

Sequim Police Department Five-Year Strategic Plan

2013 – 2017

April 17, 2013

Approved by the Sequim City Council September 23, 2013

INTRODUCTION

It is a pleasure to present the Sequim Police Department *Strategic Plan 2013-2017*. This plan has been developed by the members of the department with the review and concurrence of the City Manager. All staff and volunteers were given the opportunity to contribute to mapping our future. The plan has been created to support our community policing program. Goals and objectives have been carefully developed to further our efforts to engage the community, partner with other agencies, and provide a highly trained, professional, and skilled staff through community policing. We have identified key factors in planning for the future and to meet the challenges of tomorrow.

The public expects the Sequim Police Department to protect our citizens, ensure security, and preserve law and order while doing so in a lawful and professional manner with full respect for individual rights. In order to meet these expectations, we have developed a succinct and concise Five-Year Plan.

The police department and the City of Sequim have an unprecedented opportunity to construct a new civic center complex. As a result of the Public Safety Tax that passed in 2012, a new state-of-the-art police facility will be constructed on the existing city hall site adjoining a new City Hall center. Annually, some \$200,000 will be collected from this tax. Funds currently allocated for the rent of office space for the police department will be combined with the local option public safety sales tax to finance the construction. The opportunity for the citizens and police to see a new police facility occurs very seldom. It has been over 25 years since the Sequim Police Department occupied city owned property – never have they had a facility constructed for the express purposes of the police department. Within the next five years, this building should be built, placed into service and occupied by department members.

With the help of the department members, we have closely examined and developed our Vision, Mission, and Values. They support and compliment the City of Sequim Vision Statement, Mission Statement, and Organizational Values.

Annually, we will review and update the Strategic Plan. We will continuously measure progress and evaluate outcomes to insure goals are met. Like most plans, as time passes, changing circumstances result in changing plans. This strategic plan is a flexible document that will serve as a guide to our future.

I wish to express my most sincere appreciation to Mr. Steve Kernes, retired Clallam County Sheriff and Vice - President of Justice Systems Press for donating his very valuable time and expertise to the facilitation and development of this Strategic Plan. Finally, I offer my profound THANKS to the members and volunteers of the Sequim Police Department who participated in the development and very creation of this plan. Your input, suggestions, recommendations and wisdom have been included.

Bill Dickinson

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INTRODUCTION

While being called on to address a widening array of social problems, law enforcement is also being held to a heightened level of scrutiny and accountability. In today's world a police officer must ensure that his or her actions pass not only the test of legality, but they must also pass the more subjective tests of appropriateness and propriety. Citizens expect law enforcement personnel to act with professionalism and the Sequim Police Department (SPD) instills a sense of professionalism in their police officers.

This plan has been developed to be flexible so that members of the department can respond quickly to changing circumstances based upon emergencies, increased complexities of law enforcement, technological advances and changes, new judiciary decisions, new legislation, and community needs. The SPD is evolving to meet the changing needs of our community, while maintaining our commitment to excellence in the highest traditions of police service.

Over the past decade, Sequim has emerged as the center of commerce for the Olympic Peninsula. Large national chain stores have located in Sequim and as a result our population fluctuates due to the number of people who shop and attend major events. Sequim has become a destination attraction through its festivals and community activities. With these events – Lavender Festival, Irrigation Festival, Hot Air Balloon Festival, and Marathon – comes an increase in calls for service. The Sequim Police Department proudly provides protection and services during these events.

With the recent changes to marijuana laws in Washington State and the shifting of the National emphasis from Drug enforcement to terrorism, federal grant funds have become scarce. In the future more attention will be given to cyber-crimes. Mr. Robert Mueller, Federal Bureau of Investigation Director, predicts that cyber-crimes will overtake terrorism as the leading concern of America. With globalized crime and the rapid advancement of technology, SPD will focus on attending leading edge training, developing contemporary investigative methods, and acquiring high tech equipment to combat cyber-crime.

METHODOLOGY

The methodology used to gather suggestions and recommendations for the Five-Year Strategic Plan was through small group meetings and by consensus. Between five and nine people attended each of six focus group meetings at the Sequim Police Department resulting in a very high level of involvement by nearly all members. All attendees contributed to the creation of the Vision, Mission, Values, and Goals.

As input was received and following each meeting, the resulting draft plan was circulated to department members. As a result, the SPD has developed goals and objectives that can be reasonably obtained to meet future challenges.

