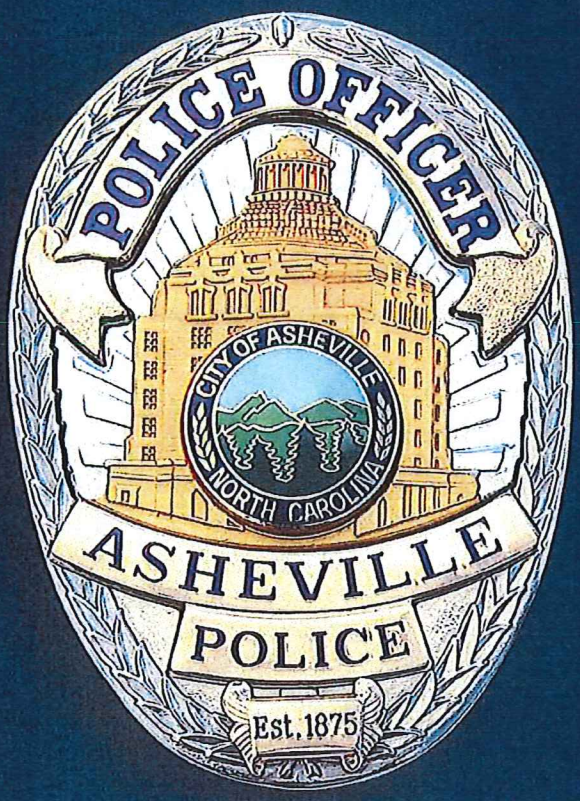
ASHEVILLE POLICE DEPARTMENT

STRATEGIC OPERATIONS PLAN



2014-2017

Table of Contents

Introduction from William J. Anderson, Chief of Police 2

Mission and Guiding Principles 4

Community Profile 5

Organizational Overview 6

The Process 7

Implementation and Evaluation 9

Funding 11

Operations 12
- Planning Area One – Recruitment & Retention 13
- Planning Area Two – Leadership 18
- Planning Area Three – Organizational Structure 23
- Planning Area Four – Equipment & Technology 29

Community 33
- Planning Area Five – Community Quality of Life 34
- Planning Area Six – Agency Outreach & Communication 47

Conclusion 49

Asheville Police Department
100 Court Plaza
Asheville, NC 28801

The Asheville Police Department is an accredited law enforcement agency and meets the high standards of the Commission on Accreditation for Law Enforcement Agencies.

Introduction

DATE: July 1, 2014

TO: Gary Jackson, City Manager

FROM: William J. Anderson, Chief of Police

SUBJECT: Asheville Police Department
Strategic Operations Plan 2014-2017

Chief William J. Anderson

We are very proud to present the *Asheville Police Department Strategic Operations Plan 2014-2017*. Built upon input from Asheville Police Department personnel, public safety agency partners, community members, and the Citizens Police Advisory Committee, this strategic plan is a proactive tool intended to deliver guidance and structure for the department to continually improve its service to the citizens of Asheville. Our plan not only serves as the foundation for how we will provide police services in the future, but also serves as the department's operating vehicle for accomplishing needed change. Our plan is designed to be a dynamic and flexible document that can evolve as the needs of the community and/or department change. We have invested a considerable amount of effort into this process that will help us continue to effectively allocate our limited resources on the most important issues facing our department and the community. As such, the following six planning areas will provide us direction for the next three years:

<u>Operations</u>
Recruitment & Retention
Leadership
Organizational Structure
Equipment & Technology

<u>Community</u>
Agency Outreach & Communication
Community Quality of Life

The strategic plan lists the goals and objectives for both operations and community concerns and addresses each of the identified areas followed by time markers to facilitate attaining the strategic action steps. The goals and objectives listed in the strategic plan are most certainly achievable and are the roadmap for the future of the Asheville Police Department.

As exhibited under *Recruitment & Retention,* a significant focus is being placed on not only recruiting a diverse and well-trained work force, but also ensuring that we retain them for years to come. The goals and objectives of *Leadership* address concerns expressed about fairness, consistency and accountability especially as it relates to our discipline and promotional processes. The goals and objectives of *Organizational Structure* will highlight the need to allocate departmental staff to ensure all the goals of the department are met in an efficient manner. The *Equipment & Technology* planning area strongly highlights developing a consistent replacement plan for departmental vehicles and to expand the take-home fleet. Disseminating timely and accurate information through multiple media pathways emphasizes the goals and objectives of *Agency Outreach & Communication.* Agency outreach continues with the goals and objectives of the *Community Quality of Life* planning area which stresses the continuing need to build upon our community partnerships. The relationship between APD and the minority community has been strained for over a decade. Through focusing on the community's quality of life, the plan will work to strengthen relationships with all Asheville communities. We are enthusiastic about developing each of these planning areas, which we feel will provide opportunities for the department to enhance service delivery to our community.

The people that have contributed to this strategic plan deserve a tremendous amount of credit and recognition. We are in for a busy and productive few years. I have the utmost faith in our employees, as they are truly working to make the City of Asheville a safe place to live, work, and visit.

Mission and Guiding Principles

Mission
The City of Asheville Police Department is dedicated to providing public safety and maintaining order; enforcing the laws of North Carolina, upholding the United States Constitution and enhancing national security. The City of Asheville is committed to supporting a safe city with safe neighborhoods.

Guiding Principles
The Asheville Police Department will achieve its mission by committing to excellence through:

- ***Integrity*** - Honesty, compassion, trust, and accountability.
  Police officers have the courage to do what is morally, ethically, and legally right regardless of risk.

- ***Fairness*** - The Police Department will treat everyone impartially without favoritism or bias.

- ***Respect*** - The Police Department will treat everyone with dignity and courtesy without prejudice.

- ***Professionalism*** - The Police Department will deliver quality services through cooperation, open communication and a commitment to continuous improvement.

Community Profile

The City of Asheville is located in western North Carolina and is the county seat of Buncombe County. Located in the heart of the Blue Ridge Mountains, the area was first settled by the Cherokee Indians, then eventually by Scotch-Irish immigrants from Northern Ireland. By 1785 there was a permanent settlement known as "Eden Lane." During the early years, Asheville was also known as Morristown (1794), and Buncombe Courthouse. In 1791 the City was incorporated and officially named Asheville in honor of North Carolina Governor Samuel Ashe of New Hanover County.

Asheville became a focal point for commerce as roads and railroads were developed. The City enjoyed a growing reputation as a health resort associated with its fresh mountain air and supposed healing properties. In the early 1900s, George Vanderbilt began construction on his mansion and created the Biltmore Estate. The estate sits on 45,000 acres of land, which is privately owned by his grandsons. Asheville is not only a major tourism center but is also a regional hub for business, the arts, education and health, and human resources.

The City is structured as a Council-Manager form of government. The City Council is the legislative body and includes the Mayor and six City Council members who serve four year staggered terms. Council sets and directs policy regarding the operations of the City. The Council appoints a City Manager who serves as the Chief Executive Officer of the City. The manager oversees day-to-day operations and is responsible for the execution of Council policy and management of all City departments and services.

Organizational Overview

Asheville's first police force was organized in 1849 and consisted of eight volunteers working under a captain. The Police Department was formally created by ordinance on November 1, 1875, and included a Chief of Police and four patrolmen.

