

**Operational Review
of the
Uvalde, Texas
CISD Police Department**

October 2022

DRAFT

Conducted by:

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Acknowledgment

We would like to acknowledge the members of the Uvalde ISD Police Department and the Uvalde Consolidated Independent School District for their assistance in the completion of this review. We were exceptionally pleased with the candor and openness displayed by members of the District. We are grateful for the cooperation and sincerely hope this review will assist the Uvalde CISD Police Department in continuing to improve their services to the District and community.

We can only be humbled by the dedication and tenacity of the District and staff as they continue their mission of education after such tragedy and heartache. We stand in amazement at Uvalde Strong.



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INTRODUCTION

Executive Summary

This document is the report of an Operational Review of the Uvalde Consolidated Independent School District Police Department conducted during September and October 2022. In compiling this report, Texas Police Chiefs Association, Executive Director, James McLaughlin, Spring ISD Police Chief Ken Culbreath, and retired Chief Marlin Price spent two days on-site at the Uvalde CISD Police Department interviewing staff, inspecting facilities, and reviewing files. Significant additional file and document reviews and statistical analyses were also conducted off-site before and after the on-site visit.

An independent review of departmental operations is desirable every few years to ensure both elected and appointed leaders – and members of the community – that the department is operating properly and keeping up with state and national standards. New and experienced reviews of department operations can frequently identify opportunities not seen internally.

The department has recently experienced a tragedy of unbelievable magnitude with the loss of 19 elementary students and two teachers at Robb Elementary School. National attention was focused on the department and the entire police response. The parents of those lost, as well as citizens throughout the country, questioned the performance of the officers during the event. Several investigations into that event have been initiated and the District is working on several recommendations for increasing security at its facilities and schools. This review will focus only on the organization and functioning of the Police Department.

At the time of this review, the Uvalde CISD Police Department consisted of six sworn officers and two non-sworn employees. The Chief of Police had just been released and the department Lieutenant was the senior officer present.

The department had five officers with one additional officer being on-boarded the following week.

Surprisingly, we found the department had not developed into a fully functioning police department after four years in existence. While the department provides some security and investigative functions, officers have not been clearly instructed in their duties and responsibilities. The department still has no policy and procedure manual other than the Multi-Hazard Operations Plan that is required by law. The lack of a policy and procedure manual leaves officers without specific direction and hinders accountability for failure to perform in any required manner. The development of a policy and procedure manual is one of our critical recommendations.

Another critical issue is in the area of training. While officers were able to obtain the level of training required by the Texas Commission on Law Enforcement (TCOLE), there is no one responsible for ensuring officers obtain the basic training needed for this particular position. An example is Patrol Rifle training. While the department issues rifles to officers, there is no requirement, nor are officers currently trained on patrol rifles. They do have to qualify with the rifles each year, but most agencies require officers to have the full 16-hour Patrol Rifle course before being allowed to carry or use a rifle. We make recommendations on this and other training issues in this report.

Our review, understanding the current community concern for the safety of their children, indicates a need for 11 sworn officers (12 if staffing the Batesville campus) which includes a Chief, one Lieutenant, one Sergeant, and eight (or nine) campus officers. Most cities in Texas do not staff elementary schools with full-time officers. With every shooting incident, more schools are moving in that direction.

Police in schools began in the 1970s as schools began seeing more serious offenses occurring in schools. In the following years, officers transitioned to being role models and teaching DARE and GREAT classes, trying to become

less threatening to students. When school shootings began to proliferate, officers became more protectors than enforcers. Assessors are well aware there is no hard evidence that police in schools prevent school shootings. There have been a host of school shooting events in schools where officers were assigned. In addition, many believe that officers in schools increase the number of minorities arrested for minor offenses. We believe the latter issue can be controlled easily by clear written directives and leadership. While this is understood, it is clear that due to the recent tragedy, the community of Uvalde will see the need for an armed officer stationed at each campus for the foreseeable future. Our staffing recommendations reflect that assumption.

Throughout this report, we present both findings and recommendations. Recommendations are classified into two groups – recommendations and opportunities for improvement. **Recommendations** are those items that should be addressed with due diligence to come into compliance with law or local, state, and national standards, or involve officer safety issues. If not addressed, these items could lead to increased liability for the department. **Opportunities for Improvement** are those that we believe can improve the operations of the department. The summary chapter at the end of this report provides a complete list of those Recommendations and Opportunities for Improvement.

We also felt obligated to provide the District with a suggested timeline or strategic plan for the future development of the department. That recommendation is provided in Appendix A. Uvalde is in a unique position at present as to the future of its department. Agencies throughout our state are willing to assist with the upgrade of their department. In addition they have offered to send trainers to helping develop policy and any other way they can assist. The new Chief should take advantage of the two State organizations (The Texas School District Police Chiefs Association and the Texas Police Chiefs Association) to assist where needed. Even before the appointment of a new Chief, members of these organizations are willing to assist in the transition period with training, policy development, and advice and assistance. The information provided in this report, and the continued access to the authors of this report in

the future, along with regular reporting on operations, will allow the District to develop a much-improved police department over the next several years.

The Texas Police Chiefs Association provides Texas police agencies with a voluntary Accreditation program. Similar to accreditation programs in education and health care, this program has almost 200 standards that a police agency must meet. The department chief and staff will have their hands full over the next two years in bringing the department up to minimum standards in policy and training. However, one of the District's long-term goals would be to see that their police department seeks accredited status.

Background

The Uvalde CISD Superintendent, Dr. Hal Harrell, has requested this review of the Uvalde CISD Police Department to ensure the parents and citizens of Uvalde CISD that they maintain a Police Department that can provide students with a safe place to study and learn. This report can also provide the new Chief with a roadmap for department operations in his or her first few months. The Texas Police Chiefs Association (TPCA) provides Texas cities, school districts, and universities with Police Department Review services using both active duty and honorably retired Chiefs who have experience in analyzing department operations. The Texas Police Chiefs Association Executive Director, James McLaughlin, current Spring ISD Chief Ken Culbreath, and retired Chief Marlin Price were the consultants selected to conduct this review. The Superintendent requested the department's operations be reviewed to identify issues that need to be addressed by the Superintendent and Board, as well as the new Chief of Police, and to ensure transparency in District operations.

The following items were identified as the areas of study.

- An analysis of the department's Management System, to include the internal communications systems, formal and informal

communications, meetings, required reports, long-term planning, inspections, and audit functions.

- An analysis of Law Enforcement Operations including:
 - School Safety and Security Operations, workload, activity, staffing, and shift patterns.
 - Criminal Investigations, workload, and staffing,
- An analysis of Evidence and Property Control
- An analysis of Training and Supervision issues.
- An analysis of staffing and shift assignment.
- An analysis of Mutual Aid Agreements and Departmental Technology
- An analysis of Facilities and Equipment
- An analysis of the integrity assurance system
- An analysis of critical liability issues, including:
 - Policy and Procedure Manuals
 - Personnel Files
 - Internal Investigation Files
 - Required Training
- An analysis of services provided to the school district and potential future school district policing initiatives.

