



COMMUNITY SAFETY
BUSINESS PLAN

2023



JULY 1, 2022 – JUNE 30, 2023
TOWN OF CHAPEL HILL



Letter from the Director



This has been a busy year for the Community Safety team. Coordinated storm responses, basketball celebrations, continued impacts from COVID, and a sustained building boom resulting in several large-scale development projects have kept staff challenged and engaged!

This year, we again hosted our own Basic Law Enforcement Training Academy and successfully graduated new police trainees. However, the Police Department is still struggling with recruitment and retention with several officers seeking opportunities elsewhere for better pay and/or incentives and the retirement of many key leaders.

In the coming year, we will need to continue our focused recruitment efforts and continue the Town's efforts to provide competitive and predictable compensation for our employees.

We've continued to produce regular reports to the community related to the delivery of police services in Chapel Hill and, this year, we've added still more new data sets based on community feedback and we have gone from a quarterly reporting cycle to a semi-annual one. We believe this frequency will help us to better understand the trends and impacts that result from our policing strategies and specific policy decisions.

In close coordination with the local school system, we supported the analysis of the school resource officer (SRO) program for the 2022/2023 school year and are pleased that the CHCCS has elected to continue our model program.

The Building and Development Services Department has continued efforts to implement to work-flow and process improvements. We will continue to focus on the user experience, improving customer service, strengthening internal communication and coordination; while maintaining the "dotted-line" relationships with other Town departments upon which we rely.

Increasingly, Building and Development Services staff are serving diverse development needs that include more multi-story buildings, multi-use projects, and renovation or rehabilitation of large- and small-scale development. Staff have maintained the community standard for review and enforcement in this changing environment and are committed to bringing continued enhancements to the user experience in the coming year.

Our Mission

The primary mission of Community Safety is to preserve and protect life and property and to enhance the quality of life in our community through the fair and effective delivery of Town services.

Strategic Alignment

The Community Safety department addresses the [Safe Community](#) Strategic Goal(s) of the Town of Chapel Hill.

Our Department



Departmental Performance Measures Overview

Mission-level Measures		At or above target
1.	Percent of Part 1 Crimes Against Persons cleared (Murder, Rape, Robbery, etc.)	<input type="checkbox"/>
2.	Percentage of Part 1 Property Crimes cleared	<input checked="" type="checkbox"/>
3.	Total # of Part 1 Crimes reported under 1500 (including Larceny)	<input checked="" type="checkbox"/>
4.	Percentage of residents satisfied with the overall quality of Police protection	<input checked="" type="checkbox"/>
5.	Percentage of residents who rated on the survey that they feel "very safe" or "safe" for "Level of Safety and Security" in their neighborhood.	<input type="checkbox"/>
7.	Percentage of total vehicle crashes resulting in injuries	<input type="checkbox"/>
8.	Percentage of crashes resulting in injuries that are evident, disabling or fatal	<input type="checkbox"/>
9.	Percentage of commercial plans reviews completed within 30 days of acceptance	<input checked="" type="checkbox"/>
10.	Percentage of residential plans reviews completed within 5 days of acceptance	<input checked="" type="checkbox"/>
11.	Percentage of inspections completed within one workday of request	<input checked="" type="checkbox"/>
12.	Percentage of code enforcement complaints responded to within 2 business days	<input checked="" type="checkbox"/>
13.	Percentage of applications submitted to plan review within 2 business days	<input checked="" type="checkbox"/>
14.	Percentage of residential permits approved for issuance within 5 days of approval	<input checked="" type="checkbox"/>
15.	Percentage of stand-alone permits issued within 3 business days	<input checked="" type="checkbox"/>
16.	Percentage of residential zoning compliance permits (all types) reviewed within 5 business days	<input checked="" type="checkbox"/>