Today the department consists of 224 sworn members and 52 non-sworn employees offering full police services to all of the citizens of the City of Asheville. The department has three divisions: Administrative Services, Patrol, and Criminal Investigations. Captains command each division and report to the Chief of Police. Currently the police department's patrol operations are decentralized into three geographic districts commanded by a lieutenant. The agency has several special units to include: Canine (K-9), Downtown Unit, Public Housing Unit, Traffic Safety Unit, Community Resource Officers, School Resource Officers, Hazardous Device Team, Emergency Response Team and Chaplaincy Corp.

The Asheville Police Department is one of CALEA's (Commission on Accreditation for Law Enforcement Agencies, Inc.) oldest agencies, having entered the process in 1994.

The Process

The Asheville Police Department (APD) began the strategic planning process in September 2013 with an executive command staff retreat where emphasis was placed on developing a road map for leading the APD over the next three years. The next step was to gather direct input from APD's greatest assets, the men and women of the APD, as well as community stakeholders.

The formal process of building the *APD 2014-2017 Strategic Operations Plan* began in early October 2013 with brainstorming sessions involving all APD personnel, City of Asheville department directors and other staff, local law enforcement and public safety agency partners, community groups, and the Citizens Police Advisory Committee. These meetings were facilitated by consultants, and were held to collect input on APD's perceived strengths and areas for future growth and development. An online survey was also made available on our website for those that could not attend the brainstorming sessions. The feedback was then compiled and reviewed, from which the command staff and consultants were able to identify six focus-planning areas. They are: Recruitment & Retention, Leadership, Organizational Structure, Equipment & Technology, Community Quality of Life, and Agency Outreach & Communication.

Next, the Chief, with input from Command Staff, appointed Planning Area Leaders for each group: the Deputy Chief, the three captains and two lieutenants. All police employees were notified and encouraged to apply to participate in a planning area; each planning area leader then selected their group from those sworn and civilian employees who expressed an interest in participating in the strategic planning process. These team members are known as strategy champions because of their leadership role of guiding the action steps contained within each planning area.

The initial task for each team was to identify focus strategy areas within their planning area; subsequently, each strategy champion was assigned to a specific strategy and generated worksheets, which outlined action steps and timelines for their assigned strategy.

Finally, each planning area team presented their proposed methods for

implementing the planning strategies to a panel consisting of all six planning area leaders, the Chief of Police and four representatives from Dolan Consulting; City Manager Gary Jackson, Interim Deputy City Manager Michael Morgan, and Human Resources Director Kelley Dickens observed several of these presentations. After their presentations, the planning area teams received feedback from the panel and the authors revised their worksheets. All final versions of the strategy plans were submitted to the Dolan Consulting Group, who then wrote the final strategic planning document.

Each of the following six sections represents one of the major planning areas for the Asheville Police Department over the next three years. The sections describe the goals and the objectives used to accomplish each strategy. This is followed by specific courses of action that will be taken, which detail the process of enacting the strategy. Each action step has a timeline for completion, based on the calendar year, that allows the department to gauge its progress. In addition to the timelines, progress measures are described. These are the productivity milestones that will be met along the way.

Over the past several months, two primary themes of the Strategic Operations Plan have emerged – Operations and Community. The two themes, which influence each other, are currently broken down into the following planning areas:

<u>Operations</u>
Recruitment & Retention
Leadership
Organizational Structure
Equipment & Technology

<u>Community</u>
Agency Outreach & Communication
Community Quality of Life

From the beginning, the goal was for the Strategic Operations Plan to be a living document. The APD command staff will return to this plan on a regular basis to update the progress of each strategy. In most cases, this is the planning area team leader who is responsible for one of the six planning areas. As APD works

on these strategies, necessary changes will inevitably be developed. Timelines may need to be extended or strategy champions may need to be changed due to retirement or transfers. If a change is needed, it will be presented to the command staff for consideration. It will be the responsibility of the command staff to accept or reject the request. Updates to the plan, including progress reports and changes in the strategies, will be documented and posted on the department's website.

Implementation and Evaluation

IMPLEMENTATION

The Asheville Police Department Strategic Operations Plan is designed to be a dynamic and flexible document that can evolve as the needs of the community and department change over the next three years. To insure that this document serves as a proactive tool rather than credenza filler, it will be reviewed and updated periodically by gathering input from employees, partners, and community members. During APD's regularly scheduled command staff meetings, strategic plan progress reports will be presented to the Chief and command staff. Action step accomplishments, obstacles, and change recommendations will be assessed. In addition, meetings will be scheduled to provide progress reports to community members and leaders.

A fundamental component of the implementation of the plan will be the completion of a comprehensive APD Organizational Structure Review (Division, Unit and Position Realignment Plan). The Organizational Plan will result in the reorganization of the department to meet today's economic challenges, and organizational and community needs. It is anticipated that the reorganization will serve to help provide needed resources to implement various action steps.

The feedback from the strategic planning brainstorming sessions held with department employees, citizens, and community partners serves as the foundation for the six planning areas set forth in this plan. Each of the goals and strategic action steps are assigned to a responsible party. Each action step has a timeline for completion, based on the calendar year, and a funding source (see legend below). While the funding source for each of the planning areas have been identified, it is important to understand that any additional resources needed will be part of the Department's annual budget discussions for consideration by the City Manager.

EVALUATION

To ensure continuing progress and success in implementing the Strategic Plan, the plan will be formally evaluated on an annual basis by the Chief of Police, command staff, and planning area team leaders. In addition, the aforementioned command staff meetings will provide direct oversight of goal and action step accomplishments.

Funding

Funding for the APD 2014-2017 Strategic Operations Plan primarily will rely on existing approved funds through the annual budgeting process; identified issues that cannot be absorbed through the annual budget will seek other funding sources, such as State and Federal grant opportunities. The Department will continue to work with the City of Asheville Finance Department to identify available resources as needed.

FUNDING SOURCE LEGEND	
BF	Bond Funds
CIP	Capital Improvement Projects
GR	Grant Funds
NA	Not Applicable
OP	Operating Funds
OR	Other Resources
UF	Unfunded

OPERATIONS

Planning Area One:
Recruitment & Retention

Deputy Chief Wade Wood

GOAL 1: Enhance recruitment and retention.

OBJECTIVE 1: Establish effective recruiting and retention programs designed to hire the best employees possible.

STRATEGY A: Support and promote a compensation and incentive plan that attracts, retains, and develops high quality employees.

