

CALEA[®]

THE GOLD STANDARD IN PUBLIC SAFETY



Assessment Report
Cornelius (NC) Police Department

2013



**Cornelius (NC) Police Department
Assessment Report
July 2013**

Table of Contents

Section		Page
A	Agency name, CEO, AM	1
B	Assessment dates	1
C	Assessment team	1
D	Program Manager	1
	Type of Assessment	1
E	Community and Agency Profile	1
	Community Profile	1
	Agency Profile	2
	Demographics	3
	Future Issues	3
	CEO Biography	4
F	Public Information	5
	Public Information Session	5
	Telephone Contacts	5
	Correspondence	5
	Media Interest	5
	Public Information Material	6
	Community Outreach	6
G	Essential Services	7
	Planning and Research	7
	Biased Based Profiling	7
	Use of Force	9
	Performance Management	10
	Grievances	11
	Recruitment and Selection	11
	Promotions	12
	Early Warning System	13
	Mental Illness	14
	Agency Surveillance Program	14
	Patrol	15
	K-9 Program	16
	Vehicle Pursuits	17

	Investigations	18
	Vice and Narcotics	19
	Critical Incidents, Special Operations and Homeland Security	19
	Internal Affairs	20
	Victim Advocacy	21
	Processing and Temporary Detention	21
	Communications	21
	Records	22
	Property / Evidence Control	23
H	Applied Discretion	23
I	Non-compliance	24
J	20 Percent Standards	24
K	Future Performance/Review Issues	24
L	Standards Summary Table	24
M	Summary	24

A. Agency name, CEO and AM

Cornelius Police Department
21440 Catawba Avenue
Cornelius, NC 28031

Benson Hoyle, Chief of Police
Christina Hadlock, Accreditation Manager

B. Dates of the On-Site Assessment

July 28 – 31, 2013

C. Assessment Team

1. Team Leader: Phillip L. Crowell, Jr.
Chief of Police
Auburn Police Department
60 Court Street
Auburn, ME 04210
(207) 333-6650

2. Team Member: Richard Brooks
Captain
4150 Kirkpatrick Lane
Flower Mound, TX 75028
(972) 874-3312

D. CALEA Program Manager and Type of On-site

Maya Mitchell
3rd Reaccreditation, B size (71 authorized personnel: 53 sworn and 18 non-sworn)
5th edition Law Enforcement Advanced Accreditation utilizing the gold standard
assessment model

The agency utilizes the PowerDMS software program.

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.

In 1963, Duke Power created Lake Norman and provided the area with recreational opportunities and a source of hydroelectric power. The damming of the Catawba River to create Lake Norman was as influential as the cotton industry to the town's development and growth. The formation of Lake Norman also provided the area with choice lakeside property. Today, Lake Norman is ringed by thousands of private homes in the multi-million dollar price range and house dozens of local and national celebrities and corporate CEOs. The lake also provides a significant policing challenge for the Cornelius Police Department, due to the complexities of lake patrolling.

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's 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 three major divisions: administration, field operations, and support services. 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 provide a variety of services that support the field operations division and strengthen relationships and partnerships in the community. Support services are also responsible for the Cornelius Communications Center, which is located inside the Cornelius Police Department. Communications provides enhanced 911 dispatching to Cornelius and Davidson College Police Departments and is one of 128 Primary Public Safety Answer Points (PSAP) in North Carolina.

3. Demographics (sworn personnel, service population, available workforce)

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	21,178	85	400,226	58	46	87	4	8	44	85	4	8
African-American	1,408	6	201,677	29	4	8	1	2	4	8	1	2
Hispanic	1,327	5	n/a	n/a	1	2	1	2	2	4	1	2
Other	953	4	84,387	12	2	4	0	0	2	4	0	0
Total	24,866	100	686,290	100	53	100	6	11	52	100	6	12

The Cornelius Police Department is committed to providing equal opportunity employment for all employees and applicants regardless of race, religion, color, sex, national origin, age, disability, or any other non-job related reason. The agency's recruitment plan highlights the areas needing improvement, including the 2% representation of Hispanics, as compared to the service population of 5% and the disparity of sworn female officers of 11%. The agency did hire 25% of the females who had applied to the agency during this assessment period.

4. Future issues (agency and community)

The agency has identified the following as future issues. Both the department and the city are ready to face these challenges through planning, determination, and innovation.

Cornelius has long been known for going beyond expectations for level of service in all town departments. It is the hallmark of the town government that they call the "Cornelius Way". The police department has done its part to promote this philosophy by extending services that most agencies have abandoned, including jump starting cars, unlocking car doors, and helping people with non-police and non-emergency issues, as they have time. In addition, they have empowered employees to take that a step further at times to promote community good will. For instance, they have had officers help an elderly lady with a front door that did not close properly, where the officers removed the door and worked on it with hand tools to get it to close. They also have regularly helped the elderly with things such as programming cable boxes and remote controls, helping them find a service technician for an in-home power problem, and other such tasks.

Cornelius is a very healthy community and continues to grow, however financial challenges remain due to the current economic conditions and a very strong philosophy of working lean and efficient. As such, the chief believes the biggest challenge facing the police department in the future is maintaining the level of service that makes their citizens feel like they are a very small town, while facing the reality that the police

department must change priorities to deal with the increases in crime that come with growth and changing economic conditions.

