



Assessment Report
Burlington (NC) Police Department
2013



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Assessment Report
December 2013**

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A. Agency name, CEO and AM

Burlington (NC) Police Department
267 West Front Street
Burlington, NC 27215

Jeffrey Smythe, Chief of Police
Ms Kim Biebel, Accreditation Manager

B. Dates of the On-Site Assessment:

December 1-4, 2013

C. Assessment Team:

1. Team Leader: John Foster
Captain (retired)
Florissant (MO) Police Department
18 Wheatley Ct
Chesterfield, MO 63005
314-277-2204

2. Team Member: David Newlan
Captain
Cape Coral Police Department
1100 Cultural Park Boulevard South
Cape Coral, FL 3390
239-574-0659

D. CALEA Program Manager and Type of On-site:

Maya Mitchell

Seventh reaccreditation, C size, 169 personnel (125 sworn, 44 non-sworn)
5th edition Law Enforcement Advanced Accreditation utilizing the gold standard
assessment

The agency utilizes the CALEA, CACE-L software program.

E. Community and Agency Profile:

Community Profile

The City of Burlington is located in Alamance County, North Carolina and lies within the Piedmont region of North Carolina, centered approximately in the middle of the state. Interstate I-40 / I-85 serves as a major artery through the city. The highway has

fostered extensive development along its corridor, contributing to the city economically, but has also impacted the delivery of city services, including additional law enforcement services for traffic and vice/narcotics related crime.

Originally developed in the mid-nineteenth century as the "Company Stores," a service community for the newly completed North Carolina Railroad, Burlington became a center of the American textile industry. Today, Burlington represents a diverse community that enjoys many benefits from a past that is rich in history and perseverance. Laboratory Corporation of America, one of the nation's leading medical reference and diagnostic laboratories is headquartered in Burlington. Many retail businesses have developed within the city and through annexation and growth. The City of Burlington is also home to Alamance Regional Medical Center.

Burlington has experienced enormous growth in new housing with nearly 2,000 building permits issued for single family homes since 2005. According to the American Community Survey for 2007-2011, there are 23,590 total housing units in Burlington, 64% of which are owner occupied and have a median value of \$123,400.

The City of Burlington operates under a council-manager form of government. The City Council is comprised of five members who are elected at large and serve staggered four year terms. The mayor is a member of the Council and presides over the Council meetings. The Council appoints a city manager who appoints the department heads of the nine major departments of the City, including the Chief of Police, and is responsible for the day-to-day management of the.

Agency Profile

The Burlington Police Department was established in 1893 and provides full-service law enforcement to the citizens, business community, and visitors of Burlington. The authorized full-time staff of the agency includes 125 sworn and 44 non-sworn employees, with 12 reserve police officers and 38 part-time non-sworn personnel.

The agency is divided into two major bureaus, Operations and Support, each commanded by an assistant chief of police who reports directly to Chief Smythe. The agency identifies the senior management and related support personnel as the "executive staff." This includes the Chief, Assistant Chiefs, five captains of the various divisions within the agency, and five lieutenants, and several non-sworn equivalents.

The Operations Bureau is under the command of Assistant Chief J. Eric Kerns and is subdivided into two divisions, Patrol Shifts and Community Relations. Captain J. Brett Taylor commands four patrol shifts of uniformed police officers, each shift under the supervision of a lieutenant. The shifts are staffed by eight teams of police officers, each team under the first line supervision of a staff sergeant. Captain Taylor also manages the agency canine teams, honor guard, Special Response Team, explorer post, reserve police officers and a non-sworn director of emergency management.

Captain Chad Slaughter commands the Community Relations Division which includes community policing, crime prevention, communications, traffic safety and parking unit, and the Drug Abuse Resistance Education (D.A.R.E) and school resource officer (S.R.O.) programs as well as the agency's junior police academy program.

The Support Bureau is under the command of Assistant Chief Chris Verdeck and is also divided into two divisions, Criminal Investigation and Professional Standards. Animal Services and Internal Affairs are functions of the Support Bureau.

Captain Jeff Wood manages the Criminal Investigation Division (CID) that includes: the Persons and Property Crimes Investigations Unit, responsible for most general investigations; the Special Victims and Victims Assistance Unit that investigates sexual assaults, physical crimes against children, missing persons, domestic violence and provides victim assistance; and the Special Operations Unit that includes the Vice Unit, within the unit two detectives are assigned to the DEA Task Force in Greensboro, NC. The Community Crime Abatement team is also part of the Special Operations and investigates street level drug complaints, neighborhood issues, and tips through Crime Stoppers.

Captain Steve Smith commands the Professional Standards Division which includes recruitment, hiring, and financial management; crime analysis and intelligence led policing; records; training, and the identification and evidence functions.

Demographics

The demographic composition of the service area and agency are represented in the following table:

Race	Service Population		Available Workforce		Current Sworn Officers		Current Female Sworn Officers		Prior Assessment Sworn Officers		Prior Assessment Female Sworn Officers	
	#	%	#	%	#	%	#	%	#	%	#	%
Caucasian	25,782	49	547,460	67	111	89	16	13	103	88	14	12
African-American	14,891	28.5	178,116	22	10	8	2	2	12	10	2	2
Hispanic	9,293	18	59,122	7	2	2	2	2	1	1	1	1
Other	2,340	4.5	34,480	4	1	1	0	0	1	1	0	0
Total	52,306	100	819,178	100	124	100	20	17	117	100	17	15

The demographics of the agency do not currently mirror the community that it serves. Caucasians comprise only 49 percent of the population of Burlington but the sworn staff of the agency remains 89 percent Caucasian. The African-American population of Burlington is 28.5 percent; however the agency currently employs only 10 African American officers which represent only eight percent of the sworn force. Hispanics make up 18 percent of the population of Burlington but the agency has only two

Hispanic officers, representing less than two percent of the workforce. The agency does employ 20 female officers, including two African Americans and two Hispanics.

The agency acknowledges the need to increase the representation of minorities, especially African Americans and Hispanics and is taking steps to increase minority applicants. The agency has a comprehensive recruitment plan, updated in 2013 to address these two underrepresented groups as well as the recruitment of women applicants. The agency has a recruitment team of 13 agency officers and executives expressed commitment to the minority recruitment as discussed further on page 10.