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
1.1.A.1	Assign departmental staff to work with the Human Resources Department and a City-wide compensation work group in conducting a comprehensive classification and compensation and incentive plan study.	Deputy Chief Wood	2014	OP
1.1.A.2	Coordinate with Human Resources on updating position description questionnaires. Participate in compensation work group through exploring various compensation and incentive plan strategies.	Deputy Chief Wood	2014	OP
1.1.A.3	In collaboration with the compensation work group, identify any proposed changes to the position classification system and identify appropriate market comparisons.	Deputy Chief Wood	2015	OP/ UF
1.1.A.4	Assist in the development and administration of the compensation and incentive plan survey.	Deputy Chief Wood	2015	OP / UF
1.1.A.5	Work collaboratively with Human Resources and the compensation group to collect and analyze data and develop proposed compensation and incentive plan structures, which include implementation strategies.	Deputy Chief Wood	2015	OP / UF

1.1.A.6	Review and present proposed changes to the compensation and incentive plan and compensation policy to the Chief of Police and command staff.	Deputy Chief Wood	2015	OP / UF
1.1.A.7	Assist in the communication of any new compensation and incentive plan structure or policies that are approved by City Council.	Deputy Chief Wood	2015 / 2016	OP

PROGRESS MEASURES:

- Position classifications are updated and revised.
- Compensation and incentive plan evaluated and recommendations developed to make modifications or adjustments as necessary to meet the strategy.
- Reduction in turnover and new hire costs.
- Higher retention of experienced police officers resulting in increase of professional police service.

STRATEGY B: Conduct an assessment of reasons for employees separating from the department and implement strategies to remove obstacles to retention efforts.

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
1.1.B.1	Review and redesign APD's exit interview process.	Deputy Chief Wood	2014	OP
1.1.B.2	Conduct exit interviews of employees that have left the department over the past three years.	Deputy Chief Wood	2014	OP
1.1.B.3	Develop and implement a process to conduct exit interviews with all employees separating from APD in the future.	Deputy Chief Wood	2014	OP / UF
1.1.B.4	Benchmark retention efforts of comparable law enforcement agencies.	Deputy Chief Wood	2015	OP
1.1.B.5	Present benchmarking study and recommendations to command staff.	Deputy Chief Wood	2015	OP
1.1.B.6	Submit a *2015 APD Recruitment & Retention Progress Report* to the Chief of Police.	Deputy Chief Wood	2015	OP

PROGRESS MEASURES:

- Development and implementation of a new exit interview process.
- Increased retention of experienced employees within APD.

STRATEGY C: Develop a recruitment strategy aimed at attracting a diverse and talented workforce.				
ACTION ITEMS:				
	Description	**Responsible Party**	**Timeline**	**Funding Source**
1.1.C.1	Benchmark with other police department recruiting units and efforts.	Deputy Chief Wood	2014 / 2016	OP
1.1.C.2	Amend minimum qualification for employment allowing high school graduates to apply for employment as a police officer.	Deputy Chief Wood	2014	OP
1.1.C.3	Implement NC Criminal Justice Training & Standards Reading Comprehension Exam as APD's civil service entrance exam.	Deputy Chief Wood	2014	OP
1.1.C.4	Based on the Organizational Structure study, identify existing positions to support the establishment of a full-time recruitment team.	Deputy Chief Wood	2014 / 2015 / 2016	OP / UF
1.1.C.5	Conduct a cost benefit analysis of maintaining APD Police Academy compared to using community colleges and state training academies.	Deputy Chief Wood	2014	OP
1.1.C.6	Submit to the Chief of Police a *2014-2015 Police Officer Recruitment Plan.*	Deputy Chief Wood	2014	OP
1.1.C.7	Identify several locations and/or entities that could assist with identifying potential police applicants.	Deputy Chief Wood	ongoing	OP
1.1.C.8	Identify and meet with local leaders to help sponsor job fairs and different functions to enhance our recruiting efforts.	Deputy Chief Wood	ongoing	OP
1.1.C.9	Create new recruiting videos and brochures. Update social media sites.	Deputy Chief Wood	ongoing	OP
1.1.C.10	Establish a "pre-hire" employment initiative, depending on research.	Deputy Chief Wood	2015	OP
1.1.C.11	Recruitment and Career Development (R&CD) Unit create and implement a plan to identify, educate and train citizen "talent scouts" and partners in recruiting efforts.	Deputy Chief Wood	2015	OP
1.1.C.12	R&CD Unit submits a *2014-2015 Police Officer Recruitment Plan Progress Report* to the Chief of Police and command staff.	Deputy Chief Wood	2015	OP
1.1.C.13	R&CD Unit develops the *APD 2016-2017 Police Officer Recruitment Plan.*	Deputy Chief Wood	2016	OP

1.1.C.14	R&CD Unit submits a *2016-2017 Police Officer Recruitment Plan Progress Report* to the Chief of Police and command staff.	Deputy Chief Wood	2017	OP

PROGRESS MEASURES:

- Measured progress and success through the production of several data sets:
  - number of documented recruiting events;
  - new officers recruited from this strategy on a yearly basis;
  - calculation of changes in diversity that occur after this strategy begins.
- Measured success through the number of qualified applicants received and hired each calendar year.

Planning Area Two: Leadership

Captain Stony Gonce

GOAL 1: Create an environment that promotes fairness, consistency and accountability.

OBJECTIVE 1: To create an organizational identity of trust and Esprit de Corps by enhancing internal communication, rewarding service excellence, and ensuring that the department has a fair, reasonable, and equitable promotional and disciplinary process.

STRATEGY A: Identify methods to develop Esprit de Corps amongst the members of the organization.

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
1.1.A.1	Implement the Employee of the Month award.	Captain Gonce	2014	OR
1.1.A.2	Benchmark with other agencies and private organizations regarding recognition programs and incentives.	Captain Gonce	2014	OP
1.1.A.3	Conduct uniform benchmarking study.	Captain Gonce	2014	OP
1.1.A.4	Submit recommendations to the Chief of Police and command staff.	Captain Gonce	2015	OP
1.1.A.5	Present revised uniform standards and associated policies to departmental personnel prior to full implementation.	Captain Gonce	2015	OP
1.1.A.6	Conduct annual re-evaluations of the action steps completed in 2014.	Captain Gonce	2015 / 2016	OP

PROGRESS MEASURES:

- Input submitted from department employees and the community specifically addressing personnel motivation and recognition.
- APD continuing to do the things they do well, and placing additional attention on areas identified by rank and file that need further attention.
- Development of a departmental culture that reflects high personal appearance standards, with particular attention paid to uniform guidelines.

STRATEGY B: Review current promotional process.

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
1.1.B.1	Benchmark with other agencies to determine best promotional practices.	Captain Gonce	2014	OP
1.1.B.2	Consult with APD Promotional Criteria and Advisory Committee for suggestions.	Captain Gonce	ongoing	OP
1.1.B.3	Finalize requirements for each grade and process to include time served as Field Training Officer (FTO), time in grade, education and training.	Captain Gonce	2015	OP
1.1.B.4	Compile and review benchmarking results.	Captain Gonce	2015	OP
1.1.B.5	Present findings to APD command staff.	Captain Gonce	2015	OP
1.1.B.6	Submit progress reports to the Chief of Police and command staff.	Captain Gonce	2015 / 2016	OP

PROGRESS MEASURES:

- Implementation of a promotional process which places emphasis on leadership potential and ability.

STRATEGY C: Establish disciplinary process team to develop a comprehensive plan to update our performance improvement approaches and disciplinary action systems.

