

Bellevue Police Strategic Plan

2012-2014

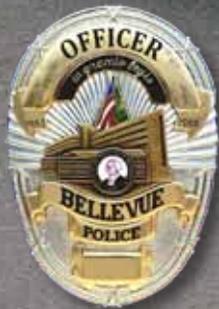


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Message from the Chief

I am pleased to present the Bellevue Police Department Strategic Plan. This Plan is our collective vision of where we want to be in the future, how we plan to get there, and how we will know if we got there.

This Plan was not created by me and it is not just for me. This plan was created by all levels of the Department and is for all levels of the Department. Through team work we identified our goals:

- Foster a safe and vibrant community to enhance the quality of life, reduce criminal activity and the fear of crime
- Enhance community trust, interactions, involvement, and accountability
- Enhance department effectiveness and efficiency
- Provide a work environment that attracts and retains a diverse cadre of quality personnel, rewards excellence, and enhances the skills and opportunities for all personnel



Through team work, we identified the actions we need to take to continue to make progress in obtaining or sustaining these goals. Then, we identified how we will know if our actions succeeded. This report documents our intentions. We need to carry them out.

These goals are attainable and involve the actions of all of us. By demonstrating our Guiding Principles of Respect, Integrity, Accountability, and Service to the public and to one another each of us can help us carry out our strategies and meet or exceed our goals.

I hope all of us read and review this document. If you think a goal, a strategy, or a result is off-target, let us know. If you think of a way of improving relations, working smarter, or working safely, let us know. This document is designed to change with each improvement we make as a team.



This is our Future. We have set our destination, our course, and our methods. I am excited to see the progress we will make. We are already a top-tier Department. This plan will only add to our successes.

Organizational Overview

Mission

We support the mission of City Government by consistently contributing to our community's reputation as a safe and vibrant place to live, work, and visit.

We accomplish this by providing the highest quality law enforcement, community education and support services possible.

We are responsive to the public interest, transparent and inclusive in our operation, innovative in our ability to adapt to change, and conscientious in expending public funds.

Vision

Safety, Working Smarter, Relations

Guiding Principles

Respect – We begin by treating others as we would like to be treated. We are fair and considerate in what we do.

Integrity – We are honest, ethical, and steadfast and always strive to do the right thing. We lead by example.

Accountability – On all levels we take responsibility for our actions and decisions.

Service – We are active and committed to providing exceptional service to our communities through teamwork, innovation and education.



Team Rules

As members of the Bellevue Police Department, we understand that these rules are the standard to which we will be held accountable. We will strive to hold ourselves and each other accountable to following these rules:

- We will put our safety and the safety of others above anything else
- We will LIVE our Guiding Principles
- We will not say negative things about others behind their backs or second guess the decisions of others
- We will not listen to or tolerate others saying negative things about others or second guessing their decisions
- We will have positive, open, two-way communications up, down, left and right
- We will put personal agendas and personal feelings aside for the good of the Department
- We will be self-motivated and take initiative
- We will lose our ego and fear; we will learn to admit when we are wrong and be accountable to take care of others
- We will promote positive attitudes when changes take place within the department
- We will be trustworthy and honest, even when being honest is not popular
- We take ownership of what we do and what we fail to do