Furthermore, they continue to take on problems that they see as important to their citizens but are still trying to meet new demands that they must somehow absorb into their existing levels of staffing and funding. They have recently, for example, responded to the lack of law enforcement on Lake Norman, a lake that includes over 75 miles of shoreline in Cornelius, by reassigning support services personnel to lake patrol as needed. They have also increased their narcotics investigations capability ten-fold, again by reassigning support services personnel. This has resulted in a significant decline in community projects and in assigning some support tasks that are administrative in nature to command staff personnel. This results in overloading command personnel with administrative tasks that could be detrimental to their ability to carry out their functions.

While this situation has not been problematic to date, and is hopefully temporary, the concern moving forward is that they continue to increase their service levels, crime and disorder continues to climb, and no further funding becomes available to manage that.

In the short term, the plan is to increase and improve their existing volunteer program and improve their efficiency through individual unit task management to make sure they are getting the most out of the resources they have. However, like all agencies, they must either adapt adequate levels of service or become successful at selling the need for more resources in order to maintain the "Cornelius Way" they have so effectively created and promoted to date.

5. CEO biography

Chief Benson "Bence" Hoyle was appointed Chief of Police of the Cornelius Police Department on 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 Master's 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.

F. Public Information Activities

Public notice and input are cornerstones 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.

1. Public Information Session

On Tuesday, July 30, 2013, a public information hearing was held at the Cornelius Town Hall. Approximately nine people were in attendance, and three individuals chose to speak at the hearing. The speakers were comprised of one law enforcement agency and one business owner. The law enforcement agency shared how supportive the Cornelius Police Department has been as they have been preparing for their first CALEA on-site.

The business owner has had the need to call for the assistance of the police department. He was very impressed with the response of the officers and especially the outstanding service provided by the communications center. He is also a resident in the peninsular neighborhood and shared that there has been several thefts in the area. He and other neighbors had met with the police chief and learned of the surveillance camera system the police department has initiated. Although the department could not allocate a camera to this neighborhood, the neighbors have agreed to fund a camera to monitor the single entrance and exit to the neighborhood. The speaker presented the department with a \$6,000 check to contribute toward the purchase of the new camera. All speakers shared the positive involvement and partnership they have with the Cornelius Police Department. Everyone spoke in favor of the agency receiving reaccreditation.

2. Telephone Contacts

On Tuesday, July 30, 2013, a dedicated phone line for public comment was manned by the assessors between 1:00pm and 3:00pm. The team received one phone call. The caller has had some involvement with the agency in the transitioning of their records management system. He shared that he has found the agency to be very professional. He has been an assessor for CALEA and strongly recommends the agency receive reaccreditation status.

3. Correspondence

The assessment team received one letter during the on-site. The letter was from an area police chief whom expressed his support of Cornelius receiving reaccreditation. He shared how Cornelius is a strong leader within the law enforcement community and is a very professional organization. His agency is currently in the self-assessment phase of CALEA and has relied on Cornelius for support and advice.

4. Media Interest

The assessment team had no contact with the media during the assessment.

5. Public Information Material

The agency's comprehensive public information activities ensured a broad distribution of the appropriate information announcing the on-site assessment and phone session. The public notice was posted throughout the community in prominent areas and was also provided to various media outlets.

6. Community Outreach Contacts

The assessors interviewed business leaders and community members during the assessment. Each of them spoke very favorably of the agency and discussed how involved the department is in its community policing efforts.

Chad Thomas, principal at Bailey Middle School, shared how great it is to have an officer at the school and how the officer's presence deters a great deal of issues. Mr. Thomas is just starting his second year with the Bailey Middle School. Coming from another community, he has been able to compare the level of service provided by the Cornelius Police Department. In other districts, the SRO is in their office most of the time and is called upon if there is a criminal incident occurring. He is very pleased that the officer with Cornelius does not operate that way. The officer is very engaged and is a vital component of the school team. She is involved with meetings with teachers, students, and parents. She also ensures that she is visible and approachable to staff and students. It is a great partnership in ensuring a safe environment for students to learn in.

John Washam, commander of the American Legion, has been a resident of Cornelius his entire life and has seen the department grow over the years. He said the department has always been part of the community by meeting needs whenever it could. All of the new development has required the agency to meet the many new demands. The American Legion has a great working relationship and enjoys being at events with the PD. The agency stores the rifles belonging to the legion to ensure they remain safe and secure.

David Rochester is a member of the Crime Initiative Committee. The committee meets monthly to discuss issues occurring in the community with the chief of police. Mr. Rochester appreciates the relationship the agency has with the committee and he believes it is beneficial. Committee members are able to return to their neighborhoods and give detailed information about the responses to their concerns. He believes it is a plus in building community support for the agency.

Mr. Rochester is also a volunteer for the agency and the president of his homeowners association (HOA). He is a strong supporter of the agency and the manner with which it conducts police business. He is very active with the lake patrol and volunteer activities at the agency. On a personal note, Mr. Rochester credits the agency's communications center and AED equipment carried by agency personnel with saving his life. His heart stopped beating and his wife called 9-1-1; the communication officer and patrol officer were able to re-start his heart within four minutes. He is a strong supporter of keeping

the agency's PSAP location, as he attributes the knowledge of the city and the known location of the closest officer as contributing factors to saving his life.

G. Essential Services

Planning and Research

The Cornelius Police Department provides services to over 25,000 residents in addition to business owners and workers in the community. By 2015, the town's population is expected to increase to over 30,000 residents. In 2035, it is estimated that the town will be completely built out with a total population of between 42,700 and 56,400 residents.

