

**The Commission on Accreditation
for Law Enforcement Agencies, Inc.**



**Assessment Report for the
Waynesboro (TN) Police Department
April 2010**

**Waynesboro (Tennessee) Police Department
Assessment Report
April 24-26, 2010**

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A. Waynesboro (Tennessee) Police Department

Waynesboro (Tennessee) Police Department
P.O. Box 471, 122 Public Square
Waynesboro, Tennessee 38485

Keith Reeves,
Chief of Police

Sergeant Lee Carroll,
Accreditation Manager

B. Dates of the On-Site Assessment:

April 24-26, 2010

C. Assessment Team:

1. Team Leader: Chief Albert P. Britnell
Charleston County Aviation Authority Police Department
5500 International Blvd. #101
Charleston, SC 29418-6911
(843) 767-7003
abritnell@chs-airport.com

D. CALEA Program Manager and Type of On-site:

Karen Shepard
2nd Law Enforcement Recognition
2nd edition Law Enforcement Recognition
A size agency (10 sworn personnel)

The agency uses CACE-R, 2.0 SP1A-Manual Version 2.7

E. Community and Agency Profile:

1. Community Profile

The City of Waynesboro, incorporated in 1850, is the county seat of Wayne County Tennessee. Located at the junction of State Route 13 and U.S Route 64 the city of Waynesboro is approximately 105 miles from Nashville, and 135 miles from Memphis. The surrounding community, named after Revolutionary War General “Mad Anthony” Wayne, is steeped in history with Irish and German ancestry. With an elevation of 748 feet, the community is surrounded by rolling hills and forests. The latest census places the population of Waynesboro at approximately 2,126.

The City of Waynesboro operates under a City Manager / Mayor form of Government. Mr. John Hickman, the City Manager is responsible for the day to day operations of the city’s business and reports to the Mayor of Waynesboro, Mr. Robert Vencion, and the City Commissioners; Vice Mayor Tony Creasy, Commissioner Dan Creasy, Commissioner Gerald Baer, and Commissioner Jeff Howell.

The City is home to five schools, including an elementary, middle and high school, one Private / Parochial school and a technology center. Tennessee Apparel Corp., a military contractor and the largest employer in the area, supplies clothing to the United States military.

2. Agency Profile

The Waynesboro Police Department began to provide police services to residents in 1936. Since then, the agency has grown to ten sworn officers who provide patrol, investigation, and community services to the citizens of Waynesboro, Tennessee.

The City of Waynesboro Police Department is located at City Hall. Ample room and space is available for the agency to provide the level of service that the community has grown to expect. The agency shares the facility with the municipal court room, city records, city management and support.

For the most part the agency is organized along traditional lines of command and control. The Chief of Police serves as command officer and administrative head of the Police Department. This position is responsible for all facets of management, operations, and support functions encompassing law enforcement practices for the agency. The agency Police Chief is also an active member of both the patrol and investigations function, wearing “many hats” of multiple duties as required of a small municipal agency.

The department is comprised of two major components; Patrol Operations and Investigations. The Patrol Operations component includes the Patrol Division and School Resource Officer under the command of Sergeant Lee Carroll, the agency

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Accreditation Manager. The Investigations function, under the command of Sergeant Bryant Burcham, serves the agency’s investigation component. The agency Records function and court liaison is the responsibility of Waynesboro Court Clerk Sherry Wilson.

The City of Waynesboro Police Department ensures that professional law enforcement services are available twenty-four hours a day, seven-days-a-week to the citizens of Waynesboro. The agency’s commitment to excellence in community service is the cornerstone of its mission. These initiatives are accomplished through the efforts of a well-trained staff with many responsibilities, and working in concert with the community at large. The synergy of the organization’s achievements include the application of modern law enforcement practices combined with a well informed citizenry, and interagency cooperation with the various levels of town government. These efforts are realized through innovative and proactive strategies focusing on community oriented policing and problem solving.

3. Demographics

The demographic composition of the service area and the agency are represented in the following table:

Demographics Report

	Service Population		Available Workforce		Current Sworn Officers		Current Female Sworn Officers		Prior Assessment Sworn Officer		Prior Assessment Female Sworn Officers	
	#	%	#	%	#	%	#	%	#	%	#	%
Caucasian	2162	97	6296	97	10	100	1	10	8	100	1	12.5
African American	31	1.4	71	1.1	0	0	0	0	0	0	0	0
Hispanic	23	1	58	0.9	0	0	0	0	0	0	0	0
Other	12	.6	64	1	0	0	0	0	0	0	0	0
Total	2228	100	6489	100	10	100	1	10	8	100	1	12.5

*** Available workforce data obtained from the U.S. Census Bureau, 2007-2008 Community Survey (Wayne County)

The City of Waynesboro and the Waynesboro Police Department work closely in order to maintain an active recruitment campaign and to have qualified candidates available to fill actual or forecasted departmental vacancies for positions within the agency ranks. Annual recruitment reports reflect the agency and the City of Waynesboro’s strive to ensure approximate proportions of agency personnel to the available workforce.

