

Department:	POLICE DEPARTMENT			
Process Consideration:	Activity of the Town of Chapel Hill			Comments and Observations
	Meets or Exceeds	Slight Gap	Significant Gap	
<i>General Management</i>				
<ul style="list-style-type: none"> The Department uses regular meetings to formalize management. 	X			Periodic meetings are held including the chief and executive staff.
<ul style="list-style-type: none"> Long range planning is accomplished in the Department. 			X	The department does not have a strategic plan.
<ul style="list-style-type: none"> Managers use departmental information to assess operational issues. 	X			Crime analysis products are used by managers for operational planning.
<ul style="list-style-type: none"> The Department's missions, goals, and values known throughout the organization. 	X			The mission, goals, and values are known throughout the department. Awareness is heightened because they are used as part of the promotional process.
<ul style="list-style-type: none"> The City Manager and City Council receive the information that they need to provide an on-going assessment of the performance of the Police Department. 	X			Information is routinely provided to the city manager.
<i>Recruitment and Selection</i>				
<ul style="list-style-type: none"> Agency requires applicants to have a minimum of two years of college. 			X	The minimum educational requirement is a high school diploma or a GED.
<ul style="list-style-type: none"> Written recruitment profile targets applicants who reflect community's diversity. 	X			The profile includes diversity as an important characteristic.
<ul style="list-style-type: none"> Agency identifies personal characteristics that are desirable in recruits. 	X			The department's profile includes key characteristics the department is seeking.

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<ul style="list-style-type: none"> Agency has written recruiting plan that includes funding, timetables of key events, and staff allocated to specific tasks. The plan must have measurable objectives. 		X		The recruiting plan does not include measurable objectives.
<ul style="list-style-type: none"> Recruiters know how the agency's salary and benefits compare to those of competing agencies and of competing entities in the private sector. 	X			Recruiters are well aware of competing salaries and benefits since they have to work to overcome Chapel Hill's relatively low starting salary.
<ul style="list-style-type: none"> Recruiters work with community leaders to establish leads on desirable applicants. 		X		Recruiters work with a wide array of sources of potential candidates but there is no specific work with CH community leaders since the Town has not been a productive source of recruits.
<ul style="list-style-type: none"> Agency has a formal system to track desirable potential applicants. 	X			A formal system is used to track desirable applicants.
<ul style="list-style-type: none"> When necessary, the agency offers additional incentives to extremely desirable applicants. 	X	X		The department has requested the ability to provide an educational incentive. The department does have some flexibility in making salary offers to lateral entrants.
<ul style="list-style-type: none"> 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. 	X			The department has used studies of its psychological tests to determine the characteristics of the officers that leave and those that stay to try to select those likely to stay.

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<ul style="list-style-type: none"> Agency has developed temporary positions in which to place very desirable candidates who need immediate employment and cannot wait for the academy to start. 			X	Although the department has no current temporary positions, it is seeking to establish such positions to retain people until its next academy begins.
<i>Training</i>				
<ul style="list-style-type: none"> Recruits are assigned mentors during the academy period. 				Since recent new officers have been lateral transfers, this in not applicable.
<ul style="list-style-type: none"> Academy training stresses a community service approach rather than an overly rigid military-style, high-stress approach. 	X			The department has sought new employees that come from such training programs and seeks to confirm a service approach through its psychological testing process. It is designing its in-house academy to stress the community service approach that is vital to successful policing in Chapel Hill.
<ul style="list-style-type: none"> Agency has a formal route by which FTOs provide curriculum feedback. 	NA			Because the department has hired only lateral employees recently this standard is not applicable.
<ul style="list-style-type: none"> Recruits, FTOs, and patrol supervisors periodically return to the academy for debriefing of training shortfalls. 	NA			Because the department has hired only lateral employees recently this standard is not applicable.
<ul style="list-style-type: none"> Periodic curriculum reviews/modifications incorporate recruit/FTO/supervisory feedback. 	NA			Because the department has hired only lateral employees recently this standard is not applicable. (FTO's are evaluated by their trainees.)

