



CITY OF EDMONDS

MIKE NELSON
MAYOR

250 5TH AVENUE NORTH • EDMONDS, WA 98020 • 425.771-0200 • fax 425.771.0208
www.edmondswa.gov

POLICE DEPARTMENT • AN ACCREDITED LAW ENFORCEMENT AGENCY

Please see below for CPSM Audit Recommendations and what the EPD has done thus far toward meeting these recommendations. Only recommendations where a fix was implemented, progress was made, or progress is feasible were included. The CPSM recommendations are numbered, and the progress made or suggestions I am making are below the recommendations and are lettered.

Please let me know if you have any questions or concerns.

– Chief Michelle Bennett

CPSM Audit Recommendations

Administrative

1. Develop a new five-year strategic plan to guide the department's work efforts.
 - a. Will be assigned and work group convened in 2022.
2. Through a concerted succession planning/training effort, ensure that employees are trained and mentored to serve as future leaders of the organization.
 - a. Will be assigned and work group convened in 2022.
3. Create two mid-level manager positions (at the rank of lieutenant) in the organization.
 - a. This is a current budget request in 2021 for the 2022 budget year
4. Improve internal communications, both top to bottom, and bottom to top, to ensure members of the organization are aware of the department's work plan and that they feel valued and considered:
 - a. Consistent communications: Chief met with each officer one on one, gave and asked expectations. Chief sends out updates via email. Chief attends roll-calls to give updates and ask questions. Chief gave intro. for all officers at recent in-service and took questions. Chief hosted a command staff meeting after being selected and setting expectations. Chief opened up command staff meetings to all staff meetings, Chief is starting a "Quality Circle" and Re-Org" committee that discusses ideas or concerns in the department with a variety of members of police staff invited.
 - b. Chief planning a 360 evaluation for 2022.
 - c. Chief looking into software for follow-up from officer ideas/requests as a way to track progress.
 - d. Chief will be working on command staff and sergeants developing 2022 work-plans.

Patrol

5. Deploy body-worn cameras on officers in the EPD:
 - a. After developing policy, negotiating with the union, and negotiating with the Body Camera company, body cameras are part of the 2022 budget requests and are scheduled for the pilot program to begin October 1st, 2021.
6. Deploy AEDs in as many police vehicles as feasible; at least one marked police vehicle should be equipped with an AED on all shifts:
 - a. Chief is working with the Edmonds Police Foundation who is working with non-profit/grant organizations to assist in funding the AEDs. AED deployment and training expected in 2022.

Traffic (Special Operations)

7. Reassign the late shift traffic DUI officer to regular patrol.
 - a. This suggestion will be discussed in the Quality Circle meeting
8. Minimize random and routine traffic enforcement and focus on those locations with a high frequency of accidents:
 - a. With the passing of the new legislative initiatives, focus on routine enforcement has been reduced. Options for data-driven traffic enforcement will continue to be researched.

Street Crimes Unit

9. Staff a Crime Analyst position in the department to coordinate information and intelligence sharing with the SCU.
 - a. Options for potential Crime Analyst duties as an ancillary duty will be discussed in the Quality Circle and Re-Org meeting.
10. SCU should be keeping data and tracking the crime in areas in which they have focused to determine if the unit is being effective in its assigned mission.
 - a. This is the expectation moving forward

SWAT

11. Continue to participate in the North Sound Metro Regional SWAT.
 - a. We are
12. Equip members of this team with take-home department vehicles.
 - a. This option is currently being researched with hope for at least temporary SWAT take-home vehicle assignment.

