

LAW ENFORCEMENT ACCREDITATION

Carmel (IN) Metropolitan Police Department

Agency

Carmel (IN) Metropolitan Police
Department
3 Civic Square
Carmel, IN 46032

Chief Executive Officer

Chief of Police
James Barlow

Methodology Overview

CALEA serves as the premier credentialing association for public safety agencies and provides accreditation services for law enforcement organizations, public safety communication centers, public safety training academies, and campus security agencies. The standards are promulgated by a board of 21 commissioners, representing a full spectrum of public safety leadership. The assessment process includes extensive self-assessment, annual remote web-based assessments, and quadrennial site-based assessments. Additionally candidate agencies are presented to the Commission for final consideration and credentialing.

CALEA Accreditation is a voluntary process and participating public safety agencies, by involvement, have demonstrated a commitment to professionalism. The program is intended to enhance organization service capacities and effectiveness, serve as a tool for policy decisions and management, promote transparency and community trust, and establish a platform for continuous review.

CALEA Accreditation is the Gold Standard for Public Safety Agencies and represents a commitment to excellence.



Law Enforcement Accreditation

CALEA standards reflect the current thinking and experience of Law Enforcement practitioners and researchers. Major Law Enforcement associations, leading educational and training institutions, governmental agencies, as well as Law Enforcement executives internationally, acknowledge CALEA's Standards for Law Enforcement Agencies© and its Accreditation Programs as benchmarks for professional law enforcement agencies.

CALEA's Founding Organizations:

- **International Association of Chiefs of Police (IACP)**
- **Police Executive ResearchForum (PERF)**
- **National Sheriffs Association (NSA)**
- **National Organization of Black Law Enforcement Executives (NOBLE)**

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EXECUTIVE SUMMARY

Overview:

The Carmel (IN) Metropolitan Police Department is currently commanded by James Barlow. The agency participated in a remote assessment(s), as well as site-based assessment activities as components of the accreditation process. The executive summary serves as a synopsis of key findings, with greater details found in the body of the report.

Compliance Service Review:

CALEA Compliance Services Member(s) N/A remotely reviewed 30 standards for the agency on 9/1/2017 using Law Enforcement Manual 5.23. These standards included specific time-sensitive issues, as well as all standards applicable to the agency by size and function. If standard issues are found they are listed below.

CALEA Compliance Services Member(s) Phil Potter remotely reviewed 41 standards for the agency on 7/26/2018 using Law Enforcement Manual 5.23. These standards included specific time-sensitive issues, as well as all standards applicable to the agency by size and function. If standard issues are found they are listed below.

CALEA Compliance Services Member(s) Lou Moreto remotely reviewed 39 standards for the agency on 7/24/2019 using Law Enforcement Manual 5.23. These standards included specific time-sensitive issues, as well as all standards applicable to the agency by size and function. If standard issues are found they are listed below.

CALEA Compliance Services Member(s) Nora Ackerley remotely reviewed 187 standards for the agency on 1/20/2020 using Law Enforcement Manual 5.23. These standards included specific time-sensitive issues, as well as all standards applicable to the agency by size and function. If standard issues are found they are listed below.

Site-Based Assessment Review:

From 3/2/2020 to 3/4/2020, Patrone and Kadolph visited the agency following a consultation with the chief executive officer regarding critical issues impacting the organization since the last assessment. These issues were identified as:

- School Resource Unit - It was abundantly clear to the assessors, through the shared dialogue, that the schools and the SROs have a truly enviable relationship, which can only result in the students' betterment.
- Community Outreach - It was obvious that the agency is committed to its citizens and visitors alike. Equally clear was the fact that all had and shared a clear vision of the future of the Community Outreach program.
- Wellness Program - There can be no doubt that the agency is fully committed to the health and safety of its employees. Overall, this is an exemplary agency incorporating CALEA into all that they do for their citizens, visitors and themselves.
- Special Events - The agency clearly takes special event planning seriously as demonstrated by the meticulous work product the assessors were able to review and the discussions surrounding the intricacies of the agency's approach to special events.
- CRIME SCENE AND PROPERTY AND EVIDENCE - The agency's commitment, and the individual commitment of agency employees to the collection and preservation of evidence was second to none.

During the Site-Based Assessment Review, the assessment team conducted 45 interviews regarding the topical areas previously defined. The interviews were with agency members and members of the community. The approach not only further confirmed standards adherence, but also considered effectiveness measures, process management and intended outcomes.

CHIEF EXECUTIVE OFFICER PROFILE

James Barlow

James Barlow has been a member of the Carmel Police Department for 36 years. He received a Bachelor's from Indiana University. He is also a graduate of the FBI National Academy. Jim has previously served as Assistant Chief of Police, SWAT Commander, Operations Division Commander, Special Investigations Division Commander and Support Division Commander.

COMMUNITY PROFILE

Carmel, Indiana is a fast-growing, economically-thriving suburban edge city on the North Side of Indianapolis. Home to about 86,946 residents (2016 Partial Special Census), the once sleepy suburban community has been transformed over the past 20 years by ambitious redevelopment projects that have led to the making of a vibrant city that is no longer simply a place to sleep at night.

The City of Carmel spans 47 square miles across Clay Township in Hamilton County. The City is bordered by the White River to the east; Michigan Road (U.S. 421) and the county line to the west; 96th Street to the south and 146th Street to the north. Known for its highly educated and affluent population, Carmel households have average median income levels of \$107,505 and the median average price of a home is \$293,600, according to the U.S. Census Bureau.

With excellent schools, low taxes, safe neighborhoods and ease of transportation, Carmel has emerged as one of the most coveted places to live, not just in Indiana, but in the United States. In 2012, CNN Money Magazine named Carmel the No. 1 place to live in America (for cities ranging from 50,000 to 300,000 in population).

From border to border, Carmel is known for its distinct residential neighborhoods, rich in architectural diversity, including many beautiful estates that have attracted many of Indiana's noteworthy citizens, including the owners of professional sports franchises, corporate CEO's, professional athletes and at one point the Vice President of the United States.

In addition, a progressive city government has adopted a new-urbanism approach to planning, welcoming in certain city areas a high-density approach to development. This has attracted a growing number of apartments and condominium developments designed to cater to a younger population just starting out in their careers and a place for our seasoned citizens who are seeking empty-nester living. Such developments are also benefitting from the City's approach to walkability, where a system of trails and bike-lanes have made Carmel one of the most bike-friendly communities in Indiana. Many residents can live, work, shop and enjoy entertainment without using their cars.

AGENCY HISTORY

Carmel, Indiana was originally a crossroads town started largely by Quakers in 1837. Named Bethlehem until the post office required a name change since there was another Bethlehem in the general area, it served the agricultural needs of the local economy.

Blessed with forward thinking leaders, the Board of Town Trustees sought to look to the future in making key decisions. Electricity came in 1904, a complete water system in 1930 fed by deep wells. Natural gas was piped in in 1933. All of this fostered modest growth and commerce. This early era was not without its difficulties. Deputy Constable Frank Carey was killed in the line of duty in 1902.

Law Enforcement was provided by an appointed Town Marshall, occasionally backed up by a Night Watchman. This was a part-time job, the holder of which might also have another job or two with the town or even their own business.

Carmel continued its steady growth due to key north-south roads coming through town. In fact in 1924 one of the country's first automatic stop and go traffic signals was installed at Main Street and Range Line Road. Following World War II, growth was reflected by new schools and churches in the 1950s. Marvie Myers was employed as the first full-time Town Marshall in 1955.

A major event for Carmel's future was the completion of an extended Keystone Avenue north from Indianapolis in 1965. It intersected I-465 on its north side as part of a beltway completed in 1971. With US31 and Rangeline Road, this provided three major traffic routes through Carmel. Development of neighborhoods, apartments, and shopping centers soon followed.

