

# COMMUNICATIONS ACCREDITATION

## Burlington (NC) Police Department

### Agency

Burlington (NC) Police Department  
267 W. Front Street  
Burlington, NC 27215

### Chief Executive Officer

Chief of Police  
J. Jeffrey Smythe

### Methodology Overview

CALEA serves as the premier credentialing association for public safety agencies and provides accreditation services for law enforcement organizations, public safety communication centers, public safety training academies, and campus security agencies. The standards are promulgated by a board of 21 commissioners, representing a full spectrum of public safety leadership. The assessment process includes extensive self-assessment, annual remote web-based assessments, and quadrennial site-based assessments. Additionally candidate agencies are presented to the Commission for final consideration and credentialing.

CALEA Accreditation is a voluntary process and participating public safety agencies, by involvement, have demonstrated a commitment to professionalism. The program is intended to enhance organization service capacities and effectiveness, serve as a tool for policy decisions and management, promote transparency and community trust, and establish a platform for continuous review.

CALEA Accreditation is the Gold Standard for Public Safety Agencies and represents a commitment to excellence.



### *Communications Accreditation*

CALEA standards reflect the current thinking and experience of Communications practitioners and researchers. Major Communications associations, leading educational and training institutions, governmental agencies, as well as Communications executives internationally, acknowledge CALEA's Standards for Law Enforcement Agencies© and its Accreditation Programs as benchmarks for professional law enforcement agencies.

#### **CALEA's Founding Organizations:**

- **International Association of Chiefs of Police (IACP)**
- **Police Executive ResearchForum (PERF)**
- **National Sheriffs Association (NSA)**
- **National Organization of Black Law Enforcement Executives (NOBLE)**

## TABLE OF CONTENTS

---

**Executive Summary**

**Chief Executive Officer Profile**

**Community Profile**

**Agency History**

**Agency Structure and Function**

**Agency Successes**

**Future Issues for Agency**

**Initial Remote Web-Based Assessment**

**Site-Based Assessment Review**

**Community Feedback and Review**

**Standards Related Data Tables**

## EXECUTIVE SUMMARY

### *Overview:*

The Burlington (NC) Police Department is currently commanded by J. Jeffrey Smythe. The agency participated in a remote assessment(s), as well as site-based assessment activities as components of the accreditation process. The executive summary serves as a synopsis of key findings, with greater details found in the body of the report.

### *Compliance Service Review:*

CALEA Compliance Services Member(s) Philip Potter remotely reviewed 157 standards for the agency on 9/25/2020 using Communications Manual 2.27. These standards included specific time-sensitive issues, as well as all standards applicable to the agency by size and function. If standard issues are found they are listed below.

- 1.2.1 – Risk Management Program – ISSUE: The written directives and proofs in file for bullet a (position responsible), bullet b (duties and responsibilities), and bullet d (annual review and written report) addressed fiscal management/budget and not the agency's risk management program. - AGENCY ACTION NEEDED: The agency should locate and add written directives and proofs related to its risk management program on bullets a, b and d, or revise its written directive to address these issues. -AGENCY ACTION TAKEN: During the review period the agency revised and updated written directive 2.03 on Fiscal Management to include Risk Management and added language to the written directive that addressed bullets a and b. The agency also added an existing job description for the City's Safety Director that has responsibility for the City's Risk Management Program, including the Police Department and the Communications Center. For bullet d on the "annual review and written report of issues and conditions that affect risk, worker's compensation, and liability," the agency had a City of Burlington 2019 OSHA Log for work related injuries that did not specify those from the Communications Center only sworn police officers as a proof, but it did not address all of bullet d requirements related to risk and liability, as well as meeting the standard requirement of an "annual review and written report." The agency should ensure that this annual review and report for bullet d is completed in early 2021 for the 2020 calendar year, that addresses all of bullet d requirements. As, such bullet d is considered a FUTURE PERFORMANCE ISSUE.
- 1.2.5 – Goals and Objectives – ISSUE: The highlighted written directive does not address the standard language that requires "...the formulation and documented annual updating of written goals and objectives for the agency and for each organizational component within the agency." The directive on the strategic plan just states that the plan will involve long-term goals and objectives for the agency and all components. Also, the proofs do not demonstrate the goals and objectives of the communications center itself. - AGENCY ACTION NEEDED: - The agency should address the written directive language requirement of documented annual goals and provide the requisite proofs related to the Communications Center. - AGENCY ACTION TAKEN: The agency revised policy 02-06 that included the language on formulating and annually updating agency and organizational component goals and objectives and added a new accountability form for goals and objectives of the Communication Center. The agency also highlighted an area of the existing Strategic Plan that identified a goal of acquiring a new CAD System for the Communications Center. By taking these actions the agency demonstrated compliance with this standard.
- 1.2.6 – Evaluating Progress of Goals and Objectives – ISSUE: In review of the proofs the procedures for review of progress of goals and objectives are demonstrated, it is difficult to see whether any relate to the Communications Center itself. - AGENCY ACTION NEEDED: Please highlight and/or clarify the progress reports related to Communications Center. - AGENCY ACTION TAKEN: The agency added a new accountability form for goals and objectives of the Communication Center and also highlighted an area of the existing Strategic Plan that identified a goal of acquiring a new CAD System for the Communications Center. By taking these actions the agency demonstrated compliance with this standard.
- 1.2.9 – Multiyear Plan – ISSUE: Excellent strategic plan for the Police Department, but could not discern where

the Communications Center itself was covered in regards to bullets b (workload population trends), bullet c (anticipated personnel levels) and bullet d (capital improvement and equipment needs). - AGENCY ACTION NEEDED: The agency should review, clarify or correct the Strategic Plan to address bullet b, c and d regarding the Communications Center. - AGENCY ACTION TAKEN: The agency added an existing copy of the five year capital improvement plan for equipment for the Communications Center to meet compliance on bullet d. The agency added a "Note to File" that bullets b and c will be addressed in 2021 through the Annual Report of the Communication Center in regards to the workload and populations trends and on bullet c (anticipated personnel levels), which will be added to its Strategic Plan at that time. This would be a Future Performance Issue for bullets b and c to be addressed by the agency in January 2021.

- 1.3.2 – Workload Assessments – ISSUE: Written directive in compliance, but the agency had a "Note to File" that the Communications Center's workload assessment report would not be completed until January 2021. - AGENCY ACTION NEEDED: As such, this will be a FUTURE PERFORMANCE ISSUE that the agency should address in January 2021. -AGENCY ACTION TAKEN:
- 2.1.6 – Dissemination of Directives – ISSUE: The agency written directive did not address part of bullet a or through proofs related to the language of "...backed up by hard copies of the directives or electronic media containing the directives in sufficient number to place at specified accessible locations for reference by all affected personnel." - AGENCY ACTION NEEDED: - The agency should locate the required written directive language and proofs for the above back up copies of directives and add to file, or update written directive to address the issue. - AGENCY ACTION TAKEN: During the review period the agency updated its written directive on bullet a to include language that addressed the issue of accessible backup copies of the written directive system and added proofs to file of these back up provisions. By taking this action the agency demonstrated compliance with this standard.
- 2.2.3 – Agency Liability, Report Required – ISSUE: Agency is trying to comply with this standard by utilizing their Quality Assurance Program as the mechanism to identify and process incidents that would require a Liability Report. Unfortunately, their QA process selects random calls (currently three per month for each telecommunicator) and as a result, may never identify an incident that would require a written report per this standard. AGENCY ACTION NEEDED: Agency needs to identify a process that requires all employees to provide a written report through their chain of command when an incident occurs that may expose the agency to liability. A written directive (though one is not required by standard), training memo or other agency communication initiative must be identified and utilized to communicate this requirement to all employees. AGENCY ACTION TAKEN: Agency implemented a new form to capture all relevant information needed to comply with the standard and communicate with the police department chain of command the facts related to a particular incident. This was distributed to all agency personnel with a memo describing the process all employees must follow moving forward.
- 2.6.3 – Annual Community Involvement Report – ISSUE: The agency has a written directive in effect that meets all standard and bullet language. The proof in file (quarterly report) appears to address law enforcement issues in the community, not necessarily what is required by bullet a ("...description of potential problems that have a bearing on public safety communications activities within the community"). -AGENCY ACTION NEEDED: The agency should review this documented proof and other agency records to determine if it has completed this required reporting.- AGENCY ACTION TAKEN: This is a FUTURE PERFORMANCE ISSUE that will be addressed in January 2021 with the required Annual Report by the Communications Center. The agency added a "Note to File" to describe its intentions on meeting future compliance with this standard so it addresses public safety communications issues in the community.
- 2.6.5 – Survey of Citizen Attitudes – ISSUE: The agency has the written directive in place for the annual community survey and has received a number of surveys completed by citizens. These written directives and proofs meet the standard and all bullets. However, the Annual Community Survey to cover law enforcement and communications is not scheduled to be completed until 2021. - AGENCY ACTION NEEDED: This is a FUTURE PERFORMANCE ISSUE. The agency should address this in 2021 after the completion of the annual community

survey.

