



# Bellevue Police Department

## 2024-2025 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 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 past three 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 one to two-year planning document that will be annually re-evaluated and updated to capture the upcoming year's priorities and goals.

This strategic plan aligns with the Bellevue City Council priority of high-performance government. It ensures the Bellevue Police Department is building trust in government by being proactive in our work in the community and communicating in a clear and transparent way. It also shows that we are interacting, engaging, and listening to the community and harnessing new technologies to serve those who need us. It demonstrates that we will continue to use a data informed approach to ensure we meet the expectations of this community and hold ourselves to the highest standards of law enforcement professionalism.

This plan addresses the police involvement in the five themes outlined by the Bellevue City Council. These themes are:





# Bellevue Police Department

## 2024-2025 STRATEGIC PLAN

**Housing Access and Affordability:** The city doesn't just need housing in the community. They need housing in safe communities. This plan outlines the department's commitment to work in partnership with the residents of the city to ensure that the community both feels safe and is safe. This is key to creating a city in which people want to live, work, and visit. This commitment is outlined in Principle 1 Priority 1 of this plan. In Goal 3 it further details the department's commitment to plan for the growth of our community.

**Community Belonging:** The Bellevue community wants a police department that is part of the community and represents them in a fair, professional, and transparent way. This plan outlines the department's commitment to this in Principle 1 Priority 2 as well as Principle 2 Priority 1.

**Mobility and Connected Communities:** As Bellevue has grown, our city's transportation infrastructure has developed as well, providing multiple forms of mobility for our residents and visitors. In Principle 1 Priority 3 outlines the department's goal of traffic safety. Light rail is also a focus of this plan in Principle 1 Priority 1. As mobility further evolves and changes, Principle 2 Priority 3 allows the department to continue to analyze staffing and assignments to make sure we are aligned properly and to address the concerns of the community.

**Safe and Prepared Community:** Safety is detailed in multiple principles across the strategic plan. One key part of preparation is detailed in Principle 3. This is the need to make sure the department is financially prepared to serve the city. This Principle both ensures that we have adequate funds as well as assures that we maintain proper financial stewardship.

**High Quality Services and Engagement:** Principle 4 outlines the department's commitment to train and prepare the officers of the Bellevue Police Department to provide the best quality of service for the residents of Bellevue. This principle includes maintaining certifications, recruiting, and retaining a professional, highly competent, and diverse workforce, and a clear commitment to the health and wellness of our employees.



Wendell J. Shirley

Chief of Police



# Bellevue Police Department

## 2024-2025 STRATEGIC PLAN

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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 who 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.





# Bellevue Police Department

## 2024-2025 STRATEGIC PLAN

**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. (Assistant Chief of Operations & Patrol and Investigations Majors)
- Identify crime hot spots, identify prolific offenders, and focus response to address changing criminal activity. (Patrol, Investigations Majors Crime Analysis, and Crime Prevention Coordinator)
- Develop a method to track contacts by officers in hot spot locations. (Planning, Research, and Program Management Major)
- Explore the creation and utilization of task forces to investigate organized retail theft and regional property crime. (Investigations Captain)
- Proactively use Crime Prevention resources, including an up-to-date webpage and crime dashboards, to train our officers and educate the public. (Public Information Officer & Crime Prevention Coordinator)

#### **Goal 2: Prepare a Response Strategy for the East Link Light Rail.**

- Creation of the Bellevue Light Rail Unit
- Meet with stakeholders on a regular basis to assess public safety needs. (Assistant Chief of Operations)
- Develop a response plan for incidents surrounding Light Rail that includes training for response (Patrol Captains & SWAT Leadership)
- Create a strategic communications plan for public engagement (Public Information Officer)

#### **Goal 3: Plan for growth related to major development (East Link, Spring District, Factoria, and Eastgate)**



# Bellevue Police Department

## 2024-2025 STRATEGIC PLAN

- Develop and deploy the Bellevue Light Rail Unit (Patrol Major)
- Use data to identify and deploy officers to address developing crime and quality of life issues. (Patrol Major & Sector Captains)
- Coordinate with the city to understand upcoming growth. (Operations Assistant Chief)

**Goal 4: Maintain Trust and Transparency with Community to ensure reporting of Biased based crimes.**

- Timely Investigate all bias related incidents (Investigations Major)
- Provide alternative reporting resources (Administrative Services Manager & Planning, Research and Program Management Major)
- Provide biennial squad training on bias-based incidents and response (Personnel Services Unit Captain)

