

To: Chief JC Prichard

From: Operations Captain SP McGilvray

CC: City Manager Frankie Maness, CALEA files 11.4.1, 52.1.12, and staff

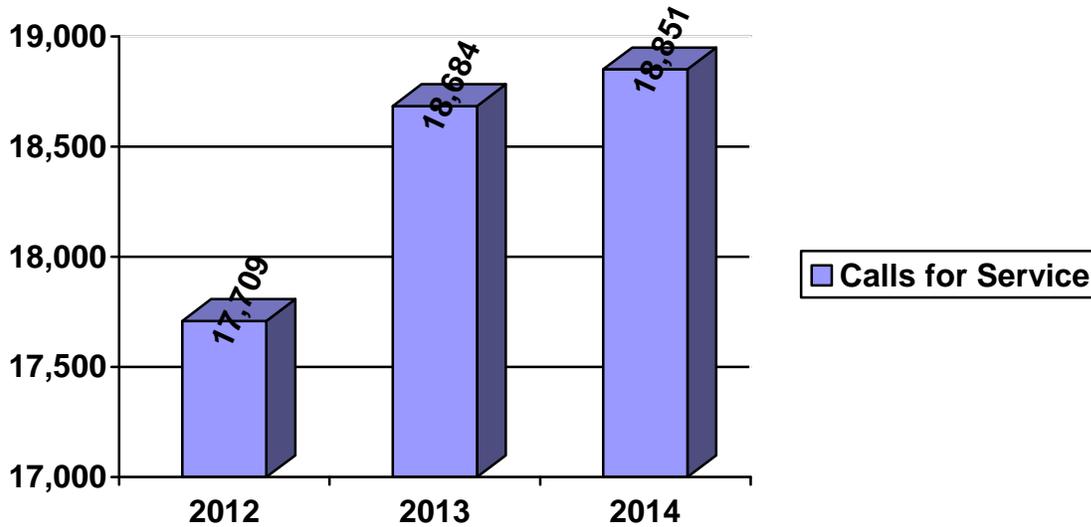
Introduction

The 2014 calendar year was very challenging and active for members of the Police Department. We attempted with passion to meet the needs and expectations of the Graham community once again, through the professional delivery of law enforcement services. We continue to collaborate with other law enforcement agencies in order to be as efficient as practicable. We continuously seek support from outside agencies that are serving in areas which involve community concerns and quality of life issues.

During the 2014 calendar year, we made every effort to maintain a highly effective and capable work force while adding 3 officers to the department, due in part to open positions. The quality of employees here at the Graham Police Department is incalculable. We strive to seek out the best candidates who can advocate the highest professional standards that this agency requires and demands of its employees.

The training of all police personnel was carefully scrutinized for job/function related certification/recertification needs, in an attempt to help reduce the overall spending of training and travel funds. Alternative training locations were pursued and utilized to help diminish the need for overnight accommodations. The department totaled 2,598 hours of specialized training. This amounts to an average of 76 hours per officer for the 34 officers who received training. Well trained officers are able to perform their duties more effectively and with increased confidence. Having well trained officers continues to be a goal of the department. Each employee and their supervisor work closely together to identify training that will be both challenging to the individual and a benefit to the department and the community. I am very proud of the dedication that the department continues to show in seeking additional quality training for its employees.

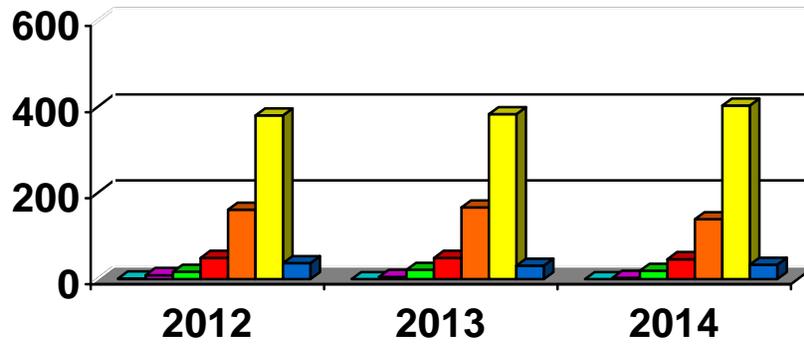
This past year the police department responded to 18,851 calls for service. This is an increase of 167 calls for service from 18,684 during the calendar year 2013. These figures represent a 0.90% increase in calls for service. The past three years has had an increase in calls.



