

Strategic Plan

2014-2018



Winston-Salem Police Department

Winston-Salem Police Department Strategic Plan 2014-2018

Published: 2014

Produced by: 2013 Strategic Planning Committee

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Winston-Salem, NC 27101



The Winston-Salem Police Department is an accredited law enforcement agency and meets the high standards of the Commission on Accreditation for Law Enforcement Agencies.

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Winston-Salem City Officials



Allen Joines
Mayor



Vivian H Burke
Northeast Ward
Mayor Pro Tempore



Denise D. Adams
North Ward



Dan Besse
Southwest Ward



Robert C. Clark
West Ward



Molly Leight
South Ward



Jeff MacIntosh
Northwest Ward



Derwin L. Montgomery
East Ward



James Taylor, Jr.
Southeast Ward



Lee Garrity
City Manager

Introduction

DATE: March 31, 2014
TO: Lee Garrity, City Manager
FROM: Barry D. Rountree, Chief of Police
SUBJECT: WSPD Strategic Plan 2014-2018



Members of the Winston-Salem Police Department are proud to present the Department's 2014-2018 Strategic Plan.

In the development of this plan, input was solicited from members of the entire police department, our community, and external stakeholders. The development of our strategic plan was an ambitious undertaking that began in July 2013. Over the subsequent months, department personnel met and participated in information brainstorming sessions; and as a result, the Core Committee along with the Command Staff selected the following focus areas for the 2014-2018 Strategic Plan:

- Focus Area One: Crime & Community Safety
- Focus Area Two: Innovation & Technology
- Focus Area Three: Facilities Infrastructure
- Focus Area Four: Media & Community Relations
- Focus Area Five: Personnel Development & Policy Review

I want to thank everyone involved for their hard work and dedication in the development of this plan and their willingness to help plan for the future of our organization. As an agency, we are aware that community partnerships and collaboration will assist in propelling our agency forward.

This strategic plan is our continuing effort to provide exceptional police service to the citizens of Winston-Salem.

Thank you for your continued support.

A handwritten signature in black ink that reads "Barry D. Rountree".

Barry D. Rountree, Chief of Police

Agency Overview



Mission Statement

The mission of the Winston-Salem Police Department is to protect life and property by providing exceptional police services to our community in partnership with the citizens of Winston-Salem.

Core Values

We will achieve our mission through the consistent application of our core values:

Service

We will place the needs of the public, whom we are sworn to protect and serve, above our own needs and personal interests.

Integrity

We will accept nothing less than complete honesty and accountability in our statements and actions. We will maintain the highest ethical standards, and we will strive to demonstrate our worthiness of the public trust.

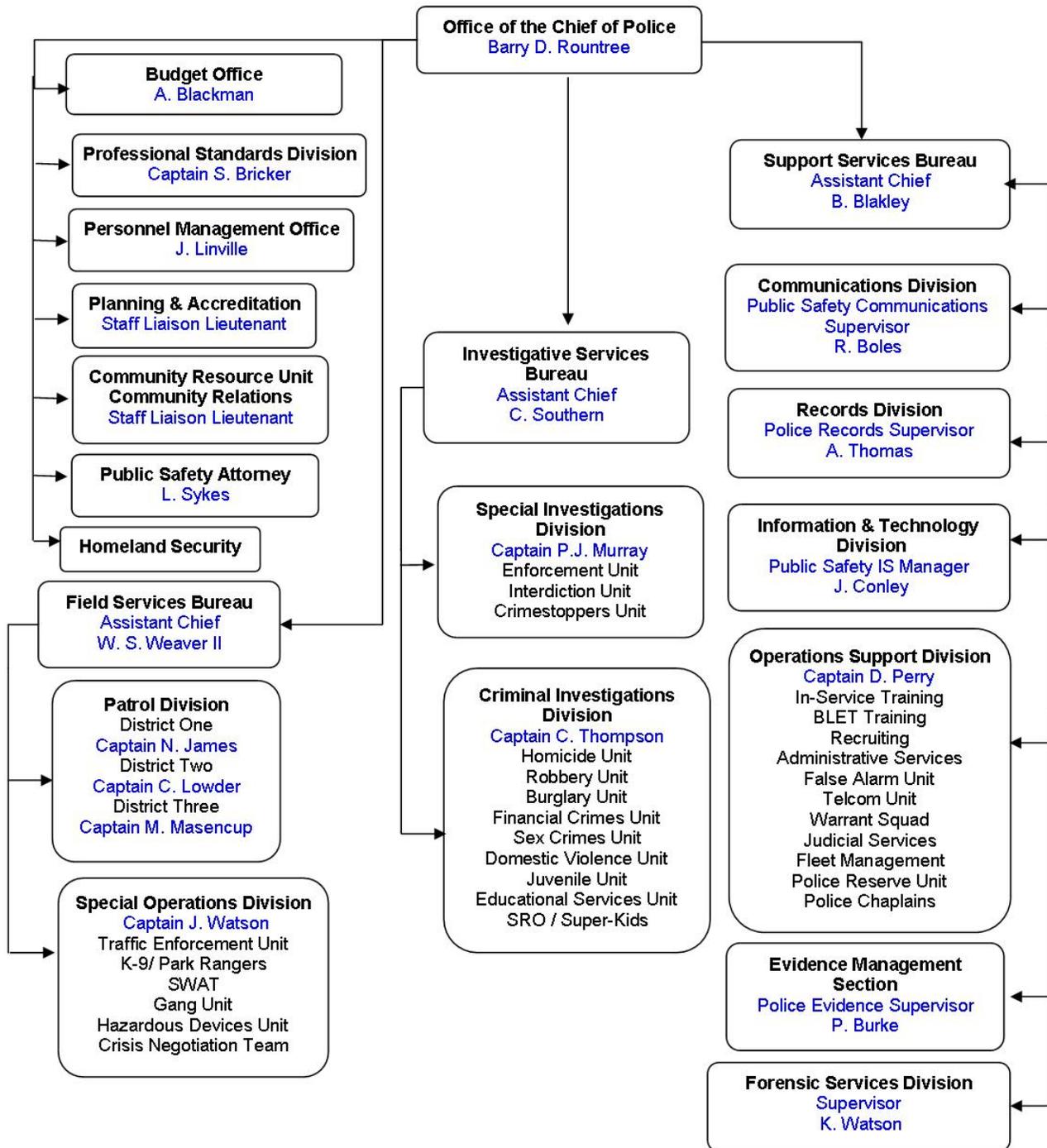
Professionalism

We will treat the public and our fellow colleagues with the utmost courtesy and respect.

Fairness and Impartiality

We will perform our duties with fairness and impartiality, without any conscious prejudice.

Winston-Salem Police Department Organizational Structure

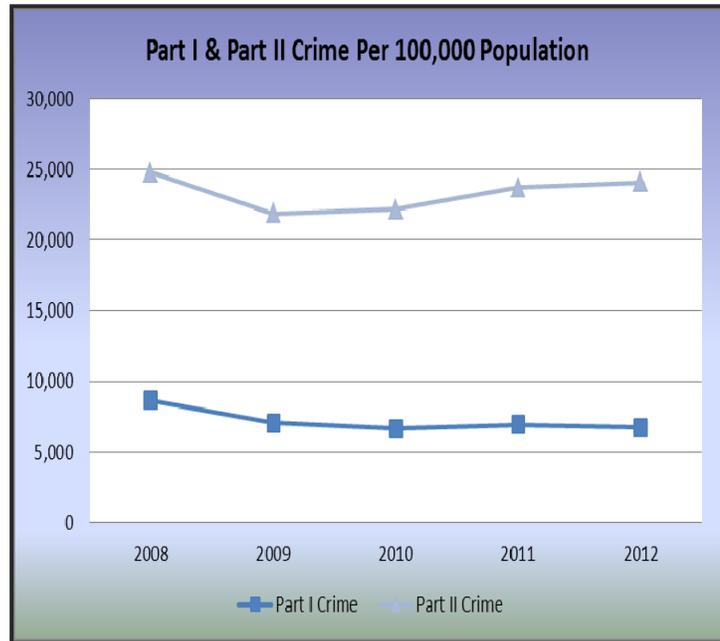


A Look Back: 2008-2012

Let us learn from the past to profit by the present, and from the present, to live better in the future. -- William Wordsworth



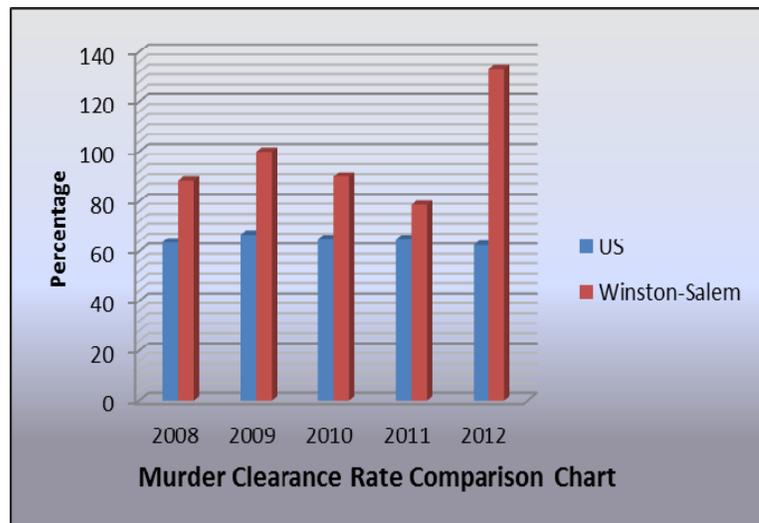
2008-2012 was a period marked by significant achievements and challenges for both the City of Winston-Salem and the Winston-Salem Police Department. In addition to moderate population growth, the city's downtown area continues to flourish from recent revitalization efforts. Economic development remains a high priority for Winston-Salem, attracting several local and national business ventures. With this growth and development in mind, the Police Department has adapted to the city's changing environment and trends, thus ensuring the safety and well-being of its citizens.



