

## **Port Angeles Police Department**

**Chief Brian Smith/ Deputy Chief Jason Viada**

### **Strategic Plan**

**2019-2024**

#### **Vision**

**The Port Angeles Police Department aspires to be the best police department in the world. In achieving this vision the women and men of this organization are an integral part of a larger City organization that seeks to sustain Port Angeles as a safe, secure and healthy place to live, learn, work visit and recreate.**

#### **Mission**

**In partnership with our community, the Port Angeles Police Department recognizes its mission to serve in a compassionate, courteous, and professional manner, to promote freedom and peace of mind, pride in our neighborhoods and safety of our families.**

#### **Organization**

The Chief of Police oversees the four Divisions of the Department; Administration, Operations, Communications, and Records. The Deputy Chief, Communications Director, and Records Supervisor report to the Chief.

The Deputy Police Chief commands the Operations Division, which consists of Patrol, Detectives, Narcotics, Training, Parking Enforcement, and Volunteers. The Sergeants and the Training Manager Report to the Deputy Chief.

#### **Objectives**

Sustain a safe, secure, healthy community where people enjoy living, learning, working, and visiting.

Promote neighborhoods and commercial areas where people enjoy freedom, peace of mind, and safety

Encourage business to thrive and succeed

Support services and assistance for people with unique challenges

Seek justice

## **Goals**

Maintain a fully staffed police department

Seek sustainable funding for police staffing increases

Cultivate a professional police department with a culture of lifelong learning

Foster a culture of servant leadership within the police department

Embrace technology as a pathway to efficiency

## **Strategies**

Assertively recruit a wide pool of candidates with diverse backgrounds

Find creative solutions to traditional problems

Encourage each officer to obtain a bachelor's degree and pursue specialty training

Empower our supervisors to lead, and encourage them to attend periodic leadership training

Hire new officers who already have technological skills, and develop them into peer leaders

Prepare for succession rather than just planning for it

## **Actions**

Carefully select, hire, train, retain, and promote the best candidates

Daily demonstrate that we care for each individual in our workplace by modeling servant leadership

Maintain and periodically improve our training and education programs and proceed with focused determination toward training and education goals

Encourage each member of the Department to excel, and facilitate the preparation for each member to be the best candidate they can be for the next step along their individual career paths.

Periodically complete honest evaluations of our programs and actions in order to ensure that everything we do moves us closer to our mission

Live accreditation standards

## **Programs**

What follow are descriptions of programs and summaries of what we will do in order to accomplish our mission. It is also an examination of what we are doing in an effort to ensure that everything we do moves us toward the accomplishment of our mission.

One or more officers of various ranks are directly responsible for their programs within the operations division. The numbers attached to each program represent budget codes. Every service we provide to the community costs money. If we were to cut the budget, it would be accomplished by cutting service, and it would prevent us from meeting future goals.

## **PROGRAM INDEX**

### **Operations Divison:**

#### **Deputy Chief Jason Viada**

#### **Administration**

Police Vehicle Fleet

Accreditation

Stone Garden Grant

Lexipol Policy

Procedure Updates

Media Communications

Code Compliance

Chaplains

Technological Capability

Code Compliance

Pre Prosecution Victim Witness Coordinator

CLEAN Program

Leadership Data Gathering

Education

#### **Detectives**

MIRT

Co-Location

Crimes Against Children  
Background Investigations  
Western States Information Network  
Computerized Voice Stress Analysis  
DSHS Child Protocols  
CDMH Advisory  
ICAC Cross-Training  
Cellebrite  
School Resource Officer  
OMC SANE liaison  
Detective In-Service Training

## **Patrol**

### **Medical**

Medical Safety  
EMT Officers

### **Traffic Safety**

Emergency Vehicle Operation Course  
Portable Breath Tests  
X-52 Grant  
Speed Measuring Devices (Radar/Lidar)  
Collision Investigation  
Drug Recognition Expert / Standardized Field Sobriety Tests

### **Tactical**

DRMO  
K-9  
Defensive Tactics  
Negotiators  
Firearms Training

Armorer

Special Munitions

Scoped Rifle

Tactical Tracking

**Personnel**

Recruiting

Field Training Officers

In-Service Training

Stop Grant

Critical Incident Stress Management

Ballistic Vest Department of Justice Grant

Patrol Quartermaster

Blue Courage

**Technology**

Mobile Computers

SECTOR

Cop Logic

Bail Schedule

**Community**

Healthy Families

Wellness Program

Sex Offender Monitoring

Neighborhood Watch

Reserve Officers

Public Housing Authority Liaison Officers

Critical Incident Training

Volunteers

Parking Enforcement / Abandoned Vehicles / Junk Vehicles

## **Programs**

### **Administration:**

#### **Police Vehicle Fleet:-001-5022-521.45-20**

##### **Deputy Chief Jason Viada**

In an effort to maintain a high state of readiness, and to provide our police officers the best vehicles with which to respond to emergencies, pursue criminals, transport arrestees, and get out into the community, the department will continue to maintain a modern fleet of vehicles consisting of enough vehicles for each officer. We will carefully maintain and repair the vehicles. We will replace them as the budget allows with carefully selected makes and models of well-equipped police package vehicles in order to provide the men and women of the department with the best vehicles available.

