# Community Conversations about the Chapel Hill Police Department

Reporting compiled by the Justice in Action Committee (JIAC) February-June 2010

# Introduction

"Understanding community perceptions will help improve our services." Chris Blue, Assistant Police Chief for Administration.

The Chapel Hill Police Department (CHPD) is in the process of reaching out to town residents, soliciting feedback about its services and overall presence within the community.

In partnership with the Town of Chapel Hill Justice in Action Committee (JIAC) and two local facilitators, the department decided to host a series of public meetings entitled "Community Conversations about the Chapel Hill Police Department."

Four meetings were scheduled on February 6<sup>th</sup>, 9<sup>th</sup>, 13<sup>th</sup>, and 18<sup>th</sup>. The meetings were held at four different locations, including the Chapel Hill Public Library, the United Church of Chapel Hill, St. Thomas More Catholic Church, and the Hargraves Center.

The primary goal of these sessions was to encourage citizens to highlight their experiences, thoughts and advice for the department. Each lasted approximately two hours. In order to encourage openness and anonymity, representatives of the CHPD were not present during the four sessions.

Additionally, all members of the press were identified at the beginning of sessions and participants were asked whether they were comfortable with the press remaining. Despite several days of wintry weather conditions, a total of 53 citizens attended to share their perceptions.

The sessions were facilitated by Nancy Kiplinger and Faith Thompson, while members of the town's Justice in Action Committee took notes during the discussions for preparation of this report.

The sessions focused on five specific questions:

- 1. What first comes to mind when you think of the Chapel Hill Police Department?
- 2. In what ways is the Chapel Hill Police Department active in your community?
- 3. Are there additional ways you want the Chapel Hill Police Department to serve your community?
- 4. If you think there is a gap between what you want from the Chapel Hill Police Department and what you get, how can we work together to close that gap?
- 5. What else would you like the Chapel Hill Police Department to know or do?

Summaries of feedback to these five questions can be found on pages 3 thru 13 of this report. To preserve the integrity of data and anonymity of citizen responses, the format of this report is as follows:

- Rather than listing feedback received at each specific location, responses from all four sessions have been compiled according to the specific question posed by facilitators.
- Common themes were identified that reflect shared sentiments and/or perspectives. Those themes are:
  - o Customer Service
    - Reflects thoughts about how CHPD interacts with town residents
  - o Visibility
    - Reflects thoughts about CHPD presence within and/or throughout the town
  - Transparency of Policies
    - Reflects thoughts about current CHPD policies and/or the enforcement of current policies, as well as suggested policies for the department.
  - o Accountability
    - Reflects thoughts about how CHPD fulfill its mission to protect and preserve the rule of law.
  - o Communication
    - Reflects thoughts about the ways in which CHPD communicates with the town-at-large.
  - Technology and Online Resources
    - Reflects thoughts about current and/or future services provided by CHPD.

Some citizen feedback has been paraphrased due to a) the nature of the response or b) the length of the response. In these cases, careful attempts have been made to preserve the integrity and spirit of the responses.

The community input reflected in this report will be used as additional information in the development of a strategic plan aimed at improving the overall operations of the Chapel Hilll Police Department.

# **Summary of Citizen Responses**

# 1. What first comes to mind when you think of the Chapel Hill Police Department?

# **Customer Service**

- They are hard-working but very understaffed.
- They are competent, confident, and dependable.
- The "core" of the CHPD is professional.
- I know they are trying to plan ahead and the desire is there, but they lack the necessary resources and staff.
- The department has been proactive in responding to an increase in gang activity.
- It seems like the department has decided that they will only do it "their" way. They should take more input from citizens.
- Officers are undertrained in serving the special needs community, but they are well-intentioned.
- They have a stressful job.
- They have won statewide acclaim for their ability to manage large street celebrations on Franklin St.
- When I called 911 by mistake one time, the police came by 20 minutes later and we were very pleased by that response.
- When I see people breaking the law in their cars [while driving], where are they?
- The department has improved the way it deals with the university's administration, staff, and students.
- The department's actions are sometimes conniving and manipulative
- The department unfairly and dishonestly targets UNC students for DUI infractions.
- The department unfairly caters to UNC students.
- They are disrespectful and uninformed about needs of the community.
- They are strong supporters of the local business community.
- Officer's attitudes toward citizens in the community can be improved.
- Officers are sometimes rude and condescending.
- Officers can be intimidating.
- Officers are sometimes on a "power trip".
- They are very responsive; I have had very positive interactions with them. During a casual conversation with a police officer, I once mentioned that people were parking illegally and speeding in my neighborhood. Soon thereafter, I noticed that policemen were there every morning monitoring the situation. They responded and talked to people who parked illegally this was good public education.
- About nine years ago, a business owner called 911 and before they had hung up, there were 6
  police cars there. (Note that the business is close to police headquarters.) But this has been
  generally the case for the last 10 years; the police spend as much time dealing with issues as they
  need to; it is a very positive relationship.