The 1960s saw the Marshall's office transformed into a Police Department, albeit with only a Police Chief, one full-time Officer, and one part-time Officer. In 1964, that full-time Officer, Jim Beard, was appointed Chief. Chief Beard, raised in Carmel, had been a paratrooper in the Korean War and brought with him the value of being part of an elite force with thorough training. These qualities have been a consistent thread in the Carmel Police Department. The CPD Training Room is named for James Beard.

In 1975 the Town Board, realizing that growth was outpacing the governmental structure, called for a public vote on becoming a "City", i.e. governed by a Mayor and a Council. This passed and the City of Carmel began operation as such in January, 1976. By then, the city also had its own Symphony. The Police Department reported to a Police Commission between 1971 – 1981 for operations, and to the Carmel Board of Public Works for budget.

During the 1970s and 1980s, Carmel reflected much of the nation. In addition to continued residential and commercial growth, issues of drugs and school gangs emerged to go with the on-going issues of traffic and the occasional theft. So, the Police Department grew as well, having 8 Officers by 1970.

This period also saw CPD development as an organization with respect to squads, specialty units and expanding training. By 1968, Indiana required attendance at a Law Enforcement Academy for certification. CPD also began sending officers to the FBI National Academy on a regular basis. Juvenile Officer, SWAT, Hostage Negotiation, Drug Task Force, and development of the CPD Range are some of the special efforts instituted as well as new technologies in the areas of forensics and administration. By 1986, the department had grown to 34 Sworn Officers and 12 civilians.

The 1990s brought a new emphasis on Abuse Crimes. In 1996 CPD achieved National Accreditation. By then the organization had emerged with an Assistant Chief, as well as Divisions of Operations, Criminal Investigations, Special Investigations (Drugs/Vice), and Support. Each was commanded by an appointed Major, with the Support Division eventually including a full-time Lieutenant as Accreditation Manager.

The 1990s saw Carmel's population increase to 25,000 due to new development, highway improvement and several regional and national headquarters locating here. Annexation of much of Clay Township began apace, continuing through 2019. By 1994, CPD had its own garage staff. This period also saw the full recognition of the K-9 Unit, the Bicycle Patrol, and the Honor Guard.

The department had relocated and improved its headquarters a couple of times in its history, moving to its current location in 1990. Carmel is now the 6th largest city in Indiana. Another community change was the fact that more people came into Carmel to work than Carmelites left to work elsewhere. Carmel had become an "Edge City", not simply a suburb of Indianapolis.

James Brainard became Mayor in 1996 and the re-working of Carmel's downtown and continued annexation would require new responses from the Police Department.

Large areas of West Clay Township were annexed, and with its careful use of resources by CPD would be necessary to deal with the new miles of patrol and crime in large retail areas. Using a "beat" approach, the department divided its area of responsibility into 6 patrol areas (a 7th downtown, George District, was added in 2015). Having gone to 12-hour shifts, Operations had 2 Day Squads and 2 Night Squads. Each would come to include a K - 9 and Day Squads were supported by the 4-officer Traffic (Motorcycle) Unit during the week. By 2000 the population was 37,700.

Carmel continued to increase as a host for numerous events: PGA, Marathon and other races, the International Arts Festival, car shows. This further taxed the resources of the department to provide adequate security and traffic control. The department was able to re-energize the relationship with the school system, one of the largest in the state. CPD now has seven Officers in the school system, including a School Resource Officer in the High School as well as each of three Middle Schools. Additionally, there are two Officers assigned as law enforcement, plus a Sergeant as supervisor for the School Unit.

Two other developments taking place during Carmel's growth was the department's participation in regional law enforcement task forces and the civilianizing of positions. Currently, CPD participates in the Hamilton - Boone County Drug Task Force (including co-ordination of it), the Internet Child Exploitation Task Force, the FBI Violent Crimes Task Force and the Metro Drug Task Force. To date the following positions have been civilianized over the course of time: dispatchers, quartermaster, records, lab and crime scene techs, evidence administration, community service/animal control, and accreditation manager. In 2002, CPD had 77 sworn officers and 14 civilians. By 2007, the population of Carmel was 79,100 due to growth and additional annexation.

Community involvement has also been an important development. In addition to the schools, CPD was instrumental in the creation of Chaucie's Place (a child abuse advocacy center), a participant in the Hamilton County Diversity Council, a member of the Chamber of Commerce (now OneZone), host to 2 Citizens Academies annually, sponsor of Neighborhood Crime Watch and Business Crime Watch, fitting stations for car seats and communication through Facebook, Twitter, and Nixle, to name a few.

Officer support has been strengthened with an employed Chaplain (part-time) plus volunteer Chaplains and creation of a Police Officer Support Team. The city also provides an Employee Assistance Program (EAP). In 2018, CPD launched a Professional Development and Wellness Program.

As of January, 2019, Carmel has an estimated population of about 91,000. Annexation of Home Place will be completed in 2019. CPD is authorized 121 Sworn Officers and 25 full-time civilians with a Departmental Budget of about \$22 million.

The department continues to pursue best practices recently adjusting its Defensive Tactics training, Emergency Vehicle Operations procedures and increasing the use of scenario-based firearms training. Continuing emphasis on the

Intelligence and Analysis Unit has provided support to CPD's efforts. The state of Indiana requires 24 hours of training to maintain certification. The average CPD Officer receives 116 hours per year. The goal of being an elite unit that is thoroughly trained remains a guiding principle.

AGENCY STRUCTURE AND FUNCTION

Carmel PD was created in 1964. As the City steadily grew, Police staff grew as well. In 1996 Carmel earned its initial accreditation. The Carmel Police Department is today comprised of 113 sworn officers and 24 civilian support personnel. The Department is organized into four divisions: Administration, Operations, Investigations, and Support Services. Patrol personnel work in seven “beats” on 12-hour shifts.

Carmel PD is very much involved with the larger law enforcement community. It participates in the Hamilton-Boone County Drug Task Force, the Internet Child Exploitation Task Force, the FBI Violent Crimes Task Force and the Metro Drug Task Force. The agency has also civilianized numerous positions over the years including the Accreditation Manager, Dispatchers, Crime Scene Technicians, Quartermaster, Records Clerks and Community Service/Animal Control.

Carmel is justifiably proud of the excellent relationship it has established with its residents, schools, and formal groups throughout the city. It is committed to diversity and was instrumental in the creation of a child abuse advocacy center known as Chaucie’s Place. The Chief is a member of the Hamilton County Diversity Council. Carmel hosts two Citizen Police academies (CPAs) each year, two Teen Academies each summer, and supports an active Law Enforcement Explorer Post.

AGENCY SUCCESSES

Replacement of vehicle cameras and the addition of body worn cameras. Policy implementation, selection (AXON) and implementation of body worn cameras.

Physical Wellness Program – we ran a practice test and incentive testing begins April 2019.

Opioid COPE Program in partnership with Hamilton County, Westfield and Carmel.

CSI: (1) Complete switch over from Beast Property Entries to New World Property. (2) Hired new Property Clerk. (3) Re-established take home vehicles for CSI. (4) Renovated CSI offices for more effective/efficient work space.

We added “Pack the Cruiser” day to our community outreach programs.

PIO: (1) Established and trained shift level PIOs to assist with minor incidents and social media postings. (2) Added Next-door to CPD social media accounts.

FUTURE ISSUES FOR AGENCY

One of the primary concerns for the Department is recruiting and hiring new police officers. Across the country the interest in law enforcement careers appears to be on a decline and Carmel is no exception. We have noted a decrease in applications and qualified candidates. We have begun making changes to our hiring and recruiting program and will continue to look for ways to increase its effectiveness.

Another concern is keeping up with the rapidly changing computer based crimes. Additional training and education in the cybercrime area will be essential in the coming years.

