



## **CEDAR PARK POLICE DEPARTMENT**

**Independent Review of Policies, Procedures and  
Organizational Compliance Related to Criminal Investigations,  
Patrol, and Department Operations**

July 12, 2018

**HILLARD  HEINTZE®**

Protecting What Matters®



July 12, 2018

Mr. J.P. LeCompte  
City Attorney  
City of Cedar Park  
450 Cedar Park Road, Building One  
Cedar Park, Texas 78613

Dear Mr. LeCompte:

I am pleased to inform you that we have completed our independent assessment of the Cedar Park Police Department's (CPPD) criminal investigations processes, as well as the Department's current policies and procedures, patrol operations and staffing.

We commend CPPD for its willingness to take steps to ensure that its critical and sensitive work meets the expectations that the Cedar Park community expects and deserves. If the City of Cedar Park and CPPD embrace and implement the recommendations contained in this report, we believe the Chief and his staff will have a roadmap to guide them as they continue to implement positive changes that will strengthen the professional policing services provided in Cedar Park.

This report has been prepared for use by counsel and is a confidential and privileged work document between Hillard Heintze and you as City Attorney. We are happy to discuss our findings and recommendations in further detail. Thank you for trusting us with this critical engagement.

Sincerely,  
HILLARD HEINTZE LLC

A handwritten signature in cursive script that reads "Arnette Heintze".

Arnette F. Heintze  
Chief Executive Officer



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## Introduction

### **BACKGROUND: UNDERSTANDING THE BROADER CONTEXT**

Municipal governments across the country face the challenge of providing professional police services in a social environment in which policing agencies have come under increasingly intense public scrutiny. The Cedar Park Police Department (CPPD) has recently come under such scrutiny due to public criticism surrounding the manner in which the Department handled some high-profile criminal investigations. In response, the City Council directed the City Attorney and City Manager to conduct an independent review of CPPD's criminal investigations policies and procedures, and an assessment of a random sampling of criminal investigations conducted over the last five years. The purpose of the assessment was to (1) determine whether CPPD criminal investigators followed the approved policies and procedures in the sample cases, and (2) compare the Department's protocols with national best or promising practices.

Prior to the conclusion of the initial assessment, the City Attorney and City Manager asked Hillard Heintze to perform an overall assessment of CPPD's operations to determine whether they represent best practices within law enforcement. The assessment had a specific focus on: (1) patrol operations, (2) effectiveness of first-line supervision and command-and-control efforts, and (3) identification of any staffing imbalances that affect service to the community.

### **PURPOSE: WHAT WE SET OUT TO ACHIEVE**

The report serves as a roadmap for the City Manager, Chief of Police and all other members of CPPD that points the way forward for the Department. Our specific findings and recommendations, if implemented, will assist the Department in establishing and enhancing its policies and procedures to help ensure those who live and work in the City of Cedar Park receive the professional police services they expect and deserve. In turn, the trust and confidence Cedar Park residents have in those who serve in the Department should increase. This trust is critical for any law enforcement agency dedicated to provide policing services based on the philosophy of community-oriented policing.

### **ASSESSORS: THE HILLARD HEINTZE TEAM**



#### **Rob Davis, Senior Vice President, Law Enforcement Consulting**

Rob Davis is a highly regarded and innovative national leader in policing and public safety. Rob served in a variety of capacities during his 30-year career with the San Jose Police Department, including as the Chief of Police for seven years. During his time as chief, Rob also served as the President of the Major Cities Chiefs Association. He provided consulting services for the U.S. State Department, traveling on numerous occasions to Central and South America to provide training in community policing methods addressing gang prevention, intervention and suppression. Since retiring from San Jose, Rob has been involved in numerous assessments of police Departments across the nation, including serving as the Project Director for Hillard Heintze's Department of Justice Collaborative Reform Initiative for Technical Assistance contract.



**Michael Dirden, J.D., Subject Matter Expert, Law Enforcement Consulting**

Michael Dirden joined Hillard Heintze following a long and successful career with the Houston Police Department. As the Executive Assistant Chief of Police, Michael provided leadership and oversight for the Department's Investigative, Strategic and Field Operations, including accountability for Patrol Operations, Traffic Enforcement, the Mental Health Division, Apartment Enforcement and Differential

Police Response.

**APPROACH: THE HILLARD HEINTZE ASSESSMENT METHODOLOGY**

**Six Key Principles**

Emerging from our experiences as leaders in a variety of law enforcement-related fields, the Hillard Heintze methodology is based on the following six strategic principles:

- 1 Independent and objective analysis
- 2 Solicitation of multiple perspectives and viewpoints
- 3 An acute focus on collaboration and partnership
- 4 An information-driven, decision-making mindset
- 5 A structured and highly disciplined engagement approach
- 6 Clear and open lines of communication.

**An Intensive Approach**

Over the course of this engagement, the Hillard Heintze assessment team:

- Conducted a kick-off meeting with key City of Cedar Park officials and community stakeholders
- Participated in three site visits
- Engaged in numerous discussions with police officers, members of City government and community stakeholders
- Reviewed numerous policies, protocols, documents and reports involving Cedar Park, its communities and CPPD
- Reviewed a sampling of investigative cases to assess adherence to policies and procedures.

**INTERVIEWS: WHO WE TAPPED FOR INSIGHTS**

To understand the degree to which CPPD members adhere to current policies and procedures and implement best practices, and to determine the effectiveness of the Department's ability to supervise the day-to-day activities of all its personnel, we interviewed both sworn and non-sworn personnel of all ranks across all units. We also interviewed key stakeholders outside of the Department, particularly those who serve as partners in the local criminal justice system, including:



- Stakeholders in the Travis County District Attorney's Office and the Williamson County District Attorney's office, who are responsible for prosecuting felony crimes;
- Staff from the Williamson County Prosecuting Attorney's Office, who are responsible for prosecuting misdemeanors;
- The City Prosecuting Attorney, who is responsible for prosecuting Class C Misdemeanors before a Municipal Court Judge; and
- Members of the City's management team.

The information gleaned from these interviews provided us with information necessary to assess the effectiveness of CPPD criminal investigations, as well as the Department's ability to oversee and manage such cases. It also provided insights into CPPD's operational effectiveness as a whole.

### **OVERVIEW: ORGANIZATION OF THE CEDAR PARK POLICE DEPARTMENT**

The City of Cedar Park, Texas is composed of approximately 25.5 square miles within Williamson and Travis Counties. With nearly 80,000 residents, Cedar Park is the third-largest city in the greater Austin area. The City operates under a Council-Manager form of government in which the City Manager is responsible for overseeing the day-to-day operations of the City's employees. The Chief of Police reports directly to the City Manager.

CPPD has 94 sworn officers and 38 non-sworn civilian employees, which includes four animal control officers, for a total of 132 total full-time employees. The Chief of Police is responsible for the day-to-day operations of the Department.<sup>1</sup> The Chief is assisted in his responsibilities by the Assistant Chief of Police. The Assistant Chief oversees two individuals who serve as commanders. One is the Operations Commander, who is primarily responsible for overseeing uniformed patrol services, and the other is the Support Services Commander, who is primarily responsible for overseeing the Radio Communications Unit, Professional Standards Unit, Criminal Investigations Unit, Community Services, Training Unit, Animal Control and the Records Division.

Uniformed officers who provide patrol services are divided between a Day Platoon and the Night Platoon, each working 12-hour shifts. A patrol lieutenant is assigned to each platoon, along with two patrol sergeants and a special operations sergeant assigned to the Day Platoon and two sergeants assigned to the Night Platoon. A corporal assists each patrol sergeant. Each sergeant is responsible for overseeing between 10 to 12 officers.

One investigative lieutenant is responsible for the Criminal Investigations Division (CID), Neighborhood Enhancement Team (NET), Narcotics Unit (NU), Evidence/Property Room and Crime Analyst. A civilian communications manager oversees four supervisors, 12 dispatchers and two 911 operators. The Professional Standards Unit (PSU) is composed of a sergeant and an investigator.

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<sup>1</sup> See the CPPD Organizational Chart in Appendix.



Only one CID sergeant is responsible for seven detectives and one victim services coordinator. The NET sergeant oversees a detective, three officers and a warrant officer. The Narcotics Unit (NU) is composed of a sergeant, two detectives and two members assigned to local task forces. The three detectives assigned to the NU and NET handle the investigative follow up for crimes associated with those units' specialized work. Ten detectives are spread across three units.



## What the Department is Doing Well

Assessments of law enforcement agencies typically focus on identifying operational policies and procedures for improvements and changes. However, we believe it is also important to highlight our observations about what is being done right within an agency. This is particularly useful when the observations provide context regarding the agency's internal culture and professionalism and how it may understand and embrace recommendations for improvement. Below are some examples of what CPPD is doing well.