ASSUMPTIONS AND CHANGE FACTORS

Assumptions - Basic assumptions have been made to assist with the focus and development of the *Five-Year Strategic Plan*. Assumptions include the following:

- The Population in the City of Sequim will see little growth during the foreseeable future.
- The Economy will be slow to rebound and city revenues will be flat. The SPD will manage with limited financial resources.
- The SPD will have a new police facility constructed through the use of the Public Safety Tax of 2012. Occupation is projected for 2015.
- WASPC Accreditation will be achievable in the year following the occupation of the new facility.
- Collaboration among the Olympic Peninsula law enforcement agencies will continue for efficiency, effectiveness and economy of scale.
- Property crimes will continue to be a major focus due to major chain stores locating in Sequim.
- The Washington State Criminal Justice Training Commission will continue to charge for basic training of police officers.
- The Lexipol Policy and Procedures Manual system will continue to be used.

Change Factors - Factors that could change the goals, objectives, and activities of the SPD could include the following:

- Court decisions at State and Federal levels will result in unforeseen and immediate changes to practices and policies.
- Significant change to city revenues could increase or decrease the SPD budget, thus affecting this plan.
- No annexation of property is planned; however if it does, a result would likely increase the service area and work load of the department.
- A major population increase or decrease within city limits could impact the department.
- New major businesses locating in Sequim could affect revenues, population and calls for service.

VISION, MISSION AND VALUES SEQUIM POLICE DEPARTMENT

Mission

To partner with the community in preserving the peace and reducing the incidence of crime for everyone who lives, works, and visits in our city.

Vision

We will continually contribute to the safest possible environment by:

- Embracing technology and new equipment
- Seeking continual professional development
- Promoting community policing
- Partnering with all city services in a new facility
- Earning accreditation

Values

Professionalism – We will provide the highest quality service by applying our skills, knowledge, and abilities for the benefit of the community.

Respect – We are committed to fair and impartial service. We will ensure that everyone is treated with equality, respect, and compassion.

Integrity – We will maintain the highest standards of honesty and ethical conduct.

Dedication – We are committed to the relentless pursuit of justice.

Excellence – We lead by example and provide the highest level of service utilizing education, training, and technology.

GOALS

Realistic goals and objectives have been identified that will improve the quality of life for citizens and enhance agency efficiency and accountability. Each goal is attainable and will lead to the overall mission of the Sequim Police Department: *To partner with the community in preserving the peace and reducing the incidence of crime for everyone who lives, works, and visits our city.*

EQUIPMENT AND TECHNOLOGY

New technologies can offer police many useful methods for combating criminal activity, with such tools as global positioning systems (GPS) and advanced communications systems. Technologies such as body armor, patrol vehicle and less-lethal projectiles also improve the safety of both police and the public. In an increasingly high-tech world, more and more crimes involve technologies and police must be prepared for them.

Goal 1: Acquire and provide state-of-the-art equipment and technology to department members in order to conduct law enforcement activities and utilize technology and new practices for training.

Rationale: Technology does not simply creep forward, it flies. A concern for the SPD is that technology in which we invest grows outdated so fast that occasionally it is almost obsolete when it is installed and/or department members become skilled with its use. Therefore, the SPD will use dwindling resources to invest in technology that has a long shelf life, has the ability to expand and adapt to new uses, improves efficiency, and/or streamlines workload.

Objective 1.1: Develop a Crime Analysis/Predictive Policing Program for the SPD. Acquire the appropriate software and identify a volunteer with the appropriate interest and skill set to learn and implement this program.

Rationale: The significant advancements of computerized CAD (Computer Assisted Dispatching) and RMS (Records Management Systems) have created a huge volume of crime and workload information that is accessible nearly as quickly as it happens. Many agencies are now using this real-time data to carry out what is now called “predictive policing” which is essentially basic Crime Analysis of data, but done in such a rapid manner so as to lend itself to almost immediate detection of crime patterns and/or serial criminals. The ability to recognize crime trends and prioritize staff and workloads can have a profound effect in identifying and neutralizing emerging crime trends. By focusing resources on these trends and/or serial offenders, we can expect to reduce the overall incidence of crimes, thereby reducing crime and the fear of crime.

Objective 1.2: Improve the Sequim Police Department website. Make the website more interactive with the public and promote programs available to the public.

Rationale: Some programs that could be added include house checks, expand Project Life Saver, and add the child safety car seat program.

Objective 1.2.1: Identify and select a volunteer with website experience to update and maintain the site.

Rationale: The skills and knowledge to create and update a website are very common. A current SPD volunteer may possess the ability to service the website. Lacking current skills a new volunteer could be recruited.