The agency and city maintain a current recruitment plan which targets ethnic and gender shortages in the workforce. The 2009 demographics reflect the agency has an ethnic and gender composition in the sworn ranks in approximate proportion to the make-up of the available work force in its service community.

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4. Future Issues

The Waynesboro Police Department enjoys a reputation steeped in public service and professionalism. As with many police agencies during the current national economic downturn, the agency continues to face budget cuts and program adjustments. Future issues facing the Waynesboro Police Department are no different than many other modern law enforcement agencies, which struggle to prioritize financial and human resources in an efficient and effective manner. Today's economic times have shown a dramatic decrease in sales tax and state shared revenues for municipalities, such as the City of Waynesboro. Amongst other projects, these revenues are also utilized to support the budget of the Waynesboro Police Department. It is anticipated that if these revenues continue to decrease, so will the funding of the Police Department affecting the services the community relies on.

The Waynesboro City Council is considering the possibility of annexation of additional areas. The addition of these areas will increase current patrol coverage and the number of service calls received possible without the addition of officers. With the possibility of budget cuts, the Chief is faced with continuing to provide an adequate level of service with and increased area of service responsibility.

5. CEO Biography

Chief Reeves was born and raised in Waynesboro, Tennessee. He attended and graduated from Wayne County High School in 1990. After graduation, Chief Reeves enlisted in the United States Marine Corps where he served as an F/A-18 Hornet Pneumatic / Structural Technician and Military Police Officer from 1991 to 2003. Chief Reeves attained the rank of SSgt and was stationed in Beaufort, SC and at the Pentagon in Washington, DC. He served in military operations in Northern Italy and aboard the U.S.S. Theodore Roosevelt Aircraft Carrier.

Chief Reeves began his civilian law enforcement career with the Clifton Police Department in 1998. He served as Patrol Officer and Departmental Training Officer from 1998-2001. In May 2002, Chief Reeves was hired by the Waynesboro Police Department where he worked his way up from Patrol Officer to Chief of Police. In July 2004, Chief Reeves was promoted from Patrol Officer to Sergeant and served as patrol supervisor and criminal investigator. In September 2006, he was promoted to his present position, Chief of Police.

Chief Reeves presently holds an Associate of Science Degree in Criminal Justice Administration (2004), Bachelors of Science Degree in Management and Organizational Development (2007) and Masters Degree in Business Administration (MBA, 2009).

F. Public Information Activities:

Public notice and input are a corner stone of democracy and CALEA accreditation. This section reports on the community's opportunity to comment on their law enforcement agency and to bring matters to the attention of the Commission that otherwise may be overlooked.

a. Public Information Session

The agency held a public information session at the Waynesboro City Hall on April 25, 2010 between 1:00pm and 3:00pm. The Waynesboro Police Department distributed and posted a public notice inviting comments from the community with regard to the Waynesboro Police Departments meeting and complying with professional standards.

b. Telephone Contacts

The agency scheduled a telephone call-in session for Sunday, April 25, 2010 from 1:00PM to 3:00PM as part of its public information activities. The onsite team received one phone call from Captain Vince Dauro of the Huntsville Police Department supporting the agency's recognition efforts. Captain Dauro represented the regional accreditation coalition and spoke favorable of Sergeant Carroll and his efforts to maintain compliance with applicable professional standards.

On April 26, 2010 at 9:45 am the team received a telephone call from Executive Director Richard Moore of the Tennessee Bureau of Investigations. Executive Director Moore called on behalf of the Director and the Tennessee Bureau of Investigations in support of the agency's recognition. All comments towards the agency were most favorable.

c. Correspondence

The assessment team received two letters during the Waynesboro Police Department's on-site assessment activities from Dr. Angel D. Geoghagan of the Hamilton County Emergency Communications District and Lt. Virgil Hubbard, Vice President of the Law Enforcement Accreditation Coalition of Tennessee in full support of the Waynesboro Police Department's recognition.

d. Media Interest

An impressive news article was published by the local media regarding the onsite assessment of the Waynesboro Police Department. The news brief invited interested citizens to make comments during the public hearing or

during the telephone comment period. The in-depth article also listed the time, location, dates and phone number for making comments.

e. Public Information Material

The agency developed and publicized an all-inclusive information plan. Sergeant Lee Carroll distributed the public information material pertaining to the agency's accreditation reassessment. The media plan devised by the agency was comprehensive and included all applicable requirements for CALEA standards and accreditation. Public notices were available at the Waynesboro City Hall and the Police Department Lobby. A news release announcing the onsite was posted prior to the on-site inviting the public for comment.

f. Community Outreach Contacts

Assessment activities for the onsite team included making contacts with, and meeting agency personnel. The team participated in ride-a-longs, and observed and interviewed staff assigned to specialized assignments as a method to gauge the agency's law enforcement role within the community.