- Unlike many law enforcement agencies that have come under greater public scrutiny, we found a high level of employee morale throughout the organization. Interviews with a number of Department stakeholders indicated that the following are some common reasons why morale is high. Additional information is provided throughout the report.
  - The Department places a great emphasis on and provides strong support for members seeking and attending training courses designed to enhance their professional skills. Although a lack of training opportunities is often a sore topic for members of police agencies, CPPD's advocacy and support of training is one of its strengths.
  - We noted a near-unanimous level of support for the Chief of Police's efforts to make operational changes at the Department. These changes are seen as enhancing its recognition as a professional police department. Although personnel acknowledged the criticism the Department received regarding its criminal investigations processes, they expressed a desire to do whatever was necessary to improve, move forward and learn from the experience.
  - The Chief was seen as being just as focused on the concerns and work-related issues of the non-sworn professional staff as those of sworn officers.
  - Department personnel expressed a consensus that being part of a mid-sized department allowed them the opportunity to provide more personal, customized services to those who live and work in Cedar Park. In fact, Department members consistently stated they felt part of a "family" at CPPD and within the Cedar Park community.
  - Cedar Park has taken a number of steps to ensure the equipment and support services available are modern and up-to-date, as evidenced by the current construction to expand police headquarters and the recent addition of a force simulator and training facility.
- We learned that Department members are held accountable for misconduct, and the Chief is not hesitant or reticent to separate anyone from service if they do not meet the Department's professional standards. This was evident as we learned how some recent vacancies due to service separations had a negative impact on the staffing levels. Rather than complain about the Chief's actions, it was interesting to hear how rank-and-file Department members supported the Chief's actions.

Because of CPPD employees' positive attributes and their organizational culture, we believe the Department's management team and rank-and-file officers not only have the capacity to address the critical findings and recommendations in this report, but that they appear to be dedicated to doing so.



## 01 Processes for Conducting and Managing Criminal Investigations

### **CRIMINAL INVESTIGATIONS DIVISION AND ITS RESPONSIBILITIES AND POLICIES**

#### **Overview of the CID**

The Criminal Investigations Division (CID) is responsible for handling all criminal investigations. This includes receipt and triage of crime reports forwarded to the CID by patrol officers in the field. The unit is composed of a sergeant, seven detectives and a victim services coordinator. CPPD has three additional detectives: one is assigned to the NET and two are assigned to the NU. The detectives in NET and NU report directly to their supervisors in those units.

CPPD protocol requires an officer to attain the rank of corporal to become a detective. Officers who serve as a corporal in a patrol capacity simply transition to being referred to as a detective if they serve in CID, NET or NU in a detective capacity. The CID sergeant reports to an investigative lieutenant, who is also responsible for the NET, NU, Evidence/Property Unit and Crime Analyst. The investigative lieutenant reports directly to the Commander of Support Services, who reports to the Assistant Chief of Police, who reports to the Chief of Police.

CID detectives are divided by specific crime categories:

- Two detectives are assigned to handle persons crimes (e.g., homicide, sexual assault, domestic violence).
- Three detectives are assigned to handle property crimes (e.g., theft, criminal mischief).
- One detective is assigned to all burglaries.
- One detective is assigned to all financial crimes (e.g., check fraud, forgery, embezzlement).

The CID sergeant reviews all of the incoming criminal cases each day for solvability factors used to determine the likelihood that an investigation will be solved based on the information in a crime report. Those with the greatest likelihood of being solved are assigned to the CID detectives. In 2017, 1,932 cases were assigned to CID. Of those cases, 1,678 were assigned to 5.5<sup>2</sup> CID detectives. The CID sergeant kept 254 of these cases to investigate himself, freeing up investigative time for the detectives. This left 1,424 cases for the detectives to process, which represents an average of 305 cases for five detectives and 153 for the detective who was present for part of the year.<sup>3</sup>

It is important to note that these statistics apply to a snapshot in time, corresponding to the staffing and caseload as it existed during the assessment, as noted in the footnotes. These statistics do not reflect the addition of staffing since the assessment occurred. This is an extremely large amount of

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<sup>2</sup> Due to personnel transfers, CID was not fully staffed with six detectives throughout 2017.

<sup>3</sup> Note that the exact number of cases assigned to each individual were unavailable at the time of this report due to Records Management System (RMS) issues, hence the use of averages for those assigned to the various investigative units to depict investigations caseloads.



cases for each investigator, and it likely represents missed opportunities to solve some criminal cases that may be solvable if detectives had more time to investigate.

In comparison, the two NU detectives handled 186 cases in 2017. The NU sergeant handled 69 of those cases, leaving 117 cases to be divided between the two NU detectives, for an average of 58.5 cases per detective. The NET was assigned 128 cases of which two were handled by the unit supervisor, leaving 126 cases to be divided between 1.25 detectives. This created an average of 100 cases for one detective and 26 for the other. It is readily apparent that a disparity exists between the investigative caseloads for those working in the CID and those in the NET and the NU. The CID sergeant handled a much larger portion of the incoming cases compared to the NET supervisor.

In terms of the average amount of active cases investigated by each investigator:

- CID detectives investigating property crimes carry between 60 and 100 cases.
- Financial crimes detectives carry between 85 and 100 cases.
- Detectives handling persons crimes carry between 40 and 60 active cases.

We also took note of the fact that the CID sergeant's case review workload is increased because the Williamson County's Child Protective Services (CPS) unit refers numerous cases to the CID for review. Reportedly, half of these cases require the detective handling crimes against persons to conduct further investigation. The CID processed 58 cases in December 2017, 48 cases in January 2018 and 81 in February 2018. For the February cases alone, this averages to approximately four cases per day that need the CID sergeant's review.

#### **Standard Operating Procedures Manual and Training**

A formal standard operating procedures manual (SOP Manual) has not been created to guide the work of the CPPD detectives. SOP manuals are useful to clarify formal policies and procedures for investigating criminal cases. SOP manuals are tailored to meet the needs and expectations of both the department and the county agencies responsible for prosecuting cases.

A SOP manual would be particularly useful for CPPD, which is located in two counties – Travis County and Williamson County. For Williamson County, the Prosecutor's Office prosecutes misdemeanor criminal violations, while the District Attorney is responsible for prosecuting all felony crimes. In addition, a City Prosecutor is responsible for prosecuting Class C misdemeanors, generally recognized as lower-level crimes. A SOP manual could serve as a checklist to guide the new investigator on how to conduct investigations in the most professional and effective manner possible.

Those assigned as new investigators have typically not received any specialized training for handling criminal investigations before entering the CID. These detectives receive specialized criminal investigations training once they are in the unit. However, because they do not receive the criminal investigations training before entering into the CID, those already handling cases must handle an increased caseload, while the new investigators learn the nuances of their new jobs.



### **Routine CID Meetings**

A formal process has not yet been created requiring the CID sergeant and detectives to meet routinely to discuss the status of cases they are handling. One former sergeant in the unit indicated this type of meeting did not occur because it took time away from the CID detectives' ability to work their heavy caseloads. However, we believe that such a routine meeting, particularly if it occurs at least once per week, could help the CID investigators support each other. For example, by being knowledgeable about other detectives' cases and the roadblocks they may be facing could prompt detectives to provide information or recommendations that could help solve one another's cases. A routine meeting would also help the CID sergeant gain a better understanding of the individual detective's caseloads.

Not having a weekly CID staff meeting does not mean that those assigned as sergeants in the CID have not been interacting with staff to help with their caseload issue. However, it represents a missed opportunity to strengthen the CID sergeant's ability to lead, control and direct the activities of his subordinates.

### **CID Sergeant's Case Review**

Although the CID sergeant is supposed to review any criminal cases moving forward to one of the prosecuting attorney's offices or that are being closed, a number of cases were closed without having been reviewed by the CID sergeant. The degree to which the CID sergeant was reviewing all cases going forward to a prosecutor is unclear. Closing criminal cases or forwarding them to a prosecutor without the CID sergeant's review creates situations in which some cases that should not be closed were closed, or criminal cases lacking complete investigations were sent for prosecution. The CID sergeant could help identify cases that could be solved with his or her assistance.

## **INTERVIEWS OF KEY STAKEHOLDERS IN THE CRIMINAL INVESTIGATIONS PROCESS**

To gain the greatest understanding of CPPD's policies and procedures to investigate criminal activity, as well as a perspective on the quality of the investigations, we reached out to key internal and external stakeholders. CPPD has many partners in the law enforcement community that depend upon its work to prosecute cases. We interviewed the following individuals:

- Current and former CPPD detectives
- Patrol personnel
- Non-sworn personnel in the Evidence/Property, Records and Radio Communications Units
- Representatives of the Travis County District Attorney's Office, the Williamson County Prosecutor's Office, the Williamson County District Attorney's Office, and the City Prosecutor's Office
- Local representative of the Federal Bureau of Investigation (FBI)
- CPPD Command Staff members
- Other City of Cedar Park employees.



It was readily evident when interviewing both past and current CID detectives that the amount of criminal cases assigned to each of them for investigation is unmanageable. Some of those interviewed indicated that when they would receive a case with few solvability factors, meaning the probability of solving the case was very low, they would call the victims to indicate they had received the case and would be looking at it. They would then call the victims back a few days later to inform them that the case had been closed due to any of a variety of factors. Although these detectives intended to maintain some level of interaction with the victims, they simply could not do much work on many of the cases before closing them due to their work volume and the low probability of the cases being solvable.

Some of the past and current CID detectives expressed frustration that the amount of people assigned to CID had been reduced to help accommodate the creation of the NET and NU. These detectives acknowledged the value of specialized units. However, they questioned whether the emphasis the Department placed on narcotics crimes justified the reduced amount of CID detectives who can work to solve crimes against person and property in Cedar Park.

Some of those we interviewed believed that the CID Unit did not seem to receive the same amount of attention from the lieutenant assigned to oversee the CID team as the NET and NU. The lieutenant is not only responsible for overseeing the CID, NET, NU and the Crime Analyst, but is also responsible for creating and overseeing the multi-agency SWAT Team that serves Cedar Park and two other local jurisdictions. It appears the lieutenant commits a great deal of his time overseeing high-profile activities of high-profile units, while also trying to support the criminal investigations efforts. This appears to be more of an issue with span of control and staffing issues than a desire to diminish the importance of the operations of CID.

