



**NORTH CAROLINA
LEAGUE OF MUNICIPALITIES**

NCLM

LAW ENFORCEMENT RISK REVIEW

**ROXBORO POLICE DEPT.
2018**

Roxboro Index

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I. ADMINISTRATION SECTION:

1. Supervisor Training:

- **Basic Leadership:** The department requires initial supervisory training for new sergeants, supervisors, and commanders. This can include documented agency and town policy review/testing, and the completion of the NCLM Online-Supervision Training.
- **Professional Development:** The department provides structured (internal or external) annual training in high liability policy, trends and supervisory practices for supervisors and commanders. This may include structured-internal training and policy review, professional conferences, workshops, lectures, NCLM RMS Training, and any other recognized professional training.

Examples: The department seeks professional development for supervisors and commanders including, but not limited to:

1. Management Development Program (MDP)-NCJA
2. Administrative Officers Management Program (AOMP)-NCSU
3. FBI National Academy (NA)
4. Southern Police Institute- University of Louisville
5. Law Enforcement Executive Program (LEEP)-NCSU
6. Any professionally recognized leadership program or seminar
7. IACP Annual Conference
8. NCPEA Annual Conference
9. NCACP Annual Conference
10. FBI National Academy (NA)- Alumni Annual Conference
11. Documented high-risk agency and town policy review/testing, and the completion of the NCLM Online Supervision Training
12. Any other professionally recognized leadership-training organization

Accomplished?	<p style="text-align: center;">Y N</p>	<p>COMMENTS- Please Indicate how the department has met the category dimensions. Include policy numbers, directives, verification of training, or other validation of completion:</p>
<p>Policy requires a candidate for promotion to first line supervisor positions have completed courses such as First Line Supervisor; Field Training Officer; Police Law Institute and other courses to be eligible to participate in a promotion process. Higher requirements are required for the rank of Lieutenant to include LEEP; MDP; AOMP, or other courses.</p>		
<p>Squad level training on policy, high liability areas, and case laws impacting policing are conducted and documented. As of April 1, 2018, the department utilizes PowerDMS™ to issue policies and applicable tests.</p>		
<p>Administrative personnel have attended training to include the Credible Leadership-100 hours, FBI National Academy, and LEEP. Administrative personnel have attended training conferences to include NCPEA, NCACP annual conferences, FBI Command Colleges, and have completed NCLM risk management courses. On October 16, 2018, the training files were reviewed during the site review. Multiple certificates of supervisory completion were identified.</p>		

2. Early Intervention System:

The department utilizes a process for the early identification of employees exhibiting symptoms of stress, negative performance, or behavior that could pose liability to the community, agency, and officer.

The system should identify patterns of behavior that might be symptomatic that an individual employee requires an intervention. The department should have a clear disciplinary process or proper intervention in place to address willful or at-fault violations.

The system should review at a minimum some, or all of the following:

- Complaints
- Incidents involving use of force
- Shooting incidents
- Use of sick leave
- Preventable accidents
- Domestic misconduct incidents
- Civil litigation
- Performance evaluations

Accomplished?	Y N	COMMENTS- Please Indicate how the department has met the category dimensions. Include policy numbers, directives, verification of training, or other validation of completion:
The department uses Superior (OSS) Internal Affairs and Citizen Complaint modules which have imbedded EIS alert in the system. The EIS alert has preset parameters that automatically activate EIS. Video auditing of body camera footage is also conducted by supervisors.		

3. Hiring of Officer/Recruit Untrained and Civilian staff:

A. The department meets all requirements of the North Carolina Training and Standards Commission when hiring new officers:

- All new employees, new officer hires, and lateral police transfers are required to have a thorough background investigation
- The background investigation includes the contact of previous employer(s) (*reason for leaving previous positions*) and checks of criminal, traffic records, and financial/credit checks
- The background investigation for police applicants additionally includes that the applicant:
 1. Has a medical examination
 2. Passes a drug screening test
 3. Is thoroughly interviewed by designated departmental staff
 4. Successfully completes a psychological examination

Accomplished?	Y N	COMMENTS- Please Indicate how the department has met the category dimensions. Include policy numbers, directives, verification of training, or other validation of completion:
The department has a rigorous screening process that includes all applicants sworn and non-sworn complete a psychological screening, drug screening and BRAINS™ assessment. REVIEW APPLICATION PACKET		
On October 16, 2018, the application process was reviewed and the process meets guidelines set forth by the NC Training and Standards Division. FMRT is utilized for the psychological screening.		

4. Internal Affairs-Citizen Complaints:

- The department maintains policy and procedures regarding the handling and documentation of all complaints
- Policy and practice require any member receiving a complaint to immediately notify a supervising officer
- An investigation is initiated regarding the complaint with an outcome communicated to the complainant and officer
- A record is maintained of complaints received and investigated

Accomplished?	Y N	COMMENTS- Please Indicate how the department has met the category dimensions. Include policy numbers, directives, verification of training, or other validation of completion:
The department has a stand-alone and comprehensive Internal Affairs policy/guidebook. This manual addresses a variety of police related internal investigatory needs including use of force, pursuits, and a variety of complaints. The manual also addresses the Early Intervention system and the resources such as EAP/counseling and support, offered to officers. The department meets and exceeds the dimensions in this category. On October 16, 2018, I interviewed Lt. Ricky Hughes. Lt. Hughes advised another officer was also being scheduled for training in IA investigations. Lt. Hughes explained the investigative process and when Garrity warnings would be given. Lt. Hughes also advised he SBI would be involved in any case that might include criminal misconduct allegations.		

