

**The Commission on Accreditation
for Law Enforcement Agencies, Inc.**



**Assessment Report for the
Cornelius (NC) Police Department**

2010

**Town of Cornelius (GA) Police Department
Assessment Report
October, 2010**

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A. Agency name, CEO and AM

Cornelius (NC) Police Department
21440 Catawba Avenue
P.O. Box 299
Cornelius, North Carolina 28031

Benson "Bence" Hoyle, Chief of Police

Jeff W. Ramsey, Captain and Accreditation Manager

B. Dates of the On-Site Assessment:

July 31 – August 3, 2010

C. Assessment Team:

1. Team Leader: James E. CARMODY
Chief of Police
Wyoming Police Department
2300 DeHoop Avenue SW
Wyoming, MI 49509
(616) 530-7300 Ext-310

2. Team Member: James T. MINKOWSKY
Deputy Chief
Lewiston Police Department
171 Park Street
Lewiston, ME 04240
(207) 513- 3137 Ext-310

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

Karen Shepard

First reaccreditation, B size (70 personnel; authorized 52 sworn and 18 non-sworn)
5th edition Law Enforcement Accreditation

The agency uses the Cace – L accreditation software containing CALEA standards.

E. Community and Agency Profile:

1. Community profile

The town of Cornelius, North Carolina, is the second youngest incorporated town located in Mecklenburg County. Founded in 1893, but not incorporated until March 4,

1905, the Town's origin began over a dispute on weighing cotton.

According to historical records, there were two thriving cotton firms, located in the town of Davidson; however, they disagreed on whether an official town cotton weigher should be appointed. After a heated election was held and legislation enacted, a town cotton weigher was hired and the firm which opposed the appointment decided to relocate much of its operations just south of the Davidson town limits where modern day Cornelius is located.

The success of the cotton purchasing business later inspired the owners to construct a cotton mill where raw cotton could be converted into cloth. Lacking the needed capital to make the idea a reality, the mill planners sought out Mr. Joseph Benjamin Cornelius (1833-1914), a local business owner, who supplied the needed investment and the mill was opened. Although the Town was originally incorporated as 'Liverpool', the Town's name was soon changed to Cornelius to honor J.B. Cornelius who was the principal stockholder in the cotton mill.

The damming of the Catawba River to create Lake Norman was as influential as the cotton industry to the town's development and growth. In 1963 Duke Power created Lake Norman and provided the area with recreational opportunities and a source of hydroelectric power. The formation of Lake Norman also provided the area with choice lakeside property. Today Lake Norman is ringed by thousands of private homes that range in the multi-million dollar price range, and house dozens of local and National celebrities and corporate CEO's. The Lake also provides a significant policing challenge for the Cornelius Police Department (CPD), which will be elaborated on later in this report.

Cornelius operates as a council-manager form of government; that is, the Board of Commissioners establishes the Town's policies which are carried out by the Town Manager and Staff. The Town of Cornelius Mayor and Board of Commissioners are elected during non-partisan elections held in odd-numbered years, and serve for two (2) year terms.

2. Agency profile.

The CPD is organized into four major divisions; Administration, Field Operations, Support Services, and Communications. The Administration Division is responsible for the overall operation of the Department, fiscal management, and planning and analysis. The Field Operations Division includes the Uniform Patrol and Investigations Units, and is responsible for investigating and providing a fundamental response to incidents of crime. Support Services provides a variety of services that support the Field Operations Division and strengthen relationships and partnerships in the community. Support Services also provides the public with Animal Control and Code Enforcement services. Communications provides enhanced 911 dispatching to Cornelius, Huntersville, and

Davidson College Police Departments and is one of 128 Primary Public Safety Answer Points (PSAP) in North Carolina.

The CPD's total annual operating budget for FY2010 is \$3,748,347. In addition, the operating budget for the Communications Center is \$682,389, while Animal Control operates currently on a budget of \$110,812. The agency is able to offset some general fund expenditures through grants, drug asset forfeitures, and other sources of revenue, which totaled more than \$300,000 in 2009.

3. Demographics

The CPD recognizes the need to recruit and hire minorities and other members of protected classes. However, the efforts to recruit qualified candidates in these categories are limited due to a significantly low number of ethnic minority applicants, and the competition from other surrounding police agencies in and around the service area.

The agency is an Equal Opportunity Employer, and has a current Affirmative Action Plan last visited in 2008. Most recently, according to Major Dave King, the agency reported that all recruiting objectives have been based on the agency's Affirmative Action Plan, and indicated that progress has been made toward the objectives over matching or exceeding the community's minority workforce representation, now reported at 21%. Although there are some signs that the community population is becoming more diverse, the pool of qualified minority candidates remains very small.

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

	Service Population		Available Workforce		Current Sworn Officers		Current Female Sworn Officers		Prior Assessment Sworn Officers		Prior Assessment Female Sworn Officers	
	#	%	#	%	#	%	#	%	#	%	#	%
Caucasian	18,973	86	58	84	44	85	4	7	33	87	4	11
Afr-Amer.	1,432	6	6	9	4	8	1	2	3	8	1	2
Hispanic	851	4	3	4	2	4	1	2	1	2	0	0
Other	839	4	2	3	2	4	0	0	1	2	0	0
Total	22,095	100	69	100	52	100	6	11	38	99	5	13

Nevertheless, the CPD has worked hard in its recruiting efforts during this assessment period, especially in regards to the hiring of female officers (6), or 11 % of the sworn workforce.

4. CEO biography

Chief Benson "Bence" Hoyle was appointed Chief of Police of the Cornelius Police Department, January 1, 2007. Chief Hoyle came to Cornelius with more than 30 years of law enforcement experience, with at least half of that time serving as a police chief with other North Carolina police agencies, most recently with the Mount Holly Police Department. The Chief also spent a short time in the private sector, working in the information and technology field. Having experience in both the public and private sectors, Chief Hoyle possesses a unique perspective on how the economy is affecting the CPD, and how customer service is of paramount importance to the future of the CPD.

