

WRITTEN IN DECEMBER
2022

Hendersonville Police Department MULTI-YEAR STRATEGIC PLAN 2022-2025





A WORD FROM THE CHIEF

Welcome to the Hendersonville Police Department's Multi-Year Strategic Plan. Inside these pages, you will find four primary areas of focus important to the progression of this department over the next few years. We intend this to be the first of many plans, each building upon the other over the years to come. It gives us a roadmap to success and without it, success is merely happenstance. This report is yet another way for us to be open and transparent with you about how we operate. We must always strive to meet the expectations of our community by assessing progress and adjusting as necessary.

This is the department's first real strategic plan and is now part of our growing culture of continuous improvement. We want to be intentional about what we do and how we do it. After all, we are stewards of your tax dollars and we are accountable for how we spend them. It is important that we begin to usher in a new environment where we are always looking for ways to improve.

Society's expectations of law enforcement are changing, and we must continue to evolve as a profession. As a profession, we are given a tremendous amount of responsibility. This is an enormous weight that we carry every day. It is impossible for us to be without fault or mistake. To reduce any chance that we might fall short of your expectations, we must be well-trained, disciplined, and caring when performing our duties. Our commitment is excellence, not perfection.

In the end, thank you for showing interest and helping us serve you better. We will continue to foster trust between ourselves and you. Together, we will build upon the successes we all share and will continue making the City of Hendersonville a special place to live, work, and play. We are committed to being the best representatives of what law enforcement can be. We are "Mountain Excellence."

BLAIR MYHAND
CHIEF OF POLICE

"IF YOU DON'T KNOW WHERE YOU'VE COME FROM,
YOU DON'T KNOW WHERE YOU'RE GOING."
-MAYA ANGELOU



HISTORY

We are proud of the history of our department and the men and women who have served the City of Hendersonville since 1847.

Hendersonville was founded in 1847. The town was originally patrolled by a group of volunteers during the early years. The first official Police Department was housed in the Hendersonville Town Hall building, built in 1893 and torn down in 1925. The Town Hall also housed the Fire Department and served as an opera hall.

The first town Marshal to use the new Town Hall was J. A. Bryson, and the last was Chief Otis Powers.



Hendersonville's First Town Hall



Chief Otis Powers on his horse

The new City Hall building was completed in 1928. Originally the Police and Fire Departments were on the ground floor, a courtroom on the second floor, administrative offices on the third floor, and the city jail on the fourth floor.

The Police Department moved from City Hall in the late 1960s to the former Times-News building on Sixth Avenue East, directly behind City Hall.

In early 2005, the entire Police operation was moved back to City Hall, and the old Police Department on Sixth Avenue was demolished.

In late 2021, the first police station specifically designed for the Hendersonville Police Department opened at 630 Ashe Street.