Objective 1.3: Use social media to communicate with the public and for criminal investigations.

Rationale: A limiting factor may be the Records Retention Act that requires the retention of copies of all information posted electronically.

Objective 1.3.1: Determine which, if any, social media source(s) should be used.

Rationale: Examples could include Twitter, Facebook, My Space, Newsvine, Digg, and Delicious.

Objective 1.4: Create a customer service kiosk for conducting police business 24-hours a day. This unstaffed work station would allow the public to pay bail and fines using credit and debit cards.

Rationale: Financial transactions could occur after hours when the public contact window is closed at the police station. Savings would include fuel for patrol vehicles, mileage on vehicles for transportation of prisoners, booking time, transportation of prisoners, money and time. Neither police officers nor staff would handle funds for bail, yet a process would provide for payment. A partnership with Clallam County Sheriff's Office and District Court will be necessary. GovPayNet could be used for the service (GovPayNet.com). This system uses Visa, Master Card, American Express, Discover and debit cards. The Finance and Police Departments should mutually investigate the potential for a collaborative system which could accept utility payments, fines and bails in the forthcoming Civic Center combined lobby.

Objective 1.5: Identify and purchase the most cost effective DNA quick analysis system that can interface with the Combined DNA Index System (CODIS) and the Washington State DNA database.

Rationale: Collaborating with and combining financial resources with Olympic Peninsula law enforcement agencies would improve the ability to purchase the equipment. Currently DNA tests are submitted to the Washington State Crime Laboratory with a 90-day or longer turnaround. A Rapid DNA test system could provide results to a database search within 85 minutes. CODIS currently contains 9.2 million convicted offender profiles and 356,000 forensic specimens. The Washington State database contains 193,600 convicted offender profiles and over 3,500 forensic specimens. Forensic specimens are samples from crime scenes. In 2012, the Washington State Crime Laboratory had 404 DNA database hits.

Objective 1.6: Continue to use the Department of Defense (DOD) 1033 program for the acquisition of free excess equipment.

Rationale: The 1033 Program (formerly the 1208 Program) permits the Secretary of Defense to transfer, without charge, excess DOD personal property (supplies and equipment) to state and local law enforcement agencies. The 1033 Program allows law enforcement agencies to acquire vehicles (land, air and sea), weapons, computer equipment, body armor, fingerprint equipment, night vision equipment, radios and

televisions, first aid equipment, tents and sleeping bags, photographic equipment and more.

Objective 1.7: Identify and acquire new patrol vehicle(s) to replace the Ford Crown Victoria.

Rationale: Ford Motor Company has discontinued the manufacturing of the Crown Victoria which has served as a patrol vehicle for the majority of law enforcement agencies throughout the United States. Manufacturers have introduced various vehicles for use by law enforcement. Vehicles include the Ford Interceptor; Chevrolet Caprice and Impala; and Dodge Charger. Sport utility vehicles (SUVs) also are available for consideration.

Objective 1.7.1: Gather information, evaluate, and conduct a comprehensive analysis using empirical and anecdotal data to determine which manufacture, model and type of vehicle will be most cost effective. This study will occur in 2013.

Rationale: Each year since 1978, the Michigan State Police (MSP) has tested police-package patrol vehicles. The most recent test results will be considered in conjunction with performance studies conducted by Washington State law enforcement agencies, and through anecdotal research. Safety and collision studies conducted by Insurance Institute for Highway Safety (IIHS) and the National Highway Traffic Safety Administration (NHTSA) will be included in the comprehensive analysis. In addition to standard test conducted by the MSP other selection factors include durability and reliability, prisoner restraint and containment system, storage solutions in trunk, economical fuel and repair costs, and general performance. Research conclusions and methodology may include the *MSP Scoring and Bid Adjustment Methodology*.

Objective 1.7.2: Purchase two new patrol cars annually to replace vehicles that have reached their service life.

Rationale: Replacement of vehicles will begin in 2014. Annually the SPD will budget for the replacement of two vehicles per year.

Objective 1.8: Apply for grant funds from the Bureau of Justice Assistance (BJA) for the purchase of soft body armor.

Rationale: Pursuant to SPD policy, *Use of Body Armor 1024.3.1*, sworn officers are required to wear protective vests while on-duty which is consistent with WASPC Accreditation Standard 8.3. Soft body armor must be purchased for new sworn staff and to replace vests that have surpassed the shelf life. The Office of Justice Programs' BJA administers the Bulletproof Vest Partnership (BVP) program. Funds may be used for the latest National Institute of Justice (NIJ) compliant armored vests which are ordered on or after April 1. The BVP program provides 50% of the cost for the purchase of soft body armor.

