Winston-Salem Police Department

Strategic Plan 2018-2022
City of Winston-Salem’s Mission, Vision, and Values

Winston-Salem’s Mission

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 viability.

Winston-Salem’s Vision

A municipal government deserving of public confidence that provides excellent and innovative services, and is an active and cooperative partner in creating a vital community.

Winston-Salem’s Values

- Openness
- Integrity
- Equity
- Accountability
- Teamwork
- Respect for all citizens
- Fiscal soundness
- Continuous learning and improvement

Winston-Salem’s Strategic Focus Areas

- Economic Vitality and Diversity
- Safe and Secure Community
- Livable Neighborhoods
- Healthy Environment
- Quality Transportation
- Service Excellence
It is with great pleasure that I present the Winston-Salem Police Department’s 2018-2022 Strategic Plan. This plan is intended to serve as a living document – to grow and expand as the vision and mission of our agency develops and expands into the future. The Strategic Plan will serve as a road map of where we came from, where we are going, and capture the accomplishments achieved as we strive to meet our goals and objectives for the future of this agency.

The Winston-Salem Police Department’s 2018-2022 Strategic Plan is the result of input from all members of this agency, as well as our community and key stakeholders. The development of our Strategic Plan was an ambitious undertaking that began in June 2018. Over the subsequent months, department personnel met and participated in workshops specifically designed to identify our key focus areas for the future as well as define the vision of our agency going forward. As a result, the Core Committee Members selected the following focus areas for the 2018-2022 Strategic Plan:

- Staffing and Development
- Strengthening Communication
- Technology & Innovation
- Safe and Secure Communities
- Agency Recognition

I want to personally thank each person that was involved in the development of this Strategic Plan. Their hard work, dedication, and willingness to help plan for the future of our organization will help propel this agency into being the best law enforcement agency in the nation.

Remember that we police locally but impact globally.

Catrina A. Thompson
Chief of Police

City Council: Mayor Allen Jones; Vivian H. Burke; Mayor Pro Tempore, Northeast Ward; Denise D. Adams, North Ward; Dan Besse, Southwest Ward; Robert C. Clark, West Ward; John C. Larson, South Ward; Jeff MacIntosh, Northwest Ward; Annette Scippio, East Ward; James Taylor, Jr., Southeast Ward; City Manager: Lee D. Garrity
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Strategic Planning – Purpose & Overview

CALEA Accreditation
The Winston-Salem Police Department has been accredited through the Commission on Accreditation for Law Enforcement Agencies (CALEA) since 1997. As part of the accreditation process, the agency is required to have a multi-year plan that involves annual updating and includes the following:

A. Long-term goal and operational objectives for the agency and each major organizational component;
B. Anticipated workload and population trends;
C. Anticipated personnel levels;
D. Anticipated capital improvement and equipment needs; and
E. Provisions for review and revision as needed.

(CALEA LE Standards 15.1.3, 15.2.1, & 15.2.2 - 5.23 edition)

CALEA recommends that the agency have a clear written articulation of goals and objectives and a plan for achieving them. The plan should cover successive years and contain provisions for annual updating as a means for evaluating the progress made toward the attainment of the identified goals and objectives. Finally, CALEA also recommends that commanding officers should be held accountable for agency goals and objectives that relate to their functions.

General Order 7.12, Strategic Planning
The Winston-Salem Police Department’s General Order 7.12, Strategic Planning, describes the process utilized for the development and maintenance of the agency’s Strategic Plan with the purpose of providing long-range planning essential to the effective management of the Police Department. Core Committee Members are recognized as the Chief of Police, each Assistant Chief, and key sworn and civilian personnel sponsored by them. The Core Committee may establish Strategic Planning Sub-Committees to address the goals and objectives identified in the Strategic Plan. Sub-Committee Members consist of agency volunteers who have expressed a desire to serve on each sub-committee and are approved by the Core Committee Members.

General Order 7.12, Strategic Planning, establishes criteria for the department’s strategic plan to include:

1. The department’s mission, vision, and value statements;
2. Goals and objectives for the agency and each organization component;
3. Strategies that will serve as the blueprint to meet challenges and opportunities over a three to five year period;
4. Work plans to accomplish the goals and objectives;
5. Anticipated workload, personnel levels, and population trends;
6. Anticipated capital improvement and equipment needs and availability of funding;
7. Provisions for review and revision as needed; and
8. Identification of Strategic Planning Core Committee Members.
Agency Overview

WSPD 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.

The Core Committee reviewed the agency’s current mission statement to determine if revisions were necessary. After a thorough review of the current mission statement, it was determined that the statement accurately reflects the mission of the Winston-Salem Police Department for the next three to five years.

WSPD Core Values

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

• **Leadership: Individual and Agency** – Individual development to transform our agency into a national model for law enforcement.
• **Transparency** – Accountability through open and effective communication.
• **Professionalism** – Exceptional police services through strength, compassion, and confidence.
• **Commitment** – Commitment to our agency and the community it serves.
• **Integrity** – Unquestionable trustworthiness through fair and just application of the law.
• **Public Service** – Partnering with our community to provide unparalleled service and safety.

The Core Committee reviewed the agency’s previous core values to determine if revisions were necessary. The Core Committee determined that with the agency’s adoption of a new vision statement and key focus items, revisions of our core values would be in order. The Core Committee decided to establish our new core values based upon direct input from the agency’s employees. As part of the Departmental Retreats held in late 2018 and early 2019, each and every employee was afforded the opportunity to provide input on what values they felt were important for the future of our agency. The core values listed above reflect the top choices.
WSPD Vision Statement

The Winston-Salem Police Department is recognized as a model law enforcement agency, known for reducing crime and increasing public safety by building and fostering community relationships in a never-ending pursuit of excellence.
Identifying Strategic Priorities

Core Committee Member Selections
On June 19, 2018, the three Assistant Chiefs (S.G. Bricker, N.V. Miles, and W.S. Weaver II) were requested to begin sponsoring key sworn and civilian employees to serve as additional Core Committee Members. The sponsored employees did not need to be direct-reports to the sponsoring Core Committee members, nor was any stipulation placed upon rank or position as being required. Sponsored employees should show commitment to the agency’s future and be willing to lead the agency in achieving success based upon our new Strategic Plan. The three Assistant Chiefs selected nine employees who they sponsored to join the Core Committee. The Core Committee Members list was updated and was identified as:

- Catrina A. Thompson, Chief of Police – Chairman
- Scott G. Bricker, Assistant Chief Support Services Bureau – Core Committee  
  - [Update: Retired August 1, 2018. Replaced by William H. Penn (see below)]
- Natoshia V. Miles, Assistant Chief Investigative Services Bureau – Core Committee
- William H. Penn, Assistant Chief Support Services Bureau – Sponsored by Assistant Chief Weaver [Update: Promoted to Assistant Chief on July 1, 2019]
- Wilson S. Weaver II, Assistant Chief Field Services Bureau – Core Committee
- Edward D. Branshaw, Lieutenant Field Services Bureau – Sponsored by Assistant Chief Weaver
- Christopher A. Lowder, Captain Field Services Bureau – Sponsored by Assistant Chief Miles
- Grant A. Madren, Senior Information Systems Analyst Support Services Bureau – Sponsored by Assistant Chief Miles
- Renee S. Melly, Captain Field Services Bureau – Sponsored by Assistant Chief Weaver
- Eric R. Montgomery, Lieutenant Investigative Services Bureau – Sponsored by Assistant Chief Miles
- Douglas A. Nance, Captain Investigative Services Bureau [Update: Retired December 1, 2019, replaced by Assistant Chief William H. Penn] – Sponsored by Assistant Chief Bricker
- Steven W. Tollie, Captain Investigative Services Bureau – Sponsored by Assistant Chief Bricker
- Erin E. Warren, Squad Supervisor Forensic Services Division Investigative Services Bureau – Sponsored by Assistant Chief Miles

Initial Training and Development
In preparation for developing the key focus items for our Strategic Plan, the agency contracted with Mrs. Sherri Kong, a specialist in the field of strategic planning development, to provide a full-day training workshop on August 16, 2018. During this training workshop, the Core Committee Members and members of the agency’s Command Staff and Training Division were provided training on how to develop a strategic plan and the specific tasks involved. In attendance for the workshop were:

- Chief Catrina A. Thompson
- Assistant Chief Natoshia V. Miles
The group was tasked with completing a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis to identify strategic priorities for the agency in the upcoming three to five years. The group identified five strategic priorities, and they were:

- **Staffing and Development**
  - Recruitment
  - Development
  - Retention

- **Strengthening Communication**
  - Enhance methods of disseminating information internally
  - Videos of staff meetings to share department-wide
  - Create an internal page or app that posts selected (filtered) information
  - Enhance methods of disseminating information with external customers

- **Technology & Innovation**
  - Integrate technology to increase the efficiency of the agency
  - Implement IT training and networking opportunities for IT staff
  - Develop IT staff to ensure no single point/person of failure
  - Achieve compliance with federal reporting and security mandates

- **Safe and Secure Communities**
  - Evaluate and enhance crime prevention practices
• Review public safety education
• Enhance public safety service delivery

• Agency Recognition
  • Written submissions for publication
  • Digital media
  • Advanced training to the public safety community
  • Organizational awards
  • Community Outreach

These five strategic priorities became the key focus items for our Strategic Plan 2018-2022.

**Strategic Planning Training Committee**
Chief Thompson requested Sherri Kong to help facilitate future department-wide training in developing our strategic plan. Lieutenant John Leone was also selected to serve as a facilitator based upon his previous training and experience in the field of strategic planning. Also serving on the Strategic Planning Training Committee were members of the WSPD’s Planning and Accreditation Section: Sergeant September Tuttle, and Corporals Liam Whelan and Kayla Caffey.

The Strategic Planning Training Committee (SPTC) was tasked with scheduling a series of Department-wide retreats in Quarter 4 of 2018. The purpose of the retreats would be to provide Command Staff with an opportunity to update employees on various topics, but also to provide department-wide training on our new Strategic Plan. SPTC members were tasked with scheduling all employees to attend at least one retreat. The SPTC facilitators were also tasked with developing the training outline and materials for the training sessions.

**WSPD Strategic Planning Session 2018**
Committee Assignments

Following identification of the Core Committee Members and the five key focus items for the Strategic Plan, the Core Committee Members chose which focus item (sub-committee) they wanted to serve on with the overall goal of having balanced Sub-Committees.

Staffing and Development
Acting Assistant Chief Christopher Lowder, Captain Renee Melly, and Forensic Services Squad Supervisor Erin Warren elected to serve as the Chairs of the Staffing and Development Sub-Committee. In addition, the following personnel volunteered to serve as members: Lieutenant Katherine Allen, Captain Douglas Nance, and Captain Richard Newnum. Additional members would be appointed following the open solicitations at the Staff Retreats.

Strengthening Communication
Assistant Chief Natoshia Miles and Captain William Penn elected to serve as the Chairs for the Strengthening Communication Sub-Committee. In addition, the following personnel volunteered to serve as members: Corporal Jeremy Henry, Corporal Liam Whelan, Lieutenant Brian Dobey, and Sergeant September Tuttle. Additional members would be appointed following the open solicitations at the Staff Retreats.

[Update: With Captain Penn’s promotion to Assistant Chief on July 1, 2019, he was asked and accepted to transfer to the Co-Chair position for the Technology and Innovation Sub-Committee to replace retiring Captain Douglas Nance effective December 1, 2019]

Technology and Innovation
Captain Douglas Nance and Senior Information Systems Analyst Grant Madren elected to serve as the Chairs for the Technology and Innovation Sub-Committee. In addition, the following personnel volunteered to serve as members: Information & Technology Division Director Julia Conley and Records Division Supervisor Angela Thomas. Additional members would be appointed following the open solicitations at the Staff Retreats.

[Update: With Captain Nance’s retirement on December 1, 2019, newly promoted Assistant Chief William Penn will transfer to the Technology and Innovation Sub-Committee to Co-Chair]

Safe & Secure Communities
Captain Steven Tollie and Lieutenant Eric Montgomery elected to serve as the Chairs for the Safe & Secure Communities Sub-Committee. In addition, the following personnel volunteered to serve as members: Sergeant Jason Collins, Captain Jimmy Edwards, and Forensic Services Division Director Karen Watson. Additional members would be appointed following the open solicitations at the Staff Retreats.
Agency Recognition
Assistant Chief Wilson Weaver II and Lieutenant Edward Branshaw elected to serve as Chairs for the Agency Recognition Sub-Committee. In addition, the following personnel volunteered to serve as members: Evidence Management Division Supervisor Brittany Murray, and Lieutenant John Leone. Additional members would be appointed following the open solicitations at the Staff Retreats.
Department Retreats

Schedule and Attendance
From the onset, Chief Thompson wanted the agency’s employees to determine the vision of the agency. She directed the Strategic Planning Training Committee to engage each employee in the process of developing the vision of the agency with the five key focus items as anchors for the vision. The agency held a series of staff retreats to ensure each employee, sworn and civilian, was able to attend and participate. Each retreat was intentionally designed to provide a mix of sworn and civilian employees from all components of the agency to ensure a blending of personnel for each session. Attendance was mandatory for all employees, and employees attended on-duty as an assigned workday.