5. Sexual Harassment & Discrimination:

- A reporting process is in place and allows for reporting to be made to a neutral party when necessary
- The policy includes that No employee shall be retaliated against for the reporting of allegations
- The policy directs that the department shall promptly investigate all related complaints
- During the investigation the alleged victim is communicated with and kept informed
- Policy and practice include that if the complaint is sustained, immediate action is taken to remedy the matter and to protect the impacted employee
- Employees receive annual training, related updates, and/or policy review

Accomplished?	Y N	COMMENTS- Please Indicate how the department has met the category dimensions. Include policy numbers, directives, verification of training, or other validation of completion:
GENERAL ORDER #: 100-13 The City of Roxboro and the Police Department has a Sexual Harassment and & Discrimination policy. The policy properly defines harassment and provides the steps to be taken by the aggrieved party. Annual training is directed by policy via power DMS.		

6. Biased Based Policing:

- The department policy clearly defines and prohibits any type of contacts or enforcement by any member related to: “biased-based policing/enforcement practices”. This would include using race, ethnicity, gender, religion, or national origin as a reason to restrict a person’s liberty where these attributes are not descriptive factors relating to a suspected criminal event
- The Department includes annual employee policy review, training, and updates regarding this category

Accomplished?	Y N	COMMENTS- Please Indicate how the department has met the category dimensions. Include policy numbers, directives, verification of training, or other validation of completion:
GENERAL ORDER #: 100-4 The policy is Staff received certified training in 2016 and are mandated by policy to receive triennially. The Policy reflects practices that prevent biased based policing and actions taken based upon race, ethnicity, gender, religion, or national origin as a reason to restrict a person’s liberty. Policy defines proper contacts with the public and the steps taken to address violations of policy.		

7. Proactive Risk Reduction Strategies:

- The department utilizes a comprehensive driver’s evaluation instrument during field training and for post-accident retraining. The NCLM “Driver Evaluation” form is a recognized standardized instrument.
- A cycle exists for the review and update of the department’s policy including legal council approval on new policies. An annual review is preferred; a three-year review is acceptable.

In addition, the agency incorporates at least (1) one of the following:

- The department participates in NCLM sponsored risk-reduction training seminars
- The department has participated in an alternate NCLM approved risk-reduction training session

Accomplished?	Y N	COMMENTS- Please Indicate how the department has met the category dimensions. Include policy numbers, directives, verification of training, or other validation of completion:
Y N	Driving Evaluation-NCLM instrument or equivalent verified?	
<p>The department adopted the NCLM Driver Evaluation form and incorporates the evaluation in the FTO process. The department will utilize a three-year review of policies, primarily because the current policy manual was adopted January 2018 with legal counsel review. The department has also attended NCLM sponsored training including the Use of Force Risk Management class. Chief Hess has also attended numerous NCLM sponsored training classes and now is a member of the NCLM’s Chiefs Advisory Committee. FTO/Driving instrument: Included in FTO training.</p>		

8. Safety Review:

- Accidents resulting in injury are investigated and fully documented
- Injury related incidents are reviewed and used for prevention training and shared with employees where root causation factors are identified
- The municipality has an established “Safety Employee”, charged with the investigation of accidents in which injury or property damage has occurred with the causative factors identified, documented, and corrective action taken
- The department participates in a municipal safety committee that meets regularly to communicate safety concerns and issues.

Accomplished?	Y N	COMMENTS- Please Indicate how the department has met the category dimensions. Include policy numbers, directives, verification of training, or other validation of completion:
<p>The City of Roxboro has a Safety Committee that reviews all accidents, personal or vehicular. A police representative is assigned to the committee. The committee has authority to issue points and recommend disciplinary actions. The town maintains a progressive discipline policy within the safety policy.</p>		

9. Training Policy & Documentation:

- All training is fully documented
 - The department records and maintains all training required by federal, state and OSHA mandates
 - A formal training program is utilized for all new hires supervised by a certified FTO or PTO
 - A formal training program is required for lateral-transfer officer hires
 - The department provides annual training on use of force including policy review and case law updates
 - The department provides annual training on bloodborne pathogens
- A. Driving Training: The department utilizes post-crash evaluation and re-training. “New vehicle orientation training” is provided to familiarize officers with the police vehicle, equipment, and expectations.
- B. The department additionally provides any of the following options:
- Annual class room and/or track instruction. Class topics may include a review of departmental, pursuit and emergency response policies, and review of departmental and national accident trends
 - Annual officer ride-along and evaluation by department trainer/evaluator

