

POSPD RECOMMENDATIONS STATUS (Seabold, Carroll, Blue Ribbon Commission LEMAP)

REPORT	RECOMMENDATION	COMPLETED		COMMENTS
		YES	IN PROGRESS	
SEABOLD/Port of Seattle Commission	Determine what follow-up action re: existing police officers and Port executive leadership is appropriate and necessary in light of these findings, including the potential imposition of discipline.	X		COMPLETED
SEABOLD/Port of Seattle Commission	Ensure clear expectations of conduct and behavior at all levels of the Port of Seattle - including but not limited to a "zero tolerance" policy with respect to violations of the Port's ICT and anti-harassment policies - are properly communicated and enforced and hold people in positions of leadership responsible for meeting these expectations.	X		COMPLETED
SEABOLD/Port of Seattle Commission	Prepare an action plan and process for ensuring that such behavior is not repeated within our Police Department or elsewhere in the Port.	X		COMPLETED
SEABOLD/Port of Seattle Commission	Determine how future Police Department and Port-wide personnel-related investigations should be conducted and develop a new policy and procedure for conducting them, as well as addressing other procedural deficiencies that were identified in the course of the investigation.	X		COMPLETED

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<b>SEABOLD/Port of Seattle Commission</b>	Prepare an action plan and process for ensuring Port-wide compliance with all Port of Seattle policies regarding use of Port computers.	X		<b>COMPLETED</b>
<b>SEABOLD/Port of Seattle Commission</b>	Provide a report on these and other steps deemed appropriate and action plans to the Commission at its public meeting on June 12, 2007.	X		<b>COMPLETED</b>
<b>EXPERT PANEL REPORT TO THE COMMISSION</b>	Create higher level of alignment between the police department and Port leadership	X		<b>COMPLETED</b>
<b>EXPERT PANEL REPORT TO THE COMMISSION</b>	Strengthen Police Department's Management Team	X		<b>COMPLETED</b>
<b>EXPERT PANEL REPORT TO THE COMMISSION</b>	Strengthen management and oversight of Department	X		<b>COMPLETED</b>
<b>EXPERT PANEL REPORT TO THE COMMISSION</b>	Improve training, evaluation and discipline standards.	X		<b>COMPLETED</b>
<b>EXPERT PANEL REPORT TO THE COMMISSION</b>	Strengthen anti-harassment policies and policies related to use of technology	X		<b>COMPLETED</b>
<b>EXPERT PANEL REPORT TO THE COMMISSION</b>	Recommend a rewrite of the Port's EX-13 Whistleblower Policy language, an expansion of the contact oints mentioned in the policy and training on the policy.	X		<b>COMPLETED</b>
<b>EXPERT PANEL REPORT TO THE COMMISSION</b>	Provide new funding for additional management positions in the Police Department.	X		<b>COMPLETED</b>

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<b>EXPERT PANEL REPORT TO THE COMMISSION</b>	Implement an annual report prepared by the Port Human Resources Dept. on personnel evaluations, department discipline and internal affairs investigations.	X		<b>COMPLETED</b>
<b>EXPERT PANEL REPORT TO THE COMMISSION</b>	Increase training on Department values and communications skills, along with ongoing assessment of its effectiveness.	X		<b>COMPLETED</b>
<b>EXPERT PANEL REPORT TO THE COMMISSION</b>	Incorporate auditing or random monitoring of Department computer use.	X		<b>COMPLETED</b>
<b>CARROLL REPORT (Results of Office of Professional Standards review)</b>	<i>No more Informal Adjustments by Sergeants.</i> Every complaint of whatever nature should be put through the same intake process.	X		<b>COMPLETED: There are no informal adjustments done by sergeants.</b>
<b>CARROLL REPORT</b>	<i>Clarify the classification process and include administrative review.</i> CO of OPS decide on the classification.	X		<b>COMPLETED: Classification of a complaint and the administrative review has been clarified.</b>
<b>CARROLL REPORT</b>	<i>Clear lines of authority.</i> Require a full time supervisor and sergeant with appropriate clerical support. Head of the office report directly to either the D.C. or the Captain of the Admin Division.	X		<b>COMPLETED: There is a clear line of authority with an OPA (Office of Professional Accountability) "Chain of Command."</b>
<b>CARROLL REPORT</b>	<i>Assessment and training for person in charge of Office of Professional Standards .</i>	X		<b>COMPLETED: In 2009 the Department conducted a detailed assessment process for the new OPA Sergeant position. Additionally, the OPA Commander and Sergeant have had and will continue to have regular training related to internal affairs.</b>

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<b>CARROLL REPORT</b>	<i>Review of complaint disciplinary procedures. Complaint procedures need review on regular basis.</i>	X		<b>COMPLETED: The Department has reviewed all complaint disciplinary procedures.</b>
<b>CARROLL REPORT</b>	<i>Facilitation of complaints . Large number of complaints originate on drives and relate to verbal conduct. Need not be disciplinary concern in every case. Possible outside facilitator to meet with citizen/officer to gain understanding and communicate.</i>	X		<b>CONFLICTS WITH SEABOLD RECOMMENDATION. The Department has not formally changed policy in response, but now manages performance issues separately from serious complaints. A new form and the IA PRO software track and notify supervisors when repetitive rude behavior becomes a concern. It is important to note, however, that the drives complaints have been dramatically</b>
<b>CARROLL REPORT</b>	<i>Encourage appointment of a working group (made up of at least 7 people - D.C., two supvr above sgt., two sgts, two line officers and an admin mgr.) to make recommendations to the Chief and designate which matters would likely be subject to collective bargaining. Alternative suggestions could be made with minority positions outlined as well. The Chief would be required to decide by a date certain after receiving the working group's report.</i>	X		<b>COMPLETED: Recommendations for changes to the discipline system are reviewed by a working group that includes members of the Standards and Professional Development Division and the Department's Leadership Team.</b>
<b>CARROLL REPORT</b>	<i>Outside audit. Professional from outside the dept review standards and procedures on a regular basis.</i>	X		<b>FOLLOW UP: Outside audits are planned during 2010, once IA Pro / Blue Team, and the AIM manual are in place. IA Pro will assist not only specific internal affairs audits but will be used to provide reports for our coming CALEA accreditation review and audits.</b>