The Department Retreats were held beginning November 1, 2018, and ran through January 2, 2019. In all, there were eight retreats held on the following dates:
- November 1, 2018, at BB&T Ballpark – facilitated by Sherri Kong
- November 2, 2018, at BB&T Ballpark – facilitated by Lieutenant John Leone
- November 5, 2018, at BB&T Ballpark – facilitated by Sherri Kong
- November 13, 2018, at Salem Lake Marina – facilitated by Lieutenant John Leone
- November 15, 2018, at BB&T Ballpark – facilitated by Lieutenant John Leone
- November 19, 2018, at BB&T Ballpark – facilitated by Sherri Kong
- December 17, 2018, at Salem Lake Marina – facilitated by Sherri Kong
- January 2, 2019, at BB&T Ballpark – facilitated by Sherri Kong

With the exception of military deployed personnel and those on long-term leave, every employee attended at least one retreat.

Breakdown of Activities
Each retreat started at or near 9:00 AM and was designed to last a full work day. The retreats followed a flexible schedule that allowed for Command Staff presentations at the beginning of the day followed by training and workshops during the latter part of the day. Each retreat included a catered lunch on-site. The typical schedule for a retreat was as follows:

- Chief Thompson: Introduction and department updates (approximately 1 hour)
- Assistant Chief Miles: Recruiting efforts and strategic plan support (approximately 30 minutes)
- Acting Assistant Chief Lowder: Community partners & key stakeholders (approximately 30 minutes)
- Assistant Chief Weaver II: Department branding and community-oriented policing (approximately 30 minutes)
- Recruiting Unit: updates on current staffing levels and recruitment efforts (approximately 30 minutes)
- Lunch
- Facilitator: Strategic Planning overview and exercise (approximately 1.5 hours)
  - ‘Unknown jigsaw puzzle’ designed to show how vision helps ease daily tasks
  - ‘Create your magazine cover’ designed to showcase a successful strategic plan
• Facilitator: Vision exercise (approximately 1 hour)
  o Sample Vision Statements provided
  o Each employee creates their own Vision Statement
  o Peer review and feedback
• Command Staff: Wrap up and open solicitation to join a Strategic Planning Sub-Committee (approximately 30 minutes)
Sub-Committee Selections

Sub-Committee Members consist of agency volunteers who have expressed a desire to serve on each sub-committee and are approved by the Core Committee Members. Following the Staff Retreats, 67 employees volunteered to serve as members of a sub-committee. Each employee identified at least one of the key focus items they wanted to assist with, and members of the Core Committee met to determine final assignments for the volunteers.

The following personnel were selected to serve on the Strategic Planning Sub-Committees.

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<th>STAFFING AND DEVELOPMENT</th>
<th>STRENGTHENING COMMUNICATION</th>
<th>TECHNOLOGY &amp; INNOVATION</th>
<th>SAFE &amp; SECURE COMMUNITIES</th>
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STRATEGIC PLAN
FOCUS AREAS
Staffing and Development

[Updated: August 28, 2019]

The Staffing and Development Sub-Committee consists of the following personnel:

Captain K.L. Allen  Sergeant B.H. Ashley  Officer J.W. Guest
Captain M.J. Cardwell  Sergeant J.D. Gates  Officer J.W. Hwang
Captain C.A. Lowder*  Sergeant G.W. Lovejoy  Officer M.A. Troy
Captain D.A. Nance  Sergeant S. Nieves  Officer J.D. Williams
Captain R.J. Newnum  Sergeant J.J. Thompson  SOA A.B. Duggins
Captain R.S. Melly*  Corporal T.A. Day  SCA C.L. Madren
Lieutenant H.M. Bryant  Corporal A.R. Korn  FSSS E.E. Warren*
Lieutenant A.L. Gauldin  Corporal S.M. Nelson
Lieutenant J.E. Gomez  Corporal R.D. White
Lieutenant L.T. Peterson  Corporal P.M Yates

*Indicates serves as Co-Chair of Committee

In March 2019, the Staffing and Development Sub-Committee surveyed sworn personnel to solicit input on creative solutions to address, minimize, or overcome manpower shortages experienced within the agency, specifically Patrol Division. The survey also asked respondents to identify their feelings regarding changing the Patrol schedule if it would help bolster squads and reduce the effect of manpower shortages. The survey received over 240 responses, aiding the Sub-Committee to proceed forward.

In November 2020, the Staffing and Development Sub-Committee narrowed its focus to the below listed items which is designed to support the key focus area – Staffing. Maintaining fortified staffing levels with retention and recruiting efforts is an agency wide initiative. The goal is to maintain the effective recruiting efforts and continue to evaluate staffing levels and assignment of personnel across all Bureaus of the Department.

Recruiting & Retention:
- Expand the use of recruiting incentives to attract both sworn and non-sworn employees
- Develop a mobile-friendly sworn and non-sworn police application package
- Continue to evaluate the recruiting initiatives and programs for effectiveness and provide valuable information to Support Services / Recruiting Unit

Staffing levels:
- Evaluate protocols for police response and determine additional call types that could potentially be handled via telephone or through P2C
- Review sworn police positions and evaluate the ability of the job to be performed by a civilian employee
- Continue to evaluate calls for service / time management per the three shifts, days of the week, and time of day, to allocate and provide appropriate staffing levels.
For Strategic Plan 2018-2022, the Staffing and Development Committee has identified the following short-term, mid-term, and long-term goals with associated tasks where applicable.

**Short-Term Goal**
Evaluate the manner in which manpower is currently allocated and deployed and develop methods to complement current staffing levels in order to maximize officer safety and call response effectiveness.

**Mid-Term Goal**
Evaluate and revise current practices while creating new, innovative practices to better develop personnel for career advancement as well as subject matter expert succession.

**Long-Term Goal**
Develop unique and innovative ways to reduce overall workload through the use of personnel management, advanced technology, improved policies and procedures, etc. all while striving to improve the overall service provided to both internal and external customers.
Strengthening Communication

[Updated: 10-28-2020]

The Strengthening Communication Sub-Committee consists of the following personnel:

Assistant Chief N.V. Miles*  Sergeant H.L. Geddings  Officer J.S. Hollifield
Assistant Chief W.H. Penn*#  Sergeant M.C. Merritt  Officer B.C. Richardson
Lieutenant C.P. Fish  Sergeant M.J. Snow  Officer T.L. Smith
Lieutenant A.L. Gauldin  Corporal R.M. Hagan  Detective P. Davenport
Sergeant V.N. Chue  Officer D.A. Fanning

*Indicates serves as Co-Chair
#Indicates Transferred to a different Sub-Committee on December 1, 2019

The Sub-Committee narrowed its focus to the below-listed items which is designed to support the Key Focus Area - Strengthening Communication. We know that effective communication is an ongoing challenge. Considerable thought, planning, and reinforcement will go into developing and implementing an effective communication process. Our goal is to create effective communications strategies and actions that meets the needs of our community and agency. We are committed to developing these strategies and utilizing innovative technology to streamline existing processes and sharing information more efficiently in efforts to increase transparency. The below list places perspective on enhancing communications, both internally and externally as well as represents our vision for the future of the Winston-Salem Police Department:

Internal Communications:
- Create a robust and comprehensive intelligence structure to share information (Crime Review/Real-time Crime Center)
- Provide training for new CAD conversion and distribute periodic bulletins Completed
- Create intelligence functions for better communications
- Review and update procedures related to Circumstances of Special Interests and Media Releases, in an effort to be more efficient in information sharing without inundating email system

External Communications:
- Develop, strengthen, and sustain regional and national partnerships
- Create outreach for community, school community, social media and media outlets
- Continue business and neighborhood safety conversations
- Increase public engagement and understanding of Policing in Winston-Salem.
- Redevelopment of Police Website Completed
- 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.
Technology and Innovation

[Updated: November 17, 2020]

The Technology and Innovation Sub-Committee consists of the following personnel:

Assistant Chief W.H. Penn*#  Corporal K. Harris  Officer A. Gravely
Captain D. Nance*  Corporal J. Wray  Officer R. Rendleman
SISA G. Madren*  Detective S. Dickerson  Officer J. Terry
Director J. Conley  Detective E. King  Officer J. Wilson
Director A. Thomas  Detective Chris Luper  BWCA D. Brown-Cole
Sergeant M. Bollinger  Detective L. Oakley  FSSS P. Seats
Sergeant C. Diamant  Detective K. Walker
Corporal M. Cox  Officer S. Everhart

*Indicates serves as Co-Chair  
#Indicates Transferred from a different Sub-Committee on December 1, 2019

The Technology and Innovation Committee (TIC) for the 2019-2023 Strategic Planning Committee has identified five objectives that it will focus on in the next four years. Each of these objectives is comprised of multiple goals that TIC members believe will benefit the efficiency and effectiveness of operations within the department; therefore, better preparing our agency for the future.

IT Training and Networking Opportunities
Designed to broaden the training and networking opportunities by following best practices. Grant Madren will aid the committee members in identifying specific needs and vetting the training opportunities.

- Identify conference and training opportunities for IT staff to expand their capabilities (D. Cole-Brown, P. Seats, L. Oakley).
- Obtain professional certifications for IT staff members (C. Diamont, J. Conley, J. Wray).  
  Completed
- Separation of Police & Fire IT staff (J. Conley, M. Bollinger, S. Dickerson).

Integrate Technology into Departmental Operations to Increase Efficiency
Designed to identify technology that will improve operational efficiency while subsequently reducing staffing demands.

- Evaluate and compare the available self-reporting software (A. Cox, A. Thomas, K. Walker).  
  Currently, the Patrol Staffing Committee has already begun researching and comparing Lexis/Nexis (Cop Logic) against our current P2C software.  We recommend contacting Lieutenant Amy Gauldin to aid with this research.
- Evaluation of TELCOM to increase their efficiency (J. Wilson, K. Harris).  
  Currently, the Patrol Staffing Committee has already begun evaluating Telcom’s operations.  We recommend contacting Captain Michael Cardwell to assist with this research.
- Identify available software to assist with the collection and evaluation of daily statistical data that will aid patrol operations (K. Walker, C. Luper, K. Tschor).  
- Research and Implementation of a Drone Program (C. Luper, L. Oakley, S. Everhart).  
  TEU/SOD began researching a Drone Program almost immediately after the formation of this Committee. Their research is at a very advanced stage. We recommend contacting Captain Michael Weaver to assist with this research and task.  
  Policy is published [Updated: December 2, 2020]  
- License Plate Readers (J. Boger, S. Everhart, R. Rendleman).  Completed  
- Facial Recognition Software (J. Conley, E. King, J. Wray).  This software (Numerica Lumen) is also currently being researched at the WSPD. Director Conley has been involved with this research since March 2019.  
- RING (J. Terry, E. King, J. Boger) - Sgt. Peter Watkins is heavily involved with incorporating the RING technology into our day-to-day operations. We recommend reaching out to Sgt. Watkins for this information.  Completed  

Develop IT Staff and Improve Operational Efficiency  
Designed to ensure IT is preparing and developing personnel and has clear protocols in place to ensure operational efficiency.
- Implementation of protocols and procedures to ensure requests of IT personnel are completed in a timely manner (G. Madren, S. Osborne). The task is mostly completed with the implementation of the IT Support Desk (Zendesk software) under retired Captain S. Osborne in February/March of 2019. However, the proper use of this software for non-emergency requests still needs to be evaluated.  
- Development of IT Personnel to ensure there is no single point/person of failure (M. Bollinger, A. Thomas, A. Gravely).  
- Use of independent contractors (or other qualified city personnel) to reduce the routine workload on IT staff (designed to free up staff for priority tasks) (D. Cole-Brown, P. Seats, S. Dickerson).  

Equipment Purchases to Aid Enforcement/Security Operations:  
- Weapon Mounted Lights (M. Bollinger, K. Harris).  
- Security Cameras for PSC and District Offices (C. Luper, J. Boger, K. Walker).  
- SID Intelligence Module (C. Luper, L. Oakley, C. Diamont).  

Achieve Compliance with Federal Reporting and Security Mandates (specific to IT)  
Designed to meet the standards defined by the Criminal Justice Information Services (CJIS). Because this objective is uniquely specific to the IT staff, it will be researched and implemented by IT staff only.  
- Session Lock - implementation of a Windows desktop lock policy (G. Madren, J. Conley). This task was completed on 6-11-2019  
- User Authentication of RMS, CAD, MCT, and Windows password requirements (G. Madren, J. Conley).
- Event Logging - record all successful and unsuccessful password changes (G. Madren, J. Conley).
- Encryption of all remote locations connected via fiber optics (G. Madren, J. Conley).
- Patch Management - all servers utilizing Windows versions older than 2008 are out of compliance and must be replaced (G. Madren, J. Conley).
The Safe & Secure Communities Sub-Committee consists of the following personnel:

Captain S.W. Tollie*  Corporal J.O. Singletary  Officer E.W. VanKuren
Lieutenant E.R. Montgomery*  Officer M.D. Crider  Officer G.K. Wykle
Sergeant J.T. Collins  Officer J.R. Miller  PSCO C.A. Douglas
Corporal M.A. Davila  Officer T.J. Lakey (resigned)  (resigned)

*Indicates serves as Co-Chair

As part of the Strategic Planning for 2019 through 2023, the Key Focus Area for the "Safe & Secure Communities" Committee was identified as the development of strategies and objectives geared toward a reduction in the number of incidents of gun violence in the community.

**Objective:** The significant reduction of incidents of gun violence in Winston-Salem and Forsyth County, to be evaluated for 2019 through 2023.