Crime Trends

During 2008-2012 crime rates in Winston-Salem declined. Part 1 crimes (per 100,000) decreased by 22.3% during this period, and Part 2 crimes decreased slightly by 2.8%. Clearance rates for both Part 1 and Part 2 crimes were well above the national average. Most notable was WSPD's clearance rate for homicide cases, averaging 98%

above the national average for this time period. While there was an overall decrease in crime, the number of robberies and thefts of mopeds and copper rose during this period, and a spike in criminal activity in the city's West Salem Area was noted. Several strategies were used to address these trends in crime:



- In 2008 WSPD implemented the Robbery Task Force. The agency's Crime Analysis Unit assisted with statistics, mapping, and provided additional information as needed. By 2012 the number of robberies had decreased by 40.8%, from 730 in 2008 to 432.
- The agency began distributing weekly city-wide bulletins to inform officers of overall crime and trends.
- In late 2009 the agency implemented the Intelligence-Led Problem-Oriented Policing Project (IL-POP), a grant-funded project in collaboration with Winston-Salem State University's Center for Community Safety. This collaborative project used criminal research and analysis to develop strategies for addressing the crime trends and evaluating their effectiveness thereafter. Of particular focus was the city's West Salem Area, where research and analysis led to the implementation of various proactive strategies, including additional officer deployment. From 2009-2011 Part I violent crime in West Salem decreased 38.8%, and property crime decreased 30.2%, compared to the previous two years.
- In 2011 the agency's Crime Analysis Unit began distributing a weekly Copper & Air Conditioner Theft bulletin and maps due to a 104.4% increase in the number of copper and air conditioning thefts (from 339 in 2010 to 693 in 2011). In addition, the unit also implemented new name alert flags for individuals identified as subjects of interest in copper theft.



Equipment and Technology

Fleet Management

The MNStar Battery Shut-Off System was added to all patrol vehicles to help preserve vehicle battery life and reduce the cost of frequent replacement. This system shuts down power to the car after a period of inactivity.

The agency transitioned to LED lighting on all cars. LED lighting not only expends less energy than regular lighting, but also produces a brighter and longer lasting light than its predecessor. When switching to LED lighting, both red and blue lights were added to the vehicles. The addition of red lighting considerably improves the visibility of patrol vehicles during all times of the day and in various weather conditions.



Plastic seats were installed in patrol vehicles for prisoner seating. These seats help keep officers safe, as prisoners have no place to hide contraband and are forced to sit rather than having an option to lie down in the car. The plastic coating also facilitates decontaminating during biohazard situations.

Computer Aided Dispatching (CAD) Automated Vehicle Locator (AVL) was acquired and installed in 2010. This allows the agency to identify and locate officers' vehicles, which is important to ensure officer safety and accountability. CAD AVL also enhances agency response to priority 1 calls, by alerting communication operators of the district's unit that is closest to the incident. CAD AVL is currently available for use in 345 agency vehicles.

Information Systems

In March 2009 the agency began using eCITATION® software, a joint initiative between the North Carolina Administrative Office of the Courts (NCAOC) and the North Carolina State Highway Patrol. eCITATION® automates the creation, printing, and transmittal of citations. This software is provided to North Carolina law enforcement agencies free of charge. To fully support eCITATION® use, in-car printers are being purchased and installed in patrol vehicles.

In 2010 WSPD began using the North Carolina Warrant Repository (NCAWARE) system. NCAWARE is a web-based system that maintains all statewide warrants in one single

repository, allowing law enforcement personnel and North Carolina court officials the ability to maintain and track criminal processes and offender information in a timely manner.

WSPD made several acquisitions in 2011:

- Criminal Justice Law Enforcement Automated Data Services (CJLEADS) was installed and available for use. This software integrates data found within the state's various databases: warrants, jail records, court records, prison records, probation and parole status, sex offender registration, and wildlife and concealed handgun permits. This integration provides up-to-date information about offenders in a secure, centralized location for use by state and local government criminal justice professionals.
- A new K-9 module for the agency's PISTOL Records Management System was implemented. This software allows tracking of canine training and field activities and integrates incident reporting.
- A new software system for managing off-duty employment schedules and enforcing compliance with General Orders was purchased. This helps to ensure fairness and accountability to the scheduling of off-duty work for sworn officers.



- To also assist with General Orders compliance, PowerDMS software was purchased. This not only serves as a repository for electronic departmental policies and procedures, but also as the primary method for publishing new and revised directives to departmental employees. Furthermore, it supports accountability by requiring electronic signature confirmation of reviewed items and serves as a means to distribute and calculate surveys and testing results. Overall, PowerDMS has enabled the agency to greatly improve its overall efficiency in keeping employees informed, ensuring that all personnel are current on required testing and enabled to make better informed decisions via the feedback received from surveys. Whereas previously an outside company was used to calculate surveys and test scores, PowerDMS enables WSPD to perform this internally and thus cut costs. It has also enabled WSPD to have an easy and accurate means of verifying compliance with the standards of the Commission for Accreditation of Law Enforcement Agencies (CALEA), the primary credentialing authority for law enforcement. In short, PowerDMS has brought the agency into the modern age of technology and has made a significant impact on the agency's day-to-day operations.

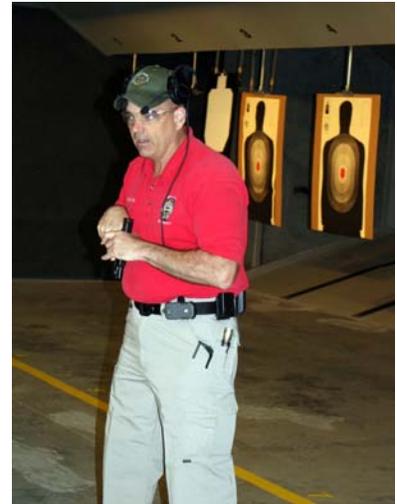
In 2009 WSPD was selected by the Commission for Accredited Law Enforcement Agency (CALEA) as a Flagship Agency. According to CALEA Executive Director Sylvester Daughtry Jr., "A Flagship Agency represents an extraordinary example of excellence in public safety and is recognized as a potential resource for future and current CALEA clients."

Patrol & Training Divisions

New technology that impacts officer weapon handling was a significant part of the agency's overall advancement. In 2009 WSPD officers began using the Electronic Control Device (ECD), a less lethal weapon alternative that allows law enforcement to subdue fleeing, belligerent, or potentially dangerous people who otherwise would have been subjected to more lethal weapons such as a firearm. ECDs reduce officer and suspect injuries, use of force complaints, and liability claims.