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<p><b>LEMAP - Chapt 1: Goals &amp; Objectives, Role &amp; Authority, Use of Force</b></p> <p>1.1 Update the mission statement with input from a broad cross section of department membership.</p>	<p>X</p>		<p><b>COMPLETED:</b> The new Mission Statement reads as follows: "The men and women of the Port of Seattle Police Dept are committed to providing professional law enforcement services, protecting the rights of individuals, preventing crime, and building community partnership." A vision statement was also created that addresses "the unique environment in which POSPD operates."</p>
<p><b>LEMAP - Chapt 1: Goals &amp; Objectives, Role &amp; Authority, Use of Force</b></p> <p>1.2 Ensure that new mission statement and accompanying core values are well communicated throughout the department.</p>	<p>X</p>		<p><b>COMPLETED:</b> This has been an ongoing process, but was most recently done at a department-wide meeting on October 16, 2009.</p>
<p><b>LEMAP - Chapt 1: Goals &amp; Objectives, Role &amp; Authority, Use of Force</b></p> <p>1.3 Institutionalize the new mission statement into the organization by directly linking all systems within the department to the mission statement (strategic plan, performance measures and performance evals.)</p>		<p>X</p>	<p><b>IN PROGRESS:</b> Will be completed by 12.31.09</p>
<p><b>LEMAP - Chapt 1: Goals &amp; Objectives, Role &amp; Authority, Use of Force</b></p> <p>1.4 Create annual performance measures and goals &amp; objectives for each area of the department.</p>		<p>X</p>	<p><b>IN PROGRESS:</b> Will be completed by 12.31.09</p>
<p><b>LEMAP - Chapt 1: Goals &amp; Objectives, Role &amp; Authority, Use of Force</b></p> <p>1.5 Review goals and objectives annually.</p>		<p>X</p>	<p><b>IN PROGRESS:</b> Will be completed by 12.31.09</p>
<p><b>LEMAP - Chapt 1: Goals &amp; Objectives, Role &amp; Authority, Use of Force</b></p> <p>1.6 Develop a long-term strategic plan that is directly supported by the annual goals and objectives.</p>		<p>X</p>	<p><b>IN PROGRESS:</b> Five goals have<sup>3</sup> been created for 2010 and input for related objectives was sought at the department-wide meeting on 10.16.09.</p>
<p><b>LEMAP - Chapt 1: Goals &amp; Objectives, Role &amp; Authority, Use of Force</b></p> <p>1.7 Ensure that all members of the POSPD are familiar with the goals and objectives of the department.</p>		<p>X</p>	<p><b>IN PROGRESS:</b> The Department's goals were covered with members of the organization on 10.16.09.</p>

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<p><b>LEMAP - Chapt 1: Goals &amp; Objectives, Role &amp; Authority, Use of Force</b></p>	<p>1.8 Consider creating a separate use of force report form when force is used.</p>		<p>X</p>	<p><b>IN PROGRESS:</b> The Master Defensive Tactics instructors have reviewed several neighboring agencies Use of Force forms to include Auburn, Fed Way and Kent. They are compiling the best sections of each form to make our own hybrid form and it has been subitted in draft to Sgt. Tuttle in OPA. To be completed by 12/31/09</p>
<p><b>LEMAP - Chapt 1: Goals &amp; Objectives, Role &amp; Authority, Use of Force</b></p>	<p>1.9 Consider contracting with Lexipol (see Policy and Procedures section) for policy direction on use of force</p>	<p>X</p>		<p><b>COMPLETED:</b> The Department implemented Lexipol in July 2009 to include their policy on the Use of Force (Policy 300).</p>
<p><b>LEMAP - Chapt. 2: Management, Staffing, Organization &amp; Utilization of Personnel</b></p>	<p>2.1 Prioritize the recruitment and selection process for various vacancies within the department.</p>	<p>X</p>		<p><b>COMPLETED:</b> All vacancies that were authorized (budgeted) to be filled have been filled.</p>
<p><b>LEMAP - Chapt. 2: Management, Staffing, Organization &amp; Utilization of Personnel</b></p>	<p>2.2 Fill supervisory vacancies as soon as possible, especially the supervisors associated with Dispatch.</p>	<p>X</p>		<p><b>COMPLETED:</b> All supervisory and command positions were filled as of April 2009 including those associated with the Dispatch function.</p>
<p><b>LEMAP - Chapt. 2: Management, Staffing, Organization &amp; Utilization of Personnel</b></p>	<p>2.3 Define staffing levels appropriate for the patrol function in the department.</p>	<p>X</p>		<p><b>COMPLETED:</b> The POSPD is somewhat unique in that its staffing and deployment needs can vary throughout the year, seasonally, and even hourly. Base recommendations have been established.</p>
<p><b>LEMAP - Chapt. 2: Management, Staffing, Organization &amp; Utilization of Personnel</b></p>	<p>2.4 Review the current patrol schedule to determine its effectiveness. The current schedule allows for an abundance of supervisors during the week and limited coverage on weekends.</p>	<p>X</p>		<p><b>COMPLETED:</b> In July 2009 the Department went to a new schedule for the Patrol Bureau where there are supervisors on at all times including nights and weekends.</p>

