

APPENDIX - B

Recommended Annual Review and Evaluation (A.R.E.)

Annual Review and Evaluation

The administrative staff proposes that the following measures be adopted by XYZ Department as part of an overall operational plan that will move the department toward total operational effectiveness. The philosophical approach to the comprehensive evaluation will be two-tiered. The departmental annual review will be conducted as a medical model to test the overall health and well-being of the agency. The second level will reflect a broad-based operations focused application of openness in communications. This process is designed to assess critical feedback from the agency and community and suggest item/issue priority for collected data being fed into the planning process.

I. Assessment of the entire department will take place once each year. A computerized desk top audit of all areas will become a key part of the overall process.

II. The office of Deputy Chief shall:

- A. Coordinate the design of A.R.E. survey models
- B. Form a research committee made up of a broad based and appropriate representation of officers and non-sworn personnel from training, staff, and one member from the community.
- C. Ensure the assessment is conducted in a timely manner for use in annual institutional planning.
- D. Serve as the point of contact for all departmental research efforts and the repository for all research and results of research.
- E. Be responsible for dissemination of all research results to appropriate levels within the

agency.

III. The A.R.E. will be an integral part of the department 10-year plan.

Annual Review and Evaluation (A.R.E.)

The objective of the Annual Review and Evaluation (A.R.E.) is; develop appropriate means of assessing the current status of departmental effectiveness and develop data for use in future goal setting and planning. The annual review and evaluation may take the form of one or more documents.

The work product of the A.R.E. will reflect information developed and gathered from all members of staff, line, non-sworn personnel, government service groups and community. The developed data will be measured and assigned as a credible indicator of change or performance by the department.

Data gathered by the initial survey documents will be summarized and produced as a findings document or report. The findings document will then be distributed by the deputy chief to all members of the department, administrative personnel and support staff including the part time officer pool. All individuals receiving the findings document will make recommendations based on their personal top concerns. Topics selected for this review will reflect the top institution-wide areas of concern as drawn from the initial survey.

Upon completion of the review and recommendation portion of the Annual Review and Evaluation, respondents will submit an operational section or division analysis based on data supplied by the deputy chief. This will list a series of annual goals for their section or division. The goals will fall into two categories: suggested goals and must goals. Suggested goals will reflect operations growth or needs while must goals will reflect an urgent nature and require special or immediate attention.

The survey vehicle will include but will not be limited to the department mission statement. The Annual Review and Evaluation will assist departmental progress in meeting all requirements outlined in the department's mission statement and goals by:

A. Reviewing departmental performance internally and externally.

- B. Providing accurate summary information that is produced and reported regularly.
- C. Providing accurate information that is systematically used in decision making for the department, divisions, line sections, and all other sub-entities or approved programs.
- D. Providing an assessment of the institution's physical plant and equipment.

The Annual Review and Evaluation is divided and closely aligned with current and approved community policing guidance as obtained from all appropriate sources. Areas for evaluation will include but not be limited to:

1. Planning and Evaluation: Community Policing Operations Programs

- A. Community Policing Program Goal Assessment
- B. Annual Program Success Evaluation
- C. Officer/Section Success Rates
- D. Recruitment, New officer goals, Candidate Selection Criteria
- E. Officer Retention Rate
- F. Leadership and promotion profile
- G. Community Services Evaluation
- H. Community Responses (Community Groups, Churches and Social agencies)
- I. Community Population Analysis (Population shifting and new immigrants).

2. Planning and Evaluation: Administrative and Operational Support Services

3. Departmental Research:

- A. Recruitment
- B. Police Basic Training completion results
- C. Officer Continuing Education achievement
- D. Officer In-service Training achievement scores
- E. Officer perception of their development
- F. Officer opinion of department operational effectiveness, Climate Survey
- G. Leadership development
- H. Normal officer attrition rates, Sign out feedback
- I. Rates of promotion and indicators of performance
- J. External recognition of officers and staff
- K. User level assessment of facilities.

The end value of the multi-tiered, information gathering system will have department wide

impact and may be used by small agencies unable to obtain accreditation due to budget restrictions or in pre-planning for accreditation. This is only suggested as a stopgap means and not intended to replace a full CALEA® accreditation. The A.R.E. will improve the effectiveness of the agency by documenting relevant issues, facts, concerns, and shortfalls. By opening lines of communication between the department and citizens at all levels, the overall performance of the police department will improve through improved planning and training driven by timely information.

LETTER OF INTRODUCTION

March 25, 1998

Dear Officer:

I have forwarded this survey to accumulate information for a doctoral research study of Community Police Officers. Your information will represent a valuable contribution to the overall success of this study.

The study will be conducted on two or more police departments in New England and several throughout North Carolina and Tennessee. This sample may also be represented by officers in general as well as officers specifically targeted by department. Community-based policing information will represent the common theme of desired data in all agencies or officers studied.

I have completed a full career in police service and currently pursue an advanced degree in Police Science. Your assistance will be thoroughly appreciated and the data when compiled will be reviewed in the United States and the University of South Africa.

Please note your first response and maintain your most accurate opinions in your answers. Select only one response opportunity unless otherwise suggested. (Such as years of service etc.)

I most sincerely request that upon your completion of the survey, you place it in the envelope unsigned and deposit it in the box provided at your department, or if a self addressed stamped envelope is provided, a United States Postal Service Mail Box.

This will insure the anonymity of the information provider.

Thank you for your assistance.

Yours sincerely,

G. Patrick Stevens
Criminal Justice Coordinator
Carteret Community College