**Strategy:** The achievement of a significant reduction in incidents of gun violence through the development of a Violent Firearms Investigation Team (VFIT). This team would be responsible for the investigation of specific crimes committed with the use of a firearm and the investigation of ballistic evidence leads developed by the National Integrated Ballistic Information Network (NIBIN).

**Short-term Results and Accomplishments:**

- Efforts to develop a Violent Firearms Investigation Team (VFIT) began in the spring of 2019 and was completed that summer.
- In May of 2019, the Winston-Salem Police Department's NIBIN was granted access to the Correlation Center, which is a national database maintained by the Bureau of Alcohol, Tobacco, Firearms and Explosives.
- VFIT was staffed, trained, and made fully operational in June of 2019. VFIT consists of a Sergeant and three detectives and serves under the Winston-Salem Police Department's Criminal Investigations Division.
- One member of VFIT has received the required specialized "Acquisition and Correlation" training from the Bureau of Alcohol, Tobacco, Firearms and Explosives. The remaining members are slated to receive the training in late 2019.
- As of the date of this memorandum, all evidence casings seized in 2019 and 2020, and all test fire casings made in 2019 and 2020 have been entered into NIBIN.
- The management of NIBIN will fall under the responsibilities of VIFT. A "NIBIN Program Administrator" position was approved, and the position will be advertised and filled by the end of 2019. Update 2020: the position is filled as well as two part-time
employees hired to assist investigators with entering casings seized in previous years not NIBIN.

Mid-term Operational Objectives and Goals:

- Obtain sworn status for VFIT members as Special Deputies with the Bureau of Alcohol, Tobacco, Firearms and Explosives.
- Enter all evidence casings/ test fire casings held by the Winston-Salem Police Department into NIBIN
- Become a regional hub for NIBIN entry for the counties of Forsyth, Yadkin, Davie, Davidson, Stokes, Surry, Wilkes and Iredell. Update 2020: A Memorandum of Understanding (MOU) is active with the Kernersville Police Department and similar MOU’s are currently under review with the Hickory Police Department, Rockingham County Sheriff’s office, and the High Point Police Department.
- Assist neighboring law enforcement agencies with investigations into significant incidents of gun violence; mainly when the incident represents a threat to the citizens Winston-Salem.
- Provide community outreach and education on the effects of gun violence in our community. In 2020, several news conference and other community information sessions were held, specifically providing information related to violent crime trend and investigative efforts to curtail those crimes.
- Staff VFIT with a total of five detectives and one Sergeant, completed in June 2019
- Meet and maintain Minimum Required Operating Standards (MROS) established for NIBIN by the Bureau of Alcohol, Tobacco, Firearms and Explosives, completed

Long-term Operational Objective and Goal:

- Measurable and discernable reduction in the frequency of incidents of gun violence in Winston-Salem.
- **New 2020:** Grant awarded for funding of Gun Shot Detection Device and implementation expected in the summer of 2021.
- **New 2020:** Grant awarded for the funding of a Real time Crime Center (RTCC). RTCC will operate under the Criminal Investigations Division and compliment investigative efforts by VFIT, GCRU, Gang Unit, Street Crimes Units, and Patrol.

In closing, the Key Focus Area for the "Safe & Secure Communities" Committee for 2019 through 2023 will be an effort to address one of the most significant dangers currently facing the national and local community. A specific and detailed plan of action has been developed, representing a significant investment of resources. The result should be a significant and measurable reduction in the frequency of incidents of gun violence for 2019 through 2023.
Agency Recognition

**Updated:** August 17, 2019

The Agency Recognition Sub-Committee consists of the following personnel:

- Assistant Chief W.S. Weaver II*  
- Sergeant M.O. Peterson  
- Officer K.M. Bruner  
- Lieutenant E.D. Branshaw*  
- Corporal J.B. Gerald  
- Officer B.P. Dawson  
- Captain M.J. Cardwell  
- Corporal T.T. McFadden  
- Officer T.R. Purdie  
- Lieutenant J.D. Morris  
- Corporal B.B. Sisk  
- Officer L.T. Zertuche  
- FST S.A. Story

*Indicates serves as Co-Chair

**GOALS**

1) **Article Submissions for Publication**
   Submit professional public safety articles written by subject matter experts for publication to professional resources on a semi-annual basis.

2) **Digital Media**
   Coordinate, create, and develop daily digital media content that informs the public of agency activities and cooperative community efforts.

3) **Advanced Training to Public Safety Community**
   Promote travel and tourism to Winston-Salem by providing advanced-level public safety training each quarter to public safety agency personnel.

4) **Organizational Awards**
   Submit the agency or agency personnel for local, state, regional, or national public safety-related service awards quarterly.

5) **Community Outreach**
   Coordinate events that foster police and community engagement on a monthly basis for the purpose of promoting community trust.
Workload, Personnel, and Population Trends

Current Population Trends
According to worldpopulationreview.com, Winston-Salem had an estimated population of 244,000 people at the beginning of 2019 which reflects a 5.5% growth since the last official census in 2010. Winston-Salem is ranked as the fifth most populated city in the state of North Carolina with the city encompassing 133.72 square miles of total area.

As of December 2020, Winston Salem has a population of 251,762 with a 9.64% growth rate since 2010. It is still ranked fifth in the state and ninetieth in the country.

Anticipated Population Trend
The North Carolina Office of Budget and Management has shown continuous growth for Winston-Salem every year for the past ten years. Based on their projection figures, the population of Winston-Salem will continue to grow over the next five years.

Current Personnel Levels
The Winston-Salem Police Department is allocated 548 sworn employees and 172 civilian (non-sworn) employees for a total of 720 employees. As of November 2020, the agency was facing 49 sworn vacancies (11% of allocated) and 20 civilian vacancies (8.6% of allocated), resulting in 69 vacancies overall, or approximately 10.4% of its total workforce.

Anticipated Personnel Levels
The Winston-Salem Police Department continuously recruits for vacant positions – both sworn and civilian. Based upon hiring and attrition rates for sworn personnel, the Department is projecting that sworn staffing levels will remain at current levels for the foreseeable future. The agency is diligently recruiting for civilian positions as well, and may be able to achieve full allocation levels for civilian personnel in the near future.

Based solely on population growth trends, the department’s allocations should increase to 573 sworn employees and 178 civilian employees (a total of 751 employees), reflecting a 2.77% increase to match the population growth projections over the next five years.

As of December 2020, the allocation of positions to the police department for staffing has decreased instead of increasing as expected with the population growth.