Along with an extensive police and business background, the Chief also possesses some impressive academic credentials. Chief Hoyle graduated from Western Carolina University with a Baccalaureate Degree in Science, and a Masters Degree of Justice Administration from Methodist College. To round out his academic achievements, the Chief has completed a number of other advanced management programs, through some of the Country's most prestigious schools like, the University of Louisville and the University of North Carolina. Chief Hoyle also holds an Advanced Law Enforcement certificate from the North Carolina Department of Justice, its highest achievement award.

5. Future issues

Chief Hoyle is a stalwart supporter of community policing and takes a personal interest in maintaining a very positive relationship between the CPD and the citizenry of Cornelius. The Chief recognizes that maintaining the balance between guaranteeing a high quality life for the residents of Cornelius, while serving an ever growing diverse population provides significant future challenges. To that end, the Chief has made it a priority to hire staff that represents the community demographics.

The Chief firmly believes that the economy will continue to offer challenges to the CPD regarding staffing levels and equipment. The Chief encourages members of the CPD to be innovative in service delivery efforts, and allows all personnel to have a hand in the budget preparation through the development of agency goals and objectives.

One of the biggest challenges facing the CPD in the immediate future is the possibility of taking over the police responsibilities for the Lake Norman Shoreline within the agency's jurisdiction. As it stands now, the agency is able to put a small boat in the water when an emergency arises, but daily patrols are provided by the Charlotte-Mecklenburg Police Department (CMPD). Although the agencies have a great working relationship, budgetary restrictions have caused the CMPD to cut back on the Marine Unit's patrol hours. If there is an emergency on the Lake, response time for the CMPD may be protracted due to personnel having to be called into service. The Chief has forwarded a plan that will provide almost immediate emergency response to such calls

for service, along with providing the needed lake-side coverage to the residences, that the CPD currently cannot provide.

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 public information session was held on Monday, August 2, 2010 in the Town of Cornelius' City Council Chambers, located in City Hall at 21445 Catawba Avenue Cornelius, NC. The session started promptly at 5:00 PM and was concluded at 6:00 PM. There were four (4) speakers in attendance, along with four (4) CPD staff members. All four (4) speakers were from the community at large, and all spoke in support of the CPD receiving reaccredited status through the Commission.

One of the speakers, a residing Judge and long term City resident, gave an impassioned presentation on how Chief Hoyle and the CPD staff have worked hard to establish a strong community bond, based on mutual respect, amongst all of Cornelius's residential and seasonal population. The Judge also complimented the CPD staff for the thorough and professional handling of a criminal investigation where the Judge was the victim in a property crime.

Also present was a graduate of the CPD's Citizen Academy who spoke on how willing CPD officers are, to go out of their way to aid the residents they serve. The speaker also wanted the Team to know how valuable the Citizen's Academy is, and how it changed the speaker's perspective on the police service in general. The two other speakers, both from the business and tourism community spoke to the caliber of professionalism demonstrated daily by the CPD staff. Again, strong community relationships were the focus of the speaker's accolades. One speaker, a minority business owner also complimented the CPD on working closely with the African American community to continue to build positive relationships.

b. Telephone Contacts

The CPD arranged to have a secure telephone line available for the Team in the onsite assessment workroom. The agency had announced, through local media outlets, that the assessors would be available for telephone calls on Monday, August 2, 2010 between 1:00 PM and 4:00 PM. During the call-in session, the Team did not receive any telephone calls.

c. Correspondence

The Team did not receive any correspondence regarding the onsite assessment.

d. Media Interest

The agency provided two newspaper articles, from two local publications, which were published in advance of the onsite assessment. Both articles outlined the assessment process and provided the reader with information on both the public hearing and call in sessions. There were no media contacts made by the Team during or after the onsite assessment process.

e. Public Information Material

The agency produced and distributed an informative media release packet as part of the agency's media plan. The release contained information on the onsite assessment process, the members of the Team, and the dates and times of both the public hearing and telephone call-in sessions. These public announcements were also published in Spanish for the non English speaking residents, as well. These notices were posted on the Town of Cornelius website, in public access areas of other City facilities and mailed to numerous community, business and educational locations.

f. Community Outreach Contacts

The Team made a number of inquiries relating to local public events that may be underway during the onsite assessment. The CPD did provide one opportunity for the Team to attend a regularly scheduled Town Council meeting. The Mayor introduced the Team and then asked the Team Leader to make a few brief comments to the Council and to those in attendance. One Council member spoke about his support for the CPD to receive reaccredited status and commended the agency for its hard work in preparation to the onsite.

The Team Leader also had an opportunity to interview two of the CPD's civilian volunteers, Jackie Biddle and Diana Rochester. These and many other volunteers provide nearly 2,000 hours of volunteer time working in data entry, community events and agency equipment maintenance. Both volunteers spoke highly of the CPD staff and leadership, and were proud to be a part of the organization.

G. Essential Services

Law Enforcement Role, Responsibilities, and Relationships and Organization, Management, and Administration. (Chapters 1-17)

The CPD requires all newly hired personnel to swear to, and abide, by two (2) oaths. One (1) for the Town of Cornelius, the other is the standard Oath of Ethics. Agency staff members are constantly reminded of their commitment to the people they serve. The CPD consistently demonstrated that they meet, or at times exceed, all of the applicable standard requirements for time sensitive reports. Agency forms are reviewed at least annually and updated as needed. Employees are given an opportunity to offer any suggestions to updating any of these forms, before the audit is complete. Reports and analyses were also current. Time sensitive reports presented were of the highest quality, and would rival any professionally produced reports. The agency utilizes a comprehensive tracking method for all time sensitive reports, which indicates who is responsible for the report and when the report is due.

