

COMMUNICATIONS ACCREDITATION

Winston-Salem (NC) Police Department

Agency

Winston-Salem (NC) Police
Department
725 N Cherry St
Winston-Salem, NC 27101

Chief Executive Officer

Chief
Catrina A. Thompson

Methodology Overview

CALEA serves as the premier credentialing association for public safety agencies and provides accreditation services for law enforcement organizations, public safety communication centers, public safety training academies, and campus security agencies. The standards are promulgated by a board of 21 commissioners, representing a full spectrum of public safety leadership. The assessment process includes extensive self-assessment, annual remote web-based assessments, and quadrennial site-based assessments. Additionally candidate agencies are presented to the Commission for final consideration and credentialing.

CALEA Accreditation is a voluntary process and participating public safety agencies, by involvement, have demonstrated a commitment to professionalism. The program is intended to enhance organization service capacities and effectiveness, serve as a tool for policy decisions and management, promote transparency and community trust, and establish a platform for continuous review.

CALEA Accreditation is the Gold Standard for Public Safety Agencies and represents a commitment to excellence.



Communications Accreditation

CALEA standards reflect the current thinking and experience of Communications practitioners and researchers. Major Communications associations, leading educational and training institutions, governmental agencies, as well as Communications executives internationally, acknowledge CALEA's Standards for Law Enforcement Agencies© and its Accreditation Programs as benchmarks for professional law enforcement agencies.

CALEA's Founding Organizations:

- **International Association of Chiefs of Police (IACP)**
- **Police Executive ResearchForum (PERF)**
- **National Sheriffs Association (NSA)**
- **National Organization of Black Law Enforcement Executives (NOBLE)**

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EXECUTIVE SUMMARY

Overview:

The Winston-Salem (NC) Police Department is currently commanded by Catrina A. Thompson. The agency participated in a remote assessment(s), as well as site-based assessment activities as components of the accreditation process. The executive summary serves as a synopsis of key findings, with greater details found in the body of the report.

Compliance Service Review:

CALEA Compliance Services Member(s) Dorris Certain remotely reviewed 102 standards for the agency on 1/26/2020 using Communications Manual 2.27. These standards included specific time-sensitive issues, as well as all standards applicable to the agency by size and function. If standard issues are found they are listed below.

- 2.2.5 – Agency Liability, Report Analysis – ISSUE: - Standard 2.2.5 requires the agency to conduct an annual documented analysis of those reports required by standard 2.2.3 (reporting agency liability incidents), as well as the process for collecting and utilizing data from the respective reports. The agency had not generated a report on the basis that they had no liability incidents within the communications center during the reporting period. AGENCY ACTION NEEDED: It was suggested to the agency that even without the occurrence of an reported liability event an annual analysis would still be needed since the standard requires an annual review of the liability reporting process. AGENCY ACTION TAKEN: The agency prepared an annual analysis from data collected from 2019 including one incident which as considered as being a potential liability. Additionally the annual analysis included information summarizing a review of the reporting process. It is recommended that this standard be reviewed again in future assessments to verify continued compliance.
- 2.2.6 – Critical Incident Stress – ISSUE: - Bullet A of standard 2.2.6 requires a written directive establishing procedures for assisting personnel in dealing with the effects of stress associated with critical incidents including procedures for relief from duty from traumatic critical incidents, if necessary. The initial directive provided by the agency made no mention of relieving personnel from duty if necessary to assist the employee. AGENCY ACTION NEEDED: The agency should consider amending their directive to address the requirements of bullet a. AGENCY ACTION TAKEN: The agency amended their current directive to include information on relief from duty for personnel who are dealing with the effects of stress related to experiencing a critical incident. It is recommended that this standard be reviewed again in future assessments to verify continued compliance.
- 6.2.5 – Misdirected Emergency Calls – ISSUE: - Standard 6.2.5 requires a written directive establishing procedures for prompt handling and appropriate routing of misdirected emergency calls to include correction of routing and/or database errors. The directive initially provided by the agency did not address the portion of the standard related to correction of routing and/or database errors. AGENCY ACTION NEEDED: It was suggested to the agency they consider revising their directives to include procedures for notifying the appropriate entity of routing or database errors. AGENCY ACTION TAKEN: The agency revised their directive and provided proofs of compliance. It is recommended that this standard be reviewed again in future assessments to verify continued compliance.
- 7.1.2 – Emergency Operations Plan (EOP) – ISSUE: - The Communications Center is part of the Winston-Salem Police Department and provided directives addressing the standard from the standpoint of the Law Enforcement Agency through the agency's Emergency Operations Plan and through the county Emergency Management Plan. The standard requires emergency response plans for the communications center. AGENCY ACTION NEEDED: It was suggested that they address the standard in more detail to include response plans for the communications center. Initially the agency was reluctant to develop a response plan for the communications center, but after much discussion the Accreditation Manager stated that she would begin work on a plan for the communications center. The plan was not completed at the time the initial file review was completed.

