

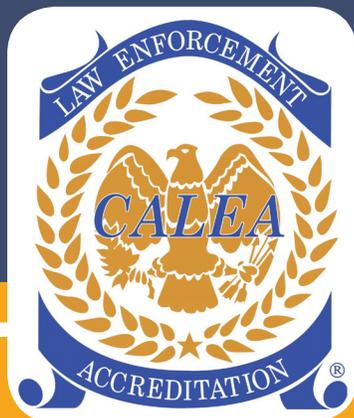


BURLINGTON POLICE DEPARTMENT

2019 – 2021 STRATEGIC PLAN

Chief J. Jeffrey Smythe

A Internationally Accredited Law Enforcement Agency





Pillar 1

Interactive relationships between police & the community with reduced crime

Pillar 2

A centrally located police facility



Pillar 3

A data-driven staffing model

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Employee training, development and wellness



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Engaged, collaborative problem solving



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A Message from the Chief



This updated Strategic Plan is the result of hundreds of hours of work by both citizens and employees. It is an exciting document in that it maps out our future for the next three years. This living and breathing document is constantly under revision as we adapt to our environment and make improvements driven by budgetary and statutory inputs, as well as ongoing dialogue with our citizens.

I strongly encourage you to take the time to review this document. Whether you are an employee seeking to understand our strategic direction or a citizen looking for ways to help, this document has the information that will help you find your way. If by chance, we are missing something, please let us know and we will be sure to include it in the next review!

Jeffrey Smythe
Police Chief

Commitment to “Policing with a Purpose”

- Preserving the Sanctity of all Life
- Nurture and Protect Democracy
- Ensure Procedural Justice and Fundamental Fairness
- Spirit of Service
- Protect the Community from Harm
- Treat all Individuals with Dignity and Respect - the ethical foundation of policing

Mission and Values

“The Burlington Police Department is committed to improving the quality of life, in partnership with our community, through the delivery of fair and professional police services.”



- We respect the rights, liberties, and dignity of all; serving with compassion, respect, and courtesy.
- We believe that citizen involvement is crucial to improving the quality of life in our community.
- We recognize the value and importance of professionalism, planning, teamwork, and integrity in providing quality police services.
- We continuously seek to improve our ability to provide public safety through proactive crime prevention and community policing strategies, use of technology, and compliance with standards established by the Commission on Accreditation for Law Enforcement Agencies.
- We value and recognize the importance of our employees and their contributions.
- We take pride in the dedication, loyalty, integrity, professionalism, and leadership of our employees.
- We are committed to providing each employee the necessary training, resources, and opportunities for them to achieve their full potential.
- We value and recognize the importance of all members of our diverse community, and their contributions and concerns.



Pillar 1

Vibrant, interactive relationships between police and the community, leveraging creative partnerships for proactive and purposeful programs, resulting in trust, tolerance, enhanced public safety and reduced crime.

Strategic Directions:

- A. Strengthening Trust Through Transparency
- B. Reducing Crime and Increasing Public Safety
- C. Engaging Community Outreach Programs
- D. Rejuvenate Community Advisory Board

Action Step A-1:

Implement industry best practices from external sources such as The Police Executive Research Forum, The President's Taskforce on 21st Century Policing, and The Commission on Accreditation for Law Enforcement Agencies, Inc.

Action Step B-1:

Evaluate our 10-district patrol deployment model and adapt to a more centralized deployment model that increases outreach and improves service.

Action Step B-2:

Enhance the use of data within the structure of Intelligence Led Policing to become more effective in our enforcement efforts.

Action Step B-3:

Improve traffic safety city-wide with specific focus on the

top areas of citizen concerns as confirmed by data, as well as high crash locations.

Action Step B-4:

Work effectively with other jurisdictions to identify common offenders using software and other interactive tools to share information and prioritize enforcement.

Action Step C-1:

Have officers seek out and attend community events, prioritizing these actions based on victimization data and other factors.

Action Step C-2:

Maintain regular contact with each neighborhood watch captain and/or group, enhancing these partnerships and improving public safety. Strategically increase neighborhood watch groups.