- 3.1.1 – Task Analysis – ISSUE: The agency had a written directive that met all bullets (a-d), but had no job task analysis in the file and had not completed the three-year documented review as required by bullet d as of this date. - AGENCY ACTION NEEDED: - If the agency has conducted a job task analysis of its communication center employees that documented proof should be added to the file, as well as a "Note to File" of the anticipated date for the three-year documented review. - AGENCY ACTION TAKEN: The agency added a proof to file from a previous Job Task Analysis from 2017 of one Job Task Analysis of the position of Police Telecommunicator I. The agency added a "Note to File" that the next Job Task Analysis of all job classes in the Communications Center will occur in 2021-2022. This is a FUTURE PERFORMANCE ISSUE that the agency will complete at that time to demonstrate compliance.
- 3.1.4 – Job Descriptions – ISSUE: The agency written directive does not require the four-year review of all job descriptions be documented and did not address the documented four-year review in proofs. . - AGENCY ACTION NEEDED: The agency should update the written directive to add the word "documented" in relation to the four-year review and add a "Note to File" of anticipated date of completion of the documented four-year review. - AGENCY ACTION TAKEN: The agency revised its written directive to require the four-year review of all agency job descriptions be documented and added a "Note to File" that all job descriptions in the Communications Center will have a documented review in 2021. This is a FUTURE PERFORMANCE ISSUE for the agency.
- 3.4.7 – Personnel Early Intervention System Established – ISSUE: The written directive on bullet c did not provide the new language of "..that is approved by the agency CEO or designee" and on bullet e the language on the written directive does not require the annual evaluation of PEWS to be "documented." The agency had a "Note to File" of no occurrences for bullets a-h and there was no documented annual evaluation of the PEWS System completed and in the file for bullet e. - AGENCY ACTION NEEDED: The agency should update the written directive on bullets c and e to correct the above listed issues, as well as address the absence of the documented annual evaluation of the PEWS System (bullet e). - AGENCY ACTION TAKEN: The agency found existing language in the written directive to address the bullet c issues identified and revised the written directive for bullet e to require the annual evaluation be "documented." The agency has not completed a documented annual evaluation of the PEWS System and should complete this requirement in early 2021. This is a FUTURE PERFORMANCE ISSUE on bullet e.
- 3.5.3 – Annual Analysis of Grievances – ISSUE: The agency had "Note to File" of "no occurrence in Year 1. The agency is required by the standard to complete a grievance analysis annually, even if no grievances, with the analysis concentrating on reviewing grievance procedures. - AGENCY ACTION NEEDED: The agency should complete a grievance analysis as soon as possible for Year 1. - AGENCY ACTION TAKEN: FUTURE PERFORMANCE ISSUE. The agency added a "Note to File" that it will complete an Annual Grievance Analysis for 2020 in early 2021 and place in file.
- 4.1.3 – Recruitment Plan – ISSUE: The agency Recruitment Plan in the file addressed only the police officer position, not communications center personnel. If the agency uses one Recruitment Plan for both types of personnel, the communications personnel recruitment must be included in such plan. In addition, The agency had "Note to File" on bullets d (annual analysis) and bullet e (revisions) that this will not occur until 2021. - AGENCY ACTION NEEDED: The agency's Recruitment Plan should be updated to include communications personnel and the annual analysis of the Recruitment Plan should occur as soon as possible. - AGENCY ACTION TAKEN: The agency updated its Recruitment Plan for 2020 during the review period to include goals, objectives and other protocols for the recruitment of communications personnel in addition to police officers. The agency confirmed that the annual analysis of the Recruitment Plan in regards to communications personnel has not occurred to date, but should be completed in early 2021. This is a FUTURE PERFORMANCE ISSUE for bullets d and e.
- 5.2.9 – Accreditation Training – ISSUE: FUTURE PERFORMANCE ISSUE - The agency had "Note to File" that the accreditation orientation training for employees just prior to on-site assessment would occur in October 2020. - AGENCY ACTION NEEDED: The agency should complete this orientation/training for bullet c as scheduled. -

AGENCY ACTION TAKEN: No action taken to date

- 5.2.13 – CALEA Accreditation Manager Training – ISSUE: The written directive did not include the standard language of "...and shall be responsible for providing appropriate training to other agency personnel assigned to the accreditation process." AGENCY ACTION NEEDED: The agency should revise and/or update its existing written directive to include this required language. - AGENCY ACTION TAKEN: During the review period the agency revised its written directive on the accreditation manager and included the wording "...and shall be responsible for providing appropriate training to other agency personnel assigned to the accreditation process." By taking this action the agency demonstrated compliance with this standard.
- 6.6.3 – Interoperable Radio Communications Plan – ISSUE: FUTURE PERFORMANCE ISSUE- On bullet e (annual documented radio interoperability test) the agency had "Note to File" that that task would be completed in October 2020. - AGENCY ACTION NEEDED: - The agency should complete this time sensitive task as scheduled and add a proof to the file. - AGENCY ACTION TAKEN: The agency has taken no further action to date.
- 6.7.4 – Requirements for Reporting Incidents – ISSUE: The agency written directives just states that the telecommunicator will classify, prioritize and assign calls to be taken by phone. The standard requires "procedures" to be followed in completing reports. There are no procedures of how this is accomplished after the dispatcher prioritizes such calls. - AGENCY ACTION NEEDED: The agency should locate and/or update a written directive that has the procedures required of this standard. - AGENCY ACTION TAKEN: The agency located existing language in its written directive that addressed the procedures that dispatchers follow in assigning reports for other than police officer response. By taking this action the agency demonstrated compliance with this standard.
- 7.1.2 – Emergency Operations Plan (EOP) – ISSUE: The written directive highlighted does not address bullet d (continuity of communications system), describing only procuring additional resources. On bullet i, the standard requires a "documented" annual review of the plan and the written directive does not address documenting that annual review. AGENCY ACTION NEEDED: The agency should locate or update the written directive to address the issues in bullet d and i. The agency should complete the documented annual review of the plan as required by bullet i as soon as it is scheduled. - AGENCY ACTION TAKEN: The agency added several existing written directives and highlighted/linked sections that met compliance with bullet d on continuity of communications operations. In reference to bullet i that task has not been completed to date and is a FUTURE PERFORMANCE ISSUE: The agency reporting that the documented annual review for bullet i will not occur until 2021 in a "Note to File."

### ***Site-Based Assessment Review:***

From 11/2/2020 to 11/3/2020, Rob Geis visited the agency following a consultation with the chief executive officer regarding critical issues impacting the organization since the last assessment. These issues were identified as:

- Performance Evaluation Program - All supervisors have the duty to properly document employee performance and hold counseling sessions with their direct reports. In order to promote effective communication and help employees strive for and achieve superior performance and help correct deficiencies, supervisors plan for, author and administer detailed and comprehensive annual evaluations on every direct report.

A non-probationary employee whose job performance has been determined to be unsatisfactory and in need of improvement, must be advised of this in writing through the use of a Performance Improvement Plan. In order to ensure that proper documentation is being used for the entire evaluation period, supervisors consistently record performance documentation in Guardian Tracking (GT) software during the entire evaluation period. The City of Burlington Police Department Job Performance Evaluation form is used for the annual evaluations.

The Professional Standards Division Captain or designee is responsible for ensuring that supervisors are adequately trained in the skills related to gauging employee performance and the administration of the agency's

performance evaluation system. Training of this nature should precede an employee's assignment to a supervisor position or come as soon after the appointment as possible.

- Quality Assurance Program - Because of their commitment to maintain a high level of performance, BCC conducts monthly quality assurance checks. The BCC manager or designee is responsible for conducting these quality assurance checks. The checks themselves include an evaluation of customer service, timeliness, and the quality of information being gathered and entered into the computer-aided dispatch software. The outcomes of the quality assurance and performance measures are shared with the BCC employee by their supervisor. Both positive and negative work performance is addressed. In addition to the quality assurance checks, overall employee performance documentation software (Guardian Tracking) is used to provide employees with regular, general performance feedback. The combined use of quality assurance checks and "Guardian Tracking" ensure the highest level of performance by each telecommunicator.

Quality Assurance (QA) checks are completed monthly, and activities are reviewed through the Computer Aided Dispatch (CAD) using the Even Tide Recording System (ETRS) template. Checks are completed on each BCC employee to include a total of three from any of the following activities:

- Call taking from the community
- Dispatch performance
- DCI entries, if completed that month, will be verified by using the DCI Quality Assurance Form.

Monthly performance measurements on BCC operations are required. Data is collected through the Emergency Call Tracking system (ECATS) and outcomes are measured against departmental goals or goals set by 09 NCAC 06C.0209. At a minimum, the following activities of BCC operations are required:

- Emergency line processing; the goal of 90% of incoming emergency lines shall be answered in ten seconds or less.
  - Abandoned emergency lines; the goal that no more than one percent (1%) of all incoming emergency calls are abandoned. (An abandoned call is one where the caller has hung up before a TC can answer it).
  - Call Processing times; the goal is to complete this function in sixty seconds or less for all priority calls, from time entered to time ready for dispatch.
  - Complaint Resolution; the goal of all complaints to be resolved in thirty days or less.
- Training - Every new full-time or part-time employee of the Burlington Communications Center is required to complete an established Telecommunicator (TC) classroom and on the job training program. This program must be completed before the TC works in a solo, decision-making capacity.

