



**San Luis Police Department
Responses to Audit Recommendations**



Department/Function: San Luis Police Department

Department/Function Head: Police Chief

Audit Liaison: To be determined

Audit: San Luis Police Department Organizational Assessment

Rec. #	Recommendation	Action Plan	Target Date
Section A1 Administration			
A-1.1 Executive Administration			
A1.1.1	The City should consider the importance of stability and consistency in police leadership in its selection of a full-time police chief. Consideration should be given to city management advising all employees of the Police Department of the city's commitment to providing long-term stability in the position of police chief. Consideration should be given for a two to three-year contract for the next police chief.	The acting Chief of Police assigned on June 25, 2017 was given a two year contract dated 9-12-2018 thru 9-12-2021 by unanimous vote of Council present in executive session.	Completed 9-12-2018
A1.2	Department Staffing		
A1.2.1	SLPD Command Staff and City Management should develop and implement an organizational structure with fewer ranks that is more commensurate with the size of the organization. See suggested basic supervisor organization chart in the attachments.	An adjusted organizational chart has been implemented with recommended changes for growth accounted for and approved.	Completed 7/2018
A1.2.2	SLPD Command Staff should develop and implement a staffing model that takes additional variables into consideration. Workload, response times, crime rates, and officers per capita should be examined prior to making manpower and deployment decisions. These analyses should be completed regularly so that seasonal fluctuations are considered. See Attachments, articles by Wilson and McCabe.	Currently in process. Officer to population ratio of 40 sworn positions to 2018 population provided by City community development 38,000 or a ratio of 1-956 for FY 2018. YPD= 1-581 SPD= 1-669 YCSO= 1-690	Ongoing
A1.2.3	SLPD Command Staff along with City Management should develop and implement a plan to identify service expectations from the police department in order to determine future staffing levels needed to meet those needs. Decisions to provide proactive patrol, community policing strategies need proper funding and support to be successful.	5-10 year master plan implementation.	Ongoing
A1.2.4	The city of San Luis should consider the impact of low pay on morale and attracting the best candidates for police positions in the city. Adjusting the pay to bring it in line with other agencies of a similar size would be appropriate.	Salary survey 2017 and implemented 2018 by City Council, along with 2019-2020 continuation	Ongoing
A1.2.5	SLPD Command Staff and City Management should develop a pay structure that ensures supervisors are paid more than their subordinates.	Salary survey 2017 and implemented 2018 by City Council, along with 2019-2020 continuation	Ongoing
A1.2.6	SLPD Command Staff should develop and implement a plan to conduct citizen surveys and town hall meetings with cross		



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	sections of community members to solicit feedback and build relationships with the community as well as provide the community with information on progress toward goals. Identifying community expectations will help with determining staffing needs. Further, community engagement to assist in the departments goals should lead to additional volunteerism community support in solving crimes, and better police / community relations.	5-10 year master plan implementation.	Ongoing
A1.3 Policies			
A1.3.1	SLPD Command Staff should develop and implement a plan to utilize their LEXIPOL subscription, and immediately begin the process of updating all Police Department policies.	Lexipol subscription cancelled, utilizing legal counsel and professional services 2019-2020 budget year.	Ongoing
A1.3.2	SLPD Command Staff should develop and implement a process to review all "directives" to determine those to be retained or removed. Retained "directives" should be incorporated in policy when appropriate.	Copies of all previous directives are being evaluated and if necessary, included into current policy and procedure manual or discarded.	Ongoing
A1.4 Agency Comparisons			
A1.4.1	The SLPD should develop and implement a dashboard within the New World Records system to track crime trends and other factors such as response time and UCR crime rates.	UCR, as well as NIBERS continue to be updated for tracking purposes and statistics for analysis are ongoing.	Ongoing
A1.5 Performance Evaluations			
A1.5.1	SLPD Command Staff should develop and implement a process to provide training to supervisors on the proper use of evaluations. Require all goals to be SMART goals, Specific, Measurable, Achievable, Results-focused and Time-bound.	Working with HR to develop a specific police officer and employee rating and evaluation form. 5-10 year master plan implementation.	Ongoing
A1.5.2	SLPD Command Staff should require supervisors to thoroughly complete evaluations and provide examples of specific performance / task completed as often as possible.	Develop specific training module for supervisors to provide more detailed evaluations and reports. 5-10 year master plan implementation.	Ongoing
A1.5.3	SLPD Command Staff should develop and implement a program to train supervisors on preparing balanced evaluations that do not overly emphasize certain negative performance issues when employees demonstrate success in other areas of performance.	Develop specific training module for supervisors to provide more detailed evaluations and reports. 5-10 year master plan implementation.	Ongoing
A1.5.4	SLPD Command Staff should develop and implement a policy requiring supervisors to meet with employees at least quarterly to review and document performance with employees and to go over any deficiencies and strengths being observed in their performance.	Develop specific training module for supervisors to provide more detailed evaluations and reports. 5-10 year master plan implementation.	Ongoing