#### **Accreditation:-001-5010-521.10-01**

##### **Deputy Chief Jason Viada**

In an effort to maintain the highest professional standards and to reduce risk the Department will continually strive to meet or exceed accreditation standards.

#### **Stone Garden Grant:-001-5022-521.10-11**

##### **Deputy Chief Jason Viada**

In an effort to provide the highest level of police service, and maximize the use of available resources the Department will continue to seek, receive, and spend available grant funds for authorized uses such as replacement of vehicles, updating computers, and funding additional patrol hours along our coastal border

#### **Lexipol Policy Updates:-001-5010-521.49-10**

##### **Deputy Chief Jason Viada**

In an effort to provide guidance in the form of up to date best practices, and reduce risk, the Department will regularly update and distribute Lexipol policies to all department members.

#### **Procedure Updates:-001-5010-521 .10-01**

##### **Deputy Chief Jason Viada**

In an effort to provide guidance above and beyond best practice policies the Department will write and distribute procedure memos as needed.

#### **Media Communications:-001-5010-521.10-01**

##### **Deputy Chief Jason Viada**

In an effort to keep our customers accurately informed of our successes the Department will maintain a professional working relationship with members of the media.

**Code Compliance:-001-5010-521.10-02**

**Deputy Chief Jason Viada**

In response to quality of life concerns from many of our customers the Department will work together with other City departments to fund and maintain Code Compliance.

**Chaplains:-001-5026-521.49-90**

**Deputy Chief Jason Viada**

**Corporal David Dombrowski**

In an effort to care for the members of this department and to respond to crisis incidents in our community the Department will continue to participate in the Chaplain program offered by the Clallam County Sheriff's Office while seeking to develop our unique program that will exist in addition to, not instead of, the County program.

**Technological Capability:-001-5022-521.31-60**

**Deputy Chief Jason Viada**

**Corporal David Dombrowski**

The technological capability of the Department is very high. However, the technical ability of the people to use the technology is often such that only a small fraction of the technological capability is accessed and used. Our future vision is to take deliberate steps to improve the ability of employees to access and use the technology through specific in-house training programs overseen by the sergeants and documented by the training manager.

**Pre-Prosecution Victim Witness Coordinator:-001-5010-521.10-02**

**Deputy Chief Jason Viada**

In an effort to free up patrol and investigative resources the department will seek to fund and maintain a Pre-Prosecution Victim Witness Coordinator who will care for specific customers after a crime has been reported but before the case has been sent over for prosecution.

**Re-Discovery Program / WASPC Grant:-001-022-521.10-11**

**Deputy Chief Jason Viada**

In an effort to provide service to the community and to specific individuals struggling with opioid addiction and other needs, the Department entered into a partnership with Olympic Community Community Clinic and received a grant from WASPC this allows an MSW Outreach Coordinator to work directly with Patrol Officers on the street to link needy people with services in an effort to prevent crime.

**Education:-001-5022-521.43-10**

**Deputy Chief Jason Viada**

**Corporal David Dombrowski**

The Port Angeles Police Department requires two years of college as a minimum requirement for police officers. Many of our officers have bachelor's degrees. 5 of our 32 officers have master's degrees. In an effort to reach out to a more diverse pool of applicants and to hire the best people we can, we have hired several officers who did not meet the minimum requirement for education at the time of hire. However, those officers have all made the commitment meet the Department's standard soon after hire. In an effort to far exceed the minimum standard the department also assists officers who want to pursue higher education while employed. Our goal is that all officers at this Department will obtain at least a bachelor's degree by 2025.

**Detective Division:-001-5021-521.10-01**

**Sergeant Tyler Peninger**

At full staffing the Detective Division is led by a Detective Sergeant who is assigned a Detective Corporal, three Detectives, and a School Resource Officer.

The Detective Division will provide prompt and thorough investigations to major crimes and special victims crimes. Success will be measured primarily by months in prison served by offenders.

Primary case investigations consist of Murder, Sex Crimes, and Felony Crimes against Children.

Secondary investigations include Bank Robbery, Serial Commercial and Residential Burglary.

Future goals include potential expansion of child pornography investigations with joint work involving Homeland Security Investigations, and the investigation of higher value financial crimes, along with co-location with other investigators in the area in an effort to increase efficiency, and reduce redundancy.

In addition to maintaining full staffing, additional efficiency would be added by hiring an Administrative Assistant for the Division.

Detectives is a special assignment, and it is common for Detectives to gain experience and then promote to Patrol Corporal. Our future vision for succession preparation includes the compiling of a simple guide on major case investigations that will be kept in the Division where any detective can pick it up and have an up to date reference of contact information on investigation resources as well a basic overview of expectations for unique crimes.