Objective 1.9: Evaluate, test, and budget for the acquisition of Body-Worn Video Cameras (BWC).

Rationale: BWCs are small, powerful, silent partners and their use is growing. The technology for this small but vital tool for law enforcement has become a favorite in many police departments. While departments have been using the in-car cameras for years, in the current economy their cost has become a viable tool to maintain the crime-fighting effectiveness of video for a much smaller price. These small cameras range from \$70 to \$900, which is a much more palatable cost for cash-strapped departments. Proponents of BWC cameras say they can increase transparency of operations and reduce litigation while resulting in cost-savings for departments driven by financial concerns. Officer-worn cameras provide advantages similar to in-car cameras, including protecting officers from false accusations, collecting evidence for trial, enhancing the risk management profile of the City, and improving community relations. The difference is the BWC can go wherever the patrol officer goes. When the officer steps away from the patrol car, such as into an apartment building or a house, they record what the officer sees and hears. Detectives can use the cameras for field interviews and victim interviews. Factors that should be considered when evaluating the cost benefit are night vision feature, durability, water proof capabilities, pre-activation record-ability, Washington State's 2 party consent laws, and resolution of the camera.

Objective: 1.10: Seek and apply for grants that will fund a portion or all the cost for Body-Worn Video Cameras (BWC).

Rationale: Several grant sources are available to law enforcement agencies for the acquisition of BWCs. Some include: (1) American Police and Sheriffs Foundation, Inc., (2) COPS MORE (Making Officer Redeployment Effective); and (3) Justice Assistance Grant (JAG) Program.

Objective 1.11: Evaluate, test, and budget for the acquisition of a Mobile Digital Computer Systems (MDCS) to replace mobile data computers currently used in the SPD patrol vehicles.

Rationale: As new technology emerges and costs reduce to make the technology affordable, acquire new MDCS that have the capability to boast modern Internet and location-based capabilities, including global positioning system (GPS), Wi-Fi, Internet, and email access, and route-to-call mapping, which can help officers find the scene of an emergency. The MDCS should include Bluetooth-based fingerprint reading from outside the vehicle and swipe readers for reading driver's license information.

PROFESSIONAL DEVELOPMENT

Professional development refers to skills and knowledge attained for both personal development and career advancement for members of the SPD. Professional development encompasses all types of facilitated learning opportunities, ranging from college degrees to formal coursework, conferences and informal learning opportunities situated in practice. It has been described as intensive and collaborative, ideally

incorporating an evaluative stage. There are a variety of approaches to professional development, including consultation, coaching, mentoring, reflective supervision and technical assistance.

Goal 2: Enhance employee professional development through training, duty assignments, and advancement with each having a direct effect on job satisfaction.

Rationale: Most law enforcement agencies dedicate 80 – 90% of their budget to the workforce. For the SPD, from 2009 through 2013, the range has been 84 – 88%; with an average of 86.2%. For FY 2013, human resources will consume 86.5% of the budget. With the preponderance of funds dedicated to the workforce, it is critically important that efforts are made to recruit quality employees, retain employees through challenging and rewarding assignments, offer professional training, and provide a good work environment.

Objective 2.1: Assign, empower, and pay employees to serve in acting leadership positions and special assignments which will result in a succession leadership structure.

Rationale: SPD leadership succession planning has three premises: (1) no leader is indispensable; (2) the SPD has and will continue to build a good team; and (3) the department will continue to recruit, hire and position great talent. Succession planning is a process through which the SPD will prepare for the eventual departure of key leaders. Supervisors and managers are not easily replaced. Through the process, individuals will be identified who have the potential to assume a primary leadership role and steps will be taken to provide opportunities to prepare these individuals to successfully compete for these positions. During leadership change, succession maintains the continuity of the agencies' mission and reduces uncertainty. Police officers will be given the opportunity to serve as acting sergeants and sergeants will be given the opportunity to serve as the acting lieutenant. An increase in pay will accompany those who serve in leadership positions.

Objective 2.2: Provide supervisory and management training to department members who are eligible for higher level positions.

Rationale: The SPD Lieutenant will attend the Federal Bureau of Investigation National Academy in Quantico, VA. This 90-day training is provided at no expense to the department. Officers qualified for the position of sergeant will receive training prior to testing for the position.

Objective 2.3: Develop and administer an Assessment Center to all eligible officers.