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Section A2 Administrative (IA) Investigations			
A2.1 Complaint Intake Process			
A2.1.1	SLPD Command Staff should ensure the citizen complaint policy is posted in a conspicuous location in the police lobby. A conspicuously posted sign / placard in English and Spanish should briefly advise citizens to contact the Records Clerk for information to make a citizen's commendation or complaint.	Currently Internal Affairs unit is in the process of developing a comprehensive reporting system to include internet and paper copy. 5-10 year master plan implementation.	Ongoing
A2.1.2	SLPD Command Staff should ensure the citizen complaint packets are revised to add a section for a citizen comment / commendation and to collect additional information and reflect generally accepted practices.	Currently Internal Affairs unit is in the process of developing a comprehensive reporting system to include internet and paper copy. 5-10 year master plan implementation.	Ongoing
A2.1.3	SLPD Command Staff should ensure citizen comment forms and complaint packets are readily available at the SLPD station and City facilities to the public in both English and Spanish.	Currently Internal Affairs unit is in the process of developing a comprehensive reporting system to include internet and paper copy.	Ongoing
A2.1.4	SLPD Command Staff should ensure the citizen complaint policy and procedures are posted on the SLPD website in English and Spanish.	Currently Internal Affairs unit is in the process of developing a comprehensive reporting system to include internet and paper copy.	Ongoing
A2.1.5	SLPD Command Staff should develop and implement a process to track all complaints, to include those handled informally by supervisors as inquires or service complaints.	Currently Internal Affairs unit is in the process of developing a comprehensive reporting system to include internet and paper copy. Benchmark Analytics Purchased	Ongoing
A2.2 Documentation / Investigative Procedures			
A2.2.1	SLPD Command Staff should develop and implement a manual for supervisors to provide step by step procedures, complete with templates and exemplars, regarding citizen contacts with the police department regarding police performance to include commendations, complaints and IA investigations.	5-10 year master plan implementation.	Ongoing
A2.2.2	SLPD Command Staff should develop and implement a discipline matrix to ensure consistent discipline for SLPD personnel.	5-10 year master plan implementation. Administration has met with Legal Counsel to determine and recommend process and policy.	Ongoing
A2.2.3	SLPD Command Staff should develop and implement a policy to create a Memorandum of Understanding (MOU) with any department or agency, not in the City Government of San Luis, for any misconduct investigations conducted by SLPD for another agency. This will reduce exposure to civil litigation / liability.	To be developed, current use of department memo from Chief of Police to other agency department head.	TBD
A2.3 Tracking and Supervisory Oversight			
A2.3.1	SLPD command staff should develop and implement a policy and procedure to document and track citizen inquires or service complaints.	Electronic tracking through Benchmark Analytics and department developed tracking process currently in place.	Ongoing
A2.3.2	SLPD command staff should develop and implement categories for all complaints to include:		



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	<ul style="list-style-type: none"> •Citizen Inquires, to include service related inquires •Citizen Complaints (those investigated by an employee's supervisor) •Supervisory Initiated Investigations •Internal Affairs Investigations •Shooting Investigations 	Electronic tracking through Benchmark Analytics in development and process.	Ongoing
A2.3.3	SLPD command staff should develop and implement a plan to purge or locate IA files to comply with Arizona State Records Retention Law .	Electronic tracking through Benchmark Analytics in development and process.	Ongoing
A2.3.4	SLPD command staff should develop and implement a policy and procedure to document any files removed from the IA file room.	Electronic tracking through Benchmark Analytics in development and process.	Ongoing
A2.3.5	SLPD command staff should develop and implement a policy and procedure to conduct a monthly or quarterly review of all inquiries and complaints by the IA Sergeant and the Police Chief to identify any trends and to ensure all misconduct is properly documented and investigated.	Electronic tracking through Benchmark Analytics in development and process.	Ongoing
A2.3.6	SLPD command staff should develop and implement a policy and procedure to retain all commendations received by SLPD employees.	Electronic tracking through Benchmark Analytics in development and process.	Ongoing
A2.3.7	SLPD command staff should develop an Early Intervention System (EIS) to identify and assist employees with problematic performance issues.	Electronic tracking through Benchmark Analytics in development and process.	Ongoing
A2.4 Internal Controls and Policies			
A2.4.1	SLPD command staff should develop and implement a plan to update the SLPD policy to incorporate provisions of Arizona Revised Statutes Title 38, Chapter 8.	Electronic tracking through Benchmark Analytics in development and process.	Ongoing
A2.4.2	SLPD command staff should develop and implement a manual for supervisors to provide step by step procedures, complete with templates and exemplars, regarding citizen contacts with the police department regarding police performance to include commendations, complaints and IA investigations.	Electronic tracking through Benchmark Analytics in development and process.	Ongoing
A2.5 Supervisors / Training			
A2.5.1	SLPD Command Staff should develop and implement an outline and course (training) for use of force and citizens' complaint receipt and investigations to be taught internally to all supervisors. The training should be conducted after the policy and procedures are updated as outlined in this assessment.	Electronic tracking through Benchmark Analytics in development and process.	Ongoing
A2.6 Professional Standards Staff			
A2.6.1	SLPD Command Staff should develop and implement a plan to acquire IA software. This will provide investigations	Purchase of Benchmark Analytics	Completed 2/2019