Current Workload
The Winston-Salem Police Department provides 24 hour 7 days a week law enforcement services for an estimated 244,000 residents covering 133.72 square miles. The ratio of sworn officers to land area of coverage is currently at 1:0.24 square miles. The ratio of sworn officers per resident was at 1:437 residents or 2.29 officers per 1,000 residents in 2019. As of December 2020, the ratio has changed with now 1:459 residents or 2.17 officers per 1,000 residents when fully staffed.
**Anticipated Workload**

Since 2000, the City has experienced a 20.9% increase in area (from 110 square miles to 133 square miles) and a 31.3% population increase (from 185,776 residents to an estimated 244,000 residents). During that same time frame, the agency has acquired some additional personnel allocations (mostly from federal grants that were sustained), increasing from 523 sworn and 157 civilian employees (680 total) in 2000 to the current figures of 558 sworn (6.7% increase) and 174 civilian (10.8% increase) employees (732 total). The ratio of sworn officers to land area of coverage has increased minimally from one officer covering an average of 0.21 square miles in 2000 to today’s average of one officer covering an average of 0.24 square miles. However, when comparing the ratio of officers to residents in the city, we see that personnel allocations have not kept up: In 2000 the ratio of officers to residents was 1:355 or 2.82 officers per 1,000 residents. Today, in December 2020, the ratio has changed with now 1:459 residents or 2.17 officers per 1,000 residents when fully staffed.

These statistics help to explain the high levels of workload experienced by today’s officers compared to those of two decades ago. With population trends showing a steady increase, and the anticipation that the city population will continue to grow, workloads for officers are anticipated to increase as well.
### Yearly Trends