Rationale: Assessment centers have long proven their worth in their ability to predict long-term success in leadership and other positions. Assessment centers are extremely useful in identifying key leadership skills. In September 2013, one sergeant is scheduled to retire. An Assessment Center will be developed by April 2013 and

administered in May 2013 and whenever a leadership vacancy occurs within the organization.

Objective 2.4: Examine and develop a policy and practice for rotating special duty assignments.

Rationale: Positions that may be considered as special duty assignments include detectives, detective sergeant, assignment to OPNET, and K-9 handler. Mandatory rotation is impartial and fair. For all staff involved in a rotation process, it will provide the organization and affected individuals the opportunity for professional growth.

Objective 2.5: Ensure that all sworn department members attend the National Incident Management Systems (NIMS) introductory training course, by 2015.

Rationale: For an agency to receive accreditation, the Law Enforcement Accreditation standards published by WASPC, requires that each sworn officer complete the NIMS introductory training course (WASPC Standard 7.1). NIMS is the emergency management doctrine used across the United States to coordinate emergency preparedness and incident management and response among the public (Federal, Tribal, state, and local government agencies) and private sectors. NIMS is a comprehensive, national approach to incident management that is applicable at all jurisdictional levels and across functional disciplines. NIMS enables public employees to work together to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life and property and harm to the environment. It provides the template for the management of incidents. The benefits of NIMS include: (1) A standardized approach to incident management that is scalable and flexible. (2) Enhanced cooperation and interoperability among responders. (3) Comprehensive all-hazards preparedness. (4) Efficient resource coordination among jurisdictions or organizations. (5) Integration of best practices and lessons learned for continuous improvement.

Objective 2.6: Adopt a Peer Support program policy, train staff in peer support, and use the program when a community, department, or individual crisis occurs.

Rationale: A draft policy has been developed; however, it needs review, vetting and implementation. The purpose of peer support is to provide all employees the opportunity to receive emotional and tangible peer support through times of personal or professional crisis and to help anticipate and address potential difficulties. Evidence suggests that police officers are more likely to talk about their problems to a fellow officer than to anyone else. A peer support team can reduce the daily stress of police work and the emotional impact of critical incidents, preventing the buildup of anger, frustration and despair. Peers who are trained to recognize, (not treat), various symptoms and problems, and to make appropriate referrals, can have a strong impact. The IACP Peer Support Guidelines serve as a reference.

Objective 2.6.1: Solicit department members to serve on a peer support team, select a cadre, and provide training.

Rationale: Peer support training is available from several sources. Two sources include 40-hour training programs: (1) Law Enforcement Peer Support Training, Institute of Police Technology and Management (IPTM); and (2) Basic Peer Support Crisis Intervention Training Program (BPSCITP), FLETC, 40 hours.

Objective 2.6.2: Promote and encourage the use of the Peer Support Awareness Program within the department to include family members.

Rationale: The peer support awareness program educates officers and introduces their family members to the team. This program opens new avenues by creating an effective way to help officers and their families' better deal with stress and emotional difficulties. The awareness program will hopefully encourage officers and their families to seek help before a crisis occurs.

Objective 2.7: Develop a Cyber Crime Investigative Team by partnering with law enforcement agencies on the Olympic Peninsula.

Rationale: Mr. Robert Mueller, FBI Director, says that cyber crime is rivaling terrorist threats as the top danger in America. Creating a single agency cyber crime investigative unit would be costly and require an increase to the workforce. Developing a skilled Cyber Crime Investigative Team through partnerships with other agencies will result in a unit that is responsive, less costly, and serves multiple jurisdictions while investigating crimes committed in cyberspace. Consolidated services reduce individual agency overhead. The challenge is to develop, train and retain a cyber cadre that will give law enforcement the ability to operate effectively in cyberspace for the long term.

Objective 2.8: Create a process by which each commissioned officer qualifies with a different non-lethal weapon each quarter.

Rationale: Currently commissioned officers qualify annually with firearms, and shoot on a quarterly basis. During the quarterly shoots each commissioned officer would qualify with a different non-lethal weapon. For example non-lethal weapons could include the taser, pepper spray, and flashlight.

Objective 2.9: Provide duty time for enrollment and participation in the on-line Investigator Virtual Reality (I-VR) training program.

