

# Winston-Salem Police Department Patrol Re-Deployment Plan



Effective January 5<sup>th</sup> 2009

**RE-DEPLOYMENT PLAN  
FOR THE  
WINSTON-SALEM POLICE DEPARTMENT  
JANUARY 2009**

**INTRODUCTION:**

In the fall of 2008, the Winston-Salem Police Department (WSPD) began a review of its primary patrol deployment. This review had the following goal and objective:

**Goal:** Ascertain if the current deployment was the optimal deployment based on existing resources.

**Objective:** Identify viable deployment options that could:

- Increase the number of beats and thereby reduce individual beat sizes.
- Increase the number of officers on duty, especially during late night/early morning hours.
- Increase beat integrity and officer familiarity with beats and issues.
- Increase overall accountability for crime reduction and problem resolution.
- Enhance crime reduction and problem resolution efforts.

Based on this review, it was determined that a new deployment option should be implemented. This new deployment will be implemented January 5, 2009 and should return considerable benefits to the citizens of Winston-Salem.

**CURRENT DEPLOYMENT:**

The WSPD has divided the city into 3 geographic Districts of roughly equal workload. Each district consists of 6 patrol beats for a total of 18 beats city-wide. Each beat has roughly the same workload, so some beats are considerably larger than others. (See map of current Districts and Beats.) These beats are generally large and require considerable travel during the shift in order to provide police services. There are currently 5 different shifts that work each day. This places 1 to 3 officers in each beat depending on time of day. The actions of these personnel within their beats were supervised by 1 to 3 supervisors.

Each District is commanded by a Captain who has 24 hour responsibility for their respective District. Each Captain has 4 Lieutenants, 3 of which work a time oriented assignment in the field, while the other Lieutenant acts as a coordinator of various items.

Even though the Lieutenants are assigned to a specific District and Captain, the Lieutenants actually work with all 3 Captains equally. When working, Lieutenants cover the entire city (generally 1 at a time) and are responsible for handling major events and various issues during their shift. All 9 field Lieutenants report to all 3 Captains.

The patrol Officers, Corporals, and Sergeants are assigned to 9 different platoons of 3 squads each. A squad consists of 1 Sergeant, 2 Corporals, and 7 Officers. The squad is responsible for patrolling 8 beats which is 1/3 of the city. The squads are geographically based and work the same areas on a regular basis. The squads work a rotating shift of 1 week at a time in each of the 5 different shifts (day 1, day 2, evening 1, evening 2, midnights).

### **NEW DEPLOYMENT:**

After reviewing the current deployment, it was determined that a better model could be implemented. Statistical data, research, experience, and a large amount of input from agency personnel were utilized to create a new model. Personnel in the patrol group had a considerable amount of input into this plan including discussions regarding shift types, work schedules, and geographic layout and boundaries. Facets of the current deployment that were deemed beneficial were maintained in the new deployment.

The new deployment will have 3 geographic Districts, each containing 2 zones of 4 beats each. (See maps of new Districts, Zones, and Beats.) This results in a 33% increase in the number of beats (from 18 to 24). This increase in beats will have the following benefits:

More officers on the street around the clock.  
Smaller beats to patrol resulting in:

- Better officer knowledge of the beat and related issues.
- Enhanced officer presence and visibility.
- Enhanced positive police-citizen interactions.
- Better response times and more officer availability due to reduced response times.

Each squad of officers (1 Sgt, 1 Cpl, 6 Officers) will be permanently assigned to and responsible for their assigned zone of 4 beats. The officers will be assigned their beats on a consistent basis. When the officer is working, every effort will be made to keep the officer in the same beat. This has the following additional benefits:

- Better officer knowledge of the beat and related issues.
- Enhanced positive police-citizen interactions.

Officers will change from a rotating shift schedule to a permanent shift schedule. This will have officers working the same geographic area during a specific and constant shift (time of day). This will provide the following additional benefits:

- Greatly enhanced knowledge of the beat and related issues during the specific shift.
- Ownership, responsibility, and accountability for the beat and related concerns.
- Better health and personal life conditions for the officer and the family, resulting in better service to the citizens when working.

