



**TEXAS POLICE CHIEFS ASSOCIATION FOUNDATION
BEST BUSINESS PRACTICES
RECOGNITION PROGRAM**

FINAL ON-SITE VERIFICATION REPORT

Cleburne Police Department

Initial Recognition

Chief of Police Robert Severance

Date Entering the Program: February 12, 2014

On-site Date: February 22 & 23, 2016 Months in Program: 24

Final Review Team:

Team Leader: Chief Brian Harvey, Allen Police Department. He has been Chief of Police in Allen for 4 years. He previously served with the Dallas Police Department for 33 years, retiring as a Deputy Chief. He has 37 years of Law Enforcement experience. This is his 3rd on-site as an assessor. The Allen Police Department is a Recognized Agency.

Team Member: Chief Kevin Lunsford, Huntsville Police Department. He was appointed Chief in 2010. He has been with the Agency for his entire 34-year law enforcement career. This is his 2nd on site as an assessor. The Huntsville Police Department is a Recognized Agency.

I. Introduction

City of Cleburne: Cleburne, the county seat of Johnson County, Texas, is on U.S. Highway 67 on the southwestern fringe of the Dallas-Fort Worth-Arlington Metropolitan Statistical Area. The city's origin and growth can be attributed to its role as a crossroads and transportation center. Cleburne has 35 square miles within its corporate limits and 102 square miles of extraterritorial jurisdiction. Its population of nearly 30,000 has increased 14.4% since 2000. Significant growth is projected following the 2014 opening of SH 121/Chisholm Trail Parkway, a 27.6-mile toll road from I-30 in downtown Fort Worth to US 67 in Cleburne. In November 2015 the city's voters approved a 1/2 cent sales tax to fund a \$25 million professional league baseball stadium and retail/entertainment complex.

Cleburne Police Department: In 1871 the Cleburne Police Department was established as a town constable which later became city marshal. The agency has an annual budget of \$7.75 million and is allocated 54 full-time officers, 30 reserve officers, 2 full-time civilian crime scene/property technicians, 1 full-time support services manager, 11 full-time civilian dispatchers, 2 full-time records clerks, 1 part-time records clerk, 1 full-time administrative assistant, 1 full-time secretary, and 1 part-time grant-funded crime data technician intern. Police officers are assigned to Patrol, Motors, Canine Drug Detection, Criminal Investigations,

Community Services, School Resource Officers (SROs) at middle and high school campuses, Crime Analysis, Personnel and Training, and Professional Standards. The department has a 19-member part-time emergency response team. The department also has one officer assigned to a county-wide special crimes task force. The dispatch function includes 24 hour, seven day a week emergency communication services for Department personnel, outside law enforcement and medical responders, as well as handling the daily police communications with police officers. The department operates under a community policing philosophy committed to evidence-based policing and a high level of customer service.

Chief of Police: Chief Robert Severance III (Rob) has served as Chief of Police for Cleburne, Texas since December 2012. He holds Texas Master Peace Officer and Instructor certifications, a Master's Degree in Professional Development, and is a graduate of the FBI National Academy. He is the recipient of the 2014 Innovation Award from the Texas Police Chiefs Association and has served as a Best Practices assessor. Rob also served as Cleburne's Interim City Manager and Deputy City Manager during a leadership transition. Before coming to Cleburne, Rob served 22 years with the Grand Prairie Police Department where he was a commanding officer in every bureau within the agency.

II. Best Practices Review

Team Members arrived at the department at 8:00 a.m. on Monday, February 22, 2016, and were greeted by Recognition Manager Corporal Bryan Proctor and Chief of Police Rob Severance. The Team was introduced to the command staff, then taken on a tour of the facility and met several other staff members. The current two story police building was constructed in the early 1950's, remodeled in the late 1980's and is very well maintained.

Once you enter the lobby you find the rest of building is secured from public access. The front entry door has a standard key lock and can be opened with a buzzer by front desk personnel. All other exterior doors have cipher locks and standard key door locks. Interior doorways to various offices and functions also have cipher locks or standard key door locks. The police facility houses Communications, but does not have a jail facility. The Cleburne Police Department had previously pre-submitted all 166 standards for electronic review and did not require a pre on site visit.

