

KINSTON POLICE DEPARTMENT

Strategic Plan

2022-2027



Kinston Police Department Strategic Plan 2022-2027

I am proud to present the Kinston Police Department's Strategic Plan for 2022-2027. As Interim Chief of Police and 22 years with the Kinston Police Department, I am honored to work alongside our dedicated staff and sworn law enforcement officers.



When I was promoted to Major in 2019, in addition to learning a new administrative position, I along with department personnel, identified several key priorities for the department to begin to immediately focusing on; one of those priorities was to build a 5-year strategic plan that would aid in identifying the needs of the community and agency as well as identify the staff member responsible for putting the plan in place.

Much of the credit for our success belongs to the leadership demonstrated by the commitment to duty shown by all members of our department; sworn, civilian, and volunteer. This professional commitment, in active partnership with our community, is foundational to our Mission Statement. We enjoy tremendous support from our City Council, City Manager, other City Departments, and Community groups. It is with their support, and the support of Kinston's citizens, that we have been able to move forward with initiatives that serve our community at a higher level. We look forward to this continued relationship as we progress through the implementation phase of our first five-year Strategic Plan.

The Kinston Police Department 2022-2027 Strategic Plan will continue to be an evolving and living document which is constantly reviewed, updated and brought into line with the desires of the community. It is the culmination of a series of exercises all designed to ensure that the vision, mission, and objectives of the agency are successfully achieved. The plan ensures that the elements within this document are understood, supported and reflects the expectations of the community from its police department.

Respectfully yours,

Keith Goyette
Interim Chief of Police

TABLE OF CONTENTS

1. Introduction
2. Overview
3. Mission/Values
4. Committee
5. Goal #1
6. Goal #2
7. Goal #3
8. Goal #4
9. Goal #5
10. Goal #6
11. Goal #7
12. Goal #8
13. Goal #9
14. Goal #10



Kinston Police Department Strategic Plan 2022-2027

Strategic Plan Overview

The Kinston Police Department has the primary responsibility of protecting the life and property of our citizens as well as addressing the fear and perception of crime. As an agency that practices community policing, we also work with our community partners known as “stakeholders” to address quality of life issues. A universal approach to creating a safe, lively community is the desired goal.

Kinston is the county seat of Lenoir County, North Carolina with a current population of 19,544 based on our projections of the latest US Census. It has been the county seat of Lenoir County since its formation in 1791. Kinston is located in the coastal plains region of Eastern North Carolina. In 2009, Kinston won the All-America City Award. This marks the second time in twenty-one years the city has won the title, the last time being in 1988.

Kinston was created by an act of the North Carolina General Assembly in December 1762 as Kingston, in honor of King George III. After achieving victory in the American Revolution, the citizens renamed the city Kinston in 1784 to show the population's disavowal of royalty. Kinston has grown abundantly since its inception and is home to numerous businesses, a revamped downtown district, UNC Lenoir Hospital and the North Carolina Global Transpark. Kinston is also home of the Down East Wood Ducks, a Minor League Baseball team of the Carolina League and the owned-and-operated Class A affiliate of the Texas Rangers, who play at Historic Grainger Stadium.

Approximately 2,368 students residing within the City of Kinston limits are enrolled in the Lenoir County Public Schools. Kinston is known as “The City of Champions” because of its rich history of winning high school basketball state championships.



GOALS

1. Maintain a safe & secure community
2. Develop a comprehensive traffic safety plan
3. Develop an enhanced recruiting & retention plan
4. Upgrade facilities, technology & equipment
5. Upgrade vehicles
6. Enhance community partnerships & Engagement
7. Develop employee skills & enhance organizational leadership
8. Expand and improve the SWAT Team for future development
9. Revamp the K9 Unit
10. Agency Enhancement



Mission & Values

Mission

The Kinston Police Department pledges to serve our community, to safeguard lives and property, and to preserve order all while respecting the constitutional rights of everyone to liberty, equality and justice.

Values

Compassion	Professionalism	Fairness	Respect
Honesty	Trust	Integrity	Loyalty

Responsibilities

We are proud providers of professional police services to the citizens of the City of Kinston. Our Police Department provides:

- Proactive Uniformed Patrol
- Traffic Enforcement
- Criminal Investigations
- Crime Laboratory
- Animal Control
- Support Services
- School Resource Officers
- SWAT Capabilities