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<p><b>LEMAP - Chapt. 2: Management, Staffing, Organization &amp; Utilization of Personnel</b></p>	<p>2.5 Divide personnel between Seaport and Terminal and allocating supervisors to each area.</p>	<p>X</p>	<p><b>COMPLETED:</b> The Department implemented a major reorganization effective July 19, 2009 where a full time Seaport Division was created staffed by a Commander, two Sergeants and eight Officers.</p>
<p><b>LEMAP - Chapt. 2: Management, Staffing, Organization &amp; Utilization of Personnel</b></p>	<p>2.6 Distribute the six Lieutenants evenly across the work-week.</p>	<p>X</p>	<p><b>COMPLETED:</b> With the reorganization, the ranks of captain and lieutenant were combined into the rank of commander. Commanders at the Airport work early &amp; late shifts.</p>
<p><b>LEMAP - Chapt. 2: Management, Staffing, Organization &amp; Utilization of Personnel</b></p>	<p>2.7 Flatten the organization chart to distribute all of the liaison duties between upper command staff.</p>	<p>X</p>	<p><b>COMPLETED:</b> With the reorganization, the ranks of captain and lieutenant were combined into the rank of commander. One new Deputy Chief position was added to the existing one allowing the creation of two bureaus within the Department.</p>
<p><b>LEMAP - Chapt. 2: Management, Staffing, Organization &amp; Utilization of Personnel</b></p>	<p>2.8 Distribute responsibilities of various specialty units among the Lieutenant rank.</p>	<p>X</p>	<p><b>COMPLETED:</b> With the reorganization, specialty units were divided up amongst the commanders in an effort to distribute the workload. Now four of the five commanders have responsibility for at least one specialty unit.</p>
<p><b>LEMAP - Chapt. 2: Management, Staffing, Organization &amp; Utilization of Personnel</b></p>	<p>2.9 Reassign either the Sergeant or Officer currently assigned to the professional standards function.</p>	<p>X</p>	<p><b>COMPLETED:</b> Both are in new positions and the Sergeant no longer supervises her spouse. Dept Policy 1050: Nepotism and Conflicting Relationships specifically addresses this so that this kind of issue will not occur again.</p>
<p><b>LEMAP - Chapt. 2: Management, Staffing, Organization &amp; Utilization of Personnel</b></p>	<p>2.10 Continue development of strong relationships with various law enforcement and government agencies that are associated with the security of Port facilities.</p>	<p>X</p>	<p><b>COMPLETED:</b> Regular meetings are now commonplace between members of the Leadership Team and members of the various agencies that support the security of the Port.</p>

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<p><b>LEMAP - Chapt. 2: Management, Staffing, Organization &amp; Utilization of Personnel</b></p>	<p>2.11 Combine the Records function with Communications under one manager to enhance working relationships and effectiveness and efficiency.</p>	<p>X</p>	<p><b>ALTERNATIVE ACTION:</b> While this option was considered, it was not practical at this time. However, the working relationships and efficiencies have been enhanced with the implementation of several operational changes.</p>
<p><b>LEMAP: Chapt 3 - Policies &amp; Procedures</b></p>	<p>3.1 The OPM should be updated and the three sections should be consolidated into one, contemporary manual.</p>	<p>X</p>	<p><b>COMPLETED:</b> The OPM has been replaced by a new Lexipol based policy manual as covered in Rec. 3.2</p>
<p><b>LEMAP: Chapt 3 - Policies &amp; Procedures</b></p>	<p>3.2 Consider contracting with Lexipol for a new policy and procedure manual.</p>	<p>X</p>	<p><b>COMPLETED:</b> The Department implemented its new Lexipol based policy manual and daily training bulletins in July 2009.</p>
<p><b>LEMAP: Chapt 3 - Policies &amp; Procedures</b></p>	<p>3.3 Institute a process whereby all members of the Department receive training and testing on POSPD policies, with specific focus given to the "low frequency, high risk" policies.</p>	<p>X</p>	<p><b>FOLLOW UP:</b> Training Staff has identified 40 key policies in Lexipol. These policies will be broken down into four - 10 block policies. The training section is in the process of writing on line training for each of these blocks but LMS technology is not fully functional at this time. In the interim, the Lexipol Daily Training Bulletins completed by each employee cover the key policies.</p>
<p><b>LEMAP: Chapt 4 - Records Management</b></p>	<p>4.1 Develop a policy and procedure manual specific to the records function.</p>	<p>X</p>	<p><b>COMPLETED:</b> A Records Manual was created earlier this year covering the policies and procedures specific to Records.</p>
<p><b>LEMAP: Chapt 4 - Records Management</b></p>	<p>4.2 Develop a procedure for the forwarding of sex offender cases to WASPC in accordance with RCW 40.14.070(b)(i).</p>	<p>X</p>	<p><b>COMPLETED:</b> The procedure for forwarding sex offense cases to WASPC is included in the Records Manual.</p>

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LEMAP: Chapt 4 - Records Management	4.3 Develop a procedure for handling officer safety entries and associated files.	X		COMPLETED: We follow the WACIC policy mandated by ACCESS for officer safety entries. Cahpater 7 Section 1.B. and Lexipol Policy 806.4.
LEMAP: Chapt 4 - Records Management	4.4 Consideration should be given to merging the two case file systems into one numerical system that contains all information associated with each case.	X		COMPLETED: Consideration was given to merging the two case file systems into one numerical system. However, given the employees' comfort level with the existing system and our relatively low volume of new records, the decision was made to continue with the current file organization.
LEMAP: Chapt 4 - Records Management	4.5 Immediately implement a validation procedure and remove un-validated entries from WACIC/NCIC.	X		COMPLETED: Following the ACCESS audit of March 2009, Dispatch has taken over the TAC and validation responsibilities.
LEMAP: Chapt 4 - Records Management	4.6 Review previous WACIC/NCIC audits.	X		COMPLETED: Following the March 2009 audit, we reviewed the previous audit from 2005 and the Department's response.
LEMAP: Chapt 4 - Records Management	4.7 Obtain Level II certification for records staff.	X		COMPLETED: The TAC responsibilities have been transferred to Dispatch, so the Records Specialists do not make entries. Level II certification is no longer necessary.
LEMAP: Chapt 4 - Records Management	4.8 Provide full WACIC/NCIC functions for Records staff.	X		ALTERNATIVE ACTION: This service is currently being performed by our Communications Center. Records is only staffed 40 hours per week during regular business hours.

