



Commission on Accreditation for
Law Enforcement Agencies, Inc.
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October 18, 2017

Mr. Jeff Hughes
Chief of Police
Brentwood Police Department
Post Office Box 788
Brentwood, TN 37027-0788

Dear Chief Hughes:

CALEA Accreditation represents a commitment to professional excellence. The work of your organization toward attaining this internationally recognized credential is indicative of sound leadership, as well as practitioner support of adherence to standards.

The report accompanying this transmittal is provided only to the chief executive officer and represents observations and findings from the most recent standards-based review of the organization. It is important to review this document in its entirety with specific attention to any matter indicating compliance concerns, required policy/practice adjustments, or outcomes not reflective of the intent of standards. The Commission will use this document as the primary resource in considering your organization for accreditation. To that end, you or a qualified representative(s) should be prepared to address information contained in this report and respond to inquiries by Commissioners

The Brentwood Police Department is scheduled for a Review Committee Hearing at the next Commission Conference in Jacksonville, Florida on November 18, 2017. While the Commission does not require your attendance at this hearing, your participation helps ensure a comprehensive understanding of issues impacting your agency's candidacy. An Awards Banquet for successful organizations will occur in the evening following the Review Committee Hearing.

CALEA is *The Gold Standard for Public Safety Agencies* and we are honored to have your organization participate in this highly regarded process.

Sincerely,

W. Craig Hartley, Jr.
Executive Director



Brentwood (TN) Police Department

Assessment Report



2017

**Brentwood (TN) Police Department
Assessment Report
July 2017**

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A. Agency name, CEO and AM

Brentwood Police Department
511 Maryland Way
Brentwood, TN 37027
Telephone: 615-371-0160

Jeff Hughes, Chief of Police
Kristen King, Accreditation Manager

B. Dates of the On-Site Assessment:

July 18-21, 2017

C. Assessment Team:

1. Team Leader: Carl SCHINNER
Chief of Police
La Plata Police Department
101 La Grange Avenue
La Plata, MD 20646
(301) 934-1500 Ext - 601
2. Team Member: Eric ROBINS
Assistant Chief of Police
Sugar Land Police Department
1200 Highway 6
Sugar Land, TX 77478
(615) 371-70160

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

Mr. Vince Dauro

This is the eighth reaccreditation for this B-size agency of 78 personnel; authorized 61 sworn full-time and 17 non-sworn full-time. The agency is being assessed under the 5th edition for the Law Enforcement Advanced Accreditation standards.

The agency utilizes PowerDMS software.

The following report reflects a "Gold Standard Assessment" (GSA) designed to focus on outcomes in which a traditional standard-by-standard file review was not conducted. Select files for off-site review were identified by CALEA Assessment Manager Karen Shepard, the agency's accreditation team and the assessment team. A conference call between the agency's accreditation team and the CALEA assessment team took place on May 1, 2017. During this call, 56 files were initially selected for off-site review by the

assessment team. The selection of the 56 files was based on a final annual report format designed to identify agency strengths, weaknesses, opportunities and threats. The selection was also based on research conducted by the assessment team along with the input of CALEA staff and the agency. Onsite assessment activities focused on interviews and observations of agency activities, outcomes, practices and processes.

E. Community and Agency Profile:

Community Profile

Present Day

Brentwood is an affluent and vibrant upscale suburb of Nashville. It is a community that embraces greenspace, parkland and recreation. Brentwood is located in Williamson County, it is known for its rolling hills, as well as being one of the wealthiest cities in America relative to average cost of living. The city encompasses 41.2 square miles with a population of 42,517 residents.

History

Brentwood was incorporated in 1969 with a population of 3,378. Much of the city's growth was facilitated by the construction of Interstate 65 in the 1960s; the construction of the Moores Lane interchange in the 1970s and then the Concord Road interchange in the late 1980s. The development of Maryland Farms, Truman Ward's prosperous horse farm, into a business park in the 1970s and 1980s brought an influx of thousands of workers to the community, which led to community growth.

Governance

The city charter provides for a commission/manager form of government. The City Commission consist of seven members elected at-large to four (4) years with staggered terms. The Mayor and Vice-Mayor are appointed by the Commission for two (2) year terms. The City Commission is responsible for hiring the City Manager, who serves as the chief executive officer. The City Manager is charged with handling day-to-day operations of the government, as well as implementing policies enacted by the Commission.

Agency Profile

The Brentwood Police Department (BPD) was founded in 1971 after the city was incorporated in 1969. The agency started with four (4) officers and an annual budget of \$40,000. Today BPD is a progressive, professional, full-service law enforcement agency made up of dedicated men and women who are committed to providing outstanding law enforcement services. The agency and its members take an active role

in the community and seek to maintain an outstanding quality-of-life so the residents are safe, businesses thrive, and all those visiting the city enjoy themselves.

BPD is divided into three divisions: Field Operations, Criminal Investigations and Technical/Support Services. Each division is commanded by a captain who reports to the Assistant Chief of Police. Division lieutenants report to the captains and are responsible for the planning and supervision of activities of members of their respective divisions. Sergeants are tasked with adjunct administrative duties to assist the lieutenants. Each level of supervision is responsible for the effective execution of its function and is granted the commensurate authority to do so.

Additionally, BPD has a "Directed Enforcement Team" (DET) that is charged with addressing fluid quality-of-life, criminal, and traffic issues. Moreover, the agency has a DARE/Crime Prevention Program, Municipal Court, and Emergency Communications Center (Dispatch), all of which provide an outstanding quality of services to the citizens and community.