The program consists of 16 weeks of training, which includes assignments, curriculum-based tasks of the most important and frequent duties and working with a communications training officer (CTO) on a dispatch console. This training time will be broken down into four and a half months with two months working on day shift and two months on the night shift with a CTO. Finally, the TC will enter into two weeks of "quasi solo." Once this is satisfactorily completed, the TC will be "signed off" from training and released to a permanent shift for solo operations. At the end of the 16th week, if the trainee is not at an acceptable level in all categories of the daily observation report (DOR), they will enter the extension/remedial training phase.

All BCC personnel are required to perform annual training to maintain their communications certification each year through APCO. The BCC manager can require additional training annually, such as policy review, new trends in telecommunications, or other topics for shift training at any time. All BCC personnel are required to complete all scheduled training. If the employee cannot participate, the employee must inform the communications manager for other arrangements to be made.

- Equipment and Technology - Ensuring well maintained and current 911/Communications equipment is paramount for the agency to provide the best possible service to their customers. The Police Technology Manager, working with other BCC personnel, has created a strategic plan that is updated every year and includes a five year capital

plan, not only for budgeting purposes but to make sure they stay at the forefront with industry technology and equipment. All technology utilized by the communications center is under preventative maintenance agreements and all software/firmware is refreshed by the manufacturer as needed and required. By being actively involved with NENA/APCO/911 board meetings and attending professional conferences, BCC is constantly evaluating technology the industry is moving towards and staying abreast of upcoming standards changes.

Being part of two different regional 800MHz radio networks (TRON and NC VIPER), affords BCC not only redundancy and resiliency during outages, maintenance, and catastrophic events, but allows for multiple ways to achieve interoperability with surrounding local, state, and federal agencies. Along with their primary radio system, they have installed two back-up conventional repeaters systems at a separate facility, which allows for multiple back-up sites to support all field operations.

Ergonomic workstations (console furniture) complies with ADA and industry standards to afford the Telecommunicator a comfortable work environment for them to perform at their best. Adjustable console height, monitor height, desktop adjustability for focal depth, heating, and cooling, allows each TC to customize their workspace to their individual needs.

- Liability Reporting Process - Currently, the agency's Quality Assurance (QA) Program is being utilized to fulfill requirements associated with maintaining a Liability Reporting Program. Calls that appear to possibly create liability on the part of the agency are reviewed as part of their QA Program. However, their QA Program is a random process hence calls that potentially could create liability for the agency could be missed. In discussions with the agency, it was determined they would better served to develop a separate reporting process associated with liability reporting to ensure future compliance with the liability reporting standards. They feel this will also improve their documentation relative to incidents that may have an adverse impact on their organization.

The City of Burlington does have a risk management function that requires reporting of certain types of events impacting any city department. However, its focus is on workers compensation and employee accidents. The City of Burlington also mandates a notification process through any city department's chain of command when an event occurs that draws media attention where the City of Burlington's reputation could be negatively impacted.

During the Site-Based Assessment Review, the assessment team conducted 20 interviews regarding the topical areas previously defined. The interviews were with agency members and members of the community. The approach not only further confirmed standards adherence, but also considered effectiveness measures, process management and intended outcomes.



---

## CHIEF EXECUTIVE OFFICER PROFILE

---

### *J. Jeffrey Smythe*

---

Chief Jeffrey Smythe has been the police chief in Burlington for almost seven years and leads a stellar agency of 139 sworn and 37 civilian public safety professionals as they protect and serve Burlington's 50,000+ residents. He has been a police officer for over 33 years and has a Master's Degree from Northern Arizona University in Educational Leadership. He is married with three children and absolutely loves working here in Burlington.

---

## COMMUNITY PROFILE

---

The City of Burlington is located in Alamance County, North Carolina, and is situated in the North Central Piedmont Region of North Carolina. It is the principal city in the Burlington Metropolitan Statistical Area and has a population of approximately 53,000 residents. The 2010 MSA population was over 150,000 people living primarily in Alamance county. The primary industry and employment types within the city include textiles, retail, medical, and service-related businesses. Both I-85 and I-40 converge in our area, creating a "superhighway" with an average daily traffic count of over 129,000 vehicles. These two significant highways traveling both north/south and east/west are a source of revenue as well as visitors.

The median household income is \$42,097, and the per capita income is \$23,465. Approximately 19.6% of our population is below the poverty line. About 85% of the population has a high school diploma, and 22% of the population has a bachelor's degree.

The City of Burlington operates under a council-manager form of government. The governing body consists of four council members, a mayor, and a city manager. The city manager, Hardin Watkins, is responsible for submitting and balancing the annual budget as well as the day to day activities within the municipality.

---

## AGENCY HISTORY

---

The City of Burlington was incorporated on February 14, 1893 and our City Manager form of government was instituted in 1945. It is believed that James A. Zachary was the first police chief and his name appears in Board of Alderman notes starting in 1894. The agency has grown slowly from employing only the chief in 1894, 37 officers in 1951, 85 officers in 1977, and now we have 139 sworn men and women protecting our 53,000+ residents.

In 1969 the department added a new division called the Training Division which consisted on one officer at the time. This was the starting point for professional training and the agency now staffs a Training Lieutenant, Sergeant, two Officers and a civilian staff member. During 2019, the Training Section managed, conducted, or assigned officers to over 29,000 hours of professional and career development training.

The Burlington Police Department has been accredited since 1989, and is positioned as an industry leader in policing in North Carolina.

---

## AGENCY STRUCTURE AND FUNCTION

---

The agency is organized into two bureaus: Operations and Support. Each bureau is lead by an Assistant Chief, and the agency has 139 sworn and 37 full-time civilians. The critical components of the agency are divided across four divisions, each commanded by a captain. These divisions include the Criminal Investigations Division, Professional Standards Division, Community Relations Division, and Patrol.

The Burlington Communication Center (BCC) structure consists of a one (1) manager over the center. Four (4) Telecommunicator Leads (Lead Supervisors), three (3) Telecommunicators II, and twelve (12) Telecommunicator I. Five (5) part-time Telecommunicators.

---

## AGENCY SUCCESSES

---

Burlington Communication Center (BCC)

Success:

Technology:

The communication center has installed and successfully tested MCC radio consoles. A new configuration with the Graham PD/FD dispatching capabilities is now in place to be used for Graham operations. A new back up facility has been fully wired and integrated for Burlington usage after our most recent evac for the potential riot event. Moving 911 operations into three separate locations that all integrate and work seamlessly. By having previous and recent cable runs between all three locations, we can now plug and play in the Comm center/EOC/EOC comm room.

Operations:

The COVID 19 pandemic caused concern for the continued successful operation of the center. The center manager Stephanie Chatman coordinated operations and the professional staff to continue a seamless operational cycle successfully.

The center began the process of preparing to dispatch for the Graham Police Department and Fire Department. The process consisted of coordinating with the agency in the following categories: CAD/RMS, GPS mapping, and connectivity of equipment.

---

## FUTURE ISSUES FOR AGENCY

---

Future Issues:

Technology:

Upgrading technology continues to be a top priority in the communication center. We are currently assessing a new CAD system and integration with the radio/911/recording systems. Approximately 75% of the police and fire radio fleet (mobiles and portables) was purchased in 2012 and are "AN" series/model radio. We are replacing four (4) primary radio console positions in the 911 center, approaching their end of lifespan for support and functionality.

## INITIAL REMOTE WEB-BASED ASSESSMENT

Compliance Services Member: Philip Potter

On 9/25/2020, the Initial Remote Web-based Assessment of Burlington (NC) Police Department was conducted. The review was conducted remotely and included 157 standards from the CALEA® Standards for Communications Manual. The following standards were reviewed and the findings are denoted:

Standards	Findings
1 Organization	
1.1.2 Organizational Chart	<b>Compliance Verified</b>
1.1.7 Agency Personnel Identification	<b>Compliance Verified</b>
1.2.1 Risk Management Program	<b>Compliance Verified</b>
<p><b>Notes:</b> ISSUE: The written directives and proofs in file for bullet a (position responsible), bullet b (duties and responsibilities), and bullet d (annual review and written report) addressed fiscal management/budget and not the agency's risk management program. - AGENCY ACTION NEEDED: The agency should locate and add written directives and proofs related to its risk management program on bullets a, b and d, or revise its written directive to address these issues. -AGENCY ACTION TAKEN: During the review period the agency revised and updated written directive 2.03 on Fiscal Management to include Risk Management and added language to the written directive that addressed bullets a and b. The agency also added an existing job description for the City's Safety Director that has responsibility for the City's Risk Management Program, including the Police Department and the Communications Center. For bullet d on the "annual review and written report of issues and conditions that affect risk, worker's compensation, and liability," the agency had a City of Burlington 2019 OSHA Log for work related injuries that did not specify those from the Communications Center only sworn police officers as a proof, but it did not address all of bullet d requirements related to risk and liability, as well as meeting the standard requirement of an "annual review and written report." The agency should ensure that this annual review and report for bullet d is completed in early 2021 for the 2020 calendar year, that addresses all of bullet d requirements. As, such bullet d is considered a FUTURE PERFORMANCE ISSUE.</p>	
1.2.2 Expectations of Privacy	<b>Compliance Verified</b>
1.2.5 Goals and Objectives	<b>Compliance Verified</b>
<p><b>Notes:</b> ISSUE: The highlighted written directive does not address the standard language that requires "...the formulation and documented annual updating of written goals and objectives for the agency and for each organizational component within the agency." The directive on the strategic plan just states that the plan will involve long-term goals and objectives for the agency and all components. Also, the proofs do not demonstrate the goals and objectives of the communications center itself. - AGENCY ACTION NEEDED: - The agency should address the written directive language requirement of documented annual goals and provide the requisite proofs related to the Communications Center. - AGENCY ACTION TAKEN: The agency revised policy 02-06 that included the language on formulating and annually updating agency and organizational component goals and objectives and added a new accountability form for goals and objectives of the Communication Center. The agency also highlighted an area of the existing Strategic Plan that identified a goal of acquiring a new CAD System for the Communications Center. By taking these actions the agency demonstrated compliance with this standard.</p>	