Accomplished?	Y N	COMMENTS- Please Indicate how the department has met the category dimensions. Include policy numbers, directives, verification of training, or other validation of completion:
<p>GENERAL ORDER #: 100-5 Policy outlines training directives and philosophy through the policy and training plan. The Department maintains a comprehensive FTO program for new hires, including the NCLM Driving Evaluation Instrument used during FTO training. The department also provides Hazmat and Bloodborne pathogens training annually.</p> <p>Review FTO Program documents: Program manual was reviewed on October 16, 2018. The program has been recently revised and does include a 12-week new officer program and an abbreviated program for experienced new-hires.</p>		

10. Officer-involved Critical Incident Investigation:

- Policy guides the initial incident response to include- First responding supervisor and the securing of evidence
- Policy guides the Post Incident Procedures: administrative leave, counseling assistance, family counseling, department-wide debriefing, daily stress recognition

Accomplished?	Y N	COMMENTS- Please Indicate how the department has met the category dimensions. Include policy numbers, directives, verification of training, or other validation of completion:
<p>GENERAL ORDER #: 100-22 The department maintains a chaplain program to provide assistance to members and also for the public during times of crisis. The Internal Affairs manual also adds provisions for counseling and support for officers in need in addition to an EAP program. Policy directs</p>		

that in all incidents where a person has been injured or killed as a result of the application of deadly force by an officer, the involved officer will be required to undergo a debriefing with a Departmentally furnished psychologist as soon as possible in addition to Critical Incident Stress Debriefings.

11. Property & Evidence:

- Department maintains proper evidence storage areas with controlled access
- A dedicated and trained evidence custodian/ staff, is responsible for the storage and distribution of all evidence
- Guns, drugs and money must be secured in a separate area within the evidence storage area
- The policy should include a provision for conducting a criminal history check on any person who is seeking the return of a firearm prior to the return of the firearm from evidence
- Utilization of evidence auditing is in place including random audits
- Chain of custody and disposition documentation is utilized

Accomplished?	Y N	<p>COMMENTS- Please Indicate how the department has met the category dimensions. Include policy numbers, directives, verification of training, or other validation of completion:</p> <p>GENERAL ORDER #: 200-17</p> <p>The department employs a non-sworn evidence custodian supervised by sworn administrative personnel. Policy directs that random audits are completed annually without notice. Critical and sensitive items of evidence such as currency and precious metals are stored separately from other items of evidence in the evidence vault</p> <p>On October 16, 2018, the evidence room was inspected and found to be clean and orderly. Evidence Tech Tanya Thomas was interviewed. Chain of custody is properly maintained, and all documents appeared orderly. Thomas advised that two full inventories have been completed in addition to several random audits. She is a member in good standing of the N.C. Association of Property and Evidence Managers.</p>
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II. OPERATIONS SECTION

1. USE OF FORCE and Response to Active Resistance:

- The Use of Force policy and procedures are annually reviewed and anytime a new weapons system is adopted, or new case law passed and enacted
- Policy provides use of force options, for example: a continuum starting with officer presence, progressing up to, and including deadly force. The policy should stress the use of the reasonable and minimal force necessary to gain control
- All officers are trained and tested in the use of all issued force options
- The Department utilizes a formal use of force reporting form that is to be completed by the officer any time force other than “soft hands” is used, and reviewed by a supervisor
- Policy and training reflect that “less-lethal force” devices will not be used on passive resisters or resistant individuals unless the non-compliance or resistance creates an immediate danger and safety risk that can be mitigated by the use of such force options for example, ECD or pepper spray (note: the U.S. 4th Circuit Court of Appeals has viewed the use of Taser or similar tools as “serious injurious force” and the use must be reasonable and proportional to the event unfolding)
- All officers using less-lethal force devices will receive training by a certified instructor in the following:
 - i. Policy Training on proper use and legal authority for use
 - ii. Initial training and testing
 - iii. Annual training/re-training and testing
- Policy specifies that only department approved weapons and equipment are to be utilized by officers

Accomplished?	Y N	COMMENTS- Please Indicate how the department has met the category dimensions. Include policy numbers, directives, verification of training, or other validation of completion:
GENERAL ORDER #: 200-1, 200-2, 200-3 Personnel have reviewed, signed, and tested on the UOF policy during Chief’s Choice In-service- Officer Safety Refresher training. The policy includes a reasonableness standard for the application of force under the circumstances presented to the officer at the time the decision was made. Policy guides the appropriate force option for the threat identified and gives examples of situations and appropriate usage. Wording reflecting the current <i>Armstrong v. Pinehurst</i> case related to “risk of immediate danger” is included in the policy as it relates to the use of less lethal weapons. The policy specifically includes the following: “Less-lethal devices will not be used on passive resisters or resistant individuals unless the non-compliance or resistance creates an immediate danger and safety risk that can be mitigated by the use of such force options.”		