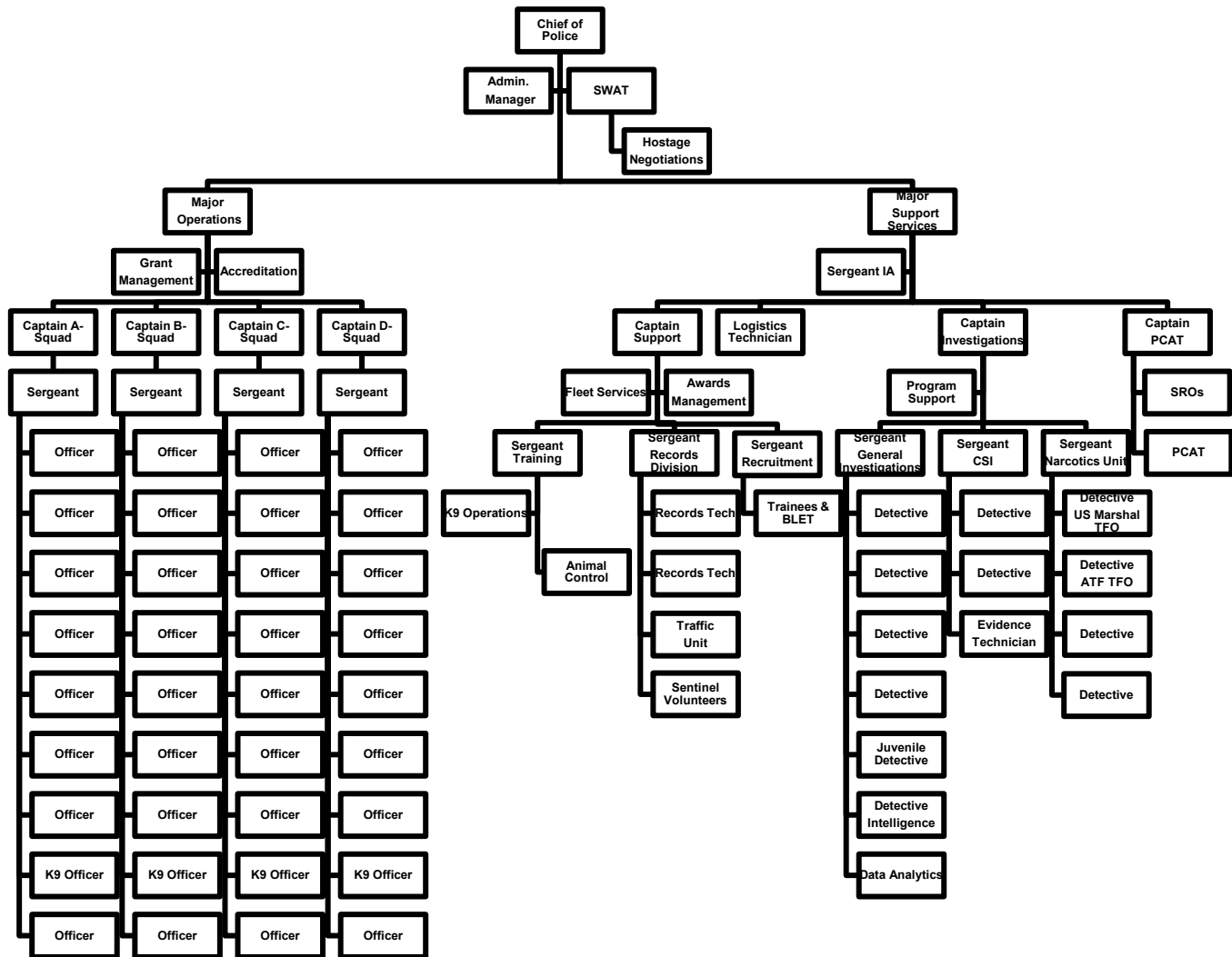


Programs Provided

- Community Services Unit - PCAT
- Community Partnership Programs
- Community Watch Program Assistance
- Home Safety Inspections
- Informational Channel "2" Community Access Channel
- Residential, Commercial and Houses of Worship Safety Workshops
- Sentinel Program

KPD Policing Strategy & Organizational Chart

70 Sworn personnel
7 Nonsworn personnel



Strategic Planning Process



In April of 2020, the agency developed a Strategic Planning Committee that was comprised of command, supervisory, sworn and nonsworn personnel from throughout the department. This plan reflects the Agency's efforts to formulate a strategic direction for our future. This evaluation was completed while considering the needs of the Kinston community, with special consideration given to the Department's Mission.

From our internal assessment, we set Initiatives (goals) and Short-term Actions (objectives) to guide our direction and decision making for our Agency's future. The Kinston Police Department Strategic Plan for 2022-2027 represents the Agency's ongoing commitment to improve the manner in which we serve. The Kinston Police Department is a professional law enforcement agency that continually seeks to meet the challenges of serving and protecting the residence, guests and businesses of your community.

To assist with Agency accountability, the Kinston Police Department will review and evaluate this plan on an annual basis. The members of the Kinston Police Department are committed to improving the quality of life for everyone in our community. Our strategic plan serves as the road map to guide the Department forward.

Policing Strategy



Community Policing

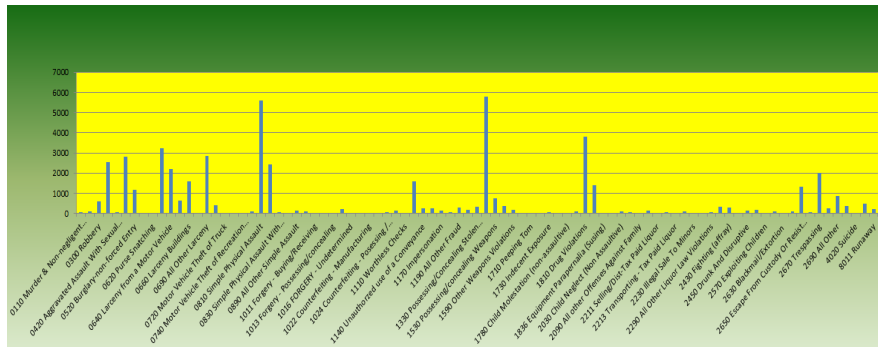
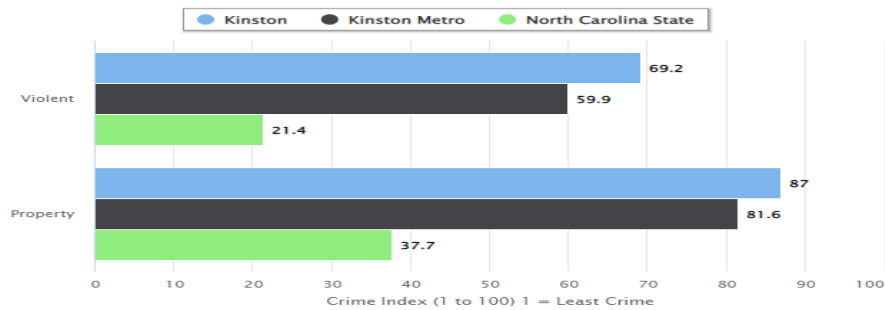
Problem Solving

