



**Winston-Salem (NC) Police Department
Assessment Report**



2015

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Assessment Report
October 2015**

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A. Agency name, CEO and AM

Winston-Salem (NC) Police Department
725 North Chery Street
Winston-Salem, NC 27101

Barry Rountree Chief of Police
Corporal September Tuttle, Accreditation Manager

B. Dates of the On-Site Assessment:

October 19- 22, 2015

C. Assessment Team:

1. Team Leader: Paul A. Baggett
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Polk County Sheriff's Office
1891 Jim Keene Boulevard
Winter Haven, FL 33880
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2. Team Member: Albert Leary
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7721 East Parham Road
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D. CALEA Program Manager and Type of On-site:

Mr. John Gregory

Sixth reaccreditation, D size (725) personnel; authorized sworn 559 and 166 non-sworn), 5th edition Law Enforcement Advanced Accreditation.

E. Community and Agency Profile:

1. 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 fourth largest city in North Carolina. The city consists of 132.4 square miles and according to the latest information the city has a population about 234,349. 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.

2. Agency profile

The Winston-Salem Police Department's internal and external customer services are delivered by four major components: The Office of the Chief of Police provides direct oversight for the accreditation process and agency's fiscal services. Internal Affairs, Personnel Management, Grant Analyst, Community Resources and Relations. The Public Safety Attorney and Homeland Security are also assigned to the Office of the Chief of Police. Three bureaus each commanded by an assistant chief that reports directly to the police chief provide the remaining services. The Field Services Bureau consists of the Patrol Division and the Special Operations Division. The Patrol Division provides the initial response and follow-up to request for services, enforcement of traffic laws and community service related activities. The Special Operations Division consists of support functions such as the Special Weapons and Tactics Team, Crisis Negotiation Team, Hazardous Devices Unit and the Canine Unit.

The Investigative Services Bureau is responsible for follow-up investigation of property and person crimes. There are several specialty units within this bureau such as the Cold Case Unit, Computer Forensics Unit, and Pawn Shop Unit. The Support Services Bureau consists of the Forensic Services Division, Information and Technology Division, the Police Records Division, and the Public Safety Communications Division. The bureau's responsibility also includes overseeing the agency's training programs and Fleet Management.

3. Demographics

The agency has a current recruitment plan that is designed to assist them with reaching demographics that reflect the available workforce with an emphasis on protected classes.

The demographic composition of the service area and agency are represented in the following table:

Demographics Report

	Service Population		Available Workforce		Current Sworn Officers		Current Female Sworn Officers		Prior Assessment Sworn Officers		Prior Assessment Female Sworn Officers	
	#	%	#	%	#	%	#	%	#	%	#	%
Caucasian	117,600	45	55,272	63	469	79	65	11	464	80	63	11
African-American	79,598	30	25,471	29	86	14	17	3	84	14	17	3
Hispanic	33,753	13	2,363	3	28	5	5	.8	25	4.3	3	.5
Other	32,419	12	4,539	5	10	2	3	.5	8	1.3	1	.2
Total	263,370	100	87,545	100	593	100	90	15	581	100	84	14.4

The total number of female officers have increased by six, Hispanic officers by three and African American by two during this accreditation cycle. Female officers currently represent 15% of the total sworn officers.

4. Future issues

There are several issues that have the potential to affect the Winston-Salem Police Department's delivery of services. They include:

- replacing an aging fleet of vehicles.
- moving forward the concept of decentralized district based delivery of services.
- exploring innovative recruiting strategies.
- continuing to strengthen community relations while building new partnerships.

5. CEO biography

Chief Barry Rountree began his law enforcement career in 1988 as a police officer with the Winston-Salem Police Department. He progressed through the ranks and was an assistant chief prior to being selected as the chief of police in July 2013. Chief Rountree holds a Master's of Public Affairs degree from the University of North Carolina at Greensboro and a Bachelor of Arts degree in Business from Winston-Salem State University. He is also a graduate of the 31st Session of the North Carolina State University Administrative Officers Management Program and the Municipal Administration Program at Chapel Hill.

Chief Rountree is an active member of the International Association Chiefs of Police, North State Law Enforcement Officers Association, North Carolina Police Executives Association, and The Police Executive Research Forum. He also serves as the Region IV Director for the North Carolina Association Chiefs of Police. Chief Rountree was recently selected to serve as a commissioner for The Commission on Accreditation for Law enforcement Agencies, Inc.

F. Public Information Activities:

Public notice and input are corner stones of democracy and CALEA accreditation. This section reports on the community's opportunity to comment on their law enforcement agency and to bring matters to the attention of the Commission that otherwise may be overlooked.

a. Public Information Session

A public information session was convened on Monday, October 21, 2015 at 5:00 p.m. at the City Hall Council Chambers, 101 Main Street, Winston-Salem, North Carolina. There were 10 members of the community and 13 agency members present. Five community members addressed the assessment team. Ms. Christina Howell accreditation specialist for Forsyth County Sheriff's Office said the Winston-Salem Police Department's personnel have been an amazing resource for her agency. She went on to say they have made all of their personnel and polices available whenever requested. Mr. David Munday, a retired North Carolina Highway Patrol Major and now a consultant said he worked with personnel from the agency throughout the years and the agency is a great organization.

Mr. Allen Joines, mayor of Winston-Salem said on behalf of the city council he was delighted to represent the council in their support of the police department in their efforts to be reaccredited. Mayor Joines went on to say he also believes there is overall support in the community for the Police Department. Further, the chief and his team have undertaken several outreach initiatives such as the trust talks and walking in the communities to build partnerships. Chief Regina Lawson of the Wake Forest University Police Department said her agency works with the Winston-Salem Police Department on a continuous basis and they provide her officers support, training opportunities and are always willing to assist them.

Mr. Isaac Howard, representative of the NAACP Winston-Salem Forsyth County Branch said the NAACP recently held the moral march in Winston-Salem, which attracted about 4,000 individuals followed by the state conference. After which the agency received nothing but accolades. Further, community members have been working with the chief and his team regarding recent national events. He said they have experienced open dialog and a lets work together response from agency members for the betterment of the community. Mr. Howard concluded with "it's all "A" pluses for Chief Rountree and the Winston-Salem Police Department for their attention to detail and their actions in support of Winston-Salem Forsyth County community."

b. Telephone Contacts

A telephone call-in session was held on Monday, October 20, 2015, from 1:00 p.m. to 3:00 p.m. There were four calls received from members of area law enforcement agencies. The callers were accreditation manager Monica Black of the Duke University Durham, accreditation manager Natalie McGhee of the Kernersville Police

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Department, Mr. Ricky Bucannon, consultant North Carolina Central University and Lieutenant Greg Gardner, Greensboro Police Department. They collectively said the agency members are team players, do a great job, and are always willing to help other agencies.

c. Correspondence

Three letters and one email were received regarding the agency.