2. Less-Lethal Weapons:

- Police officers have at least one (1) less lethal force option available (two recommended) to include -electronic control devices (ECD), chemical spray (OC), impact weapons, etc.
- The department has a current “best practices” policy in place regarding less-lethal option use
- The department requires initial certification and annual training on issued devices
- A use of force document is completed and maintained when less-lethal devices are utilized by the department

Accomplished?	Y N	COMMENTS- Please Indicate how the department has met the category dimensions. Include policy numbers, directives, verification of training, or other validation of completion:
GENERAL ORDER #: 200-1,200-2, 200-3 The Department issues, a variety of control-type devices with training required prior to officer carry and use. The policy includes that less than lethal force (serious injurious force) will not be used on individuals unless the non-compliance or resistance creates an immediate safety risk that can be mitigated by the use of such force options. The policy has been updated to align with Armstrong/Pinehurst. Initial certification is accepted through BLET. Annual refresher training on deployment methods was completed during UOF training in March 2018. The policy specifically includes the following: “Less-lethal devices will not be used on passive resisters or resistant individuals unless the non-compliance or resistance creates an immediate danger and safety risk that can be mitigated by the use of such force options.” On October 16, 2018, I spent time with Officer W. Brown. The use of force policies were discussed and the officer had a firm understating of specifics of the Armstrong/Pinehurst case.		

3. Care and Custody of Suspects:

- Policy exists detailing the care, custody, restraint, and transportation of suspects
- Policy outlines procedures for providing medical attention to arrestees who report or show symptoms of injury or illness following a use of force or custodial situation
- Policy outlines specific legal procedures regarding juvenile prisoners
- Policy guides the handling of persons with disabilities
- Proper decontamination policies and procedures exist for individuals exposed to chemical sprays (OC)

Accomplished?	Y N	COMMENTS- Please Indicate how the department has met the category dimensions. Include policy numbers, directives, verification of training, or other validation of completion:
GENERAL ORDER #: 200-8, GENERAL ORDER #: 200-3 Policies direct the proper steps taken for a legal arrest and for the proper care of suspects in custody for adults and juveniles. Included are comprehensive and discretionary policies guiding handcuffing considerations and that restraints are to be double-locked. The policy also includes steps for dealing with individuals with special need considerations. The policy includes that officers will handcuff-double locked and checked for tightness. If the suspect complains of tightness, the handcuffs were checked and adjusted if appropriate when safe to do so. The policy also directs officers to document the procedure in the arrest sheet and that annual training will be conducted.		

4. Dealing with Persons of Diminished Capacity/ Excited Delirium:

- Officers should be properly trained in the handling of suspected “diminished capacity/excited delirium” individuals
- Officers should be properly trained in indicators of “excited delirium”
- Procedures for taking individuals into custody and detention should be outlined in the policy and include:
 1. Protocols for responding- Containment, Announcement, Back-up, Medical attention
 2. Less-lethal force options should be available when individuals are taken into custody

Accomplished?	Y N	COMMENTS- Please Indicate how the department has met the category dimensions. Include policy numbers, directives, verification of training, or other validation of completion:
<p>GENERAL ORDER #: 200-2</p> <p>The department has policies in place specifically for individuals potentially suffering from a variety of medical conditions and specifically, “mental illness” related distress. The policy provides recommendations for the handling of persons suspected of suffering from mental illness symptoms.</p>		

5. Handcuffing:

- Officers are trained on specific policy and procedures relating to handcuffing
- Policy must include exceptions to the preferred method (behind back) for example, when suspects are physically impaired or elderly
- Double-locks are utilized, and tightness checked anytime handcuffing takes place
- Officers document or memorialize that the individual was handcuffed, that they were checked for tightness and that double-locks were used
- Department conducts annual training on issues surrounding handcuffing

Accomplished?	Y N	COMMENTS- Please Indicate how the department has met the category dimensions. Include policy numbers, directives, verification of training, or other validation of completion:
<p>Y Annual policy review verified?</p> <p>N</p>		
<p>GENERAL ORDER #: 200-8</p> <p>The policy was reviewed by all sworn staff April 2018. The policy gives guidance and discretion in the application of restraint devices and prohibits “hog-tying” . Included are comprehensive and discretionary policies guiding handcuffing considerations and that restraints are to be double-locked. The policy also includes steps for dealing with individuals with special need considerations.</p> <p>The policy includes that officers will handcuff-double locked and checked for tightness. If the suspect complains of tightness, the handcuffs were checked and adjusted if appropriate when safe to do so. The policy also directs officers to document the procedure in the arrest sheet and that annual training will be conducted.</p>		

6. Holding Cells (only for agencies utilizing temporary prisoner holding cells)

Accomplished? N/A Not in Use	Y N	COMMENTS- Please Indicate how the department has met the category dimensions. Include policy numbers, directives, verification of training, or other validation of completion:
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7. Transportation & Restraint of Suspects:

- Prisoner of opposite sex arrest and transport: the officer gives dispatch his/her time and mileage. The officer closes his time and mileage when he/she arrives at the jail or destination
- Prisoners of opposite sex are not to be searched (*other than pat down for the officer's protection*) by opposite sex officers. All extensive searches are to be conducted by an officer of the same sex or jail personnel with attention to privacy issues. ***In the event that this is not possible, opposite sex offender searches must be conducted in the presence of another witnessing officer and the procedure included in policy***

Accomplished?	Y N	COMMENTS- Please Indicate how the department has met the category dimensions. Include policy numbers, directives, verification of training, or other validation of completion:
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GENERAL ORDER #: 200-8

The department has proper policies in effect for the safe transport of prisoners. Policy also includes special considerations concerning arrests and transports of individuals of the opposite sex. Mileage notification to communications is included in the policy for members of the opposite sex. Officers are directed to monitor subjects how have had force used against them for signs of medical distress.