Program-level Measures		
Program	Performance Measure	At or above target
Patrol Division, Investigative Division, Police Crisis Unit	Survey residents and ascertain satisfaction with overall quality of police protection.	<input checked="" type="checkbox"/>
Patrol Division, Investigative Division, Police Crisis Unit	Total Number of Part 1 Crimes against Persons and Property	<input type="checkbox"/>
Patrol Division, Investigative Division, Police Crisis Unit	Percentage of Part 1 Crimes against Persons cleared	<input type="checkbox"/>
Patrol Division, Investigative Division, Police Crisis Unit	Percentage of Part 1 Property Crimes cleared	<input checked="" type="checkbox"/>
Patrol Division, Investigative Division, Police Crisis Unit	"very safe" or "safe" survey ratings for "Level of Safety and Security" in neighborhoods in Community Survey.	<input checked="" type="checkbox"/>
Patrol Division, Investigative Division, Police Crisis Unit	Percentage of vehicle crashes resulting in injuries <17% of our total number of crashes.	<input type="checkbox"/>
Support Services	% of employees who advance through career progression program on-time	<input checked="" type="checkbox"/>
Support Services	Increase the number of police applicants by continuing comprehensive marketing campaign	<input checked="" type="checkbox"/>
Code Enforcement, Building Inspections, and Permitting	Percentage of commercial plans reviews completed within 30 days of acceptance.	<input checked="" type="checkbox"/>
Code Enforcement, Building Inspections, and Permitting	Percentage of residential plan reviews completed within 5 days of acceptance.	<input checked="" type="checkbox"/>
Code Enforcement, Building Inspections, and Permitting	Percentage of inspections completed within one workday of request	<input checked="" type="checkbox"/>
Code Enforcement, Building Inspections, and Permitting	Percentage of code complaints responded to within 2 business days	<input checked="" type="checkbox"/>

DEPARTMENTAL
STRATEGIC INITIATIVES



Initiative: Reduce potential biases in policing through learning and development practices

Project Manager(s): Asst. Chief Celisa Lehew, Capt. Danny Lloyd

Business Alignment

Deliverables provide a summary of deliverables and outcomes that are expected to be achieved during the fiscal year.

Continue to work with Onyx Talent Solutions	We have delivered this version of implicit bias training to our supervisors. The rest of our employees will get this training during our fall in-service classes.	12/31/2022
Contract with a local historian to teach in our pre-academy.	Content will be delivered to our Police Officer Cadets in their pre-academy. Topics will include history of policing in our Town, history of Town policies and how policing and policies have impacted local black communities.	10/1/2022

Diversity, Equity and Inclusion Lens

How has your department considered a DEI Lens in this initiative?

We cannot directly measure the impacts of these trainings. We do, however, track policing outcomes in our semiannual report. This report tracks outcomes by race, gender, and ethnicity. As we continue to look for ways to lessen disparate outcomes, these types of training are essential in reinforcing our policing philosophies.

Initiative: **Continue to seek and invest in ways to increase employees' abilities to de-escalate volatile situations.**

Project Manager(s): Asst. Chief Celisa Lehew, Capt. Danny Lloyd, Lt. Steve Lehew

Business Alignment

Deliverables provide a summary of deliverables and outcomes that are expected to be achieved during the fiscal year.

Fund and purchase a new decision-making simulator	We need to replace a decision-making simulator that is currently not functional and cannot be repaired. This is a proven tool used for on-going training in decision making. This simulator allows us to train officers in use of force situations and practice de-escalation.	06/30/2023
Finish Integrating Communications, Assessment and Tactics (ICAT) training.	ICAT is a de-escalation training program, designed especially for responding to incidents with subjects un-armed, or armed with something other than firearms, who may also be experiencing a mental health or behavioral crisis. ICAT takes the essential building blocks of critical thinking, crisis intervention, communications, and tactics, and puts them together in an integrated approach to training. ICAT is anchored by a Critical Decision-Making Model that helps officers assess situations, make safe and effective decisions, and document and learn from their actions.	12/31/2022
Radio Replacement	Our radios operate on a state-maintained radio system called the North Carolina Voice Interoperability Project for Emergency Responders (VIPER). To manage the increasing number of users on this system, VIPER is now requiring all radios to have Time Division Multiple Access or TDMA technology enabled by 1 July 2025. Our radios are not capable of this technology and will not work past this date. Our radios will not work beyond this date.	06/30/2023

Diversity, Equity and Inclusion Lens

How has your department considered a DEI Lens in this initiative?

Each of these items directly relate to increasing an officer's ability to de-escalate and appropriately use reasonable force. Issues related to police use of force have been a very important issue addressed by the Reimagining Community Safety Task Force and the equipment and instruction will help train officers to meet community expectations in high stress situations. Effective communication with fellow responders can help de-escalate situations through the appropriate deployment of human resources to an active scene and this coordination is often conducted via an officer's radio. With mandatory upgrades to the State VIPER radio system coming, we will need to replace our current radio system by July 1, 2025.

Initiative: **Continue to track important metrics related to law enforcement outcomes.**

Project Manager(s): Asst. Chief Celisa Lehew, Capt. Paul Bell, Andre Masnari

Business Alignment

Deliverables provide a summary of deliverables and outcomes that are expected to be achieved during the fiscal year.