Demographics Report

	Service Population		Available Workforce		Current Sworn Officers		Current Female Sworn Officers		Prior Assessment Sworn Officers		Prior Assessment Female Sworn Officers	
	#	%	#	%	#	%	#	%	#	%	#	%
Caucasian	38,265	90%	37,573	93%	54	88%	6	11%	50	93%	3	6%
African-American	1,276	3%	808	2%	4	7%	1	1%	3	6%	0	0%
Hispanic	850	2%	404	1%	2	3%	0	0%	0	0%		0%
Other	2,126	5%	1,616	4%	1	2%	0	0%	1	2%	0	0%
Total	42,517	100%	40,401	100%	61	100%	7	12%	54	100	3	6%

In 2016, United States Census data estimated the population of Brentwood to be 42,517. Caucasians represent 90% of the population; Asians are the next largest people group at 5%; African-Americans at 3%; and, Hispanics make up 2% of the community; Females are the predominant gender making up 50.9% of the population.

The median household income in Brentwood is estimated to be \$141,833. The City has approximately 12,577 housing units. Approximately 70.3% of the population 25 years of age or older hold a bachelor's degree and 2.6% of the population lives at or below poverty level.

Future Issues

As noted earlier, the City of Brentwood is a growing community. Traffic volume is a major issue in the city, especially during the morning and afternoon rush hours. The traffic sprawl was evident to the assessment team during ride-alongs. As the city/region

continues to grow the sprawl will undoubtedly begin to have an effect on the agency's response time to both emergency and non-emergency calls for service.

Space is another future issue BPD is attempting to address. The agency is decentralized throughout the Brentwood municipal building. Aside from having insufficient space for offices, meeting areas and custodial evidence storage, the decentralization reduces the agency's efficiency. Currently, the city is exploring the feasibility and costs to build a new free-standing police headquarters. A request for quote (RFQ) has been circulated, there are currently five (5) architect firms being considered to develop a feasibility and costs study.

As with many agencies across the United States, attracting and retaining quality personnel has been a challenge during this assessment period. The agency experienced a significant staffing challenge in late 2015 through 2016. The staffing challenge was created by retirements, officers being hired by federal law enforcement agencies, and officers leaving police work altogether. In an effort to remain competitive, the city completed a pay study that raised the pay plan 8.7%. Aside from adopting a new pay scale, the study reclassified several ranks and developed a formula to address compression within the ranks. The agency will continue to monitor its competitiveness in the Nashville region.

Brentwood is home to many affluent residents, corporate CEOs and celebrities, the agency justifiably has concerns that criminals may choose to target some of their residents. Thefts, burglary, stalking, extortion and kidnapping remain a constant potential threat to the community.

CEO Biography

Mr. Jeff Hughes is a thirty-four (34) year law enforcement veteran. He started his career in law enforcement in 1983 with the Fairview (TN) Police Department. On February 1, 1986, he began his career serving and protecting the citizens of Brentwood. During his tenure at BPD, Chief Hughes has served in various units to include patrol, criminal investigations, and support services.

Chief Hughes holds an undergraduate degree in criminal justice with a minor in psychology from Middle Tennessee State University. He is also a graduate of Southern Eastern Command and Leadership Academy at the University of Tennessee-Chattanooga. Chief Hughes currently serves as the President of the Tennessee Association of Chiefs of Police.

F. Public Information Activities:

Public notice and input are cornerstones of democracy and CALEA accreditation. This section reports on the community's opportunity to comment on their law enforcement

agency and to bring matters to the attention of the Commission that otherwise may be overlooked.

a. Public Information Session

The public information session was held on Monday, July 19, 2017, in the City of Brentwood's Commissioner Chambers. The session started promptly at 7:00 PM and concluded after all were given an opportunity to speak. In total, there was one (1) person in attendance, who has lived in Brentwood since 1973.

Mr. John Miles addressed the assessment team during the public hearing. Mr. Miles spoke highly of the agency and praised command staff, as well as the rank-and-file for their professionalism. Mr. Miles is a graduate of the BPD's Citizens Police Academy and has participated in several ride-alongs over the past few years. In closing his remarks, Mr. Miles noted the citizens hold BPD in such high regard, that annually the local Rotary Club members holds a public safety banquet to show their appreciation.

b. Telephone Contacts

Eleven (11) phone calls were received during the call-in session, which was held on Monday, July 19, 2017 between 1:00 PM and 3:00 PM. All of the callers, from allied law enforcement agencies from around the state, were positive and spoke of the agency's excellent working relationship with allied law enforcement and the professional demeanor of agency staff.

c. Correspondence

Three (3) correspondences were received, one (1) from Chief Alfonso Ansley of the Clarksville (TN) Police Department, a second from Dr. Angel Geoghagan of the Hamilton County Emergency Communications District, and a third from Chief David Rausch of the Knoxville (TN) Police Department. All of the correspondences were in support of BPD's reaccreditation efforts.

d. Media Interest

The assessment team had no contact with local media.

e. Public Information Material

The agency produced and distributed an informative media release packet as part of the media plan. The release contained information regarding the onsite assessment process and the dates and times of both the public hearing and telephone call-in session. These notices were posted on social media and in public access areas of City facilities.

f. Community Outreach Contacts

Mr. Ken Travis has served as a commissioner in Brentwood for the past 2½ years. He has been a City resident for the past fifteen (15) years. During an interview with the assessment team, Mr. Travis noted the city commissioners are very supportive of BPD. The retired General Electric executive stated he understands the importance of having a well trained and equipped workforce. Mr. Travis informed the assessment team that he is a graduate of the Brentwood Citizens Academy which helped him as a citizen understand the duties and the responsibilities of BPD officers. He closed the interview by noting the City has a concert series on Sunday nights during the summer that draws up to 10,000 concertgoers. Mr. Travis had high praise for the agency's crowd and traffic management at these and other events.

Mr. Kirk Bender has been the city manager of Brentwood for over four (4) years. During an interview with the assessment team he noted that Chief Hughes and his staff have done a very good job of hiring the right people to be police officers in Brentwood. He went on to add that the philosophy of "Service above Self," permeates throughout the police department, as well as the other city departments. Mr. Bender noted this philosophy creates a feeling of appreciation by the residents and business owners, which causes a reciprocation of appreciation towards city employees.