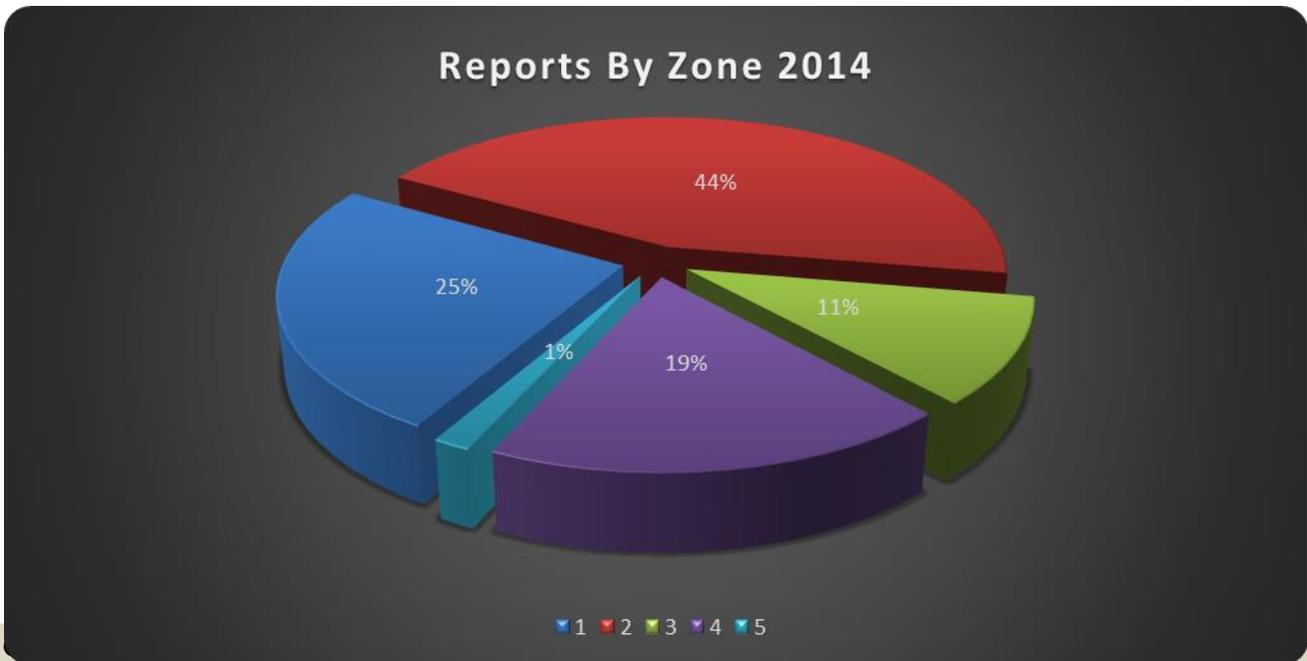
The below chart and graph shows the number of Part 1 crimes that are recorded in the SBI Index Offenses Report.

Type of Crime	2012	2013	2014	2012/2013 % Change	2013/2014 % Change
Murder	1	0	0	≥100.00%	NC*
Rape	9	5	3	≤44.44%	≤40.00%
Robbery	17	21	19	≥23.53%	≤9.52%
Burglary	161	166	139	≥3.11%	≤16.27%
Aggravated Assaults	49	49	46	NC*	≤6.12%
Larceny	380	383	403	≥0.79%	≥5.22%
Motor Vehicle Theft	37	31	33	≤16.22%	≥6.45%
Total Index Offenses	654	655	643	≥0.15%	≤1.83%

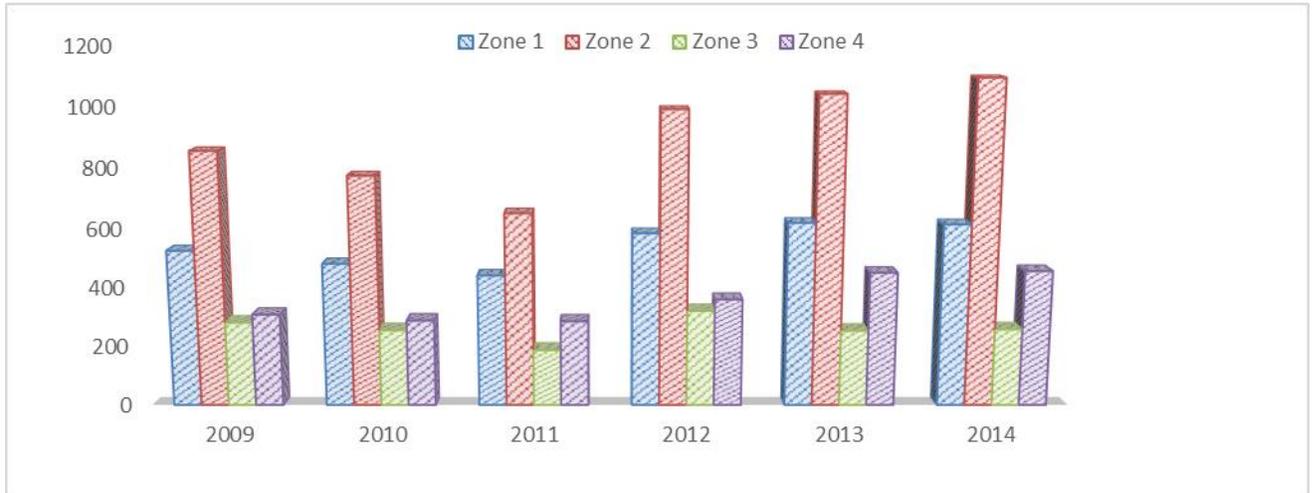
*No Change



Zone Totals	Total Reports	Description
Zone 1	613	Zone covers the NW sector of the city
Zone 2	1092	Zone covers the NE sector of the city
Zone 3	260	Zone covers the SW sector of the city
Zone 4	457	Zone Covers the SE sector of the city
Not assigned	37	This represents reports coded outside of city
Total	2459	