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
1.1.C.1	Select *Performance Improvement and Disciplinary Action Policy and Procedure Review Team.*	Chief Anderson	2014	OP
1.1.C.2	*Performance Improvement and Disciplinary Action Policy and Procedure Review Team* will recommend to the Chief of Police outside police subject matter experts (SME).	Captain Gonce	2014	OP
1.1.C.3	*Performance Improvement and Disciplinary Action Policy and Procedure Review Team* gathers information regarding systems improvements.	Captain Gonce	2014	OP
1.1.C.4	Benchmark discipline policies of other agencies.	Captain Gonce	2014 / 2015	OP
1.1.C.5	Research innovative disciplinary systems where a paradigm shift in the field is occurring, i.e. mediation.	Captain Gonce	2014 / 2015	
1.1.C.6	Present findings and recommendations to the Chief of Police, command staff, and Human Resources (HR) Department.	Captain Gonce	2015	OP
1.1.C.7	Present findings and recommendations to all APD personnel.	Captain Gonce	2015	OP
1.1.C.8	Implement revised disciplinary action procedures.	Captain Gonce	2016	OP
1.1.C.9	Present an annual *Performance Improvement and Disciplinary Action Policy and Procedure Review Team Report* to the Chief of Police.	Captain Gonce	annually	OP

PROGRESS MEASURES:

- Development of a fair, consistent, predictable, and equitable disciplinary process.

GOAL 2: Provide employees with current and high-quality training, and provide equity in our career-development opportunities.

OBJECTIVE 2: To expand in-service training options; stressing leadership, supervision, and critical performance areas.

STRATEGY A: Provide training in leadership and supervision skills.

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
2.2.A.1	Prior to December 1 of each calendar year, develop a list of desired curricula for supervisory development training.	Captain Gonce	annually	OP
2.2.A.2	Prior to March 1 of each year, establish a model for selection of rank specific training based on the curricula developed in the above action step.	Captain Gonce	annually	OP
2.2.A.3	Provide training as available based on the first two criteria, course availability and allotted training budget.	Captain Gonce		OP
2.2.A.4	Prior to October 31 of each year, establish an evaluation committee to review the efficacy of the annual curriculum.	Captain Gonce	annually	OP
2.2.A.5	Study and consider the APD Chief's Leadership Program (next strategy) as the umbrella program for all leadership, supervision, and management training sponsored by the department.	Captain Gonce		OP

PROGRESS MEASURES:

- Documentation of above activities through meeting notes.
- Records of the training received by our personnel as well as records of the expenditures to provide that training.
- Documented findings of the evaluation committee at the end of each year.
- Evaluation of all training consistent with departmental needs.

STRATEGY B: Create an Asheville Police Department Chief's Leadership Program for all sworn and civilian employees.

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
2.2.B.1	Form a Chief's Leadership Program committee led by the Deputy Chief of Police.	Captain Gonce	2014	OP
2.2.B.2	Conduct research and determine logistics for the Institute (see Strategic Plan for details).	Captain Gonce	2014	OP
2.2.B.3	Create an application and selection process procedure for the Leadership Program.	Captain Gonce	2015	OP
2.2.B.4	Identify dynamic in-house leadership instructors.	Captain Gonce	2015	OP
2.2.B.5	Identify location to house the Leadership Program.	Captain Gonce	2015	OP
2.2.B.6	Complete a credentialing process so that attendees may obtain college credit	Captain Gonce	2015	OP
2.2.B.7	Open Leadership Program application process to qualified sworn and civilian APD employees.	Captain Gonce	2015	OP
2.2.B.8	Select attendees for first APD Chief's Leadership Program.	Captain Gonce	2015	OP
2.2.B.9	Commence the first APD Chief's Leadership Program.	Captain Gonce	2016	OP

PROGRESS MEASURES:

- Completion of action steps emphasized within the strategies.
- Evaluation of program through participant surveys and group feedback sessions following each class.
- Implementation of a National Model APD Leadership Institute designed to enhance the leadership skills of current leaders, as well as develop our next generation of leaders.

Planning Area Three: Organizational Structure

Captain Tim Splain

GOAL 1: Allocate staff to ensure the goals of the APD are met in an efficient manner.

OBJECTIVE 1: Improve delivery of services by realigning districts and boundaries, reallocating personnel, reviewing current schedules, and updating APD's organizational chart.

STRATEGY A: Conduct a study to evaluate the effectiveness of current districts and boundaries.

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
1.1.A.1	Provide theoretical district boundary realignment scenario.	Captain Splain	2014	OP
1.1.A.2	Provide a theoretical personnel allocation scenario to reflect current call trends and proposed districts.	Captain Splain	2014	OP
1.1.A.3	Provide a theoretical divisional realignment scenario that would equitably distribute supervisory duties.	Captain Splain	2014	OP
1.1.A.4	Study call volume and change from current to proposed district boundary realignment.	Captain Splain	2014	OP
1.1.A.5	Ensure call volume supports the proposed personnel reallocation within the districts.	Captain Splain	2014	OP
1.1.A.6	Study current and proposed manpower allocation within the divisions.	Captain Splain	2014	OP
1.1.A.7	Provide final recommendations regarding beat and district alignment study to the Chief of Police.	Captain Splain	2015	OP
1.1.A.8	Present final recommendations of beat and district alignment study to department personnel.	Captain Splain	2015	OP
1.1.A.9	Submit approved beat and district alignment information to technology team.	Captain Splain	2015	OP
1.1.A.10	Implement updated beat and district realignments.	Captain Splain	2015	OP

PROGRESS MEASURES:

- Documentation of notes concerning the realignment research.
- Documentation of CAD research.
- Preservation of documents related to a formal presentation of recommendations.
- Creation of new district and beat maps along with personnel being reassigned accordingly.

STRATEGY B: Create organizational chart and conduct an organizational position study.

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
1.1.B.1	Conduct study of proposed software options to create organizational chart.	Captain Splain	2014	OP
1.1.B.2	Purchase software for department's organizational chart.	Captain Splain	2014	OP
1.1.B.3	Fill out organizational chart. Include all sworn and civilian assignments and up-to-date positions status.	Captain Splain	2014	OP
1.1.B.4	Chief of Police will appoint an *APD Staff Study Team* comprised of both internal and external content experts to study each division, work unit and allocated position.	Chief Anderson	2014	OP / REORG
1.1.B.5	Assess need for hiring a consultant to review every allocated position in the department to determine whether their current function and purpose is in line with department needs, community needs, and the *APD 2014-2017 Strategic Plan.*	Captain Splain	2015	OP / REORG
1.1.B.6	*APD Staff Study Team* submits a report to the Chief of Police and command staff outlining recommendations for organizational realignment.	Captain Splain	2015	OP / REORG
1.1.B.7	The *APD Organizational Realignment Plan* is presented to the City Manager.	Chief Anderson	2015	OP / REORG
1.1.B.8	Chief of Police and command staff present organizational realignment plan to all department personnel.	Captain Splain	2015	OP
1.1.B.9	*APD Staff Study Team* will assess organizational progress and submit recommendations for continued improvement through an *Annual APD Staff Study Team Report.*	Captain Splain	annually	OP

PROGRESS MEASURES:

- Implemented APD Organizational Division, Unit and Position Realignment Plan.
- Revised organizational chart denoting today's organizational needs and efficiencies.

STRATEGY C: Review division and unit schedules to ensure sufficient number of officers, first line supervisors and command staff are working during key workload periods.