Construction of a new indoor firearms training facility began in 2011 and was completed in late 2012. Since it is enclosed and located within the city limits, training is available 24/7 for officers, accommodating the various on-duty shifts. A host of new, state-of-the-art technology was purchased for this facility, greatly enhancing the quality of training for WSPD officers, strengthening both their shooting and decision-making skills. Most of this technology was made possible through the awarding of a \$1 million 2010 COPS Technology grant. Some of the noteworthy technological features are:



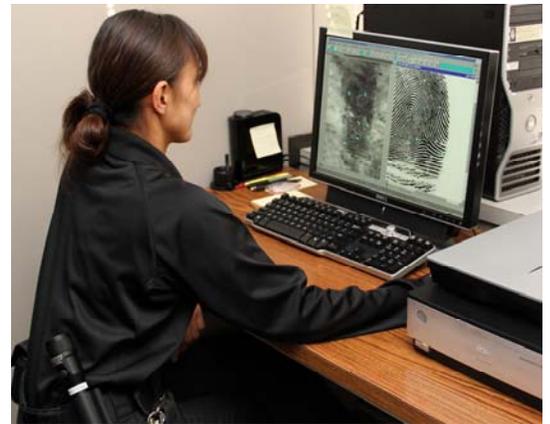
- ◇ **A lead dust collection unit** for the safe collection and disposal of spent ammunition rounds and lead dust particles. This unit traps the particles using a pressure vacuum system and internal HEPA filters to clean air from the trap, complying with OSHA regulations.
- ◇ **Communication headsets** are now used to ensure hearing protection while weapons are being fired and to allow radio communication between trainers and trainees.
- ◇ **A remote-controlled moving target system** uses three-dimensional humanlike figures as targets, adding realism to street combat training scenarios. The mannequins come with articulated joints, 360° swivel head, and adjustable arms and legs, maneuvered by an all-wheel drive target platform which can simulate running patterns.
- ◇ **Wireless range control software and a target control system** offer trainees the ability to control a wide variety of action target actuators, such as turning, pop-up, and reactive targets. It can also modify conditions such as lighting and sound to mimic real-life scenarios.
- ◇ **After action camera review** was installed to review or de-brief officers following training exercises. The camera enables personnel to analyze *what* happened, *why* it happened, and *how* it could be done better, a valuable tool for instruction.



Forensic Services

Grant funding also helped facilitate the procurement of new technology and equipment for the agency's Forensic Services. These new additions have helped the agency with its crime solution efforts and strengthened courtroom testimony during the prosecutorial phase of criminal cases. Among the many items procured are:

- ◇ Automated fingerprint and palm identification database (State and local)
- ◇ Alternate light sources for locating forensic evidence not visible by the naked eye
- ◇ Digital crime scene software for organizing and storing forensic data, images, photos, reports, documents, drawings, and narratives for every case
- ◇ Mug shot interface
- ◇ Caron Fingerprint Development Chamber
- ◇ Triplex Fuming Chamber
- ◇ Vista FX sketch program, for collision and crime scene reconstruction
- ◇ Stereo microscope for firearms examination and tool mark identification
- ◇ Serial number restoration kit for identifying and tracing firearms ownership

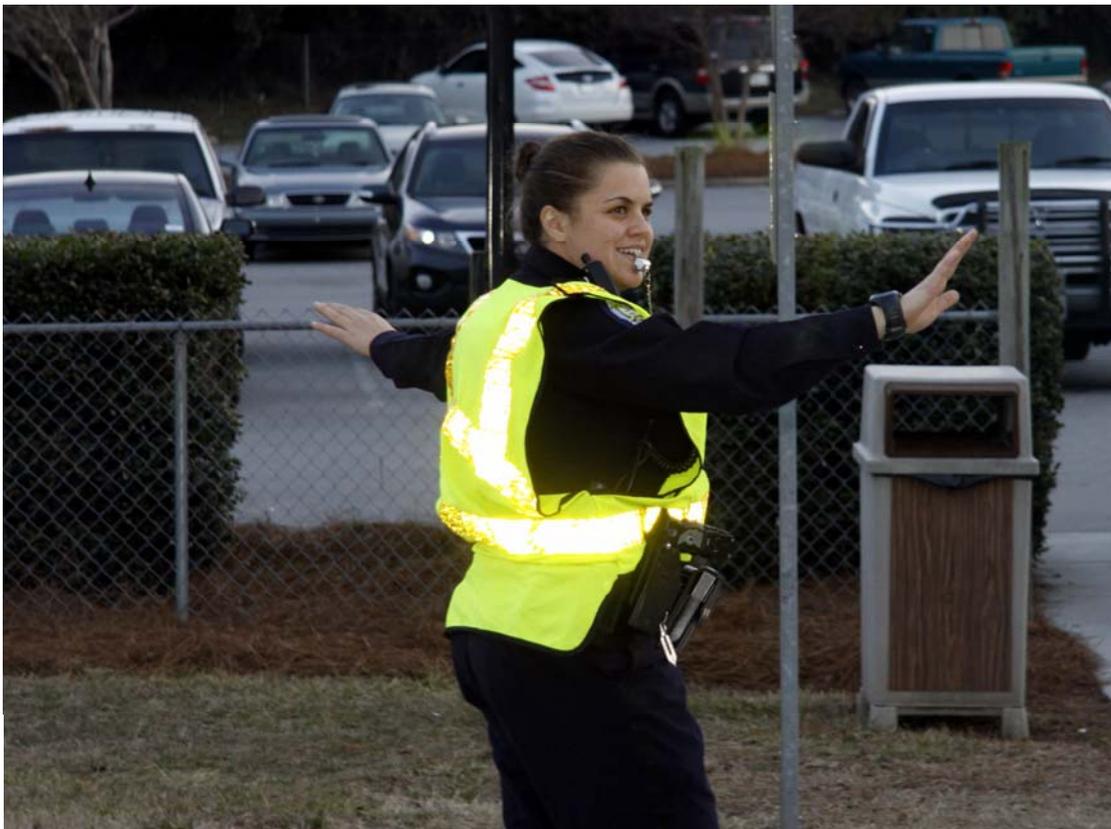


Agency Organization and Community Relations

In early 2009 all officers switched from a rotating schedule to a permanent shift structure. Working fixed schedules improves officer health and morale; enhances community policing efforts, since officers become more familiar with the area they patrol during a particular time of day; and provides officers who wish to pursue academic studies a consistent shift around which they can schedule their classes.

In addition to scheduling changes, the police districts were decreased from four to three, with each district being realigned into a greater number of smaller patrol beats. This realignment, which was in response to the growing geographic area of Winston-Salem, allows officers less territory to cover and improves policing and incident response.

Several initiatives were made in recent years to improve community relations and crime prevention efforts. WSPD expanded its School Resource Officer program to include officer presence in a greater number of middle and high schools within the city limits. The agency created and filled a new non-sworn position, Community Relations Specialist, which focuses on community relations and serves as a liaison between citizens and law enforcement, helping to strengthen trust between the two. Shortly after hiring a community relations specialist, WSPD began a new initiative called “Walk and Talk,” which encourages officers in all 24 beats to leave their patrol cars and interact with the public, thereby building a relationship of trust with the community. This combination of crime-fighting and community outreach has improved interaction and trust between police and citizens of all ages.



The Planning & Development Process

Without continual growth and progress, such words as improvement, achievement, and success have no meaning. -- Benjamin Franklin



In 2013 the Winston-Salem Police Department (WSPD) established as one of its short-term goals the development and writing of a new strategic plan. In addition to the fact that the agency's previous strategic plan had reached the end of its lifespan, the agency was also being led by a new police chief: Chief Barry D. Rountree, who was sworn in June 30, 2013. Therefore it seemed appropriate to begin crafting a new strategic plan—a plan which would incorporate Chief Rountree's vision for the department along with other innovative ideas from those employed within the agency.



Chief Rountree emphasized the importance of a thorough strategic planning process, one that included participation from all units within the agency. This new strategic plan would serve as a roadmap, guiding the agency as it addresses new challenges and new opportunities, while also ensuring continued growth and improvement. Overseeing the strategic planning process was the agency's Support Services Bureau Assistant Chief. During the first few months, this project was led by Assistant Chief David Clayton until his retirement in September 2013. Thereafter, newly promoted Assistant Chief Bryan Blakley (replacing the recently retired Clayton) assumed these duties until the project's completion.

In July 2013 a group of sworn and non-sworn personnel from the agency met to begin the strategic planning process. These persons were primarily members of the agency's Command Staff, which includes sworn personnel who hold the rank of captain or higher as well as specific non-sworn division supervisors. The staff selected the agency's Grants Analyst to serve as the writer of the plan. Both the Command Staff and the appointed writer comprised what was called the Strategic Planning Core Group. This group served as the "drivers," either chairing or serving on subcommittees, ensuring the successful development of the plan.





Meetings were held throughout July, during which core group members discussed the current and future challenges facing the agency. In addition, newly sworn Chief Rountree was keen to hear from his agency, distributing feedback forms for personnel to complete voluntarily. Using the survey, meetings, and brainstorming sessions, the core group was able to agree upon five focus areas for the 2013 strategic plan.

Committees were formed for each focus group, led by a “champion,” or chairperson, and a scribe to record all minutes of the committee’s meetings. Those serving on the five committees were either appointed or chose to join.