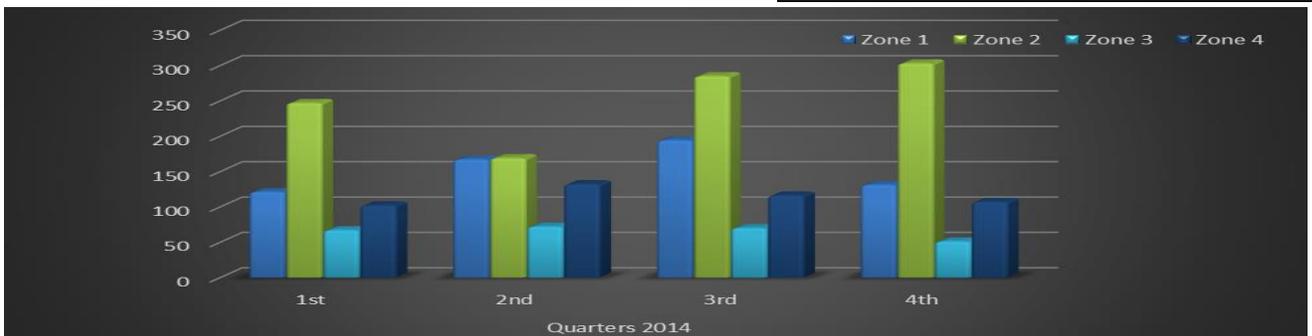
	2009	2010	2011	2012	2013	2014	Plus/Minus	Total 2013
Zone 1	525	481	442	583	618	613	72.78919	2422
Zone 2	855	774	650	991	1040	1092	170.3792	345.776
Zone 3	283	257	189	323	255	260	43.73747	
Zone 4	310	290	287	361	451	457	80.94443	



Disclaimer: Assuming that the trend established over the past 5 years continues in the future as it has in the past we would expect to have 2422 incident reports +/- 346 for a range of between 2768 and 2076 incident reports by the end of 2015.

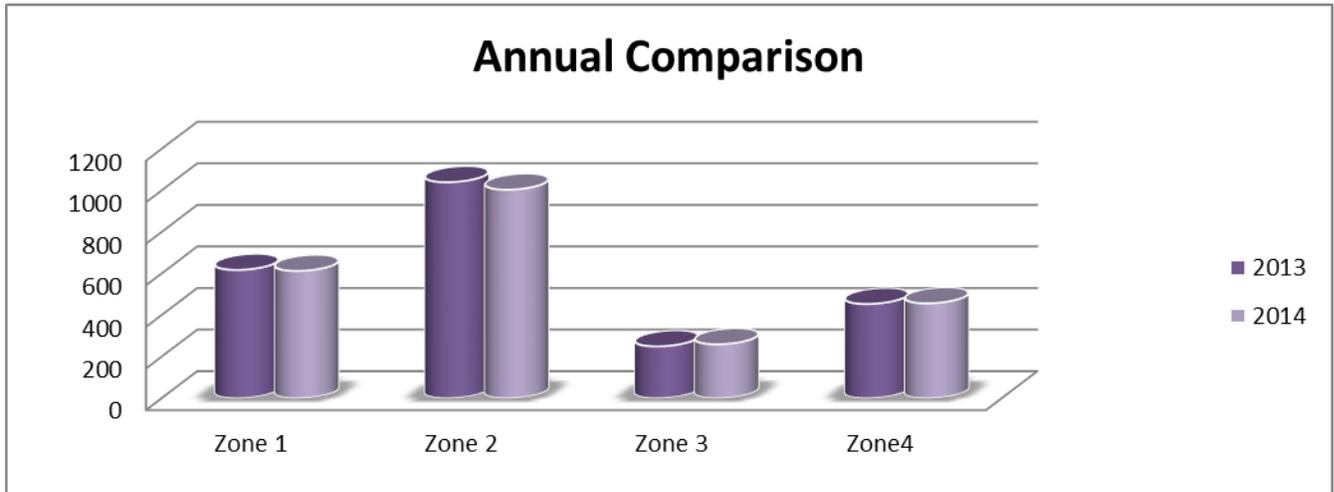
Comparison by Quarter for 2013-2014 (same quarter comparison as previous year)

	Quarters 2014				Quarters 2013			
	1st	2nd	3rd	4th	1	2	3	4
Zone 1	121	167	194	131	154	179	146	139
Zone 2	247	169	285	303	239	248	314	239
Zone 3	67	72	70	51	76	84	40	50
Zone 4	102	132	116	107	104	105	122	123
Total	537	540	665	592	573	616	622	551



Statistical Summary / Amount of Change in comparison with 2013

	2013	2014	Amount of Change	Percent Inc/Dec
Zone 1	618	613	-5	-0.80906
Zone 2	1040	1004	-36	-3.46154
Zone 3	250	260	10	4
Zone4	454	457	3	0.660793



