



Winston-Salem
Police Department
STRATEGIC PLAN
2009-2012

ENHANCING THE QUALITY OF LIFE

AND

REDUCING CRIME IN WINSTON-SALEM:

A STRATEGIC PLAN FOR COMMUNITY SAFETY

City Officials:



Council Members



Mayor Allen Joines



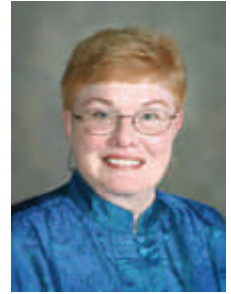
Vivian H. Burke
Mayor Pro Tempore



Joycelyn V. Johnson
East Ward



Evelyn A. Terry
Southeast Ward



Molly Leight
South Ward



Dan Besse
Southwest Ward



Robert C. Clark
West Ward



Wanda Merschel
Northwest Ward



Nelson L. Malloy, Jr.
North Ward



Lee Garrity
City Manager



Scott A. Cunningham
Chief of Police



The Winston-Salem Police Department is an Accredited Agency.

Introduction:



Crime and the fear of crime affects every member of our community. It impacts how we live, how our community is viewed by us and others, and how we interact with our fellow citizens. Crime and the fear of crime have adversely impacted our lives for too long. The occurrence of crime is too common. The actual level of crime creates a real concern that is compounded by the perception and fear of crime. Any amount of crime should be unacceptable to the community. Crime and the fear of crime detract from our overall quality of life.

The costs of crime are extensive. Losses caused by theft, robbery, and damage of property affects us all, individually and collectively. Injuries and deaths due to homicides, assaults, robberies, and other violent crimes are devastating to families, neighborhoods, and communities. When any crime is committed, we all suffer. We suffer by the direct impact of one of our fellow citizens being victimized. When one is attacked, society as a whole is attacked. We all suffer through increased insurance rates, increased costs of items to account for the 'overhead' of losses and damages, and the direct costs of crime to pay for a police department and entire criminal justice system. We pay via the loss of productivity and time to do other things. We pay by the tremendous loss of family and friends and the impact to families and communities caused by violent crimes. We pay by the loss of peace of mind and the damage to our quality of life. We pay by the damage to the reputation and perception of Winston-Salem.

The Winston-Salem Police Department exists for the sole purpose of 'protecting and serving' the community and citizens of Winston-Salem. This specifically includes reducing the risks and damages of crime, while enhancing the quality of life for everyone. Traditionally, police departments have focused predominantly on the enforcement of laws to fulfill its mission. The Winston-Salem Police Department (WSPD) is very good at enforcing laws and investigating crimes. But we need to re-double our efforts to deal with crime and improve the quality of life. We need to implement additional strategies to reduce crime. We also need to spend more resources on educating of our citizens and helping them prevent crime. Once a crime has been committed, there will be at least one direct and immediate victim, and in most cases, there will be additional in-direct victims. Preventing crime avoids most of the 'costs' of crime.

In an effort to provide better service to the citizens, the Winston-Salem Police Department has created this plan for community safety. It highlights those major issues which are impacting our community. It identifies primary strategies which will be used to realize a safer Winston-Salem which has the highest quality of life possible. It also identifies quantifiable measures with which to gauge our progress and success. The Winston-Salem Police Department pledges its complete efforts to accomplish this desired state. We will accomplish this by providing world class service, performed in a legal, ethical, moral, professional, and compassionate manner.



'to protect and to serve'

Mission Statement:



The mission of the Winston-Salem Police Department is to protect life and property by providing exceptional police services to our community in partnership with the citizens of Winston-Salem.



*'to protect
and
to serve'*



Core Values:



We value:

- Professional staff, well trained and fully equipped to perform our duties.
- A staff that reflects the diversity of the community we serve.
- Effective partnerships that enhance our problem-solving capabilities.
- The U.S. Constitution – the protection of individual rights and the expression of those rights in a safe, legal manner.
- Integrity – nothing less than complete honesty and accountability in our statements and actions.



Winston-Salem Police Department



Crime Reduction and Community Safety

'to protect and to serve'

The Winston-Salem Police Department will adhere to its core values and fulfill its mission by establishing and working towards accomplishing the major priorities identified in this document. These priorities will set the direction for the department and guide its programs and actions.

Priority 1: Enhance the quality of life for all citizens, and reduce criminal activity and the conditions that foster crime and the fear of crime.

Priority 2: Improve community trust, interaction, involvement, and accountability.

Priority 3: Enhance roadway safety.

Priority 4: Enhance agency efficiency and effectiveness.