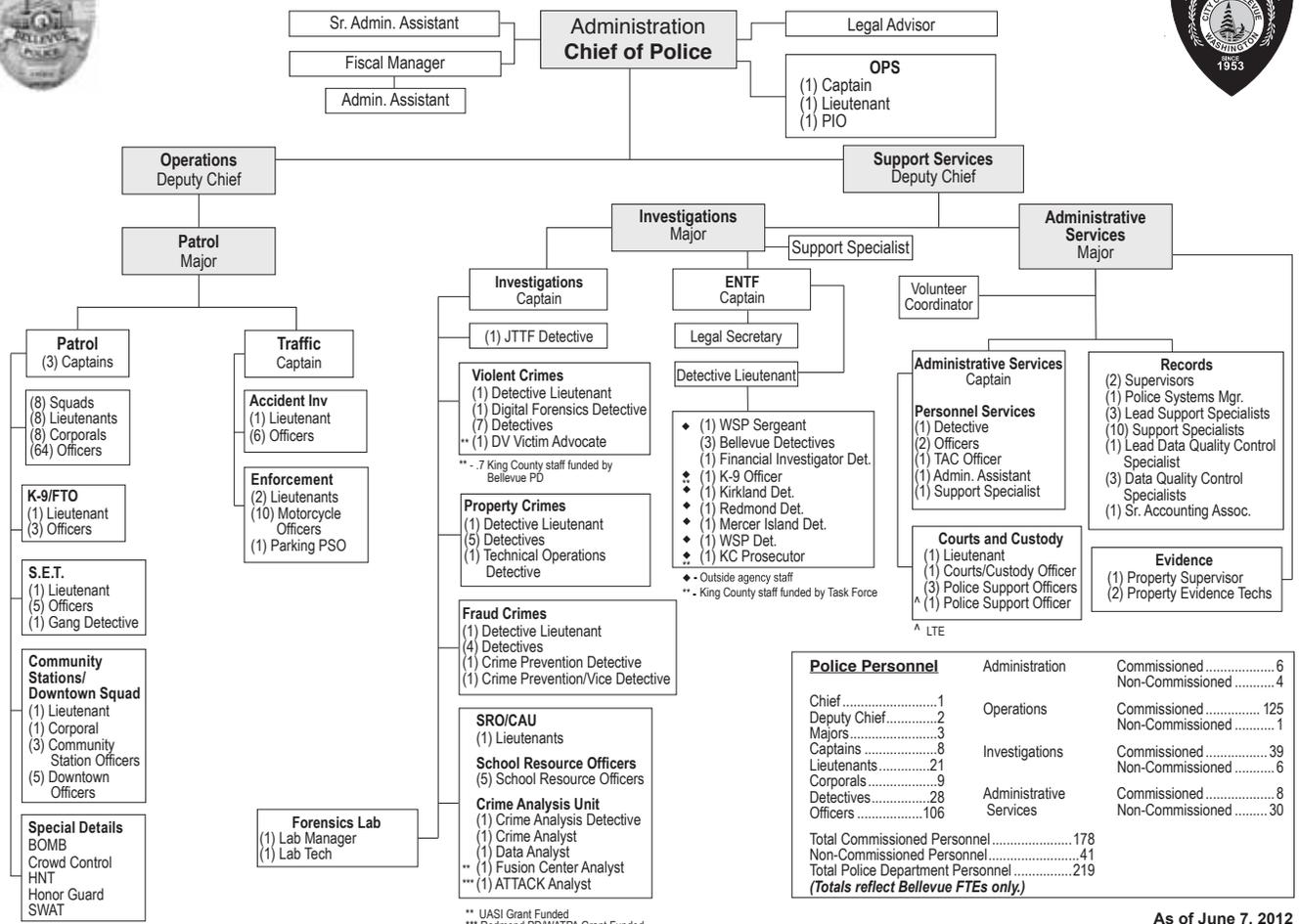


The Planning Process

The strategic planning process allows our Department to establish a vision for the future and develop planned, well-defined objectives and strategies to accomplish our goals. The strategic plan serves as a "roadmap" that steers the Department and promotes effective resource allocation and budget planning. The plan is a "living document" that is reviewed regularly and updated to reflect current community issues, organizational goals and the state of the economy.



2012 City of Bellevue Police Department Organization Chart



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As of June 7, 2012

Trends in Population, Workload and Anticipated Personnel Needs

The economic crisis felt nation-wide created a need to examine our internal practices and re-evaluate how we do business.

To align our cost containment cuts, we examined what would have the least impact and yet still provide the best police services to the community. This strategy is directly tied to the City's Budgeting by Priorities process, entitled Budget One.

Due to budget cuts in 2011, two school resource officers, two motor officers and the Downtown Community Station officer positions were eliminated. One of the school resource officer positions was reinstated just prior to the 2011-12 school year, with 100% funding from the Bellevue School District. The Council restored two officer positions which were deployed to investigations and SET. Four non-commissioned positions were eliminated: one administrative assistant, two Records specialists, and one Records supervisor. A police support officer (non-commissioned) was converted into a new crime analyst position.