Future issues

Chief Smythe repeatedly emphasized the importance of training and career development as critical to the agency's immediate future. The agency has identified a number of experienced employees who will retire over the next five years, including 9 of the 12 sworn members of the executive staff. This will result in not only a critical loss of knowledge and experience at the senior level, but also a need to manage a significant number of newly promoted executives and supervisors as well as the training of new officers hired to backfill these "trickle-up" promotions.

Agency functions are currently located throughout three different facilities with the special operations and investigative functions located away from the headquarters facility which is utilized beyond capacity. Both Chief Smythe and City Manager Harold Owen indicated the long-range need to address facilities.

The agency continues to implement technical advances and will continue to introduce new software suites that improve agency activities including the tracking of performance and the distribution of intelligence.

CEO biography

Jeffrey Smythe was appointed Chief of Police on May 1, 2013. Prior to his appointment Chief Smythe served as the Chief of Police for Show Low, Arizona, since 2008. His prior law enforcement service includes the Arizona State University and the Scottsdale, AZ, Police Departments.

Chief Smythe earned a Master's Degree in Educational Leadership from Northern Arizona University, and a Bachelor's Degree in Justice Studies from Arizona State University. He is a graduate of the Northwestern University School of Police Staff and Command, and is a graduate of the FBI National Academy.

F. Public Information Activities:

Public notice and input are a corner stone of democracy and CALEA accreditation. This section reports on the community's opportunity to comment on their law

enforcement agency and to bring matters to the attention of the Commission that otherwise may be overlooked.

a. Public Information Session

The agency arranged a public hearing that was held in the City Council Chamber of the Burlington Municipal Building at 5:30 pm on Tuesday, December 3, 2013. There were 30 people in attendance, 21 of whom addressed the assessors. All of the comments offered were extremely complimentary and supportive of the agency's accreditation. Speakers included citizens, social service partners, two local newspaper reporters, City Councilman Bob Ward, law enforcement partners, and most notably, three members of the Alamance District Court.

Chief District Judge James Roberson, Judge Katie Overby, and Judge Thomas Lambeth, took the podium collectively and each spoke positively of the agency. Judge Roberson spoke of the professionalism of the agency and respect that the agency has in the community. I cited to the collaboration of Chief Smythe, and the agency, with other members of the criminal justice system. Judge Roberson praised the agency's "safe exchange" program that facilitates divorced parents exchanging children at the police department, preventing conflict that might otherwise occur if these interactions were not supervised.

District Judge Overby spoke from her perspective as the mother of three sons and recognized the agency's drug abuse resistance education (D.A.R.E.) program.

District Judge Lambeth stated that the agency is always responsive and professional. He praised the agency's ongoing commitment to justice, citing to the conviction of a man in 1995 for which the agency had properly preserved records and evidence that later resulted in the first DNA exoneration in North Carolina.

The agency recorded the public session and promptly posted a link to the recording on the City's Facebook page, to allow all of the community and the agency employees to view the comments

b. Telephone Contacts

The agency publicized a dedicated and unrecorded telephone line on which the assessors accepted public comment about the agency between the hours of 2:00 pm and 4:00 pm on Tuesday, December 3, 2013. The assessors received 10 calls, all of which were favorable and supportive of the agency's reaccreditation. Among the callers, John Strong, Special Agent in Charge of the Charlotte Field Office of the Federal Bureau of Investigation. SAC Strong cited to the assistance the agency provides to the FBI in conducting surveillances and making arrests. SAC Strong spoke highly of the support of Chief Smythe and his staff.

c. Correspondence

The assessment team received one piece of correspondence through the Commission, a letter strongly supporting the agency's reaccreditation.

d. Media Interest

The *Times-News* published an article on November 18, 2013, that appeared both in print and on-line, announcing the agency's invitation for public comment on the accreditation. Although the assessors were not directly contacted by any members of the media, two reporters of the *Times-News* newspaper attended the public session and offered comment on the agency. Natalie Janiello, a crime reporter, and Molly McGowan, a city government reporter, both offered positive comments and reaccreditation of the agency.

e. Public Information Material

The agency developed and carried out a comprehensive public information plan that included the timely distribution of public notices posted in the police department and public buildings; a media release to electronic and print media; and, correspondence to law enforcement partners, community agencies, and professional organizations. Based on the public response, the plan appears to have been effective.

f. Community Outreach Contacts

The assessors interacted formally and informally with 74 members of the agency through interviews, observations, presentations, roll calls, and ride-a-longs. The assessors also interviewed representatives of several community organizations as well as city officials including City Manager Harold Owen, Human Resource Director Aaron Noble, and Health Clinic Manager Sheila Traywick.

Mrs. Cindy Brady, Director of the Family Justice Center of Alamance County. She spoke of the agency's participation in the center that coordinates services for domestic abuse victims under one roof. Nine local criminal justice and social service agencies provide services through the center including the Burlington Police who staff their office daily with a detective or victim assistance professional.

Mrs. Brady has organized training for local law enforcement during which speakers have addressed coordinated community response, evidence collection, best practices for dealing with domestic abuse, and the County's electronic protective orders. She sited to the support of Chief Smythe and stated that the Burlington P.D. protocols for handling domestic violence and excellent model policies for other agencies.

Ms. Mari Carmen of the Centro La Comunidad spoke of the collaboration between her the agency and her organization on reducing domestic violence

cases and developing bilingual police staff. This partnership has strengthened the trust of the Hispanic community with the police department.

Ms. Meredith Peffley is a community relations specialist with Cardinal Innovations for Alamance and Caswell counties. Her agency is the source for the agency's 40-hour crisis intervention team training for dealing with the mentally ill and she spoke positively of the agency's professionalism in dealing with the mentally ill.