**Multi Agency Incident Response Team (MIRT):-001-5021-521.10-11**

**Sergeant Tyler Peninger**

The MIRT can be activated when a participating agency responds to an incident that will require substantial investigative resources beyond the capacity of the single agency, such as a homicide with an unknown suspect or an officer involved shooting.

**Co-Location of City and County Detectives:–001-5021-521.31-60**

**Sergeant Tyler Peninger**

In an effort to increase efficiency, the City’s Detective Division and the County’s Criminal Investigations Bureau have begun the project of co-location.

**Crimes Against Children:–001-5021-521.10-01**

**Sergeant Tyler Peninger**

Our future vision for improving the already professional service we provide includes the following steps:

Financially support the addition of civilian child interviewers to Healthy Families staff Department

Fund a dedicated child interviewer, in line with recommended practices for CAC

Encourage use of the CAC as the primary facility for conducting child interviews

Educate patrol on the ways the CAC/advocates can be used to assist detectives

Train selected patrol officers to be certified child interviewers

**Background Investigations:–001-5021-521.10-01**

**Sergeant Kori Malone**

In an effort to provide consistent thorough background investigations of all potential Department personnel, background investigations should be completed by the trained personnel. Investigators trained specifically to conduct these investigations that are up to date on the current background investigations will be assigned these investigations as part of a case load.

**Western States Information Network:–001-5021-521.10-01**

**Sergeant Tyler Peninger**

In an effort to increase officer safety, this database will continue to be used to de-conflict operations such as search warrant service and controlled purchases of narcotics.

**Computerized Voice Stress Analysis:–001-5021-521.49.01**

**Sergeant Kori Malone**

**Corporal Dave Arand**

In an effort to obtain accurate information during interviews the department trains selected personnel to conduct computerized voice stress analysis. Historically, the Department has been

paying an outside polygrapher to complete pre-employment polygraph examinations. Our plan is to use our in-house personnel to complete these examinations with a more modern device. In an effort to ensure the highest professional standards, our intent is to also complete similar examinations of all employment and volunteer candidates.

**DSHS Child Protocols:–001-5021-521.10-01**

**Corporal Dave Arand**

In an effort to work collaboratively with our community partners and to provide the highest quality investigations of crimes against children, and to protect the most vulnerable members of our society the Department will continue to participate in the periodic updating of the DSHS Child Protocols. Our vision is that the review of these investigative protocols will continue to be a critical part of our shift training.

**CDMH Advisory:–001-5021-521.10-01**

**Detective Erik Smith**

In an effort to work collaboratively with our community partners and serve our customers with unique struggles the Department will continue to participate in the mental health advisory committee.

**ICAC Task Force:–001-5021-521.43-10**

**Detective Erik Smith**

In an effort to protect the most vulnerable members of our society the Department prioritizes crimes against children second only to homicide investigations. Our Detectives spend the majority of their time investigating crimes against children. In an effort to provide the best investigations our vision is that our Detectives will spend a week cross-training with the ICAC Task Force.

**Cellebrite:–001-5021-521.49-01**

**Sergeant Josh Powless**

**Detective Erik Smith**

In an effort to provide thorough investigations and use technology that our customers expect us to use we will maintain trained personnel and up to date equipment so that we can continue to provide this service.

**SRO Program:–001-5021-521.10-01**

**Officer Jeff Ordon**

In an effort to maintain a critical relationship with our schools one member of the Detective Division is a uniformed School Resource Officer. This one officer is essentially the police department within the school district. All of the duties our department provides for the City, the

SRO provides for the school district. In addition, this Officer, once properly trained, serves as an additional child interviewer, which is a crucial part of the service provided by the Detective Division. This Officer is often the first representative of the Department to receive complaints from students of child abuse or sex crimes. This provides the SRO with the opportunity of performing duties related to being a Detective and is an excellent proving ground for a Detective position since it requires the ability to interact with the public and a large government bureaucracy at a level most officers do not have the opportunity to experience. Our Future vision is to expand this program to include two Officers. Currently the lone Officer is responsible for one high school, one alternative school, a middle school, a Catholic School, and three elementary schools, along with many collateral duties including being the liaison between the Department and the school for run hide fight training.

**OMC SANE Liaison:--001-5021-521.10-01**

**Corporal Dave Arand**

In an effort to maintain a crucial partnership with the hospital and to provide the best possible response to reports of sexual assault the Detective Division maintains a liaison between the Department and the hospital. This liaison continues to be involved in SANE nurse training sessions. These training sessions have been primarily to help nurses understand how investigations work beyond their involvement to give them a “big picture” view of the process. This has included in-service training for OMC nurses and a regional training put on by Harborview. Our future vision includes the development of written procedures to streamline the process of collecting rape kits from the hospital for victims who do not want police contact (to ensure compliance with relatively new legislation). Our vision also includes the implementation of a refresher in-service on the SANE process into shift training days

**Detective In-Service Training:--001- 5021-521.43-10**

**Sergeant Tyler Peninger**

**Corporal David Dombrowski**

In an effort to provide the highest quality investigations to major crimes the Department will continue to send our Detectives to the following in-service training classes:

Crime Scene Investigation

Reid Interview

Child Interview (Initial certification and annual updates)

Practical Homicide (and attendance of Washington Homicide Investigation Conference)

Officer Involved Shooting Investigation

In addition, at least one member of the Detective Division will maintain certification in:

Forensic Electronic Evidence Gathering

## Computer Voice Stress Analysis

In addition at least two members of the Detective Division will receive and maintain current training in

Background Investigation

**Patrol:-001-5022-521.10-01**

**Sergeant Josh Powless**

**Sergeant Kevin Miller**

**Sergeant Kori Malone**

The Patrol Division will **respond** to calls for service, **investigate** incidents, **write** reports, **complete** follow-up investigations, and **increase** community safety by **making** arrests when indicated

**Medical:**

**Medical Safety Officers:-001-5022-521.31-01**

**Corporal Sky Sexton**

**Officer Mike Johnson**

In an effort to prevent injury to the members of our Department we have designated medical safety officers. These officers ensure that OSHA requirements are being followed, ensure adequate fitting of protective masks, ensure proper disposal of hazards, ensure that we are supplying our employees with proper PPE, ensure that our employees are trained to respond properly to hazards likely in a public safety workplace, and ensure that our employees are equipped and trained to respond to cardiac events in our community.

**EMT Officers: - 001-5022-521-.49-01**

**Corporal Sky Sexton**

**Detective Trevor Drop**

**Officer Mike Johnson**

**Officer Sean Ryan**

In an effort to provide a wide variety of public safety service some of our employees are trained as EMT Officers so that our Department is ready to provide both officers and citizens with emergency medical care in exigent and emergent situations where lifesaving care may be unavailable or delayed. Our vision is that these officers will assist with response to emergency medical needs and also provide medical training along with “street survival” techniques for lifesaving emergency medical care and self-care, to all members of the department.

**Traffic Safety:**

**EVOC:-001-5022-521.43-10**

**Sergeant Kevin Miller**

**Corporal Dave Arand**

In an effort to provide officers with the best training available we participate in a training program where officers go to the Bremerton Raceway at least once every two years for an EVOC refresher, spike deployment, and PIT training. The Department will continue to seek the best training available for our officers. The EVOC instructors will explore the possibility of going to the WSP track in Shelton instead of, or perhaps in addition to, other training. Our vision is that officers will participate in the best available EVOC training at least annually.

**PBT Technician:-001-5022-521.35-01**

**Officer Brian Stamon**

In an effort to increase the efficiency of the investigation of alcohol related crime including DUI our department issues portable breath tests to officers. This requires that we calibrate and test each PBT twice a year. In order to properly maintain our PBTs gas is needed to complete the tests and a supply of tubes must be ordered in advance. In an effort to provide our officers with the best PBTs available we are methodically replacing our older PBTs with new more modern PBTs at a rate of four per year. The PBT coordinator also ensures that all officers are trained to administer breath tests and that the officers attend required training updates.

**X-52 Grant:-001-5022-521.10-11**

**Officer Brian Stamon**

In an effort to maximize the use of available resources and increase traffic safety our department participates in the X-52 traffic enforcement grant. Our program coordinator works cooperatively with the county and state to ensure proper use of grant funds and compliance with grant requirements. Our future vision includes obtaining grant funding to update our speed measuring devices and equip each of our 32 police vehicles with an updated speed measuring device.

**Speed Measuring Devices (Radar/Lidar):-001-5022-521.48-10**

**Officer Jared Tait**

In addition to obtaining the modern speed measuring devices, each officer will be trained in the use of the devices. In an effort to maximize the efficiency of our training we have selected one officer to become the trainer and he will in turn ensure that all 32 officers are trained in the use of speed measuring devices.

**DRE/SFST/ARIDE:-001-5022-521.43-10**

**Officer Kyle Cooper**

**Officer Swift Sanchez**

**Officer J.J. Smith**

**Officer Kelly Perry**

In an effort to increase traffic safety the department will train and maintain at least one officer who can train other officers to properly administer standardized field sobriety tests. In addition the Department will train and maintain at least one officer as a drug recognition expert who can respond as needed to incidents of impaired driving. The Department will also support the ARIDE program in an effort to bridge the gap between standard patrol training and DRE training.

**Tactical**

**Negotiator Team:-001-5022-521.10-11**

**Sergeant Kori Malone**

**Corporal David Dombrowski**

**Detective Shane Martin**

**Officer Jeff Ordon**

**Officer Luke Brown**

In an effort to peacefully resolve potentially violent situations such as barricaded subjects the department maintains a team of trained crisis negotiators. The individuals on this team are led by a Sergeant and work together with each other, and with negotiators from nearby departments. Currently our program has three negotiators. Our future vision includes adding a fourth member to the team. One of our long term goals to grow the program is to coordinate multi-agency training, where we become familiar with other negotiators and their equipment. We also plan to incorporate negotiator training into scenario based training like SIMS in coordination with the firearms instructors. In addition we are planning on updating our equipment.