- 7.1.5 – Annual Training – ISSUE: - Standard 7.1.5 requires a written directive providing for documented annual training on the agency's Emergency Operations Plan for all agency personnel. The written directive initially provided by the agency stated training would be provided annually for all affected personnel. AGENCY ACTION NEEDED: It was suggested to the agency that since they are being accredited under the standards manual edition 2.23 that they consider requiring training for all Communications personnel rather than try to remain under directive language from the 5th Edition Manual for law enforcement. AGENCY ACTION TAKEN: The agency revised directive for personnel within the Communications Center. Training will be done in the near future. It is recommended that this standard be reviewed again in future assessments to verify continued compliance.

Site-Based Assessment Review:

From 3/2/2020 to 3/4/2020, Joseph Spera visited the agency following a consultation with the chief executive officer regarding critical issues impacting the organization since the last assessment. These issues were identified as:

- Training - The agency has a training program in place that fulfills agency needs. Training is provided for new personnel, tenured personnel, special assignments, and promotions. The training coordinator manages the program and obtains input whenever possible. The addition of the MDE ADORE software will provide personnel with a valuable tool to accomplish the training mission.
The Agency utilizes a combination of North Carolina Justice Academy General Instructor certification, APCO telecommunicator, APCO Communications Training Officer and APCO Communications Center Supervisor certifications.
- PUBLIC EDUCATION - In addition to continuing existing partnerships with police and fire public education efforts, the agency is moving forward with plans to build additional partnerships with religious groups, youth groups, and educational institutions. The focus will be placed on educating people of all ages on what communications personnel do and how they do it. One benefit will be expanding the agency volunteer pool. Another will be spurring some interest in public safety telecommunications as a profession.

During the Site-Based Assessment Review, the assessment team conducted 19 interviews regarding the topical areas previously defined. The interviews were with agency members and members of the community. The approach not only further confirmed standards adherence, but also considered effectiveness measures, process management and intended outcomes.

CHIEF EXECUTIVE OFFICER PROFILE

Catrina A. Thompson

Catrina Thompson is the fifteenth Chief of Police for the city of Winston-Salem. She is a native of Detroit, MI where she graduated from Wayne State University with a Bachelor's of Science Degree in Criminal Justice. Additionally, she also holds a Master's Degree in Public Administration from Appalachian State University.

Chief Thompson is a member of New Mount Zion Primitive Baptist Church and serves as the Immediate Past President of the Mental Health Association of Forsyth County and Kaleideum Children's Museum. She is a member of ABC of NC and the Senior Services Foundation Boards and she is the Board Chair for United Way of Forsyth County. Additionally, Chief Thompson serves on Special Olympics North Carolina Board as well as the North Carolina Association of Chiefs of Police Board.

In 2018, she received the Criminal Justice of the Year Award from the Ministers Conference of Winston-Salem and Vicinity. She was also recognized by Black Business Ink Magazine as one of the 50 Most Influential African Americans in the Piedmont Triad.

In February 2020, Chief Thompson was appointment to serve on the President's Commission on Law Enforcement and Administration of Justice Community and Business Development Working Group by United States Department of Justice.

During her twenty-six years with the Winston-Salem Police Department, Thompson has served as the Assistant Chief in charge of the Investigative Services Bureau, which is the Command Bureau over detectives and school resource officers.

She graduated from the Leadership Winston-Salem, Class of 2016, 2017 Public Executive Leadership Academy of the School of Government at UNC Chapel Hill, the West Point Leadership Program of Methodist University, and the FBI Law Enforcement Executive Leadership Association program

As Chief, she leads a department with 558 sworn officers, 173 civilian positions and an annual budget of \$74.5 million.

She is married to Alonzo Thompson, a former Assistant Chief of Police with the Winston-Salem Police Department and current Chief of Police for the Spartanburg (SC) Police Department. They have two children, Alyson and Christopher.

Her Philosophy of Life: Shoot for the moon because even if you miss, you will land among the stars.