Mr. James O'Neill the District Attorney for Forsyth County said he has been involved in the prosecution of criminal cases presented by the Winston-Salem Police Department for the past 18 years. Mr. O'Neill said agency members are collaborative with members of his office and detectives are known for following investigative procedures that provide his office with the evidence needed to secure convictions. In his closing statement he said his office has high regard for the efforts of the Winston-Salem Police Department consistently makes to establish and maintain the most effective policies and protocols to assist his office in prosecution, but most importantly, to serve and protect the good citizens of Winston-Salem.

Mrs. Nancy Morgan said that she gives the officers high marks in all areas of service to their community. She said that she sees them regularly patrolling her neighborhood and at community events. In fact on one occasion her husband was working in the yard and an officer stopped and introduced himself and said he had just been assigned to the area and wanted to get to know the residents. Further, when officers responded to her home when she accidentally set off the alarm the officers were professional, kind, concerned, and understanding.

Chief Scott Cunningham of the Kernersville Police Department said as a resident of Winston-Salem and the former chief of the agency he knows the agency members help other agencies in investigations and with accreditation. Further, the overwhelming majority of the citizens are thankful for the dedication, professionalism, and manner in which the agency members perform their tasks.

Sheriff William Schatzman, Forsyth County North Carolina said the agency members continue to work to improve the delivery of services while demonstrating compliance with the standards through operations, policy, and procedures.

d. Media Interest

The assessment team did not receive any requests or inquiries from the media during the on-site.

e. Public Information Material

The agency issued a press release informing the community of the on-site assessment, dates, public information session, telephone call-in period, and the opportunity to submit letters to the Commission. Additionally, 60 letters were mailed to community leaders and organizations containing this information. A public notice was also posted at locations frequented by members of the community.

f. Community Outreach Contacts

During the onsite the assessors reached out to members of the community for comments about the agency and its members. Mrs. Mari Jo Turner, executive director of the Hispanic League of Winston-Salem said the Winston-Salem Police Department members are very involved in the Hispanic League's activities and she has nothing but positive comments to say about the agency members. Pastor Alvin, Carlisle of the Ministers Conference-Social Justice chairperson said he is very proud of the agency and its officers' efforts regarding community relationship building, their involvement in the community, and high visibility. Ms. Leslie Moyer, director of Development for the North Carolina Law Enforcement Special Olympics Torch Run said she could not say enough about what a great job the officers do.

Ms. Gina Miller, director of development for the Enrichment Center, an organization that helps individuals with intellectual and developmental disabilities, said the agency members are fabulous to work with. Mr. Mooney, the owner of Mooney's Café said he could not give enough praise to the agency's bike patrol officers, but he would like to see more suggestions regarding the homeless population from the agency's staff. Ms. Claudette Bailey, president of the Neighborhood Association said she thinks the Winston-Salem Police Department is wonderful. The members of the agency are very supportive and she has no doubt they are one of the best law enforcement agencies in the country.

G. Essential Services

Law Enforcement Role, Responsibilities, and Relationships and Organization, Management, and Administration. (Chapters 1-17)

The authority of the Winston-Salem police officers is established by the North Carolina Code of Laws and the Code of Ordinances of the city of Winston-Salem and agency written directives. All sworn officers must be certified through a state of North Carolina sanctioned Criminal Justice Training Academy. The Winston-Salem Police Department also requires all new hire sworn employees to take an oath of office expressing a commitment to be vigilant in enforcing the criminal laws and not to be influenced in any matter on account of personal bias. The International Association of Chiefs of Police Law Enforcement Code of Ethics has been adopted as the general standard of conduct expected of sworn and non-sworn members. The agency ethical expectations for all employees on and off duty are reinforced through ethics training for all new-hires and biennially thereafter during in-service training.

Sworn personnel have the authority to arrest, issue summons for violations of certain criminal offenses and city ordinances. They are also permitted to use discretion. For example, in lieu of arrest officers assist individuals with mental illness or substance abuse problems in obtaining treatment by encouraging voluntary admission to a treatment facility. Further, officers refer juvenile first-time offenders to Teen Court, which provides them an opportunity to turn their lives around and avoid a criminal record. Youths are sentenced by a jury of their peers to perform community service, attend educational seminars and/or provide restitution for their acts. When an arrest is made the individual is photographed and fingerprinted at the Forsyth County Sheriff's Office Law Enforcement Detention Center.

Additionally, the agency has provided every officer training to ensure compliance with all constitutional rights of individuals during interviews, interrogations, searches and when access to counsel must be allowed. The agency also complies with all requirements regarding the arrest or detainment of foreign nationals. When foreign nationals were arrested followed by detention, they were notified of their right to have their consular officials notified and when requested or required the notifications were made. The agency has also established thorough written directives that contain guidelines for officers concerning when a strip or body cavity search is permissible. When strip searches were authorized, they were completed by members of the same gender in a secure area. Body cavity searches must be completed by licensed medical personnel; however, none have occurred during this accreditation cycle.

Bias Based Profiling

The Winston-Salem Police Department prohibits officers from engaging in bias based profiling and requires them to complete related training biannually. In 2012 two hours of interaction training and one hour of bias based profiling training was provided. Both blocks of instruction focused on treating people fairly, ethically, and complying with the law. Then in 2014 all sworn personnel completed bias based profiling awareness training using PowerDMS which included defining bias based profiling, legal mandates, and preventive measurements.

Biased Based Profiling

Complaints	2012	2013	2014
Traffic Contacts	5	2	3
Field Contacts	2	3	1

When a complaint alleging bias based profiling is received, depending on the seriousness of the allegation, either a supervisor or a member of the Professional Standards Bureau completes an investigation. The complainants captured in the table reflect allegations officer(s) made a traffic stop or treated the complainant differently during a field contact. There were no complaints as a result of asset forfeiture and that part of the table was deleted. During this accreditation cycle, 10 of the allegations were

investigated by supervisors and six by the Professional Standards Bureau. Each investigation revealed no bias based profiling had occurred. Further, there were no activations of the Early Warning System indicating bias based policing. A comparison of the number of interactions between officers and community members 334,582 from calls for services and 110,466 from traffic stops with the number of claims alleging bias based profiling coupled with the investigative findings of those complaints, reveals the agency's training and policies are having the desired results.

