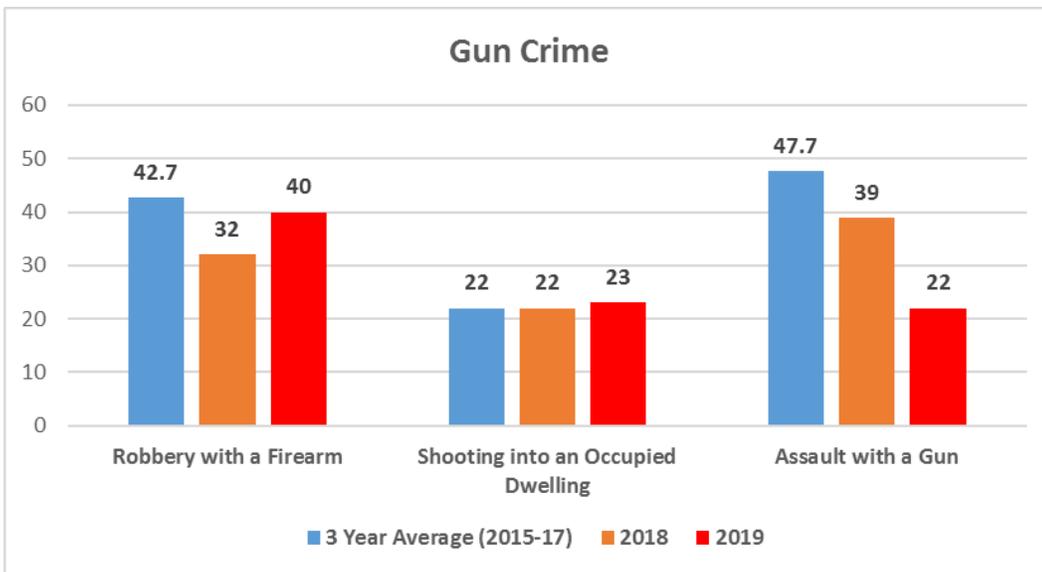
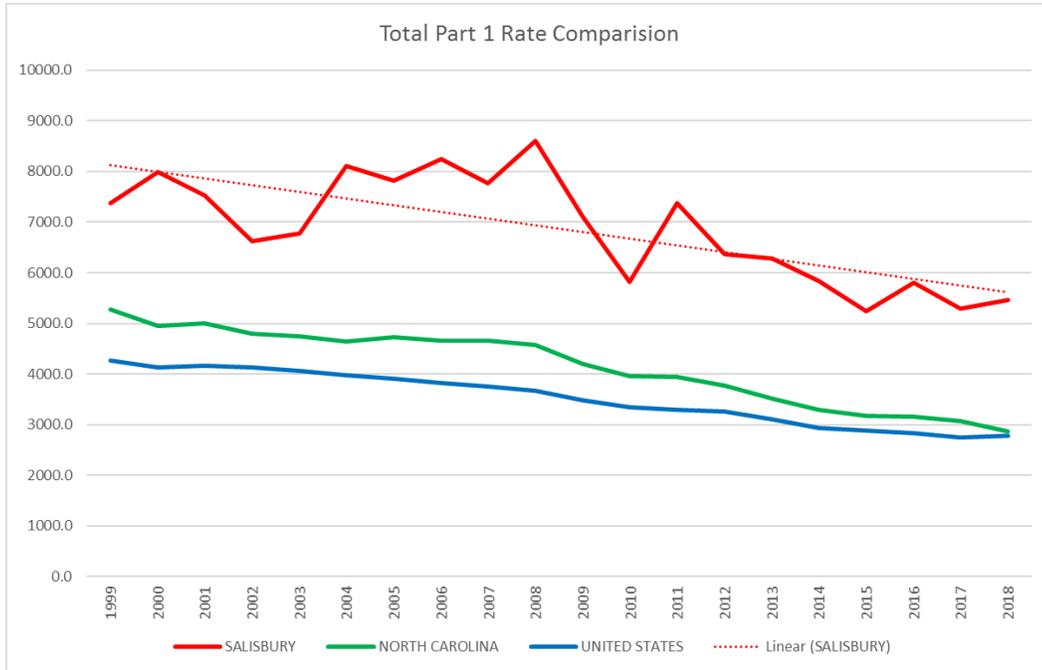


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As is noted the previous charts, the Salisbury community experienced a twenty year low in both violent crime and Part 1 crime overall. While these achievements for the community are outstanding and the SPD can take pride in our part making those strides, history indicates that the community still has a lot of work to do toward reducing crime. Historically, the Salisbury community has seen rates well above the state and national average, as noted by these charts:



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Crime costs Salisbury residents financially and the increased need for police protection is significant for the community. Data indicates taxes by residents are as follows for police protection:

25% of the property tax on the median home value of \$182,837 in Salisbury go toward police protection (\$339) *2017 City Data was used as a source for this information.

