

Winchester Police Department

Strategic Plan 2026-2028



Winchester
police department *Virginia*

Message From the Chief

The Winchester Police Department stands at an important moment in our history — a moment where reflection, collaboration, and purposeful action come together to shape our future. On September 17, 2025, representatives from across our organization came together to participate in a Strategic Planning session designed to guide the department over the next three years. This effort reflects our shared commitment to strengthening our service to the community, supporting our personnel, and building a culture rooted in professionalism, trust, and unity.

During this session, our team identified the core values that define who we are, developed a mission statement that reflects our purpose, and created a vision for where we want to be by 2028. We also took an honest look at our current reality — the strengths we can build upon and the challenges we must address.

Our core values — Compassion, Accountability, Loyalty, and Integrity (CALI) — are the foundation of this plan. They guide our decisions, our interactions, and our commitment to each other and to the community we serve. These values are not simply words on paper; they are expectations for how we operate every day.

Our mission affirms that we are dedicated to providing safety and service with uncompromising compassion, accountability, loyalty, and integrity. Our three-year vision challenges us to become a premier law enforcement agency — one that recruits and retains diverse, highly trained professionals; maintains strong resources and support systems; fosters a healthy and stable work environment; earns the trust of our community; and ensures Winchester remains a safe place to live, work, and visit.

The current reality assessment conducted by our planning group highlighted both opportunities and obstacles. We recognized strengths such as strong community interactions, loyalty to the job, and positive new leadership. We also acknowledged challenges including retention, training investment, staffing pressures, and the pace of technological change. Understanding these realities allows us to focus our efforts where they will have the greatest impact.

From this work, three strategic directions emerged to guide our progress:

1. Develop a culture that promotes commitment to the mission and demands accountability.
2. Focus on recruitment, retention, and development.
3. Be recognized by the community as supportive and trustworthy by providing necessary services.

This Strategic Plan is more than a document — it is a commitment. A commitment to our community, to our profession, and to each other. It reflects the dedication of the men and women who serve this department and the shared belief that we can always improve, always grow, and always strive to be better.

I am proud of the work that went into this plan and confident in the direction it sets for our future. Together, we will continue building a department that embodies our values, supports its people, and earns the trust of those we serve.

Ronnie E. Lewis, Jr
Chief of Police
Winchester Police Department

A Plan for Change

Representatives of various roles within the Winchester Police Department gathered on September 17, 2025 to collectively participate in developing a three-year Strategic Plan to move the department forward that included the following:

- Identifying a set of core values
- Developing a mission statement for the department
- Creating a vision statement for the next three (3) years
- Defining current reality that indicated factors which support, and which interfere with achieving the vision
- Determining the significance of reality statements by their impact on achieving the vision and in terms of the control the department has to influence a change

Dr. John Lamanna and Debbie Vance facilitated the Strategic Planning session.

Participants were:

- Matthew Bielecki, Lieutenant
- Maria Campbell, Police Officer III
- Leslie Diaz, Office Manager
- Ronnie Lewis, Chief
- Morgan Minor, Detective
- Sean O'Connor, Lieutenant
- Ryan Oravel, Sergeant
- Jason Poe, Deputy Police Chief
- Joshua Spishak, Captain
- Emmie Yancey, Dispatch





VALUES

These core values will guide the Winchester Police Department's operations, decisions, and interactions.

- **Compassion** – engaging the community; answering questions in informal settings; understanding the lives of others; cultivating a healthy and supportive work environment; being empathetic with each other; attempting to alleviate stressors
- **Accountability** – to the oath; holding each other to the agreed upon values
- **Loyalty** – to the rule of law and constitution; commitment to serve our citizens, the department, coworkers, a team environment and continuous professional development
- **Integrity** – practicing consistency in actions, seeking honesty; having moral courage to stand up against unethical behavior; owning mistakes; being humble; being fair and impartial



MISSION

The Winchester Police Department is dedicated to providing safety and service to our community with uncompromising compassion, accountability, loyalty and integrity.



3-YEAR PLAN

By December 31, 2028, Winchester Police Department will be an efficient operating agency recognized as a premier police department by the following:

- Recruiting and retaining highly trained culturally diverse professionals
- Maintaining a well-equipped and funded department
- Promoting a healthy, stable and supportive environment for department members
- Recognized by the community as supportive and trustworthy
- Ensuring our city is a safe place to live, work, and visit



Current Reality

High Impact/High Control

- Ability for interactions to build relationships with community stakeholders (+)
- Have leaders in the right positions (+)
- Instability in leadership (-)
- Lack of investment in retention (-)
- Investment in training (-)
- Equipped to level of service but room for improvement (+)
- External partnerships lacking (-)
- Positive new command staff (+)
- Loyalty to the job and community (+)
- Interacting actively with the community (+)
- Department culture causes stagnation (-)
- Technology constantly changing (-)

High Impact/Low Control

- Economy impacts funding (-)
- Lack of support due to political atmosphere (-)
- Lack of community trust due to short staffing (-)
- Job not fun anymore (-)
- Pay lacks competitiveness (-)
- Internet and social media can send positive messages (+)
- City government has limited funds (-)

Low Impact/High Control

- Small city, small department, protected (+)
- Lack of fitness time due to staffing needs (-)

Low Impact/Low Control

- Lack of age diversity (-)

Strategic Directions

Themes emerged from those Current Reality statements and three (3) Strategic Directions were developed.

The Winchester Police Department will:

1. Develop a culture which promotes commitment to the mission and demands accountability.
2. Focus on recruitment, retention, and development.
3. Be recognized by the community as supportive and trustworthy by providing necessary services.

Strategic Goals

From each Strategic Direction came specific Strategic Goals. Under each Strategic Goal are a series of activities that are operationally stated and when completed indicate achievement of the goal.