The interviews we conducted with key stakeholders from the Travis County District Attorney's Office, Williamson County District Attorney's Office, Williamson County Prosecuting Attorney's Office, and City Prosecutor's Office identified some mixed findings regarding the work of CPPD detectives. Importantly, we noted that not all of the critical comments described in this section of the assessment report were shared by all of the prosecuting agencies we interviewed. For example, although some noted that they had a great working relationship with the CPPD detectives with whom they interacted, others expressed concerns in the interactions they had with the CPPD investigators regarding the investigative work that had been brought forward. The following are some of the highlights of the interviews with these key stakeholders responsible for prosecuting criminal cases.

- An individual stated that the professionalism of Chief Mannix and others on the Department led to CPPD's inclusion on a local Drug Enforcement Administration (DEA) Task Force
- An individual noted that some of the low-level misdemeanor Class C cases brought forward should actually have had higher charges attached to them. When presented with reasons why higher charges would be appropriate, the individual stated that CPPD members would sometimes, with the support of some Department staff members, push back on why they did not want to seek higher charges. We noted that the high number of cases being investigated by detectives may have been a factor in the lower priority being given to these lower-level cases
- Some in the prosecuting attorneys' offices noted that the quality of the writing in the reports could be much better.



- Some individuals indicated that it appeared as though some CPPD supervisors were more serious about reading and signing off on criminal reports than others were. They said this reflected on and affected the quality of both the writing and the content of these reports.
- Some individuals said they were in the process of trying to analyze what could be done to improve the intake process for handling cases from all of the law enforcement agencies in one of the counties. However, some expressed concern that CPPD detectives were not as supportive of these efforts as other agencies.
- Some individuals expressed concern that because police departments in the local jurisdiction draft their own probable cause affidavits, misunderstandings have arisen about how to prepare that document. This has led to the quality of those documents – at times – presenting problems for the prosecuting agency.
- Some individuals believed CPPD officers needed additional training to ensure their probable cause documentation is written more clearly in the reports submitted to a prosecutor.
- A few individuals expressed a concern that CPPD detectives need to become better versed in the investigative processes necessary to investigate successfully physical and sexual abuse crimes against children, although we took note of the fact CPPD partners with and compensates a child advocacy center to assist when handling these types of investigations. Additionally, some individuals also said that although they believe there are areas in which the CPPD could improve the cases brought forward for prosecution, overall, the Department did not stand out as being at the top or the bottom of the list compared to detectives from the other local agencies with whom the stakeholders work.
- Some individuals noted that it appeared to them that an inordinate amount of narcotics-related criminal cases have come out of CPPD compared to the amount of other types of cases they have brought forward for prosecution. We heard from other stakeholders that this also appears to be the case for agencies throughout Williamson County.
- Some individuals wished that CPPD investigators could be more willing to act as a team when cases are brought forward for prosecution and as follow-up needs arise.
- Some individuals noted that the CPPD investigators with whom they work are always willing to respond and accommodate the follow-up requests made of them.
- Some of the individuals indicated that they believe Chief Mannix has done a good job working to change the culture at CPPD and professionalize the Department.

### **ASSESSMENT OF RANDOM SAMPLING OF CRIMINAL INVESTIGATION CASES FROM 2013 – 2017**

After reviewing the available written documents describing how CPPD detectives should investigate criminal cases and interviewing numerous key internal and external stakeholders, we initiated a detailed review of a random sampling of criminal cases CPPD detectives handled from 2013 through 2017. Although interviews provide insight into what CPPD detectives say they do and what others believe they accomplish, it is only through this level of detailed analysis of actual cases that we have



the opportunity to assess the degree to which those criminal cases were handled according to policies, procedures and best practices.

The method we used to select these cases was based on the following strategy.

- We were provided a list of every case CPPD handled for the last five years.
- Using a software application that generates random numbers, we entered the number of cases for each year into the application and randomly selected five cases for review for each year.
- Once the case folders for each of these cases had been pulled, we reviewed the types of cases that were identified to ensure a good mix of case types that included crimes against persons and property crimes.
- If there was not a good mix in a given year, we kept the original five cases generated for review, but continued generating random sampling numbers for a smaller set of case numbers for each year that included cases involving crimes against person and property.
  - This allowed us to ensure we reviewed cases handled by CID investigators, as well as to assess how criminal investigations were handled by patrol alone and in tandem with the CID.
  - This methodology explains why for some years we reviewed more criminal cases than others.

The following table represents the number of cases selected for review for each year.

Table 1: Criminal Cases Randomly Selected for Review by Year

Year	Number of Cases Reviewed
2013	13
2014	10
2015	6
2016	10
2017	6

The random selection of cases yielded a variety of types of criminal investigations, which we then reviewed in detail to assess the quality of each individual investigation, as well as the overall management of the CID caseload. Some of the key points assessed included the Department's ability to use solvability factors effectively to prioritize investigations; the amount of time it took to complete the investigations; the degree to which detectives conducted investigations that were thorough, fair and objective; the degree to which a CID supervisor and/or a patrol supervisor provided guidance, direction and oversight of the investigations; the quality of the written documentation in the cases by patrol personnel, as well as that of the investigating detectives; and the degree to which the proper amount of coordination took place between detectives and other agencies in the local criminal justice system..



## CONSISTENCY AND EFFICIENCY OF CASE INVESTIGATION, REVIEW AND MANAGEMENT PROCESSES

Based on our assessment of a random sampling of criminal cases CPPD handled over the last five years and interviews with key stakeholders, it quickly became evident that CPPD is staffed with some qualified individuals who are quite capable of performing good police work, including the ability to conduct thorough, fair and objective criminal investigations. We identified good examples of how: a preliminary investigation should be conducted by an officer, a police report should be written, supervisors should oversee a preliminary investigation in the field and the follow-up work detectives conduct, and criminal cases should be coordinated among local law enforcement partners. Further evidence of CPPD's ability to provide good detective services through collaboration with community partners was evident in the complimentary comments we received from a local non-profit agency that provides services for victims of child abuse.

However, it also became evident that good investigative work was inconsistent among the cases we reviewed. An overall lack of robust supervision and poor report writing on the part of patrol personnel and detectives led to a number of cases we reviewed not meeting what we believe to be best practices. Although opportunities for improvements in the investigative processes at CPPD exist, a significant portion of what needs to be improved revolves around the documentation of the actions patrol personnel and detectives take to investigate and process a criminal case. Supervisors providing greater oversight of subordinates' work and paying greater attention to their written documentation would go a long in addressing issues CPPD confronts.

### Common Solvability Factors for Criminal Cases

The following, commonly referred to as Solvability Factors, represent a partial list of some of the data points that should be considered when determining whether a case should receive follow-up investigation, as well as the degree of priority the case should receive:

- Are there witnesses to the crime?
- Is there a good description of the suspect?
- Do the witnesses have the ability to recognize the suspect in the future?
- Is the suspect known, or was a partial name provided?
- Was a vehicle involved in the crime, and are there significant identifying factors that could help to locate it (license plate number or unusual physical features, such as dents, decals, paint jobs, tinted windows, etc.)?
- Is physical evidence available, and is it significant?
- Have similar crimes been committed, indicating a repeat offender or an unusual modus operandi? Might other detectives already be working a similar case?
- If property has been taken, can it be identified through serial numbers, physical marks or other characteristics?



In a fully functional CID that follows best practices, enough supervisors are assigned so they are able to review and triage all incoming crime reports and ensure adequate solvability factors are present before assigning the case to a detective. This allows supervisors to cull the cases so detectives spend time efficiently and effectively, and not spend too much time on a case that has a very low probability of being solved. Once cases are assigned, supervisors have the ability and responsibility to monitor the progress of the cases and provide technical assistance on unusual or problematic cases. We believe there are a number of reasons why CPPD falls short of meeting this standard, even when the Department has the skillset to do so, as highlighted below:

- The weak degree of day-to-day oversight of CID detectives' work, perhaps due in large part to the workloads of both the single supervisor and the detectives.
- The large amount of criminal cases assigned to each CID detective, which diminishes the detectives' abilities to apply professional investigative tactics to each case. This raises the question of whether CID is understaffed. Numerous indicators appear to suggest that it is. However, it also raises the question as to whether many of the numerous cases assigned to the detectives should not have been assigned in the first place, due to a lack of solvability factors. This relates to the number of cases a single sergeant in CID is able to triage on a regular basis while handling other responsibilities.
- The inconsistent manner in which supplemental reports completed by CID detectives are read, reviewed and approved by a CID supervisor. This would be a difficult task for the single sergeant assigned to CID to accomplish in an effective manner given the current caseload. Because of this, an additional supervisor may be needed, a more effective triaging of incoming cases needs to occur, or both.
- The absence of a written SOP manual to help guide the work of the CID detectives, particularly for new detectives entering the CID.
- The lack of an investigative checklist template that could be included within case folders to help guide a detective to log the day-to-day actions that must be taken to investigate a case.
- The lack of a regular meeting between the CID supervisor and detectives that would provide a forum to discuss workload and particular cases, explore ways to help each other investigate cases, and assist the CID supervisor in leading, controlling and directing the work of his or her subordinates.
- The additional workload on the CID supervisor to review incoming CPS referrals and determine whether to assign a referral to a detective for follow up.

These highlighted issues are described in more detail below.