Over the next four months, the subcommittees met regularly and reported back their progress to the core group. Committee members reviewed the strategic plans and best practices of other agencies to gain ideas for design and implementation. In late 2013, each committee presented its final proposal to the core planning group, for review and input, which was then passed on to the writer for additional writing and editing. The following section contains the agency’s strategic plan for growth and development in five key areas:

- **Crime & Community Safety**
- **Facilities Infrastructure**
- **Innovation & Technology**
- **Media & Community Relations**
- **Personnel Development & Policy Review**

Each focus area will contain a consistent and detailed plan outlining goals and strategies which were used to ensure successful completion. In addition, a timeline with project assignments and due dates has been included, along with performance measures to evaluate the success and effectiveness of the projects.



Strategic Plan Focus Areas





As part of the development of this plan, input was solicited from members of the entire Police Department, the Winston-Salem community, and external stakeholders. The focus areas identified in the Department's 2014-2018 Strategic Plan work to further the mission of the City of Winston-Salem and enhance the strategic priorities of the Mayor and City Council:

City Mission Statement

The City of Winston-Salem provides quality, affordable services that ensure the health, safety and well-being of citizens, while collaborating throughout the community to ensure its economic, social and environmental vitality.

Strategic Priorities of the Mayor and City Council

Economic Vitality and Diversity
Safe and Secure Communities
Livable Neighborhoods
Healthy Environment
Quality Transportation

Winston-Salem Police Department's 2014-2018 Strategic Plan Focus Areas

Focus Area One: Crime & Community Safety
Focus Area Two: Innovation & Technology
Focus Area Three: Facilities Infrastructure
Focus Area Four: Media & Community Relations
Focus Area Five: Personnel Development & Policy Review

Achieving the strategic priorities of the Mayor and City Council and the strategic focus areas of the Police Department will improve the quality of life of all residents and visitors of Winston-Salem. These combined efforts will further emphasize the "one team" concept of the City of Winston-Salem.

Focus Area One: Crime & Community Safety



Chairperson:
Captain Scott Bricker

Because the safety of citizens in Winston-Salem is—and always will be—the top priority for the Winston-Salem Police Department, evaluating current policing methods and improving them is imperative. The Crime & Community Safety Focus Group Committee determined that its two primary goals pertained to crime and quality of life issues in Winston-Salem. The committee has outlined several strategies which, if implemented, will strengthen the agency’s ability to serve and protect the citizens of Winston-Salem.

Goal 1:

Enhance agency’s efforts in preventing, solving, and reducing crime in our community.

Strategy 1:

Revise Task Force Officer (TFO) Program to improve overall efficiency and collaboration with each federal agency.

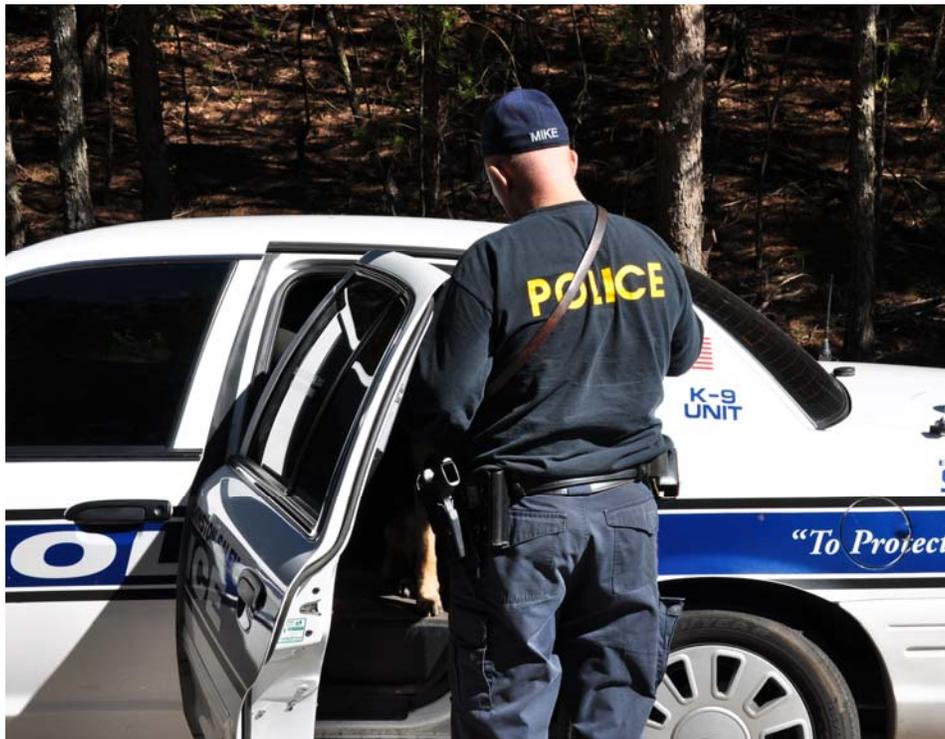
Given the many types of criminal activity, collaboration between state, local, and federal law enforcement agencies is necessary to ensure successful crime solution and prosecution. WSPD has multiple designated officers in its Task Force Officer (TFO) program who work with specific federal agencies on criminal investigations. It has been determined that a revision of the agency’s current TFO program and other changes will improve multi-agency partnerships and efforts.

ACTION	ASSIGNMENT	DUE DATE
Create a departmental policy outlining the expectations of the TFO Program for each applicable Division.	Lt. Nance, Cpl. Jenkins, Strategic Planning Committee, Lt. Lamb, Sgt. Cardwell, SID	01/31/2015
Require supervisor(s) of each Division to assign a TFO to meet with each sponsoring Federal Agency and share WSPD’s expectations.	SID, SOD, OCP Staff	01/31/2015
Evaluate the presence and involvement of the agent representing the sponsoring federal agency in Winston-Salem—independent of the TFO workload--and determine if adequate.	SID/SOD Captain, Lieutenant, Sergeant(s), TFOs	01/31/2015
Create and begin using an “official” departmental form to evaluate TFO performance.	Sgt. Rose, Cpl. Jenkins, Strategic Planning Committee, Sgt. Cardwell, SID, Sgt. Doss, SOD	01/31/2015
Evaluate asset forfeiture procedures currently being followed by WSPD to determine level of efficiency.	Sgt. Rose, Strategic Planning Committee, Det. Paul, SID, APES Gonzalez, Evidence Management Division	01/31/2015

Strategy 2: Reduce the recidivism rate among local repeat violent offenders through the implementation of an electronic monitoring program.

Numerous studies in recent years have shown that implementing an electronic monitoring program for offenders significantly reduces recidivism rates among offenders. A 2011 report published by the National Institute of Justice showed that electronic monitoring reduced offenders’ risk of failure by 31 percent. While the use of an electronic monitoring program isn’t a solution in itself to reduce recidivism, it is one of several tools that have proven to be useful in decreasing recidivism and helping keep neighborhoods safe, by encouraging ex-offenders to reintegrate into society.

ACTION	ASSIGNMENT	DUE DATE
Contact judges and magistrates and establish an agreement to make electronic monitoring a condition of pre-trial release for designated offenses.	Sgt. James, Det. Boger	09/30/2014
Locate and apply for grant funding for an electronic monitoring program.	Sgt. James, Det. Boger, R. Ricardo	02/28/2016
Identify other funding sources for electronic monitoring program.	Sgt. James, Det. Boger, R. Ricardo, IT staff	02/28/2016
Once funding is secured through grants or other sources, purchase necessary equipment and technology for an electronic monitoring program.	R. Ricardo, IT Staff, Sgt. James, Det. Boger	03/31/2017



Strategy 3: Increase agency's effectiveness in drug-related criminal investigations.

As in most US cities, the prevalence of illegal drugs continues to be a primary focus for law enforcement agencies. Not only is the use, manufacturing, and distribution of illegal drugs a criminal offense, but illegal drugs are often a factor in other types of criminal behavior, including homicide, burglary, and assault. Given their persistent presence in our culture, WSPD continues to develop methods for effectively investigating drug-related crime. The Crime & Community Safety Focus Group developed several actions that if implemented, can greatly improve the agency's success in conducting its drug-related criminal investigations.

ACTION	ASSIGNMENT	DUE DATE
Provide in-service departmental training on current, up-to-date drug crime trends (primarily opiates). This should include narcotics identification, delivery and packaging trends, and development of an updated knowledge base for all WSPD officers.	Det. Kiser	01/31/2015
Establish monthly informational sharing/coordination meetings between sergeants of each investigative unit (SID, SCU, Gang, SWAT, CID Burglary, and CID Robbery). These meetings will be separate from crime review meetings and must be productive and complementary to each unit.	Lt. Osborne, Sgt. Gomez	12/31/2014
Establish a clear mission statement for the street crime units which will fully support WSPD's commitment to deploying street crime units in the investigative gap that exists between patrol units and ISB units.	Lt. Osborne, Sgt. Gomez, FSB District Captains	12/31/2014
Acquire quality undercover vehicles and specialized training for all street crime units: surveillance, informant management, operational planning, introduction to basic tactical training, vehicle assault training, and criminal interdiction techniques.	SCU Sgts., FSB Captains	12/31/2014
Establish centralized property control record-keeping for the issuance of surveillance equipment.	Lts. Osborne, Nance, Lamb	12/31/2014
Assess the feasibility of establishing a long term (1-6 months) reverse-sting (stolen property fencing) operation, aimed at identifying individuals involved in property crimes and/or drug-related crimes (burglaries, auto breakings, larcenies).	Sgt. Gomez, Sgt. Cardwell	02/28/2015



Strategy 4: Continue agency’s gang prevention and reduction practices, as well as its enforcement of gang-related offenses.