**Firearms Training:-001-5022-521.31-80**

**Corporal Clay Rife**

**Officer Dan Morse**

**Officer Brian Stamon**

**Officer Sean Ryan**

In an effort to prepare our officers to win lethal encounters our firearms training cadre provides squad training several times each year. This training includes handgun, rifle, back-up, and Simmunitions scenarios. Our future vision includes sending all members of the cadre to in-

service instructor updates and integrating firearms scenarios with defensive tactics, other belt weapons, special munitions, and negotiator training.

**Armorer:-001-5022-521.31-80**

**Officer Dan Morse**

In an effort to be prudent stewards of public resources all firearms are inspected in inventoried each year. In an effort to provide the officers in this department with the best firearms reasonably available in the event that officers need to use their firearms to win a lethal conflict, to preserve human life, or prevent grievous injury we will periodically modernize our firearms inventory even though our firearms are still serviceable. In addition to being responsible for all firearms owned by the department, the armorer is responsible for all items in the armory inventory including ammunition, special munitions, tools, etc. The armorer is also responsible to maintain accurate and accessible records of inventory. In an effort to continue to ensure that our firearms are in the best condition they can be in the armorer will attend periodic training updates. In an effort to provide the best controlled environment for the conservation of our resources our vision is to install a ventilation system in the armory. Our future vision for the program also includes the purchasing of the Inventory/Equipment module for Mobile.

**Special Munitions:-001-5022-521.35-01**

**Officer Dan Morse**

**Officer Kyle Cooper**

**Officer Brian Stamon**

In an effort to increase the number of reasonable alternatives available to our officers who we rely upon to resolve critical incidents. The department instructs selected officers in the use of special munitions. Our future vision is that all 32 officers of this department will be trained in the use of special munitions and each police vehicle will be equipped with a launcher and munitions. Another part of our vision is that special munitions will be integrated into our squad training scenarios.

**Scoped Rifle:-001-5022-521 .35-01**

**Corproal Clay Rife**

**Officer Dan Morse**

In an effort to give our officers the ability to protect the victims of critical incidents we have selected three officers, and equipped them with scoped rifles. These officers attend training in addition to the training that other officers attend and frequently train together to maintain marksmanship and familiarization. Our future vision includes sending the team members away to additional advanced training and training with officers of nearby agencies.

**Tactical Tracking:-001-5022-521.35-01**

**Officer Dan Morse**

In an effort to maximize public safety and effectively apprehend suspects the department has trained several selected officers as Tactical Trackers. The best use of this resource involves teaming the tactical trackers with a K-9 team. Our vision for the future is that a selected officer will become a tracker trainer, we will integrate tactical tracking into our squad training, and tracking will become part of the culture of our Department.

**DRMO:-001-5022-521.35.01**

**Officer Dan Morse**

In an effort to maximize the use of available resources our Department participates in the DRMO program. Through the program we obtain federal surplus gear and equipment. The program is currently in good shape and organized. Some of the items must be inventoried each year, which is completed by the officer on charge of the program.

**K-9: - 001-5022-521.49-80**

**Sergeant Kevin Miller**

**Officer Whitney Fairbanks**

Our K-9 program consists of two K-9/Handler teams. Each team is assigned to a patrol squad, which allows for a team to be on duty nearly every night. Our future vision is to maintain both teams, and to transition the special assignments as newer officers gain the experience necessary prior to a special assignment to K-9. In addition our vision to continue our statewide work with providing K-9 training to other departments as well as our Department.

**Defensive Tactics:**

**Officer Sean Ryan**

**Officer Harold Balderson**

**Officer Kyle Cooper**

In an effort to increase officer safety and provide officers to use of force options our department strives to maintain Master Defensive Tactics Instructors on both patrol squads in order to provide all officers with ongoing training in empty hand tactics and belt weapons skills.

**Personnel:**

**Recruiting:-001-5010-521.44-10**

**Sergeant Kori Malone**

In an effort to reach the largest number of qualified applicants, and to focus specifically on recruiting members of groups that are traditionally under-represented in the ranks of law enforcement Sergeant Malone attended the first Women in Law Enforcement career fair at CJTC, and she also attended our local public safety testing and met with potential applicants. As part of future efforts she is going to update and rework our applicant flyer so it is more

appealing. She will also make recruiting posts on social media. Our future vision includes the funding of a professional looking display to take to events and job fairs. Other events that she plans to attend include the yearly JBLM event, Unity of Effort, and again the Women in Law Enforcement.