The agency has incorporated their mission, values, goals, and objectives into its strategic plan. Five internal strategic goals have been identified as focus areas:

1. Department growth and organization
2. Crime prevention and reduction
3. Employee enrichment and professionalism
4. Technology
5. Capital improvements

One of the growth areas for the town of Cornelius is the need to expand services provided on Lake Norman. The lake consists of over 77 miles of shore frontage in Cornelius. Continued growth of high value homes and the growth of yacht clubs and public boat launches are demanding police services. Currently, the Charlotte Mecklenburg Police Department is contracted by the county to provide lake patrol. However, the patrol is only part-time and the response time can be nearly thirty minutes. The department is currently proposing the transfer of that contract to its agency. The agency has invested in the equipment and training needed to enhance the services. Currently there are over 60,000 registered boats on the lake in addition to the charter boats. Lake Norman ranks second in the state for total water accidents and first in the state for personal water craft accidents.

Bias-Based Profiling

The agency provides biennial training to staff on bias-based profiling issues. Each year the agency conducts an administrative review of its practices to ensure that bias-based profiling is not taking place.

The agency did not have any bias-based policing complaints during the assessment period. All enforcement action, such as traffic stops, searches, and seizures and asset seizure and forfeitures are based on a standard of reasonable suspicion or probable cause.

Traffic Warnings and Citations

2010			
Race/Sex	Warnings	Citations	Total
Caucasian/Male	1130	1098	2228
Caucasian/Female	769	867	1636
African-American/Male	147	91	238
African-American/Female	82	74	156
Hispanic/Male	32	84	116
Hispanic/Female	12	29	41
Asian/Male	10	9	19
Asian/Female	9	3	12
OTHER	14	12	26
TOTAL	2205	2267	4472

2011			
Race/Sex	Warnings	Citations	Total
Caucasian/Male	658	895	1553
Caucasian/Female	501	672	1173
African-American/Male	81	101	182
African-American/Female	60	70	130
Hispanic/Male	35	64	99
Hispanic/Female	15	22	37
Asian/Male	10	11	21
Asian/Female	10	3	13
OTHER	9	14	23
TOTAL	1379	1852	3231

2012			
Race/Sex	Warnings	Citations	Total
Caucasian/Male	860	928	1788
Caucasian/Female	613	673	1286
African-American/Male	122	94	216

African-American/Female	69	73	142
Hispanic/Male	45	106	151
Hispanic/Female	18	39	57
Asian/Male	14	14	28
Asian/Female	17	8	25
OTHER	18	19	37
TOTAL	1776	1954	3730

Hispanic is not considered an ethnicity in the state of NC. North Carolina considers White, Black, Native American, Asian, and Other for races. The issuance of warnings and citations is within the service populations percentages indicating no biased enforcement.

The Cornelius PD has a three member traffic unit, which currently includes a sergeant and two officers. This unit is responsible for traffic related enforcement and accident investigation. The members have advanced accident investigation training and are on-call to respond to all serious and fatality accidents. They are well equipped to present thorough investigations and reports of these collisions.

The unit responds to traffic complaints from citizens and researches the problem and provides a response to the complainant. They also utilize a speed sign that is portable and can be placed on most any pole. The sign collects speed data and helps the unit narrow down problem areas to targeted times making them more effective in their response to these complaints.

During this assessment period, the traffic unit was reduced by two officers who were funded through a grant and did only enforcement, as directed by the grant. This loss caused a significant drop in the warning and citation numbers in year two. They are normalizing somewhat in year three, as the unit adjusts to the reduced staff.

Use of Force

The Cornelius Police Department recognizes and respects the value and special integrity of each human life. A careful balance is required to protect the welfare of the public and enforce the laws vested in the agency. It is the policy of the agency to only use force which is objective and reasonable to effectively bring an incident under control while protecting the lives of the sworn members and the citizens.

All sworn members are trained in use of force procedures and policies prior to the issuance of any deadly or non-deadly weapon. Proficiency is demonstrated before acting in any on-duty capacity. In-service training is conducted annually, which includes policy review and qualifications for firearms. Less lethal weapon training are instructed annually by a certified instructor.

All members must immediately report every use of force incident to their immediate supervisor. The requirement to complete a use of force report is clearly outlined in the policy and is strictly monitored. A review system is in place which requires the report to be reviewed and approved by designated supervisors within the organization, including the appropriate commander.

Use of Force

Type of Force Used	2010	2011	2012
Firearm	4	10	8
ECW	2	6	2
Baton	0	0	0
Oleoresin Capsicum	0	0	0
Weaponless	0	4	5
Total Uses of Force	6	20	15
Total Use of Force Arrests	5	14	12
Complaints	2	0	0
Total Custodial Arrests	763	694	644

The reduction in custodial arrests is as a result of staffing shortages. These shortages reduced the number of officer initiated incidents. During this assessment period the agency hired twelve sworn officers. The use of firearm includes eighteen occurrences when an officer displayed their firearm at a suspect and the remainder of the incidents involved the dispatching of wildlife.

Performance Management

The agency recognizes the importance of a performance management program, which is a working document for an employee and the employer. The program identifies core competencies which include job knowledge, performance, productivity, and initiative.

The agency's salary increases are determined on merit based increases. The evaluation is used to determine the success of the staff's performance. The agency should consider including the department's goals into the evaluation and should establish benchmarks for the staff achievements in working toward those goals. An identified area for improvement in the strategic plan is the enrichment of personnel. A section of the evaluation could include the career development outlined for the position the staff member holds. This improvement will assist in the goal to enhance the environment that fosters the capabilities of each employee and enhance the organization's professionalism and build upon the community trust.