The agency maintains an ongoing strategic plan which extends forward, five years and is updated every year. Goals and objectives are reviewed for success or failures on an ongoing basis. The agency involves all staff in the formulation and development of their annual goals and objectives. The final product is made available to staff through either hardcopy, briefings, or electronically. Underlying the greatest number of goals and objectives is the agency's focus towards continuing and expanding community policing efforts.

The CPD's policing authority is governed under North Carolina General Statutes and Town of Cornelius ordinances. Chief Hoyle receives his charter as police chief through these same laws and statutes.

All CPD personnel take and abide by an Oath of Office and an Oath of Ethics. To that end, the agency also provides training, which focuses on career survival as it relates to Ethical issues. The agency used a training curriculum which addressed Truth or Consequences Training Standard Issues, and Positive Ways to be Successful, during its biennial training. This training curriculum centers on honest and ethical decision making and the outcomes, if such characteristics are not followed. CPD Mission, Vision and Value statements are vividly displayed throughout the building, and are incorporated into many of the agency's reports and analyses.

Bias Based Profiling

The agency guarantees that the constitutional rights of the citizen's of Cornelius will be respected during times of investigative stops and detentions. When in custody, detainees are offered a waiver of rights prior to interrogations. In 2001 the Town of Cornelius issued a formal proclamation that the CPD will not prescribe to, nor tolerate, any form of biased based policing (BBP), or racial profiling, by any of its employees.

At times, the agency does deal with a significant traffic volume as a result of its proximity to the Lake Norman recreation area and Interstate 77, which nearly cleaves the Town in half. As a consequence, the agency conducts a significant number of traffic stops per year. On average, more than 2,000 stops are made annually, but drivers are given warnings, as opposed to citations, more than 50% of the time. Based on the graphs below, minority drivers were given warnings with greater frequency than other drivers, sometimes by as much as a two-to-one ratio.

Traffic Warnings and Citations 2007

Race/Sex	Warnings	Citations	Total
Caucasian/Male	377	532	909
Caucasian/Female	286	367	653
Afr-Amer./Male	46	35	81
Afr-Amer./Female	40	40	80
Hispanic/Male	10	28	38
Hispanic/Female	2	12	14
Asian/Male	6	5	11
Asian/Female	5	5	10
OTHER	8	11	19
TOTAL	780	1,036	1,815

Traffic Warnings and Citations 2008

Race/Sex	Warnings	Citations	Total
Caucasian/Male	912	669	1,581
Caucasian/Female	727	487	1,214
Afr-Amer./Male	109	48	157
Afr-Amer./Female	75	40	115
Hispanic/Male	25	16	41
Hispanic/Female	6	10	16
Asian/Male	9	6	15
Asian/Female	7	8	15
OTHER	12	17	29
TOTAL	1,882	1,301	3,183

Traffic Warnings and Citations 2009

Race/Sex	Warnings	Citations	Total
Caucasian/Male	764	566	1,330
Caucasian/Female	489	441	930
Afr-Amer./Male	103	55	158
Afr-Amer./Female	51	33	84
Hispanic/Male	23	40	63
Hispanic/Female	7	14	21
Asian/Male	7	6	13
Asian/Female	7	2	9
OTHER	2	2	4
TOTAL	1,453	1,159	2,612

Data collection is mandated under North Carolina Law (NCGS Section 1, 114-10), and is collected through the agency's Computer Aided Dispatch (CAD) system. The CPD uses a report form, required by the State to track the data, which is then inputted into the agency's CAD system. Officers who make the traffic stops are required to complete the forms for data entry. In the event there are any allegations of BBP, the agency

requires supervisors to respond immediately to any of these allegations or complaints. During this assessment period, there were no BBP complaints filed or recorded by the CPD.

The CPD conducted an exceptional agency workload analysis in 2008, on all organizational units, sections and departments. The agency identifies six positions as specialized assignments; Criminal Investigations Unit, CIU, Bike Patrol, Shore Patrol, Background, FTO, and Training Instructors. The agency posts openings for specialized and promotional rankings, which includes the qualifications required by candidates who compete. The agency uses a number of selection options to include, but not limited to: written, exams, oral interviews and psychological exams.

The agency's ratio of officers-per-thousand residents currently stands at 1.9 officers per. The most current population numbers stand at 22,000, but that number is expected to grow to 32,000 in 2020. Although the CPD staffs a full-time sworn staff of 53 officers, the heavy summer visitor populations require the agency to utilize part-time police officers to augment staffing levels.

The part-time officers are required to be North Carolina certified and must attend the same mandatory training sessions, as do full-time officers. The agency utilizes the same selection process for Reserve Officers, as it does for full-time officer. The agency has not hired any reserve officers during this assessment period. For clarification, part-time officers are paid, while reserve officers are not. However, the reserve officer must meet all the same licensing and training requirements of full or part time police officers.

The agency also uses auxiliary volunteers in various clerical positions throughout the Department. Several regular volunteers work in the records Section inputting data in the computer system. They are also utilized at the agency front desk and fingerprinting of children or citizens for employment background checks.

Use of Force

The CPD requires all of their officers to report every use of force (UOF) application beyond verbal commands and including the complaint of handcuff pain. Much like the agency's BBP annual report, the CPD's annual UOF report, is a model of collecting clear and concise data and analyzing this data in a manner which affords the agency an opportunity to make any necessary changes to the issue of force application, or countering offender resistance.

The CPD closely monitors UOF applications and any resulting complaints, which may have resulted from the incident. As the tables on page 10 indicate, the agency has experienced a steady reduction in the number of complaints made against their employees relating to UOF applications, as well as in the total UOF incidents themselves. Some of this reduction in UOF incidents may be attributable to the

decrease in traffic stops for the same calendar years and for a drop in the calls for service as well.