G. Essential Services

Bias Based Profiling

Traffic Warnings and Citations 2010

Race / Sex	Warnings	Citations	Total
Caucasian Male	840	622	1,462
Caucasian Female	629	543	1,172
African-American Male	550	468	1,060
African-American Female	400	338	772
Hispanic Male	145	283	433
Hispanic Female	86	120	213
Asian Male	15	7	22
Asian Female	12	9	21
Other	42	41	86
TOTAL	2,809	2,432	5,241

Traffic Warnings and Citations 2011

Race / Sex	Warnings	Citations	Total
Caucasian Male	1,060	663	1,723
Caucasian Female	807	597	1,404
African-American Male	785	510	1,295
African-American Female	638	450	1,088
Hispanic Male	185	323	508
Hispanic Female	95	158	253
Asian Male	15	12	27
Asian Female	10	4	14
Other	37	38	75
TOTAL	3,632	2,755	6,387

Traffic Warnings and Citations 2012

Race / Sex	Warnings	Citations	Total
Caucasian Male	1,651	819	2,470
Caucasian Female	1,339	688	1,890
African-American Male	1,261	669	1,930
African-American Female	981	558	1,539
Hispanic Male	137	498	870
Hispanic Female	372	238	375
Asian Male	30	11	41
Asian Female	16	11	27
Other	54	59	115
TOTAL	6,213	3,551	9,257

Agency directive prohibits all forms of bias based policing and training to prevent biased based policing is provided annually. Officers conducting traffic stops must complete a data sheet that documents the reason for the stop as well as the sex, race, and ethnicity of the driver as well as the enforcement actions taken as a result of the stop. This data, as well as other information including citizen complaints is monitored monthly and the Assistant Chief of the Operations Bureau, or his designee, conducts an annual documented review of agency policing practices.

The agency received only five complaints of biased based policing during 2010 through 2012. There were no patterns or practices of biased based policing were identified.

Bias Based Profiling Complaints

Complaints from:	2010	2011	2012
Traffic contacts	2	2	1
Field contacts	0	0	0
Asset Forfeiture	0	0	0

Use of Force

The agency has clearly written use of force policy which is reinforced in annual training. In accordance with requirements of the NC Criminal Justice Education and Training Standards Commission, agency directives require that all officers demonstrate proficiency annually with all firearms. The agency has trained and qualified firearms instructors that oversee the training and proficiency testing. Officers are trained and demonstrate proficiency with the TASER electronic control device annually. Bi-annual training on "Subject Control," includes refresher training on the use of force policy as well as procedures and techniques for deploying the oleo-resin capsicum spray, collapsible baton, as well as defensive tactics and handcuffing. Certified firearms instructors of the agency staff the firearms range twice monthly for practice and all officers are encouraged to take advantage of the opportunity to maintain proficiency.

Use of Force

	2010	2011	2012
Firearm	1	0	1
ECW	17	18	19
Baton	0	2	0
Oleoresin Capsicum	3	2	3
Weaponless	65	76	106
Total Types of Force	4	4	4
Total Use of Force Arrests*	36	48	56
Complaints	0	0	0
Custodial Arrests	3,809	4,020	3,957

*Number reflects reported incidents of both arrest and detention. The reporting of each arrest or detention may include multiple responses to overcoming resistance, including multiple officers and the deployment of more than one type of force.

All use of force incidents, including canine deployments, must be reported on a Critical Incident Report as well as in all applicable police reports. The agency deployed force

at a rate of only nine tenths of one percent of all arrests made in 2010, one and on tenth percent of all arrests made in 2011, and one and four tenths of all arrests made in 2012. The agency deployed deadly force during twice during the same period and the neither incident resulted in the death or injury of any suspect or innocent party.

The Assistant Chief of the Support Bureau completes and submits to the Chief of Police an annual analysis of the use of force. The agency has received no complaints of excessive force and the analyses have identified no trends of abuse or excessive force.

Personnel Structure and Personnel Process

Grievances

There were no grievances filed during 2010 or 2012. During 2011 there were two grievances filed by employees. The agency conducted annual analysis of grievances each year during the accreditation period. The analysis of the complaints in 2011 resulted in the enhancement of the agency's new employee checklist to ensure that all new employees are promptly familiarized with the agency and city policies on sexual harassment.

Formal Grievances

Grievances	2010	2011	2012
Number	0	2	0

Discipline

The agency appears to be a well disciplined organization and disciplinary actions during the accreditation period generally involved performance improvement plans and additional training. Only six adverse actions were taken during the three years 2010 through 2012, including one termination, one demotion, and three suspensions.

Personnel Actions

	2010	2011	2012
Suspension	2	0	1
Demotion	0	0	0
Resign In Lieu of Termination	1	1	2
Termination	0	1	0
Other	10	12	5
Total	13	14	8
Commendations	2	3	3

The agency employs a comprehensive early warning system that mandates the tracking of specific employee actions or combinations of actions that may result in agency intervention. Captain Smith is responsible for tracking the elements of the early warning system as they are reported to him. When the actions of any employee meet the thresholds requiring an intervention, Captain Smith sends notification to the captain of the division in which the employee works. That captain in turn ensures that the

employee's staff sergeant takes the appropriate intervention. Available intervention options include counseling, training, or referral to the Employee Assistance Program through the City's Employee Health Unit. Captain Smith believes the program is effective. He added that the agency has recently purchased Guardian Tracking, a professionally developed database program for tracking behaviors and generating both performance appraisals and early warning notifications.

Performance Appraisals

The agency has traditionally conducted annual performance appraisals using the guidelines and instruments developed by the City's human resources staff. While the process met accreditation standards, it relied upon numerical values assigned to 20 different performance categories within four core values that were common to any position throughout the city workforce, resulting in a score that ranged from zero to 200.

In July, 2013, the city established a pay for performance plan and Chief Smythe recognized the need develop an appraisal process that reflects performance of specific functions within the agency. A working group of supervisors and line personnel identified a more limited number of specific performance dimensions for police officers, civilians, and supervisory/executive staff. A grading scale was developed using behaviorally anchored rating scales that more accurately describe the performance necessary for each score within the rating system. Supervisors must provide written documentation to support the scores and the use of the Guardian Tracking software is the core of documenting employee behaviors and performance throughout the year.

Recruitment and Selection

As stated earlier, the agency's sworn workforce is not representative of the community. While the population of Burlington is 49 percent Caucasian, 89 percent of the officers are Caucasian. The African-American population is 29 percent while only eight percent of officers are African-American. The Hispanic population is 18 percent but the agency's two Hispanic officers represent only two percent of the sworn workforce.

