



# Bellevue Police Department

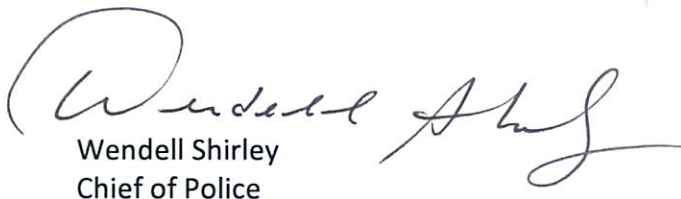
## 2022-2023 STRATEGIC PLAN

### Executive Summary:

The Bellevue Police Department exists to serve and protect the public, focusing its efforts on reducing crime, reducing the fear of crime, and enhancing the quality of life for all who live, work, and visit in Bellevue. This is done through a focus on prevention, intervention, and enforcement. The department partners with the community while employing the community policing philosophy throughout the agency. Over the last two years, many factors have changed the expectations of policing throughout the nation. Therefore, the department must continue building and maintaining stronger, positive relationships with our community through the development of programs, initiatives, policies, and procedures. A strategic plan is guidance for the police department on how to deepen these essential relationships, both internally and externally, to keep Bellevue the safe community it currently is.

This strategic plan focuses on the principles of Serving Our Customers, Managing the Business, Financial Stewardship, and Promoting Learning, Growth, and Wellness and creates department priorities under each. While it is not intended to capture all the department's work, it establishes measurable goals with assigned tasks to help the department's employees meet the principles and priorities. It was developed through multiple planning sessions with the command staff, an evaluation of hotspots and crime trends, input from the community, and discussions with other key staff throughout the department to gain feedback on the goals and tasks.

This work was done while keeping in mind the vision and mission of the department and the City of Bellevue. This strategic plan is meant to be a 1–2-year planning document that will be annually re-evaluated and updated to capture the upcoming year's priorities and goals.



Wendell Shirley  
Chief of Police



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### **Bellevue Police Department Vision:**

We will strive to deliver the highest standard of police services to the public by working in partnership with the community, embracing diversity, building trust, and embodying transparency.

### **Bellevue Police Department Mission:**

To provide a safe place to live, work, and visit through quality law enforcement practices delivered by dedicated professionals.

We focus our efforts and resources to reduce crime, reduce the fear of crime, and enhance the quality of life for all that call Bellevue home.

### **Definitions:**

**Principles:** The foundations that drive our priorities and goals.

**Priorities:** The actionable steps to achieve the principles.

**Goals and Tasks:** Result in outcomes that are measurable.





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**PRINCIPLE 1: SERVE OUR CUSTOMERS** (In the furtherance of our vision and mission, how we enhance the quality of life for the individuals who live, work, or visit Bellevue)

### **Priority 1: Reduce Crime and the Fear of Crime**

- **Goal 1: Develop a Strategy to reduce crime**
  - Reduce the rate of property crime and crimes against persons
  - Identify crime hot spots and focus response to address changing criminal activity
  - Develop a method to track contacts by officers in the hot spot locations
  - Explore the creation and utilization of taskforces to investigate regional property theft
  - Proactively use Crime Prevention resources, including an up-to-date webpage and crime dashboards, to train our officers and educate the public
- **Goal 2: Prepare a Response Strategy for the Eastlink Light Rail Project**
  - Explore successful public transit safety models to help Identify staffing and equipment needs for the response
  - Meet with stakeholders on a regular basis to assess public safety needs
  - Develop a response plan for incidents surrounding Light Rail that includes training for the response
  - Create a strategic communications plan for public engagement
- **Goal 3: Plan for growth related to major development (Eastlink, Spring District, Factoria, and Eastgate)**
  - Explore the creation of a light rail transit unit
- **Goal 4: Increase Trust with Community to report Biased based crimes**
  - Timely Investigate all bias related incidents
  - Provide alternative reporting resources
  - Provide biennial squad training on bias-based incidents and response
  - Increase PD messaging regarding bias- based incidents



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### **Priority 2: Capitalize on Safety and Security Strategies Through Community Partnerships and Community Engagement by delivering clear, timely and accurate information**