The CPD conducts extensive training in all fields of UOF applications. Currently the agency issues the Glock 40.cal semi-automatic pistol in a number of models, dependent on the officer's assignment, and deploys the Bushmaster.223cal patrol rifle. Less-lethal use of force applications are provided through Oleo Capsicum Spray (OC), Tasers, 37mm Bean bag rounds, expandable batons and 12ga. shotgun less lethal munitions. CPD officers are required to qualify twice each year, with one qualification focusing on daylight shooting scenarios, while the other qualification focuses on low-light level shooting conditions.

Use of Force

	2007	2008	2009
Firearm	5	12	1
ECW ¹	3	2	3
Baton	1	0	0
OC ²	0	0	0
Weaponless	6	0	0
Total Uses of Force	15	14	4
Total Use of Force Arrests	15	14	4
Complaints	1	0	1
Total Custodial Arrests	458	515	412

Only one (1) use of a firearm was recorded during this assessment period, and that was in 2009 for dispatching an injured deer. In interviewing Captain Ramsey regarding the agency's UOF training and recording efforts, it was learned that there were no reported injuries to arrestee's during 2008, and for 2010 year-to-date, as a result of force applications. Given the relatively small number of arrests, UOF incidents are equally few and far between.

However, during this assessment period, the agency reported a significant decrease in the numbers of force applications. From 2007 through to 2009, the number of reported UOF incidents declined by 15 reports to just four (4), a decrease of approximately 74%. Currently there is no pending litigation against the CPD regarding UOF applications.

The CPD has also analyzed force applications as they relate to race and found that 57% of UOF reports involved Caucasians, while only 29% involved African Americans. The greatest number of force reports involved just the reporting of weapons displays, which the agency records as a force application.

Personnel Structure and Personnel Process (Chapters 21-35)

Chief Hoyle believes that the greatest asset of the CPD is its personnel. In the agency's most recent annual report, the Chief praised CPD staff for their dedicated

¹ Electronic Control Weapon

² Oleoresin Capsicum/Chemical spray

service to the Town of Cornelius, but also gives praise to the other half of his crime fighting team – the residents of Cornelius.

Chief Hoyle backs up the praise bestowed upon CPD staff, thorough a comprehensive performance evaluation process. The performance evaluations are specific to each employee's assignment. Employees are given the opportunity to appeal the evaluation within five days of the evaluation. Unsatisfactory and outstanding evaluation scores are justified in a comments section of the evaluation. Supervisors meet with employees for counseling sessions during the evaluation process. Employee development is also part of the counseling session. The agency utilizes five rating criteria: Excellent, Good, Satisfactory, Fair, and Unsatisfactory. All agency personnel receive an annual performance evaluation, while new and part-time employees are evaluated quarterly.

The agency has implemented an employee early warning system as part of its evaluation process. Quarterly assessments are done on all personnel complaints received by the agency, and then an annual review is done on the entire process itself. The CPD has identified eight (8) different categories relating to early warning issues: UOF, Pursuit Reports, Citizen Complaints, Civil Litigation, Vehicle Accidents, Leave Policy Violations, Workers Compensation Claims, and Other. Some early warning issues that resulted in disciplinary actions are covered in the Disciplinary Issues section of this report on page 12.

Grievances

The State of North Carolina is a right-to-work, and collective bargaining agreements are prohibited. However, the Town of Cornelius has in place, a fair and comprehensive grievance process for non-discriminatory grievances. These are grievances that do not have a basis of bias or discriminatory practices.

The Town follows a two-step grievance process. The first step requires a presentation of the grievance within seven (7) days after the occurrence, to the department head for mitigation. If no satisfactory outcome is reached, the employee can then appeal, within seven (7) days, to the Town Manager who will make the final determination on the outcome of the grievance.

Chief Hoyle meets regularly with members of his command and service-level staff, both formally and informally, to discuss any organizational concerns and addresses any potential personnel issues which may lead to grievances. The Chief's personal and proactive approach is commendable, as evidenced by the reporting of only eight (8) grievances for this rating period, with none reported so far in 2010.

Formal Grievances

Grievances	2007	2008	2009
Number	2	3	3

In 2007 there were two (2) grievances filed for policy violation incidents, three (3) grievances were filed in 2008, all related to disciplinary actions, and three grievances were filed in 2009, two (2) of which involved policy infraction. All of the grievances were successfully remedied with none requiring policy changes. All grievance records are kept locked and secured in the office of the Chief of Police.

Discipline

The CPD uses a category classification, or guide, to define the severity of the discipline, which attaches to the misconduct. For example, Category - A is the most severe form of discipline and will result in either a suspension or possibly even a termination, on a first offense, if the offense is severe enough. Category - B is moderately severe, while Category - C is the least severe.

Discipline is handled through delegation of authority to all supervisory personnel to take appropriate disciplinary action when warranted, and the agency holds supervisors responsible for carrying out fair and appropriate discipline. Disciplinary appeals go through the City of Cornelius Personnel Policy.

Personnel Actions

	2007	2008	2009
Suspension	3	2	3
Demotion	0	0	1
Resign In Lieu of Termination	1	0	0
Termination	0	1	2
Other	19	21	3
Total	24	24	9
Commendations	2	1	1

In total the CPD recorded 57 personnel actions during this assessment period. Three employees were terminated due to relationship issues; one employee was terminated for using racial epithets in public and two other serious violations. However, it should be noted that for the past year, the numbers of personnel actions have declined dramatically. It is clear that the CPD provides a higher than average positive service level to the residents of Cornelius.