**Field Training:-001-5022-521.10-01**

**Deputy Chief Jason Viada**

**Sergeant Kevin Miller**

**Sergeant Josh Powless**

**Sergeant Kori Malone**

**Sergeant Tom Kuch**

**Corporal David Dombrowski**

**Corporal Bruce Fernie**

**Corporal Clay Rife**

**Officer Dan Morse**

**Detective Trevor Dropp**

**Officer Mike Johnson**

**Officer Brian Stamon**

**Officer Kyle Cooper**

**Officer Swift Sanchez**

Field Training Officers are the most influential members of the police department. Immediately after the academy they train new officers how to investigate crimes, solve problems, and otherwise accomplish the multiple tasks assigned to a patrol officer. This includes giving the officer opportunities to practice patrol tactics and investigation techniques, and coaching them to adequate performance. It also includes properly documenting successes and challenges presented by the officer, and the coaching used to correct the challenges. By the end of the student's participation in the program, they will be ready to handle these tasks on their own. The Field Training Officers pass on the professional standards of the department. In an effort to provide the best training possible program all Field Training Officers, regardless of rank will continuously update and improve our program.

## **In-Service Training**

### **Corporal David Dombrowski**

In an effort to provide the best possible service to our customers, and to prepare our officers for the next steps in their careers we have selected a list of classes that all officers ideally should attend in addition to required training. These classes include:

Reid Interview

Field Training Officer

Pre-Supervisor

### **Stop Grant:-001-5022-521.43-10**

#### **Sergeant Kori Malone**

In an effort to take advantage of an alternative revenue source through the Stop Grant, and provide service to victims of domestic violence the department participates the Community Response to Domestic Violence and Sexual Assault team meetings. Our representative currently attends those meetings quarterly. Previously we have used Stop Grant funding for both training and equipment purchases. The money can be used to pay for training related to domestic violence where the victims are 11 years or older. The money had also been used in the past to purchase cameras and voice recorders. Our representative transitioned the use of our stop grant funding to training only, due to all officers being issued smart phones which act as recorders/cameras. The funding for equipment is more limited than the funding for training. Our future vision is to work with the Finance Department and use all of our grant money each year, either sending officers to training or working with the team to bring training here to Port Angeles to reach more people.

### **Critical Incident Stress Management (CISM):-001-5022-521.10-11**

#### **Sergeant Kevin Miller**

#### **Officer Luke Brown**

In an effort to care for our employees who have been involved in critical incidents we offer all our employees access to our CISM program. This program continues to have great positive impact on our public service employees. All supervisors are responsible to care for their people and be on constant alert for stress symptoms and to evaluate their people and know when to deploy the CISM team. Our future vision for the program is to continue to select the right people to participate and to always be ready to assist officers when indicated by a variety of incidents.

### **Ballistic Vest Department of Justice Grant:-001-5022-521.31-01**

#### **Sergeant Josh Powless**

In an effort to maximize the use of available resources and to equip all officers with life-saving body armor and to promptly replace expired or damaged vests our Department participates in the

ballistic vest DOJ grant. The program coordinator is responsible to efficiently plan and apply for Department of Justice Grant in order to mitigate costs associated with the purchase of ballistic vests, in accordance with the grant requirements.

**Patrol Quartermaster:-001-5022-521.31-01**

**Sergeant Josh Powless**

**Sergeant Kevin Miller**

**Sergeant Kori Malone**

Each Sergeant is responsible to equip all of their people. This includes inventorying and maintaining used equipment for re-issue, and purchasing new equipment when needed. Our Department uses traditional dark blue police uniforms as well as more practical jumpsuits for patrol personnel. Our future vision for this program is that we will maximize use of uniforms and equipment that have already been purchased, while also testing and evaluating modern options in an effort to be prudent stewards of public funds and provide our officers with the best uniform options available.

**Blue Courage Training:-001-5022-521.43.10**

**Sergeant Josh Powless**

**Officer Sean Ryan**

In an effort to provide training and skills necessary to continue providing ethical policing while utilizing practical wisdom and the noblest of character. And also to provide training and skills necessary for officers to maintain effective stress management, resilience, and “whole person” health and well-being, our department has selected a representative to attend training. That representative will then train the other 31 officers of our department in the blue courage program. Our future vision is that all current officers will receive the training and all new officers will be trained as well.

**Technology**

**Mobile Computers:-001-5012-597.59-91**

**Officer Dan Morse**

**Officer Whitney Fairbanks**

**Officer Luke Brown**

In an effort to maximize efficiency our officers are equipped with computers in each of their patrol cars. The updating and optimizing of this project requires collaboration between all divisions of the department and the service providers. Our future vision is to activate NCIC parsing, which reads the information, highlights important information and allows the end user to work with it.

## **SECTOR:-001-5022-521.31-60**

### **Officer Dan Morse**

In an effort to maximize efficiency and increase traffic safety our officers are equipped with the SECTOR program, scanners, and in car printers. This allows officers to more efficiently issue citations and complete collision reports. Our future vision is that all infractions, citations, and collision reports will be completed using SECTOR and the old paper carbon versions will only be used in emergencies when the computers are down.

## **Cop Logic Reporting:-001-5022-521.49-01**

### **Officer Whitney Fairbanks**

In an effort to free up patrol and investigative resources the Department is offering Cop Logic Reporting as an option for our customers to report crime. Expansions of this program will continue to increase the efficiency of the Operations Division

## **Bail Schedule:-001-5022-521.10-01**

### **Officer Whitney Fairbanks**

In an effort to increase the efficiency of the Patrol Division the bail schedule for notices of infraction and criminal citations is periodically updated. This document is available on Mobile. However, hard copies are also maintained as the department maintains readiness and paper carbon citations that can be issued even when the computers are down.