This can also be said regarding another situation that did not start out positively. More recently, an incident took place in which more police officers than needed responded. The business owner called them within an hour to complain but acknowledged that he was not in the best frame of mind to objectively discuss the issue. The next morning, he had a conversation with two CHPD police officers to talk about how things could have gone better and how something similar could be avoided in the future. Ultimately, he felt that there was an excellent

response although the situation in question was not good; he had nothing but positive things about how they collectively worked through this issue.

- In November 2003, a home-owner was going to a meeting to set up a Community Watch in the neighborhood and was held up at gunpoint in front of her driveway. When the thieves realized she and her roommate had no money, they left. She and a neighbor called 911 and the police dealt with it "so well". She and her roommate were taken to the police station; they met with the crisis unit and investigators and afterwards the police dropped them off at the Community Watch meeting with Assistant Chief Chris Blue. "I was highly impressed with the way everything was handled." She said the follow-up was handled really well, too including the the suspect line-up the next day and eventual court date.
- The police are responsive. You can always talk with them; they obviously care about the community. I started out as a 25-year-old thinking the police were bad but through various interactions, found them to be people who, like everyone else, sometimes make mistakes. I have always found them to be accessible, albeit cautious.
- I've seen them exercise enormous restraint [for example, in dealing with young people who have been drinking]; they try not to escalate the situation; they stay calm. "I've been very impressed with the restraint of the officers."
- When Greg Jarvies was the police chief, he held a law enforcement briefing before the 2005 National Championship game. The briefing was for police from different jurisdictions who deal with things very differently. He emphasized that CHPD wants restraint; they want students to have fun while staying safe. The participant commented that CHPD police bring calmness and understand they are dealing with young adults who are still in the maturational process and they're very patient with them.
- Vandalism/ robbery case--On the one hand, the department was helpful. On the other hand, there was not a clear process on how to handle the situation. It took several days for a process to develop, with the victims left to handle the process on their own. There was never any visit to the place of vandalism/ robbery by the officer assigned to the case; only communication was by e-mail and phone. Suggestions given to the officer by the victims were not listened to; the police were very rigid in their response.

# Visibility

- I never see them in my neighborhood.
- More neighborhood patrolling is needed.
- Why are so many officers sitting at the sub-station at University Mall instead of working the streets?
- I think about the physical building which I pass each day on my bike or in my car. I've noticed that officers go in and out of the parking lot quickly.
- They are strangers—I don't know any police offers.
- There are a lot of patrol cars.
- The fire department is much more active in local schools than police department.
- They are developing positive relationships before crises develop. They don't have a specific budget for this, but officers are introducing themselves to kids in Homestead Park, giving them stickers and telling them, "We're here to go to if there's trouble."
- They have been broadening their community presence.

# Transparency of Policies

- The average citizen doesn't know police protocol if they aren't told what those policies are.
- Overall communication and transparency needs to improve to create better outcomes for citizens and neighborhoods.
- The negative perceptions of residents towards the department may come from one bad interaction. Additionally, the communication between officers, citizens, and social agencies is not clear or easily understood.
- If a citizen files a complaint, they have to pay \$3 for a copy of the report. This is absurd.
- The department is often misleading when articulating the protocol for handling different situations; not consistent in how they handle different situations or enforce the law from case-to-case.
- Officers "over-police" in some situations—their aggressive response or reaction is not equal to the situation (namely in dealing with minority groups) while they "under-police" in other situations (namely in dealing with UNC students who live in neighborhoods with town residents and not patrolling known drug dealers in certain neighborhoods).
- Officers display a stronger and more intimidating presence at African-American establishments (nightlife) than white or "other" establishments (nightlife).
- Why do certain neighborhoods have community liaisons and others do not (ex. Roosevelt area)? We've requested one but never had one. Who do we contact?