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
1.1.C.1	Implement centralized roll call at Police Headquarters.	Captain Splain	COMPLETED May 2014	
1.1.C.2	Poll current patrol personnel on potential schedules they would like to see implemented.	Captain Splain	2015	OP
1.1.C.3	Determine financial impact of current APD patrol schedule. Review schedules used by other similarly situated departments.	Captain Splain	2015	OP
1.1.C.4	Conduct cost benefit analysis study of using current APD patrol schedule compared to schedules reviewed in the benchmarking study.	Captain Splain	2015	OP
1.1.C.5	Ensure any recommended patrol schedule can work with MUNIS software.	Captain Splain	2015	OP
1.1.C.6	Poll department personnel on final schedule options. Include in final presentation to the Chief of Police and command staff.	Captain Splain	2015	OP
1.1.C.7	Based on staff study, identify existing positions to support full-time lieutenants watch commander team to expand to 24/7 coverage.	Captain Splain	2015	OP

PROGRESS MEASURES:

- Effect on the quality of life for our officers or any cost savings to the City of Asheville by switching to an alternative work schedule if proven to be cost effective.
- Revised organizational chart showing reassignments of the required amount of managerial support for our officers 24/7.

STRATEGY D: Review division and unit personnel numbers. Request increased coverage if determined through annual budget for additional positions in units found to be understaffed and/or need to be expanded.

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
1.1.D.1	Create reasonable timeline to fill current collateral duty jobs while recognizing the personnel needs of the Patrol Division.	Captain Splain	ongoing	OP
1.1.D.2	Following staff study, identify new positions the APD will require to sustain and enhance service to our community.	Captain Splain	2016	OP
1.1.D.3	Provide program and budgetary support along with justification for new positions recommended in the proposed staff study consistent with the City of Asheville 2016 Budget Calendar.	Captain Splain	2016	OP / REORG

PROGRESS MEASURES:

- Needs assessment documentation for each area identified for inclusion in the budgeting process.

GOAL 2: Improve APD's reaction to crime.

OBJECTIVE 2: Improve APD's response to community needs and quality of life concerns.

STRATEGY A: Develop community-policing teams for each district.

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
2.2.A.1	Identify Community Resource Officer (CRO) beats for each district. Once community-policing beats are identified all original CROs should be assigned to community-policing beats.	Captain Splain	2015	OP / REORG
2.2.A.2	Write a job description and job responsibilities for position of Community Policing Sergeant and Officer.	Captain Splain	2015	OP
2.2.A.3	Identify specific beats within each district that would benefit from this initiative.	Captain Splain	2015	OP
2.2.A.4	Select Community Policing Sergeant from each district to lead community-policing initiative.	Captain Splain	2015	OP / REORG
2.2.A.5	Develop training curriculum and train Community Policing Officers, Drug Suppression Unit Officers and Community Policing Sergeants.	Captain Splain	2015	OP
2.2.A.6	Create Community Police Officer application process.	Captain Splain	2015	OP
2.2.A.7	If centralized roll call is realized, district field offices will support permanent field offices for the Community Policing Teams.	Captain Splain	2015	OP
2.2.A.8	Coordinate with community stakeholders in chosen community-policing areas to seek input on what concerns need to be addressed.	Captain Splain	ongoing	OP
2.2.A.9	Assess overall effectiveness of new Community Police Officers.	Captain Splain	2016	OP

PROGRESS MEASURES:

- Job descriptions for these positions and inclusion of these descriptions in our written policy.
- Tracked process of selecting and transferring these officers into the new positions.
- Support of all training by lesson plans and additions to the officers' training records.
- Analysis of crime statistics by the department's crime analyst, and the results of annual community surveys.

Planning Area Four: Equipment & Technology

Lieutenant Gary Gudac

GOAL 1: To ensure the ability to upgrade and/or replace equipment and technology as needed in the future.

OBJECTIVE 1: Enhance the use of equipment and technology to improve analysis, decision-making and the ability to fight crime.

STRATEGY A: Establish an Equipment & Technology Committee.

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
1.1.A.1	Benchmark with other comparable sized police departments.	Lieutenant Gudac	2014	OP
1.1.A.2	Establish department procedures for acquiring and distributing equipment.	Lieutenant Gudac	2014	OP
1.1.A.3	Appoint department members to serve on the committee.	Chief Anderson	2014	OP
1.1.A.4	Committee is formed and evaluating all equipment & technology recommendations.	Lieutenant Gudac	2015	OP
1.1.A.5	Prepare and submit an *Annual Equipment and Technology Committee Report* to the Chief of Police.	Lieutenant Gudac	2016	OP

PROGRESS MEASURES:

- Measured success of the newly established Equipment & Technology Committee through the ability of the department to replace worn out or damaged equipment and review new equipment and technology in a timely manner.
- Annual survey of sworn and civilian members to assess the committees success in meeting departmental equipment and technology needs

GOAL 2: To maintain a professional, safe and operable fleet of department vehicles.

OBJECTIVE 2: Develop a consistent replacement plan for department vehicles.

STRATEGY A: Determine most effective strategy for replacing department vehicles by utilizing a standardized system of evaluating their operability and usefulness to the department.

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
2.2.A.1	Research vehicle replacement and purchasing methods of comparable sized police departments.	Lieutenant Gudac	2014	CIP
2.2.A.2	Develop standardized system for determining how long vehicles should remain in the department's active fleet.	Lieutenant Gudac	2014	CIP
2.2.A.3	Determine appropriate method of purchasing new vehicles and how to dispose of vehicles no longer economically beneficial.	Lieutenant Gudac	2014	CIP
2.2.A.4	Implement vehicle replacement policy.	Lieutenant Gudac	2015	CIP
2.2.A.5	Submit *Annual State of the Asheville Police Department Fleet Report* to the Chief of Police and command staff.	Lieutenant Gudac	2015	CIP

PROGRESS MEASURES:

- Establishment of a comprehensive five (5) year vehicle replacement system that improves department safety and efficiency, enhances organizational morale, and reflects community pride.

STRATEGY B: Develop and implement a vehicle assignment policy.

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
2.2.B.1	Research how comparable sized police departments issue vehicles to personnel.	Lieutenant Gudac	2014	OP
2.2.B.2	Develop a new policy for the issuance/assignment of department vehicles.	Lieutenant Gudac	2014	OP
2.2.B.3	Reorganize the entire fleet of department vehicles under a central authority (Logistics).	Lieutenant Gudac	2014	OP
2.2.B.4	Reassign all department vehicles in a manner consistent with the new vehicle issuance policy.	Lieutenant Gudac	2015	OP

PROGRESS MEASURES:

- Through the process of inspections and employee feedback, measured success of a newly established system of responsibly distributing departmental vehicles.

STRATEGY C: Evaluate and expand the Asheville Police Department's current take home vehicle program. Identify and develop a civilian vehicle pool for the use of non-sworn employees to comply with current policy.