Priority 5: Provide a work environment that attracts and retains a diverse cadre of quality personnel, rewards excellence, and enhances the skills of and opportunities for all personnel.

Priority 1: Enhance the quality of life for all citizens, and reduce criminal activity and the conditions that foster crime and the fear of crime.

We will reduce criminal activity and the conditions that foster crime and the fear of crime, while increasing the quality of life. This goes beyond traditional law enforcement strategies and utilizes additional techniques and tactics. While enforcing the law through arrest, deterrence, and use of the criminal justice system will be utilized, we will supplement the use of these tactics with education, prevention, and intervention. Society cannot 'arrest' its way out of the variety of social ills that exist. Nor can the police resolve the issues without support, desire, and involvement of the public. However, police can impact crime and the conditions that foster crime to varying degrees. The Winston-Salem Police Department (WSPD) believes that any crime is too much and it is also unacceptable. Our goal is to eliminate all crimes. We will utilize all legitimate avenues to accomplish this priority.

We will utilize the following strategies:

Strategy 1.1: Target violent crime and criminals.

This specifically includes Homicides, Robberies, Assaults and Sex Crimes.

Strategy 1.2: Target non-violent crime and criminals.

This specifically includes burglaries, break-ins, auto thefts, larcenies, computer and white-collar crimes.

Strategy 1.3: Target firearms related offenses.

This specifically includes committing any offenses while in possession of a firearm and possession of a firearm by a felon.

- Strategy 1.4: Disrupt gang activities.
This specifically includes any crimes that are gang related or gang involved. The actions will include efforts toward enforcement, intervention, prevention, and education.
- Strategy 1.5: Disrupt illegal drug activities.
This specifically includes sales, manufacture, or transportation of drugs, whether illegal drugs or legal drugs used illegally. Great emphasis will be placed on open market or public activities, activities near schools and parks, and activities in residential areas.
- Strategy 1.6: Expand existing and implement new initiatives that safeguard families, children, and the elderly from domestic violence, sexual violence, and victimization in general.
- Strategy 1.7: Strengthen and enhance efforts to deal with Habitual Offenders.
- Strategy 1.8: Strengthen existing and implement new partnerships with Federal, State, and local agencies to deal with crime, criminals, and the conditions that foster crime.
- Strategy 1.9: Focus on youth related crime.
Deal with crimes committed by youth of various ages through enforcement, intervention, education, and prevention.
- Strategy 1.10: Improve the Quality of Life in all areas.
This includes a focus on parks, and other public areas.
Specific types of issues to be focused upon include graffiti, alcohol related violations, prostitution, aggressive panhandling, noise abatement, loitering, trespassing, parking, etc.



Success will be measured by:

- Reduction in crime levels overall and in specific crimes, (rates, raw numbers, etc).
- Citizen perception of safety and their quality of life.
- Number of firearms related crimes; number of firearms seized, number of charges related to firearms, etc.
- Number of gang members identified, arrested, existing, etc.
- Number of illegal drug offenses reported and investigated; number of arrests involving drugs; amount of drugs seized; number and amount of drug related items seized; and number of locations where drug related issues are substantially reduced or eliminated.
- Number, scope, and impact of initiatives to safeguard families, children.
- Number of Habitual Offenders arrested and intervened.
- Increased and enhanced partnerships with various entities.
- Level of youth related crime; number and impact of prevention, intervention, and education efforts.

It should be noted, that even though many of these have numeric metrics, the goal is to have an effect, a positive outcome. We are more focused on outcomes, instead of outputs, and results instead of efforts.

Priority 2: Improve community trust, interaction, involvement, and accountability.

It is imperative that the public trusts the Winston-Salem Police Department to act legally, ethically, professionally, compassionately, and appropriately. This expectation deals with the overall actions of the Department and the actions of our personnel individually and collectively. The Police Department cannot be effective without the trust, confidence, and support of the citizens it serves. This trust must be earned each day. Trust can be enhanced by increasing the amount, frequency, and quality of police-citizen interactions. The WSPD will interact with the citizens it serves on a daily and regular basis, and do so in a professional and courteous manner. The WSPD will increase its opportunities for citizens to be involved with their Police Department, and the Police Department will seek out different ways to be involved with the community. The WSPD will continue to be and will enhance its level of accountability to the community.