YEAR 1 REMOTE WEB-BASED ASSESSMENT

Compliance Services Member: N/A

On 9/1/2017, the Year 1 Remote Web-based Assessment of Carmel (IN) Metropolitan Police Department was conducted. The review was conducted remotely and included 30 standards from the CALEA® Standards for Law Enforcement Manual. The following standards were reviewed and the findings are denoted:

Standards	Findings
1 Law Enforcement Role and Authority	
1.1.2 Code of Ethics* (LE1)	Compliance Verified
1.2.9 Bias Based Profiling* (LE1)	Compliance Verified
1.3.1 Use of Reasonable Force (LE1)	Compliance Verified
1.3.6 Reporting Uses of Force* (LE1)	Compliance Verified
1.3.11 Annual/Biennial Proficiency Training* (LE1)	Compliance Verified
1.3.13 Analyze Reports from 1.3.6* (LE1)	Compliance Verified
15 Planning and Research Goals and Objectives and Crime Analysis	
15.2.1 Annual Updating/Goals and Objectives* (LE1)	Compliance Verified
17 Fiscal Management and Agency Property	
17.4.2 Cash Fund/Accounts Maintenance* (LE1)	Compliance Verified
31 Recruitment	
31.2.2 Annual Analysis* (LE1)	Compliance Verified
32 Selection	
32.1.1 Selection Process Described (LE1)	Compliance Verified
33 Training and Career Development	
33.5.1 Annual Retraining Program* (LE1)	Compliance Verified
35 Performance Evaluation	
35.1.2 Annual Evaluation* (LE1)	Compliance Verified
35.1.9 Personnel Early Warning System* (LE1)	Compliance Verified
41 Patrol	
41.2.2 Pursuit of Motor Vehicles* (LE1)	Compliance Verified
41.2.3 Roadblocks and Forcible Stopping* (LE1)	Compliance Verified
41.2.7 Mental Illness* (LE1)	Compliance Verified
42 Criminal Investigation	
42.1.6 Criminal Intelligence* (LE1)	Compliance Verified

Standards	Findings
46 Critical Incidents Special Operations and Homeland Security	
46.1.3 Command Function* (LE1)	Compliance Verified
46.1.9 Annual Training* (LE1)	Compliance Verified
46.1.10 Active Threats* (LE1)	Compliance Verified
52 Internal Affairs	
52.1.1 Complaint Investigation (LE1)	Compliance Verified
70 Detainee Transportation	
70.1.1 Pre-Transport Prisoner Searches (LE1)	Compliance Verified
70.1.7 Procedures Escape* (LE1)	Compliance Verified
71 Processing and Temporary Detention	
71.2.1 Training of Personnel* (LE1)	Compliance Verified
71.4.3 Inspections* (LE1)	Compliance Verified
72 Holding Facility	
72.1.1 Training User Personnel* (LE1)	Compliance Verified
73 Court Security	
73.1.1 Role Authority Policies (LE1)	Compliance Verified
81 Communications	
81.3.2 Alternate Power Source* (LE1)	Compliance Verified
82 Central Records	
82.1.6 Computer File Backup and Storage* (LE1)	Compliance Verified
84 Property and Evidence Control	
84.1.6 Inspections and Reports* (LE1)	Compliance Verified

Response from Agency Regarding Findings:

Overall the report was easy to review and read. It is very user friendly. However, the pie charts in the statistical area have no legend. This makes it very difficult to understand the chart. We feel the new process is a more productive way of conducting assessments.

Respectfully,

Jim Barlow

YEAR 2 REMOTE WEB-BASED ASSESSMENT

Compliance Services Member: Phil Potter

On 7/26/2018, the Year 2 Remote Web-based Assessment of Carmel (IN) Metropolitan Police Department was conducted. The review was conducted remotely and included 41 standards from the CALEA® Standards for Law Enforcement Manual. The following standards were reviewed and the findings are denoted:

Standards	Findings
1 Law Enforcement Role and Authority	
1.1.2 Code of Ethics* (LE1)	Compliance Verified
1.2.9 Bias Based Profiling* (LE1)	Compliance Verified
1.3.1 Use of Reasonable Force (LE1)	Compliance Verified
1.3.2 Use of Deadly Force (LE1)	Compliance Verified
1.3.3 Warning Shots (LE1)	Compliance Verified
1.3.5 Rendering Aid After Use of Weapons (LE1)	Compliance Verified
1.3.6 Reporting Uses of Force* (LE1)	Compliance Verified
1.3.7 Reviewing Reports of 1.3.6* (LE1)	Compliance Verified
1.3.8 Removal from Line of Duty Assignment Use of Force (LE1)	Compliance Verified
1.3.11 Annual/Biennial Proficiency Training* (LE1)	Compliance Verified
1.3.13 Analyze Reports from 1.3.6* (LE1)	Compliance Verified
15 Planning and Research Goals and Objectives and Crime Analysis	
15.2.1 Annual Updating/Goals and Objectives* (LE1)	Compliance Verified
17 Fiscal Management and Agency Property	
17.4.2 Cash Fund/Accounts Maintenance* (LE1)	Compliance Verified
22 Compensation Benefits and Conditions of Work	
22.3.5 Extra-Duty Employment (LE1)	Compliance Verified
26 Disciplinary Procedures	
26.1.1 Code of Conduct and Appearance (LE1)	Compliance Verified
26.1.3 Sexual Harassment (LE1)	Compliance Verified
31 Recruitment	
31.2.1 Recruitment Plan (LE1)	Compliance Verified
33 Training and Career Development	
33.5.1 Annual Retraining Program* (LE1)	Compliance Verified
35 Performance Evaluation	

Standards	Findings
35.1.2 Annual Evaluation* (LE1)	Compliance Verified
35.1.9 Personnel Early Warning System* (LE1)	Compliance Verified
41 Patrol	
41.2.2 Pursuit of Motor Vehicles* (LE1)	Compliance Verified
41.2.3 Roadblocks and Forcible Stopping* (LE1)	Compliance Verified
41.2.7 Mental Illness* (LE1)	Compliance Verified
41.3.8 In-Car Audio/Video (LE1)	Compliance Verified
42 Criminal Investigation	
42.1.6 Criminal Intelligence* (LE1)	Compliance Verified
46 Critical Incidents Special Operations and Homeland Security	
46.1.3 Command Function* (LE1)	Compliance Verified
46.1.9 Annual Training* (LE1)	Compliance Verified
46.1.10 Active Threats* (LE1)	Compliance Verified
61 Traffic	
61.1.11 DUI Procedures (LE1)	Compliance Verified
70 Detainee Transportation	
70.1.2 Searching Transport Vehicles (LE1)	Compliance Verified
70.1.7 Procedures Escape* (LE1)	Compliance Verified
71 Processing and Temporary Detention	
71.2.1 Training of Personnel* (LE1)	Compliance Verified
71.3.3 Security (LE1)	Compliance Verified
71.4.3 Inspections* (LE1)	Compliance Verified
81 Communications	
81.2.1 24 Hour Toll-Free Service (LE1)	Compliance Verified
81.3.2 Alternate Power Source* (LE1)	Compliance Verified
82 Central Records	
82.1.6 Computer File Backup and Storage* (LE1)	Compliance Verified
82.2.3 Case Numbering System (LE1)	Compliance Verified
83 Collection and Preservation of Evidence	
83.1.1 24 Hour Availability (LE1)	Compliance Verified
84 Property and Evidence Control	
84.1.3 Temporary Security (LE1)	Compliance Verified

Standards	Findings
84.1.6 Inspections and Reports* (LE1)	Compliance Verified

Response from Agency Regarding Findings:

CEO Feedback not provided.