Methodology for completing this review will include:

- Review of departmental records, reports, files, and documentation.
- Interviews with school employees, departmental personnel, and others as needed
- Observation of operations.

CHAPTER 1: ORGANIZATION AND MANAGEMENT SYSTEMS

Organization

The Uvalde Consolidated Independent School District currently operates eight campus facilities where students attend classes in Uvalde. Those include:

- Dalton Elementary School
- Uvalde Elementary School
- Flores Elementary School
- Morales Junior High School
- Uvalde High School
- Crossroads Academy
- Dual Language Academy
- District Alternative Education Program
- ***Batesville Elementary (Batesville, Texas)

The Police Department consists of the Chief, one Lieutenant, five sworn officers, one Administrative Assistant, and one non-sworn Security Officer. (One additional officer is onboarding at this time.) In the past, with only three officers, one officer stayed at the high school, one at the junior high, and one covered all the other schools for a short period each day. The Chief and the Lieutenant, who is the department investigator, would back up officers throughout the district. Before the May 24th shooting, this was believed to be sufficient for the completion of the tasks then assigned to the department.

Since the May 24th incident, the District has also hired and placed unarmed "Monitors" at each campus to conduct security duties such as checking doors and assisting with visitor clearance. We believe this is an excellent addition to the staff and positions such as this would have been recommended if not already implemented. The District may consider moving the monitors under

the police department if the school administrations begin placing other non-security duties on these monitors.

Internal Communications

Communication within a police agency is extremely important to pass along information on recent offenses, security threats, new or modified policies, and legal updates. Internal departmental information on such things as policy or operational changes is usually carried out by direct communication via email directly to officers. Because officers need to be at their assigned schools throughout the school day, requiring officers to assemble beforehand for a formal briefing would likely result in overtime. Email or telephone calls easily suffice for these communications.

However, department-wide meetings are also important to keep members informed of changes and future directions. Several officers reported that they had never been to a department-wide meeting. These meetings should also be used to seek input on needed changes and operational improvements (without fear of retaliation from supervisors who may disagree). To be of most benefit, these meetings and discussions should be scheduled regularly and action taken on items. If no action has been taken on an issue raised by officers, this should be reported back as well.

Opportunity for Improvement: The department should schedule department-wide officer meetings at least quarterly. The department Administrative Assistant should record the issues raised by officers and follow up with supervisors to complete a written update of actions taken on those issues each quarter. That report should be forwarded to all officers and the Superintendent each quarter. Department meetings should be held after school hours or on non-school days to avoid taking officers off their campuses when school is in session.

External Communications

External communications with other law enforcement and emergency management staff are critical to the proper functioning of a police department. No agency with less than hundreds of officers can expect to be able to handle all emergencies without mutual aid and assistance. Regular and consistent communication is critical to maintaining these relationships. While the department maintains a Mutual Aid agreement with the City of Uvalde, the city reports very little direct or routine communications on operational issues.

Opportunity for Improvement: The new Chief of Police should develop personal relationships with the City of Uvalde Chief of Police, Fire Chief, County Emergency Manager, the local supervisor of DPS, Border Patrol, and the Uvalde County Sheriff. In their initial meetings, the Chief should inquire about what data and information that agency might need from the department and make arrangements to provide that data regularly. The Chief should obtain direct emergency contact information for each and provide his or her information to the department.

Audits and Inspections

The department reports that no one conducts any regular or routine audits or inspections of department operations or facilities or equipment. This is likely because no one is assigned that responsibility. Nor does anyone have any training in doing so. One of the basic tenants of auditing is "Don't expect what you don't inspect." Failure to conduct regular and routine audits and inspections will ensure that employees stop doing the things they don't like doing.

Opportunity for Improvement: Develop an Audit and Inspection calendar and assign audits and inspections to the Chief, Lieutenant, and Sergeant. Require written reports on findings and forward results to the Superintendent for review. At a minimum, the audits should include:

- Handgun, Rifle, and magazine/ammo cleanliness – at least quarterly
- Department weapons full inventory – annually

- Emergency equipment (Ammo, shields, door breaching equipment, first aid equipment, storage, etc. – at least quarterly
- Vehicle cleanliness and maintenance – monthly
- Officer training status – semi-annually
- Property and Evidence – semi-annually

Internal Reporting

At present, there is no formal reporting of Police Department operations and actions to District administration. With no formal reporting of activities, the administration and Board are not aware of issues and trends involving police activity. There is currently no formal method for officers to report their operational activity to the department for compilation.

Recommendation: Develop a Daily Activity Report to be submitted by each campus officer outlining the incidents occurring and their activity for the day. This report can be either an electronic form on an online shared spreadsheet that is completed by officers each day and submitted to the department Administrative Assistant. This report should capture the data needed for PEIMS coding and reporting of student disciplinary issues.

Recommendation: Develop a monthly report with a due date to allow the Superintendent to include it as part of the monthly Board information package. At a minimum, it should include the staffing status of the department (number of staff at work with any personnel issues like long-term injuries or illnesses, etc.), the number of school days in the reporting period, the number of criminal incidents (Class B Misdemeanor and higher), the number of disruptive events (but where no formal law enforcement action is taken), the number of prevention events (where the department intervened to prevent an incident from occurring), the number of investigations conducted, the number and types of audits conducted and results, the status of actions on the department strategic plan, in addition to any additional departmental activities including training and qualifications. This monthly report could also be shared with law enforcement partners in the area to keep them apprised of department activities.

This monthly report should include a graph of the above activities by month going back at least two years (starting of course when the report starts) to assist in showing trends.

There is also a need for immediate incident reporting in some cases to keep the Superintendent informed of incidents that may result in parental or community concern. There needs to be a clear line of notification protocol for the Chief to make these notifications.

Opportunity for Improvement: Provide the Chief of Police with clear direction on the preferred protocol for immediate notification in unusual incidents. The Superintendent should make clear the types of incidents requiring his immediate notification.

The Police Chief should report directly to the Superintendent. The redevelopment of the department will require significant oversight and accountability in the next two years. The Superintendent should establish a set meeting time with the Chief to discuss ongoing department development and operations.

Opportunity for Improvement: Establish a regular meeting time for the Superintendent and Police Chief to discuss ongoing department development. During the first six months, it is suggested these meetings be every two weeks. After that period, the Superintendent can move the meetings to monthly if needed.

CHAPTER 2: PERSONNEL ISSUES

School District Police Officers are hired and retained on an annual contract similar to the educational staff. Officers who fail to perform adequately can simply be not renewed the following year. Implicit in this process, however, is the need to ensure due process for officers.