Traffic Warnings and Citations 2012

Race/Sex	Warnings	Citations	Total
Caucasian/Male	3,174	7,073	10,247
Caucasian/Female	2,012	4,882	6,894
African-American/Male	2,701	5,177	7,878
African-American/Female	2,263	4,268	6,531
Hispanic/Male	552	2,011	2,563
Hispanic/Female	228	1,044	1,272
Asian/Male	79	95	174
Asian/Female	32	45	77
OTHER	45	92	137
TOTAL	11,086	24,687	35,773

Traffic Warnings and Citations 2013

Race/Sex	Warnings	Citations	Total
Caucasian/Male	3,319	5,216	8,535
Caucasian/Female	2,455	4,050	6,505
African-American/Male	3,244	6,083	9,327
African-American/Female	2,694	5,150	7,844
Hispanic/Male	564	2,103	2,667
Hispanic/Female	307	1,160	1,467
Asian/Male	80	119	199
Asian/Female	47	69	116
OTHER	62	74	136
TOTAL	12,772	24,024	36,796

Traffic Warnings and Citations 2014

Race/Sex	Warnings	Citations	Total
Caucasian/Male	3,050	5,750	8,800
Caucasian/Female	2,219	4,276	6,495
African-American/Male	3,271	6,567	9,838
African-American/Female	2,873	5,646	8,519
Hispanic/Male	488	1,893	2,381
Hispanic/Female	343	1,050	1,393
Asian/Male	77	155	232
Asian/Female	48	73	121
OTHER	44	74	118
TOTAL	12,413	25,484	37,897

During this accreditation cycle, there were 110,466 vehicle stops resulting in 36,271 warnings and 74,195 citations.

Use of Force

Officers are required to carry agency issued weapons when in uniform, or working in an official capacity whether on duty, off duty and when working extra duty employment. Officers are provided handguns, shotguns, rifles, Tasers, batons, and Oleoresin Capsicum chemical spray. They must demonstrate proficiency with all weapons and receive training on the agency's use of force policy prior to being allowed to carry them. After which they must demonstrate proficiency with all lethal weapons, Tasers, and batons, annually and biannually with Oleoresin Capsicum chemical spray.

If an officer does not successfully demonstrate proficiency on demand the officer is placed on limited duty by their bureau commander and provided skill enhancement training by the range master for five days. An officer who fails to meet the minimum firearms proficiency standards within the five-day assignment can be disciplined at the discretion of the chief. Officers are required to wear body armor and eye/ear protection when demonstrating proficiency.

When officers use force they determine the appropriate level of force based on the totality of the circumstances of the situation and the actions of the individual(s) they are dealing with. The use of deadly force is restricted to the protection from what is believed by the officer to be an imminent threat of death or serious injury to them or another person with the firing of warning shots being prohibited.

When force has been applied if an injury has occurred or the complaint of injury is made, officers are required to provide medical aid within the limits of their training and acquire medical aid for the injured person. Every officer involved in a use of force incident must notify their supervisor and is required to complete a report. The officer's supervisor responds to the scene and documents their findings in a supplemental report.

The agency has a Use of Force Review Committee. The committee is responsible for conducting a quarterly review of cases involving lethal and non-lethal uses of force. The findings are used to identify training or policy concerns. The Professional Standards division commander compiles an annual analytical report concerning all uses of force incidents and forwards it to the police chief. A review of each of the analysis for each of the last three years did not reveal any trends.

The following chart provides an overview at a glance of the types of force that were applied during the last three years. Additionally, the total number of arrests and those arrests requiring some type of force to be used is provided.

Use of Force

	2012	2013	2014
Firearm	4	42	40
Electronic Control Weapon	139	96	52
Baton	1	1	0
Oleoresin Capsicum	11	29	10
Weaponless	78	68	80
Canine Apprehensions	13	5	3
Total Types of Force	246	241	185
Total Use of Force Arrests	246	241	185
Complaints	9	1	5
Total Agency Custodial Arrests	9,880	9,368	9,038

As reflected in the chart, officers made a total of 28,532 custodial arrests and used some type of force 672 times in making those arrests. The agency tracks the uses of force by incidents regardless of the number of officers involved or different types of force used. There were 15 complaints filed about the use of force. An internal affairs investigation was completed regarding each complaint and the officers were exonerated and/or the force complained about was within agency guidelines or the allegation was unfounded. Regarding the increases in firearm usage in 2013 the agency began tracking the pointing of a firearm to gain control of an individual and firearm usage to destroy injured animals.

The agency shares concurrent jurisdiction with federal, state and county law enforcement agencies. The duties of each agency is narrated in the agency' written directives. Mutual aid agreements have also been established. The mutual aid agreements grant the responding personnel the same enforcement authority and immunities as the requesting agency. In the event assistance is needed from the National Guard, the chief notifies the mayor who makes the request. In regards to federal law enforcement agencies, the incident scene commander notifies the chief and the chief make the request. Although the agency has citywide jurisdiction, a contractual agreement has been established with the Winston-Salem Forsyth County School District to provide school resource officers at middle and high schools. Additionally, storage for property and evidence is provided for the Forsyth County Sheriff's Office through a contractual agreement. The law enforcement and related services that are provided contractually are clearly described in the contractual agreements.

Agency members have access to the agency's written directives using PowerDMS. When revisions are made the employees are informed and must sign an electronic accountability form acknowledging same within 15 days. Additionally, staff meetings are required at every level within the agency. During the meetings information about daily operations, pending projects and a host of other topics are discussed. The information from these meetings is disseminated to all agency members.

The Planning and Accreditation Section members work with the chief and his staff in developing strategies to utilize personnel, equipment, and recourses in ways that will favorably affect the overall success of the agency. Theses members also draft written directives, review suggested revisions and maintain the agency's electronic written directive system. Information compiled by the planning function is also used for the formulation of agency goals and objectives, developing and revising the multiyear plan and budget preparation.

The agency publishes a table of organization that tracks every filled and vacant allocated position. In order to ensure that agency members are allocated to meet the needs of the community, a workload assessment is completed every three years of all agency components. The assessment reviews the tasks that are being completed by the members assigned to the area under review.

The agency has an established Reserve Officer Program that supplements the full-time sworn workforce. Reserves must meet all of the agency entry requirements established for regular new hires. This includes having been certified through a state of North Carolina sanctioned Criminal Justice Training Academy. After which they must successfully complete the Field Training Program that is required of regular full-time sworn members, followed by a one-year probationary period. Then they must continue to complete all state and agency training requirements required of full-time officers to maintain their certification. Additionally, they must complete all of the annual in-service training that is mandated by the agency to remain current regarding revised and new laws as well as agency written directives and other criminal procedures. Reserve officers are not compensated monetarily and are required to work a minimum of 15 hours per month, which is a requirement of the North Carolina Criminal Justice Education and Training Standards Commission. The Explorer Program offers youths and young adults ages 14 to 20 the opportunity to learn about law enforcement as a career. Explorers complete the North Carolina Explorers Academy and assist with traffic/crowd control measures and other duties at special events.

