

# Coleman Police Department

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UPDATE / STATUS REPORT

CONCERNING JULY 2019 ORGANIZATIONAL AUDIT

OCTOBER 2020

# Background

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- Summer of 2019, The Firm was contracted and engaged by the City of Coleman pursuant to Section 5.04 of the City Charter which authorizes the City Council to inquire into the conduct of any office, department, agency, officer, or employee of the City and to make investigations as to municipal affairs
- The Firm, in turn, engaged Max Westbrook Consulting to assist with certain aspects of the assessment of the Coleman Police Department
- Initial Assessment was conducted in June/July of 2019. The Assessment involved an extended site visit to the Coleman Police Department, interviews with various stakeholders, and the review of documents, policies, and processes.
- August of 2019 – the results of that assessment were delivered to the City Council. The report was organized in a manner that identified urgent needs and priorities to less critical functions and where appropriate – suggested corrective actions as recommendations.
- August of 2020 – City Council requests City Management to deliver report to Council on the progress of the suggested actions and recommendations as provided in the initial assessment.

# Max Westbrook - Resume

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- Started career in law enforcement in 1983
- Worked (honorably retired from) Austin Police Department – 1985 – 2009
- Chief of Police at the Texas State Comptroller – Criminal Investigations Division – 2009 – 2011
- Law Enforcement and government consultant – 2011 – current
- Currently Director of Texas Police Chiefs Association – Best Practices Program and U.S. Department of Justice Certification Program for the State of Texas
- B.S. – Criminal Justice, 1987, Texas State University
- Currently enrolled in graduate school (4.0 gpa, 9-hours remaining)

# Immediate Priorities

## Dispatch

### Dispatch – Status – **Resolved**

The 911 call center was being operated fulltime (24/7) with only two personnel.

Dispatch operations have been moved to the County. The delay in transfer resulted in unbudgeted expenditures of \$91,300.

# Immediate Priorities

## CPD Policy Manual

### CPD Policy Manual - Status - **Unresolved**

The CPD Policy Manual is outdated and needs to be rewritten.

UPDATE – The policy manual was written in 2001. High risk policies such as: Use of Force, mental health response, property/evidence, and patrol operations need to be updated

Immediate  
Priorities

CPD Policy  
Manual

CPD Policy Manual - Status - **Unresolved**

The CPD Policy Manual is outdated and needs to be rewritten.

**RECOMMEND** -

This project can be completed in 3 to 6 months. The TPCAF provides a free Sample Policy Manual that can easily be adapted to fit the needs of CPD. Recommend legal review and council approval.

# Immediate Priorities

## FTO Program

Field Training Program - Status – **Unresolved**

The FTO Program was not being used in July of 2019.

UPDATE - A request was made for executed documents that show the FTO program is being used; however, blank forms were provided so it is impossible to show whether or not the program is being used as intended.

# Immediate Priorities

## FTO Program

Field Training Program - Status – **Unresolved**

The FTO Program was not being used in July of 2019.

**RECOMMEND** – Immediately require the use of the San Jose Model FTO Program. Use the already existing forms to support and document this process. This is standard practice in any police department and significantly reduces liability for the city.



# Immediate Priorities

# On-Boarding & Retention Plan

## Pay Study / Retention Plan - Status – **Unresolved**

Create a recruiting & retention plan that includes an in-depth pay/benefit study.

UPDATE – On average, the department is losing 4 employees per FY (Strength of Force 10), resulting in increased costs to the City of Coleman, decreased deficiency, and strain on available resources. The chief provided a list of priorities, however, the pay study needs to be conducted with like-sized agencies and a specific plan should be developed to on-board new employees.

# Immediate Priorities

# On-Boarding & Retention Plan

## Pay Study / Retention Plan - Status – **Unresolved**

Create a recruiting/retention plan that includes an in-depth pay/benefit study.

**RECOMMEND** – Immediately conduct a pay study with like-sized agencies. Update CPD website. Anticipate the needs of new employees and make them feel welcome. These recommendations are free or already budgeted. Create a family environment and on-board new employees thoughtfully.

Immediate  
Priorities

Leadership &  
Comm.

Leadership/Communication - Status –  
**Unresolved**

Prioritize the needs of CPD and create specific action plans to address each concern.

UPDATE – CPD needs a very detailed 5-year plan that identifies current and long-term needs. This plan should include budget impact and involve all stakeholders.

Immediate  
Priorities

Leadership &  
Comm.

Leadership/Communication - Status – **Unresolved**

Prioritize the needs of CPD and create specific action plans to address each concern.

**RECOMMEND** – Survey all city employees and citizens of Coleman and find out what they feel the priorities of CPD should be. Create a 5-year plan and incorporate these ideas when possible. This is basically a free process (printing, paper, and time) and this inclusion builds trust and allows the administration to find out what is really important to the community and other city employees. You must act on the results.

# Immediate Priorities

## TCOLE Files & Personnel Files

### TCOLE & Personnel Files - Status – **Improved**

The filing systems at CPD need to have a consistence structure / appearance. Files need to be audited and well-maintained.

UPDATE – A TCOLE audit found four deficiencies which were corrected. A recent CJIS audit appears to show several concerns that are still outstanding and need to be corrected.

# Immediate Priorities

## TCOLE Files & Personnel Files

### TCOLE & Personnel Files - Status – **Improved**

The filing systems at CPD need to have a consistence structure / appearance. Files need to be audited and well-maintained.