## **Community**

### **Healthy Families Board:-001-5022-521.10-11**

#### **Sergeant Kori Malone**

In an effort to maintain a professional relationship with one of our community partners the Department maintains a representative on the board of directors for Healthy Families. She meets with the Executive Director and other board members regarding policy decisions, grant funding and employee issues on a monthly basis. She also participates in training through the board related to sexual assault as part of Healthy Families accreditation. In addition, she provides insight and answers questions about how their services help law enforcement and how we can best help them. Two of the long term goals the board and Healthy Families are working on are the purchasing of real property to include an expansion of the Child Advocacy Center and collaborating with OMC/Children's Clinic to develop a pediatric SANE nurse program on the peninsula. She also plans a fundraising event for Healthy Families, a 5k/10k run which she will continue to plan. Our future vision is that this fundraiser will grow in size each year.

**Wellness Committee:-001-5022-521.10-11**

**Sergeant Kori Malone**

In an effort to maintain a healthy workforce the Department participates in the City wellness meetings. One future goal is to encourage participation in local fitness events like our participation as a PAPD relay team in the Discovery Marathon the last two years. The vision also includes encouraging community participation at local events, such as sponsoring and organizing a water station.

**Sex Offender Monitoring:-001-5022-521.10-01**

**Officer Dan Morse**

**Officer Mike Johnson**

In an effort to maximize public safety, designated officers work cooperatively with the Sheriff's Office to monitor the addresses of registered sex offenders and initiate investigations and prosecution when sex offenders do not register as required by law.

**Neighborhood Watch:-001-5026-521.44-30**

**Sergeant Josh Powless**

**Officer Jared Tait**

**Volunteer Pam Ogier**

In an effort to maintain the best possible relationship with the community that we serve and to prevent crime our department facilitates Neighborhood Watch meetings in our neighborhoods. This is a team effort between police volunteers, police officers, the County Sheriff's office including Emergency Management, and the Prosecutor's Office. In addition to the meetings the Department works cooperatively with other departments to post Neighborhood Watch signs throughout the City.

**Reserve Officers:-001-5026-521.20-80**

**Corporal Clay Rife**

In an effort to maximize available resources, increase officer safety, recruit future officers, and provide early training to new officers our Department will continue to maintain and expand our Reserve Officer program. Our vision includes also implementing a Cadet program for people interested in future law enforcement careers.

**Public Housing Authority Officer:-001-5022-521.10-01**

**Officer Harold Balderson**

**Officer Jackson Van Dusen**

In an effort to maintain a professional working relationship between Housing Authority Management and the department in order to provide a familiar face and to increase ease of access to police services and to increase ease of access for patrol to necessary investigatory tools, such as video surveillance and building access, and to work to solve problems before they rise to the level of a crime the Department has designated representatives from each patrol team as liaisons between the Housing Authority and the Department.

**Crisis Intervention Training:-001-5022-521-43.10**

**Corporal David Dombrowski**

In an effort to provide compassionate service to members of our community who struggle with complex mental issues, all officers who have not previously attended the 40 hour course will attend the 8 hour course and then attend periodic refreshers.

**Volunteers:-001-5026-521.31.01**

**Corporal David Dombrowski**

Volunteers will help bridge the gap between the demands for service and the ability of the Department to meet those demands with paid staff time, and Volunteers will serve as ambassadors of the Department within the community

**Parking Enforcement / Abandoned Vehicles / Junk Vehicles:-001-5010-521.10-03**

**Corporal David Dombrowski**

**Officer Glenn McFall**

Parking Enforcement will maintain order in the City by reasonably enforcing parking laws downtown, reducing the number of abandoned vehicles citywide, and supporting Department operations by completing other duties as assigned.

**Narcotics: 001-5021-521.10-01**

**Sergeant Tom Kuch**

The Narcotics Enforcement team will find the worst drug dealers in our community and go after them every way it legally can. The Sergeant leads OPNET, which includes but is not limited to the following; developing and directing strategies to effectively investigate and prosecute drug crimes; supervising 6 detectives, an administrative assistant, and an intelligence analyst; and maintaining professional relationships with other agencies such as the FBI, DEA, ATF etc. In addition, OPNET continues to facilitate a cross-training program during which officers can spend two weeks immersed in the day to day life of a narcotics detective. This introduces officers to a new perspective on policing and is an important part of seeing the big picture.

## **Communications – 107-5160-528.10-01**

### **Regional Emergency Communications Director Karl Hatton**

PenCom provides high-quality, customer-service driven 9-1-1 emergency call taking, dispatching and coordination services to the citizens of Clallam County. This division is responsible for being the Primary Public Safety Answering Point for Clallam County. PenCom handles a high volume of 9-1-1 and non-emergency phone calls to provide citizens access to local law enforcement, EMS and fire protection services throughout the county. PenCom provides emergency dispatch services to 8 law enforcement agencies to include municipal, county, federal and tribal, and 9 fire/EMS agencies.