The department's operational tempo is consistent with agencies of similar size operating within a business/suburban dominated environment. The assessment team, when appropriate, attempted to contact as many members of the agency as possible. This Assessor met with more than 80% of agency personnel and City employees who directly supported the agency. This assessor was very impressed with the professional demeanor shown by all staff members, in addition to their willingness to participate in the onsite process.

Mr. John Hickman, prominent citizen and the Waynesboro City Manager, cited great support and admiration for the agency and its personnel. Mr. Hickman spoke very highly of the agency under the leadership of Chief Reeves. He enjoys a great relationship with the agency and its personnel and considers them the finest in the State of Tennessee. Mr. Hickman stated in all his interactions with the agency and its personnel, he has found them to be most professional. Mr. Hickman had nothing but positive remarks with regard to the agency, its personnel and the leadership of the Command Staff.

This assessor was fortunate enough to meet and speak with Mr. Robert Vencion, the Mayor of the City of Waynesboro, Mr. Toney Creasy, the Vice Mayor of Waynesboro and Commissioners Dan Creasy, Gerald Baer, and Jeff Howell. All are long time residents of Waynesboro, who spoke most favorably towards the agency and its personnel. Mr. Vencion spoke

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impressively of the level of trust he and the citizens of Waynesboro have in Chief Reeves and the Police Department. City Management level of admiration and appreciation towards the agency was easily recognized and reflected their most sincere support for reaccreditation.

Mrs. Sherry Wilson is the Waynesboro Court Clerk who works closely with the Police Department managing their records. Mrs. Wilson has been with the Waynesboro City Hall since 1997 and was found to be thoroughly familiar with professional standards associated with law enforcement records management. Mrs. Wilson spoke highly of the agency and its personnel, and was very supportive of the agency's recognition by CALEA.

Assessor Britnell had the opportunity to tour the Wayne County Sheriff's Office E/911 Function. A unique facility built on and in the side of a hill overlooking the City of Waynesboro. The Wayne County E/9-11 is responsible for all communication functions of the Waynesboro Police Department. The facility is a fairly new and modern building housing an impressive array of communications equipment and professionally trained telecommunications personnel. This assessor had the opportunity to interview Paige Jackson, the Wayne County E911 Dispatch Supervisor. Mrs. Jackson was thoroughly familiar with the accreditation process and ensured this assessor was able to easily verify compliance with all applicable standards. Mrs. Jackson reflected strong support for the Waynesboro PD, its personnel, and the agency's recognition.

G. Essential Services:

Law Enforcement Role, Responsibilities, and Relationships and Organization, Management, and Administration (Chapter's 1-17)

The Waynesboro Police Department is a well-trained, professionally managed law enforcement organization, which is dedicated to providing exceptional service to the community of Waynesboro. The competence displayed by its members is the result of a high level of discipline, training, and adherence to the agency policies and procedures. Officers are well versed in constitutional, state and local mandates when making an arrest, but are also open to the use of discretion and alternatives to pre-arrest confinement when appropriate. The written directive system for the Waynesboro Police Department defines the basic role and responsibility expected of each sworn and non-sworn position within the organization. All personnel take a verbal oath of office after assuming sworn status. Each oath is then placed as a matter of record in the employee's personnel file.

The police department is organized along traditional lines of command and authority with clear direction at each level. The organizational structure is documented

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graphically, by an organizational structure chart, and outlined descriptively within agency policy and procedure. The agency is divided into two components; the Patrol Division, and Investigations. However, as with all successful small agencies, all officers, including the Chief of Police, “wear many hats”.

Biased Based Profiling

The Waynesboro Police Department prohibits bias based profiling by officers for any reason or situation. Agency files indicated Officers are well versed regarding constitutional requirements, state regulations, and agency direction pertaining to proper citizen contacts. The enforcement and administration of justice as it pertains to a person’s race, color, creed, religion, political affiliation, gender, sexual orientation, age, physical or mental disability is paramount to the agency’s mission to ensure equal protection under the law.

2007 Traffic Warnings and Citations

Race/Sex	Warnings	Citations	Total
Caucasian/Male	20	313	333
Caucasian/Female	11	133	144
African-American/Male	0	10	10
African-American/Female	0	3	3
Hispanic/Male	0	5	5
Hispanic/Female	0	0	0
Asian/Male	0	0	0
Asian/Female	0	0	0
OTHER	0	1	1
TOTAL	31	465	496

2008 Traffic Warnings and Citations

Race/Sex	Warnings	Citations	Total
Caucasian/Male	186	447	633
Caucasian/Female	141	223	364
African-American/Male	4	20	24
African-American/Female	0	10	10
Hispanic/Male	1	9	10
Hispanic/Female	0	1	1
Asian/Male	0	0	0
Asian/Female	0	0	0
OTHER	0	1	1
TOTAL	332	711	1043

2009 Traffic Warnings and Citations

Race/Sex	Warnings	Citations	Total
Caucasian/Male	51	316	367
Caucasian/Female	50	193	243
African-American/Male	1	9	10
African-American/Female	0	1	1
Hispanic/Male	0	4	4
Hispanic/Female	0	0	0
Asian/Male	0	0	0
Asian/Female	0	0	0
OTHER	0	0	0
TOTAL	102	523	625

The agency's written directives with regard to bias-based profiling were comprehensive and included applicable references to constitutional protections afforded to all citizens. Training is conducted on an annual basis for sworn personnel and includes subjects specific to profiling, cultural diversity, citizen's interaction, departmental policy, ethics and legal implications. The agency also includes bias-based profiling training during the agency FTO program. The agency reported no complaints or instances of bias based profiling during the reporting period. Annual reviews are conducted yearly by Chief Reeves.

