STRATEGIC FOCUS AREA
Safe and Secure Community

Objectives
- SSC.1 – Expand Community Policing
- SSC.2 – Reduce Crime and Fear of Crime
- SSC.3 – Improve Public Safety Service Quality
- SSC.4 – Enhance Fire Prevention Programs

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<thead>
<tr>
<th>Objective</th>
<th>Project Title</th>
<th>Estimated Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>SSC.3</td>
<td>Public Safety Center Renovations – Phase II</td>
<td>$12,000,000</td>
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<tr>
<td>SSC.3</td>
<td>Public Safety Radio Communication System</td>
<td>$9,000,000</td>
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<td>SSC.3</td>
<td>Public Safety Training Complex</td>
<td>$3,500,000</td>
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<td>Police Fleet Operations Facility</td>
<td>$1,000,000</td>
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<td>SSC.3</td>
<td>Public Safety Facility Renewal</td>
<td>$500,000</td>
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<td>SSC.3</td>
<td>Fire Station Renovations</td>
<td>$3,600,000</td>
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<td>SSC.3</td>
<td>New Fire Station</td>
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<td>SSC.3</td>
<td>Drive-through Bay for Station 20</td>
<td>$250,000</td>
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<tr>
<td></td>
<td><strong>Safe and Secure Community Total</strong></td>
<td><strong>$34,850,000</strong></td>
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</tbody>
</table>
**Project Title**
Public Safety Center Renovations – Phase II

**Ward**
North

**Estimated Cost**
$12,000,000

**Strategic Objective**
SSC.3: Improve public safety service quality

**Project Description**
One of the strategies identified under the Mayor and City Council’s Strategic Focus Area for Safe and Secure Community is to renovate the Public Safety Center. The existing Public Safety Center, constructed in 1983, is three floors totaling approximately 60,000 square feet. Phase II would address the next phase of facility needs, including replacement of storm piping, fencing renovations, furniture replacement, interior renovations, elevator replacement, and other improvements.
**Project Title**  
Public Safety Radio Communication System

**Estimated Cost**  
$9,000,000

**Ward**  
Citywide

**Strategic Objective**  
SSC.3: Improve public safety service quality

**Project Description**  
As part of the 2000 bond referendum, a city/county shared public safety communications radio system was purchased which included five transmissions sites, communications consoles, and master network equipment. The current communications system is now over 15 years old and has parts that can no longer be replaced and no guarantees that parts can be serviced. City and county staff are reviewing the existing system and researching plans for future upgrades. The new system would be more geared toward software (versus hardware) enhancements and would include the replacement of radios. Most city operations, including police, fire, and public works will utilize the new communications system. The total cost of a new communications radio system is estimated to be $18 million and would be split 50/50 with the County.
**Project Title**  
Public Safety Training Complex

**Estimated Cost**  
$3,500,000

**Ward**  
TBD

**Strategic Objective**  
SSC.3: Improve public safety service quality

**Project Description**  
The proposed Public Safety Training Complex project would include funding for land acquisition and master planning of the facility. It would include a pre-engineered fire training building with Firefighter Combat Challenge stair tower, concrete fire apparatus driving pad, police driving track, and fire maintenance facility. Additional phases would cost approximately $14,000,000.

The Fire Department would use the training tower to create simulated fire scenarios for crews to work on training objectives such as firefighter safety and survival, search and rescue, fire suppression tactics, ladder practices, hose evolutions, forcible entry, and other firefighting and rescue skills. The site would include a 300’ x 500’ concrete pad for fire apparatus driver training and promotional testing, meeting the National Fire Protection Association’s 1002 Standard for Fire Apparatus Driver/Operator Professional Qualifications. The Winston-Salem Fire Department conducted a study of the sixteen largest municipalities in the state in 2011 and, of the sixteen, Winston-Salem was one of two municipal departments that did not have a local, dedicated skills enhancement facility.