Action Step C-3:

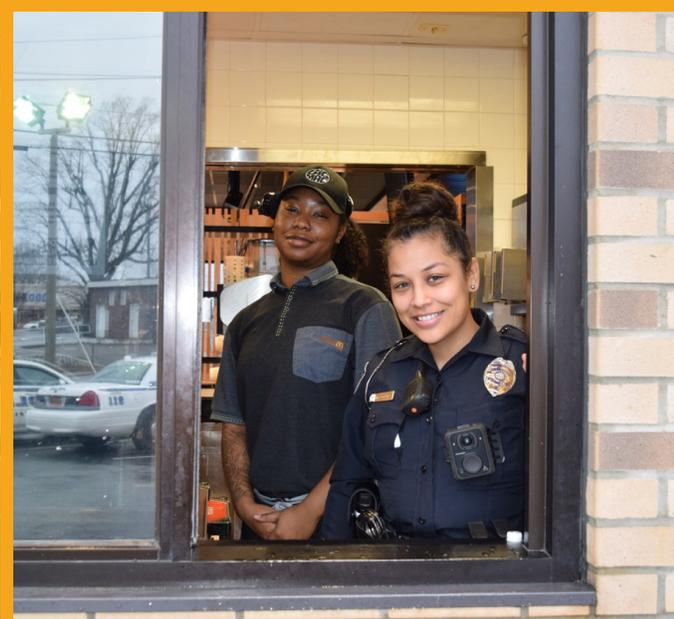
Maintain full attendance at the Community Police Academy and expand to include a Spanish language version and youth version.

Action Step C-4:

Improve tracking and advertising for the Ride Along Program maintaining a pre-hire requirement and increasing resident involvement each year.

Action Step D-1:

Advocate and select citizens for involvement in a Resident Advisory Board, seeking a cross section of the community accounting for race, socio-economic status, educational achievement and gender. This group will provide wide ranging advice to the Chief with respect to policy, outreach, training, etc.





Pillar 2

Strategic Directions:

- A. Ensure the adequate facilities exist to perform our work
- B. Manage Space Efficiently and Effectively

A centrally located police facility with optimal use of space to satisfy operational components in one location.

Action Step A-1:

Finalize the Space Needs Assessment (Building Study) and present the findings to Council.

Action Step A-2:

Continue educational efforts with citizens and Council that assists with understanding of the needs for adequate facilities.

Action Step A-3:

Begin site assessments and establish more concrete cost estimates.

Action Step A-4:

Work closely with City Manager's office and City Council to create a funding model and/or Capital Improvement Plan that enables future facility needs to be met.

Action Step B-1:

Manage existing space and additional temporary space efficiently and effectively as we move units in a strategic way to ensure maximum functionality in the space the City currently possesses.

Action Step B-2:

Complete necessary projects in the existing facility as a bridge to a future new/ improved facility.

Pillar 3



Data-driven deployment of sworn, civilian and volunteer staff.

Strategic Directions:

- A. Operate Under a Data Driven Staffing Model
- B. Deploy Uniformed Staff to Ensure Public Safety
- C. Maximize Use of Volunteers



Action Step A-1:

Obtain an academic, independent, weighted-workload staffing study for patrol and other operational components.

Action Step A-2:

Evaluate other staffing metrics such as calls for service or population for validity and include results as appropriate.

Action Step A-3:

Evaluate opportunities to eliminate

or retool redundant or obsolete positions or functions in order to maximize the efficiency of limited tax dollars that are allocated.

Action Step A-4:

Share findings of data-driven research with City Manager's Office as part of the City's annual budget review process.

Action Step B-1:

Deploy uniformed staff in a manner that is informed by data from Pillar

1, helping to ensure public safety, reduce crime, and improve quality of life.

Action Step C-1:

Create a formal plan to recruit, select and train qualified volunteers for all areas of the department.

Action Step C-2:

Utilize volunteers to augment and supplement the work of the department.





Pillar 4

Holistic employee wellness, achieved through training, leadership, enhanced internal communication, and evaluations.

Strategic Directions:

- A. Strengthening Leadership Development
- B. Providing World Class Staff Training
- C. Improving Internal Communications
- D. Supporting Work / Life Balance
- E. Maintaining Competitive Compensation
- F. Completing Annual Employee Evaluations

Action Step A-1:

Annually, we will update our Leadership and Succession plan to account for changes in the career goals and retirement plans of our employees. This data will be used to make strategic decisions about our workforce.

Action Step B-1:

Beyond State mandated training, it is our goal to provide additional training on officer safety, communication skills, legal updates, investigative tactics and a wide range of other topics all designed to increase the professionalism of our staff.

Action Step B-2:

Training staff and individual instructors who receive coaching and additional trainings to ensure the highest level of training for every employee.

Action Step C-1:

Internal communications will be streamlined and improved through the purchase and wise utilization of software.



Action Step C-2:

All members of the leadership team will regularly communicate the vision and the “why” to employees at all levels in the organization.

Action Step C-3:

Department committees will meet regularly and encourage the exchange of information designed to thereby increase effectiveness and job satisfaction across the organization.