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<b>LEMAP: Chapt 4 - Records Management</b>	4.9 Review the current practice of having King County data enter, maintain, and confirm warrants.	X		<b>COMPLETED: We have decided to maintain the current practice at this time.</b>
<b>LEMAP: Chapt 4 - Records Management</b>	4.10 Immediately implement a procedure to ensure that all WACIC/NCIC records are double-checked upon entry.	X		<b>COMPLETED</b>
<b>LEMAP: Chapt 4 - Records Management</b>	4.11 Develop a procedure to notify registered owners upon impound of their vehicle.	X		<b>COMPLETED: Records Function or Two Company impounding vehicles.</b>
<b>LEMAP: Chapt 4 - Records Management</b>	4.12 Designation of a PIO and Records Custodian for the department.	X		<b>COMPLETED: The Police Specialist assigned to Records is essentially the records custodian for the department.</b>
<b>LEMAP: Chapt. 5 - Unusual Occurrences, Health and Safety</b>	5.1 Increase training at the line level to ensure a working knowledge of the incident.	X		<b>COMPLETED</b>
<b>LEMAP: Chapt. 6 - Fiscal Management</b>	6.1 The \$3 million overtime liability appears out of line with other like size agencies, especially considering the Department's work load. While specific mandates, such as for explosive detection dogs, may have some impact, division managers should be assigned overtime control responsibilities.	X		<b>COMPLETED: New contract and managers' responsibilities have reduced overtime significantly.</b>

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<b>LEMAP: Chapt. 6 - Fiscal Management</b>	6.2 If the agency maintains several cash accounts (petty cash, public records requests, bail, confidential fund accounts, etc.) policy and procedure must dictate who is authorized to access the accounts, maintain the accounts, audit the accounts, and when and who forwards/deposits the accounts. (See Chapt 13 Recommendations for additional information on managing/auditing investigative/confidential funds).	X	<b>COMPLETED: Cash accounts have been eliminated except for Investigative Funds. Major changes have been made in procedures associated with accounting per recommendations from Internal Auditor. (see Audit response)</b>
<b>LEMAP: Chapt. 7 - Recruitment and Selection</b>	7.1 POSPD should streamline the approval process for background investigations.	X	<b>COMPLETED: Once a background investigation is completed, the OPA (Office of Professional Accountability) Sergeant reviews the investigation ensuring that all of the necessary documentation is in the candidate's file and that all potential questions/issues have been addressed.</b>
<b>LEMAP: Chapt. 7 - Recruitment and Selection</b>	7.2 POSPD should include members of the Command Staff in the final Chief's interview.	X	<b>COMPLETED: The Deputy Chiefs fro both the Patrol and Administrative Bureaus are now included in the "Chief's interview."</b>

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<b>LEMAP: Chapt. 9 - Training</b>	9.1 Implement the new Plateau training program which will give everyone a clear understanding of what to expect in regard to training.	X	COMPLETED/FOLLOW UP required: Plateau has been implemented by the POS and the POS continues to roll out different sections of the program. The training section is creating updated training curriculums by job title. These are flexible guidelines used by dept members to identify potential training in specific growth areas. The guidelines give structure to a development process communicated between the dept member and their immediate supervisor during he year long WPR process. Sgt. Selleg will present these continuums to the executive team in Nov and to the Sgts in Dec.
<b>LEMAP: Chapt. 9 - Training</b>	9.2 Streamline the training approval process. Consider giving the Training Sergeant greater authority to make decisions on who will attend specific training.	X	COMPLETED/FOLLOW UP REQUIRED: To be completed 12.31.09. Training Section has revamped the training approval process again and is ready to present it to the Exec team. New training request forms are being prepared to show this process once adopted by the executive team.
<b>LEMAP: Chapt. 9 - Training</b>	9.3 Consider moving the FTO management responsibilities to the Patrol division, which would allow for direct interaction between the FTO manager and the FTO's/new officers.	X	COMPLETED: FTO management responsibilities have been moved to the Patrol Bureau. The Training Unit still coordinates pre-BLEA and post-BLEA training.
<b>LEMAP: Chapt. 10 - Performance Evaluation System</b>	10.1 Develop a job specific evaluation form for all department personnel. Consider a committee approach to develop a new form that will link the evaluation with the department values and goals.	X	COMPLETED

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<b>LEMAP: Chapt. 10 - Performance Evaluation System</b>	10.2 Develop a process to ensure that evaluations are completed annually, and enforced agency-wide.	X		<b>COMPLETED: Each supervisor will have a performance expectation that requires them to complete a detailed evaluation every year for each one of their direct reports.</b>
<b>LEMAP: Chapt. 10 - Performance Evaluation System</b>	10.3 Develop a policy regarding how employees can contest the validity of the evaluation to ensure rating consistencies.	X		<b>COMPLETED: All evaluations will be written by the employee's immediate supervisor and then reviewed by that person's supervisor to ensure greater consistency within divisions.</b>
<b>LEMAP: Chapt. 10 - Performance Evaluation System</b>	10.4 Encourage the use of evaluations in the selection process for specialty assignments.	X		<b>COMPLETED: Past work performance is being used in the selection process for some specialty assignments (i.e., accreditation sergeant, OPA sergeant and detectives).</b>
<b>LEMAP: Chapt. 10 - Performance Evaluation System</b>	10.5 Train supervisors in the evaluation process to ensure consistent ratings.	X		<b>COMPLETED: Supervisors have already received some training on completing performance evaluations. Additional supervisory training is being scheduled the last month of 2009 and the first three months of 2010.</b>
<b>LEMAP: Chapt. 11 - Discipline and Internal Affairs</b>	11.1 Distribute formal investigations to other administrators when the volume is high to ensure completion within the guidelines listed in the policy.	X		<b>COMPLETED</b>
<b>LEMAP: Chapt. 11 - Discipline and Internal Affairs</b>	11.2 Hold supervisors accountable to resolve minor complaints and ensure that these incidents are documented in performance logs and eventually in annual evaluations.	X		<b>COMPLETED: A new form has been implemented that requires supervisors to document minor complaints and how they were resolved.</b>