The assessment team met with Mr. Jamon Martin, an elder at Otter Creek Church in Brentwood. The lifelong Brentwood resident has served as the agency's chaplain for the last three (3) years. As part of Mr. Martin's chaplain duties, he attends roll call, department meetings, assists with death notifications, and conducts ride-alongs. He noted that the most important part of his responsibility is walking alongside the officers, especially after traumatic incidents. Prior to assuming the position as BPD's chaplain, Mr. Martin attended a chaplains training in North Carolina.

Ms. Jan Craighead is the owner of Vittles, a local restaurant in a shopping plaza in Brentwood's retail district. Over the past seventeen (17) years, Ms. Craighead has called BPD on numerous occasions for a variety of issues. She noted to the assessment team that BPD's response time has always been "quick," and very professional. In an effort to show her appreciation to BPD, she remains open on Thanksgiving to ensure first responders have a hot meal. Ms. Craighead also hosts BPD's Christmas breakfast at Vittles.

Mr. Jeremy King has worked for the Brentwood Ace Hardware for thirty (30) years. During that time he has interacted with BPD officers on "quite a few occasions." He informed the assessment team that BPD officers are eager to help, caring and professional. Mr. King noted BPD is known for its swift response time.

Mr. Rick Frawley and Ms. Betty Bawder are employed at Prestige Trophies. As with other business owners/employees the assessment team interacted

with both Mr. Frawley and Ms. Bawder spoke of the agency's professionalism and spirit of public service. Ms. Bawder noted that she was sitting at a traffic light recently when she observed two (2) BPD officers pushing a disabled vehicle occupied by an elderly female out of the roadway and into a parking lot. Ms. Bawder went on to say, these are the things you see BPD officers doing on a regular basis. They both also noted that officers stop by the trophy shop from time-to-time just to check on them.

Mr. Salem Emamalie, the owner of Brentwood Jewelry and Gifts informed the assessment team that he has watched BPD grow in size, capability and professionalism over the past fifty (50) years. Mr. Emamalie informed the assessment team that his only concern is as the traffic becomes denser from community growth that BPD's response time will increase.

Mr. Emamalie also noted to the assessment team that he has been very impressed with the agency's hiring practices. He noted the agency does an outstanding job of hiring qualified people who are good fits to be officers in Brentwood. Mr. Emamalie also noted that he has had several cases with officers over the years and in each case the officer conducted the proper follow-up and kept him informed throughout the investigation.

Officer Mark Stephens has worked for BPD for approximately a year. Prior to serving with BPD, Officer Stephens worked for the Scottsdale (AZ) Police Department (SPD). In 2016, when Officer Stephens was searching for a new law enforcement agency in the Nashville area he was attracted to BPD because it was a CALEA accredited agency. During the ride-along he stated he looks forward to a long and successful career at BPD.

Notwithstanding the above interviews, and adhering to the progressive GSA model, the vast majority of the informational content discerned during the onsite is embedded in the forthcoming text. Thus, showing how CALEA's best practices and processes manifest themselves into positive outcomes in various operations that occur daily at BPD.

G. Essential Services

Law Enforcement Role, Responsibilities, and Relationships and Organization, Management, and Administration. (Chapters 1-17)

Brentwood officers receive their law enforcement powers to enforce laws and make arrests through Sections 38-3-103 and 38-3-108 of the Tennessee Code Annotated (TCA). Moreover, TCA Section 6-21-602 grants and describes the duties of a police officer.

Strategic Planning

The agency's strategic plan is well written with a corresponding course of action to achieve each goal. The plan is broken into four (4) sections: administration, technical support, field operations, and investigations.

One of the administrative goals is to "Maximize the level and quality of police service." The corresponding action plan is to ensure officers attend specialized training to learn new and updated skills. The second part of the action plan is to seek out and obtain equipment that will enhance officers' ability to do their duties efficiently and effectively. The third corresponding action plan is to continue all specialized assignments to support the regular functions of the agency.

A technical support service goal is to elevate the department's image to the highest possible level. The agency's corresponding action plan includes continued interaction with the community and news media. It also includes quickly addressing any community tensions or grievance that might arise. Other actions include continuing D.A.R.E., Citizens Police Academy, Rape Aggression Defense Classes, Juvenile Traffic Court, Defensive Driving Classes, CALEA and the continued updating of the agency's website.

A field operation goal is, "To maximize the protection of life and property, the prevention and suppression of crime, the apprehension and prosecution of offenders and preservation of peace." The corresponding plan of action includes minimizing the burglaries and thefts, as well as conducting DUI saturation patrols and K-9 drug sweeps in high schools. Moreover, the agency's plan includes having a rapid response to emergency calls, with an overall average response time of less than seven (7) minutes.

Bias Based Profiling

The agency has a well written and comprehensive policy that places a prohibition on any form of bias based profiling. During this self-assessment period, BPD received no complaints of bias based profiling. Command staff attributes the lack of complaints to several factors which includes a thorough hiring process, the agency's pro-customer service philosophy, uniform enforcement of the agency's comprehensive policies and an agency-wide commitment to providing the best professional law enforcement service to all residents and visitors of the City.

Traffic Warnings and Citations 2014

Race/Sex	Warnings	Citations	Total
TOTAL		5157	5157

*The agency's software does not track race and sex

Traffic Warnings and Citations 2015

Race/Sex	Warnings	Citations	Total
TOTAL	692	3775	4467

*The agency's software does not track race and sex

Traffic Warnings and Citations 2016

Race/Sex	Warnings	Citations	Total
TOTAL	401	2738	3139

*The agency's software does not track race and sex

Tyler Technology's Court software, the software the agency currently employs to track warnings and citations does not allow for the query of traffic enforcement documents by race or sex. The agency informed the assessment team that the new TriTech software will have that capability.

Use of Force

BPD policy dictates officers may only use the amount and duration of force which is reasonable, given the facts and circumstances perceived by the officer at the time of the event to effectively bring an incident under control in self-defense or defense of another person.