Action Step D-1:

The department will develop employee and family support programs to include emotional support, financial counseling, stress management, peer support, and chaplaincy.

Action Step D-2:

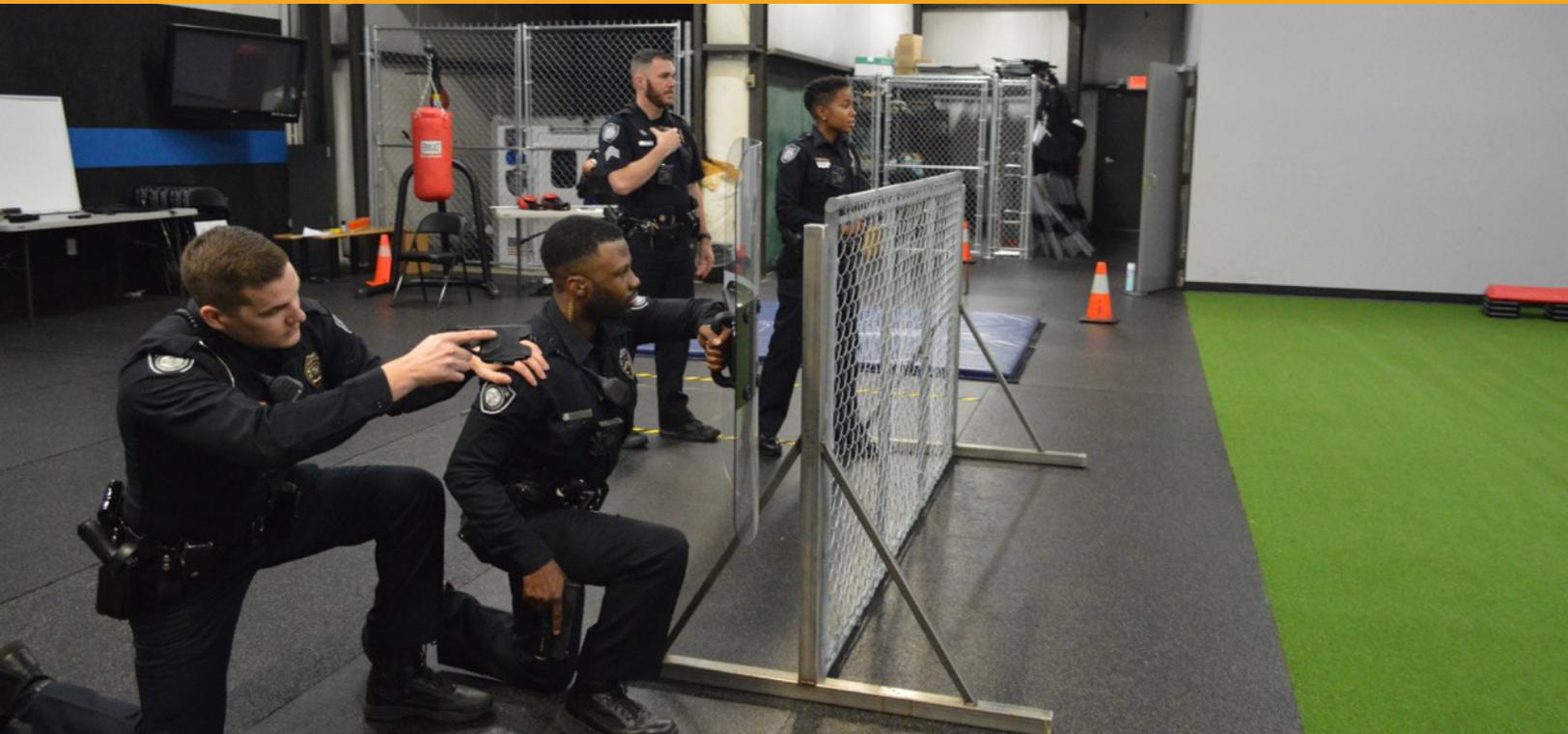
The Partners Off Duty (POD) group will receive encouragement and support from the department as they support our personnel.

Action Step E-1:

The City's Human Resources engages in a program of studying pay and classification for all employees once every three years.

Action Step F-1:

Employees will receive annual evaluations completed by well-trained staff with a goal of equity across the organization and a high level of communication and constructive feedback to each employee.





Pillar 5

Optimization of equipment and technology while proactively assessing the latest equipment and technology.

Action Step A-1:

Each employee will be properly trained on all equipment used in the performance of their job functions.

Action Step A-2:

The Vehicle Committee will evaluate and specify vehicles and related equipment for purchase and will regularly report findings to Command Staff.