Data Driven

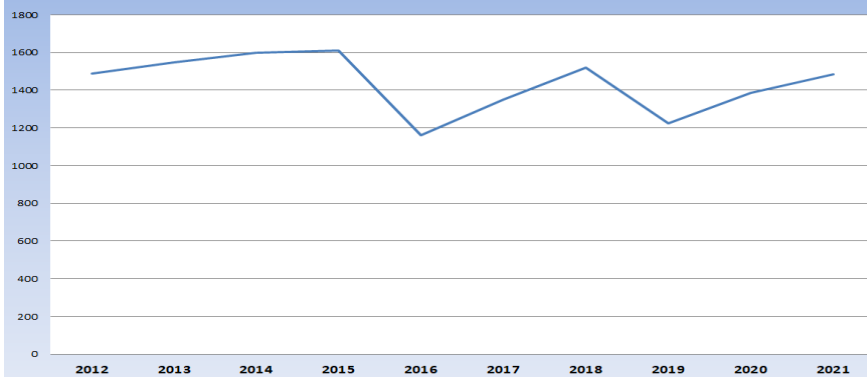


Kinston Police Department Strategic Plan 2022-2027

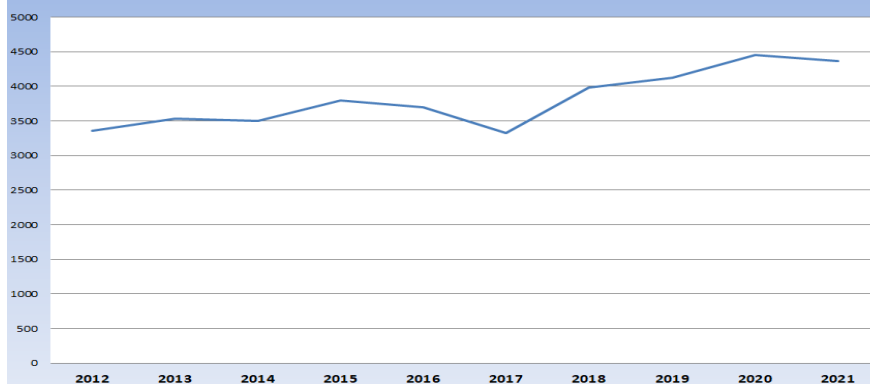
Background



Part 1 Offenses
2011-2021



Part 2 Offenses
2011-2021



CRIME RATE

Violent crime rate in 2016

Kinston: 637.1

U.S. Average: 216.3

Property crime rate in 2018

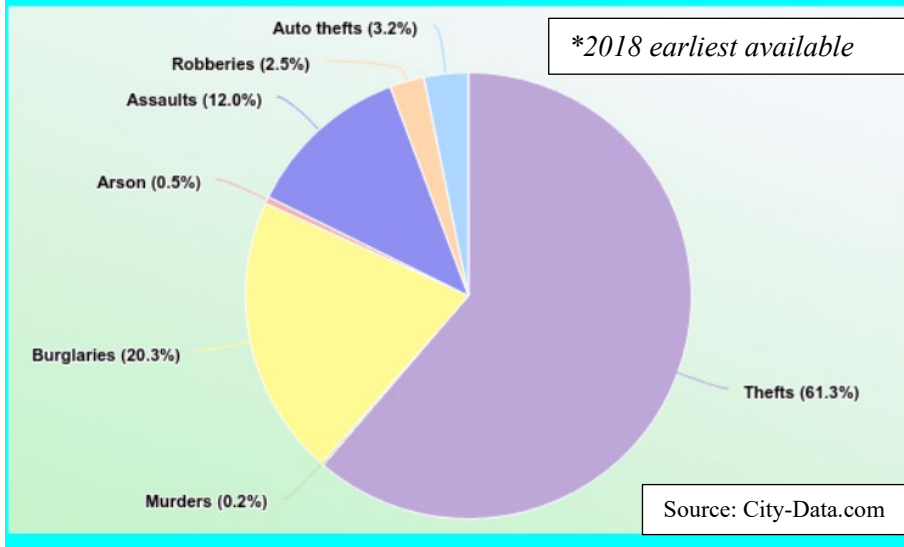
Kinston: 575.7

U.S. Average: 189.3

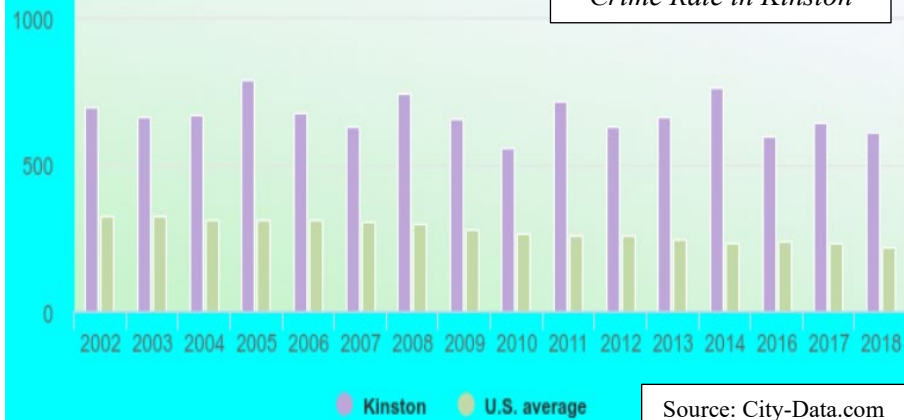


Kinston Police Department Action Plan 2022-2027

Crimes by type - 2018

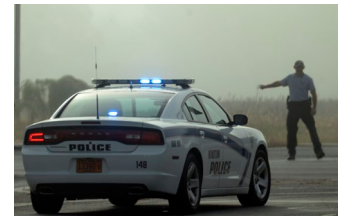


Crime Rate in Kinston



MURDER INVESTIGATIONS

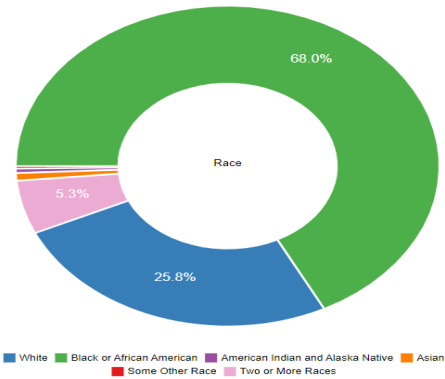
2021	5
2020	5
2019	3
2018	3
2017	6
2016	2
2015	7
2014	4
2013	3
2012	1
2011	10