**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.**  
(Planning, Research, and Program Management Major & Public Information Officer)

- Continue and expand community engagement opportunities such as the community academy and youth camp. (Planning, Research, and Program Management Major & Patrol Major)
- Increase police messaging regarding incidents of community concern, including expanding the data dashboard (Public Information Officer & Crime Analysis)

**Goal 2: Explore and Engage with Different Modes of Communication to broaden our accessibility to the community** (Through PIO/Different modes of communication)

- Enhance the Sector Captain Program to improve communication and engagement. (Patrol Major & Patrol Captains)





# Bellevue Police Department

## 2024-2025 STRATEGIC PLAN

- Explore accessibility formats for non-online and non-English-speaking community members (Administrative Services Manager, Public Information Officer, Planning, Research, and Program Management Major)
- Expand and refine information provided on public facing dashboards to provide additional information for residents. (Public Information Officer & Crime Analysis Unit)
- Actively seek out opportunities to use Engaging Bellevue webpages for community interaction. (Public Information Officer)
- Explore the use of AI and chatbots to provide accurate information to the public. (Administrative Services Manager & Public Information Officer)
- Examine programs and applications being used to improve integration and flow of data between systems. (Administrative Services Manager & Majors)

### **Goal 3: Engage stakeholders to work collaboratively with the department in joint problem solving and crime prevention.**

- Foster relationships with regional partners to include public organizations, private businesses, and service providers (Assistant Chiefs)

### **Priority 3: Implement a Traffic Enforcement Strategy to Efficiently Investigate and Enhance Roadway Safety.**

#### **Goal 1: Conduct traffic enforcement patrols.**

- Continue Distracted Driving and DUI emphasis patrols utilizing overtime funding provided by Target Zero (Traffic Unit Leadership)
- Increase the number of Drug Recognition Expert certified officers and maintain all qualifications (Traffic Unit Leadership)

#### **Goal 2: Reduce the Investigation time impact on the community.**



# Bellevue Police Department

## 2024-2025 STRATEGIC PLAN

- Annually track the number of unmanned aerial systems (UAS) deployments (Patrol Captains)
- Establish a baseline for UAS performance by collection data on roadway and transportation corridor closure times (Traffic Leadership)
- Increase number of FARO scanner trained officers. (Traffic Leadership)
- Explore expanding the number of UAS operators and the missions they can be deployed on. (Patrol Leadership & UAS Team)

### **Goal 3: Review Traffic Service Request (TSR) process for an updated user experience.**

- Identify best practices for receiving and tracking Traffic Service Requests (TSR) from community (Traffic Unit Leadership)
- Conduct quarterly reviews of active TSR's to ensure timely resolution. (Traffic Unit Leadership)

### **Goal 4: Participate in City of Bellevue (COB) Vision Zero Program.**

- Attend quarterly subject matter expert meetings. (Traffic Unit Leadership)
- Actively participate in the development of annual Vision Zero action plans. (Traffic Unit Leadership)

### **Goal 5: Improve metric analysis of collisions at photo-enforced intersections.**

- Conduct quarterly review of collisions at photo-enforced intersections to identify patterns or trends. (Traffic Unit Leadership)
- Report annually on the status of photo enforcement, comparing the number of collisions citywide to collisions at photo-enforced intersections. (Traffic Unit Leadership)





# Bellevue Police Department

## 2024-2025 STRATEGIC PLAN

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

**Priority 1: Ensure a Professional Police Department by adhering to accreditation standards and continually evaluating services for improvement.**

**Goal 1: Maintain the Advanced Law Enforcement Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation during the 4-year Re-Accreditation cycle.**

- Utilize the CALEA teams to keep on track with the yearly accreditation schedule. (CALEA Sergeant)

**Goal 2: Review and Update All Department Policies (CALEA Sergeant & Planning, Research, and Program Management. Major)**

- Convert the policy manual to Lexipol. (Planning, Research, and Program Management Major & Lexipol Team)
- Create separate unit task guidelines and procedure manuals. (Planning, Research, and Program Management Major & Lexipol Team)
- Implement monthly training on department policies. (Planning, Research, and Program Management Major & Personnel Services Unit Captain)
- Focus on policy improvements and remove any outdated policy language. (CALEA Sergeant)

**Goal 3: Maintain Our Commitment to a High Performing Organization (HPO) and One City Principles in our work environment.**

- Train all leadership in HPO and One City principles. (Assistant Chief of Administrative Services & Personnel Services Unit Captain).
- Incorporate the “servant leadership model” in all levels of leadership within the department.





