

Department:	POLICE			
Process Consideration:	Activity of the Town of Chapel Hill			Comments and Observations
	Meets or Exceeds	Slight Gap	Significant Gap	
<i>General Management</i>				
1. The Department uses regular meetings to formalize management.				
2. Long range planning is accomplished in the Department.				
3. Managers use departmental information to assess operational issues.				
4. The Department's missions, goals, and values known throughout the organization.				
5. The Town Manager and Town Council receive the information that they need to provide an on-going assessment of the performance of the Police Department.				
<i>Recruitment and Selection</i>				
1. Agency requires applicants				

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to have a minimum of two years of college.				
2. Written recruitment profile targets applicants who reflect community's diversity.				
3. Agency identifies personal characteristics that are desirable in recruits.				
4. Agency has written recruiting plan that includes funding, timetables of key events, and staff allocated to specific tasks. The plan must have measurable objectives.				
5. Recruiters know how the agency's salary and benefits compare to those of competing agencies and of competing entities in the private sector.				

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6. Recruiters work with community leaders to establish leads on desirable applicants.				
7. Agency has a formal system to track desirable potential applicants.				
8. When necessary, the agency offers additional incentives to extremely desirable applicants.				
9. Agency periodically evaluates the characteristics of its most successful employees and seeks to attract applicants with those characteristics. These characteristics are used as part of the selection process.				
10. Agency has developed temporary positions in which to place very				

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desirable candidates who need immediate employment and cannot wait for the academy to start.				
<i>Training</i>				
1. Recruits are assigned mentors during the academy period.				
2. Academy training stresses a community service approach rather than an overly rigid military-style, high-stress approach.				
3. Agency has a formal route by which FTOs provide curriculum feedback.				
4. Recruits, FTOs, and patrol supervisors periodically return to the academy for debriefing of training shortfalls.				

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5. Periodic curriculum reviews/modifications incorporate recruit/FTO/supervisory feedback.				
6. Agency considers officer and supervisory input as to in-service training needs when developing curricula.				
7. Annual in-service training includes skills training like defensive tactics and driver's training.				
8. All in-service training is tracked and recorded for each employee.				
9. Tests are developed for in-service training presentations, and each officer must demonstrate a minimum level of competency.				
10. Training topics include core				

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subject matter that is provided to all officers and individualized topics that are designed for individual workgroups.				
11. Senior officers are afforded the opportunity to attend advanced leadership training programs (e.g., SMIP, Northwestern, SPI, Command College, FBINA).				
12. Written training and education plans for promotion and career development are developed for each employee.				
<i>Performance Appraisal</i>				
1. At the start of each performance rating period, the supervisor and employee meet to determine and set				

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individual goals and objectives for the period.				
2. Community feedback is considered when determining appropriate evaluative ratings and identifying new performance criteria.				
<i>Communication</i>				
1. Agency posts issues and concerns on an intranet site and solicits employee input.				
2. Agency has an employee recognition program that recognizes efforts and accomplishments.				
<i>Citizen Complaints</i>				
1. Any supervisor on duty accepts complaints.				
2. Complaints are accepted in person, in writing, or over the telephone.				

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3. All complaints against employees are accepted.				
4. Anonymous complaints are accepted and examined for investigative merit.				
5. Complainants are notified of outcomes in a timely manner.				
6. Literature explaining the complaint process is made available to the public.				
7. An early warning system is established to identify officers who may be at risk.				
<i>Organizational Structure and Planning</i>				
1. The agency maintains workload data that enables managers to determine the continued need for each organizational component including all specialized				

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units.				
2. Resources are organized to meet the goals and objectives that are directed toward fulfilling community expectations and accomplishing the agency's overall mission.				
3. Authority, commensurate with responsibility and the work to be performed, is granted to each supervisory or managerial position.				
4. The Department fosters constructive informal relationships within the chain(s) of command that facilitate the timely flow of information and a better work environment.				
5. External stakeholders are included in discussions				

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about organizational changes and the impact those changes are expected to have on service provision.				
6. Agency has a formal process by which to develop a three- to five-year strategic plan.				
7. The strategic plan considers anticipated workload and population trends, projected personnel needs, capital improvements, and equipment needs.				
8. Goals and objectives for organizational components play a role in supporting or meeting the agency's strategic plan.				
9. Community input, as well as input from other agencies, is used in the goal-setting				

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process.				
10. Key events are plotted on a time line and checked at periodic meetings throughout the year to ensure they are on time.				
11. Scheduling procedures strive to balance workload and employee preferences for equitable scheduling and days off.				
12. Civilian employees have replaced officers in as many administrative positions as possible.				
13. Agency announces anticipated vacancies for specialized assignments and uses a selection process to fill those positions.				
14. Agency reviews all incidences or events that				

