

**CITY OF NORTHWEST
SPECIAL COUNCIL MEETING
THURSDAY, APRIL 7, 2022
6:30 PM**

ASSEMBLY

The Northwest City Council held their special meeting on Thursday, April 7, 2022, at 6:30 PM, at Northwest City Hall, 4889 Vernon Road.

Present: James Knox, Mayor; Councilmen: Charles Carroll, Michael Troy, Sylvester Ballard, and Councilwomen Sheila Grady and Alexis Clemmons

Also present: Donna Strickland, City Clerk, Ken Miller with US ISS

CALL TO ORDER & INVOCATION

Mayor Knox called the meeting to order at 6:30 PM.

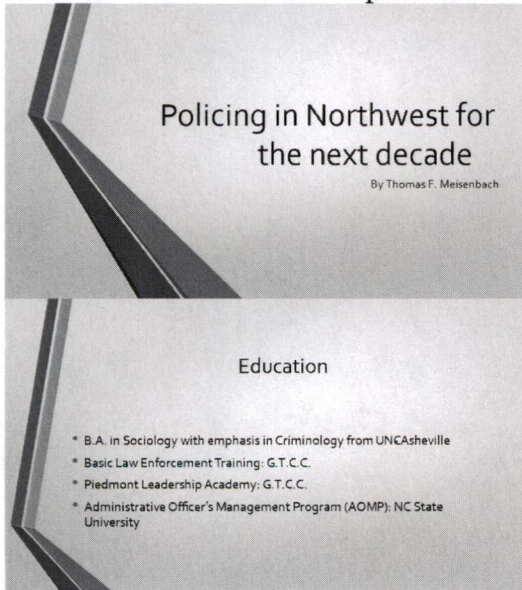
Councilman Sylvester Ballard gave the invocation.

POLICE INTERVIEWS

Mayor Knox asked Ken Miller with US ISS to introduce the first candidate:

Ken Miller introduced the first candidate as Thomas Meisenbach. He has been a Law Enforcement Officer for 16 years, has a B.A. in Sociology with emphasis in Criminology from UNC Asheville. A couple of his qualifications are: Certified Crime Scene Investigator, Advanced Law Enforcement Certificate and an Experienced Detective. Mr. Meisenbach will provide more information during his presentation.

Below is Mr. Meisenbach's presentation



Qualifications

- * 16 years as a police officer in variety of assignments
- * 5 years as a Sergeant at the Burlington Police Department
- * Experienced Detective
- * 6 years as a Field Training Officer
- * Certified Crime Scene Investigator
- * Recruitment
- * Experience making patrol schedules
- * Advanced Law Enforcement Certificate

Additional Leadership Activities

- * Captain of the BPD Softball team for 8 years
- * Treasurer for the Burlington Police Club 8 years
- * Treasurer for the Oaktree Village HOA for 11 years
- * Previous Church Council Member Macedonia Lutheran Church
- * Youth group leader for 3 years at Macedonia Lutheran Church
- * Eagle Scout
- * Resident Advisor

Building our Strategic Plan

The Foundation

- Where we have been
- Where we are now
- Where we are going

Phase one: Step one Pre-arrival to first 30 days

- Survey's to Sworn Staff, City Clerk, and City Council
 - What does the Police Department currently do well? (all)
 - What can the Police Department do Better? (all)
 - What equipment does the department need? (all)
 - What are the department's technology needs? (all)
 - What is the biggest problem in the city today that the police can address? (all)
- Tell me why you got into the profession? (Officer)
 - What are your career aspirations? How can I help you meet your goals?

Phase One: Step One day 1 to 30 days

- Begin Comprehensive Policy and Procedure Review
- One on one interviews with Police department and City staff
- One on one interviews with the Mayor and Council

Phase one: Step two
30-90 Days
Community Engagement



Conversation with citizens and Community Stakeholders
Citizen Surveys

Phase One: Step 3
Meeting Partner Agencies
30-120 days

- Meet with Community Organizational leaders (Churches, Charities, civic organizations)
- Local businesses
- Volunteer Fire Department Staff
- Sheriff's Department Staff
- District Attorney's Staff
- Brunswick County Communications staff
- Department of Social Services
- Victim Support agencies (Carousel Center, Hope Harbor Home)

Phase Two: Data Analysis

- Create Strategic Steering Committee. Start recruiting for this between day 30 -90.
- Committee participants: Chief, a city council member, 3 -5 citizen volunteers

- Meet with committee to go over survey results and interviews
- Collaboratively break the data down into common trends

Identify and take action on the quick

WINS!