Detective Unit

13. The department has several acting positions in which a supervisor may be assigned to another component in the department for a time period of up to six months. The Detective Sergeant is now the acting Assistant Police Chief of Field Services. The Detective Sergeant position is now an acting position being filled by the Corporal in the Detective Unit. This situation results in instability of supervision as well as supervisors having multiple roles in the department. Furthermore, any acting position has a

duration of only six months (based upon civil service rules) and then another department member has to be selected for an acting position. This is a very unstable approach in the management of a police department and the city should try to change the rule or at least suspend it until promotions can take place. However, at this time, role responsibilities are unclear and career paths are uncertain. CPSM recommends that these issues be addressed immediately so as to provide stability in the department

- a. This issue is being addressed with the Re-org committee and by the hiring of an assistant chief. Positions will be set and stability and structure realized.

14. CPSM recommends the continuation of the detective position that is rotated at 18 months because it is a position designed to be a job enrichment program for patrol officers who have an opportunity to work as a Detective for a designated period of time. Members can reapply for this position. This is an excellent succession planning program and should be continued for the development of patrol officers and the grooming of future investigators for the Detective Unit.

- a. This continues

15. The department would make better use of the narcotics detective vacancy by filling the position with a detective to conduct digital forensic analysis. There may be opportunity for the Edmonds Police Department to take the lead in digital forensics investigations by having a detective fill the position and acquire the required training to become a digital forensics investigator. The Edmonds Police Department could offer other local departments the service of processing their digital forensics on a fee-based partnership. This could offset costs of the salary and training of the new detective. Additionally, if the need presented itself again, the digital forensics detective could also work major narcotics investigations, which require surveillance, intelligence gathering, and digital forensics, with the assistance of other detectives.

- a. As the department becomes fully staffed, this recommendation will be researched in depth to see if this is the best option for the department.

Crime Analysis

16. CPSM recommends that the department hire a civilian to serve the department as a Crime Analyst, who would perform two roles. First, if the person is not already experienced in crime analysis, he or she would need to be trained as a Crime Analyst. Secondly, this position could also serve as the secondary part-time position for the Property and Evidence Unit, something that is recommended in the Property and Evidence section of this report.

- a. There is one Police Services Assistant requested in the 2022 budget. Although namely for the body cam program, the additional personnel can help in all areas.

Crime Scene

17. Update Policy 406, Crime and Disaster Scene Integrity. The policy does not delineate the responsibilities of patrol officers, detectives, and the Washington State Patrol in their responsibilities in processing crime scenes. This information should be added to the policy for greater clarification in the collection and processing of crime scenes.

- a. This update in policy will be addressed.

Property and Evidence

18. CPSM recommends that the department purchase an additional long-gun locker in the event two guns are taken into evidence in one day.

- a. This option will be researched, and if funding is available, will be carried out.

19. There is no video camera surveillance for monitoring entry into the property and evidence room or the rooms that secure high-liability items such as drugs, guns, and firearms. CPSM recommends installing a camera system or video surveillance system in the property and evidence room. All doors into a secure area should be equipped with cameras to include those rooms where guns, money and drugs are stored; these doors should also have alarms. Additionally, installing cameras where evidence is deposited, such as counters and lockers, can validate when evidence was submitted as well as confirm that evidence was indeed submitted.

a. This option will be researched, and if funding is available, will be carried out.

20. CPSM recommends purchasing plastic bins for the Property and Evidence Unit as they are more durable than paper boxes.

a. This option will be researched, and if funding is available, will be carried out.

21. CPSM recommends adding a part-time position to the Property and Evidence Unit. The additional staffing would help in the purging of items, it would provide stability in staffing when the full-time Property and Evidence Technician is not available due to vacation time or medical leave, and it would provide a pathway in succession planning. This part-time position would involve a full-time position shared between the functions of crime analysis and property and evidence.

a. This position will be requested in the 2023 budget.

Records

22. The Records Unit should remain open longer during the weekdays or be open on Saturday to offer convenient access to the public.

a. This option will be researched for feasibility.

23. Provide on-going professional training to Records Unit personnel.

a. This option will be researched, and if funding is available, will be carried out.