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<ul style="list-style-type: none"> Agency considers officer and supervisory input as to in-service training needs when developing curricula. 	X			Although the state mandates 24 hours of annual in-service training, the CHPD averages 65 hours per officers. Sources include the career development program, the command team, and input from officers.
<ul style="list-style-type: none"> Annual in-service training includes skills training like defensive tactics and driver's training. 	X			Skills training is included as part of the department's in-service offerings.
<ul style="list-style-type: none"> All in-service training is tracked and recorded for each employee. 	X			A computer program has been recently acquired to facilitate this process.
<ul style="list-style-type: none"> Tests are developed for in-service training presentations, and each officer must demonstrate a minimum level of competency. 		X		About 1/3 of course presentations, especially those on policy changes and high liability issues, are tested.
<ul style="list-style-type: none"> Training topics include core subject matter that is provided to all officers and individualized topics that are designed for individual workgroups. 	X			Topics include both those that are required for all employees but also those for certain groups in part to meet career development goals.
<ul style="list-style-type: none"> Senior officers are afforded the opportunity to attend advanced leadership training programs (e.g., SMIP, Northwestern, SPI, Command College, FBINA). 	X			The department has recently acquired slots for senior managers to attend the FBI National Academy. The department also uses North Carolina State University's Administrative Officers Management Program for advanced training.

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<ul style="list-style-type: none"> Written training and education plans for promotion and career development are developed for each employee. 		X		Training and career development plans are developed through the rank of sergeant.
<i>Performance Appraisal</i>				
<ul style="list-style-type: none"> At the start of each performance rating period, the supervisor and employee meet to determine and set individual goals and objectives for the period. 		X		Supervisors and employees do meet at the start of each performance rating period but personal work plans and/or goals and objectives are not set. It was reported that the current rating tool needs to be revised. Supervisors are trained on the rating process. Interim progress reports are part of the process with sign offs by both supervisors and employees.
<ul style="list-style-type: none"> Community feedback is considered when determining appropriate evaluative ratings and identifying new performance criteria. 		X		There is no formal role for community feedback but community complaints and commendations are taken into account.
<i>Communication</i>				
<ul style="list-style-type: none"> Agency posts issues and concerns on an intranet site and solicits employee input. 			X	The department does not have an intranet site.
<ul style="list-style-type: none"> Agency has an employee recognition program that recognizes efforts and accomplishments. 	X			The department has an annual recognition ceremony that includes every departmental employee (the Sheriff's Department provides coverage in the city during the ceremony). Most of the awards are tied to the department's values and the mission statement to provide reinforcement.

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<i>Citizen Complaints</i>				
<ul style="list-style-type: none"> Any supervisor on duty accepts complaints. 	X			Any employee can accept a complaint and then refer it to a supervisor.
<ul style="list-style-type: none"> Complaints are accepted in person, in writing, or over the telephone. 	X			Complaints are accepted by all methods.
<ul style="list-style-type: none"> All complaints against employees are accepted. 	X			All complaints are accepted.
<ul style="list-style-type: none"> Anonymous complaints are accepted and examined for investigative merit. 	X			Anonymous complaints are accepted and considered.
<ul style="list-style-type: none"> Complainants are notified of outcomes in a timely manner. 	X			Complainants are notified by personal letter. Also, officers receive a written notification of the outcome of all complaint investigations.
<ul style="list-style-type: none"> Literature explaining the complaint process is made available to the public. 	X			Information is also available on the department's web site and includes a form, a description of the general process and telephone numbers for the Chief of Police.
<ul style="list-style-type: none"> An early warning system is established to identify officers who may be at risk. 		X		There is no formal early warning process but a quarterly review of all complaints is conducted. The size of the department makes it easier to keep tabs on all employees.
<i>Organizational Structure and Planning</i>				
<ul style="list-style-type: none"> The agency maintains workload data that enables managers to determine the continued need for each organizational component including all specialized units. 		X		Patrol is staffed according to an old formula that does include a consideration of calls for service and the call load but the process is largely informal. There is no systematic measurement of investigative workload. The department's staffing shortages make it difficult to maintain desired special unit staffing.