North Carolina Comparisons.

City	Cost Per Resident ⁽¹⁾	Officers Per 1000 ⁽²⁾	Index Violent Crime Rate ⁽²⁾
Salisbury	\$339	2.1	728.2
Charlotte	\$280	2.0	716.0
Concord	\$203	1.9	112.0
Holly Springs	\$268	1.6	54.4
Huntersville	\$161	1.5	109.8
Kannapolis	\$159	1.7	191.1
Mooresville	\$211	2.1	164.4

Sources: (1) City Data (2) SBI Crime Data

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Community Policing & Engagement Efforts

BUILDING HOW WE USE COMMUNITY POLICING

Policing our community and Community Policing does not just involve enforcing the law. An important part of Community Policing is relationships. Officers actively engage the community in a number of areas to establish that relationship. The Police Department has seen success in building a lasting relationship with the community and creating trust with those we serve.



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DEPARTMENT OF JUSTICE PUBLIC SAFETY PARTNERSHIP INITIATIVE

In August 2018, the Department of Justice (DOJ) announced that Salisbury was chosen as a Public Safety Partnership (PSP) diagnostic site. PSP provides an innovative framework for DOJ to enhance its support of local law enforcement officers and prosecutors in the investigation, prosecution, and deterrence of violent crime, especially crime related to gun violence, gangs, and drug trafficking. This approach serves as a platform for DOJ to directly engage with cities to identify and prioritize resources that will help local communities address their violent crime crises. The PSP Engagement with Salisbury ends March 2020. DOJ is not accepting applications for new PSP sites in 2020, but reviewing prior applications. SPD applied in 2019 and will be reviewed. The assistance provided through various training and technical assistance during the engagement has helped propel SPD investigative and crime reduction capabilities forward significantly.



COLLABORATIVE REFORM INITIATIVE – TRAINING AND TECHNICAL ASSISTANCE CENTER

SPD has requested and been approved for a training and technical assistance delivery for crime analytics that began in late 2019. Significant training and assistance will occur in 2020.



STRATEGIES IN POLICING INNOVATION GRANT – ROWAN REGIONAL CRIME INTELLIGENCE CENTER

SPD received a three year Strategies in Policing Innovation grant. The grant will develop a regional crime intelligence center, bringing together a number of agencies in Rowan County to address crime collaboratively. This initiative is in the beginning stages of developing partnerships and detailed plans to move the center forward to begin operations in 2020.



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Recruiting, Hiring, and Staffing

SWORN STAFFING

The department began 2017 with a significant staffing shortage. In 2018, after achieving full staffing the department was authorized four sworn over hire positions. The department entered 2019 with 5 vacancies, the four over hires and one budgeted position. At the end of 2019, the department had all sworn budgeted positions filled and two over hire positions filled. Moving forward into the 2020-2021 budget year, the department will reduce the number of over hire positions due to financial constraints.

SWORN RECRUITING AND HIRING

During the course of 2019, the department Recruiting and Hiring Unit processed or are currently processing 61 applications for employment. Many applications carried over from 2018 when 115 were received. Efforts in hiring since 2016 tracking began are noted below:

Total Sworn Hired:	57
2016	9
2017	18
2018	22
2019	8
Sworn Separations	31
Sworn Retirements	8

NON-SWORN STAFF

In 2019, non-sworn employees were increased by two positions. In March 2019, the department brought on a full time Victim Advocate. The position works closely with officers, other criminal justice agencies, and our citizens to deliver assistance with recovery from crime victimization.

In May 2019, the department hired a civilian analyst to assist with managing the principles implemented in intelligence led and hot spot policing. The analyst has become integral to our operations driving focused patrols and dissemination of information.