The fiscal analyst is responsible for the agency's budget creation. The agency complies with the city of Winston-Salem policies and Budget and Evaluation Department practices regarding budgeting and purchasing matters. All the customary procedures for the purchase of goods and fund transfer for a contemporary law enforcement agency are in place. Each account beginning balance, expenditures and unencumbered balance are continually monitored. The fiscal analyst also completes quarterly audits and reports the findings to the chief. Additionally, in accordance with the city of Winston-Salem policies the agency receives an external audit each year with the most recent audit having occurred in October 2014. The agency was found in compliance with the city's accepted practices.

The agency shares the responsibility for issuance and reissue of equipment with the City of Winston-Salem. The items each entity is responsible for issuing are clearly identified. Agency personnel are required to sign a receipt for items received and are

given one for items turned in. Annually, city internal auditing completes an inventory of city owned property being utilized by the police department for accountability purposes.

Personnel Structure and Personnel Process (Chapters 21-35)

The city of Winston-Salem Human Resources Department maintains current job descriptions for each position and makes them available to all personnel. The agency's practices related to pay, benefits, retirement, and other conditions of work are clearly delineated in the agency's written directives and an overview of all benefits are located on the Human Resources Department webpage. All non-sworn full-time and part-time members averaging 1,000 or more hours of work each year are enrolled in the North Carolina Local Government Employees' Retirement System. Sworn members with an effective date of December 31, 2013 or earlier are part of the Winston-Salem Police Officers' Retirement System. Those sworn on January 1, 2014 or later are members of the Winston-Salem Police Officers Defined Contribution system.

The agency is committed to having a healthy workforce and makes available to all agency members a wide range of wellness programs, which provide information about healthy living, diabetes education, heart health wellness and many other topics. Sworn members are also provided one and a half hours per week to exercise at a gym while on duty. Pre-employment physical examinations are given to all prospective members at no cost to them. After employment if a member is required to participate in a physical examination to determine fitness for duty it is paid for by the agency. Members are reimbursed for educational expenses associated with acquiring a college degree. They are reimbursed the first \$750 of eligible expenses at 100% and then 50% of the remaining cost until a \$1,500 per calendar year maximum has been reached.

An Employee Assistance Program (EAP) is also provided for agency members and their families. Employees can access the program directly. Supervisors have also been trained regarding indicators to look for that signal an employee may be in the need of assistance. When an employee exhibits indicators of needing assistance if it is determined that it would be in the best interest of the employee and/or the agency, an employee may be required to receive assistance through the agency's Employee Assistance Program.

The agency also maintains an Early Warning Program that is designed to identify agency members that may be having problems dealing with workplace or personal issues. The program utilizes several factors to trigger a need for intervention, such as sustained courtesy violations, officer safety concerns, excessive or improper uses of force, and duty related preventable vehicular accidents. The Professional Standards Division commander completes an annual evaluation regarding the effectiveness of the early warning system in identifying employees in need of intervention. The reviews during the past three years determined the criteria for activation did not need changing. The early warning system activated 18 during this accreditation cycle. Supervision reviewed each activation circumstance and when warranted took corrective

action. Requests to participate in secondary non-law enforcement related employment and extra duty law enforcement assignments are carefully reviewed and must be approved by the off duty/extra duty employment coordinator. All of the agency's policies and procedures are applicable when working extra duty assignments. The agency adheres to the city of Winston-Salem performance planning and performance evaluation policy. The system being used is an electronic employee performance appraisal system. This system is designed so that the performance evaluation may be completed entirely electronically via the Internet. The system is secured using logon and password access. All non-probationary members, including reserve officers are evaluated annually during the month of June by their immediate supervisor. Probationary members receive a quarterly evaluation. Supervisors are evaluated on their ability to write performance evaluations and all members are permitted to provide comments regarding the evaluation they received. Employees can view and print copies of completed evaluation at any time.

Grievances

All employees have five days from when the matter grieved occurred to initiate a grievance. The process for grievances begins with the immediate supervisor and proceeds through each level of supervision. Each level of supervision has five days to review and respond. The final level of the grievance process is the city manager. The Professional Standards division captain maintains all grievances related records and completes an annual analysis of all grievances filed by agency members.

Formal Grievances

Grievances	2012	2013	2014
Number	13	20	13

During this accreditation cycle, there were 46 grievances. The grievances were filed for various reasons including four that were filed as a result of changes in the system for rewarding pay increases linked to performance evaluations. A review of the analysis compiled during this accreditation cycle did not reveal any need for training or policy revision.

Disciplinary

Agency members are informed they are expected to perform their duties and conduct themselves within the framework contained in the agency's written directive system. They are also informed of the corrective action that will occur when those expectations are not met. The agency also prohibits members from engaging in sexual and other forms of harassment. While there have not been any allegations of harassment filed during this accreditation cycle if an employee believes they have been subjected to such conduct they can file a complaint directly with the city of Winston-Salem Human Resources director.

All supervisory personnel can take corrective action in the form of training or counseling which is not considered formal discipline. Supervisors may also immediately relieve an employee of duty when there is an allegation of criminal nature, insubordination or suspected impairment. The discipline administered includes: written reprimands, suspension, transfer, demotion, and dismissal. Personnel can appeal disciplinary actions using the same process outlined for grievances. When dismissed from employment agency members are provided with a written summary of the reason and effective date. They are also provided the status of their fringe and retirement benefits at the time of separation by the Winston-Salem Human Resource Department. The internal affairs commander maintains all investigative material regarding disciplinary matters in a secure area with limited and controlled access. Records of disciplinary action are placed in an employee's personnel file.

The agency also presents members who have distinguished themselves in the performance of their duties a host of awards. They include but are not all inclusive, the Medal of Valor which is given when an individual places their life at risk above and beyond the call of duty, Police Officer of the Year, and the Civilian Employee of the Year. Employees also receive commendations for noteworthy actions. Any agency member can nominate an individual for an award. After which the nominations are submitted to the chief for review to ensure they meet the requirements for the award requested.

Personnel Actions

	2012	2013	2014
Suspension	12	8	12
Demotion	2	1	0
Resign In Lieu of Termination	8	3	3
Termination	4	5	5
Other: Verbal/Written Reprimands	0	1	0
Total	26	18	20
Formal Commendations	49	30	29

There were only 64 total personnel actions taken during this accreditation cycle. In 2013 the criteria for commendations was revised which resulted in members receiving more informal formal commendations than the tracked formal commendations.