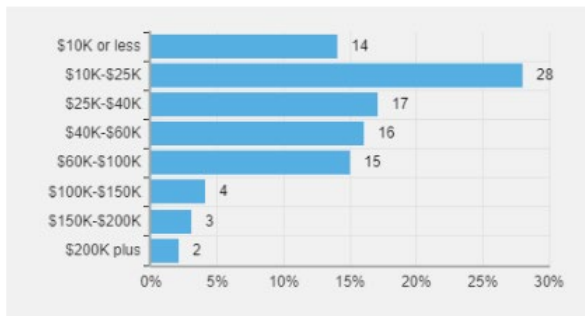
Population by Race ?

Total Hispanic Non-Hispanic

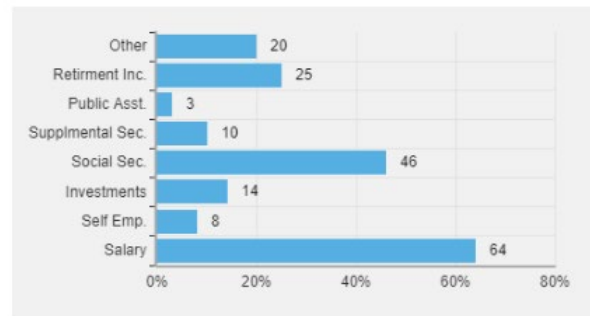
Race	Population	Percentage
Black or African American	13,710	67.96%
White	5,196	25.76%
Two or More Races	1,066	5.28%
Asian	124	0.61%
American Indian and Alaska Native	59	0.29%
Some Other Race	18	0.09%