Zone 1 had a **0.8% decrease** in incident reports written during 2014

Zone 2 had a **3.4% decrease** in incident reports written during 2014

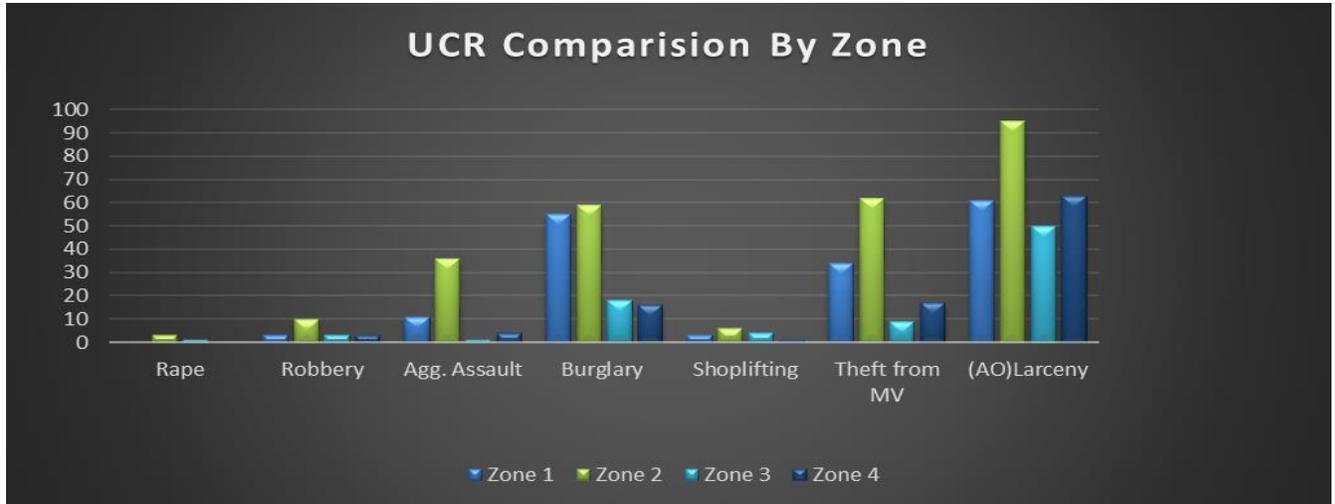
Zone 3 had a **4% increase** in incident reports written during 2014

Zone 4 had a **0.6% increase** in incident reports written during 2014

UCR Comparison By Zone

UCR #	200	300	410/420	510/520	630	640	690
	Rape	Robbery	Agg. Assault	Burglary	Shoplifting	Theft from MV	(AO)Larceny
Zone 1	0	3	11	55	3	34	61
Zone 2	3	10	36	59	6	62	95
Zone 3	1	3	1	18	4	9	50
Zone 4	0	3	4	16	1	17	63

UCR#	1120	890	1400	1810	1890	2100	4010
	False Pretense	(AO) Assault	Vandalism	Drugs/Narc.	(AO) Drugs	DWI	All Traffic
Zone 1	7	7	63	25	2	32	39
Zone 2	14	14	87	54	6	56	55
Zone 3	8	2	16	3	3	14	16
Zone 4	11	10	42	19	2	29	24

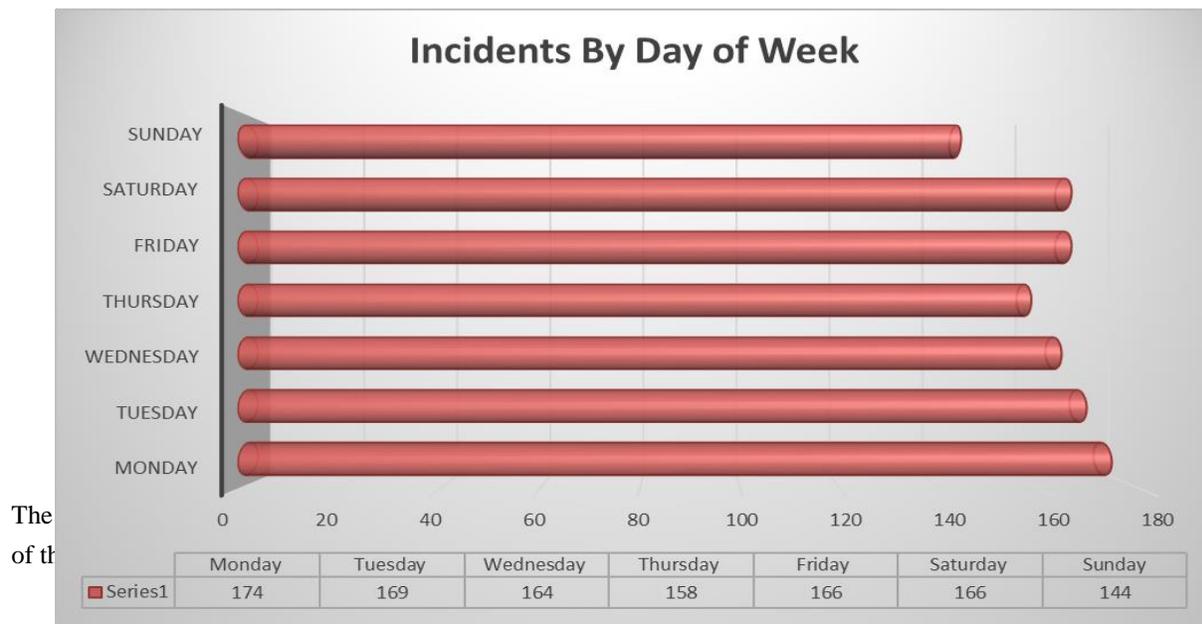


**Note: Rape and Robbery were compared due to the nature of the incident. All other comparisons were based on one zone reporting 5 or more incidents to Graham Police Department.*

DAY of Week Analysis Calendar Year 2014 (All Zones)

All Incidents Reported

	All Zones
Monday	174
Tuesday	169
Wednesday	164
Thursday	158
Friday	166
Saturday	166
Sunday	144



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The above data indicates that for calendar year 2014 Monday had the most incidents reported to the agency. The above chart indicates that Tuesday was a high frequency day for incidents reported to the agency. With Zones 2 and 1 receiving the most incidents reported.