Recruitment and Selection

The Recruiting Unit works in partnership with the city of Winston-Salem Human Resources Department regarding the recruitment of qualified applicants, conducting pre-employment testing, and assuring thorough background investigations are completed on all applicants. The agency's Recruitment Plan and Equal Opportunity Plan are straightforward and easy to understand. The Recruitment Plan is designed to assist with recruiting qualified individuals and places an emphasis on attracting qualified female and protected class candidates. The methods outlined in the plan for accomplishing the listed goals are realistic. Some of the strategies include agency

members recruiting at the Fayetteville State University, Winston-Salem State University, North Carolina Central University and the Central Intercollegiate Athletic Association. During this accreditation cycle agency members attended over 60 job fairs and 28 minority themed events seeking applicants. Additionally, the agency posts available positions and requirements along with the application process on their websites. The agency also uses Facebook, YouTube, local radio, and print media such as the Equal Employment Opportunity Journal for recruiting.

During the application process, a drug screening test, polygraph test, extensive background investigation, medical examination and oral interview is conducted for all applicants. Applicants for sworn positions are also given emotional and psychological assessments, physical abilities test, and a written suitability exam. All applicants are informed of their status following the conclusion of each phase in the process.

Sworn Officer Selection Activity in the Past Three Years

Race/Sex	Applications Received	Applicants Hired	Percent Hired	Percent of Workforce Population
Caucasian/Male	537	64	12	79
Caucasian/Female	64	8	13	
African-American/Male	235	16	7	14
African-American/Female	66	5	8	
Hispanic/Male	101	7	7	5
Hispanic/Female	13	2	15	
Other	37	3	8	2
Total	1,053	105	10	100

As reflected in the table, 105 of the total applicants for sworn positions were hired during the last three years. The new hires included 13% females, 15% African-American males and 7% Hispanic males. The chief is the final authority for hiring and new hires selected for employment in a sworn position is placed on a one-year probationary period. Records of applicants who are hired are retained in their personnel files during their employment and upon separation placed in archives. Applicants who are not selected are informed in writing and the records of those individuals are retained for three years. The destruction of selection materials is in accordance with the North Carolina Municipal Records Retention and Disposition Schedule and agency policy. Depending on what part of the testing process an individual fails they can reapply for the same position ranging from 30 days to one year.

Training

The agency operates a training academy, which is a State of North Carolina Criminal Justice Education and Training Standards Commission sanctioned training school for providing recruit training. The facility was recently remodeled and is outfitted with a state of the art shooting simulator, weight training equipment, overhead projectors in

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classrooms and a defensive tactics training area. Upon graduation from the academy, the new hire sworn must complete the agency's Field Training and Evaluation Program. The new hire is taught and evaluated daily by field training officers who are selected based on their service record and a recommendation from their supervisory chain. The field-training officers are required to complete an agency's approved training course prior to training new hires and annual update training thereafter. During the training program, the recruit is rotated to different field training officers. The rotation provides the opportunity for different trainers to evaluate the trainee and allows the trainee to be exposed to working days and nights.

Agency members are also provided position appropriate annual training to ensure their skill proficiencies remain current and to educate members regarding newly enacted or revised federal, state and local laws. Lesson plans have been developed for courses taught in-house to ensure the material is being presented consistently. Training records are retained in an automated database regarding the training courses presented which includes the topic presented, hours attended and if the student passed or not. The agency also pays for mandatory and approved non-mandatory training courses and mandates employees attend the scheduled training. Failure to attend a training course can result in disciplinary action. Agency members must be certified as a general instructor by the North Carolina Criminal Justice Education and Training Standards Commission prior to teaching any state mandated training program. A specialized instructor certification is required prior to teaching radar operation, firearms usage, vehicle operation, subject control, arrest techniques, and physical fitness.

Roll call training is conducted on a variety of topics of less than two hours in duration, just prior to, or during a tour of duty on such as topics as Taser usage, the door to door solicitation ordinance and the agency's written directives, to keep personnel up-to-date between formal training sessions. The agency has a training committee that is responsible for evaluating training needs and developing strategies to meet those needs. The committee reports their findings and recommendations to the chief.

Promotions

The promoted ranks are corporal, sergeant, lieutenant and captain. The rank of assistant chief is appointed. The time in grade training and educational requirements to be eligible are clearly articulated in the agency's written directives. The promotional process components consist of written examinations, assessment centers, and oral boards. The promotional process begins with the chief issuing an announcement of the forthcoming opportunity to participate in a promotional process. After which candidates are required to submit the Winston-Salem Police Department Application for Promotion. The process is administered by an individual assigned to the Office of the Chief. Once the process has concluded the candidates are placed on a list that and selected by the chief as opportunities for promotion become available. A six-month probationary period is mandatory for all newly promoted supervisors.

Sworn Officer Promotions

GENDER/RACE TESTED			
	2012	2013	2014
Caucasian/Male	66	36	42
Caucasian/Female	8	4	9
African-American/Male	15	3	10
African-American/Female	2	1	4
Hispanic/Male	4	1	1
Hispanic/Female	1	0	2
Other Male	0	1	0
GENDER/RACE ELIGIBLE AFTER TESTING			
Caucasian/Male	66	36	42
Caucasian/Female	8	4	9
African-American/Male	15	3	10
African-American/Female	2	1	4
Hispanic/Male	4	1	1
Hispanic/Female	1	0	2
Other Male	0	1	0
GENDER/RACE PROMOTED			
Caucasian/Male	23	2	5
Caucasian/Female	3	0	2
African-American/Male	6	1	2
African-American/Female	0	1	2
Hispanic/Male	2	0	0
Hispanic/Female	0	0	0
Other Male	0	0	0

During this accreditation cycle, 210 individuals successfully completed the promotional process and 49 were promoted. The promotions consisted of 61% of the Caucasian males who were eligible after testing, 10% of the Caucasian females, 18% of the African American males, 14% of the African American females, 12% of the Hispanic males, and 6% of the Hispanic females.

Law Enforcement Operations and Operations Support (Chapters 41-61)

The Winston-Salem Police Department provides continuous patrol coverage for the community with each patrol shift overlapping the previous shift by at least 30 minutes. The agency has divided their service area into geographical areas referred to as districts. Within each district officers are assigned to what is referred to as a beat. The staffing of the beats is determined by workload assessments and activities within the geographical area.