Sworn Officer Selection Activity During 2010, 2011, and 2012

Race/Sex	Applications received	Applicants hired	Percent hired	Percent of workforce population
Caucasian/Male	305	29	10	77
Caucasian/Female	37	5	14	13
African-American/Male	65	2	3	5
African-American/Female	18	2	11	2
Hispanic/Male	18	0	0	0
Hispanic/Female	8	0	0	2
Other	13	2	15	1
Total	464	40	8.6	100

A major issue in recruiting minorities has been a significant turnover of personnel over the past five years. Officers left the agency due to low salary which the city corrected in 2012 with a 12 percent increase for officers below the rank of lieutenant. In order to expediently fill vacancies, the agency has relied upon hiring experienced officers, including the return of some officers who had separated because of the low salaries. The hiring of experienced officers, who are generally white males, over untrained recruits, resulted in the perpetuation of the disparity in demographics.

During the three years, 2010 through 2012, the agency hired 40 officers. The new officers included 29 Caucasian males, five Caucasian females, two African-American males and two African-American females, but no Hispanics. The agency did hire a greater percentage of female applicants, both Caucasian (14%) and African-American (11%), than white male applicant (10%).

Recruitment is a function of the Professional Standards Division. Captain Smith and Corporal Sappington discussed the agency's recruitment plan and their efforts to recruit minority applicants. The recruitment plan is reviewed each year and was last updated in 2013. The plan established a simple goal of increasing the number of African-Americans, Hispanics, and women employed by the agency. The recruitment of minority candidates has been problematic for the agency because the African-Americans and Hispanics in the area have a long history of distrust of law enforcement and are skeptical of careers in law enforcement. Conversely, the agency has been successful in the recruitment of qualified female candidates, including minority females.

The plan defines the annual recruitment activities as well as a goal for the number of activities to be conducted. The agency has increased to 13 the number of officers throughout the agency with ancillary duties of recruitment. Each recruiter has received training in human resource issues such as equal employment and agency benefits. The primary responsibilities of these officers includes attending career days and job fairs at regional colleges within driving distance, especially schools with large minority student bodies, and to make presentations to local high schools and community groups. The agency has also posted job announcements on the websites of seven regional colleges and in a local Hispanic newspaper.

Recognizing that the agency will see a significant number of retirements in the next five years, the agency initiated a campaign this year to reach out to the area schools that have English as a second language (ESL) programs. The idea is to establish relationships with high school aged Hispanic students and develop over the next five years a trust in law enforcement and an interest in a law enforcement career. The impact of this initiative cannot yet be measured. The agency has also instituted a ride-along program as a means of familiarizing minorities with law enforcement careers.

Although the agency has relied heavily on the hiring of experienced officers to expeditiously fill vacancies over the past five years, the agency did hire and send to the Basic Law Enforcement Training (BLET) Center, 10 out of the 40 new officers hired

over the past three years. Captain Smith also cited to the sponsorship of minorities interested in attending the Basic Law Enforcement Training program on their own prior to having a job offer in law enforcement. Corporal Sappington also cited to the mentoring of these sponsored candidates. He cited specifically to an African American woman in her forties who took a ride-along with a Burlington police officer and fell in love with policing. She decided to attend the BLET and the agency offered to sponsor her. When she struggled in the academy program, Corporal Sappington began mentoring her in firearms and physical fitness. The woman unfortunately failed out of the BLET program but remains hopeful of a career in law enforcement and is serving as a volunteer for the agency. Corporal Sappington advised that the woman has the life experiences, disposition, and drive to be a good police officer and that he and Pfc. Shelly Katkowski continue to mentor the woman with the hope of the woman attending the BLET again in January 2014, possibly as a salaried Burlington police recruit.

Training and Career Development

All police officers in North Carolina must be certified through the North Carolina Criminal Justice Education and Training Standards Commission (NCCJTSC). Entry level BLET is conducted at approved training facilities, including the Alamance County Community College, and includes 620 hours and the successful completion of a comprehensive written examination. Upon completion of the BLET, officers must successfully complete the agency's 12 week field training program. All officers complete an annual in-service training program, including legal updates.

The agency places significant emphasis on training and has a dedicated training unit to manage the basic, in-service, and specialized training needs of the agency. Line officers interviewed regarding training suggested that the agency is doing a good job of providing training, including specialized training for career development. Officers spoke specifically of training in areas of interest such as criminal investigation and traffic safety. They also indicated that their supervisors make every attempt to reallocate staffing to accommodate officers being absent for specialized training.

Training Director Allyson Norton, as well as the executive officers interviewed, recognized that until recently there has been a lack of leadership development throughout the agency and this threatens a leadership vacuum over the next five years as 10 of the 13 members of the agency executive staff are retiring. Chief Smythe, upon being hired in May of 2013, recognized the need for succession planning and career development. He promptly ordered a career development survey of all sergeants and above. The survey included the officer's target retirement date, aspiration to what rank or position, their desire for long term career development, a summary of leadership training received to date, their level of college education, and who they consider to be their current mentors.

As a result of the survey, career development is discussed at each executive staff meeting, new management and leadership training opportunities have been developed,

a formal mentoring program was established, and Ms Norton meets regularly with the staff sergeants to discuss career goals and the attainment of those goals. John Strong, Special Agent in Charge of the FBI Charlotte, NC, field office, spoke of Chief Smythe's desire to improve leadership training and advised that he has secured a seat in an upcoming session of the FBI National Academy for a captain of the agency. SAC Strong also spoke of an FBI Public Information Officer conducting a media relations class for the agency command staff.

In addition to establishing a mentoring program for female officers Chief Smythe emphasizes leadership training for female officers and staff. Chief Pat Bazemore of the Cary, NC, Police Department was invited to present a presentation on Female Leadership in Law Enforcement. Chief Smythe also encouraged female staff to attend the Women's Leadership Institute of the International Association of Chiefs of Police.

The City of Burlington is very proactive in supporting the health and fitness of employees. The City staffs an employee health center with medical professionals and fitness trainers available to assist any city employee, dependant, and retirees. The City has long provided first responders with a stipend assist with membership to the YMCA of Alamance County. During 2013 the agency equipped a new state of the art fitness center available 24 hours a day for all agency personnel.

During 2013 the agency researched and developed a new fitness program focused on officer safety and longevity. The Chief of Police issued an Administrative Order on October 1, 2013, outlining the implementation phase of a new mandatory Police Officer Health Program (POHP) to ensure officers meet medical standards for duty and to enhance officer safety, public safety, appearance, and image of the police department. The program is being administered by the agency's training section and is intended to promote the health and wellbeing of police officers, ensuring they meet minimum job related and validated physical fitness standards. Periodic fitness testing begins in 2014 and a comprehensive plan is in place to assist officers in successfully meeting the fitness standard which becomes mandatory in July, 2015. Officers interviewed indicated support for the program and have begun preliminary testing and physical training.