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<p><b>LEMAP: Chapt. 11 - Discipline and Internal Affairs</b></p>	<p>11.3 Conduct training for all supervisors and administrators in the process for investigating both informal and formal investigations.</p>	<p>X</p>	<p><b>IN PROGRESS:</b> Supervisory training has been scheduled the last month of 2009 and the first three months of 2010.</p>
<p><b>LEMAP: Chapt. 11 - Discipline and Internal Affairs</b></p>	<p>11.4 The number of grievances is a concern. Management and Union leadership need to work together to identify the reasons behind the multitude of grievances. Look for common ground and new processes to reduce the number of grievances.</p>	<p>X</p>	<p><b>COMPLETED:</b> The number of grievances has been greatly reduced over the past two years. In 2007 there were only 12 grievances (less than half of 2006). To date in 2009 there have been 3 filed grievances. Currently there are two unresolved grievances.</p>
<p><b>LEMAP: Chapt. 11 - Discipline and Internal Affairs</b></p>	<p>11.5 Consider developing and implementing a Personnel Early Warning System (PEWS). This is a process to identify employees who are exhibiting warning signs of poor performance and intervene to correct behavior. Goal: detection and prevention rather than discipline.</p>	<p>X</p>	<p><b>COMPLETED:</b> In 2009, the Department purchased IAPro software and system that will provide an early warning system to identify employees who are exhibiting warning signs of poor performance.</p>
<p><b>LEMAP: Chapt. 12 - Patrol and Traffic Functions</b></p>	<p>12.1 Department review of the needs of the Field Training Program and the placement of FTO personnel. Consider implementation of a program to evenly disperse FTO's on work squads, as well as how many are on day and night shifts.</p>	<p>X</p>	<p><b>COMPLETED:</b> The FTO program has been converted to more contemporary PTO program, which incorporates adult learning and problem solving skills. FTO's are now managed by a patrol sergeant and meet routinely as per policy.</p>
<p><b>LEMAP: Chapt. 12 - Patrol and Traffic Functions</b></p>	<p>12.2 Ensure that officers are meeting the 40-hour annual requirement for in-service training.</p>	<p>X</p>	<p><b>COMPLETED:</b> Training section completes a training needs assessment and in service training plan annually with input from the patrol staff. The career development plans are founded in the training continuums mentioned in section 9.1 and tie directly to the WPR process in Chapter 10.</p>

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<p><b>LEMAP: Chapt. 12 - Patrol and Traffic Functions</b></p>	<p>12.3 In order to have consistent workload amongst officers, trading of shifts should be discontinued unless the trade is justified with exigent circumstances.</p>	<p>X</p>		<p><b>COMPLETED: Trading has been minimized by change of schedule and fixed assignments. All trades are still approved by supervisors.</b></p>
<p><b>LEMAP: Chapt. 12 - Patrol and Traffic Functions</b></p>	<p>12.4 Officers need to be monitored and held accountable by their supervisors. The implementation of productivity standards should be established and reviewed on a monthly basis.</p>	<p>X</p>		<p><b>COMPLETED: All staff have received evaluations, but the process of accountability continues. Monitoring by supervisors and accountability for them has been improved by the new schedule that provides "hen &amp; chicks"</b></p>
<p><b>LEMAP: Chapt. 12 - Patrol and Traffic Functions</b></p>	<p>12.5 In order to improve community oriented policing, the department should increase the duration personnel are in one location in order to establish rapport with the community.</p>	<p>X</p>		<p><b>COMPLETED</b></p>
<p><b>LEMAP: Chapt. 12 - Patrol and Traffic Functions</b></p>	<p>12.6 Department should review methodology for personnel evaluations. Need to be specific to job description and duties performed, conducted yearly, include goal setting, assessment of previous year's work, and career development.</p>	<p>X</p>		<p><b>COMPLETED: Effective 12.1.09 CID will institute a monthly staff meeting to discuss case progress, open issues, and productivity.</b></p>
<p><b>LEMAP: Chapt. 12 - Patrol and Traffic Functions</b></p>	<p>12.7 Establish a procedure for the review of submitted proposals. Define the timeline for review and a way to monitor the status of all proposals on a regular basis.</p>	<p>X</p>		<p><b>COMPLETED</b></p>
<p><b>LEMAP: Chapt. 12 - Patrol and Traffic Functions</b></p>	<p>12.8 Empty vacancies should be filled as soon as reasonably possible.</p>	<p>X</p>		<p><b>COMPLETED: All funded patrol vacancies are filled.</b></p>