The inspection team was provided a conference area in the chief's office to complete the file review process. All files and necessary staff were readily available throughout the on-site inspection. The Recognition files were in paper file format and electronic format as well. File review work began at 8:30 a.m.

The majority of the morning was spent reviewing most of the Best Practices. Program Manager Corporal Proctor is assigned to Community Services. He was present with assessors on both days, which greatly increased the ease of information retrieval and employee interviews. While the Agency initially entered the program in 2014, an internal promotion of the original program manager along with the temporary reassignment of Chief Severance to a city management position necessitated a restart of recognition program efforts. Corporal Proctor was appointed as program manager in 2015 and provided the momentum to complete the preparation process. Corporal Proctor was well prepared and observably committed to both the Agency as well as the Best Practices Recognition Program.

During the day Team Members reviewed files and conducted interviews in Property/Evidence, Internal Affairs, Patrol, and the functions for Records, Training, Personnel, and Organization.

Ride Along:

Team members began their ride along at 2:45 p.m. Team member Harvey rode with Officer Brad Duddington, a 13½ year veteran of the Department. Officer Duddington wore a well fitted uniform including body armor and used his seatbelt in a manner that made it obvious seatbelt usage is a routine for him. He had a knowledge of the area and primarily patrolled the DDACTS zone (Data-Driven Approaches to Crime and Traffic Safety); a crime and traffic safety tool that identifies “hot spots”. Officer Duddington made several traffic stops and issued a citation. He utilized appropriate radio procedure and safety equipment. Officer Duddington is satisfied with the quality of the equipment provided by the Agency and supports the departmental issued S&W .45 cal Model 1911.

Officer Duddington has recently been selected as a Field Training Officer and attained his instructor certification. He has been an ERT member, a “Stop the Offender Program (S.T.O.P.)” task force member and Intoxilyzer Operator. He is preparing to teach an in-service course on "Felony Stops". Officer Duddington said the increase in departmental training is beneficial and well received by the officers. He was aware of the Best Practices Program and asked relevant questions about all the benefits an agency would realize by being a Recognized Agency.

Team Member Kevin Lunsford rode with Officer Mat Cox, a 16-year veteran of Cleburne PD with over 20 total years experience in law enforcement. Throughout his career Officer Cox has worked in various areas of policing, including detention, patrol, investigations, and schools. Routine patrol procedures were observed during the ride-along. Officer Cox was diligent about patrolling school zones and nearby neighborhoods as the school day came to an end. There were no calls answered during the ride-along, which gave ample time to interact with Officer Cox. He was observed to be wearing a ballistic vest and noted that the Department issued the vests and required them to be worn. He further indicated that the agency is good about vest replacement every 4-5 years. All officers that were encountered were observed to be wearing their vests as well as their seatbelts. Arrest procedures, Field Training, firearm qualifications, the in-service training program, and other procedures were discussed.

The Internal Investigation process was discussed at length. Officer Cox, having once been the subject of an investigation, believed the process was fair to all involved. He praised the Professional Standards Sergeant for making the process fair to all involved. When asked about his knowledge of the Recognition Program, Officer Cox seemed to have a vague understanding of the process and why the assessors were on-site. After discussing the Program in more depth with him, Officer Cox stated that he believed being Recognized would be a benefit to Cleburne PD. Officer Cox possesses a wide range of knowledge and understanding about policing that is consistent with his many years of experience. He was complimentary about the Agency and the Command Staff and stated that he intends to finish his career at the Cleburne Police Department.

Team Members concluded file review at 5:00 p.m., but returned to the Agency at 7:00 p.m. to attend a shift briefing held by Sergeant Kevin Dupree. Sergeant Dupree spoke about staffing and current operational issues. As relevant crime information was presented, officers demonstrated an awareness of their areas by identifying the likely address of a suspect vehicle. Body armor was observable on officers. Officers were attentive and professional.