8. Offender Identification Procedures:

- Policy outlines the statutory provisions and the manner in which criminal suspects will be subjected to current legal identification proceedings. This includes: Show-up/Drive-By, Photo-Array, and Line-Up procedures

Accomplished?	Y N	COMMENTS- Please Indicate how the department has met the category dimensions. Include policy numbers, directives, verification of training, or other validation of completion:
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GENERAL ORDER #: 300-8

The department maintains a comprehensive step-by-step guide regarding identification procedures. Policy properly defines and directs the proper identification standards. The department follows the NCGS 15A-284.52- Eyewitness identification reform act.

9. Confidential Informants:

Policy and practice include the documentation of CI use during drug investigations:

- Policy and practice involve the proper handling of evidence, confidential informants, informant funds and files, and safety issues concerning drug investigations, etc.
- Policy includes a prohibition from improper fraternization with informants
- An auditing of confidential funds and informant files is conducted on a periodic basis and anytime a new narcotics officer/supervisor is replaced

Accomplished?	Y N	COMMENTS- Please Indicate how the department has met the category dimensions. Include policy numbers, directives, verification of training, or other validation of completion:
GENERAL ORDER #: 300-15		
Policy directs that informant relationships will be strictly professional in nature. Extrinsic social or business contacts are expressly prohibited. Policy directs that two (2) officers shall be present at all contacts with a confidential source of information. The policy further directs that monthly expenditure reports will be maintained and that quarterly audits will be utilized as directed by the Dep. Chief. The last audit was March 2018.		

10. In-Car Camera/Body Worn Camera (If Equipped):

It is recommended that the department utilizes video technology including either: in-car video cameras, or body worn systems, or preferably a combination of both

- A “best practices” policy is in place for the utilization of video equipment (the IACP model policy is a recommended best practices guide) The policy should address the following recommendations:
 1. Controlled access to the recording media (*generally limited to a supervisor*);
 2. Provision of random review by supervisors (audit process)
 3. Use of personal recording equipment is prohibited
 4. Video evidence storage, use, and retention is established by policy
 5. Prohibited use policy is in place

Accomplished?	Y N	COMMENTS- Please Indicate how the department has met the category dimensions. Include policy numbers, directives, verification of training, or other validation of completion:
GENERAL ORDER #: 300-7		
Policy directs the Field Operations Lieutenant and Deputy Chief of Police each conduct independent random audits of 20 videos monthly to review policy compliance, officer safety concerns or to identify training deficiencies. The policy also details the required statutory requirements for custodial interviews that are to be recorded. The policy addresses privacy concerns of certain types of victims and further provides a disciplinary frame work for policy compliance.		

11. Vehicle Operations:

A. The department maintains policy and direction for the establishment of responsibility for the safe operation of police vehicles during:

- non-emergency operation
- emergency (light and siren) operation

B. The department policy prohibits the use of texting devices and MDT use, while a police vehicle is in motion unless emergency conditions exist

C. Vehicle Pursuit:

- Pursuits governed by a policy that provides guidance for the appropriate use of a pursuit, pursuit communications, and supervision
- The department’s policy gives direction in situations where emergency vehicle operation would not be generally authorized
- Prohibition against firing at moving vehicles except in self-defense or the defense of another person

- The department's policy provides procedures for pursuit termination

D. Mandatory Seat Belt: - Safety Equipment.

- Department requires seatbelt use by all vehicle occupants (unless exception exists) to insure safe vehicle operation by policy and practice, by monitoring the use of seat belts

Accomplished?	Y N	COMMENTS- Please Indicate how the department has met the category dimensions. Include policy numbers, directives, verification of training, or other validation of completion:
<p>GENERAL ORDER #: 200-6, 300-1 Policy directs the safe operation of vehicles during routine and emergency response. The pursuit policy is very detailed and allows for reasonable pursuit considerations concerning the need to pursue based on the level of threat and the other factors concerning safety. The policy includes the management of pursuits and that proper supervisory notification occurs. On October 16, 2018, I spent time with Officer W. Brown. The pursuit and use of force policies were discussed and the officer had a firm understating of both policies and specifics of the Armstrong/Pinehurst case.</p>		

12. K-9 Operations: (If Applicable)

- Department K-9 units have clear policies and procedures regarding their use
- The K-9 unit is trained under a recognized certification program and training maintained to the type and purpose of the K-9
- K-9 Training logs and documentation are maintained
- Records related to searches and other K-9 activities are maintained
- K-9 cannot be accessed by the general public unless under supervision
- K-9 vehicle is equipped with canine heat protection and public safety markings
- All officers are trained in the legal parameters of police K-9 searches and the current case law related to these searches Illinois v. Caballes, 543 U. S. 405 (2005), and Rodriguez v. U.S. (2015)