Effective January 1, 2014, all newly hired police officers will be required to successfully complete the North Carolina Police Officer Physical Abilities Test (POPAT) as an element of the selection process. Also effective on January 1, 2014, the POPAT will become a component of the agency's promotional process.

Promotions

The promotional process for all non-exempt sworn positions has for many years been a simple two step process involving first a performance assessment of strengths and weaknesses by the employee and his or her immediate supervisors. The second phase involves the staff sergeants and lieutenants collectively reviewing the assessments of

the candidates and ranking the candidates for promotion. Seeking a more objective and transparent process, Chief Smythe has outlined a new promotional process affecting all future promotions. The process includes the POPAT fitness test, a written examination developed by Elon College, and an assessment center.

SWORN OFFICER PROMOTIONS

RACE / GENDER	2009/2010	2010/2011	2011/2012
TESTED			
Caucasian Male	71	80	95
Caucasian Female	13	12	17
African-American/Male	7	5	6
African-American Female	0	1	0
Hispanic Male	0	0	0
Hispanic Female	0	2	1
Other Males\	1	1	0
Other Female	0	0	0
ELIGIBLE			
Caucasian Male	58	61	80
Caucasian Female	10	9	17
African-American Male	6	5	6
African-American Female	0	1	0
Hispanic Male	0	0	0
Hispanic Female	0	2	1
Other Male	1	0	0
Other Female	0	0	0
PROMOTED			
Caucasian Male	21	19	10
Caucasian Female	4	4	1
African-American Male	0	3	2
African-American Female	0	1	0
Hispanic Male	0	0	0
Hispanic Female	0	1	0
Other Male	1	0	0
Other Female	0	0	0

Law Enforcement Operations and Operations Support

Crime Statistics and Calls for Service

The major crime problem in the community is related to property crimes. Both statistics and anecdotal information provided by officers indicates that burglary and larceny account for the majority of crime in the community. Both of these categories were significantly lower in 2012. The agency appears to be proactive in dealing with crime by utilizing intelligence to direct patrols and investigations, dedication to the prevention of domestic violence, and aggressive enforcement activities by patrol, special operations, and the CID.

Officers and investigators identified crack cocaine and marijuana as the most common drug issues in the community. Patrol officers indicated drug and prostitution activity

commonly occurs in a number of that low dollar hotels situated near the highways. Patrol officers are allowed to scrutinize these locations and their investigation of suspicious activities often include “knock and talk” contacts at hotel rooms where reasonable suspicion indicate criminal activities.

FBI UNIFORM CRIME REPORTING

	2010	2011	2012
Murder	3	1	2
Rape	12	13	18
Robbery	70	107	107
Aggravated Assault	265	297	258
Burglary	1,411	935	705
Larceny	2,633	3,355	2,444
Motor Vehicle Theft	113	131	135
Arson	10	4	9
TOTAL PART1 CRIMES	4,517	4,843	3,678

Dispatched calls for police services increased only slightly in each year of the accreditation period, for a total increase of only 841. Self-initiated activities by officers increased by 4,110 during the same period as staffing vacancies and as the agency increased the use of intelligence to pro-actively direct enforcement and investigative activities.

CALLS FOR SERVICE

	2010	2011	2012
Self-initiated police activities	26,953	30,457	31,063
Dispatched calls for service	44,144	44,864	44,986

Intelligence Led Policing Initiative

Agency directive requires that all agency personnel are responsible for collecting and reporting criminal intelligence. Investigators of the of the Criminal Investigation Division (CID) actively participate in the Piedmont Intelligence Group, the Alamance Intelligence Group, the Regional Organized Crime Information Center, as well as the North Carolina State Bureau of Investigation Fusion Center. The agency is also a partner in the Alamance County Gang Unit which operates out of the offices of the agency’s CID.

Over the past several years, the agency has adopted intelligence led policing as a coordinated means of directing resources to address crime trends. Information developed through the intelligence and crime analysis functions are used to direct patrol activities of the Operation Bureau and to deploy surveillance activity and technology of the CID. Captain Wood explained that it is the goal of the administration to develop a small full-time intelligence analysis unit in the CID to provide additional intelligence information throughout the agency.

Lieutenant Long, assigned to the CID, is responsible for the collection, evaluation, documentation, security, and dissemination of intelligence information. Any officer receiving information or observing activities that are criminally suspicious or potentially

threatening to homeland security must notify an on-duty supervisor, fully document the event or activity in a Preliminary Report or Information Report, and notify and forward the information to the CID. The lieutenant will then evaluate the information and if necessary establish a departmental file, launch a full investigation, and notify the Criminal Investigation Division commander and any other appropriate agencies or authorities. The lieutenant is responsible for the ongoing evaluation of information and for semi-annually reviewing all files and documenting the purge of any information that no longer meets the agency definition of criminal intelligence. The lieutenant also conducts a documented annual evaluation of the intelligence files and the intelligence policy and procedures.

Alex English has been the agency's crime analyst for eight years. He has a graduate degree in GIS Sciences and has attended a number of training opportunities and conferences on GIS mapping and crime analysis. Using all available agency resources, including the computer aided dispatch system, ESRI mapping software, databases, and spread sheets; Mr. English provides the agency with reports on crime trends and mapping of crime activity. Crime mapping is updated every 24 hours and broadcast on the agency network including a constant display by zones on the Operations Bureau "Line-Up Room."

Mr. English has also developed a "zone message board" for use by the zone officers. All of the officers assigned to a zone can enter information which is then available to the other officers of the zone. The information is maintained permanently and is searchable. Officers encountering something in their daily duties can search the board to see if any other officers has ever encountered a similar person or event and connections can be made which have led to probable cause for arrests.

Natalie Massey was previously worked part-time in victim assistance but in August of 2013 became the investigative assistant in the CID. In this new role she serves as a research resource to the CID staff. She has a degree in psychology and has received in-service training on technology including Cellebrite and Pen-Link mobile data forensics software. She attends the CID morning line-up each day and looks for trends and patterns in crimes, crime suspects, and crime methodology. Working closely with the detectives of the CID and the Alamance County Gang Task Force, she acts as an analyst for information developed by the CID and coordinates the information with Mr. English. Ms Massey is currently researching the development of protocols for using social media as a valid and legal intelligence source and has been reached out to the office of the Commissioner of the New York Police Department for information on that agency's successful model program.

