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To: Sergeant R. Dunn, Field Training Coordinator

From: Field Training Officer J. Stamps

Date: 08/27/2022

Ref: D. Allen Phase One Field Training

Sergeant Dunn, this memorandum is an overview and summary of the first phase of Officer Allen's Field Training. For the past month, Officer Allen has taken part in almost 200 hours of training. Officer Allen has always been on-time, with a clean, serviceable uniform and gear. Officer Allen has very limited experience in her short time in Law Enforcement, and there have been some very lengthy gaps in between times of serving in a Peace Officer capacity. This became quickly apparent during the course of the first phase. Throughout the first phase, I had to handle most of our calls for service, investigations and other Police activities, almost exclusively, all while showing Officer Allen the intricacies of the particular task. Officer Allen seems very reluctant to engage in Police activity and self-initiated activity such as traffic stops, etc. were literally non-existent. Officer Allen does not seem interested in the job as a whole and I found it difficult to train a person with seemingly such disinterest in the job itself. Officer Allen scored below acceptable on numerous categories throughout the entire phase, and seems to struggle with report writing, among other things. Every report Officer Allen completed was full of substantial errors such as basic grammar, spelling, punctuation and general flow. By the end of the phase, Officer Allen did complete a report that was free of error in the data entry portion, however, many errors remained in the narrative. The categories that were marked with a "4" (acceptable), were generally given due to the fact that Officer Allen was only at 25% and then 50% of the workload, per our FTO Manual, as well as Officer Allen's lack of experience, however, as repetition and exposure occurred, Officer Allen's performance generally did not increase. I must note that at no point and time was Officer Allen operating at more than 25% workload. Had I not stepped in on all calls, adequate police services would not have been rendered. Even after being shown numerous times, Officer Allen struggled to retain information and was unable to complete almost any processes that are required for the job; to include the computer, CAD, MCT, Badge, PC affidavits, jail paperwork, or daily call sheets, among others.

Officer Allen also very rarely asked any job-related questions and seemed to be uninterested in learning, which was very puzzling for me. On one major assault investigation, Officer Allen took virtually a spectator role, and only observed in the investigation, even voicing her displeasure with taking part in the investigation itself. During the course of the investigation, after the arrest was made, Sgt. Dunn instructed Officer Allen to write the PC affidavit at the jail. Upon arrival, Officer Allen stated she could not complete the PC affidavit and suggested that I had to



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do it, which I did for the sake of the integrity of the case. Officer Allen was very confused about the MCT mapping system and could only navigate to calls using her phone or Garmin GPS, even after I showed her how to use the map several times. I would routinely advise and encourage pro-activity such as traffic stops, etc., even pointing vehicles out that had either committed transportation infractions or possessed reasonable suspicion, and Officer Allen seemingly ignored my suggestions and did not initiate a single traffic stop, or self-initiated activity during the entire phase.

Officer Allen displayed that she has a difficult time when communicating with citizens and other people, in the scope of the job. Whether it's a lack of familiarity, discomfort, nervousness or lack of ability, it was apparent that Officer Allen needed assistance in most communication with citizens. This includes conducting investigations. One instance, Officer Allen completed an affidavit to obtain an arrest warrant and sent it to a Justice of the Peace for review. Judge Holland called to speak with Officer Allen about the Affidavit and started asking her several questions concerning her narrative. Officer Allen appeared distressed and confused and repeated to the Judge that "it's all in there", meaning the answers to his questions were in the affidavit. Judge Holland was becoming audibly irritated and seemed to be growing impatient. I took the phone from Officer Allen, introduced myself and began to quickly answer his questions. I was able to satisfactorily answer his questions and gave the phone to Officer Allen, who then swore to the affidavit. This caused concern for me because had I not taken over the call, Officer Allen would have likely had her Affidavit rejected, causing an erosion in the relationship of our department and another entity. Delaying the acquisition of the arrest warrant. I do not think that Officer Allen was being dismissive or intentionally disrespectful to the Judge, however, I think she was extremely nervous and "froze up", which caused her to not be able to answer the Judge's questions.

Officer Allen also failed both her pistol and her shotgun qualification on the first attempt. After some concentrated coaching and practice, Officer Allen was able to pass the quals, albeit at the lowest possible score. Up until the last two shifts, Officer Allen continuously left her portable radio off while in the office, and missed virtually every time dispatch attempted to raise her on the radio. I repeatedly stressed the importance of listening to the radio, which was seemingly met by annoyance. I must note however, the final two shifts with me, she had her radio on and did not miss any traffic for her, which allowed her to avoid an "NRT" rating.

Officer Allen seems to not have a positive attitude toward several aspects of the job, including training. It was reported to me that while at an SFST refresher course, she did not do well and was heavily coached to pass the final SFST practical. I do believe that she will need extensive



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practice and remedial training to be able to conduct a DWI investigation. Concerning her perceived mentality toward the job itself, Officer Allen seems indifferent and disinterested in daily "Police work", and seems unwilling to actively conduct enforcement activities, which was observed both audibly and by the lack of any self-initiated activities.

Throughout the phase, Officer Allen displayed difficulty in critical thinking, decision making and general Law Enforcement related knowledge. Officer Allen has a great disposition, personality and was never argumentative, however, I do have concerns about her assertiveness and being able to control a volatile situation. If Officer Allen is to be a successful candidate, I believe that she will require intensive, extended field training. It is my professional opinion that Officer Allen needs to be placed in remedial training for phase one. Per the Field Training Manual, Officer Allen has not met the criteria to advance to the next phase. I am hopeful that a new shift and an FTO with a different approach might be able to accelerate her retention of training.

Very respectfully,

Field Training Officer
J. Stamps #774

Field Training Coordinator
Sergeant R. Dunn #773





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To: Sgt. Dunn- FTO Coordinator
From: Sgt. C. Thompson
Date: 11/04/2022
Ref: Recommendation Regarding the Release Of Allen from FTO Program

Sgt. Dunn,

After our meeting with Chief Rhodes and Assistant Chief Perkins on 11/03/2022 where all 4 of Allen's FTO expressed our concerns for her to retain information and the officer safety concerns to both Chiefs, I still recommend her for separation from the Sanger Police Department. I don't feel that any amount of remedial training will bring Officer Allen to the point where she can be safe and efficient in the department's patrol division. I wrote my end of phase letter outlining those concerns. Like I advised during the meeting on 11/03/2022 she is acceptable on paper when there is no critical activity and or very little activity that requires her to do any amount of thinking under stress. Officer Allen is a safety concern for her, the other members of the department, and the members of this community. Her ability to safely handle a firearm, use of defense of a third person/other officer, and ability to act/think under stress are all below what department standards should be. I close this letter stating that I again DO NOT RECOMMEND Officer Allen for release to full patrol duty.

Thank you,



Sgt. Thompson
Patrol Supervisor/FTO