# **Bellevue Police Department**

## **2024-2025 STRATEGIC PLAN**

- Develop and utilize Shared Leadership Committees (SLC) in all divisions and sections. (Majors & Administrative Services Manager)
- Develop a Chief's Advisory Group (Chief of Police)

### **Goal 4: Develop and implement the Body Worn Camera (BWC) Program**

- Fully deploy BWC and associated technologies across the department.

### **Goal 5. Prioritize record retention processes. (Administrative Services Manager)**

- Implement yearly performance measures for the destruction of eligible records.
- Transfer historically significant case files to the state archives for preservation.

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

### **Goal 1: Enhance Partnerships with the King County Prosecutor's Office and the City of Bellevue Prosecutor's office.**

- Communicate and collaborate on Police Department goals and program development. (Investigations Major)

### **Goal 2: Improve Case Management.**

- Consider community impact and solvability when assigning resources to improve efficiency of investigations.
- Ensure utilization of Law Enforcement Records Management System (LERMS) to track the status of investigations and follow-up work. (Administrative Services Manager & Investigations Major)
- Evaluate current forms and documents to determine efficiency. (Administrative Services Manager)
- Invest in technology to improve the quality of investigations, tracking, documentation, and speed of case closures. (Administrative Services Manager & Investigations Major)



# Bellevue Police Department

## 2024-2025 STRATEGIC PLAN

### **Goal 3: Strengthen Partnerships between Patrol, Investigations, and Administrative Services.**

- Use Bellevue Compare Statistics (CompStat) to share information and strategize on immediate and ongoing crime trends and concerns.
- Identify any inefficiencies in the sharing of information. (Planning, Research, and Program Management Major)
- Report out successful cases to the Public Information Officer (PIO) for publication. (Bellevue Police Leadership)
- Provide Patrol access to the data management applications that enable collaborative between department teams. (Crime Analysis Unit)

### **Goal 4: Enhance transparency with the community regarding the progress and outcome of Investigations.**

- Maintain community engagement software to enhance customer service.
- Regular meetings with the PIO to promote transparency with the public.
- Promote victim-based resources and engagement.

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

#### **Goal 1: Annually review staffing levels for potential re-alignment. (Executive Leadership Team)**

- Maintain a focus on essential staffing of workgroups. (Planning, Research, and Program Management Major)
- Address future need to increase staffing levels through data-informed analysis. (Planning, Research, and Program Management Major)
- Review all sections for potential movement. (Planning, Research, and Program Management Major)





# Bellevue Police Department

## 2024-2025 STRATEGIC PLAN

- Continue to transition to rotational assignments for all positions. Establish guidelines and parameters for each of the assignments. (Planning, Research, and Program Management Major)
- Review the potential for enhancing Corporal assignments throughout the organization. (Planning, Research, and Program Management Major)

### **Goal 2: Manage our resources by identifying gaps and creating a resolution plan.**

- Increase the number of professional staff to support the mission of the department.
- Conduct department-wide efficiency studies. (Planning, Research, and Program Management Major)
- Ensure Patrol Officers appropriately account for their time using their Mobile Data Computers (MDCs). (Patrol Leadership)
- Re-evaluate our Staffing Inspection Policy and structure. (Planning, Research, and Program Management Major)
- Create an automation process for patrol inspections. (Planning, Research, and Program Management Major)
- Evaluate the viability of the Criminal Intelligence program. (Assistant Chief of Operations & Investigations Major)

### **Goal 3: Develop a Coordinated Approach to Mental Health Crisis Incidents.**

- Encourage Officers to identify people in crisis and divert those individuals away from the criminal justice system when appropriate. (Patrol Leadership)
- Train all officers in the Community Crisis Assistance Team (CCAT) philosophy. (Patrol Leadership)

### **Goal 4: Develop a succession plan for positional reassignments. (Assistant Chief of Administrative Services)**

- Focus on mentorship and coaching.
- Develop transitional manuals for continuity in positions.



# Bellevue Police Department

## 2024-2025 STRATEGIC PLAN

- 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. (Assistant Chiefs)**

- Maintain at least one member on the city diversity liaison team.
- Utilize city employee diversity resource groups.
- Explore opportunities for employees to be involved in DEI work.
- Assess current practices to ensure consistency.
- Provide opportunities for employees to connect with advisory councils and city events.

