

TRAINING ACADEMY ACCREDITATION

Winston-Salem (NC) Police Department

Agency

Winston-Salem (NC) Police
Department
725 N. Cherry Street
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.



Training Academy Accreditation

CALEA standards reflect the current thinking and experience of Training Academy practitioners and researchers. Major Training Academy associations, leading educational and training institutions, governmental agencies, as well as Training Academy 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) Virgil Hubbard remotely reviewed 98 standards for the agency on 1/25/2020 using Training Academy Manual 2.17. 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.

- 4.4.4 – Unsatisfactory Performance – ISSUE: The agency directive provides that an employee who has demonstrated unsatisfactory performance will be notified at least 90 days prior to the end of the rating period. CALEA removed the 90-days language from the standard several years ago. The 90-days provision gives the potential for as much as eight to nine months to pass before the employee may receive notice of the unsatisfactory performance. Also, the proof in the file is for an academy student. This standard applies to academy employees (staff and/or instructors). AGENCY ACTION NEEDED: Recommend that the agency directive provide for the notification to an employee of unsatisfactory performance in a timely manner. Replace the proof for the student with one for an academy employee. If there was no occurrence insert a Simple Note to that effect. AGENCY ACTION TAKEN: The academy revised its written directive to provide that employees will be advised in a timely manner of performance that is unsatisfactory. It is recommended that this standard be reviewed for continued compliance during the next CSM annual file review.
- 7.1.6 – Dissemination of Information – ISSUE: The policy in the file appears to address mostly criminal incidents handled by the police department. It does not address the dissemination of student information and training records, and academy employee information. ACTION ACTION NEEDED: It is recommended that the academy policy address the dissemination of student, employee, and sensitive information. AGENCY ACTION TAKEN: The academy revised its Training Manual to provide for the dissemination of information regarding students, employees, and sensitive information. It is recommended that this standard be reviewed for continued compliance during the next CSM annual file review.
- 7.4.7 – Equipment Plan – ISSUE: in Bullet A, control and use of equipment is addressed. The equipment inventory looks at equipment damage or disrepair. How is equipment in need of repair handled? AGENCY ACTION NEEDED: It is recommended that the academy's equipment plan also address how equipment in need of repair or maintenance is handled. AGENCY ACTION TAKEN: The academy revised its equipment plan to show procedures for the repair and maintenance of equipment when appropriate. It is recommended that this standard be reviewed for continued compliance during the next CSM annual file review.

Site-Based Assessment Review:

From 3/2/2020 to 3/4/2020, Alfred E. Miller 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:

- Exceeding State Basic Law Enforcement Training Standards - The Winston-Salem Police Department's Training Academy Basic Law Enforcement Training (BLET) course exceeds by over 400 hours, the minimum standards set by the North Carolina Criminal Justice Education and Training Standards Commission and the Forsyth Technical Community College.

The North Carolina Criminal Justice Education and Training Standards Commission and the Forsyth Technical

Community College both set 70% as the passing score for exams and retests. The Training Academy has 80% as its minimum passing score.

- Yearly In-Service Training - Aside from firearms, use of force and driving represent the highest risk of liability exposure of law enforcement activity. The state only mandates annual firearms training. The Winston-Salem police department mandates annual training in subject control and arrest techniques (SCAT) and vehicle operations, in an effort to reduce uses of force and preventable vehicle crashes and, when force is used and emergency and low speed vehicle operations occur, they do so with a view to minimize injury and property damage.
- Use of Expert Instructors - The Winston-Salem police department uses its subject matter experts for all basic and in-service training in the academy. The Academy uses the best instructor from the department to teach each specific block of instruction. This ensures the student gets the best current, relevant training from instructors who are state-certified general and specialized instructors and also experienced, knowledgeable and well-trained in their fields of expertise.

During the Site-Based Assessment Review, the assessment team conducted 18 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 September 23, 1921 the board authorized a three month training school for the police department. A member of the New York Police Department started the school. A training manual for the department was printed for use by all officers. In April 1958, a forty-four hour driver's training course was added to the recruit training. The course, ran on the track of Bowman Gray Stadium. On August 1, 1960 a program for young men 18 to 20 years old was approved. In the police department, the cadets would work in Communications and would assist in the Records Division, the jail, and the Traffic Division by providing clerical and other duties. They would also receive classroom and in-service training. The program was phased out in the early 1970's and was revised with similar guidelines in 2000.