Increase in Personnel

The School District will need to add additional officers to meet the desires of the community for the foreseeable future. Besides just adding officers, the District must hire the “right” officers for the job. This requires the department to follow the TCOLE guidelines for background investigations religiously.

Background Investigations

Conducting a background investigation is a long process and if the applicant is not already an officer coming from another agency, the applicant must also complete a medical and psychological evaluation. These evaluations are typically done by physicians and psychologists that are specially trained for these screening methods. They may be in high demand and therefore their evaluations may be significantly delayed. It is not unusual for complete background investigations to take three to four months to complete.

There are two aspects of the background process that are most critical. The first is contacting references. It is important to contact references personally and not just send a letter asking for answers to a few questions. Investigators are usually able to determine if a reference is hesitating about an applicant which may lead to the investigator asking the reference who else might know the applicant and contact them. This leads to a much better understanding of the applicant's history.

The second critical area is contacting TCOLE to see if the applicant has worked in other agencies and then making direct contact with those agencies. This process is designed to keep problem officers from "Job Hopping."

An examination of the department personnel files shows a completed background investigation package on all personnel. Evidence shows TCOLE was contacted and prior agencies where the applicant worked were identified. Evidence also shows that representatives from an officer's prior departments were contacted and several had letters of recommendation attached. However, there is no written summary of those contacts or written descriptions of the results of reference contacts. A written summary of the contacts and results of reference checks and prior employment would provide the decision-maker with verifiable summaries.

Opportunity for Improvement: Ensure future background investigations require personal contact with references and a written summary of the officer's history and reference contacts.

Hiring and maintaining personnel is extremely difficult in today's law enforcement environment. The administration and Board should be aware of this difficulty experienced by all agencies as they attempt to fill these new positions.

Evaluation of Personnel

The department reports doing personnel evaluations annually however, no evaluations were contained in the officer's personnel files. Personnel evaluations are valuable tools for providing feedback to officers on their performance. Most agencies do evaluations every six months or annually.

Opportunity for Improvement: Develop a police-specific performance evaluation and conduct evaluations annually. The final evaluation should be completed before the decision is made to retain or release an employee. Employees should be provided a copy of the evaluation and the original filed in the officer's personnel file.

CHAPTER 3: OPERATIONS

The Uvalde Police Department provided officers as School Resource Officers for many years before the creation of the Uvalde CISD Police Department in 2018. The newly formed department developed its current operational model over the past four years through operational experience. The May 24th shooting, and the resulting change in leadership of the department, will require a rethinking of the roles, responsibilities, and operational policies and procedures of the department. The administration must communicate its direction on operational policies and procedures to the new chief as soon as he or she is selected. These policies, such as when officers will become involved in minor disciplinary matters, can then be communicated to department staff.

Staffing Level

Staffing a police agency, whether a municipal or school district agency, is entirely discretionary. The City Council or School Board makes the best decision they can based on the data they have available. There is more hard data in municipal agencies as the dispatch office can provide the number of calls for service, how long they take to answer, how many criminal cases are assigned, etc. No formulas exist for school-based agencies and therefore staffing recommendations are much more subjective based on what the community and the Board believes is necessary.

[REDACTED]



With eight campus officers, the need for a field supervisor is clear. As shown below, this Sergeant will respond to incidents, visit each campus, and ensure officers are performing appropriately. He will also be responsible for many audits and inspections needed to ensure the proper functioning of the department.

Two other staffing decisions must also be made. First is the staffing of the Batesville campus with a sworn officer. The Batesville campus arguably has the same risk as the Uvalde campuses. If the Board sees the need to staff the Batesville campus, another campus officer should be added.

While officers will likely be required to take their vacation and much of their training during school breaks, other circumstances require officers to be absent from work. Work and non-work-related injuries or illnesses, family emergencies, and weddings and funerals will cause officers to miss work for legitimate reasons. The department Lieutenant, who is the department investigator, can be reassigned on those days to the vacant campus. The Sergeant can also be reassigned but should be the last to be reassigned because of critical supervision duties. An additional relief officer may be added to the department to cover vacant campuses regularly.

Opportunity for Improvement: After a year's experience with full staffing, the Chief of Police should determine whether an additional campus relief officer is needed to keep campuses staffed. As a matter of reference, we are unaware of any similar size district in Texas that staffs "relief" positions. Rather than recommending this action at this time, we believe the chief should evaluate the need over the first year and recommend the addition if needed.

We believe this staffing will allow each campus to have an officer present most of the time students are present. There will always be operational situations that will take officers off campus from time to time.

Can schools be protected with less than an officer assigned to each campus? The District has already added a "Monitor" whose job it is to keep the school secure by locking doors and assisting with visitor protocols. This is a significant step that most campuses in the country have not taken. There is no evidence that having an officer at a school deters school shootings and the best method for protecting a school and its students is through access denial. However, at present, it appears the community is willing to foot the bill for staffing an officer at each campus. As the new chief gains experience in the district, he or she should look for ways to leverage both staff and technology to be able to reduce staffing in future years.

Duties, Roles, and Responsibilities

Based on experience in other agencies, the following Duties, Roles, and Responsibilities are recommended for the positions indicated.

Chief of Police

- Primary department administrator
- Develops policy, procedure, and operational priorities
- Assists in the development of emergency procedures
- Responsible to the Superintendent for all departmental operations
- Serves as Incident Commander on all District emergency operations
- Conducts audits and inspections to ensure appropriate operations
- Acts as backup for high school and other campuses when necessary
- Interfaces with other area law enforcement and emergency management
- Supervises the department Lieutenant, Sergeant, and Administrative Assistant

Lieutenant

- Primary department investigator

- Acts as chief of police when the chief is out of town
- Acts as the primary backup for high school officer
- Works as replacement campus officer when necessary
- Responds to campuses as needed in criminal incidents

Sergeant

- Primary supervisor for campus officers
- Primary backup for campus officers
- Works as campus officer as needed
- Responds to campuses for all restraint or use of force incidents for investigation.
- Conducts audits and inspections to ensure appropriate performance
- Maintains relationships with principals
- Supervises all campus officers, conducts performance evaluations

Campus Officer

- Remains on campus unless required for immediate backup on another campus
- Conducts campus duties as identified and directed by the supervisor
- Enforces criminal law in accordance with department policy
- Assists campus administration with safety and security measures
- Immediately respond and prevent any threat to students or faculty without delay
- Maintain emergency equipment to ensure availability in emergency
- Conduct additional assignments as directed
- Officers will NOT conduct student attendance enforcement

Security Officer

- Maintain security of the high school parking area and adjacent area by patrol and fixed post observation
- Notify the assigned officer of any suspicious activity

Administrative Assistant

- Complete department correspondence and reports as directed
- Maintain department criminal records and reports
- Act as Property and Evidence custodian
- Coordinate notification activities by radio as required

Direction of Activities and Supervision

Without clear direction provided by written policy and procedure, and without regular and active supervision, officers often develop their own, sometimes easier or more convenient ways, of doing things. While most of these changes can be harmless, they occasionally defeat the primary purpose of a mission. Clear direction and relentless supervision are necessary to keep all personnel operating appropriately.