**RECOMMEND** – Consider a standing agenda item for city council to hear regular updates on CJIS requirements. CJIS compliance can be expensive, depending on the issues identified by the audit, so it's important for city management to stay informed for budget purposes.

# Immediate Priorities

## Property Room Audit

### Property & Evidence Room - Status – **Unresolved**

The Property Room is in dire need of a thorough inventory and the evidence procedures need to be updated.

UPDATE – An outside vendor was contacted but Chief did not proceed with the engagement of the vendor. Chief felt the expense of \$5,000 was cost prohibitive. No internal effort has been made to resolve this high-liability concern.

# Immediate Priorities

## Property Room Audit

### Property & Evidence Room - Status – **Unresolved**

The Property Room is in dire need of a thorough inventory and the evidence procedures need to be updated.

**RECOMMEND** – Immediately hire the identified outside vendor. Conduct a 100% inventory of the evidence room and immediately change the property process.



Immediate  
Priorities

Records  
Management  
System  
(RMS)

Records Management System - Status – **Resolved**

CPD needed an established report writing system (software) for officers to use to write police reports.

UPDATE – CPD now has “COPsync” and all personnel have been trained in its use. The total cost associated with this purchase was \$65,250; with an additional maintenance cost for the subscriptions and telecommunication components of \$9,171/annually.

Immediate  
Priorities

Community  
Outreach

Community Outreach - Status – **Unresolved**

CPD needs a specific community outreach plan.

UPDATE – CPD provided a list of existing community events, which is a start. But the PD itself needs to get creative and engage the community. All of this needs to be supported by a policy.

# Immediate Priorities

# Community Outreach

Community Outreach - Status – **Unresolved**

CPD needs a specific community outreach plan.

**RECOMMEND** – Create a community outreach policy that is inclusive of all ranks and specific to the police department. Do not rely solely on other city events to be seen. As COVID-19 restrictions are lifted, be prepared to engage the community in specific police programs, such as, coffee with a cop, school lunch attendance, and community forums. All of these programs are very inexpensive.

Immediate  
Priorities

Internal  
Affairs

Internal Affairs - Status – **Unresolved**

CPD Internal Affairs Forms need to be available in English and Spanish and be supported by contemporary policy.

UPDATE – CPD has internal affairs forms; however, they are not printed in Spanish and they are not supported by a contemporary policy. Also – the Chief should not conduct I.A. investigations if he is going to also decide the discipline.

Immediate  
Priorities

Internal  
Affairs

## Internal Affairs - Status – **Unresolved**

CPD Internal Affairs Forms need to be available in English and Spanish and be supported by contemporary policy.

**RECOMMEND** – Update CPD Internal Affairs Policy and supporting forms. Make sure someone subordinate to the chief of police is designated as the I.A. investigator and has attended a certification class.

Immediate  
Priorities

Job  
Descriptions  
All Ranks

Job Descriptions - Status – **Some Progress**

CPD Each rank needs a valid and well-thought-out job description. These forms should be signed and dated by the chief and reviewed regularly.

UPDATE – CPD now has some job descriptions for each rank. The forms are inconsistent in appearance. Please refer to bullet points in report.

Immediate  
Priorities

Job  
Descriptions  
All Ranks

## Job Descriptions - Status – **Some Progress**

CPD Each rank needs a valid and well-thought-out job description. These forms should be signed and dated by the chief and reviewed regularly.

**RECOMMEND** – Bring consistency to the form's appearance and make sure all ranks, and non-sworn, descriptions are signed and dated. These descriptions should be reviewed regularly to ensure all job functions are properly documented.

# Immediate Priorities

# Juvenile Records

## Juvenile - Status – **Progress – Potentially Resolved**

Per state law and best practice standards, juvenile records should be kept separate from adult arrest records.

UPDATE – A photo was provided of a filing cabinet that was labeled, “juveniles.” No explanation, date, or signature was provided.



# Immediate Priorities

## Narcan

### NARCAN - Status – **Unresolved**

CPD personnel were issued Narcan, which can certainly save the lives of people who overdose; however, CPD had no policy or proof of training on the use of Narcan.

UPDATE – No policy or proof of training provided. It is unclear if CPD officers are still using Narcan in the field.

# Immediate Priorities

## Narcan

### NARCAN - Status – **Unresolved**

CPD personnel were issued Narcan, which can certainly save the lives of people who overdose; however, CPD had no policy or proof of training on the use of Narcan.

**RECOMMEND** – Consult with City Legal. If CPD personnel are issued Narcan but there is no policy and no training – should the use of Narcan be discontinued until such time as a policy is in place and training can be verified?

Immediate  
Priorities

Meet Best  
Practices

Best Practice Standards - Status – **Unresolved**

President Trump's recent Executive Order has made it clear that the accreditation of law enforcement agencies is a federal priority.

UPDATE – CPD needs to work toward recognition with the TPCAF best practice standards. Agency size and costs are not concerns toward this goal. There is no reason this can't be done in 12-months.

Immediate  
Priorities

Meet Best  
Practices

## Best Practice Standards - Status – **Unresolved**

President Trump's recent Executive Order has made it clear that the accreditation of law enforcement agencies is a federal priority.

**RECOMMEND** – The approximate cost (fees) for this program are \$500 annually. Attaining recognized status should be a goal for all Texas law enforcement agencies. The independent review of critical police functions is vitally important to a successful organization. This could be attained in 12-months.