COMMUNITY PROFILE

In 1849, the North Carolina Legislature created Forsyth County and Winston was established as the county seat. In 1913, the citizens of Winston and Salem voted to unite under one common government and formed the City of Winston-Salem. Winston-Salem is a combination of two early communities: Winston a vigorous industrial center and Salem the religious and cultural center of the area. Winston-Salem is in the Piedmont Triad region of North Carolina and is the fifth largest city in North Carolina. The city consists of 132.45 square miles and according to the latest information the city has a population about 242,000. The major employers are education, health, social services, and hospitals.

Winston-Salem is governed by an eight-member council. The mayor is elected at large and council members are elected by citizens in each of the eight wards within the city. The mayor and council members serve staggered four-year terms and have equal votes. The council is responsible for adopting ordinances, rules, and regulations, approving the city budget and setting property taxes and user fees.

AGENCY HISTORY

On July 11, 1919, the board authorized the purchase and installation of a police telephone and telegraph system. On November 3, 1931, a contract was approved to RCA Victor Company for radio transmitter set and necessary receivers to equip all police cars. Before the message began, the dispatcher was required to sound a buzzer and allow time for the radio car to pull to the curb. He then gave out the message three times, and the officer would hurry to the nearest call box, to confirm he heard the buzzer. There was six radio equipped vehicles, the most in the state of North Carolina. Most officers still walked a beat and were required to check in periodically to see if there were any calls for them.

In 1940, there were seven radio cars that received their first two-way communications. Most officers and all rookies walked a beat and used the call box. In October 1953, a recorder was installed in the radio room. It would record all incoming and outgoing messages on the radio. In June 1955, the Winston-Salem Police Department showed off its streamlined radio room with new switchboard and compact radio set. The switchboard provides eight lines for incoming calls which doubled the previous number. The new radio set is a small 3x4 foot box. The speakers are not much larger than a teacup. The operators mic is on a small boom that brings it close to his mouth. It is operated by a foot button.

On March 20, 1971 Public Safety Communications was reorganized using civilians instead of sworn police and firemen. Virginia Payne was the first female operator under the reorganization. On November 7, 2000 voters approved a bond referendum including 11.5 million dollars for a new Public Safety Communications System.

On January 12, 2015 the Winston-Salem Police Department and the Forsyth County Emergency Services 9-1-1 Centers announced the use of text messages to contact 9-1-1. Citizens who were inside the cell phone tower boundaries of the city and county could now send a text message to 9-1-1 if they could not communicate. The service was designed to benefit the hearing impaired community or persons who may be unable to talk due to dangerous situations or in a medical crisis. It was not designed to replace the actual voice to 9-1-1 calls.

AGENCY STRUCTURE AND FUNCTION

Communications Supervisor Rebecca Boles is in charge of the Winston-Salem Police Departments Communications Division. A total of forty-eight non-sworn personnel are allocated for the Communications Division along with one sworn personnel.

AGENCY SUCCESSES

In March 2019, the Winston-Salem Police Department Communications Division began receiving calls through the Emergency Services IP network (ESI net). We have seen a faster response of calls coming into the communications center. We are scheduled for the second phase in 2021.

FUTURE ISSUES FOR AGENCY

The Winston-Salem Communications Division is exploring the option of moving to the Forsyth County Public Safety Center. At this time, meetings have been held by stakeholders to determine co-locating options and floor plans.

INITIAL REMOTE WEB-BASED ASSESSMENT

Compliance Services Member: Dorris Certain

On 1/26/2020, the Initial Remote Web-based Assessment of Winston-Salem (NC) Police Department was conducted. The review was conducted remotely and included 102 standards from the CALEA® Standards for Communications Manual. The following standards were reviewed and the findings are denoted:

Standards	Findings
1 Organization	
1.2.1 Risk Management Program	Compliance Verified
1.2.2 Expectations of Privacy	Compliance Verified
1.3.3 Annual Review of Specialized Assignment	Not Applicable by Function
1.3.4 Openings for Specialized Assignments	Not Applicable by Function
1.4.1 Agency/Employee Complaints Investigated	Compliance Verified
2 Direction and Supervision	
2.1.2 Command Protocol	Compliance Verified
2.2.1 Organizational Values	Compliance Verified
2.2.2 Values Acknowledged	Compliance Verified
2.2.3 Agency Liability, Report Required	Compliance Verified
2.2.4 Agency Liability, Report Reviewed	Compliance Verified
2.2.5 Agency Liability, Report Analysis	Compliance Verified
<p>Notes: ISSUE: - Standard 2.2.5 requires the agency to conduct an annual documented analysis of those reports required by standard 2.2.3 (reporting agency liability incidents), as well as the process for collecting and utilizing data from the respective reports. The agency had not generated a report on the basis that they had no liability incidents within the communications center during the reporting period. AGENCY ACTION NEEDED: It was suggested to the agency that even without the occurrence of an reported liability event an annual analysis would still be needed since the standard requires an annual review of the liability reporting process. AGENCY ACTION TAKEN: The agency prepared an annual analysis from data collected from 2019 including one incident which as considered as being a potential liability. Additionally the annual analysis included information summarizing a review of the reporting process. It is recommended that this standard be reviewed again in future assessments to verify continued compliance.</p>	