Recruitment and Selection

The CPD carries out an aggressive and active recruitment program, facilitated through its recruitment committee. The agency's formal recruitment plan is reviewed at least every three years, and adjustments are made as needed. The most recent update and evaluation took place in 2008. Members of the Department's recruitment committee regularly attend job and career fairs, and work to build positive relationships with local students, in the hope of garnering local talent in the future.

The agency utilizes representatives from within the organization, who are bilingual, as part of the recruitment effort. Most recently, the CPD participated in Central Piedmont Community College's Career Networking Fair. The agency also advertises pictorially on the Town's official website with gender, ethnic appropriate representation.

During an interview with Major Dave King, the Major reported that all recruiting objectives have been based on the agency's recruitment plan for 2010. Of special note was the fact that progress has been made toward the objectives over matching or exceeding the community's minority workforce representation, now at 21%

Sworn Officer Selection Activity in the Past Three Years

Race/Sex	Applications Received	Applicants Hired	Percent Hired	Percent of workforce population
Caucasian/Male	97	19	20%	77%
Caucasian/Female	6	3	50%	8%
Afr-Amer./Male	8	2	25%	6%
Afr-Amer./Female	0	0	0%	2%
Hispanic/Male	3	1	33%	2%
Hispanic/Female	1	0	0%	2%
Other	2	1	50%	4%
Total	117	19	22%	101%

Years reported ³ 2007-2009

Population percentage based on⁴ 2000 - U.S. Census

The CPD has a well constructed selection process for new hires. The agency has hired 19 officers in the past two (2) years, and during his interview Chief Hoyle remarked how proud he was of these new hires. As an indication of its concentrated efforts to close the gap on ethnic and gender diversity, the CPD hired three (3) of six (6) female candidates. The agency does not utilize polygraphs in the background phase of the selection process, but does an extensive and thorough background investigation. All employment and hiring records retention requirements are governed by North Carolina regulations. Candidates are kept abreast of all aspects of the process.

Training

The CPD's in-service training program is exceptional. Annually, the agency conducts training courses in firearms, defensive tactics, UOF - lethal and less lethal, and other work related topics. In addition, the agency also conducts in-service or roll-call training throughout the year on legal updates, ethics and other specialized training. Agency personnel also benefit from the training programs offered by its neighboring law enforcement counterparts, or any of the Federal law enforcement agencies located throughout the Charlotte region. The CPD's Training Committee consists of personnel

³ Insert years reported on the table

⁴ Name date and source of population information

who have undergone certified instruction courses in various topic areas. The committee meets annually to lay the groundwork for the next-year's training.

Promotions

The CPD has only one (1) competitive promotional position, and that is for the rank of Sergeant. Points are applied based on seniority, education and experience. The points can be deducted for written reprimands, suspensions or written warnings. An assessment process consists of an oral interview, written test, In-basket exercise and role play. The final score is calculated and submitted to the Command staff. The Chief has the final selection choice, and the list is good for six months. Promotion to the ranks of Major, Captain and Lieutenant are at the prerogative of the Chief, but a competitive process of selection is still conducted.

Sworn Officer Promotions			
PROMOTIONS – 2007-2009			
	2007	2008	2009
GENDER / RACE TESTED			
Caucasian/Male	9	4	2
Caucasian/Female	0	1	0
Afr-Amer./Male	0	0	0
Afr-Amer./Female	0	1	1
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0
GENDER/ RACE ELIGIBLE AFTER TESTING			
Caucasian/Male	9	4	2
Caucasian/Female	0	1	0
Afr-Amer./Male	0	0	0
Afr-Amer./Female	0	1	1
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0
GENDER/ RACE PROMOTED			
Caucasian/Male	3	3	1
Caucasian/Female	0	1	0
Afr-Amer./Male	0	0	0
Afr-Amer./Female	0	0	0
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0

The CPD has only made eight (8) promotions during this assessment period. Of the eight promotions, one was a female promoted to the rank of Lieutenant.

Law Enforcement Operations and Operations Support (Chapters 41-61)

The CPD provides police services to the residents and visitors of the Town of Cornelius, 24 hours a day, seven (7) days per week. The agency ensures continuous patrol coverage and uninterrupted response to calls through two (2), twelve (12) hour shifts. The agency is organized into two (2) platoons, with each platoon commanded by a Lieutenant. Each platoon consists of two (2) squads of four to five (4-5) officers, with each squad commanded by a Sergeant.

Staffing allocation to each platoon coincides with prescribed patrol districts: so as to adequately cover the Town of Cornelius. Officers use uniform road patrol as a means of building a positive rapport with the Cornelius and surrounding Lake Norman community. The officers are obviously well received by the members of the community and will proactively seek out and converse with citizens of every age. While participating in a ride-a-long, Officer Shawn Breitzman described how CPD officers spend significant patrol time checking in on the many lakefront homes and condominiums in the Town, and spoke of how appreciative the residents are to see the officers, especially as often as they do.

The CPD utilizes state of the art mobile data and National Crime Information Center (NCIC) terminals in compliance with all rules, regulations, and guidelines set forth by the FBI, NCIC and other Federal Regulatory guidelines. All agency members utilize departmental laptop computers, which are affixed within the vehicles. The agency provides all officers protective vest and officers are required to wear them at all times. Vests are replaced every five (5) years at no cost to the officer.

Along with the agency's marked patrol fleet, the CPD also utilizes police bicycles and, at times, a small patrol boat. The mountain bikes are used primarily for community oriented policing, around the schools, along bike paths and during special events. Only designated personnel, who have received training from approved certification courses, operate the Department's police bicycles and watercraft. Personnel selected for bicycle assignment are based on criteria set forth by the Chief of Police, and or designee. The agency also utilizes several other specialized patrol vehicles including, battery powered E2 "smart car" for community events and parking enforcement, and a pick-up truck, which is equipped with special compartmentalized box mounted in the truck-bed, which houses animals picked up by the agency's animal control officer.