* Note data extracted from the Graham Police Department Records Management System.

Initial Purpose of Traffic Stop by Driver's Sex, Race, and Ethnicity

Report from 1/1/2014 through 12/31/2014

Purpose	Gender	White	Black	Native American	Asian	Other	Total By Race	Hispanic	Non Hispanic	Total By Ethnicity
Checkpoint	F	69	22	1	0	1	93	27	66	93
Checkpoint	M	102	39	0	0	2	143	55	88	143
Driving While Impaired	F	15	11	0	0	0	26	1	25	26
Driving While Impaired	M	35	19	0	1	0	55	17	38	55
Investigation	F	50	42	0	1	1	94	14	80	94
Investigation	M	88	56	0	1	1	146	31	115	146
Other Motor Vehicle Violation	F	29	10	0	0	0	39	10	29	39
Other Motor Vehicle Violation	M	37	20	0	1	0	58	10	48	58
Safe Movement Violation	F	44	19	0	2	1	66	13	53	66
Safe Movement Violation	M	66	38	0	1	1	106	17	89	106
Seat Belt Violation	F	73	57	0	1	0	131	11	120	131
Seat Belt Violation	M	126	72	0	0	3	201	22	179	201
Speed Limit Violation	F	112	72	1	6	0	191	18	173	191
Speed Limit Violation	M	207	83	0	4	5	299	42	257	299
Stop Light/Sign Violation	F	68	34	0	1	0	103	17	86	103
Stop Light/Sign Violation	M	102	45	0	2	0	149	31	118	149
Vehicle Equipment Violation	F	116	62	0	1	0	179	15	164	179
Vehicle Equipment Violation	M	155	89	1	0	2	247	30	217	247
Vehicle Regulatory Violation	F	239	173	1	2	0	415	35	380	415
Vehicle Regulatory Violation	M	242	187	0	5	1	435	43	392	435
FemaleTotal	F	815	502	3	14	3	1337	161	1176	1337
MaleTotal	M	1160	648	1	15	15	1839	298	1541	1839
Total	A	1975	1150	4	29	18	3176	459	2717	3176

Data retrieved from: <http://trafficstops.ncdoj.gov/Default.aspx?pageid=2>

White Drivers 64.87% Black Drivers 33.45% Hispanic Drivers 14.08%
 Asian Drivers 0.84% Other Drivers 0.70% Native American 0.14%
 Male Drivers 58.21% Female Drivers 41.79%

Margin of error +/- 1.4%

The above graph depicts traffic stop violations for the Graham Police Department. This is maintained By the North Carolina SBI in Raleigh, NC. It depicts the type of traffic stops made, the race, sex and ethnicity of the driver's encountered.



Accreditation

Accreditation is an ongoing process. There are monthly, quarterly and annual reports that are required in order to meet the goals of the department. The last Accreditation assessment was in December 2012. During this assessment, Sergeant Kristine Cole was the Accreditation Manager. We received our Re-Accreditation award in March of 2013 at the Commission on Accreditation for Law Enforcement Agencies (CALEA) conference in North Charleston, South Carolina. The Graham Police Department was recognized by CALEA with the presentation of a Certificate of Meritorious Accreditation for being in the Accreditation process for more than 15 years. We were also recognized as an agency worthy of the Gold Standard of Excellence. This is the 6th award presented to the Graham Police Department. For this assessment period, Sergeant Crystal S. O'Neal was chosen to be the Accreditation Manager. Sergeant Kristine Cole was promoted to Captain of Administration. We have been working diligently for the past two years with the Accreditation process being changed from paper files to an electronic assessment known as Power DMS. Our next Accreditation assessment will be in December of 2015. We will again be assessed under the Gold Standard process.

Officers of the Quarter for 2014

The following officers were selected by their peers as an outstanding officer for each quarter of 2014. They were selected by fellow officers writing a short narrative explaining why they think they should be selected as officer of the quarter. Each officer selected receives a ceramic plaque with their name and date engraved on it. Their photo is prominently displayed in the lobby of the police department for the public to view. The award is presented to each officer, with their family members' present, if they so wish and the employees of the police department in a special department meeting.

1 st Quarter 2014	Officer Jeff Hall
2 nd Quarter 2014	Officer Benjamin Edwards
3 rd Quarter 2014	Officer Clinton Cross
4 th Quarter 2014	Officer Jason Payne

Other Officer Awards in 2014

Officer Tiffany Barnes received the Community Service award

Officer John Hodge received the Community Service award

Officer Clinton Cross received the DWI Enforcement Officer of the Year award

Officer's Jeff Hall, Benjamin Edwards, Robert Lovett, Leanne Caudill and Brandon Newsome received the award for Service Commendation.

Officer Scott Swink received the Outstanding Community Service award

Officer of the Year



Officer Benjamin Edwards

Each year the Graham Police Department chooses one individual based on the persons performance, dedication and overall willingness to help fellow officers as the Officer of the Year. We are very proud of Officer Benjamin Edwards for being selected as the Graham Police Department's Officer of the Year for 2014.