A successful Crime Stoppers Program facilitates and rewards crime tips from community. Tips frequently involve street level drug related offenses which are generally handled by the agency's Community Crime Abatement Team. All agency officers have access to the City's Connecting Burlington Communities program (CBC)

through which resident can report any type of nuisance or social issue that impact quality of life in the community.

Vehicle Pursuits

The Burlington Police Department has a restrictive pursuit policy that limits pursuits to violent forcible felonies, forcible felonies, aggravated misdemeanors, and traffic offenses with a significant public safety threat. The policy includes a pursuit decision matrix that further defines the limitations for each type of offense based on the risk factors associated with the situation.

All pursuits are documented on a critical incident report that is immediately reviewed administratively for policy compliance and identification of any warranted policy change or training needs. The Assistant Chief of the Operations Bureau conducts a comprehensive annual analysis of pursuits each year.

Stationary roadblocks are allowed, but only after all other reasonable efforts have failed or would be impractical under the circumstances. The agency is equipped with and officers are trained to deploy tire deflation devices. There was no use of forcible stop techniques in 2010 or 2012 and only two deployments in 2011.

Vehicle Pursuits

PURSUIITS	2010	2011	2012
Total Pursuits	14	16	11
Policy Compliant	14	15	11
Policy Non-compliant	0	1	0
Terminated by Agency	3	9	4
Accidents	2	1	1
Injuries: Officer	0	0	0
Injuries: Suspect	0	1	0
Injuries: Third Party	0	0	0
Traffic Offense,	11	10	9
Felony	1	4	2
Misdemeanor	2	2	0

Critical Incidents, Special Operations and Homeland Security

The agency has a detailed "All Hazard Plan" for planning and response to incidents throughout Alamance County. The agency found it necessary to execute elements of the all hazard plan rarely during the accreditation period. In 2013 the plan was used as a guide during a multi-jurisdictional drug interdiction program on Interstate 40. In 2011, the department responded to a suspicious package at the Bank of America. In 2010, the agency executed the plan in response to a rare "Snow Event" that crippled the area and impacted the response of first responders.

The Incident Command System is utilized by the agency. The agency trains all personnel annually regarding the "All Hazard Plan." National Emergency Management

System (NIMS) training is provided to all officers and promoted personnel receive the next appropriate level of NIMS training.

The agency has a well equipped emergency operations center (EOC) located on the lower level of the headquarters building. Communications equipment in the EOC includes three dispatch workstations that facilitate the assignment of up to three dispatchers dedicated to the incident. In the event of a county-wide or region critical incident, the primary EOC would be operated by Alamance County and the agency would assign the appropriate personnel to that center while managing internal operations from the local EOC.

Tactical needs are handled by the agency's Special Response Team (SRT) under the command of Captain Wood. The team is staffed by 23 members from across the agency as well as two members of the Graham Police Department, one from the Elon Police Department and one from the Elon College Police. Captain Wood as integrated two tactical medics into the unit and one of those is a member of the Alamance County Ambulance Service. The multi-jurisdictional composition of the agency works well and the SRT is available to each participating agency.

In addition to the basic operator training that each member must successfully complete, and the various specialized training each member receives, the SRT conducts a 12-hour training each month that include weapons proficiency as well as various tactical skills. The team also works and trains with the Alamance County Sheriff's tactical team. The assessors attended an SRT training session at the agency's training facility. On this day the team was training on treating and extracting injured/wounded operators and victims. We were able to interview Assistant Chief Craig Andrews of the Elon Police Department and Sergeant Keith Kirkham of the Graham Police Department, both members of the SRT. Both operators spoke of the excellent working relationship between the agencies. The SRT has been used to execute high risk warrants in both cities and is prepared to assist a wide array of tactical incidents throughout the county.

Internal Affairs and Complaints against employees

	2010	2011	2012
External			
Citizen Complaint	34	27	21
Sustained	4	5	2
Not Sustained	30	22	19
Unfounded	0	0	0
Exonerated	0	0	0
Internal			
Directed complaint	3	5	2
Sustained	2	3	2
Not Sustained	1	1	0
Unfounded	0	1	0
Exonerated	0	0	0

The agency investigates all complaints lodged against agency personnel. Complaints may be received and investigated at the line supervisor's level. If a complaint involves a serious or criminal behavior, the supervisor immediately forwards the complaint to the Chief of Police through the chain of command. The Chief will review and assign the complaint to a captain for investigation. All complaint and internal affair records are securely maintained by the Captain of the Professional Standards Division. The captain generates an annual review of all complaints. The agency publishes an annual statistical summary of all internal affairs investigations on the department's web page.

There were ten investigations that were elevated to the internal affairs level during the accreditation period; three in 2010, five in 2011, and two in 2012.

Complaints and Internal Affairs Investigations

	2010	2011	2012
External			
Citizen Complaint	34	27	21
Sustained	4	5	2
Not Sustained	30	22	19
Unfounded	0	0	0
Exonerated	0	0	0
Internal			
Directed complaint	3	5	2
Sustained	2	3	2
Not Sustained	1	1	0
Unfounded	0	1	0
Exonerated	0	0	0

The agency has a comprehensive personnel early warning system. The identification of potential behavioral issues may be triggered at three levels. The Commander of the Professional Standards Division conducts a quarterly analysis of agency data collected on citizen complaints, use of force reports, injuries sustained by detainees, vehicle crashes, and vehicle pursuits. A supervisor observing negative behaviors may initiate an early warning analysis of an employee. The Chief of Police or his designee may refer an employee for intervention.

Agency directive provides guidance on behaviors indicating that an employee may be a candidate for intervention. The directive also defines seven employee actions cited above that require mandatory intervention should the employee be involved in multiple occurrences of those actions in a 12 month period, demonstrates a discernable pattern of similar actions, or is involved in a sustained complaint of excessive use of force. In 2013 the agency acquired a specialized software suite, Guardian Tracking, for improved tracking of actions triggering early warning intervention.

Intervention includes the development of a performance improvement plan developed by the supervisor with input of the employee. The plan may include remedial training in the area of the unacceptable behavior, referral to the Employee Assistance Program,

referral to the City's Occupational Health Program, and transfer from their current assignment, assignment of a field training officer to assist the employee.