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present significant or unusual risks (e.g., any use of force or pursuit undertaken by an officer, any injury to any citizen at the hands of the police).				
<i>Patrol</i>				
1. Calls for service are dispatched by priority, and less urgent calls are subject to holding.				
2. The agency uses procedures to manage the call workload so that not every call entails an immediate mobile response.				
3. Shifts are structured to overlap so beat officers can communicate about beat conditions.				
4. Distribution of personnel considers temporal and				

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geographic consideration.				
5. Based on resource allocation data, officers are afforded an appropriate percentage of time for proactive policing				
6. To enhance investigations, patrol officers search for witnesses, collect physical evidence, interview suspects, run computer checks, and follow up leads within the time constraints of the call for service workload.				
7. A “book” is maintained for each patrol beat that includes information on land use and demographics, activities, problems, resources, and other items of interest about the beat. Beat books are updated and maintained on each shift and				

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passed from shift to shift.				
<i>Investigations</i>				
1. New investigators receive formalized training before being assigned to criminal investigation.				
2. The Department uses case management and screening process.				
3. Performance indicators for Investigations include: 4. -Percentage of all reported crimes that receive follow-up investigation 5. -Number of victims receiving some follow-up attention 6. -Number of suspects contacted/interviewed				

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7. -Arrest rates for those cases actively worked by investigators 8. -Rate of prosecution for those cases in which an arrest is made				
9. The agency uses automated databases to store criminal information.				
10. Investigators are on call to respond to criminal investigations				
11. The Department analyzes closed cases to improve investigative techniques.				
12. The agency reopens old, unsolved cases using different investigators to try to solve those cases.				
<i>Court Appearances</i>				

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1. Agency has court liaison monitor/supervisor.				
2. Feedback on testimony is solicited from the Town/state attorney.				
3. Officers receive entry-level and in-service training in case preparation, court attire, and testimony.				
4. A checklist with items like photographs, reports, forensic analysis is provided to officers so they can prepare for prosecution.				
<i>Evidence Control</i>				
1. The evidence/property facility is monitored 24 hours a day.				
2. Evidence Control is automated with a bar coding or another electronic tracking system.				

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3. Controls (e.g., gun and drug burns) are in place to dispose of unnecessary evidence or property.				
4. Internal investigation division conducts random audits.				
<i>Community Interaction</i>				
1. Agency produces and distributes a periodic external newsletter or media presentation.				
2. Agency maintains a Web site as a joint police-community project.				
3. For those without Internet access, the agency solicits community participation via local print and electronic media.				
4. The chief has a formal advisory group that is broad				

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based and represents diverse community elements.				
5. The chief's advisory group is established at the behest of the police department, meets at least monthly, and has some staggered terms of membership so that different viewpoints are heard.				
6. Officers from different shifts in a neighborhood attend community meetings regularly.				
7. Supervisors attend neighborhood meetings and update attendees on identified problems.				
8. Neighborhood groups have access to crime and disorder data from their neighborhoods.				
9. Agency forms partnerships				

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with other agencies to address problems rather than relying only on its own resources.				
10. Agency uses citizen volunteers.				
11. Agency solicits the active involvement of neighborhood residents in identifying neighborhood problems and developing responses.				
<i>Addressing Crime and Disorder Problems</i>				
1. Crime and disorder patterns are tracked geographically by “beat”.				
2. The department diagnoses and acts to solve ongoing problems.				
3. High-level crime and disorder summits are				

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conducted on a regular basis, to examine patterns of crime and coordinate intervention strategies.				
4. Agency conducts reactive and proactive crime analysis.				
5. Repeat calls (hot spots) are identified.				
6. Citizen complaints about crime and disorder problems are used to determine and address problems.				
7. Lookouts, MOs, and noteworthy information from field operations reports are transmitted to patrol officers daily.				
8. Diverse units are involved in operational planning and implementation, including patrol, investigators, traffic,				

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and special units.				
9. Agency leads the development of inter-agency approaches to anti-crime efforts.				
10. Solutions to crime, violence, and disorder involve community actions as well as police actions.				
11. Resources to address crime and disorder problems are wide ranging and include those from the community, the government, and the private sector.				
12. Crime analysis monitors the expected results of anti-crime operations for a predetermined period after operation completion.				
13. An easily accessed central repository of anti-crime				

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plans, tactics, and results is maintained.				
<i>Research and Development</i>				
1. Agency has a full-time research and development function.				
2. The Research and Development function includes persons with advanced degrees and substantial training in research methods.				
3. Agency conducts studies that measure the impact of operations, both short-term and long-term.				
<i>Use of Technology</i>				
1. There is a master name query into the department's databases so that all contacts with a person are returned.				
2. The system is designed for				

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point-of-transaction data entry. The creator of the data can enter data by multiple means.				
3. The Department monitors the implementation of new technology to determine its success and unanticipated consequences.				