Strategic Plan

OF THE BELLINGHAM POLICE DEPARTMENT

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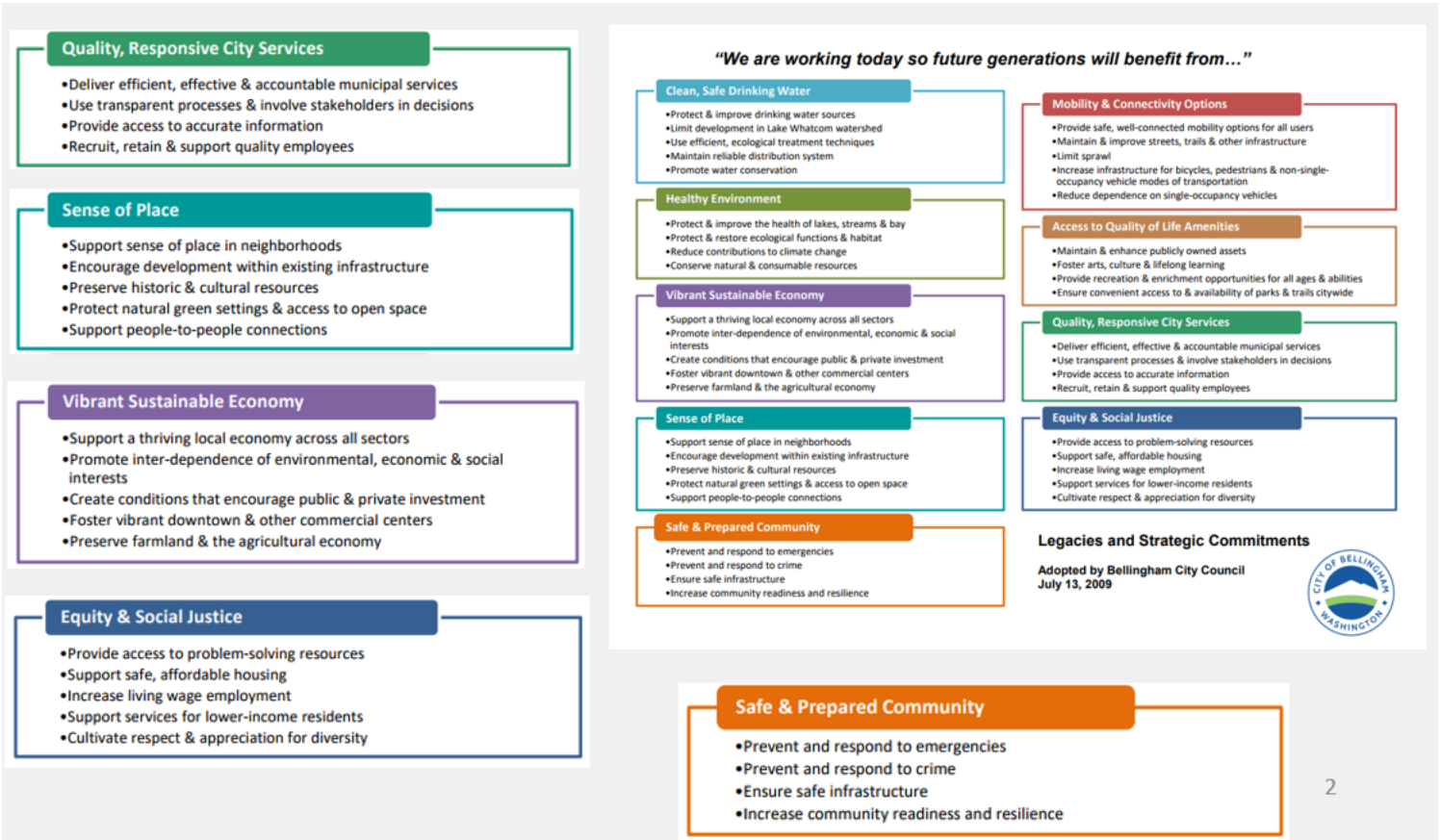
Introduction to Bellingham Police Department Strategic Plan

Bellingham's Police Department is progressive, professional, and engaged in continuous learning. However, it is under-resourced as to its ability to meet the needs and expectations of its public. *This plan seeks to lay out how incremental improvements can bring the Department, and the City, closer to a shared vision of public safety services.*

The reader can choose to digest the Plan in layers, starting with overall principles and commitments, and then drill down into policy and administrative detail as desired or appropriate. *Feedback is always highly valued!*

> "Trade-offs are essential to strategy. They create the need for choice and purposefully limit what [an organization] does." – Michael Porter

Principle Linkages between BPD Plan and Overall City Strategy



Foundational concepts that shape our culture and make us who we are:

- **Mission Statement** : *Committed to Community*

- **Vision**: *When we look to the future of BPD, we see an organization where—*
    - *Employee and public safety is a priority.*
    - *Employees and volunteers are highly trained, equipped with the latest technology, and recognized for their performance.*
    - *Adequate and dedicated funding will be in place. We are fiscally responsible and efficient users of the funds and resources entrusted to us by the public.*
    - *Employees demonstrate professionalism, consistent with our mission statement and core values.*

- **Core Values**:
    - ***Respect**—Value all people, to include the diverse people and cultures we serve, our fellow employees, and the importance of the law.*
    - ***Integrity**—Act with courage, honor, and truthfulness to uphold the trust of our citizens.*
    - ***Innovation**—Apply creative solutions in order to provide effective services.*
    - ***Compassion**—Make decisions and take actions with empathy and consideration.*
    - ***Collaboration**—Consider the views of all stakeholders when working together to achieve the shared goals of our community.*
    - ***Accountability**—Demonstrate responsibility through our communications and actions.*

Bellingham has a high quality, fully-accredited Police Department that always strives to foster a safe and fair community environment.

Through months of research, collaboration and consultation with various stakeholders, and being guided by Council-adopted policies *(including 2009 Legacies and Strategic Commitments),* the Department has developed a dynamic action plan aimed at continuously enhancing core services to the public.

This Plan is intended to form a compact of expectations and commitments by and between the Department, City leaders, and the public. We also outline how actions will be staged and taken, and how needed resources will be focused to achieve goals.

The Department can't do everything, so we recognize that what we do, we must do well! Trade-offs are inherent in any serious planning effort.

Context is always important, and in this case it drives the Department's actions and behaviors toward further excellence.

The Department's personnel embrace a fundamental sense of decency, devotion, and professionalism that is captured in the credo: ***Committed to Community***, and in the stated principles of: ***Respect, Integrity, Innovation, Compassion, Collaboration, and Accountability***.

The Department has a *guardian* culture of fair, empathetic enforcement with an appropriate degree of firmness as required. This means seeking to have employees of only the highest character.

Things to be accomplished are organized around six **"Strategic Decision Making Commitments"**:

- *Safety First*
- *Public Interests/Priorities*
- *Community & Professional Partnerships*
- *Valued/Quality Personnel*
- *Collaborative Planning and Continuous Improvement*
- *Organizational Accountability and Fiscal Integrity*

Each strategic commitment is then broken down into specific **Objectives** & **Desired Outcomes**, together with a delineation of initiatives, tasks, and timetables for accomplishing each Objective. Resource requirements for each Objective are estimated.

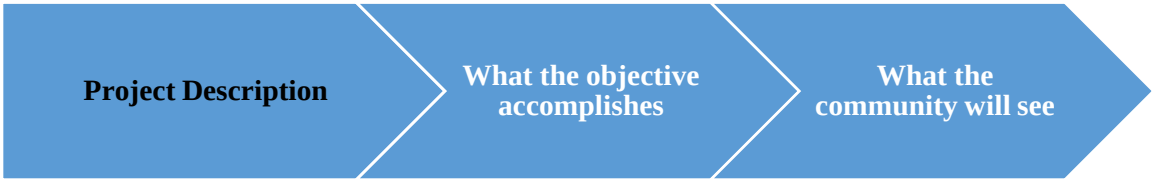
What it is and what it does:

- Product of collaboration and consultation
- Dynamic plan
- Combination of who we are and what we aspire to be
- Flowing from and guided by City's Council-adopted *Legacies and Strategic Commitments*, a roadmap for providing the most effective, accountable, and trusted law enforcement agency possible
- Distinctly addresses both policy and administrative issues (but doesn't include everything we do, especially standard operating procedures)
- Focuses necessary resources and capabilities on achieving goals for improving performance of core duties
- Expresses an extraordinary, service-oriented culture of *empathetic enforcement*
- Creates a compact between the City, its citizens, and the BPD that lays forth mutual expectations and commitments
- Guide for allocation and reallocation of resources

- **Safety First**: Our first priority is safety.
- **Public Interests/Priorities**: We recognize the importance of understanding and acting upon the needs and priorities of our community, and do so within our resource capabilities.
- **Community & Professional Partnerships**: We engage in strong community partnerships. As a result, essential community trust and police legitimacy is developed between our organization and the people we serve.
- **Valued, Quality Personnel**: Promote high level of employee participation, satisfaction, recognition and results, while demonstrating fiscal accountability. Recruit, properly train, and retain professional and ethical employees/leaders, while promoting employee empowerment.
- **Collaborative Planning and Continuous Improvement**: Collaborative planning and engagement with stakeholders for continuous improvement and the future needs of our organization.
- **Organizational Accountability and Fiscal Integrity**: Promote constitutional policing by ensuring our organization is adhering to the highest standards and industry "best practices."

Reading this Strategic Plan Document

The following pages contain a Quick View of each Strategic Commitment's Projects. Each Project is presented in this format:



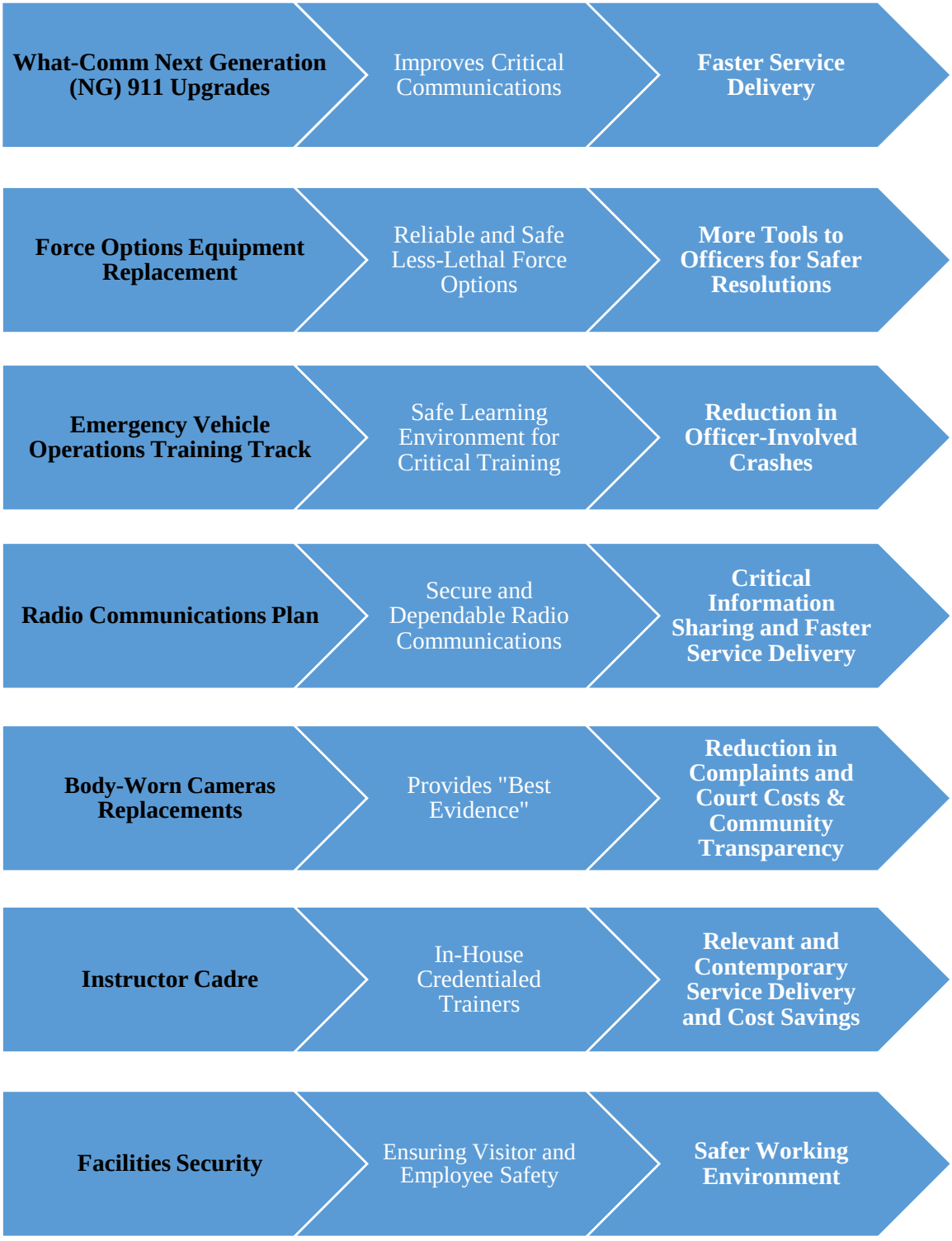
Items this color (BLUE) are **funded** with established timeline:

Items this color (ORANGE) are **unfunded** with no established timeline. These Projects are important and may be funded in the future:

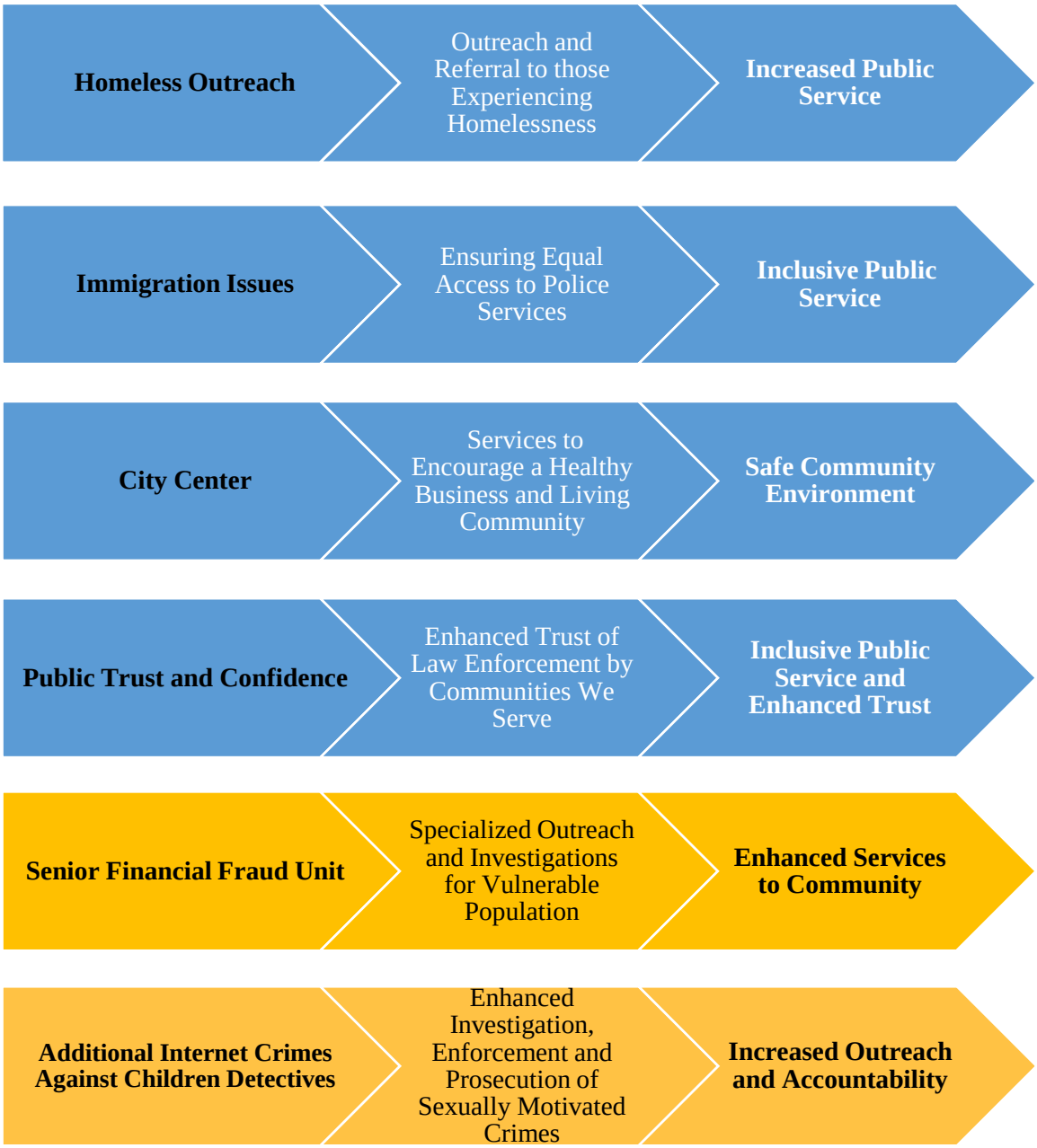
Following the Quick View of each Strategic Commitment's Projects, you will find a more detailed page for each Project which provides the following:

- Project Description
- Desired Outcome
- Results
- Biennium Costs (if available)
- Timeline (if available)

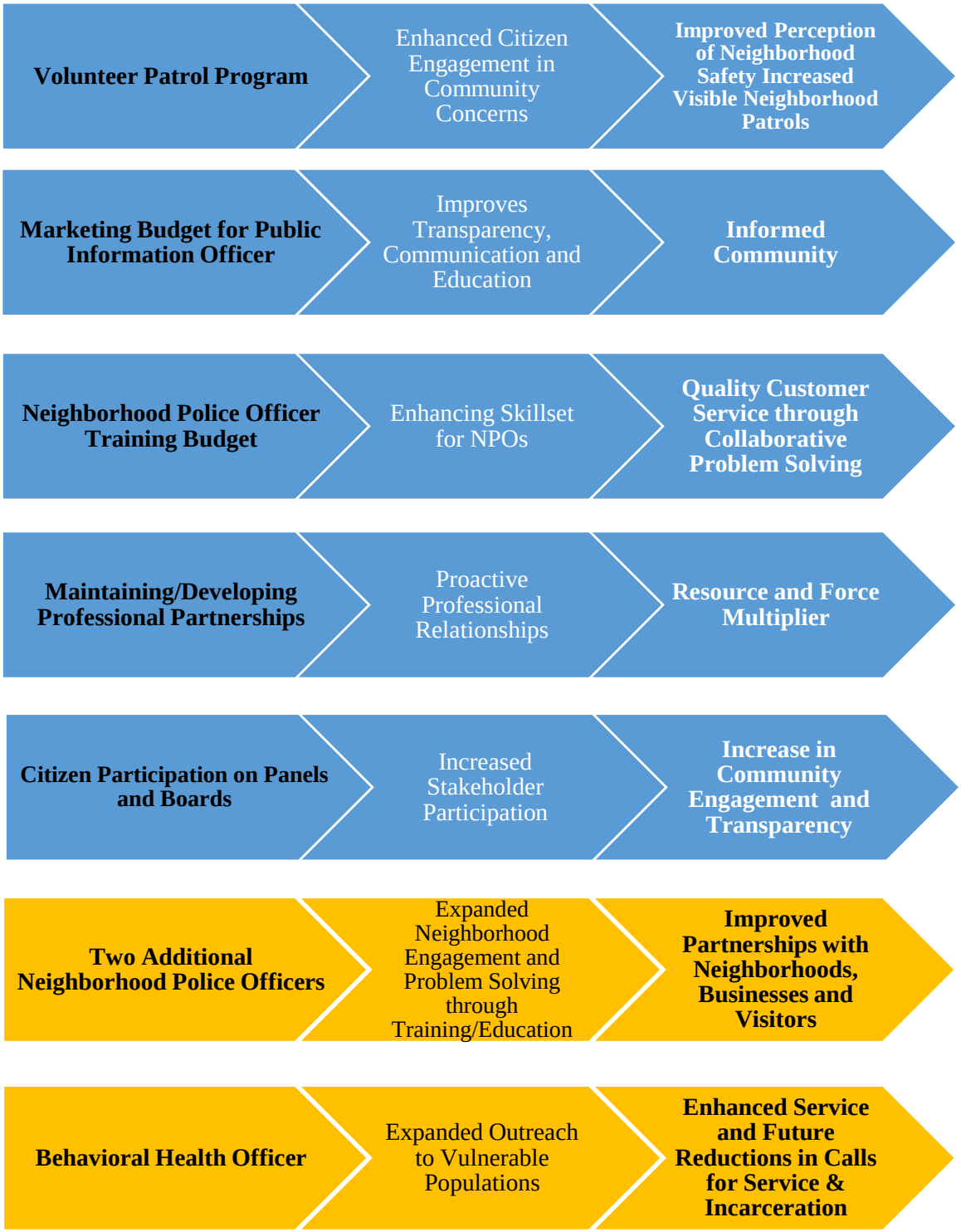
Strategic Commitment: Safety First



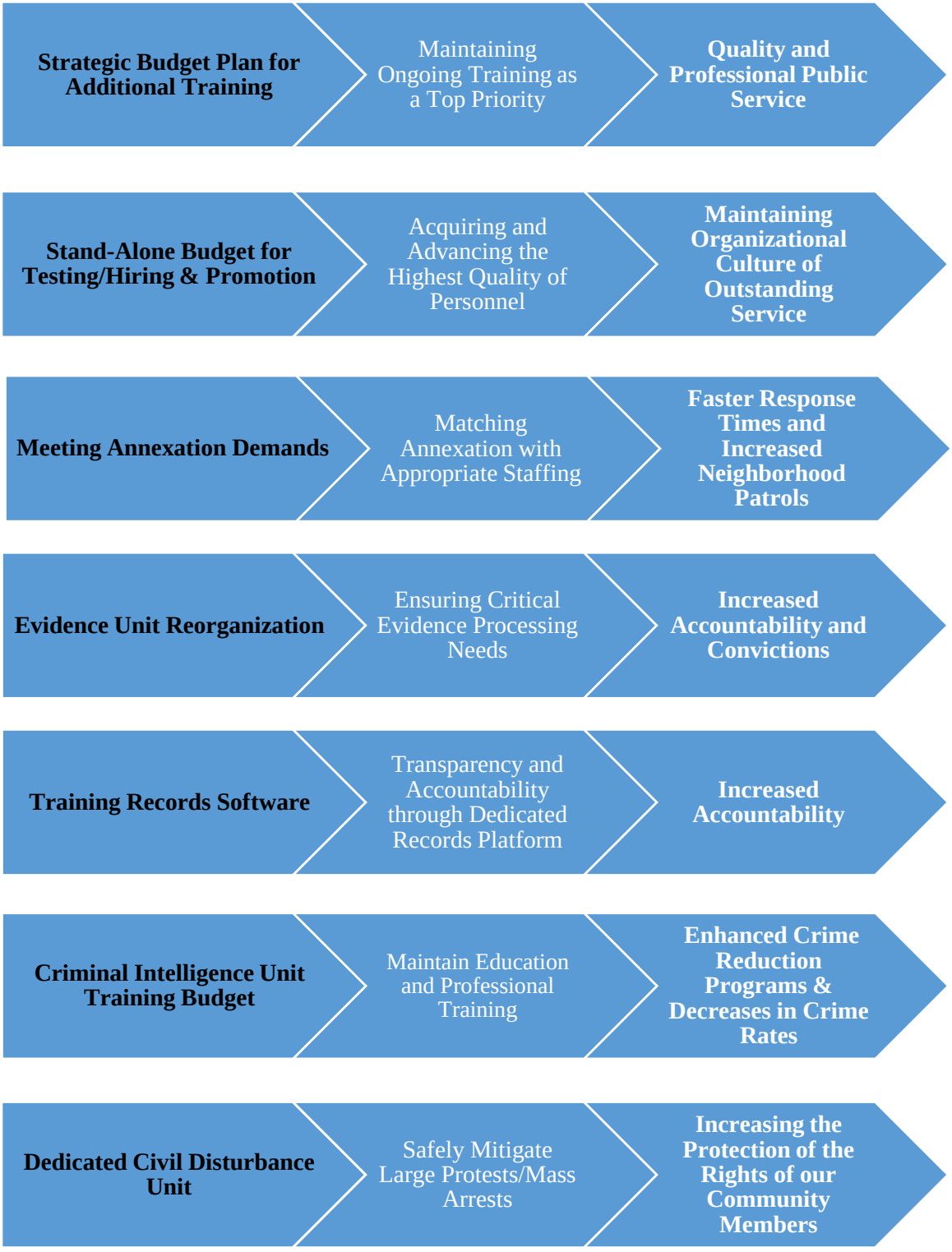
Strategic Commitment: Public Interests & Priorities