#### **Patrol Supervisor's Review of Crime Reports**

The Department requires patrol supervisors to review the crime reports their subordinates complete in the field and indicate their approval of the content and writing quality by signing the report. We identified numerous examples in which supervisors did not sign the initial crime reports. We could not determine whether some of these reports were actually reviewed by the supervisors, but the supervisor did not write an approval signature, or if the reports simply were not reviewed. We also identified numerous examples of reports that had received a signed supervisor's approval. However,



because of the numerous grammatical and factual errors the reports contained, it was unclear if a supervisor had actually read the report, as a diligent supervisor would have directed the report author to make the corrections before signing off on the report.

During the ride-alongs we conducted with patrol officers and supervisors, it was confirmed that the frequency and quality of the supervisory review process is a concern. Some supervisors stated that although they attempt to read all of the reports, at times, they sign off on a report even if it has not been thoroughly reviewed. This occurs because of time constraints in the field or because they have faith in particular officers and their report-writing abilities. However, because of the reports we reviewed that contained numerous grammatical errors or factual problems, the need for robust compliance with the report sign-off policy is evident.

The same is true for the supervisory review of the supplemental reports completed by CID detectives. Several supplemental reports we reviewed contained numerous grammatical errors or confusing information. These supplemental reports had either no supervisor's signature or were signed by a supervisor, but it appeared the reports had not actually been read, in that a proper, formal review of the reports would have allowed a supervisor to discover the grammatical and factual errors.

### **Supervisory Oversight**

Another issue that surfaced during our review involves the degree to which supervisory oversight occurs during the preliminary investigation phase in the field as well as when a detective works the case after it has been submitted. For example, we identified some cases in which the written reports from patrol personnel provided weak narratives to support the probable cause for conducting a vehicle stop. This does not necessarily mean probable cause did not exist. Rather, we noted that the narratives provided in some of the police reports did not make the probable cause clear. We also noted examples of actions taken by officers during preliminary investigations in the field that did not fully document the officers' actions necessary to comply with Department policies and procedures or facilitate effective follow-up by detectives and prosecutors. The assessment did not reveal that officers and detectives were not attempting to perform their duties well and professionally. However, the written documentation was often lacking to confirm they were doing the right things. The question is then raised as to whether more robust review of reports and in-the-field and investigative actions would provide opportunities for supervisors to assist their subordinates identify what may be missing in their initial handling of preliminary investigations and the follow-up work detectives conduct.

### **Workload Concerns**

Although we did not conduct a formal staffing analysis, based on the caseload statistics observed for the CID staff, it appears the amount of open cases each detective is assigned is so high that detectives would struggle to conduct a thorough and professional investigation for some of their individual cases.

For example, during our interviews with current CID detectives, we were told that one investigator was working 81 open cases. The detective indicated the caseload is usually over 100, and at one point, he was down to 78. Three other detectives claimed they had a caseload of 63, 83 and 78 cases, respectively. A supervisor confirmed the large amount of open cases, indicating that detectives working property crimes typically carry between 60 and 100 cases, detectives working financial crimes



typically carry between 85 and 100 cases and those working crimes against people typically carry between 40 and 60 cases.

What was not clear was the degree to which the CID sergeant was triaging the cases, assigning them outright to detectives or keeping them to handle himself. For example, as previously noted, in 2017 1,932 cases were assigned to CID, for which 1,678 were assigned for investigation. The CID sergeant kept 254 of these cases to investigate himself, freeing up investigative time for the detectives. This left 1,424 cases for the detectives to investigate between up to six detectives that year. This breaks down to an extremely large amount of cases for each investigator, and likely represents missed opportunities to solve some criminal cases. These cases may have been solvable if detectives had more time to investigate them. It also represents an opportunity to eliminate cases that would never have been assigned if a sergeant had the time to triage them more effectively for solvability factors.

Perhaps further compounding the case volume for the CID Sergeant is the large amount of referrals the Department receives from the Williamson County's CPS unit. CPS forwards to CPPD numerous referrals, each of which must be triaged by the CID Sergeant to determine whether investigative follow-up is required. A recent review of five months of CPS referral data indicated that CPPD receives 12 CPS cases per week on average, and in one month, the Department received 81 referrals. According to what we learned during our stakeholder interviews, the amount of CPS cases to be reviewed and investigated is not factored into the Department's staffing analysis for the CID.

We believe the Department would benefit from the completion of a formal staffing needs-analysis of the CID not only to address stresses on CID caseload levels, but also to ensure those who live and work in Cedar Park are provided the professional investigative services expected from CPPD. Such a staffing analysis could also evaluate the degree to which current staffing resources are being deployed throughout the Department, thereby allowing the Chief and his command staff to review all of the Department's operations to validate their priorities and determine whether they should consider adjusting the staffing levels of other units to bolster the cadre of CID detectives. Moreover, new software programs would help facilitate CPPD criminal case management, while also allowing for more detailed analyses of the CID case investigation processes themselves. This would provide greater insight into the effectiveness of the current triaging processes for incoming criminal cases. At the very least, effective use of an Excel spreadsheet would prove helpful in managing CPPD CID caseloads.

#### SOP Manual

The CID team does not currently have a formal SOP manual that serves as a guide for the policies, procedures, practices and protocols they should follow as they investigate cases. Although efforts have been made to provide a checklist that details the steps detectives should take when investigating criminal cases, this checklist should be part of a larger SOP manual that would bring consistency to CID operations.

The value an SOP manual could provide for the CID was evident when a CID stakeholder noted during our interview that the checklist the CID uses was given to the Department by a local agency that has a more formal SOP manual for its detectives. Creating and implementing a more formalized SOP manual for the CID would also provide new detectives with a valuable guide to help them learn their new roles.



### CID Team Meetings

The CID does not currently have a process in which the team meets on a regular basis to discuss cases, determine what help they may need, ask for recommendations about strategies or tactics for an investigation, or discuss relationships with local law enforcement partners. This is a missed opportunity on several levels. Such a meeting would allow the CID sergeant to learn in real time what issues may be creating roadblocks for the detectives' investigative effort. This would allow the sergeant to assist the detectives get the tools, resources and support they need to perform their work. The sergeant would have an opportunity to become more familiar with the details of the open cases to determine whether the cases are prioritized correctly. It would also facilitate the sergeant's familiarity with the cases when a detective seeks approval for a case to be taken to the appropriate prosecuting attorney or to be closed.

Because a formal, regularly scheduled meeting of all CID personnel has not been established, the CID supervisor misses opportunities to lead, control and direct the work of his or her subordinates, which is a key role for any supervisor in a law enforcement agency. The CID supervisor also does not have the opportunity to communicate consistently with and train the entire CID. Although a weekly, 90-minute-long CID Unit Meeting does take some time away from detectives who are working an oversized caseload, a formal team meeting could assist CID detectives as they work collectively to prioritize their cases and collaborate to solve them more efficiently and effectively.

### Criminal Case Folder Consistency

We discovered inconsistencies in how CID detectives document their day-to-day work. Typically, a criminal case folder contains copies of crime reports, evidence logs, additional statements and other items relevant for a criminal investigation. A printed template could be attached to the case folder that instructs the investigator to log, at a minimum, the following information:

- Case number
- Date, time and location of crime
- Date the criminal case was received and assigned to the detective
- Victim's name and address
- Suspect's name, address, date of birth and other identifying information, including criminal history background information
- Dates that items of evidence were received or booked (e.g., copies of booking sheets, other evidence logs)
- Dates and times of interviews with victims, suspects and witnesses, along with any key information that came out of the interviews
- Dates and times of any communications with other law enforcement partners, such as a prosecuting attorney with whom the detective is working
- Day-to-day notes logging the tasks that have been completed.



- For example, a note could be logged indicating the date and time that a detective called someone and left a message or the date and time that a search of national criminal records and databases was completed on a suspect.

It is common for detectives to log daily all actions they took in their efforts to investigate a case. Although some agencies use digital software programs to accomplish this task, the lack of such software does not prevent detectives from stapling a printed copy of the template to the inside left-hand side of the case folder jacket. The template helps keep detectives focused on what has been done or what needs to be done to complete a criminal investigation. It also affords the supervisor of the detective unit the ability to open a case folder and determine what exactly has been done and what needs to be done for a particular case, which may be of value if a detective is sick or on vacation.

### **PARTNERSHIPS WITH LOCAL LAW ENFORCEMENT AGENCIES**

We interviewed members of local law enforcement agencies with whom CPPD interacts. Our interviewees provided complimentary comments about Chief Mannix and the work he has done since arriving at CPPD. They noted his efforts to professionalize the work of the Department and to help a smaller department grow and serve the ever-growing population of the city.

CPPD has made an effort to leverage its resources and those of two local agencies to form a multi-agency Special Weapons and Tactics Team (SWAT). This has allowed CPPD and the other agencies to form a SWAT team large and responsive enough to meet the needs of their jurisdictions. Such efforts maximize resources while diminishing the economic impacts that come from forming such a specialized unit. CPPD has also been invited to have a full-time member assigned to the local DEA Task Force, as well as the local Joint Terrorism Task Force (JTTF) hosted by the local FBI office.

Williamson County also benefits from the services provided by the Williamson County Children's Advocacy Center (WCCAC), where representatives of social service organizations, local police departments and the local prosecuting attorneys work together with a well-rounded WCCAC staff to provide services related to addressing abuse and violence cases for juveniles. This team effort helps ensure these crimes are investigated in a timely and professional manner by bringing together representatives from the appropriate law enforcement agency and the county's Child Protective Services (CPS) department to conduct the initial interview at the WCCAC location. Additional assistance is provided by social services and the District Attorney's Office afterwards. The stakeholder interviewed at WCCAC was extremely complimentary of CPPD detectives with whom WCCAC staff currently work, indicating that CPPD detectives are always willing to support bringing the families of child victims together to work with WCCAC staff. Similar services are provided for adults at the Hope Alliance facility in Williamson County.