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	tracking and allow significant data analysis and align with generally accepted practices.		
A3 Use of Force			
A3.1 Policies and Procedures			
A3.1.1	Command Staff should develop and implement the use of software for a digital use of force form for all use of force reporting and analytics. See related recommendation A2.6.1.	Purchase of Benchmark Analytics	Completed 2/2019
A3.2 Documentation			
A3.2.1	The SLPD Command Staff should develop and implement a comprehensive use of force reporting system to include analysis of use of force data consistent with generally accepted practices reporting requirements. Quarterly UOF reports should be provided to command staff for review.	Electronic tracking through Benchmark Analytics in development and process. review process per policy is in place to include Chief of Police, City Prosecutor, and City Attorney.	Completed 2/2019
A3.3 Use of Force Internal Controls / Policies			
A3.3.1	SLPD Command Staff should develop and implement a plan to utilize its current contract with LEXIPOL to update all their UOF policies, with those provided by LEXIPOL. See A.1.3.1.	Police department legal counsel will assist Admin with this recommendation	Ongoing
A3.3.2	SLPD Command Staff should research and implement a policy detailing in more specific terms use of force reporting and the formats to be used.	Police department legal counsel will assist Admin with this recommendation	Ongoing
A3.3.3	Regarding supervisor responsibility, SLPD Command Staff should research and implement a policy requiring that a supervisor respond to the scene of a Use of Force incident.	Police department legal counsel will assist Admin with this recommendation	Ongoing
A3.3.4	SLPD Command Staff should develop and implement the categories and elements in line with generally accepted practices for Use of Force reporting requirements and maintain the information in a digital database with fields to capture the required information at the time of the incident. This will significantly enhance the data collection and analytics of the data.	Police department legal counsel will assist Admin with this recommendation, Benchmark Analytics	Ongoing
A3.3.5	SLPD Command staff should ensure all sworn personnel attend scenario-based de-escalation UOF training.	Training Ongoing	Ongoing
A3.3.6	SLPD Command Staff should ensure all sworn personnel attend basic scenario based mental health crisis response training.	Development of department specific Critical Incident Stress Management, Group Crisis Intervention and Assisting Individuals in Crisis.	Completed 1/2019 Ongoing
A3.3.7	SLPD Command Staff should develop and implement a program for crisis intervention training (CIT) to provide enhanced training for selected officers to deal with, and assist other officers, with individuals with mental health crisis.	Development of department specific Critical Incident Stress Management, Group Crisis Intervention and Assisting Individuals in Crisis.	Completed 1/2019 Ongoing
A3.3.8	SLPD Command Staff should consider having an outside agency conduct UOF criminal investigations involving death or serious injury.	Current policy requires outside agency to investigate UOF criminal investigations.	Completed 2018



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A4.1 Pursuits			
A4.1.1	Command Staff should develop and implement the use of a digital pursuit form for all pursuit reporting, develop quarterly reports and provide analytics.	Police department legal counsel will assist Admin with this recommendation	
A4.1.2	SLPD Command Staff should develop and implement a plan to utilize their LEXIPOL contract to update all pursuit policies. Related to Recommendation A1.3.1	Police department legal counsel will assist Admin with this recommendation, Benchmark Analytics	
A5 Property and Evidence			
5.1 Evidence Intake			
A5.1.1	SLPD Command Staff should develop and implement an intake process requiring officers to enter the property and evidence information only one time in the RMS. Potentially increasing efficiency and reducing input errors.	See attached Evidence Report	
A5.1.2	SLPD Command Staff should eliminate the handwriten log and tag process with dispatch. LERMS should be utilized to create the tag number and document items impounded.	See attached Evidence Report	
A5.1.3	SLPD command staff should work with the RMS vendor and/or Yuma PD, to provide training to the Property Custodian and Detectives regarding the full capabilities of the LERMS software.	See attached Evidence Report	
A5.2 Internal Tracking and Consolidation			
A5.2.1	The SLPD Executive Staff should develop and implement internal tracking and consolidation policies and procedures to comply with IAPE Standards. Utilize the recommendations from the Yuma Police Department assessment memo to assist in this process	See attached Evidence Report	
A5.2.2	Bankers' boxes should be utilized to store evidence on the shelving. Each box should be barcoded as a location. Individual evidence should be barcoded and labeled, then stored within a box on the shelf. Multiple cases can be stored within each box, maximizing storage space.	See attached Evidence Report	
SECTION B: Active Evidence & Release Procedures			
A5.3 Property Purge			
A5.3.1	SLPD Command Staff should ensure that the Property Custodian and Case Agents develop an action plan for periodically reviewing past investigations to determine if cases have been adjudicated or surpassed statute of limitations requirements (IAPE Standard 14.1). Property associated with these cases should be released whenever possible. This action plan should be documented and submitted to the chain of command for review and implementation.	See attached Evidence Report	
A5.3.2	SLPD Command Staff should ensure that appropriate department personnel research the capabilities of the RMS to determine if a digital Property Disposition Form can be	See attached Evidence Report	