Standards	Findings
2.2.6 Critical Incident Stress Notes: ISSUE: - Bullet A of standard 2.2.6 requires a written directive establishing procedures for assisting personnel in dealing with the effects of stress associated with critical incidents including procedures for relief from duty from traumatic critical incidents, if necessary. The initial directive provided by the agency made no mention of relieving personnel from duty if necessary to assist the employee. AGENCY ACTION NEEDED: The agency should consider amending their directive to address the requirements of bullet a. AGENCY ACTION TAKEN: The agency amended their current directive to include information on relief from duty for personnel who are dealing with the effects of stress related to experiencing a critical incident. It is recommended that this standard be reviewed again in future assessments to verify continued compliance.	Compliance Verified
2.4.11 Authorized Equipment	Compliance Verified
2.5.1 Agency Performance Measurement Program	Compliance Verified
2.5.2 Emergency Line Performance Measures Established	Compliance Verified
2.5.3 Review of Emergency Line Performance Measurements	Compliance Verified
2.5.4 CEO Notification of Results of Performance Measurements	Compliance Verified
2.6.1 Community Involvement Function	Agency Elected 20%
2.6.2 Liaison with Community	Compliance Verified
2.6.3 Annual Community Involvement Report	Agency Elected 20%
2.6.5 Survey of Citizen Attitudes	Compliance Verified
2.6.6 Public Education Function	Compliance Verified
2.6.7 News Media, Involvement and Discussion	Compliance Verified
3 Human Resources	
3.1.1 Task Analysis	Agency Elected 20%
3.1.3 Role of Agency in Class Specifications	Compliance Verified
3.3.1 Agency Role in Collective Bargaining	Not Applicable by Function
3.3.2 Labor Agreement, Conditions	Not Applicable by Function
3.4.3 Employee Consulted	Compliance Verified
3.6.2 Grooming and Appearance Guidelines	Compliance Verified
4 Recruitment, Selection, and Promotion	
4.1.3 Recruitment Plan	Compliance Verified
4.2.1 Selection Process Described	Compliance Verified
4.2.2 Criteria Job Related	Compliance Verified
4.3.7 Medical Examination	Compliance Verified
4.4.1 Promotion Process, Agency Role	Compliance Verified
4.4.2 Promotion Process, Identifiable Position	Compliance Verified
4.4.3 Promotion Process, Procedures Used	Compliance Verified

Standards	Findings
4.4.4 Elements Job Related	Compliance Verified
4.4.5 Promotional Announcement	Compliance Verified
4.4.6 Criteria and Procedures of Eligibility List	Compliance Verified
5 Training	
5.1.5 Requirements for Trainers	Compliance Verified
5.2.1 New Hire Training Program Required	Compliance Verified
5.2.3 Orientation Handbook	Compliance Verified
5.2.4 Outside Agency Policies and Procedures Training	Not Applicable by Function
5.2.6 Annual Retraining	Compliance Verified
5.2.11 Training Officer Requirements	Compliance Verified
6 Operations	
6.1.2 FCC Requirements	Compliance Verified
6.1.3 Policies and Procedures Approved	Compliance Verified
6.1.4 Dissemination of Information	Compliance Verified
6.1.5 Quality Checks	Compliance Verified
6.1.6 Disposal of Work Sensitive Documents	Compliance Verified
6.2.1 Immediate Access to Communications Center Resources	Compliance Verified
6.2.2 Immediate Access to Client Agency Resources	Not Applicable by Function
6.2.3 Immediately Available Procedures	Compliance Verified
6.2.4 Obtaining and Recording Information	Compliance Verified
6.2.5 Misdirected Emergency Calls	Compliance Verified
<p>Notes: ISSUE: - Standard 6.2.5 requires a written directive establishing procedures for prompt handling and appropriate routing of misdirected emergency calls to include correction of routing and/or database errors. The directive initially provided by the agency did not address the portion of the standard related to correction of routing and/or database errors. AGENCY ACTION NEEDED: It was suggested to the agency they consider revising their directives to include procedures for notifying the appropriate entity of routing or database errors. AGENCY ACTION TAKEN: The agency revised their directive and provided proofs of compliance. It is recommended that this standard be reviewed again in future assessments to verify continued compliance.</p>	
6.2.6 Procedures for Emergency Hang Up Calls	Compliance Verified
6.2.7 Procedures for Handling Difficult Callers	Compliance Verified
6.2.8 Procedures for Calls from Elderly and Children	Compliance Verified
6.2.10 Alarm Procedures	Compliance Verified
6.2.11 First Aid Instruction	Not Applicable by Function
6.2.12 Other Than English Speaking Callers	Compliance Verified