### **BEST OR PROMISING PRACTICES FOR CRIMINAL INVESTIGATIONS AND CASE MANAGEMENT**

#### **Criminal Investigation Caseload Audits**

Law enforcement agencies have been implementing promising practices for criminal investigations and case management, and new promising practices are emerging across the country. Law enforcement agencies want to ensure the appropriate amount of personnel is assigned to handle criminal



investigations. They achieve this by conducting random audits of investigators' criminal investigation caseloads. These audits include a review of the number of cases assigned to any single investigator, as well as a review of a random sampling of criminal cases. The random sample assessment is conducted to ensure the follow-up efforts of a detective are compliant with the policies and procedures the department has outlined for criminal investigations. These reviews also are beneficial as they allow reviewers to:

- Evaluate the quality of the report-writing efforts of patrol officers in the field.
- Assess the quality of the reviews and sign-offs for crime reports conducted by first-line supervisors in the field before the reports are submitted.
- Determine what training may be necessary for criminal investigators and field personnel.
- Provide information that could be included in an individual department member's annual performance appraisal to help improve job performance.
- Recognize whether they have too many or too few investigators handling criminal investigations.
- Determine whether the caseload assignments within these investigative units are equitable.

#### SOP Manuals

Progressive and innovative police agencies routinely create formal SOP manuals for all investigative units and special operations teams. The purpose of these SOP manuals is to ensure the leaders of these specialized units have thought through all of the possible actions that may be required of their personnel so they can provide clear guidance regarding the specific steps they should take to ensure:

- Their efforts are as effective and as professional as possible;
- Compliance with the rules and regulations of the department as found in a general orders or duty manual;
- New members to the specialized unit have access to a checklist or guide explaining what is expected of them; and
- Consistency in the efforts of all members in the unit.

#### Routine Meetings

To enhance the ability of all criminal investigators within a specific unit to assist each other in solving cases, many advanced criminal investigations units hold weekly meetings. The meetings should be short enough that they do not detract from the detectives' investigative time. However, they should be long enough so those at the meeting can learn about the specific roadblocks an investigator may be experiencing in a particular case. The other investigators may help identify ways to remove those roadblocks and help the case move forward. These weekly meetings should be held at a time that minimally interferes with court coordination or other investigators' responsibilities.

Through these meetings, supervisors gain a greater understanding of actions they could take to assist investigators on their cases throughout the week. Many agencies discover that these meetings help boost morale and increase camaraderie. Supervisors of the criminal investigations can better manage



their subordinates' caseloads if they have a better understanding of the work involved within those caseloads.

### **Supervisory Review of Cases**

Some supervisors of criminal investigations units may feel that reviewing and signing off on every closed case is unnecessary, particularly if they supervise a seasoned investigator, who has developed a reputation of producing excellent investigative work on a routine basis. However, professional organizations develop protocols requiring, at a minimum, that cases taken to a prosecuting attorney's office have been reviewed to ensure:

- The investigative work has been thorough, fair and objective, and all evidence has been vetted;
- All possible leads have been exhausted before closing any high-profile case as being unsolved – particularly those involving homicide, sexual assault, domestic violence or child abuse; and
- Any follow up that needs to take place with patrol personnel or other department members occurs to help improve the performance of members throughout the department as they take, review, approve and submit reports to criminal investigations units.

The staffing requirements for the unit should ensure a sergeant in a criminal investigations unit has the time to complete this review process.

### **Training of New Criminal Investigators**

Whenever possible, agencies should identify members who will transition into a criminal investigation unit so the appropriate training can be provided before the individual joins the criminal investigations unit. This helps alleviate the downtime that occurs when a new criminal investigator inherits a caseload from an experienced investigator without knowing what steps that should be taken to investigate the case. It also allows the new investigator to receive nearly any type of criminal investigation and immediately take the investigative steps necessary to try to solve the case. Having the new criminal investigator take the training before joining the unit allows more availability for a replacement to be available while they are at the course.

### **Relationship with Prosecuting Attorney's Office**

When representatives of a prosecuting attorney's office regularly work with the same investigators from a police department, it benefits detectives by informing them about what needs to be in a report and what investigative work needs to be completed before taking a criminal case to the prosecuting attorney. The prosecuting attorney benefits from the relationship with the investigator and it may lead to making their collective efforts to prosecute those who have committed crimes more effective.

For example, investigators assigned to handle domestic violence cases would benefit from a specific individual being assigned to coordinate those cases for all detectives within the county. Although leaders of the police agencies cannot necessarily mandate how the prosecuting attorney's office assigns its personnel, any effort to strengthen the interactions and relationships of criminal detectives and prosecuting attorneys during the intake and review of criminal cases, as well as during the prosecution itself, is beneficial. It enhances the quality and professionalism of their collective efforts and is beneficial to crime victims.



## RECOMMENDATIONS

Criminal Investigations	
1.1	Conduct a formal staffing-level analysis of the CID, NET and NU to determine whether each is staffed appropriately and if the Department's overall priorities align with the work of each of these units.
1.2	Because CPPD excels at providing training to its personnel, ensure corporals preparing to transfer into the CID as detectives attend specialized criminal investigations training through a formal course approved by the Texas Commission on Law Enforcement before being transferred into the CID.
1.3	Consider the benefits that would come to CPPD if the requirement that only corporals be allowed to serve as detectives is adjusted to allow first-line officers to serve in those positions on a mandatory rotation basis. Having officers return to patrol after serving for two to three years as a detective provides for a more well-rounded department. This is because personnel with investigative experience would handle preliminary investigations in the field and have much more knowledge and experience.
1.4	Provide formalized training by the Operations and Support Services Commanders for patrol supervisors and the CID sergeant regarding the Department's expectation that they take a proactive role in supervising and overseeing preliminary investigations in the field and the investigative work CID detectives complete. The training should remind supervisors to focus on ensuring subordinates' actions comply with Department's policies and procedures and create an expectation that supervisors conduct robust report reviews routinely to ensure the proper documentation of officers' and detectives' actions is achieved.
1.5	Task the Operations and the Support Services Commanders with providing updated training to patrol officers, detectives, patrol supervisors and the CID sergeant regarding the proper ways to ensure adequate documentation of the probable cause that existed when taking enforcement actions and when completing corresponding affidavits. Other training topics should be included, such as properly documenting searches and seizures in crime reports, as well as ensuring that officers properly document their adherence to the requirements of Miranda warnings and additional Texas laws proscribing the circumstances in which juveniles may be interviewed.
1.6	Task the Support Services Commander, Investigative Lieutenant and CID Sergeant with creating a formal CID SOP manual to guide the day-to-day work of the detectives, ensure compliance with Department policies and procedures, and serve as a resource for best investigative practices.
1.7	Ensure the CID Sergeant holds a formal CID meeting once per week at a set time. During the meeting, CID members may discuss their case workloads, seek assistance in investigative strategies, gain greater knowledge of investigative techniques, coordinate follow-up activities, and inform the sergeant about the details of outstanding cases.
1.8	Ensure the Investigative Lieutenant and CID Sergeant work closely with any prosecutor's office to enhance collaboration and cooperation when presenting cases for prosecution and during the prosecution of the cases.



- 1.9** Task the CID Sergeant and detectives with creating a formal investigator's log template. The template should be a single sheet of paper that allows detectives to keep a day-to-day log of the activities and tasks they complete while investigating a case and to identify the tasks they should consider completing. The template could become a standard part of each criminal case folder, allowing other investigators or supervisors to determine what work has been or needs to be completed on a case.
- 1.10** Facilitate training for the CID sergeant(s) to ensure they triage incoming crime reports effectively by identifying solvability factors. This would allow them to assign cases that have the potential to be solved, rather than spend investigative time on cases that do not merit attention or have a very low probability of being solved.
- 1.11** Consider playing a leadership role in a countywide effort to provide a full-time law enforcement representative at a "One-Stop-Shop" for child and adult victims of abuse and sexual assault, which could be done at local non-profits such as the Williamson County Children's Advocacy Center and Hope Alliance. This would provide victims of these crimes with the specialized and immediate attention they need and deserve. Although it may be difficult for any one agency to provide a full-time detective, the effort could be shared and rotated among departments.



## 02 Key Elements Supporting Organization and Operations

### **POLICIES AND PROCEDURES**

#### **Mission, Goals and Objectives**

To understand what drives the work of the CPPD, it is important to gain an understanding of what its members see as their mission in the community. As outlined in the CPPD mission statement, the CPPD strives to deliver police services to the community in a manner that is consistent with promising practices. A key component of the mission statement includes enhancing “the quality of life in the City of Cedar Park through a proactive and professional level of police service.” The Department’s mission also includes the expression of beliefs typically found in most police agencies’ mission statements, for example to “treat all persons with dignity and respect” and “build partnerships with the community to meet current and future challenges.” CPPD’s mission statement is intended to provide the framework for structuring the Department’s intended relationship with members of the community as it seeks to collaborate with them to provide professional policing services.

As an example, in an effort to support its Mission, the Department published the following goals during one of its recent annual budget presentations:

- **Goal 1:** “To increase non-sworn support capabilities so the organization can operate more efficiently in a fiscally responsible manner.”
- **Goal 2:** “Strategic Prioritization – Build upon and refine recommendations of the ICMA Police Study and the University of North Texas workload analysis.”
- **Goal 3:** “Ensure infrastructure maintenance of existing facilities while planning for phase 2 future development.”
- **Goal 4:** “Leveraging technology equipment to better document and deliver police services through the use of available technology in the field and to improve operations.”
- **Goal 5:** “To enhance safety and wellness of police personnel through programming and equipping officers with the proper tools to keep them safe and healthy.”