Rationale: The National Forensic Academy's Investigator Virtual Reality (I-VR) is an interactive online training tool designed to provide crime scene investigation training to State and local forensic practitioners made available through a grant from the National Institute of Justice. The participant works with a virtual instructor to learn how to use the virtual tools, the process, and the skills that are essential to crime scene management and evidence detection. Once the participant completes the virtual lessons,

they can use the techniques presented to take on the role of a virtual crime scene investigator – collecting evidence and documenting a virtual crime scene. The training is free in 2013. Contact: University of Tennessee, 866- 449-5342, Fax: 865- 946-3214, <http://www.leic.tennessee.edu/online/ivr.html>.

COMMUNITY POLICING

Community policing is the standard for law enforcement throughout the United States. It is a philosophy that promotes organizational strategies and the systematic use of partnerships and problem-solving techniques. These in turn proactively address the immediate conditions which give rise to public safety issues such as crime, social disorder, and fear of crime.

Goal 3: Continue to develop collaborative community policing relationships with the public we serve and partnerships with other law enforcement agencies.

Rationale: We are members of the community we serve, and therefore we will engage the public in the activities of the department in crime solving, the prevention of crime, and reducing the fear of crime.

Objective 3.1: Recruit and train Volunteers In Police Services (VIPS) in the SPD volunteer program and expand its role.

Rationale: The VIPS program is an invaluable resource and functions very well at a 20 person staffing level. Recruiting new volunteers and training them in department activities is an on-going activity. The VIPS Project Lifesaver and the Block Watch programs could be expanded through increased Crime Prevention interaction with the community. These citizen volunteers perform services to the public that the police department would not have the staffing to be able to provide. Some of the duties are vacation house checks, child car seat checks, issuing handicap parking violation citations, traffic control, and acting as additional eyes and ears for the police, as well as ambassadors for the City of Sequim during special events. They help in the front office answering phones, filing, issuing licenses and working on special projects.

Objective 3.2: Continue to partner and collaborate with Olympic Peninsula law enforcement agencies by participating in the Olympic Peninsula Narcotics enforcement Team (OPNET) and Major Investigative Response Team (MIRT).

Rationale: For SPD to maintain a trained team, dedicate the resources, and fund a specialized unit to investigate major crimes and drug offenses is not cost effective. Contributing trained personnel to a regional team serving city and county jurisdictions, results in a greater economies of force and scale.

Objective 3.3: Create a School Resource Officer (SRO) position and place a commissioned officer in the Sequim School District.

Rationale: In 2009, the SRO position was eliminated due to a lack of funds. With the increased concern for school safety and recent school violence in the United States, re-constituting this position would provide security and law enforcement resources on campuses within the city limits. The new Sequim School District Superintendent has also expressed a sincere desire to re-acquire a dedicated SRO. Funds may be available through Community Oriented Policing Services (COPS) grants. Inviting the Jamestown S’Klallam Tribe and Sequim School District to join the SPD in funding the program would provide leverage to gain a grant from the COPS. The SRO could be called upon to instruct the D.A.R.E and/or G.R.E.A.T. curriculums.

Objective 3.4: Institute a timely and accurate notification system that disseminates critical information to the community using technology.

Rationale: Civilian communications are critical to an effective emergency response, and over 85% of civilians can be instantly reached on their mobile phone by text messages. In crisis situations, timely information saves lives, and there is no more effective channel to quickly reach large populations than mobile text messaging. Subscribing to the free service *Nixle Connect* would allow the SPD to quickly reach civilians by both mobile phone and email using *Nixle’s* high performance messaging network.

The applications of civilian communications go well beyond emergency response, and *Nixle Connect* provides the tools necessary to collaborate effectively with civilians for everything from community outreach to public relations to emergency mitigation. Public involvement is voluntary – only those that register with the SPD would receive messages.

COMMUNICATIONS

Law enforcement communications are essential assets to the safety and security initiatives in any community. State-of-the-art police communications allow law enforcement to be more mobile and more rapidly respond to issues. Public safety agencies must be able to communicate effectively with each other to protect and serve citizens. Police communications are designed to allow field units and agencies to talk and share data in real time, regardless of different frequencies and equipment. It covers multiband radios, portable radios, mesh access points, infrastructure systems, interoperability software applications, integrated voice and data networks and other interoperability solutions. The public is often not aware that effective communications is a challenge for public safety organizations, not to mention other essential City services.

Goal 4: Acquire and utilize new high technology communications equipment and systems.

Rationale: Holding off on big investments until new technologies arise is an attractive argument in tight budget times. In this time of intense budget pressures, the SPD will look at how to accomplish modernization while doing so within its budget. Technology is constantly evolving and law enforcement needs are always changing.

Balancing innovation against cost means that the department will need to be creative and resourceful.