YEAR 3 REMOTE WEB-BASED ASSESSMENT

Compliance Services Member: Lou Moreto

On 7/24/2019, the Year 3 Remote Web-based Assessment of Carmel (IN) Metropolitan Police Department was conducted. The review was conducted remotely and included 39 standards from the CALEA® Standards for Law Enforcement Manual. The following standards were reviewed and the findings are denoted:

Standards	Findings
1 Law Enforcement Role and Authority	
1.1.1 Oath of Office (LE1)	Compliance Verified
1.2.3 Compliance with Constitutional Requirements (LE1)	Compliance Verified
1.2.8 Strip/Body Cavity Search (LE1)	Compliance Verified
3 Contractual Agreements for Law Enforcement Services	
3.1.1 Written Agreement for Services Provided (LE1)	Compliance Verified
11 Organization and Administration	
11.1.1 Description of Organization (LE1)	Compliance Verified
11.3.1 Responsibility/Authority (LE1)	Compliance Verified
11.4.5 Notify CEO of Incident with Liability (LE1)	Compliance Verified
12 Direction	
12.1.3 Obey Lawful Orders (LE1)	Compliance Verified
12.2.1 The Written Directive System (LE1)	Compliance Verified
12.2.2 Dissemination and Storage (LE1)	Compliance Verified
17 Fiscal Management and Agency Property	
17.5.3 Operational Readiness (LE1)	Compliance Verified
21 Classification and Delineation of Duties and Responsibilities	
21.2.2 Job Description Maintenance and Availability (LE1)	Compliance Verified
22 Compensation Benefits and Conditions of Work	
22.2.2 Benefits Program (LE1)	Compliance Verified
22.2.4 Victim Witness Services/Line of Duty Death (LE1)	Compliance Verified
22.2.8 Military Deployment and Reintegration (LE1)	Compliance Verified
22.3.2 General Health and Physical Fitness (LE1)	Compliance Verified
25 Grievance Procedures	
25.1.1 Grievance Procedures (LE1)	Compliance Verified
26 Disciplinary Procedures	

Standards	Findings
26.1.4 Disciplinary System (LE1)	Compliance Verified
26.1.6 Appeal Procedures (LE1)	Compliance Verified
32 Selection	
32.2.1 Background Investigations (LE1)	Compliance Verified
32.2.7 Medical Examinations (LE1)	Compliance Verified
32.2.8 Emotional Stability/Psychological Fitness Examinations (LE1)	Compliance Verified
33 Training and Career Development	
33.1.5 Remedial Training (LE1)	Compliance Verified
33.4.3 Field Training Program (LE1)	Compliance Verified
33.6.2 Tactical Team Training Program (LE1)	Compliance Verified
34 Promotion	
34.1.3 Promotional Process Described (LE1)	Compliance Verified
41 Patrol	
41.1.4 Agency Animals (LE1)	Compliance Verified
41.3.6 Protective Vests/Pre-Planned High Risk Situations (LE1)	Compliance Verified
42 Criminal Investigation	
42.2.7 Informants (LE1)	Compliance Verified
43 Vice Drugs and Organized Crime	
43.1.1 Complaint Management (LE1)	Compliance Verified
46 Critical Incidents Special Operations and Homeland Security	
46.2.7 Special Events Plan (LE1)	Compliance Verified
55 Victim/Witness Assistance	
55.2.6 Next-of-Kin Notification (LE1)	Compliance Verified
61 Traffic	
61.4.2 Hazardous Highway Conditions (LE1)	Compliance Verified
70 Detainee Transportation	
70.1.6 Procedures Transport Destination (LE1)	Compliance Verified
70.1.8 Notify Court of Security Hazard (LE1)	Compliance Verified
74 Legal Process	
74.1.1 Information Recording (LE1)	Compliance Verified
81 Communications	
81.2.14 First Aid Over Phone (LE1)	Compliance Verified

Standards	Findings
83 Collection and Preservation of Evidence	
83.3.2 Evidence Laboratory Submission (LE1)	Compliance Verified
84 Property and Evidence Control	
84.1.1 Evidence/Property Control System (LE1)	Compliance Verified

Response from Agency Regarding Findings:

CEO Feedback not provided.

YEAR 4 REMOTE WEB-BASED ASSESSMENT

Compliance Services Member: Nora Ackerley

On 1/20/2020, the Year 4 Remote Web-based Assessment of Carmel (IN) Metropolitan Police Department was conducted. The review was conducted remotely and included 187 standards from the CALEA® Standards for Law Enforcement Manual. The following standards were reviewed and the findings are denoted:

Standards	Findings
1 Law Enforcement Role and Authority	
1.1.1 Oath of Office (LE1)	Compliance Verified
1.1.2 Code of Ethics* (LE1)	Compliance Verified
1.2.1 Legal Authority Defined (LE1)	Compliance Verified
1.2.3 Compliance with Constitutional Requirements (LE1)	Compliance Verified
1.2.4 Search and Seizure (LE1)	Compliance Verified
1.2.5 Arrest with/without Warrant (LE1)	Compliance Verified
1.2.8 Strip/Body Cavity Search (LE1)	Compliance Verified
1.2.9 Bias Based Profiling* (LE1)	Compliance Verified
1.3.1 Use of Reasonable Force (LE1)	Compliance Verified
1.3.2 Use of Deadly Force (LE1)	Compliance Verified
1.3.3 Warning Shots (LE1)	Compliance Verified
1.3.4 Use of Authorized Less Lethal Weapons (LE1)	Compliance Verified
1.3.5 Rendering Aid After Use of Weapons (LE1)	Compliance Verified
1.3.6 Reporting Uses of Force* (LE1)	Compliance Verified
1.3.7 Reviewing Reports of 1.3.6* (LE1)	Compliance Verified
1.3.8 Removal from Line of Duty Assignment Use of Force (LE1)	Compliance Verified
1.3.9 Authorization: Weapons and Ammunition (LE1)	Compliance Verified
1.3.10 Demonstrating Proficiency with Weapons (LE1)	Compliance Verified
1.3.11 Annual/Biennial Proficiency Training* (LE1)	Compliance Verified
1.3.12 Issuing Written Directives (LE1)	Compliance Verified
1.3.13 Analyze Reports from 1.3.6* (LE1)	Compliance Verified
3 Contractual Agreements for Law Enforcement Services	
3.1.1 Written Agreement for Services Provided (LE1)	Compliance Verified
11 Organization and Administration	
11.1.1 Description of Organization (LE1)	Compliance Verified

Standards	Findings
11.3.1 Responsibility/Authority (LE1)	Compliance Verified
11.4.5 Notify CEO of Incident with Liability (LE1)	Compliance Verified
12 Direction	
12.1.2 Command Protocol (LE1)	Compliance Verified
12.1.3 Obey Lawful Orders (LE1)	Compliance Verified
12.2.1 The Written Directive System (LE1)	Compliance Verified
12.2.2 Dissemination and Storage (LE1)	Compliance Verified
15 Planning and Research Goals and Objectives and Crime Analysis	
15.2.1 Annual Updating/Goals and Objectives* (LE1)	Compliance Verified
16 Allocation and Distribution of Personnel and Personnel Alternatives	
16.3.1 Program Description (LE1)	Not Applicable by Function
16.3.2 Selection Criteria (LE1)	Not Applicable by Function
16.3.3 Entry Level Training (LE1)	Not Applicable by Function
16.3.5 In-Service Training (LE1)	Not Applicable by Function
16.3.6 Use of Force Training & Firearms Proficiency (LE1)	Not Applicable by Function
16.4.2 Training (LE1)	Compliance Verified
17 Fiscal Management and Agency Property	
17.4.2 Cash Fund/Accounts Maintenance* (LE1)	Compliance Verified
17.5.3 Operational Readiness (LE1)	Compliance Verified
21 Classification and Delineation of Duties and Responsibilities	
21.2.2 Job Description Maintenance and Availability (LE1)	Compliance Verified
22 Compensation Benefits and Conditions of Work	
22.2.2 Benefits Program (LE1)	Compliance Verified
22.2.4 Victim Witness Services/Line of Duty Death (LE1)	Compliance Verified
22.2.7 Employee Identification (LE1)	Compliance Verified
22.2.8 Military Deployment and Reintegration (LE1)	Compliance Verified
22.3.2 General Health and Physical Fitness (LE1)	Compliance Verified
22.3.5 Extra-Duty Employment (LE1)	Compliance Verified
25 Grievance Procedures	
25.1.1 Grievance Procedures (LE1)	Compliance Verified
26 Disciplinary Procedures	
26.1.1 Code of Conduct and Appearance (LE1)	Compliance Verified