City Hall Circa 1940, PD was located on the ground floor until the late 1960s



Former Times News Building, Housed PD from the late 1960s - 2005



After City Hall was renovated PD moved back in 2005 until 2021



PD found their new home on Ashe Street in September of 2021

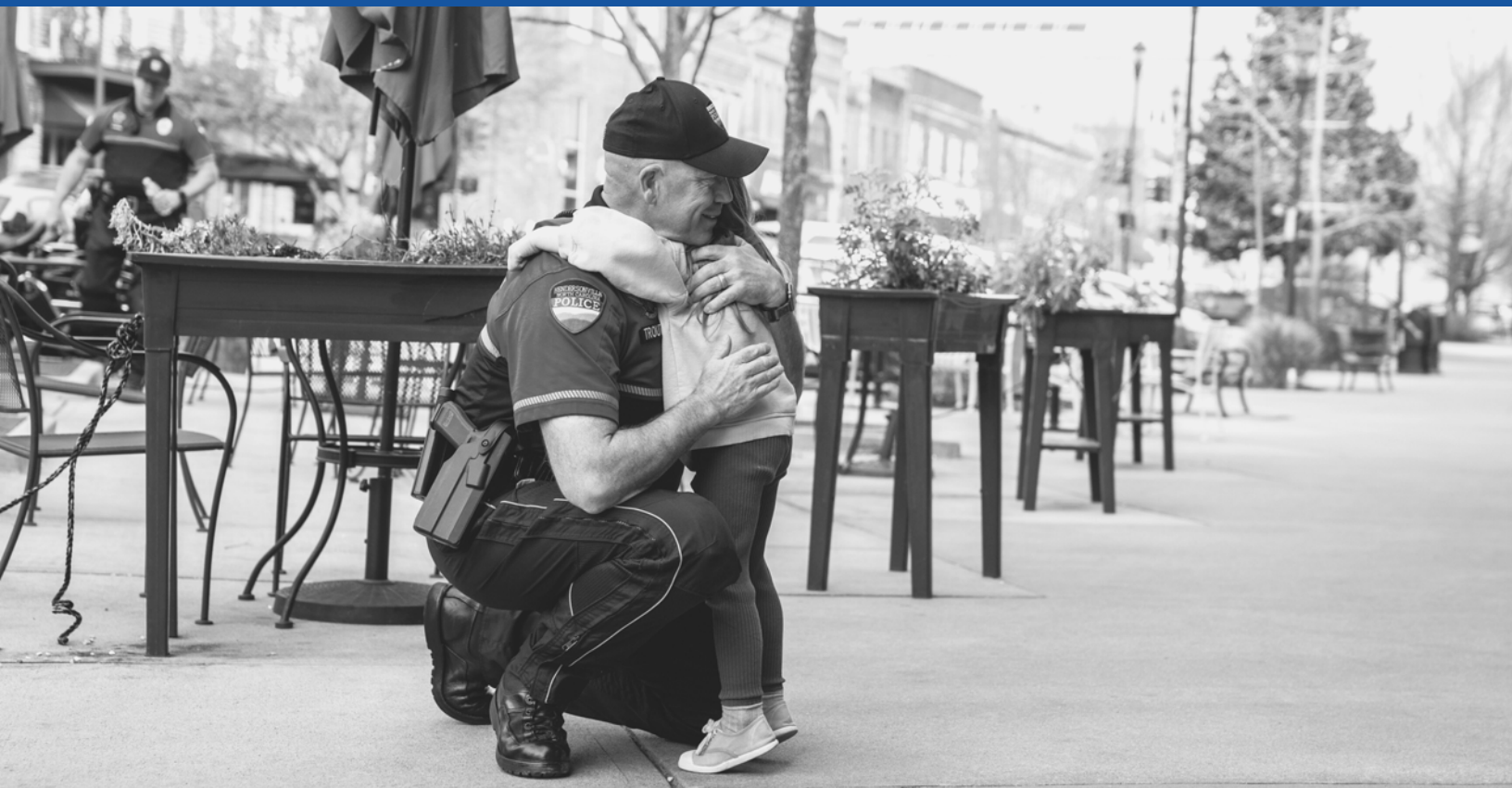
A black and white photograph of three police officers in uniform standing on a sidewalk. The officer on the left is a woman, the middle one is a man, and the one on the right is a younger man. They are all wearing dark uniforms with white gloves and hats. The background shows a residential street with trees and a car.

MISSION

Serve with excellence

VISION

*Be a leader in
21st Century Policing*



VALUES

INTEGRITY

WE UPHOLD THE HIGHEST STANDARDS OF HONESTY, NO MATTER THE COST. OUR CHARACTER IS SHOWN THROUGH OUR ETHICAL CONDUCT WITHOUT DEFERENCE TO THE INDIVIDUAL, SITUATION, OR THE OUTCOME. DOING WHAT IS RIGHT IS OUR HIGHEST GUIDING PRINCIPLE.

RESPECT

WE SERVE WITH UNDERSTANDING, OPENNESS, AND KINDNESS. WE BELIEVE EVERYONE SHOULD BE TREATED EQUALLY REGARDLESS OF OUR DIFFERENCES AND WE ACT ACCORDINGLY. YOU HAVE VALUE.

PROFESSIONALISM

SERVING IN A MEANINGFUL WAY IS DONE BY SKILLED INDIVIDUALS, IRRESPECTIVE OF STRESS, INCONVENIENCE, OR CONTEMPT. TRAINING AND EDUCATION ENHANCE OUR KNOWLEDGE, SKILLS, AND ABILITIES. WE GROW FROM OUR PAST; NOT ROOT OURSELVES IN IT.

EXECUTIVE COMMAND STAFF

The senior leadership of the Hendersonville Police Department is comprised of the Chief of Police and three Captains. Each Captain manages their respective branch: Patrol, Support, and Investigations.