As the budget crisis continued, one captain, four bicycle officers and the traffic accident investigation detective position was eliminated in 2012.

In July 2012, Bellevue annexed the remaining pockets of Eastgate to include the neighborhoods of Eastgate, Tamara Hills, and Horizon Crest. Hilltop is expected to annex later in the year. The increase in population and resultant workload added the following positions: one captain, four patrol officers, one motor officer, and one data quality control specialist.

Growth continues in the Downtown core as mixed-use high-rises incorporate retail and residential communities increase.

Light Rail and the anticipation of the Bel-Red Corridor project will impact the daytime population along with increased residential population.



Review and Update of Strategic Plan



Progress toward the Strategic Plan is reviewed quarterly and updated by Senior Command Staff: Majors, Deputy Chiefs and Chief. Accomplishments, status, timelines and any issues are addressed throughout the year.

In addition to the development of new goals and strategies, the overall process allowed for modifications to the previously existing strategic plan. The modifications included title changes, movement of strategies, and combination or removal of some strategies.

Accomplishments in 2011

- Successful implementation of electronic ticketing
- New policy software and training software implementation
- Successful deployment of pilot AED program
- Detective assigned to reduce prostitution/vice
- 23% reduction in violations at photo-enforced locations
- The Police Foundation continued to provide funding for equipment, training, and purchases
- Range upgrade completed
- Provided quality service within our budget
- CALEA Flagship status



Police Department Issues and Challenges

- Keeping community safe while maintaining current service levels
- Continued cuts to federal/state programs and the impact to first responders
- Keeping crime low
- Cyber-crime increase and digital evidence examination
- Maturation and evolution of downtown core
- Baby Boomer Retirement
- Technology not meeting the needs of staff
- Continued economic pressure affecting the city budget
- Sound Transit project



2012 Department-wide Objectives

- Improve technology applications
- Real-time crime trend information through new Crime Analysis Unit
- Implement the false alarm program
- Update Department policies
- Officer involved shooting task force

Goals and Strategies

Goal 1: Foster a safe and vibrant community to enhance the quality of life, reduce criminal activity and the fear of crime.

We will reduce criminal activity and the conditions that foster crime and the fear of crime, while increasing the quality of life and enhancing the opportunity for economic prosperity.

To that end we will utilize the following strategies:

Strategy 1.1: Public safety through Patrol initiatives.

1. Crime Reduction
2. Traffic Safety
3. Relationships – Every Contact Counts

Strategy 1.2: Enhance our proactive, crime focused, problem oriented policing.

Using the Special Enforcement Team (SET), Investigations, Patrol, and regional partnerships to target active criminals.

Strategy 1.3: Evaluate growth, crime rate and demographic change in community and prepare BPD response.

The Bellevue Police Foundation purchased one T-3 vehicle for use in the Downtown core

One officer added to Downtown Policing Squad (total of five plus a corporal)

Strategy 1.4: Seek grant or other funding opportunities to meet unfunded needs/projects.

We are a voting member for Urban Areas Security Initiative working group

Strategy 1.5: Staffing/workload study to determine best deployment and resources for Patrol

Strategy 1.6: Reduce false alarm incidents and responses

Implement false alarm administration program

Strategy 1.7: Disrupt illegal drug activity

Strategy 1.8: Reduce the occurrences of impaired driving and related collisions through Target Zero and downtown emphasis patrol



Success will be measured by:

- Reduction in overall crime levels and in specific crimes
- Citizen perception who feel safe/moderately safe walking alone in their neighborhood at 90% or better
- Crime victims feel less impacted by crime
- A continual review of department operations and plans for growth in the Downtown, Bel-Red corridor and Light Rail



- Continue applying for and receiving Urban Areas Security Initiative, Byrne-JAG Grants, Community Oriented Policing Services Grants, and other grant opportunities
- Completion of Patrol Staffing/Deployment study and implementation
- Reduction in false alarms
- Increase seizure of illegal drugs, money and assets derived from illegal drug
- Reduced DUI collisions

Goal 2: Sustain Community Trust, Interactions, Involvement and Accountability.