Staffing consists of 4 Communications Supervisors, 14 Communications Officers with an additional FTE authorized in 2018. 2 IT System Coordinators, 1 Police Records Specialist, 1 Regional Administrative Coordinator and a contracted Director.

The current 5-year plan for PenCom includes separation from the City into a stand-alone, intergovernmental agency. This is a beginning step in an effort to provide regionalized 9-1-1 services between Clallam County and Jefferson County.

All capital projects, training, and equipment purchases being considered in the next 5 years are weighed with this long-term project in mind.

## **Training – 107-5160-528.43-10 and 43-11**

Mary Rife – Training Coordinator

Tony Rife – Training Supervisor

Each new Communications Officer hired receives approximately 4 months of console and classroom training prior to being released to work a console with minimum supervision.

Additionally each Communications Officer also receives 80 hours of basic training at the Criminal Justice Training Commission, typically within the first year of hire.

Ongoing training includes Emergency Medical Dispatch certification and continuing training, on-line training through WCIA, dispatch and supervisory related classes as available to include Steve Kent Supervisory and Leadership training, records retention, first-line supervision, CTO, crisis intervention, etc.

A large portion of training related to call processing is reimbursed through a grant with the Washington State Military Department, Enhanced 9-1-1 Division.

## **Public Education – 107-5160-528.31-61**

Deb Homan – Public Education Coordinator

The Pub Ed Coordinator is responsible for procuring materials, developing programs, providing staffing and attending events and training to support a state-wide education program to support 9-1-1 education campaigns in Clallam County. Deb serves as the Pub Ed Sub-committee chairperson for the Washington State Advisory Committee. This line-item is reimbursed through a grant with the Washington State Military Department, Enhanced 9-1-1 Division.

## **Capital Expenditures – 107-516-594.65-10**

Current expected capital projects include replacing the radio consoles within the center with RoIP radio consoles. This project is expected to be completed by the end of 2017.

Consideration of a version upgrade to the CAD (computer aided dispatch) software platform is likely to occur in 2018 or 2019. All capital expenditures come from the dedicated 1/10<sup>th</sup> of 1% telecommunications tax received.

## **Records – Supervisor Carla Jacobi**

Five-Year Strategic Plan – 2018-2023

Records Division

The five-year strategic plan for the Port Angeles Police Department Records Division will concentrate on the Division's number one function – Customer Service. Keeping in mind that the Records Division has two primary customers, the Criminal Justice Community and the General Public, the strategic plan will include segments on personnel, training, and technology.

## **Personnel**

### **001.5029.521.10-01**

### **001.5029.521.43-10**

In an effort to provide timely, thorough and accurate services to our customers, the Record Division will maintain adequate staffing:

- The Port Angeles Police Department Records Division, in 2018, is composed of a Supervisor and four Records Specialists. One Records Specialist is assigned the full-time duties of Property Officer but is able short term, to “fill-in” as necessary to complete some of the tasks usually performed by others. During the next five years the Property Officer and Public Records Officer will retire. The focus of the division will be on hiring well-qualified replacements and maintaining our current level of services.

In an effort to hire only the most able and willing, the Division will:

- seek involvement in the hiring process by way of recruitment
- be involved, where possible, in evaluation of those seeking employment

In an effort to experience a smooth and effective transition of Department Property Management and Public Records the Division will:

- develop property related procedural guides
- complete of full property room audit
- provide required training

### **Training**

**001.5029.521.43-10**

**001-5029.521.49-01**

In an effort to always be able to perform every function, even in a staffing crisis, cross-training of Records Division employees is current and will continue.

In an effort to provide proper and defensible dissemination of Records, the Record Division will:

- Maintain membership and participation in professional groups and organizations related to our function who provide training and/or consultation (for example, WAPRO, IAPE, LEIRA, etc.)
- Maintain at least one Certified Public Records Officer (or assistant Public Records Officer).
- Train all Records Division employees annually as related to the PRA via WAPRO or other qualified training body).
- Train all Division employees as related to Records Management via the Wa. State Archives or other qualified training body.
- Train Division employees in other aspects of their position, as provided by government training entities – DOL, NICS, WSP/ACCESS, etc. establishing at least one Division member as a subject matter expert in each subject.

### **Technology**

**001.5029.521.31-01**

**001.5029.521.31-60**

**001.5029.521.31-80**

**001.5029.521.35-01**

**001-5029.521.48-02**

The Records Division strives to use the latest technology available to provide a better, more cost effective service wherever possible. The Division also stays current in manual (non-electronic, non-automated) processes in the event that electronic or automated processes are temporarily halted.

In an effort to streamline and improve services and processing the Division will:

- consider electronic alternatives to processes that are typically done manually
- consider paperless processes as an alternative to hard-copy production.
- be involved, where possible, in the process of evolving the Law Enforcement Records Management System software and components in use by our agency.