Personnel Actions

Type of Action Taken	2010	2011	2012
Suspension	6	4	7
Demotion	1	0	0
Resign In Lieu of Termination	0	2	1

Termination	2	3	0
Other	13	14	12
Total	22	23	20
Commendations	1	3	4

Personnel actions appear to be consistent. The agency should consider increasing the commendations issued to staff to include supervisor contact sheets, which identify recognition of service by staff indicating outstanding performance.

Grievances

The agency complies with the policy relating to grievance procedures for all employees. The procedures are designed to allow and encourage the resolution of all employees' grievances at the lowest level in the organizational structure in an expedient manner. Grievances are reviewed and a decision is made by the chief of police. If an employee is not satisfied with the decision made by the chief, he or she has the right to appeal to the town manager for determination.

Grievances are records determined to be sensitive in nature and require proper handling and control of all materials. Therefore, all materials filed are maintained by the chief of police.

Grievances

	2010	2011	2012
Total	3	5	3

All of the grievances received were as a result of discipline being issued. Administration prides itself on treating its employees fairly and issues discipline that is commensurate with the infraction. All of the grievances were resolved with the chief of police or town manager.

Recruitment and Selection

The agency has a recruitment plan outlining its commitment to foster, maintain, and promote equal opportunity. The primary goal is to attract the most qualified candidate for employment who is representative of the overall available workforce. The recruitment plan has identified the need to work toward attracting qualified minorities and female applicants. They plan to reach this goal through coordinated efforts of all personnel and the use of community service organizations.

Sworn Officer Selection Activity in the Past Three Years

Race /Sex	Applications Received	Applicants Hired	Percent Hired	Percent of workforce population
Caucasian/Male	104	17	16%	77%
Caucasian/Female	12	3	25%	8%

African-American/Male	4	0	0%	6%
African-American/Female	0	0	0%	2%
Hispanic/Male	1	0	0%	2%
Hispanic/Female	0	0	0%	2%
Other	1	0	0%	3%
Total	122	20	16%	100%

Although the plan was updated recently, it did not identify how there has been no progress in recruiting female and minority applicants. The agency did hire 25% of the females which had applied, but the total female applicants represented less than 12% of all the applicants during this last assessment period. Hispanic representation is the other area the agency needs to focus its recruitment effort towards. During this past assessment period, the agency had only one Hispanic applicant out of the 122 applicants. The recruitment plan should be revisited again prior to the next round of recruitment and special attention should be given to strategies in recruiting its available workforce, including establishing benchmarks needed to meet the agency's goal in having an agency that is representative of the population that it serves. It is clear that the recruitment plan is not specifically identifying the key recruitment strategies needed to identify female and minority applicants.

The agency will also need to review its area workforce population. Consideration should be made to the entire Mecklenburg area. The majority of the sworn staff does not reside in Cornelius, which demonstrates that the workforce the agency is hiring from is outside of the town in which it serves. The agency has not been properly identifying their workforce. In reviewing the previous assessment reports, it was determined that no available workforce numbers have been identified. This exercise should assist the department in identifying what the workforce availability is for their minority recruitment.

Promotions

The chief of police approves each process before it is announced and is also the final promoting authority. The chief, or his designee, is responsible for administering each competitive promotional/selection process.

The promotional process is well defined within the agency's written directives, which outline each element. Every effort is made to ensure that a fair process is followed.

Sworn Officer Promotions

PROMOTIONS – TESTED			
RACE/GENDER	2010	2011	2012
Caucasian/Male	2	0	4
Caucasian/Female	0	0	0
Afr.Amer./Male	0	0	1
Afr.Amer./Female	1	0	1

Hispanic/Male	0	0	0
Hispanic/Female	0	0	0
Other/Male	0	0	0
Other/Female	0	0	0
ELIGIBLE AFTER TESTING			
RACE/GENDER	2010	2011	2012
Caucasian/Male	2	0	4
Caucasian/Female	0	0	0
Afr.Amer./Male	0	0	1
Afr.Amer./Female	1	0	1
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0
Other/Male	0	0	0
Other/Female	0	0	0
GENDER/ RACE PROMOTED			
RACE/GENDER	2010	2011	2012
Caucasian/Male	1	0	1
Caucasian/Female	0	0	0
Afr.Amer./Male	0	0	0
Afr.Amer./Female	0	0	0
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0
Other/Male	0	0	0
Other/Female	0	0	0

Upon completion of the promotional process, those candidates who are not promoted are given the opportunity to appeal the process using the grievance procedures outlined in the policy.

Early Warning System

The Cornelius Police Department operates an effective EWS. Command staff members monitor seven major categories and first line supervisors monitor lesser categories of behavior. The EWS can be activated by either command or front line supervisors. Staff indicated that the program is working well and allowing supervisors to identify issues before they become major issues for the agency to have to deal with. The agency has an Employee Assistance Program and offers those services to its employees.

In reviewing the written directive, there may be some confusing language about when the EWS is activated and how many tracked incidents it takes to trigger an activation of the program. Staff intends to review the directive to identify any language needing to be clarified so that employees have a clear picture of the activation criteria.

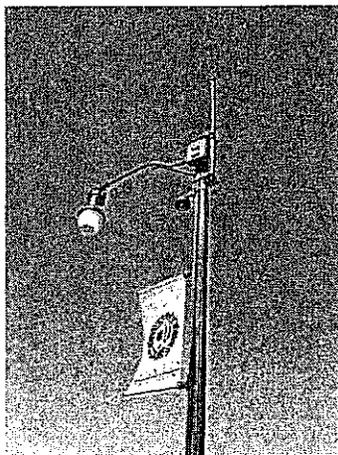
Mental Illness Training

Cornelius Police Department trains all employees on handling persons with mental illness. They are guided by North Carolina Law and department general order. The general order is intended to address common situations where employees may have interaction with people that have or are suspected of having mental illness.