# **Accountability**

- When the department does experience problems, they really stand out. The professionalism of officers is not consistent and some "bad apples" are present within the department.
- Those claims of racism within the department 10 years ago took a while to work through the system. More recently, there was the Charles Brown incident.
- The police department is typically reactive rather than proactive.
- The police don't care about the process, just the outcome.

# **Communication**

- I don't see a relationship between the town planning office and the police. department. They are not using data collection to work with planning and zoning to make decisions about how the town is growing and developing.
- I suspect the department is doing more town planning than the residents are aware of, but they don't share those plans well with the community.
- I don't see transparency, such as the police chief being able to speak freely. Take the homeless shelter, for example. The police chief made no statement on the public record about the new shelter location and its proximity to schools.
- The department needs more communication with the community.
- I have found that they are willing to engage in dialogue with the community.

# **Technology and Online Resources**

• The department needs to be more data-driven, incorporating a better use of technology. They need to have more statistics to assess what's happening within the community.

• There is no "non-emergency" number that is consistently answered.

#### 2. In what ways is the CHPD active in your community?

#### Visibility

- Given how few officers live in Chapel Hill, it's amazing how many ways they are involved (UNC celebrations, downtown crowd control). They are visible and friendly and volunteer at so many things.
- They are very visible on the Bolin Creek Trail.
- They are very active with MLK Day. I remember attending an event where Chris Blue spoke.
- They interact well with the Hargraves Center.
- I hear a department representative on WCHL quite often.
- The department has a "community officer" who attends monthly meetings for the non-profit I work for. We are appreciative of their support and participation.
- The department is very supportive of the Special Olympics
  - They provide assistance with fundraising for the Special Olympics
- They are committed to helping young people.
  - Officers regularly come to programs at the YMCA (about every 2-3 weeks) the preschool, teen groups and the Boomerang group (an alternative for kids suspended from school). Besides providing information about what they do and about certain issues (like drugs and alcohol use), they often come early and stay a little late just to talk with the kids and answer their questions. They are building relationships with kids so that they don't just think of police as the guy with the gun but as "officer Blue" and "officer McKinney" – someone they know. Some of these meetings are set up by the YMCA and some come about as the result of conversations between officers and the YMCA.
  - The department is participating in a school district Task Force on Substance Abuse that meets every month. Representatives of the CHPD are always there and Matt Sullivan does parent education on substance abuse issues.
  - There is a strong partnership with the Coalition for Alcohol- and Drug-free Teenagers in Chapel Hill and Carrboro.
- Neighborhood Presence
  - Community watch; any neighborhood can organize and get a police officer assigned.
     Some residents are unaware of this but would like to know more.
  - "The Community Watch has been very good for our neighborhood. R.C. came when we
    were setting up meetings." The police attended neighborhood potlucks and there is a
    liaison officer for that community.
  - R.C. is a community liaison who gives the police "a face." She is very responsive in Greenwood neighborhood. She keeps us informed about what's going on in the community.
  - A participant commented about a "safety watch" service that the CHPD offers and which many people might not know about. When this family goes out of town for two or more days, they let the police know and tell them which neighbor has a key for the house. (The police always ask the same questions when they call so there is apparently a standard format for providing this service.) Information on when that house will be empty is sent out by e-mail to officers and put on a calendar so everyone knows when the home's occupants will return. One time this home owner returned a day early and forgot to let

the police know; they soon turned up at the door because they learned that someone was in the house.

- A neighborhood near Homestead Park had a homeowners meeting and they came to that.
- A resident of Pine Knolls Neighborhood said, "It's 100% better than it was 10 years ago. They respond to calls."
- They don't just talk but back that up with action. In some "border" neighborhoods, there have been tensions between long-time residents and students living there since the students don't always display behavior that measures up to the standards of the rest of the community. Through the Good Neighbor Initiative, the CHPD has shown videos about how to be good neighbors and have collaborated with others to even go door-to-door to talk with neighbors. This is something they put a lot of energy into. For example, when students leave for a month at winter break, they do safety checks and talk with them about how to prevent break-ins, etc. The CHPD gets out into the community and engages.
- They deserve an enormous amount of credit for participating in the Crisis Intervention Team (CIT) training. This program run by OPC Mental Health for law enforcement officers trains them on how to deal appropriately with people who have mental health and substance abuse problems. They learn how to de-escalate crisis situations. The CHPD has provided an instructor of record, needed to implement the training and this made it possible to train 23 law enforcement officers from Orange County in January. This will happen again in the summer. Charlie Pardo has been instrumental in this and the CHPD should be recognized because it is not easy to ensure that 10 officers can take off time to attend such training. They deserve credit for having sunk resources into this.
- Comments from a local student and her father.
  - Father: They unfairly target UNC students regarding the issue of driving under the influence. Police violated my daughter's rights but case was dismissed and she was found not guilty as a result.
  - Student: Abuse of authority. They are abusing their power and taking advantage of young people who do not know their rights or have legal representation.