We cannot be effective without the trust, confidence and support of the citizens we serve. Accountability and transparency are critical to earn and sustain public trust. The Bellevue Police Department will seek out different ways to include the community and demonstrate through our initiative that every contact counts.



To that end we will utilize the following strategies:

Strategy 2.1: Command staff analyzing the response from the biennium citywide citizen survey and random phone/mail surveys conducted by volunteers.

Strategy 2.2: Seek citizen input for strategic planning.

Budget One process involving citizen input

Schedule community forums to get feedback on how citizens see their police department meeting their needs in the future.

Strategy 2.3: Maintain community outreach initiative

On-going participation in neighborhood meetings, Diversity Focus Group, Bellevue Police Foundation, solicit staff for community boards, and service groups.

Strategy 2.4: Meet and exceed Performance Measures

Performance Measures are now part of Budget One process

Strategy 2.5: Identify regional partnerships to meet community needs across jurisdictional lines Regional SWAT, Eastside Jail, Municipal Court, and Car Crimes Task Force King County Investigative Response Team, Animal Services, United States Secret Service via Electronic Crimes Task Force and Fraud Unit, Innocence Loss Task Force with Federal Bureau of Investigation, Eastside Narcotics Task Force Detective assigned to Immigration and Customs Enforcement, Washington State Criminal Justice Training Center Tactical Officer

Strategy 2.6: Continue to investigate all complaints from citizens regarding departmental or individual actions, and respond within a timely manner with the outcome.

Strategy 2.7: Train staff on Procedural Justice and LEED (Listen and Explain with Equity and Dignity) and ensure critical skills are maintained through regular training.



Success will be measured by:

- Percent of citizens who feel safe/moderately safe in Bellevue at 90% or better.
- Feedback from the Diversity Focus Group and other formal/informal forums on public trust

- Performance Measures are met (page 12)
- Community better served through regionalized services
- Decrease in the number of citizen complaints and increase in acknowledgement of good work
- Average staff training hours exceed 140

Goal 3: Enhance Department Effectiveness and Efficiency

The Department is entrusted with substantial resources to accomplish its mission. Our community expects the Department will utilize its resources in a manner that will accomplish our mission effectively and efficiently.



To that end we will utilize the following strategies:

Strategy 3.1: Utilize technology to make employees more efficient/effective.

On-line and field reporting, camera monitoring in high crime areas, electronic ticketing, use of social media to help fight crime

Strategy 3.2: Intelligence driven policing strategies. Use of real-time crime analysis and technology to deploy resources to the areas most needed.

Strategy 3.3: Issuance of individual laptop/tablet technology to all personnel

Strategy 3.4: Expand photo-enforcement to high infraction locations

Strategy 3.5: Research in-car video deployment

Strategy 3.6: Reduce incidents of preventable collisions by staff

Strategy 3.7: Identify needs/projects not currently funded.

Replacement accounts, training shortfalls

Strategy 3.8: Policy Manual Updates

Strategy 3.9: Shared Leadership Council reviews proposals and make recommendations to Chief.

Strategy 3.10: One-City approach used in problem solving and process improvement

Strategy 3.11: Continue CALEA Accreditation



Success will be measured by:

- Implementation of on-line and field reporting, SECTOR in place for all patrol/traffic
- Crime Analysis Unit trained with CrimeView technology
- Expanded use of data and information throughout department
- Reduction of traffic collisions and tickets in photo-enforced areas
- Research completed for in-car video
- Preventable collisions reduced
- Staffing and Deployment Study for Patrol
- Policy Manual updates is on-going
- Shared Leadership Council is on-going
- Improved internal communication and coordination to solve problems
- Achieving re-accreditation



Goal 4: Provide a Work Environment that Attracts and Retains a Diverse Cadre of Quality Personnel, Rewards Excellence, and Enhances the Skills and Opportunities for All Personnel

To provide the best possible service to the community, we must hire, retain, and promote high quality people with diverse backgrounds, skills and experience. We must continue to increase, expand and enhance the skills and provide opportunities for all.