- Strategy 2.1: Continue to fully investigate all complaints or concerns expressed regarding departmental or individual actions.
- This includes dissemination of information regarding how to file complaints or ask questions, and dissemination of Annual Statistical Summaries regarding complaints.
- This includes enhanced explanations regarding the outcomes of complaints and internal investigations as allowed by law. This also includes cooperation with the Police Review Committee and any other legitimate entity.
- Strategy 2.2: Increase the quality and quantity of information to the public, by use of the agency and city websites, TV13, and other methods.
- This will include additional crime prevention materials, enhanced crime and statistical information, safety tips, contact names and numbers, and enhanced general information.
- Strategy 2.3: Develop programs and materials to educate citizens about various components and operations within the Department.
- Strategy 2.4: Enhance media interactions and relationships.
- Strategy 2.5: Enhance interactions with and service delivery to non-English speaking persons.
- This includes the development of materials and programs, as well as increasing the capacity of personnel to communicate in different languages.
- Strategy 2.6: Solicit citizen feedback regarding the level and quality of services delivered.
- Strategy 2.7: Expand the number and quality of Business Watch type and Neighborhood/Community Watch programs and services.
- Strategy 2.8: Increase partnerships with other WS City Departments, and other entities doing community outreach activities.
- Strategy 2.9: Increase the number, variety, and quality of crime prevention programs, efforts, and initiatives offered to the community and our citizens.
- Strategy 2.10: Utilize problem solving, community oriented policing strategies to actively engage residents and community stakeholders in crime prevention initiatives.

Strategy 2.11: Create additional methods for citizen involvement and support, such as ‘Volunteers in Police Service’, etc.

Strategy 2.12: Implement additional methods for the Department to be involved with various community and social entities.



Success will be measured by:

- Number of complaints against agency personnel; quality of investigations regarding complaints and concerns; findings regarding complaints and concerns; dissemination of results as allowable by law.
- Number of compliments and commendations of agency personnel.
- Levels of cooperation with other entities.
- Number, quality, and scope of information to the public.
- Levels of interaction and nature of relationship with the media.
- Level of interactions and service to non-English speaking persons; number and quality of related materials and programs; number of personnel who can speak other languages; efforts to enhance ability to communicate with non-English speaking persons.
- Input from citizens regarding services delivered.
- Number of and area covered by Community and Business watch type programs.
- Number, variety and quality of crime prevention programs.
- Levels of citizen participation in and with the WSPD.
- Level of involvement with community and social entities.

It should be noted, that even though many of these have numeric metrics, the goal is to have an effect, a positive outcome. We are more focused on outcomes, instead of outputs, and results instead of efforts.

Priority 3: Enhance roadway safety.

Motor vehicles play a very important role in our modern society. They enable a great flexibility in movement, activities, and options for our citizens. But this movement and use must occur safely if society is to reap the potential benefits. Motor vehicle crashes account for significant amounts of property damage, and cause large numbers of injuries and deaths each year. Crashes also contribute to traffic congestion, lost productivity, increased emissions, and the continuing need for more roads. Improper operation of vehicles such as speeding, aggressive driving, DWI, and other violations detract from the overall quality of life in our community. Vehicle interactions with pedestrians and bicycles also impact safety and quality of life. To enable all citizens to safely utilize our roadways and travel paths, the WSPD will aggressively enforce the motor vehicle laws. The WSPD will improve roadway safety and reduce traffic related crashes, injuries, and deaths, and enhance the motoring experience.

Strategy 3.1: Identify the top traffic crash, complaint, and problem corridors and locations, and utilize partnerships with other traffic safety entities to implement education, enforcement, and engineering strategies to reduce the number and severity of crashes, and to reduce the number of traffic related complaints and problems.

Strategy 3.2: Conduct focused enforcement efforts in the identified corridors and areas, and in areas identified by specific citizen complaints.

- Strategy 3.3: Refine processes and systems for tracking traffic related complaints.
- Strategy 3.4: Utilize covert and high visibility techniques and tactics by patrol, the Traffic Enforcement Team, and other groups to improve traffic safety.
- Strategy 3.5: Conduct focused initiatives and on-going efforts to deal with aggressive driving. This includes enforcement and education tactics.
- Strategy 3.6: Conduct focused initiatives and on-going efforts to deal with speeding issues. This includes enforcement and education tactics.
- Strategy 3.7: Reduce the occurrences of impaired driving and related crashes. This includes focused initiatives and on-going efforts that utilize enforcement and education tactics. Establishments contributing negatively to the situation will be identified, educated, enforced, and involved in the solutions.
- Strategy 3.8: Identify and pursue any grants that can positively impact efforts to enhance traffic, pedestrian, or cyclist safety.
- Strategy 3.9: Conduct a variety of traffic safety education activities. This includes checkpoints for DWI, seatbelts, equipment, and licensing compliance. General and youth training will be conducted to familiarize persons with dangers and issues involving vehicles, driving behaviors, pedestrians, bicyclists, and railroad related issues. Efforts to increase the use of seatbelts and child safety seats will be utilized.
- Strategy 3.10: Target Habitual Traffic Offenders.