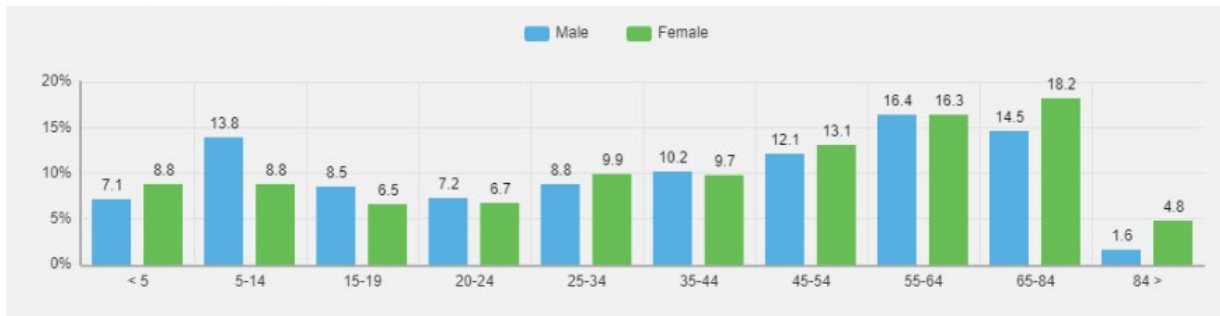
Household Income Distribution



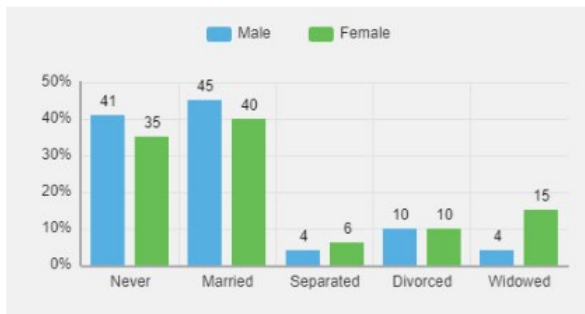
Source Of Income



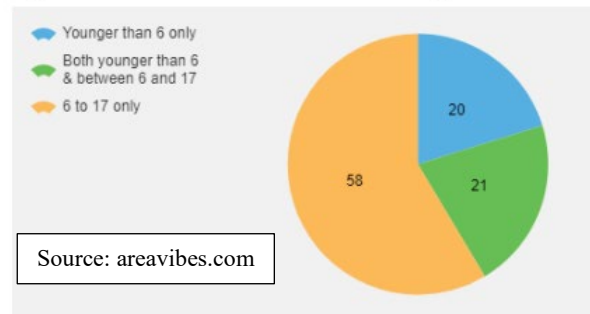
Kinston Age Breakdown



Marital Status



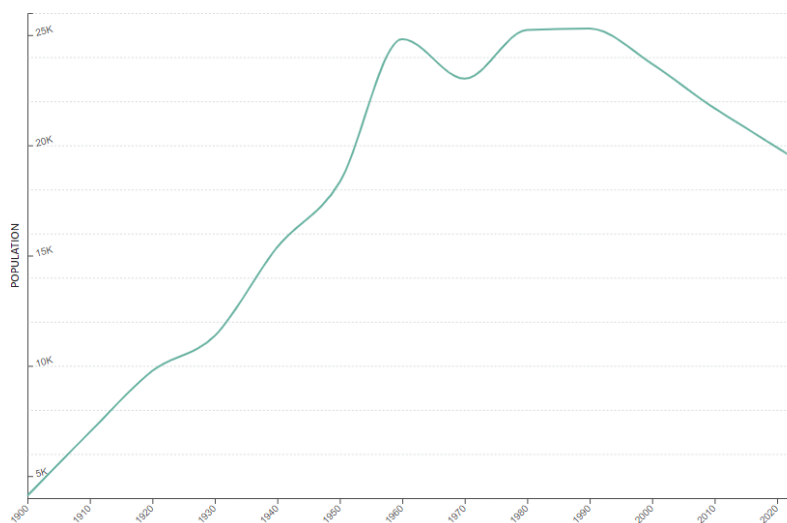
Age Of Children In Married Couples





Kinston, North Carolina Population 2022

19,544



State	North Carolina
County	Lenoir County
Land Area (mi²)	18.4 sq mi
Density (mi²)	1,062.90/sq mi
2020 Growth Rate	-0.90% (-178)
Growth Since 2010	-1.79% (-356)

The current population of Kinston, North Carolina is **19,544** based on our projections of the latest US Census estimates. The last official US Census in 2020 recorded the population at **19,900**.

Kinston Metro Area Population by Year

2021 and 2022 population is estimated by projecting the 2019 numbers.

Year ▼	Population	Growth	Growth Rate
2021	55,867	-41	-0.07%
2020	55,908	-41	-0.07%
2019	55,949	-41	-0.07%
2018	55,990	-632	-1.13%
2017	56,622	-618	-1.09%
2016	57,240	-741	-1.29%
2015	57,981	-274	-0.47%
2014	58,255	-477	-0.82%
2013	58,732	-382	-0.65%
2012	59,114	-297	-0.50%
2011	59,411	-77	-0.13%
2010	59,488		0.00%



GOAL #1 - Maintain a safe & secure community

We will reduce criminal activity and the conditions that foster crime and the fear of crime, while increasing the quality of life. This goes beyond traditional law enforcement strategies and utilizes additional techniques and tactics. While enforcing the law through arrest, deterrence, and use of the criminal justice system will be utilized, we will supplement the use of these tactics with education, prevention and intervention.

STRATEGIES

Crime Reduction / Safety Measures	Responsible Position	Timeline
➤ Proactive policing with emphasis on crime prevention	Chief of Police	Continuous
➤ Continue to utilize agency partners and task force officers	Chief of Police	Continuous
➤ Annual review of crime prevention strategies	Captain – Investigations	Annually
➤ Implement property crime reduction strategies	Captain – Investigations	Continuous
➤ Monthly review of Part I offenses by command staff	Chief of Police	Monthly
➤ Implement emerging concepts in policing such as Data Driven Approaches to Crime and Traffic Safety (DDACTS)	Major – Operations	2022
➤ Utilize social media platforms to alert communities	Intelligence Division	2023
➤ Leverage the availability of partnerships with organizations, businesses and institutions to expand our ability to monitor cameras in public spaces	Intelligence Division	2023
➤ Explore the use of on-line reporting	Intelligence Division	2023
➤ Implement a Community Services Unit	Chief of Police	2022
➤ Emphasis on Neighborhood Watch and Business Watch partnerships	Community Services Unit	2022
➤ Provide timely crime trend information to citizens and businesses	Records Division	Continuous
➤ Elicit feedback from citizens to promote two-way conversations about topics of concern/interest using multiple resources	Community Services Unit	Continuous
➤ Utilize Federal laws regarding illegal firearm possession	Major – Support Services	Continuous
➤ Compare yearly clearance rates for Part I offenses to the Uniform Crime Report (NIBRS) detailing clearance rates of comparable cities	Captain – Investigations	Annually
➤ Provide training opportunities for citizens and community groups	Community Services Unit	2023
➤ Enhance intelligence & crime analysis capability	Intelligence Division	Continuous
➤ Empower patrol officers to identify & develop solutions to patrol specific issues	Captain(s) – Patrol Squads	2022 / Continuous



GOAL #2 - Develop a comprehensive traffic safety plan

We will improve the safety of our community by addressing motor vehicle collisions and motor vehicle law violations through education, awareness and enforcement.

Crime Reduction / Safety Measures	Responsible Position	Timeline
➤ Reduce traffic collisions with injury by 10% over the life of the Strategic Plan	Chief of Police	2025
➤ Continue to utilize Data Driven Approaches to Crime and Traffic Safety (DDACTS)	Major – Operations	2022
➤ Deploy smart trailers, light detection and ranging (LIDAR) Speed Measuring Instruments and License Plate Recognition System (LPRs)	Captain – Support Services & Patrol Squads	2022
➤ Host four DWI Checkpoints per year	Captain – Patrol Squads	2023
➤ Utilize social media platforms to provide public services announcements and public awareness campaigns	Community Services Unit	Continuous
➤ Purchase additional radar units to phase out older units	Major – Support Services	Continuous
➤ Utilize our partnership with – Watch for me NC	Captain – Support Services	2022



GOAL #3 - Develop an enhanced recruitment & retention plan

Ensuring the safety of Kinston requires an effectively staffed, highly trained police department. To ensure we continue to provide the highest quality of law enforcement services available to the City of Kinston the Kinston Police Department will provide our employees with the tools they require to be successful, we will continue to employ strategies to attract and retain the highest qualified candidates and invest in their development through extensive training and leadership opportunities.