Although the Department’s mission statement is broad and designed similarly to many professional law enforcement agencies nationwide, CPPD’s goals appear to be based on more specific, short-term efforts rather than supporting the mission statement in the long term. For example, increasing non-sworn personnel appears to be an operational goal, driven by a current need in a given budget year, rather than a long-term solution to support the mission statement. Moreover, without a more clearly defined, written strategic plan, it may prove difficult to measure whether the Department has met its goals. We believe the lack of a formal, written Strategic Plan hinders the ability of CPPD to align its policies, procedures and protocols with those recognized as being best or promising practices for police operations.

We interviewed Department members and leaders, who provided context regarding the nexus between the CPPD and the City of Cedar Park’s budget. Because the City’s annual budget process includes identifying CPPD’s goals and objectives, the resulting budget aligns more closely with Cedar



Park's values, rather than the Department's mission statement. Although CPPD leaders need to support the City's overall management efforts, they also need to emphasize their own, internal set of objectives for their operations.

Establishing specific goals and measurable objectives focused on the Department's mission and day-to-day operations would provide a path for delivering police services effectively and efficiency. For example, setting a goal of reducing the caseload per investigator by a certain percentage may be prescient, given the current CID personnel's experience and the past and current scrutiny over their work. By stating this objective, the Department could more effectively evaluate how to reduce the caseload per investigator. Possible solutions include:

- Assigning more personnel to the CID by increasing the number of Department personnel or by reallocating personnel resources from other units within the Department.
- Improving the analysis and utilization of solvability factors in assigning cases for further investigation; and
- Job enlargement that gives patrol officers greater discretion and flexibility in investigating certain offenses.

### **Overall Assessment of Policies and Procedures**

General orders and standard operating procedures (SOP) are the primary means by which written internal policy directives are communicated to members of the Cedar Park Police Department. Department general orders provide broad policy perspectives on a number of subjects, while SOPs provide specific how-to guidance.

CPPD is designating a Department Accreditation Coordinator (DAC) to coordinate the development of the Department's policies and procedures, in preparation for obtaining accreditation by the Commission on Accreditation for Law Enforcement Agencies (CALEA). CALEA accreditation requires departments to publish and maintain contemporary policies and procedures. The DAC identifies policies and procedures needing revision and then tasks the appropriate subject-matter expert with enhancing, revising or developing a general order or SOP.

CPPD Chief Mannix has designated the DAC to be a member of the Command Staff, which signals to Department members the importance of developing and operating toward better policies and procedures. The focus on promising practices led the Department to revise policies and procedures that have immediate impact, both internally and externally. Recent publications include:

- General Order 7.05.01 Interviews (revised 02-16-18)
- General Order 7.09.01 Criminal Investigations Number (revised 01-05-18)
- General Order 7.33.10 Missing Persons (revised 10-27-17)
- Standard Operating Procedure 7.09.02 Investigative Procedures (revised 01-05-18).

These published policies are generally consistent with contemporary practices and exemplify the Department's commitment for ensuring CPPD policies and procedures are consistent with best practices and the concept of procedural justice.



### **Employee Morale**

We met with sworn and non-sworn CPPD members, seeking insights and opinions through interviews, observations and patrol ride-alongs. It became clear that both sworn and non-sworn employees held the Department and the Chief in high regard. These interviewees indicated they could go to Chief Mannix with any problem, and although they may not get their desired result, he would grant them an audience, listen attentively and attempt to address their concerns. Department members also consistently expressed they enjoyed working in the Department. This nearly unanimous sentiment from staff we interviewed is uncommon in most police agencies.

A non-sworn member cited the Department's command staff composition as a contributing factor to this high morale. The CPPD is comprised of 132 employees, including 94 sworn personnel, who are assigned to various functional units within the organization's command structure. The Chief of Police, Assistant Chief, Operations Commander and Support Commander are the highest-ranking members of the Department. However, they do not constitute the only members of the Department's command staff, as it also includes lieutenants and Department units headed by non-sworn personnel, such as the Crime Analysis, Accreditation, Records and Media Units. This inclusiveness supports a Department culture that ensures all members, both sworn and non-sworn, have an active and effective voice in the organization.

Sworn and non-sworn employees also emphasized the ability to achieve job growth through outside training and education. One employee cited being allowed to work with a homicide unit in another city to improve his investigative capacity. Employees informed us the Department's commitment to emotional and physical wellness is another important contributor to the positive perception of the Department, as evidenced by the recent remodel of the Department's workout room. Employees described a Department characterized by a caring and supportive family atmosphere.

Even employees who disagreed with Department practices did so in a respectful manner without resorting to personal or negative attacks on fellow CPPD members. Employees assigned to the CID indicated that morale was high, despite beliefs among staff that their caseloads were too high and what some described as the poor quality of patrol officers' offense reports. Patrol officers' main complaint was they should have a better opportunity to work in special units like "Netcotics" (the NET and Narcotics Units) and CID.

### **Use of Crime Analysis Tools and Resources**

Over the last several years, the proactive use of crime analysis tools and resources has become standard for progressive police agencies striving to maximize efficiencies when it comes to:

- Determining where and when to position patrol officers to prevent or discover crime;
- Developing efficient and automated case management support systems for nearly all policing operations; and
- Gleaning data that can be shared with community partners – ranging from non-profit organizations, social services agencies, faith-based organizations, school districts and other local



law enforcement partners – as they work together to address the social issues that are often at the root of many crimes.

We interviewed members and leaders of the Department to gain an understanding of their use of crime analysis tools and resources. Based on our observations, crime analysis tools and resources are used, but not as effectively as they could be, nor are their use institutionalized within CPPD.

The CPPD Crime Analysis staff is aware of contemporary practices regarding the use of crime analysis to focus on service delivery and problem solving. This unit typically focuses on preparing the Department's annual report and responding to requests for crime data on an ad hoc basis. However, the use of data to make intelligence-led decisions is not institutionalized in the larger CPPD and the average member did not appear to appreciate fully how crime analysis tools could assist them in their various responsibilities.

Many Department members believed their current resources did not support robust use of crime analysis as a tool to drive service delivery, perhaps because of what they perceive as a staffing shortage within the agency. Patrol officers indicated that they primarily rely upon shift reports and information obtained during show-ups to be informed of problems in their areas. Although crime reports and pattern identification were produced, it was not apparent that the information was being disseminated to the Department's operational levels. It should be noted some tools routinely used in agencies who emphasize technology in policing operations – such as digital crime bulletins or crime-related notices – are largely unavailable electronically.

### **Community Policing Strategies**

Building partnerships with the community is an essential component of proactive policing, because it can assist in orienting agency resources toward problem identification and resolution. This is a central part of CPPD's mission statement as it works toward meeting current and future community challenges.

It did not appear that CPPD has developed or published a formal, written community policing strategy for internal or external use. This does not mean Department members do not regularly engage with members of the community and government. Business and community leaders, as well as Cedar Park government officials, informed us that Department officers and commanders are involved in numerous community meetings, events and projects on a regular basis. CPPD also assigns an officer to perform community policing duties. However, community policing's philosophy is not solely linked to a handful of patrol personnel's efforts. Effective strategies recognize that all department members have a role to play in contributing to community policing activities and making these activities a core part of a department's daily operations.

We recommend the Department develop a robust, community oriented policing strategy for proactively engaging in ongoing, collaborative projects with community groups and organizations. This formal plan for each project would include specific written goals and measurable objectives to which all participants hold themselves accountable.



Although Department leaders acknowledged they do not currently have a community policing strategic plan like the one described above, they stressed that Department members understand the importance of community policing and engagement, as reflected by Cedar Park residents' generally positive opinion of them.

However, interviews with internal stakeholders revealed few formal community policing projects are initiated by patrol supervisors and their team members during their shifts in their respective areas. Most of the Department's official community policing programs revolved around seasonal activities, such as the Blue Santa Christmas gift distribution efforts. Although Blue Santa is a commendable program and CPPD received well-earned recognition for coordinating one of the best National Night Out efforts in Texas, a larger, community oriented policing plan would expand these programs.

The CID specifically is not engaging in community policing efforts to address specific crime trends. Detectives in CID could identify specific ways they could interact with other local government agencies, non-profit organizations, social service agencies, faith-based groups and others to address issues such as domestic violence and child abuse, as evidenced by the effective work taking place in Williamson County by those entities who work closely with the Williamson County Children's Advocacy Center. By developing personal connections with these community stakeholders to address social issues associated with crime, CPPD can continue to focus its efforts on issues outside their typical scope. These types of community policing-based operational approaches should be identified and incorporated into the goals and objectives outlined in a formal, written CPPD Strategic Plan.

Ultimately, it is difficult to measure the effectiveness of CPPD's community engagement in the absence of a clear, engagement strategy. To develop such a strategy, the Department could ask community stakeholders to assist in identifying policing needs, including any previous approaches or recommendations regarding community policing and engagement. These community stakeholders could also be asked to identify which resources they could provide to address any issues. A community policing plan should include attainable and measurable goals, be supported by appropriate policy and all Department members should be educated and appropriately trained for its use.

### **Coordination of Strategic Activities between Units and Management**

The development and use of strategic planning does not appear to be institutionalized within CPPD. CPPD has not developed a formal strategic plan that addresses overall goals and objectives, nor any for individual Department units.

