

# Sequim Police Department Five-Year Strategic Plan



## INTRODUCTION

It is a pleasure to present the Sequim Police Department's *Strategic Plan 2018-2022*. This plan has been developed by 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. 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.

With the help of the department members, we have closely examined and updated 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 ensure 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.

Thank you to the members and volunteers of the Sequim Police Department who participated in the development and creation of this plan. Your input, suggestions, recommendations and wisdom have been included.



Sheri Crain  
Chief of Police  
Sequim Police Department



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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.

During the life of the 2013-2017 Strategic Plan the Department accomplished some significant milestones. The two most impactful were the completion of the Civic Center which provides us with a new, up to date, safe facility within which we can now focus our efforts on our mission. The second was the achievement of WASPC Accreditation.

Many of the assumptions and issues addressed in the prior plan carry forward. With no significant milestone effects or dramatic changes anticipated, the scope of this Strategic plan will focus on a five year window, 2018-2022.

The Sequim Police Department continues to evolve and grow to meet the changing needs of our community, while always focusing on our commitment to excellence in the highest traditions of police service.

## **METHODOLOGY**

The methodology used to gather suggestions and recommendations for the Five-Year Strategic Plan was through small group meetings made up of all full time Police staff and most of our volunteers (VIPS) utilizing a facilitated Strengths, Weaknesses, Opportunities, and Threats brainstorming process. 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 a review and revision of our Vision, Mission, Values, and Goals.

As input was received, 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 moderate growth during the foreseeable future. Growth has returned to the Sequim-Dungeness Valley after a period of years of depressed growth in response to the 2007-09 Recession.
- The Economy will reflect moderate growth locally and city revenues will increase moderately correspondingly.
- WASPC re-Accreditation will be a goal within the life of this plan.
- 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 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 CORE VALUES SEQUIM POLICE DEPARTMENT



### *Mission*

To partner with our 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:

- Living our core values
- Being proactive and highly productive
- Demonstrating effective leadership at all levels
- Encouraging creative problem solving
- Adapting to changing community needs and environment

### *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 our community in preserving the peace and reducing the incidence of crime for everyone who lives, works, and visits our city”.*

## EQUIPMENT AND TECHNOLOGY

**Goal: 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.**

**Objective 1:** Develop a Crime Analysis/Predictive Policing Program for the SPD. Utilize available software and identify super-users with the appropriate interest and skill set to learn and implement this program.

Utilize data maintained within our records management software systems to analyze using crime analysis and “predictive policing” methodologies which when done routinely assist in the 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.

- Identify super-users to train and assign tasks
- Identify processes to incorporate these efforts into our decision-making on a routine basis
- Coordinate and communicate crime analysis and predictive policing internally and with our regional policing partners
- Use analysis data, when applicable, to inform and educate the public

**Objective 2:** The City’s website is budgeted and scheduled for upgrade and updating in 2018. Use that project to improve the Sequim Police Department website. Make the website more interactive with the public and promote programs available to the public; such as vacation house checks, Project Life Saver, and the child safety car seat program.

- Identify Police Department staff to work with the project implementation team in 2018.
- Identify staff and processes to address future needs to update and more fully utilize in-time communication methods within the website structure.

**Objective 3:** Use social media to communicate with the public and for criminal investigations.

- Research tools that will allow us to utilize a full range of social media tools and comply with the Records Retention Act that requires the retention of copies of all information posted electronically.
- Determine which, if any, social media source(s) should be used, such as Twitter, Facebook, You tube, etc.
- Implement Social Media outreach plan; to include identification and use of social media tools to routinely educate and inform citizens on a range of public safety, crime prevention and emergency response information.

**Objective 4:** Evaluate technology options, operational issues, record-keeping and budget impact of implementation of Body-Worn and/or In Car Video Cameras.

In-car cameras have been in use in law enforcement for years. The cost of fully outfitting all patrol vehicles with in-car cameras was prohibitive for many years. Body-Worn cameras are an improved technology providing small cameras in a reasonable price range of a few hundred dollars per unit. BWC 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. 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.

- Evaluate legal and technological issues surrounding BWC usage, data storage, public disclosure, redaction requirements
- Based on a positive result of the above evaluations, identify budget resources
- Define scope and timeline of implementation of any in-car or BWC project



## **PROFESSIONAL DEVELOPMENT**

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

With the preponderance of Department budgeted 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 1:** Address Succession planning within our annual Training plan with the goal of providing appropriate training and assignment opportunities designed to address known future retirements that while unlikely to happen within the life of this strategic plan, will undoubtedly happen in the next 5-7 years. A window that allows for opportunities to build depth in the organization to weather what could be as many as 5 long term Department employees retiring in that time frame.

