



# Asheville Police Department Strategic Operations Plan

Posted 10/03/13  
Last Revised 11/19/14

## Timeline

### 2014

#### NOVEMBER

City Council receives update on progress of plan implementation.

#### JULY – NOVEMBER

Planning area committees reviewed plan and established priorities. Research and benchmarking activities initiated. Strategies for implementation identified and put into action.

#### JULY

22 - Final Plan presentation to Council  
7 – Draft Plan presented to APD employees

#### SPRING/SUMMER

Meetings held with community, Council and Citizens/Police Advisory Committee to gather input and update on progress of plan development

### 2013

#### NOVEMBER

Focus Area Committees made up of APD staff volunteers were established to develop the draft Plan

#### OCTOBER

Consultants met with APD staff and community members to hear feedback about what the department is doing well and areas for future growth and development.

Over 80 public and small group meetings were held during the 2-year study period



## What's happening now?

Committees of APD staff were established during the plan development phase and continue to meet to develop implementation plans for action items under each planning area. This process has involved extensive research on best practices and benchmarking other communities to determine effective strategies. Development of a tracking system will support evaluation and updating of the overall plan. Implementation is moving forward as specific actions are identified and implemented.

Examples of these activities are:

- Quality of Life:
  - Increase partnerships with Youth
    - Officers are actively recruiting middle school youth to participate in the APD Explorer Unit and the "In Real Life" program
  - Define and increase scope of Crime Prevention Program
    - Created guide on APD and community resources for public
    - Increased information on crime prevention available on city website
- Leadership: Establish an Officer of the Month Program
  - October Officers of the Month:
    - Officer Brad Butterfield
    - Officer Christopher Dennis
    - Sgt. Brien Griffin
    - Officer Josh Kingry
    - Officer John Radford
    - Officer Eric Steward
    - Officer Orlando Burge
    - ASO Zach McTaggart
- Outreach and Communication:
  - Develop APD Public Information Office (PIO) Team
    - Public Information Officer position has been approved and posted

## Background

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

Based on the feedback from APD employees, the community, other city staff and partner agencies, six planning areas were identified:

OPERATIONAL: Recruitment & Retention, Leadership, Equipment & Technology, and Organizational Structure.

COMMUNITY-RELATED: Agency Outreach & Communications and Community Quality of Life  
Volunteer staff committees were established during the planning process to develop and implement the plan.

## Supporting documents

[Presentation to Citizens/Police Advisory Committee 6/12/14](#)

[Community Input](#)

[APD Strategic Operating Plan](#)

For more information about the APDs strategic operations plan, contact Janet Lampkin at [jlampkin@ashevilenc.gov](mailto:jlampkin@ashevilenc.gov)