Officer Benjamin Edwards has been employed with the Police Department since November 2005. He is currently serving in the Patrol Division as a Corporal. Officer Benjamin Edwards has displayed professionalism, commitment, and a willingness to assist others when needed. Officer Benjamin Edwards has been very active with the records management program. He assists other officers and the staff with any issues they experience with this program. He is a certified instructor as well.

Community Policing and Education Projects

Each year we strive to help our community. This is just a few of the highlights of the year;

Blue Pinwheels for Child Abuse Prevention at the Children's Museum

Halloween Trunk or Treat held in the PD parking lot

Stockings for Seniors Event held in the PD parking lot

Police Health Fair held in the PD parking lot

Krav Maga February event – Self Defense for Women

Krav Maga 2 April event – Self Defense for Women

Community Watch meeting at Old Fields subdivision

COP at Bible School – Graham Bible Methodist Church

Driver Education class held at Graham High School – Distracted driving, speeding, drunk driving and drugged driving topics

Job Fair at Alamance Community College

NC Torch Run for Special Olympics Fundraiser held at Just Save grocery store

Operation Medicine Drop held at Tar Heel Drug

Halloween Carnival held at Graham Recreation Center

Operation Merry Christmas and Can Food Drive

For 2014, the Graham Middle School teamed up with the Graham Police Department to make Christmas better for fifteen families. The community relations group at GMS ran by Mr. Swinton (computer technology teacher) decided to come together with Graham Police Department in making a difference in Graham's Community. The staff along with students collected cans and nonperishable items to distribute to the families during the holidays. The can food drive was initially set up to feed approximately 40 families that were selected by our Social Worker (Tracey Higgins) at Graham Middle School. With that in mind GMS along with GPD decided to make it even bigger. Lt. Flood and I went to Christmas Cheer and selected 12 families that were in need of Holiday services. A majority of the families that were selected had at least one member that attends Graham Middle School. I then spoke with each family and advised them that Graham Police Department and Graham Middle School have

decided to supply their family with Holiday Cheer. The families then received a letter of notification provided by Mr. Swinton each letter advised that they were selected and a pick up date 12/23/2014. Tracey Higgins (School Social Worker) also made contact with families to see if food was something that was needed during the Holidays. Graham Middle School staff began making donations Nov 1, 2014. The donations started off with 100 dollars from Mrs. Ross, Mrs. Rust, and Mrs. Cates all Graham Middle School Staff. Lt. Flood and Mr. Swinton provided me with businesses and organizations that I could make contact with in order to receive donations. Adam Nicholson asked his church to participate in the event and they provided us with food and toys. Officer Hendricks went to multiple places within the Alamance county area and was very successful in getting these businesses to participate. Lt Flood and I went to rotary and spoke on behalf of Operation Merry Christmas. There were donations that were received at GMS and GPD from rotary members. Kristina and Edith (secretaries at GMS) received numerous monetary donations from many businesses and friends. Big Rock Sports donated leather book bags and 40 bags of food to help with Operation Merry Christmas. They even provided fishing rods to the children who wanted fishing equipment. Big Rock Sports was a big supporter in this event. On our final moments of Operation Merry Christmas our patrol officers provided a lot of support. Officer Swink, Judge, Rowe, Sheldon, Earhart, Hodge, Reinas, and Nicholson all played a major part in the success of Operation Merry Christmas. They put bikes together, picked up supplies or helped pick out gifts, their support was spectacular. We received \$4,028 in cash donations by the deadline for Operation Merry Christmas. We also were able to raise over 1,200 cans of food to provide for these families. We started out with a goal of helping out 40 families for Christmas and ended up helping 52 families that we selected with gifts and food. The leftover food was given to a pastor who supports GMS and he distributed the food to families who he knew were in need. This project was a great success for the 52 families we helped plus the other families that received donations. Giving back to our community with the support of others is wonderful within its self, but working together and being able to enjoy it is priceless. Thank you cards and plaques on behalf of Graham Police Department were presented to each supporter of Operation Merry Christmas.



Stockings for Seniors at Christmas

In November a decision was made among the Administration and SRO division that Christmas Cheer would be expanded to Elderly and families within Graham. We were able to provide Christmas Cheer to the elderly citizens of Graham through two facilities in Graham. They were Peak Resources which holds approximately 120 elderly citizens and Spring View Assisted Living which housed 13 elderly citizens.

We determined the needs of the elderly living at Peak Resources. The Social Worker advised that most of the elderly would just be happy to receive anything for Christmas. She also stated that a lot of the elderly in this facility do not have families, or they do not have families that visit during the holidays. A phone conference with Spring View Assistant Living Social Worker advised that most of the individuals there can move around and they would enjoy the support from our police department. The goal for this event was to provide stockings filled with necessities that the elderly could use while in these facilities. There are many programs that provide for families and children, this event will expand Christmas Cheer to the elderly in facilities to acknowledge they have not been forgotten.

Lt Flood and Officer Barnes began to gather products from REA, Dollar General, and Walmart to place within the stockings. Sgt. O'Neal graciously provided the stockings and candy provided by the Burlington Junior Woman's Club. Steve's Garden Market donated apples and oranges so that each person was able to enjoy some fruit. There were numerous products that were purchased within the funds provided by Christmas Cheer such as shampoos, socks, lotions, crossword books, word search books, apples and oranges.