Skills enhancement facility in Richmond, KY

A 600’ x 600’ asphalt driving surface will provide the Police Department with an area meeting the specifications of the NC Criminal Justice Education and Training Standards Commission. This is
essential to ensuring police officers operate their vehicles safely and responsibly, and are using proper procedures for pursuit and conducting traffic stops.

A future Phase 2 would include expansion of the police driving range to accommodate Pursuit Intervention Technique training and the addition of a fixed support building with bathrooms, classrooms, and storage.

The current Fire Maintenance Facility, located at 761 Palmer Lane in the Southeast Ward, was designed in the early 1970s for a smaller fire department and an earlier generation of fire apparatus. It is totally inadequate by today’s standards. Lack of work space, storage, and general investment resulted in 16 hazard corrections during a 2015 inspection by the NC Department of Labor’s Consultative Services Bureau. This project would involve construction of a pre-engineered, insulated metal building with a concrete floor and six 80-foot apparatus bays. The building would be approximately 11,000 square feet. The facility would include heavy-duty lifts capable of raising ladder trucks weighing 80,000 pounds. Space would be provided for a larger office, parts and tools storage, small engine work, and maintenance and repair of fire hose, nozzles, and self-contained breathing apparatus. The photos below give a sense of current conditions.
Tool room with storage in front of breaker panel – an OSHA violation

Parts room

Forklift stored in room with metal lathe

Workbench area
Ladder truck repair being conducted outside due to insufficient interior work space
Small engine repair bench

View toward rear of shop floor

Service manual library

Tires stored in accessory building
<table>
<thead>
<tr>
<th><strong>Project Title</strong></th>
<th>Police Fleet Operations Facility</th>
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</thead>
<tbody>
<tr>
<td><strong>Ward</strong></td>
<td>TBD</td>
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<tr>
<td><strong>Estimated Cost</strong></td>
<td>$1,000,000</td>
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<tr>
<td><strong>Strategic Objective</strong></td>
<td>SSC.3: Improve public safety service quality</td>
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</table>

**Project Description**
The WSPD fleet transportation facility would be a dedicated facility that is staffed by WSPD personnel. The facility would be used to store new vehicles prior to being put into service and to serve as a police motor pool where spare police vehicles are kept and could be accessed. The police transportation facility would also serve as a place where minor service work can be done on police vehicles and police employees could access vehicle-related supplies. A potential site identified would be the former National Guard Armory on Martin Luther King, Jr. Drive.
**Project Title**
Public Safety Facility Renewal

**Estimated Cost**
$500,000

**Strategic Objective**
SSC.3: Improve public safety service quality

**Project Description**
Under the City’s asset management program, Property and Facilities Management has performed facility condition assessments on all buildings in general fund departments, including all fire stations. Property and Facilities Management has documented needs and established a schedule for the replacement of roofs, replacement of heating and air conditioning systems, painting, renewal of interior finishes, replacement and repair of electrical and lighting systems, bathroom and kitchen renewal, and miscellaneous systems maintenance at each of the City-owned fire stations. Specific projects were identified at the below fire stations.

<table>
<thead>
<tr>
<th>Location</th>
<th>Description</th>
<th>Total Cost</th>
<th>Ward</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire Station 10, 11, 12</td>
<td>HVAC Replacements</td>
<td>$60,000</td>
<td>SW/SE/NE</td>
</tr>
<tr>
<td>Fire Station 11, 12, 15, 17 &amp; 18</td>
<td>Interior &amp; Exterior Painting</td>
<td>25,000</td>
<td>SE/NE/N W/E/W</td>
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<tr>
<td>Fire Station 3, Annex Building</td>
<td>Roof Replacement</td>
<td>25,000</td>
<td>NE</td>
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<tr>
<td>Fire Station 2</td>
<td>HVAC Replacement</td>
<td>35,000</td>
<td>SW</td>
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<td>Fire Station 14</td>
<td>HVAC Replacement; Kitchen renovation and expansion</td>
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<td>Fire Station 15</td>
<td>HVAC Replacement</td>
<td>15,000</td>
<td>NW</td>
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<tr>
<td>Fire Maintenance Garage</td>
<td>Roof Replacement</td>
<td>50,000</td>
<td>SE</td>
</tr>
<tr>
<td>Fire Station 12</td>
<td>Roof Replacement</td>
<td>90,000</td>
<td>NE</td>
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<tr>
<td>Fire Station 3, Annex Building</td>
<td>Heat Pump Replacement</td>
<td>10,000</td>
<td>NE</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>$500,000</strong></td>
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</tbody>
</table>
**Project Title**  
Fire Station Renovations