Community Involvement

The agency is remarkably engaged in the community. The Community Relation Bureau compliments the patrols shift as the second major function of the Operations Bureau and is comprised of both sworn and non-sworn personnel providing a wide range of services and community outreach under the command of Captain Slaughter.

Six officers are assigned as drug abuse resistance education (D.A.R.E.) and school resource officers (S.R.O.). Three D.A.R.E. officers teach over 1,400 students in the 5th and 7th grades at ten public and three private schools. The D.A.R.E. officers also coordinate a number of D.A.R.E. related events throughout the community. Three S.R.O. officers are assigned to the high school and two middle schools. In a proactive school safety initiative, the four traffic safety officers begin and end their duty days at the elementary schools, overseeing the safe arrival and departure of students.

The Community Policing Unit is comprised of a staff sergeant and three two-officer teams assigned to specific areas to address problems and quality of life issues. The unit meets with crime analyst Alex English once a week to review any issues in the area and create solutions. As an example, in response to repeated complaints of speeding in a neighborhood, the officers obtained city funding for the installation of "speed tables" to slow traffic and resolve the issue. In another example, these officers recognized that Eva Barker Park in the troubled Beverly Hills area was no more than a bare field with no activities for children. They developed a presentation for the City Council and received \$45,000.00 in funding to develop the park which was completed in October, 2011. The officers are currently preparing for "Cops Care" a one day shopping event at Wal-Mart for up to 75 children in need.

Mr. Granville Simmons manages the agency's many community outreach partnerships, and serves on the boards of many community organizations, only a few of which include the Juvenile Crime Prevention Council that coordinates the efforts of community organizations and local government in preventing juvenile crime and taking intervention in high risk behaviors; the Eastbrooke Apartment Complex where agency officers and staff participate in community events including a domestic violence awareness programs; Alamance Partnership for Children, that focuses on the needs of children under five years of age, and a reduction of child neglect and abuse; the Alamance Department of Social Services; the Centro La Cominidad, a grassroots organization providing resources to the Hispanic community and alleviating community fears of the police; the COPS Advisory Board of 22 diverse members from across the community; and, the Community Advisory Council for Mental Health of Cardinal Innovations, a mental health provider, that holds its monthly meetings at the police department.

Staff Sergeant Greg Turner is a reserve police officer who previously retired from the agency and returned in a part-time role to conduct crime prevention activities. SSgt. Turner and officers of the department conduct security surveys of residences and business throughout the city. In addition, Officer Turner is trained to conduct security assessments using Crime Prevention Through Environmental Design (CPTED) and is currently working with the local Wal-Mart store which is undergoing remodeling.

The agency has 52 "watch groups" of ten or more members registered in the Community Watch Program. Officer Turner also meets with crime analyst Alex English to determine the need for additional groups based on crime trends and to develop information for dissemination to the groups and has established a goal of 60 groups in 2014. Officer Turner maintains communications with the watch group contacts using email and telephone to alert them to crime trends, department activities, training opportunities, and meetings. The City of Burlington participated in National Night Out at 21 locations throughout the city, primarily involving the watch groups. The police and fire departments as well as city officials attended the various functions with the zone officers visiting the events in their respective zones.

In 2013 the agency initiated a ride-along program in which members of the community have an opportunity to interact with officers, and the agency has an opportunity to demonstrate transparency. The agency also recently inaugurated a Citizens Police Academy and the first class of 25 citizens will graduate this month with a new understanding of the agency and a new relationship with the officers. The assessors met two of the citizen students, John Oats and Ramona Allen, who expressed their appreciation of the program and a desire to become more involved in the department.

A unique Junior Police Academy program has been sponsored by the agency since 1996 and is now a collaborative effort with the Graham Police Department, Alamance County Sheriff's Department and the Alamance-Burlington School System. The four-week program is held each summer at the Basic Law Enforcement Training Center and is staffed by 22 volunteers supported by an abundance of community sponsorship. Over 600 high risk middle school students have been referred to the program by teachers and others seeking to intervene in behavior before the students are involved in the juvenile court system. Although data on the success of the program is purely anecdotal, one graduate of the program is today a Burlington Police Officer.

The agency's victim assistance program is a unit of the Special Victims Unit in the CID. The unit is staffed full-time by Ms Patricia Reyes-Farmer, a certified Victim Services Provider, supported by Mrs. Dixie, a dedicated volunteer. Both of these women demonstrated a passion for assisting victims. Ms Reyer-Farmer attends each daily CID briefing. The victim assistance function includes contacting the victims of crimes, including the victims of inactive reports which may not be assigned for investigation, providing a personal and professional link between the agency and victims and ensuring that victims are aware of their rights as victims. Services provided include transporting victims to meetings with the district attorney and to court, serving as a

companion to victims in court, translating for Spanish speaking victims, providing referral for additional services, and assisting victims in seeking compensation or restitution.

The agency is a full partner in the Family Justice Center of Alamance County that facilitates coordination of services for domestic abuse victims under one roof. Nine local agencies provide services through the center including the Burlington Police who staff their office daily with a detective or victim assistance professional. Other partners include the Family Abuse Services, North Carolina Horizons (a substance abuse service for women and children), Alamance County Sheriff's Department Domestic Violence Unit, Department of Social Services Income Services, Child Protective Services, the District Attorney, Legal Aid, and a therapist. Director Cindy Brady advised that the Center has provided the agency with training regarding coordinated community response, evidence collection, best practices for dealing with domestic abuse, and the County's electronic protective orders. She stated that the Burlington P.D. protocols for handling domestic violence are excellent model policies for other agencies.

Detainee and Court Related Activities; Auxiliary and Technical

Temporary Detention

The agency does not operate a holding facility and is not responsible for any court security function. The agency temporarily detains arrestees only during the booking and bonding procedure but all detainees are promptly released on bond set by a magistrate or transferred to the Alamance County Jail. The detention area is secure, clean, and well equipped. Dispatchers monitor and record the area on closed circuit TV. There are dedicated areas for conducting alcohol breath testing and for conducting same-sex strip searches when authorized by a supervisor based on reasonable suspicion. There are three temporary detention/interview rooms but detainees may never be left unattended in the detention rooms for longer than 15 minutes.