Workload

Officer activity is usually much higher at junior highs and high schools than at elementary schools. Schools are physically different and may require different techniques for safety monitoring. Officer duties and responsibilities will, therefore, be slightly different at each campus. Campus administrators will also need to have input into the officer's activities based on their knowledge of operations.

Recommendation: The department should work with each campus administrator and campus officer each year to identify and establish the priorities for officer activities on each campus. Those activities should be provided to the officer assigned and available to any replacement officer assigned.

Assignment and Hours

Officers assigned to campuses should attempt to stay on the campus during the entire time students are present unless required to assist or back up another officer on another campus. Officers should be allowed, in true emergencies, to back up other local law enforcement officers in the immediate area of the school, unless the situation would present a danger to the school where his protection of the students is paramount. Campus officers should not

leave the campus regularly for lunch or to meet and visit with other officers during the school day.

The department should have an officer "On Call" after hours to respond to incidents on school property and to review critical "tips" received that have a potential danger to students. Tips of a serious nature are then referred to an upper-level supervisor for action. In addition, other law enforcement agencies occasionally need access to teacher contact information during missing persons investigations and an "On Call" officer could assist these agencies.

Opportunity for Improvement: Schedule personnel for an "On-call" status and create procedures for "On-call" operations.

Criminal Investigations

The department records indicate that 60-90 criminal offenses are reported each year. These are mostly misdemeanor theft offenses but some are felony crimes against persons. These are all assigned to the department Lieutenant for investigation. The current number of these investigations and their type indicates that one investigator is appropriate and would allow for the additional assignments indicated above in the duties and responsibilities section.

To properly conduct criminal investigations, however, it is important to have the necessary supporting crime scene equipment including a reliable digital camera, evidence collection and preservation materials, fingerprint equipment, theft detection equipment, and alternative light sources to detect bodily fluids as well as appropriate training.

[REDACTED]

Criminal investigations conducted by the department should have written descriptions of what investigative actions were taken and the status of the

investigation. In most agencies, these actions are detailed in a supplement report under the same service number. Properly managing criminal investigations includes checking to make sure there were follow-up investigations properly conducted and documented.

Recommendation: Ensure all criminal investigations have written supplement reports completed on all investigations. The Chief of Police should audit these cases periodically to ensure proper investigation and documentation.

Currently, any criminal investigation that is intended for prosecution is prepared and sent directly to the Uvalde County District Attorney. While this is appropriate in the end, the Chief of Police should review and approve any criminal case filing by the department.

Recommendation: Ensure the Chief of Police reviews and approves any case filing before forwarding it to the District or County Attorney.

Social Media and Tip Monitoring

The department has an online tip system (Stop-it) that allows users of the app to submit tips anonymously. Currently, administrators and officers are notified immediately on their phones of the tips submitted. The department also subscribes to a service that monitors social media for potential threats. The organizational responsibility for monitoring these sources is not well defined.

Opportunity for Improvement: Assign responsibility to two police positions for monitoring the online social media and tip information. If one person is off or on another assignment, the tips will not be missed. The chief should investigate whether the Uvalde Police dispatch function could monitor these sources overnight and notify the on-call officer if any critical information is received that needs action before the day begins.

The District also has another app, Navigate 360, that monitors public domain social media posts for certain keywords and alerts officers if these keywords appear. This is an excellent tool for the department's prevention efforts.

Sex Offender Monitoring

There are state laws that require some sex offenders to register for periods up to life. There are also rules regarding how close to a school a registered sex offender can reside. This registration process allows the District to review the locations in the district where sex offenders reside to ensure they are not within the prohibited areas. At present, there is no one conducting checks on local sex offenders.

Opportunity for Improvement: Require the department Lieutenant to conduct semi-annual checks of registered sex offender residential locations. If a law enforcement agency in the county has a sex offender unit, the department should partner with them to ensure proper monitoring.

Mutual Aid

No police agency can afford to staff operations to a level where they can fully respond to every emergency. The State has developed a Mutual Aid system to assist in dealing with these emergencies. Uvalde ISD has had a mutual aid agreement in place for several years with the City of Uvalde Police Department to provide dispatching services for the department. After the May 24th shooting incident, this Mutual Aid agreement may need to be updated to assist the department in other areas as well.

Opportunity for Improvement: The new Chief should revisit the current Mutual Aid agreement with the City of Uvalde Police Department in an attempt to expand the agreement to cover some training and firearms qualification services, in addition to updating the services needed from dispatch. Services that will require significant personnel investment from the city may need to be compensated.

Ancillary Operations

Traffic Enforcement

At present, the Uvalde CISD Police do not conduct any traffic enforcement activities. Conducting traffic enforcement would require officers to be out of the school facilities for significant periods. Given the current climate, the community may want the officers in the school the whole time. However, if the lack of school zone enforcement is endangering the children attending, or if vehicles are ignoring clear safety violations immediately adjacent to the school, the decision may be made to have officers conduct traffic enforcement.

If officers are tasked to conduct traffic enforcement, significant infrastructure needs to be planned. The department would need to agree with either the Uvalde Municipal Court or a local Justice of the Peace Court to hear citation cases. At present, the department does not have any citations. In addition, officers would need to be equipped with body cameras for recording all stops. Failure to have recording equipment significantly increases the level of Racial Profiling data that is reported annually to TCOLE. In addition, radar equipment would need to be purchased entailing additional expenses for purchase and maintenance.

Officers currently have the authority to stop vehicles for criminal violations as well as traffic offenses anywhere within the District jurisdiction, but doing so requires a report of each stop by TCOLE requirements.

Crime Records

Reports of crimes are currently written in a Google Document and saved in a Google Document program custom designed by school district staff. This process appears to meet the needs of the department for tracking cases and allowing follow-up investigations. The program however does not allow automated reporting of either Uniform Crime Reporting (UCR) or National Incident-Based Reporting System (NIBERS) data. Reporting this data to the

Department of Public Safety is encouraged but voluntary. Most commercially available Records Management systems have this reporting function automated.

There is currently no great need for Uvalde CISD police to move to a commercial records management system or report the UCR or NIBERS data. As long as the current documentation system is sufficient for tracking cases and for the prosecution of offenders, it can continue to use the current system. There is a need, however, to track offenses over time to see developing trends.

Opportunity for Improvement: Design a system for tracking various types of crimes reported each month in graphic format for ease of trend identification. Make this data part of the monthly report to the Superintendent. The department should consider purchasing a commercially available Records Management System at some point in the future to take advantage of the data management capabilities.