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<ul style="list-style-type: none"> Resources are organized to meet the goals and objectives that are directed toward fulfilling community expectations and accomplishing the agency's overall mission. 	X			The CHPD has dedicated resources to a variety of function that meet community expectations, both sworn and civilian. Employees conduct both traditional enforcement operations and operations designed to work closely with the community at large and special needs populations.
<ul style="list-style-type: none"> Authority, commensurate with responsibility and the work to be performed, is granted to each supervisory or managerial position. 	X			The department structure and informal operations maintain the appropriate authority and responsibility.
<ul style="list-style-type: none"> The Department fosters constructive informal relationships within the chain(s) of command that facilitate the timely flow of information and a better work environment. 	X			The department has daily meetings every weekday with its diverse elements represented to foster communication and information flow to all concerned elements.
<ul style="list-style-type: none"> External stakeholders are included in discussions about organizational changes and the impact those changes are expected to have on service provision. 		X		Internal changes are not discussed with stakeholders unless they are expected to have an impact on service delivery. There is wide discussion about changes that have external impacts with lots of face-to-face contact between the chief and stakeholders.
<ul style="list-style-type: none"> Agency has a formal process by which to develop a three- to five-year strategic plan. 			X	The department does not have a strategic plan.

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<ul style="list-style-type: none"> The strategic plan considers anticipated workload and population trends, projected personnel needs, capital improvements, and equipment needs. 	NA			The department does not have a strategic plan.
<ul style="list-style-type: none"> Goals and objectives for organizational components play a role in supporting or meeting the agency's strategic plan. 	NA			The department does not have a strategic plan.
<ul style="list-style-type: none"> Community input, as well as input from other agencies, is used in the goal-setting process. 	NA			The department does not have a strategic plan.
<ul style="list-style-type: none"> Key events are plotted on a time line and checked at periodic meetings throughout the year to ensure they are on time. 	NA			The department does not have a strategic plan.
<ul style="list-style-type: none"> Scheduling procedures strive to balance workload and employee preferences for equitable scheduling and days off. 		X		The chief has convened a committee to exam scheduling options.
<ul style="list-style-type: none"> Civilian employees have replaced officers in as many administrative positions as possible. 	X			The department makes extensive use of civilians in administrative positions.
<ul style="list-style-type: none"> Agency announces anticipated vacancies for specialized assignments and uses a selection process to fill those positions. 	X			Vacancy announcements and a selection process are integrated with the department's career development program. A rotation process for all special units has been recently implemented.

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<ul style="list-style-type: none"> Agency reviews all incidences or events that 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). 	X			Documentation on all such events is required by the next working day. Each event is reviewed to determine whether further examination is needed, whether an internal affairs investigation should be conducted or whether the occurrence was justified and within policy. After action reviews are also conducted on all major special events.
<i>Patrol</i>				
<ul style="list-style-type: none"> Calls for service are dispatched by priority, and less urgent calls are subject to holding. 			X	The dispatching function is performed by a consolidated center operated by Orange County. All calls, regardless of priority, are immediately dispatched except for 911 hang-ups. On these, several attempts will be made to call the number to determine if the 911 call was accidental.
<ul style="list-style-type: none"> The agency uses procedures to manage the call workload so that not every call entails an immediate mobile response. 	X			Once calls are dispatched, the CHPD will assign some for telephone follow-up such as missing cell phones and gas station drive-offs. Field sergeants will set informal priorities for calls during peak periods.
<ul style="list-style-type: none"> Shifts are structured to overlap so beat officers can communicate about beat conditions. 		X		The department uses a 12 hour shift structure but staggers starting times so that there is some overlap.
<ul style="list-style-type: none"> Distribution of personnel considers temporal and geographic consideration. 		X		The current schedule requires the same number of people on each shift and each day. Staggered starting times and special units are used to better match personnel to workload.

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<ul style="list-style-type: none"> Based on resource allocation data, officers are afforded an appropriate percentage of time for proactive policing 		X		<p>Staffing shortages have made it difficult to set objectives for time to be spent on proactive policing. Patrol officers are made aware of problem spots and may do some directed patrol but, for the most part, planned proactive policing is conducted by special units.</p>
<ul style="list-style-type: none"> 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. 	X			<p>Patrols officers, depending of their level of expertise, experience, and available time, may engage in the full scope of investigative activity.</p>
<ul style="list-style-type: none"> 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 passed from shift to shift. 		X		<p>No formal “beat books” are maintained but beat problems and resources are discussed at the week day “Morning Meetings” which are attended by representatives of all elements of the police department.</p>