Gang activity in North Carolina has been reported in more than 50 counties, including Forsyth County, of which Winston-Salem is the county seat. Various types of criminal offenses are often found to be gang-related; and without continued prevention and intervention efforts, many of our youth will either remain in gangs or be lured into joining them, threatening not only the safety of communities, but the opportunities for these youth to become contributing members of society.

ACTION	ASSIGNMENT	DUE DATE
Evaluate the effectiveness of WSPD’s enforcement of gang violations along with its reduction and prevention efforts.	Lt. Edwards, Sgt. Doss	01/31/2015
Evaluate current prevention efforts for possible enhancement and new awareness programs (contingent on future manpower allocations).	Lt. Edwards, Sgt. Doss, Cpl. Walley	09/30/2014
Evaluate the feasibility of a countywide gang task force comprised of members of WSPD, Forsyth County Sheriff’s Office, and the Kernersville Police Department.	Cpl. Knight	01/31/2015



Goal 2:

Heighten agency’s efforts to transform and improve the quality of life for the entire Winston-Salem Community.

Strategy 1: Create a Domestic Violence Unit staffed with one or two sworn officers.

Those crimes designated as quality of life crimes not only affect the well-being of individuals, but if left unenforced convey a message to the community that these types of crimes, which encourage disorder, are acceptable. WSPD recognizes the importance of these crimes and the impact they have on citizens’ safety and well-being.

ACTION	ASSIGNMENT	DUE DATE
Locate and apply for grant funding for one or two sworn domestic violence (DV) officer positions.	R. Ricardo	09/30/2014
Locate and apply for grant funding to purchase necessary equipment for newly created DV officer positions and to purchase additional digital cameras for patrol officer use in documenting evidence when responding to DV calls.	R. Ricardo	09/30/2014
Update the default narrative for Domestic Violence questions to route reports automatically to the DV Unit.	G. Madren	Completed
Provide line-up “refresher” training for officers.	DV Unit	06/30/2014



Strategy 2: Develop new tools for enforcing quality of life offenses, including the creation and use of new citation booklets for agency use.

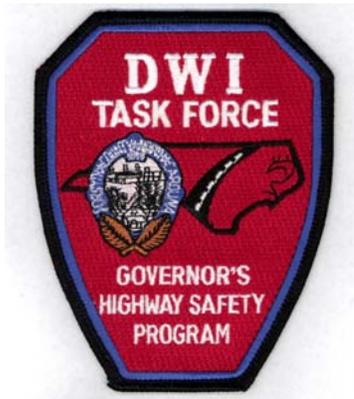
There are a large number of crimes which can be categorized as quality of life crimes; and because of the large variety, a citation booklet with a pre-printed list of these crimes will help facilitate officers' enforcement of them.

ACTION	ASSIGNMENT	DUE DATE
Create and distribute to officers a new citation booklet, to be used exclusively to cite Quality of Life City Ordinance violations.	Det. Nowak/Strategic Planning Committee	07/31/2014
Create and maintain database of those with approved/revoked panhandling licenses.	C. Madren	Completed

Strategy 3: Augment efforts to reduce traffic-related offenses through enforcement, public education, and inter-agency communication.

Three major freeways and numerous thoroughfares run through Winston-Salem, all of which receive a large volume of daily traffic. Downtown growth has also increased vehicle traffic on the city's streets in recent years. Enhanced enforcement, continued public awareness, and roadway evaluation are three essential measures to keep Winston-Salem motorists and pedestrians safe.

ACTION	ASSIGNMENT	DUE DATE
Increase public education and enforcement campaigns for texting and driving using local media outlets.	Lt. T. Peterson, Sgt. R. Peterson	09/30/2014
Generate a listing of top speeding locations and speed study results to determine which areas require enhanced enforcement efforts.	Lt. T. Peterson, Sgt. R. Peterson	Ongoing
Quarterly evaluation of fatality locations for potential roadway hazards and coordinate with transportation officials on ways to improve safety in these locations.	Lt. T. Peterson, Sgt. R. Peterson	Ongoing



CRIME & COMMUNITY SAFETY

- Re-evaluation of effectiveness on 12/1/15, comparing Part I and Part II Crime statistics for calendar years 2013 and 2014.
- Implementation of changes to the TFO program by 06/30/14.
- Obtaining 2014 end-of-year report from each Division/Unit assigned task force officers. This report will contain analysis and evaluation of the changes to the WSPD TFO program and their effectiveness.
- Comparing the recidivism rate of violent offenders over a twelve-month period prior to and after program's implementation.
- Re-evaluation of the performance of WSPD Gang Unit based on any approved changes to the unit.
- Completion of in-service training on gang awareness, prevention, and enforcement, with 100% sworn officer attendance in 2014.
- Determination of the amount of Quality of Life Offense arrests made since the implementation of the new citation book.
- Determination of the number of DV cases Cleared by Arrest prior to, and after, staffing the DV unit with sworn officers.
- Arrest totals for texting and driving violations.
- Number of public education campaigns for texting and driving.
- Arrest totals for speeding violations in frequent complaint locations.
- Reduction in speed-generated complaints from repeat locations.



Focus Area Two: Innovation & Technology



Chairperson:
Public Safety I.S. Manager Julia Conley

In the last two decades, technology has become an integral part of the criminal justice system, facilitating every facet of law enforcement. These innovations continue to make processes faster, more accurate, and more thorough—all of which augment the efforts of law enforcement agencies to ensure public safety. The Innovation & Technology



Committee has identified several enhancements that if implemented, will strengthen the agency’s ability to enforce laws and protect the public.

Goal 1:

Integrate technology for faster and more accurate citizen identification by WSPD officers, thus minimizing risk for subsequent expungements due to incorrect identification.

An increasing number of law enforcement agencies now use mobile fingerprint scanning and facial recognition software for person identification. Both types of mobile software are valuable time-saving tools in identifying persons—particularly those who are deceptive and fail to identify themselves properly.

Strategy: Research feasibility of both mobile fingerprint scanning and facial recognition software for field use and implement if determined feasible.

ACTION	ASSIGNMENT	DUE DATE
Research feasibility of network connectivity to central state database (which is in testing phase).	P. Seats, C. Higgins	12/01/2014
Research SBI’s identification options and its future plans.	P. Seats	Completed
Develop prototype network connectivity between car fingerprint scanner and central state database (which is in testing phase).	P. Seats, J. Conley	06/01/2015
Work with legal team regarding directives and implication of using facial recognition technology.	D. Galbreath, J. Adkins, C. Higgins, C. Luper	07/30/2015
Investigate software and connectivity issues for access to central state database for facial recognition technology.	P. Seats, C. Higgins	12/15/2015

Goal 2:

Improve IT support for agency personnel to complement agency size and technology needs.

Strategy 1: Implement new IT Liaison program to augment current IT staffing levels, particularly during the evening and early morning hours and for those officers already deployed in the field in remote locations.

WSPD’s Information Systems personnel are overwhelmed with the current number of service calls. Of particular concern is the number of IT problems occurring during evening and early morning hours when IT staff are not on duty. Furthermore, officers deployed in remote locations waste valuable time in traveling back to the Public Safety headquarters for IT support. An IT Liaison program will utilize qualified sworn officers to provide basic IT support to fellow officers.

ACTION	ASSIGNMENT	DUE DATE
Develop written description for IT Liaison program and secure approval from public safety attorney.	G. Madren, J. Conley	12/01/2014
Publish internal announcement of program and solicit applications.	G. Madren, J. Conley	12/01/2014
Develop screening process for applicants that will include oral interview, written examination, and hands-on testing.	G. Madren, R. Necessary	12/01/2014
Select a panel to conduct interviews of qualified candidates.	G. Madren, R. Necessary	02/15/2015
Conduct screening process on qualified candidates.	G. Madren, R. Necessary	02/15/2015
Once liaisons have been selected, develop ongoing IT knowledge transfer program for all interested personnel.	G. Madren, R. Necessary	12/15/2015



Strategy 2: Expand division with additional full-time IT positions, providing additional support to city's public safety departments.