Accomplished?	Y N	COMMENTS- Please Indicate how the department has met the category dimensions. Include policy numbers, directives, verification of training, or other validation of completion:
<p>GENERAL ORDER #: 300-12 The department canine handler maintains accreditation certification from Southern Police Canine Institute through Nash Community College. The handler is certified through the North Carolina Police Dog Association; and conducts at least 16 hours of training monthly to include assistance from SPCI trainers. Policy properly details the proper assistance rendered by the canine unit, stating that a canine search of a vehicle stopped during issuance of a traffic citation or at an authorized roadblock shall not significantly extend the time normally needed to process a traffic violator or conduct the vehicle check at a roadblock.</p> <p>Interview Officer, inspect vehicle Officer Bradley Solomon was interviewed, Training files and tracking logs were orderly and detailed.</p>		

13. SWAT /SRT/Tactical, Special Operations Teams: (If Applicable)

This category refers to any organized group of officers who operate as a “tactical unit” for the purposes of high-risk apprehensions, structural entries, hostage situations, warrant services, or any other “high-risk” activity that would require increased training and experience.

- Team members are properly equipped to include tactical vests, radio systems, and approved weapons and uniforms
- The department has established fitness standards for team members
- Annual training is required on issued specialized equipment
- Department adheres to member selection standards
- Team tactics are based on accepted best practices
- Department maintains an initial training of officers - (40-hour Basic SWAT training Course)
- Monthly team training- (minimum of 8 hours of training per month)
- Sniper requirements include an initial training course
- Snipers are at a minimum required to qualify quarterly separate from the mandated team training schedule

A. Tactical team Call-Out Procedures

- Clear policies and procedures exist regarding when, and under what criteria, tactical teams should be used
- Notification procedures should designate which command staff members should be notified.

B. Command Notification

- Standardized procedures should specify when supervisor notification and tactical team service are required

C. High-Risk Warrant Service:

- The department maintains specific training and procedures regarding warrant-service such as the proper tactics involving a residence or structure
- Planning - completion of search warrant operational plan prior to service including: photographs/video taken of target location, diagram, criminal records checks, past history of location, etc.
- Written operational plans are completed and maintained for any high-risk service, detailed and team-briefed by the operational leader
- Officers involved in the operation must be required to review the operations plan during the briefing process
- When Possible, the operational team completes a practice “dry-run” of the operation prior to actual operation

Accomplished?	Y N	COMMENTS- Please Indicate how the department has met the category dimensions. Include policy numbers, directives, verification of training, or other validation of completion:
N/A		

Discuss high-risk warrant service and who conducts, regional team use?

The Person Co. SWAT team would be requested in the event of tactical resources/needs. The Durham PD would be utilized for hostage negotiations and there are additional agreements with the Burlington PD if assistance is needed.

14. Stop and Arrest & Search of Persons:

- Clear policies detailing legal detentions and guidelines of what constitutes the physical seizure of an individual
- Policies exist detailing consensual contacts, Terry Stops, and when frisks of individuals for weapons are legal, and how contacts should be documented
- Clear policies and procedures are instituted regarding strip searches to include: supervisor notification, location and requirements, and when a strip search would be justified.

Accomplished?	Y N	COMMENTS- Please Indicate how the department has met the category dimensions. Include policy numbers, directives, verification of training, or other validation of completion:
GENERAL ORDER #: 200-10 Comprehensive and detailed policies define the legal framework and application of search standards including consent and warrant considerations. Additionally, the policy clearly details procedures grounded in "Terry v. Ohio" and when a pat down for weapons is appropriate under the legal precedent, regarding detention stops. The policy properly details the legal framework for strip and body cavity searches.		

15. Search & Seizure of Residences, Structures, Property, and Electronic Devices:

Policies direct the procedures and justification for residential/structure searches, and the various types of property searches including direction involving the following options:

- Arrest Warrants
- Search Warrants
- Consensual searches and "Knock and Announce"
- Exigent/dynamic searches
- Vehicle searches

Accomplished?	Y N	COMMENTS- Please Indicate how the department has met the category dimensions. Include policy numbers, directives, verification of training, or other validation of completion:
GENERAL ORDER #: 200-10, 9 Policy directs the proper guidelines for searching various types of property to include residences. Guidelines are in place for the proper warrant application and the proper steps required to apply for a search warrant and to execute the service and return. The department meets the dimensions within this category.		

16. Motor Vehicles Stops/Searches: Arizona v Gant

The department maintains current policies and procedures regarding motor vehicle stops and searches. The policy should include current case law regarding searches incident to arrest and when searches may be legally conducted.

Accomplished?	Y N	COMMENTS- Please Indicate how the department has met the category dimensions. Include policy numbers, directives, verification of training, or other validation of completion:
GENERAL ORDER #: 200-10, 7, 300-2 The department defines and directs the proper procedures for the detention and searches of vehicles. Policy has been updated and additionally identifies and gives direction in conducting vehicle searches incident to arrest in light of recent court decisions.		