**Ward**  
Citywide

**Estimated Cost**  
$3,600,000

**Strategic Objective**  
SSC.3: Improve public safety service quality

**Project Description**  
This project involves remodeling the following fire stations:
- Fire Station 4; 290 Martin Luther King, Jr. Drive; East Ward
- Fire Station 5; 771 Palmer Lane; Southeast Ward
- Fire Station 10; 4700 Country Club Road; Southwest Ward
- Fire Station 11; 2745 Waughtown Street; Southeast Ward
- Fire Station 15; 4548 Shattalon Drive; Northwest Ward
- Fire Station 16; 1701 Pope Road; South Ward

These stations, constructed between 1974 and 1985, have interior layouts designed for an era before females entered the fire service in significant numbers. Bathrooms and locker rooms are communal, and dormitory space is inadequate. Recent studies have shown a clear link between firefighters’ elevated cancer risk and skin and clothing contamination by carcinogenic particulates of combustion; these stations have no provisions for laundry facilities. Half of all firefighters that die in the line of duty suffer cardiac arrest; these stations have no physical fitness accommodations.
Dormitory space doubling as office

Communal showers

Treadmill in dormitory space

Poorly-designed communal locker room
Insufficient dormitory space

Worn out furniture in dayroom
Project Title
New Fire Station

Estimated Cost
$5,000,000

Ward
South, Southwest

Strategic Objective
SSC.3: Improve public safety service quality

Project Description
The foundation of a fire department’s effectiveness is quick arrival at the scene of an emergency so that control measures can be employed as early in the event as possible. Modern fire modeling shows that occupants have between three-and-a-half and four minutes to escape a house fire. When a person suffers a sudden cardiac arrest, each minute that passes reduces the victim’s chance of survival by 10%.

There is a gap in the Winston-Salem Fire Department’s coverage network in the Burke Mill Road area. A 3.6 square mile area is beyond the national consensus minimum standard of four-minutes travel from the nearest fire station. This area contains major commercial infrastructure, including Hanes Mall and Forsyth Medical Center, and growth is forecast to be 10% to 25% in the next four years. The area experiences a high number of annual requests for service and has 384 occupancies that score at least a moderate risk in the Department’s Occupancy Vulnerability Assessment Profile. Construction and staffing of Fire Station 13 is recommended to close this gap. The proposed fire station would also include an historic apparatus bay, highlighting the history of the department. The proposed location will allow the Fire Department to move the ladder truck at Fire Station 2 on Somerset Drive closer to the commercial risk in the southwest part of the City. The maps below show the area being discussed and plotted requests for service for the past 5 years. At full zoom, there are approximately 3,500 dots in the 3.6-square-mile area.
Project Title: Drive-through Bay for Station 20

Estimated Cost: $250,000

Ward: North

Strategic Objective: SSC.3: Improve public safety service quality

Project Description:
Fire Station 20, located at 5991 Koger Lane in the North Ward, was built in 2009 on a lot not originally large enough for rear access to the apparatus bays. Engine 20 and Rescue 2 have to be backed in the station, which creates a safety hazard. Backing is the number one cause of vehicle accidents. The lot behind Station 20 was purchased by the City in 2015 for the purpose of adding a rear driveway. This project also includes removal of the current septic tank and will connect the station to the City’s sewer line, which was unavailable when the Station was built.