24. Develop a consistent, ongoing purge cycle to alleviate the backlog of data and files.

a. This option will be researched

25. CPSM recommends that EPD eliminate the acceptance of cash at its public window as a payment option for services. However, if the decision is made to continue to accept cash transactions at the public window, comprehensive and regular audits should be conducted.

a. This option will be researched

26. Consider charging a fee for police reports obtained through public disclosure if the billing system will accommodate this.

a. This option is currently being researched.

Internal Affairs

27. To make it easy for citizens to access forms on the website to file a complaint against officers or provide a commendation, there should be a separate website location for complaint and commendation forms instead of these forms being included in the "Talk to Us" area.

a. Some steps have been made with this option and will continue to be researched.

28. The complaint form should be provided to the public in languages other than English as appropriate for Edmonds.

a. This option will be researched part and parcel to our Community Engagement efforts.

29. The department's organization chart should reflect the Professional Standards Sergeant reporting directly to the Chief of Police.

a. This option will be researched and considered during the police re-org process.

30. The department should track all informal complaints that come into the agency and analyze them to ensure inappropriate officer behavior is not being overlooked.

a. This option has already been addressed by the purchase of the IA Pro/Blue Team complaint, use of force, pursuit review, award and commendation software. This is an important step to accountability and transparency, whether complaint or commendation.

31. Adopt a progressive discipline philosophy and create a standardized progressive discipline matrix in General Order 1019, Personnel Complaints.

a. This option will be researched during the Quality Circle Committee meetings.

32. CPSM recommends the department utilize an Early Warning System (EWS) for both internal affairs purposes and for uses of force as well.

a. This recommendation has been addressed by the purchase of the IA Pro/Blue Team software.

33. Counseling sessions given to officers should be documented by supervisors.

a. This recommendation has been addressed by the purchase of the IA Pro/Blue Team software.

34. The department should give clear direction to sergeants about what violations should be sent forward as an internal complaint investigation and what violations should involve counseling only.

a. This recommendation has been addressed by the purchase of the IA Pro/Blue Team software.

Use of Force

35. The department's use of force instructor should also be included in each incident review, not just the annual review.

a. This recommendation will be reviewed in the Quality Circle/Re Org. Committee meetings.

36. CPSM would recommend those uses of force resulting in counseling or coaching be documented, and explained as to why the counseling or coaching was necessary, as opposed to the action possibly being considered as out of policy.

a. This recommendation has been addressed by the purchase of the IA Pro/Blue Team software.

Recruitment and Personnel

37. The department should form a permanent recruitment team for job fairs and testing events.

a. This option would require additional staffing, and although enhanced recruiting is being addressed via contracting, eventually, a fully staffed recruiter position will be necessary.

38. The department should continue its robust online presence on job-seeking websites.
 - a. The department will continue with these efforts.

39. The city should ensure that salary compensation for police officers remains comparable to neighboring jurisdictions and it should also offer a hiring bonus so that it can attract already trained, experienced officers
 - a. This recommendation is in part being carried out by Edmonds HR in doing a salary study. The signing bonus should also be researched for feasibility.

40. Focus recruitment strategies on hiring females, who are under-represented in the department.
 - a. The department will continue to focus on BIPOC candidates, and currently the diverse demographics of the department exceed the diverse demographics of the general population in Edmonds.

41. The EPD should strive to complete background investigations in 30 days.
 - a. Additional staffing would be necessary to fulfill this recommendation. Currently, personnel are temporarily being assigned background investigations.

42. EPD should build a robust Police Explorer Program with a goal of recruiting participants to be police officers.
 - a. The newly filled Community Engagement Specialist will be enhancing and supervising the Edmonds Police Explorer program. There is a 2022 budget request for Community Engagement related to the Explorer Program.

Facility

43. Examine opportunities to provide a workout room for department employees.
 - a. This recommendation will be examined during the department Re-org and Quality Control Committee meetings.

44. For enhanced safety and security, install fencing around the parking lot of the police facility.
 - a. This recommendation has been added as a 2022 budget request.