Action Step B-1:

We will acquire the best equipment possible, keeping in mind future uses of innovative equipment and provide training needed to operate the equipment.

Action Step B-2:

The Grant Manager and other appropriate staff will seek out and apply for a wide range of grants to augment and supplement the City's annual appropriation for equipment acquisition.

Strategic Directions:

- A. Effectively Train Staff and Deploy Equipment
- B. Acquire Equipment and Technology
- C. Evaluate New Equipment and Technology

Action Step C-1:

The Technology Committee will conduct periodic Test and Evaluation assessments on new and developing technology and will regularly report findings to Command Staff.

Action Step C-2:

We will evaluate and pursue the purchase of a new Records Management System, and will do so in conjunction with neighboring agencies if possible. Command staff will prioritize this accordingly.

Action Step C-3:

We will periodically review of all technology expenditures to ensure the effectiveness and sustainability of the equipment balanced against the cost of acquisition and maintenance.

Pillar 6



To Engage, collaborate and problem-solve with all persons to better ensure public safety and quality of life.

Strategic Directions:

- A. Employ diverse staff reflective of the community
- B. Partner with Diverse Groups and Organizations
- C. Increase Training on Culture and Avoiding Implicit Bias
- D. Cultivate Meaningful Partnerships and Friendships between Police Staff and the Youth in our Community

Action Step A-1:

When job openings exist, the department will focus advertising and recruitment across all sectors to improve diversity in our workforce.

Action Step A-2:

Implement best practice hiring protocols in order to vet and hire the best qualified candidates. Evaluate data and fine-tune procedures to eliminate any disparate impact.

Action Step A-3:

Continue police cadet initiative which allows the department to expand recruitment and introduce fundamentals of law enforcement and prepare them for the BPD ability “To Protect and To Serve”.

Action Step B-1:

Increase department contact with diverse groups and

organizations by seeking leadership roles on community boards and ensuring police presence at community events.

Action Step C-1:

Evaluate various curriculums and implement programs and training classes to reduce implicit bias and the effect of implicit bias in the workplace.

Action Step C-2:

Increase available training and incentives so that our employees learn Spanish at a greater rate.

Action Step D-1:

Create and engage in youth activities in the Alamance Burlington School System and around the community to inspire youth on pathways that can lead to a brighter future, including future careers in policing.





Pillar 7

Elite name recognition for the department in our Region, State, and Nation

Strategic Directions:

- A. Formalizing a Communications and Marketing Plan
- B. Providing Excellent Customer Service

Action Step A-1:

Seeking opportunities to enhance the Burlington Police Department brand with targeted recruitment, quality public interest stories about what we do, interactive social media presence combined with many other related strategies.

Action Step B-1:

Maintaining employee accountability and excellent customer service at all levels will develop and ensure our stellar reputation in the community we serve and beyond.



Pillar 8



Engage youth and community stakeholders to reduce juvenile criminal justice involvement and improve individual outcomes.

Strategic Directions:

- A. Create School Justice Partnerships
- B. Enhance At-Risk Youth Interventions

- C. Expand Alternative Diversion Options
- D. Engage all Youth

Action Step A-1:

Collaborate with Judicial Staff, Alamance Burlington School System and other private schools, and the Department of Juvenile Justice to create a “School Justice Partnership” as outlined in legislation effective in 2019.

Action Step A-2:

Support School Staff and School Resource Officer (SRO) training to ensure the SRO role is productive, effective, and professional.

Action Step B-1:

Focus departmental efforts with youth on the most productive solutions by creating a central point of contact for all juvenile issues using enhanced data collection and evaluation.

Action Step B-2:

Evaluate and implement strategies to mitigate disparate minority contacts entering the Juvenile Justice System.

Action Step C1:

Educate all City staff on all Juvenile Crime Prevention Council (JCPC) related programs for youth.

Action Step C-2:

Seek long term relationships with action groups and think tanks which focus on evolving youth issues and implement creative and cutting-edge programs accordingly.

Action Step D-1:

In conjunction with Alamance Burlington School System and other private schools, the police will expand delivery of age appropriate curricula to all.

Action Step D-2:

Connect department volunteers with youth, faith, and school providers and youth related volunteer opportunities.

Action Step D-3:

Partner with Burlington Recreation and Parks to connect with youth through social events and sport activities that will create life enrichment opportunities to improve health and fitness and build stronger families.

Action Step D-4:

Continue to partner with the City of Burlington Youth Solutions initiative to help work towards reducing youth violence in our community.



WE'RE PROUD TO BE A PART OF THIS COMMUNITY.

STAY CONNECTED WITH US AT HOME OR ON THE GO.



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