Along with the patrol force, the CPD has a Criminal Investigations Unit. Detectives assigned to the Unit are required to follow-up on reports forwarded by the road patrol officers; however, patrol officers are encouraged to follow-up on the reports that they take, and investigate the case to the farthest point time will allow. This enhances the officer's investigative and interviewing skills. The agency has a specialized unit to investigate vice and drug related cases. The agency possesses a specially built surveillance van that is used by this special unit, which allows the investigators an

opportunity to get in close to the target they are watching. The unit is equipped with special video and audio recording devices as well.

The agency does not have an actual traffic unit; however, significant resources are dedicated to traffic enforcement and analysis. Based on the agency's Traffic Crash Analysis, and Traffic Enforcement reports, CPD staff are aggressive in traffic enforcement efforts, especially during peak daily and seasonal travel periods.

The agency participates in multi-jurisdictional traffic enforcement efforts, through a partnership with the neighboring Huntersville Police Department. These multi-jurisdictional efforts include seat belt and DUI enforcement. As part of the agency's community policing efforts, the agency provides traffic related materials to the public, such as brochures and other State or locally prepared hand outs, to foster education and voluntary compliance relating to safe driving efforts.

The CPD's Communication Center is well staffed. The staff members of the Communications Center interviewed by assessors were found to be polite and well skilled in the area of emergency communications. The Center is appropriately secured, minimizing unnecessary distractions during communication operations. The center is a modern and fully functional operation, with the ability for immediate playback of radio and telephone calls. Assessors visually verified the security of the facility and equipment, along with the back up generator for the physical facility. The agency provides for, and records, all routine testing and inspections of the center and related equipment. The center re-directs all medical calls to either EMS or Fire Department personnel, depending on the conditions at the scene.

Along with providing emergency communications for the CPD and the Cornelius fire service, the CPD sub-contracts to local agencies. As noted above, it is a full function operation which strictly adheres to its policies and procedures. Staff was courteous and knowledgeable in the roles. More importantly, the staff garnishes the support of the sworn staff which enables smooth and effective dispatching services. Of special note, the agency does not charge for alarm responses or assist motorist calls who are locked out of their vehicles. Chief Hoyle responded to this issue by stating that such responses are part of the CPD's community service mission, and shouldn't penalize the taxpayer any further.

Crime Statistics and Calls for Service

Crime prevention and community involvement is one particular area that the CPD excels in. The agency has an exceptional working relationship with the Cornelius community, facilitated through a large number of community outreach programs. . Some examples of programs and partnerships include: Shred-A-Thon, a partnership with a local shredding company that allows local residents the opportunity to shred personal documents twice per year at no cost; business and residential security risk inspections, coupled with business watch and residential neighborhood watch

programs; Senior Center lunch and Learn, which is an annual luncheon put on for senior citizens where topics such as internet fraud, credit card scams and elderly abuse are discussed; along with a number of other programs aimed at offering community members an opportunity to participate in maintaining an exceptionally high quality of life.

The agency's shoulder patch really says it all with the statement, "Community Policing Driven" emblazoned on the patch periphery. This statement underscores the agency philosophy, which expects all members of the CPD to foster a positive relationship with the community.

Year End Crime Stats

	2007	2008	2009
Murder	1	2	0
Forcible Rape	1	3	2
Robbery	8	0	0
Aggravated Assault	20	10	3
Burglary	2	8	4
Larceny-Theft	274	209	106
Motor Vehicle Theft	18	17	10
Arson	3	2	1

As evidenced by the agency's crime statistics for this assessment period, the CPD has experienced some slight shifts in the crimes reported to the agency. Violent crimes such as murder, rape and robbery are down, and there was a significant decrease in aggravated assault type crimes and property crimes, following most national trends.

Chief Hoyle responds to the question of crime statistics pragmatically. His policy is to not emphasize changes in crime statistics, because there are so many factors that can affect those numbers. The Chief believes that *effective* police actions can, at times, cause crime statistics to be misleading due to the fact that crime statistics are based on *reported* crimes. Instead of using numbers to impress the public, Chief Hoyle points, not to the fact that effectiveness in fighting crime can be successfully measured on a scale, but rather it is measured by the quality of life within the Town of Cornelius, and therefore the CPD is committed to staying involved with community so, as Chief Hoyle states, "... we can get a feel for that."

Vehicle Pursuits

The CPD pursuit policy clearly defines what conditions the officer must consider before initiating a pursuit. The agency's pursuit policy restricts pursuits to those suspects who have committed violent felonies, or pose a serious risk to the safety of the officers, or the public they serve.

The agency reported ten (10) vehicular pursuits during this assessment period. The agency believes that, due to the officer's awareness of liability issues that often arise

from the result of a pursuit, the officers either do not engage or terminate shortly after the pursuit is initiated.

VEHICLE PURSUITS

PURSUIITS	2008	2009	2010
Total Pursuits	6	3	1
Terminated by agency	3	3	1
Policy Compliant	5	2	1
Policy Non-compliant	1	1	0
Accidents	3	0	0
Injuries: Officer	0	0	0
: Suspects	0	0	0
: Third Party	0	0	0
Reason Initiated:			
Traffic offense	5	1	1
Felony	1	2	0
Misdemeanor	0	0	0

In reviewing the agency’s annual pursuit analyses, no specific trends could be identified. CPD pursuits ranged from general motor vehicle violations to more serious incidents resulting from home invasions. Five (5) pursuits were found to be outside of policy and all were addressed thru remedial training. One involved the improper use of a roadblock where deadly force would not have been authorized. The analysis did properly document transgressions, and remedial training, and verification that the policy is still contemporary. The agency reported no media issues and no accidents or injuries were reported.