When an officer is required to use force, a Use of Force Report is completed. Each officer using force is required to complete the report. From these reports, the agency prepares its annual analysis. The analyses were found to meet CALEA standards and displayed a systematic process of dissecting data in an attempt to identify any trends, training needs, equipment upgrades and/or policy modifications.

Use of Force

	2014	2015	2016
Firearm	0	0	0
ECW ¹	N/A	N/A	N/A
Baton	0	1	0
OC ²	0	0	0
Weaponless	2	5	8
Total Uses of Force	2	6	8
Total Use of Force Arrests	2	3	3
Complaints	0	0	0
Total Agency Custodial Arrests	316	432	369

Electronic Control Weapon ² Oleoresin Capsicum/Chemical spray

As depicted in the chart above, the agency's use of force to custodial arrests percentages is low. In 2014, officers' use of force rate to custodial arrests was .63%, 1.62% in 2015; and 2.17% in 2016. Moreover, the agency's use of force to calls for service rate is also low. In 2014, the use of force rate to calls for service was .006%; .022% in 2015; and .026% in 2016.

Captain Alan Hardcastle is BPD's range master. In an interview with the assessment team, he discussed the agency's firearms training program. He noted the agency incorporates decision based scenario training during firearms qualifications. This training includes officers moving from vehicles and facing both lethal and less-lethal use of force scenarios. He further noted the agency employs a use-of-force simulator that creates similar training where officers must transition to the appropriate level of force as the scenario plays out.

Proofs of compliance demonstrated that officers qualify on their issued firearms, pistol and patrol rifle, annually. Officers who choose to carry a shotgun must receive specific training and prove their proficiency with the weapon. BPD allows officers to carry a "backup" firearm, the firearm must be inspected by a range instructor. The request is only approved after the officer demonstrates their proficiency.

Officer William Reape, a Tech/Support Services officer, serves as one of the agency's Taser and oleoresin capicum (OC) spray instructors. According to Officer Reape, the agency introduced Tasers to BPD patrol officers in December 2016. Reape noted that each officer received eight (8) hours of Taser training which included a review of the agency's use-of-force policy. As of the on-site, the agency had not had a taser deployment. Officer Reape noted during his interview that all officers will be required to attend a four (4) hour Taser refresher course annually and an OC refresher course biennially.

The assessment team concluded that the agency not only follows CALEA's best practices for use of force policy, training, reporting and analysis, but has realized the byproducts of years of continued compliance. Those byproducts include a low use of force rate, low complaint rate on use of force incidents and a well-trained and disciplined staff.

Personnel Structure and Personnel Process (Chapters 21-35)

Chapters 21 through 35 form the core standards addressing personnel structure and process. The most common areas of concern are discipline, grievance process, performance evaluations, recruitment/selection and promotions.

Grievances

There were no grievance filed during this assessment period. Chief Hughes informed the assessment team that he felt there were several causations for the lack of grievances. First, the agency hiring process is thorough as the agency searches for officers who are a good fit for BPD. Second, he noted command staff treats all members of the agency fairly and remains consistent with its treatment of employees.

Third, communication and transparency are agency priorities. He noted by keeping everyone informed and ensuring pellucidity allows employees to understand why certain decisions being made and the reasoning behind the decisions. Fourth, Chief Hughes informed the assessment team that command staff works hard to ensure a team

atmosphere. He noted by adopting a team atmosphere the focus remains on the agency's mission to serve and protect the citizens and businesses of Brentwood.

Disciplinary Actions

The agency's disciplinary process is designed to reward positive and modify or change substandard behavior. Thus, BPD embraces progressive discipline and by policy uses counseling and training as first steps to correct substandard behavior. As depicted on the chart below, the agency has not experienced any disciplinary actions during this assessment cycle.

Personnel Actions			
	2014	2015	2016
Suspension	0	0	0
Demotion	0	0	0
Resign In Lieu of Termination	0	0	0
Termination	0	0	0
Other	0	0	0
Total	0	0	0
Commendations	7	6	7

Chief Hughes relayed to the assessment team that the agency goes to great lengths to ensure it employs not only individuals who would make good police officers, but individuals who will be good Brentwood police officers. Chief Hughes credits a strong hiring process coupled with good supervision to be the key contributors to the low number of complaints and subsequent disciplinary actions.

Recruitment, Hiring and Selection

The agency's recruitment plan has several objectives. First, is to "Actively recruit qualified underrepresented minorities and female applicants not presently in law enforcement." Second, to "Actively recruit experienced underrepresented minorities and females who are already working in Law Enforcement positions that are looking to relocate to our area or change jobs/agencies." Third, to "Increase the ratio of minorities within the sworn ranks within our workforce composition to be in approximate proportion to the makeup of the available minority workforce in our service community." Fourth, to "Increase the ratio of females within the sworn ranks each year until our workforce composition is equal to 14% of our workforce."

Each of the agency's recruit plan objectives has a corresponding action plan. Through interviews and proofs of compliance it was clear to the assessment team that the agency has/is working hard to build a diverse workforce. As with most law enforcement agencies in the United States, BPD's leadership has found competition for the limited pool of individuals who desire a career in law enforcement is fierce.

Mr. Michael Worsham, Director of Human Resources, and Chrissy Kirkpatrick, Human Resource Specialist, assists the agency with the application portion of the hiring process. Applicants, both sworn and civilian, submit their applications through the agency's NEOGOV software. Once submitted, members of Human Resources review the applications to ensure the applicants meet all of the qualifications set forth in the agency's job descriptions, to include sixty (60) credit hours of instruction from a regionally accredited learning institution.

During the hiring process, Ms. Kirkpatrick maintains communication with the applicants and sends correspondence to those applicants who do not meet the agency's qualifications. Mr. Worsham and Ms. Kirkpatrick participate in the proctoring of the International Public Management Association for Human Resources (IPMA-HR) standardized written police examination. This examination is certified to be non-discriminatory and job related.