To that end we will utilize the following strategies:

Strategy 4.1: Strive to maintain full staffing and anticipate upcoming potential vacancies.

Strategy 4.2: Hire commissioned staff with backgrounds in technology and proven problem solving and community relation

Strategy 4.3: Recruit commissioned and non-commissioned staff with diverse backgrounds

Strategy 4.4: Career development emphasis through evaluation process and ensure regular recognition of staff's work through an enhanced reward program developed by supervisory staff and the Shared Leadership Team



Strategy 4.5: Attract employees with second language skills through bargaining process to improve community relations

Strategy 4.6: Succession planning department-wide including cross-training of each specialized duty

Success will be measured by:

- All sections are fully staffed
- Desirable skills are examined during the testing process.
- Number of new employees from diverse backgrounds
- Reward Program is developed and implemented
- Number of new employees with second language skills
- Prepare employees for promotion and specialization



Performance Measures

Patrol: Performance Measures and Targets	Type	2010 Actual	2011 Actual	2012 Target	2013 Target	2014 Target	Collection Frequency
Part One UCR Crimes per 1,000 citizens	Effectiveness	33	30	33	33	33	Quarterly
Part Two UCR Crimes per 1,000 citizens	Effectiveness	26	26	27	27	26	Quarterly
Priority One call response times - from dispatch to on-scene (minutes, seconds)	Efficiency	3:30	3:33	3:30	3:29	3:28	Quarterly
Percent of citizens who feel safe or moderately safe in Bellevue	Effectiveness	98	98	98	99	100	Quarterly
Number of felony, misdemeanor and warrant arrests by Patrol	Workload	3470	6557	6600	6650	6700	Quarterly

Investigations: Performance Measures and Targets	Type	2010 Actual	2011 Actual	2012 Target	2013 Target	2014 Target	Collection Frequency
Percent of assigned cases closed all ways (except inactive)	Effectiveness	63%	74%	75%	75%	75%	Quarterly
Percent of Part One (UCR) crimes cleared	Efficiency	20%	20%	21%	21%	22%	Quarterly
Percent of Part Two (UCR) crimes cleared	Efficiency	42%	50%	53%	55%	56%	Quarterly
Ratio of Juvenile Felony Assault incidents in schools with SRO's in relation to the total Juvenile Felony Assault incidents citywide	Effectiveness	1:2	1:3	1:3	1:4	1:4	Quarterly
Number of evidence items examined	Workload	1258	2098	2150	2200	2250	Quarterly
Number of Crime Analysis products created and disseminated	Workload	n/a	n/a	120	150	180	Quarterly

Domestic Violence Prevention / Response: Performance Measures and Targets	Type	2010 Actual	2011 Actual	2012 Target	2013 Target	2014 Target	Collection Frequency
Police Advocate: Achieving an average of two victim contacts per case and attending the following: 250 arraignments, 500 pre-trials, 20 sentencing calendars, 22 reviews, and 5 trials	Workload	met	met	meet	meet	meet	Annually
Police Detective: Percent of cases closed as inactive and percent of cases closed by arrest	Efficiency	95% / 75%	87% / 76%	90% / 76%	90% / 76%	90% / 76%	Quarterly
Probation: Percent of offenders completing pre-trial diversion (SOC) in compliance	Effectiveness	84%	90%	91%	92%	93%	Annually
Probation: Percent of offenders completing domestic violence probation in compliance	Effectiveness	63%	69%	70%	71%	72%	Annually
Prosecution: Percent of cases with a successful outcome (i.e. conviction)	Effectiveness	N/A	69%	70%	71%	72%	Quarterly

Eastside Narcotics Task Force and Bellevue Police Narcotics: Performance Measures and Targets	Type	2010 Actual	2011 Actual	2012 Target	2013 Target	2014 Target	Collection Frequency
Seize drugs with a street value of \$5 million or more annually	Effectiveness	30,076,562	4,631,246	5,000,000	5,250,000	5,500,000	Annually
Dismantle a minimum of two large scale drug trafficking organizations (DTO) that are major suppliers of narcotics to the Eastside	Effectiveness	2	2	2	3	3	Annually