On May 29, 2015 the Alexander R. Beaty Training and Support Center was opened. The Beaty Center became the home of the Winston-Salem Police Department's Training Academy. BLET and In-Service training are conducted out of the new building with the firearms range the driving track at an off-site location.

AGENCY STRUCTURE AND FUNCTION

Chief Catrina Thompson is in charge of the police department as a whole. Assistant Chief William Penn is the Bureau Commander over the Winston-Salem Police Department Training Academy which is followed by Captain Brian Dobey, Lieutenant Trace Wooten, BLET Sergeant Samuel Langdon, Corporal Kayla Shouse, Corporal Jeremy Henry and Assistant Training Coordinator Megan James (Civilian). The Firearms Range Staff includes Sergeant Michael Fleming, Corporal Logan Collier, and Officer Brian Dawson. There are a total of nine sworn officers and 1 civilian personnel.

AGENCY SUCCESSES

Exceeding State Basic Law Enforcement Training Standards

The Winston-Salem Police Department SSB/Training Division exceeds the minimum standards set by the North Carolina Criminal Justice Education & Training Standards Commission (NCCJETS) in both the number of hours required and passing grades for Basic Law Enforcement Training (BLET) and Mandatory Inservice Training (MIST). NCCJETS sets a standard of 70% for successful completion of both BLET and Inservice programs.

The Winston-Salem Police Department requires 80% for successful completion in these programs. The current state-mandated BLET curriculum is set at 640 hours of training. Winston-Salem Police Department recruits will graduate BLET with over 1000 hours of training.

Yearly In-Service Training

The Winston-Salem Police Department's SSB/Training Division requires yearly mandatory In-service Training in Subject Control and Arrest Techniques (SCAT) and Driver's Training. Aside from firearms, use-of-force and driver's training represent the highest liability segments of law enforcement activity.

The State of North Carolina typically does not mandate either use-of-force or driver's training on a yearly basis. Yearly, Winston-Salem Police Department Inservice training in SCAT and Driver's Training includes classroom instruction, refresher training in acceptable techniques, and scenario-based training.

Use of Expert Instructors

The Winston-Salem Police Department's SSB/Training Division utilizes our own internal experts for all training in the academy, as well as for our in-service training. The process is used so that we utilize the best instructor from our agency to teach the specific block of instruction. This ensures the student gets the best available training whether the student is a recruit in our basic law enforcement training academy or completing their required annual in-service training. We have a large list of both certified general instructors and specialized instructors to pull from. Each of our in-house instructors have been certified through the North Carolina Justice Academy and are required to complete annual updates to maintain their certifications. The SSB/Training Division keeps the certifications for our instructors and ensures all certifications are valid annually.

FUTURE ISSUES FOR AGENCY

Future issues for our Training Academy includes a budget for new technology for our BLET recruits and in-service equipment.

INITIAL REMOTE WEB-BASED ASSESSMENT

Compliance Services Member: Virgil Hubbard

On 1/25/2020, the Initial Remote Web-based Assessment of Winston-Salem (NC) Police Department was conducted. The review was conducted remotely and included 98 standards from the CALEA® Standards for Training Academy Manual. The following standards were reviewed and the findings are denoted:

Standards	Findings
1 Credentialing	
1.1.1 Credentialing Program Documentation	Compliance Verified
1.1.2 Instructors Certification	Compliance Verified
1.1.3 Timely Filing of Information	Compliance Verified
1.1.4 Criminal History Records Check	Compliance Verified
2 Organization	
2.2.1 Training Academy/Client Agency Relationship	Compliance Verified
2.2.2 Risk Management Program	Compliance Verified
2.2.3 Equipment Use Expectations	Compliance Verified
2.2.7 Public Health Authority	Compliance Verified
2.3.4 Relieved from Duty	Compliance Verified
2.3.5 Records, Maintenance and Security	Compliance Verified
2.3.6 Administrative Review of Complaints	Compliance Verified
3 Direction and Authority	
3.1.1 Documents to Establish Academy	Compliance Verified
3.1.7 Dissemination and Storage	Compliance Verified
3.2.3 Requisition and Purchasing Procedures	Compliance Verified
3.2.5 Revenue Fund/Accounts Maintenance	Not Applicable by Function
3.2.7 Inventory and Control	Compliance Verified
3.3.1 Performance Measurement Program	Compliance Verified
4 Human Resources	
4.1.2 Job Description Maintenance and Availability	Compliance Verified
4.2.1 Salary Program	Compliance Verified
4.2.5 Fitness for Duty Testing	Compliance Verified
4.3.1 Academy Role in Collective Bargaining Process	Not Applicable by Function
4.3.2 Ratification Responsibilities	Not Applicable by Function