- **Goal 1: Maximize the Impact of Community Engagement and Connectivity**
  - Re-engage our Advisory Councils with a new purpose and partner to promote safety/community wellness
  - Expand the Citizen's Academy program to include Advisory councils and community groups to leverage engagement for department initiatives
  - Explore the creation of a Youth Advisory Council
  - Redevelop and expand the Volunteer Program
- **Goal 2: Explore and Engage with Different Modes of Communication to broaden our accessibility to the community**
  - Enhance the Sector Captain Program to involve Sergeants and other department personnel
  - Host Department "Open House" at Community substations with representation from all personnel
  - Explore accessibility formats for non-online community members
  - Create public facing dashboards that provide easily accessible data for citizens
  - Actively seek out opportunities to use Engaging Bellevue webpages for community interaction
- **Goal 3: Engage stakeholders to work collaboratively with the department in joint problem solving and crime prevention**
  - Collaborate with the Bellevue School District to re-envision the School Resource Officer Program
  - Foster relationships with regional partners to include public organizations, private businesses, and service providers





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### Priority 3: Implement a Traffic Enforcement Strategy to Reduce Traffic Fatalities and Investigation Time

- **Goal 1: Conduct Traffic enforcement patrols**
  - Continue Distracted Driving and DUI emphasis utilizing full overtime funding provided by Target Zero
  - Conduct in-house Draeger certifications and Standard Field Sobriety Testing refreshers for Patrol officers
  - Increase the number of Drug Recognition Expert certified officers and maintain all qualifications
- **Goal 2: Reduce the Investigation time impact on the community by employing Unmanned Aircraft Systems (UAS) for serious collision investigations**
  - Annually track the number of UAS deployments
  - Establish a baseline for UAS performance by collection data on roadway and transportation corridor closure times
- **Goal 3: Review Traffic Service Request (TSR) process for an updated user experience**
  - Identify best practices for receiving and tracking TSR requests from community
  - Conduct quarterly reviews of active TSR's to ensure timely resolution
- **Goal 4: Participate in COB Vision Zero Program**
  - Attend quarterly Subject Matter Expert meetings
  - Actively participate in the development of annual Vision Zero action plans
- **Goal 5: Improve metric analysis of collision at photo enforced intersections**
  - Conduct quarterly review of collisions at photo-enforced intersections to identify patterns or trends
  - Report annually on the status of photo enforcement, comparing number of collisions citywide to collisions at photo-enforced intersections



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**PRINCIPLE 2: MANAGE THE BUSINESS** (what internal processes/systems must be high functioning to achieve our vision)

**Priority 1: Ensure a Professional Police Department by Adhering to Accreditation Standards and Continually Evaluate Services for Improvement**

- **Goal 1: Maintain the Advanced Law Enforcement CALEA Accreditation with no issues during the 4-year Re-Accreditation cycle.**
  - Utilize the CALEA teams to keep on track with the yearly accreditation schedule
- **Goal 2: Review and Update All Department Policies**
  - Convert Policy Manual to Lexipol
  - Create separate unit task guidelines and procedure manuals
  - Implement monthly training on department policies
  - Focus on policy improvements and remove any outdated policy language.
- **Goal 3: Commit to Developing and Maintaining High Performing Organization (HPO) and One City Principles in our work environment**
  - Train all leadership in HPO and One City principles
  - Develop and utilize Shared Leadership Committees (SLC) in all divisions and sections
- **Goal 4: Develop and implement the Body Worn Camera (BWC) Program and In Car Video technology**
  - Conduct public engagement for input into policy development
  - Finalize policy
  - Hire a project manager for the program
  - Implement program by Fall quarter 2022
- **Goal 5. Prioritize record retention processes**
  - Implement yearly performance measures for the destruction of eligible records





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- Transfer historically significant case files to the state archives for preservation

### **Priority 2: Conduct Timely and Effective Investigations to Ensure Best Outcome for the Community**

- **Goal 1: Enhance Partnerships with King County Prosecutor's Office and the City of Bellevue Prosecutor's office**
  - Communicate and collaborate on Police Department goals and program development
  - Create a strategy to develop a Juvenile Diversion program that engages community stakeholders
- **Goal 2: Improve Case management**
  - Ensure utilization of LERMS to track status of investigations and follow-up work
  - Evaluate current forms and documents to determine efficiency
  - Invest in technology to improve quality of investigations, tracking, documentation, and speed of case closures
- **Goal 3: Strengthen Partnerships between Patrol, Investigations, and Administrative Services**
  - Use Bellevue Compstat to share information and strategize on immediate and ongoing crime trends and concerns
  - Identify any inefficiencies in the sharing of information
  - Report out successful cases to the PIO for publication on social media outlets
  - Provide Patrol access to the iBase data management application that enables collaborative between department teams

### **Priority 3: Analyze and Assess Staffing as a Proactive Approach for the Future**

- **Goal 1: Annually review staffing levels for potential re-alignment**
  - Maintain focus on essential staffing of workgroups