<table>
<thead>
<tr>
<th>Year</th>
<th>Dispatched Calls</th>
<th>City Population</th>
<th>All Arrests &amp; Citations</th>
<th>Part II Crimes</th>
<th>Part I Crimes</th>
<th>Traffic Accidents</th>
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<tbody>
<tr>
<td>2001</td>
<td>218,997</td>
<td>181,742</td>
<td>73,605</td>
<td>31,269</td>
<td>16,042</td>
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<td>2002</td>
<td>226,032</td>
<td>184,100</td>
<td>79,735</td>
<td>28,892</td>
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<td>2003</td>
<td>224,398</td>
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<td>85,036</td>
<td>28,698</td>
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<td>2004</td>
<td>240,115</td>
<td>188,996</td>
<td>88,096</td>
<td>30,292</td>
<td>13,778</td>
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<td>2005</td>
<td>234,012</td>
<td>190,553</td>
<td>94,017</td>
<td>31,267</td>
<td>13,768</td>
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<td>2007</td>
<td>253,482</td>
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<td>92,552</td>
<td>29,943</td>
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<td>106,279</td>
<td>32,062</td>
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<td>2009</td>
<td>232,823</td>
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<td>112,947</td>
<td>31,234</td>
<td>15,830</td>
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<td>2010</td>
<td>251,840</td>
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<td>100,982</td>
<td>32,052</td>
<td>15,213</td>
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<td>2011</td>
<td>255,219</td>
<td>229,338</td>
<td>101,804</td>
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<td>2014</td>
<td>255,713</td>
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<td>92,995</td>
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<td>2015</td>
<td>240,805</td>
<td>241,656</td>
<td>79,277</td>
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<td>2017</td>
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<td>2018</td>
<td>208,972</td>
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<td>Year</td>
<td>Focus Area</td>
<td>Goal</td>
<td>Task</td>
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<td>2018-2019 (Short-Term)</td>
<td>Staffing and Development</td>
<td>Evaluate current manpower allocations and deployment</td>
<td>Survey</td>
<td>Staffing Committee</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Develop methods to complement current staffing levels</td>
<td>Staffing Committee</td>
<td>Completed March 2019</td>
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<tr>
<td></td>
<td>Strengthening Communication</td>
<td>Strengthen internal communications</td>
<td>Provide training for new CAD conversion</td>
<td>Penn</td>
<td>Completed March 2020</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Distribute periodic bulletins</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Create intelligence functions</td>
<td>H. Geddings N. Miles</td>
<td>In progress</td>
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<tr>
<td></td>
<td>Strengthen external communications</td>
<td>Redevelopment of Police Department website</td>
<td></td>
<td>V. Chue W. Penn</td>
<td>Completed February 2020</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Increase public engagement &amp; understanding of policing in Winston-Salem</td>
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<tr>
<td></td>
<td>Technology and Innovation</td>
<td>IT Training &amp; Networking</td>
<td>Identify conferences &amp; training opportunities for IT staff</td>
<td>D. Cole-Brown, P. Seats, L. Oakley</td>
<td>In Progress</td>
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<tr>
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<td>Technology Integration</td>
<td>Evaluate available telcom software</td>
<td>A. Cox, A. Thomas, K. Walker, (A. Gauldin)</td>
<td>Ongoing</td>
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<td></td>
<td></td>
<td>Evaluate TELCOM operations to increase their efficiency</td>
<td>J. Wilson, K. Harris,</td>
<td>Ongoing</td>
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<td></td>
<td>Research &amp; implement a Drone program</td>
<td>Policy</td>
<td>C. Luper, L. Oakley, S. Everhart (M. Weaver)</td>
<td>Ongoing Policy Completed 12-02-2020</td>
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<td>Incorporate RING technology</td>
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<td>J. Terry, E. King, J. Boger, (P. Watkins)</td>
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<td>Equipment Purchases</td>
<td>SID Intelligence Module</td>
<td>C. Luper, L. Oakley, C. Diamont</td>
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<td></td>
<td>CJIS Compliance</td>
<td>Session Lock</td>
<td>G. Madren, J. Conley</td>
<td>Completed 06-11-2019</td>
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<td>Year</td>
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<td>Goal</td>
<td>Task</td>
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<td></td>
<td>Safe &amp; Secure Communities</td>
<td>Ensure effective community outreach</td>
<td>Coordinate events that foster positive police/community engagement &amp; promote trust</td>
<td>G. Madren, J. Conley</td>
<td>Completed 10-29-2020</td>
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<td>Develop VFIT Team Membership &amp; Role</td>
<td>Tollie</td>
<td>Completed April 2019</td>
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<td>Staff &amp; Train VFIT Team</td>
<td>C. Diamont</td>
<td>Completed June 2019</td>
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<td>NIBIN</td>
<td>Link WSPD’s NIBIN System to the ATF Correlation Center</td>
<td>Link WSPD’s NIBIN System to the ATF Correlation Center</td>
<td>C. Diamont</td>
<td>Completed May 15, 2019</td>
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<td>Complete NIBIN entries for all backlogged evidence casings &amp; ballistics</td>
<td>Complete NIBIN entries for all backlogged evidence casings &amp; ballistics</td>
<td>S. Tollie</td>
<td>Completed October 2020</td>
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<tr>
<td></td>
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<td>Implement a “NIBIN Program Administrator” position</td>
<td>Implement a “NIBIN Program Administrator” position</td>
<td>S. Tollie</td>
<td>Completed October 21, 2019</td>
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<tr>
<td></td>
<td>Agency Recognition</td>
<td>Thoroughly train all personnel on NIBIN procedures</td>
<td>Thoroughly train all personnel on NIBIN procedures</td>
<td>Training Staff</td>
<td>Completed May 2019</td>
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<td>Develop a Public Information Officer (PIO) position</td>
<td>Develop a Public Information Officer (PIO) position</td>
<td>C. Fish, N. Miles</td>
<td>Completed November 2019</td>
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<td>Develop subject matter expert succession</td>
<td>Develop subject matter expert succession</td>
<td>C. Diamont</td>
<td>Completed January 2020</td>
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<tr>
<td></td>
<td></td>
<td>Better develop personnel for career advancement</td>
<td>Better develop personnel for career advancement</td>
<td>Training Staff</td>
<td>Completed January 2020</td>
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<td>Staffing and Development</td>
<td>Develop subject matter expert succession</td>
<td>Develop subject matter expert succession</td>
<td>Training Staff</td>
<td>Completed January 2020</td>
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<tr>
<td></td>
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<td>Improve procedures related to Circumstances of Special Interest (CSI)</td>
<td>Improve procedures related to Circumstances of Special Interest (CSI)</td>
<td>V. Chue, W. Penn</td>
<td>Completed January 2020</td>
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<td>&amp; Public Record Releases</td>
<td>&amp; Public Record Releases</td>
<td>V. Chue, W. Penn</td>
<td>Completed January 2020</td>
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<td>Strengthen internal communications</td>
<td>Strengthen internal communications</td>
<td>V. Chue, W. Penn</td>
<td>Completed January 2020</td>
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<tr>
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<td>Strengthen external communications</td>
<td>Strengthen external communications</td>
<td>C. Fish, N. Miles</td>
<td>Completed January 2020</td>
<td></td>
</tr>
<tr>
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<td></td>
<td>Research statistical software to aid Patrol operations</td>
<td>Research statistical software to aid Patrol operations</td>
<td>K. Walker, C. Luper, K. Tschorn</td>
<td>Ongoing</td>
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<td>Technology and Innovation</td>
<td>Professional certifications for IT staff</td>
<td>Professional certifications for IT staff</td>
<td>C. Diamont, J. Conley, J. Wray</td>
<td>Completed</td>
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<tr>
<td></td>
<td>IT Training &amp; Networking</td>
<td>Professional certifications for IT staff</td>
<td>Professional certifications for IT staff</td>
<td>C. Diamont, J. Conley, J. Wray</td>
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<td>Technology Integration</td>
<td>Research statistical software to aid Patrol operations</td>
<td>Research statistical software to aid Patrol operations</td>
<td>K. Walker, C. Luper, K. Tschorn</td>
<td>Ongoing</td>
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<td>Implement a “NIBIN Program Administrator” position</td>
<td>Implement a “NIBIN Program Administrator” position</td>
<td>S. Tollie</td>
<td>Completed October 21, 2019</td>
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**2020-2021 (Mid-Term)**
<table>
<thead>
<tr>
<th>Year</th>
<th>Focus Area</th>
<th>Goal</th>
<th>Task</th>
<th>Assigned To</th>
<th>Status</th>
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<tbody>
<tr>
<td></td>
<td>Staff Development</td>
<td></td>
<td>Develop protocols &amp; procedures for IT Support Desk</td>
<td>J. Wray</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Equipment Purchases</td>
<td></td>
<td>Weapon Mounted Lights</td>
<td>M. Bollinger</td>
<td>In Progress</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Drop-Style Cameras for surveillance operations</td>
<td>S. Dickerson, R. Rendleman, K. Walker</td>
<td>In Progress</td>
</tr>
<tr>
<td></td>
<td>CJIS Compliance</td>
<td></td>
<td>User authentication of RMS, CAD, MCT, and Windows password requirements</td>
<td>G. Madren, J. Conley</td>
<td>In Progress</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Event Logging</td>
<td>G. Madren, J. Conley</td>
<td>In Progress</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Patch Management for vintage servers</td>
<td>G. Madren, J. Conley</td>
<td>In Progress</td>
</tr>
<tr>
<td></td>
<td>Safe &amp; Secure Communities</td>
<td>Expand VFIT role</td>
<td>Obtain ATFE cross-sworn status for VFIT members</td>
<td>A. Gauldin</td>
<td>In Progress</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Expand operational boundaries to include neighboring jurisdictions</td>
<td>Cancel – No longer needed</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Provide community outreach &amp; education</td>
<td>A. Gauldin</td>
<td>Completed October 2020</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Fully staff VFIT unit</td>
<td>S. Tollie, C. Diamont, A. Gauldin</td>
<td>Completed October 2020</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Expand NIBIN role</td>
<td>100% entry of evidence &amp; test fire casings</td>
<td>S. Tollie, C. Diamont, A. Gauldin</td>
<td>Completed October 2020</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Become regional NIBIN hub</td>
<td>S. Tollie, C. Diamont, A. Gauldin</td>
<td>Completed August 2020</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Meet &amp; maintain MROS for NIBIN</td>
<td>S. Tollie, C. Diamont, A. Gauldin</td>
<td>Completed October 2020</td>
</tr>
<tr>
<td></td>
<td>Agency Recognition</td>
<td>Organizational awards</td>
<td>Submit the agency or agency personnel for local, state, regional, or national public safety-related service awards</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2021-2022 (Long-Term)</td>
<td>Staffing and Development</td>
<td>Reduce overall workload</td>
<td>Develop ways to reduce workload</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Improve overall service</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Strengthening Communication</td>
<td>Strengthening internal communications</td>
<td>Create a Real-Time Crime Center</td>
<td>Gauldin</td>
<td>In Progress</td>
</tr>
<tr>
<td>Year</td>
<td>Focus Area</td>
<td>Goal</td>
<td>Task</td>
<td>Assigned To</td>
<td>Status</td>
</tr>
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<td>------</td>
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</tr>
<tr>
<td></td>
<td>Strengthening external</td>
<td>Develop, strengthen, and sustain regional</td>
<td>P. Davenport, M. Merritt</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td></td>
<td>communications</td>
<td>and national partnerships</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Continue business and neighborhood safety</td>
<td>B. Richardson, D. Fanning</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>conversations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Technology and</td>
<td>IT Training &amp; Networking</td>
<td>J. Conley, M. Bollinger, S. Dickerson</td>
<td>In Progress</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Innovation</td>
<td>Separation of Police &amp; Fire IT staff</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>License Plate Readers</td>
<td>J. Boger, S. Everhart, R. Rendleman</td>
<td>Completed</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Technology Integration</td>
<td>License Plate Readers</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Eliminate single-point-of-failures</td>
<td>M. Bollinger, A. Thomas, A. Gravely</td>
<td>In Progress</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Staff Development</td>
<td>Use of independent contractors to reduce</td>
<td>D. Cole-Brown, P. Seats, S. Dickerson</td>
<td>In Progress</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>routine IT workload</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Equipment Purchases</td>
<td>Security cameras for police facilities</td>
<td>C. Luper, J. Boger, K. Walker</td>
<td>In Progress</td>
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<td></td>
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<td></td>
<td>Reduction in gun violence</td>
<td>Develop &amp; implement long-term plan of action</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Develop &amp; implement sustainability plan</td>
<td></td>
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<tr>
<td></td>
<td>Agency Recognition</td>
<td>Article submissions for publication</td>
<td>Submit professional public safety articles written by subject matter</td>
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<td></td>
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<td></td>
<td>experts for publication to professional resources</td>
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<td></td>
<td></td>
<td>Digital Media</td>
<td>Coordinate, create, and develop digital media content that informs</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>the public of agency activities and cooperative community efforts</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Advanced training to public safety</td>
<td>Promote travel and tourism to Winston-Salem by providing advanced-</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>community</td>
<td>level public safety training opportunities to public safety</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>professionals</td>
<td></td>
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</tr>
</tbody>
</table>
## PROJECT RANKING FORM – POLICE DEPARTMENT