Continue to track outcomes in our bi-annual report.	Our semiannual report helps us track important police enforcement metrics and to occasionally answer the “why” behind our activities. The information we share helps inform, challenge, and encourage community partnerships and inquiry. Both of those things are key elements of a healthy community.	06/30/2023
Continued engagement with outside stakeholders to give feedback on the document.	CPAC and our partners at UNC have been instrumental in helping shape this report. We will continue to seek their input and advice on future versions of this report.	06/30/2023

Diversity, Equity and Inclusion Lens

How has your department considered a DEI Lens in this initiative?

Tracking outcomes of enforcement actions has been a beneficial way of making sure employees are adhering to community expectations when it comes to enforcement of certain laws. This report has helped us look for areas where certain segments of our community may experience disparate outcomes. Additionally, it has helped us to explain the reason we have enforced laws with a focus on keeping our community safe.

Initiative: Prepare for new leadership and support community and stakeholder relationship-building efforts.

Project Manager(s): Chief Chris Blue, Asst. Chief Celisa Lehew, other Town staff

Business Alignment

Deliverables provide a summary of deliverables and outcomes that are expected to be achieved during the fiscal year.

Conduct hiring processes to fill key leadership roles.	Support/conduct a comprehensive search for Police Chief and Assistant Police Chief. Additional vacancies within other leadership positions will be filled once this process is completed.	06/30/2023
Make community connections with new leadership.	At the conclusion of hiring and promotional processes, selected candidates will need to make community connections with key community members and other partners.	06/30/2023

Diversity, Equity and Inclusion Lens

How has your department considered a DEI Lens in this initiative?

We recognize that a diverse workforce provides tangible benefits to keeping our community safe. Being able to understand and reach out to the individual needs of people from other cultures and regions is paramount to our efforts. By recruiting from a range of backgrounds we gain access to a wide variety of viewpoints and perspectives. Community and stakeholder input sessions will help inform what our community expects in leadership roles within our organization. We intend to listen to these voices and work with our consultants to make sure future leadership roles are filled by people who understand and can meet community expectations.

Initiative: Expansion of Permit Center Expertise

Project Manager(s): Rae Buckley, Chelsea Laws

Business Alignment

Deliverables provide a summary of deliverables and outcomes that are expected to be achieved during the fiscal year.

Identify and Collaborate	Engage with other Depts to identify transactional processes that can be absorbed by the Permit Center with an interest in expanding the analytical expertise of staff in the Permit Center	Q3
Secure, Streamline & Implement	Take the various processes that are identified and evaluate how best to streamline them to make them user-friendly, understandable by our clients and staff while meeting necessary regulations and codes.	Q4

Diversity, Equity and Inclusion Lens

How has your department considered a DEI Lens in this initiative?

We recognize that the ordinances are not easily understood but residents or inexperienced staff and that some of the current processes around those ordinance requirements have not been very transparent or easy to navigate. The interest is to identify the lower hanging fruit processes that may get hung up because people just don't know what to do and try to simplify what that ask looks like and easily communicate that, where possible, to our residents so that they can more easily navigate them. Also, we want to empower our staff to take ownership of these navigation tools to improve customer service and see themselves as partners to help our customers to success.

In our business of permits and development, we already see a variety of people. Our hope is that by simplifying things that more people will see us as a partner with them and instead of bypassing the permit process, they will welcome coming to get a permit. We plan to coordinate with the plain language group and DEI officer to avoid any blind spots in these efforts.

Initiative: 21st Century Workforce & Succession Building (Phase A)

Project Manager(s): Tom DiBenedetto, Rae Buckley, Clark Dickens, Chelsea Laws

Business Alignment

Deliverables provide a summary of deliverables and outcomes that are expected to be achieved during the fiscal year.

Training	Provide dept wide training in a variety of areas to improve soft skills, technology awareness and inclusionary efforts	Q4
Effective Communication	Internally set up a system for more effective communication amongst ourselves and with our clients with a solutions based approach	Q4 to ongoing

Diversity, Equity and Inclusion Lens

How has your department considered a DEI Lens in this initiative?

We plan to coordinate with the plain language group and DEI officer to avoid any blind spots in these efforts in the later phases. The first phase of this initiative will be internal facing.

Initiative: **Improve Departmental Communication, Training, and Outreach**

Project Manager(s): B&DS Leadership Team (Chelsea Laws, Tom DiBenedetto; Clark Dickens)

Business Alignment

Deliverables provide a summary of deliverables and outcomes that are expected to be achieved during the fiscal year.

Community Outreach	Continue involvement in stakeholder meetings with various groups	Ongoing
Multi-departmental and outside agency communication, training, and appreciation program	Continue proactive communications and information sessions between staff and other departments, agencies	Q4

Diversity, Equity and Inclusion Lens

How has your department considered a DEI Lens in this initiative?

We plan to coordinate with the plain language group and DEI officer to avoid any blind spots in these efforts.