Standards	Findings
26.1.3 Sexual Harassment (LE1)	Compliance Verified
26.1.6 Appeal Procedures (LE1)	Compliance Verified
31 Recruitment	
31.2.1 Recruitment Plan (LE1)	Compliance Verified
31.2.2 Annual Analysis* (LE1)	Compliance Verified
32 Selection	
32.1.1 Selection Process Described (LE1)	Compliance Verified
32.2.1 Background Investigations (LE1)	Compliance Verified
32.2.7 Medical Examinations (LE1)	Compliance Verified
32.2.8 Emotional Stability/Psychological Fitness Examinations (LE1)	Compliance Verified
33 Training and Career Development	
33.1.4 Lesson Plan Requirements (LE1)	Compliance Verified
33.1.5 Remedial Training (LE1)	Compliance Verified
33.1.6 Employee Training Record Maintenance (LE1)	Compliance Verified
33.1.7 Training Class Records Maintenance (LE1)	Compliance Verified
33.4.1 Entry Level Training Required (LE1)	Compliance Verified
33.4.3 Field Training Program (LE1)	Compliance Verified
33.5.1 Annual Retraining Program* (LE1)	Compliance Verified
33.5.3 Accreditation Training (LE1)	Compliance Verified
33.6.2 Tactical Team Training Program (LE1)	Compliance Verified
33.8.2 Skill Development Training Upon Promotion (LE1)	Compliance Verified
34 Promotion	
34.1.3 Promotional Process Described (LE1)	Compliance Verified
34.1.7 Promotional Probation (LE1)	Compliance Verified
35 Performance Evaluation	
35.1.1 Performance Evaluation System (LE1)	Compliance Verified
35.1.2 Annual Evaluation* (LE1)	Compliance Verified
35.1.7 Employee Counseling (LE1)	Compliance Verified
35.1.9 Personnel Early Warning System* (LE1)	Compliance Verified
41 Patrol	
41.1.4 Agency Animals (LE1)	Compliance Verified
41.2.1 Responding Procedures (LE1)	Compliance Verified

Standards	Findings
41.2.2 Pursuit of Motor Vehicles* (LE1)	Compliance Verified
41.2.3 Roadblocks and Forcible Stopping* (LE1)	Compliance Verified
41.2.4 Notification Procedures (LE1)	Compliance Verified
41.2.5 Missing Persons (LE1)	Compliance Verified
41.2.6 Missing Children (LE1)	Compliance Verified
41.2.7 Mental Illness* (LE1)	Compliance Verified
41.3.2 Equipment Specification/Replenishment (LE1)	Compliance Verified
41.3.5 Protective Vests (LE1)	Compliance Verified
41.3.6 Protective Vests/Pre-Planned High Risk Situations (LE1)	Compliance Verified
41.3.8 In-Car Audio/Video (LE1)	Compliance Verified
42 Criminal Investigation	
42.1.3 Case File Management (LE1)	Compliance Verified
42.1.6 Criminal Intelligence* (LE1)	Compliance Verified
42.2.1 Preliminary Investigations Steps (LE1)	Compliance Verified
42.2.7 Informants (LE1)	Compliance Verified
42.2.10 Interview Rooms (LE1)	Compliance Verified
43 Vice Drugs and Organized Crime	
43.1.1 Complaint Management (LE1)	Compliance Verified
43.1.5 Covert Operations (LE1)	Compliance Verified
44 Juvenile Operations	
44.1.1 Juvenile Operations Policy (LE1)	Compliance Verified
44.2.1 Handling Offenders (LE1)	Compliance Verified
44.2.2 Procedures for Custody (LE1)	Compliance Verified
44.2.3 Custodial Interrogation (LE1)	Compliance Verified
46 Critical Incidents Special Operations and Homeland Security	
46.1.1 Planning Responsibility (LE1)	Compliance Verified
46.1.2 All Hazard Plan (LE1)	Compliance Verified
46.1.3 Command Function* (LE1)	Compliance Verified
46.1.4 Operations Function (LE1)	Compliance Verified
46.1.5 Planning Function (LE1)	Compliance Verified
46.1.6 Logistics Function (LE1)	Compliance Verified
46.1.7 Finance/Administration Function (LE1)	Compliance Verified

Standards	Findings
46.1.9 Annual Training* (LE1)	Compliance Verified
46.1.10 Active Threats* (LE1)	Compliance Verified
46.2.7 Special Events Plan (LE1)	Compliance Verified
46.3.1 Liaison with other Organizations (LE1)	Compliance Verified
46.3.4 Hazmat Awareness (LE1)	Compliance Verified
52 Internal Affairs	
52.1.1 Complaint Investigation (LE1)	Compliance Verified
52.1.2 Records Maintenance and Security (LE1)	Compliance Verified
52.1.3 CEO Direct Accessibility (LE1)	Compliance Verified
52.2.1 Complaint Types (LE1)	Compliance Verified
52.2.3 Investigation Time Limits (LE1)	Compliance Verified
54 Public Information	
54.1.3 News Media Access (LE1)	Compliance Verified
55 Victim/Witness Assistance	
55.2.6 Next-of-Kin Notification (LE1)	Compliance Verified
61 Traffic	
61.1.2 Uniform Enforcement Procedures (LE1)	Compliance Verified
61.1.3 Violator Procedures (LE1)	Compliance Verified
61.1.4 Informing The Violator (LE1)	Compliance Verified
61.1.5 Uniform Enforcement Policies (LE1)	Compliance Verified
61.1.7 Stopping/Approaching (LE1)	Compliance Verified
61.1.11 DUI Procedures (LE1)	Compliance Verified
61.3.2 Direction/Control Procedures (LE1)	Compliance Verified
61.3.3 Escorts (LE1)	Compliance Verified
61.4.1 Assistance Highway Users (LE1)	Compliance Verified
61.4.2 Hazardous Highway Conditions (LE1)	Compliance Verified
61.4.3 Towing (LE1)	Compliance Verified
70 Detainee Transportation	
70.1.1 Pre-Transport Prisoner Searches (LE1)	Compliance Verified
70.1.2 Searching Transport Vehicles (LE1)	Compliance Verified
70.1.6 Procedures Transport Destination (LE1)	Compliance Verified
70.1.7 Procedures Escape* (LE1)	Compliance Verified

