



# CITY OF EAST WENATCHEE

## POLICE DEPARTMENT

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## Plan to Address Recommendations from LEMAP review

Plans to address recommendations within the Final LEMAP review report:

### 1) Chapter 1 - Administrative Standards

- a. Develop Mission Statement, Agency Values, and a Strategic Plan with the input of the entire department.
  - i. The East Wenatchee Police Department will reach out to an outside consultant, possibly 509 Consultants, to facilitate a collaborative process between the Administration and Staff in developing a new Mission Statement, Agency Values, and Strategic Plan.
- b. EWPD Policy will be scoured over to eliminate any irrelevant titles or terms.

### 2) Chapter 2 – Role & Authority

- a. Consistent training plan that covers all aspects of arrest, search and seizure.
  - i. The East Wenatchee Police Department will continue to utilize the Daily Training Bulletins provided by Lexipol to provide daily scenario-based training on these topics.
  - ii. The East Wenatchee City Attorney will develop legal update training and present it to the Police Department staff.
  - iii. More online training, such as Police One Academy will be tested and evaluated for implementing more required and needed training for every Officer.

### 3) Chapter 3 – Use of Force

- a. Lack of In-Service training program.
  - i. More collaboration will be made with neighboring agencies to provide joint training that is structured and consistent.
  - ii. More emphasis will be given during Firearms, EVOC, and Defensive Tactics trainings on the Use of Force.
  - iii. Instructors will include pertinent Use of Force aspects into their training curriculums and present them to the Administration for approval prior to training being commenced.
- b. Comprehensive Use of Force report
  - i. A more detailed Use of Force report will be created, and/or online reporting options will be considered to address this issue.

### 4) Chapter 4 – Management, Staffing, Organization, and Utilization of Personnel

- a. Relocate the Chief and A/C to headquarters
  - i. This has been accomplished with the reorganization of office space in the main building, as a part of our ongoing efforts to attain WASPC Accreditation, prior to the LEMAP review.

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- b. Succession of Command when Administration and Sergeants are not working
  - i. The current practice of allowing a Senior Officer to provide supervision in the absence of a Sergeant or a member of the Administration is not an advisable practice per the LEMAP review and a plan to institute a new Corporal position will be looked at, with a goal of having a first line supervisor on duty at all times.
- c. Regular interaction and communication between Officers and the Administration.
  - i. We will develop a plan to have Administration meet with every police employee at least twice a month to address important topics and ensure that all Officers are aware of ongoing changes. The option of moving Officer shift start times to 0700 and 1900 will be looked at, as well as other alternative scheduling.
  - ii. We will continue Supervisory Meetings at least quarterly to provide guidance and direction for the agency.
- d. Address issues in EWPDP Policy (Lexipol)
  - i. The entire policy manual will be looked over to edit any terms and processes that are not customary to EWPDP.
  - ii. We will develop a process for notifying Officers about proposed changes to the EWPDP Policy manual and allow for a comment period of 15 days before the proposed change is implemented.
  - iii. We will utilize the Lexipol distribution and acknowledgement procedures for implementing any new or changed policies and run reports to ensure that all staff have completed their acknowledgments within 30 days of release.
- e. Annual Report needs to be refined
  - i. Employee names will not be used in any review or analyses of critical events and the Chief will continue to review and approve all annual reviews.

### 5) Chapter 5 – Records Management

- a. Design a process to better leverage agency technology to improve agency efficiency.
  - i. We will make more usage of Spillman that could streamline processes.
    - 1. Workflow has been implemented and is currently being used.
    - 2. The option to have Officers input their own property and NIBRS information into Spillman will be explored per the LEMAP recommendation to do so.
- b. Public Disclosure Request processes need to be refined.
  - i. The City Attorney has now taken over Public Disclosure Requests and has already changed the process to eliminate duplication and burden on the Records Division.
- c. Require the use of SECTOR for traffic enforcement and collision reporting.
  - i. Many Officers already utilize SECTOR in this way, but a policy will be adopted to mandate all Officers to use SECTOR, to move away from hand written tickets and collision reports.