After the written examination, the agency assembles an oral interview panel. The makeup of the interview panelist, according to Assistant Chief Walsh, is always diverse. Historically, the panel has consisted of the patrol captain, field training coordinator, a street level supervisor, a female officer, and at least one other member. After weighing the results of the written examination and the oral interview, the top applicants are scheduled for a subsequent interview referred to as the Chief's Interview Panel.

The Chief's Interview Panel members includes Chief Hughes, Assistant Chief Walsh, as well as Captains Hardcastle, Hickey, and O'Neil. Deputy Chief Walsh informed the assessment team that the Chief's Interview Panel is less formal, however, it is the forum where the agency finds those individuals who will be good Brentwood police officers.

Those who are selected to move forward are given a provisional hiring agreement. After signing the agreement, applicants are subject to a stringent background investigation that includes a polygraph, physical, and psychological examination.

Throughout the onsite, the assessment team noted time and again how they were impressed by all members of the agency. These observations resonated as the team conducted their interviews with various community stakeholders. Each individual interviewed was extremely complimentary of every BPD officers they encountered throughout this assessment cycle. Clearly, the byproduct of years' worth of adhering to CALEA's best practices in regards to hiring has had a very positive cause and effect for the agency.

Sworn Officer Selection Activity in the Past Three Years

Race/Sex	Applications received	Applicants hired	Percent hired	Percent of workforce population
Caucasian/Male	*	16	71%	46%
Caucasian/Female	*	3	13%	47%

African-American/Male	*	1	4%	1%
African-American/Female	*	1	4%	1%
Hispanic/Male	*	1	4%	.5%
Hispanic/Female	*	0	0%	.5%
Other	*	1	4%	4%
Total*	*	23	100%	100%

*Human Recourses does not capture sex and race of applicants

Training

Captain Alan Hardcastle is responsible for the training function. Assistant Chief Tommy Walsh and Captain Hardcastle, as well as the agency's two (2) other captains, Richard Hickey, and David O'Neil, make up the training committee. The committee is tasked with developing and evaluating the agency's training needs. By seating all three captains on the committee, input from all of the agency's divisions is obtained to develop the agency's annual training calendar.

The Tennessee Peace Officer Standards and Training Commission (TPOSTC) requires officers to receive training annually in child sex abuse, emergency vehicle operations (EVOC), and interacting with mentally disabled individuals. Officers are also required to attend eight (8) hours of firearms training each year.

By agency policy, BPD officers are required to attend forty (40) hours of in-service training each year, to include legal updates. Lieutenant Jim Campbell informed the assessment team that the vast majority of officers exceed the minimum forty (40) hours of training. He noted that officers are encouraged to seek out training opportunities in their selected career development path in an effort to "get them to the place they want to be." Lt. Campbell did note because of the agency's size, specialized assignment opportunities are somewhat infrequent, however it is the agency's desire to have individuals ready to hit the ground running when the opportunity does present itself.

Newly hired officers are placed in one of several local police academies for twelve (12) weeks. Prior to attending the academy, newly hired officers spend three weeks at BPD receiving agency specific training to include: firearms, use of reporting, agency specific software, evidence handling, and RADAR certification. Transition/lateral officers receive the same agency specific training before entering a three (3) week lateral/transition academy.

The agency had fifteen (15) officers in various stages of field training in 2016. According to Lieutenant Campbell, the agency employs the San Jose field training model. Prior to serving as a FTO, an officer must attend a forty (40) certification course. New recruits receive a minimum of twenty (20) weeks on field training while transition/lateral officers are subject to a minimum of twelve (12) weeks. Lieutenant

Campbell noted that from time-to-time the agency has extended the field training process in an effort to provide newly hired officers "every opportunity to succeed."

The agency encourages employees to continue their education at a local brick and mortar or on-line college. Currently, the agency reimburses \$200 per credit hour per semester. The reimbursement rate is 100% for an "A"; 80% for a "B"; and 60 percent for a "C" or "pass" or "satisfactory. The caveat for participating in the tuition reimbursement program is the class must relate to the employee's job duties and/or provide training and knowledge which will be beneficial to the City.

Mr. Michael Worsham, Brentwood's Human Resources Director, noted to the assessment team that the agency does an outstanding job of succession planning. He added a big part of the succession planning has been preparing officers for the next rank, including command, through proactive career development training.

Performance Evaluations/Career Development/Early Warning System

The agency's performance evaluation system serves not only as a source to inform employees their ratings in key areas, it also serves as a pipeline for communication. Evaluations are completed on a quarterly basis. During each evaluation process, the employee and supervisor spend time discussing positive aspects of an employee's performance and areas where the employee may need to improve. The interaction between the supervisor and employee is also a time of discussing career development and training opportunities to facilitate the employee's professional goals.

Each year one (1) of the quarterly evaluations serves as the employee's annual evaluation. Sworn and communications personnel merit raises are formulated from the annual evaluation. In the most recent annual evaluations, officers who exceeded standards received a 4.75% raise, those who met standards received a 4.05% increase, and those who were below standard received a 3.85%. Communications personnel who exceeded standards received a 4.5% raise and those who met standards received a 4.10% increase.

It was clear to the assessment team through interviews with line employees, supervisors and commanders that the agency has a robust career development plan. As noted earlier, it is the agency's goal to train employees for their professional goal assignment. Thus, when an opportunity presents itself the employee can hit the ground running.

BPD's Early Intervention System's (EIS) goal of identifying possible problematic behavior prior to it becoming a disciplinary issue. Benchmarks for the EIS include complaints, sustained internal affairs complaints, pursuits, use of force, attendance issues, job performance issues, work relationship issues, and other sustained policy violations. Several employees were "flagged" by the EIS during this self-assessment period, resolutions other than disciplinary actions were used, such as counseling and training to correct the sub-standard behavior. The goal of identifying possible

problematic behavior prior to it manifesting itself into a disciplinary matter is being met by the agency's EIS protocols.