Phase Two:
Identify the Strategic objectives
(90-180 Days)

- Come up with 5-8 Strategic objectives collaboratively with the committee
- Prioritize the objectives with the committee
- Validation by City Council

Phase Three: The plan

- 1-year Plan
- 3-year plan
- 5-year plan
- 10-year plan

Follow-up and continuation

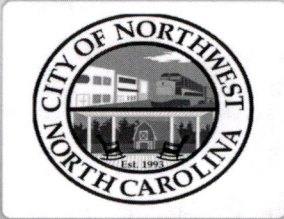
- Annual Report to city Council
- Annual policy review
- Continue meeting with the Strategic steering committee (create a plan for new members)
 - Quarterly meeting with council to evaluate progress and updates

Communication with Council

- 1) Passive Communication
 - Emailing significant incidents
- 2) Routine reporting
 - Weekly meeting with Liaison
 - Appearance at ALL council meetings
 - Quarterly update with council for feedback
- 3) Emergency

Ken Miller introduced the next candidate as Paul Rockenbach. He has been a Law Enforcement Officer for close to 10 years. He has a Master’s degree in Criminal Justice Homeland Security is a current PhD Student in Criminal Justice Leadership. A couple of his qualifications are: He is a is the Vice President (Elect) of the North Carolina Criminal Justice Association and has Collegiate level teaching experience.

Below is Mr. Rockenbach’s presentation




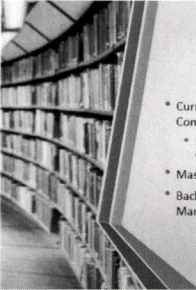
City of Northwest Chief of Police Presentation

By Paul Rockenbach Chief of
Police Candidate

Experience

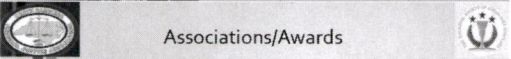
- Patrol
- Accident Investigations
- Narcotics Investigations
- Criminal Investigations
- Evidence Custodian
- SWAT; Team Leader
- Lead Homicide Detective.
- **Supervisory experience** in leading teams of investigators to handle complex investigations. I have worked over 18 Homicides and have a **100%** solve rate for homicides in which I led (14) in Columbus County as the lead homicide detective.
- Field Training Detective for agency
- **Experience in revamping policies and assisting in command level decisions.**





Education

- Current PhD Student: Criminal Justice Leadership Will Complete in May/Dec. 2023
 - Numerous classes on policy creation and leadership at the doctoral level
- Master of Science in Criminal Justice & Homeland Security
- Bachelor of Science in Business Administration & Marketing Analytics



Associations/Awards

- Vice President of the North Carolina Criminal Justice Association
 - Association holds 1 of 34 seats on the North Carolina Education & Training Standards Commission See N.C.G.S. 17C-3
 - Oldest State Level Criminal Justice Association in the Nation
 - Will be **President** of Association in 2024.
- Member of the National Collegiate Honor Society
- Deans List Every Semester of Collegiate Career.
- Roy Norris Detective of the Year Award 2020 – Columbus County Sheriff's Office
- Life Saving Merritt Award – Southport Police Department 2014

Mission of the Chief

My mission as the new Chief of Police of the Northwest Police Department is to create a safer **Community** by **reducing major crimes**, ensuring **safety** of our citizens, and building **trust** and partnerships with our **community**.

Phase 1: Community Survey

- As a Chief of Police, it is important to understand how the citizens of the community feel. Many questions arise such as:
 - How do citizens perceive crime in the community and how does it affect them?
 - How is the Police Department delivering service and how does the community perceive the department?
- These questions are important questions to understand as the new Chief of Police of the City of Northwest.