Officers assigned to the patrol component operate vehicles equipped with emergency lights, siren, two-way radios, and on board computers that are password protected. All

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patrol officers are issued body cameras that must be activated when an officer responds to a call for service, interacts with citizens regarding a law enforcement matter, or conducts a traffic stop. The majority of the patrol vehicles are also equipped with audiovisual recording equipment. Other equipment stored in the vehicles includes personal protective gear, fire extinguishers, and first aid kits. The use of seat belts is required by anyone operating or riding in an agency vehicle. The agency also maintains a variety of specialty vehicles, which include bicycles and motorcycles to perform daily operations. All sworn personnel are issued bullet resistant vests and required to wear them while performing patrol activities and when executing arrest and/or search warrants.

The agency has created specific procedures for handling reports of adults and youths in crisis or reported as missing. The agency has officers specifically trained in crisis intervention to better serve those persons in need of mental health services. There are also processes in place to ensure a systematic approach to preliminary and secondary investigations with a series of checklist for major incidents, death investigations, sexual assaults, robberies and protocols for when to have detectives respond to the scene for extended follow-up investigative work. When beneficial to the case the administration of a polygraph examination is performed by a certified examiner who is an agency member. There is a good relationship between the patrol officers and detectives. This relationship is fostered by good communications that is supported by the use of email distribution of pertinent information, bulletins, and detectives regularly attending patrol shift briefings, which are referred to as lineup. The agency provides follow-up investigative services 24 hour a day for crimes that meet the established criteria. Detectives are assigned to day and evening shifts, and a call-out system is in place to ensure a prompt after hour response. The agency uses an electric case file management system. Cases assigned for follow-up investigation are entered, tracked and routed electronically through this system. The cases are assigned for follow-up investigation based on solvability factors such as, witness to the crime, identified suspect(s), identifiable suspect vehicle information, traceable property, latent fingerprint evidence or other physical evidence which identifies a suspect.

The Winston-Salem Police Department has maintained a Cold Case Unit since May of 2008. The agency defines cold cases as a criminal investigation in which all known investigative avenues have been exhausted and the case remains unsolved. Cold case investigations encompass homicides, rape or other sexual assaults, kidnappings and individuals missing involving suspicious circumstances. Experienced detectives and supervisors review each case, research leads and apply new techniques such as Deoxyribonucleic acid (DNA) testing. A brief summary of featured cold cases are located on the agency's website and anyone with information is urged to contact the agency using the listed dedicated phone line.

The Special Investigations Division has primary responsibility for the investigation of organized crime, drug enforcement, and vice offenses as well as the management of intelligence information. A confidential fund is maintained for investigations and

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informant payments. All transactions are documented, tracked and verified by supervision for accountability. The agency also utilizes a variety of covert and electronic surveillance technologies. The agency prescribes specific parameters and conditions for the use of such technologies to include compliance with legal requirements stipulated by legislation and the courts. There is supervisory oversight regarding the issuance, utilization, maintenance and inventory of the equipment. The intelligence information specific to these types of offenses and the actual complaints, along with the case reports relating to them, are maintained separate from the agency's other investigative records. The Investigative Services Bureau assistant chief is tasked with ensuring the chief is kept apprised of any sensitive or significant investigations.

The agency provides numerous programs for youths in the community. The cornerstone of the agency's youth initiatives is the School Resource Officer Program. School resource officers promote positive relationships between police officers and youths, provide mentoring for school aged youth, and remain accessible to students, school staff and parents. The Super Kids Program is provided for kindergarten, 2nd and 5th graders. Students are taught how to recognize inappropriate behaviors, resist peer pressure, make positive decisions, take responsibility for their actions, care for others and be emotionally and physically healthy. The Youth Citizens' Police Academy Program is for youths, ages 16 or older that are interested in learning about the Winston-Salem Police Department. Topics presented include criminal investigations, forensic services, and firearms training using a simulator. Additionally, individuals ages 14 through 20 have the opportunity to learn about law enforcement as a career by participating in the agency's Explorer Program. Agency members also assist with Special Olympics activities, and help coach youth basketball games. The Education Services Unit lieutenant completes an annual evaluation of enforcement and prevention programs for review by the chief of police.

When juveniles commit a traffic violation, delinquency act or crime officers are encouraged to use the least punitive alternative based on the seriousness of the violation. When a juvenile is taken into custody for a criminal offense, driving while intoxicated, or charged with a moving traffic violation for which four points or more could be assessed against their driver's license a parent or guardian must be notified. The Winston-Salem Police Department is also committed to assisting victims/witness of crime. The officer assigned the preliminary investigation provides the victim with a crime victims brochure. The level of assistance is determined by the nature of the case and the degree of danger that exist. Assistance rendered ranges from verbal reassurance, crisis counseling, and referrals to partnering community organization for services. Officers are provided guidelines regarding the delivery or death notifications. The agency stresses the need to be the considerate and sensitive and to make use of the police chaplains when delivering death notifications to next of kin.

The agency has an expansive crime prevention presence in the community. Crime prevention programs and initiatives are focused on specific groups, and on particular crime types. Programs range from senior citizen safety and fraud prevention to "trust

talks” with area college students. Programs are provided regarding robbery prevention, home burglary prevention, and personal safety. The agency conducts residential and commercial security surveys, participates in National Night Out, and has an active Neighborhood Watch Program. Agency members are active in the Neighborhood Watch meetings, provide an online community newsletter and crime prevention tips on the agency website.

The chief has appointed a public information officer to act as a liaison to field questions about investigations, the agency and agency members. The agency also presents the latest information about ongoing cases, crime, as well as disaster preparedness on the second Wednesday of each month at 10 a.m. in the Public Safety Auditorium located in the police department's headquarters facility. Representatives from local television stations, the largest local newspaper, and occasionally radio stations attend. The presentation is aired live on the city's television station and streams from the city's website. This program has provided an opportunity for chief to showcase the agency's programs and achievements and mid-management staff to get real-time experience answering questions from media. The agency also publishes press releases and general information on its website, and communicates on the city's Facebook account about the agency.

Crime Statistics and Calls for Service

The Crime Analysis Unit is responsible for the systematic retrieval of data from incident reports, field interview reports, and useful information from other internal and external databases. The information collected is disseminated throughout the agency and used for planning crime prevention strategies and programs, guiding community neighborhood watch meetings, providing information to citizens about crime in their neighborhoods, strategic planning, budgeting and the deployment of personnel to address the concerns that have been identified.

A bi-weekly report is also presented to the chief, assistant chiefs and captains regarding the increase or decrease of crimes in geographical areas, and the identification of any crime patterns or trends.

Year End Crime Stats – Part I Crimes

	2012	2013	2014
Murder	6	15	13
Forcible Rape	84	86	93
Robbery	432	448	430
Aggravated Assault	1,074	934	1,272
Burglary	4,579	3,960	3,796
Larceny-Theft	8,628	8,629	8,719
Motor Vehicle Theft	735	707	803
Arson	138	108	107
Calls For Service	112,400	109,646	112,536

As reflected in the table, there were more requests for services in 2014 than in the previous two years. However, when comparing 2013 and 2014 there was a decrease in the number of homicides, robberies, burglaries and arsons in 2014.