Animal Control and Parking Patrol

45. EPD should ensure the ACOs continue to attend training opportunities and receive accreditations specific to their job duties. Provide the ACOs with the training so they are better able to deal with confrontational situations
 - a. This recommendation will be researched in the Quality Control Committee meetings and will be implemented as time and funding allow.

46. Ensure the animal control and parking patrol policies are reviewed annually.
 - a. This recommendation will be researched in the Quality Control Committee meetings and will be implemented as time allows.

47. The parking control part-time position should be increased to a full-time position in order to relieve the ACOs of parking control responsibilities.
 - a. This recommendation has been asked for and will continue to be addressed.

Communications

48. CPSM recommends the department reexamine its beat area boundaries to determine if, based upon calls for service in each area, the boundaries can be reconfigured to reduce the travel time to calls.

- a. This recommendation will be researched in the Quality Control Committee meetings and will be implemented as time allows.

Training

49. Command level officers (Chief/Assistant Chiefs) must attend all mandated and other offered training.

- a. This recommendation will be assigned and required.

50. Purchase a more robust training software program that will meet the needs of the Training Unit.

- a. The LEFTA software was purchased and this recommendation is in process.

51. Although the department has sent command level personnel to executive training, it should be mandatory for command level personnel to attend one of the programs. Make attendance mandatory for the rank of sergeant and above at one of the premier executive level schools.

- a. This recommendation will be researched in the Quality Control Committee meetings and will be implemented as time and funding allow.

52. Move the range master and his responsibilities under the umbrella of the Training Unit, and have him report directly to the Training Unit's corporal.

- a. This recommendation will be reviewed in the Quality Circle/Re Org. Committee meetings.

53. Change twice-a-year weapons training and qualification to quarterly qualification. (See p. 8

- a. This recommendation will be reviewed in the Quality Circle/Re Org. Committee meetings.
Field Training Program

54. Consider extensions in the FTO program on a case-by-case basis and do not follow a hard-and-fast timeline for the extension.

- a. This recommendation is already in process.

55. Create a Sergeant's Training Manual and initiate a Sergeant's Training Program for newly promoted Sergeants.

- a. This recommendation will be reviewed in the Quality Circle/Re Org. Committee meetings.

56. Create a Corporal's Training Manual and initiate a Corporal's Training Program.

- a. This recommendation will be reviewed in the Quality Circle/Re Org. Committee meetings.
Fleet

57. The department should consider getting approval for retaining as spare vehicles the next two patrol vehicles that are replaced.

- a. This is a necessary recommendation and will be requested in the 2023 budget process.

Performance Evaluations

58. The department should consider purchasing a software program to manage the storage and notifications of the performance evaluation process.
- a. The two new software programs that were purchased, LEFTA and IA Pro, both have Evaluation management, storage and notification potential as add on options.
59. Form a committee to review and revise the current performance evaluation mechanism.
- a. This recommendation will be reviewed in the Quality Circle/Re Org. Committee meetings.
60. Consider changing the philosophy of “more is better” when it comes to the required supporting information involved in authoring evaluations.
- a. This recommendation will be reviewed in the Quality Circle/Re Org. Committee meetings.
Community Engagement
61. CPSM recommends the department resurrect the Citizen’s Police Academy and begin having classes twice a year.
- a. This recommendation is already in process, put forward as a budget request in the Community Engagement Budget Decision package. With the hiring of the Community Engagement Specialist, the Community Academy is in her job description.
62. Begin a CVIP program that will provide a way for citizens to volunteer their time to the department.
- a. This recommendation is already in process, put forward as a budget request in the Community Engagement Budget Decision package. With the hiring of the Community Engagement Specialist, the starting of a Volunteer Program is in her job description.
62. CPSM recommends the department begin utilizing known methods of engagement and encourage the community to become partners with the police department.
- a. This recommendation is already in process, put forward as a budget request in the Community Engagement Budget Decision package. With the hiring of the Community Engagement Specialist, the enhancing community engagement is in her job description.