Recruiting & Retention Measures	Responsible Position	Timeline
➤ Maintain an effective recruitment and retention plan that strives to attract highly qualified and diverse candidates for sworn and non-sworn positions.	Captain – Support Services	2021
➤ Explore the possibility of offering a competitive starting salary	Captain – Support Services	2023
➤ Conduct a salary study	Captain – Support Services	2023
➤ Consider offering incentives to current staff who successfully recruit new employees	Captain – Support Services	2023
➤ Create a professional recruitment video to be posted on our website and social media account(s)	Captain – Support Services	2023
➤ Streamline the hiring process without integrity or compromise	Captain – Support Services	2022
➤ Increase officer training	Captain – Support Services	2022
➤ Introduce fitness incentive program	Captain – Support Services	2024
➤ Encourage sworn & non-sworn staff to look for potential candidates not only while on duty but during their personal encounters.	Captain(s) – Patrol & Support Services	Continuous
➤ Research internship opportunities – how can they benefit the agency?	Captain – Support Services	2022
➤ Continue to recruit additional volunteers (Sentinels)	Captain – Support Services	Continuous
➤ Evaluate and execute a plan of the Explorer Program	Captain – Support Services	2023



GOAL #3 – (Continued) Recruiting & Retention plan

Recruiting Brochure

Kinston Police Department has room for you to grow

Specialized Areas

- Canine Officer
- Traffic Officer
- School Resource Officer
- Police Community Action Team
- Narcotics Investigator
- General Investigations
- Crime Lab
- Honor Guard
- Field Training Officer
- SWAT

Rank Structure Advancement

- PO I (< 1 year)
- PO I (1 year + 5%)
- PO II (2 years + 5%)
- Senior Police Officer (3 years + 5%)
- Master Police Officer (6 years + 5%)
- Sergeant (5 years + 10%)
- Captain (7 years + 10%)
- Major (10 years + 10%)

Pay Incentives

- Military + 2.5% or
- Associates Degree + 2.5%
- Bachelor's Degree + 2.5%–5%
- Graduate Degree + 2.5%
- SWAT + 5%
- FTO + 5%
- K9 + 5%

Lateral Entry

- Lateral Officers are gladly accepted!
- Same rank structure as above but add 1+ year to each year of service

Training above and beyond
In-service Training



KINSTON POLICE DEPARTMENT

Physical Address:
205 E. KING ST
KINSTON, NC 28501

Mailing Address:
P.O. BOX 339
KINSTON, NC 28501

For further information
contact us at:
joinus@ci.kinston.nc.us



Police Officer Starting Salary
\$40,278.05

Kinston Police Department
Recruitment



KINSTON POLICE DEPARTMENT

Mission Statement

The Kinston Police Department pledges to serve our community, to safeguard lives and property, and to preserve order all while respecting the constitutional rights of everyone to liberty, equality, and justice.

Minimum Qualifications

- High school diploma/ GED or equivalent education
- A United States Citizen and 20 years of age
- Possess a valid driver's license
- Possess a current B.L.E.T. Certification (Certified positions only)
- In the last three years, you cannot have had any suspensions for driver license and/or convictions for any of the following: Driving while impaired, Reckless driving, Hit & Run, Passing a stopped school bus, and Operating a motor vehicle during a suspension or revocation.
- Must not be under indictment or been convicted of: a felony;
- A crime for which the punishment could have been imprisonment for more than two years;
- A crime or unlawful act defined as a "Class B misdemeanor" within the five year period prior to the date of application for employment;
- Four or more crimes or unlawful acts defined as "Class misdemeanors" regardless of the date of conviction;
- Four or more crimes or unlawful acts defined as "Class A misdemeanors" except the applicant may be employed if the last conviction occurred more than two years prior to the date of application for employment; or
- An offense that, pursuant to 18 USC 922(g)(8), would prohibit the possession of a firearm or ammunition.



Benefits

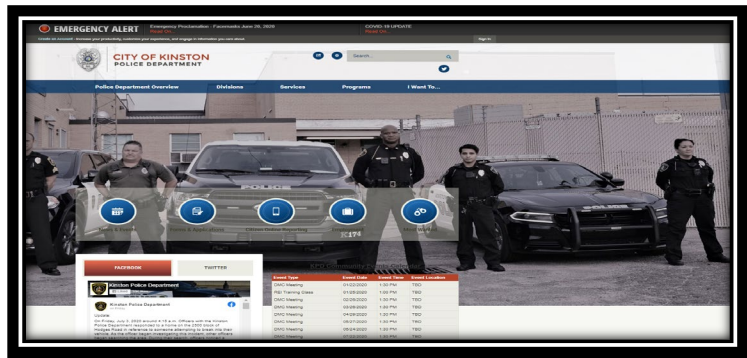
- The City of Kinston has a competitive benefits system for its police officers to work in combination with our salary system. The benefits system is designed to produce flexibility of choice for its officers and to reward long-term service.
- Paid holidays (City Observes Nine with possible additional days)
- Vacation Leave per year:
- Sick leave earns one day for each calendar month.
- Payroll deducted Insurance
- NC Local Government Employees Federal Credit Union Membership
- Employee Assistance Program
- Free select gym membership
- Retirement
- Supplemental Retirement 401 (k)
- Longevity pay after five years of service
- Take Home Vehicle Agreement (within 30 air miles of City) Must establish residency within 50 miles of City.

An Equal Opportunity Employer

The City of Kinston shall select employees on the basis of their qualifications and without regard to age, sex, race, color, religion, national origin, or political preference. Applicants with mental or physical disabilities shall be given equal consideration with other applicants for positions in which their actual disability does not represent an unreasonable barrier to satisfactory performance of duties.