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	developed and forwarded by case agents after receiving approval for disposal by the appropriate court. Electronic notification will increase efficiency and tracking for releasing and purging items.		
A5.3.3	The Property Custodian should enter into the RMS an owner notification date and disposal date for found and safekeeping property items. These dates should prompt the Property Custodian to appropriately handle the notification and disposal of these items in a timely manner.	See attached Evidence Report	
A5.3.4	SLPD should obtain an electronic / digital signature pad to capture signatures of those receiving and returning property, which would eliminate the need for the paper form and reduce the amount of work being performed by the technician.	See attached Evidence Report	
A5.3.5	The Property Custodian should generate a Property for Disposal Report with date ranges prior to a disposal process that documents: <ul style="list-style-type: none"> • Item Number • Case Number • Owner Name (if Applicable) • Received Date • Item Description • Targeted Disposal Date • Disposed of (Yes, No) • Disposition of Item <p>This report should be reviewed and approved by the Sergeant that oversees the Evidence Room prior to the disposal process.</p>	See attached Evidence Report	
A5.3.6	Property items identified and pulled for disposal should be maintained in a secure area segregated from active evidence. Updates should be made in the RMS that the item is marked for disposal and stored in a designated disposal area that coincides with an RMS location.	See attached Evidence Report	
A5.3.7	SLPD Command Staff should have the Property Custodian develop an annual report that documents pertinent information such as the number of items entered into property and the number of items released for disposal. This would assist with identifying trends so that Command Staff can monitor property intake and allocate additional resources if needed for purging.	See attached Evidence Report	
A5.4 Missing Property			
A5.4.1	SLPD Command Staff should develop and implement a plan to conduct an inventory of the property room. If possible, The Finance Department Inventory should be utilized as a starting point to reduce the workload. During the inventory all items available for disposal should be disposed of. All items should be barcoded. This should be done in coordination with recommendation A5.4.2.	See attached Evidence Report	
A5.4.2	SLPD Command Staff should develop and implement a policy and specific procedures for missing property (IAPE standard 15.1).	See attached Evidence Report	



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A5.4.3	<p>SLPD Command Staff should utilize all necessary resources to immediately conduct a review to resolve any documented issues and discrepancies from the inventory and section B of this report. The Finance Department Inventory should be utilized as a starting point. This may include:</p> <ul style="list-style-type: none"> • Documenting an item is missing or a chain of custody issue in the RMS • Supplementing the police report / notification to the case agent and or prosecutor • Determining if a formal investigation should be initiated if there is any indication of misconduct or neglect <p>The results of this review should be documented in a memorandum to the Police Chief.</p>		
A5.5 Property out for Court and Lab			
A5.5.1	<p>SLPD Command staff should establish and implement a process that ensures the Property Custodian documents appropriate updates in the RMS regarding items out to court and the lab. This should include the use of tickler file or notification system in the RMS, to notify the Property Custodian when an item is out the court and has not been returned. This will provide better tracking and enable lists to be generated to determine the status of an item.</p>	See attached Evidence Report	
A5.5.2	<p>SLPD Command staff should ensure that the Property Custodian develop and implement a process that periodically (such as quarterly) contacts court personnel to determine the status of evidence items and facilitate the return if it is no longer needed for court proceedings.</p>	See attached Evidence Report	
A5.5.3	<p>SLPD Command Staff should develop and implement a policy for officers to check out property. The policy should require officers to provide a court subpoena to the Property Custodian prior to providing an item needed for court. This will increase accountability and ensure proper chain of custody procedures are followed.</p>	See attached Evidence Report	
A5.5.4	<p>SLPD Command Staff should develop and implement a process to standardize and track all SLPD forms by assigning form numbers and revision dates. Forms should only be available to staff in a fillable PDF format. This reduces the chance of informal revisions.</p>	See attached Evidence Report	
Active Evidence and Release Procedures			
A5.6 Drugs			
A5.6.1	<p>SLPD Command Staff should research the location of missing items. The results should be documented in a memorandum and in the New World RMS. If unable to locate the item, the related criminal report should be supplemented as well, and the appropriate case prosecutor notified. This should be coordinated with the property and evidence room inventory recommendation (A5.4.1) in this assessment.</p>	See attached Evidence Report	