Property and Evidence

Currently, property or evidence in criminal cases is maintained by a sworn officer in the bottom drawer of a locking file cabinet in the Chief's Office. This allows anyone having access to the file cabinet access to the property or evidence. Evidence could include drugs, money, guns, or any number of other items. Best practices dictate the Property and Evidence facility be managed by someone outside the officer's chain of command and not involved in the actual cases.

Recommendation: Assign the task of Evidence Custodian to the Administrative Assistant. Have her seek training from the International Association of Property and Evidence (IAPE) which produces an online certification course. Failure to properly manage and audit property and evidence facilities can result in the inability to use the evidence in court cases.

There is no evidence of any audit or inventory of property in the property drawer. There are numerous items with no identifying information, and no chain of custody completed. These items, if not properly completed and submitted, are useless in court proceedings.

Recommendation: Conduct a complete audit of the Property Drawer.

Identify all property or evidence needed for pending criminal prosecutions and dispose of the remainder. Ensure all property is properly packaged and identified and the chain of custody is properly completed before accepting property or evidence.

The lack of security using a drawer of a cabinet used by others is not satisfactorily secured.

Recommendation: Purchase a securely locking storage cabinet for use as a secure property and evidence locker. Develop and issue a policy on property and evidence submission and auditing.

CHAPTER 4: TRAINING

Law enforcement training in Texas is controlled by the Texas Commission on Law Enforcement. Each legislative session, the legislature will usually issue to the Commission new guidelines for Texas Peace Officer training. This coming legislative session will likely be no different due to the impact of the school shooting here in Uvalde. Regardless, prior legislative action requires all peace officers in Texas to complete at least 40 hours of in-service training every two-year training cycle. Training cycles run from September 1 to August 31. The current training cycle runs from September 1, 2021, to August 31, 2023. Officers who do not meet the required 40 hours or the required mandated courses for that training cycle face suspension of their peace officer license.

Other training, which is not necessarily required for all peace officers is dependent on their particular assignment, the equipment they utilize in their job, and the liability created by an agency not training officers in areas where those skills are needed. Peace officers assigned specialized tasks must complete certain legislatively mandated courses before performing their duties. For example, School-Based Law Enforcement training for school resource officers (SROs), Body Worn Camera training for individuals using body-worn video camera equipment, and Eyewitness Identification training for officers preparing and conducting line-ups.

Other training is required simply to reduce potential District financial liability. As an example, if officers carry pepper spray and they have not been trained in its use, (or received refresher training) the agency is at extreme risk of a successful lawsuit based on negligent training if used improperly. Both national and state accreditation agencies require not only basic training in less-lethal weapons but also periodic refresher courses.

There are several specific courses both mandated and recommended for School-Based Law Enforcement (SBLE) officers. All officers employed by the District should obtain those training courses as soon as possible. There are also

optional and advanced training courses that should be obtained by officers who have specific specialized duties within the department such as Criminal Investigations and Property and Evidence management.

With these issues in mind, we reviewed the training records and developed a list of the suggested basic and advanced training courses for Uvalde CISD officers. We then reviewed all the current officer's training records to determine which of the basic and advanced courses each officer has completed. All officers' training records are maintained by TCOLE and individual officers as well as the department training officer has access to these online records.

Critical Recommendation: Obtain the required Basic Training for all sworn officers as soon as possible. Allow officers to obtain other more detailed training after obtaining the basic requirements listed below. One officer reported never having any deadly force training since being hired. Most critical in this list is the Use of Force Policy, (including Deadly Force) Patrol Rifle training and ALERRT Active Shooter training.

Basic Training Requirements

Initial Required Training	TCOLE
SBLE Active Shooter Mandate	2195
SBLE Multi-Topic Mandate	4064
Legal Update	3187
School Resource Officer	3858
Less Lethal Electronic Control Device	3344
Defensive Tactics	2040
Crisis Intervention Training	1850
Patrol Rifle	3322
Basic First Aid/AED Operation	3830
CPR	3845
Narcan	85120
De-escalation	1849
Open Carry Law Update	450
Informed Response (Trauma)	4070
Bomb Threat Response	Local
Standard Response Protocol	Local
Threat Assessment (Texas School Safety Center	Local
ICS-100	66100
ICS-200	66200
ICS-700	66700
 Additional Basic Chief Training	
Basic Chief Training - LEMIT - 40 Hours	
ICS - 300 (Classroom)	
ICS - 400 (Classroom)	
ICS - 362a (Online)	
New "Blue NIMS" course for Chief, Lieutenant, and Sergeant	

While officers qualify with assigned patrol rifles, qualification only requires hitting the target with 20 rounds. Patrol rifle training requires instructions in how to clean and maintain the weapons so it fires when needed, how to clear a misfeed, how to conduct a combat reload, among other critical tasks. The Patrol Rifle training class should be required prior to allowing officers to carry the weapon.

In training officers in de-escalation and use of force, one of the best tools is a virtual scenario simulation system. This system uses video scenarios to teach officers their options and engagement techniques in the use of force situations. These units can be very expensive and it is unlikely that a department this size could justify its outright purchase, but working with other law enforcement entities could make it more affordable.

Opportunity for Improvement: Attempt to arrange training access with a law enforcement agency that has a virtual scenario simulator system.

Currently, the department utilizes the firearms training officer of the Uvalde Police Department as their Firearms Proficiency Officer. This is a position required by TCOLE to sign off on the officer's annual qualification and inspect their firearms. With the growth of the department, the department should have its own Firearms proficiency officer.

Opportunity for Improvement: Identify and train an officer to become the department Firearms Proficiency Officer.

The department currently does not maintain any officer training files. While each officer's training records are available to the officer online, the department does not have anyone assigned to track officer training. With this being such a high liability issue, the chief of police should monitor and track all training to ensure officers obtain the required training as soon as possible.

Recommendation: The department should develop a training file with folders for each officer and a summary of what officers have completed and what courses. This file can be maintained by the Administrative Assistant but needs to be reviewed and training assigned by the Chief of Police.

Many of the required training courses are offered online by TCOLE from their website. Others are offered online by contract providers such as Police One, Virtual Academy, and OSS Academy. The District can reduce training costs

significantly by contracting with one of these agencies and allowing officers to take classes online during work hours.

Opportunity for Improvement: Contract with an online training provider to increase officer access to the required training. The provider needs to be approved by TCOLE for automated course completion recording.

Three other issues concerning training need to be mentioned. First is leadership training for the Chief and supervisors in the department. TPCA offers some of the best leadership training available in Texas for law enforcement, but the time away from the department (3 weeks – one week per month for three months) would suggest this training be delayed until the department basics are completed.