GOAL #4 - Upgrade facilities, technology & equipment

Facility, Technology & Equipment upgrade Measures	Responsible Position	Timeline
➤ Upgrade the agency's website to become more user friendly and include the following on the website: Policy & Procedure Manual, Recruitment Tool, Ability to complete self-reporting, this Strategic Plan and an up-to-date agency/community calendar	Captain – Support Services	Continuous
➤ Outfit the agency with new tablets for vehicles and switch out tablets every 3-5 years for upgrading purposes	Major – Support Services	2022 / Continuous
➤ Prepare for the possibility of switching computer software system – depending on Lenoir County 911 Center	Major – Support Services	2023
➤ Prepare for the possibility of upgrading the agency's vehicle and mobile radios	Major – Support Services	2023
➤ Restructure the Evidence / Property Room	Sergeant – Crime Lab	2022
➤ Consider / plan on restructuring the agency's rear parking lot (new design & add security fence)	Major – Support Services	2023
➤ Consider / plan on adding a metal building to the rear parking lot to house: SWAT vehicles, trailers, Mobile Command Bus, light trailer, etc.	Major – Support Services	2024
➤ Update 5-year equipment replacement plan (vehicles, ECW, body-cameras, vests, etc.)	Major – Support Services	2022
➤ Vehicles – Research Options & plan phasing in/out of vehicles	Major – Operations	2022
➤ Utilize the Crime Analysis position to enhance data driven policing capabilities	Captain – Investigations	2022
➤ Utilize Benchmark Software for: Officer Profile, Training, Activity, Use of Force history, Internal Affairs activities, Community Engagement and Performance Evaluation	Sergeant - IA	2022
➤ Continue to upgrade “Operation Photo-Bomb” – log locations of security surveillance throughout the city	Intelligence Unit	Continuous
➤ Continue to utilize the “Shield Sticker Program” – for businesses	Major – Support Services	Continuous
➤ Research and add License Plate Readers to the City of Kinston area	Intelligence Unit	2023



GOAL #5 KPD Fleet Evaluation & Upgrade



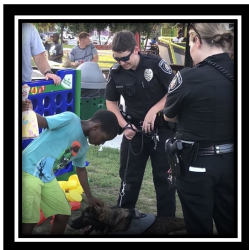
2022				2025			
	Vehicle	Milage	Year/Make		Vehicle	Milage	Year/Make
1	1	157,145	2006/Ford/Crown Victoria	1	4	100,080	2008/Dodge/Charger
2	2	133,301	2006/Ford/Crown Victoria	2	19	103,119	2008/Dodge/Charger
3	13	145,244	2006/Ford/Crown Victoria	3	29	144,400	2008/Dodge/Charger
4	26	145,600	2008/Chev/Impala	4	33	142,000	2008/Dodge/Charger
5	38	89,904	2002/Ford/Crown Victoria – K9	5	41	114,411	2008/Dodge/Charger
6	93	138,863	2004/Ford/Crown Victoria	6	46	116,193	2008/Dodge/Charger
7	112	154,100	2003/Ford/Crown Victoria	7	165	88,888	2007/Chev/Trail Blazer SUV
2023				2026			
	Vehicle	Milage	Year/Make		Vehicle	Milage	Year/Make
1	10	131,521	2006/Ford/Crown Victoria	1	28	81,896	2009/Dodge/Charger – K9
2	21	92,070	2007/Ford/Crown Victoria	2	31	125,125	2009/Dodge/Charger
3	22	113,951	2007/Ford/Crown Victoria	3	43	95,110	2010/ Dodge/Charger – K9
4	52	139,349	2007/Ford/Crown Victoria	4	55	95,119	2007/Dodge/Charger
5	54	83,584	2002/Ford/Crown Victoria	5	57	145,000	2007/Dodge/Charger
6	152	83,732	2005/Ford/Crown Victoria	6	88	104,879	2008/Dodge/Charger
7	161	152,970	2005/Ford/Explorer XLS 4x4	7	96	114,620	2008/Dodge/Charger
2024							
	Vehicle	Milage	Year/Make				
1	23	157,728	2007/Ford/Crown Victoria				
2	70	108,791	2002/Ford/Crown Victoria				
3	75	95,118	2004/Ford/Crown Victoria				
4	129	112,668	2004/Ford/Explorer XLS 4x4				
5	145	149,065	2006/Chev/Trail Blazer				
6	158	120,346	2005/Ford/Explorer XLS 4x4				
7	159	111,594	2005/Ford/Explorer XLS 4x4				



GOAL #6 - Enhance community partnerships & Engagement

Forming and maintain strong relationships with community members is paramount to the success of a police department's ability to impact crime rates and crime trends. The promotion of a police partnership with the community helps build trust with those we serve and will enhance opportunities to prevent crime, resulting in a safer, more secure community.

Community & Engagement Measures	Responsible Position	Timeline
➤ Put together a Community Services Unit – PCAT	Chief of Police	2023
➤ Maintain a list of community events and encourage employees of all ranks to attend and interact with citizens	Community Services Unit	2023
➤ Conduct (3) Coffee with a Cop sessions	Community Services Unit	2023
➤ Continue to engage elementary schools with morning check-ins and walk-ins	Major – Operations	Continuous
➤ Assist with Kinston 101 and/or research hosting a Citizens Police Academy	Major – Support Services	2023
➤ Continue transparency with the community by providing information regarding our daily functions and activates in a timely fashion – enhance social media use	Community Services Unit	Continuous
➤ Continue to expand the agency's efforts of engagement with the community by setting up "booths" at local events such as: BBQ Festival, recruitment seminars and other local events.	Community Services Unit	2022 - Continuous
➤ Host Town Hall community meetings as well as interactions with other community groups to teach the agency mission and learn from community members.	Chief of Police	2022 - Continuous
➤ Continue to support the DMC Grant and community activities	Community Services Unit	2022
➤ Conduct follow-up calls or visits with crime victims	Community Services Unit & Investigations Captain	2022 - Continuous
➤ Add an additional officer to the SRO Team; add the officer to the elementary schools	Major – Support Services	2023
➤ Establish community focus group	Community Services Unit	2023
➤ Enhance community outreach related to crisis intervention and mental health issues by establishing relationships with mental health providers	Community Services Unit	2022
➤ Enhance community partnerships with the Kinston Housing Authority, UNC-Lenoir, LCPS, DSS, DOJ/DOC, NAACP, LCSO, PORT (mental health officials), etc.	Chief of Police	2022 - Continuous



GOAL #7 - Develop employee skills & enhance organizational leadership

Supervisors must be afforded effective training on all aspects of their new job as soon as possible after promotion. Training should continue through their career to maintain a high level of performance. Properly trained supervisors will promote growth and productivity in the employees they supervise and lead.