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
2.2.C.1	Research take-home vehicle programs of other comparable sized police departments.	Lieutenant Gudac	2014	OP / CIP
2.2.C.2	Conduct a feasibility study on cost of implementation vs. cost of operation. The study will be of vehicles that have been implemented in a full take-home vehicle program versus those that have been utilized in the traditional method.	Lieutenant Gudac	2014	OP / CIP
2.2.C.3	Present take-home vehicle cost benefit analysis report to Chief and command staff.	Lieutenant Gudac	2014	OP / CIP
2.2.C.4	Develop a revised take-home vehicle program policy that expands the program to include patrol officers.	Lieutenant Gudac	2015	OP / CIP
2.2.C.5	Begin implementation of the revised take-home fleet program.	Lieutenant Gudac	2015	CIP
2.2.C.6	Provide regular oversight and inspections of all departmental vehicles.	Lieutenant Gudac	2015 / 2016	OP
2.2.C.7	Submit an *Asheville Police Department Personally Assigned Vehicle (PPV) Effectiveness and Efficiency Report.*	Lieutenant Gudac	2016	OP

PROGRESS MEASURES:

- Conduct a cost-benefit analysis after each year of implementation; specifically note and measure enhancements to organizational effectiveness, safety, morale, and officer retention/recruitment.

COMMUNITY

Planning Area Five:
Community Quality of Life

Lieutenant Janice Hawkins

GOAL 1: Committed partnership with the community to reduce crime and improve the quality of life.

OBJECTIVE 1: Modify the Crime Prevention Program (CPP) in conjunction with the Community Resource Officer Program (CRO), Victim Services, Crime Analysis and Computer Statistics (CompStat) for effective response to the community's needs.

STRATEGY A: Utilize neighborhood surveys to better understand and identify the community's needs and concerns.

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
1.1.A.1	Involve Citizen's Police Advisory Committee (CPAC) to gain community insight as to how to form neighborhood group boundaries and what type of information to include in the survey.	Lieutenant Hawkins	2014	OP
1.1.A.2	Select neighborhoods to be surveyed and create in-house Geographical Information System (GIS) neighborhood survey layer to represent these specific regions.	Lieutenant Hawkins	2014	OP
1.1.A.3	Consider partnerships with area colleges and universities to create and administer the survey.	Lieutenant Hawkins	2014	OP
1.1.A.4	Consider having outside organizations assist with obtaining and assessing the neighborhood surveys.	Lieutenant Hawkins	2015	OP
1.1.A.5	Collaborate with other city departments to determine available resources to address issues identified in the survey.	Lieutenant Hawkins	2016	OP
1.1.A.6	Determine the content, scope, and periodicity of the neighborhood surveys.	Lieutenant Hawkins	2016	OP
1.1.A.7	Perform the first round of periodic surveys and assess results.	Lieutenant Hawkins	2016	OP

1.1.A.8	Survey results are shared with the command staff, District Lieutenants and community-policing teams.	Lieutenant Hawkins	2016	OP
1.1.A.9	Survey results used by the community-policing teams as they meet community stakeholders and collect further input on concerns to be addressed.	Lieutenant Hawkins	2017	OP

PROGRESS MEASURES:

- Conduct an annual follow-up survey to measure reduction in crime/perception of crime, neighborhood police priorities, and quality of life.

STRATEGY B: Improve the timely response to trending crimes and tracking strategies used in these efforts with consideration of statistical information and predictive policing strategies (CompStat).				
ACTION ITEMS:				
	Description	**Responsible Party**	**Timeline**	**Funding Source**
1.1.B.1	Evaluate the current use of CompStat and determine goals for CompStat in the future.	Lieutenant Hawkins	2014	OP
1.1.B.2	Create expectations for use of statistical information in responding to crime trends and implementing prevention strategies.	Lieutenant Hawkins	2014	OP
1.1.B.3	Provide training for Patrol and Criminal Investigations Division (CID) and utilize daily crime information provided by the APD Crime Analyst in the form of Google Maps.	Lieutenant Hawkins	2014	OP
1.1.B.4	Require trainees, FTOs, and members of community-policing teams to periodically attend CompStat meetings.	Lieutenant Hawkins	ongoing	OP
1.1.B.5	Continually monitor and evaluate crime trends. Response strategies put in place for evidence of effectiveness.	Lieutenant Hawkins	ongoing	OP
1.1.B.6	Benchmark with other comparable sized agencies that have Crime Analysis Units.	Lieutenant Hawkins	2014	OP / REORG
1.1.B.7	Transfer the crime analyst position to CID.	Lieutenant Hawkins	2014	OP / REORG
1.1.B.8	Periodically benchmark with other agencies that utilize CompStat. Conduct six-month follow-up planning session with department leaders to evaluate the future of CompStat at APD.	Lieutenant Hawkins	2014	OP
1.1.B.9	Research and incorporate predictive policing strategies into CompStat analysis.	Lieutenant Hawkins	2015	OP
1.1.B.10	Based on proposed staff study, identify existing positions to support an additional crime analyst position. After conducting a study of the current allocation of departmental staff, recommended in Organizational Structure Strategy B, determine if additional crime analyst positions are needed.	Lieutenant Hawkins	2015	OP / REORG
1.1.B.11	Incorporate input from Neighborhood Crime Perception Survey and Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) satisfaction survey into routine practices.	Lieutenant Hawkins	2015	OP

PROGRESS MEASURES:

- Reduced crime by using CompStat as a strategic management tool to increase our knowledge of crime trends and patterns.
- Trained APD personnel Google Maps use so that they will be armed with information on where crime is occurring in the community.
- Crime Analysis Unit created whose task is to provide accurate and timely information to commanders.

STRATEGY C: Study Victim Services operations.

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
1.1.C.1	Train to continually update Records Management System (RMS) file information when taking reports.	Lieutenant Hawkins	ongoing	OP
1.1.C.2	Benchmark with other agencies that have Victim Services Units.	Lieutenant Hawkins	2014	OP
1.1.C.3	Ensure that community victim service providers are identified and available for referral.	Lieutenant Hawkins	2014	OP
1.1.C.4	Review Victim Services staffing needs.	Lieutenant Hawkins	2014	GR/ REORG
1.1.C.5	Designate responsibility of selecting and supervising volunteers for the Victim Services Unit to a Volunteer Coordinator position.	Lieutenant Hawkins	2014	OP / REORG
1.1.C.6	Add level of service that addresses domestic violence, juvenile issues and assisting the elderly. Partner with community organizations to address these issues.	Lieutenant Hawkins	2014	GR/ REORG
1.1.C.7	After conducting a study of the current allocation of departmental staff, recommended in Organizational Structure Strategy B, determine if additional Victim Services personnel are needed.	Lieutenant Hawkins	2015	GR/ REORG

PROGRESS MEASURES:

- Enhanced quality of life for Asheville citizens by assisting victims and the families of victims experiencing crime and trauma.
- Documented number of Victim Services cases and contacts each day.
- Amount of annual grant funding.

STRATEGY D: Increase personnel, define and expand the scope of responsibilities of the Crime Prevention Program (CPP).