Vehicle Pursuits

The Winston-Salem Police Department's written directive regarding pursuits provides procedures that must be complied with when an officer determines a motor vehicle pursuit is warranted or should be continued. The officer is required to consider the, traffic conditions, pedestrian traffic, and weather conditions. The necessity to apprehend the fleeing suspect must outweigh the inherent risk of the pursuit. Precision immobilization technique can be used by trained officers. Upon conclusion of the pursuit, the field commander responds to the termination point of the pursuit. The commander determines if there is a need to have the pursuit review team to respond to the scene. When the pursuit review team does not respond to the scene, the field commander ensures that the original and supplement reports along with the vehicle pursuit/supervisor's response form is forwarded to the division commander and the Professional Standards division commander for review. The reports are used to ensure the officer complied with the agency policy and to perform an annual analysis of all vehicle pursuits to determine if the agency's training and policy are sufficient or if there needs to be a revision.

Vehicle Pursuits

PURSUIITS	2012	2013	2014
Total Pursuits	13	19	14
Terminated by Agency	5	3	3
Policy Compliant	8	16	8
Policy Non-compliant	5	3	6
Accidents	4	7	1
Injuries: Officer/Suspect/Third Party	0	4	1
Traffic Offense	2	4	1
Felony	6	3	6
Misdemeanor	7	16	5

The agency is also focused on reducing collisions and creating safer driving conditions in the city. All officers are trained in strategies for detecting impaired drivers and proper techniques for determining impairment. A multifaceted strategy is used to address traffic safety issues combining education and enforcement. Smart trailers are used to attract the attention of drivers to their actual speed, stationary traffic observation, visible mobile patrols, and participation in the "Holiday Booze It and Lose It" campaign, which utilizes checkpoints, random patrols, and directed patrols to remove impaired drivers from the roadways. When officers observe traffic violations, if warranted, they can arrest the violator, issue a traffic citation, or give a warning.

Critical Incidents, Special Operations and Homeland Security

The agency has an All Hazards Plan for responding to natural and manmade disasters that is reviewed regularly and updated as needed. The plan is based on the Incident Command System and the National Incident Management System. A supervisor in the Field Services Bureau is designated as the agency's Emergency Operations Officer. This individual has the responsibility for emergency event planning, critical incident training, coordination of resources necessary to implement a critical incident plan, and for serving as the principal advisor to the chief on emergency matters. Equipment used for support of the All Hazards Plan is inspected quarterly by the Emergency Operations officer. The agency works closely with the Winston-Salem Forsyth County Office of Emergency Management to ensure that adequate supplies and medical support will be available during critical incidents. Agency members participate in a training exercise annually. In June 2015 an active shooter exercise was presented and in September 2014 an exercise titled, "Preparing the Whole Community for a Coordinated Attack" was presented.

The agency maintains a Special Weapons and Tactical Team (SWAT) that is comprised of officers whose primary assignment is the tactical team and entry team. The sniper/observer team is staffed by officers who volunteer for these assignments and meet the agency's mandates for collateral duties. The SWAT team members are issued specialized equipment and provided training for responding to hazardous and high risk situations including active shooters, barricaded suspects, hostage rescues, search warrant executions, and dignitary protection. The agency also has a Crisis Negotiation Team that responds to situations that have a high potential for violence and harm to a citizen, victim, suspect or officer if a tactical solution is attempted. This team is also staffed by officers who volunteer for these assignments as collateral duties. The negotiators are required to complete a 40 hour Basic Hostage Negotiation training course prior to assuming the role of a negotiator and bi-monthly in service training thereafter.

Additionally, the agency recognizes the need to quickly assess terrorism-related intelligence and direct that information to organizations best suited to analyze and evaluate such information; therefore, the designated Homeland Security Officer serves as a liaison with the local Federal Bureau of Investigations (FBI) Office and with the FBI Joint Terrorism Task Force. Also as part of its homeland security efforts, when necessary, the agency provides the public terrorism awareness information through the agency's website.

Internal Affairs and Complaints against employees

All complaints, to include anonymous complaints against the agency and its members are investigated. Complaints can be made by telephone, in person, or by sending a written correspondence. Complaints can also be filed at the Winston-Salem's Human Relations office. When a complaint is made during the hours that members of the

Internal Affairs Section are working they take the complaint. When those members are not working the ranking supervisor on-duty takes the complaint. If the allegation involves a minor violation of agency policy the employee's supervisor completes the investigation. The Internal Affairs Section is responsible for completing investigations regarding formal complaints that have been filed alleging major policy violations. The employee whom the complaint is lodged against is informed of and provided a form titled, "Administrative Investigation Right" which contains a written summary of their rights and responsibilities regarding the investigation. When the nature of the complaint involves allegations of serious misconduct or criminal activity, the employee can be relieved from duty pending the outcome of the investigation.

The complainant is informed of who has been assigned to investigate the matter and is informed of the progress throughout the investigation. Investigations must be completed in 45 days unless an exception is granted by the Professional Standards division commander. The Internal Affairs Section reports investigative findings directly to the chief and the complainant is informed of the outcome of the investigation in writing by the chief. If the complaining person is not stratified with the conclusion reached they can file an appeal with the Citizens Review Board. The Professional Standards Division maintains all the records pertaining to internal affairs investigations and produces an annual statistical report containing the total number of complaints and the investigative findings. The report is posted on the agency website.

Complaints and Internal Affairs Investigations

External	2012	2013	2014	Internal	2012	2013	2014
Citizen Complaint	10	9	12	Directed Complaint	116	81	84
Sustained	3	0	0	Sustained	135	102	118
Not Sustained	1	0	0	Not Sustained	8	1	2
Unfounded	5	8	6	Unfounded	3	1	12
Exonerated	13	4	9	Exonerated	3	0	1
Closed	0	8	5	Closed	0	0	0

The agency tracks complaints filed as a signal incident. As reflected in the table when more than one officer is involved or it is determined an officer violated more than one written directive the findings are greater than the total number of complaints. Based on the seriousness of the allegation, various forms of corrective action were taken regarding the sustained allegations ranging from verbal counseling to dismissal.