The actual work schedule will be changed slightly but will yield significant benefits. Instead of working a schedule of 5 10 hour days on and 4 days off, patrol personnel will work 5 days on 5 days off, then 5 on/4 off and 5 on/4 off. These work days will be 10 hours and 20 minutes in length. The benefits of this schedule change include:

- All personnel will work 156 hours per month with 4 hours set aside for court appearances. This is a change from 150 hours one month and 160 hours the following
- Every other Wednesday will have all groups working. During this time, training will be conducted to reduce schedule changes to accommodate training.
- When training is not occurring, the additional work groups will be available for saturation patrols, manpower intensive operations, and other crime reduction/problem resolution efforts.

By changing to 3 shifts instead of the current 5, beat integrity and accountability will be increased. This is accomplished by having 1 officer in smaller beats instead of multiple officers in a larger beat. Responsibility and accountability is more clearly defined.

The plan also increases the level of supervision and resources available around the clock. Typically, there are 1 Lieutenant and 3 Sergeants currently working, with this doubled during existing overlap times. With the new system, Day and Evening shifts will each have 3 Lieutenants and 6 Sergeants while Night shift will have 1 Lieutenant and 6 Sergeants. This increased supervision will provide better guidance and assistance to officers. To accomplish this, 9 Sergeants and 2 Lieutenants are being added to the patrol group. 6 Sergeants and 2 Lieutenants are being moved from other areas of the department. 3 Sergeants positions will be created from 3 current Corporal positions. This is at worst cost neutral and at best cost saving in that 4 Corporal positions will not be filled.

## **FUTURE:**

This deployment plan allows for flexibility in that additional beats can be easily created when staffing allows for same. Currently patrol is authorized 216 officer positions, but only an average of 180 to 185 officers are available. This is due to military deployments, extended medical leaves, open positions, and other reasons that create staffing deficits. The 24 beats are created based on the number of officers currently fully and

independently operational. When the number consistently approaches the 216 authorized positions, 6 additional beats can be added. This will have additional benefits like those already discussed. Also, should staffing allow for even more beats, the plan allows for continued expansion without additional levels of supervision. In other words, service delivering officers can be added easily.