Standards	Findings
<p>4.4.4 Unsatisfactory Performance</p> <p>Notes: ISSUE: The agency directive provides that an employee who has demonstrated unsatisfactory performance will be notified at least 90 days prior to the end of the rating period. CALEA removed the 90-days language from the standard several years ago. The 90-days provision gives the potential for as much as eight to nine months to pass before the employee may receive notice of the unsatisfactory performance. Also, the proof in the file is for an academy student. This standard applies to academy employees (staff and/or instructors). AGENCY ACTION NEEDED: Recommend that the agency directive provide for the notification to an employee of unsatisfactory performance in a timely manner. Replace the proof for the student with one for an academy employee. If there was no occurrence insert a Simple Note to that effect. AGENCY ACTION TAKEN: The academy revised its written directive to provide that employees will be advised in a timely manner of performance that is unsatisfactory. It is recommended that this standard be reviewed for continued compliance during the next CSM annual file review.</p>	Standard Issue
4.4.9 Early Intervention System	Compliance Verified
4.6.7 Maintenance/Security of Records	Compliance Verified
4.7.1 Continued Training	Compliance Verified
4.7.3 Attendance Requirements and Reimbursement Information	Compliance Verified
4.7.4 Accreditation Process Information	Compliance Verified
4.7.5 Accreditation Manager Training	Compliance Verified
4.8.1 Written Agreement with Contract Personnel	Not Applicable by Function
4.8.2 Written Agreement with Client Agencies	Not Applicable by Function
5 Recruitment, Selection, Employment, and Promotion	
5.2.3 Notification of Ineligibility	Compliance Verified
5.2.8 Medical Examination	Not Applicable by Function
5.3.1 New Hire Information	Compliance Verified
5.4.4 Promotion Process Announcements	Compliance Verified
5.4.7 Job Related Training	Compliance Verified
6 Instructional Systems	
6.1.1 Instructional System Described	Compliance Verified
6.2.1 Task Analysis	Compliance Verified
6.2.2 Needs Assessment	Compliance Verified
6.3.1 Training Course Procedures	Compliance Verified
6.4.1 Training Course Lesson Plans	Compliance Verified
6.4.2 Training Course Review Schedule	Compliance Verified
6.4.3 Practical Exercises/Scenario Based Training	Compliance Verified
6.5.1 Instructor Training Materials	Compliance Verified
6.5.2 Regulation of Instructor Training Aids	Compliance Verified

Standards	Findings
6.5.3 PilotTest	Compliance Verified
6.5.4 Adult LearningTechniques	Compliance Verified
6.6.1 Training CourseEvaluations	Compliance Verified
6.6.2 Measurement of Student LearningSkill	Compliance Verified
6.6.3 MeasuringChanges	Compliance Verified
6.6.4 MeasuringEffectiveness	Agency Elected 20%
6.6.5 Information Incorporation into TrainingCourses	Compliance Verified
7 TrainingAdministration	
7.1.1 Surveys	Compliance Verified
7.1.2 Training Data CollectionSubmission	Compliance Verified
7.1.3 Training Course/Training EventLists	Compliance Verified
7.1.4 AccessPolicy	Compliance Verified
7.1.5 TrainingCommittee	Compliance Verified
<p data-bbox="108 952 1485 987">7.1.6 Dissemination ofInformation Standard Issue</p> <p data-bbox="108 996 1485 1232">Notes: ISSUE: The policy in the file appears to address mostly criminal incidents handled by the police department. It does not address the dissemination of student information and training records, and academy employee information. ACTION ACTION NEEDED: It is recommended that the academy policy address the dissemination of student, employee, and sensitive information. AGENCY ACTION TAKEN: The academy revised its Training Manual to provide for the dissemination of information regarding students, employees, and sensitive information. It is recommended that this standard be reviewed for continued compliance during the next CSM annual file review.</p>	
7.1.7 CopyrightPlagiarism	Compliance Verified
7.1.8 Relationship with Accredited UniversityCollege	Compliance Verified
7.2.1 Privacy andSecurity	Compliance Verified
7.2.2 Training Course/Training EventRecords	Compliance Verified
7.2.3 Training Course CompletionDocumentation	Compliance Verified
7.2.5 Update Records of AcademyEmployees	Compliance Verified
7.2.6 Unsuccessful Training Course/Event CompletionNotification	Compliance Verified
7.3.1 Software/HardwareLicensed	Compliance Verified
7.3.2 ComputerViruses	Compliance Verified
7.3.3 Manipulation of FilesPolicy	Compliance Verified
7.3.4 Computer Use, Policy and Procedures	Compliance Verified
7.3.5 Records Inspection and SecuritySystem	Compliance Verified
7.3.6 Computer BackupProcedures	Compliance Verified
7.3.7 PasswordAccess	Compliance Verified