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A5.6.2	<p>SLPD Command Staff should develop and implement a process to segregate and secure drugs staged for disposal from all other property.</p> <p>NOTE: Items awaiting destruction should not be commingled with other property but should be segregated from other types of property and stored in a designated secure location while awaiting destruction. The “rule of two” principle should be utilized for these items. A “rule of two” may be created by using two different locks on the storage container, locker, or room/vault. Each person (i.e. Property Custodian and Command Staff) would possess one of the keys, requiring both to be present to access the secure items.</p>	See attached Evidence Report	
A5.6.3	<p>SLPD Command Staff should develop and implement a process to segregate and secure drugs from the drug take back program from all other property.</p> <p>NOTE: Take back drugs should not be commingled with other property but should be segregated from other types of property and stored in a designated secure location while awaiting destruction. The “rule of two” principle should be utilized for these items as noted in Recommendation B1.2.</p>	See attached Evidence Report	
A5.6.4	<p>SLPD Command Staff should develop and implement a policy to address the take back drug process.</p>	See attached Evidence Report	
A5.7 Firearms			
A5.7.1	<p>SLPD Command Staff should research the location of missing items. The results should be documented in a memorandum and in the LERMS. If unable to locate the item, the related criminal report should be supplemented as well, and the appropriate case prosecutor notified. This should be coordinated with the property and evidence room inventory recommendation in this assessment. See also Recommendation # A5.4.1.</p>	See attached Evidence Report	
A5.7.2	<p>SLPD Command staff should develop and implement a plan to ensure that firearms pending sale / destruction be stored in a higher level of security location separate from other property.</p> <p>NOTE: Items awaiting destruction should not be commingled with other property but should be segregated from other types of property and stored in a designated secure location while awaiting destruction. The “rule of two” principle should be utilized for these items. A “rule of two” may be created by using two different locks on the storage container, locker, or room/vault. Each person (i.e. Property Custodian and Command Staff) would possess one of the keys, requiring both to be present to access the secure items.</p>	See attached Evidence Report	



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A5.8 Vault and Currency			
A5.8.1	SLPD command staff should ensure all discrepancies found in the inventory are reconciled or investigated as warranted and properly documented in LERMS. Related to Recommendation # A5.4.1.	See attached Evidence Report	
A5.8.2	SLPD should contact a local lock and safe company and have the floor safe reconditioned for ease of operation, remove the wheels, then bolt it to the floor or attach it to a pedestal and bolt it to the wall and use it to store currency and valuables.	See attached Evidence Report	
A-5.9 Biological Evidence			
A5.9.1	A5.9.1 SLPD Command Staff should develop and implement a plan to conduct a complete inventory of all items in the refrigerator and freezer. This inventory should include checking all items for proper documentation in RMS. In addition, barcodes should be generated and affixed to any items without barcodes This will assist with future consolidation and disposal procedures. Results of the inventory should be documented in a memorandum to the Police Chief. Items that cannot be accounted for should be documented in the RMS as well as in the related criminal investigative reports, and applicable prosecutorial agencies should be notified. Related to Recommendation # A5.4.1.	See attached Evidence Report	
A5.9.2	An alarm system for the refrigerator and freezer temperatures should be installed.	See attached Evidence Report	
A5.9.3	The combination for the drying cabinet should be located to make the cabinet operable. The cabinet should be checked to determine if the two items, shown in LERMS, are in the cabinet.	See attached Evidence Report	
A5.9.4	Barcodes should be placed on the shelves in the refrigerator and freezer to designate locations in LERMS.	See attached Evidence Report	
A5.10 General Property			
A5.10.1	SLPD Command Staff should ensure a complete inventory of all items in the general property area is completed. Items identified as having no evidentiary value should be disposed of. The inventory should include checking all items for proper documentation in RMS. In addition, barcodes should be generated for all items in the general property area. This will assist with future consolidation and disposal procedures. Results of the inventory should be documented in a memorandum to the Police Chief. Items that cannot be accounted for should be documented in the RMS as well as in the related criminal investigative reports, and applicable prosecutorial agencies should be notified. Related to Recommendation # A5.4.1.	See attached Evidence Report	
A5.10.2	All drugs and related items needing to be retained as evidence should be moved to the Drug Room. The status of the new location should be updated in the RMS.	See attached Evidence Report	
A5.10.3	The storage shelves and floor locations being utilized in the Back Room should be numbered, and the corresponding number should be added to New World as a storage location.	See attached Evidence Report	