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
1.1.D.1	Provide Mobile Computer Terminal (MCT) and Computer Aided Dispatch (CAD) rights to the Crime Prevention Officer. Install CAD status monitor on Crime Prevention Officer's computer.	Lieutenant Hawkins	2014	OP
1.1.D.2	Conduct a needs assessment study to identify recommended staffing level within the Crime Prevention Program.	Lieutenant Hawkins	2014	OP / REORG
1.1.D.3	After conducting a study of the current allocation of departmental staff, recommended in Organizational Structure Strategy B, determine if additional Crime Prevention Officer positions are needed.	Lieutenant Hawkins	2014	OP / REORG
1.1.D.4	Compare Crime Prevention Program (CPP) with other benchmark agencies.	Lieutenant Hawkins	2015	OP

PROGRESS MEASURES:

- Clearly defined roles, responsibilities, and expectations of the Crime Prevention Officer.
- Collaboration with Patrol Division's and CID's Victim Services Unit to identify areas and people that need crime prevention assistance.
- Public feedback and frequently using it to measure effectiveness of APD's crime prevention initiatives.
- Analysis of crime rates, calls for service, arrest rates, and incidences of repeat victimization.

STRATEGY E: Reorganize the Community Watch Program (CWP).

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
1.1.E.1	Create a Crime Prevention departmental brochure.	Lieutenant Hawkins	2014	OP
1.1.E.2	Design geographical neighborhood groups to approach about forming a CWP. Develop procedures for introducing Community Watch to target neighborhoods.	Lieutenant Hawkins	2014	OP
1.1.E.3	Encourage quarterly CWP meetings. Maintain updated membership lists. Hold annual Community Watch Leader retreat.	Lieutenant Hawkins	2014	OP
1.1.E.4	Develop documentation templates and reporting procedure for organizing Community Watch and Home Owner Association (HOA) programs.	Lieutenant Hawkins	2014	OP
1.1.E.5	Partner with UNC Asheville to include off campus student housing in the CWP.	Lieutenant Hawkins	2014	OP
1.1.E.6	Re-implement Community Walk Program with city department heads and council members.	Lieutenant Hawkins	2015	OP
1.1.E.7	Promote the Asheville App as a means of quickly reporting quality of life barriers such as lighting, graffiti and litter issues.	Lieutenant Hawkins	ongoing	OP
1.1.E.8	Work with the Office of Community Engagement to implement and utilize the "Next Door App" in the community.	Lieutenant Hawkins	2015	OP
1.1.E.9	Designate and train community-policing and beat officers for intermittent contact with Community Watch leaders.	Lieutenant Hawkins	2015	OP
1.1.E.10	Partner with local business associations.	Lieutenant Hawkins	2015	OP
1.1.E.11	Develop grant application for the "SafeCam" city initiative program.	Lieutenant Hawkins	2015	GR

PROGRESS MEASURES:

- Documentation of revitalized and newly formed Community Watch groups.
- Analysis of impact on these groups using pre- and post-initiative crime data.

GOAL 1: Committed partnership with the community to reduce crime and improve the quality of life.

OBJECTIVE 2: Consolidate the resources and efforts of APD's Crime Prevention, Volunteers, Community Policing Teams, and Victims Services Programs. Make it a priority to enhance and sustain intervention efforts for the minority, youth, and elderly population of Asheville.

STRATEGY A: Research and develop programs available to increase community partnerships with the Elderly community in Asheville.

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
1.2.A.1	Identify public organizations such as Council on the Aging that engage the elder population to discover where needs are not being met.	Lieutenant Hawkins	2014	OP
1.2.A.2	Develop a means for workers in identified public organizations to report issues and request APD assistance with those "aging in place."	Lieutenant Hawkins	2014	OP
1.2.A.3	Research other law enforcement agency efforts to engage with the elderly population to identify applicable programs for APD.	Lieutenant Hawkins	2014	OP
1.2.A.4	Implement and work with a Volunteer Coordinator position to recruit volunteers to connect with the elderly.	Lieutenant Hawkins	2015	OP / REORG
1.2.A.5	Implement Community Watch Programs in elderly communities.	Lieutenant Hawkins	2015	OP
1.2.A.6	Include beat level interaction with concentrated elderly residential areas as crime prevention efforts.	Lieutenant Hawkins	2015	OP
1.2.A.7	Gather resources; plan and implement identified programs.	Lieutenant Hawkins	2015	GR
1.2.A.8	Work with Volunteer Coordinator to address the elderly with early dementia that is in the purview of Victim Services and officers.	Lieutenant Hawkins	2015	GR

PROGRESS MEASURES:

- Documented existing and newly formed partnerships that will assist APD in outreaching to the elderly.
- Documented increase in crime and incident reporting by elderly.
- Documented increase in the apprehension and prosecution of criminals that prey on them.

STRATEGY B: Research and develop programs available to increase community partnerships with the Youth in the Asheville community.

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
1.2.B.1	Recruit candidates for the Explorer Programs and "In Real Life" program at the middle school level.	Lieutenant Hawkins	ongoing	OP
1.2.B.2	Meet and begin partnerships with organizations that serve the youth of the community.	Lieutenant Hawkins	2014	OP
1.2.B.3	School Resource Officers and Traffic Unit create program for high schools on what to do and what to expect during a traffic stop.	Lieutenant Hawkins	2014	GR
1.2.B.4	Partner with Department of Health and Human Services, Eliada Home and Office of Juvenile Justice to address problems of runaways.	Lieutenant Hawkins	2015	GR
1.2.B.5	Develop school programs for parents of youth focused on new drug trends, concealment, social networking safety, and utilizing resources in our community.	Lieutenant Hawkins	2015	GR
1.2.B.6	Create a Junior Police Explorers Program for middle school grades.	Lieutenant Hawkins	2015	GR
1.2.B.7	Benchmark with other departments that have police athletic programs.	Lieutenant Hawkins	2015	OP

PROGRESS MEASURES:

- Community partnerships and reduced juvenile crime and delinquency.
- Support of the Asheville schools with developing and implementation of educational programs for the youth and their parents.
- Number of presentations developed and delivered in the schools.

STRATEGY C: Research and develop programs available to increase community partnerships with the Minority populations in the Asheville community.

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
1.2.C.1	Recruit volunteers from Citizen's Police Academy. Utilize multi-lingual police officer liaisons to connect with churches and businesses serving minorities.	Lieutenant Hawkins	ongoing	OP
1.2.C.2	Benchmark with other agencies with similar minority populations that have implemented innovative outreach programs.	Lieutenant Hawkins	2014	OP
1.2.C.3	Identify and meet with organizations to create partnerships with minority populations. Recruit APD volunteers that reflect the community make-up.	Lieutenant Hawkins	2015	OP
1.2.C.4	Create multi-lingual crime prevention brochures.	Lieutenant Hawkins	2015	OP
1.2.C.5	Implement strategies of the Asheville-Buncombe Community Relations Council (ABCRC). Encourage officers to attend ABCRC trainings on how to positively interact with diverse communities.	Lieutenant Hawkins	2015	OP
1.2.C.6	Evaluate the implementation of any of the identified programs and cultural sensitivity training as applicable and effective by other agencies.	Lieutenant Hawkins	2015	OP / REORG

PROGRESS MEASURES:

- Enhanced quality of engagement with all communities.
- Response to public priorities, problem solving to reduce crime and informed communities about crime and policing issues.
- Documented number of APD officers who attend Asheville-Buncombe Relations Council community meetings and forums, and trainings on how to positively interact with diverse communities.