As the New Chief of Police:

1) Create Survey	2) Disseminate to Community via Email, or Face Online Survey Options
3) Analyze Data	4) Create a Report that details the responses
5) Present to City Council	6) Publish to Community

The information in the survey would help **understand the community** in which the Chief of Police serves. This is imperative to the **success** of the Northwest Police Department.

Phase 2: SWOT Analysis/Internal Survey

- It is **very important** for me as the new Chief of Police to understand the men and women that work for me in this department.
 - I would conduct a SWOT analysis of our current employees.
 - A SWOT analysis is used to evaluate the **Strengths, Weaknesses, Opportunities and Threats** within the department.
- The SWOT analysis will assist in **developing goals and objectives** that are relevant to the Northwest Police Department Officers and help in understanding the **goals and future endeavors**.
- Questions that would be used to help conduct the SWOT analysis are:
 - What would you **change** about this department if you were the Chief of Police?
 - What **challenges does** this agency currently face and **what challenges will it face** in the future?
 - What do you **want** to get from the Northwest Police Department? (Training, Experience, etc.)
 - Where do you see yourself in **5 years** here at the Northwest Police Department?

Phase 3: Community Planning Session

This event would **bring together** police officers, community leaders and other citizens for a **candid conversation** about **police services**. The **goals** for this session, would be to include **teaching officers** the value of asking the community **what they would want** from this police department and **showing the community** members that the department **values their opinions**.

Phase 4: Development of Strategic Plan

Using the **findings** from the Community Survey, SWOT Analysis/Internal Survey, and the Community Planning Session will create a **strategic plan** that **outlines the goals and objectives** of the Northwest Police Department.

The Strategic Plan will include:

- Long & Short-Term Goals and Objectives
- Target Dates for Accomplishing Objectives of Each Goal
- Target Dates for Accomplishing Goals
- Strategies to Accomplish the Objectives & Goals

When the strategic plan is **complete** it will be **presented** to the city council and **disseminated** throughout the community.

My Leadership Style:

- I am a huge promoter of a **Transformational Leadership Style**
- My transformational leadership style is:
 - Concerned with **improving performance**, which again **includes the community and department**, and looks to see that **ALL** reach their **FULL** potential. I want to **stimulate creativity** and **innovation** while creating a **supportive** climate through active **LISTENING**.
- As the New Chief of Police, I plan on including and creating a supportive climate with the community, my officers, and City of Northwest City Council. This leadership style is a style that is **imperative to the success** of policing in the 21st Century.

Top 5 Goals as New Chief of Police

Goal # 1: COMMUNITY: As the new Police Chief I will be committed to ensuring that the City of Northwest remains a safe community. I will do this by employing the best practices in law enforcement to meet the new and complex challenges of 21st Century policing.

Goal # 2: Prevent Crime: Preventing crime is the primary mission of policing. When preventing crime within our community it will promote the health and welfare of our community instead of merely focusing on crimes. It reduces the threat of crime on the front end and enhances the sense of security and quality-of-life within our community.

Goal # 3: Enhance Policies & Procedures: In order for any police organization to be successful they need to have the proper policies and procedures in place. Without proper policies and procedures, a police department would be unsuccessful. I will complete, re-eval, and write new policies that will be presented to the city council for approval. (i.e. Evidence, Use of Force, Investigations etc.)

Goal # 4: Develop, Strengthen and Sustain Partnerships: In order for us to be successful, we must have the confidence, support and respect of the people who live and work in our community. We must be committed to developing and maintaining partnerships with the community, with our internal City partners and with our regional and national public safety partners.

Goal # 5: Develop Officers: We will provide the best equipped, and most highly trained and committed employees to help meet the needs of our community.

First 100 Day's as Chief of Police

- In the first **100 days** I plan to do the following:
- I plan on being extremely **Visible and Engaged** with the Community
- Start on all four Phases of creating our Strategic Plan
 - **Day 20:** Conduct Phase 1: Community Survey
 - **Day 40:** Conduct Phase 2: SWOT Analysis
 - **Day 60:** Schedule Phase 3: Community Planning Session
 - **Day 100:** Complete Phase 4: Present Strategic Plan to City Council
- In the first 100 Days, I Plan to have all phases completed and a Strategic Plan to present to the City Council.