Team activities ended for the day at 7:30 p.m.

On Tuesday, February 23, 2016, Team Members arrived at the department about 8:00 a.m. to complete the review process. Additional discussions and clarifications were conducted while preparing the assessment report.

Over both days interviews were conducted with several personnel including:

Chief of Police Robert Severance
Corporal Bryan Proctor, Program Manager
Support Assistant Chief, Amy Knoll
Lieutenant Ken Meador, Administration
Patrol Lieutenant Linn Goodman
Operations Assistant Chief Danny Rogers
Sergeant Cody Bosher, Criminal Investigations Unit
Dispatcher Jessica LaFountain
Dispatcher Whitney Gilbert
Property and Evidence Technician Kim Burris
Property and Evidence Technician Diana Allen
Professional Standards Sergeant Craig Huskey
Patrol Sergeant Dupree
Officer Brad Duddington
Officer Mat Cox
Officer Kelley Summey

Team Member comments concerning the following major departmental activities or operations:

Department Organization—The Agency is well organized with a Chief, an Operations Assistant Chief, a Support Assistant Chief, and Lieutenant in charge of Administration. The Operations Division consists of Patrol, Reserves and oversight of ERT. The Support Division consists of Dispatch, Records, Community Services Unit, Criminal Investigations Unit, Crime Scene and Property, and School Resource Officers. Administration consists of Professional Standards, Crime Analysis and PIO as well as Personnel and Training.

The Patrol Division works 12 hour shifts with 24-hour coverage provided. All other personnel work a mixture of 8 and 10 hour shifts. The Department's directives are in an electronic format in a program by PMAM called "Human Capital Management." Each employee is given a login to the program and as they review each directive the system logs the event. Updates to policy are reviewed and acknowledgments are made in the same manner. The Agency policy requires annual review of all directives. Cleburne Police Department has 72.5 employees: 54 sworn and 19 non-sworn positions, including 1 part-time employee.

Rules of Conduct and Internal Investigation Process--- The Internal Investigation files are kept in a locked file cabinet in the Professional Standards Sergeant's office. This Sergeant also conducts any Internal Affairs investigations other than the minor complaints handled by regular shift supervisors. Agency rules of conduct are spelled out in the General Orders. The Agency had seven (7) total Internal Affairs investigations in 2015. All were completed within the allowable time frame established in the Agency's General Orders. It should be noted that the Agency has also recently been utilizing an electronic computer program, *IA PRO*, to document and track Internal Investigations. Like the file cabinet, the computer program is secure and has strict limited access by the Professional Standards Sergeant and his appropriate chain of command.

Departmental Training—Training records are maintained in a secure file room in the Office of the Chief of Police. T.C.L.E.D.D.S. is used for reporting and tracking employee training. A review of files indicated officers meet all state requirement in terms of hours. Training for employees is provided both in house and through the use of regional training providers. Training included SABA training,

attended by all members of the Agency. The Agency meets all mandatory training. The field-training program provides good feedback to recruits who receive daily, end of week, and end of phase feedback from training officers. Daily reports showed evidence of good discussion between trainees and Field Training Officers.

Special Response Team — The Cleburne Police Department has an Emergency Response Team consisting of 14 officers and 5 negotiators. All operators and negotiators have been fully trained for their respective purposes. The team trains together a minimum of eight (8) hours per month. Each ERT member has been issued, and trained in the use of, SABA equipment. The team maintains one armored vehicle and two equipment trailers – one for ERT operators and one for negotiators.

Use of Force— The Agency has a General Order in place which mandates all incidents of Use of Force be reported, documented on a specific form, and be appropriately reviewed up to and including review by the Chief of Police. The Annual Report reveals that during the 2015 calendar year there were 31 incidents where officers used force in response to resistance and aggression. This included 15 single officer incidents, 12 two-officer incidents, and 4 situations where 3 officers were used to bring the situation under control. These included 17 uses of an Electronic control Device, 23 uses of physical control techniques and 3 uses of impact weapons, including one bean-bag round. The annual report was thorough and discussed trends and overall recommendations.