CHIEF OF POLICE
Blair Myhand



CAPTAIN
Rich Olsen

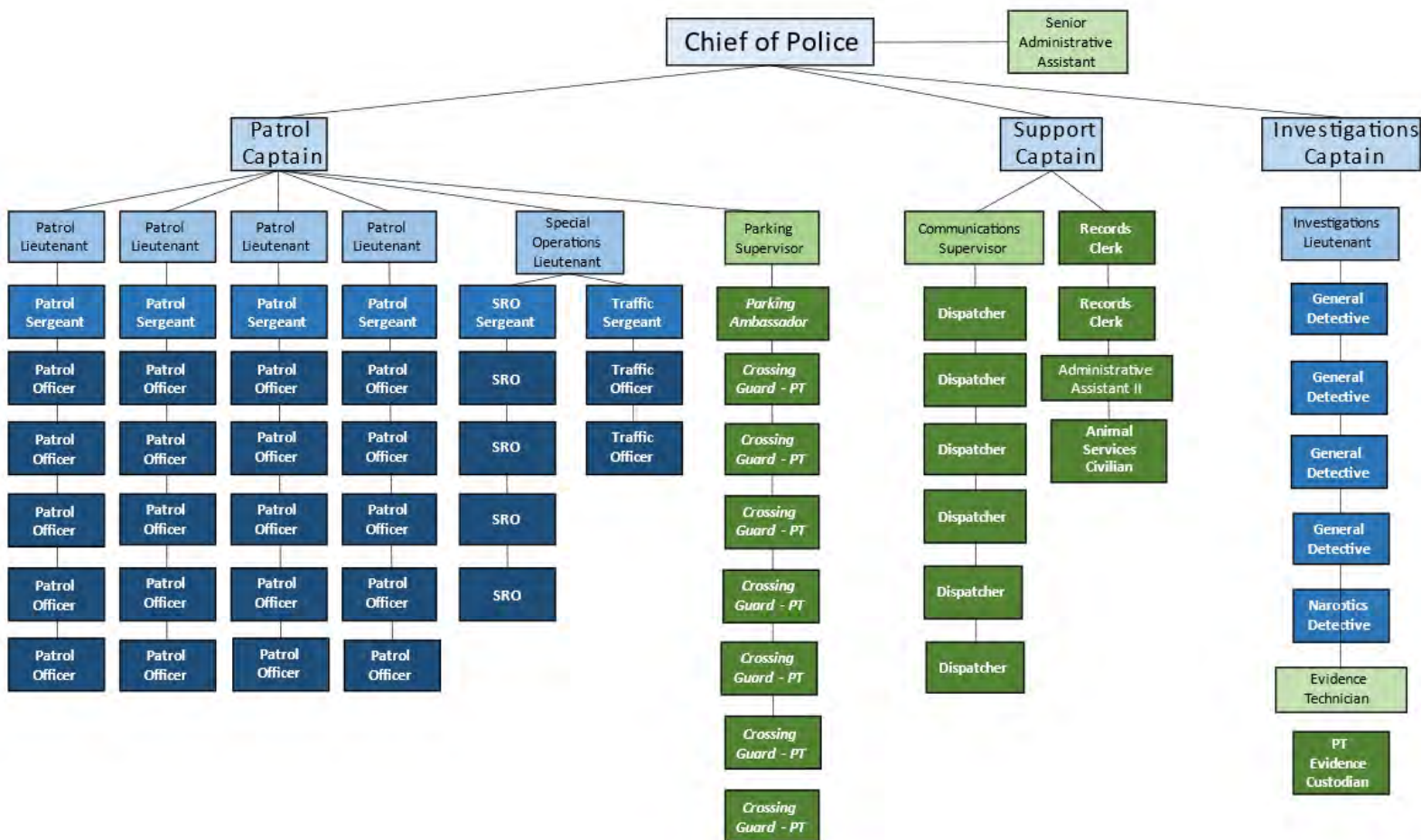


CAPTAIN
Tracey Cox



CAPTAIN
Dale Patton

ORGANIZATIONAL STRUCTURE



FOCUS AREAS

These four focus areas were selected based on input from staff and the public alike.

We selected these topics because they represent the most critical steps to building a safe community - which is our goal.