Standards	Findings
7.3.8 PasswordChanges	Compliance Verified
7.4.1 Security Concerns/MeasuresPolicy	Compliance Verified
7.4.2 Criminal Justice Information System/DatabaseAccess	Compliance Verified
7.4.3 NeedsAssessment	Compliance Verified
7.4.4 High-RiskTraining	Compliance Verified
7.4.5 Learning ResourceCenter	Compliance Verified
7.4.6 Distance/Distributed Educational ResourceAccess	Compliance Verified
7.4.7 EquipmentPlan Notes: ISSUE: in Bullet A, control and use of equipment is addressed. The equipment inventory looks at equipment damage or disrepair. How is equipment in need of repair handled? AGENCY ACTION NEEDED: It is recommended that the academy's equipment plan also address how equipment in need of repair or maintenance is handled. AGENCY ACTION TAKEN: The academy revised its equipment plan to show procedures for the repair and maintenance of equipment when appropriate. It is recommended that this standard be reviewed for continued compliance during the next CSM annual file review.	Standard Issue
7.4.8 Firearms Range	Compliance Verified
8 Instructors	
8.1.1 InstructorCriteria	Compliance Verified
8.1.2 Procedures for Evaluating/Verifying InstructorQualifications	Compliance Verified
8.1.3 InstructorTraining	Compliance Verified
8.1.4 InstructionalGuidelines	Compliance Verified
8.1.5 Monitoring and Evaluation ofInstructors	Compliance Verified
8.1.6 Instructor Performance EvaluationGuidelines	Compliance Verified
8.1.7 Instructor Certification/StatusTraining	Compliance Verified
8.1.8 InstructorResponsibilities	Compliance Verified
9 Students	
9.1.1 Overnight Stay InformationOrientation	Not Applicable by Function
9.1.2 Commuter StudentOrientation	Compliance Verified
9.1.3 Person Responsible for StudentWelfare	Compliance Verified
9.1.4 Student TrainingInformation	Compliance Verified
9.1.5 Adverse Weather ConditionPolicy	Compliance Verified
9.1.6 SafetyOfficer	Compliance Verified
9.1.7 Safety Officer PoliciesProcedures	Compliance Verified
9.2.1 Student Code ofConduct	Compliance Verified
9.2.2 Student RemovalProcedures	Compliance Verified

Response from Agency Regarding Findings:

CEO Feedback not provided.

SITE-BASED ASSESSMENT

6/19/2020

Planning and Methodology:

The Winston-Salem Police Department (WSPD) is a full-service law enforcement agency. It has been CALEA-accredited since 2003. The WSPD operates its own training academy. The WSPD Training Academy began self-assessment in February 2019, so this is its initial site-based assessment. Prior to site-based activities, Compliance Service Members (CSM) reviewed 98 standards to determine compliance. There were three standards identified as having outstanding requirements or needing additional review and all three were brought into compliance prior to the site-based assessment.

On Wednesday, February 12, 2020, a conference call was held to determine the processes to be used during the on-site assessment, areas of focus and scheduling of interviews for the Winston-Salem Police Department's Training Academy. Participants in the conference call included Sergeant September Tuttle (Accreditation Manager), Captain Brian Dobey, Corporal Kayla Shouse and Corporal Jeremy Henry, with CALEA Team Leader Alfred Miller. During the conference call it was determined that the assessment team would review documents and conduct interviews for areas of focus including: the agency exceeds state basic training requirements, the agency exceeds state in-service training requirements and the agency maintains a cadre of internal subject matter experts for basic and in-service training. An itinerary was discussed to facilitate and schedule interviews with various agency personnel including recruits, other members of the department, the North Carolina Criminal Justice Education and Training Standards Commission and the Forsyth Technical Community College.