Promotions

The agency's written directive on promotions is comprehensive. According to Mr. Worsham, the agency employs the IPMA-RC sergeants' examination. The examination is certified to be job-related and nondiscriminatory. The written examination is 30% of an applicant's total score, with the oral interview weighted at 70%. Eligibility list for promotion are for a period of one (1) year, unless the list is exhausted.

Sworn Officer Promotions			
	2014	2015	2016
GENDER / RACE TESTED			
Caucasian/Male	0	10	0
Caucasian/ Female	0	1	0
African- American/Male	0	0	0
African-American/ Female	0	0	0
Hispanic/Male	0	0	0
GENDER/ RACE ELIGIBLE AFTER TESTING			
Caucasian/Male	0	10	0
Caucasian/ Female	0	1	0
African- American/Male	0	0	0
African-American/ Female	0	0	0
Hispanic/Male	0	0	0
GENDER/ RACE PROMOTED			
Caucasian/Male	0	2	0
Caucasian/ Female	0	1	0
African- American/Male	0	0	0
African-American/ Female	0	0	0
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0

Newly promoted officers are on probation for a period of one (1) year. The agency has set forth in its written directives procedures to appeal, request a reevaluation of a question(s), reapplication, and retesting.

Information Technology

The agency has recently upgraded its Computer Aided Dispatch (CAD) and is in the process of upgrading its Records Management System (RMS) and radios system. The new CAD system was purchased from TriTech Software Systems. Mr. Allman noted that the CAD system upgrade allows greater interoperability between BPD and Williamson County Emergency Communications. He went on to note that the system also enhances both police and fire department safety.

The agency anticipates the installation of the TriTech RMS system within the next twelve (12) months. The new RMS will provide field based reporting, evidence bar coding and interoperability with the agency's new CAD system.

BPD is also in the processes of upgrading its radio system to a Motorola FP25 700 Megahertz (MHz) system. The new radio system will provide interoperability with the Franklin City, Williamson County and Nashville Police Departments Emergency Communication Centers. The 700 MHz system will provide the first responders better coverage, expanded talk groups and encryption. The approximate investment in the fourteen (14) channel radio system is \$25 million, which includes the costs of twelve (12) antenna locations. The Request for Proposal (RFP) required 95% coverage throughout Brentwood.

Aside from the major information technology projects ongoing at BPD, Brentwood's Information Technology team is responsible for the care and maintenance of the agency's Panasonic In-Car Camera Arbitrator system, automatic vehicle locators (AVL) system, In-Car computers, and all other technologies either owned or leased.

Organizational Communication

Chief Hughes and his command staff go to great lengths to ensure communication is free flowing throughout the organization. The assessment team was able to participate in a supervisor and departmental-wide meeting during the onsite. At the supervisor staff meeting information flowed freely to and from commanders. Moreover, during the CompStat portion of the meeting, Chief Hughes' expectations of each division and unit were made clear.

The department-wide meeting was used to explain several broad scope personnel issues to include the welcoming of new employees, the results and implementation of a recently completed compensations study, the results of the agency's fit program, and employee awards. Other items covered in the meeting included information about the agency's pursuit of a new standalone police facility, the transition from one agency issued firearm to another, the reasoning behind a mandatory training class in October

and the implementation of the new RMS. Moreover, during the meeting, each captain presented on topics that affected their division. At the end of each discussion, employees were able to ask questions.

Aside from departmental meetings, the assessment team observed Chief Hughes and his command staff practice "management by walking around." Commanders were observed numerous times engaging in conversation with line officers and non-sworn staff. Aside from the agency's commitment to hiring the right individual to be a Brentwood police officer, it was clear to the assessment team that positive organizational communication is a priority at BPD.

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

Crime Statistics and Calls for Service

Calls for Service			
Year	2014	2015	2016
Service Calls	34,901	32,493	30,763

BPD's calls for service decreased 11.86% from 2014 to 2016. In an interview with Assistant Chief Walsh, he noted the primary causative factor for the decrease was staffing shortages. Aside from having less officers in the patrol function, he noted the officers on patrol had less time to focus on traffic enforcement and other proactive policing efforts.

Year End Crime Stats			
	2014	2015	2016
Murder	1	0	1
Forcible Rape	2	1	6
Robbery	6	4	5
Aggravated Assault	8	10	18
Burglary	72	64	55
Larceny	161	253	216
Motor Vehicle Theft	6	9	19
Arson	0	0	0
Totals	256	341	320

Brentwood enjoys a relatively low crime rate. Larcenies are the prevalent Part I Crime committed in the city. Part I Crimes increased 33% from 2014 to 2015, a 57% rise in larceny was the primary causative factor. Assistant Chief Walsh informed the assessment team that the vast majority of the increase is attributed to thefts from unlocked motor vehicles. He also noted the rise in motor vehicle thefts from nine (9) in 2015 to nineteen (19) in 2016 has been followed closely by agency investigators, however there have been no patterns observed or causative factors discovered for the increase.

Patrol and Criminal Investigations

Captain Richard Hickey, a twenty-six (26) year veteran is charged with leading the agency's Patrol Division. According to Captain Hickey, the Patrol Division provides round-the-clock patrol coverage by utilizing via three (3) squads working eight (8) hours shifts. During the onsite, the assessment team attended several roll calls where information about events that had occurred during the previous twenty-four (24) hours were shared.

Brentwood is divided into three (3) zones (East, West and South). Minimum staffing is five (5), however according to Lieutenant Jim Campbell there are usually seven (7) to nine (9) officers on duty per shift. Each officer is assigned his/her own vehicle, although it may not be taken home. Supervisors are assigned Ford Utility Interceptors that can convert easily into a mini-command post. Each supervisor's vehicle is equipped with a large dry erase board, small table and an electrical inverter to serve as a power source.

The agency has a special enforcement team known as the Direct Enforcement Team (DET). DET officers handle special functions such as holiday events, fluid quality-of-life and crime trends, as well as directed traffic enforcement. DET officers are deployed when and where needed based on crime/traffic analysis.