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	For floor storage, paint or tape squares on the floor, which are then numbered for storage of larger items and larger boxes.		
A5.11 Vehicle Impound Lot			
A5.11.1	SLPD command staff should ensure the vehicles in the lot are reconciled and documented in the LERMS and properly tagged.	See attached Evidence Report	
A5.12 Policy and Control Review			
A5.12.1	SLPD command staff should develop and implement a plan to replace all evidence policies with LEXIPOL policies and revise as needed to meet IAPE standards and SLPD departmental procedures / city ordinances and any applicable state laws and best practices.	See attached Evidence Report	
A5.13 Inspections and Audit Process			
A5.13.1	SLPD command staff should ensure that an inventory of the property room is conducted and properly documented in the near future. This may be conducted in concert with a property purge process. Related to Recommendation A5.4.1.	See attached Evidence Report	
A5.13.2	SLPD command staff should develop and implement inspections methodologies as well as a schedule for the Property Supervisor to ensure that comprehensive Property Room inspections are completed regarding the performance of the Property Custodian. This process should include documentation to verify SLPD management review and approve the inspections.	See attached Evidence Report	
A5.13.3	SLPD command staff should develop and implement audit and inventory methodologies as well as a schedule for the Property Supervisor to ensure that audits and inventories as required by IAPE standards are completed. This process should include documentation to verify SLPD management review and approve the audits and inventories.	See attached Evidence Report	
A5.14 Property and Evidence Facility			
A5.14.1	SLPD command staff should work with City IT to determine the status of several cameras which do not appear to be monitored and increase the video retention time to 3 years to comply with IAPE Standard 8.9.	See attached Evidence Report	
A5.14.2	SLPD command staff should develop and implement a plan to install alarms on all doors leading into the property room to include the two storage rooms as well as the counter area security screen. These alarms could be monitored by dispatch.	See attached Evidence Report	
A5.14.3	SLPD command staff should develop and implement a key access policy to ensure the property room key/s are adequately secured with a system to document any after-hours access or access made not in the presence of the Property Custodian/Supervisor.	See attached Evidence Report	
A5.14.4	SLPD command staff should develop and implement an inspections plan to require Internal Affairs or Quality Assurance to conduct periodic integrity surveillance video review of evidence room videos.	See attached Evidence Report	



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A5.15 Staffing			
A5.15.1	SLPD command staff should ensure that the Property Custodian attend ongoing property and evidence related training.	See attached Evidence Report	
Section A6 Communications			
A6.1 Operations			
A6.1.1	SLPD Command Staff should develop and implement a process to identify non-emergency or low priority calls and alternatives to addressing these types of calls.	Currently in the process of changing code system and implementation of new process. DPS audit forthcoming	Ongoing
A6.1.2	SLPD Command Staff should work with the Yuma Regional Communications System (YRCS) staff to establish and implement a call priority designation with 3 priorities. This priority system should be based on generally accepted practices (see attachment). Once prioritized and barring additional information, calls should be handled "first in first out."	Currently in the process of changing code system and implementation of new process. DPS audit forthcoming	Ongoing
A6.1.3	SLPD command staff should work with the Yuma Regional Communications System (YRCS) Information Technology (IT) group to train personnel (using vendors if needed) on existing software to create and implement new reports to ensure software is properly utilized to its full potential.	Currently in the process of changing code system and implementation of new process. DPS audit forthcoming	Ongoing
A6.1.4	SLPD Command Staff should work with Yuma Regional Communications System (YRCS) Information Technology IT to train personnel (using vendors if needed) to improve Computer Aided Dispatch (CAD) data extraction for analysis by SLPD staff. Data provided in the New World Dashboard or in other reports will allow for easier analysis of information from CAD, including officer available time to more detailed analysis of time spent on calls, etc.	Currently in the process of changing code system and implementation of new process. DPS audit forthcoming	Ongoing
A6.1.5	SLPD Command staff working with Communications should establish and implement a plan to meet the NENA standard goal of answering 90% of 911 calls within 10 seconds during peak times.	Currently in the process of changing code system and implementation of new process. DPS audit forthcoming	Ongoing
A6.2 Supervision			
A6.2.1	SLPD should consider a second supervisory position or at minimum two "lead," dispatcher positions, in order to have at least two or three individuals trained to handle issues with the 911 system, serious emergency response and act in a supervisory capacity in the absence of the supervisor.	Currently under implementation and completion of second supervisor	Completed 4/2019
A6.3 Quality Control / Inspections			
A6.3.1	A6.3.1 Establish and implement a policy requiring supervisors conduct random inspections of their operators including listening-in to calls and on the air. Inspections should be documented in order to provide regular feedback to subordinates, including positive feedback when they are performing well. A specified number of inspections should be required and incorporated into the supervisor's performance evaluations.	Currently in the process of random inspections and implementation of process. DPS audit forthcoming	Ongoing