Objective 4.1: Prepare for and promote the use of 911 texting.

Rationale: Major cell phone carriers – AT&T, Verizon, Sprint, and T-Mobile – will begin the ability to text to 911 centers in 2013. Nationwide availability will occur by May 15, 2014. For hearing-impaired and persons incapable of speaking, this service will be a first for communicating with law enforcement emergency communication centers.

Objective 4.2: Monitor and seek funds from the United States Department of Commerce to incorporate the First Responder Network Authority (FirstNet) technology into the communications system.

Rationale: In response to traumatic events such as multiple-car accidents, natural disasters, terrorism events, or high-speed pursuits, public safety officials from different disciplines and different jurisdictions need to share information effortlessly and in real time, or lives can be lost. They need interoperability for their radio systems. Interoperability allows multiple parties to exchange information when and where it is needed, even when disparate systems are involved. Lack of interoperability can severely hinder coordinated responses to natural disasters, catastrophic accidents, and criminal actions.

FirstNet is a congressionally mandated nationwide broadband network to provide interoperability. It will enable law enforcement, firefighters, emergency service personnel, and others in public safety to better communicate with one another during emergencies and use technology to improve response time, keep communities safe and save lives. This is part of the *Middle Class Tax Relief and Job Creation Act of 2012*, signed into law by the President on February 22, 2012. There is also \$135 million for State and Local implementation Grant Programs. It is administered by the Commerce Department's National Telecommunications and Information Administration (NTIA). The funds are to ensure the network meets the wireless public safety communications needs of State and local agencies.

Objective 4.3: Monitor the communications industry and, when available, purchase new hands-free radios with voice activation.

Rationale: Current communications systems usually require a push to talk attached microphone to broadcast communications which is difficult, or even dangerous, while holding a suspect at gunpoint or chasing a suspect.

POLICE FACILITY

A police station or police facility is a building which serves to accommodate police officers and other members of staff. Buildings often contain offices and accommodation for personnel and vehicles, along with locker rooms, temporary holding cells, evidence processing/storage, and interview and interrogation rooms. The SPD and the City of

Sequim have an unprecedented opportunity to construct a new city complex. As a result of the Public Safety Tax that passed in 2012, a new state-of-the-art police facility will be constructed in conjunction with a new City Hall. Annually, approximately \$200,000 will be collected from this tax. Combined with funds currently used for the rent of police department space and tax revenue, a new police building will be constructed.

Goal 5: Design, construct and occupy a new state-of-the-art police facility that will meet the long-term needs of the Sequim Police Department for 35 – 50 years.

Rationale: Funds currently budgeted for the rent of SPD office space and the tax revenue will be combined to finance the construction of the new facility. It is anticipated that the department will occupy the new building in early 2015. A city team has been created to serve as a steering committee for the construction of the entire city government complex. Those serving include the city manager, public works director, finance director, and police chief.

Objective 5.1: Ensure the building design and construction conforms to all state, federal and local requirements and meets the Washington Association of Sheriffs and Police Chiefs (WASPC) as well as the Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation standards.

Rationale: Accreditation of the police department is a goal included in this plan (Goal 6: Accreditation). Meeting both CALEA and WASPC standards for accreditation provides the ability to seek both levels of accreditation in the future. Initially, SPD will obtain State accreditation through WASPC; however, in the future it may be the desire of the city to seek national accreditation through CALEA.

Objective 5.2: Develop a report that combines the results of visiting several new age police departments into recommendations for the new facility regarding space allocation, specific needs, and overall design.

Rationale: In 2011 and 2012, Chief Dickinson visited five police departments in Oregon and 10 in Washington State. Photographs were taken and information was gathered regarding the strengths and weaknesses of each department. This information will be used to provide design recommendations for the police facility. When possible, energy efficiency should be considered.

Objective 5.3: Design an Emergency Operations Center (EOC) for inclusion in the new facility that is energy independent and has radio communications capability for all city services.

Rationale: By city ordinance the SPD is responsible for managing emergencies within the city. A state-of-the-art radio communications system is needed in the EOC and an antenna will be necessary to ensure optimum communications throughout the city.

Objective 5.3.1: Seek grant funds from the Federal Emergency Management Agency (FEMA) to supplement creation of a city EOC.

Rationale: When applying for FEMA grant funds the SPD will seek the support and endorsement of the Washington State Emergency Management Division.