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<b>LEMAP: Chapt. 12 - Patrol and Traffic Functions</b>	12.9 Implement an inspection process for personnel and vehicles that should occur on a regular basis. Record of inspections to be maintained at a central location within the Department.	X	<b>COMPLETED</b>
<b>LEMAP: Chapt. 12 - Patrol and Traffic Functions</b>	12.10 Officers should be trained in the area of accident reconstruction as well as the investigation of vehicular assault and fatalities.	X	<b>COMPLETED/FOLLOW UP REQUIRED: One officer has been trained. Additional officers and new equipment are necessary.</b>
<b>LEMAP: Chapt. 12 - Patrol and Traffic Functions</b>	12.11 Meetings between TSA and POSPD staff should occur on a regular basis to improve communications between the two agencies.	X	<b>COMPLETED</b>
<b>LEMAP: Chapt. 12 - Patrol and Traffic Functions</b>	12.12 Clearly defined direction and authority needs to be established to limit inconsistencies and frustration. The rank and file must be held accountable for the areas they work and supervise.	X	<b>COMPLETED/FOLLOW UP REQUIRED: A new Org Chart has been developed and each Command assignment has a position description and expectations &amp; outcomes required. Holding officers and sergeants accountable is an on-going process that is improving incrementally.</b>
<b>LEMAP: Chapt. 13 - Investigative Function</b>	13.1 The department should research new case management systems that are available.	X	<b>COMPLETED: Research revealed that the new Records Management System will provide better tracking than a stand-alone system.</b>

POSPD RECOMMENDATIONS STATUS (Seabold, Carroll, Blue Ribbon Commission LEMAP)

<p><b>LEMAP: Chapt. 13 - Investigative Function</b></p>	<p>13.2 The writing of policy should be conducted by resident experts. The Department should review if proper personnel are writing policy.</p>	<p>X</p>	<p><b>COMPLETED: Policy is no longer the exclusive purvue of Research &amp; Development, but is processed by multiple staff members, depending on the subject matter. All policy is now routed through established process that includes the Department Legal advisor as well as Port Legal when appropriate. Labor, Human Resources and Risk Management are also part of policy review.</b></p>
<p><b>LEMAP: Chapt. 13 - Investigative Function</b></p>	<p>13.3 The Department may consider other ways of completing background investigations. May want to explore the option of having the same company (PST) conduct a portion of the background, leaving the final review to the agency.</p>	<p>X</p>	<p><b>COMPLETED: Some backgrounds are now handled by PST. In-house backgrounds are moving much more quickly.</b></p>
<p><b>LEMAP: Chapt. 13 - Investigative Function</b></p>	<p>13.4 If security at Commisson meetings is required by the POS Commissioners, then it may be best to have a uniformed presence at the meeting rather than a plain clothes officer. If attendance is not a requirement, the department may consider sending personnel only if there is a controversial issue being discussed at the meeting.</p>	<p>X</p>	<p><b>COMPLETED: Uniform personnel assigned to the patrol area of the meeting now handle the meetings unless they are called away to emergencies.</b></p>
<p><b>LEMAP: Chapt. 13 - Investigative Function</b></p>	<p>13.5 The department should review the Total Station and personnel trained to use it and determine appropriate action to bring it up-to-date.</p>	<p>X</p>	<p><b>COMPLETED: Equipment has been upgraded and several operators trained.</b></p>

POSPD RECOMMENDATIONS STATUS (Seabold, Carroll, Blue Ribbon Commission LEMAP)

<b>LEMAP: Chapt. 13 - Investigative Function</b>	13.7 The department should establish a procedure for the review of submitted proposals. This should clearly define the timeline for review and a way to monitor the status of all proposals on a regular basis.	X	<b>COMPLETED</b>
<b>LEMAP: Chapt. 13 - Investigative Function</b>	13.8 The routing of background investigations needs to be streamlined. Checks and balances can be made by the investigators supervisor, and then forwarded to the Chief for approval.	X	<b>COMPLETED</b>
<b>LEMAP: Chapt. 13 - Investigative Function</b>	13.9 The Amber Alert policy should be reviewed and implemented.	X	<b>COMPLETED</b>
<b>LEMAP: Chapt. 13 - Investigative Function</b>	13.10 The proposed policy for intelligence should be reviewed and implemented as necessary.	X	<b>IN PROGRESS: Two detectives will receive dedicated intelligence training. Per the "expert" model now in practice, they will assist in developing appropriate policies and procedures. Training to be scheduled by 12/31/09.</b>
<b>LEMAP: Chapt. 13 - Investigative Function</b>	13.11 A computer software program such as Quicken should be considered for accounting purposes for investigative funds.	X	<b>COMPLETED: Corporate fiscal and accounting has implemented a cash handling and accounting process to track and replenish expended case disbursements. Fiscal and Accounting also conducts an annual audit of the fund now referred to as the "petty cash" fund.</b>
<b>LEMAP: Chapt. 13 - Investigative Function</b>	13.12 An audit of investigative funds should take place as a part of the transition of supervisors in the Detective division.	X	<b>COMPLETED: The audit has been completed and is now routinely scheduled.</b>

POSPD RECOMMENDATIONS STATUS (Seabold, Carroll, Blue Ribbon Commission LEMAP)