**STRENGTHEN PUBLIC TRUST AND
DEPARTMENT LEGITIMACY**



**PROMOTE STAFF TRAINING AND
EDUCATION**



BUILD A SAFER COMMUNITY



**IMPROVE STAFF WELLNESS
AND SAFETY**

****Any areas of the strategic plan marked with asterisks have more detail at the end of the report.****



STRENGTHEN PUBLIC TRUST AND DEPARTMENT LEGITIMACY

We know that we build trust with you and reinforce legitimacy in us by investing in our people. We are committed to improving by providing training and wellness opportunities for our employees. We want to be a destination where other professionals want to work. When people think of the most professional police departments in the state, we want them to think of the Hendersonville Police Department. We want to be known as a leader in law enforcement excellence throughout North Carolina. In the end, the City of Hendersonville will be safer and better because of our efforts.

STRENGTHEN PUBLIC TRUST AND
DEPARTMENT LEGITIMACY



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STRENGTHEN PUBLIC TRUST AND DEPARTMENT LEGITIMACY

1.1 - Objective: Establish a Culture of Transparency and Accountability

- **1.1.1** - Design a model of communicating with the public and city leaders in a crisis.
- **1.1.2** - Conduct and analyze data through an annual public survey.
- **1.1.3** - Maintain NCLM Risk Reduction Review accreditation.**
- **1.1.4** - Enroll and achieve CALEA accreditation.**
- **1.1.5** - Enroll and achieve NCLEA accreditation.**
- **1.1.6** - Ensure compliance with SB 300.**
- **1.1.7** - Streamline and fully implement an early warning system process.
- **1.1.8** - Ensure all sworn personnel meet Rap Back electronic fingerprinting state requirements.

1.2 - Objective: Policy and Oversight

- **1.2.1** - Involve community members in policy development and review.
- **1.2.2** - Make department policies available for public view.
- **1.2.3** - Collect and analyze demographic data on enforcement activities.
- **1.2.4** - Study efficacy of the Civilian Advisory board and make revisions as necessary.
- **1.2.5** - Review and revise 1/3rd of policies and procedures annually, or as needed.

STRENGTHEN PUBLIC TRUST AND DEPARTMENT LEGITIMACY

1.3 - Objective: Technology and Social Media

- **1.3.1** - Study the efficacy of technology that allows callers to give telecommunicators access to cell phone live video during critical incidents.
- **1.3.2** - Establish an evaluation process to study the effectiveness of emerging technology.
- **1.3.3** - Strategy: Upgrade and maintain effective BWC (Body Worn Cameras) and In-Car camera systems utilizing cloud storage.
- **1.3.4** - Develop a process of public input regarding new technologies.

1.4 - Objective: Improve special event planning.

- **1.4.1** - Prepare and utilize Incident Action Plans for all special events.
- **1.4.2** - Prepare and file after action reviews for all special events.
- **1.4.3** - Review all AARs (After Action Reviews) and implement improvement recommendations to enhance future special event operations.
- **1.4.4** - Ensure City of Hendersonville Special Event Policy meets public safety needs to secure the event from harm.



PROMOTE STAFF TRAINING AND EDUCATION

We will enhance the professionalism of staff through core and advanced training. We will recruit, hire, and retain a quality workforce reflective of our community. We will be competitive in a struggling industry by making the Hendersonville Police Department a leader among other police departments in this region and the state.

STRENGTHEN PUBLIC TRUST AND
DEPARTMENT LEGITIMACY



PROMOTE STAFF TRAINING AND
EDUCATION



BUILD A SAFER COMMUNITY



IMPROVE STAFF WELLNESS
AND SAFETY



PROMOTE STAFF TRAINING AND EDUCATION

2.1 - Objective: Maintain adequate staffing levels across all bureaus.

- **2.1.1** - Conduct a triennial workload analysis for all employee positions to assess scope of assigned work.
- **2.1.2** - Review and revise department structure to meet future workload requirements.
- **2.1.3** - Implement and utilize effective standards and evaluation systems that provide valuable feedback to improve employee performance.

2.2 - Objective: Maintain adequate employee pay and benefits.

- **2.2.1** - Ensure employee pay and benefits are consistent with like departments.



PROMOTE STAFF TRAINING AND EDUCATION

2.3 - Objective: Develop staff competencies across bureaus and functions.