Critical Incidents, Special Operations and Homeland Security

The CPD has a written plan for disasters, disturbances, unusual occurrences, and mass arrests in emergency situations. Emergency plans for how to respond to specific unusual occurrences are located in the agency’s Emergency Operations Manual; the written directive for emergency mobilization is complete with detailed instructions for various emergency situations. The Incident Command System (ICS) has been written into these plans, and is instructive in utilizing a unified command for outside agencies and jurisdictions, which will be utilized and determined by the nature of the event. Therefore, a transition of command is easily identified and followed. The critical incident section follows the structure of the National Management System (NIMS).

The agency participates in a joint tactical special operations team with the Huntersville Police Department, Special Response Team (SRT). Team members described the criteria for membership to the SRT, which included the selection process, training mandates, and special equipment maintained. The rationale for a joint team exemplifies their mission readiness obligation, fiscal responsibility, and ability to interact with other another agency for a combined mutual goal of being prepared for high risk operations. With the addition of a hostage negotiator, this agency is clearly ahead of the curve with

respect to overall readiness in light of their special populations, which include schools, and other high profile businesses.

The CPD conducted annual training in the following topic areas: Incident Command System, Hazardous materials, and Blood Borne Pathogens. Additionally, the agency conducts monthly inspections of personnel and equipment, and participates in an annual practical exercise using ICS protocols. There were no documented critical incidents during the assessment period, and therefore there were no after action reports. The agency's Multi-Jurisdictional Hazard Plan was completed in 2005, and is being updated in 2010.

Internal Affairs and Complaints against employees

The agency's internal affairs and citizen complaint process was impressive, to say the least. The CPD is extremely proactive in how these complaints are investigated. Included in the agency's web site is a format on how to lodge a complaint, and a detailed explanation on how the complaint process works. It was evident to the assessors that the department strives to maintain community trust and confidence in the agency's ability to oversee and address issues of alleged misconduct. The agency's internal affairs files were thoroughly documented and were stored in a secure area. In examining these files, it was clear that the agency follows the requirements that the complainant be updated "bi-weekly," regarding the status of the complaint that was made. By policy, investigations must be completed within 30 days; unless there are extenuating circumstances exist.

The agency also uses the "Giglio" standard as it relates to employees being honest during internal affairs investigations. In *Giglio v. United States* the Supreme Court extended the obligation to share exculpatory information with the defendant to include information concerning the credibility of government witnesses. Officers disciplined for lying can be disqualified as a witness in a criminal case that the officer investigated, effectively neutralizing the officers' police authority.

Complaints and Internal Affairs Investigations

External	2007	2008	2009
Citizen Complaint	17	9	10
Sustained	1	2	2
Not Sustained	11	5	1
Unfounded	5	2	7
Exonerated	0	0	0
Internal	2007	2008	2009
Directed complaint	27	26	9
Sustained	24	23	9
Not Sustained	1	1	0
Unfounded	1	0	0
Exonerated	1	2	0

Based on the agency's reported internal and externally generated investigations over this rating period, internal investigations far outweighed the complaints generated from outside forces, by two-to-one. Of the 36 citizen complaints, five (5) were sustained while 17 were not, and 14 were unfounded. Internally, of the 62 investigations, 56 of the investigations were sustained, two (2) were not, one (1) was unfounded and three (3) investigations exonerated the employees. Most of the internal complaints related to rules of conduct violations, while others related to vehicular crashes and other performance issues.

The agency applies a measured progressive disciplinary process to correct misconduct up to and including termination, if warranted. Although no specific trends were identified, the agency reported that one (1) employee in 2007 and another in 2008 were identified through the agency's Early Warning System (EWS). The agency currently tracks disciplinary cases through an excel spreadsheet program, developed internally. Both employees received remedial training. In an interview with Captain Kevin Black, the process was explained thoroughly to the assessors. Although the program works fairly well, the agency is considering the IAPro software tracking program, available through private vendors

It appears that, after the first two (2) years of this assessment period, internally generated complaints have dropped dramatically, indicating that the agency's aggressive investigations have proven effective in gaining compliance with staff.

Detainee and Court Related Activities; Auxiliary and Technical Services (Chapters 70-84)

Certainly the best records of compliance are those actions, which are observed during the onsite. To address the issues of arrest procedures and prisoner handling, the assessors were witness to an arrest during the onsite that provided, first-hand, how well the agency handles this aspect of law enforcement services.

This arrest involved locating an individual who had been previously mentioned in the roll-call briefing, as having an outstanding warrant. Prior to the start of the patrol, the CPD officer inspected the rear of the patrol cruiser for contraband or other paraphernalia that may have been missed previously. All CPD cars are equipped with suitable protective barriers between the front and back seats.

Subsequent to the arrest, the detainee was patted down and properly searched for contraband, and was then transported to the temporary processing center at CPD. The officer's firearm was properly secured prior to entering the processing area, and the detainee was processed without incident.

After the initial processing was completed, the detainee was transported to the Charlotte Sheriff's Office for admission into the jail facility. Throughout the lengthy transport (30 minutes), the detainee was treated with respect and professionalism.

Upon arrival at the Sheriff's Office, the transporting officer secured his weapon in the trunk of his vehicle, and delivered the detainee over to County officials. The warrant was physically obtained and the appropriate information was inputted for admissions.

The CPD Records Section is a modern records generating and records keeping facility, which provides accurate and functional records services at all levels. The Records Section area itself was well secured, and all records inside the facility were also properly secured. It should be noted this attention to security was observed in all agency divisions. The agency does have a system which provides for the accurate tracking and retrieval of criminal history files relating to the arrests of individuals by the CPD.

The agency employs a two-party review of all written documentation maintained within the records section. While this extra step has the potential to be time consuming, it is not viewed as a duplication of efforts. Rather, the process verifies the agency's commitment to accurate and well documented reports, and related support information. This involves an initial approval by the field supervisor and subsequent review by administration.