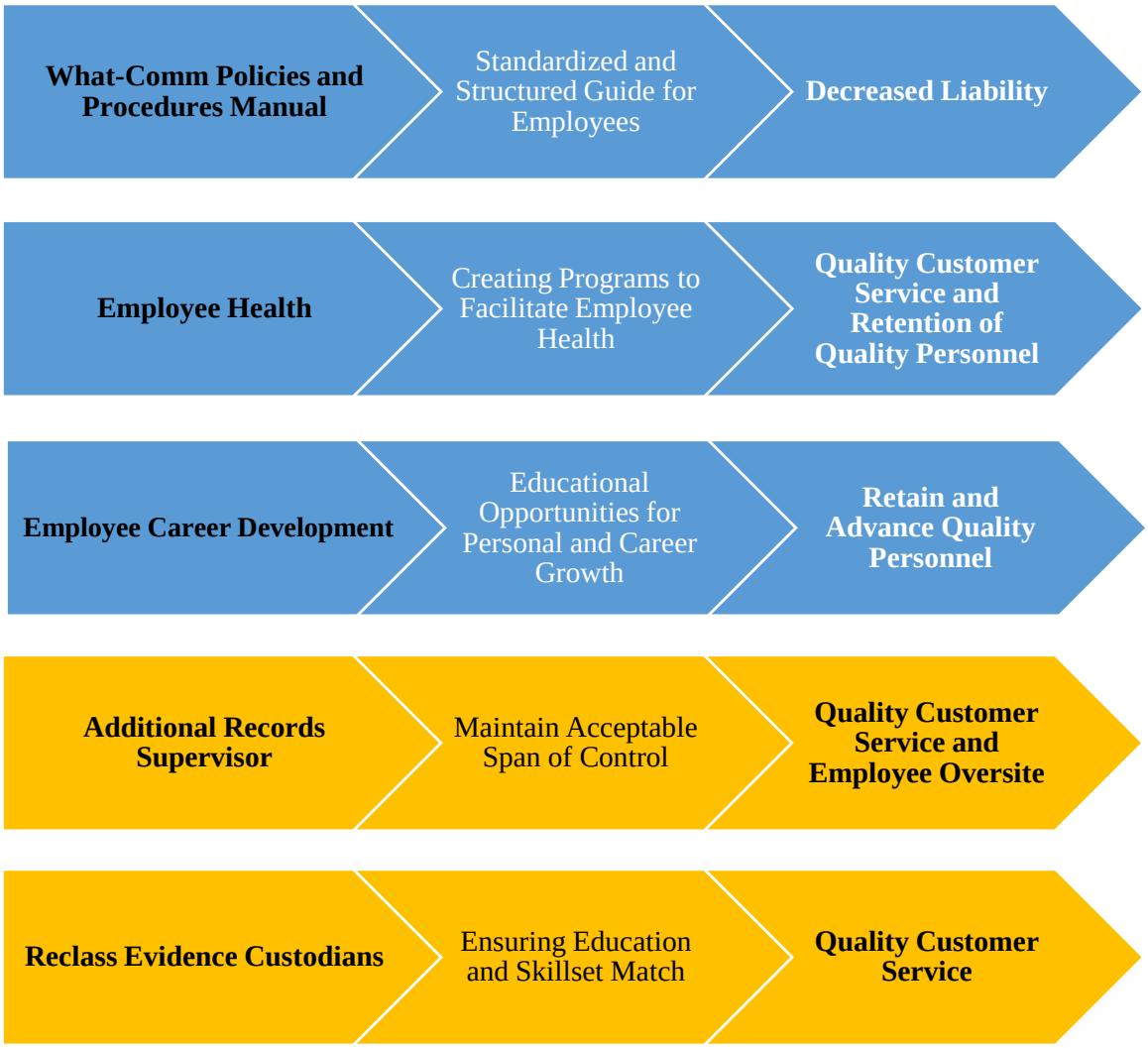
Strategic Commitment: Community & Professional Partnerships



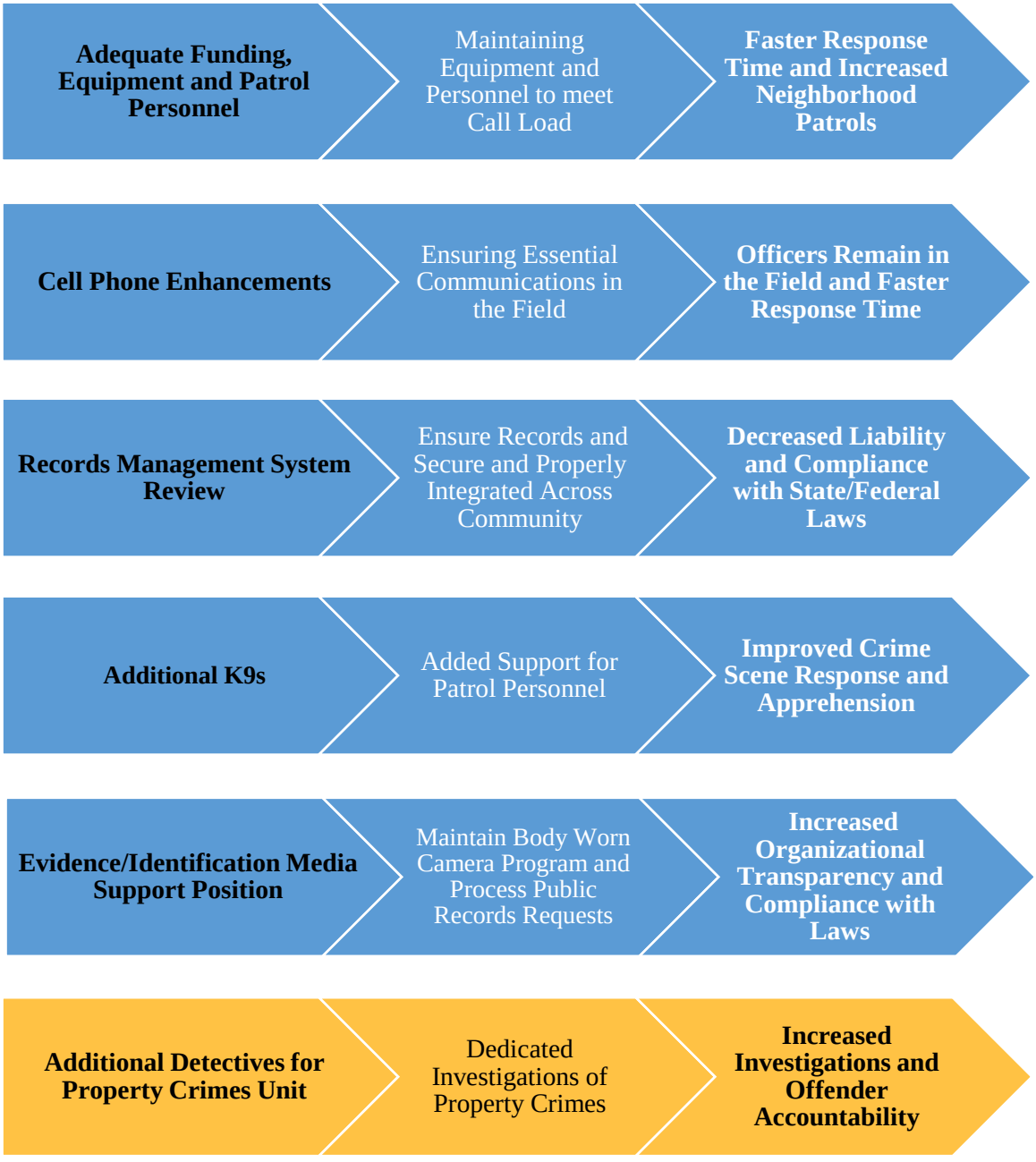
Strategic Commitment: Valued, Quality Personnel



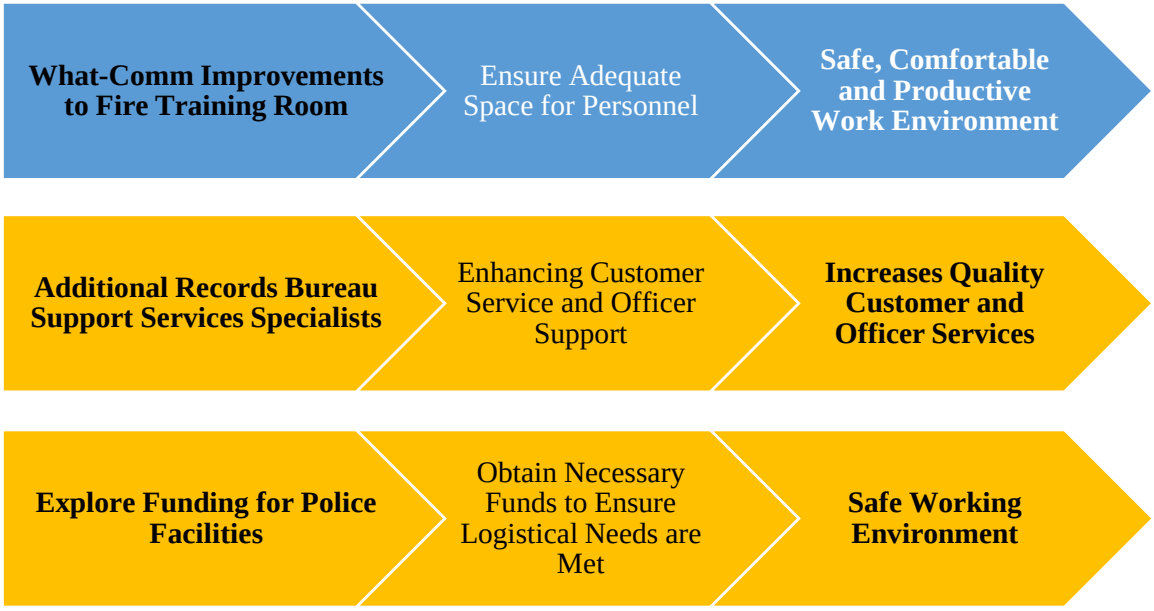
Strategic Commitment: Valued, Quality Personnel (cont.)



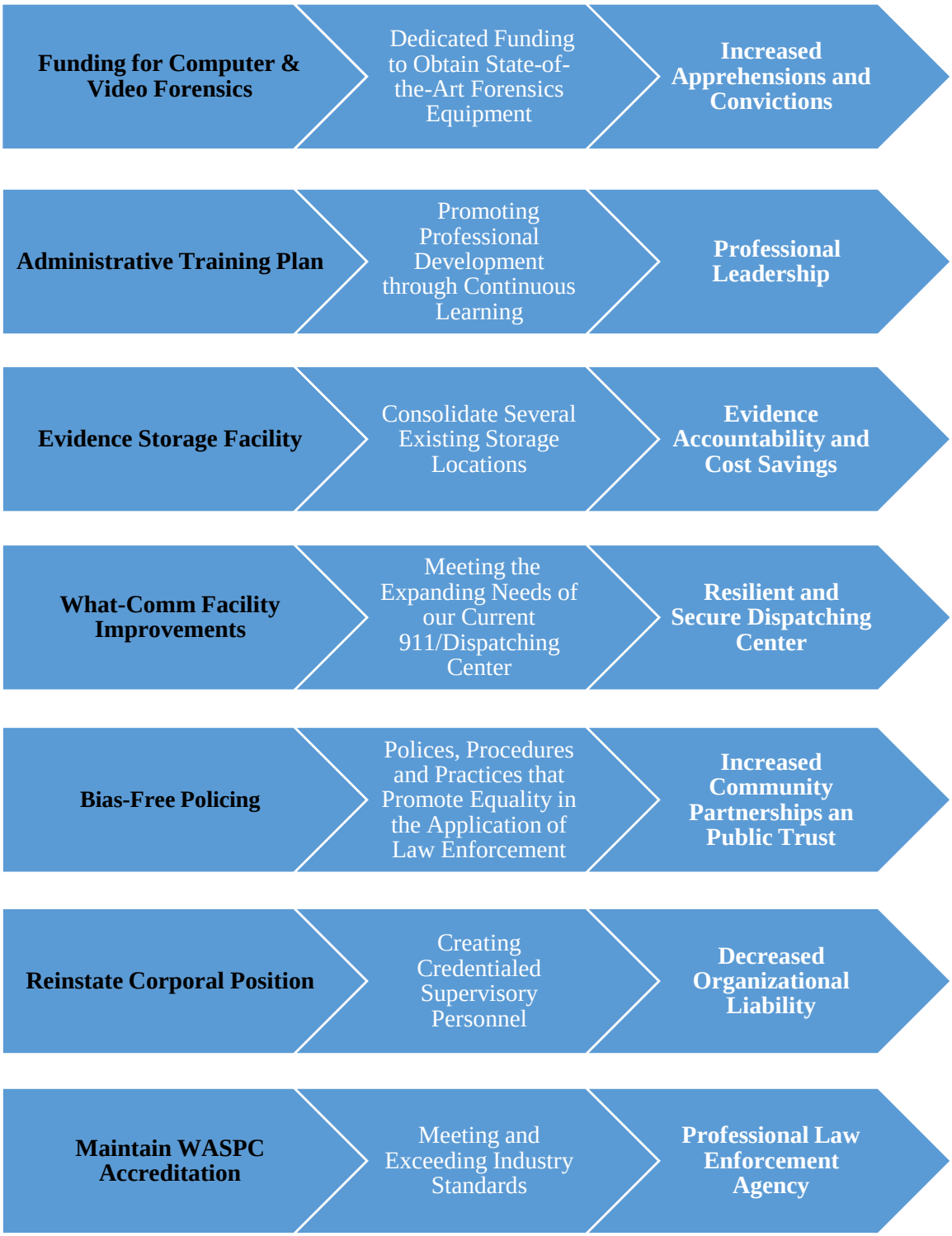
Strategic Commitment: Collaborative Planning and Continuous Improvement



Strategic Commitment: Collaborative Planning and Continuous Improvement (cont.)



Strategic Commitment: Operational Accountability and Fiscal Integrity



Strategic Commitment: Safety First

Our first priority is safety.

Project Description: What-Comm Next Generation (NG) 911 Upgrades.

Desired Outcome: Improved reliability of critical communications capability by updating What-Comm Computer Aided Dispatch (CAD) and telephones to comply with NG-911 Upgrades.

In 2016, What-Comm recently purchased a new telephone system which will allow our center to become NG911 compliant. This means What-Comm will soon be able to receive information via social media platforms.

What remains is ensuring that our new telephone system complies with upcoming NG911 upgrades. At this time the only known NG911 upgrade on the horizon is text to 911. Currently 2 Washington Counties have implemented text to 911 utilizing the integrated Intrado Viper phone system (which is what we purchased.) Text to 911 allows callers who are unable to speak or who find themselves in circumstances where it is not safe for them to speak, to text directly to 911.

It is projected that additional NG911 capabilities will follow. Those capabilities may include the ability to send an image and/or video to 911. It may also include the ability for telematics companies such as OnStar to send information directly to 911. These features are still in development and are awaiting State upgrades to the ESInet.

Results: Faster Service Delivery

Biennium Costs: Information currently pending as Washington State E911 Office may cover the expenditures.