Standards	Findings
6.2.13 Missing, Lost or Abducted Adults	Compliance Verified
6.2.14 Missing, Runaway, Abandoned, or Abducted Children	Compliance Verified
6.3.1 Radio Communication with Field Units	Compliance Verified
6.3.2 Call Assignment Criteria	Compliance Verified
6.3.3 Emergency Messages	Compliance Verified
6.3.4 Records of Vehicles Removed	Compliance Verified
6.4.1 Security for Communications Center	Compliance Verified
6.4.2 Evacuation Plan	Compliance Verified
6.4.3 Alternate Source of Electrical Power	Compliance Verified
6.4.4 Independent Backup Communications System	Agency Elected 20%
6.4.5 Criminal Justice Information Systems	Compliance Verified
6.4.6 Encoding Communications	Compliance Verified
6.5.1 Telephone Access	Compliance Verified
6.5.2 TDD/TTY Access Procedures	Compliance Verified
6.5.3 Separation of Emergency Calls	Compliance Verified
6.5.4 Immediate Playback of Recorded Information	Compliance Verified
6.5.5 Alternative Communications Criteria and Procedures	Compliance Verified
6.6.1 Two-Way Radio Capability	Compliance Verified
6.6.2 Multichannel Radio Equipment	Compliance Verified
6.6.3 Interoperable Radio Communications Plan	Compliance Verified
6.7.1 Records Privacy and Security Precautions	Compliance Verified
6.7.2 Records Retention Schedule	Compliance Verified
6.7.3 Collection of Data for Client Agencies	Not Applicable by Function
6.7.4 Requirements for Reporting Incidents	Compliance Verified
6.7.5 Recording Category Requirements	Compliance Verified
6.7.6 Case Numbering System	Compliance Verified
6.8.1 Copyright Use	Compliance Verified
6.8.2 Computer Viruses	Compliance Verified
6.8.3 Unauthorized Manipulation of Files	Compliance Verified
6.8.4 Computer Use, Policies and Procedures	Compliance Verified
6.8.5 Security System	Compliance Verified
6.8.6 Computer Backup	Compliance Verified

Standards	Findings
6.8.7 Records or Informational System Password Access	Compliance Verified
7 Critical Incidents, Special Operations, and Homeland Security	
7.1.1 Position for Planning Response to Critical Incidents at Center	Compliance Verified
7.1.2 Emergency Operations Plan (EOP) Notes: ISSUE: - The Communications Center is part of the Winston-Salem Police Department and provided directives addressing the standard from the standpoint of the Law Enforcement Agency through the agency's Emergency Operations Plan and through the county Emergency Management Plan. The standard requires emergency response plans for the communications center. AGENCY ACTION NEEDED: It was suggested that they address the standard in more detail to include response plans for the communications center. Initially the agency was reluctant to develop a response plan for the communications center, but after much discussion the Accreditation Manager stated that she would begin work on a plan for the communications center. The plan was not completed at the time the initial file review was completed.	Standard Issue
7.1.3 After Action Report	Compliance Verified
7.1.4 Operational Readiness	Compliance Verified
7.1.5 Annual Training Notes: ISSUE: - Standard 7.1.5 requires a written directive providing for documented annual training on the agency's Emergency Operations Plan for all agency personnel. The written directive initially provided by the agency stated training would be provided annually for all affected personnel. AGENCY ACTION NEEDED: It was suggested to the agency that since they are being accredited under the standards manual edition 2.23 that they consider requiring training for all Communications personnel rather than try to remain under directive language from the 5th Edition Manual for law enforcement. AGENCY ACTION TAKEN: The agency revised directive for personnel within the Communications Center. Training will be done in the near future. It is recommended that this standard be reviewed again in future assessments to verify continued compliance.	Compliance Verified
7.1.6 Accessibility of Plans	Compliance Verified
7.2.1 Special Events Plan	Compliance Verified
7.2.2 Tactical Dispatch Selection Criteria	Compliance Verified

[Response from Agency Regarding Findings:](#)

CEO Feedback not provided.