The communications section has access to referral information and crisis intervention services for employees and citizens 24 hours a day. The agency provides a published pamphlet of resources to its officers and the pamphlet is available in the lobby of the agency.

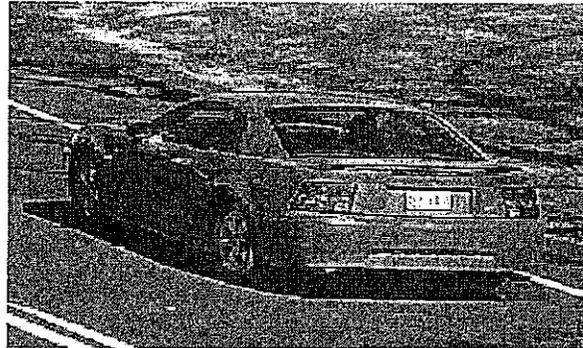
Agency Surveillance Program (Cameras)

The Cornelius Police Department has recently begun a camera surveillance program. One officer is permanently assigned to the program and is working closely with Information Technology within the agency. This is a model program that has yielded impressive results in less than a year.



The program includes close to fifty cameras. The cameras are mounted in a manner that does not take away from the aesthetics of the community (see photo above). These cameras have live feed to the communication center and several commanders have access to the live feeds. While on the agency tour, we were able to see a video of a major accident that just occurred from the monitors in communications. The ability to relay real-time information to officers in the field has proven to be a valuable tool for the agency in emergency situations.

Several success stories were relayed concerning the camera program. Attached are two photographs that reveal the quality of the system and the system's capability. This case was an example of how this technology provided useable leads that would not have been available without the program. The license plate retrieval produced a workable lead for investigations and they were able to interview the suspects.



Additionally, the communications officers monitor the cameras and dispatch calls for service to patrol officers when they observe violations or suspicious activity occurring in an area under surveillance. The agency would not have known about these violations in the past. Due to the success, the program is already being improved with enhanced server capabilities that will allow for longer storage of data and improved pixel use of the cameras. This program illustrates CPD's commitment to technology as a force multiplier and their innovative solutions that improve their service delivery.

Patrol

The Uniformed Patrol Unit is administered by the captain of the field operations division. The unit provides professional police service 24 hours a day, seven days a week. The unit works two 12 hours shifts and is organized into two platoons which are commanded by lieutenants. Each platoon consists of two squads of six to seven officers with each squad supervised by a sergeant. The traffic and K-9 officers work a mid shift, as well as two patrol officers, when fully staffed.

The town has five zones that are assigned to officers each shift to adequately cover the town. The unit utilizes well-equipped, fully marked police cars. Bicycles are used in some circumstances by officers properly trained in bike patrol techniques. The patrol unit is committed to community policing, which was evidenced during assessor ride alongs. Officers are committed to providing the best possible service to the citizens, and the officers fully embrace community policing philosophies and relationship building. It is apparent by talking to community members that all employees clearly understand the needs of the community. Strong community support of the police is the outcome, and the agency clearly has been successful in this important relationship building endeavor.

Calls for Service

Calls for Service	2010	2011	2012
Public Initiated	18,506	18,474	17,059
Officer Initiated	55,854	45,400	25,182

The drastic reduction in officer initiated calls for service is attributed to staffing shortages that occurred, as well as the agency losing two dedicated grant funded traffic officers. Additionally, police administration stopped having officers check on crime prevention calls and they began using the AVL system and supervisors to track officers' crime prevention activities. Doing so reduced the calls for service numbers and time spent by communications staff inputting those checks.

Year End Crime Stats

PART 1 CRIMES	2010	2011	2012
Murder	0	0	2
Forcible Rape	3	4	3
Robbery	7	11	10
Aggravated Assault	24	28	45
PART 2 CRIMES	2010	2011	2012
Burglary	150	128	95
Larceny-Theft	338	435	383
Motor Vehicle Theft	16	21	15
Arson	4	9	2

The chief continues a philosophy of not to emphasizing changes of the crime rate as there are so many factors that can affect the numbers, especially in a community that enjoys as low a crime rate as Cornelius. During this assessment period, there was not a significant increase in the crime numbers, with the exception of aggravated assaults. Staff concluded that this increase was attributed to a slight uptick in domestic assaults, and while researching the incidents for the assessment team, they determined that the RMS system had three incidents that were counted multiple times. Staff is working to determine the cause of the error and will make the necessary corrections. A decrease in burglary numbers was noted over the assessment period. This reduction can be attributed to successful apprehension and prosecution of offenders, the camera surveillance program and increase patrol activity, and focused patrol on the shoreline of the lake.

Citizens in the community are concerned about crime but remain confident in the agency involvement with them and the manner with which the department handles responses to crime problems.

K-9 Unit

The agency began a K-9 Unit in October 2012. The unit consists of two handlers and two multi-functional canines (Britt and Dag). Both handlers and canines are certified through APCA and they meet all the association's requirements. The unit is well equipped to ensure safe operations and proper care of the animals. Both vehicles have heat sensors that protect the animals from overheating. Excellent kennel facilities are

provided to ensure the canines are well cared for. All necessary veterinary care is provided to the animals.

The handlers rotate training each Monday with an APCA certified instructor to ensure the animals are maintaining certification to effectively work in a patrol capacity. Handlers perform additional training throughout their shifts to ensure safe operation of the program. The department has received DEA approved narcotics for training purposes, and strict procedures are in place to ensure proper handling of the training drugs.