Timeline:

- 2017-2018: What-Comm Deputy Director monitors Washington State's E911 work in upgrading to ESInet. What-Comm Deputy Director monitors State contributions to ESInet charges and prepares budget recommendations to governing board as needed.
- 2019-2020: What-Comm Deputy Director continues to monitor completion and implementation of ESInet upgrade along with implementation of text to 911 and other NG911 features.

Project Description: Force Options Equipment Replacements

Desired Outcome: Improved reliability and safety of less-lethal force option by replacing outdated equipment.

The Bellingham Police Department exceeds WASPC Accreditation Standards for mandated training in less-lethal force options. While the standard calls for refresher training once every two years, our department trains annually. Our training is done by certified in-house trainers and our employees do not carry equipment unless they have been thoroughly trained and can demonstrate the required skill-set. Along with this training, it is imperative that the equipment we use is of the highest quality and reliability. The purpose of this objective is to ensure that our less-lethal equipment meets that standard. This includes the following equipment:

- Taser
- PepperBall
- Less Lethal 12 Gauge Shotgun Systems
- OC (oleoresin capsicum)
- Baton/Impact Weapon

Results: More Tools to Officers for Safer Response

- Provides personnel with more options with handling force issues.
- Reduces liability, complaints and injuries.
- Accreditation requirement.

Biennium Costs:

2017-2018	$47,955.55
2019-2020	$70,121.75
2021-2022	$61,409.00

Timeline:

- Training Sergeant ensures yearly training requirements are met and applicable instructors are certified.
- Accreditation Manager updates appropriate WASPC Accreditation Files.

Project Description: Emergency Vehicle Operations Course (EVOC) Training Track

Desired Outcome: Provide for continued critical emergency driving training with repaired and maintained track which is located at the Bellingham Airport.

All police personnel spend a majority of their on-duty time driving city-owned vehicles. Some vehicles are marked and equipped with emergency lights/sirens, while others are unmarked with the ability to make emergent runs when hidden lights/sirens are activated.

Continued driving education is important in our effort to reduce accidents and ensure our employees have the necessary skillset to drive in emergency situations - safely. We continue to see a yearly reduction (41% in last five years) in employee-related vehicle accidents as a result of this training.

As a result, we have partnered with the Port of Bellingham, to use an abandoned runway at the Bellingham International Airport. Different driving courses are set up on the runway to allow our personnel to safely experience:

- Low-speed vehicle backing and driving.
- High-speed vehicle driving.
- Pursuit Intervention Techniques to safely end vehicle pursuits.

All training is facilitated by Bellingham Police personnel who are certified trainers in Emergency Vehicle Operations.

Maintaining the surface of the runway is important to ensure safe training. We have partnered with other local law enforcement agencies, who also use the area for training, with the ongoing costs of maintaining the pavement. This collaboration has allowed us to provide safe conditions for the training of our personnel.

Results: Reductions in Officer-Involved Crashes

- Increases safety for officers and citizens.
- Reduces liability.

The following Biennium Costs are currently budgeted:

2017-2018	$49,000.00 Track Repair & $7,000.00 Vehicle*
2019-2020	$10,000.00 Track Repair & $7,000.00 Vehicle*
2021-2022	$10,000.00 Track Repair & $7,000.00 Vehicle*

*Vehicle costs represent continued use of a vehicle that is retired from the fleet.

Timeline:

- Training Sergeant monitors track conditions yearly to determine work needed for safe training environment.
- Deputy Chief of Services monitors fleet activity to acquire vehicles that may be used for training.

Project Description: Radio Communications Plan

Desired Outcome: Secure, dependable radio communications.

Secure and dependable communications represent a crucial life-line for all public safety personnel. Case studies frequently detail how poor communications equipment and infrastructure debilitates the mitigation of major critical incidents.

Because of this, Bellingham Police has developed a proactive plan to ensure that our employees have dependable communications procedures, equipment that is compliant with current FCC "narrowbanding" mandates, and connectivity between field units and the What-Comm law enforcement dispatching center. This plan includes:

- Ongoing replacement of analog to digital portable radios.
- Ongoing replacement of analog to digital radios affixed in vehicles.^
- Future replacement of analog dispatch consoles to digital radio consoles.*

Results: Critical Information Sharing and Faster Service Deliver

Biennium Costs:

2017-2018	$20,000.00 Portable Radio Replacement
2019-2020	$20,000.00 Portable Radio Replacement
2021-2022	$20,000.00 Portable Radio Replacement

The following Costs are not budgeted:

^Replacement radio for each vehicle is approximately $5,500.00 and is not currently budgeted.

*Replacement of What-Comm analog radio consoles is currently in the What-Comm facilities replacement plan, or upgrade depending on direction of What-Comm Administrative Board (pending). Estimated costs, which are currently unfunded, is $600,000.00.

Timeline:

- 2017-2018: Patrol Commander facilitates portable radio replacement as needed. What-Comm Deputy Director facilitates research of IP-based radio consoles.
- 2019-2020: Patrol Commander facilitates portable radio replacement as needed. What-Comm Deputy Director continues IP-based radio research and develops RFP for IP-based radio console purchase.
- 2021-2022: Patrol Commander facilitates portable radio replacement as needed. What-Comm Deputy Director purchases and implements new consoles.

Project Description: Body Worn Camera Replacement

Desired Outcome: Continue to provide “best evidence” and maintain organizational transparency through replacements of BWCs continuing to review capabilities of potential in-car camera options in the future.

Our organization has seen much success in the deployment of Body Worn Cameras. From providing "best evidence" for court cases, documentation of Response to Threat incidents and supplying our community a realistic review of incidents, the camera program has been well worth our continued investment.

This project objective recognizes that future contracts will need to be negotiated as cameras are replaced and cloud storage is potentially increased due to records retention and increased use as more cameras are added.

Results: Reduction in Complaints and Court Costs & Community Transparency

- Transparency, accountability and "best evidence."
- Complaint reduction.
- Trust.

Biennium Costs:

2017-2018	$10,000.00 Replacement
2019-2020	$10,000.00 Replacement
2021-2022	$120,000.00 Replacement

Timeline:

- Investigations Lieutenant, Evidence/ID Sergeant, and Computing Specialist monitor equipment and storage needs and contracts and make budgeting recommendations to Chief of Police.

Project Description: Instructor Cadre

Desired Outcome: Maintain essential skillsets with in-house credentialed trainers through Washington State Criminal Justice Training Commission and other sanctioned bodies.

Our in-house training cadre has/will provide needed training for the entire police department (and at times other departments within the city). Our trainers ensure that our organization stays in compliance with applicable laws, policies, best practices and accreditation standards.

Creating and maintaining our own instructor cadre provides better flexibility in delivering training and is often more economical than bringing in outside trainers. Our own cadre allows us to train new employees and address problem areas much quicker.

A broad and deep base of trainers allows for: expanded knowledge base, accommodates injuries (modified duty) and time off, allows for succession planning, lessens the impact on specific work groups, provides more buy-in and allows for flexibility for specific work groups and provides career development (to those who are the trainers).

Results: Relevant and Contemporary Service Deliver and Cost Savings

- Provides updated and regular training for the safety of our employees.
- Reduces costs by having internal instructors.
- More control over the quality of instructors and scheduling.

Biennium Costs:

2017-2018	$16,000.00 Training
2019-2020	$16,000.00 Training
2021-2022	$16,000.00 Training

Timeline:

- Training Sergeant tracks training opportunities and ensures current trainers are certified and recertified as required.

Project Description: Facility Security

Desired Outcome: Ensuring employee safety through facility access control fire detection/suppression and emergency-response planning.

Facilitating a proactive approach in policy development, equipment purchasing/planning, facility planning/security, training and supervisory oversight to ensure that we are maintaining the highest levels of safety and security for our personnel.

The following measures are required to maintain a secure environment for all agency personnel:

- Physical Security of the Building:
    - Maintaining key control systems, both electronic and hardware to ensure 24/7 physical entry security and accountability for main police campus buildings along with ensuring 24/7 physical entry security and accountability for all evidence and property room locations. This includes current, monitored alarm and fire detection/suppression protections, pest and water exposure..
    - Maintaining video surveillance of internal and external Police facilities.
    - Ongoing review for upgrades and costs to security processes.
- Personnel Security:
        - Maintaining bloodborne pathogen training and mitigation procedures for exposures through current **BPD** and **COB** policy implementation, procedures and proper equipment.
    - Maintaining ballistic vest replacement schedules.
    - Providing proper equipment/training in de-escalation.
    - Providing proper equipment and training in our response to threat tools.

Results: Safer Working Environment

Biennium Costs: Most listed items are currently implemented and costs will vary depending upon replacement timelines or training timelines. All items are currently within department budget.

Timeline:

- Facilities Manager will maintain awareness of security issues as needed.
- Records Manager will ensure compliance CJIS policies established by FBI & WSP.
- Evidence and ID Supervisor will ensure compliance with all WASPC Accreditation Standards that relate to security of Evidence locations.
- Training Sergeant will ensure compliance with all personnel equipment and training regarding personnel security as listed above.
- Accreditation Manager will ensure proper documentation is provided for WASCP Accreditation Standards that relate to physical and personnel security.

Strategic Commitment: Public Interests & Priorities

We recognize the importance of understanding and acting upon the needs and priorities of our community, and do so within our resource capabilities.

Project Description: Homeless Outreach

Desired Outcome: Supporting appropriate outreach services and referral to citizens experiencing homelessness, while dealing distinctly and effectively with lawless behavior.

Like much of the nation, the city of Bellingham is experiencing near epidemic levels of homelessness. As a result, law enforcement is leaned upon heavily as a leader in mitigating many of the community concerns that surround homelessness. These concerns include:

1. Interference with business practices downtown resulting in complaints of persons sheltered in doorways, loitering, panhandling as well as alcohol and drug use issues.
2. Unauthorized camping on public and private properties.
3. Overall safety concerns.

Enforcement is not the primary strategy in dealing with these community concerns. Collaboration with other city departments and partnering with social services providers help identify OUTREACH as our primary focus.

Many citizens who are experiencing homelessness have significant personal challenges that have at least partially resulted in their current situation. Challenges such as drug and alcohol addiction are factors. Mental health challenges leading to social isolation is another factor. Partnering in important collaborative endeavors, such as GRACE (Ground-level Response and Coordinated Engagement), bring law enforcement and an array of social service providers together to problem solve effective goals and strategies in outreach.

Outreach does need, at times, the follow-up companion of enforcement. To promote fundamental fairness of enforcement across all of our communities, persons need to comply with laws and ordinances equally. When persons are in violation of our laws, and outreach is not accepted, enforcement must be used to promote a safe community and environment. As a result, our Code Enforcement units will work hand-in-hand with Outreach to help promote accountability.

Results: Increased Public Services.

- Equitable Outreach and Enforcement.
- Fundamental fairness.

Biennium Costs: Will vary depending upon initiative.

Timeline:

- Chief of Police and designated Patrol Commander participate with GRACE program.
- Chief of Police and designated Patrol Commander attend weekly City meetings (low barrier shelter updates/LightHouse Mission updates) centered around homelessness.

Project Description: Immigration Issues

Desired Outcome: Ensure equal access to Police/City services by understanding local/national immigration patterns and adherence to Constitutional requirements when complying with Federal Immigration Laws.

The Bellingham Police Department adheres to the principles of Procedural Justice and Constitutional Policing. As such, we shall protect the rights guaranteed to the people by the U.S. Constitution and Washington State Constitution and will challenge any unconstitutional policies that threaten these rights or the security of our residents.

To promote equal access to Police Services, and all City Services, we recognize the importance of creating a welcoming environment for all members of our community to communicate or report critical crime information to our Department. With this in mind, and by organizational policy which complies with the City of Bellingham's "Equal Protection and Provision of Services" Ordinance, we shall adhere to Constitutional requirements when complying with Federal Immigration Laws. The following represents "ongoing" actions:

- Ensure that Police Department fully complies with City Ordinance Chapter 2.25 "Equal Protection and Provision of Services."
- Ensure that Police Department Organizational Policy § 417 "Immigration Violations" complies with City Ordinance Chapter 2.25 and Federal Laws relating to the enforcement of immigration violations. Including COB Legal review of any policy updates to ensure compliance.
- Ensure that Police Department Organizational Policy § 414 "Arrest or Detention of Foreign Nationals" complies with City Ordinance Chapter 2.25 and Federal Laws relating to the enforcement of immigration violations. Including COB Legal review of any policy updates to ensure compliance.
- Promote easy access to selected Police Department Organizational Policies, via the Department's website, by **providing translated versions** and ensuring they are updated when policies are updated.
- Maintain and promote close communications with external stakeholders/groups.

Results: Inclusive Public Services

The following biennium costs are currently budgeted:

2017-2018	$4,500.00 Policy Translation
2019-2020	$1,500.00 Policy Translation
2021-2022	$1,500.00 Policy Translation

Timeline: Yearly, Policy Administrator ensures selected policies are updated and reviewed by City Attorney. Records Manager ensures applicable policies are translated and posted to police website.

Project Description: City Center

Desired Outcome: Collaborate with community stakeholders to create an environment that is safe and encourages a healthy business and living community.