Use of Force

Officers for the Waynesboro Police Department have been granted the extraordinary authority to use force when necessary to accomplish lawful ends. That authority is grounded in the responsibility that every sworn officer shall comply with the laws of the State of Tennessee regarding the use of force and to comply with the provisions of written agency policy. Reports are required in all instances when force is used. Supervisory controls are in place and require immediate investigation and command reviews at each level within the organization.

The agency compiles detailed records on all use of force incidents and examines each situation for policy conformity, sufficiency of training, and supervisory oversight. Policy guidelines provide clear directions for the aid and assistance to persons injured as the result of a use of force incident. Written reports for use of force incidents are forwarded through the chain-of-command for review, which includes reporting requirements for all less-than-lethal actions. The department authorizes the following less lethal options; Police Baton, OC, and the use of applicable physical force.

All sworn personnel participate in annual training for lethal and less lethal weapons authorized by the agency. Training includes weapons proficiency for both on-duty and off-duty weapons, as well as use of force guidelines and reporting requirements when the application of force is necessary.

Use of Force Reporting	2007	2008	2009
Firearm	0	0	0
Electronic Control Weapon (ECW)	0	0	0
Baton	0	0	0
Oleoresin Capsicum (OC)	1	0	0
Weaponless	1	1	3
Other	0	0	0
Total Types of Force	2	1	3
Total Use of Force Arrests	2	1	3
Complaints	0	0	0
Total Agency Custodial Arrests	245	186	181

The Chief of Police or his designee is responsible for the annual analysis for use of force incidents. In 2007, the agency reported two use of force events. In 2008 records reflect one (1) incident, and in 2009 there were a total of three (3) incidents. Of the six (6) reported incidents for this reporting period, five (5) were weaponless and one involved the application of OC.

The analysis conducted for each reporting year did not indicate any abnormality or readily identifiable cause or reason for the disparity in use of force incidents for the reporting period. The analysis for each year was concise and provided important information pertaining to the agency's operation, public safety responsibilities, and liability concerns.

Well written agency directives establish and describe all aspects of the agency reserve program utilized to supplement the authorized strength of full time sworn officers. The Waynesboro Police Department reserve program is established in accordance with the Tennessee Code of Authority (TCA) and city ordinances. The Waynesboro Police Department employs a part-time paid officer that meets all applicable standards and identical criteria of that of agency full time officers.

Personnel Structure and Personnel Process (Chapters 22-35)

The City of Waynesboro recognizes the need for fair and equitable compensation and benefits for all employees. Agency policy describes those benefits and programs offered to agency personnel. Extra duty employment is prohibited per agency policy.

The agency's performance evaluation system for all agency personnel centers on performance standards unique to each position within the agency. All positions, sworn and non-sworn, are included in the City of Waynesboro's Employee Evaluation System. Performance standards for all positions are performance based on specific standards that are job related, and include a rating system based on numerical ratings. The agency's evaluation system is designed to provide employees with clear, concise performance expectations. Performance evaluations are conducted in accordance with

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Performance Evaluation Rater/Evaluator training provided to all agency personnel responsible for rating subordinate personnel.

Performance evaluations are completed annually utilizing department performance evaluations forms. All employees are evaluated according to the performance criteria of their job description and assignment for the reporting period as established by the department job descriptions and task analysis.

Grievances

The formal grievance process is established in accordance with agency policy. The process includes progressive levels of authority an employee may utilize to address a grievance; steps include the employee's immediate supervisor, through the employee's chain of command. The agency conducts an annual analysis of all grievances from the previous year in order to review and identify problem areas or trends, so that corrective measures may be applied to avoid future grievances.

Yearly, the agency Police Chief reviews and analyses all grievances in an attempt to identify trends in order to minimize cause. The agency reported no grievances filed during this reporting period.

Disciplinary

Agency policy and procedure includes Rules and Regulations outlining a personnel Code of Conduct and personnel appearance guidelines for all agency personnel.

Personnel Actions by Year

Types of Personnel Actions	2007	2008	2009
Suspension	0	1	1
Demotion	0	0	0
Resign in Lieu of Termination	1	0	1
Termination	0	0	1
Other	0	0	0
Totals	1	1	3
Commendations	3	1	0

The agency reported low occurrences of disciplinary actions this assessment period, reflective of the over-all atmosphere of agency esprit-de-corps, professional conduct and appearance. Records suggest only five (5) incidents with regard to discipline this assessment period. Four (4) agency commendations were issued as a result of exceptional performance.