We had an opportunity to attend a weekly staff meeting the Chief holds with key Department supervisors and managers to coordinate weekly activities and discuss crime trends, among other topics. The meeting was valuable in providing opportunities for communicating issues of interest and concern, and discussing Department personnel's good work. However, the meeting we attended did not include any significant discussion about long-term steps CPPD could take to address these topics, instead the meeting focused on short-term, actionable activities.



Some departments succeed in operationalizing the creation and completion of a strategic plan by requiring the commander or supervisor of each unit to create an annual written plan containing unit-centric goals and measurable objectives for the year, including sections that address:

- Workload measurements
- Staffing issues
- Fiscal updates
- Community policing project updates
- Highlights of what is occurring within the unit.

Unit supervisors submit trimester reports addressing the status of their strategic plan to the chief. Currently, CPPD's effort is limited to supporting the City of Cedar Park's strategic plan.

We recommend the Department develop a strategic plan to guide delivery of police services. The plan should contain measurable goals and objectives. The Department should ensure appropriate coordination of strategic activities between all units and the Department's leadership.

### **Units Supervised Primarily by Non-Sworn Personnel**

Non-sworn personnel primarily supervise the Dispatch, Records, Evidence and Crime Scene, Crime Analysis, Logistics, Media and Accreditation Coordinator units. We interviewed these units' members and the leaders. These non-sworn members of the Department expressed similar levels of satisfaction as sworn personnel.

Dispatch employees said they have open communication with patrol officers and supervisors. Patrol supervisors encourage dispatchers to attend show-ups, and patrol supervisors strive to maintain regular communication with dispatch supervisors, who are sergeant-equivalent in rank. During ride-alongs, we observed officers responding promptly and courteously to dispatchers when notified of calls for service. Dispatchers were equally responsive to officers' requests for information or assistance in terms of verifying insurance, license checks or other information related to calls for service.

Records Unit employees are responsible for providing quality review of offense reports for compliance with Department and reporting mandates. Because Records Unit personnel frequently contact officers and request corrections in their reports, their role is often perceived as a source of conflict. One employee said some officers are less than cooperative and the employee views this intervention as requiring the officer to take direction from a civilian. The Records Unit employee reiterated this is not a regular occurrence because patrol supervisors quickly respond when notified of uncooperative officers.

Members assigned to other non-sworn units expressed similar views and consistently referred to the Department's family-oriented atmosphere. However, non-sworn members expressed some concern over their lack of upward mobility and job growth, but believed continuing to work at Cedar Park is preferable to doing the same job at a larger police agency.



## **PATROL OPERATIONS**

### **Patrol Deployment Practices**

CPPD uses a platoon-based schedule to assign officers to designated areas of the city. Officers are assigned to one of four platoons and work a 12-hour shift — 6:00 a.m. to 6:00 p.m. or 6:00 p.m. to 6:00 a.m. — with rotating days off. The platoon typically consists of a determined number of officers and one corporal, sergeant and lieutenant. With the exception of the lieutenant, all members share the same rotating schedule. Their primary function is to respond to calls for service. The day-shift platoon includes officers who perform traffic enforcement and other duties, which normally precludes them from being asked to respond to calls for service.

We were not able to determine with clarity how patrol allocation decisions are made, but in discussion with Department members and leaders, we noted a clear consensus that more officers are needed on patrol to handle the increasing calls load. However, it was not as clear that the demand for personnel resources was as great for patrol as it was for CID, based in part on the relatively low number of calls for service we observed during ride-alongs during different shifts. This supports our consensus that a formal staffing study would help evaluate patrol's staffing concerns, provide information regarding the number of supervisors and detectives needed in CID to meet demand, and determine where some existing personnel resources may be used to accommodate CID's needs.

We were informed of the Department's intent to address span of control issues by creating a fifth and sixth patrol platoon, adding new supervisors to these two platoons and then reallocating the current staffing between all of the platoons. While such efforts might also increase CPPD's capacity to respond to calls for service during peak hours, the Department still should consider evaluating the understaffing issues evident in CID as a priority, as determined through interviews with members throughout the Department. It is particularly important to address how increasing staff in one area may require increased staffing in another, such as those who support field operations (radio communications dispatchers, report processors and other administrative personnel).

We rode with patrol officers and first-line supervisors during their regular duty hours to observe and discuss how the officers felt about the Department and patrol operations in particular. Officers and supervisors exhibited professional behavior and performance regardless of the nature of the police encounter. We observed a relationship between traffic stops and narcotics enforcement, with traffic stops invariably leading to inquiries about whether the driver possessed illicit drugs or whether the vehicle contained narcotics. It is not clear if this is a Department strategy or a reflection of officer preference when free patrol time is available. The detained motorists we observed were treated with dignity and respect, but the Department should evaluate and monitor this practice to ensure adherence to procedural justice principles. As noted previously, the Department should consider generating and incorporating more robust crime analysis data to make intelligence-led deployment and operational policing decisions.

### **First-Line Supervisors and Command Officers in Patrol Operations**

Within CPPD's patrol operations, corporal and sergeant are first-line supervisory ranks. The rank of lieutenant is a command-level position and reports to the Commander of Operations. Corporals and



sergeants are platoon leaders and interact regularly with officers. Officers generally have a favorable opinion of these first-line supervisors and believe them to be available, supportive and caring. During ride-alongs, we observed behavior consistent with this opinion.

Corporals and sergeants were generally present in the field, providing guidance to officers as they responded to calls for service and conducted other patrol activity. We observed these first-line supervisors giving advice on traffic stops regarding search and seizure, driving under the influence investigations and interacting with members of the public. Sergeants were not as visible as corporals, especially in the beginning hours of the work shift.

Some patrol sergeants noted how they hoped to be in the field earlier and more often, and believed too much of their time was spent doing administrative work. One sergeant indicated he has to rely on his corporal for observation and interaction with officers because more than half of a sergeant's shift is spent doing administrative work, which includes:

- Conducting show-ups;
- Responding to requests from citizens and directives from superiors; and
- Reviewing officers' work product.

The quality of offense reports written by patrol officers was a source of discussion among many of those interviewed. Patrol sergeants are aware that some Department members and leaders believe the reports are not adequately reviewed by sergeants prior to submission. In response to a question we posed, one sergeant agreed offense reports written by patrol officers need improvement.

However, the sergeant expressed that sergeants as a group have too many administrative duties, which take away time needed to review offense reports. They stated that most of the offense reports' errors are due to carelessness as a result of not completing reports before going home at the end of a shift. The sergeant suggested the Department adopt a policy requiring all offense reports be completed by the end of the shift, to avoid offense report errors due to carelessness or memory loss.

However, not all sergeants believe they are overburdened with administrative duties. One veteran sergeant informed us that administrative duties are completed typically during the first two to three hours of a shift, leaving ample time to review offense reports and provide direction to officers in the field. That sergeants may have more free time than suggested by some seemed to be supported by the amount of free time the patrol personnel in general had while we accompanied several personnel during ride-alongs. Moreover, this sergeant noted it is no secret which officers are writing poor quality offense reports, and that sergeants could exercise better leadership in this area.

The interactions between a supervisor and a report writer provide an opportunity not only to give feedback on the report's content and quality, but also highlight preventative steps the author could have taken. For example, enhancing an in-field preliminary investigation could improve the follow-up detective's ability to solve a case. If the report reviews are done on a face-to-face basis, it also allows the supervisor to strengthen the working relationship with their subordinate and open avenues for further mentorship.



Lieutenants and commanders are assigned to patrols, but it did not appear they had regular interaction with officers in the field. We observed officers generally seeming ambivalent when speaking about their interactions with command officers, lieutenants in particular. On more than one occasion, officers noted that lieutenants are rarely seen, seldom attending show-up and are almost never in the field. One officer said the Chief attends more of his platoon's show-ups than any of the lieutenants. A similar opinion was expressed with respect to the Operations Commander.

It is not unusual for officers to hold such opinions regarding mid-level commanders. This often reflects a lack of awareness or understanding of the job duties and responsibilities of mid-level positions. However, command officers should note this feedback when the perceptions exist among many front-line officers. In CPPD, patrol lieutenants have the dual role of field commanders and administrative command staff. It is possible this lieutenant role structure may contribute to the ambivalence expressed by many CPPD officers.

Lieutenants informed us they are aware of these complaints; however, they noted that given the dual nature of their role, they often perform other more high-priority services instead of attending show-up. Like the sergeants, the lieutenants spoke of burdensome administrative duties and noted how these duties constrict their ability to interact with officers in the field. Department leaders indicated that although show-up is structured to be led by the platoon sergeant, attendance by the shift lieutenant – and occasionally by the Operations Commander – is desirable for operations and morale.

CPPD patrol supervisors are a talented group of law enforcement professionals, striving to provide quality services to those in Cedar Park. Our assessment demonstrated they have good working relationships with their subordinates. However, perhaps the most important take-away from the supervisors' assessment is the significant gap between CPPD's level of supervision over their subordinates, compared to what proactive police supervisors in different agencies do to ensure they are leading, controlling and directing their subordinates' work.

We observed that supervisors' efforts are not generally focused on ensuring that subordinates' patrol activities are based upon a formal community policing strategy or upon compliance with the Chief's ongoing direction regarding the larger Department's goals. Moreover, patrol supervisors did not consistently take the lead in identifying short, mid and long-range objectives to address real-time crime issues. We came to this conclusion by taking into consideration:

- The lack of formal community policing efforts generated by patrol supervisors for their individual shifts;
- The lack of meaningful review of the officers' crime reports; and
- The amount of time patrol sergeants reported being in the field with their subordinates.