Standards	Findings
70.1.8 Notify Court of Security Hazard (LE1)	Compliance Verified
70.2.1 Prisoner Restraint Requirement (LE1)	Compliance Verified
70.4.2 Rear Compartment Modifications (LE1)	Compliance Verified
71 Processing and Temporary Detention	
71.1.1 Designate Rooms or Areas (LE1)	Compliance Verified
71.2.1 Training of Personnel* (LE1)	Compliance Verified
71.3.1 Procedures (LE1)	Compliance Verified
71.3.3 Security (LE1)	Compliance Verified
71.4.1 Physical Conditions (LE1)	Compliance Verified
71.4.2 Fire Prevention/Suppression (LE1)	Compliance Verified
71.4.3 Inspections* (LE1)	Compliance Verified
71.5.1 Security Concerns in Designated Processing or Testing Rooms/Areas (LE1)	Compliance Verified
72 Holding Facility	
72.1.1 Training User Personnel* (LE1)	Not Applicable by Function
72.4.1 Securing Firearms (LE1)	Not Applicable by Function
72.5.3 Sight and Sound Separation (LE1)	Not Applicable by Function
73 Court Security	
73.1.1 Role Authority Policies (LE1)	Not Applicable by Function
73.3.1 Weapon Lockboxes (LE1)	Not Applicable by Function
73.4.2 External Communications (LE1)	Not Applicable by Function
73.5.12 Securing Firearms (LE1)	Not Applicable by Function
73.5.18 Designated Control Point (LE1)	Not Applicable by Function
74 Legal Process	
74.1.1 Information Recording (LE1)	Compliance Verified
81 Communications	
81.2.1 24 Hour Toll-Free Service (LE1)	Compliance Verified
81.2.2 Continuous Two-Way Capability (LE1)	Compliance Verified
81.2.3 Recording Information (LE1)	Compliance Verified
81.2.4 Radio Communications Procedures (LE1)	Compliance Verified
81.2.5 Access to Resources (LE1)	Compliance Verified
81.2.8 Recording and Playback (LE1)	Compliance Verified
81.2.12 Misdirected Emergency Calls (LE1)	Compliance Verified

Standards	Findings
81.2.14 First Aid Over Phone (LE1)	Compliance Verified
81.3.1 Communications Center Security (LE1)	Compliance Verified
81.3.2 Alternate Power Source* (LE1)	Compliance Verified
82 Central Records	
82.1.1 Privacy and Security (LE1)	Compliance Verified
82.1.2 Juvenile Records (LE1)	Compliance Verified
82.1.6 Computer File Backup and Storage* (LE1)	Compliance Verified
82.2.1 Field Reporting System (LE1)	Compliance Verified
82.2.2 Reporting Requirements (LE1)	Compliance Verified
82.2.3 Case Numbering System (LE1)	Compliance Verified
82.3.4 Traffic Citation Maintenance (LE1)	Compliance Verified
83 Collection and Preservation of Evidence	
83.1.1 24 Hour Availability (LE1)	Compliance Verified
83.2.1 Guidelines and Procedures (LE1)	Compliance Verified
83.2.4 Equipment and Supplies (LE1)	Compliance Verified
83.2.6 Report Preparation (LE1)	Compliance Verified
83.3.2 Evidence Laboratory Submission (LE1)	Compliance Verified
84 Property and Evidence Control	
84.1.1 Evidence/Property Control System (LE1)	Compliance Verified
84.1.2 Storage and Security (LE1)	Compliance Verified
84.1.3 Temporary Security (LE1)	Compliance Verified
84.1.4 Security of Controlled Substances Weapons for Training (LE1)	Compliance Verified
84.1.5 Records Status of Property (LE1)	Compliance Verified
84.1.6 Inspections and Reports* (LE1)	Compliance Verified
91 Campus Law Enforcement	
91.1.1 Risk Assessment and Analysis* (LE1)	Not Applicable by Function
91.1.3 Campus Background Investigation (LE1)	Not Applicable by Function
91.1.4 Campus Security Escort Service (LE1)	Not Applicable by Function
91.1.5 Emergency Notification System (LE1)	Not Applicable by Function
91.1.7 Behavioral Threat Assessment (LE1)	Not Applicable by Function
91.1.8 Security Camera Responsibilities* (LE1)	Not Applicable by Function
91.1.9 Emergency Only Phones and Devices* (LE1)	Not Applicable by Function

Standards	Findings
91.1.10 Administrative Investigation Procedures (LE1)	Not Applicable by Function
91.2.1 Agency Role and Responsibilities (LE1)	Not Applicable by Function
91.3.1 Agency Role and Responsibilities (LE1)	Not Applicable by Function
91.4.1 Position Responsible for Clery Act* (LE1)	Not Applicable by Function

Response from Agency Regarding Findings:

CEO Feedback not provided.

SITE-BASED ASSESSMENT

7/29/2020

Planning and Methodology:

Assessor Patrone spoke with Accreditation Manager Dixon on numerous occasions to discuss the upcoming site-based assessment. CALEA's new methodology of focus groups was discussed at length and the agency put together four focus groups, or areas, for discussion and presentation with the assessors.

During the site-based assessment Assessor Patrone met with Chief Barlow to discuss issues that the Chief will be facing in the near future. The Chief had three concerns moving forward.

The first was recruiting and hiring the best qualified individuals to serve the citizens and visitors in Carmel. The Chief has initiated multiple steps designed to speed up the recruitment and hiring process without sacrificing the intense vetting of personnel that the agency requires. These initiatives have proven successful in not only hiring qualified people, but in expanding the diversity of the agency at the same time.

The second issue for the Chief is developing, along with all agency personnel, the means to address the ever condensing center of the city. The Mayor and Council are clearly dedicated to improving and growing the City of Carmel. With that comes the need for a more directed police presence. To that end the agency has already started increased bicycle and foot style policing. These are just a few of the many initiatives being developed by the Chief.

Finally, the agency is in desperate need of a new, or at least, an expansion, of their current facility. The current building was designed to hold 60-70 personnel. Agency staffing is currently near 150 sworn and civilian employees. The city has plans in place that are currently dependent on land sales.

Chief Barlow is clearly concerned about the safety and well-being of his personnel and the delivery of police services to the community. The Chief is actively creating and adapting new approaches and techniques to meet the needs of the city.

School Resource Unit

The School Resource Unit Focus Group concentrated on the partnership and operations of the School Resource Unit and the Carmel school system. Participating in this group was representatives from both the agency and their public school district. The agency representatives included Chief Barlow, Major Strong, Lieutenant Semester and Sergeant Schoeff. The school district representatives included Mr. Dave Woodward and Ms. Karen McDaniels.

Sergeant Schoeff explained the organizational structure of the School Resource Unit which includes six School Resource Officers (SRO), stating that the agency participates in the National Association of School Resource Officers. The City of Carmel has 15 schools with a total attendance of 17000. Three of the SROs are assigned to the single Carmel High School which has approximately 5400 students. The other three SROs work out of the three middle schools but are responsible for providing resources to the elementary schools that feed the middle schools.

One of the current joint initiatives between the agency and the school's is to increase the number of SROs to 18 officers. Four new SROs will begin in August 2020, with four more SROs beginning in 2021 and five more in 2022. The agency plans to assign a lieutenant full-time to the SRO program by 2022.

Selection to the SRO program is very strict with the goal of only selecting those officers who understand the roll of an SRO and are willing to commit to the process long-term. The school is very involved in the selection process. School

representatives serve on interview panels to ensure eligible candidates are the correct fit for this special assignment. An officer must have two years on the job to be eligible for the SRO assignment. Once assigned to the unit, new SROs complete both formal training courses and on-the-job training from experienced SROs. After selection each newly appointed SRO undergoes 40 hours of extensive training in the TRIAD concept, NASRO, the use of the 200 school cameras, the school's data base, special educational needs and school safety.

Active scenario based training occurs on a regular basis. The training is announced throughout the school prior to the date of training, and is structured so as not to induce fear into the students - there is no shock and awe and no firearms are displayed. The drills focus on role players moving throughout the school and being tracked by SROs and school staff using the school cameras. Should a student be upset with the drill, the student is invited to walk with the role players to assure them that everything is okay. Additionally, all SROs in Hamilton County train together for one week. All Hamilton County agencies and their SROs use the ALICE protocols for active shooter incidents. The school staff is trained using the ALICE program giving the school staff an option based response to threats. The agency was the first in the state to adopt these protocols.

The school's safety plan is extremely comprehensive addressing weather conditions, the media and gang prevention. School personnel and the SROs train together throughout the year. The foundational principle for school personnel is crisis intervention with school personnel only relying on the SROs if there is a need to go hands on with a student who presents a risk of harm to themselves or others.