- **2.3.1** - Provide career opportunities for non-supervisory staff where able.
- **2.3.2** - Research need and assign personnel to Task Force positions as available when in the city's best interest.
- **2.3.3** - Research and implement a "temporary assignment" program promoting staff development across department functions.
- **2.3.4** - Partner with colleges and universities to provide formal education to interested employees at reduced or no costs.
- **2.3.5** - Enhance de-escalation skills program through use of scenario-based training.
- **2.3.6** - Review and revise as necessary the Field Training Officer/Communications Training Officer programs at least once annually.
- **2.3.7** - Implement a progressing driver training program to reduce crashes and improve driver capabilities during emergency driving.

2.4 - Objective: Ensure personnel are qualified for promotion with the organization.

- **2.4.1** - Design and conduct leadership development assessment centers in advance of expected promotional opportunities.
- **2.4.2** - Develop and conduct promotional assessment center processes as needed to fill supervisory vacancies.
- **2.4.3** - Develop and maintain an internal 5-year retirement forecast database.
- **2.4.4** - Provide leadership training to personnel throughout their careers.
- **2.4.5** - Develop learning goals for each level of leadership.
- **2.4.6** - Incentivize training and formal education for all personnel.

PROMOTE STAFF TRAINING AND EDUCATION

2.5 - Objective: Recruit, Hire, and Retain a diverse workforce.

- **2.5.1** - Implement a recruitment strategy to attract high caliber applicants for all positions based on industry best practices.
- **2.5.2** - Ensure hiring practices are focused on value added rather than value neutral.
- **2.5.3** - Remove obstacles from the hiring process that limit interest in law enforcement jobs.
- **2.5.4** - Ensure equity in position classifications at least triennially.



BUILD A SAFER COMMUNITY

We will make the City of Hendersonville safer by reducing the number and severity of crashes throughout the city. We will focus on reducing the number of impaired drivers on our streets. We will enhance our community engagement strategies to develop stronger relationships. We will embrace least-harm strategies so people can remain valuable members of our community.

STRENGTHEN PUBLIC TRUST AND
DEPARTMENT LEGITIMACY



PROMOTE STAFF TRAINING AND
EDUCATION



BUILD A SAFER COMMUNITY



IMPROVE STAFF WELLNESS
AND SAFETY



BUILD A SAFER COMMUNITY

3.1 - Objective: Reduce the number and severity of motor vehicle crashes in the city.

- **3.1.1** - Deploy personnel based on crash data.
- **3.1.2** - Develop and implement a method to record traffic complaints and document officer activities related to the complaint.
- **3.1.3** - Develop strategies to reduce crashes focusing on contributing factors as reported on DMV-349.**
- **3.1.4** - Research the viability of conducting new driver training at Hendersonville High School.
- **3.1.5** - Conduct at least one seatbelt checking station per quarter.
- **3.1.6** - Conduct at least one license checking station per patrol team per quarter.

3.2 - Objective: Reduce incidents of impaired driving in the city.

- **3.2.1** - Conduct two multi-agency DWI (Driving While Impaired) checking stations annually.
- **3.2.2** - Apply for grant funding to bolster TST (Traffic Safety Team) staffing and equipment.
- **3.2.3** - Intentionally focus on and enforce DWI violators based on data.
- **3.2.4** - Maintain adequate staffing levels for the Traffic Safety Team.
- **3.2.5** - Study the impact of social districts on incidents of driving while impaired. Make recommendations as necessary.



BUILD A SAFER COMMUNITY

3.3 - Objective: Improve Community Engagement Opportunities.

- **3.3.1** - Develop and adopt policies and strategies that reinforce the importance of community engagement in managing public safety.
- **3.3.2** - Infuse community policing throughout the culture of the organization.
- **3.3.3** - Analyze the need to have a dedicated Community Policing Officer position. Staff accordingly.
- **3.3.4** - Develop and adopt policies and strategies that reinforce the importance of community engagement in managing public safety.
- **3.3.5** - Design and conduct at least one Citizen Policing Academy annually.

3.4 - Objective: Develop and implement “least harm” strategies.

- **3.4.1** - Implement a citation in lieu of arrest philosophy for minor offense where appropriate.
- **3.4.2** - Increase the number of CIT (Crisis Intervention Training) officers.
- **3.4.3** - Support Teen Court Diversion Program.
- **3.4.4** - Implement restorative justice practices in policy and procedures

3.5 - Objective: Enhance response to active shooters.