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- Assess personnel workload increases related to Light Rail Project and Spring District Development in 2023
- Address future need to increase staffing levels through data driven analysis
- Review all sections for potential movement
- Explore potential rotational assignments
- Review potential for enhancing Corporal assignments throughout organization
- **Goal 2: Manage our resources by identifying gaps and creating a resolution plan**
  - Conduct department wide efficiency studies
  - Ensure patrol officers appropriately account for time using their MDCs
  - Reevaluate our Staffing Inspection Policy and structure
  - Create an automation process for patrol inspections
  - Evaluate the viability of the Criminal Intelligence pilot program
- **Goal 3: Develop a Coordinated Approach to Mental Health Crisis Incidents**
  - Continue to evaluate the implementation of the Community Crisis Assistance Team (CCAT) or other alternatives
  - Encourage officers to identify those in crisis and divert these individuals away from the criminal justice system when appropriate
  - Train patrol officers in the CCAT philosophy
- **Goal 4: Develop a succession plan for positional reassignments**
  - Focus on mentorship and coaching
  - Develop transitional manuals for continuity in positions
  - Use acting positions for career development opportunities

**Priority 4: Prioritize Diversity, Equity, and Inclusion (DEI) principles in our business practices and work plan development.**

- **Goal 1: Ensure consistency with City DEI vision and work plans**
  - Maintain at least one member on the city diversity liaison team
  - Utilize city employee diversity resource groups





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- Explore opportunities for employees to be involved in DEI work
- **Goal 2: Review recruiting and hiring processes to determine if the industry best DEI practices are being utilized**
  - Create working groups with our Advisory Councils regarding hiring processes
- **Goal 3: Implement Advanced Diversity, Equity, Inclusion, and Anti-Racism based training**
  - Interview our employees periodically regarding the health of the department's DEI
  - Conduct training for the department on DEI in policing



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### **PRINCIPLE 3: MAINTAIN FINANCIAL STEWARDSHIP**

**Priority 1: Maintain a financially responsible organization and adapt to the realities of funding in the future**

- **Goal 1: Collaborate with Budget Office to build a sustainable biennial budget within City guidelines for 2023-2024 that meets the objectives of the Police Department**
  - review and update budget objectives annually to align new programs and priorities with the adopted budget, and work on necessary adjustments.
- **Goal 2: Review department budget objectives by annually evaluating our services to identify those that are successful or no longer productive**
  - Review equipment utilization, annual contracts, and costs
  - Review Fee structures for Records Requests
  - Determine what equipment needs to be placed into the Equipment Replacement Fund
- **Goal 3: Work with Finance and Asset Management (FAM) and Information Technology (IT) to identify opportunities and inefficiencies in workspaces and how we work**
  - Analyze existing office space for future growth and expansion
- **Goal 4: Seek out new opportunities for funding**
  - Explore a civilian position dedicated to grant writing
- **Goal 5: Embrace hybrid and electric fleet technology**





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**PRINCIPLE 4: PROMOTE LEARNING, GROWTH AND WELLNESS** (what competencies do our people need to achieve our mission and vision)

### **Priority 1: Maintain an Educated, Highly Competent, and Diverse workforce**

- **Goal 1: Provide quality staff training through advanced training opportunities for career development**
  - Explore adding Training Sergeant Duties to the Wellness Sergeant to provide more direct oversight and expertise to Training unit component
  - Promote hosting training classes at BPD to provide greater access
- **Goal 2: Ensure all employees maintain necessary certifications**
  - Utilize existing capabilities with PLaCE to track certifications
- **Goal 3: Focus on nationwide recruiting**
  - Maintain an active recruiting cadre
- **Goal 4: Embrace a Leadership and Development Program**
  - Implement the Mid-level leadership program
  - Implement the First Line Supervisor program

### **Priority 2: Sustain Our Work Force Through Healthy Employees**

- **Goal 1: Promote and continually assess wellness in the workplace**
  - Provide mental health services to our employees
  - Integrate the Wellness Program with quarterly training
  - Ensure the early Intervention system meets the needs of employees and the organization
  - Incorporate a physical fitness component to the Wellness program
  - Conduct an annual review of program
- **Goal 2: Support a professional development plan for every employee**
  - Supervisors ensure Individual Development Plans are in PLaCE



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- Ensure that leadership uses PLaCE tools for coaching and evaluating employees quarterly
  - Establish a formalized mentoring program
  - Explore rotational assignments
- **Goal 3: Examine alternate and hybrid working models for all staff that qualify**