SITE-BASED ASSESSMENT

6/19/2020

Planning and Methodology:

The Winston-Salem Emergency 9-1-1 Communication Center began self-assessment on 2019. The Winston-Salem Police department had been accredited since 2003. The agency decided that CALEA Communications Center accreditation was the next step. The agency wanted to ensure that Winston-Salem 9-1-1 was providing the community with the highest level of service.

The Winston-Salem 9-1-1 Center processes law enforcement and fire department calls for service for the City of Winston-Salem. EMS calls are connected to Forsyth County Emergency Services. The Team Leader met with internal and external stakeholders during the site-based assessment. Everyone was motivated and welcomed the process; agency personnel are looking forward to being part of positive change.

Agency personnel have been carrying a heavy load while vacancies are being filled. They displayed a high level of professionalism and commitment to customer service. Many are looking forward to being more involved with improvements already in place, as well as those being implemented because of the desire to maintain international standards.

An offsite file review was conducted by Compliance Service Members. There were 4 standards identified as having outstanding requirements or needing additional review. Three of those standards were brought into compliance prior to the onsite. The agency complied with the 4th standard during the onsite. Many of the agency's directives were new and therefore there were little or no proofs; the agency demonstrated willingness to follow recommendations to accomplish proof of compliance.

The assessment team worked with agency personnel on the topical areas of focus. The maintaining and/or improvement of current processes will be determined by the filling of existing vacancies, as well as recommended changes or additions to the organizational structure.

Training

The authorized strength of Winston-Salem 9-1-1, excluding the Director position, is 48 personnel. There are currently 10 vacancies. The Training Coordinator is responsible for the management of all levels of training for the agency. The agency requires personnel to have 100% attendance for all training. Complete records are maintained, and copies placed in the agency file. Lesson plans are required for all classes and maintained according to agency policy. Classroom instruction that includes written exams must derive questions from the material presented.

Instructors are selected and assigned by the training coordinator and must meet specific requirements to be considered. One of those requirements is to be certified as an instructor by the City of Winston-Salem. Outside vendors or instructors do not need a certification but must be approved by the 9-1-1 Director.

New personnel must complete 3 phases of training: All three phases are OJT with Senior Operators. Telecommunicators are required to achieve Association of Public Safety Communications Officials (APCO) Telecommunicator 1 Certification. In addition, Senior Operators are required to complete the APCO Communications Training Officer (CTO) Certification and Squad Supervisors are required to complete the APCO Communications Center Supervisor Certification.

Remedial training is afforded to recruits having difficulty. The training manager, squad supervisor and CTO will evaluate the recruit's progress. The director decides whether remedial training is warranted.

Failure to successfully complete any phase/s of recruit training, completing remedial training or inappropriate behavior exhibited by a recruit, results in a recommendation for termination being submitted to the director.

Communications Training Officers are responsible for completing daily observation reports which they forward to the squad supervisor. The squad supervisor completes supervisor observation reports (SORS) and submits them to the training manager. These are completed through all 3 phases of training.

The agency is in the process of implementing MDE ADORE software for tracking all levels of training from Daily

Observation Reports to Quality Assurance Checks. Agency personnel were fully engaged with the requirements for this project. The software has been designed to meet those requirements and personnel are looking forward to training and implementation.

The Training Coordinator position is currently being updated to fully reflect the duties of the position. The coordinator is also in the process of formalizing the training committee to include personnel at every level of the organization. Currently, the training coordinator uses surveys via email to obtain input on training requirements or optional training.

Standards Issues:

None

Suggestions

PUBLIC EDUCATION

Winston-Salem 9-1-1 community involvement is growing every year. Personnel provide education regarding 9-1-1 to the following groups:

- Winston-Salem Citizens Police Academy
- Winston-Salem Citizens Fire Academy
- Winston-Salem Police explorers
- Winston-Salem Youth Academy
- Group meetings at local Universities

The agency acknowledges the positive benefit for both the attendees. However, 9-1-1 personnel need to expand the program within the community. In the past, public education was addressed by the police and fire departments. The main issue hindering the expansion of the public education program is the staffing shortage, most often personnel are used to cover shifts rather than extra activities.