- **3.5.1** - Equip all sworn personnel with active shooter ballistic protection (i.e., vests, shields, etc.)
- **3.5.2** - Ensure rapid deployment training is minimally conducted annually for all sworn officers.
- **3.5.3** - Maintain adequate staffing levels for rapid deployment instructors.
- **3.5.4** - Adjust training, tactics, and procedures based on lessons learned from previous active shooter incidents.

IMPROVE STAFF WELLNESS AND SAFETY

We know that caring for our employees through robust mental health care is the single best way to eliminate the stigmatism behind seeking mental health treatment and finally ending police suicide. We also know that we are not always the best tool to address the rising mental health crisis in our society. To that end, we will work to adopt more effective co-responder models that can improve outcomes of mental health responses.

STRENGTHEN PUBLIC TRUST AND
DEPARTMENT LEGITIMACY



PROMOTE STAFF TRAINING AND
EDUCATION



BUILD A SAFER COMMUNITY



IMPROVE STAFF WELLNESS
AND SAFETY



IMPROVE STAFF WELLNESS AND SAFETY

4.1 - Objective: Provide peer support training and personnel

- **4.1.1** - Study the efficacy of implementing a peer support group within the department.
- **4.1.2** - Research and utilize technology to enhance employee access to mental health resources.
- **4.1.3** - Research the value of having at least one mental health check-up annually as part of the yearly performance evaluation process.

4.2 - Objective: Enhance the Embedded Mental Health Clinician (EMHC) program.

- **4.2.1** - Explore funding sources to offset the cost of the EMHC process at the department.**
- **4.2.2** - Study the need to increase EMHC capacity in the department.

4.3 - Objective: Enhance Officer response to mental health calls for service.

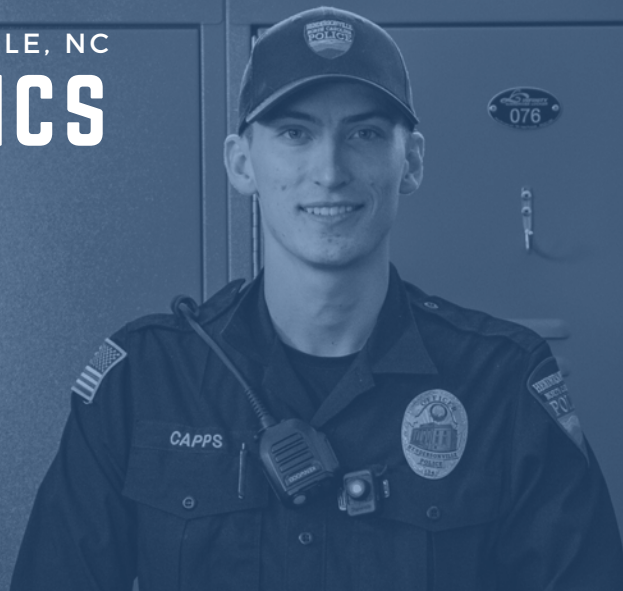
- **4.3.1** - Study industry best practices regarding co-responder models in handling mental health calls for service.
- **4.3.2** - Explore funding sources to offset the cost of implementing a co-responder model in the department.

4.4 - Objective: Promote mental health and wellbeing for all employees.