# 3. Are there additional ways you want the CHPD to serve your community?

#### **Customer Service**

#### <u>Neighborhoods near Homestead</u>

A participant said that more than 100 neighbors wrote to the Town Council recently about the situation in these neighborhoods (aside from the question of whether a new men's homeless shelter were put there); they have concerns now. Some people walk through Homestead Park to the bus; this is fine during the day but after dark, it is a little scary. The parking lot in front of the Aquatic Center is sometimes filled with garbage in the mornings after people (young people?) have been partying there in the evening. There are already a couple shelters in the area; if you put a police presence there, people would know that if something were to go wrong, the police are right there.

What is wanted: The Aquatic Center has a large lobby area and it would be good if there were a police substation/some police stationed there. CHPD doesn't have a budget for renting space so others must donate or make a space available – why couldn't this be done by the Town Council?

# <u>Visibility</u>

- The convenience store across from Breadman's on Rosemary St. has officers posted there 24/7. May appear to be a gauntlet of police vehicles for citizens. It's intimidating to walk through the Northside neighborhood.
- Require ALL police officers to be more visible within the entire community, not just certain neighborhoods.
- <u>Neighborhood near South Estes</u>

The issues: there is a lot of drug dealing going on and people can be seen running down a bike path with items they have stolen from University Mall. People do not feel safe. It seems that some of the public housing has tenants who are not on the lease and who are not supposed to be there. There used to be police substation in a unit of the public housing on South Estes but this was moved to University Mall (it is unclear why: the public housing wanted to rent the unit out to make more housing available?)

What is wanted: move the police substation back to this neighborhood or find some other way to address the issue. It might be that the police need more manpower or more narcotics officers – the needs for effectively addressing the problem should be identified. In any event, there should be greater coordination between patrol units, the narcotics unit, investigators, public housing and the judicial system to handle habitual offenders and people known to be involved in crime. There used to be a liaison person between the CHPD and public housing – is that person still there? Would it be possible to get people out of public housing who are not on the lease?

# Accountability

- Traffic Concerns
  - Roosevelt neighborhood totally dependent on getting out to Franklin St. with no stoplights. Need more active, direct traffic control on Franklin St. There is a failure to enforce speed limit on Franklin St. Have tried to get response from the PD with no success.
  - There are lots of daytime break-ins. If one-third of officers driving down Franklin St. would diverge to Roosevelt neighborhood, problems would diminish.
  - More traffic enforcement is needed because officers don't drive speed limit on Franklin St. either.
  - Road design can actually be compliant with higher speed limits. For example, MLK is designed for 50 MPH from Estes to downtown.
  - If roads are designed for higher speed limits, why are speed limits posted for lower speeds?
  - Department should be more concerned with gross speeders (going over 55 MPH on MLK, not just 40-45 MPH) because gross speeders increase the possibility of accidents and/ or death.
  - Durham Pace Car program used citizen involvement to get results to reduce speeding. May need to modify or adapt the program for Chapel Hill.

# **Communication**

- Need better understanding and communication of how we are deploying current resources.
- More safety education for the community:
- PD needs "State of the Union" address to community. Their annual report to the town is "buried" and difficult to find. It's also 30 pages long; need a shorter report for the town to read.
- PD needs avenue outside of Town Council to communicate with the community.
- Police hierarchy ("top dogs") not given enough face time with the community. With the Chares Brown incident, a "circling of the wagons" commenced as opposed to looking at the situation as an indicator of the PD environment.
- Continue hosting forums that allow the community to share feedback.
- Ensure that officers, from the chief to foot patrol officers are accessible to the public.
- Dept should provide more info about challenges police face and what they are doing about it.
- We need to know when and how to contact police about non-emergency (non-911) issues

#### **Technology and Online Resources**

- They need to update town maps (and electronic versions) for substations.
- I enjoy reading the police blotter but what happened to the GSI system? Maps are no longer available.
  - Explanation by F. Thompson: This service was provided by a private citizen who can no longer provide the service

# 4. If you think there is a gap between what you want from the CHPD and what you get, how can we work together to close that gap?