Property and Evidence

The Identification Unit is responsible for the agency's property and evidence control and is a component of the Operations Bureau. The identification Unit is supervised by Lori Oxendine, a civilian who serves as the agency's evidence custodian and reports to the Captain of the Professional Standards Division. Ms Oxendine supervises two civilian technicians both of whom process crime scenes and handle evidence and property.

During 2011 the agency expanded the number of officers in the field who are trained and equipped to process routine crime scenes. Each patrol team now has at least one officer whose ancillary duties include crime scene investigator (CSI). Each CSI trained officer has a kit that includes basic crime scene equipment for photographing and diagramming scenes, lifting latent prints, and collecting and packaging physical and

DNA evidence. CSI training has been provided by both the Identification Unit and outside sources.

The agency currently controls 28,917 pieces of evidence or property secured in four areas. The agency processed an average of 7,500 pieces of evidence or property in each of the past three years. All high risk items, including weapons, drugs, cash, and jewelry, are stored in a secured room within the main evidence room. The agency also utilizes a secure area for oversized items as well as two large cargo containers in a securely fenced area adjacent to the police headquarters that hold items that are to be purged. The agency also has a secure area at the remote training facility where seized vehicles are stored. Access to the evidence and property storage areas is restricted to the Identification Unit staff. Any other person with "a need" to access these controlled areas must be escorted by one Identification Unit staff.

Overnight evidence lockers are provided to secure evidence and property when the Identification Unit staff is unavailable. Additional secure storage for oversized items is also available. The assessors inspected the evidence and property function and found the operations to be in compliance with all applicable standards.

In June, 2010, the agency implemented bar coding of evidence and property and added the third staff member to the Unit. Since implementation, the staff bar coded all new incoming items. Items stored prior to the implementation are being bar coded as time permits and approximately two thirds of the stored items have been labeled thus far.

North Carolina statutes require that all items of evidence from unsolved felony cases be retained for twenty years. In 2011 the Identification Unit staff conducted a complete audit of every piece of evidence and property. The staff distributed disposition requests to each officer connected to items of evidence or property. They also implemented a process of acquiring and adding court case numbers to evidence in order to better track the court disposition of cases and expedite the prompt disposal of evidence and property. The agency has established a goal to reduce by 2015 the overall storage of evidence and property to less than 20,000 pieces.

Ms Oxendine was promoted to the position of evidence custodian in May, 2012, when the long time custodian retired. Upon the change of custodian, a joint audit was conducted including 1,013 of the 7,576 pieces "high risk" items as defined by agency policy. No discrepancies were detected.

All required inspections and audits were properly conducted and documented. In addition to inspection and auditing the overall evidence function, agency directive requires that at least 20 items of high risk evidence or property is inspected during the semi-annual inspections, and at least 110 items, at least 50% of which will be high risk items will be audited during the annual audit.

The agency has four canine teams, each with a dual purpose canine trained and certified in patrol and narcotics detection. The Identification Unit securely stores

various types of drugs used for canine training. The samples are from cases that have been disposed of and in which court orders have been obtained authorizing the agency to maintain the drugs for canine training purposes. Canine officers must sign out the drugs which are weighed by the Identification Unit staff. After using the samples, the drugs are weighed again in the presence of a sergeant and are returned to the Identification Unit or secured in an overnight evidence locker. During 2012 the agency implemented an additional bi-annual audit of the drug samples used for canine training.

H. Applied Discretion Compliance Discussion:

This section provides specific information on standards found to be in compliance after on-site “adjustments” were made. Adjustments may include modifying agency policies and directives, creating documentation, and an alteration of the physical plant.

The section does not apply.

I. Standards Noncompliance Discussion:

This section does not apply.

J. 20 Percent Standards:

CALEA agencies must be in compliance with at least 80% of applicable other than mandatory (O) standards. The agency is free to choose which standards it will meet based on their unique situation.

The agency was in compliance with 100% of applicable other-than mandatory (O) standards.

K. Future Performance / Review Issues

This section reports on directives that appear to meet the intent of standards but the directives initial established time line for completion of required activities has not be met (“wet ink”). These requirements are reported to emphasize that these activities must be completed in the appropriate time frame. Do not list standards assessed as Applied Discretion.

This section does not apply.

L. Table: Standards Summary:

	TOTAL
Mandatory (M) Compliance	312
(M) Noncompliance	0
Waiver	0
Other-Than-Mandatory Compliance	77
(O) Noncompliance	0
(O) Elect 20%	0

Not Applicable	<u>92</u>
TOTAL	481

M. Summary:

Throughout this assessment, the men and women of the Burlington Police Department demonstrated both their compliance to the standards of accreditation and their application of the accreditation process to better serve the community and their law enforcement partners. Throughout the assessment, every officer and staff member encountered was professional, open, and excited to assist in the assessment.

Accreditation Manager Kim Biebel assembled well organized and well thoroughly documented accreditation files that demonstrated compliance for those standards we reviewed off-site. Agency files and personnel demonstrated compliance with all applicable standards. There were no applied discretion or non-compliance issues. Ms Biebel did an outstanding job of preparing both the assessors and the agency for this gold standard assessment

Through interviews, meetings, presentations, ride-alongs, and line-ups (roll-calls) the assessors interacted with 74 agency personnel and volunteers, all demonstrating their professionalism and dedication to their community. Nine community outreach interviews included representatives of local government, law enforcement partners, social service providers, educators, and community groups, all of whom praised the agency as professional and involved in the community. There was a consensus of support for Chief Smythe and the agency.

Public input into the assessment included one letter of support, ten telephone callers, and a public session attended by 30 members of the community, including 21 who addressed the assessors. Comment was offered by residents, law enforcement and community partners, the news media, and most notably the Chief District Court Judge and two District Court Judges of the Alamance County District Court. All of the public comment was in support of the agency, many citing personal experiences in which members of the agency have provided service or professional support to them.

The agency conducted a citizen survey in 2012 using both a variety of print and electronic media to reach a diverse cross section of the community. While the survey response was small, the majority of the respondents indicated a feeling of safety and general satisfaction with the performance of the agency.

On the afternoon of December 4, 2013, the assessors conducted an exit interview with Chief Smythe and his entire executive staff during which the assessment findings were discussed. The staff who expressed their appreciation of the accreditation process as a means professionalizing their agency.



John Foster

Team Leader
December 14, 2013