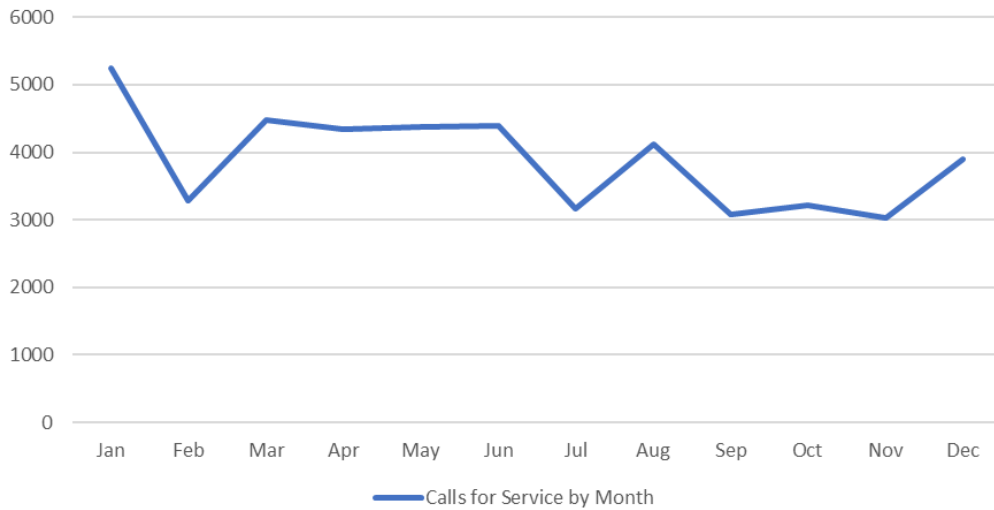
- **4.4.1** - Promote safety and wellness at every level of the organization.
- **4.4.2** - Promote the utilization of on-duty physical fitness training.
- **4.4.3** - Study the efficacy and legality of making physical fitness testing part of the annual performance evaluation process.