CPPD should consider re-evaluating and restructuring supervisors and commanders' job duties and responsibilities. This would ensure the efficiency and effectiveness of patrol operations, as well as the efforts of those serving in investigative units and specialized assignments.



### **Coordination of Patrol Activities with Community Policing Strategies**

Community policing and engagement does not appear to be institutionalized within the CPPD. Consequently, we did not observe behavior or receive information to indicate that patrol activities and community policing strategies occur in a coordinated manner.

However, we believe patrol operations are capable of supporting coordinated community policing strategies. As previously noted, patrol officers are assigned to rotating 12-hour platoon shifts. Officers assigned to platoons working the 6:00 a.m. to 6:00 p.m. shift appeared to have sufficient, uncommitted time when structuring community policing and engagement activities may be possible.

Officers working evening or night platoons also have sufficient time for structured community engagement – though less than their day shift counterparts – and seem already involved in community engagement. We assessed officers responding to complaints of illegal parking in residential neighborhoods and noted them professionally explaining to homeowners the reason for the police contact. The complaints almost uniformly involved civil infractions that would ordinarily not require police presence except during uncommitted time. Some officers were diligent in addressing the community's issues and exhibited the skills that are necessary for effective community engagement and problem solving.

Front-line officers, as well as supervisors and command staff members, could benefit from updated training regarding how to:

- Identify community policing opportunities;
- Design and implement strategies to address these opportunities, drawing on problem-oriented policing skills and community policing concepts;
- Determine how to identify and engage external community stakeholders ready to collaborate on community policing projects;
- Design proposals for the projects that could be presented successfully to Department leadership in an effort to seek approval and support for the proposed projects;
- Create formal, written strategic plans that include goals and measurable objectives; and
- Report on ongoing projects to Department leadership and the community.

Developing this training could put everyone on the same page when it comes to refocusing the Department's community policing efforts.

### **Patrol Interactions with CID Personnel**

Patrol officers and officers assigned to CID have interrelated duties, particularly as they relate to patrol personnel's efforts to gather preliminary information needed for follow-up investigations. We noted that although patrol and CID personnel generally interact well, the poor quality of some offense reports creates a level of friction between officers assigned to the investigative units, and those patrol officers and supervisors who are not ensuring quality crime reports.



Patrol officers want a greater opportunity to investigate incidents from inception to conclusion, and training to see what it is like to work criminal investigations in CID. These types of initiatives may go a long way in improving both the quality of the crime reports, as well as the preliminary investigations officers complete in the field.

CID officers informed us of their reliance on patrol officers to assist them in locating suspects and in executing arrest and search warrants; they believe this assistance to be invaluable. Unfortunately, investigators also reiterated that offense reports often:

- Lack basic information, such as the complainant's name and contact information;
- List an incorrect date for an incident; or
- Fail to include initial statements from victims or witnesses.

In interviews with employees who have experience working with both patrol and CID, they universally acknowledged the undercurrent of tension between the two entities. We were informed that to improve quality, the Department has instituted an offense report in-service training course. These employees believe the Department should also consider job enlargement and job enrichment strategies for patrol officers. CPPD should help ensure that personnel assigned to patrol and CID work collaboratively to provide effective services to the Department's constituents.

## **STAFFING**

### **Effectiveness of Organizational Staffing**

Our assessment's scope did not include completing a formal, detailed analysis of CPPD's staffing needs. Instead, we were asked to assess the Department's overall staffing situation and provide general feedback on its organizational staffing effectiveness.

Based on our assessment, the Department's proposed patrol shift additions would allow CPPD to be adequately staffed to meet its current service demands. We were apprised of the Department's plan to add additional personnel by creating the fifth and sixth platoons, potentially with new personnel.

However, CPPD should evaluate whether adding staff to patrol shifts without addressing CID's staffing shortages is the most effective use of additional personnel. We were informed of CID investigators carrying caseloads of 70 to 100 each, which is unusually high for a department and city the size of Cedar Park. However, this should be verified when (1) CPPD has established and implemented the new data management components of its records management system update, and (2) after steps have been taken to enhance the effectiveness of the CID sergeant's incoming case triage process. The triage should involve using solvability factors to determine whether cases need to be investigated and which should not because they have a low probability of being solved. Cases with few solvability factors bog down investigative resources.

One Department leader acknowledged the CID's size has not kept pace with the growth of the city. This Department member also believed the CPPD's policy of responding to all calls for service and attempting to investigate all cases that come to the Department's attention is a contributing factor to



the size of investigators' caseloads. Another leader suggested that caseloads are large because investigations supervisors are not making appropriate use of solvability factors when assigning cases. We believe that providing additional personnel and supervisors to CID will aid CPPD in achieving organizational efficiency and effectiveness due to the extremely large caseload CID detectives are carrying. Increasing CID staff is a more pressing issue than augmenting two new patrol platoons. CID caseloads could also be reduced if weekly meetings were held among all CID investigators and the CID sergeant. These meetings would allow the sergeant to take a more proactive role in leading, controlling and directing the work of his subordinates.

CPPD should also examine current staffing studies and service needs to assist in designing and implementing a staffing model sufficiently flexible to meet the Department's current and future needs. This study should focus not only on sworn staffing levels, but on non-sworn levels as well as we observed that non-sworn staffing in a number of units also presents challenges.

### **Use of Technology and Mapping to Allocate Staffing**

We interviewed Department members and leaders to evaluate the extent to which CPPD uses technology and mapping to allocate staffing, not only for regular assignments, but on an as-needed, day-to-day basis as well. Implementing robust data collection and analyses to guide basic staffing allocations, as well as using the data to reallocate resources on-the-fly to address real-time crime concerns, are now commonplace in most agencies, and play a major role in agencies' abilities to use limited resources most effectively.

CPPD has a modern RMS system capable of identifying locations where incidents and crimes are occurring. Patrol officers can see mapping and other features through the CAD system that could be used to direct resources. We also noted the Department's use of crime analysis to drive police operations at a weekly briefing with the Chief and other key Department leaders

However, we did not see sufficient evidence to demonstrate a sustained focus on the use of technology to guide staffing or service decisions. Discussions with patrol supervisors indicated it is not that common for a supervisor to work directly with the Crime Analyst as a part of proactive problem solving. This may be another area where providing training to officers and sergeants could assist them in better understanding and using the Crime Analysis Unit's staff. Department members should feel confident in making a request for specific crime information.

### **Ability to Reallocate Staffing Based on Changes in Crime Trends or Workload Imbalances**

We interviewed Department members and leaders to determine the extent to which CPPD reallocates staffing based on changes in crime trends or workload imbalances. We could not determine the Department's motive for staffing decisions and it did not appear that changes in crime trends or workload imbalances played a significant role in determining how to allocate personnel.

A few years ago, the Department pulled some CID investigators and reassigned them to the NET and the NU. With the focus these units places on combatting drug issues, it seems apparent that those successes have come, to a certain degree, at the expense of the CID's work. Department leaders are



also committed to adding a fifth and sixth platoon in an effort to provide more supervision and strengthen supervisors' ability to manage patrol resources, but some leaders point to a critical shortage of personnel in the CID. After assessing the CID's large caseloads, we recommend Department leadership consider conducting a detailed analysis of how the CID is staffed compared to units in both the CPPD and other agencies.

In addition, some members of the Department are critical of how it uses the NET. Although the unit is intended for responding to existing or emerging neighborhood issues, many believe too much of the NET's work is dedicated to narcotic enforcement or special assignments. During interviews with some of the stakeholders responsible for prosecuting crimes in Williamson and Travis Counties, we heard how the CPPD and other law enforcement agencies in the area are perceived to be hyper-focused on narcotics-related crimes.

CPPD should capitalize on the opportunity to take a fresh look at how intelligence-led staffing and allocation decisions should be made to support the Department's overall mission and goals. Consideration regarding how to make such changes should be based on not only the ideas and preferences of CPPD staff, but also on the Cedar Park community's priorities, ensuring any changes are reflective of the community's concerns.

## RECOMMENDATIONS

Organizational Assessment	
2.1	Create a formal strategic plan to drive the Department's day-to-day operations, with a focus on incorporating specific goals and objectives that support the Department's mission statement.
2.2	Create a formal, community oriented policing plan to assist the Department in establishing formal collaborative relationships inside the Department and with community stakeholder groups. This would enhance the Department's ability to incorporate the concepts of community oriented policing in all of its operations and should be a part of its overall Strategic Plan.
2.3	Support the development and presentation of updated training to all Department sergeants, lieutenants and command officers, regarding supervisors' roles and responsibilities in being proactive with leading, controlling and directing subordinates' work. Special emphasis should be placed on the importance of reviewing written reports and engaging in case management when supervising those carrying investigative caseloads.
2.4	Require each unit's supervisor to create an annual unit-centric plan that supports the Department's overall strategic plan, while focusing on specific objectives for the unit's members. Trimester reports to the Chief about the unit's plan would help staff stay focused.



- 2.5 Support the development and presentation of updated training to all Department members about specific ways community oriented policing concepts could be incorporated in all Department operations, not just in patrol, and requiring all units and groups to identify formal, measureable ways they could be contributing to these community policing efforts. The strategies should be incorporated into the Department's formal, written Community Oriented Policing Plan.
- 2.6 Initiate a formal study of current staffing allocations to develop a better understanding of each unit's work prioritization.
- 2.7 Support the development and presentation of training for all Department members about specific ways to use the Crime Analyst's tools and services. This would assist them in implementing intelligence-led policing in their day-to-day operations.



## Appendix: Cedar Park Police Department Organizational Chart

# FY 2018 Cedar Park Police Department Organizational Chart