ACCREDITATION

Accreditation is a process where state and local law enforcement agencies can demonstrate voluntarily that they comply with state and/or national standards which are an indication of professional excellence. It is a progressive and contemporary way of helping police agencies evaluate and improve their overall performance. It provides formal recognition that an organization meets or exceeds general expectations of quality in the field. Accreditation acknowledges the implementation of policies that are conceptually sound and operationally effective. Accreditation assists with the following: (1) increases the effectiveness and efficiency of law enforcement agencies utilizing existing personnel, equipment and facilities to the extent possible; (2) promotes increased cooperation and coordination among law enforcement agencies and other agencies of the criminal justice services; (3) ensures the appropriate training of law enforcement personnel; (4) promotes public confidence; (5) decreases susceptibility to litigation and costly civil court settlements; and (6) potentially reduces liability insurance costs. The Washington Association of Sheriffs and Police Chiefs (WASPC) is the accreditation authority for Washington State and the Commission on Accreditation for Law Enforcement Agencies (CALEA) is the organization that offers national accreditation.

Goal 6: Obtain WASPC Accreditation for the Sequim Police Department.

Rationale: Accreditation is a laborious, yet a beneficial and rewarding process. The current rented office space used by the department is not conducive to meeting accreditation standards. Modifying the structure to meet the standards would be too costly but it is now known that a new structure will soon be built. The new facility will be constructed to meet accreditation standards. One year after occupying the new building the SPD will apply for accreditation. Accreditation will occur in 2016 and the accreditation will last a total of four years. SPD intends to seek re-accreditation in the out-years, if not pursue the higher national standard.

Objective 6.1: Adopt and implement the six WASPC standards that require annual reviews.

Rationale: From 2013 through 2015, the department will institutionalize the standards requiring annual review. Cyclic audits and requirements often are impediments to successful accreditation. The standards are: (1) #1.2, Conduct a review of the Strategic Plan; (2) #4.3, a management review and analysis at the command level and by the chief regarding vehicle pursuits, use of force events, and internal investigations; (3) #11.5, assure 100% compliance with the annual WSCJTC requirement for training; (4) #11.8,

assure that agency personnel receive annual in-service training on the department's use of force and deadly force policies; (5) #12.1, perform formal written performance evaluations on all employees; and (6) #18.21, assure that an unannounced audit of evidence and property is conducted at least annually.

Objective 6.2: Comply with any ACCESS/CJIS findings from previous triennial audit and/or FBI audit.

Rationale: WASPC Standard #6.2 requires that agencies show 100% compliance or that it has corrections to comply with any ACCESS/CJIS findings from a previous technical triennial audit and/or FBI audit. Cyclic audits and requirements often are impediments to successful accreditation.

Objective 6.3: Identify and empower an Accreditation Manager.

Rationale: The selection and empowerment of an Accreditation Manager is key to getting accredited. This person will attend training, serve as an assessor for the accreditation of other agencies, prepare the SPD for the accreditation, and coordinate all aspects of the accreditation process.

Objective 6.4: Budget for the department accreditation.

Rationale: Funds must be requested and allocated for the department accreditation process. Accreditation will occur in 2016. There are two types of fees associated with the WASPC Accreditation program, application fees and on-site costs. The application fee for all agencies is \$100. On-site assessment fees are related to the accreditation inspection process once assessors arrive at an agency and are invoiced after the on-site assessment. Fees vary by department and availability of assessors. SPD will be responsible for travel costs associated with bringing in assessors from around the state and the WASPC employee's staff time needed to facilitate agency accreditation.

Objective 6.5: Obtain accreditation and comply with the WASPC Accreditation Standards during its longevity.

Rationale: The duration of accreditation is four years. While accredited, agencies must comply with all standards and at re-accreditation evidence of compliance must be demonstrated.

Objective 6.6: Develop a budget, process, and department infrastructure to seek CALEA Accreditation.

Rationale: Once the SPD has obtained WASPC Accreditation in 2016, the ability to obtain CALEA Accreditation will be greater. Funding and staff commitment are critical to applying for and gaining national accreditation. During its three-year accreditation award cycle, the agency must maintain compliance with applicable standards, keep its proofs of compliance up-to-date, and live by the *letter and spirit* of

those standards. To retain its accredited status, the agency is required to submit to CALEA their appropriate accreditation continuation fees, as well as an annual report. Reaccreditation occurs at the end of the three years, following another successful on-site assessment and hearing before the Commission. Once an agency is enrolled in one of CALEA's programs, it enters self-assessment. Depending on the program, an agency has either 36 or 24 months from the date a CALEA representative signs the Accreditation Agreement to complete self-assessment and schedule an on-site assessment.