From March 2, 2020 to March 4, 2020, the Team Leader conducted an on-site assessment of the agency which included numerous interviews, observing physical fitness and classroom training, participating in tours of the academy, firearms training facility and driver training facility, and reviewing other materials to collectively obtain an assessment of the agency's compliance with CALEA standards. During the site-based assessment, the assessment team conducted 18 interviews with agency members including recruits, representatives of the North Carolina Education and Training Standards Commission and the Forsyth Technical Community College regarding agency professionalism, effectiveness and quality of training, and the three established focus areas.

Exceeding State Basic Law Enforcement Training Standards

The state's Basic Law Enforcement Training (BLET) course is a 640 hour course designed to prepare entry level individuals with the cognitive and physical skills needed to become certified law enforcement officers in North Carolina. The course is comprised of 36 separate blocks of instruction to include topics such as Firearms, Drivers Training, Motor Vehicle Law and Arrest Search and Seizure. The BLET course is filled with realistic practical exercises, intense physical training and an extensive ethics section that is woven throughout the training experience. What new officers learn from the police academy curriculum serves as the foundation and building blocks for effective policing. Basic law enforcement training is largely and necessarily centered on the mechanical and technical aspects of policing. Therefore the WSPD Training Academy delivers an additional 416 hours of training for a total of 1055 hours of training. This includes 32 hours each of radar and standardized field sobriety testing.

The WSPD recognizes police work entails a vast amount of contact between the community and the officers and that the way officers communicate with citizens often affects the outcome of a particular situation. The WSPD strives to reduce uses of force, vehicle crashes, and other areas of high liability and risk. To these ends the Academy adds almost twice as many hours of physical fitness training as required by the state, eight hours of conductive energy weapon training, 12 additional hours each of firearms training and subject control and arrest techniques (SCAT), 20 additional hours of driver training, 40 hours devoted to officer survival, 16 hours each on use of force protocols and reality based training, and woven throughout this curriculum is training and exercises to apply de-escalation skills and interpersonal

communication techniques.

The North Carolina Education and Training Standards Commission and the Forsyth Technical Community College passing score for exams and retests is 70 percent. The WSPD has set its passing score at 80 percent. This is because it has considered what recruits are learning, why they are learning it, and what the real-life consequences could be for the department and the public with a recruit performing as an officer with a passing score that is often considered a minimal and weak score, especially in matters of public safety. Recruits who score less than 80 are given remedial training up to 30 calendar days from date of initial failure, with a maximum of two retests allowed within that 30 days. Those who fail to achieve the passing score of 80% are recommended for termination of employment and removal from sponsorship by Forsyth Technical Community College.

Standards Issues:

None.

Suggestions

None.

Yearly In-Service Training

State Administrative Code has identified mandatory in-service training (MIST) for the coming year. These rules require that every law enforcement officer certified by the Criminal Justice Education and Training Standards Commission must receive at least 24 credits of in-service training annually.

In 2020 the Code states there are 18 required credits covering firearms training and qualification, legal updates, and several other topics. The State of North Carolina does not mandate either use-of-force or driver's training on a yearly basis. The Winston-Salem Police Department recognizes that aside from the low frequency and high liability from firearms, use-of-force and driving represent the highest liability exposures of law enforcement activity, and both occur much more frequently than use of firearms. Like firearms, training in these two areas remain important from the standpoint of proficiency, safety, and liability. Therefore, the department requires yearly mandatory in-service training in both Subject Control and Arrest Techniques (SCAT) and Driver's Training.

The department's Training Committee meets in October to review the state requirements of in-service training for the coming year and identify the instructors for each block. They then agree on an outline for the content of Driving and SCAT training and whether to be taught separately or combined. For example, in 2019 it was decided instruction, refresher training in acceptable techniques and testing (passing score of 80%) for both topics would be conducted in the classroom, followed by a combined scenario-based training exercise involving a pursuit ending with a use of force decision-making scenario. A representative of the Professional Standards Division (PSD) attended this meeting and reported an increase in the amount of inappropriate Oleoresin Capsicum (OC) exposures within the last year and wanted every officer to have a review on the proper utilization of OC. It was agreed that OC training would be incorporated in the SCAT training per PSD's request. The training drafted and agreed to by the committee was presented in November to the command staff and approved by Chief Thompson.

Standards Issues:

None.

Suggestions

None.