The Explorers from Graham Police Department post helped in the stuffing of stockings.

These students learned the meaning of giving back to the community. Mike Johnson (the cleaning guy) dressed up as Santa and other members of the SRO/Admin and GMS team were elves. The stockings provided approximately 140 elderly citizens within these facilities



Overview of Divisions within the Department

Field Operations/Administration



Captain S. P. McGilvray

Field Operations encompasses the Patrol Division, Criminal Investigations, Vice and Narcotics Investigations, Internal Affairs, Victim Assistance, and Canine Unit. Field Operations makes up the majority of the personnel within the department. Captain Steve McGilvray manages the functions of the Field Operations Division. Each division within the bureau is responsible for the development of their personnel to meet its goals and objectives which in turn affords each division the ability to tailor its needs in conjunction with the departments long range plan.

Support Services/Administration



Captain M. K. Cole

Captain Cole oversees the Records Division, Parking Enforcement, Training, School Resource Officers, Accreditation, Recruiting, Reserve Officers, Evidence, and part-time personnel. This position also reviews and councils the applicant that may be seeking sponsorship to a Basic Law Enforcement Training school as well as an inventory of completeness for all applications received seeking employment with the agency. Captain Cole is directly involved with the oversight of the Police Explorer Program.

Uniform Patrol Division**Lieutenant P.J. Acosta**

The Uniform Patrol Division performs the majority of the department's services and is the largest division, answering and responding to all calls for service. The Uniform Patrol Division is managed by Lieutenant Pete Acosta. For the majority of 2014 the patrol division consisted of four patrol teams. Each patrol team was staffed with a Sergeant, Corporal and three patrol officers. The patrol division worked on a 28 day schedule working two weeks of days and two weeks of nights. Patrol shifts were operating from 6am to 6pm and 6pm to 6am.

Criminal Investigations/Vice-Narcotics Division**Lieutenant D. Flood**

The Criminal Investigations Division handles all felony follow up investigations and all serious misdemeanor cases. Lieutenant Duane Flood is assigned to supervise the Criminal Investigations Division. The Criminal Investigations Division was understaffed during a significant period of time within CY 2014 due to the distribution and allocation of personnel.

Accreditation/Support Services**Sergeant C. S. O'Neal**

Sergeant Crystal O'Neal is the departments Accreditation Manager. Sergeant Crystal O'Neal is directly responsible for managing and implementing 464 standards assigned by the Commission on Accreditation for Law Enforcement Agencies which dictate the best practices used by law enforcement agencies throughout the United States as well as Internationally. Sgt. O'Neal also supervises the Evidence function.

Training/School Resource Officers**Sergeant J. Hall**

Support Services is managed by Sergeant Jeff Hall. The Support Services assignment is responsible for all training needs including annual officer in-service training. Sergeant Jeff Hall also provides a variety of professional support essentials to all departmental staff while overseeing the School Resource Officers. Sgt. Hall is responsible for coordinating Community Policing projects as well.

School Resource Officers



Corporal S. Sheldon
Rivermill Academy



Officer A. Nicholson
Ray Street Academy



Officer T. Barnes
Graham Middle



Officer Adam Walker
Graham High

School Resource Officers continue to be active in the Students Against Destructive Decisions (SADD) Organization at Graham High School as well as Students Against Violence Everywhere (SAVE) Chapter. The department has been able to successfully maintain the Campus Crimestoppers to provide a way for students to anonymously report criminal activity or general misconduct through a confidential non-threatening avenue. The School Resource Officers continue to work closely with Teen Court of Alamance County in an attempt to divert cases from the juvenile court system, thereby saving time and resources as well as offering juvenile offenders an option other than criminal prosecution. The department continues to benefit from the partnerships that we have formed with the Alamance-Burlington School System to make a positive impact in the lives of the students of Graham High School and Graham Middle School.

Police Explorer Post 4097



The department's Police Explorer Post program continues to grow and be a very productive part of the agency. The director is Capt. Kristine Cole. Cpl. Adam Walker and SRO Tifany Barnes work very closely with the members of the post. Members of the Explorer Post participate in Community Policing Projects and have training classes annually. Several officers have helped out with the post as advisers and instructors. The

Explorer program continues to be a valuable asset to the department and the city. We feel very strongly about investing in the youth of our community and modeling good character traits such as honesty, teamwork, responsibility and respect. We are very proud of the Police Explorer Program and the positive impact the post is having on so many youth in the community. There were 6 students in the program by December and at one time as many as 14 students were in the program during the year. Their ages ranged from 13 to 18 years old.

G.R.E.A.T. Program

The success of the G.R.E.A.T. Program is founded in 1991 on the mutual commitment of law enforcement and educational agencies, united in a common goal to: Provide children with the skills necessary to combat the stresses that set the stage for gang involvement. Provide children with accurate knowledge about gang involvement. Provide children with the skills necessary to resolve conflicts peacefully. Help children understand the need to set realistic goals. During the calendar year 2014 Corporal Sheldon taught G.R.E.A.T. at South Graham Elementary. I think that the G.R.E.A.T. program is an effective tool in the fight against gangs, conflict resolution and violence in our schools. At South Graham Elementary School had four fifth grade classes graduate from the program (approx.96 students). All of the GREAT officers work closely with the guidance counselors to ensure that during the times when GREAT officers are not available the students have a contact person. The students also have our email address and other contact information. At South Graham Officers are in and out of the school talking with students on a regular basis as part of our COPs in Schools Program so that kids have direct contact with officers and can speak with officers concerning issues related to drugs and gangs. The program should continue and has been effective since implementation. The biggest part of the program that has the best benefit is the conflict resolution; this portion allows our youth to use the skills to attempt to stop violence before it starts. It is recommended that the G.R.E.A.T program continue to grow and this agency have all components in place and the program reach out and incorporate the summer portion into the summer camp that is conducted by the Graham Recreation Department. The G.R.E.A.T Families component would also be a beneficial supplement to the elementary and middle school programs to help families understand and have knowledge about the G.R.E.A.T concept.