The second issue is the need to ensure officers are familiar with the requirements of Senate Bills 393 and 1611. These bills, now codified into the Texas Education Code and the Texas Code of Criminal Procedure, have clear expectations regarding law enforcement activities in schools.

The third issue is Incident Command training. While the officers and supervisors of the department will be required to complete this training, it might prove to be beneficial for campus administrators to understand the concepts. ICS-700 is the introduction course and ICS-100 is the Entry or officer-level training for Incident Command. These classes are available free online.

Field Training Requirement

The current Field Training for new officers is spending a day with another officer. This is wholly insufficient. If an officer has been a police officer in another jurisdiction and has completed field training there, he or she will know many of the basic tasks of policing. However, if the District hires a new officer out of the academy, TCOLE requires them to complete a field training program. While TCOLE does not require any specific length of field training, these officers

must learn everything from how to complete department forms, to where the local hospitals are, and what is required for the filing of a criminal case in Uvalde County.

Recommendation: Develop a task-based checklist for both officers with previous experience and new officers that meets the needs of the Uvalde CISD Police. Experienced officers will have a much smaller list of tasks required to show competency based on their prior experience. New officers, however, will need to demonstrate proficiency in a multitude of tasks including radio operation, report writing, vehicle operations, etc. Reporting of completion of a field training program and an orientation program to TCOLE is required for the officer to obtain basic-level certification as a police officer.

CHAPTER 5: LIABILITY ISSUES

Policies and Procedures

The police department reports that they do not currently have a policy or procedure manual. We find this to be very unusual and places the District in a position of high liability. The Texas Commission on Law Enforcement requires all new police departments to provide copies of certain policies such as Use of Force, before allowing the department to hire officers. Interviews with officers indicate that they have never been issued or trained in any department policy manual or any individual policy.

The lack of a policy and procedure manual permits officers to do anything they want without approval or accountability for their actions.

Critical Recommendation: The police department should immediately develop a basic policy manual, and issue and train all department members in its requirements. The new chief should consider issuing three temporary policies immediately, including the Use of Force, Active Shooter Response, and Basic Duties and Responsibilities. The basic policy manual should not conflict with District's employee manual and does not need to restate items covered in the district's manual. However, the basic police policy manual should include at a minimum the following policies:

- Department Mission, Vision, and Core Values
- Department Organization, Chain of Command, and Supervision
- Use of Force, including use of deadly force, approved weapons, and qualification requirements for various lethal and less-lethal weapons approved by the department.
- Active Shooter Response
- Vehicle Pursuits
- Professional Conduct of Officers (Rules of Behavior and Conduct)
- Investigations of Officers and Discipline Process
- Operational duties and responsibilities of officers and employees
- Constitutional Safeguards

- Detentions and Arrests on Campus
- Prisoner Restraints
- Juvenile Procedures
- Domestic Abuse protocols occurring on campuses
- Response to Missing Persons
- Eyewitness Identification procedures
- Impartial Policing and Racial Profiling
- Property and Evidence Procedures

Additional policies and procedures can be added as time permits. One of the easiest ways for a new Chief to complete this task is to request a copy of a current policy manual from an established and well-respected school district police agency of the same or slightly larger size and edit it specifically for Uvalde. In addition, the police policy manual must be reviewed and approved by the Superintendent.

When officers are called to account for actions deemed in violation of policy, it is often required to prove that the officer was issued a copy of the policy and trained on that policy, before being able to hold them accountable for violating the policy.

Recommendation: Develop a policy sign-off sheet that requires officers to sign that they have received a copy of and understand the various policies. This sign-off sheet should be maintained in the department policy file.

Emergency Response Plans

The District has developed a Multi-Hazard Emergency Operations Plan as required by the Texas Education Code (37.108). An evaluation of the Uvalde CISD's Multi-Hazard Emergency Basic Operations Plan revealed several opportunities for improvement to enhance plan implementation. The complexity of the document does not translate well to the implementation process.

Emergency management plans should be designed to ensure that all stakeholders are well prepared to respond to human or natural disasters. The

five phases (Prevention, Mitigation, Preparedness, Response, and Recovery) of emergency management planning are industry norms and best practices. Overly detailed plans can create confusion during the implementation phase.

Recommendation: Over the next year, initiate a rewrite of the Multi-hazard Emergency Operations Plan with a view toward simplification utilizing the five phases in each hazard section of the plan. Consider the following suggestions in the rewrite process.

- Reduce the size of the current document, which is highly descriptive and sometimes repetitive, to a concise and manageable document.
- Reassess the readiness levels and consider combining them into the five phases of emergency management planning for each hazard.
- Define who is responsible for drafting sections of the plan, and include local or district-employed first responders in constructing the Multi-Hazard Emergency Operations Plan. The Police Chief should draft all law enforcement response protocols.
- Incident command should transfer from the campus administrator to the first responders upon the arrival of the first responders on all law enforcement standard response protocol events.
- Ensure all campus safety officers, campus administrators, and first responders receive an operational-level plan and training on implementing each section of the Multi-Hazard Emergency Operations Plan.
- Continue to ensure the Uvalde CISD emergency management leads obtains NIMS, ALERRT, and emergency management training to meet the needs of the District and safety protocols.
- Ensure the required drills are scheduled and completed before the required dates.
- Ensure the safety protocols are adhered to during the required drills.

- Ensure all local area first responders receive a copy of the Uvalde CISD's Multi-Hazard Emergency Operations Plan and are logged as obtaining a copy of the plan.
- Ensure annual tabletop exercises are conducted.
- Ensure an active shooter physical exercise is conducted annually with participation by local area first responders.
- Ensure the attendance, objectives, and lessons learned are documented.
- Consider providing all Police Officers, Principals, and Assistant Principals with small laminated QRC (Quick Reference Cards) for response protocols for those hazards that are quickly developing, such as active shooter or tornadoes. QRC cards are carried attached to the employee's ID card.

Opportunity for Improvement: Upon completion of two years in the district, and completion of required training, consider appointing the Chief of Police as chair of the Safety and Security Committee and allow updating of the Emergency Operations Plan. This action would only be recommended if the Superintendent believes the chief had gained the trust and respect of the community at large.

Many agencies have developed a supplemental Emergency Management Plan in a visual format that includes maps of facilities, blueprints of schools with door opening directions, locks, and access points. Many have pre-identified Command Posts, Law Enforcement assembly areas, EMS staging and casualty collection points, reunification facilities, landing zones, and other features.

Opportunity for Improvement: Develop and publish an Emergency Management Plan in a visual format for each campus. (Sample Red Book.) Ensure all police staff has a copy as well as all supervisors from other responding agencies. Then issue as "Law Enforcement Sensitive" to ensure potential actors do not get access to these response plans. Also consider using one of the commercially developed mapping systems designed to identify all parts of the campuses including doors, classrooms, storage closets and any changes to

buildings since last remodel. The would be in a form of an App that could be shared immediately with any first responder regardless of agency.