Use of Expert Instructors

While some training academies contract with outside subject matter experts (SMEs) or train a relatively small group of instructors to be knowledgeable to some degree in most subject matters of law enforcement training, the Winston-Salem police department takes a different approach. The Training Academy utilizes the department's internal SMEs for all basic and in-service training. The process is used so that the department utilizes the best instructor to teach each specific block of instruction. The department invests in making certain its large cadre of adjunct instructors have

general and specialized instructor certifications, applicable professional certifications, education and training to be subject matter experts in the truest sense of the term. This ensures a significant percentage of department staff are current in their fields and their knowledge is relevant to their areas of expertise, and student receive the best available training.

The WSPD uses internal SMEs to not only engage recipients of the SMEs' knowledge, but to grow the SMEs' skill set and engagement. By engaging its staff, the WSPD utilizes one of the greatest retention tools it has. Having SMEs share their knowledge and perspective with colleagues is an easy way to motivate the SMEs, essentially building up their confidence and morale. A byproduct of this engagement is also the opportunity to grow the skill set of the SMEs in presentation skills, project management and leadership. Because of their specialized knowledge, internal SMEs are able to deliver content in a meaningful way and have a vested interest in their colleagues learning and successfully applying what they are taught.

Standards Issues:

None.

Suggestions

None.

Summary:

Number of Interviews Conducted: 18

Assessors' Names: Alfred E. Miller

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

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

Mandatory (M) Compliance	133
Other-Than-Mandatory (O) Compliance	26
Standards Issues	0
Waiver	0
(O) Elect 20%	1
Not Applicable	7
Total:	159

Percentage of applicable other-than-mandatory standards:

96 %

COMMUNITY FEEDBACK AND REVIEW

Public Information Session

Non-Applicable

Telephone Contacts

There were no telephone contacts during the public call-in session pertaining to the Training Academy.

Correspondence

No correspondence was received before, during or after the site-based assessment.

Media Interest

There was no media interest regarding Training Academy accreditation.

Public Information Material

The agency public information plan provided notice of the CALEA site-based 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. The notice was available at 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, Beaty Training Facility and 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, and Public Safety Journal.

Letters of the announcement were 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 officers were 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 Public Safety Training Academy.

Community Outreach Contacts

Mr. W. Lorin Dingler, Public Safety Technologies Department Chair and Basic Law Enforcement Training School Director, Forsyth Technical Community College

David Rose, North Carolina Criminal Justice Education and Training Standards Commissioner

STATISTICS AND DATA TABLES

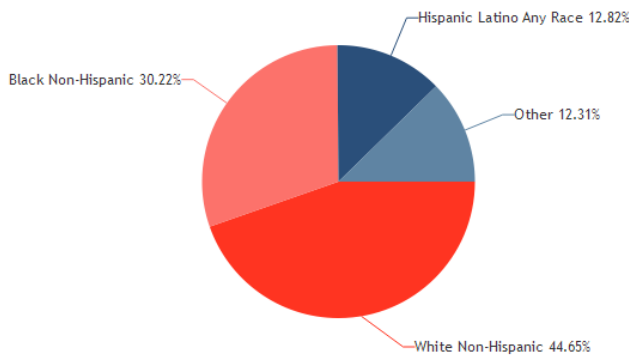
Overview

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

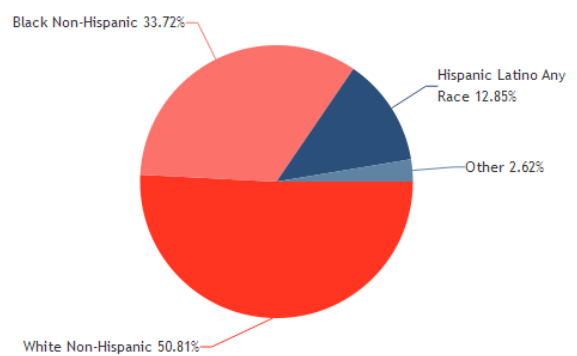
Agency Demographics Report - Initial Accreditation

	Service Population		Available Workforce		Current Employees		Current Female Employees		Prior Employees		Prior Female Employees	
	#	%	#	%	#	%	#	%	#	%	#	%
White Non-Hispanic	117600	44%	71576	50 %	6	100%	2	33%	0	0%	0	0%
Black Non-Hispanic	79598	30%	47499	33 %	0	0%	0	0%	0	0%	0	0%
Hispanic Latino Any Race	33753	12%	18102	12 %	0	0%	1	16%	0	0%	0	0%
Other	32419	12%	3688	2 %	0	0%	0	0%	0	0%	0	0%
Total	263370		140865		6		3		0		0	