17. Firearms qualification and training:

- Range used for training is “purpose-built” reflecting best practices
- All range use includes the supervision of a certified range instructor
- Range use includes the utilization of safety officers
- A First-Aid kit is available during firearms related training
- Safety rules are posted and reviewed
- The physical address of range is visibly posted in the event of an emergency
- No eating, drinking, or smoking is allowed on the range during training
- Eye and ear protection are provided to officers
- Officers wear ballistic vests while training/qualifying and in proximity to the range
- Training includes practical exercises, or scenarios, allowing officers to select appropriate weapon for the level of threat identified

Accomplished?	Y N	COMMENTS- Please Indicate how the department has met the category dimensions. Include policy numbers, directives, verification of training, or other validation of completion:
GENERAL ORDER #: 200-11, 12, 100-5 Policy provides for direction concerning on and off duty firearms carry. Qualification standards are included in policy according to N.C. Admin Code. Alfred Cox and Ken Horton are the FA instructors for the agency. SBA is worn during weapon qualifications. The combat course is comprehensive utilizing a patrol car requiring an exit with multiple decision-making stations.		

18. Vehicle Maintenance

- A record is maintained of maintenance provided to police vehicles
- Policy and practice provide a “pre-shift” vehicle inspection process and checklist
- The checklist should include visual checks for condition of tires, lights, emergency equipment, etc.

Accomplished?	Y N	COMMENTS- Please Indicate how the department has met the category dimensions. Include policy numbers, directives, verification of training, or other validation of completion:
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GENERAL ORDER #: 200-5

First line supervisors conduct spot inspections of police vehicles. Policy directs officers to complete daily inspection of vehicles including all equipment. Random vehicles were inspected and found to be clean and orderly. All were equipped with proper safety equipment.

19. Facility Security:

- Police facilities should be designed to be reasonably secure from physical attack or sabotage
- Sensitive areas should be secured from public access

Accomplished?	Y N	COMMENTS- Please Indicate how the department has met the category dimensions. Include policy numbers, directives, verification of training, or other validation of completion:
Electronic card access is required to gain entry into the secured office areas of the department. The facility is equipped with video surveillance cameras that record 24/7 with a 30-day retention. On Oct 16, 2018, the facility was inspected and appeared secure with key-control access required for entry. The facility does not allow for unauthorized access. No sensitive information was observed to be in the view of the public.		

20. First Aid Training:

- Department provides first aid training and retraining for officers. Examples would include CPR and basic first aid for gunshot wounds

Accomplished?	Y N	COMMENTS- Please Indicate how the department has met the category dimensions. Include policy numbers, directives, verification of training, or other validation of completion:
Every two years the department receives CPR & First Aid training for all sworn staff. The two-year time line was chosen because that is when the certifications are due for renewal.		

21. Safety Equipment

The department directs that officers utilize safety equipment. This includes: Biohazard bags (red), face protection mask, latex gloves, disinfectant solution, sharps container, ballistic vest, traffic safety vest, fire extinguisher, North American Guide Book

- Vehicle is equipped with a reflective vest, PPE, equipment
- Each patrol car is equipped with a first-aid kit
- Each patrol car is equipped with roadway visibility devices such as cones or strobes, etc.

Accomplished?	Y N	COMMENTS- Please Indicate how the department has met the category dimensions. Include policy numbers, directives, verification of training, or other validation of completion:
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GENERAL ORDER #: 100-10, 19

All patrol vehicles are equipped with a fire extinguisher. All sworn personnel have a reflective traffic safety vest. Patrol and CID vehicles are assigned a North American Guide Book. Administrative staff utilizes the Smartphone APP for the book. Random vehicles were inspected and found to be clean and orderly. All were equipped with proper safety equipment.

22. Ballistic Vest Policy:

- Agency requires a mandatory-wear policy for uniformed patrol officers

Accomplished?	Y N	COMMENTS- Please Indicate how the department has met the category dimensions. Include policy numbers, directives, verification of training, or other validation of completion:
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GENERAL ORDER 100-19

Policy requires all sworn personnel conducting field operations or wearing the department issued uniformed to wear a ballistic vest.

23. Off-Duty Action:

- This policy should detail off-duty response to police related calls
- Procedures regarding identification, limitations of when to respond, and what actions to be taken
- The policy should prohibit the carrying of a weapon while under the influence of alcohol

Accomplished?	Y N	COMMENTS- Please Indicate how the department has met the category dimensions. Include policy numbers, directives, verification of training, or other validation of completion:
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GENERAL ORDER #: 200-1, 12, 100-3

Policy directs the guidelines for off-duty decisions to intervene and in the proper response to responding on-duty officers. Policy directs that officers refrain from forcible police action with exceptions related to serious circumstances.