List each of the projects requested by your department, including those in the current Capital Plan, in priority order. If the project is recommended in *Legacy 2030* or other City planning documents, please identify the appropriate plan.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Project Title</th>
<th>Project Cost</th>
<th>New or Continuing</th>
<th>City Plan</th>
<th>Rank Justification</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Police IT Infrastructure- Firewall and 2 VPN Headend Security Appliances</td>
<td>66,400</td>
<td>New</td>
<td></td>
<td>Current Firewall and VPN are no longer supported by CISCO and no software updates or security patches are available. Only 3rd party support is available.</td>
</tr>
<tr>
<td>2</td>
<td>Police IT Infrastructure- Storage</td>
<td>200,000</td>
<td>New</td>
<td></td>
<td>Total growth non backup (250 GB/month) with dual backup (750 GB/month). It will be absolutely essential to have funding by FY20-21.</td>
</tr>
<tr>
<td>3</td>
<td>Police IT Infrastructure- Document Imaging Application</td>
<td>200,000</td>
<td>New</td>
<td></td>
<td>Current Application Extender system is not supported and dated 10+ years. This system is used to scan, index and retrieve images for offenses and citations.</td>
</tr>
<tr>
<td>4</td>
<td>Police IT Infrastructure - Wireless Solution at PSC</td>
<td>150,000</td>
<td>New</td>
<td></td>
<td>The Public Safety Center has only guest access WiFi with stand-alone wireless switches in a few locations.</td>
</tr>
<tr>
<td>5</td>
<td>Police Fleet Operations Facility</td>
<td>1,000,000</td>
<td>Continuing (Unfunded List)</td>
<td>Capital Plan</td>
<td>Although this item is currently listed in the City’s Capital Plan, the lease for the Brookstown location and building has been extended 5 years through September 2024.</td>
</tr>
<tr>
<td>6</td>
<td>Joint Driving Training Facility – Driving Pad</td>
<td>1,000,000</td>
<td>Unfunded</td>
<td></td>
<td>The Police Department and Fire Department currently do not have a facility to train employees</td>
</tr>
</tbody>
</table>
Law Enforcement Succession Planning
A guide to developing our future leaders

The International Association of Chiefs of Police identifies succession planning as the process of reviewing an agency for leadership talent, identifying possible successors, and then providing those individuals with the training, mentoring, and support they need to prepare themselves for critical roles within the organization as vacancies occur.

Succession planning is often associated primarily with the chief executive’s position, but it is also essential to identify and prepare leaders for all levels of management. Developing a succession plan for each level of supervision ensures that no matter what personnel changes occur, there will be experienced and trained employees available to step into leadership roles. For this reason, the leadership development of staff is critical for agencies of any size.
The Importance of Succession Planning

One of the highest priorities for any police leader should be the development of their subordinates. Effective grooming of potential leaders often eliminates the need to go outside the organization in search of promotable talent. This is vital to maintaining the continuity of the department’s mission, eliminating uncertainty and confusion in times of change, and promoting an ongoing level of trust and confidence among stakeholders.

The nature of policing is often unpredictable and subject to frequent changes. Considering the frequency and speed at which this change can occur, the importance of succession planning – along with the continuity it helps to create – becomes glaringly obvious. It is important for the department that leaders are identified and developed over time, so that the department, and the citizens of Winston Salem, do not suffer.

In Winston-Salem, there is one primary factor which necessitate the immediate incorporation of succession planning – pending retirements.

Specific retirement dates can be difficult to project, but it is a variable to consider in the succession planning process. Some will leave the agency sooner, while others will opt to work beyond their retirement eligibility date. In certain years, there will be a high number of employees retiring within months of each other. The agency will be dealing with the critical issues of retirement and how to manage the “ripple” effect.

The goal of succession planning is to prepare identified talent for eventual promotion, which is likely to be very competitive in nature to determine the person best suited for the job.

Talent Development

As such, the succession planning model must focus on getting personnel ready to assume the duties, responsibilities, and liabilities that come with formal promotion to a management role. This means emphasizing personnel development in key dimensions which include, but are not limited to:

- Accountability
- Administrative effectiveness
- Challenging assignments
- Confronting adversity
- Communication ability
- Decision making
- Developing new ideas
- Flexibility and adaptability
- Initiative and motivation skill
- Job rotation
- Leadership competency development
- Managing efficiently
- Planning

The primary goal is to focus on the duties required of each leadership position, call attention to the challenges those leaders will face, and emphasize the further development of employees’ transferrable skills. The administration’s role is to afford potential leaders the opportunities, the choices, and the challenges necessary to succeed.
Succession planning also requires investing heavily in the development and training of those individuals. The Winston Salem Police Department planning model includes:

- Conducting internal assessments to determine areas of strength and areas for improvement which are completed once a year at a minimum.
- Emphasizing and providing leadership training for command staff and line supervision.
- Allowing Sergeants to rotate the duty of preparing and conducting roll call briefings.
- Offering courses that focus on certain aspects related to the specialized position.
- Mentoring personnel through one-on-one discussions, hands-on training, and formal presentations on behalf of the chief to citizen meetings, city council meetings, and public safety news conferences.

Summary

With proper succession planning, the Winston Salem Police Department can continue to excel as a model agency. Citizens and community leaders can feel confident that the department will continue to serve and has the most qualified candidates in the important leadership roles to get the agency through anything that may come their way.

So often, time is spent dealing with the day to day issues that arise in police work and addressing urgent community concerns. It is just as important for the command staff to spend a significant amount of their time developing the current and future leaders of their department and planning ahead for the future.