Standards	Findings
<p>1.2.6 Evaluating Progress of Goals and Objectives</p> <p><b>Notes:</b> ISSUE: In review of the proofs the procedures for review of progress of goals and objectives are demonstrated, it is difficult to see whether any relate to the Communications Center itself. - AGENCY ACTION NEEDED: Please highlight and/or clarify the progress reports related to Communications Center. - AGENCY ACTION TAKEN: The agency added a new accountability form for goals and objectives of the Communication Center and also highlighted an area of the existing Strategic Plan that identified a goal of acquiring a new CAD System for the Communications Center. By taking these actions the agency demonstrated compliance with this standard.</p>	<b>Compliance Verified</b>
1.2.8 Analytical Reports Distributed	<b>Compliance Verified</b>
<p>1.2.9 Multiyear Plan</p> <p><b>Notes:</b> ISSUE: Excellent strategic plan for the Police Department, but could not discern where the Communications Center itself was covered in regards to bullets b (workload population trends), bullet c (anticipated personnel levels) and bullet d (capital improvement and equipment needs). - AGENCY ACTION NEEDED: The agency should review, clarify or correct the Strategic Plan to address bullet b, c and d regarding the Communications Center. - AGENCY ACTION TAKEN: The agency added an existing copy of the five year capital improvement plan for equipment for the Communications Center to meet compliance on bullet d. The agency added a "Note to File" that bullets b and c will be addressed in 2021 through the Annual Report of the Communication Center in regards to the workload and populations trends and on bullet c (anticipated personnel levels), which will be added to its Strategic Plan at that time. This would be a Future Performance Issue for bullets b and c to be addressed by the agency in January 2021.</p>	<b>Compliance Verified</b>
<p>1.3.2 Workload Assessments</p> <p><b>Notes:</b> ISSUE: Written directive in compliance, but the agency had a "Note to File" that the Communications Center's workload assessment report would not be completed until January 2021. - AGENCY ACTION NEEDED: As such, this will be a FUTURE PERFORMANCE ISSUE that the agency should address in January 2021. - AGENCY ACTION TAKEN:</p>	<b>Compliance Verified</b>
1.3.3 Annual Review of Specialized Assignment	<b>Not Applicable by Function</b>
1.3.4 Openings for Specialized Assignments	<b>Not Applicable by Function</b>
1.4.1 Agency/Employee Complaints Investigated	<b>Compliance Verified</b>
1.4.2 Report Directly to CEO	<b>Compliance Verified</b>
1.4.3 Procedures for Notifying CEO	<b>Compliance Verified</b>
1.4.4 Time Limit for Investigation	<b>Compliance Verified</b>
1.4.6 Employee Notified of Investigation	<b>Compliance Verified</b>
1.4.7 Conditions of Investigation	<b>Compliance Verified</b>
1.4.8 Relieved from Duty	<b>Compliance Verified</b>
1.4.9 Conclusion of Fact	<b>Compliance Verified</b>
1.4.11 Annual Statistical Summary	<b>Compliance Verified</b>
1.4.12 Procedures on Complaints are Public	<b>Compliance Verified</b>
<b>2 Direction and Supervision</b>	
2.1.2 Command Protocol	<b>Compliance Verified</b>



Standards	Findings
2.1.5 Written Directive System	<b>Compliance Verified</b>
2.1.6 Dissemination of Directives <b>Notes:</b> ISSUE: The agency written directive did not address part of bullet a or through proofs related to the language of "...backed up by hard copies of the directives or electronic media containing the directives in sufficient number to place at specified accessible locations for reference by all affected personnel." - AGENCY ACTION NEEDED: - The agency should locate the required written directive language and proofs for the above back up copies of directives and add to file, or update written directive to address the issue. - AGENCY ACTION TAKEN: During the review period the agency updated its written directive on bullet a to include language that addressed the issue of accessible backup copies of the written directive system and added proofs to file of these back up provisions. By taking this action the agency demonstrated compliance with this standard.	<b>Compliance Verified</b>
2.2.1 Organizational Values	<b>Compliance Verified</b>
2.2.2 Values Acknowledged	<b>Compliance Verified</b>
2.2.3 Agency Liability, Report Required <b>Notes:</b> ISSUE: Agency is trying to comply with this standard by utilizing their Quality Assurance Program as the mechanism to identify and process incidents that would require a Liability Report. Unfortunately, their QA process selects random calls (currently three per month for each telecommunicator) and as a result, may never identify an incident that would require a written report per this standard. AGENCY ACTION NEEDED: Agency needs to identify a process that requires all employees to provide a written report through their chain of command when an incident occurs that may expose the agency to liability. A written directive (though one is not required by standard), training memo or other agency communication initiative must be identified and utilized to communicate this requirement to all employees. AGENCY ACTION TAKEN: Agency implemented a new form to capture all relevant information needed to comply with the standard and communicate with the police department chain of command the facts related to a particular incident. This was distributed to all agency personnel with a memo describing the process all employees must follow moving forward.	<b>Standard Issue</b>
2.2.4 Agency Liability, Report Reviewed	<b>Compliance Verified</b>
2.2.5 Agency Liability, Report Analysis	<b>Compliance Verified</b>
2.2.6 Critical Incident Stress	<b>Compliance Verified</b>
2.2.7 Wellness	<b>Not Applicable by Function</b>
2.3.2 Concurrent Jurisdiction	<b>Compliance Verified</b>
2.3.3 Services Provided by Written Agreement	<b>Compliance Verified</b>
2.4.2 Budget and Fiscal Management	<b>Compliance Verified</b>
2.4.3 Functions Prepare Budget Recommendations	<b>Compliance Verified</b>
2.4.4 Procedures for Purchases	<b>Compliance Verified</b>
2.4.6 Cash Funds	<b>Not Applicable by Function</b>
2.4.8 Inventory	<b>Compliance Verified</b>

Standards	Findings
2.4.10 Maintaining Agency Property	<b>Compliance Verified</b>
2.4.11 Authorized Equipment	<b>Compliance Verified</b>
2.5.1 Agency Performance Measurement Program	<b>Compliance Verified</b>
2.5.2 Emergency Line Performance Measures Established	<b>Compliance Verified</b>
2.5.3 Review of Emergency Line Performance Measurements	<b>Compliance Verified</b>
2.5.4 CEO Notification of Results of Performance Measurements	<b>Compliance Verified</b>
2.6.1 Community Involvement Function	<b>Compliance Verified</b>
2.6.2 Liaison with Community	<b>Compliance Verified</b>
2.6.3 Annual Community Involvement Report	<b>Compliance Verified</b>
<p><b>Notes:</b> ISSUE: The agency has a written directive in effect that meets all standard and bullet language. The proof in file (quarterly report) appears to address law enforcement issues in the community, not necessarily what is required by bullet a ("...description of potential problems that have a bearing on public safety communications activities within the community"). -AGENCY ACTION NEEDED: The agency should review this documented proof and other agency records to determine if it has completed this required reporting.- AGENCY ACTION TAKEN: This is a FUTURE PERFORMANCE ISSUE that will be addressed in January 2021 with the required Annual Report by the Communications Center. The agency added a "Note to File" to describe its intentions on meeting future compliance with this standard so it addresses public safety communications issues in the community.</p>	
2.6.5 Survey of Citizen Attitudes	<b>Compliance Verified</b>
<p><b>Notes:</b> ISSUE: The agency has the written directive in place for the annual community survey and has received a number of surveys completed by citizens. These written directives and proofs meet the standard and all bullets. However, the Annual Community Survey to cover law enforcement and communications is not scheduled to be completed until 2021. - AGENCY ACTION NEEDED: This is a FUTURE PERFORMANCE ISSUE. The agency should address this in 2021 after the completion of the annual community survey.</p>	
2.6.6 Public Education Function	<b>Compliance Verified</b>
2.6.7 News Media, Involvement and Discussion	<b>Compliance Verified</b>
<p><b>3 Human Resources</b></p>	
3.1.1 Task Analysis	<b>Compliance Verified</b>
<p><b>Notes:</b> ISSUE: The agency had a written directive that met all bullets (a-d), but had no job task analysis in the file and had not completed the three-year documented review as required by bullet d as of this date. - AGENCY ACTION NEEDED: - If the agency has conducted a job task analysis of its communication center employees that documented proof should be added to the file, as well as a "Note to File" of the anticipated date for the three-year documented review. - AGENCY ACTION TAKEN: The agency added a proof to file from a previous Job Task Analysis from 2017 of one Job Task Analysis of the position of Police Telecommunicator I. The agency added a "Note to File" that the next Job Task Analysis of all job classes in the Communications Center will occur in 2021-2022. This is a FUTURE PERFORMANCE ISSUE that the agency will complete at that time to demonstrate compliance.</p>	
3.1.3 Role of Agency in Class Specifications	<b>Compliance Verified</b>