Future public education plans involve continued partnerships with the police and fire departments. Agency personnel will attend the events with their public safety counterparts. Additional plans include reaching out to area schools at all levels. The goal is to teach students who public safety communications (9-1-1) personnel are, what they do and how they help all people. The agency plans to reach out to religious groups, scout troops and the boys and girls clubs of America. The focus will always be on the diverse groups within the community.

Additional personnel will be hired to fill vacancies. As soon as training is complete, the issue of overtime shift coverage should see an improvement. This will enable personnel to take part in educational activities in the community.

Some of these initiatives are new and may take some navigating to build the programs. However, the agency strongly believes that educating the public on how 9-1-1 works is beneficial, both to the callers and the operators. Annually, the program will be reviewed, and progress will be documented. If specific events occur or needs are identified the program will be changed as needed.

Standards Issues:

None

Suggestions

Summary:

Number of Interviews Conducted: 19

Assessors' Names: Joseph Spera

Site-Based Assessment Start Date: 03/02/2020

Site-Based Assessment End Date: 03/04/2020

Mandatory (M) Compliance	149
Other-Than-Mandatory (O) Compliance	39
Standards Issues	0
Waiver	0
(O) Elect 20%	4
Not Applicable	13
Total:	205

Percentage of applicable other-than-mandatory standards: 91 %

COMMUNITY FEEDBACK AND REVIEW

Public Information Session

N/A

Telephone Contacts

There were no telephone contacts

Correspondence

There was no correspondence received.

Media Interest

There was no media interest displayed during the onsite.

Public Information Material

The agency had an excellent public information plan that provided notice of the CALEA on-site assessment. The Plan included the date and times for the public call-in session and the public information session, as well as information for the submission of written comments directly to the Commission. The agency distributed public notices announcing the on-site assessment to area media sources. Additionally, the notice was available in the lobby of the Winston-Salem Police Headquarters and publicly posted at the Vivian H. Burke Public Safety Center, Bryce A. Stuart Municipal Building (City Hall South), Winston-Salem City Hall, City Community Centers, City Parks, and all Police District Offices.

The news release announcing the on-site assessment was distributed agency-wide and released to the following media sources: WFMY - TV Bount, WXII TV, WGHP TV, W-S CHRONICLE, W-S Journal, WS Journal, Public Safety Journal, Letters of the announcement will be sent to the various area and statewide professional law enforcement organizations, including 31st Judicial District Attorney's Office, Forsyth County Sheriff's Department, Wake Forest University Police Department, Winston-Salem State University Police Department, Kernersville Police Department, Greensboro Police Department, and the Federal Bureau of Investigation Greensboro Office.

All personnel were issued electronic copies of the Public Notice through the PowerDMS document management system. Patrol units are encouraged to distribute the information to interested citizens.

The Command Staff was provided copies of the prepared agendas of the site-based assessments for the Law Enforcement, Public Safety Communications, and the Public Safety Training Academy.

Community Outreach Contacts

Harry Brown

Assistant Chief, Winston-Salem Fire Rescue

Winston-Salem Fire Rescue personnel have a great relationship with the Winston-Salem 9-1-1 personnel. Winston-Salem 9-1-1 is an awesome group of people. The agencies meet and collaborate on a quarterly basis.

STATISTICS AND DATA TABLES

Overview

The following information reflects empirical data submitted by the candidate agency specifically related to CALEA Standards. Although the data does not confirm compliance with the respective standards, they are indicators of the impact of the the agency’s use of standards to address the standards' intent

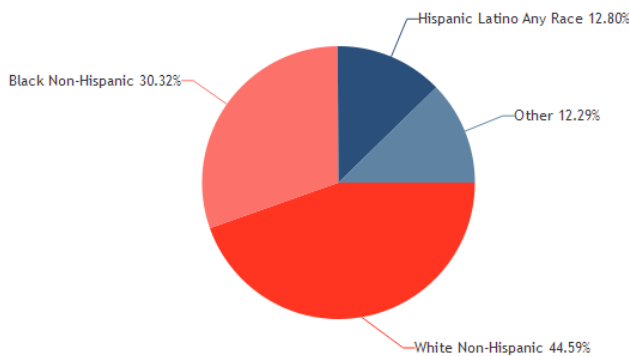
Agency Demographics Report - Initial Accreditation