<p><b>LEMAP: Chapt. 13 - Investigative Function</b></p>	<p>13.13 Funds and informant files should be secured in a locked safe rather than the Detective Sergeant's desk drawer.</p>	<p>X</p>	<p><b>COMPLETED: Funds and files are maintained in a safe in the Sergeants' office.</b></p>
<p><b>LEMAP: Chapt. 13 - Investigative Function</b></p>	<p>13.14 The department needs to ensure that training and equipment are up-to-date.</p>	<p>X</p>	<p><b>COMPLETED: All training records for CID personnel have been reviewed and are part of their annual</b></p>
<p><b>LEMAP: Chapt. 14 - Evidence/Property Control System</b></p>	<p>14.1 A current policy manual should be developed for the evidence function.</p>	<p>X</p>	<p><b>COMPLETED: Evidence policy has been incorporated into Lexipol. We have not developed an Evidence Procedure Manual but certainly can if requested</b></p>
<p><b>LEMAP: Chapt. 14 - Evidence/Property Control System</b></p>	<p>14.2 Consider relocating the fireworks disposal container to an area not adjacent to criminal evidence.</p>	<p>X</p>	<p><b>COMPLETED: No issue with current solution. The area is only used as temporary storage for small quantities of fireworks. The container is metal and the area is sprinkled. The solution has the approval of the Fire Marshall.</b></p>
<p><b>LEMAP: Chapt. 14 - Evidence/Property Control System</b></p>	<p>14.3 Consider installing a video monitoring system at the facility entrances to see who is going in and out of the building.</p>	<p>X</p>	<p><b>FOLLOW UP REQUIRED: Electronic Technician Chris Evans was contacted regarding the feasibility and costs associated with installing CCTV coverage in the area. CCTV coverage will be added to an existing project slated for completion in 2010.</b></p>
<p><b>LEMAP: Chapt. 14 - Evidence/Property Control System</b></p>	<p>14.4 Consideration of replacing the existing CrisNet system with something specifically designed for the evidence function.</p>	<p>X</p>	<p><b>FOLLOW UP REQUIRED: This is part of our demo of the NetRMS upgrade., To alleviate the issues of associated with stand-alone applications "stovepipes" we are evaluating the enhanced evidence tracking capabilities of the upgraded NetRMS project demonstrated to the command staff on 10.27.09.</b></p>

POSPD RECOMMENDATIONS STATUS (Seabold, Carroll, Blue Ribbon Commission LEMAP)

<b>LEMAP: Chapt. 14 - Evidence/Property Control System</b>	14.5 Evidence should be prohibited from being stored in the outside storage area.	X		<b>COMPLETED: The outside storage area is not being used to store evidence.</b>
<b>LEMAP: Chapt. 15 - Communicatons and Dispatching</b>	15.1 Recruiting a competent Communications Manager must be one of the organizations's highest priorities with the vacant supervisors and telecommunicator positions following closely behind.	X		<b>COMPLETED: Experienced manager hired.</b>
<b>LEMAP: Chapt. 15 - Communicatons and Dispatching</b>	15.2 Manager needs to be civilian, competent, strong but tactful, technically savvy and ble to facilitate and collaborate.	X		<b>COMPLETED: Experienced manager hired.</b>
<b>LEMAP: Chapt. 15 - Communicatons and Dispatching</b>	15.3 POSPD should fight the cultural urge to limit their authority too much as they need to have ownership in all of the communications processes and must be able to balance their operational needs with the expectations of customers.	X		<b>COMPLETED: Efforts are under way to actually expand POSPD's role in the Regional Communications Policy Committee.</b>
<b>LEMAP: Chapt. 15 - Communicatons and Dispatching</b>	15.4 The manager needs to have unfettered access to both Police/Fire CEOs to build a customer relationship versus the restrictions of too much structure.	X		<b>COMPLETED</b>
<b>LEMAP: Chapt. 15 - Communicatons and Dispatching</b>	15.5 Supervisors must be hired and/or promoted as soon as possible and begin the process of assessing performance thorough quality assurance and performance evaluations.	X		<b>COMPLETED: Supervisors promoted.</b>

POSPD RECOMMENDATIONS STATUS (Seabold, Carroll, Blue Ribbon Commission LEMAP)

<b>LEMAP: Chapt. 15 - Communicatons and Dispatching</b>	15.6 POSPD should establish clear reporting relationships and expectations about the roles and responsibilities of all positions in the center,	X	<b>COMPLETED</b>
<b>LEMAP: Chapt. 15 - Communicatons and Dispatching</b>	15.7 It is critical for the new manager and supervisors to ease into their new roles and be ultra-sensitive to the telecommunicators because they have developed a culture of self-reliance and resentment could surface if an approach other than one of collaboration and inclusion is taken.	X	<b>COMPLETED</b>
<b>LEMAP: Chapt. 15 - Communicatons and Dispatching</b>	15.8 Although a Lieutenant has been assigned to oversee recruitment for the entire department, the new Communications Manager should have significant involvement in the process, including assessing the selection process and making recommendations for changes.	X	<b>COMPLETED</b>
<b>LEMAP: Chapt. 15 - Communicatons and Dispatching</b>	15.9 Vacant positions must be filled as espeditiously as possible and telecommunicator recruitment should have the same high priority as other key members of the department staff.	X	<b>COMPLETED</b>
<b>LEMAP: Chapt. 15 - Communicatons and Dispatching</b>	15.10 The agency should reinstitute the practices of conducting annual performance reviews.	X	<b>IN PROGRESS: Communications Center Study</b>

POSPD RECOMMENDATIONS STATUS (Seabold, Carroll, Blue Ribbon Commission LEMAP)

<p><b>LEMAP: Chapt. 15 - Communicatons and Dispatching</b></p>	<p>15.11 The evaluation tool (form) should be assessed to ensure it includes relevant and specific performance dimension related to their job tasks.</p>		<p>X</p>	<p><b>IN PROGRESS: Revising a version of the standard Port performance appraisal form.</b></p>
<p><b>LEMAP: Chapt. 15 - Communicatons and Dispatching</b></p>	<p>15.12 The Department should develop and implement periodic quality assurance that involves reviewing telecommunicator response to incidents for compliance with performance expectations/dimensions.</p>		<p>X</p>	<p><b>IN PROGRESS: Communications Center Study</b></p>
<p><b>LEMAP: Chapt. 15 - Communicatons and Dispatching</b></p>	<p>15.13 The Department should develop and implement documentation, review, and tracking mechanism for complaints or inquiries to ensure problems are addressed proactively, mitigate liability and enhance the quality assurance program.</p>	<p>X</p>		<p><b>COMPLETED</b></p>
<p><b>LEMAP: Chapt. 15 - Communicatons and Dispatching</b></p>	<p>15.14 Consolidate the relevant and current portions of each of these documents into a base procedures document that could be analyzed for gaps or weaknesses and enhanced over time.</p>		<p>X</p>	<p><b>IN PROGRESS: Communications Center Study</b></p>
<p><b>LEMAP: Chapt. 15 - Communicatons and Dispatching</b></p>	<p>15.15 The new supervisors should establish consistency between the CTOs to ensure the materials are delivered based on organizational requirements.</p>	<p>X</p>		<p><b>COMPLETED/FOLLOW UP REQUIRED: Training manual is being revised and we are collecting documentation such as directives and emails that change procedure.</b></p>