Standards	Findings
<p>3.1.4 Job Descriptions</p> <p><b>Notes:</b> ISSUE: The agency written directive does not require the four-year review of all job descriptions be documented and did not address the documented four-year review in proofs. . - AGENCY ACTION NEEDED: The agency should update the written directive to add the word "documented" in relation to the four-year review and add a "Note to File" of anticipated date of completion of the documented four-year review. - AGENCY ACTION TAKEN: The agency revised its written directive to require the four-year review of all agency job descriptions be documented and added a "Note to File" that all job descriptions in the Communications Center will have a documented review in 2021. This is a FUTURE PERFORMANCE ISSUE for the agency.</p>	<p><b>Compliance Verified</b></p>
3.2.1 Salary Program	<b>Compliance Verified</b>
3.2.2 Leave Program	<b>Compliance Verified</b>
3.2.4 Support Services Program	<b>Compliance Verified</b>
3.2.5 Medical Examinations	<b>Compliance Verified</b>
3.4.2 Annual Evaluation	<b>Compliance Verified</b>
3.4.3 Employee Consulted	<b>Compliance Verified</b>
3.4.4 Unsatisfactory Performance	<b>Compliance Verified</b>
<p>3.4.7 Personnel Early Intervention System Established</p> <p><b>Notes:</b> ISSUE: The written directive on bullet c did not provide the new language of "..that is approved by the agency CEO or designee" and on bullet e the language on the written directive does not require the annual evaluation of PEWS to be "documented." The agency had a "Note to File" of no occurrences for bullets a-h and there was no documented annual evaluation of the PEWS System completed and in the file for bullet e. - AGENCY ACTION NEEDED: The agency should update the written directive on bullets c and e to correct the above listed issues, as well as address the absence of the documented annual evaluation of the PEWS System (bullet e). - AGENCY ACTION TAKEN: The agency found existing language in the written directive to address the bullet c issues identified and revised the written directive for bullet e to require the annual evaluation be "documented." The agency has not completed a documented annual evaluation of the PEWS System and should complete this requirement in early 2021. This is a FUTURE PERFORMANCE ISSUE on bullet e.</p>	<p><b>Compliance Verified</b></p>
3.5.1 Grievance Procedure Established	<b>Compliance Verified</b>
<p>3.5.3 Annual Analysis of Grievances</p> <p><b>Notes:</b> ISSUE: The agency had "Note to File" of "no occurrence in Year 1. The agency is required by the standard to complete a grievance analysis annually, even if no grievances, with the analysis concentrating on reviewing grievance procedures. - AGENCY ACTION NEEDED: The agency should complete a grievance analysis as soon as possible for Year 1. - AGENCY ACTION TAKEN: FUTURE PERFORMANCE ISSUE. The agency added a "Note to File" that it will complete an Annual Grievance Analysis for 2020 in early 2021 and place in file.</p>	<p><b>Compliance Verified</b></p>
3.6.1 Code of Conduct	<b>Compliance Verified</b>
3.6.2 Grooming and Appearance Guidelines	<b>Compliance Verified</b>
3.6.6 Supervisor Role and Authority in Discipline	<b>Compliance Verified</b>
3.6.8 Termination Procedures	<b>Compliance Verified</b>
<b>4 Recruitment, Selection, and Promotion</b>	
4.1.2 Recruiters Knowledgeable in Personnel Matters	<b>Compliance Verified</b>

Standards	Findings
<p>4.1.3 Recruitment Plan</p> <p><b>Notes:</b> ISSUE: The agency Recruitment Plan in the file addressed only the police officer position, not communications center personnel. If the agency uses one Recruitment Plan for both types of personnel, the communications personnel recruitment must be included in such plan. In addition, The agency had "Note to File" on bullets d (annual analysis) and bullet e (revisions) that this will not occur until 2021. - AGENCY ACTION NEEDED: The agency's Recruitment Plan should be updated to include communications personnel and the annual analysis of the Recruitment Plan should occur as soon as possible. - AGENCY ACTION TAKEN: The agency updated its Recruitment Plan for 2020 during the review period to include goals, objectives and other protocols for the recruitment of communications personnel in addition to police officers. The agency confirmed that the annual analysis of the Recruitment Plan in regards to communications personnel has not occurred to date, but should be completed in early 2021. This is a FUTURE PERFORMANCE ISSUE for bullets d and e.</p>	<p><b>Compliance Verified</b></p>
4.1.5 Community Assistance with Job Announcements	<b>Compliance Verified</b>
4.2.1 Selection Process Described	<b>Compliance Verified</b>
4.2.2 Criteria Job Related	<b>Compliance Verified</b>
4.2.3 Process Administered in Uniform Manner	<b>Compliance Verified</b>
4.2.6 Records	<b>Compliance Verified</b>
4.3.1 Background Investigation	<b>Compliance Verified</b>
4.3.7 Medical Examination	<b>Compliance Verified</b>
4.3.8 Psychological Fitness Examination	<b>Compliance Verified</b>
4.3.10 New Personnel Orientation	<b>Compliance Verified</b>
4.4.1 Promotion Process, Agency Role	<b>Compliance Verified</b>
4.4.2 Promotion Process, Identifiable Position	<b>Compliance Verified</b>
4.4.3 Promotion Process, Procedures Used	<b>Compliance Verified</b>
4.4.4 Elements Job Related	<b>Compliance Verified</b>
4.4.5 Promotional Announcement	<b>Compliance Verified</b>
4.4.6 Criteria and Procedures of Eligibility List	<b>Compliance Verified</b>
<b>5 Training</b>	
5.1.4 Lesson Plans	<b>Compliance Verified</b>
5.1.5 Requirements for Trainers	<b>Compliance Verified</b>
5.1.7 Maintain Records	<b>Compliance Verified</b>
5.2.1 New Hire Training Program Required	<b>Compliance Verified</b>
5.2.2 New Hire Training Program Established	<b>Compliance Verified</b>
5.2.3 Orientation Handbook	<b>Compliance Verified</b>
5.2.4 Outside Agency Policies and Procedures Training	<b>Compliance Verified</b>
5.2.5 Evaluation of New Hire Training	<b>Compliance Verified</b>

Standards	Findings
5.2.6 Annual Retraining	<b>Compliance Verified</b>
5.2.8 Remedial Training	<b>Compliance Verified</b>
5.2.9 Accreditation Training <b>Notes:</b> ISSUE: FUTURE PERFORMANCE ISSUE - The agency had "Note to File" that the accreditation orientation training for employees just prior to on-site assessment would occur in October 2020. - AGENCY ACTION NEEDED: The agency should complete this orientation/training for bullet c as scheduled. - AGENCY ACTION TAKEN: No action taken to date	<b>Compliance Verified</b>
5.2.10 Specialized Training	<b>Compliance Verified</b>
5.2.11 Training Officer Requirements	<b>Compliance Verified</b>
5.2.13 CALEA Accreditation Manager Training <b>Notes:</b> ISSUE: The written directive did not include the standard language of "...and shall be responsible for providing appropriate training to other agency personnel assigned to the accreditation process." AGENCY ACTION NEEDED: The agency should revise and/or update its existing written directive to include this required language. - AGENCY ACTION TAKEN: During the review period the agency revised its written directive on the accreditation manager and included the wording "...and shall be responsible for providing appropriate training to other agency personnel assigned to the accreditation process." By taking this action the agency demonstrated compliance with this standard.	<b>Compliance Verified</b>
<b>6 Operations</b>	
6.1.2 FCC Requirements	<b>Compliance Verified</b>
6.1.3 Policies and Procedures Approved	<b>Compliance Verified</b>
6.1.4 Dissemination of Information	<b>Compliance Verified</b>
6.1.5 Quality Checks	<b>Compliance Verified</b>
6.1.6 Disposal of Work Sensitive Documents	<b>Compliance Verified</b>
6.2.1 Immediate Access to Communications Center Resources	<b>Compliance Verified</b>
6.2.2 Immediate Access to Client Agency Resources	<b>Compliance Verified</b>
6.2.3 Immediately Available Procedures	<b>Compliance Verified</b>
6.2.4 Obtaining and Recording Information	<b>Compliance Verified</b>
6.2.5 Misdirected Emergency Calls	<b>Compliance Verified</b>
6.2.6 Procedures for Emergency Hang Up Calls	<b>Compliance Verified</b>
6.2.7 Procedures for Handling Difficult Callers	<b>Compliance Verified</b>
6.2.8 Procedures for Calls from Elderly and Children	<b>Compliance Verified</b>
6.2.10 Alarm Procedures	<b>Compliance Verified</b>
6.2.11 First Aid Instruction	<b>Not Applicable by Function</b>
6.2.12 Other Than English Speaking Callers	<b>Compliance Verified</b>
6.2.13 Missing, Lost or Abducted Adults	<b>Compliance Verified</b>
6.2.14 Missing, Runaway, Abandoned, or Abducted Children	<b>Compliance Verified</b>