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SWORN STAFF DEMOGRAPHICS

As of January 2019, current Salisbury Police Department sworn employee demographics are indicated in the following chart:

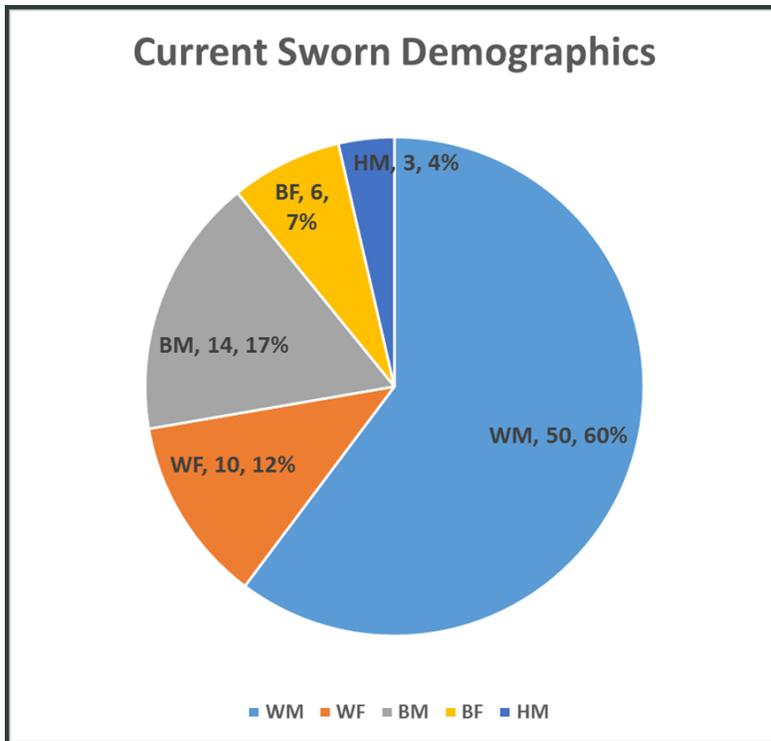


Chart Detail:

Hispanic Male (HM)	3	4%
Black Female (BF)	6	7%
White Female (WF)	10	12%
Black Male (BM)	14	17%
White Male (WM)	50	60%

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SELECTED SWEARING-IN PHOTOGRAPHS FROM 2019



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. Currently on a three year review cycle, the department was assessed in a remote manner on a selection of 50 standards for compliance in 2019. Compliance was verified for all standards with no suggestions for improvement. A summary assessment for compliance will be completed in early 2020 for the department to receive reaccreditation in late 2020.



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PROFESSIONAL STANDARDS

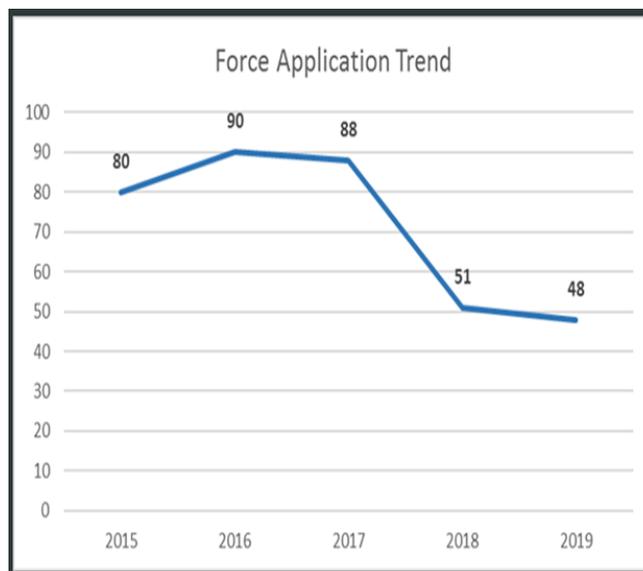
FORCE APPLICATIONS

With a focus on training and policy accountability, SPD has been successful bringing down the number of force applications in recent years. The data below notes the number of force application incidents in 2019 and the chart notes the trend of reduced force applications over the past five years.