Investigative Operations---The Agency has an investigative unit that is comprised of a Sergeant and five Investigators. The CID Sergeant assigns cases to one of the five investigators. CID personnel are well trained in crime scene investigation and process all crime scenes.

The Agency has one officer assigned full-time to a tri-county task force, “Stop the Offender Program (S.T.O.P.)”. The task force is commanded by a Cleburne City Marshal and made up of officers from Joshua Police Department, Burleson Police Department, Cleburne Police Department, Alvarado Police Department, Johnson County Sheriff’s Office and two administrative assistants. The size of task force fluctuates slightly based on individual agency staffing needs. While informants are utilized by task force members, the Cleburne Police Department does not utilize confidential informants and has no confidential funds. The Agency maintains adequate confidential informant policies in case they are needed. Since a Cleburne officer was assigned to a task force that utilized informants, a copy of the STOP task force policy was placed in the Agency’s paper folder Section 7.11. (Section 7.11 and 7.12 were marked N/A)

Patrol Operations and Officer Safety---Patrol officers work twelve hours shifts. Firearms qualifications are conducted annually with additional times for training. The qualifications include all Agency-authorized on and off duty weapons. Officers are issued their duty weapon from an approved list and ammunition is supplied by the Agency. Officers must also purchase off duty weapons and their own ammunition from an approved list. The Agency also approves the use of patrol rifles, shotguns, and less lethal aerosol spray, Tasers, and the ASP impact weapon. Departmental training is also conducted for less lethal weapons biennially. The Agency does have a Reserve Officer program. Reserve police officers receive the same training as regular officers.

Communications-- The Cleburne Police Department operates its own Communication’s Center and is staffed with eleven dispatchers and a supervisor. The Communications Center is located inside the police department facility and is secured by locked doors. Unauthorized personnel are not permitted inside, which was demonstrated during the site visit. The center is staffed 24/7 for emergency and non-emergency contact by the public. A playback system for telephones and radios is in place to allow for information retrieval when necessary. Warrants are entered into the regional, state, or national computer databases when appropriate. The Communications Center maintains original hard

copies of warrants and has a written policy in place to govern warrant confirmations on a 24-hour basis. A 911 system is in place and 911 calls from the City of Cleburne are received in the Communication Center; calls are dispatched directly to Cleburne P.D. officers.

The emergency power generator is located outside the police building. The generator is completely enclosed in a metal case with locking doors. The generator is maintained by Fire personnel, tested monthly and proof documents were available. The generator engages automatically when there is a power failure to the facility. Dispatch computer and radio systems also have separate Uninterrupted Power Source (UPS) battery backups inside the building. All the radio equipment looks relatively new and team members observed the Communications Center in operation.

Holding Facility--- Cleburne PD does not have a jail or a prisoner holding facility. All prisoners are taken directly to the Johnson County jail facility.

Property and Evidence— The Property and Evidence area has been remodeled and brought up to standards within the past two years. The Property and Evidence section houses two technicians and is located within the secured area of the police building. Entry is through a secured solid core door into the technician's office. Officers have access to an area where they package and log evidence and then place evidence into pass-through style lockers. Technicians gain access to the lockers through another locked solid core door. Any items of evidence that cannot be placed in the lockers will require the CSI / Property Technician to be called in to process and store the evidence. Evidence processing rooms are housed through yet another locked solid core door. Evidence is stored in converted jail cells behind locked metal jail style doors. Each area has a separate visitor log to be signed prior to being admitted access. The weapons storage area is located behind a solid core door. Drugs and money are kept in locked vaults inside the evidence room. Evidence items were easily crossed referenced and located inside the proper storage areas. The Cleburne Police Department's Property and Evidence section is neat, organized, and well managed.

Evidence of Agency Commitment to Program--Team Members believe the Chief is committed to this process. All personnel we encountered appeared dedicated to the organization and was well prepared for our visit.