STRATEGY D: Create a more responsive, diversity-friendly environment within the APD

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
1.2.D.1	In collaboration with the Citizens Police Advisory Committee (CPAC) and the Asheville Buncombe Community Relations Committee (ABCRC), research and conduct an internal assessment of APD relative to diversity and inclusion.	Lieutenant Hawkins	2015	OP
1.2.D.2	Working with CPAC and ABCRC, create a multi-year diversity plan.	Lieutenant Hawkins	2015	OP
1.2.D.3	Identify and assess current diversity issues.	Lieutenant Hawkins	ongoing	OP

PROGRESS MEASURES:

- Develop and present an analysis report with recommendations for organizational development strategies relative to diversity and inclusion.
- Assessment report completed and presented to Command Staff.
- Six-month follow-up assessment and report presented to Command Staff.

STRATEGY E: Increase efforts to recruit and develop volunteers. Determine the most efficient manner in which to manage and track volunteer programs and activities.

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
1.2.E.1	Review and strategically plan policy and goals for the Chaplains Corp.	Lieutenant Hawkins	2014	OP
1.2.E.2	Collect information about the current APD Volunteer Programs and individuals and their assignments.	Lieutenant Hawkins	2014	OP / REORG
1.2.E.3	Identify current and future areas and needs of the department that can be filled by volunteers.	Lieutenant Hawkins	2014	OP
1.2.E.4	After conducting a study of the current allocation of departmental staff, recommended in Organizational Structure Strategy B, determine what division should have the responsibility of volunteer coordination and who will be assigned this task.	Lieutenant Hawkins	2015	OP / REORG
1.2.E.5	Identify methods and strategies to recruit volunteers for specific needs of the department.	Lieutenant Hawkins	2015	OP
1.2.E.6	In conjunction with the establishment of a Public Information Office (PIO) team as described in Agency Outreach & Communication 1.1.A.7, initiate recruitment by means appropriate to the target groups and in cooperation with methods identified by the PIO team.	Lieutenant Hawkins	2015	OP

PROGRESS MEASURES:

- Identified areas within department that have a need for volunteers.
- Documented increase in the numbers of volunteers, the total of volunteer hours, the monetary value of volunteer hours donated and the number of paid employee hours saved by volunteer services.

STRATEGY F: Maintain ongoing communication with local, regional and national organizations that have resources available for police and community interaction.

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
1.2.F.1	Work with CPAC to identify organizations with resources that align with departmental goals.	Lieutenant Hawkins	2014	OP
1.2.F.2	Identify city departments and programs with resources that align with departmental goals and create partnerships.	Lieutenant Hawkins	2014	OP
1.2.F.3	Identify local organizations with goals and resources that align with the goals of APD and create partnerships.	Lieutenant Hawkins	2015	OP
1.2.F.4	Identify regional and national organizations with resources available to support departmental goals and create partnerships.	Lieutenant Hawkins	2015	OP
1.2.F.5	Research how other agencies assign and oversee the management of maintaining partnerships with the city and community.	Lieutenant Hawkins	2015	OP
1.2.E.6	Assign the maintenance, communication and contact point to the Volunteer Coordinator or an appropriately identified position in the Administrative Division.	Lieutenant Hawkins	2015	OP / REORG

PROGRESS MEASURES:

- Demonstrated success when City and community organizations/stakeholders work together to efficiently use resources to reach common goals. To that end, APD will establish a point of contact to maintain relationships.
- Measured and recorded specific new collaborative initiatives established with city departments and community organizations which support improved service delivery.

Planning Area Six:
Agency Outreach & Communication

Captain Chris Reece-Young

GOAL 1: Ensuring that the community is kept informed in a timely manner about current events, programs and news.

OBJECTIVE 1: Disseminate timely and accurate information to the community through the use of social media and other media pathways

STRATEGY A: Establish a dedicated Asheville Police Department Public Information Office team.

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
1.1.A.1	Conduct social media benchmarking with other departments.	Captain Reece-Young	2014	OP
1.1.A.2	Consult with City of Asheville Office of Public Engagement to provide input for development of the APD Public Information Office team.	Captain Reece-Young	2014	OP
1.1.A.3	Identify programs that can be developed internally and which ones will need City/County Information Technology support or Criminal Justice Information System (CJIS) support.	Captain Reece-Young	2014	OP
1.1.A.4	Based on proposed staffing study, identify existing positions to support a full-time Public Information Office.	Captain Reece-Young	2014	OP/ REORG
1.1.A.5	Develop final plan to establish a Public Information Office (PIO).	Captain Reece-Young	2014	OP/ REORG
1.1.A.6	If determined, acquire approval for positions and establish selection procedures.	Captain Reece-Young	2015	OP/ REORG
1.1.A.7	PIO team established and working.	Captain Reece-Young	2015	OP
1.1.A.8	PIO team consults with major media outlets in the Asheville area.	Captain Reece-Young	2015	OP
1.1.A.9	Internal and external communication (newsletters, "news flashes," video messaging, etc.) created and disseminated by the PIO team.	Captain Reece-Young	2015	OP

PROGRESS MEASURES:

- Identified overall agency outreach and communication goals for the department and community, and how APD will measure those goals.
- Enhanced internal department communication as well as external communication from the department to the community.
- More informed department and community.
- Enhanced crime prevention education for the community.
- Recorded and evaluated number of crimes solved directly by tips generated from media coverage.
- Increased number of effective community group meetings with local police/ neighborhood watch *(use and number of Facebook "likes", etc.).*
- Number of "hits" and inquiries to the department website.
- Number of department member and citizen article submissions to the department's News Flash and Newsletter.

Conclusion

Asheville is the largest city in western North Carolina with a richly diverse population that continues to grow. We understand that we must be flexible enough to adjust our Strategic Operations Plan when necessary to meet the needs and expectations of City government, the department and the community. To that end, we will conduct a regular review process, which will allow us to modify and adjust our resources to meet the immediate and long-term challenges we encounter.

The men and women of the APD want to continue to be recognized as one of the best departments in the state of North Carolina. That reputation will be enhanced as we translate our strategic vision into an effective plan of action–a plan that will give employees the tools to keep Asheville a safe and vibrant city, but will also give them the necessary incentives to help recruit the best employees and retain the well-trained employees currently in place. With the development of this Strategic Plan we have taken the necessary first steps toward reinventing, and reinvigorating our department to meet Council goals and City government needs.

This plan also places significant effort and resources on developing effective programs and partnerships with citizens to work together with their police department to continue to make Asheville a safe place for years to come. The department's leadership will continually strive to involve the community in the planning and implementation of initiatives designed to benefit this community.

Some of the future challenges we face as an agency and city are as follows:

- Developing a compensation and incentive plan that will keep the APD competitive in the market place and will enhance recruitment and retention. This coincides with a City-wide review and goal.
- Maintaining adequate staffing levels to meet increased demands for service.
- Providing employees with high-quality supervision and leadership training, and providing equity in our career-development opportunities.
- Remaining on the cutting edge of emerging equipment, technologies and other innovations.

- Serving a growing and diverse community.
- Increasing community support and awareness about police and City operations through education and the exchange of ideas.
- Uncertain economic future.

Providing service excellence to the citizens of Asheville remains our top priority as we move forward to meet the challenges of the future.