The annual audit is completed on time. Staff is aware of field reporting formats which contribute to good record keeping and gathering of information which may be useful in future cases. As a continued theme of public service, the CPD does not charge the general public for the release of appropriate documentation when requested, and applies a low fee (\$2) to other parties.

Property and Evidence

The agency places a high value on the integrity of its evidence and property control operations. The evidence processing area was well equipped, organized and clean. Each officer of the CPD receives ongoing training in evidence handling and processing techniques. This training is well above the level that the officers may have received during academy training, or field training. Each CPD patrol car and investigative vehicles is well-supplied with evidence collection equipment. In support of those efforts, the agency does have a special operations vehicle for the processing of large crime scenes, including homicides.

The security and inventory of property and evidence, is limited to only two (2) members of the agency ensuring the integrity and accountability of all evidence. Upon inspection by the assessors, conditions within the CPD property room were impressive. The room was clean, well organized, and limited to only those property control officers who are assigned access cards. Property or evidence, which is logged into department control, is done as soon as possible, and no later than the end of the employee's shift. The process of doing so is verified by time and date stamping. A detailed report explaining how property and evidence came under officer's control is written each time, and all property and evidence is properly labeled and packaged prior to storage. In the storage

of property and evidence, extra security measures are used for exceptional and expensive items, along with the secure storage of drugs.

All property and evidence is stored in a designated storage facility and properly secured. The agency also provides for a secure area for larger items which cannot be brought into the physical building. This secure area for larger items is located adjacent to the police building, and is fenced, alarmed and monitored through CCTV systems. Anyone accessing this area must sign in and out on a log located in the property storage facility.

CPD officers and/or the property custodians make every effort to notify the owners of property on a regular basis, to eliminate unnecessary items from being retained by the agency longer than needed, once the case is closed or adjudicated. Final disposition of the property and evidence is accomplished within six months, after legal requirements are satisfied.

Upon inspection by the assessors, CPD property records reflected the status of all property held by the department. All required quarterly, semi-annual, annual or unannounced inspections are conducted by the appropriate staff and properly documented by the person responsible for the property and evidence function. The agency has preparations in place for an inventory of the property and evidence function, when the evidence custodian changes.

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

This section does not apply. There were no applied discretion issues.

I. Standards Noncompliance Discussion:

This section does not apply. The agency was in compliance with all applicable standards.

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.

As testament to the agency's commitment to providing the best possible police service to its community, the CPD was in compliance with 100% of all applicable other-than mandatory (O) standards.

K. Future Performance / Review Issues

This section does not apply

L. Table: Standards Summary:

Mandatory (M) Compliance	292
(M) Noncompliance Waiver	0
Other-Than-Mandatory Compliance	84
(O) Noncompliance	0
(O) Elect 20%	0
Not Applicable	88
TOTAL [Equals number of published standards]	<u>464</u>

M. Summary:

All of the CPD's compliance files were exceptionally well done. The organization of the files and the application of supporting documentation, allowed the assessors to move through the files with little or no problems. Captain Jeff Ramsey and his assistant Lieutenant David Baucom's efforts as the agency's Accreditation and Assistant Accreditation Managers, are certainly commendable. Along with that, Chief Hoyle and the members of the CPD staff should be commended for their support and dedication to this process. As a testimonial to this level of dedication, the agency was in compliance with all Other-Than-Mandatory standards. Along with that, only four (4) files were sent back for maintenance adjustments, along with two (2) files, which required standard status changes.

In comparison to the previous onsite in 2007, the CPD built on what was described as an outstanding agency assessment then, and made noted improvements in the few areas identified in the 2007 onsite. All time sensitive reports were completed within their time limits. For some standards, the agency's time lines for certain reports exceeded the requirements of the applicable standards. Many of these reports, such as the CPD's annual Use of Force and Biased Based Policing reports were done very well.

Remarkably, the agency did not conduct a mock onsite, which again reflects on the level of professionalism demonstrated by CPD staff. Without question, the CPD was very well prepared for this onsite. The CPD was not "just" in compliance with all applicable CALEA standards, it was apparent to the Team that the process was deeply integrated into the everyday activities of all agency personnel. Command staff and service level personnel alike, were well versed in the CALEA process, and demonstrated their compliance daily.

During a number of candid discussions with community members who the Team came in contact with during this onsite, it was apparent that the CPD is very well respected and appreciated by the citizens of the Town of Cornelius. Living by the agency's creed of "Community Policing Driven," seems to have paid off exponentially. As proof, Chief Hoyle's success in asking the community for additional staffing and equipment speaks on its own. This is particularly impressive given the difficult economic times the Town of Cornelius and its surrounding communities are currently experiencing. Along with that, the CPD has also recorded high marks in citizen satisfaction in the community surveys that have been recently conducted.

Overall, the CPD has done a remarkable job of integrating the CALEA standards in the agency's everyday operations. As a twenty-four/seven police operation, the CPD serves a community that is as diverse in economic levels as it is in sociological differences. In all aspects of police service, the CPD exceeds many other departments of the same size, or even larger, when it comes to professional police service. The agency holds itself and its employees to the highest of service standards, relating to community policing principles. The enjoyment of a relatively low crime rate isn't accidental.

The agency works hard to offer aggressive and focused patrols, supported by a significantly competent investigative capability to thwart criminals who venture into the Town. Combine these efforts with a criminal case closure rating of nearly 50%, and it certainly sends a signal to would-be thieves that, perhaps the risks are too great to try and commit a crime in Cornelius. However; holding the agency's staff to the highest of ethical, moral and professional standards also sends a signal to the community that the agency is willing to be transparent and accountable to all who are served, and the agency takes great pride in that feature.

James E. CARMODY
Team Leader

October 19, 2010