

# BENTON COUNTY SHERIFF'S OFFICE

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**SHERIFF JERRY HATCHER**

COMMITTED TO OUR COMMUNITY

IA-20-01

## Executive Summary, Findings and Recommendations

This internal investigation was initiated by myself (Sheriff Hatcher) to address an employee making a veiled concern about me having department equipment (practice ammunition) at my residence. Upon learning of the concern and transparency I immediately contacted another Law Enforcement Agency (Franklin County Sheriff's Office) to request an independent Administrative Review. The Administrative review was for compliance with our Standard Operating Procedures, Department Policies, Standard Practices, and compliance with Washington State Law. (See letter to Franklin County Sheriff)

Upon Franklin County Sheriff's Office completion of the investigation, I reviewed the entire case to include all statements, the assigned investigators conclusions, Sheriff Raymond's findings and recommendations. Sheriff Raymond, investigation found no violation of Department Policy or violations of the law or intent. Sheriff Raymond investigation did identify several areas of weakness within our current policies, practices, accountability and/or transparency.

My review of the investigation was specifically designed to identify the needed changes in internal policies, practices, training, transparency, and accountability within the Benton County Sheriff's Office.

During the review of the investigation (3) things became very clear, (1) the Benton County Sheriff's Office lacked appropriate internal controls and processes for the issuance, handling and use of department equipment to include practice ammunition. (2) The Benton County Sheriff's Office Standard Operating Procedures are outdated and need to be updated (3) The investigation did note several witnesses focused on giving opinions vs presenting actual facts. When opinions or agendas instead of facts or evidence are used to drive law enforcement officers to a conclusion during an official investigation it becomes very alarming.

In order to properly address the (3) major areas of concern and to ensure the proper transparency on the issuance, handling and use of department equipment. I will be implementing the following management programs.

**TEAMWORK • INTEGRITY • COMMITMENT**

1. **Loaned Executive Management Assistance Program (LEMAP)** Sponsored by Washington Association of Sheriffs and Police Chief's. The Loaned Executive Management Assistance Program, LEMAP, provides management consulting and technical assistance to law enforcement entities. LEMAP reviews provide agencies an opportunity to take a step towards excellence by subjecting agencies to a complete review of their organizational structure.

The goal of the LEMAP program is to provide law enforcement administrators an opportunity to have a critical review of their organization through the eyes of peer professionals. The resulting report should serve as a guide to identify areas in need of strengthening and highlight positive or innovative programs existing within the agency. A LEMAP assessment also provides interested agencies with a roadmap of information that will greatly assist them should they decide to pursue WASPC accreditation.

2. **Implement Power DMS Policy & Training Management for Law enforcement.** This system will have a policy Management system, Training Management system, and Accreditation Management that ties directly into WASPC Accreditation.

This law enforcement management system will allow us to track and manage equipment and documents better and ensure we have transparency and accountability on all levels:

Quickly recall officer policy acknowledgement / attestation following an incident

- ``Access officer compliance records with an intuitive search
- ``Reduce paper costs by storing documents electronically
- ``Immediately distribute new policies to officers electronically, as they become available
- ``Give officers access to mission-critical policies on a laptop or smart device
- ``Make only the most current version of a policy is accessible to staff
- ``Expedite policy enactment with electronic workflow / approval processes
- ``Allow officers to view and electronically sign new / updated policies
- ``Reduce liability maintaining electronic records of officers' policy attestation
- ``Highlight and review changes to new and revised policy documents
- ``Set automatic reminders for policy renewal / review deadlines
- ``Bookmark frequently used documents for quick reference
- ``Archive old versions of documents

**3. Earn Accreditation through Washington Association Sheriffs Police Chiefs:**

- This will ensure we are progressive and utilizing with the most current law enforcement standards and best business practices at all levels of our organization and within the law enforcement services we deliver to the public.

**In closing:** The investigation showed areas of organizational complacency, lack of transparency and standardization during the issuance and utilization of Department practice ammo. The investigation showed a clear need to change our policies, practices and internal process to ensure we can demonstrate transparency. These organizational and operational changes I will be implementing will ensure we as a Sheriff's Office are using industry standards and best business practices, to ensure we are transparent to the public and able to demonstrate a strong tracing and tracking program that has a focus on accountability of all department owned equipment and supplies.

While I may have inherited our current policy's, operational practices, and to some extent our culture. As the Elected Sheriff it is my responsibility to ensure we do things right and are constantly moving towards excellence in law enforcement services. This investigation is an example of our constant desire to hold ourselves accountable, improve our agency, and demonstrate we will always strive to identify problems or areas of improvement and to implement the proper changes at any level of the organization.

Jerry Hatcher  
Sheriff