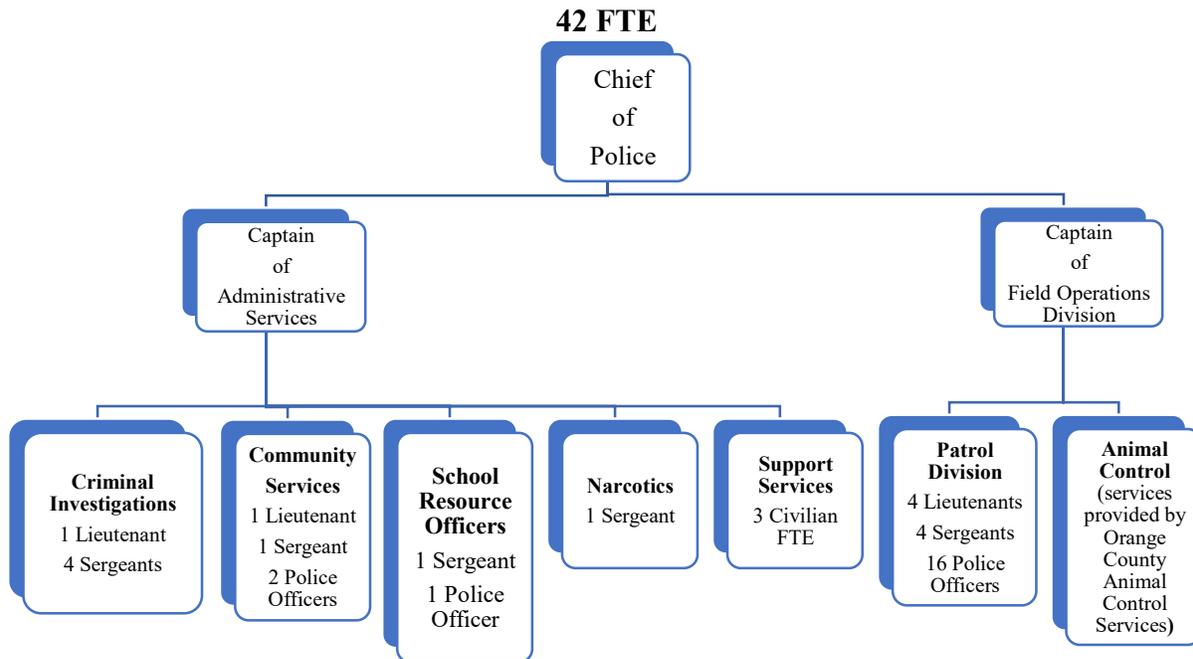


POLICE DEPARTMENT



PURPOSE

The Police Department maintains public safety and contributes to improving the quality of life through the enforcement of criminal and traffic laws. Police Department personnel utilize and maximize all available resources, technological advances, and educational opportunities to provide professional police services.

GOALS

- Ensure Carrboro will continue to be a safe community for all residents, business owners/operators, and guests.
- Monitor and address traffic and pedestrian safety issues.
- Meet mandated training requirements.
- Recruit, hire, and retain diverse officers.
- Develop and retain personnel who effectively deal with emergency, crisis, and/or complex situations and handle routine duties carefully and professionally.
- Train and develop employees for advancement and/or for expanding job responsibilities.
- Increase our efforts in Community Policing.
- Continue to use social media to inform and involve the community.

SERVICES PROVIDED & ACTIVITIES

- The Uniform Patrol Division provides 24-hour service and emergency response; effectively answers and initiates calls for service; conducts preliminary criminal investigations and initiates arrests; provides necessary traffic control and enforcement; investigates traffic accidents; and provides basic business/residential security checks.

- The Criminal Investigations Division investigates major criminal cases and offenses involving juveniles, sexual assault, and domestic violence; processes crime scenes; coordinates efforts with relevant area authorities and service providers; maintains the evidence/ property room; conducts prospective employee background investigations; and provides on-call service.
- The Community Services Division provides law enforcement and other community-related services; partners with the community to meet specific neighborhood-driven requests for assistance; follows-up on complaints of suspected gang-related activity; initiates narcotics investigations; provides School Resource Officers at McDougle Middle and Carrboro High Schools and works with other schools to enhance safety and security; provides general crime prevention and community watch services; works with business owners to enhance safety and security; and provides other community outreach activities.
- The Administrative Division provides direct service to walk-in visitors, email requests, and telephone inquiries; maintains incident reports and multiple departmental records (including but not limited to warrants, monthly FBI and SBI data reporting, etc.); administers Department budget; answers requests for statistics and analysis; ensures that Department personnel receive appropriate training and adhere to the Department's, Federal, and State policies and procedures; and provides support services to Board of Aldermen, Town staff and other agencies.