Additional IT personnel will allow WSPD to provide technical support which supports the size and needs of the city's public safety departments. This expansion will ensure prompt response to service calls and improve the overall efficiency of software/hardware installation and maintenance.

ACTION	ASSIGNMENT	DUE DATE
Review existing positions and identify salary range for new positions.	J. Conley	01/15/2014
Draft proposal requesting additional IT positions for public safety, including justification for position needs. Proposal will be based on research conducted querying other agencies and WSPD's current use of technology.	J. Conley	01/27/14
Complete Budget Recommendation Memo with requested position information and salary estimates.	J. Conley, J. Linville	02/07/2014
Work with City Human Resources Department to develop job descriptions and finalize salary range.	J. Conley, J. Linville	03/31/2014
Submit proposal and budget to City Council for review.	J. Conley	03/31/2014
If approved, begin hiring process (advertising, interviewing, etc.) with an established end date for having positions filled.	J. Conley	04/30/14 (Est.)

<p align="center">INNOVATION & TECHNOLOGY PERFORMANCE MEASUREMENT TOOLS</p>
<ul style="list-style-type: none"> • Evaluation of research regarding electronic identification technology. • Recording the number of officers participating in the IT liaison program. • Evaluation of productivity relating to tech support through the use of IT liaison program officers. • Recording the number of additional IT positions created and filled. • Comparison of IT productivity before and after additional IT positions were created and filled.



Focus Area Three: Facilities Infrastructure



Chairperson:
Assistant Chief W.S. Weaver, II

Every organization, including law enforcement agencies, relies on basic physical and organization structures to operate smoothly. A sound facilities infrastructure plan is vital for law enforcement at all times, but it is all the more critical during disasters and emergencies. The Facilities Infrastructure Committee has established several goals which, if implemented, will not only enhance WSPD's infrastructure, but also improve its preparedness for continuity of operations in the event of a disaster or other major incident.

Goal 1:

Outline plan for construction of new facilities and renovation of existing ones for overall improvement of physical facilities infrastructure.

WSPD has identified several needs for improving its existing facilities infrastructure. The agency has outgrown its main facility, and the growing demands of the agency now warrants additional facilities for use by various divisions within the agency. The logistics of new construction and renovation of existing facilities are complex, and they require the support and coordination of multiple city departments as well as external resources.

Strategy: Prepare and submit facilities infrastructure plan to city officials for review, prioritizing, and implementation. This plan will be a needs assessment for:

Administrative Offices

Driver's Training Track

Emergency Operations & Back-Up Center

Forensics Laboratory

Explosives Range for Hazardous Devices Unit



ACTION	ASSIGNMENT	DUE DATE
Determine actual and future needs for all division administrative office functions.	WSPD Division Representatives*	10/01/2014
Determine probability and requirements for a separate emergency operations center that will also provide on-site communications training and serve as a back-up center in case of emergency/disaster; if possible, identify potential location(s) for proposed facility.	T. Leonard, R. Boles	10/01/2016
Determine scope and requirements for a WSPD forensics laboratory; if possible, identify potential location(s) for proposed facility.	K. Watson	01/01/2015
Determine requirements and location for driver's training track.	Cpl. Slater	07/01/2017
Determine requirements and location for an explosives range for the Hazardous Devices Unit.	Capt. Watson	09/01/2018

Goal 2:

Ensure that all WSPD divisions are prepared for Continuity of Operations (immediate, short-term, and long-term circumstances) should an event require the evacuation of the Public Safety Center and/or other agency facilities.

Public safety is a round-the-clock operation, so law enforcement agencies must be prepared to continue all facets of their operations in the event of a disaster or other emergency that requires facility evacuation.

Strategy: All WSPD divisions and their respective units will assess their capabilities to remain operational in the immediate, short and long terms; they will develop/modify plans for continuity of operations; and finally, they will ensure their personnel are familiar with continuity of operations plans at least once per year.

ACTION	ASSIGNMENT	DUE DATE
Assessment of off-site operational capabilities by all units/divisions.	WSPD Division Representatives*	07/01/2014
Modification (or development) of plans for continuity of operations.	WSPD Division Representatives*	07/01/2014
Annual review with personnel of continuity of operations plans.	WSPD Division Representatives*	Ongoing

**WSPD Division Representatives include the following individuals:*

Capt. Best, Capt. Watson, Lt. Craven, Lt. Newnum, Lt. Weaver, Lt. Yandell, Sgt. Boyles, Sgt. Griffin, Sgt. Matthews, Det. Anderson, Cpl. Slater, Det. Nowak, , PO Lovejoy, Dir. Burke (ret.), FSD Watson, A. Blackman, J. Canupp, T. Leonard, K. Sternecker & L. Sykes.

Goal 3:

Ensure information flow regarding Police Facilities/Infrastructure in order to assure efficient “end user” outcomes.

Strategy:

- *Develop a method for the flow of timely and accurate information regarding the planning/development of facilities, their significant maintenance, or emergency evacuation.*
- *Establish relationships with key resources to ensure information flow.*
- *Establish methods for information dissemination to ensure that personnel are notified of significant workspace disruptions.*

ACTION	ASSIGNMENT	DUE DATE
Submission of a template to notify personnel of decisions/actions affecting the physical facilities.	Asst. Chief Weaver	12/01/2014
Development/Maintenance of a listing of key resources related to Police physical facilities.	Asst. Chief Weaver	12/01/2014



FACILITIES INFRASTRUCTURE PERFORMANCE MEASUREMENT TOOLS

- Submission of facilities infrastructure plan to City officials for review, prioritizing, and implementation.
- Construction/renovation of proposed facilities and their completion.
- Submission of a capability assessment for immediate, short, and long term circumstances to the respective Bureau Commander.
- Submission of a continuity of operations plan to the respective Bureau Commander.
- Submission to the appropriate Bureau Commander of a capability assessment regarding the construction/renovation of proposed facilities and the short and long term prospects for their completion.



Focus Area Four: Media & Community Relations



Chairpersons:
Captain David Perry & Captain Chris Lowder

Law enforcement officers are sworn to protect and serve their communities. In turn, these officers need the support and cooperation of those in the community to carry out these responsibilities, both of which depend on a strong and healthy partnership. Public safety efforts are more likely to be successful when law enforcement agencies keep their communities informed and participate in various crime prevention/outreach activities.

Goal 1:

Strengthen relationship with community by enhancing communication efforts.

Strategy 1: Create and maintain a WSPD Facebook page, posting information multiple times a day, and also posting important safety alerts via the City's Twitter account.

ACTION	ASSIGNMENT	DUE DATE
Meet with City Information Systems (IS) Department to discuss feasibility of creating a separate Web Page.	C. Madren	Completed
Develop a process for posting WSPD news and information to City's Facebook page and Twitter account for a trial period.	Community Resources Unit, Community Relations Specialist, IT Staff	Pending
Designate authorized persons to control what information is posted to Facebook and Twitter and the frequency during trial period.	Command Staff	07/14/2014
Post information multiple times daily to City's Facebook page and Twitter account.	Community Resources Unit, Community Relations Specialist, IT Staff	07/14/2014
Contact other surrounding agencies regarding their protocol for using social media as a means to disseminate information to public.	Community Resources Unit, Community Relations Specialist, IT Staff	07/14/2014
Conduct training sessions for designated Facebook administrators.	City IS Department	07/14/2014



Strategy 2: Create a Public Information Officer (PIO) position to share timely and pertinent information with and to serve as an initial point of contact for media outlets.

A designated person to serve as point-of-contact for media outlets and disseminate information to them helps ensure the community consistently receives pertinent and timely information regarding public safety.