Sexual harassment and any other form of harassment are strictly forbidden per agency policy and rules and regulations of the City of Waynesboro. Records indicate that no reports of such conduct were reported during this assessment period.

Recruitment and Selection

The agency maintains a *Recruitment Strategic Plan* to ensure that the ethnic and gender composition of the agency is in approximate proportion to the make up of the available workforce. The plan contains a community profile data sheet reflecting up to date information on the community make up and the goals and objectives of the agency to address recruiting efforts.

Agency recruitment efforts are performed in accordance with the Equal Opportunity Employment (EOE) statements, policies, and plans for the City and agency. The agency's recruitment plan (*Recruitment Strategic Plan*) is directed to all segments of the community with the intent to recruit, hire, train, and promote qualified persons. The Chief of Police is committed to maintaining a balanced ethnic and gender make-up of agency sworn and non-sworn personnel, and personally participates in the recruitment efforts by maintaining close contacts with community leaders and organizers during agency recruitment drives.

The selection process for full-time sworn personnel is clearly outlined in department policy. All elements of the selection process are job related, which includes assessment centers, background investigations, interviews, physical and psychological exams, and medical fitness for duty evaluations in accordance with the Tennessee Peace Officer Standards and Training Commission.

Sworn Officer Selection Activity 2007, 2008, 2009

Race/Sex	Applications Received	Applicants Hired	Percent Hired	Percent of workforce population
Caucasian/Male	169	11	90	97
Caucasian/Female	11	1	10	
African-American/Male	2	0	0	1.1
African-American/Female	0	0	0	
Hispanic/Male	0	0	0	.9
Hispanic/Female	0	0	0	
Other	1	0	0	1
Total	183	12	100	100%

*Population percentages based on U.S. Census Bureau data for Waynesboro/ Wayne County, Tennessee

Selection activities conducted by the Waynesboro Police Department during the reporting period are listed above. Based on the statistical summary provided, the agency filled twelve (12) sworn positions from a candidate pool of 183 applicants. 180 Caucasian Males / Females accounted for 97 percent of the applicant pool, two African-American Males accounted for one percent of the applicant pool and one listed as "other" accounted for one percent of the applicant pool. Records indicate no African American females or Hispanics applied for sworn positions with the agency this reporting period. Applicants hired during the reporting period included eleven Caucasian Males and one Caucasian female. All postings and applications for the City

of Waynesboro identify the unit of Government as an Equal Employment Opportunity Employer.

Training

Personnel for the Waynesboro Police Department are required to complete annual in-service training related directly to their law enforcement duties and responsibilities. These programs are inclusive of all law enforcement requirements for sworn members. The training is documented in individual and departmental training files. Annual training requirements include reviewing changes to statutory requirements, legal updates, and use of force policy review, as well as lethal and less than lethal force options.

Certified instructors within the agency conduct all required training using approved lesson plans. Lesson plans developed and approved for agency use are reviewed on a regular basis for relevance of subject matter content and applicability to today’s law enforcement issues.

The agency and its personnel take full advantage of all training opportunities afforded to the agency. The agency’s recruit training program includes a comprehensive four week FTO program coordinated by the agency training coordinator.

Newly promoted personnel are trained in basic fundamental leadership applications and concepts consistent with duties and responsibilities.

Promotion

Agency policy defines the agency’s role in the promotion process clearly and comprehensively. The agency utilizes specific criteria for promotion to higher grades and responsibilities that is job related pursuant to specific pay grades and responsibilities. All elements of the agency’s promotional process are job related and non-discriminatory.

Sworn Officer Promotions			
	2007	2008	2009
GENDER / RACE TESTED			
Caucasian/Male	2	0	0
Caucasian/Female	0	0	0
African-American/Male	0	0	0
African-American/Female	0	0	0
Hispanic/Male	0	0	0
GENDER/ RACE ELIGIBLE AFTER TESTING			
Caucasian/Male	2	0	0
Caucasian/Female	0	0	0
African-American/Male	0	0	0
African-American/Female	0	0	0

Hispanic/Male	0	0	0
GENDER/ RACE PROMOTED			
Caucasian/Male	2	0	0
Caucasian/Female	0	0	0
African-American/Male	0	0	0
African-American/Female	0	0	0
Hispanic/Male	0	0	0

During this review period, promotional processes resulted in the advancement of two officers during 2007 to the position of Police Sergeant in Patrol and Investigations.

Law Enforcement Operations and Operations Support (Chapters 41-61)

The agency utilizes a patrol schedule that provides continuous and over-lapping patrol coverage. Patrol shift assignment is based on rotating shifts, calls for service, and area assignments.

The agency maintains a fleet of modern police patrol vehicles. Each patrol unit is conspicuously marked with contemporary graphics and equipped with appropriate radios, emergency lighting, sirens, and Digital In-Car Video recorders.

Traffic enforcement and safety is a primary law enforcement objective for the Waynesboro Police Department. The agency's written directives provide clear guidance for the safe approach of a vehicle during a traffic stop. Officers are provided with a sound foundation for dealing with citizens in a professional manner when issuing traffic summons.