The City Center is a place where people come to shop, work, play, and live. It is important that the City Center is vibrant, safe and friendly for people of all ages, income levels and cultures. This objective continues to reinforce our collaboration with community stakeholders in an effort to promote a vibrant and safe community while keeping within the basic framework of the City's identified City Center strategies. Examples of our continued efforts include:

- **Continue City Center Morning Foot Beat Patrol**
- **Continued Partnership with WTA**
- **Foot Beat patrols during alcohol themed holidays and other City Center Events.**
- **Participation in the Western Washington University's Campus Community Coalition, including the Hospitality Resource Alliance. (HRA)**
- **Collaboration with the Homeless Outreach Team** (HOT team)
- **Continued research on a potential "Ambassador Program" modeled from other successful community programs**
- **Crime Prevention Through Environmental Design (CPTED)**
- **Expansion of Sitting and Lying Boundaries**
- **Continued research into criminalization of certain infractions after 3 or more FTA's**

Results: Safe Community Environment

Biennium Costs: Depending upon initiative. All current initiatives listed are budgeted.

Timeline: To ensure above efforts are maintained, the following is a yearly task:

- Patrol Commander continues to schedule City Center Morning foot beat.
- Police Chief ensures contract with WTA is current.
- Patrol Commander identifies dates where emphasis patrols occur.
- Outreach Lieutenant, or designated staff, continue to participate with Campus Community Coalition and Hospitality Resource Alliance.
- Neighborhood Police Officers and Code Enforcement Officers continue partnerships with Homeless Outreach Team.
- Continued research into identified programs/policies to promote a healthy business and living community in the City Center.

Project Description: Public Trust and Confidence.

Desired Outcome: Enhanced trust of law enforcement by the communities we serve. Organizational transparency, outreach, collaborative problem solving and organizational change are just a few ways the Bellingham Police Department works in facilitating public trust and confidence. Public trust and confidence are foundational pieces to the creation of "police legitimacy" which is not only the public's belief about police, but also the public's willingness to recognize police authority.
How is this accomplished? In the simplest terms, it is accomplished by our compliance with constitutional, statutory and professional norms. We "operationalize" that in the following ways:

- Maintaining our organizational philosophy of "**Community Policing**."
- Recognizing that everyone has equal and intrinsic value.
- Ensuring that every single law enforcement interaction is done in a procedural and just way.
- Overall goal is to work towards creating the conditions in which people can feel safe, feel more secure, to go about their lives in creating a life for themselves that they want in this free Country.

Currently, the Bellingham Police Department:

- Is accredited through the Washington State Sheriffs and Police Chiefs Association.
- Maintains a State, Federal and Local updated/relevant Policies and Procedures manual.
- Provides community access to neighborhood crime data.
- Provides community access to monthly "Use of Force" incidents involving officers from our department.
- Mandates the use of Body Worn Cameras by our uniformed personnel.
- Current and Active Community Advisory Council.

Results: Inclusive Public Service and Enhanced Trust

- Meet and exceed Industry "Best Practices" through WASPC Accreditation
- Up-to-date Organizational Policies
- Organizational Transparency
- Community Input

Biennium Costs: Vary depending upon initiative. Current initiatives are budgeted.

Timeline: Accreditation Manager ensures organizational practices continue to support meeting all Standards. Patrol Commander ensures statistical data is updated on website. Crime Analysis personnel ensure statistical data is updated on website. Chief of Police maintains active Community Advisory Council.

Project Description: Senior Financial Fraud Unit

Desired Outcome: Improved response and protection for Seniors from financial fraud by adding a unit with two Detectives.

Elder victimization, like other crimes that are frequently perpetrated by acquaintances, family, friend, or other people known to the victim, often remain hidden and go unreported. Elder victimization has only recently been recognized as a problem, and, as a result there are few national and local level studies or statistics showing actually how many victims of this type of crime.

Victimization of older persons span all types of crime, but financial exploitation has emerged as a particularly difficult problem. The elderly are vulnerable to these types of crimes for many reason, which range from having more resources to exploit, to medical needs, to diminished capacity.

Americans 65 years old or older are a fast-growing demographic group. In 2011, the baby boom generation began to turn 65. By 2030, it is estimated that there will be 72 million seniors. This is equivalent to one in five Americans.

With an aging population and crimes against the elderly going unreported a "Senior Financial Fraud Unit" could focus on these crimes against the Elderly. Seniors are victimized not only in the financial area but in many areas to include; Abuse, financial, internet scams, phone scams, construction and health scams.

With a combined effort of a Senior Fraud Unit working with media and education and outreach to vulnerable seniors in the community more reports would be generated.

Results: Enhanced Services to Community

- Increased outreach and protection of elders.
- ID and prosecute predators.
- Best Evidence for apprehensions, prosecutions and convictions.
- Crime prevention through education and prosecution.

Biennium costs are currently not budgeted:

1 FTE	$110,000.00 upon implementation
1 Vehicle	$ 45,000.00 upon implementation

Timeline: Not established at this time.

Project Description: Additional Internet Crimes against Children (ICAC) detectives.

Desired Outcome: Enhanced investigation, enforcement and prosecution of sexually motivated crimes and human trafficking targeting children and other vulnerable population via the Internet.

A horrible reality concerning sexually motivated crimes is that internet crimes against children and human trafficking has increased in the United States and world. As a result, the demand for these types of specialized investigations has increased. Unfortunately, we have seen this increase locally. Presently, our organization has attempted to assign one detective to such cases on a "half-time" basis. The reality is that this investigator is routinely handling these types of investigations full- time. This has resulted in other investigators picking up additional caseloads so these important, and difficult cases can be thoroughly investigated, and ultimately prosecuted.

The average case of this nature can take between 50-500 hours of investigative time. The detective is required to spend hours analyzing down-loaded images of victims, and typically the images range from 10,000 to 300,000. This also includes obtaining search warrants, writing operation plans, obtaining evidence and coordinating response and resources for a proper investigation.

There are many more cases that can and should be investigated but go idle and expire because of our personnel limitation. As a result, our strategic plan asks for one additional FTE to assign to investigations for this purpose.

Results: Increased Outreach and Accountability

- Increased protection of children.
- Identify, apprehend, prosecute and convict predators.
- Additional personnel allows for reduced case backlog and outreach with other enforcement partners.

Biennium costs currently not budgeted:

1 FTE	$110,000.00 upon implementation
Vehicle	$ 45,000.00 upon implementation

Timeline: Not established for more personnel at this time.

Strategic Commitment: Community & Professional Partnerships

We engage in strong community partnerships. As a result, essential community trust and police legitimacy is developed between our organization and the people we serve.

Project Description: Volunteer patrol program.

Desired Outcome: Safer neighborhoods, enhanced crime intelligence, and better-targeted utilization of resources by establishing volunteer citizen patrol.

Community volunteer patrol programs foster community engagement and deter crime. Our program is called "Bellingham Neighbors Together" which is modeled after programs in other localities. The volunteer duties include patrolling neighborhoods, parks and commercial areas in a high visibility manner and reporting suspicious and criminal activity to officers who can take enforcement actions. By their highly visible presence, volunteers will also act as a deterrent to criminal activity. They will communicate, through radio equipment, with each other, the What-Comm dispatching center and uniformed police officers while performing their volunteer patrol activities.

Bellingham Neighbors Together patrols will be determined by crime analysis, community complaints, and historical knowledge of crime trends and community perceptions of locations which are considered high in crime.

Results: Increased Visible Neighborhood Patrols

- Properly funded program that attracts high quality volunteers.
- Funding is scaled to reflect intended growth of program.

Biennium Costs:

2017-2018	$7,600.00 Equipment & $19,220.00 Coordinator
2019-2020	$10,000.00 Equipment & $40,000.00 Coordinator
2021-2022	$10,000.00 Equipment & $40,000.00 Coordinator

Timeline: Outreach Lieutenant monitors volunteer interest for training academy every six months and facilitates accordingly.

Project Description: Established marketing budget for Public Information Officer.

Desired Outcome: Improved organizational transparency, public communication, and education by establishing a marketing/communications budget for PIO.

A key pillar to facilitating a successful community policing philosophy includes taking an aggressive approach to public outreach. This not only comes in the form of delivering critical news of police or "public safety" activity, but also in finding ways to provide educational information that promotes collaborative partnering with community/police in an effort to engage in effective community problem solving.

How this is done has changed throughout the years as we have moved from scheduled press-releases to "real-time" social media reporting. Also, social media platforms provide the opportunity to frequently promote the good work being done by members of the organization. Oftentimes that might not necessarily be worthy of a newspaper's headlines, but nice to know.

This marketing budget allows our department to use different media forms to educate, inform and collaborate with the public.

There is no "best practices" budget amount. The key is turning the budget you have into something more. While industry experts will tell you, "the more the better," our approach requires us to multiply the investment through the marketing decisions we make in an effort to multiply the outcome.

Results: Informed Community

- Improved community engagement with BPD
- Communication presence in most current platforms
- Broader sharing of information and knowledge base of our department by the community

Biennium Costs:

2017-2018	$5,000.00 marketing budget
2019-2020	$10,000.00 marketing budget
2021-2022	$10,000.00 marketing budget

Timeline:

- Public Information Officer monitors and facilitates opportunities for Outreach within budget authority.

Project Description: Neighborhood Police Officer (NPO) Training Budget.

Desired Outcome: Improved neighborhood engagement and policing with budgetary control and predictability by establishing dedicated NPO training budget.

Neighborhood Police Officers play a key role in facilitating community problem solving. Specialized training is available to assist our NPOs in collaborative problem solving and outreach, but a dedicated training budget does not exist to support these efforts. While many training opportunities have a free tuition, like several offered through the Federal Law Enforcement Training Center in Glynco, Georgia, travel and meal expenses are not covered.

This dedicated budget will be used to promote training for our NPOs.

Results: Quality Customer Service through Collaborative Problem Solving

- Maintaining awareness to new techniques increases value of these positions.
- Remaining updated on platform level training is essential to mission (i.e. CPTED).
- Allows constant evaluation of successful techniques utilized in other communities.

Biennium Costs:

2017-2018	$5,000.00 Training
2019-2020	$5,000.00 Training
2021-2022	$5,000.00 Training

Timeline: Outreach Division Lieutenant will monitor and apply for training opportunities yearly as needed.

Project Description: Maintaining/Developing Professional Partnerships.

Desired Outcome: Maintaining proactive and professional relationships with other law enforcement and non-governmental organizations.

Bellingham Police Department's organizational philosophy continues to be founded upon community policing. As such, one of the three "pillars" of community policing is the creation and maintenance of professional partnerships through which problem solving can occur.

Members of the Bellingham Police Department engage in a variety of outreach endeavors to facilitate such professional partnerships in an effort to not only engage in collaborative problem solving, but to also promote productive working relationships.

The purpose of this objective is to identify and highlight the many professional partnerships in which Bellingham Police personnel engage. Timelines and funding implications will vary depending upon the particular partners, but at this time no additional funding is required.

Results: Resource and Force Multiplier

Projected Costs: May vary depending upon particular partnership.

Timeline: Command Staff will monitor opportunities for professional partnerships and outreach and facilitate as necessary.

Project Description: Citizen Participation on Panels and Boards

Desired Outcome: Improved public communication, engagement, transparency and trust by fostering citizen participation on panels and boards.

Transparency in operations and citizen/police interactions is critical to the building of trust between a community and their police. Many police departments rely upon programs that are either intermittent in nature or lack the ability to build open and honest relations between citizens and their police officers.

The Bellingham Police Department believes that to build honest and open relationships with their community requires the inclusion of citizens and community leaders in a variety of formats. These include established agency policy and culture workgroups, decision making panels or committees on promotion/ personnel development, and advisory groups who provide the department with community perspectives on issues of national and local concern.

Results: Increase in Community Engagement

Biennium Costs:

2017-2018	$2,500.00 training
2019-2020	$2,500.00 training
2021-2022	$2,500.00 training

Timeline: The Chief of Police and Outreach Lieutenant will monitor opportunities for community training and facilitate as needed.

Project Description: Add two Neighborhood Police Officers (NPO).

Desired Outcome: Expanded and enhanced neighborhood engagement and policing by adding two Neighborhood Police Officers.

The current two Neighborhood Police Officers have worked hard to demonstrate the full potential of having dedicated personnel who focus on community partnerships and problem solving. While all of our employees are fully committed to problem-solving efforts, those efforts are frequently hampered by the need to handle routine calls for service. NPOs have the ability to devote extended periods of time on special projects which allow for an enhanced and comprehensive approach in helping our community solve problems.

These problem solving efforts have an overall positive impact of not only eliminating or mitigating the problem, but also relieving emergency services personnel from returning to the same issues over and over again. These are issues that affect the quality of life in all of our neighborhoods.

NPOs provide an interdisciplinary approach by coordinating efforts among other City departments like Public Works and Parks.

The ultimate goal includes assigning an NPO for each Patrol area in an effort to provide full time problem solving and coordination throughout the City of Bellingham.

Results: Increased Community Service & Collaborative Problem Solving

- Improved availability of NPO's to specific areas of Bellingham.
- Increased opportunities to achieve solutions to large scale community issues.

The following Costs are not currently budgeted:

2 FTE Positions	$220,000.00
2 Police Vehicles	$ 90,000.00.

Timeline: Not established at this time.

Project Description: Behavioral Health Officer

Desired Outcome: Ensuring the best services are provided to vulnerable populations by providing a liaison and problem-solving approach with appropriate social service agencies.

Many 911 calls have a mental health/substance abuse component. Because of the lack of dedicated follow-up, these particular incidents may result in repeated calls for help by the individual, the individual's family, or simply by a concerned citizen who is witnessing the crisis. The goal of this proposal is to provide appropriate care to persons in crisis while reducing repeat calls for service. This is done by taking a proactive approach to mental health issues and substance abuse in the City of Bellingham.

In an effort to enhance our response, this proposal asks for one additional police FTE.