ACTION	ASSIGNMENT	DUE DATE
Interview PIOs from various law enforcement agencies comparable to WSPD in size and compile information in a spreadsheet.	Capt. Perry, Sgt. Paterson	Completed
Gather media policies from various law enforcement agencies throughout NC and compile a summary of each.	Capt. Perry, Sgt. Paterson	Completed
Meet with City Marketing Department and local media outlets to solicit input on PIO needs for agency.	Capt. Perry, Sgt. Paterson	08/31/2014
Collaborate with City Human Resources Department to create job description and salary range for PIO.	Capt. Perry, Sgt. Paterson	01/31/2015
Compile information from above activities and submit a report to Chief Rountree and City Council for review.	Capt. Perry, Sgt. Paterson	06/30/2015
If approved by City Council, begin and complete hiring process for PIO.	Capt. Perry, Sgt. Paterson	01/31/2016



Goal 2:

Strengthen community relations via community outreach programs

Strategy: Establish a Winston-Salem Police Activities League

Over the years, evidence has shown that when law enforcement agencies participate in community outreach activities, their efforts help significantly with preventing crime and keeping communities safe. One of the more popular crime prevention/community outreach activities is the operation of a Police Activities League (PAL). A Winston-Salem PAL will serve a minimum of 100 youth in Winston-Salem, providing free or affordable after-school athletic opportunities to community youth in a safe environment. The program’s intent will be to build positive relations among youth, the community, and police officers in a more casual and personable environment, helping them develop good character, discipline, leadership skills, sportsmanship, and positive

ACTION	RESPONSIBLE PARTY	DUE DATE
Meet with Charlotte PAL Director/Regional PAL Director.	Peoples-Joyner/Ricardo	Completed 09/16/13
Submit information to Chief Rountree.	Peoples-Joyner/Ricardo	Completed 09/19/13
Meet with City Officials to discuss W-S PAL.	Chief Rountree	02/28/14
Establish executive board for board of directors.	PAL Executive Director	06/30/14
Apply for 501(c)(3) status, develop vision & mission statement, by-laws, logo, etc.	PAL Executive Director	01/31/15
Recruit additional board members; begin hiring process for PAL employees and recruit volunteers; select designated facilities for offices and program activities.	PAL Executive Director	06/05/15
Open the door of W-S PAL and commence a regular, active fundraising schedule via fundraising events and grant funding.	PAL Executive Director	01/05/16

MEDIA & COMMUNITY RELATIONS
<ul style="list-style-type: none"> • Establishment of a WSPD Facebook page and consistent daily posting of information there, as well as important bulletins on the City’s Twitter account. • Creation and filling of a PIO position to serve as point of contact with media outlets. • Monitoring (with tracking software) a list of PAL board members, contribution amounts, and number of youth participating in W-S PAL activities. This monitoring will begin with the establishment of a board of directors and will continue each fiscal/calendar year as the organization grows.



Focus Area Five: Personnel Development & Policy Review



Chairperson:
Captain Patricia Murray

Organizations cannot function without an adequate workforce, and the margin of their success depends heavily on the retention and quality of that workforce. Many factors can influence workforce retention and quality: morale, advancement opportunities, recruiting practices, and benefits. Recent fluctuation in staffing levels has prompted WSPD and the Personnel Development Committee to identify needs and develop strategies which will strengthen agency's workforce retention and overall performance.



An agency's overall performance is also contingent on policy review. Such review and evaluation will ensure that an agency's written policies are current with outside trends and that officers are equipped with accurately worded guidelines for responding to all situations in the most professional manner.

Goal 1:

Develop and maintain an adequate workforce to ensure continued service to community through the development of a recruitment and retention plan.

Strategy 1: Develop, distribute, and evaluate an annual retention survey to all WSPD employees using agency's policy software (Power DMS).

Developing a solid retention policy requires making informed decisions. Surveying current personnel will assist WSPD in understanding the things it does well as an employer, as well as areas in which improvement is needed.

Strategy 2: Develop an employee recognition program (separate from City Excellence program).

Non-pay incentives such as an employee recognition program can have a large impact on attracting and retaining personnel. One such incentive identified is the development of an employee recognition program unique to WSPD. Such a program will recognize employees who embody the WSPD's core values and whose efforts support the overall goals of the agency.

Strategy 3: Improve the quality of the current and future workforce by increasing training opportunities for both sworn and non-sworn personnel.

Training opportunities ensure that personnel possess the latest knowledge and skills relevant to their positions and increase their satisfaction, thus contributing to retention.

ACTION	ASSIGNMENT	DUE DATE
Create retention survey in PowerDMS.	Lt. Watts, PO Tuttle	Completed
Disseminate retention survey via PowerDMS with deadline for completion.	PO Tuttle	Completed
Review and evaluate survey information for ideas to ensure suitable retention level .	A. Sims, J. Wilson, A. Thomas, Lt. Thompson, Lt. Long, Lt. Phelps, Lt. Stone, Lt. Lamb, Sgt. Gauldin, Cpl. White, Det. Anderson, PO Tuttle	03/31/2014
Develop proposal to ensure suitable retention level and submit to Chief Rountree for approval.	A. Sims, J. Wilson, A. Thomas, Lt. Thompson, Lt. Long, Lt. Phelps, Lt. Stone, Lt. Lamb, Sgt. Gauldin, Cpl. White, Det. Anderson, PO Tuttle	06/31/2015
Implement new ideas to improve retention.	A. Sims, J. Wilson, A. Thomas, Lt. Thompson, Lt. Long, Lt. Phelps, Lt. Stone, Lt. Lamb, Sgt. Gauldin, Cpl. White, Det. Anderson, PO Tuttle	01/31/2015
Create committee that will develop a WSPD employee recognition program.	L. Means, Lt. Phelps, Sgt. Santos, Sgt. Murphy, J. Koppang, Cpl. Hamilton	12/30/2014
Draft a proposal for WSPD employee recognition program for review by legal team and Chief Rountree.	L. Means, Lt. Phelps, Sgt. Santos, Sgt. Murphy, J. Koppang, Cpl. Hamilton	01/31/2015
Gain approval from City Council/Manager/HR to implement new program.	L. Means, Lt. Phelps, Sgt. Santos, Sgt. Murphy, J. Koppang, Cpl. Hamilton	01/31/2015
Begin new recognition program and notify employees of new program.	L. Means, Lt. Phelps, Sgt. Santos, Sgt. Murphy, J. Koppang, Cpl. Hamilton	08/31/2015
Develop a leadership academy to foster the systematic development of leaders at all levels of the organization.	Lt. Thompson, Sgt. Gauldin, Sgt. Marion, L. Means	06/30/2016
Develop/create committee or staff to identify specific training needs.	Sgt. Sloan, Cpl. Hamilton, Lt. Stone, L. Wilson, J. Koppang, Sgt. Cardwell, Lt. Lamb, L. Means, J. Kirkland, Sgt. Santos, Sgt. Murphy	06/30/2015
Develop a list of core subjects to enable employees to maximize their efficiency in current assignment.	Sgt. Sloan, Cpl. Hamilton, Lt. Stone, L. Wilson, J. Koppang, Sgt. Cardwell, Lt. Lamb, L. Means, J. Kirkland, Sgt. Santos, Sgt. Murphy	06/30/2015

Develop additional course listings designed to provide employees with additional opportunities for advancement.	Sgt. Sloan, Cpl. Hamilton, Lt. Stone, L. Wilson, J. Koppang, Sgt. Cardwell, Lt. Lamb, L. Means, J. Kirkland, Sgt. Santos, Sgt. Murphy	12/31/2015
Establish a fair and equitable standard for the selection of employees to attend training opportunities.	Sgt. Sloan, Cpl. Hamilton, Lt. Stone, L. Wilson, J. Koppang, Sgt. Cardwell, Lt. Lamb, L. Means, J. Kirkland, Sgt. Santos, Sgt. Murphy	12/31/2015
Encourage short-term loans of personnel between divisions to provide cross-training opportunities.	Sgt. Sloan, Cpl. Hamilton, Lt. Stone, L. Wilson, J. Koppang, Sgt. Cardwell, Lt. Lamb, L. Means, J. Kirkland, Sgt. Santos, Sgt. Murphy	12/31/2015
Provide more on-site training to decrease costs and to make training available for those who are not able to travel.	Sgt. Sloan, Cpl. Hamilton, Lt. Stone, L. Wilson, J. Koppang, Sgt. Cardwell, Lt. Lamb, L. Means, J. Kirkland, Sgt. Santos, Sgt. Murphy	12/31/2015
Evaluate the current professional development program (current modules system) and enhance by including task/job specific training/learning components.	Sgt. Sloan, Cpl. Hamilton, Lt. Stone, L. Wilson, J. Koppang, Sgt. Cardwell, Lt. Lamb, L. Means, J. Kirkland, Sgt. Santos, Sgt. Murphy	12/31/2015
Develop "self-directed" learning modules specific to non-sworn components.	Sgt. Sloan, Cpl. Hamilton, Lt. Stone, L. Wilson, J. Koppang, Sgt. Cardwell, Lt. Lamb, L. Means, J. Kirkland, Sgt. Santos, Sgt. Murphy	12/31/2015
Develop "self-directed" learning modules specific to certain sworn components such as SOD, CID, and SID.	Sgt. Sloan, Cpl. Hamilton, Lt. Stone, L. Wilson, J. Koppang, Sgt. Cardwell, Lt. Lamb, L. Means, J. Kirkland, Sgt. Santos, Sgt. Murphy	12/31/2015
Encourage use of modules for personal development, for consideration to specialized units, and as a requirement for promotion.	Sgt. Sloan, Cpl. Hamilton, Lt. Stone, L. Wilson, J. Koppang, Sgt. Cardwell, Lt. Lamb, L. Means, J. Kirkland, Sgt. Santos, Sgt. Murphy	12/31/2015



Strategy 4: Create career paths for non-sworn employees which will enhance their professional development and assist them with maximizing their potential for career advancement.