Ms. McDaniels and Mr. Woodward spoke highly of the SROs and the incredible communication and collaboration they share with them. The schools, in conjunction with the SROs develop and adapt teaching curriculum that are presented from kindergarten through the eighth grade. Each year the schools and SROs work together to reevaluate training.

The three SROs outside of the high school have Carmel specific curriculum that they present at all grade levels to continue their positive exposure to the students throughout their academic career. With the school feeder system, it isn't uncommon for elementary aged students to have the same SRO going into middle school. At the high school, the team of SROs work very closely with school staff to both ensure student safety but also positive police exposure and mentoring to the students.

McDaniels explained that their close relationship and constant daily communications works well in dealing with students. The schools and SROs communicate through a number of different ways. McDaniels explained that they work jointly to deescalate students in crisis without physical contact. McDaniels explained that they have an excellent working relationship with all the SROs and that the SROs are truly considered a part of the school environment. On-duty officers are encouraged to interact with students at lunch and the school will provide lunch to officers that come into the school to eat and interact with the students.

The schools conduct 200-250 welcome back to school meetings each year. The SROs attend all of the meetings to stress safety, to stress the 'If You See something, Say Something Program', to encourage the use of the school's 'Stop-It App', which is a means for students to report unacceptable behaviors directed at themselves or others and to ensure that a consistent message is provided to students from both school staff and SROs. The schools deal with most infractions at the schools, referring only the most significant cases to the SROs.

There are two juvenile prosecutors in the county and there are two probation officers assigned to the high school. There are MOUs in place between the schools and the agency to share information related to students with the intent to always use the least coercive means to deal with juvenile offenders at the schools.

N/A

Suggestions

There are no suggestions. This agency is clearly on the cutting edge of this subject.

Community Outreach

The Community Outreach Focus Group was centered on the many different community outreach programs that the agency sponsors, supports and participates in that have been implemented to serve their community. Participating in this group was Chief Barlow, Major Strong, Sergeant Zellers, Sergeant Schoeff, Officer Grose, Officer VanNatter and Community Involvement Specialist Ann Gallagher.

The agency embraces a far reaching community outreach approach which includes Citizen Academies, basic and advanced, a Teen Academy, Police Explorers, National Night Out, Crime Stoppers, Safety Lane, Vacation Watch Program, Crime Watch, Neighborhood Watch, Holidays with Heroes, a Community Mental Health Forum, Carmel Fest and Pack the Cruiser.

Several of these are noteworthy - the agency has multiple officers with 20 years' experience who started as Police Explorers; the Carmel Cares Mental Health Awareness Forum is a unique program with six break-out sessions that bring training and insight from outside organizations into child advocacy, human trafficking and mental health, including dementia, to the citizens of Carmel; Pack the Cruiser which is a youth assistance program where the agency, in partnership with Kroger, fills up its police vehicles with food which is donated to local food pantries who have made it clear that they could not serve their public without this incredible effort; and Holidays with Heroes, a program similar to 'Shop with a Cop' but that encompasses a more involved day with the children to include breakfast, shopping and a reception after the shopping event. Agency personnel stay with the children all day creating a lasting positive impression.

The agency has a Community Outreach and Crime Prevention Officer who is constantly working with the agency's Public Information Officer. The critical tasks assigned are neighbor interaction, keeping in constant communication with the 160 Crime Watch Associations, dedicated foot and bicycle patrols for both single family and multi-story buildings, vacation checks, the publication of calls for service and crime data and the use of Smart 911 as a tool to connect with the citizens.

Officer Grose explained the agency's Neighborhood Watch Program and how they use the Homeowners Association's to assist in their Crime Prevention messaging. He explained how their unit has an annual meeting where they present multiple events and crime prevention statistics. He explained their 'CityProtect' web application which residents can voluntarily join that allows the citizens to search various call for service types. The Department uses the Community Outreach Unit to assist with social media messaging across Facebook, Twitter, Instagram and Nextdoor.

The group explained how the community outreach function interacts with the Operations Division providing a resource for officers and detectives. The Community and Crime Prevention Officer holds quarterly meetings with members of the patrol division and is always available for information sharing. In addition, the Community Outreach Unit publishes a quarterly newsletter called the 'Carmel Observer' to assist in communicating with the community. One of the emerging ideas is for the agency to meet with, and encourage, stakeholders to invest in and support License Plate Readers throughout the city.

Smart 911, run through the Hamilton County Communications Center, can create a safety profile for phones, vehicles medical issues, those on the autism spectrum and family pets, to name a few of the capabilities of the program. Registration in Smart 911 is voluntary but the agency, in cooperation with the fire Department, actively encourages citizen participation.

The assessors visited the Citizens Police Academy was in session during the first night of this on-site visit. The

instructor was very engaging with the students and it was clear that there was a positive learning experience.

It was obvious that the agency is committed to its citizens and visitors alike, and the exchange of ideas during the focus group served as clear verification of this commitment. All participants were extremely passionate of their work and knowledgeable of all aspects of their Community Outreach Program. They all had and shared a clear vision of the future of the program.

Standards Issues:

N/A

Suggestions

There are no suggestions. Again, this agency is doing an excellent job with its community.

Wellness Program

The agency has an exceptional wellness program in place that incorporates Critical Incident Stress Management, POST Team, Chaplain, a 14-member Peer Support Team, a first responder treatment program, a psychologist, and a physical therapist. A city EAP is available as well. Participating in this group was Chief Barlow, Major Strong, Sergeant Zellers, Officer Lytle, Chaplain Davis, Psychologist Susan Sherer-Vincent, Community Involvement Specialist Gallagher and Sports Medicine Trainer Adam Crosby. The group explained in detail their holistic approach to wellness. This approach looks at internal wellness and external wellness of their agency personnel.

The agency is totally committed to their city's community wellness. The agency provides available resources to the community to include Chaplain Davis and his team of chaplains. The agency created a comprehensive Information and Resource Guide for the community. This guide consists of 33 pages of easy to read resources with available hotlines and contact numbers for the many resources available to the community. In addition to the availability of this Guide to the public, officers can directly reach out to available resources to provide victims or witnesses available resources. Sergeant Zellers explained her role in follow up with victims and witnesses to ensure persons in the community needing resources have access to those resources.

The first step that the agency takes in its approach to wellness is to match each newly hired officer with their own mentor. This match is made through the use of testing and questionnaires which look at the new officer's personal inventory. The mentoring program is designed to afford a new officer a trusted individual they can reach out to if necessary. The new officer will not be teamed with a mentor who is also their Field Training Officer.

The second step that is available to help ensure employee wellness is the POST Team to quickly respond for a critical incident to provide immediate support for officers. All members of the team are CIT trained with critical stress management training included, with training conducted every other month. There are 16 members of the POST Team, each of whom is required to undergo testing to ensure that they will be able to cope with the situations they may encounter when helping their fellow employees. POST Team members are notified by a supervisor in the event they are needed on a scene to conduct a one-on-one debriefing.

Another aspect of the department's wellness program is their mental wellness initiatives.

The agency partners ASPIRE, a local mental health provider to ensure employees get follow-up scheduling and visits if necessary. The agency Chaplains, of which there are three, are responsible for conducting notifications as necessary and maintaining regular follow-up with involved employees as needed or requested.

The next step after POST involves Ms. Susan Sherer-Vincent, a psychologist who assists the agency whenever necessary. Ms. Sherer-Vincent works with employees with the goal of helping employees work through any crisis and to maintain a healthy mental attitude both at work and at home. The agency is now working with the West Coast Post Trauma Retreat, based in California, on a train-the-trainer program that will bring the Trauma Retreat to Carmel for police, fire, EMS and retirees. It is a six-day residential program described as 'debriefing on steroids.'

The agency is also in the beginning stages of developing a resiliency train-the-trainer program in conjunction with the FBI.