Legal Updates

At present, the only source for updates in the law enforcement field is provided to officers in their biannual Legal Update training required by the Texas Commission on Law Enforcement. While this usually covers only the legislative changes made to the law, courts also change the law continually. Legal decisions from the Supreme Court or Circuit Courts of Appeal take effect immediately and may require immediate changes in policy and procedure.

The new Chief of Police will undoubtedly join professional organizations that often provide the membership with legal updates. However, to ensure the department is up to date with recent court decisions, the Chief should subscribe to several online services that provide immediate notification to law enforcement of court decisions affecting operations.

Recommendation: The Chief of Police should subscribe to several online services that provide legal updates on court decisions affecting law enforcement. Two of these services which provide updates at no cost are the Americans for Effective Law Enforcement (www.aele.org) and the Public Agency Training Council (www.patc.com).

CHAPTER 6: COMMUNICATIONS

Effective communication is necessary for effective police operations. Currently, officers do not have mobile radios installed in any of their vehicles. Officers carry two portable radios. One is on the City of Uvalde police department dispatch frequency, the other is the school's radio system. The city radio allows officers to receive calls for assistance that are called in to the 911 dispatch center. Dispatchers send the information directly to Uvalde CISD officers. This will necessitate coordination with dispatch to ensure the Unit numbers and daily assignments are known. Officers report that they have difficulty on occasion receiving and transmitting inside the school facilities.

Recommendation: Conduct a study to determine where within school facilities there is no city radio coverage and install necessary repeaters to ensure outside communication in emergencies. Installation of repeaters can be significantly expensive and can be phased in over several years if necessary.

Recommendation: Ensure all officers have working City of Uvalde dispatch frequency and District radios. In addition, ensure City of Uvalde dispatchers are notified daily of any assignment changes throughout the district.

The district's radio system has a separate frequency for each school campus. The police department has its own frequency. Officers will usually stay on their campus frequency while on campus and switch to the police frequency when needed. Because each campus has its own channel officers are not immediately aware of any issues at other campuses. Also, all school personnel are on the same channel at a particular campus which can tie up the channel on non-law enforcement issues. The new Chief should review and propose any changes believed necessary.

If an incident occurs on one campus, many times an alert is sent to other campuses. This is often done by the responding officers trying to call the campus by either radio or telephone while driving. This is both difficult and dangerous while driving quickly to a location.

Opportunity for Improvement: Assign the Administrative Assistant the duty of Communications Coordinator. She can then be instructed with one radio call to notify the required parties. She will need either a base station radio or portable radio at her desk for this purpose and a higher level of training in the Raptor system.

Each officer should have both a charger and an extra battery for each radio. In addition, for prolonged operations, it would be advisable for the department to have several extra multi-chargers and batteries.

CHAPTER 7: ANALYSIS OF FACILITIES, EQUIPMENT, AND TECHNOLOGY

Facilities

Although not all facilities were visited, the police officer's work area and the chief's office at the high school were visited. The officer's office is large enough to provide workspace for the assigned high school officer and the Lieutenant who usually provides immediate backup for the high school officer.

The chief's office is located separately inside a larger squad room at the high school where the Administrative Assistant is also located. The room also houses restrooms and equipment storage, including a gun safe where extra firearms and ammunition are stored. The facility has a large table and there is sufficient room for department meetings. The chief's office is little more than a large closet and the facility itself appears cluttered and disorganized. It is located a significant distance from parking which would act to delay response by the chief in some emergencies.

Opportunity for Improvement: As the District reconfigures space usage over the next few years, consider providing the police department with a new "headquarters" office. This office ideally would have a larger chief's working office, space for the Administrative Assistant, and meeting and storage space. Close parking would benefit easier access to equipment and supplies as well as response to incidents.

Officers currently have separate offices in all of their campus locations.

Opportunity for Improvement: Ensure all officers have a lockable office with locking files and storage systems available. Officers should have separate lockable offices at each facility and keyed to the same key for access by all officers. If the office is inside another locked office, a master key for those offices should be held by all officers. Inside those offices, the officers should have a desk and chair arrangement with lockable file drawers and a locking cabinet large enough to hold a patrol rifle and a "Go-Bag." The officer's ballistic shield is also stored there. All locking cabinets should have the same key.

Vehicles

The department currently has six vehicles listed below with the mileage shown.

2014 Dodge Charger	102,205 miles
2017 Ford Explorer	76,461 miles
2017 Ford Fusion	50,858 miles
2018 Ford Fusion	20,987 miles
2018 Ford Fusion	19,026 miles
2021 Ford Explorer	7,260 miles

Each officer, if assigned to different campuses and expected to respond and back up other officers as needed, requires a vehicle. At present, the department does not routinely stop traffic violators or pursue vehicles. But if officers are expected to quickly respond to emergencies at other campuses, then warning lights and sirens are required. If the officer's portable radio is reliable, no vehicle radio is needed, but as a matter of safety, each vehicle should be equipped with a fire extinguisher and first aid kit.

Texas law requires annual reports on traffic and pedestrian stops by officers. This Racial Profiling report is also sent to the officer's governing body, which would be the School Board in this case. If the department has video recording systems for traffic and pedestrian stops, there is a much lower level of reporting data necessary. In addition, if the officers are going to be conducting traffic stops, even just around schools, they need to have marked vehicles.

Recommendation: Decide if officers will routinely conduct traffic enforcement around schools, and then determine the type of vehicles necessary. For the most part, smaller and less expensive sedan-type vehicles, with greater gas mileage, would be sufficient if traffic enforcement was not a routine task. If traffic enforcement becomes a priority, more robust and powerful vehicles would be advised. Campus officers would not routinely carry prisoners, so prisoner cages would not be required. The Lieutenant's and Sergeant's vehicles should be equipped with prisoner cages for the safe transport of any

prisoners. The issue of video recording systems is discussed in the equipment section below. The Chief's, Lieutenant's, and Sergeant's vehicles should be SUV-type vehicles as they will routinely carry their emergency equipment, such as ballistic shields and breaching equipment in their vehicles.

Equipment

Computers and file systems

Current officers report that their computer systems and software are adequate for their operations. Criminal offense reports are filed online in a secure file system that cannot be viewed by anyone other than the police.

File and Storage Cabinets

[REDACTED]

Firearms

[REDACTED]

[Redacted text block]

[Redacted text block]

Emergency supplies

[Redacted text block]

[Redacted text block]

Ballistic shields

[REDACTED]

Breaching materials

It is impossible to recommend specific door-breaching equipment without a thorough understanding of the doors and facilities being breached. [REDACTED]

[REDACTED]

Recommendation: Send an officer or the Sergeant to the next ALERRT Breaching class and develop appropriate breaching tools. Have that officer familiarize themselves with the potential facilities that may need to be breached and recommend tools for such incidents. If possible, pre-position tools in each facility.