The agency has a very robust policy for dealing with missing adults and juveniles. Records suggest that the agency handled several incidents of missing children during this reporting period. All agency personnel receive training for dealing with the mentally ill, which includes entry-level training to all newly hired personnel and in-service refresher training at least every three years.

Body Armor is issued to all personnel. Agency policy requires mandatory use while on patrol duties or other high risk activities.

Preliminary and follow-up investigations are guided by a well-crafted agency policy. Although patrol officers have the responsibility of preliminary investigations, on serious crimes a member assigned to investigations responds and assumes control of the scene and investigation. The agency maintains a case management system that tracks the status of cases electronically through a case monitoring log. Confidential informant files were found to be comprehensive and active.

Agency policy establishes guidelines for investigating vice, drug, and organized crime. Records suggest the agency receives and acts on complaints in accordance with policy. The agency provides ample funds to support vice, drugs and organized crime

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investigations. Records indicate several surveillance operations during this reporting period.

Juvenile Operations is clearly described in agency policy. All members of the Waynesboro Police Department fully cooperate with the juvenile justice and support a wide variety of activities. All personnel of the agency have responsibilities for and are familiar with the agency juvenile operations and procedures. The agency dedicates a full time School Resource Officer (SRO), Officer Brandon Dixon. Officer Dixon is responsible for the three schools located in the community, and coordinates numerous juvenile activities including athletic events, and classes on gun safety, bicycle safety, on-line predator identification, and drug identification and prevention. The agency's School Resource Officer is required to submit reports with regard to all juvenile activities under his respective assignments. Records suggest the agency School Resource Officer is tremendously involved with considerable positive influence in all aspects of the Police Department's Juvenile program. Agency policy and records suggest a major commitment from the agency to the juvenile population of Waynesboro.

The agency provides various procedures of formal and informal handling of juveniles by officers. Comprehensive written policy is in place for juveniles in custody situations, and arrests. Agency policy also provides detailed procedures for custodial interrogations of juveniles in custody by agency personnel.

Crime Statistics and Calls for Service

The Waynesboro Police Department provides an essential community service, which requires the maintenance of law and order and the protection of life and property. An important function is the collection, analysis, and dissemination of crime statistics, which are vital to understanding the effects of crime on the quality of life for the community and its citizens. Crime statistics gathered through the department's reporting system assist the agency's command staff in forecasting emerging trends associated with criminal activity and are mechanism to formulate pro-active strategies to decrease the rate of occurrence.

The year-end criminal data listed below for the Waynesboro Police Department for Part I Offenses provides a snap-shot of the overall occurrence of crime within the agency's jurisdiction.

Year End Crime Statistics

	2007	2008	2009
Murder	0	0	0
Forcible Rape	0	0	0
Robbery	0	0	0
Aggravated Assault	19	9	9
Burglary	10	7	13
Larceny-Theft	25	26	20
Motor Vehicle Theft	3	5	1
Arson	2	0	1

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The agency continues to commit a majority of its resources and personnel in a pro-active approach to reducing the effects of crime on the community and to foster confidence in the law enforcement services provided. A commitment to community oriented policing, problem solving, and a pro-active approach to patrol is at the center of the agency's strategy to meet these challenges. Year-end crime statistics for the City of Waynesboro reflect a fluctuation in reported crime consistent with agency calls for service reflective of a growing population and a transient daytime population. With full knowledge of this slight increase attributed to a growing population within the City of Waynesboro and the surrounding area, the agency continues to maximize full use of its manpower and resources in addressing and preventing criminal activity.

Calls for Service

2007	2008	2009
138	857	934

The chart for Calls for Service shows a fairly consistent yearly average in calls for service during the reporting period by the Waynesboro Police Department. 2007 records reflect the transaction to the Wayne County Sheriff's Office E-911 system under CAD. 2009 records indicate an increase by 77 calls for service (934) as compared to 2008 with 857. Agency records also indicate 313 calls for service to date since January 1, 2010.

Vehicle Pursuits

The agency has a very restrictive pursuit policy. Policy for the agency directs requirements for officers to weigh many factors in deciding whether or not to pursue a motor vehicle. These restrictions still require the officer and supervisor to evaluate traffic volume, weather conditions, and housing density as variables in deciding to engage, continue, or discontinue a pursuit. When pursuits do occur, the incidents are well documented and include after-action supervisory reviews as required by policy, including policy application, officer and supervisor decision processes, and legal consequences.

Vehicle Pursuits by Year

PURSUIITS	2007	2008	2009
Total Pursuits	0	1	0
Terminated by agency	0	1	0
Policy Compliant	0	1	0
Policy Non-compliant	0	0	0
Accidents	0	0	0
Injuries: Officer	0	0	0
: Suspects	0	0	0
: Third Party	0	0	0
Traffic offense	0	1	0
Felony	0	0	0
Misdemeanor	0	1	0

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Annual analyses completed by the agency were thorough in all respects and examined critical elements associated with these high risk events. Vehicle pursuit information presented by the agency is displayed in the table above. The agency indicated there was one (1) vehicle pursuit during the three year reporting period. A review of the incident indicated the pursuit was consistent with agency policy and procedure.