#### **MISCELLANEOUS DETAILS:**

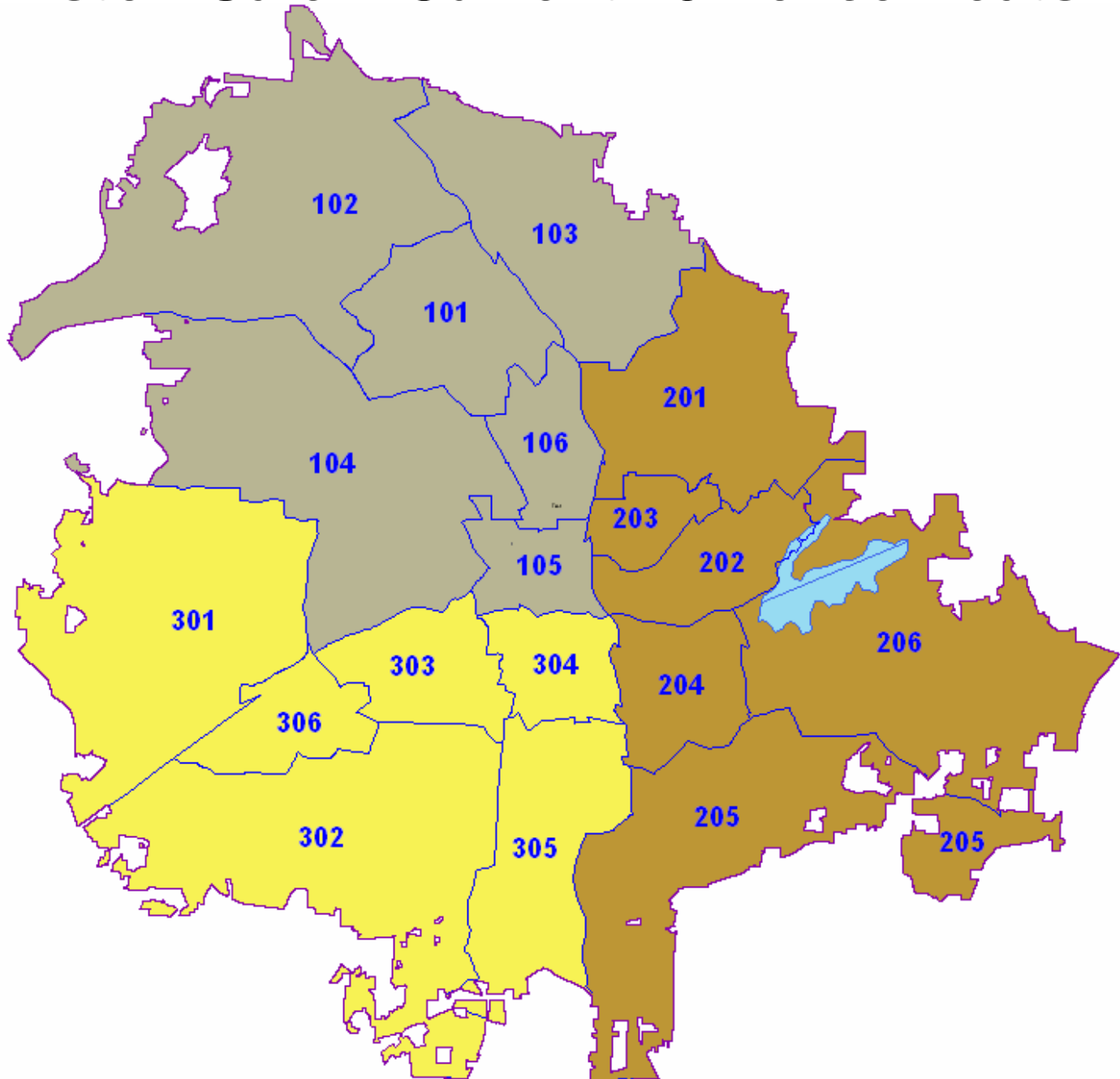
##### **Current Beat Structure:**

- 18 beats
- Average size is 7.41 sq miles
- Range is 1.69 sq miles to 15.14 sq miles (includes Salem Lake)
- Average workload per beat is 8,627.77 man-hours