The unit has a coordinator, a lieutenant, who handles management of the program. The handlers are assigned to a patrol sergeant for day-to-day oversight and supervision. Handlers work eleven hour days but are compensated for twelve hours, and the last hour is called "kennel time". This compensates the handler for the care of the animal.

This new program is just ten months old and is proving to be a success. Agency members are becoming familiar with the animals' capabilities, and the program is gauged to be right on target. The unit is building on its successes. The unit is also working well with neighboring agencies.

Vehicle Pursuits

Cornelius PD has a comprehensive vehicle pursuit policy. The policy emphasizes protection of human life and the inherent risk of emergency driving and pursuit operations. Officers are directed as to how to determine reasonable safety and to list the conditions that they should consider before initiating a pursuit. The policy authorizes pursuits for violent felonies or those that pose a serious risk to the safety of the officers or the public they serve. The policy also specifically describes the types of vehicles that may become involved in a pursuit. The directive gives clear procedures for a pursuit leaving the state of North Carolina and the officers responsibilities, should that occur. Mobile techniques designed to physically force a pursued vehicle to slow down and/or stop are prohibited, except when deadly force is authorized under the deadly force policy, and only then if it is conducted in a manner not reasonably likely to harm innocent bystanders or motorists. Stop Sticks are allowed to be deployed with supervisor approval, and strict procedures regarding their use are in effect.

Vehicle Pursuits

PURSUIT	2010	2011	2012
Total Pursuits	3	2	2
Terminated by agency	3	1	2
Policy Compliant	3	0	1
Policy Non-compliant	0	2	1
Accidents	0	0	0
Injuries: Officer	0	1	0
: Suspects	0	0	0

: Third Party	0	0	0
Traffic offense	1	0	2
Felony	2	2	0
Misdemeanor	0	0	0

Pursuits have remained constant during this assessment period. The number of terminated pursuits each year indicates that supervisors are monitoring these situations adequately and terminating pursuits when the dangers outweigh the violation. Three of the four incidents over the last two years were reviewed and found to include some policy violations. Administration began roll call briefing training on these topics in an effort to reinforce the policy and reduce policy violations in relation to pursuits. Command staff indicated that a pursuit recently was reviewed and found to be in compliance, and it is their belief that the training is helping to reduce the violations associated with pursuits. This response to violations with training indicates that the pursuit review process is working and that this issue is in the forefront of the commander's attention.

Investigations

The Criminal Investigation Unit is commanded by a lieutenant. The unit consists of two sections: investigations and vice and narcotics. The investigations section has a sergeant and four detectives. These detectives investigate all crimes occurring in the town. In 2011, the unit investigated 499 criminal cases and was able to achieve a 43% clearance rate on those assigned cases.

The unit coordinates and works well with federal, state, county, and other local jurisdictions and the unit focuses on sharing information. The unit enjoys an excellent working relationship with the community and assists in obtaining cooperation and information from the citizens. The unit is beginning to capitalize on the intelligence information obtained from the camera surveillance program and it is using that information to develop workable leads and suspect information.

The unit recently obtained a fully equipped crime scene van. Members of the investigation unit are tasked with processing crime scenes, as well as handling the investigation. The crime scene van is proving to be a huge asset to the unit. The crime scene van allows all necessary tools and equipment to be accessed at a crime scene.

Members of the unit are training regularly on the specialized equipment available to them so that they are prepared to properly use the equipment on incidents they are assigned to investigate. In the department's strategic plan, it has identified a staffing challenge in having detectives' process crime scenes before they can conduct investigations because the department does not have a crime scene technician on staff. Time is critical for any investigation, and as the number of serious cases increases, having the investigator begin conducting the investigation quickly can lead to a greater success in solving the crime and safe guarding the public.

The patrol division has recently transitioned to a virtual shift briefing. This limits investigations interaction with the patrol officers. Detectives make an effort to be in the areas where officers are picking up equipment to enhance interaction and information sharing. The unit also makes it a priority to share information with patrol through e-mail and intelligence bulletins.

Vice and Narcotics

The vice and narcotics unit consists of a sergeant, one detective, and another officer assigned to the ICE Task Force in Charlotte. This unit is tasked with the investigation of all vice and narcotic related crimes in Cornelius. This unit works well with the patrol division, and information exchange is occurring to ensure relationship of the two units is strong. Vice and Narcotics is busy and recently executed a round-up where eleven of fourteen defendants were arrested for various narcotics trafficking violations in the town.

The unit does use confidential informants. They have a robust packet that is completed before any informant is approved to work. The informants are given clear guidelines that must be followed, and the unit supervisor communicates regularly with the prosecuting attorney's office to ensure an informant will be able to testify at the trials of any defendants they provide information about before they are cleared to work. The unit generally works multiple informants at a time and does accept information from other cleared sources that may have actionable information for the unit.

The unit is budgeted approximately \$14,000 per year for confidential funds. The unit normally requests \$2,000 in cash at a time, and that cash is kept in a safe that can only be accessed by the two unit supervisors. The detective currently has \$300 in cash issued to him and that money remains in a locked mini safe in his desk and is only removed from the mini safe when it may be used. Monies are audited every month to ensure accountability and receipts are required. No discrepancies were noted during this assessment period.

The unit recently purchased \$5,000 worth of covert camera equipment to provide audio/video recording of undercover operations. These audio/video devices will provide better documentation of undercover operations and will most certainly aid in the prosecutions of suspects.