#### **Customer Service**

- I like new management style with division chiefs. This helps the community have a better idea of specific people to contact with specific concerns.
- Better training to deal with adults and adolescents who have "special needs"
  - A mother of a special needs child was told when she moved here to never call the police because they don't understand. The mom called anyway because someone else informed her that the dept had created a special position to deal with it, but the police didn't have a clue how to handle her 17-year-old autistic male. There needs to be a higher level of training for first responders, especially given the number of autistic people in Chapel Hill. This mom now refuses to call the police when she has issues with her son. The police could go to UNC to get training or go to the Arc of Orange County.
- Officers can take cultural sensitivity training, specifically on
  - o African Americans, Students, Hispanics, and Asians

- To improve resident and student relations, consider having student renters sign documents which acknowledge that they have read and understand town rules
  - This action will help enforce the "good neighbor" poicies and enhance accountability on all sides and encourage students to respect the citizenry more
  - Several citizens gave examples of how students spread garbage and trash throughout their neighborhoods

# **Visibility**

- Develop a "Neighborhood Ambassadors" program
  - The difference between this program and "Community Watch" is that this would be a more holistic way for the dept to keep tabs on what's going on in the community as opposed to direct crime deterrence.
  - Response: Our community watch officer already does this and has a good relationship with the neighbors
- A participant wondered whether the reason for these conversations was to create a Police Review Board
  - Faith Thompson responded "no" and explained that a Police Review Board was not the same as a Neighborhood Ambassadors program. Clarified that these conversations came about because the CHPD wanted citizen input into strategic planning.

# **Transparency of Policies**

- It's traumatic/ confusing to homeowners when faced with vandalism; left up in the air about what
  to do with the details. There is a lack of coordination between law enforcement and juvenile
  authorities. Officers need to come to the house and not just rely on e-mails and phone calls to
  communicate with the victims. The process needs to be clear to citizens facing problems, and
  personal contact is important.
- What does the PD mean when they say, "We're doing everything we can?"
- Need to tell victims what PD can't do so victims have realistic expectations.
- Create a mission statement that community knows about so citizens can hold officers to it; those standards should be followed even when officers are off-duty.
- Issue of drivers on cell phones—citizens need to hear from police how this impacts their duties. The community needs ongoing dialogue so police can let community know how new laws will be enforced and how they might affect their jobs.
- A Daily Tar Heel (DTH) reporter asked participants, "How would you like to see the CHPD respond to typical student crimes?
  - Most participants were largely unaware of how those issues are currently handled but the issue of jaywalking was discussed.
  - It's very important that the town works closely with the university at the start of each school year to inform students of local laws
  - Police should deal with students who have loud parties should be dealt with like any other citizens who violate the noise ordinance
  - o Being a student doesn't exempt you from the law
  - A special court for landlords used to exist but has been disbanded for some reason

- Seems that police are well-trained in focusing on safety issues with students as opposed to arresting them
- Partner in a collaborative effort to distribute "Know Your Rights" cards

# Accountability

- Citizens need to attend Town Council meetings to share their concerns.
- The police should be models for the citizen behaviors they try to enforce (i.e. come to complete stops at stop signs; drive the speed limit; not talk on cell phones while driving, etc.)
- It was commented that there is a gap in resources. People said that they know that officers would like to be in the community – what can we do to provide them with what they need to do their job better? The facilitator suggested that approaching Town Council members is one possibility. A participant commented that she had presented a problem at a Town Council meeting: one of her students who was crossing 15-501 at a crosswalk was hit by a car that turned onto MLK when the driver was not paying attention.
- Create an oversight committee that can hold department accountable for results
- A major gap in department-community relations could begin to be closed if laws are enforced consistently

# **Communication**

- What we're doing today; pooling ideas and getting them to the PD.
- Need more community involvement because the police can't do everything on their own. Will better "close the gap" and solve problems by getting the community involved.
- Eve Carson incident--PD never provided make/model/license plate number of her car, even though they had the information. Community member put this information on his own website to put the information out there to the community.
- Problems with closing out reports without sharing information on what was or was not done in terms of investigations, follow-up, etc.
- The CHPD needs better publicity; they handle many situations with tact and skill and the town needs to be educated about what a good force we have
- Dept needs to share its yearly goals with the community so we can work together to achieve those goals
- Partner with UNC Legal Services to inform students of their rights
  - Begin a two-way conversation about students' rights and have better training for police about common ways they violate citizen rights

# Technology and Online Resources

- <u>www.nccrime.us</u> Can track crime in Chapel Hill
- Chapel Hill has talented GIS department. Tracked cleared roads for weather but not crime. Need better use of GIS mapping to show where and when and what kinds of crimes are occurring. Other towns do this.
- Need more data-driven approach where it is uniform, correct, and transparent. Need to display crime statistics in a way that the public can understand.
- Can use Internet to encourage more two-way communication between PD and citizens.
- <u>www.spotonme.com</u> Shows crimes within 2-3 mile radius of one's house.