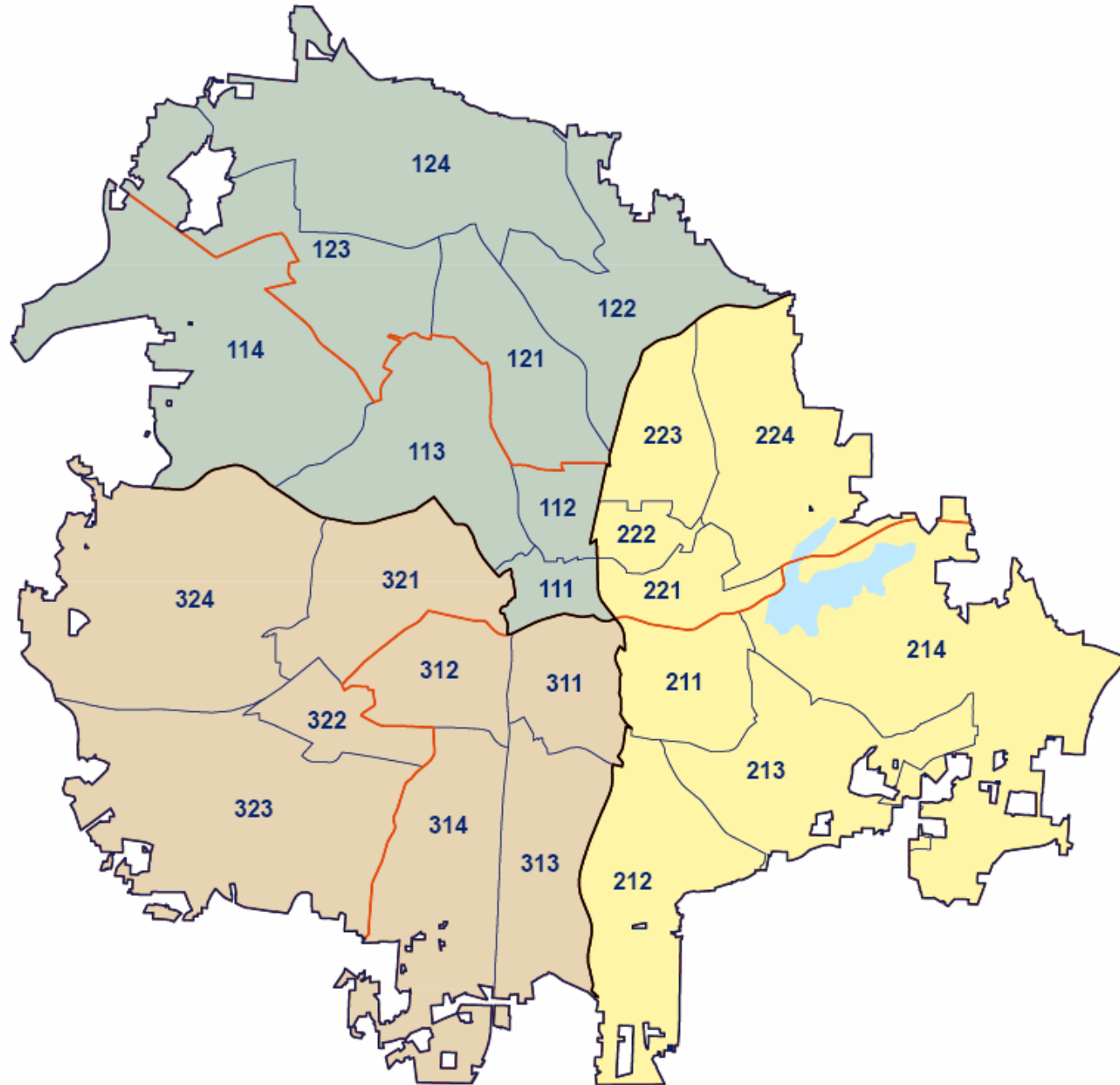
##### **New Beat Structure:**

- 24 beats
- Average size is 5.55 sq miles
- Range is 1.11 sq miles to 13.21 sq miles (includes Salem Lake)
- Average workload per beat is 6,470.8 man-hours