Cpl. Sheldon with some of his G.R.E.A.T. students

Junior Police Academy

In July of 2014, the following officers, Sgt. Jeff Hall, Officer Adam Nicholson, Officer Todd Land and Officer Tiffany Barnes participated in the Junior Police Academy (JPA) at The Burlington Police Training Center. The Graham Police Department has been an active participant in the JPA for nearly 18 years now. The Burlington Police Department Junior Police Academy is a nationally recognized youth program developed by the Burlington Police Department in 1996. It currently involves a collaborative effort by the Burlington Police Department, Graham Police Department, Alamance County Sheriff's Office and Alamance Burlington School System (ABSS) with a mission intended to provide at risk middle school aged juveniles social skills that can make them more productive students and members of our community. The JPA program helps the students who graduate from the program lead a better life because they are at risk and they know what can cause them to get into trouble and how to handle it now. The students learn life skills and values they can rely on for the future.

At the 2014 academy, SRO Barnes was assigned as an Assistant Squad Leader and Cpl. Nicholson was a Squad Leader for Squad Three. There were five Graham Middle School students that participated in the academy, two females and three males. There were a total of 30 students in the academy.

The academy teaches them responsibility, self-esteem and goal setting skills. The students also have a week of training at the NC Justice Academy in Salemburg, NC. There are many training sessions in which the students are exposed to life altering/changing information. They come to an understanding of what goals are, how to go about setting realistic goals, and how to be successful in meeting those goals. This and many more unique opportunities give them the tools needed to build self-esteem and be successful in life.

The Graham Middle School SRO also monitors the graduate's behavior while in school. The SRO also mentors to them, keep up with their progress and make sure that the lines of communication stay open to ensure support for the student if needed. This ensures that they become productive and responsible student in school. The JPA is concluded with a banquet and awards ceremony for all of the graduating cadets, family members, JPA staff, special guests and speakers.



Citizen Survey

In March 2014, the Graham Police Department started conducting its citizen survey; the survey was left open online until December 2014. This survey is conducted once within a three year period. The department conducted the surveys utilizing survey monkey and Facebook in an attempt to reach a larger more diverse portion of the agencies service population. The online survey was announced on the GPD Facebook page, City of Graham web page and in the City of Graham water bills. This notification was done to attract a large response in an effort to hear citizens' concerns.

Overall, 79% of those surveyed responded that the Graham Police Department is doing a very good or good job. This is a 15.96% decrease compared to the survey held in 2011 for this question and a decrease of 16.49% compared with the survey completed in 2008. Taking the survey question by question, there are no indications of major problems. However, there are areas the department can improve on, such as getting to know the people in the community, informing the citizens about crime in their neighborhood and a desire for community watch in some areas. Citizens believe that the police should place a high priority on investigation and apprehension of violent offenders, property offenders, drug offenders and working with juveniles. Citizens also supported traffic law enforcement very highly. Citizens think the police need to place more emphasis on working closely on neighborhood problems, such as speeding, gang related issues, juvenile problems and loud noise.

Other significant questions indicate citizens feel safe in their neighborhoods and are not fearful of being a victim of crime. Citizens who have had contact with the police have been satisfied with the response and the general courteousness of officers. By doing this survey, it also shows the citizens that we care about their concerns and problems. By doing this survey it helps us to better address any issues raised. Some citizens said they liked it because we were doing this survey. Females made up 47% of the citizens surveyed, compared to 53% which were male. The continued improvement of services depends upon the department's ability to understand the concerns of the citizens and to involve the community in delivering those services and this survey is one step in that involvement.

Note: to view the complete Citizen Survey

1- go on-line to www.cityofgraham.com

2- click on "Departments", select "Police"

3- scroll to bottom of page, look under "Related Links" for the survey.

Major Improvements

Installed the FBR “Field Based Reporting” system.

This new system is for our field based reporting of incidents. This new system will help us track reports in our records management system. The software was purchased from Tri Tech at a cost of \$70,000. The funds were taken out of our Federal forfeiture account and at no cost to our operating budget.

Inform FBR supports an automated and paperless process to improve the public safety workflow. By providing officers an easy and efficient means to create, update, and submit reports from the field, FBR enables them to spend less time on paperwork and more time on the streets. It reduces data entry errors. This solution greatly increases data accuracy and consistency resulting in improved report quality.

Inform FBR field based reporting software is an intuitive and easy-to-use application that empowers officers to easily and efficiently create, update, and submit reports from the field. In areas of poor or zero network coverage, officers will be able to continue to work on reports. With integrated accident scene sketching, accident diagrams can be created and then inserted into the accident report or attached to the report for upload into RMS.