48 Documented Applications of Force

Per Contact – 0.1% (0.1% in 2018)

Per Arrest/Citation – 1.1% (1.23% in 2018)



PERFORMANCE COMPLAINTS/CONCERNS

SPD carefully reviews all citizen and internally generated complaints regarding employee performance. Legitimacy within the community can be affected when police agencies properly and credibly address concerns and employee behavior. It is important for supervisory staff to generate complaints internally to indicate that employees are being held accountable. A police agency that lacks internally generated concerns, can indicate a failure to hold employees accountable.

Total Complaints 45

Internal – 21 – 15 found to have cause for discipline, 1 unable to determine, 1 unfounded, 1 resulted in coaching, and 2 are pending

Citizen Generated – 24 – 2 found to have cause for discipline, 2 unable to determine, 18 unfounded, 1 unable to determine, 1 pending

*The most common citizen complaint was “Discourtesy.”

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Department 2019 Goals

DEPARTMENT 2019 GOALS SUCCESSES AND CHALLENGES

The SPD published goals for 2019 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 2019.

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.

Measure:

- ~ The Department will continue to support and develop the Public Safety Partnership with U.S. Department of Justice by implement an effective training and technical assistance action plan to combat violent gun crime, the opioid addiction crisis, and other identified community law enforcement and policing needs.

Efforts to attain the stated goal:

The PSP partnership continued throughout 2019, however the assistance is scheduled to end in March 2020. Detectives and officers were afforded a number of training opportunities during the course of 2019. These trainings have served to enhance detective skills and operations overall. The partnership has assisted in developing a plan for forming a Police Foundation. Donation from several businesses allowed the purchase of Police Bikes, furthering the progress. This goal was attained.

Measure:

- ~ The Department will continue to develop the Project Safe Neighborhoods (PSN) program to an effective level in partnership with Rowan County Sheriff's Office, Rowan County District Attorney, U.S. Attorney of the Middle District of North Carolina, Federal Law Enforcement partners and other county Law Enforcement Agencies. PSN will seek to develop a data driven prioritization assessment, with assistance of UNC-Greensboro, for inclusion of offenders in the program and identifying actual and potential victims for beneficial intervention by July 1, 2019.

Efforts to attain the stated goal:

The first offender notification call in after the UNC-G Violent Incident Review was conducted on October 23, 2019. Selection for inclusion in notification was determined based on data provided by the UNC-G VIR and PSN Executive Board agreement on a local specific offender profile. While this goal was not attained by the stated date, however it was attained within the year.

Measure:

- ~ The Department will employ a civilian Victim Advocate to enhance victim outreach and assist PSN initiatives in victim intervention by March 31, 2019.

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Efforts to attain the stated goal:

Dr. Alberta McLaughlin began employment on March 19, 2019 and has been a significant asset to our victim outreach. This goal was attained.

Measure:

- ~ The Department will seek to develop the partnership with Rowan Courts and Family Crisis Council in providing enhanced outreach for those seeking domestic violence protective orders by providing work space and support to an advocate by June 1, 2019.

Efforts to attain the stated goal:

The Family Crisis Council began to see clients in their SPD office on February 4, 2019. There is a plan to expand the office area and provide more space for this program. This goal was attained.

Measure:

- ~ To further develop the Department Problem Oriented Policing (POP) initiatives, we will strive to implement a Violent Crime and Property Crime POP working groups with representatives from all operational concentrations by March 1, 2019.

Efforts to attain this goal:

There was some work toward this goal, but the concept did not develop operationally and was dissipated until further review of the theory and implementation of the program. This goal was not attained.

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.

Measure:

- ~ We will seek to increase and enhance Department communication, outreach, and information sharing through further developing our social media communication channels and other web based platforms.

Efforts to attain the stated goal:

The SPD Facebook Page grew in followership in 2019 from 7,219 to 10,708 which is a 48.3% increase. There were 25 posts that reached over 5,000 people, with the highest at 83,100 engagements. Twitter was used less frequently, but was sustained. This goal was attained.

Measure:

- ~ We will continue educational and outreach opportunities throughout the year by offering; community classrooms, a lunch buddy program in Rowan-Salisbury Schools, gang prevention and recognition symposium, summer youth mentoring camps, and an enhanced National Night Out event.

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Efforts to attain the stated goal:

Community Classroom topics, held at Livingstone College, SPD HQ and other locations, included Traffic Stops and Human Trafficking Information and Indications. SPD personnel participated in three summer youth camps, two sponsored by SPD and another sponsored by Rowan Sheriff Office. The gang prevention forum and an enhanced National Night Out event did not occur, the goal was met in part and was not met in part.