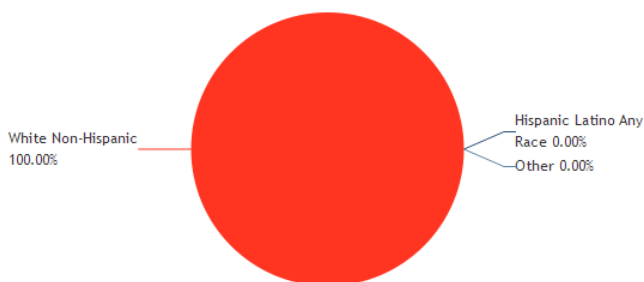
Service Population



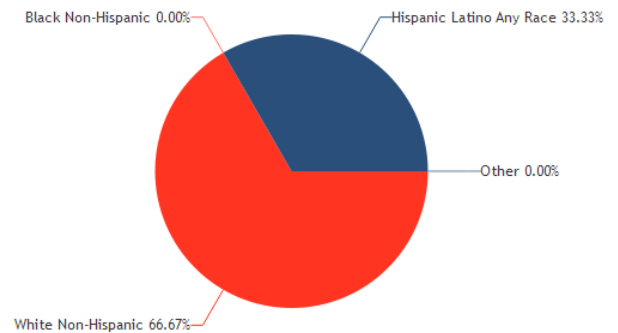
Available Workforce



Current Sworn Officers



Current Sworn Female Officers



Complaints and Internal Affairs - Initial Accreditation

	Initial
External/Citizen Complaint	
Citizen Complaint	0
Sustained	0
Not Sustained	0
Unfounded	0
Exonerated	0
Internal/Directed Complaint	
Directed Complaint	0
Sustained	0
Not Sustained	0
Unfounded	0
Exonerated	0

Initial Accreditation Notes:

There were no internal or external complaints on Training Academy personnel.

Grievances

Grievances	Initial
Number	0

Initial Accreditation Notes:

There were no grievances from Training Academy personnel.

Personnel Actions

	Initial
Suspension	0
Demotion	0
Resign In Lieu of Termination	0
Termination	0
Other	0
Total	0
Commendations	

Instructor Selection - Initial Accreditation

	White Non-Hispanic		Black Non-Hispanic		Hispanic Latino Any Race		Other		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Applications Received	0	0	0	0	0	0	0	0	0.0
Applicants Hired	0	0	0	0	0	0	0	0	0.0
Percent Hired	%	%	%	%	%	%	%	%	
Percent of Workforce Population	0%	%	0%	%	0%	%	0%	%	0.0

Initial Accreditation Notes:

The Winston-Salem Training Academy did not have a general instructor process during this initial review cycle.

Applications Received

Applicants Hired

Percent Hired

Percent of Workforce Population

Legend

White Non-Hispanic Male	
White Non-Hispanic Female	
Black Non-Hispanic Male	
Black Non-Hispanic Female	
Hispanic Latino Any Race Male	
Hispanic Latino Any Race Female	
Other Male	
Other Female	

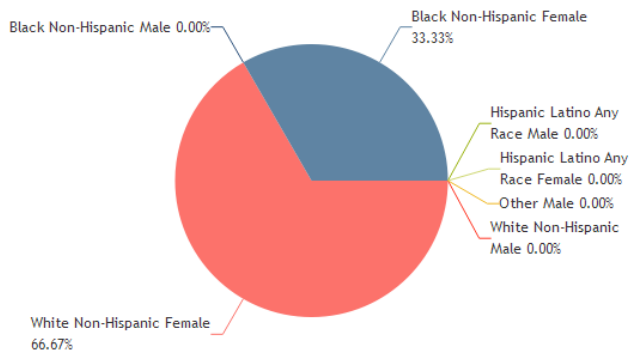
Non-Instructor Selection - Initial Accreditation

	White Non-Hispanic		Black Non-Hispanic		Hispanic Latino Any Race		Other		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Applications Received	0	2	0	1	0	0	0	0	3.0
Applicants Hired	0	1	0	0	0	0	0	0	1.0
Percent Hired	%	50%	%	0%	%	%	%	%	25.0
Percent of Workforce Population	17%	%	0%	%	0%	%	0%	%	4.17

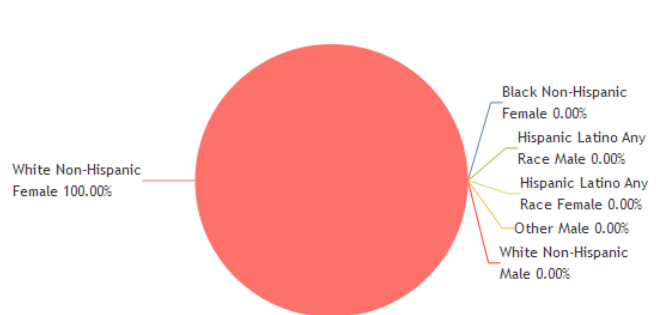
Initial Accreditation Notes:

No instructors were selected during this initial review cycle. (No process was put out.)