# Winston-Salem Current 18 Police Beats

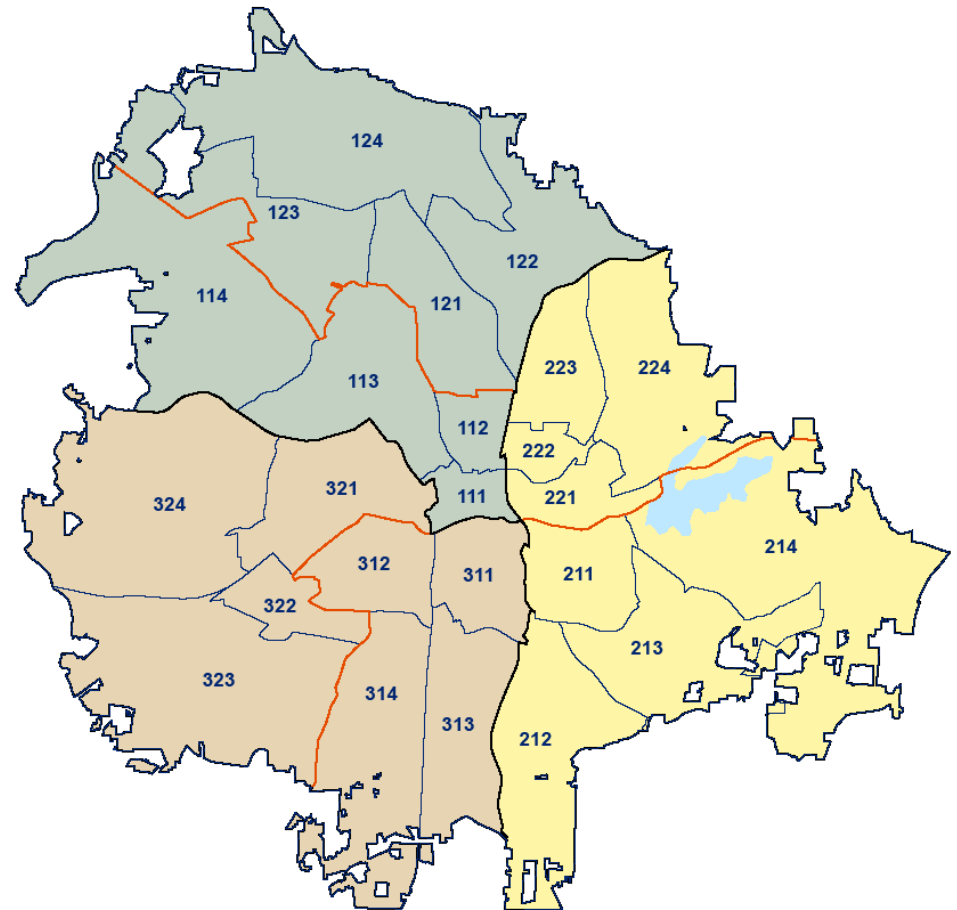


# Winston-Salem 24 Police Beat Plan



# 3 District 8 Beat Plan with Zones

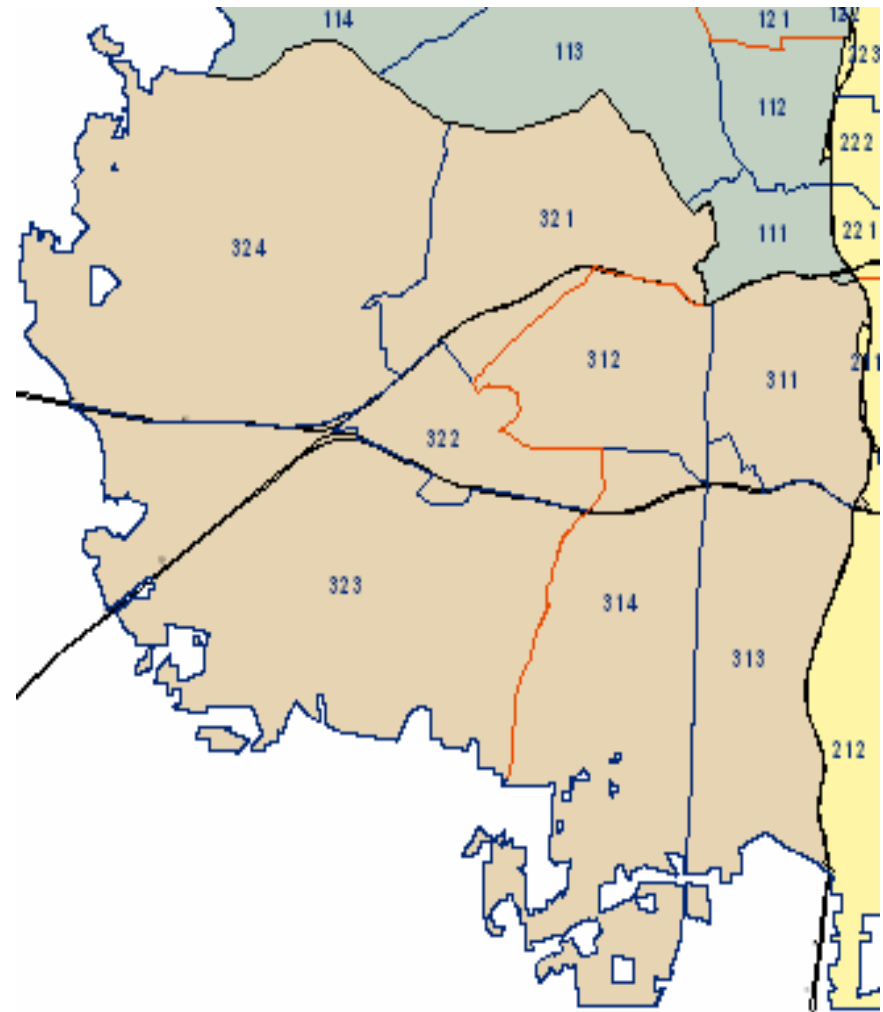
- Each district is composed of two zones containing four beats
- A squad and supervisor will be assigned to each zone



# Zone Layout

## ■ Zone Benefits

- Smaller geographic area to patrol
- Accountability to a designated work area
- Response time reduced as opposed to traveling the length of an entire district
- Allows flexibility for future expansion





# Staffing

- Increased staffing during early morning hours
- Consistent staffing as compared to current deployment
- Improved supervisor ratio
- Squad accountability to a geographic area
- More Lieutenant coverage