**Goal 2: Review recruiting and hiring processes to determine if the industry's best DEI practices are being utilized.**

- Create working groups with our Advisory Councils regarding hiring, transfer, and promotion processes. (Planning, Research, and Program Management Major & Volunteer Coordinator)
- Ensure proper training of employees tasked with recruiting and hiring. (PSU Captain)

**Goal 3: Implement Advanced Diversity, Equity, Inclusion, and Anti-Racism based training. (Assistant Chief of Administrative Services, Personnel Services Captain, and Planning Research, and Program Management Major)**

- Interview our employees periodically regarding the health of the department's DEI.
- Conduct training for the department on DEI and constitutional policing.





# Bellevue Police Department

## 2024-2025 STRATEGIC PLAN

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

**Priority 1: Maintain a fiscally 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 2024-2025 that meets the objectives of the Police Department. (Fiscal Manager)**

- Review and update budget objectives annually to align new programs and priorities with the adopted budget, and work on necessary adjustments.
- Propose necessary adjustments during Mid-Biennium to incorporate budget appropriation into the adopted budget.

**Goal 2: Review department budget objectives by annually evaluating our services to identify those that are successful or no longer productive. (Fiscal Manager)**

- Analyze equipment utilization.
- Review open contracts, and costs.
- Review Fee structures for Records Requests.
- Determine what equipment needs to be placed into the equipment replacement fund.
- Track program expenditures and assess funding levels.
- Create a grant administrative professional staff position.

**Goal 3: Work with Finance and Asset Management (FAM), HR, and Information Technology (IT) to identify opportunities and inefficiencies in workspaces and how we work. (Fiscal Manager)**

- Collaborate with Executive Leadership Team (ELT) on staffing levels for both commissioned and professional staff.
- Provide guidance and support ELT and supervisors with reclassification reviews.
- Analyze existing office space for future growth and expansion.



# Bellevue Police Department

## 2024-2025 STRATEGIC PLAN

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**Goal 4: Work with the Planning, Research, and Program Management Major and Grant Coordinator to secure new opportunities for funding.** (Planning, Research, and Program Management Major & Fiscal Manager)

**Goal 5: Embrace hybrid and electric fleet technology.** (Fleet Liaison)

**Goal 6: Explore a public safety building.**

**Goal 7: Continue to provide training for Captains and above.**

- Budget management
- Financial literacy
- Grants (Grant/Contract Coordinator)
- Contracts (Grant/Contract Coordinator)
- Collective bargaining agreements.





# Bellevue Police Department

## 2024-2025 STRATEGIC PLAN

**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.**

- Promote the hosting of training classes at the Bellevue Police Department to provide greater access to training opportunities. (Personnel Services Captain)
- Develop standardized training requirements for new Corporals, Sergeants, Captains, and Majors.
- Develop continuing education programs for Corporals, Sergeants, Captains, and Majors.

**Goal 2: Ensure all employees maintain the necessary certifications.**

- Utilize existing capabilities with the online training database (PLaCE) to track certifications. (Personnel Services Unit & Records Unit)

**Goal 3: Focus on retention and recruiting for both professional staff and commissioned employees.**

- Maintain an active recruiting cadre. (Personnel Services Unit Captain)
- Use data and artificial intelligence to drive and improve recruitment efforts.
- Ensure adequate staffing in the Personnel Services Unit (PSU) to address staffing needs and support DEI goals.
- Establish a recruiting specialist position.
- Identify and implement programs to retain current employees.
- Continue to work with Epic Recruiting to enhance our online profile and gain national visibility.



# **Bellevue Police Department**

## **2024-2025 STRATEGIC PLAN**

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

#### **Goal 1: Promote and continually assess wellness in the workplace.**

- Continue to prioritize mental health and provide mental health services to our employees. (Wellness Sergeant)
- Integrate the Wellness Program with quarterly training. (Wellness Sergeant)
- Ensure the early intervention system meets the needs of employees and the organization. (Wellness Sergeant, CALEA Sergeant, & Officer of Professional Standards Sergeant)
- Incorporate a physical fitness component to the Wellness program. (Wellness Sergeant)
- Initiate a family outreach and support program. (Wellness Sergeant)
- Develop and implement an organizational wellness strategy. (Wellness Sergeant)
- Conduct an annual review of the program. (Wellness Sergeant)

#### **Goal 2: Develop a revised review and mentoring process for employees.**

- Evaluate a 360-degree feedback model.
- Ensure that leadership uses PLaCE tools for coaching and evaluating employees quarterly. (Captains)
- Establish a formalized mentoring program. (Wellness Sergeant)
- Examine alternate and hybrid working models for all staff that qualify. (Captains, Majors, & Administrative Services Manager)