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<i>Investigations</i>				
<ul style="list-style-type: none"> New investigators receive formalized training before being assigned to criminal investigation. 	X			The department has instituted a rotation system for all special units including investigations. Those selected for investigation positions have been involved in the career development program and have received specialized training through that venue.
<ul style="list-style-type: none"> The Department uses case management and screening process. 	X			All crime reports received are reviewed and assessed for solvability. Assignments are made based primarily on this screening process.
<ul style="list-style-type: none"> Performance indicators for Investigations include: <ul style="list-style-type: none"> -Percentage of all reported crimes that receive follow-up investigation -Number of victims receiving some follow-up attention -Number of suspects contacted/interviewed -Arrest rates for those cases actively worked by investigators -Rate of prosecution for those cases in which an arrest is made 		X		<p>Although the information for these measures can be made available, the use of them to assess investigations is evolving. Contact with victims is a high priority.</p> <p>Some of the information is available through crime analysis and some is monitored by the court liaison officer.</p>
<ul style="list-style-type: none"> The agency uses automated databases to store criminal information. 	X			The department uses OSSI software for this purposes.
<ul style="list-style-type: none"> Investigators are on call to respond to criminal investigations 	X			Investigators are called out as needed.

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<ul style="list-style-type: none"> The Department analyzes closed cases to improve investigative techniques. 		X		Investigators will discuss closed cases informally, but there is no formal system to assess closed cases.
<ul style="list-style-type: none"> The agency reopens old, unsolved cases using different investigators to try to solve those cases. 		X		If new information is received, “cold” cases may be reopened, but there is no systematic program to re-examine old, unsolved cases.
<i>Court Appearances</i>				
<ul style="list-style-type: none"> Agency has court liaison monitor/supervisor. 	X			Since the CHPD assigned a court liaison officer, estimates are that officer appearances have declined by at least 70% through improved scheduling.
<ul style="list-style-type: none"> Feedback on testimony is solicited from the city/state attorney. 	X			Supervisors are required to monitor the court room testimony of their officers.
<ul style="list-style-type: none"> Officers receive entry-level and in-service training in case preparation, court attire, and testimony. 	X			Court procedures are reiterated through the department’s orientation process for its lateral entry officers.
<ul style="list-style-type: none"> A checklist with items like photographs, reports, forensic analysis is provided to officers so they can prepare for prosecution. 	X			All felony cases are thoroughly checked for completeness, delivered to the District Attorney and logged in.
<i>Evidence Control</i>				
<ul style="list-style-type: none"> The evidence/property facility is monitored 24 hours a day. 		X		The evidence room is locked but does not have a separate alarm system.
<ul style="list-style-type: none"> Evidence Control is automated with a bar coding or another electronic tracking system. 				Evidence is tracked through a computer program but is not bar-coded.

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<ul style="list-style-type: none"> Controls (e.g., gun and drug burns) are in place to dispose of unnecessary evidence or property. 	X			Such items are periodically destroyed.
<ul style="list-style-type: none"> Random audits are conducted by internal investigation division. 		X		Audits are conducted by the unit commander.
<i>Community Interaction</i>				
<ul style="list-style-type: none"> Agency produces and distributes a periodic external newsletter or media presentation. 		X		The department uses its website as a primary public outlet but also has numerous interactions with its public and the community.
<ul style="list-style-type: none"> Agency maintains a Web site as a joint police-community project. 	X			The current web site is in the process of being revised to become more interactive.
<ul style="list-style-type: none"> For those without Internet access, the agency solicits community participation via local print and electronic media. 		X		The CHPD has wide ranging interactions with its public with many contact points but does not have a formal process for soliciting input.
<ul style="list-style-type: none"> The chief has a formal advisory group that is broad based and represents diverse community elements. 			X	Although there are a wide array of informal contacts there is no formal advisory group.
<ul style="list-style-type: none"> 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. 	NA			Although there are a wide array of informal contacts there is no formal advisory group.