Our plan pairs one commissioned police officer position to our current Crisis Prevention & Intervention Team (CPIT) law enforcement liaison to create a Behavioral Health Response Team (BHRT). This team would be responsible for proactive follow-up with those individuals who are showing signs of mental illness/substance abuse and are identified as having multiple or high risk contacts with police.

Potential contacts, and subsequent follow-ups, would be determined by the BHRT officer after reviewing police reports or from referrals through other patrol officers/organizations - such as the Community Paramedic. The Behavioral Health Response Team would then contact and work with those individuals in an effort to asses and make connections with appropriate resources within our community.

Results: Enhanced Service and Future Reduction in Calls for Service & Incarceration

The following Costs are not currently budgeted:

1 FTE	$110,000.00 upon implementation
1 Vehicle	$ 45,000.00 upon implementation

Timeline: Not established at this time.

Strategic Commitment: Valued, Quality Personnel

Promote high level of employee participation, satisfaction, recognition and results, while demonstrating fiscal accountability. Recruit, properly train, and retain professional and ethical employees/leaders, while promoting employee empowerment.

Project Description: Strategic budget plan for additional training

Desired Outcome: Embedded culture of continuous learning and improvement and improved succession planning by establishing strategic budget plan for training.

Developing a strategic budget plan for training is necessary as a tool to prioritize current funding and addressing the needs for the request of additional funding. Unfortunately, during difficult budgetary times, many police organizations will eliminate training dollars in an effort to meet other critical needs of their organization. As a result, mandated training falls behind, organizations begin to stagnate in meeting industry best-practices and liability risks increase.

Thankfully, our department continues to make training a priority, averaging at least 120 hours of in-service training per commissioned officer. Our training commitment allows us to not only meet and exceed Washington State's mandated training hours, but also allows us to maintain the rigorous training standards required to retain accreditation through the Washington Association of Sheriffs and Police Chiefs (WASPC).

Strategic budget planning for training also looks ahead at unfunded opportunities that can keep our organization in the forefront of meeting newly emerging industry best practices. Our embedded culture of continuous learning and improvement also includes our desire to maintain our regional leadership role in setting best practice standards. Advanced training in Crisis Intervention, De-escalation, continued Fair and Impartial Policing and Crime Scene Forensics are just a few examples of training that is currently desired, but unfunded.

Results: Quality and Professional Public Service

Biennium Costs: Depends on initiative or training program.

Timeline:

- Training Sergeant (and entire Training Staff) routinely researches and facilitates training opportunities for review by Command Staff.

Project Description: Stand-alone budget for Hiring, Testing and Promotion of Personnel

Desired Outcome: Assurance of acquiring and advancing only high quality people in highly competitive market with stand-alone budget for hiring, promotion, testing of personnel.

Adequate funding is necessary to maintain the high integrity of our selection and promotion of law enforcement personnel. This not only includes facilitating the required pre-employment tests (psychological, medical and polygraph 139-07 WAC), but also confirming previous work experiences through a thorough background investigation. Similar funding is needed to attract qualified candidates, as this applicant pool continues to diminish which results in many agencies competing for the same resources.

Developing defensible promotional processes also takes much effort and time to ensure we are testing and evaluating the right skillsets for each position. This is accomplished internally, through Human Resources, and externally, through certain vendors that specialize in facilitating assessment centers/properly training assessors.

Our stand-alone budget for these processes helps us to continue selecting and promoting personnel who fit the service-oriented culture of our organization.

Results: Quality and Professional Public Service

- Ensures agency is following all applicable laws and best practices.
- Invests in the future of the police department.

Biennium Costs:

2017-2018	$40,000.00
2019-2020	$40,000.00
2021-2022	$40,000.00

Timeline:

- Office of Professional Responsibility Lieutenant works with City of Bellingham Human Resources to ensure compliance with all COB and Police Department Policies and Civil Service Rules in facilitating all hiring and promotional processes.
- Accreditation Manager ensures compliance with appropriate WASPC Accreditation Standards that relate to the hiring and promotion of personnel.

Project Description: Meeting Annexation Demands.

Desired Outcome: Avoid dilution of resources and ability to provide effective policing by matching annexation demands with appropriate additional personnel.

To provide adequate response to service calls, and provide continued and effective organizational resources to areas that are being considered in annexation plans, having agency representatives "at the table" will ensure public safety interests are met. The purpose of this "ongoing" objective is to acknowledge the Police Department's collaborative work, with other COB departments, in the future planning of our community.

Results: Faster Response Times and Increased Neighborhood Patrols

Funding Information: Dependent upon annexation project. Specific plans have been developed regarding current pending annexations and are available upon request.

Timeline:

- Appointed Lieutenant participates in regular scheduled meetings with City Annexation Team to represent the anticipated public safety needs for future annexations.

Project Description: Evidence Officer and Crime Scene Investigator (CSI) Reorganization.

Desired Outcome: Ensure critical evidence processing needs are accomplished by providing dedicated support and processing oversight.

The reorganization of the CSI Unit results in a unit that is removed from primarily "patrol-response" to calls for service to a supportive role assisting with crime scene investigation and evidence processing. This unit will fall under the Investigations Division with personnel supervised by the Evidence and Identification Sergeant. This will allow for a more independent unit that can specifically focus on the processing of crime scenes and development of evidence for complete criminal investigations, along with better training of all Evidence and Identification officers and Crime Scene Investigators.

This reorganization plan will allow:

- Role clarity, as the current nature of the work is more administrative and technical in duties.
- Focused time and effort for the care and custody of items impounded for proper processing of evidence for court.
- Dedicated time for training of the CSI Field Investigators in evidentiary imaging, digital photography, evidence handling and crime scene investigations.
- Processing current backlog of DNA processing and fingerprint analysis.
- Evidence Officers and CSIs (who were frequently absent from the field to facilitate analysis work) are removed from patrol field responses and those positions are replaced by full-time field response officers.

The reorganization plan timeline begins in 2018 and is completed in 2020. The reorganization utilizes the "two new officer FTE per year" legacy of the Mayor and places the positions in direct services to the public as requested.

Results: Increased Accountability and Convictions

Timeline:

- 2018: Two Evidence Officers removed from Patrol– 4/10s schedule (Sunday through Wednesday, Wednesday through Saturday)
- 2019: Two CSIs removed from Patrol – day coverage on the Patrol 10/40 schedule
- 2020: Two CSIs removed from Patrol – night coverage on the Patrol 10/40 schedule

Project Description: Training Records Software

Desired Outcome: Ensure transparency and accountability through a training records platform that maintains essential training records for all employees.

Maintaining training records, for all employees, is crucial in limiting organizational liability because if you cannot provide documentation that the training occurred, you cannot prove it happened. Currently, our training records reside on several different platforms, to include printed copies of certain training records. Our desire is to incorporate all records into an electronic database. This will promote efficiency, effectiveness and ultimately - accountability.

Results: Increased Accountability

- Track training more efficiently.
- Provides test online (through the program).
- Track equipment issues.

Biennium Costs:

2017-2018	$8,000.00 set-up and maintenance
2019-2020	$11,000.00 maintenance
2021-2022	$11,000.00 maintenance

Timeline:

- Office of Professional Responsibility Lieutenant ensures that Training Records and Equipment issues are recorded yearly.
- Accreditation Manager monitors yearly training activity to ensure compliance with mandated yearly in-service (Washington State Criminal Justice Training Commission) and associated Accreditation Standards for training per the current Washington Association of Sheriffs and Police Chiefs Accreditation Program.

Project Description: Criminal Intelligence Unit Training Budget.

Desired Outcome: Maintained education and professional training to enhance employee knowledge on current and best practices for intelligence and crime analysis.

Maintaining identified standards, education and professional training, when it concerns crime analysis, is mandatory in our effort to ensure organizational transparency and compliance with all State and Federal laws. As a result, we have identified training opportunities for members of our Crime Intelligence Unit (CIU).

Training for our commissioned CIU Detective includes investigations concerning basic intelligence gathering and threat assessments. Our civilian Crime Analyst includes certification through the International Association of Law Enforcement Intelligence Analysts (IALEIA) and continuing education through the Foundation of Intelligence Analysis Training (FIAT).

While there is no Washington State standards for crime analysis, industry best-practices follow IALEIA's Law Enforcement Analytic Standards, which are twenty-four recommended standards in this field. Through several levels of certification, which include a minimum of thirty hours of in-service training every three years, we can show that we are meeting the defined best-practices in this field.

Results: Enhanced Crime Reduction Programs & Decreases in Crime Rates

- Enhances cases for prosecution.
- Supports organizational transparency.
- "Best practices" in the Criminal Intelligence field.

Biennium costs:

2017-2018	$ 6,000.00 Training
2019-2020	$12,000.00 Training
2021-2022	$12,000.00 Training

Timeline:

- Investigations Lieutenant monitors training opportunities and ensures application and attendance for appropriate personnel.

Project Description: Dedicated Civil Disturbance Unit (to include Budget)

Desired Outcome: Organization has the capability to safely mitigate large protests and/or mass arrests.

Successful mitigation of a large protest, or mass arrest, begins long before the event takes place. For events that are planned, our organization reaches out to event organizers (if identified) and begins a conversation of how we can help them to plan a safe event for participants and those outside of the event. In the majority of cases, this collaboration results in a successful event.

Sometimes, event organizers are not open to collaboration with law enforcement and choose to engage in a type of direct action where civil disobedience is anticipated and arrests are expected. To this end, we have created a Civil Disturbance Unit that is trained to safely process these events.

These events are considered "low frequency - high risk" and are usually very visible with high-liability. As such, they are processed in a controlled fashion for the safety of participants and officers. Successful processing requires on-going training to ensure that best-practices are followed. Our trainers are certified through the Federal Law Enforcement Training Center and members of our CDU attend training several times a year.

Results: Increasing the Protection of the Rights of our Community Members

- Employees receive ongoing training in best practices.
- Development of Team Leads for succession planning.

Biennium Costs:

2017-2018	$10,000.00 Training
2019-2020	$20,000.00 Training
2021-2022	$20,000.00 Training

Timeline:

- 2017-2018: CDU Commander and Team Leads conduct team trainings and development while ensuring back fills for staffing.
- 2019-2020: CDU Commander and Team Leads develop regional training opportunity with other partners.
- 2021-2022: CDU Commander and Team Leads continue to evaluate needs for training and succession planning.

Project Description: Established Policies & Procedures Manual for What-Comm Communications Center

Desired Outcome: Enhanced, high dispatch professionalism and performance through the establishment/updating of policies/procedures for What-Comm.

The What-Comm Communications Center is governed by the Bellingham Police Department Policies and Procedures, but has very few written policies and procedures that are specific to the Center. The "standard operating procedures" (SOP) that do exist are not regularly reviewed or updated. Comprehensive policies and procedures are an industry standard and "best practice" includes having a centralized location for all dispatching staff to access for policies and procedures.

It is also a best practice to have a system in place for regular review and updates as needed. A comprehensive policy manual will provide guidance and direction for dispatchers. They will also help ensure consistency and give our new supervisors a common set of expectations and best practices. Ultimately, a good set of policies and procedures will help ensure that our dispatchers provide the highest level of service to our community and our user agencies.

Results: Decreased Liability

- Comprehensive and consistent policies and procedures manual.
- Systematic review process by employees for content and management for updates.

Projected Costs: Our IT staff have housed our current SOP's on SharePoint and we will begin working on a comprehensive manual which will reside on this platform.

Timeline:

- 2017-2018: What-Comm Deputy Director reviews and consolidates existing What-Comm SOPs, identifies gaps and develops appropriate content.
- 2019-2020: What-Comm Deputy Director continues policies development and facilitates regular review/updates.
- 2021-2022: What-Comm Deputy Director continues policies development and facilitates regular review/updates.

Project Description: Employee Health

Desired Outcome: Creating programs that help to facilitate positive employee health.

The Bellingham Futures Group (group of internal/external organizational stakeholders), while reviewing the current strategic plan, suggested adding this objective to recognize the organizational efforts being made to promote employee health. This objective should always be considered when investigating or promoting any initiative to ensure that the health and safety of our personnel is forefront.

Current initiatives to promote employee health include:

- As an accredited agency through the Washington Association of Sheriffs and Police Chiefs, industry standards for safety/training/health/welfare are currently met (and in many cases exceeded) and compliance to those standards is affirmed through onsite inspection.
- Updated policies, procedures and equipment concerning biohazards and the mitigation of exposure to bloodborne and other pathogens. These policies and procedures are in concert with COB policies/procedures.
- Participation in COB health/welfare and safety committees.
- Regular in-service training on all equipment issued to employees.
- Ensuring that issued equipment meets all safety standards and expiration standards.
- Maintaining employee "peer support" group which is trained to RCW standards to ensure that all confidentiality requirements are met.
- Chaplaincy policy/procedures ready if program is reinstituted (past chaplain retired from service).
- Provide on-site access to fitness equipment/gym.

Results: Quality Customer Service and Retention of Quality Personnel

Projected Costs: Currently budgeted or to be budgeted based on initiative or need.

Timeline:

- Accreditation Manager ensures compliance with all health-related standards through auditing organizational practices and working with Policy Administrator on organizational policies.
- Deputy Chief of Services ensures up-to-date designee on COB Safety Committee.
- Training Sergeant ensures assigned equipment is up-to-date (to include adherence to safety vests programs).
- Chief of Police ensures organizational peer support team members maintain training requirements as needed.