Traffic Enforcement and Investigation: Performance Measures and Targets	Type	2010 Actual	2011 Actual	2012 Target	2013 Target	2014 Target	Collection Frequency
Percent reduction on infractions at photo-enforced locations year-to-year	Effectiveness	N/A	-23%	-20%	-17%	-15%	Annually
Injury collisions, including fatalities, as a percent of total collisions citywide	Effectiveness	16%	16%	16%	16%	16%	Quarterly
Total investigated collisions	Workload	1735	1820	1800	1780	1770	Quarterly

Property and Evidence: Performance Measures and Targets	Type	2010 Actual	2011 Actual	2012 Target	2013 Target	2014 Target	Collection Frequency
Initial point of intake to final storage location for each item is achieved within one work shift at a 95% accuracy rate	Efficiency	95	95	95	95	95	Quarterly
Found property and safekeeping items are disposed of or released to owners within 60 days; items held as evidence are disposed within 90 days following case adjudication or disposition; items held for destruction are disposed within one year	Efficiency	95	95	95	95	95	Quarterly

Records: Performance Measures and Targets	Type	2010 Actual	2011 Actual	2012 Target	2013 Target	2014 Target	Collection Frequency
Domestic Violence orders entered into WACIC/LERMS within 24 hours	Efficiency	1133	1146	1139	1140	1145	Quarterly
Part One crime entered into LERMS within 48 hours	Efficiency	50%	83%	80%	80%	80%	Quarterly
Monetary value of volunteer hours if done by paid employees	Output	\$82,254	\$82,780	\$83,000	\$83,500	\$84,000	Quarterly

Personnel Services Unit: Performance Measures and Targets	Type	2010 Actual	2011 Actual	2012 Target	2013 Target	2014 Target	Collection Frequency
Average number of hours of training per officer per year	Output	141	142	140	145	140	Quarterly
Number of hours of hosted regional training at Bellevue Police Dept City Hall location	Output	229	279	280	280	280	Quarterly
Total number of hours of training conducted	Output	25254	28160	28000	28000	28000	Quarterly

Courts and Custody: Performance Measures and Targets	Type	2010 Actual	2011 Actual	2012 Target	2013 Target	2014 Target	Collection Frequency
Number of criminal cases tracked in the system with 95% accuracy	Efficiency	95%	95%	95%	95%	95%	Quarterly
Number of prisoners tracked in the system with 100% accuracy	Efficiency	100%	100%	100%	100%	100%	Quarterly

Office of Professional Standards: Performance Measures and Targets	Type	2010 Actual	2011 Actual	2012 Target	2013 Target	2014 Target	Collection Frequency
Citizen satisfaction with the complaint process is rated at a minimum of 90% satisfied with the services provided as measured in informal surveys at the completion of the complaint process	Effectiveness	N/A	95	96	97	98	Quarterly
Investigations are completed in a timely manner as required by policy, and 100% of involved parties are notified of the outcome. Investigations and complaints are appropriately documented and maintained.	Efficiency	100%	100%	100%	100%	100%	Quarterly

Management and Support: Performance Measures and Targets	Type	2010 Actual	2011 Actual	2012 Target	2013 Target	2014 Target	Collection Frequency
Invoices reviewed, approved, and sent to Accounts Payable within 7 days	Efficiency	99%	99%	98%	98%	98%	Quarterly
Percent variance of annual actual Police spending versus annual budget	Efficiency	1.1%	2.3%	1.5%	1.5%	1.5%	Annually
Percent of local, state, and federal audits passed with no management actions	Effectiveness	100%	100%	100%	100%	100%	Annually
Percent of all administrative records filed and managed consistent with state and city retention standards	Effectiveness	N/A	80%	80%	80%	80%	Annually
Percent of annual confidential transcriptions provided to OPS within seven days	Efficiency	N/A	90%	90%	90%	90%	Quarterly
Percent of responses to all citizen inquiries and letters within five days	Efficiency	N/A	90%	92%	97%	100%	Quarterly



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