PREVIOUS YEAR ACCOMPLISHMENTS

- Met all state mandated training goals.
- Continued to increase outreach activities.
- Partnered with local law enforcement agencies, NC SBI, US Marshals, US Drug Enforcement Agency, and US Alcohol, Tobacco and Firearms during narcotics investigations thus reducing the number of drug houses and street-level drug sales locations.
- Continued directed patrols, pedestrian safety monitoring, and speed enforcement campaigns involving Uniform Patrol Division and Community Services Division.
- All officers completed GARE in-service training.
- Participated in activities to address pedestrian and bicycle safety.
- Maintained service levels amid continuing staffing shortages – hired four officers, one trainee, one social worker, and one data analyst during fiscal year.

UPCOMING FISCAL YEAR OBJECTIVES

- Continue to increase community outreach programs.
- Maintain current fuel consumption.
- Meet mandated training goals.
- Maintain Carrboro's safety for residents, business owners/operators and visitors.
- Increase the number of directed patrols and speed enforcement campaigns involving Uniform Patrol Division personnel.
- Increase pedestrian safety operations.
- Reduce the number of traffic accidents.
- Continue management/leadership training for supervisors.
- Reduce visible drug sales and locations.

- Continue to fill vacant positions and plan for succession.
- Continue partnership with Public Works and Recreation and Parks staff to provide a safe setting for all special events.
- Continue to integrate grant funded Social Worker position to department and requested another position.
- Increase social media usage.

COUNCIL PRIORITIES

- Connectivity, Bicycle, Pedestrian

OBJECTIVES

- Maintain Carrboro’s safety for residents.
- Reduce number of traffic accidents.
- Continue pedestrian safety operations.
- Continue bicycle safety operations.
- Maintain Carrboro’s safety for residents by reducing open-air drug market.
- Maintain Community Service outreach.

PERFORMANCE MEASURES

COUNCIL PRIORITIES	OBJECTIVES	PERFORMANCE MEASURES	FY 2021-22 ACTUAL	FY 2022-23 ACTUAL	FY2023-24 ESTIMATED	FY 2024-25 PROJECTED
		Workload:				
	Maintain Carrboro’s Safety for residents	Calls for Service	16190	16424	17500 (+6%)	18112 (+10.27%)
	Reduce number of Traffic Accidents	Motor Vehicle Accidents	407	409	382 (-6.6%)	416 (+1.7%)
	Maintain Carrboro’s Safety for residents	Criminal Arrests	388	442	420 (-5%)	473 (+7%)
		Efficiency:				
	Increase Pedestrian Safety Operations	Pedestrian Crossing Citations Issued	2	4	1 (-75%)	2 (-50%)
	Increase Bicycle Safety Operations	Bicycle Traffic Operations	0	0	0	0
		Effectiveness:				

	Walkable Community	Pedestrian Safety Operations	0	0	0	0
	Maintain Carrboro's Safety for residents by reducing open air drug market	Narcotics Arrests	25	46	48 (+4.3%)	52 (+13%)
	Increase Community Service Outreach	Community Events Involvement	24	36	35 (-2.7%)	38 (+5.5%)
		Productivity:				
	Walkable Community	Pedestrian Safety Operations	100% Decrease	0% Change	0	0
	Increase Pedestrian Safety Operations	Pedestrian Crossing Citations Issued	0% Change	200% Change	+50% Change	0% Change
	Enhance Quality of Life	Bicycle Traffic Operations	100% Decrease 100% Decrease	0 0% Change	0 0% Change	0% Change

RACIAL EQUITY ASSESSMENT

1. What racial equity and inclusion goals and objectives have been established for your department?

For years, the department has attempted to recruit a diverse staff of officers along racial, ethnic, and gender lines. We have long realized that sometimes if we wish to hire a diverse staff, we need to look at applicants a bit longer and take a holistic picture of them.

Specific examples of goals established are as follows:

1. Increase the applicant pool in overall numbers and areas of diversity (race, sex, ethnicity, etc.).
2. Identify and utilize more avenues for recruitment – both traditional and non-traditional options.
3. Increase minority, female, and overall applicant pool.
4. Increase the number of minority and female officers.