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A6.3.2	A6.3.2 The SLPD should develop and implement a process to designate an employee to act as the Quality Assurance (Supervisor). Standards for this position are outlined in the Standard for the Establishment of a Quality Assurance and Quality Improvement Program for Public Safety Answering Points. Note: this and the previous recommendation are not reasonable to expect without providing additional staff to the communications group in order to relieve the supervisor to allow the current supervisor the time to fulfill these roles, likely one additional call-taker/dispatcher would be sufficient.	Quality Control department currently in place and under the Administrative Lt. Staffing in process along with IA.	Completed 4/2019
A6.3.3	SLPD should develop and implement call-taker performance metrics including call volume, talk time and not ready time. These metrics should be a part of quality assurance and performance evaluations.	Currently in the process of changing code system and implementation of new process. DPS audit forthcoming	Ongoing
A6.4 Training / Hiring Requirements			
A6.4.1	Provide expanded job-related training opportunities for employees in the Communication's center. Consider using training opportunities as an incentive for positive performance. Include training outside of mandated AZPOST training in employee's performance evaluations.	Training Ongoing	Ongoing
A6.4.2	Consider APCO Training Program Certification. As noted by APCO regarding their Training Certification Program: "Agencies applying for certification submit their curriculum, training materials and supporting documentation to be checked for compliance. The primary objective of the Agency Training Program Certification is to advance the training and professional development of public safety Communications officials through the certification of an agency's training program. Building and implementing a successful agency training program requires many resources and a good deal of dedication. Submitting for certification demonstrates the agency's commitment to training and to meeting national standards. Receiving certification for a training program is a major accomplishment for the agency, its staff and the community it serves."	Training Ongoing	Ongoing
A6.4.3	Review and consider APCO Trainer Certification: Core Competencies and Minimum Training Standards for Public Safety Communications Training Officer (CTO). In addition, there are instructor development courses that recognize the CTO program. Consideration should be given to requiring all instructors to complete this basic course and attend ongoing annual training.	Training Ongoing	Ongoing
A6.4.4	SLPD should enroll the communications supervisor as an APCO member and provide advanced training for the communications supervisor on running a PSAP, quality assurance and risk, liability issues. Training is available on these topics from APCO. It is understood she is scheduled to attend a course in April, 2018 on running a PSAP.	Training Ongoing	Ongoing
A6.4.5	SLPD should formalize in policy and recognize a training coordinator within the communications staff. Certification is available from APCO.	Training Ongoing	TBD
A6.5 Equipment Standards / Redundancy			



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A6.5.1	SLPD command staff should ensure a policy is written and staff is trained on procedures for a 911 or Computer Aided Dispatch (CAD) system failure.	Currently in the process of development and implementation of new process. DPS audit forthcoming	Ongoing
A6.5.2	SLPD command staff should immediately purchase an automated 911 recording system.	Completed	Completed 2018
A6.5.3	SLPD command staff should develop and implement a plan to test and replace malfunctioning cameras that are monitoring police headquarters.	Ongoing as budget allows	TBD
Section B Patrol Operations			
B-1 Staffing			
B1.1	SLPD officials should provide training to the records management personnel and communications personnel as well as supervisors on how to obtain readily available information from the New World system on crime trends and implement the included Dashboard system in the New World System. This will provide management real-time crime statistic information to better respond to crime trends and deploy staff appropriately.	Training Ongoing	Ongoing
B1.2	SLPD should audit the training records, and ensure a policy is in place to provide training based on needs of the department. Training requested by officer for personal development, should be evaluated based on staffing and scheduling needs as per policy.	Currently in the process, along with training system and implementation of new process if suggested. DPS audit forthcoming	Ongoing
B2 Supervision			
B2.1	SLPD officials should provide training to the records management personnel and communications personnel as well as supervisors on how to obtain readily available information from the New World system on officer workload, including calls responded to, reports taken, available time, and time spent on other duties.	Training Ongoing	Ongoing
B2.2	The SLPD should eliminate the rank of corporal and have sergeants supervise officers.	Completed	Completed 2018
B2.3	The SLPD should have a Lieutenant overseeing the patrol function. In times where there is a vacancy, a sergeant should be placed in this position with formal authority granted by the police chief and out of rank pay to differentiate the role.	Completed	Completed 2018
B2.4	SLPD should require officers to complete reports by the end of the shift they take the report.	Ongoing Supervision	Completed
B3 Equipment			
B3.1	Request City Council establish an ongoing five-year mandatory replacement policy for police computers independent of an annual review.	5-10 year master plan implementation.	TBD
B3.2	SLPD Command Staff should work with the City to establish and implement a police vehicle replacement policy with commensurate funding. A 3-5 year rotation should be considered to maintain the fleet in operating condition. The	5-10 year master plan implementation.	Ongoing