3. To improve upon the efforts in the Technology and Social Media Pillar of 21st Century Policing, the Salisbury Police Department will work to integrate crime analysis throughout the Department.

Measure:

- ~ To expand the Department's crime analytics capabilities, we will seek to employ an analyst by March 31, 2019.

Effort to attain the stated goal:

Ms. Josie McNeely was employed on May 6, 2019 and has been a significant asset to our crime analytics capabilities. This goal was attained, but not within the stated timeframe.

Measure:

- ~ The Department will further enhance our crime analysis function through training and technical enhancements provided by the U.S. Department of Justice, Public Safety Partnership.

Efforts to attain the stated goal:

The newly employed analyst has attended training through both the PSP engagement and an engagement with CRI-TAC, another DOJ program. This included peer visits and specific training courses. This goal was attained.

Measure:

- ~ The Department will seek to engage UNC-Charlotte in a crime analyst student internship program for students by July 31, 2019.

Effort to attain the stated goal:

No effort has been devoted toward meeting this goal during the year. This goal will be removed from 2020 stated goals.

Measure:

- ~ The Department will seek to put infrastructure, hardware, and policy in place to provide a public space security camera system and unmanned aircraft capability for crime investigation and prevention. A multiyear project with a begin date in CY2019 of July 1, 2019.

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Efforts to attain the stated goal:

In addition to having a camera system in place, the SPD received a \$500,000 Bureau of Justice Assistance, Strategies in Policing Innovation grant to fund an intelligence center. We currently have over 35 cameras installed and feeding to SPD HQ as needed. A number of crimes have been solved based on the video evidence. The goal has been attained and will be ongoing.

4. To enhance the adherence to the 21st Century Policing, the Salisbury Police Department will seek to achieve organizational excellence to provide superior service.

Measure:

- ~ By December 31, 2019, all directives will be reviewed by department command staff to ensure they meet CALEA standards and reflect our practices.

Efforts to attain the stated goal:

This was not completed in 2019, but is in progress in early 2020. This goal was not attained.

Measure:

- ~ By December 31, 2019, the Department will participate in an assessment through the North Carolina League of Municipalities Law Enforcement Risk Management Program.

Efforts to attain the stated goal:

This was not attained in 2019, but some progress has been made in early 2020.

Measure:

- ~ By December 31, 2019, the Department will develop a workable internal Career Development Plan employees can use to achieve their identified professional goals through training and experiential growth.

Effort to attain the stated goal:

Due to budget issues, the plan as developed has not been implemented. Some work has been done toward providing a job shadow type program and is being implemented in 2020, but generally the goal was not attained.

5. To enhance the adherence to the 21st Century Policing, the Salisbury Police Department will seek to develop and maintain a quality workforce.

Measure:

- ~ The Department will fully staff all Salisbury City Council authorized over-hire sworn positions by July 1, 2019.

Effort to attain the stated goal:

During the course of the year, due to budget overages, SPD was required to leave one of the four over-hire positions open. This goal was not attained.

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Measure:

- ~ The Department will never fall below 95% of the FY2019 authorized sworn staffing of 81 in any month of CY2019.

Efforts to attain the stated goal:

At no point during 2019 did SPD fall below 81 sworn staff, therefore this goal was attained.

Measure:

- ~ The Department will work with City Human Resources and City Finance to ensure pay, benefits, and other incentives are comparable for the area market to ensure the Department is competitive in recruiting and retaining qualified employees, supporting a Safe Communities Goal for Salisbury City Council.

Efforts to attain the stated goal:

The Chief regularly updated the City Manager on pay in the SPD market for police employees. City HR acquired a pay study for the Police Market in our area, it showed SPD was within the market for pay, there are some outliers such as Huntersville and Charlotte-Mecklenburg Police Department, who pay much better. SPD remained competitive, but the market remains difficult for finding good candidates.

Measure:

- ~ The Department will develop a plan and hold internal in-service training to all sworn personnel covering relevant topics by March 31, 2019.

Effort to attain the stated goal:

A plan was developed and three in-service trainings offered as follows; 1) classroom varied topic, 2) driving skills class, and 3) scenario domestic response class. This goal was attained.

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