Standards	Findings
6.3.1 Radio Communication with Field Units	<b>Compliance Verified</b>
6.3.2 Call Assignment Criteria	<b>Compliance Verified</b>
6.3.3 Emergency Messages	<b>Compliance Verified</b>
6.3.4 Records of Vehicles Removed	<b>Compliance Verified</b>
6.4.1 Security for Communications Center	<b>Compliance Verified</b>
6.4.2 Evacuation Plan	<b>Compliance Verified</b>
6.4.3 Alternate Source of Electrical Power	<b>Compliance Verified</b>
6.4.4 Independent Backup Communications System	<b>Compliance Verified</b>
6.4.5 Criminal Justice Information Systems	<b>Compliance Verified</b>
6.4.6 Encoding Communications	<b>Compliance Verified</b>
6.5.1 Telephone Access	<b>Compliance Verified</b>
6.5.2 TDD/TTY Access Procedures	<b>Compliance Verified</b>
6.5.3 Separation of Emergency Calls	<b>Compliance Verified</b>
6.5.4 Immediate Playback of Recorded Information	<b>Compliance Verified</b>
6.5.5 Alternative Communications Criteria and Procedures	<b>Compliance Verified</b>
6.5.6 Digital Information <b>Notes:</b> ISSUE: - AGENCY ACTION NEEDED: - AGENCY ACTION TAKEN:	<b>Not Applicable by Function</b>
6.6.1 Two-Way Radio Capability	<b>Compliance Verified</b>
6.6.2 Multichannel Radio Equipment	<b>Compliance Verified</b>
6.6.3 Interoperable Radio Communications Plan <b>Notes:</b> ISSUE: FUTURE PERFORMANCE ISSUE- On bullet e (annual documented radio interoperability test) the agency had "Note to File" that that task would be completed in October 2020. - AGENCY ACTION NEEDED: - The agency should complete this time sensitive task as scheduled and add a proof to the file. - AGENCY ACTION TAKEN: The agency has taken no further action to date.	<b>Compliance Verified</b>
6.7.1 Records Privacy and Security Precautions	<b>Compliance Verified</b>
6.7.2 Records Retention Schedule	<b>Compliance Verified</b>
6.7.3 Collection of Data for Client Agencies	<b>Compliance Verified</b>
6.7.4 Requirements for Reporting Incidents <b>Notes:</b> ISSUE: The agency written directives just states that the telecommunicator will classify, prioritize and assign calls to be taken by phone. The standard requires "procedures" to be followed in completing reports. There are no procedures of how this is accomplished after the dispatcher prioritizes such calls. - AGENCY ACTION NEEDED: The agency should locate and/or update a written directive that has the procedures required of this standard. - AGENCY ACTION TAKEN: The agency located existing language in its written directive that addressed the procedures that dispatchers follow in assigning reports for other than police officer response. By taking this action the agency demonstrated compliance with this standard.	<b>Compliance Verified</b>
6.7.5 Recording Category Requirements	<b>Compliance Verified</b>

Standards	Findings
6.7.6 Case Numbering System	Compliance Verified
6.8.1 Copyright Use	Compliance Verified
6.8.2 Computer Viruses	Compliance Verified
6.8.3 Unauthorized Manipulation of Files	Compliance Verified
6.8.4 Computer Use, Policies and Procedures	Compliance Verified
6.8.5 Security System	Compliance Verified
6.8.6 Computer Backup	Compliance Verified
6.8.7 Records or Informational System Password Access	Compliance Verified
<b>7 Critical Incidents, Special Operations, and Homeland Security</b>	
7.1.1 Position for Planning Response to Critical Incidents at Center	Compliance Verified
7.1.2 Emergency Operations Plan (EOP)	Compliance Verified
<p><b>Notes:</b> ISSUE: The written directive highlighted does not address bullet d (continuity of communications system), describing only procuring additional resources. On bullet i, the standard requires a "documented" annual review of the plan and the written directive does not address documenting that annual review. AGENCY ACTION NEEDED: The agency should locate or update the written directive to address the issues in bullet d and i. The agency should complete the documented annual review of the plan as required by bullet i as soon as it is scheduled. - AGENCY ACTION TAKEN: The agency added several existing written directives and highlighted/linked sections that met compliance with bullet d on continuity of communications operations. In reference to bullet i that task has not been completed to date and is a FUTURE PERFORMANCE ISSUE: The agency reporting that the documented annual review for bullet i will not occur until 2021 in a "Note to File."</p>	
7.1.3 After Action Report	Compliance Verified
7.1.4 Operational Readiness	Compliance Verified
7.1.5 Annual Training	Compliance Verified
7.1.6 Accessibility of Plans	Compliance Verified
7.2.1 Special Events Plan	Compliance Verified
7.2.2 Tactical Dispatch Selection Criteria	Not Applicable by Function
7.3.1 Liaison for Exchange of Terrorism Information	Compliance Verified

**Response from Agency Regarding Findings:**

The Burlington Communications Center (BCC) has been in operation for many years and we have complied with all of the standards in the Law Enforcement Program. About 18 months ago we decided to explore and pursue accreditation for our communications center. Even with an extensive history with CALEA and staff in both Commissioner and Assessor roles, we struggled with this process. As any initial on-site may have future performance issues, our experience was similar.

We conducted a mock on-site and could have certainly wished for more time to do a second mock. We were driven by the need to line up our LE program with our Communications program for the same conference each year moving forward. As I write this in December, we are committed to additional work on those standards identified in the final report. We will appear before you in March 2021 with a detailed list of our progress and accomplishments to prove we are worthy of accreditation.

A robust thank you to CALEA for providing an accreditation program in communications that is challenging and

meaningful. Our operational effectiveness has dramatically improved over the last 18 months and we are well positioned now to demonstrate excellence in everything we do.



## SITE-BASED ASSESSMENT

3/17/2021

### *Planning and Methodology:*

The Burlington Police Department's Dispatch/ Communications Center (BCC) is a 24 hour a day, seven days a week full service emergency communications center. The Police Technology Manager, Kenyon Harris, ensures BCC is up to date with any new or upcoming technology. BCC functions as a vital link between the city's police and fire departments and those who need emergency and non-emergency assistance. The center is equipped with state of the art technology in order to maintain their commitment of professional, quality service to the citizens of Burlington. They handle over 128,000 incoming calls and dispatch over 88,000 calls (both police and fire) annually.

BCC strives to provide exceptional service to their community. This is achieved through their agency's commitment in the areas of performance evaluation and training to ensure a consistently high level of service delivery while maintaining industry best practices. As BCC continues to evaluate the need for additional staff and new equipment, staff's exceptional performance remains a high priority. BCC is a secondary PSAP as the primary PSAP for the entire county to include the City of Burlington is the Alamance County Communications Center.

BCC daily operations is managed by Communications Center Manager Stephanie Chatman. She is supported in her efforts by four Telecommunicator Leads (supervisors), 14 Telecommunicators and six part-time telecommunicators. Ms. Chatman reports to Burlington Police Department Captain Todd Long who in turn reports to an Assistant Chief of Police.

BCC Accreditation Manager Captain Todd Long and BCC Manager Stephanie Chatman worked closely with Regional Program Manager Laura Saunders and CSM Phil Potter in preparing for this on-site. No standards were identified by the CSM that required follow-up by Team Leader Geis. It was noted by Team Leader Geis and discussed with Captain Long the number of future performance issues (wet ink) identified by CSM Potter. Captain Long was encouraged to ensure those issues did not "fall through the cracks" going forward.

BCC has identified several future issues that could impact their operations in the next several years. They are:  
-Equipment and Technology: Pending radio subscriber/console replacement project will be a significant undertaking in 2023-2024. Replacement to the newer platform in 2023 and CAD replacement project/integration with radio/911/recording systems will be a significant impact to operations. Additionally, having to utilize backup equipment during times of crisis/emergencies that are located in the Emergency Operation Center (EOC) and EOC Communications Room limits the effectiveness of dispatching calls for service. The pandemic has and continues to stress their ability in the training process of newly hired telecommunicators.

-Hiring: BCC adheres to equal employment opportunity hiring practices regardless of gender or ethnicity. One area BCC desires to improve is increasing the diversity of their workforce by hiring minority telecommunicators. This will be a priority in future recruitment and hiring initiatives.

### *Performance Evaluation Program*

All supervisors have the duty to properly document employee performance and hold counseling sessions with their direct reports. In order to promote effective communication and help employees strive for and achieve superior performance and help correct deficiencies, supervisors plan for, author and administer detailed and comprehensive annual evaluations on every direct report.