Critical Incidents, Special Operations and Homeland Security

The Waynesboro Police Department has a very effective and comprehensive All Hazard Plan. The plan encompasses a wide variety of emergency management issues, including bombings, aircraft crashes, fires, gas leaks and explosions. Each plan is based on the Incident Command System (ICS). The plan for each of the incidents follows a logical sequence of events from the initial problem through the after-action debriefings and reports.

The overall City of Waynesboro Emergency Management Plan covers each step of the ICS process well. Records indicate the plan was activated during a bomb threat in 2008.

The Waynesboro Police Department provides annual in-service training on ICS and the Emergency Management Plan to all agency personnel. In addition, CBRN and Hazardous Material training is provided to agency personnel via Wayne County Emergency Management.

Internal Affairs and Complaints against Employees

All complaints against the agency and its personnel, including anonymous complaints, are thoroughly investigated in accordance with comprehensive agency policy and procedures.

All complaints are investigated, and require completion within thirty days to include progress reports submitted by the investigating officer to the Office of the Police Chief throughout the investigation. Provisions for extensions are authorized at the discretion of the Chief. Personnel are advised in writing when they become the subject of an internal affairs complaint to include the allegation, and their rights as an employee with the Waynesboro Police Department. All complaints require a final disposition or adjudication at the completion of the investigation.

Contact is made at various stages throughout investigations to keep citizen complainants informed. Once the complaint is adjudicated, the complainant is informed in writing of the findings.

Complaints and Internal Affairs Investigations

External	2007	2008	2009
Citizen Complaint	2	1	3
Sustained	0	0	2
Not Sustained	0	0	1
Unfounded	2	1	0
Exonerated	0	1	0
Internal			
Directed complaint	0	0	3
Sustained	0	0	2
Not Sustained	0	0	1
Unfounded	0	0	0
Exonerated	0	0	0

The Chief of Police is responsible for the maintenance of all complaint records. Complaints of a minor nature are handled at the lowest supervisory level, those of a more serious nature are investigated by the Chief of Police.

There were a total of nine (9) reported complaints during the assessment period. Of the nine (9) reported, investigations and reviews of each of the incidents determined four (4) were sustained, two (2) were not-sustained, and three (3) were determined as unfounded. Investigation findings exonerated one (1). The latest agency annual summary of complaint investigations did not reveal or identify any trends, patterns, or need for policy revision. Documentation and records indicate the agency takes all complaints against its personnel serious and investigates each thoroughly and fairly.

Detainee and Court Related Activities; Auxiliary and Technical Services (Chapters 70-84)

The Waynesboro Police Department requires that every prisoner is searched for weapons and contraband prior to transport. The agency has safe and effective procedures in place for the transportation of prisoners. In all marked vehicles used for transport, the agency has installed a protective barrier between the officer and the prisoner, and other safety devices to ensure the safety of the transport officer and prisoner. It is quite evident the agency takes prisoner transport practices very seriously.

All prisoners are transported to the Wayne County Sheriff's Office Detention Facility for booking, processing and detention.

The Waynesboro Police Department provides court security for the City's Municipal Court. The City court adjudicates those cases of a less serious nature, including city ordinance violations and minor traffic offenses. Security is provided by trained uniformed and armed Waynesboro sworn Police Officers.

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The Waynesboro Police Department utilizes the services of the Wayne County Emergency Dispatch Center, a modern communications facility that provides dispatch services to various government entities within Wayne County. During the tour of the facility and an interview with the Center's dispatch supervisor, compliance to applicable standards was easily verified.

The City of Waynesboro Court Clerk is responsible for gathering, processing, storing and disseminating agency records in accordance with strict policy and procedure. The agency utilizes an easily recognized system to distinguish adult files from juvenile files, and to maintain strict compliance with Tennessee State Codes. Records are compiled and shared with the Tennessee Incident Based Reporting System, the Tennessee Criminal Justice System (TCJS) and the National Incident Based Reporting System (NIBRS).

Detectives and Crash Investigators are available on a twenty-four hour basis to process crime scenes or traffic collision scenes. The Waynesboro Police Department also has the availability of outside agency assistance such as the Tennessee Highway Patrol in the event of incidents requiring additional resources such as collisions involving serious injury, fatalities, and accidents involving city vehicles.

The Waynesboro Police Department utilizes explicate guidelines in the collecting, processing, and transfer of physical evidence. Procedures include comprehensive guidelines for submitting evidence to the Tennessee Crime Lab. Agency records suggest the lab is frequently utilized by the agency for processing evidence for courtroom presentation and testimony.