- Can use Internet to get more information out to citizens.
- Can use example of town listserv to create reporting mechanism for crime and other related items (crime blog).
- Maybe people could allow the CHPD to put up surveillance cameras on their property [if they live near problem areas]. (People noted the problems that occurred before with the cameras put up at MLK/Estes in connection with traffic and acknowledged that this might be difficult.)
- Citizens could consider putting up their own webcams and making the footage available to the police (for example, to document problems with speeding).
- People living near problem areas could give officers permission to be on their property for surveillance during hours when problems occur.

# 5. What else would you like the CHPD to know or do?

# General Feedback

- Need police investigator (don't have one right now). Town needs to get funds for one together. The role of the police investigator would be for specifics like Internet crimes, fingerprinting, etc. Police investigator could follow through when cases are closed but need follow-up.
- In a way, we're lucky because the PD is professional (which is better than some other towns/ areas). We support them and want to work together to improve their good services.
- We can support efforts in the community to make affordable housing so officers can live in Chapel Hill. It's amazing the PD is so professional when they can't even afford to live here.
- The PD does do a good job with the number of officers and resources they have.
- In general, the PD is very dependable.
- Consider creating a Police Advisory Committee instead of a punitive Review Board.
- It seems that they are trying hard to reach out and partner; need to continue and build on the momentum.
- Continue conversations such as this one.
- Consider using electronic media, such as a web page, for citizens to post questions or concerns (like Jan Cousins used to do).
- Would like to have officers present at or more frequently monitor some bus stops. I was at a bus stop at 10:00 pm one night. It was cold and raining and a couple, who both reeked of alcohol, were screaming and yelling at each other. I wondered if I should call the police to give them a ride.
  - Does CHPD think this would be a good reason to make a non-emergency call?
- In my community, we hear a lot about gangs from Durham causing all our troubles. It would be
  nice to have CHPD address this. Is this just a negative stereotype or is this true? What hard data
  exists?
- Police should know the limits of police authority and not abuse that power.
- Understand that students are being adversely affected by illegal arrests.
- Even when students are found not guilty or cases are dismissed, the World Wide Web still makes it possible for graduate schools and/or potential employers to view information about arrests.
- Recognize that the community is invested in CHPD success, but it has not been made clear how citizens can help the department achieve its goals.
- Remind them of the power and influence they wield in the community. They have a huge responsibility to practice fairness and consistency, to uplift and gain the respect of the entire community.

- Create an Ombudsman (civilian) or oversight committee to give regular, objective feedback.
- Hire more police officers.
- A system needs to be put into place to better publicize "non-emergency" contact info.
- An organization can be reflected by its leadership. The leaders of the CHPD are open; a regular citizen can get access to the chief and the assistant chief and this doesn't happen elsewhere. They are always open to listening to people and they always take things seriously. This person also liked the fact they have promoted staff from within; people in higher positions have been out in the streets and have been part of this community. "It's tremendous that they don't feel a need to find something new and shiny." This participant hoped that the CHPD will continue doing this promoting officers who have been outstanding in the community. They have promoted excellence because they promote based on merit. The leaders keep that mentality and then it flows down.
- Participants generally agreed that their interactions with all police officers have been generally
  positive, but three people were singled out as being very good representatives of the
  department: Charlie Pardo and Matt Sullivan (who seem to be everywhere and really on the ball)
  and Robin Clark.
- Participants would like to see them hand out tickets for jaywalking and violating parking laws.
- "I like seeing them at the Mall."
- "I only think great thoughts about the police department. They do an awesome job." This person commented that the police "protect us and keep us safe and I'm always humbled by the service they provide. They're willing to put themselves between you and a bullet."
- "They go above and beyond in so many ways. I want them to know we appreciate that."
- They are the only unit in the state with a crisis unit that sends out social workers for follow up.