A non-probationary employee whose job performance has been determined to be unsatisfactory and in need of

improvement, must be advised of this in writing through the use of a Performance Improvement Plan. In order to ensure that proper documentation is being used for the entire evaluation period, supervisors consistently record performance documentation in Guardian Tracking (GT) software during the entire evaluation period. The City of Burlington Police Department Job Performance Evaluation form is used for the annual evaluations.

The Professional Standards Division Captain or designee is responsible for ensuring that supervisors are adequately trained in the skills related to gauging employee performance and the administration of the agency's performance evaluation system. Training of this nature should precede an employee's assignment to a supervisor position or come as soon after the appointment as possible.

Communications Manager Stephanie Chatman and Captain Todd Long explained to Team Leader Geis how supervisors utilize Guardian Tracking software to document and assist in compiling notes on employees that subsequently are utilized for the completion of formal performance evaluations. Positive comments, performance concerns, commendations and discipline are noted in this program. Employee comments can be viewed by supervisors in order to determine employee strengths and areas for improvement.

#### Standards Issues:

None

#### Suggestions

None

#### Quality Assurance Program

---

Because of their commitment to maintain a high level of performance, BCC conducts monthly quality assurance checks. The BCC manager or designee is responsible for conducting these quality assurance checks. The checks themselves include an evaluation of customer service, timeliness, and the quality of information being gathered and entered into the computer-aided dispatch software. The outcomes of the quality assurance and performance measures are shared with the BCC employee by their supervisor. Both positive and negative work performance is addressed. In addition to the quality assurance checks, overall employee performance documentation software (Guardian Tracking) is used to provide employees with regular, general performance feedback. The combined use of quality assurance checks and "Guardian Tracking" ensure the highest level of performance by each telecommunicator.

Quality Assurance (QA) checks are completed monthly, and activities are reviewed through the Computer Aided Dispatch (CAD) using the Even Tide Recording System (ETRS) template. Checks are completed on each BCC employee to include a total of three from any of the following activities:

- Call taking from the community
- Dispatch performance
- DCI entries, if completed that month, will be verified by using the DCI Quality Assurance Form.

A quality assurance check is completed whenever a telecommunicator is involved with a call regarding a suspect on the scene with a weapon used/displayed, pursuits, officer-involved shootings and missing persons calls. The following criteria is used for the quality assurance check:

- Failure of Policy;
- Failure to enter a call for a response
- Inattention to Detail
- Entry of an incorrect address or failure to dispatch
- Other; Equipment failure, inappropriate call handling, or training deficiency

Monthly performance measurements on BCC operations are required. Data is collected through the Emergency Call Tracking system (ECATS) and outcomes are measured against departmental goals or goals set by 09 NCAC 06C.0209. At a minimum, the following activities of BCC operations are required:

- Emergency line processing; the goal of 90% of incoming emergency lines shall be answered in ten seconds or less.
- Abandoned emergency lines; the goal that no more than one percent (1%) of all incoming emergency calls are abandoned. (An abandoned call is one where the caller has hung up before a TC can answer it).
- Call Processing times; the goal is to complete this function in sixty seconds or less for all priority calls, from time entered to time ready for dispatch.
- Complaint Resolution; the goal of all complaints to be resolved in thirty days or less.

The quality assurance and performance measures outcomes are provided to the BCC employee by their supervisor. Each employee has an opportunity to provide feedback on their measurement data and service delivery. If the employee's average score is 80% or less, the supervisor documents a summary of the performance measures, quality assurance results and feedback from the employee in Guardian Tracking (GT) under the appropriate performance category. Items discovered that do not meet quality standards are used as coaching points on how the TC can improve their service delivery and documented in GT. Any continuous problems are evaluated to determine if a Performance Improvement Plan or any disciplinary issues are warranted.

The Communication Manager shares BCC performance measurements with Central Communications of Alamance County periodically and the BCC annual analysis is posted to the department's web page. The web page is available to all City personnel and the public.

Telecommunications Manager Stephanie Chatman and Telecommunicator Betsy Holloman, who oversees the agency's QA Program, explained to team Leader Geis the formalized process currently being used by BCC was recently implemented in June 2020. To date, the agency has only identified a couple of telecommunicators who were not meeting the passing score of 80%. They utilized coaching and training to remedy any identified problems.

Telecommunicator Lead Chris Saul explained to Team Leader Geis how he utilizes information from the QA's to coach and mentor his subordinates. He emphasized the QA process was primarily used as an improvement tool for all employees.

#### *Standards Issues:*

None

#### *Suggestions*

None

#### *Training*

---

Every new full-time or part-time employee of the Burlington Communications Center is required to complete an established Telecommunicator (TC) classroom and on the job training program. This program must be completed before the TC works in a solo, decision-making capacity.

The program consists of 16 weeks of training, which includes assignments, curriculum-based tasks of the most important and frequent duties and working with a communications training officer (CTO) on a dispatch console. This training time will be broken down into four and a half months with two months working on day shift and two months on the night shift with a CTO. Finally, the TC will enter into two weeks of "quasi solo." Once this is satisfactorily completed, the TC will be "signed off" from training and released to a permanent shift for solo operations. At the end of the 16th week, if the trainee is not at an acceptable level in all categories of the daily observation report (DOR), they will enter the extension/remedial training phase.

In August 2020, the BCC completed its first new hire training academy. The four-week program consisted of acclimating newly hired telecommunicators to communications systems/technology, evaluation techniques, department directives, and job functions as a telecommunicator. This academy was integrated with the required 16 weeks of task-oriented on the job training with an assigned certified communications training officer. In this 16 weeks of training,

telecommunicator trainees obtained their certifications in Modules 1, 2 and 3 of the NCDCI (North Carolina Division of Criminal Information). Within one year of hire date, telecommunicators must obtain their certification through NC Sheriff's Standards.

All BCC personnel are required to perform annual training to maintain their communications certification each year through APCO. The BCC manager can require additional training annually, such as policy review, new trends in telecommunications, or other topics for shift training at any time. All BCC personnel are required to complete all scheduled training. If the employee cannot participate, the employee must inform the communications manager for other arrangements to be made.

Members of the BCC who do not complete their annual training could lose their telecommunications certification. This could lead to disciplinary action up to and including termination.

Kenyon Harris and Stephanie Chatman discussed with Team Leader Geis the various types of training newly hired telecommunicators must complete prior to being released "solo" on the communications center floor. They also discussed the various in-service and professional development opportunities available to employees working for BCC.

Communications Training Officer (CTO) Heather Cobb described the 16 week training program all newly hired BCC telecommunicators must successfully complete. This program encompasses classroom and hands on training curriculum designed specifically for BCC. She also discussed the training BCC provided her to assume the duties of a CTO. She successfully completed APCO's CTO training program.

#### *Standards Issues:*

None

#### *Suggestions*

None

#### *Equipment and Technology*

---

Ensuring well maintained and current 911/Communications equipment is paramount for the agency to provide the best possible service to their customers. The Police Technology Manager, working with other BCC personnel, has created a strategic plan that is updated every year and includes a five year capital plan, not only for budgeting purposes but to make sure BCC stays at the forefront with industry technology and equipment. All technology utilized by the BCC is under preventative maintenance agreements and all software/firmware is refreshed by the manufacturer as needed and required. By being actively involved with NENA/APCO/911 board meetings and attending professional conferences, BCC is constantly evaluating technology the industry is moving towards and staying abreast of upcoming standards changes.

Being part of two different regional 800MHz radio networks (TRON and NC VIPER), affords BCC not only redundancy and resiliency during outages, maintenance, and catastrophic events, but allows for multiple ways to achieve interoperability with surrounding local, state, and federal agencies. Along with their primary radio system, they have installed two back-up conventional repeaters systems at a separate facility, which allows for multiple back-up sites to support all field operations.

They are currently in the final planning phases for joining the statewide Next Generation 911 "Esinet" project. This will connect BCC to a central and secure 911 infrastructure core, which will provide them multiple ways for the public to send information (calls, videos, texts, telematics, Rapid SOS...etc.) during emergencies. This project is scheduled to be completed by second quarter of 2021. In preparation for this migration, BCC made sure all 911 Communications equipment and software are compatible and ready for Next Generation 911 Standards and operations.

Ergonomic workstations (console furniture) complies with ADA and industry standards to afford the Telecommunicator a comfortable work environment for them to perform at their best. Adjustable console height, monitor height, desktop adjustability for focal depth, heating, and cooling, allows each TC to customize their workspace to their individual needs.

Police Technology Manager Kenyon Harris discussed with Team Leader Geis the various capital improvement projects slated for the next few years to improve BCC's equipment. He also discussed the relationship BCC has with Alamance County 911 Communications Center and how future software and hardware assets may possibly be linked or shared.

#### Standards Issues:

None

#### Suggestions

None

#### Liability Reporting Process

---

Currently, the agency's Quality Assurance (QA) Program is being utilized to fulfill requirements associated with maintaining a Liability Reporting Program. Calls that appear to possibly create liability on the part of the agency are reviewed as part of their QA Program. However, their QA Program is a random process hence calls that potentially could create liability for the agency could be missed. In discussions with the agency, it was determined they would better served to develop a separate reporting process associated with liability reporting to ensure future compliance with the liability reporting standards. They feel this will also improve their documentation relative to incidents that may have an adverse impact on their organization.