### 6) Chapter 6 – Information Technology

- a. Work with IT Department to develop and install advanced authentication requirements for mobile data computers to meet compliance with future CJIS audits.
  - i. The IT Department has already installed physical locks on all mobile computers which brought us into compliance during the audit with all the mobile computers being used by patrol. In addition, the IT Department will explore multi-factor authentication solutions.
- b. Work with IT Department to develop Office 365 training on how to access email from vehicles and city-owned smart phones, and mandate that personal devices not be used for police business.

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- i. The IT Department has put together instructions for the Officers on how to access their email from the mobile computers within their vehicles and provided that to every employee at the Police Department.
- ii. A policy is already in place that prohibits the use of personal devices for police business unless authorization is provided by the Chief of Police.

### **7) Chapter 7 – Unusual Occurrences**

- a. Confirm all Officers are current on at least ICS 100 and IS 700.
  - i. All Officers are current with ICS 100 and IS 700. In addition, all sergeants currently have ICS 200 and will work toward attending ICS 300 and ICS 400 within the next two years.

### **8) Chapter 8 – Health and Safety**

- a. Consider requiring monthly, quarterly, or semi-annual inspections or inventories of patrol vehicles to ensure they are properly supplied with personal protective equipment (PPE).
  - i. Monthly inspections of vehicles were implemented in April 2018 and are already a requirement. PPE inventory will be added to the monthly inspection process.

### **9) Chapter 9 – Fiscal Management**

- a. Implement a payment receipting policy which provides direction for the security of all payments received in records.
  - i. The Administration will be working with the City's Finance Director to develop a policy and process for how payments will be taken by the records section.

### **10) Chapter 10 – Recruitment & Selection**

- a. Update Civil Service Rules
  - i. The Administration and the City Attorney will encourage the Civil Service Commission to update and change the current Civil Service Rules to be more in line with what other local agencies are using.

### **11) Chapter 11 – Training**

- a. Once released to solo status, a new Officer should be evaluated monthly by their sergeant using the MOR (Monthly Observation Report).
  - i. We have implemented the MOR process with our most recent hire, who is currently on probation, and will continue to utilize this process moving forward with every new employee.
- b. Develop a manageable and accountable in-service training program for EWPD employees.
  - i. We will develop a policy that outlines what training topics will be covered on an annual basis.
  - ii. We will research other ways to track training in lieu of the current spreadsheet and training binders.
  - iii. We will have a Command Level review of all training curriculum's ahead of time to ensure that the Chief is aware and in agreement with any proposed instruction.
  - iv. All new hires will be required to attend training to EWPD standards, on any control device, weapon, or firearm prior to being allowed to carry it. Accepting previous training from other agencies will not be allowed.

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- v. Deadly Force policy will be added to all handgun and rifle qualification forms and Officers will be required to sign the forms at the time of qualification.

### **12) Chapter 12 – Performance Evaluation**

- a. Adopt an evaluation instrument relevant to the work completed by EWPDP employees.
  - i. The current evaluation form used the EWPDP meets this requirement, but other evaluation instruments will be looked at and considered for implementation.
- b. Confirm that each employee has received an evaluation within the past year, including the Assistant Chief.
  - i. Every employee has received a Performance Evaluation during the past year, as well as every year prior.
- c. Ensure that all supervisors have experienced training on how to monitor performance and how to properly prepare and deliver the performance evaluation.
  - i. We will seek out some training for our supervisors in this area.

### **13) Chapter 13 – Code of Conduct**

- a. As a priority, conduct a complete review of EWPDP policy section 10 (Personnel) to ensure it is correct, relevant and that agency practice aligns with policy.
  - i. The Administration will review section 10 of the EWPDP Policy in accordance with the LEMAP recommendations and make any changes that are deemed necessary.