Standards Reviewed and Returned for Major Modifications --0

Standards Reviewed and Returned for Minor Modifications --4

3.09 New Supervisor Training Provided Within 12 months - The proof consisted of General Orders that mandated training along with training records and certificates indicating attendance for various supervisory courses, however dates of promotion were not readily apparent. A certificate was spot checked by asking for the date of promotion. The date was within the required 12 months and in compliance. The promotional date was written on the certificate and initialed by the Team Member.

8.06 Emergency Response Team Equipment – The proof in the file consisted of quarterly inspections reports from 2015. These reports indicated that SABA gear had not been issued to the ERT. Discussions with the Program Manager indicated that the SABA equipment had just been issued to ERT in January 2016. An updated report was placed in the file indicating SABA issuance.

8.07 Emergency Operations Plan – The proof in the file included CPD General Order 8.2 addressing Civil Disturbances and Mass Arrests. Additional proofs were requested for compliance with “Response to Natural and Man Made Disasters” portion of the DSF. A copy of General Order 8.1

“Unusual Occurrences and Special Events” was quickly provided and placed in file. Additionally, Annex G “Law Enforcement” of the local Emergency Management Plan was included in the file.

8.10 Homeland Security – The DSF contained a statement indicating “there has been no pertinent homeland security information in 2015”; however there was no actual documentation in the file indicating same. The Program Manager located and provided a memorandum from the Homeland Security Coordinator to the Chief indicating no pertinent Homeland Security information for 2015. This memorandum was included in the file.

III. Summary of On Site Compliance for Standards Requiring a Visual Inspection

All other electronic files had been submitted and previously approved by the assigned Program Coordinator. All approved standards equal 166.

A. Standards reviewed onsite and accepted	54
B. Standards reviewed onsite requiring revision prior to acceptance	4
a. Major Modifications	0
b. Minor Modifications	4
C. Standards not applicable to the Agency (included above)	15
D. Total On Site standards in compliance or not applicable	69
E. Best practices not in compliance unable to correct on-site	0
F. Additional Electronically submitted Best Practices Reviewed	6

- 6.02---Authorization of Deadly Force
- 6.04---Weapons and Ammo
- 7.13---Vehicle Pursuits
- 7.26---Alarms
- 10.01---Searching and Transport
- 12.03---Property and Evidence Submission

The Team Members reviewed the following Best Practice and found them to be not applicable to the Cleburne Police Department.

- 7.11---Informants
- 7.12---Confidential or narcotics fund
- 10.04---Separation of Prisoners
- 10.05---Jail Cells
- 10.06---Access to Jail Cell Area
- 10.07---Visitors
- 10.08---Fire Protection for Jail Cell Area
- 10.09---Evacuation Plan for Jail Cell Area
- 10.11---Prisoner Identification Procedure
- 10.13---Medication for Prisoners
- 10.16---Jail Cell Area Key Control
- 10.18---Jail Cell Area Inspection
- 10.19---Minimum Standards for Jail Cell Area
- 10.20---Visual Observation of Prisoners
- 10.21---Weapons in the Jail Cell Area

IV. Exit Interview

The exit meeting took place in the Office of the Chief of Police at 10:00 a.m. on Tuesday, February 23, 2016. Team Members met with Chief Robert Severance, Program Manager Corporal Bryan Proctor and the Command Staff. Team Member Harvey provided an overview of the inspection

activities, the review/approval process and discussed personal observations about the professionalism of the Cleburne Police Department team. Team Member Lunsford discussed his findings during the onsite, complimented the effort that was put into preparing for the review process, and commended the Chief on his organization and personnel who were courteous and very helpful to the Team Members. The Team had very positive comments about the Agency and especially about the people that Team Members encountered.

Chief Severance thanked team members for our time and said he looks forward to the presentation at the conference.

The meeting ended at 10:20 a.m. Team activities ended for the day at 10:30 a.m.

V. Items of Concern

There were no items of concern.

VI. Summary

The On-Site Review Team reviewed a total of 69 files. With the exception of the files previously discussed, all files contained the required proofs and were properly maintained.

Respectfully submitted,

Brian Harvey

Brian Harvey
On-Site Team Leader
Attachments: On-Site Standards Check List