Detainee and Court Related Activities; Auxiliary and Technical Services (Chapters 70-84)

The Winston-Salem Police Department directives regarding the supervision and transportation of detainees give clear direction to the officers on how this task is to be completed. The policies and procedures are designed for the safety of agency members as well as detainees and the community during transport. The agency does

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not have any holding facilities; thus, when an arrest is made and no additional interviews are needed, detainees are transported directly to the Forsyth County Sheriff's Office Detention Center. The detainee is searched prior to transport and once the transport has begun the detainee is not permitted to communicate with anyone. The detainee areas of transport vehicles are also routinely checked prior to and after transporting of detainees. Patrol vehicles are equipped with barriers to provide enhanced safety for the officer and the rear doors and windows are inoperative without assistance from the officer to prevent the detainee from escaping. The agency also has procedures in place regarding weapon control, when to remove the handcuffs, and transferring custody of the detainee. There are also procedures in place to ensure the detainee is correctly identified and any crucial medical, security and psychological information are conveyed to the receiving facility personnel. Although no escapes have occurred, the agency has procedures in place that prescribe the actions to be taken, notifications to be made, and reports to be prepared in the event of the escape of a detainee.

The execution of criminal process is fulfilled by sworn officers in accordance with the provisions of governing statutes and internal procedures. The agency utilizes a software tracking system, which interfaces with the North Carolina Court Information System. The agency tracks the criminal process from the time it is received until it is served. The tracking includes all actions taken regarding the process. The service of civil process and the security of the courts is the responsibility of the Forsyth County Sheriff's Office.

The Winston-Salem Police Department Communications Center equipment includes a 9-1-1 emergency and non-emergency telephone system, a Computer Aided Dispatch (CAD) system that provides for the capturing and immediate recall of all relevant data captured by the telecommunicators. The center is licensed by and complies with all associated Federal Communications Commission regulations. Access to the facility is controlled and who may enter the facility is restricted. The center maintains an alternate source of electric power in the event of a power outage and maintains records documenting inspections are completed on a regular basis.

The agency's Central Records Unit is responsible for the maintenance, storage and dissemination of agency records in accordance with agency directives and the state of North Carolina Division of Archives and History Municipal Government Standard Police Department Records Guide. The agency's records personnel categorize offenses and make the data available to the FBI and the North Carolina State Bureau of Investigation for Uniform Crime Reporting (UCR) purposes. The Records Unit is in an area inside the Winston-Salem Police Department headquarters facility, which is accessible to operations personnel. Customers are served at a walk-up window from the lobby. The agency's records regarding juvenile offenders are maintained in separate location from records of adult offenders.

The Forensics Services Division provides officers training regarding the seizure and management of evidence. Officers are provided the State Bureau of Investigations Guide, the North Carolina Crime Laboratory Evidence Guide, and the Winston-Salem Police Department Guide for Seizing, Packaging and Storing Digital and Electronic Evidence as resources. Officers are also instructed to wear disposable latex or nitrile gloves and shoe covers at crime scenes where a potential biohazard exists. Further, written directives relating to crime scene evidence are written to ensure compliance with the North Carolina General Statutes. The agency has also established procedures for officers regarding crime scene security and processing.

The agency's system for storage of property and evidence is thoroughly secure and frequently inspected to ensure accuracy. Only individuals assigned to the property evidence function have keys, key swipe cards and alarm access codes for the storage facility. All visitors are logged in and escorted while in the facility. Each item is documented from the time it comes into the possession of an agency member until its final disposition. All items are bar coded at the storage facility and stored in designated secure areas with elevated security provided for those items of high value. Temporary storage locations are available for when the storage facility is closed.

The Evidence Management Section supervisor completes a quarterly inspection to ensure adherence to procedures used for the control of property and a complete inventory once annually. An annual audit of the property and evidence is also completed by an individual not assigned to the function. The most recent audit was completed the week of March 22, 2015 by a lieutenant from the Investigative Services Bureau and all items were accounted for. The most recent unannounced inspection was conducted in July 2015 by a sergeant from the Professional Standards Division and all policies were being followed.

The agency has an on-call system for calling in a property custodian to assume control of item(s) too large to place in the temporary storage lockers. In order for seized controlled substances, weapons, or explosives to be used for investigative or training purposes the agency requires a court order to be secured authorizing such use of the item(s). The agency also has procedures in place to regulate the use and security of items that are used for training purposes. There was a change in the property custodian in August 2014 and an audit was completed using the Commission on Accreditation for Law Enforcement agencies guidelines and all items were located.

H. Standards Issues Discussion:

This section provides specific information on standards found to be in compliance after on-site "adjustments" were made. Adjustments may include modifying agency policies and directives, creating documentation, and an alteration of the physical plant.

This section does not apply.

I. 20 Percent Standards:

CALEA agencies must be in compliance with at least 80% of applicable other than mandatory (O) standards. The agency is free to choose which standards it will meet based on their unique situation.

The agency was in compliance with 94% of applicable other-than mandatory (O) standards.

J. Future Performance / Review Issues:

This section does not apply.

K. Table: Standards Summary:

	<u>TOTAL</u>
Mandatory (M) Compliance	<u>309</u>
Other-Than-Mandatory Compliance	<u>67</u>
Standards Issues	<u>0</u>
(O) Elect 20%	<u>4</u>
Not Applicable	<u>104</u>
 TOTAL	 <u>484</u>

M. Summary:

The assessment team reviewed every standard and found the agency was in full compliance with all applicable standards and the agency's practices were meeting the intent of the standards. The agency complied with the requirements of 94% of the applicable other than mandatory standards. No standards were placed in the standards issues category and only two were returned for additional proofs of compliance that were already in the possession of the agency. The required annual reports were also filed on time. Further, the agency participated in a mock on-site in advance of the assessment, which caused the assessment to be none problematic.

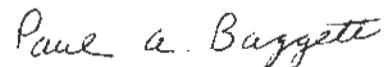
The Winston-Salem Police Department is a full service law enforcement agency that offers all of the traditional services to meet the needs of their customers. The agency is committed to attracting and retaining the best-qualified group of diverse individuals to serve the community and provides them with all the tools and training necessary to carry out their assignments. The agency's current sworn members are represented by 15% female officers. Further, during this accreditation cycle the agency's new hires for sworn positions included 13% females, 15% African-American males and 7% Hispanic males.

During the on-site, the assessment team interacted with, interviewed, and observed 186 agency's members. They included sworn and non-sworn ranking and non-ranking

individuals. Each individual demonstrated an understanding of the accreditation standards related to the jobs they perform and a commitment to serve the community.

The agency is working with members of the city of Winston-Salem to develop an online citizen survey for use in the future. Even though the agency elected not to complete a citizen survey, every individual spoken with during the public hearing, telephone call in session, and during community outreach efforts gave the agency high praise.

Sincerely,

A handwritten signature in cursive script that reads "Paul a. Baggett".

Paul A. Baggett, M.P.A., MSHRM, CPM
Team Leader