Project Description: Employee Career Development

Desired Outcome: Providing personnel with educational opportunities for personal and career growth.

In any business, succession planning entails developing internal people with the potential to fill key positions in the organization. This is not just focused on "leadership," but on all positions that require an enhanced skill-set. Successful employee career development increases the availability of experienced and capable personnel that are prepared to assume these roles as they become available.

Current initiatives to promote employee career development:

- Mandated career level certification for supervisory staff.
- Provide "temporary" assignments which allow employees to experience certain positions for potential future promotion.
- Annual employee evaluations to document and identify individual's career strengths, potential career level paths and documented improvement if needed.
- Providing skill-specific training opportunities to those with identified career paths.

Results: Retain and Advance Quality Personnel

- Preparedness for employee participation in competitive processes.
- Ensuring succession planning.

Biennium Costs: Currently budgeted or to be budgeted based on initiative or need.

Timeline:

- Accreditation Manager ensures compliance with career level certifications by monitoring and assisting applicants with certification submissions.
- Division Lieutenants monitor Temporary Positions and anticipated Employee Retirements to ensure planning for replacements.
- Supervisory Personnel ensure annual employee evaluations are completed and reflect potential supervisory/career tract goals and training opportunities.

Project Description: Return of Second Records Bureau Support Services Supervisor

Desired Outcome: Maintain acceptable span of control by adding an additional Records Supervisor position.

Currently there is one supervisor and fourteen support staff in the records bureau. Span of control is usually one supervisor for no more than eight individuals. While one individual can supervise fourteen by way of response to complaints or issues that arise, they are not able to have much proactive time to develop a program or mentor employees.

Our records bureau is open 24/7 to serve the critical functions of report processing, warrant and order confirmation, weapons background/concealed licensing processing, public disclosure requests and emergent research for patrol personnel, just to name a few. As a result, we have almost doubled our supervisors responsibility, along with collateral duties assigned. A second supervisor would give the opportunity to have someone working the later part of the day and interact with staff working the graveyard shift. Two supervisors would be able to mentor employees and move the bureau forward.

Results: Quality Customer Service and Employee Oversite

- Around the clock supervision.
- Facilitation of more supervisory projects.
- Enhanced mentoring opportunities.

The following Costs are not currently budgeted:

1 FTE	$79,000 upon implementation

Timeline:

- There is no established timeline for this project.

Project Description: Reclassification of Police Support Services Specialist in the Evidence Identification Unit to Police Evidence-Property and Identification Technician.

Desired Outcome: Ensure education and skill-set match the needs for those who have a critical role in maintaining and processing property and evidence.

The work that the current Bellingham Police Support Services Specialist perform compared to comparable sized police departments is more in line with an Evidence-Property and Identification Technician. An analysis of tasks performed supports this concept. Some of the job tasks are not in the Police Support Service Specialist classification. The training and skill set for a Police Evidence-Property Identification Technician calls for a higher education, training and skill set than what is in the current job classification. The current employees perform a job which is consistent with Police Evidence-Property Identification Technician but are not identified or compensated accordingly. There is a distinct difference in an Evidence-Property Technician and a support (records) specialist. To attract and maintain a professional work group the current position should be reclassified to accurately reflect the work these employees do.

Results: Quality Customer Service

- Employee job satisfaction, higher education and skillset.
- Relieves Crime Scene Investigators of some duties which will increase unit efficiency.

The following Costs are not currently budgeted:

Reclassification of Position	$22,000 upon implementation per position

Timeline: Not established at this time.

Strategic Commitment: Collaborative Planning and Continuous Improvement

Collaborative planning and engagement with stakeholders for continuous improvement and the future needs of our organization.

Project Description: Adequate Funding & Equipment for Patrol and Additional Personnel

Desired Outcome: Ensure adequate capacity to protect public by adding needed patrol personnel and ensuring adequacy of equipment.

In partnership with the "two new officers per year" commitment that the City has pledged to better-support the citizens, businesses and police department and to address increasing demands for specialized police services and community concerns, the complete version of this document provides information on how to efficiently maximize the agency and community impact of those new officers. A comprehensive document specifies where each additional position would be placed to provide front-line services to our community. A summation is listed below in our timeline.

Results: Faster Response Times and Increased Neighborhood Patrols

Biennium Costs for each position pending budgeting.

Timeline:

- 2017-2018: $ 200,000 for two new full time employee positions in 2018 to "replace" Evidence/ID officers leaving patrol. $ 66,000 for one new patrol vehicle in 2018.
- 2019-2020: $ 415,000 for four new full time employee positions (two in 2019, two in 2020) to "replace" Crime Scene Investigators leaving patrol. $ 138,000 for two new patrol vehicles (one in 2019, one in 2020).
- 2021-2022: $ 450,000 for four new full time employee positions (two in 2021, two in 2022) to "replace" K9 officer need in 2021, and to build staffing levels for patrol in 2022. $ 280,000 for two new patrol vehicles, two new K9 vehicles (three vehicles in 2021, one vehicle in 2022).

Project Description: Cell Phone Enhancement

Desired Outcome: Ensure personnel are equipped with updated mobile technology from which many essential law enforcement platforms utilize.

Cell phones have become an integral tool for patrol and detectives alike. They provide more than instant, shared communication. Cell phones now enable officers to view photos ensuring they have the correct suspect; Photographing evidence from a crime scene; Documenting injuries from an assault; Recording a message from a victim's voicemail; Researching out in the field; Communicating silently with other officers out in the field so suspects are unaware of their presence; Crime analysis can instantly provide critical information to all of patrol on high impact incidents; Officers are able to call citizens while on patrol rather than having to come back into the station.

Cell phones greatly enhance the officer's ability to perform their day to day job. They also have become a very important tool when performing high risk encounters ensuring higher level of safety for citizens and officers.

Results: Officers Remain in the Field and Faster Response Times

- Provides updated technology to assist the public.
- Have a system in place for implementation of FirstNet.

Biennium costs:

2017-2018	$100,000.00 Enhancements
2019-2020	$200,000.00 Enhancements
2021-2022	$200,000.00 Enhancements

Timeline:

- Records Manager ensures, through IT, that cell phones are issued to appropriate personnel as needed.
- Records Manager ensures that all authorization forms are completed and on file with each employee issued cell phone technology and that organizational policy is up-to-date.

Project Description: Records Management System Review

Desired Outcome: Ensure police reporting records are secure, maintained appropriately and integrated across the City through interface and software improvements.

Our records management system (RMS) "Longarm" was created for and by the Bellingham Police Department in 1991 in association with a business called Compuwork. It was built on Microsoft Visual Basic 6.0 and it needs to be moved over to Visual Basic.Net platform. Visual Basic 6.0 is outdated, very difficult and costly to update.

Additionally, the current platform does not allow us to add additional pieces of information to some of our report templates because we have simply run out of room. This obstacle would be removed by updating the platform. By moving to Visual Basic.Net the query functionality would increase exponentially as would the ease and ability to make changes through the backend.

The other choice is to look at replacing our current system with a new RMS that could interface with our Computer Aided Dispatch (CAD) system. This RMS review would provide a determination whether to update our current system or purchase a new RMS.

Results: Decreased Liability and Compliance with State/Federal Laws

- Increase ability to customize.
- More robust query function.

Biennium Costs:

2017-2018	
2019-2020	$50,000.00 Assessment
2021-2022	To be determined

Timeline:

- Records Manager will facilitate assessment process and provide update for future planning.

Project Description: Additional K9s

Desired Outcome: Improved crime scene response and criminal apprehension by addition of another K9 team.

In partnership with the "two new officers per year" commitment that the City has pledged to better-support the citizens, businesses and police department and to address increasing demands for specialized police services and community concerns, this document provides information on how to efficiently maximize the agency and community impact of those new officers by the addition of two new K9 positions in 2021.

Our current full-time K9 Coordinator position currently fulfills three roles: K9 Coordinator, explosives-detection dog handler, and tracking/drug-detection dog handler. When the K9 Coordinator is fulfilling one role's duties, he is not fulfilling the other roles' duties. Similar to the aforementioned Evidence Officer and CSI inefficiencies, we have a 33/33/33 split of one officer doing three roles.

Our plan includes removing the dog handling responsibilities of the K9 Coordinator and placing both explosive-detection and tracking/drug-detection K9s with two newly appointed/trained handlers.

Results: Improved Crime Scene Response and Apprehension

- Tracking/drug-detection K9 support during all hours of the day.
- Explosives-detection support unhindered by inefficiencies of having multiple roles.

Biennium Costs:

2017-2018	
2019-2020	
2021-2022	$220,000.00 two FTEs for K9 Handler; $140,00 for two vehicles

Timeline:

- 2017-2018: No action
- 2019-2020: No action
- 2021-2022: Lieutenant who oversees K9 will facilitate selection process for new handlers.

Project Description: Evidence and Identification Media Support Position.

Desired Outcome: Capability to lawfully manage, provide organizational transparency and responsiveness to public records demands by adding evidence and ID media support position.

With the implementation of body worn cameras (BWC), public disclosure requests are frequently submitted by public and prosecutors/defense attorneys. This results in current personnel spending time responding to those requests. Currently, due to the redacting that needs to be done, processing these BWC requests takes approximately nine hours every week. As BWC deployments go up, so will the requests. As an example, the deployment of each additional camera will result in an additional two hours of processing time.

With this expanding technology, and increases in requests, a new Evidence and Identification Media Position is requested. This civilian position would alleviate commissioned personnel from spending the increasing hours processing disclosure requests. This additional position could also take over the deployment, repair, training and overview of the body worn camera program. This would include purchase, sending for repair and maintaining the system.

Results: Increased Organizational Transparency and Compliance with Laws

- Helps facilitate "best evidence" for apprehensions, prosecutions and convictions.
- Enhances overall unit efficiency.

Biennium Costs :

2017-2018	$78,000 for new FTE
2019-2020	$78,000 to maintain one FTE
2021-2022	$78,000 to maintain one FTE

Timeline:

- Investigations Lieutenant and Computing Specialist develop job classification and funding for 2018.
- Investigations Lieutenant assists Human Resources with selection, hiring and training of employee.

Project Description: Improvements to What-Comm Training Room

Desired Outcome: Ensure adequate office space for second IT position as well as office space for What-Comm Supervisors.

What-Comm has made use of all available space. With the addition of a 2nd IT position and shift supervisors, additional office space is needed. The only space available at What-Comm is the current training room. Creating two offices in the training room, and reorganizing the placement of other offices, will allow What-Comm to reorganize workable spaces at minimal costs.

Results: Safe, comfortable and productive working environment.

Biennium Costs:

2017-2018	$12,000.00 for project completion
2019-2020	
2021-2022	

Project Description: Additional Detectives for Property Crimes Unit

Desired Outcome: Improved response to and prevention of criminal activity by creating dedicated property crimes unit.

Property Crimes continue to be a problem in our community. For example, from 2012 to 2015 there was a 22% increase in Auto Thefts; a 2% increase in Bicycle Thefts; and a 9% increase in Vehicle Prowls.

In most cases these crimes can be tied directly to people who are seeking quick money for drugs. With the current case loads of detectives some cases cannot be investigated. A dedicated Property Crimes Unit could look at all types of property crimes. This unit could further coordinate resources with the currently established Neighborhood Anti-Crime (NACT) and the Special Investigations Units (SIU) to further collaborate associated crime trends.

Because of the need for such a unit, and due to no additional FTE funding for such a unit, recent internal changes in our Investigations Division have allowed us to transform two "temporary detective" positions to "permanent" status. This assignment included moving their focus primarily to the investigation of property crimes.

The purpose of this objective is to increase investigators in this unit.

Results: Increased Investigations and Offender Accountability

- Recovery of stolen property.
- Increased Community Service through increased apprehensions, prosecutions and convictions.
- Reduction of property crimes.

The following Costs are not currently budgeted:

1 FTE	$110,000 upon implementation

Timeline: Has not been established for additional personnel at this time.

Project Description: Two Additional Records Bureau Support Services Specialist.

Desired Outcome: Enhancing customer service and officer support by ensuring records/orders/warrants are processed in a timely manner and the organization is able to keep up with the current increasing workloads.

Bureau employees are finding it more and more difficult to meet the mandatory deadlines set by the Washington State Patrol and Federal Bureau of Investigation on bureau tasks. Gun purchase backgrounds have gone from seventy in one month to over 140. Concealed Pistol Licenses have increased by 40%. Warrants and no contact orders have also increased over the last several years. Public disclosure has been running about eight weeks out. It's not simply the volume of requests but the reports that are being requested are complex in their disclosure. The employee must read through and apply the RCW's to each report and make appropriate redactions. In 2017, there were over 7,000 public disclosure requests processed through the records bureau.

This is not including the customer service we provide at reception and in the bureau 24/7 to internal and external customers. We support 116 commissioned officers as well as limited commissioned and volunteers. We are committed to providing a high level, quality service to our citizens and officers. In order to continue with this service our strategic plan considers two additional Support Services Police Specialists.

Results: Increases in Quality Customer and Officer Services

- Complete required tasks by mandated deadlines.
- Meet increased demands with annexations.

The following Costs are not currently budgeted:

2 FTE	$134,000 upon implementation

Timeline: Not established at this time.

Project Description: Explore Funding for Police Facilities

Desired Outcome: Obtaining necessary funds to keep up with the facility logistical needs of the organization

The current building housing the Bellingham Police Department was built in 1992. Upon completion the facility had available workspace for 5 years of organizational growth. The facility is utilized well beyond its planned capacity.