The City of Burlington does have a risk management function that requires reporting of certain types of events impacting any city department. However, its focus is on workers compensation and employee accidents. The City of Burlington also mandates a notification process through any city department's chain of command when an event occurs that draws media attention where the City of Burlington's reputation could be negatively impacted.

#### Standards Issues:

##### 2.2.3 Agency Liability, Report Required (M)

A written report is submitted whenever an employee is involved with an incident where there may be question as to agency liability.

AGENCY ISSUE: Agency is trying to comply with this standard by utilizing their Quality Assurance Program as the mechanism to identify and process incidents that would require a Liability Report. Unfortunately, their QA process selects random calls (currently three per month for each telecommunicator) and as a result, may never identify an incident that would require a written report per this standard.

AGENCY ACTION NEEDED: Agency needs to identify a process that requires all employees to provide a written report through their chain of command when an incident occurs that may expose the agency to liability. A written directive (though one is not required by standard), training memo or other agency communication initiative must be identified and utilized to communicate this requirement to all employees.

AGENCY ACTION: TAKEN: Agency implemented a new form to capture all relevant information needed to comply with the standard and communicate with the police department chain of command the facts related to a particular incident. This was distributed to all agency personnel with a memo describing the process all employees must follow moving forward.

#### Suggestions

None

**Summary:**

---

**Number of Interviews Conducted:** 20

**Assessors' Names:** Rob Geis

**Site-Based Assessment Start Date:** 11/02/2020

**Site-Based Assessment End Date:** 11/03/2020

<b>Mandatory (M) Compliance</b>	160
<b>Other-Than-Mandatory (O) Compliance</b>	41
<b>Standards Issues</b>	1
<b>Waiver</b>	0
<b>(O) Elect 20%</b>	0
<b>Not Applicable</b>	3
<b>Total:</b>	205

---

**Percentage of applicable other-than-mandatory standards:** 100 %

---

## COMMUNITY FEEDBACK AND REVIEW

---

### *Public Information Session*

---

N/A

### *Telephone Contacts*

---

The telephone call in session was held Tuesday November 3, 2020 from 2pm - 4pm. The telephone line was tested to ensure proper operation. The telephone line was monitored by an assessor conducting the law enforcement assessment. No calls were received during this time period related to BCC.

### *Correspondence*

---

None

### *Media Interest*

---

None

### *Public Information Material*

---

BCC collaborated with their public information function on the press release and public notice associated with their telephone call-in session. Given this was a joint assessment occurring in conjunction with their law enforcement on-site, the press release addressed both assessment on-sites. The press release was distributed to various media outlets in the region. All agency employees were sent an e-mail noting the date, time, location and telephone number associated with the public hearing and telephone call-in session. The public notice was posted on numerous social media resources and the BPD web page.

### *Community Outreach Contacts*

---

Team Leader Geis interviewed the following Fire and Law Enforcement personnel regarding agency relationships and quality of services provided by BCC:

Burlington PD Captain Dalton Majors  
Burlington Fire Department Captain Tony Mann  
Burlington PD Patrol Sergeant Shane Brown  
Burlington Fire Department Assistant Chief Handy  
Alamance County Communications Manager Steven Sigmon

Team Leader Geis also had the opportunity to interview other employees with BCC regarding their roles and functions within the organization. Those individuals were:

Telecommunicator I Jennifer Pachal  
Telecommunicator II Jared Buckner  
Telecommunicator Thomas Brigham  
Telecommunicator Renee Brewer  
Telecommunicator Jordan Hughbanks  
Telecommunicator Lead Chris Saul



# STATISTICS AND DATA TABLES

## Overview

The following information reflects empirical data submitted by the candidate agency specifically related to CALEA Standards. Although the data does not confirm compliance with the respective standards, they are indicators of the impact of the agency’s use of standards to address the standards' intent

## Agency Demographics Report - Initial Accreditation

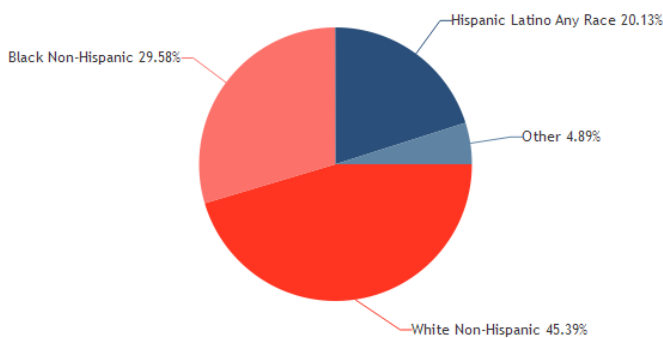
**Data Collection Period: 1/1/2020 - 8/30/2020**

	Service Population		Available Workforce		Current Employees		Current Female Employees		Prior Employees		Prior Female Employees	
	#	%	#	%	#	%	#	%	#	%	#	%
White Non-Hispanic	25242	45%	550047	65 %	25	100%	17	68%	0	0%	0	0%
Black Non-Hispanic	16449	29%	189587	22 %	0	0%	0	0%	0	0%	0	0%
Hispanic Latino Any Race	11196	20%	69149	8 %	0	0%	0	0%	0	0%	0	0%
Other	2721	4%	35186	4 %	0	0%	0	0%	0	0%	0	0%
<b>Total</b>	<b>55608</b>		<b>843969</b>		<b>25</b>		<b>17</b>		<b>0</b>		<b>0</b>	

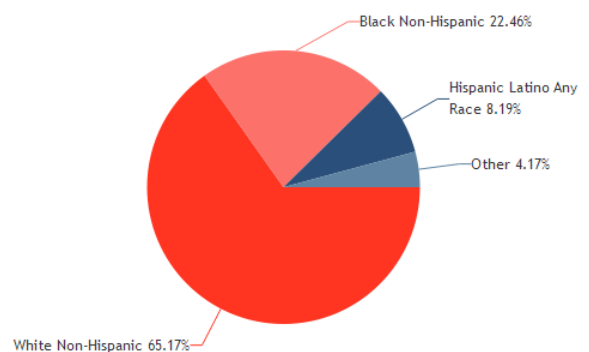
## Initial Accreditation Notes:

The available regional workforce includes the counties of Alamance, Guilford, Caswell, Chatham, and Randolph.

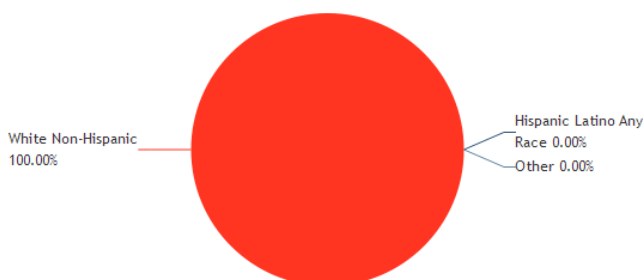
**Service Population**



**Available Workforce**



**Current Employees**



**Current Female Employees**





### *Personnel Actions*

**Initial Data Collection Period:** 1/1/2019-12/31/2019

Actions	Initial
Suspensions	0
Demotions	0
Resignations in Lieu of Termination	0
Terminations	0
Other	11

### *Initial Accreditation*

Other: Telecommunicator transferred to a different division.

## *Liability Reports*

**Initial Data Collection Period: 1/1/2019-12/31/2019**

	Initial
Number Reported	66
Training Deficiencies	5
Failure of Policy	0
Inattention to Detail	59
Other	2

## *Performance Measures*

**Initial Data Collection Period:** 1/1/2019-12/31/2019

	Initial
Incoming Emergency Calls	
Incoming Non-Emergency Calls	
Outgoing Calls	
<b>Calls Resulting in Dispatch</b>	
Law Enforcement	64678
Fire	9295
EMS	0
Average Abandonment Rate %	0.13
Average Processing Time in minutes	47.84

## *Initial Accreditation*

Average Time from Call received until Tele-Communicator Finishes Call. Data set derived from the Same number of calls listed in Calls Resulting in Dispatch for Law and Fire

### ***Public Education***

**Initial Data Collection Period:** 1/1/2019-12/31/2019

	Initial
Surverys Completed	0.0
Presentations Performed	2.0
People Contacted	50.0
Press Releases Initiated By Agency	0.0

### ***Initial Accreditation***

This is based on 2019 data. We did (2) Community Academies and we contacted approximately 50 people during those 2 events.

## *Grievances*

**Initial Data Collection Period:** 1/1/2019-12/31/2019

Grievances	Initial
Number	0

### *Initial Accreditation Notes:*

There was no grievance filed by officers or the professional staff of the department.

## Training

**Initial Data Collection Period: 1/1/2020-12/31/2019**

	Initial
Hired	3
Released from Probation	3
Completed Training	3
All Employees Retained for Three Years or More	10
Average In-service Training Hours	18

### *Quality Assurance*

**Initial Data Collection Period:** 1/1/2019-12/31/2019

	Initial
EMD QA Reviews Performed	0.0
Protocol Compliance Percentage EMD	0.0
Other QA Reviews Performed	576.0
Protocol Compliance Other	95.15

### *Initial Accreditation*

576 Quality Assurance performed based on 2019 data. 16 professional staff x 3 QA each x 12 months.