Critical Incidents, Special Operations, and Homeland Security

The Incident Command System (ICS) is designed to serve as a guide for agency response and management during significant emergency incidents. The Cornelius Police Department has a four member Special Response Team (SRT) that works with the Mooresville Police Department under a mutual aid agreement. They share command based on which town the incident occurs. The relationship of the two agencies is strong in that the officers work well together. The SRT team members are well equipped and trained. The two agencies train together every other month. A vehicle for the team was approved through the budget, and plans to begin the search for a used

vehicle are underway. The cost savings on the used vehicle will be committed to equipment used in the vehicle and for the team.

The agency has a comprehensive All Hazard Plan. The plan is a county wide plan administered through Mecklenburg County. They are closely involved with maintenance of the plan and that all cities in Mecklenburg County will be involved in a review of the plan later this year.

The Town of Cornelius is two miles from McGuire Nuclear Station, which is a nuclear power plant on Lake Norman owned by Duke Energy. Staff trains twice a year under the plant's evacuation plan through tabletop exercises that are evaluated by FEMA. The plan indicates a need to evacuate a ten mile radius, which includes Cornelius. Additionally, staff participated in a tabletop exercise with Davidson College of an active shooter on their campus in June of this year. The agency's emergency plans and training on those plans have officers well prepared for any emergency situation.

Internal Affairs and Complaints Against Employees

It is the policy of the agency to require an appropriate investigation of all complaints against the department or its employees. The Town of Cornelius has established a disciplinary system. The system emphasizes the prevention, identification, correction, and resolution of employee performance deficiencies.

Cornelius PD accepts all complaints against the organization and its employees, including anonymous complaints. Less severe complaints are investigated by the front line supervisors and more severe complaints are investigated by the employee's captain. The agency has an appeal process which ultimately allows the disciplinary action to be heard by the town manager.

Complaints and Internal Affairs Investigations

External	2010	2011	2012
Citizen Complaint	14	11	8
Sustained	0	3	3
Not Sustained	4	2	3
Unfounded	10	3	1
Exonerated	0	3	1
Internal	2010	2011	2012
Directed complaint	19	24	18
Sustained	18	22	17
Not Sustained	1	2	0
Unfounded	0	0	1
Exonerated	0	0	0

The complaint and internal investigation numbers have remained constant during this assessment period. The division captains believe the process is working and that the system encourages a healthy environment.

Victim Advocacy

The agency identified in its strategic plan the need to partner with Safe Alliance, a victim assistance program. This is a shared partnership with three additional agencies. The service provides a 24 hour hotline for sexual assault victims, a domestic abuse shelter, and court assistance for protection orders. The program provides a trauma centered approach to meeting the needs of the victim.

The investigation unit will make referrals to the advocate to follow-up with the victim to ensure the proper services are being provided. The referral process is working well, and the increase of services may require the agency to evaluate the agreement in the future to determine changes needed to meet the necessary demands.

Processing and Temporary Detention

The processing and temporary detention room is perfectly designed to meet the best practices of accreditation. The room is secured, well maintained, and provides the officer with all the necessary equipment to process a suspect and transport that person to the county jail facility. The room is under video surveillance and is equipped with panic buttons. Officers can clearly maintain visual contact on all persons in the processing area safely. The restroom facility is secure and those using the toilet are not able to flush the toilet to deter evidence loss. The restroom is also equipped with an eye wash station to help decontaminate those arrested after having pepper spray deployed. The sally port area is secure and weapons are either stored in the officer's vehicle or in gun lockers located inside the facility. This is a well thought out design and provides the employees a safe and secure environment to process arrested persons.

Communications

The Cornelius Police Department offers a full service PSAP communication center. The section has a supervisor, eight full-time operators, and five part-time operators. The center is a 24 hour a day, seven day a week operation. The center is state of the art in its design and equipment. The center has limited access and all visitors/vendors are required to sign in and out of the center. The center is responsible for emergency and non-emergency police calls for Cornelius and Davidson College Police Department. The part-time staff members all have dispatch, law enforcement, or fire service backgrounds. Their limited working hours does not affect their abilities to perform as professional staff members, as they have extensive experience in emergency services.

The center is equipped with system back-up, redundant servers, and back-up generated power. Last summer (2012) a power transformer was damaged, leaving the facility without power for three days. The back-up generator powered the facility the entire time without having to refuel and without a single interruption of service. During this time, several citizens came to the police department and asked them to charge their cell

phones, and the communication section members did so. This outstanding customer service was done on back-up generated power.

During this assessment period, the town of Huntersville ended its contract with the communications center. The administration was able to appropriately plan for the funding loss and it was able to avoid current employees being laid off. It did not fill two positions that were vacant due to attrition, and those positions are no longer within the center's budget. This is an example of the exemplary management of a difficult situation.

The communication center recently purchased an updated UPS that serves the center well and provides exceptional back-up capabilities. Additionally, the center has updated its voice and radio recording capabilities. This is providing excellent play-back and recording services. Communications personnel are able to replay information quickly and provide exceptional quality recordings for evidentiary purposes. All recordings are now retained by the center for three years.

Future planning on the part of the center includes a desire to have a system in place in the event of a catastrophe. The management of the section feels that having two mobile command centers would be sufficient to ensuring continued operation of the section in the event of a catastrophic event. Being in the evaluation zone for a nuclear power plant requires planning to ensure continuity of operations. This is an outstanding example of the sections desire to serve the citizens of Cornelius.