First 100 Day's as Chief of Police Cont.

- I plan on having **comprehensive and official policies and procedures** in place for the Northwest Police Department.
- I plan on speaking with external stakeholders and **building partnerships** with the Brunswick County Sheriff, SAC of the SBI, ALE SAC, Leland Police Department Chief, Navassa Police Chief as well as other law enforcement and criminal justice organizations in the county. **Building a sustainable partnership** with each organization is **imperative to the success** of the Northwest Police Department. These partnerships will help in creating mutual aid agreements to assist with major incidents here in the City of Northwest.
- I plan on working with the SBI to assist in the investigation of the double homicide that occurred just a few weeks ago.
- I plan on reopening the case involving a missing elderly man who has not been recovered.
- I plan on looking over the case involving the teenager who was traumatically beaten and left for dead.

Interaction with City Council

- As the new Chief of Police, it is **imperative** that we together are **transparent with one another**.
- I will have an **open-door policy** with the **public and my officers**; as this aligns with my leadership style. This goes **the same** for the **City Council**. We need to have **open conversations** and the ability to **always communicate**.
- **Communication** is going to be key to the success of the Northwest Police Department.
- Any incident that would possibly gain traction with any news agency, (Homicide, Major Crimes, Bad-Conduct in Department etc.) will be pushed out to all city council members in less than 12 hours from the time this incident occurred.

Interaction with City Council Cont.

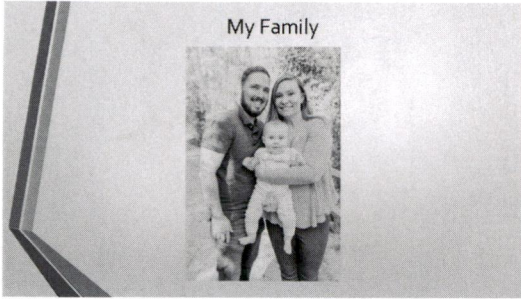
- A **monthly crime-report** will be compiled to be presented at each monthly City Council Meeting.
 - This report will compile **crime trends and activity** in the city as well as the number of **accidents and or citations** wrote from our officers. This report will be comprehensive and will show transparency to the council and the community.
- I am **OPEN** to have **conversation with each of you** too what specific information you may want to know in a timely manner. In the world of policing, no two days are the same, therefore if there is something not mentioned you would like to be made aware of, we will communicate this to one another.
- As the new Chief of Police, I plan to have an **outstanding** relationship with **each of you**. This relationship will not happen overnight as it will take time for each of you to feel comfortable with me. **I WILL ALWAYS BE OPEN** with each of you as I have previously stated it is important to be transparent and communicate with one another!

Interaction with City Council Cont.

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Why Should You Invest In Me?

- I am **COMMITTED** to being here and being a part of this **community**.
- I have **solid and sound** relationships with important stakeholders in the county (Elected District Attorney, Elected Superior Court Judge, District Court Judges, Sheriff's Office Personnel, surrounding counties)
- I am **COMMITTED** to bringing the Northwest Police Department into the 21st century by using evidence-based policing practices and strategies.
- I **HAVE HIGH Ethical Standards** and an **Unparalleled Work Ethic**
- I believe in **building relationships** with each member of our community. I want to foster a **family like environment** for everyone including **welcoming my own family to this community**.

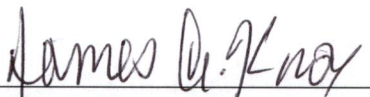


After discussion,

Councilman Charles Carroll **MOVED, SECONDED** by Councilwoman Sheila Grady to make the first offer to Paul Rockenbach at \$65,000 with a 5% increase with a successful 6-month probationary period. The **MOTION CARRIED UNANIMOUSLY**.

ADJOURNMENT

Councilwoman Alexis Clemmons **MOVED, SECONDED** by Councilman Charles Carroll to adjourn the meeting at 8:44 PM. The **MOTION CARRIED UNANIMOUSLY**.



James A. Knox, Mayor



Donna Strickland, City Clerk/Finance Officer