Employee Skills & Organizational Leadership Measures	Responsible Position	Timeline
➤ Send (2) Sergeants to NCJA – Leadership Institute per year	Training Division	2023
➤ Send (2) Captains to NCSU's LEEP (Law Enforcement Executive Program or equivalent	Training Division	2023
➤ Send (1) Major to an advanced Leadership/Management Course (FBI LEEDA Trilogy, NWU - CPS, AOMP, FBI Academy, etc.)	Training Division	2023
➤ Provide in-house leadership training a minimum of once per year for supervisors. Training should cover various topics chosen by the Chief of Police pertaining to their leadership responsibilities	Training Division	2022
➤ Publicly recognize outstanding behavior, rewards and accomplishments of our officers	Chief of Police	2022 - Continuous
➤ Hold annual Sergeant and Captain (separate) meetings with the Chief of Police and Majors to address any existing concerns	Chief of Police	2022
➤ Discuss succession planning and plan for future retirements	Chief of Police	2022
➤ Develop mentoring program for new employees and newly promoted employees	Captain – Support Services	2023
➤ Encourage public speaking opportunities and presentations by police officers	Captain – Support Services	2022
➤ Create opportunities for diverse assignments and exposure to administrative duties, including budget preparation	Major – Operations Major – Support Services	2022
➤ Assess staffing needs on a regular basis	Chief of Police & Administration Team	Continuous
➤ Encourage Credible Leadership – across the board for all personnel	Major – Support Services	Continuous
➤ Develop in-house annual handcuffing training as well as officer safety course	Captain – Support Services	2023
➤ Evaluate CIT Training – have all officers hired after 2017 attend CIT	Captain – Support Services	2022
➤ Develop performance measures to determine if the Agency is accomplishing its stated mission	Chief of Police	2022
➤ Research additional Unbiased Police Training for new officers (hired after 2017)	Captain – Support Services	2022
➤ Evaluate on-line MIST training vs seated courses	Training Division	Continuous



GOAL #8 - Expand and improve the SWAT Team for advanced development

SWAT Team Measures	Responsible Position	Timeline
➤ Implement Career Development for SWAT	Major – Support Services	2022
➤ Replace the SWAT Vehicle – Peace Maker	Chief of Police	2022
➤ Utilize a SWAT Matrix for call outs	SWAT Commander	2022
➤ Mandated SWAT I & SWAT II for all SWAT Members	Chief of Police	2022
➤ Incorporate a “SWAT” line item for the budget	Chief of Police	2024
➤ Begin recycling (3) ballistic vests per year	SWAT Commander	2022
➤ Encourage advanced SWAT Training – Tactical Certificates from NCJA or Wilson Community College, etc.	SWAT Commander	2022
➤ Attend SWAT Seminars (Local, State, National)	SWAT Commander	2022
➤ Attend annual SWAT Competitions – NCJA	SWAT Commander	2024
➤ Pole Camera Replacement	SWAT Commander	2022
➤ Update the SWAT Van	SWAT Commander	2023
➤ Purchase communications equipment for all SWAT members	SWAT Commander	2022
➤ Upgrade SWAT equipment	SWAT Commander	Continuous
➤ Fully staff the SWAT team	SWAT Commander	2022



GOAL #9 - Revamp the K9 Unit

K9 Unit Measures	Responsible Position	Timeline
➤ Purchase (2) New vehicles for the K9 officers	Chief of Police	2024
➤ Restructure the K9 training platform	Training Division	2022
➤ Fully staff the Agency with new K9 officers for all shifts	Chief of Police	2022
➤ Annually certify each KPD K9 with the NCPDA	Training Division	Continuous
➤ Annually conduct a review of the KPD K9 program	Major – Support Services	Continuous
➤ Research additional K9 training for K9 handlers within the Agency	Training Division	2023
➤ Utilize K9 program for enhanced community outreach	Training Division	2022
➤ Annually review and disseminate KPD K9 statistical data internally as well as externally	Training Division	2022 - Continuous



GOAL #10 – Agency Enhancement

Agency Enhancement Measures	Responsible Position	Timeline
➤ Continue to maintain NCLM Risk Management program	Major – Operations	2022
➤ Research Accreditation through the NCLEA	Major – Operations	2022
➤ Seek additional Grant Opportunities (JAG Grant, Ballistic Vest Grant, etc.)	Major – Operations	Continuous
➤ Incorporate service stripes for uniforms and patrol hats for all officers	Major – Operations	2022
➤ Purchase a Banner, Tent, Grill & misc. items for KPD Branding	Major – Operations	2023
➤ Add a “Crime Stoppers” decal to all black & white patrol vehicles	Major – Operations	2022
➤ Restructure the traffic trailer – turn into a hurricane preparedness trailer	Major – Operations	2022
➤ Set up an Officer of the month/year display in the break or training room	Captain – Support Services	2022
➤ Evaluate the current Intelligence Meeting practice and make recommendations for improvement	Chief of Police	Continuous
➤ Develop recommendations for a more organized response to special events held in the City	Major – Operations	2023
➤ Establish an Annual Report that focus’ on the Agency’s yearly activities, accomplishments, and goal production: for internal & external use	Major – Operations	2022
➤ Establish an Annual Agency Use of Force Report: for internal & external use	Sergeant - IA	2022
➤ Annually research and update the Agency’s policy & procedure	Chief of Police	Continuous
➤ Research evidence storage capabilities	Major – Operations	2023