Strategic Direction #1

Develop a culture which promotes commitment to the mission and demands accountability.

The Winchester Police Department will create a positive, supportive culture through leadership and accountability.					
Goal #1.1	Activity	Measured Outcome	Person Responsible	Target Due Date	Progress Update
1.1.1	Plan quarterly command staff communication sessions where employees can share concerns or offer suggestions for improvements	Favorable feedback received	Command Staff		
1.1.2	Explore and provide opportunities for members to interact with one another on a regular basis on and off duty	Established schedule to allow interaction	CRMS/Command Staff		
1.1.3	Develop a shift training program to be implemented twice a month that focuses on positive outcomes from service calls	Shift training on calendar; ___% participation	Training Coordinator		
1.1.4	Evaluate the quarterly evaluation system and make improvements	Updated evaluation system	PSD Lieutenant		
1.1.5	Investigate ways to allow time for daily physical fitness and ways to promote mental health	Favorable feedback received; committee established to recommend scheduling to support fitness	Patrol Lieutenants		
1.1.6	Establish structured, recurring communication between PD Sergeants and Lead ECS to review operational issues and share feedback	At least two meetings are conducted per year.	Patrol Lieutenants		

Strategic Direction #2

Focus on recruitment, retention, and development.

The Winchester Police Department will expand our recruitment tactics Chair Members: Captain Sean O'Connor					
Goal #2.1	Activity	Measured Outcome	Person Responsible	Target Due Date	Progress Update
2.1.1	Use modern platforms to reach desired applicants and encourage them to apply	___% increase in applications (quarterly data)	CRMS and Recruitment Officer		
2.1.2	Seek and participate in job fairs	# of applicants related to the events	Recruitment Officer		
2.1.3	Develop and implement a police cadet program.	Cadet program is developed and implemented	Recruitment Officer		
2.1.4	Develop and implement an explorer type program	Explorer program is developed and implemented	Recruitment Officer		

The Winchester Police Department will develop methods to promote longevity in employees Chair members: Captain Sean O'Connor					
Goal #2.2	Activity	Measured Outcome	Person Responsible	Target Due Date	Progress Update
2.2.1	Engage with officers by developing a survey to determine what incentives have the most potential to lead to longer tenure	List of potential incentives presented	Command Staff		
2.2.2	Create a plan for implementation of incentives for officers	Incentive plan executed; favorable feedback received; turnover rate improves	PSD Lieutenant		
2.2.3	Identify opportunities to promote employee well-being (spiritual, mental, financial, & physical) which also supports a healthy work-life balance	Report of solicited feedback	Training Sergeant		
2.2.4	Work with City Hall to make sure the department's pay scale is competitive.	Continue to work with city hall	Deputy Chief		

Strategic Direction #2 Cont.

Focus on recruitment, retention, and development.

The Winchester Police Department will have highly trained staff Chair members: Captain Sean O'Connor					
Goal #2.3	Activity	Measured Outcome	Person Responsible	Target Due Date	Progress Update
2.3.1	Determine necessary and desired training based on roles and future aspirations. Develop a yearly employee goals plan for each member.	Record of completed trainings; — % attendance	PSD Lieutenant		
2.3.2	Quarterly analysis of budget and protocols to ensure investment in quality training/conferences and proper distribution among department members.	Budget reviews	PSD Captain		
2.3.3	Develop a weeklong Sergeants Academy for newly promoted sergeants.	Sergeants academy has been implemented	PSD Lieutenant		
2.3.4	Send monthly roll call training out to the department from the Police One platform.	An average of 2 documented trainings a month are on the platform and with confirmed attendance	Training Sergeant		
2.3.5	Develop a consistent rotation and training regimen where staff can use the simulation room.	Quarterly training is documented along with participants	Training Coordinator		
2.3.6	Review yearly department training in order to make sure all officer's skills are covered during mandatory training days.	Document KSA's for department members, develop a metrics of needed officers skills to be successful and teach during mandatory training	Training Sergeant		

Strategic Direction #3

Be recognized by the community as supportive and trustworthy by providing necessary services

The Winchester Police Department will improve traffic and pedestrian safety through community collaboration, education and traffic enforcement

Chair members: Captain Matt Bielecki

Goal #3.1	Activity	Measured Outcome	Person Responsible	Target Due Date	Progress Update
3.1.1	Enhance traffic enforcement in targeted areas to improve safety of drivers and the general public	Traffic safety unit; less motor vehicle fatalities and DUIs	Special Ops. Sergeant		
3.1.2	Develop and implement a "Yield to Pedestrians" public education program	Less pedestrian incidents	CRMS and CRO		
3.1.3	ECC's Public Education Team will develop and deliver community outreach programs to educate the public on how and when to call 911	Conduct a minimum of four 911 education events annually for children and two events for adults to increase community understanding of the 911 system	ECC Director		
3.1.4	Develop and implement a comprehensive five-year staffing plan that aligns police resources with projected population growth, ensuring adequate staffing levels to effectively manage community safety and service demands.	By Year 5 achieve and sustain the required number of officers.	Office of the Chief of Police		
3.1.5	Develop and implement a block the box campaign for designated intersections in the city.	Reduce the number of vehicles that block the box.	Special Ops. Sergeant		

The Winchester Police Department will strengthen community relations by actively fostering a culture of trust, transparency, and open feedback between the Winchester Police Department and the residents we serve.

Chair members: Office of the Chief of Police

Goal #3.3	Activity	Measured Outcome	Person Responsible	Target Due Date	Progress Update
3.3.1	Implement an engagement tool that will facilitate feedback with the community.	Research and purchase system	Office of the Chief of Police		