The agency just started working with a contracted acute care rehabilitation tactical athletic trainer, Mr. Adam Crosby, who is available each day to meet with employees who are injured either on or off duty, on a full-time basis. Mr. Crosby affords referrals to specialists within days rather than weeks. Another goal is to create a baseline for employees and then to help the employees maintain that baseline. This involves individualized nutrition and exercise programs. Further, the goal is to provide physical therapy so as to get the employee back to their baseline after an injury. The agency has found that having Mr. Crosby as an on-site resource streamline the process of recovery and making officers more available for work.

Lastly, members of the agency volunteer as part of the FOP State Response Team. These agency members, when needed, will travel the state to provide survivor support, funeral process guidance, debriefings and support. Whenever called, a police survivor is involved to assist.

Standards Issues:

N/A

Suggestions

No suggestions. Exemplary program.

Special Events

This Focus Group included Chief Barlow, Deputy Chief Horner, Lieutenant Keith, Lieutenant Bryne, Sergeant Mabie and Officer Spillman and spent its time explaining the agency's planning for and response to its 100 yearly special events, with two of the biggest being the Carmel Marathon and Carmel Fest.

The agency uses the NIMS Incident Command principles when managing their special events. The group explained their inclusive process used to manage their different special events. Planning for each special event starts with collaboration with the Fire Department and other city involved departments.

The agency operates out of a command center along with members of IT, Fire, Communications, a hospital representative, race coordinators and ham radio operators who provide assistance during the marathon. The agency incorporates the use of the city's 500 CCTV cameras and the agency's drone, along with motorcycles and K-9s. The agency's PIO is on-call throughout major events.

The agency enlists the assistance of other organizations during large special events - for example, the agency works with Saint Francis Hospital during the marathon to help ensure the health and safety of all involved. The agency runs very complex live scenarios at least one a year that involve, at a minimum, the entire city to include the city water department and sewer departments. The next planned scenario will involve 17 county agencies. Their All Hazards Plans and Active Threat policies are reviewed prior to each special event and again at least annually during training to ensure all personnel have the most up to date training and understanding of agency policies , practices and procedures.

The assessors reviewed multiple special events plans which were found to be thorough and comprehensive. Incorporated into each plan were contingencies for each aspect of NIMS/ICS. The agency has mutual aid agreements with the other county agencies and participates in an Event Response Group that includes the City of Indianapolis Police Department and the State Police. The agency has access to a Fusion Center for deconfliction of operations.

Standards Issues:

N/A

Suggestions

None.

CRIME SCENE AND PROPERTY AND EVIDENCE

During the agency tour, Assessor Patrone met with Crime Scene and Property and Evidence personnel who were exceptional. Because of this exceptionalism, Assessor Patrone added Crime Scene and Property and Evidence as a focus group. All aspects of evidence collection and preservation are covered. Crime Scene Technician Karen Sutton provided a complete explanation and a tour of the Crime Scene offices and laboratory. Agency Crime Scene personnel are able to conduct not only latent comparisons but drug analysis. The Crime Scene laboratory was fully equipped and in pristine condition.

There was a natural transition from the collection of evidence to the submission of evidence to the property room. All property is logged into the agency's database prior to the end of an officer's tour of duty and placed in a secured locker for recovery by the Property Room Clerk Michelle Bowling.

Access to secured property is limited to three personnel. Assessor Patrone found the property room to be incredibly well-organized and clean. Security for is top-notch with sign-in sheets required for visitors. Firearms, narcotics, monies and jewelry - high risk items as defined by the agency, are kept separate and apart from other property.

Assessor Patrone had the property room clerk pull in excess of 25 items from all property categories. First, items were selected from the property room and were displayed in the electronic database. Secondly, items were selected from the database and then pointed out in the property room by the property room clerk. Assessor Patrone also had the property shown in both the old and the new databases. All items were accounted for in all property categories.

The agency is currently transitioning from the BEAST property system to New World with an anticipated completion date of mid-2020. The agency will maintain its old property and evidence data from the BEAST system pursuant to state retention records. The agency undoubtedly maintains one of the best run and organized property rooms in the state.

Standards Issues:

N/A

Suggestions

N/A

Summary:

Number of Interviews Conducted: 45

Assessors' Names: Patrone and Kadolph

Site-Based Assessment Start Date: 03/02/2020

Site-Based Assessment End Date: 03/04/2020

Mandatory (M) Compliance	164
Other-Than-Mandatory (O) Compliance	0
Standards Issues	0
Waiver	0
(O) Elect 20%	0
Not Applicable	24
Total:	188

Percentage of applicable other-than-mandatory standards:

0 %

COMMUNITY FEEDBACK AND REVIEW

Public Information Session

The Public Information Session was scheduled for March 3, 2020 from 500 PM - 700 PM. No one attended.

Telephone Contacts

The Carmel Call-in Session was scheduled for March 3,2020, from 9:00 AM through 1100 AM.

The agency received six calls, all of which were from representatives of other police agencies. Each and every caller stressed the professionalism of the agency, stating that Carmel was always a proactive model to follow. All of the callers spoke to the openness and helpfulness of the agency, and being a front runner in policy development which they gladly share.

Correspondence

No correspondence was received.

Media Interest

There was no media interest.

Public Information Material

The public information material was well done and distributed through the community via multiple media outlets.

PUBLIC NOTICE

1. Public notices regarding the public hearing, telephone information and other information regarding CALEA will be distributed during the last week of February 2020, as follows:

- a. Carmel Police Department lobby;
- b. Carmel City Building bulletin board;
- c. Carmel Fire Department lobbies;
- d. Carmel Library bulletin board

PRESS RELEASE

2. The press release announcing the on-site assessment will be provided to the following sources:

- a. The Indianapolis Star (Metro North section);
- b. The Noblesville Daily Ledger;
- c. The Carmel Topics;
- d. All local television news departments;
- e. Carmel High School radio station WHJE – 91.3 FM;
- f. The Carmel High School newspaper the Highflier;
- g. 94 home owners associations for their newsletter or meetings; and
- h. The Carmel Clay Chamber of Commerce.

PUBLIC ACCESS TELEPHONE SCHEDULE

3. The public access telephone schedule, as outlined in the Press Release and Public Notice, will take place on Tuesday, March 3, 2020 from 9:00 AM until 11:00 AM. The telephone number is a direct, non monitored line into the Assessment teams' workroom (conference room).

PUBLIC INFORMATION SESSION

4. The public Information Session will be held on Tuesday, March 3, 2020 beginning at 5:00 PM. The meeting will be held in the City Council Chambers of the Carmel City Building, 1 Civic Square.

PROFESSIONAL ORGANIZATIONS

5. Letters of announcement will be sent to various local and statewide professional law enforcement organizations, including the Indiana Police Accreditation Coalition, Indiana Law Enforcement Accreditation Commission, Indiana Chief of Police Association, all neighboring law enforcement agencies, Indiana Law Enforcement Training Academy, the Hamilton County Prosecutors office etc.

Department Employees

6. Copies of the agendas for the on-site assessment will be made available to all department employees.

7. All Patrol Units will be issued copies of the Public Notice and are encouraged to distribute to any interested citizen.

Community Outreach Contacts

Assessor Kadolph and Assessor Patrone were able to meet with the Mayor and all seven City Council members as well as the Human Resources Director Ms. Barb Lamb, Mr. Michael Kitzlinger, the Director of Parks and Assistant Fire Chief Adam Harrington.

Assessor Patrone visited the Hamilton County Communications Center and had the opportunity to meet Ms. Natasha Ayers and Ms. Kaegan Stogsdill. The Hamilton County Communications Center dispatches for all 17 police agencies in the county. Most importantly though, was that Ms. Ayers and Ms. Stogsdill are leading the effort to get the Hamilton County Communications Center CALEA accredited. They are both fully engaged in the process and the Center seems well able to successfully complete this major undertaking.