### **14) Chapter 14 – Internal Affairs**

- a. Stabilize the disciplinary process by making all sanctions consistent and appropriate for sustained allegations. Ensure complaint processing is consistent throughout the department. Ensure that all complaints, and potential discipline, is documented.
  - i. The Administration will refine the current EWPDP policy to give better guidance and distinction on when coaching/counseling is appropriate versus other levels of progressive discipline. A more defined threshold will be established on when a complaint will be dealt with by a first-line supervisor versus when a full internal investigation will be initiated. All complaints, whether external or internal in origin, will continue to be documented and looked into per our Citizen Complaint procedure and/or using a Professional Standards Investigation.
- b. Any investigator should receive specific training focused on internal investigative practices that include organizational requirements such as labor agreements, investigative procedures and strategies. Ensure the investigator is chosen by skill set, not rank.
  - i. The Administration will utilize the lead Detective for the agency when conducting internal investigations whenever practicable. The Assistant Chief, who has received training on conducting internal investigations, will continue to perform investigations as necessary and will obtain more in-depth training in this area as needed. For any matters that have a potential criminal aspect, they will continue to be investigated by an uninvolved outside law enforcement agency. The Chief of Police continues to be the final authority on how all Professional Standards Investigations will be conducted and will make the final decision on any discipline that is warranted.

### **15) Chapter 15 – Patrol Function**

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- a. Consider eliminating body-worn cameras until officers complete training required by RCW 10.109.010 and a decision has been made on department wide use. Either implement the cameras or take them out of service
  - i. A formal training curriculum on body-worn cameras will be developed and implemented to adhere to the requirements of RCW 10.190.010. The Police Department maintains that the current body-worn camera program was researched in 2013 and the first cameras went into service in early 2014 per the request of the Chief of Police. In 2017, the City attempted to institute a mandatory wear of body cameras by all Patrol Officers, but the Union would not negotiate on this matter and mandatory wear was not instituted. New body cameras were put into service in 2018, to replace the originals that were having issues with battery life. This is all despite the Teamsters Union Representative's claims that they have lobbied to get body cameras and the Administration would not work with them on it, which is a false statement.
- b. Consider requiring all officers use SECTOR for collision reporting. This would streamline the reporting and approval process for sergeants as well as for records management.
  - i. As previously stated in Section 5 of this document, many Officers already utilize SECTOR, but a policy will be adopted to mandate all Officers to use SECTOR and to relinquish their paper tickets and collision reports.

### **16) Chapter 16 – Investigative Function**

- a. Develop and use the case management module available in the Spillman RMS.
  - i. Workflow in Spillman was implemented in May 2019 and everyone has been learning how best to use it and make recommendations to the Administration with the goal of going to a completely paperless system for all case files.

### **17) Chapter 17 – Evidence & Property Control Function**

- a. Develop training procedure for new officers to properly package evidence.
  - i. The Evidence Officer will develop a curriculum to train all Officers on how to properly package evidence and submit evidence for further testing, if needed, and storage.
- b. Install practices where all commissioned employees submit all property or evidence to the control of the property/evidence room by the end of shift.
  - i. End of shift procedures for evidence have already been implemented in policy and by memo. Any further failures to follow this procedure will be dealt with through the disciplinary process.

### **18) Chapter 18 – Prisoner Security**

- a. Have sergeants conduct periodic inspections of vehicles as part of their supervisory duties. The inspection should include checking for required equipment as well as contraband.
  - i. A process will be developed to require Sergeants to perform quarterly inspections on all vehicles assigned to patrol.
- b. Provide in-serve training on current policies related to restraint of prisoners with emphasis on the handling, restraint and transport of special population prisoners (injured, sick, disabled, those experiencing mental crisis).
  - i. As a part of the agency's Defensive Tactics training a portion will provide instruction to the Officers on our agency's policies concerning the restraining of prisoners of all types.