Success will be measured by:

- Identification of locations with significant traffic concerns.
- Reduction in number of crashes; crash related injuries and fatalities; number of citizen concerns.
- Number and effect of focused efforts regarding general traffic complaints, aggressive driving issues, and speeding issues.
- Refinement and use of a traffic complaint tracking system.
- Level of overall traffic safety within the community.
- Reduction in prevalence of DWI occurrences; DWI crashes, injuries, fatalities; number and effect of anti-drinking education, prevention, enforcement efforts; level of involvement and interaction with related establishments.
- Number of grants identified, pursued, and attained.
- Number, scope, and impact of traffic safety initiatives.
- Number of Habitual Traffic Offenders intervened and arrested.

It should be noted that even though many of these have numeric metrics, the goal is to have an effect, a positive outcome. We are more focused on outcomes, than on outputs; on results, instead of efforts.

Priority 4: Enhance agency effectiveness and efficiency.

The Winston-Salem Police Department is charged with protecting and serving the city of Winston-Salem and its citizens. The Department is entrusted with substantial resources to accomplish its mission and responsibilities. The public expects that the Department will utilize its resources in a manner that is as effective and efficient as possible. The WSPD is committed to excellence in service, and we will continually improve our effectiveness and efficiency.

Strategy 4.1: Enhance our proactive, crime focused, problem oriented performance measurement and accountability process.

The focus will center on results in each and every neighborhood.

Strategy 4.2: Continually review departmental operations to promote continuous department-wide service improvement.

Strategy 4.3: Explore the use of various technologies, techniques, and equipment to enhance the ability of departmental personnel to deliver effective and efficient service.

Strategy 4.4: Enhance the use of analytical, statistical, and content data throughout the department.

Strategy 4.5: Maintain status as a CALEA accredited agency by successfully being re-accredited.

Strategy 4.6: Expand departmental relationships with other entities to increase coordination, cooperation, communication, effectiveness, and efficiency.

Strategy 4.7: Improve internal communication and coordination.



Success will be measured by:

- Enhancements to the performance measurement process.
- Enhancements to the quality of life and levels of crime reduction in neighborhoods.
- Degree of service improvements, including response time enhancements.
- Identification, acquisition, and implementation of new technologies, techniques, and equipment.
- Expanded use of data throughout the department.
- Achieving re-accreditation status.
- Enhancement and expansion of departmental relationships with other entities.
- Improved internal communication and coordination.

Priority 5: Provide a work environment that attracts and retains a diverse cadre of quality personnel, rewards excellence, and enhances the skills of and opportunities for all personnel.

People are the foundation and primary resource of the Winston-Salem Police Department. As a service providing entity, people are the core of WSPD operations. The community deserves and is entitled to the best possible services. To provide this level of service, excellent, high quality people with diverse backgrounds, skills, and experiences must be attracted and retained. The excellent actions of our personnel must be recognized and encouraged. We must continue to develop, increase, expand, and enhance the skills of all personnel and provide developmental and advancement opportunities for all.

- Strategy 5.1: Enhance our recruiting plan and activities by focusing on recruiting diverse, highly skilled, service-oriented professionals for careers with the Winston-Salem Police Department.
- This specifically includes increased efforts to recruit a workforce that mirrors the community we serve and an enhancement to the Winston-Salem State University Scholarship Program.
- Strategy 5.2: Develop and expand the skill sets of all personnel by providing training as beneficial, and by exposing them to different tasks and assignments; implement expanded supervision, management, and general training programs to ensure that Winston-Salem residents are served by highly skilled, service-oriented personnel.
- Strategy 5.3: Increase the ability of personnel in all components to interact with persons whose primary language is not English.
- Strategy 5.4: Develop a comprehensive and viable career development program that rewards and supports employee excellence at all levels throughout the department.
- Strategy 5.5: Implement a lateral entry program to attract experienced personnel.
- Strategy 5.6: Maintain an organizationally healthy attrition level.
- Strategy 5.7: Expansion of recognition and rewards programs.



Success will be measured by:

- Degree of diversity within the agency, components, and ranks.
- Number of efforts to improve the diversity within the agency.
- Number, scope, and breath of training offered to and received by agency personnel; utilization of internal development opportunities.
- Increased skill level of agency personnel to interact with non-English speaking persons.
- Implementation of a career development/career ladder plan for sworn personnel; consideration of options for a career development/career ladder plan for support personnel.
- Implementation of a lateral entry program; number of lateral entry personnel hired.
- Level of attrition.
- Enhanced programs to recognize and reward employee excellence.