[REDACTED]

Uniforms and Body Armor

[REDACTED]

Body Worn Cameras

With the current state of litigation in policing, it has become a necessity for officers to record their interactions with the public on body-worn camera systems. These systems are usually quite expensive. The cameras themselves are not the most expensive part, instead, it is the storage systems for the video footage. Officers' cameras are battery-powered and operate when the officer turns them on. There would need to be a clear policy on the times when the body camera should be turned on and when it should not be used. If an officer or the Lieutenant conducts an in-custody interview, it must be recorded by law. If an officer takes a child to their office to interview them on a criminal complaint, one could easily argue that the child was in custody.

Recommendation: Purchase a body-worn camera system for the department. The video retention period should be 90 days if the department uses them to record traffic stops. The retention period can be less if traffic enforcement is not required. Officers identify incidents that may require longer retention and the administrator prevents those from being automatically erased.

Technology

The Uvalde CISD has added many new video cameras to its school facilities and more are planned. The police department staff reports that they are unsure of the purpose and status of these camera systems other than being able to monitor activities. There is currently no one in the police department assigned to monitor the cameras. While there is a large monitor in the high school police office, there is no one to watch the video when the officer is out in the building. Other officers assigned to other campuses are unaware of their duties regarding the camera monitors or whether school staff has anyone assigned to monitor the cameras. It also appears that the videos are not currently operating properly due to bandwidth issues.

Recommendation: The new chief of police should conduct a review of both the camera systems, monitoring equipment, and monitoring procedures and make recommendations to the Superintendent regarding those systems.

With the Administrative Assistant becoming the communications coordinator, she could also have a large monitor station over her desk and conduct regular and routine surveillance, switching to the particular school if an incident occurred. Videos from all cameras should be recorded for a preset period of at least 30 days to allow for follow-up investigation of incidents.

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CHAPTER 8: SUMMARY OF FINDINGS

CRITICAL RECOMMENDATIONS

Critical Recommendation: The police department should immediately develop a basic policy manual, and issue and train all department members in its requirements. The new chief should consider issuing three temporary policies immediately, including the Use of Force, Active Shooter Response, and Basic Duties and Responsibilities.

Critical Recommendation: Obtain the required Basic Training for all sworn officers as soon as possible.

RECOMMENDATIONS

Recommendation: [REDACTED]
[REDACTED]
[REDACTED]

Recommendation: Develop a monthly report with a due date to allow the Superintendent to include it as part of the monthly Board information package.

Recommendation: The department should work with each campus administrator and campus officer each year to identify and establish the priorities for officer activities on each campus.

Recommendation: Ensure all criminal investigations have written supplement reports completed on all investigations.

Recommendation: Ensure the chief of police reviews and approves any case filing before forwarding it to the District or County Attorney.

Recommendation: [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Recommendation: [REDACTED]

Recommendation: [REDACTED]
[REDACTED]

Recommendation: The department should develop a training file with folders for each officer and a summary of what officers have completed and what courses.

Recommendation: [REDACTED]
[REDACTED]
[REDACTED]

Recommendation: Develop a policy sign-off sheet that requires officers to sign that they have received a copy of and understand the various policies.

Recommendation: Over the next year, initiate a rewrite of the Multi-hazard Emergency Operations Plan with a view toward simplification utilizing the five phases in each hazard section of the plan.

Recommendation: The chief of police should subscribe to several online services that provide legal updates on court decisions affecting law enforcement.

Recommendation: Conduct a study to determine where within school facilities there is no city radio coverage and install necessary repeaters to ensure outside communication in emergencies.

Recommendation: Ensure all officers have working City of Uvalde dispatch frequency and District radios.

Recommendation: [REDACTED]
[REDACTED]
[REDACTED]

Recommendation: [REDACTED]
[REDACTED]
[REDACTED]

Recommendation: [REDACTED]
[REDACTED]

Recommendation: [REDACTED]
[REDACTED]

Recommendations: [REDACTED]
[REDACTED]

Recommendation: Purchase a body-worn camera system for the department.

Recommendation: The new Chief of Police should conduct a review of both the camera systems, monitoring equipment, and monitoring procedures and make recommendations to the Superintendent regarding those systems.

OPPORTUNITY for IMPROVEMENTS

Opportunity for Improvement: The department should schedule department-wide officer meetings at least quarterly.

Opportunity for Improvement: [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Opportunity for Improvement: Develop an Audit and Inspection calendar and assign audits and inspections to the Chief, Lieutenant, and Sergeant.

Opportunity for Improvement: Provide the chief of police with clear direction on the preferred protocol for immediate notification in unusual incidents.

Opportunity for Improvement: Ensure future background investigations require personal contact with references and a written summary of the officer's history and reference contacts.

Opportunity for Improvement: Develop a police-specific performance evaluation and conduct evaluations every six months.

Opportunity for Improvement: After a year's experience with full staffing, the chief of police should determine whether an additional campus relief officer is needed to keep campuses staffed.

Opportunity for Improvement: Schedule personnel for an "On-call" status and create procedures for "On-call" operations.

Opportunity for Improvement: [REDACTED]
[REDACTED]
[REDACTED]

Opportunity for Improvement: Assign responsibility to two positions for monitoring the online social media and tip information.

Opportunity for Improvement: [REDACTED]

Opportunity for Improvement: The new chief should revisit the current Mutual Aid agreement with the City of Uvalde Police Department in an attempt to expand the agreement to cover some training and firearms qualification services, in addition to updating the services needed from dispatch.

Opportunity for Improvement: Design a system for tracking various types of crimes reported each month in a graphic format for ease of trend identification.

Opportunity for Improvement: Attempt to arrange training access with a law enforcement agency that has a virtual scenario simulator system.

Opportunity for Improvement: Identify and train an officer to become the department Firearms Proficiency Officer.

Opportunity for Improvement: Contract with an online training provider to increase officer access to the required training.

Opportunity for Improvement: Upon completion of two years in the district, and completion of required training, consider appointing the chief of police as chair of the Safety and Security Committee and allow updating of the Emergency Operations Plan.

Opportunity for Improvement: Develop and publish an Emergency Management Plan in a visual format for each campus.

Opportunity for Improvement: Assign the Administrative Assistant the duty of Communications Coordinator.

Opportunity for Improvement: As the District reconfigures space usage over the next few years, consider providing the police department with a new “headquarters” office.

Opportunity for Improvement: Ensure all officers have a lockable office with locking files and storage systems available.

Opportunity for Improvement: Determine the status of local area mutual aid agencies regarding the transition to Glock 17 and make a recommendation to the Superintendent for action.

Opportunity for Improvement: Analyze the effectiveness of the current patrol rifles and determine if a more maneuverable weapon would be more effective.

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