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<ul style="list-style-type: none"> Officers from different shifts in a neighborhood attend community meetings regularly. 	X			This standard is met primarily through the rotating shift schedule.
<ul style="list-style-type: none"> Supervisors attend neighborhood meetings and update attendees on identified problems. 	X			The department has frequent interaction with community groups.
<ul style="list-style-type: none"> Neighborhood groups have access to crime and disorder data from their neighborhoods. 	X			The department can provide maps of crime and disorder problems for neighborhood groups.
<ul style="list-style-type: none"> Agency forms partnerships with other agencies to address problems rather than relying only on its own resources. 	X			The CHPD has formed extensive community partnerships. It has a crisis unit, provides domestic violence and sexual assault services, Latino victim services, human services and operates a drug intervention program, Project Turn Around.
<ul style="list-style-type: none"> Agency uses citizen volunteers. 	X			Some volunteers help with data entry. Student interns will help with special projects.
<ul style="list-style-type: none"> Agency solicits the active involvement of neighborhood residents in identifying neighborhood problems and developing responses. 	X			The department involves residents in a variety of problem solving episodes often involving special needs populations.
<i>Addressing Crime and Disorder Problems</i>				
<ul style="list-style-type: none"> Crime and disorder patterns are tracked geographically by “beat”. 		X		Informal processes are used to accomplish this, primary through “Morning Meeting” discussions. With improvements to the town’s geofile accurate mapping of such patterns will become possible

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<ul style="list-style-type: none"> The department diagnoses and acts to solve ongoing problems. 	X			The department's frequent internal interactions facilitate this process.
<ul style="list-style-type: none"> High level crime and disorder summits are conducted on a regular basis, to examine patterns of crime and coordinate intervention strategies. 	X			Such "summits" take place in the context of the "Morning Meetings."
<ul style="list-style-type: none"> Agency conducts reactive and proactive crime analysis. 	X			The department produces crime analysis products to focus operational efforts.
<ul style="list-style-type: none"> Repeat calls (hot spots) are identified. 	X			The CHPD's system get calls for service data from the county communication center every 24 hours. Analysis is restricted only by the time available.
<ul style="list-style-type: none"> Citizen complaints about crime and disorder problems are used to determine and address problems. 			X	This is done only informally. Once source of such information, Crimestoppers, is an independent organization.
<ul style="list-style-type: none"> Lookouts, MOs, and noteworthy information from field operations reports are transmitted to patrol officers daily. 	X			Such information is transmitted on the daily hotsheets.
<ul style="list-style-type: none"> Diverse units are involved in operational planning and implementation, including patrol, investigators, traffic, and special units. 	X			This occurs through the "Morning Meetings" when all elements of the department are present for such planning and implementation.
<ul style="list-style-type: none"> Agency leads the development of inter-agency approaches to anti-crime efforts. 	X			The department's extensive approach to community interactions place it in the lead in most efforts.

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<ul style="list-style-type: none"> Solutions to crime, violence, and disorder involve community actions as well as police actions. 	X			The department's approach to involving the Town's housing communities, the University and its integrated approach to working with special populations demonstrate its work to involve the community.
<ul style="list-style-type: none"> Resources to address crime and disorder problems are wide ranging and include those from the community, the government, and the private sector. 	X			The department's approach to involving the Town's housing communities, the University and its integrated approach to working with special populations demonstrate its work to involve the community.
<ul style="list-style-type: none"> Crime analysis monitors the expected results of anti-crime operations for a predetermined period after operation completion. 	X			The results of operations are assessed, frequently as part of the "Morning Meetings."
<ul style="list-style-type: none"> An easily accessed central repository of anti-crime plans, tactics, and results is maintained. 			X	No such formal repository exists.
<i>Research and Development</i>				
<ul style="list-style-type: none"> Agency has a full-time research and development function. 		X		The planning function is part time since the planner position also has media, crime analysis, and supervisory responsibility.
<ul style="list-style-type: none"> The Research and Development function includes persons with advanced degrees and substantial training in research methods. 	X			The current planner has a master degree and extensive training and experience.
<ul style="list-style-type: none"> Agency conducts studies that measure the impact of operations, both short-term and long-term. 		X		Such studies are done occasionally but not on a systematic basis.

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<i>Use of Technology</i>				
<ul style="list-style-type: none"> There is a master name query into the department's databases so that all contacts with a person are returned. 	X			A position has the specific responsibility to maintain the department's master name file.
<ul style="list-style-type: none"> The system is designed for point-of-transaction data entry. The creator of the data can enter data by multiple means. 	X			The department used mobile field reporting for most report entry.
<ul style="list-style-type: none"> The Department monitors the implementation of new technology to determine its success and unanticipated consequences. 		X		There is no formal process to accomplish this but the department has open communication and discussion of such issues will occur.