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**ORGANIZATIONAL & PERSONNEL  
MANAGEMENT REVIEW OF  
ARNAUDVILLE POLICE DEPARTMENT**

**To: Honorable Town of Arnaudville Mayor, Council, and Chief of Police,  
Attorney, and Citizens**

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**PRESENTED BY  
JERRY J. QUEBEDEAUX  
SHERIFF'S EXECUTIVE OFFICER  
ST.MARTIN SHERIFF'S OFFICE**

**BY REQUEST OF  
CHIEF EDDY LECOMPTE  
ARNAUDVILLE POLICE DEPARTMENT**

OCTOBER, 2014

# RATIONALE

## ARNAUDVILLE POLICE CHIEF REMARKS

Upon taking office in April, 2014, my priority has been to create the best Arnaudville Police Department possible. This goal meant a thorough evaluation and assessment of every area of the organization. Some changes could be made immediately, but many had to be analyzed to see not only what was wrong, but what the root causes were – what was the historical significance of some of the policies, procedures, and even the “culture” of our police department. When I talk of culture, I’m not referring to French, Cajun, etc. I am referring to attitudes and behaviors, values and philosophies that extend into the operation of the organization, and how it touches the community. At the end of the day, it was obvious that the organization needed an overhaul if it was to become a professional, high-standard, high level law enforcement organization. But, because we are a small rural organization, with budgetary constraints, and a lack of experienced officers, we have to be strategic in our planning, resourceful in our procurement of assets, and innovative in our operations.

This initial assessment of our strengths and weaknesses, opportunities and threats led me to reach out to our neighboring law enforcement agencies, and to cultivate relationships state-wide. I concluded that just as I had seen in my corporate world experience, we needed the speed and efficiency that an outside consultant could bring because our needs were global, and penetrated deeply into the organization. But, business and management consultants are expensive, and could cost thousands, if not hundreds of thousands of dollars.

When I met Jerry Quebedeaux with the St. Martin Parish Sheriff’s Office, I was seeking and expecting a minimum of backing. I was pleasantly surprised in which he and the Sheriff reached out their hand of support. What we are receiving from their expertise, professional skills, experience, and dedication for law enforcement is nothing short of the highest level of consultative services and hands-on skills we could wish for. Together, we have begun on the road to excellence. Arnaudville Police Department, under my watch, will be the department we all deserve, as we begin to implement the recommendations resulting from Jerry’s expertise consultation, and my willingness to open the door to collaborative police work.

The rest of this report is Jerry’s, and is added as an addendum to my Police Report.

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**MY CREDENTIALS AS A CONSULTANT**

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It is important to note that I performed organizational reviews for the Sheriff's Offices of St. Martin, St. Landry, Point Coupee and West Baton Rouge and assisted them in the performance of the necessary administrative work and template designs for organizing their offices according to the professional standards alluded to later in this report. I also performed the same type of work in the reorganization of the Louisiana State Police while serving as Deputy Superintendent for that organization during Governor Buddy Roemer's Term as Governor.

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**BACKGROUND AND RECENT HISTORY OF APD CHIEF STATUS**

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Upon former Chief Richard Mizzi's resignation in October, 2013 as Chief, the Mayor and Town Council appointed an interim Chief of Police until such time that a special election in April, 2014 could be held for electing a Chief for the remainder of Chief Mizzi's elected term of office.

It is my understanding that two candidates made themselves available to the Mayor and Council for appointment to the position - Kenneth Toby Wetzel, an APD Officer, presumably with a High School GED Certificate, and Eddy LeCompte, a retired Jefferson Parish Sheriff Deputy with an Associate's Degree in Business, and a Bachelor's Degree in Accounting.

The Mayor and Council appointed Kenneth Toby Wetzel as the Interim Chief of Police. Despite the October, 2013 appointment, in a special election held in April, 2014, the registered voters of the Town of Arnaudville elected Eddy LeCompte as Chief of Police to serve out the remainder of resigned Chief Richard Mizzi's term.

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**HISTORICAL RELATIONSHIPS WITH APD CHIEFS OF POLICE**

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While on active duty with the Louisiana State Police, from February 1968 until my retirement as State Police Deputy Superintendent on April 9, 1990, I had the pleasure of assisting with the former Arnaudville Chiefs of Police's request for law enforcement and administrative guidance, especially in the areas of arresting of Criminals and Crime Prevention Training. Speaking as a private

citizen living outside of the Town limits, and on behalf of others living outside the town limits, we felt comfortable that these former Chiefs, as they and their officers held Sheriff's Commissions, could respond to our immediate needs until the Sheriff's Office Deputies could arrive. I provided this expertise and consultation at no cost, yet most recently, Chief Mizzi and appointed Chief Wetzel did not take advantage of this offer, and in fact chose to have little, to no communication with our agency. Chief Mizzi actually turned in his commission while in office.

After the Mayor and Council appointed Kenneth Toby Wetzel as Interim Chief of Police, I had the occasion to meet Chief Wetzel while he was directing traffic at a benefit lunch function. I introduced myself to him and offered my regards on his appointment. I offered him my help (free of charge) for law enforcement and administrative guidance for moving the APD forward according to professional standards. I provided him with my contact information. However, I was never contacted as a professional courtesy to comment or acknowledge my offer of help.