The agency adheres to law enforcements best practices as prescribed by CALEA standards with training and reporting for missing persons and how to deal with those who have mental health issues. A portion of the training in these two critical tasks is provided by the Williamson County Medical Center.

BPD's Criminal Investigations Division (CID) is commanded by Captain David O'Neil. During the assessment Captain O'Neil informed the assessment team that BPD utilized Tyler Technology software to manage cases. Cases are assigned or suspended by using nationally accepted standard solvability factors. Active cases are assigned to an investigator, who is responsible for following up on leads until the case leads to criminal charges or all investigative leads are exhausted. During interviews with several business owners, they informed the assessment team that BPD's CIU members kept them abreast of the status of their cases.

Twenty-four (24) hour investigative capability is handled via on-duty and on-call detectives. Criminal intelligence files are stored in a separate locked file cabinet and are purged on an annual basis, unless the investigation is still active. The agency maintains a small undercover fund of \$200, however it was not used during this self-assessment period.

Photo line-ups and show-ups are carried out using law enforcement best practices as prescribed by CALEA standards. Four (4) individuals with similar characteristics are placed into the photo array for victim(s) and witness(es) to view in an attempt to identify a suspect. During this assessment period only one photo array was assembled.

Critical Incidents, Special Operations, and Homeland Security

Fire Chief Russ Peterson is responsible for the coordination of the training and response to critical incidents. Chief Peterson discussed the City of Brentwood's Emergency Operations Plan (EOP), which includes responses to both man-made and natural disasters. The inclusive plan involves both inter and intra agency responses to pre-planned and critical incidents. Allied governmental partners included in the plan include the Williamson County Emergency Management Center, Tennessee Department of Homeland Security, Tennessee State Emergency Operations Center, and numerous local municipalities. In 2016, the Brentwood Emergency Operations Center opened after an EF1-tornado, ice storm and the Independence Day celebration.

Community Outreach

BPD actively participates in the Drug Abuse Resistance Education (D.A.R.E.) program. D.A.R.E. is a nationally recognized adolescent training program designed to educate school age children and youth on the dangers of drugs and gangs. BPD has two full-time nationally certified D.A.R.E. officers, Crime Prevention Officers Mark Wood and Sam Bady. Officer Bady, a 20-year veteran of BPD, he is a zealous supporter of D.A.R.E and other programs that allow law enforcement to interact one-on-one with young community members. Officer Bady's passion was very obvious to the assessment team. Officer Bady advised the assessment team that D.A.R.E. is taught at all public elementary, junior high, and high schools in Brentwood. Because of their dedication to duty, Officers Wood and Bady have received numerous awards, commendations, letters of appreciation and thank you notes from parents, teachers and school administrators.

Officer Bady is assigned a low-rider Dodge Challenger. The trunk is equipped with a state of the art sound system and large screen television. The electronics allows Officer Bady to teach out of the trunk of his car. The Challenger has won numerous awards including best in show at the National D.A.R.E Convention. Officer Bady informed the assessment team that the Challenger is designed and equipped to relate to every age group.

Aside from teaching D.A.R.E, Officers Wood and Bady also teach self-defense classes to students and adults. One of the self-defense classes the duo teaches is Rape Aggression Defense (RAD) System, commonly referred to as RAD. RAD is a realistic, self-defense class that teaches practical tactics and techniques. It is a comprehensive course for women that focuses on awareness, prevention, risk reduction and avoidance.

Neighborhood watch programs are another proactive example of community outreach by BPD. Officers Wood and Bady have established and coordinated approximately forty-four (44) programs. They regularly attend homeowner association, civic clubs, business association and other meetings to conduct training sessions and educate the

public on crime. Both officers are also certified to perform home and business security surveys.

Vehicle Pursuits

Vehicle pursuits are governed by Tennessee Code Annotated § 55-8-108 and the agency's written directives. Officers, by policy, may initiate and/or continue a vehicular pursuit, if the vehicle is fleeing on a public street and is demonstrating a disregard for the safety of others no matter what the offense, be it a serious felony or City Ordinance violation. In 2016, the agency wordsmithed the policy to include, the suspect must also present an imminent danger to human life or have the ability to cause serious bodily injury.

As noted in the pursuit table below, the wordsmithing of the policy has had its desired effect, as there were no pursuits in 2016.

Vehicle Pursuits			
PURSUITs	2014	2015	2016
Total Pursuits	8	10	0
Policy Compliant	7	8	0
Policy Non-compliant	1	2	0
Accidents	2	3	0
Injuries: Officer	0	0	0
: Suspects	1	0	0
: Third Party	0	0	0
Reason Initiated:			
Traffic offense	4	6	0
Felony	3	2	0
Misdemeanor	1	2	0

BPD reported eighteen (18) pursuits during this self-assessment period, all of which occurred in the first two years. In reviewing BPD's pursuit analysis, the agency averaged eight (8) pursuits a year from 2006 to 2015. Thus, the drop to zero (0) pursuits in 2016 is a dramatic change for the agency.

Internal Affairs

The agency's policies and procedures reference internal affairs investigation are comprehensive in nature. The agency accepts complaints in a variety of ways to include in person, over the phone or email and through BPD's webpage. Complaints that are less serious in nature, such as courtesy and minor procedural issues are assigned to supervisors. More serious violations, such as allegations of excessive force, criminal acts and integrity violations are handled by the agency's internal affairs function.

Complaints and Internal Affairs Investigations

External	2014	2015	2016
Citizen Complaint	1*	1	1
Sustained	0	0	0
Not Sustained	1	1	1
Unfounded	1	0	0
Exonerated	2	2	2
Internal			
Directed complaint	0	0	1**
Sustained	0	0	0
Not Sustained	0	0	0
Unfounded	0	0	0
Exonerated	0	0	0

*One complaint on two officers **Personnel resigned prior to completion of investigation

As depicted in the above chart, the ratio of complaints to calls for service is extremely low. The agency received three (3) external and one (1) internal complaint this self-assessment period. Captain David O'Neil, CID Commander, informed the assessment team that he attributes the limited number of internal affairs complaints to the agency's hiring process. The recent FBI National Academy graduate noted the agency invests, "A lot of time in on the front end, so we don't have to spend time on the backend."