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	number of vehicles in the fleet should be determined by staffing needs.		
B3.2	SLPD should purchase spare digital recorders.	Completed	Ongoing
B4 Facilities			
	No recommendations	Improvements listed in CIP and FYB, Expansion needed.	Ongoing
B5 Training			
B5.1	The SLPD should adopt a probationary performance evaluation for at least one month, three months and completion of the FTO program. Samples can be obtained from other local agencies or from NAFTAO.	Training Ongoing	Ongoing
Case Management / Canine/ SRO			
C1 Case Management			
C1.1	SLPD officials should develop and incorporate into department policy the required use of electronic reporting within the RMS. Policy should be specific to include the use of Ticklers and Actions in order to accurately track case management procedures.	To be developed, Ongoing	Ongoing
C1.2	SLPD officials should develop mandatory time periods (such as 30 days or monthly) requiring supervisors that have personnel with case management responsibilities to run Case Management Status reports. Officers should be required to generate an investigative update within 30 days of a case being assigned for further investigation. Supervisors should review and forward reports back to officers if needing more information or approve and finalize within seven days of submission by the officer. These time periods should be documented in department policy.	To be developed, Ongoing	Ongoing
C1.3	The SLPD Records Section should continue to be the point of contact to receive further from prosecuting agencies. Records personnel should enter the further into the RMS and forward to the appropriate supervisor. The supervisor should set a Ticker for follow up to ensure the officer has addressed the request. The officer should be required to document the activity in the Actions module of the RMS.	Process is in place and ongoing.	Ongoing
C1.4	SLPD officials should determine a time period to review both patrol and CID past cases that were initiated prior to the Excel Spreadsheet tracking procedure/s or implement a "go forward" date and implement an action plan that ensures department personnel are properly trained to utilize and enter information accurately into the RMS. In addition, quality assurance measures should be developed and reviews should be conducted by RMS System Administrators to ensure the integrity of the data entered is accurate and reliable.	To be developed, ongoing	Ongoing
C1.5	SLPD officials should develop and implement a plan to conduct a complete review of all sex crimes for either a three-year period based on solvability factor and ability to contact victim/suspect/witnesses, or a seven-year period based on statute of limitations legal requirements. This	Completed, and ongoing	Completed 2018



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	should also include a review of sexual assault kits to determine if appropriate testing has been completed and documented.		
C1.6	SLPD officials should increase accountability within all components of the organization effecting case management procedues by developing and implementing an inspection process outside of immediate supervisor control.	Be developed by QA, ongoing	Ongoing
C1.7	SLPD should review and update all case management policies and ensure procedures are in line wth criminal investigation best practices. Also, case status dispositions should be consistent for patrol and CID.	Ongoing	TBD Ongoing
C1.8	SLPD should develop a checklist and have detectives attend appropriate classes to ensure they receive proper case investigation training. Supervisors should also attend case management training. All training should be maintained by the assigned supervisor and Records personnel.	Training ongoing	Ongoing
C2 Canine Program			
C2.1	SLPD Command staff should incorporate draft policy "311 Canines" into current policy. This will provide proper procedures for utilizing and managing canine units.	Completed as directive, new policy changes as documented.	Completed 4/2019
C2.2	SLPD should consider assigning a dedicated supervisor to the canine program if all three canine units become operational. This will ensure proper oversight of a high-risk enforcement function.	Ongoing, w ill oversee K9's and animal control	Completed 4/2019
C3 School Resource Officer Program			
C3.1	SRO supervisors should consider updating the Safe Schools Policy 6.12 by adding a reference link to the ADE Schod Safety Program Guidance Manual. This will provide best practices regarding current requirements and expectations related to SRO positions.	Ongoing development and policy review	Ongoing
C3.2	SRO supervisors should ensure that full time SROs are in compliance wth the ADE requirements for training, to include new officer training (w ithin one year of assignment) and subsequent annual LRE mandates	Completed	Completed 2018
C3.3	SRO supervisors should develop and implement a standardized daily/monthly LRE instruction hours tracking instrument that corresponds with the information collected for the ADE required SRO w eekly activity log.	Developing and ongoing	Ongoing

Total Recommendations: 129