24. Police Related Secondary Employment: (If Applicable)

- The department policy directs procedures for secondary employment
- Policy includes occupations or conditions that are not acceptable
- Off-duty employment is contingent upon approval by chief of police or designee
- Documentation includes: detailing the duties, type of business, uniform to be worn, date, time, number of hours, and if a departmental vehicle is to be utilized
- Workers Comp status and notification is made known to the officer

Accomplished?	Y N	COMMENTS- Please Indicate how the department has met the category dimensions. Include policy numbers, directives, verification of training, or other validation of completion:
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GENERAL ORDER #: 100-11

The department has current policies established for secondary employment. The policy prohibits off-duty employment that include conflicts of interest or that might create a negative perception.

25. Civilian Ride-Along program: (If Applicable)

- Policy is established relating to civilian “ride-along” program
- The department has an established minimum age of participants
- Request should be made in writing and include a consent and waiver of liability
- The department policy should limit the number of times civilians are allowed to ride
- The policy should prohibit civilians being armed, driving police vehicles, accompanying officers during “high risk” encounters, accompanying officers inside homes on search warrants, domestic situations, and participating in pursuits
- Civilians are not permitted to wear “police-like” clothing
- A background check must be completed on participant

Accomplished?	Y N	COMMENTS- Please Indicate how the department has met the category dimensions. Include policy numbers, directives, verification of training, or other validation of completion:
GENERAL ORDER #: 200-15		
Proper policies are established for ride-along participants and includes screening guidelines and requirements for participation.		

26. Volunteers in Law Enforcement Service: (If Applicable)

- This program should include its own policy manual specifying the duties that can be performed and those that are prohibited
- Specific disqualifiers shall be listed in the procedure manual.
- Background is conducted on applicants to include criminal history

Accomplished?	Y N	COMMENTS- Please Indicate how the department has met the category dimensions. Include policy numbers, directives, verification of training, or other validation of completion:
N/A		

27. Reserve and Auxiliary Officer Programs: (If Applicable)

The department distinguishes between Reserve/Auxiliary NON-compensated sworn officers and “Part-Time” compensated sworn officers.

- The department adheres to the statutory requirements pertaining to reserve officer programs under NCGS 160A-282. The establishment of the program has been enacted by a municipal ordinance
- Reserve officers are required to adhere to all department policies and procedures.
- Reserve officers are required to attend and complete all annual in-service training requirements
- The department requires reserve officers to complete structured training prior to engaging in any assignments or activities

Accomplished?	Y N	COMMENTS- Please Indicate how the department has met the category dimensions. Include policy numbers, directives, verification of training, or other validation of completion:
GENERAL ORDER #: 100-23		
The department has current policies established for the auxiliary program and details workers comp information. Reserve officers are required to complete the same training requirements as full-time officers.		

28. Mutual Aid:

The department has established policies for the cooperation between law enforcement agencies in accordance with NCGS 160A-288.

- The department has proper authorization from the governing board or council to enter into mutual aid agreements in accordance with NCGS 160A-288
- The Department maintains up to date and current Mutual Aid Agreements between outside law enforcement agencies that are being assisted or who are providing assistance

Accomplished?	Y N	COMMENTS- Please Indicate how the department has met the category dimensions. Include policy numbers, directives, verification of training, or other validation of completion:
GENERAL ORDER #: 100-6		
Policy on the use of Mutual aid is maintained and the proper procedures in place for request and documentation. Mutual aid documents were reviewed and are up to date.		

29. Tire Deflation Devices-Deployment:

Officers shall receive practical training in the use of tire deflation devices. Tire deflation devices should only be deployed after notification to pursuing officers and the supervisor. The location of the intended deployment shall be communicated.

The department has clear policies defining the proper use of tire deflation devices to include:

- Deflation devices should be deployed in an effort to only affect the pursued vehicle
- Training should detail the adequate cover and escape from intentional or unintentional exposure to the approaching vehicle
- Officers should be trained in the limitations of such devices as well as the potential risk to officers, the public and occupants of the pursued vehicle
- Policies should prohibit the use of deflation devices when the pursued vehicle has less than 4 wheels, or is a vehicle transporting known hazardous materials; unless deadly force would be authorized and no other options are available.

Accomplished?	Y N	COMMENTS- Please Indicate how the department has met the category dimensions. Include policy numbers, directives, verification of training, or other validation of completion:
N/A **Note** the police department removed TDD's from the fleet in 2017		

FINAL AGENCY COMMENTS / RECOMENDATIONS:

The department meets or exceeds all of the recommended dimensions assessed

Y ___ N ___

If all of the standards have not been achieved, indicate the dimensions addressed and the steps being taken to meet the recommendations. *Date of next review _____

1.
2.
3.
4.
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FINAL COMMENTS:

During the entirety of the Risk Review process, it was evident during the staff interviews that there exists a strong leadership and training focus throughout the agency. The staff members that I interacted with and observed, project a professional appearance and competent image that reflects highly on the municipality and law enforcement profession. The agency meets and exceeds expectations in several areas of the Risk Review Categories. The Chief has been very involved with the NCLM and training initiatives and was recently asked to be part of the NCLM's Chiefs Advisory Committee. The Chief demonstrates a strong willingness to serve his profession and community and demonstrates ownership in the department. During my observations and time spent with Roxboro staff, the agency members involved in the Risk Review process engaged in the initiative seriously and took the necessary steps to complete the process.