By policy, internal complaints must be completed within 30-days, however extensions may be granted by Chief Hughes for meritorious reasons. The agency publishes its annual internal affairs summary in the Brentwood Police Department's Annual Report.

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

Communications

The agency has a full-time Communications Center that is supervised by Ms. Kathleen Watkins. The 911 Center provides round the clock telecommunications and dispatching for police and fire services. Minimum staffing is one (1) police and one (1) fire dispatcher. Currently, the agency employs ten (10) dispatchers.

The Communications Center is well laid out and equipped with ergonomic work stations that can easily be raised or lowered for comfort. The agency's tactical dispatch plan is an easy to use rolodex style flashcard system purchased from the Association of Public-Safety Communication Officials (APCO). The agency's radio and phone system provide immediate playback at each work station.

Collection & Preservation of Evidence

All sworn officers receive training in basic evidence collection. Additional training is provided to officers who request and are approved to serve as evidence technicians.

Clear instructions exist for the seizure of computers and other electronic devices/equipment that have evidentiary value. All evidence collection, preservation and control practices within the agency reflect the Commission's prescribed best practices for law enforcement.

Evidence requiring analysis is submitted to the Tennessee Bureau of Investigation-Forensic Service Division (TBI-FSD). TBI-FSD is an accredited laboratory for all forms of custodial evidence to include deoxyribonucleic acid (DNA). Property Control Sheets are used to track the location and disposition of both custodial and non-custodial property.

Property and Evidence Control

Custodial property is maintained in the evidence room located at headquarters. Temporary evidence lockers are used to store custodial property when the evidence custodian is not available. Access to the evidence room is limited to Tech/Support Officer William Reape and Lieutenant Kristin King.

The agency's directives on custodial property handling, packaging, and labeling are clear and concise. Moreover, the directive on temporary storage and the storing of oversized items is also straightforward. Officers are required by policy to turn in all custodial property prior to the end of their tour of duty.

The assessment team examined the property room with property custodian, Tech/Support Officer William Reape. The assessment team found the custodial property area to be in excellent condition. It was clean, well-organized, and well maintained. However, the assessment team did notice a moderate odor of raw marijuana. According to Lieutenant King, the agency is working to improve the ventilation in the custodial property area. Currently, there is a small air purifier being used in an attempt to reduce the odor.

The assessment team observed that all handguns, cash and other items of exceptional value are held with a second layer of security. The assessment team asked Officer Reape to locate several items on the shelves from the agency's Tyler Technology custodial property management software. All of the items were located quickly and were properly packaged.

Semi-annually, Captain Hardcastle conducts an inspection of the property room which involves the random inspection of high risk items as the agency prepares for a purging of disposed of cases. Annually, Assistant Chief Walsh performs an unannounced inspection of the evidence rooms which involves an audit of a sampling of custodial evidence items, and Sergeant Scott Jones performs the annual audit. All of the inventories, inspections, and audits were completed on time, were thorough and revealed no issues. There was no change in custodian during this self-assessment period.

H. Standards Issues:

No files were found to have standards issues.

I. 20 Percent Standards:

CALEA agencies must be in compliance with at least 80% of applicable other than mandatory (O) standards. The agency is free to choose which standards it will meet based on their unique situation.

The agency was in compliance with 91% of applicable other-than mandatory (O) standards.

J. Future Performance / Review Issues

No issues were identified as future performance/review issues.

K. Table: Standards Summary:

	<u>TOTAL</u>
Mandatory (M) Compliance	292
Other-Than-Mandatory Compliance	72
Standards Issues	0
Waiver	0
(O) Elect 20%	7
Not Applicable	113
TOTAL	484

L. Summary:

The assessment team reviewed all of the 56 standards identified for offsite review. The files were found to be well organized, properly highlighted and in compliance. While not all of the 484 files were reviewed under this "Gold Standard Assessment" process, the assessment team is confident the Brentwood Police Department is in compliance with the spirit and intent of all applicable standards. The agency was very well prepared for this Gold Standard Assessment.

All interactions with agency members were very positive, cooperative and professional. Agency members were knowledgeable of CALEA accreditation, the Gold Standard process and the assessors' role. All of the comments from agency members, community leaders and citizens concerning the agency were extremely positive, stressing cooperation, community involvement and professionalism.

It was clear to the assessment team that Chief Hughes and his command staff have developed a culture of public service in the agency. The assessment team, through their personal observation and through interviews with residents, business owners, members of the clergy, as well as city and department staff found agency employees to be well-trained, professional and eager to serve. It also was clear to the assessment team that the processes employed by the agency in its recruitment and hiring to be strong examples of how CALEA's best practices have manifested themselves into a positive outcome for the community.

The Brentwood Police Department embraces being a professional organization and living up to law enforcement's best practices. This was evident to the assessment team as it examined the outcomes of the agency's systems and processes, as prescribed by CALEA standards, which have been in place for decades. From hiring to grievances and from evidence management to career development, the outcomes of agency's written processes and procedures that have been in place for decades is producing positive results for the agency and the community it serves.

As noted in the Future Issues portion of this report, the city and BPD have identified concerns that are important for the agency and the community it serves. The concerns that are within the city's/agency's purview to correct are actively being addressed. This speaks volumes of the city's elected officials and management as they work as a team to build for Brentwood's future.

During this assessment period, the agency's annual reports were appropriately prepared and submitted to CALEA staff in a timely manner. The assessment team was able to verify that the agency remains in compliance with all applicable standards since its last accreditation onsite assessment.

The agency was advised the assessment team will submit this report to the Commission for review and decision of reaccreditation at the next CALEA conference.



Carl Schinner
Team Leader
July 26, 2017