	Service Population		Available Workforce		Current Employees		Current Female Employees		Prior Employees		Prior Female Employees	
	#	%	#	%	#	%	#	%	#	%	#	%
White Non-Hispanic	117600	44%	50239	54 %	27	71%	25	65%	0	0%	0	0%
Black Non-Hispanic	79958	30%	31845	34 %	11	28%	10	26%	0	0%	0	0%
Hispanic Latino Any Race	33753	12%	7744	8 %	0	0%	0	0%	0	0%	0	0%
Other	32419	12%	2378	2 %	0	0%	0	0%	0	0%	0	0%
Total	263730		92206		38		35		0		0	

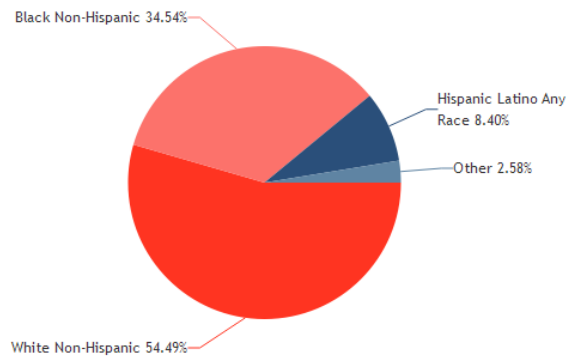
Initial Accreditation Notes:

This information was gathered from the 2000 Census.

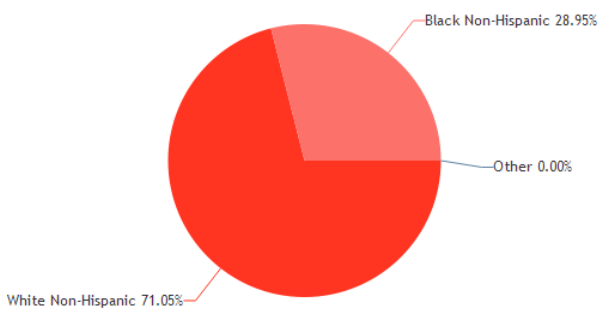
Service Population



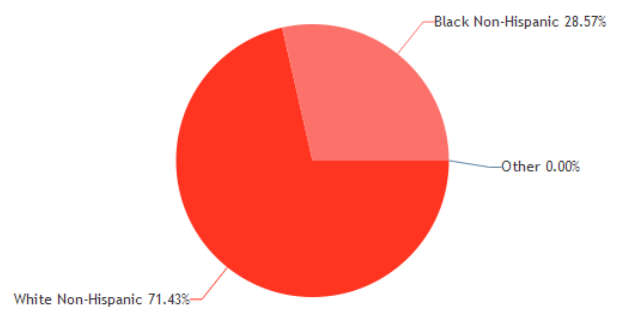
Available Workforce



Current Sworn Officers



Current Sworn Female Officers



Personnel Actions

Actions	Initial
Suspensions	1
Demotions	0
Resignations in Lieu of Termination	0
Terminations	1
Other	0

Initial Accreditation

The employee was initially suspended and then later terminated.

Liability Reports

	Initial
Number Reported	0
Training Deficiencies	0
Failure of Policy	0
Inattention to Detail	0
Other	0

Initial Accreditation

There were no liability reports involving our employees during this initial review cycle.

Performance Measures

	Initial
Incoming Emergency Calls	215640
Incoming Non-Emergency Calls	246890
Outgoing Calls	67645
Calls Resulting in Dispatch	
Law Enforcement	222890
Fire	27709
EMS	0
Average Abandonment Rate %	1090
Average Processing Time in minutes	1.16

Public Education

	Initial
Surverys Completed	0.0
Presentations Performed	0.0
People Contacted	0.0
Press Releases Initiated By Agency	0.0

Grievances

Grievances	Initial
Number	1

Initial Accreditation Notes:

1 - withdrew

Training

	Initial
Hired	4
Released from Probation	
Completed Training	1
All Employees Retained for Three Years or More	23
Average In-service Training Hours	38

Initial Accreditation

Average In-service Training Hours = 38 per employee

Quality Assurance

	Initial
EMD QA Reviews Performed	
Protocol Compliance Percentage EMD	
Other QA Reviews Performed	
Protocol Compliance Other	93.23

Initial Accreditation

EMD QA Reviews Performed - N/A We do not dispatch EMS

Other QA Reviews Performed - Radio / Telephone evaluations

There are two random radio dispatches and two random telephone calls pulled monthly for each released operator.