5. The community services division attends numerous job fairs through out the year to including Community Colleges and Orange County Sponsored Job Fairs.
6. Explore adding job vacancy announcements to the following websites.
 - a. National Association of Women Law Enforcement Executives (NAWLEE)
 - b. National Association of Black Law Enforcement Executives (NOBLE)
 - c. National Latino Law Enforcement Organization (NLLE)
 - d. Asian American Law Enforcement Association (AALEA)
 - e. National Native American Law Enforcement Association (NNALEA)
 - f. International Association of Chiefs of Police (IACP)

Each of these goals will be re-evaluated and assessed to ensure we are taking every possible step regarding equity and inclusion.

2. Describe racial equity and inclusion accomplishments to date.

From a training perspective, our police department has been a pioneer in our town, consistently providing training on minority and other issues. We have equipped our officers with the knowledge and tools necessary to deliver fair and impartial service to all individuals we encounter in our work. Our partnerships with internal and external resources have further enhanced our ability to provide professional services to our diverse population.

From a community partnership perspective, we have actively engaged with various groups to understand the problems and issues that impact our service population. This collaborative approach has allowed us to better serve our community and address their unique needs.

1. Since approximately 2004, there has been an annual in-service training that specifically addresses juvenile and minority situations encountered in law enforcement and gives officers tools and perspectives to bridge communication gaps. This is mandatory training, and all officers must stay up to date to maintain their certification.
2. Began Fair and Impartial Policing Training in 2015 and have two in-house officers certified as instructors. When the Town of Carrboro took over GARE training, the PD stopped Fair and Impartial Policing. All new hires are required to complete GARE.
3. Discrimination is specifically and strictly prohibited in CPD Personnel Policy. Policies 32.0 and 33.0
4. Traffic Stop Policy attempts to reduce disparity in the impact of regulatory and equipment stops.
5. Policy created for suspicious conditions/people pushes back on biased reporting to police.

6. Hiring shifted from only certified officers to non-certified (we hire them to send them to training) several years ago. This gives us the ability to consider a broader range of applicants.
7. Department has a long history of participation in diversion and other programs to divert people from the criminal justice system, both before and after offending – Teen Court, Orange County Pre-Arrest Diversion (OC PAD), Street Outreach, Harm Reduction (SOHRAD), recently added diversion social worker who is part of the CCDR team which is a county comprehensive initiative to divert individuals from the Criminal Justice System.
8. First law enforcement agency in NC to reverse an opioid overdose – started carrying naloxone in 2014 – serving people where they are.
9. Crisis Intervention Training (CIT) is our officers' normal and expected certification.
10. We recently hired a new crime analyst who is compiling data for quarterly reports to be presented to Town Council members. This data will include Traffic Stops, Use of Force, Diversion and Deflection, and Citizen Complaints on Officers (including a generalized description of the outcome).

3. What are the critical factors affecting the department's ability to address racial equity and inclusion, internally and/or externally?

The biggest issue we face as we try to address racial equity in hiring and retaining officers is financial and lack of filled positions. Over the years we have made an intentional and dedicated effort to recruit officers to this department and it has generally been successful until the past few years. The problem is that many new officers don't stay and leave for opportunities in other departments that either pay higher salaries or officers want to work for a town or county that better represents their own demographic. Much of what drives officers leaving is pay – both starting and future progression. With the recent steep decline in folks interested in law enforcement as a career, this has only been exacerbated. The police department has reviewed its hiring practices to remove barriers to hiring and continues to explore ways to increase hiring.

This has been made very difficult due to the fact that we have so many open positions. The backbone of any agency is patrol. In order to fill the gaps in the patrol division we have had to take personnel from CID and Community Services. Community Services typically has five positions. For several years they have been operation with just two. This has directly and significantly impacted our ability to fully implement our goals as it relates to recruitment effort. This, in turn, severely hinders our ability to properly address racial equity and inclusion, externally. In addition, Community Services is the division within the police department that does most of the department's outreach to community

members and organizations. This outreach has been reduced in recent years due to the persistent staffing problems.

4. How does the current project address racial equity and inclusion? Please provide specific examples.

As described above, the police department has put forth goals and initiatives that address racial equity and inclusion internally and externally, from creating new policies and guidelines and performing as much outreach as possible to other jurisdictions and within areas that address individuals of all age groups and backgrounds. We have provided years of training addressing racial equity to every officer yearly to better serve everyone within the Town of Carrboro. We have created and submitted a retention, recruitment, and recovery plan that addresses racial equity and inclusion to former town manager Richard White. We intend to reevaluate the plan and follow up with new Town Manager Patrice Toney.

Budget Summary- Police Department

Department	FY 2024 Adopted	FY 2025 Adopted
POLICE		
Personnel Exp	\$4,013,527	\$3,859,930
Operating Exp	\$289,494	\$574,209
Total	\$4,303,021	\$4,434,139