During the intervening years continued growth in our department has resulted in a great deal of creativity in our use of space. Examples include, a converted supply closet has become an office; an equipment storage room has become a second report writing room for patrol officers; where work space for one used to occupy an area we have reconfigured it to hold two desks. In 2010 the F Building was converted to office space and we are now considering another remodel to add two offices for personnel displaced from the main building.

In addition to workspace, the department has implemented a number of statutorily required programs. Among these are the confiscation or depositing of firearms from domestic violence offenders to the department property room for safe keeping. Due to the design of our facility, the exchange (deposit/return) of these weapons occur in areas where department civilian staff as well as the general public are unnecessarily endangered.

Lastly, in addition to workspace limitations, the facility locker rooms and work-out areas are beyond capacity. Contractually the donning and doffing of uniforms and equipment is a mandatory subject of bargaining. As we continue to grow, especially in the uniform divisions of the department, our ability to accommodate storage space for uniforms and equipment is no longer viable.

The exploration of funding sources for the expansion of the existing facilities or the construction of a new 'public safety" complex may need to be considered.

Results: Safe Working Environment

Funding for this Project is not currently budgeted.

Timeline:

- Department Facilities Manager will continue to monitor logistical needs and provide input for yearly capital improvements as needed.

Strategic Commitment: Organizational Accountability and Fiscal Integrity

Promote constitutional policing by ensuring our organization is adhering to the highest standards and industry "best practices."

Project Description: Funding for Computer & Video Forensics Updated/Enhanced Equipment

Desired Outcome: Increased prosecutions and enhanced investigations through dedicated funding for updating and obtaining state-of-the-art forensics equipment.

To meet the increasing demands for technical analysis of computer and video systems, the Bellingham Police Department has gradually increased the number of dedicated personnel who receive the highly specialized training needed to accomplish this task. Currently we have three full-time analysts (two computer and one video). Between 2004 and 2015, our analyst have seen an increase caseload of 500%.

To provide the best evidence for the detectives and prosecutors office in criminal investigations the acquisition of updated and enhanced equipment needs to be completed to meet the demands.

Results: Increased Apprehensions and Convictions

- Increased ability for evidence processing with up-to-date equipment.
- Reduction in case backlogs.

Biennium Costs:

2017	$24,520.00
The following costs are currently unbudgeted:	
2018	$67,624.00
2019-2020	$25,000.00
2021-2022	Nothing scheduled.

Timeline:

- Investigations Lieutenant and Evidence/ID Sergeant develop budget requests for new equipment.
- Chief of Police promotes budget requests during biennium budget processes.

Project Description: Administrative Professional Development Fund & Training Plan

Desired Outcome: Ensure high quality leadership and culture of continuous learning, professional development, and improvement by establishing administrative professional development fund.

Commissioned "command-staff" of the Bellingham Police Department are required to successfully achieve career-level certification, through the Washington State Criminal Justice Training Commission, along with the required yearly twenty-four hours of continuous training (WAC 139-05-300 & RCW 43.101.095).

Beyond State-mandated training includes opportunities for extended professional development training to include:

- FBI National Academy
- Northwestern University School of Police Staff and Command
- Southern Police Institute

This objective creates a plan and a dedicated funding source to achieve these training requirements.

Results: Professional Leadership

- Succession Planning

Biennium Costs:

2017-2018	$20,000.00
2019-2020	$20,000.00
2021-2022	$20,000.00

Timeline:

- Chief and Deputy Chiefs monitor advanced training opportunities for Command Staff.
- Accreditation Manager ensures compliance with Career Level Certifications and helps facilitate the processing of applications.

Project Description: Evidence Storage Facility

Desired Outcome: Consolidate several evidence storage units into one thereby creating a cost-effective and secure location for the proper and secure storage of property/evidence.

The police department is required to store all sorts of property that is evidence of a crime awaiting adjudication and/or potential court disposition challenges, or simply safe-keeping until the rightful owner(s) can be identified and contacted. As such, the property must be held in storage locations that are secure and monitored for illegal entry, fire and potential damages (water, pests and extreme temperatures).

Due to space limitations, some evidence/property is stored off site at three separate buildings that are rented at a cost of $79,524.15 per year. This objective seeks to consolidate those buildings into one by constructing an appropriately sized building.

An additional benefit may be the ability to store police special assignment vehicles (Mobile Precinct or Rescue Vehicle) at the same location.

Results: Evidence Accountability and Cost Savings

Biennium Costs:

2017-2018	$140,000.00
2019-2020	$140,000.00
2021-2022	$140,000.00

Timeline:

- 2018 - Consolidation committee identifies consolidated locations, makes appropriate selections and prepares site for occupancy in 2019.
- 2019 - Consolidated location in use.

Project Description: What-Comm facility replacement/Improvements. The project involves the construction of a new Communications Center capable meeting expanding needs.

Desired Outcome: Meeting the expanding needs of What-Comm by construction of a new Public Safety Answering Point (PSAP) and Dispatching Center.

What-Comm is currently housed in a converted fire station. The structure was built in the 1950's and renovated to house What-Comm in 1990. What-Comm has made use of all available space.

With the addition of support personnel and supervisory staff, there is no further room for expansion. A new facility is needed.

Results: Resilient and Secure Dispatching Center

- Continued delivery of excellent public safety service from our 911 Center by providing a facility that allows for growth as our community grows.
- Provide room for additional workstations.
- Provide modern, ergonomic workstations.
- Improve employee satisfaction through an improved working environment.

Costs are not currently budgeted:

What-Comm is governed by a Board of Directors that is currently reviewing proposals and potential budgeting plans for this objective. 3.5M has been added to the What-Comm budget for this project.

Timeline:

- 2017-2018: What-Comm Deputy Director receives direction from What-Comm Administrative Board. Feasibility study completed on potential co-location with Prospect Dispatching Center.
- 2019-2020: What-Comm Deputy Director receives approval and budgeting authority to:
    - Select Builder.
    - Begin Construction.
- 2021-2022: What-Comm Deputy Director facilitates move to new facility.

Project Description: Bias-Free Policing

Desired Outcome: Developed policies and practices to ensure our organization provides law enforcement services and enforcement of the law equally, fairly and without discrimination toward any individual or group.

Our department is committed to ensuring that our personnel perform their duties bias-free. Every department member received 8 hours of training on fair and impartial policing in 2016. Recognizing that we all have biases is the first step to working through them.

Each member of this department will be required to complete an approved refresher training course every five years, or sooner if deemed necessary, in order to keep current with changing community trends.

Results: Increased Community Partnerships & Public Trust

Biennium Costs:

2017-2018	
2019-2020	$20,000.00 Training
2021-2022	

Timeline: Department's Outreach Coordinator identifies appropriate refresher training every five years and ensures training is facilitated department-wide. Time period may be less than five years if timely training is discovered and funding is available.

Project Description: Reinstate Police Corporal Position

Desired Outcome: Ensure Operational Oversight by providing an additional level of support/supervision certified through the Washington State Criminal Justice Training Commission.

In 2017, through negotiations with the Bellingham Police Guild, the "Master Police Officer" position was eliminated and the "Police Corporal" position was reinstated - a position that was eliminated in the early 1980's. The purpose of this reinstatement is to help limit organizational liability by creating a position that can be trained and certified by the Washington State Criminal Justice Commission as "First Level Supervisors."

This also additional advancement opportunities for Police Guild members.

Results: Decreased Organizational Liability

- Additional first-level supervisory position for operational oversight.
- Credentialed individual who can assume operational command.
- Provides relevant and contemporary experience, training and accountability.

Biennium Costs:

2017-2018	$30,000.00 Positions compensation
2019-2020	$60,000.00 Positions compensation
2021-2022	$60,000.00 Positions compensation

Timeline:

- 2017-2018: Monitored by Patrol Commander. Police Corporal position in place in 2018, six actively working. All Corporals are scheduled to complete or have already completed State certification courses and internal requirements for certification.
- 2019-2020: Patrol Commander continued monitoring scope of position; two more positions if fiscally feasible.
- 2021-2022: Patrol Commander continued monitoring scope of position; two more positions if fiscally feasible and not already added in 2019-2020 biennium budget.

Project Description: Maintain WASPC Accreditation

Desired Outcome: Demonstrate operational and fiscal integrity and accountability by meeting/exceeding industry "best practices" through organizational accreditation

Like many professional organizations, law enforcement agencies have the opportunity to demonstrate their level of commitment in reaching recognized "industry best practices and standards." Best practices and standards for policing are defined by accreditation organizations which can be national, like CALEA (Commission on Accreditation for Law Enforcement), or regional, like WASPC (Washington Association of Sheriffs and Police Chiefs). The Bellingham Police Department was awarded accreditation through WASPC in 2016.

The purpose of law enforcement agency accreditation is to professionalize the law enforcement industry by providing a review process for agencies to be certified as operating under industry best practices and standards. WASPC has 133 standards which Bellingham Police meets/exceeds.

The Bellingham Police Department is due for reaccreditation in 2020.

Results: Professional Law Enforcement Agency

Biennium Costs:

2017-2018	0
2019-2020	$500.00 Accreditation review fee and Accreditation Day Expenses
2021-2022	0

Timeline:

- 2017-2018: Accreditation Manager ensures that files are updated with specific attention to the eight standards that require yearly proofs of compliance. Accreditation Manager consistently works with Policy Administrator to ensure policies remain compliant with standards.
- 2019-2020: Accreditation Manager builds files to reflect recent events for proofs of compliance. Accreditation Manager applies for re-accreditation and works to facilitate mock and on-site accreditation events. Organization becomes accredited for four more years.
- 2021-2022: Accreditation Manager ensures that files are updated with specific attention to the eight standards that require yearly proofs of compliance. Accreditation Manager consistently works with Policy Administrator to ensure policies remain compliant with standards.

Strategic Commitment: Valued, Quality Personnel	2017	2018	2019	2020	2021	2022
Strategic Budget Plan for Training						
Stand-Alone Budget for Hiring, Testing and Promotion of Personnel	$40K		$40K		$40K	
Meeting Annexation Demands						
Evidence Officer and Crime Scene Investigator Reorganization						
Training Records Software	$8K		$11K		$11K	
Criminal Intelligence Unit Training Budget	$6K		$12K		$12K	
Dedicated Civil Disturbance Unit Budget	$10K		$20K		$20K	
Established Policies and Procedures Manual for What-Comm Center						
Employee Health						
Employee Career Development						
Return of Second Records Supervisor	$79K Upon Implementation - no timeline established					
Reclassification of Police Support Services Specialist for Evidence/ID	$22K Upon Implementation - no timeline established					
Biennium Totals	$64K		$83K		$83K	

Strategic Commitment: Collaborative Planning & Improvement	2017	2018	2019	2020	2021	2022
Adequate Funding & Equipment for Patrol and Additional Personnel	$266K		$553K		$730K	
Cell Phone Enhancements	$100K		$200K		$200K	
Records Management System Review			$50K			
Additional K9s					$360K	
Evidence/ID Media Support Position	$78K		$78K		$78K	
Improvements to What-Comm Training Room	$12K					
Additional Detectives for Property Crimes Unit	$110K Upon Implementation - no timeline established					
Two Additional Records Bureau Support Services Specialists	$134K Upon Implementation - no timeline established					
Explore Funding for Police Facilities						
Biennium Totals	$456K		$881K		$1.3M	

Strategic Commitment: Organizational Accountability	2017	2018	2019	2020	2021	2022
Funding for Computer Forensics	$24.5K		$92.6K			
Administrative Professional Development Training Fund	$20K		$20K		$20K	
Evidence Storage Facility	$140K		$140K		$140K	
What-Comm Facility Replacement/Improvements						
Bias-Free Policing			$20K			
Reinstate Police Corporal	$30K		$60K		$60K	
Maintain WASPC Accreditation			$500			
Biennium Totals	$214.5K		$331.1K		$220K	

Strategic Commitment: Safety First	2017	2018	2019	2020	2021	2022
What-Comm Next Generation (NG) 911 Upgrades						
Force Options Equipment Replacements	$48K		$70.1K		$61.4K	
Emergency Vehicle Operations Course (EVOC) Track	$56K		$17K		$17K	
Radio Communications Plan	$20K		$20K		$20K	
Body-Worn Camera Replacement	$10K		$10K		$120K	
Instructor Cadre	$16K		$16K		$16K	
Facility Security						
Biennium Totals	$150K		$133.1K		$234.4	

Strategic Commitment: Public Interests & Priorities	2017	2018	2019	2020	2021	2022
Homeless Outreach						
Immigration Issues	$4.5K		$1.5K		$1.5K	
City Center						
Public Trust and Confidence						
Senior Financial Fraud Unit	$155K Upon Implementation - no timeline established					
Additional ICAC Detectives	$155K Upon Implementation - no timeline established					
Biennium Totals	$4.5K		$1.5K		$1.5K	

Strategic Commitment: Community & Professional Partnerships	2017	2018	2019	2020	2021	2022
Volunteer Patrol Programs	$47.6K		$50K		$50K	
Established Marketing Budget for PIO	$5K		$10K		$10K	
Neighborhood Police Officer Training Budget	$5K		$5K		$5K	
Maintaining/Developing Professional Relationships						
Citizen Participation on Panels and Boards	$2.5K		$2.5K		$2.5K	
Add two Neighborhood Police Officers	$310K Upon Implementation - no timeline established					
Behavioral Health Officer	$155K Upon Implementation - no timeline established					
Biennium Totals	$60.1K		$67.5K		$67.5K	