POSPD RECOMMENDATIONS STATUS (Seabold, Carroll, Blue Ribbon Commission LEMAP)

<p><b>LEMAP: Chapt. 15 - Communicatons and Dispatching</b></p>	<p>15.16 The telecommunicators must be able to participate in training opportunities beyond the basics needed to perform the job if the center is to thrive and not just survive.</p>	<p>X</p>	<p><b>COMPLETED: Training has been ongoing for months.</b></p>
<p><b>LEMAP: Chapt. 15 - Communicatons and Dispatching</b></p>	<p>15.17 Supervisors and CTOs are to collaboratively develop and implement an internal continuing education program that requires retraining at least annually on tasks related to performance expectations being assessed during quality assurance checks.</p>	<p>X</p>	<p><b>COMPLETED</b></p>
<p><b>LEMAP: Chapt. 15 - Communicatons and Dispatching</b></p>	<p>15.18 training on radio procedures, talkgroup usage and interoperability need to be a priority in officer/firefighter training</p>	<p>X</p>	<p><b>IN PROGRESS: Communications Center Study</b></p>
<p><b>LEMAP: Chapt. 15 - Communicatons and Dispatching</b></p>	<p>15.19 All levels of the police and fire departments should be required to review the objectives of the communications function to heighten awareness of the workload demands and impacts of inappropriate use of the function out of convenience.</p>	<p>X</p>	<p><b>IN PROGRESS: Communications Center Study</b></p>
<p><b>LEMAP: Chapt. 15 - Communicatons and Dispatching</b></p>	<p>15.20 Commit to an organizational practice that embraces suggestions and recommendations, even pushing the authority for approving certain changes down to the communications manager, but the overall goal must be to respond and implement within a reasonable amount of time regardless of the level of approval.</p>	<p>X</p>	<p><b>IN PROGRESS: Communications Center Study</b></p>

POSPD RECOMMENDATIONS STATUS (Seabold, Carroll, Blue Ribbon Commission LEMAP)

<p><b>LEMAP: Chapt. 15 - Communicatons and Dispatching</b></p>	<p>15.21 Optimizing the environment for the telecommunicators must be an organizational priority equal to purchasing equipment for officers. Telecommunicator involvement in identifying the optimal configuration. Funding source identified by the Chief and the new manager should then be in a position to plan for and coordinate the reocnfiguration in the near future.</p>		<p>X</p>	<p><b>IN PROGRESS: Communications Center Study.</b></p>
<p><b>LEMAP: Chapt. 15 - Communicatons and Dispatching</b></p>	<p>15.22Inventory the systems and software applications used by the telecommunicators and ensure those that they use most frequently or during emergency responses have interfaces supporting high speed incident processing, quick decision making and the least number of manual processes possible.</p>		<p>X</p>	<p><b>IN PROGRESS: Communications Center Study</b></p>
<p><b>LEMAP: Chapt. 15 - Communicatons and Dispatching</b></p>	<p>15.23 Policies related to use of the mobile application should be developed and implemented,</p>	<p>X</p>		<p><b>COMPLETED</b></p>
<p><b>LEMAP: Chapt. 15 - Communicatons and Dispatching</b></p>	<p>15.24 Enhance the current communications center as much as possible as the potential exists for a thriving operation under the right leadership with an adequate level of support.</p>		<p>X</p>	<p><b>IN PROGRESS: Communications Center Study</b></p>

POSPD RECOMMENDATIONS STATUS (Seabold, Carroll, Blue Ribbon Commission LEMAP)

LEMAP: Chapt. 15 - Communicatons and Dispatching	15.25 Goal setting related to best practices (as are many of the recommendations herein) is critical and even if accreditation is not sought immediately, the foundation can be laid by using applicable standards as a roadmap.	X	COMPLETED
LEMAP: Chapt. 16 - Prisoner Security	16.1 Develop policies that identify who can be housed in the holding cells.	X	COMPLETED: Policy 901 - Holding Facility specifically addresses this issue.
LEMAP: Chapt. 16 - Prisoner Security	16.2 Develop a policy that identifies what property should be left with inmates in the holding cells	X	COMPLETED: Policy 901 - Holding Facility specifically addresses this issue.
LEMAP: Chapt. 16 - Prisoner Security	16.3 Develop a policy that prohibits juvenile status offenders from being housed in holding cells.	X	COMPLETED: Policy 901 - Holding Facility specifically addresses this issue.
LEMAP: Chapt. 16 - Prisoner Security	16.4 Idenfity and fix the plumbing problem with the floor drain in the holding area.	X	COMPLETED: This problem has been corrected.
LEMAP: Chapt. 16 - Prisoner Security	16.5 Consider implementing a suicide screening and prevention training program.	X	IN PROGRESS: To be completed by 12.31.09 using on-line training and screening tools similar to neighboring facilities.

POSPD RECOMMENDATIONS STATUS (Seabold, Carroll, Blue Ribbon Commission LEMAP)

<p><b>LEMAP: Chapt. 16 - Prisoner Security</b></p>	<p>16.6 Reconsider the existing practice of arresting officers accepting bail.</p>	<p>X</p>	<p><b>COMPLETED: This is one of the first areas addressed after the LEMAP Report was completed. Officers no longer accept bail.</b></p>
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