HENDERSONVILLE, NC STATISTICS

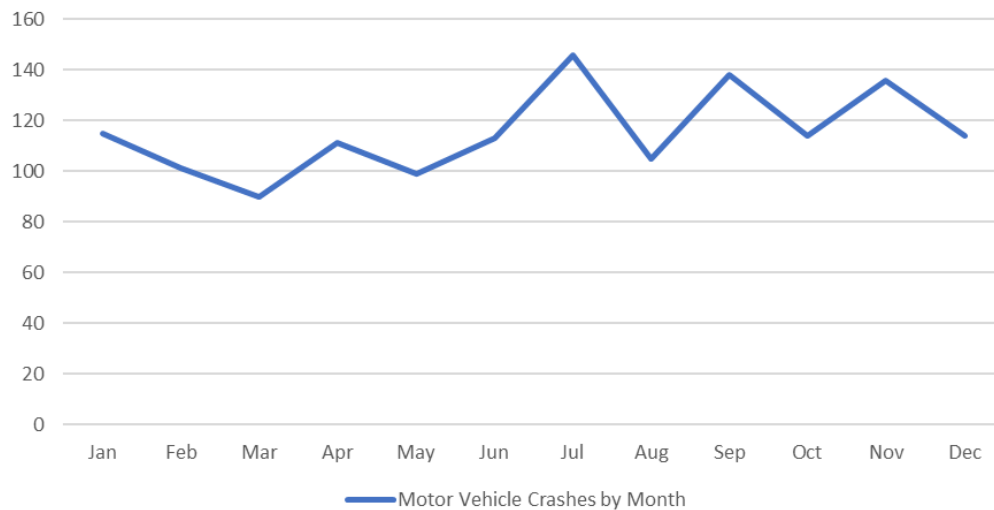
STATISTICS

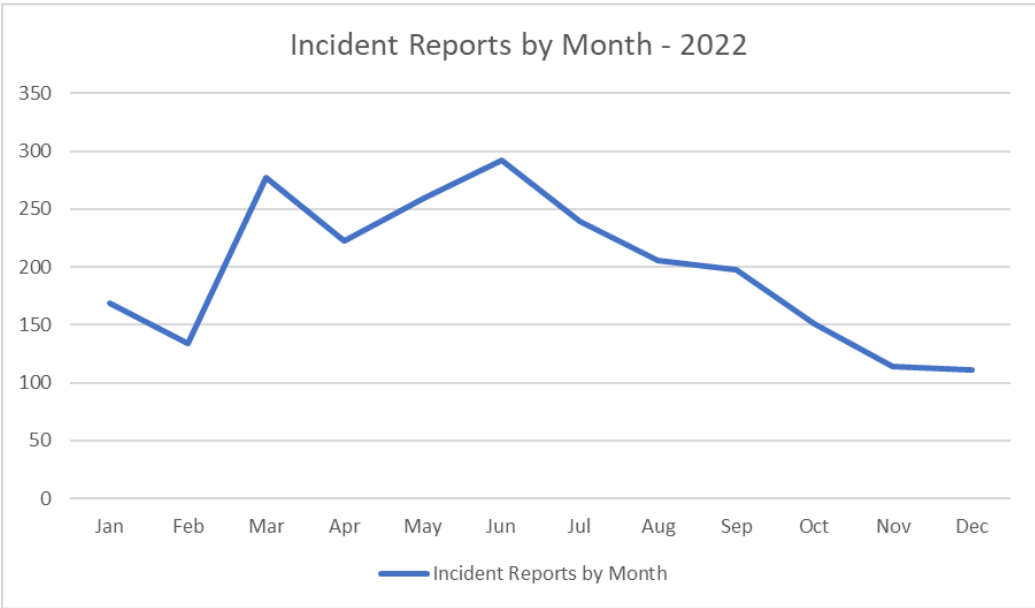
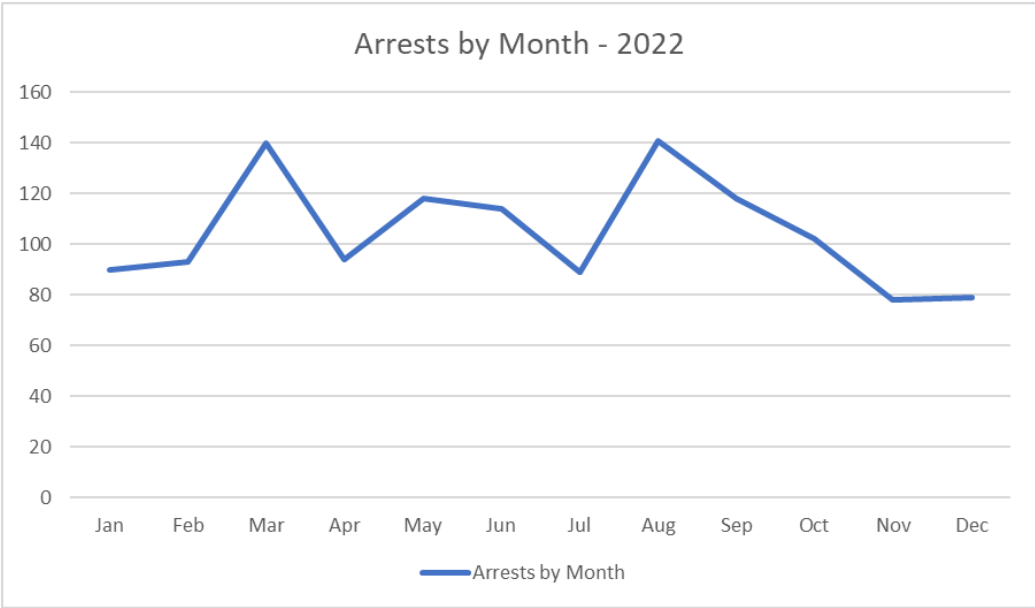


Calls for Service by Month - 2022



Motor Vehicle Crashes by Month - 2022





CONCLUSION

Thank you for taking the time to read this report. I want you to be involved in our department and what makes us great. I am confident that with your help, we will enhance our abilities and broaden our capacity.

Please let me know if there is anything we can do to strengthen our resolve to make this department and this profession the best it can be.



BLAIR MYHAND
CHIEF OF POLICE



ADDITIONAL INFO

Background information on objective items:

- **1.1.3 - NC League of Municipalities Risk Reduction Accreditation.** The Law Enforcement Risk Review process includes a policy review and comprehensive agency site-evaluation designed to validate that policies and practices are meeting the recommended best practices. As changes are needed during the review, recommendations are simply made and the time given for the needed changes to take effect.
- **1.1.4 - The Commission on Accreditation for Law Enforcement Agencies.** The primary purpose of the Commission is to improve law enforcement service by creating a national body of standards developed by law enforcement professionals. Furthermore, it recognizes professional achievements by establishing and administering an accreditation process through which a law enforcement agency can demonstrate that it meets those standards.
- **1.1.5 - North Carolina Law Enforcement Accreditation.** The NCLEA Network is a non-profit organization that represents the accreditation interests for North Carolina law enforcement agencies, communication agencies, and training academies.
- **1.1.6 - Senate Bill 300** - An act to increase protections, training, and oversight for State, and local Law Enforcement Officers.
- **3.1.3 - DMV-349** is used by all North Carolina Law enforcement officers to report vehicle-related collisions to the Division of Motor Vehicles.
- **4.2.1 - EMHC** - Embedded Mental Health Clinician