Records

The Records Unit consists of the records manager and a clerk. The records unit is key card access controlled and the records are stored in the room in locked filing cabinets. Hard-copy records are maintained in the records room for three years and then moved upstairs to ten year storage, should they need to be accessed. The agency uses a RMS system that allows reports to be electronically maintained as well. Access to the computerized system is through username/password accepted protocols. Servers are maintained in a secure area within the communications section. Juvenile records are maintained separately from other records and are secured.

The manager handles all public information requests and manages the safekeeping and destruction of agency records in accordance to North Carolina state law. The manager oversees NIBRS reporting. The manager and clerk verify records have accurately been submitted and they assign reports to the appropriate personnel for follow-up. The manager and clerk are also responsible for closing all cases after they have been submitted to them as closed.

The clerk is the first point of contact at the police department for citizens and she greets visitors, answers phone calls, and verifies reports. The clerk is bi-lingual and assists with translation when needed. When she is not on-duty, visitors to the agency use an intercom system to speak with communications to obtain services.

Property and Evidence Control

The Cornelius Police Department has a modern evidence processing and storage facility. The main storage area is key card controlled with access given only to the four lieutenants who are responsible for the room. Having the lieutenants responsible gives the citizens and officers almost 24 hour / seven days a week access to the property function. The room is equipped with pass-through lockers, which provide secure submission of property and evidence by officers or investigators. The agency provides a crime laboratory for evidence processing.

The property room is well organized and maintained in a manner that is effective for the agency. Items of evidence are easily accessed and stored. All items are electronically maintained within the agencies RMS system and reports of the storage locations can be run in various ways for auditing and inventory purposes. All high valued items are maintained in separate storage locations and are locked within the property room.

In 2011, the agency added an off-site evidence storage location. This location is used for large items (up to vehicle size) and for long-term storage of evidence. The location is under live video surveillance fed into the communications section and is monitored by the communications officers. The communications officers have an understanding that they are to dispatch patrol officers to the location should they see anything unusual on the live video feed or if they lose the video feed for any reason. The walls of the unit are made of sheet rock and no motion sensors are within the room. The standard states that all in-custody evidentiary property is stored in secure areas. It further clarifies the issue of security by stating the agency should weigh the importance of the property it is placing in these areas and the consequences if the property is stolen, damaged, or contaminated while in custody. Since adjudicated homicide evidence is stored in this location, serious consideration should be given to increased security measures. Off-site evidence and property should be considered as more at risk, and enhanced security measures should be taken.

In regards to inspections and audits, careful consideration should be given to having a member of the agency above the rank of lieutenant conduct the annual audit and unannounced inspection, as directed by the chief. With the agency selecting lieutenants to be the property custodians, it would allow for unquestioned accounting of the integrity of the evidence storage process.

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.

41.3.5. *The agency makes available protective vests for all sworn personnel and establishes written guidelines for the wearing and availability of those vests.*

Issue: the agency has a written policy stating a protective vest is required to be worn for patrol activities. The lake patrol officers were not wearing vests nor did they have a vest readily available.

Action: the agency changed their policy to reference lake patrol and it will be required for agency personnel to have access to a vest on the boat at all times. A memo was distributed to all personnel during the assessment advising staff of the change in policy.

I. Standards Noncompliance Discussion

No standards were identified as Noncompliance

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

The agency did not have any standards that will require future review.

L. Table: Standards Summary

Mandatory (M) Compliance	300
Non Compliance (M)	0
Waiver	0
Other-Than- Mandatory in Compliance (O)	85
Noncompliance (O)	0
Elect 20 percent (O)	0
Not Applicable	96
Total	481

M. Summary

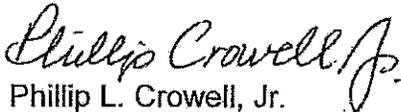
The assessment team found the agency to be well prepared for the on-site. Staff was eager to share with the assessors the work they do on behalf of the community. A limited number of files were reviewed off-site and no files were reviewed on-site. The agency embraces the philosophy of community policing, focusing its attention on partnerships with the community it serves. Striving for a cooperative process of identifying police/community priorities, the agency seeks more effective methods of achieving its goals. The agency recognizes that police incidents are symptoms of underlying problems and searches to identify these problems in many different dimensions. The agency encourages the use of creativity and imagination by officers of

all ranks in its quest to address these problems. During a ride along with the community policing sergeant, numerous problem areas were identified which included the involvement of community members partnering with the agency to create a response to solve the problem.

The agency has one applied discretion for this assessment. While patrolling the lake, the assessors discovered the lake patrol officers were not wearing a protective vest nor did they have a vest readily available to them. Although the increase of lake patrol is new, the policy did not specifically mention lake patrol to be separate from other patrol activities. Administration made a decision to address this with a policy change to require a protective vest be made available to all lake patrol personnel.

The agency conducts an annual survey of the community utilizing the web based Survey Monkey. Unfortunately, this method is not reaching its citizens. In 2012, a total of 12 surveys were received, 22 in 2011, and eight in 2010. For a population of nearly 25,000 residents, the agency should be able to have more than 42 surveys in a three year period. The agency may consider mailings or having electronic surveys for citizens who are participating in community activities, such as National Night Out, and have volunteers walk through the crowd requesting citizens to complete the survey.

The agency is targeting its efforts on data driven approaches to ensure efficient delivery of services. With the recent changes in personnel assignments, the agency has recognized the importance of the workload analysis conducted to ensure its deployment of resources and efficiencies of equipment are at the most operable capacity. The chief embraces intelligence led policing and is communicating those practices with the command staff and community leaders.



Phillip L. Crowell, Jr.
Team Leader
August 1, 2013