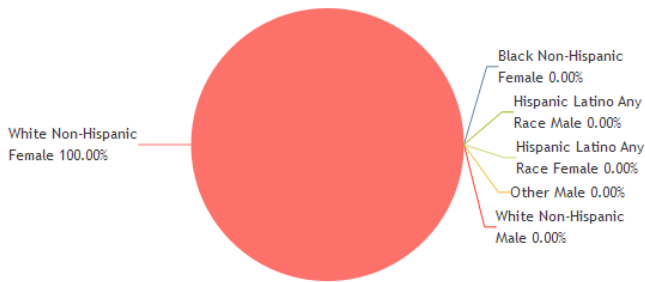
Applications Received



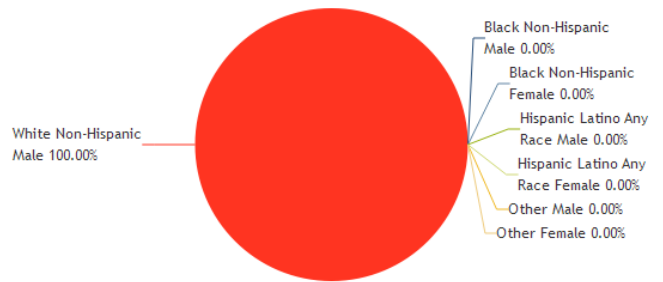
Applicants Hired



Percent Hired



Percent of Workforce Population



Legend

White Non-Hispanic Male	
White Non-Hispanic Female	
Black Non-Hispanic Male	
Black Non-Hispanic Female	
Hispanic Latino Any Race Male	
Hispanic Latino Any Race Female	
Other Male	
Other Female	

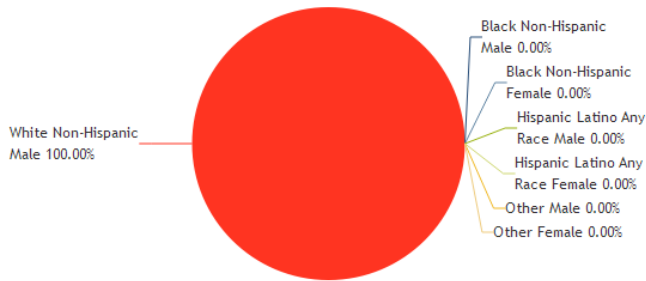
Promotions - Initial Accreditation

	White Non-Hispanic		Black Non-Hispanic		Hispanic Latino Any Race		Other		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Tested	3	0	0	0	0	0	0	0	3
Eligible After Testing	3	0	0	0	0	0	0	0	3
Promoted	2	0	0	0	0	0	0	0	2
Percent Promoted	67 %	%	%	%	%	%	%	%	N/A

Initial Accreditation Notes:

No Training Academy employee was promoted and remained within the academy. No sworn promotional processes were open in 2019.

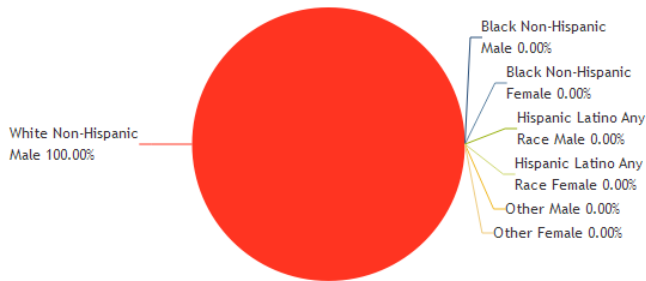
Tested



Eligible After Testing



Promoted



Percent Promoted



Legend

White Non-Hispanic Male	
White Non-Hispanic Female	
Black Non-Hispanic Male	
Black Non-Hispanic Female	
Hispanic Latino Any Race Male	
Hispanic Latino Any Race Female	
Other Male	
Other Female	

Code of Conduct Actions

Verbal Warnings	0
Written Reprimands	0
Suspensions	0
Termination Expulsion	0
Other	0