Property and Evidence

The agency has excellent procedures and facilities in place for handling all evidentiary and in-custody property. Administrative policies and physical security procedures ensure that all property in the agency's custody is properly accounted for. Agency procedures ensure access to the property/evidence room is tightly controlled and limited to authorized persons only. All property/evidence must be accompanied by an agency property report form and entered into the property system prior to the end of the officer's tour of duty. By all accounts this process works extremely well for the agency and all personnel.

Evidence is maintained in several designated secure areas of the Police Department facility with limited and restricted access to personnel. A temporary evidence locker is available to personnel after hours for the secure storage of evidence and property during the absence of the agency evidence custodian.

Records and proofs indicate semi annual inspections, audits, unannounced inspections, and independent audits were conducted in accordance with standards and agency directives during the assessment period. Records indicate an audit of all property and

evidence secured in the evidence room was conducted in 2007 pursuant to a change of evidence custodians.

H. Applied Discretion Compliance Discussion:

This section provides specific information on standards found to be in compliance after on-site “adjustments” were made. Adjustments may include modifying agency policies and directives, creating documentation, alteration of the physical plant, and deficiencies in performance activities.

The agency had one standard in applied discretion.

42.2.10 *The agency has a written directive governing procedures for both uniformed and non-uniformed personnel utilizing designated rooms for interviews and interrogation, to include:*

(d). means and methods for summoning assistance, if needed;

ISSUE: During file review, agency policy states “*Ensure that there are means for summoning assistance, if needed.*” Policy did not provide for means of summoning assistance.

AGENCY ACTION: The Waynesboro Police Department revised agency Policy and Procedure 4.3.12 during the on-site, identifying those means and methods of summoning assistance that were already available to agency personnel. “*The interview room will be equipped with a telephone and portable radio to summon assistance if needed. A closed circuit video camera that can be remotely monitored by assisting officers should be available and utilized dependant upon available personnel. All officers conducting interviews shall familiarize themselves with the above aforementioned emergency equipment.*”

A memorandum drafted by the agency CEO was published and immediately made available to all agency personnel highlighting the recent change to the agency policy and procedure.

I. Standards Noncompliance Discussion:

This section does not apply.

J. 20 Percent Standards:

This section does not apply

K. Future Performance / Review Issues:

This section does not apply

L. Table: Standards Summary:

	<u>TOTAL</u>
Mandatory (M) Compliance	<u>102</u>
(M) Noncompliance	<u>0</u>
Waiver	<u>0</u>
Other-Than-Mandatory Compliance	<u>0</u>
(O) Noncompliance	<u>0</u>
(O) Elect 20%	<u>0</u>
Not Applicable	<u>10</u>
TOTAL (Equals number of published standards)	<u>112</u>

M. Summary

The standard files for the Waynesboro Police Department were exceptionally well organized and presented more than adequate proofs of compliance for recognition. The assessment team did not return any files back to the agency as a result of file maintenance issues; an exceptional credit to the agency's Accreditation Manager and the agency staff. The agency had one file in applied discretion, which was immediately corrected with minor impact to the agency and its operation.

The assessment team encountered no major issues during the onsite. The level of cooperation and understanding of the process was outstanding. From the City of Waynesboro's Mayor's Office down through the ranks of the agency, all personnel encountered by the Assessment Team were found to be genuinely committed to the accreditation process. The agency's response and commitment to the process was overwhelmingly helpful to the assessment team.

The Waynesboro Police Department is in compliance with 102 of the standards applicable to the agency for re-recognition. Based on these findings, the team found no major concerns regarding the agency's compliance with CALEA standards and its commitment to the accreditation process. The onsite team carefully evaluated time sensitive standards applicable to the agency. Agency reports were exemplary and contained proofs of the department's commitment to maintaining the performance standards. Throughout the assessment process, the agency was eager to resolve questions posed by the team and fully embraced the value associated with this process.

Comments concerning the agency were positive, stressing cooperation, professionalism and caring. Citizens expressed their sense of safety and of the commitment of agency personnel. The agency enjoys a broad base of community support, which is clearly evident in the active participation observed through crime prevention initiatives, as well as a pro-active approach to mentor children and young adults within their jurisdiction. Throughout this process, it was quite evident the Waynesboro Police Department is committed to providing excellent law enforcement services to the community in a fair

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and equitable manner. The level of participation from all members of the agency is outstanding, and the quality of community involvement and genuine care provided through the agency is exceptional. The commitment demonstrated by the Waynesboro Police Department offers an outstanding example of the spirit and professional standing a nationally accredited law enforcement agency provides to the community.

At the conclusion of all assessment work for the Waynesboro Police Department, the onsite team was confident of the commitment by the agency to remain in compliance with all applicable standards for reaccreditation. The agency is well managed and is supported by a very capable staff, which models the qualities and characteristics expected of an accredited law enforcement organization. Agency personnel are well-trained and highly motivated in their pursuits to serve the community. The agency is a good steward of the resources made available through city government and has entrusted this responsibility at all levels within the organization. This agency is a credit to Chief Reeves and to CALEA.

A handwritten signature in black ink, appearing to read 'A. Britnell', with a stylized flourish at the end.

Albert P. Britnell
Team Leader