Creating career paths for personnel not only improves workforce quality but also ensures retention of the most skilled and qualified persons. WSPD currently offers a career path for sworn personnel, but no such program exists for non-sworn staff.

ACTIONS	ASSIGNMENT	DUE DATE
Identify non-sworn components that do not currently offer career paths for their employees.	A. Sims, J. Kirkland, L. Kelly, A. Hege, Sgt. Cardwell	Completed 11/20/2013
Form a committee to develop career path options for non-sworn personnel comprised of various agency divisions.	A. Sims, J. Kirkland, L. Kelly, A. Hege, Sgt. Cardwell	Completed 11/20/2013
Use committee to interview non-sworn personnel for ideas and input.	A. Sims, J. Kirkland, L. Kelly, A. Hege, Sgt. Cardwell	Ongoing
Develop career path program for non-sworn personnel; identify/create advancement opportunities; create steps between entry-level and supervisor.	A. Sims, J. Kirkland, L. Kelly, A. Hege, Sgt. Cardwell	Ongoing
Work with City government officials and City Human Resources Department to determine whether any monetary compensation will be available for non-sworn development .	A. Sims, J. Kirkland, L. Kelly, A. Hege, Sgt. Cardwell	Ongoing



Strategy 5: Develop recruiting practices that will ensure the agency's efforts to recruit a staff that accurately represents the community it serves.

An organization's recruiting practices directly impact the workforce it hires. Workforces of law enforcement agencies should represent the communities they serve. Therefore WSPD is committed to ensuring that its practices used to recruit and hire accurately reflect the Winston-Salem community.

ACTION	ASSIGNMENT	DUE DATE
Create and distribute recruiting survey to all personnel.	Lt. Watts, Cpl. White, Lt. Long, Det. Anderson, Det. Boger, Sgt. Morris, J. Wilson, L. Kelly, A. Hege	05/30/2014
Evaluate WSPD's current recruitment activities.	Lt. Watts, Cpl. White, Lt. Long, Det. Anderson, Det. Boger, Sgt. Morris, J. Wilson, L. Kelly, A. Hege	Ongoing
Enhance WSPD website for use as a recruitment tool.	Lt. Watts, Cpl. White, Lt. Long, Det. Anderson, Det. Boger, Sgt. Morris, J. Wilson, L. Kelly, A. Hege	07/01/2014
Develop a WSPD recruiting application for mobile technology.	Lt. Watts, Cpl. White, Lt. Long, Det. Anderson, Det. Boger, Sgt. Morris, J. Wilson, L. Kelly, A. Hege	07/01/2015
Evaluate current hiring process.	Lt. Watts, Cpl. White, Lt. Long, Det. Anderson, Det. Boger, Sgt. Morris, J. Wilson, L. Kelly, A. Hege	Ongoing



Goal 2:

Contribute to the overall well-being of WSPD personnel.

Strategy: Develop a peer support program to assist personnel during times of stress and crisis

Events in our personal and professional lives have a profound impact on our overall well-being and work performance. Whether work-related or personal, stress and trauma affect an individual’s mental, emotional, and physical health; their work performance; and the safety of everyone’s work environment. Peer support programs help create a safe and supportive workplace for all.

ACTION	ASSIGNMENT	DUE DATE
Solicit assistance from qualified persons on program development, including members of NCLEAP.	Capt. Murray	Completed 08/30/2013
With assistance from NCLEAP and other qualified persons, develop SOP for peer support program.	Capt. Murray, Lt. Thompson, Sgt. Gauldin, Sgt. Marion, A. Blackman, J. Kirkland, A. Sims	04/15/2014
Solicit, select, and train volunteers to serve as peer support providers based on a highly strict set of criteria.	Capt. Murray, Lt. Thompson, Sgt. Gauldin, Sgt. Marion, A. Blackman, J. Kirkland, A. Sims	12/01/2014
Educate all personnel on program through e-mails, brochures, etc.	Capt. Murray, Lt. Thompson, Sgt. Gauldin, Sgt. Marion, A. Blackman, J. Kirkland, A. Sims	Ongoing

Goal 3:

Establish policy review guidelines to ensure agency’s policies are compliant with current laws, relevant, and minimize risk.

Strategy: Revise the current professional development modules to ensure most relevant and current material/resources.

Frequent and consistent policy review will ensure that WSPD’s policies and procedures are a current and comprehensive source for all agency personnel to reference when making decisions.



ACTION	ASSIGNMENT	DUE DATE
Assign sections of policy to appropriate personnel for review and revision.	Capt. Murray, Lt. Phelps, PO Tuttle	06/30/2014
Submit suggested revisions to Command Staff for review.	Capt. Murray, Lt. Phelps, PO Tuttle	Ongoing
If approved, revise policy and advise all personnel of revisions using PowerDMS software.	Capt. Murray, Lt. Phelps, PO Tuttle	Ongoing

<p style="text-align: center;">PERSONNEL DEVELOPMENT & POLICY REVIEW PERFORMANCE MEASUREMENT TOOLS</p>
<ul style="list-style-type: none"> • Review/Evaluation of retention surveys and exit interviews annually for any new possible sources of turnover. • Conducting of annual/semi-annual surveys regarding new measures developed/implemented (such as recognition program). • Annual maintenance and review of data on diversity in new employees and employee turnover. • Annual review of employee turnover. • Tracking the number of non-sworn personnel participating in a career path program. • Tracking the number of non-sworn personnel participating in training programs. • Recording and maintaining data on the number of personnel served annually by the peer support program. • Maintain annual checklist for completed policy review and revision.



Acknowledgements

Many thanks to the following WSPD personnel, whose efforts helped formulate this plan:

Chief Barry Rountree	Sergeant José Gomez	FSD Karen Watson
Assistant Chief David Clayton (Ret.)	Sergeant Mark Griffin	ITDD Julia Conley
Assistant Chief Bryan Blakley	Sergeant Timothy James	PRS Kathy Coltrane
Assistant Chief Alonzo Thompson (Ret.)	Sergeant John Leone	PESV Pat Burke
Assistant Chief Connie Southern	Sergeant Allison Marion	PFA Anne Blackman
Assistant Chief Wilson Weaver	Sergeant Wynn Matthews	PSA Lori Sykes
Captain Ted Best	Sergeant Renee Melly	PSCD Rebecca Boles
Captain Scott Bricker	Sergeant John Morris	ADMA Lisa Means
Captain Natoshia James	Sergeant Kelvin Murphy	CRS Pam Peoples-Joyner
Captain Chris Lowder	Sergeant Katie Paterson	FSSS Phillip Seats
Captain Mitchell Masencup	Sergeant William Penn	FST Ashley Hege
Captain Patricia Murray	Sergeant Vincent Rega	ISA Jennene Kirkland
Captain David Perry	Sergeant David Rose	PRS Terry Rakosky
Captain Jeff Watson	Sergeant AJ Santos	PSCO Vicky Gwynn
Lieutenant Elwood Craven	Sergeant Stewart Sloan	PSCS Chad Higgins
Lieutenant Brian Dobey	Sergeant Scott Wright	PSCS Julie Koppang
Lieutenant Jay Edwards	Corporal Scott Boak	SCA Candace Madren
Lieutenant Christopher Fish	Corporal Michael Bowens	SCA Brandi Morgan
Lieutenant David Lamb	Corporal John Collins	SCA Karen Welborn
Lieutenant Christa Long	Corporal Marcus Hamilton	CRAN Kim Higgins
Lieutenant Douglas Nance	Corporal George Jenkins	SCO Martha Hix
Lieutenant Rick Newnum	Corporal Cory Luper	SISA Tommy Leonard
Lieutenant Steven Osborne	Corporal Mark Slater	SPRS Myra Hutchens
Lieutenant Lloyd Peterson	Corporal Harry White	SPRS Annette Morrison
Lieutenant Tyrone Phelps	Detective Bret Anderson	SPRS Kathy Sternecker
Lieutenant Ron Rose	Detective John Boger	SPRS Audrey Sims
Lieutenant Bart Stone	Detective Raymond Nowak	SPRS Jean Wilson
Lieutenant Catrina Thompson	Detective Charles Olivo	SSA Grant Madren
Lieutenant Danny Watts	Detective Mike Saunders	VAC Brittany Murray
Lieutenant Mike Weaver	Officer Jordan Adkins	
Lieutenant Carla Yandell	Officer Thomas Day	
Sergeant Mike Allen	Officer Dimitri Galbreath	
Sergeant Tom Boyles	Officer Stephen Horsley	
Sergeant Mike Cardwell	Officer Fontae Kilpatrick	
Sergeant Amy Gauldin	Officer Jay Lovejoy	
Sergeant Catrin Giles	Officer September Tuttle	