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#### REBUILDING OF WORKING RELATIONSHIPS

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Prior to the appointment of the interim Chief in October, 2013, candidate Eddy LeCompte came by the St. Martin Parish Sheriff's Office to introduce himself to Sheriff Ronald J. Theriot and to explore any possibilities of relationship building and/or collaboration. He wanted to reach out for any assistance and support for what he sensed were significant deficiencies in the Arnaudville Police Department – in virtually all areas, including personnel, policies and procedures, competencies and qualifications, equipment and technology, etc. On the chance he would be appointed, he wanted to know that the neighboring Parishes' law enforcement agencies would be there for support, specifically to offer training in law enforcement criminal investigation and crime prevention to the APD officers. The Sheriff was not in at the time and his Administrative Assistant directed Eddy to my office, as I serve as the Sheriff's Executive Officer and perform the administrative functions required during his absence.

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## EVALUATING A PROSPECTIVE CHIEF

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After the introduction and providing me with his request for the Sheriff's consideration, I learned that Eddy was a nephew to a dear friend, Irene Gaddy, a fellow church member who was held in high esteem by her family, friends and loved ones. I concluded that Eddy came from a family that holds high moral and spiritual values for living life. He shared his life and career experience within the business and government settings with me, and I was impressed with his life and career accomplishments. On a personal level, he was impressive.

As an organizational development consultant, I couldn't pass up an opportunity to find out if Eddy knew and grasped Business Management Concepts that are taught at the university level. I asked Eddy if he remembered what the acronym (POSDCORB) signified in management concept terminology. Without missing a beat he stated: P=Planning, O= Organizing, S= Staffing with qualified personnel, D=Directing employees both orally and through written directives, CO=Coordination & Communication of efforts with personnel and other entities, R=Reporting organizational accomplishments or lack thereof, B= Budgeting, the development of a financial plan for securing sufficient revenues to support needed expenditure to achieve organizational success. On a professional level, he was impressive.

During our meeting, I suggested to Eddy that he *not* accept the interim Chief's position if it was offered to him, for the following reasons:

1. With the turmoil and controversy surrounding the former Chief's term, and the apparent disarray and neglect of the office, it would be impossible for Eddy to turn it around in such a short timeframe, before the special election. (In retrospect, I have no doubt that he could have made tremendous progress).
2. Anything perceived by the citizens as not being accomplished, could cast a bad light, therefore jeopardizing his chances in the special election.

I believe that when the Town's Citizens feel that you are sincere in listening to their suggestions for improvement, they will support you and your efforts to accomplish the goals and objectives necessary for leading a successful and professional APD. I suggested that he meet with the Town's Citizens in a one on one meeting with each and pose three important questions to each and take note of their responses. I suggested that he ask these three questions:

1. What services does the APD now provide that you like, and would like the APD to continue providing?

2. What is the APD not doing now that they need to start doing in order to provide better law enforcement and crime prevention training?

3. What is the APD doing now that they need to stop doing because you feel that it causes more problems for better law enforcement and crime prevention?

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**OFFICIAL REQUEST FOR CONSULTATIVE SERVICES**

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Upon his election in April, 2014 to the position of APD Chief of Police, Eddy, as promised, contacted Sheriff Ronald Theriot and myself for law enforcement and administrative guidance for organizing the APD in a professional manner and according to the professional standards adopted by the President's Commission on Police Organization for state, parish and local law enforcement standards for departments of every size and locations. He pointed out that Arnaudville's SOP (Standard Operating Procedure manual) had not been updated for 10 years, leaving the department, the city and the citizens at risk for safety, health, and legal exposure. This issue was the first, and most important for the new Chief to address.

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**REPORT AND RECOMMENDATION FOR ACTION ITEMS**

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On Chief Eddy LeCompte's request, we conducted a joint review of the APD along with the Chief and his employees. After several months, and upon completion of the review, I provided the Chief with the following recommendations.

- 1) Since the current SOP Manual did not provide for comprehensive written directives for guidance in the training and supervision of APD employees that he should develop a General Order Manual that would provide guidance for all law enforcement functions and tasks performed by APD employees. Since the Chief had developed an internet web site for the APD, the development of an employee intranet system would allow him to post all documents and written directives for providing

direction to his APD employees. This would eliminate the cost for printing written manuals.

- 2) Have a Job Task Analysis review performed with each APD employee to determine the job and task to be performed by every position within the APD.
- 3) Develop an employee position classification, job descriptions and a pay level plan for all APD employees.
- 4) Work in unison with the Mayor and Town Council in the development of council meeting agenda that will be discussed at the monthly and specially called Council meetings so there are no surprises for anyone attending.
- 5) Work in unison with the Mayor, Council, Town Clerk and other Department Heads in the development of budget preparation and review process with assignment of budget unit I.D. numbers assigned to each of the separate departments within the Town of Arnaudville Administrative Domain. The budget system should be simplified so that it is easily understood by all department heads that are responsible and accountable for maintaining a balanced budget according to Louisiana Administrative Laws.

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#### CONCLUSION

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Upon receipt of the above recommendations, Chief Eddy LeCompte requested that I develop the entire necessary templates needed for implementation of the above recommendations. Extensive work was performed by me and has been submitted to the Chief for his review with the Town's Mayor, Council, Clerk and Attorney. It will take some time for the Chief's Quality review of this work and some revisions may have to be performed by me before publication of the documents as official.

**Respectfully Submitted**  
**Jerry J Quebedeaux**  
**Sheriff's Executive Officer**  
**St. Martin Sheriff's Office**