- Continue with the policy and practice for special duty assignments such as the periodic rotation of Detectives, Detective Sergeant, assignments to OPNET, SRO, and K-9 handler. Periodic rotation benefits the Department and provides for professional development for staff.
- Identify ancillary duties and specialized knowledge, certifications, etc. currently held by those likely to retire and focus efforts to identify and mentor those in the Department capable and desiring of taking on additional responsibilities
- Continue to provide leadership and professional development training to all Supervisors
- Pursue opportunities for all staff to exercise the City's leadership at all levels philosophy and provide leadership training opportunities to staff at all levels within the organization
- Enhance recruitment and employee retention efforts

**Objective 2:** Invest in Emergency management training throughout the Department. That includes a commitment to ensure that department members are compliance with mandated National Incident Management Systems (NIMS) training. And a commitment to provide expanded development of trained and certified staff for specific ICS roles to better provide leadership and management of Emergencies which may occur in our community.

- Staff Command Area 5 ICS positions and roles to allow for an approach to incident management that is scalable and flexible
- Enhance cooperation and interoperability among local first responders.
- Emphasize Comprehensive all-hazards preparedness.

- Enhance resource coordination among local jurisdictions or regional organizations.
- Integration of best practices and lessons learned into training, policy and procedures for continuous improvement

**Objective 3:** Adopt a Peer Support program policy, train staff in peer support, and use the program when a community, department, or individual crisis occurs. 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.

- Solicit department members to serve on a peer support team, select a cadre, and provide training.
- Peer support training is available from several sources, such as Law Enforcement Peer Support Training, Institute of Police Technology and Management (IPTM); and Basic Peer Support Crisis Intervention Training Program (BPSCITP), FLETC, 40 hours.
- Promote and encourage the use of the Peer Support Awareness Program within the department to include family members. 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.



## **COMMUNITY POLICING**

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

**Objective 1:** Develop and Implement a City wide Neighborhood plan as directed by City Council.

- Participate in the City wide effort to develop a Neighborhoods plan to be adopted by the City Council.
- Participate in a partnership event with Habitat for Humanity in 2018
- Implement plan components within Police Operations as called out for in the plan
- Identify and allocate Police Department resources to adequately achieve applicable Neighborhood plans goals

**Objective 2:** Collaborate with regional partners on programs and outreach efforts regarding community issues surrounding problems of Homelessness, Mental Illness and Addiction.

- Partner with Peninsula Behavioral Health in the rollout of a grant funded program to provide regional case managers to integrate wrap around services to at risk parties with needs such as housing, mental health services and addiction treatment
- Comply with Washington State Crisis Intervention Team (CIT) RCW training requirements
- Integrate CIT team/collaboration concepts into policy, procedure, and regional partnership relationships and interactions

**Objective 3:** 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). 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.

- Rotate OPNET assignment effective January 1, 2019

**Objective 4:** Continue our partnership with the Sequim School District via the continued deployment of a School Resource Officer (SRO) on School District campuses within the City Limits.

- Rotate SRO assignment effective 2018/19 school year

**Objective 5:** Institute a timely and accurate notification system that disseminates critical information to the community using technology. The applications of civilian communications go well beyond emergency response and seek to provide the tools necessary to collaborate effectively with civilians for everything from community outreach to public relations to emergency mitigation.

- Work with Clallam County Emergency Management to implement delivery and utilization of Code Red as our new public notification product in 2018
- Utilize Code Red to proactively provide timely and pertinent information to the public.
- Utilize Code Red to address internal communication needs; particularly in the area of emergency management



## **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.

### **Goal: Maintain WASPC Accreditation for the Sequim Police Department.**

**Objective 1:** Adopt and implement the six WASPC standards that require annual reviews. 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.

- Document yearly compliance to required WASPC annually required standards

**Objective 2:** Comply with any ACCESS/CJIS findings from previous triennial audit and/or FBI audit. 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.

- Triennial technical audit is scheduled for 2018, then again in 2021

**Objective 3:** Comply with the WASPC Accreditation Standards. Initiate the re-Accreditation process and re-Apply in 2019/20 per WASPC rules. The duration of accreditation is four years. While accredited, agencies must comply with all standards and at re-accreditation must demonstrate evidence of compliance.

- Maintain compliance with Standards throughout the plan's timeframe
- Apply for re-Accreditation in 2019 as per WASPC rules
- Identify internal staffing for an Accreditation team and develop a plan and process to successfully pass Accreditation review in 2020



## STAFFING

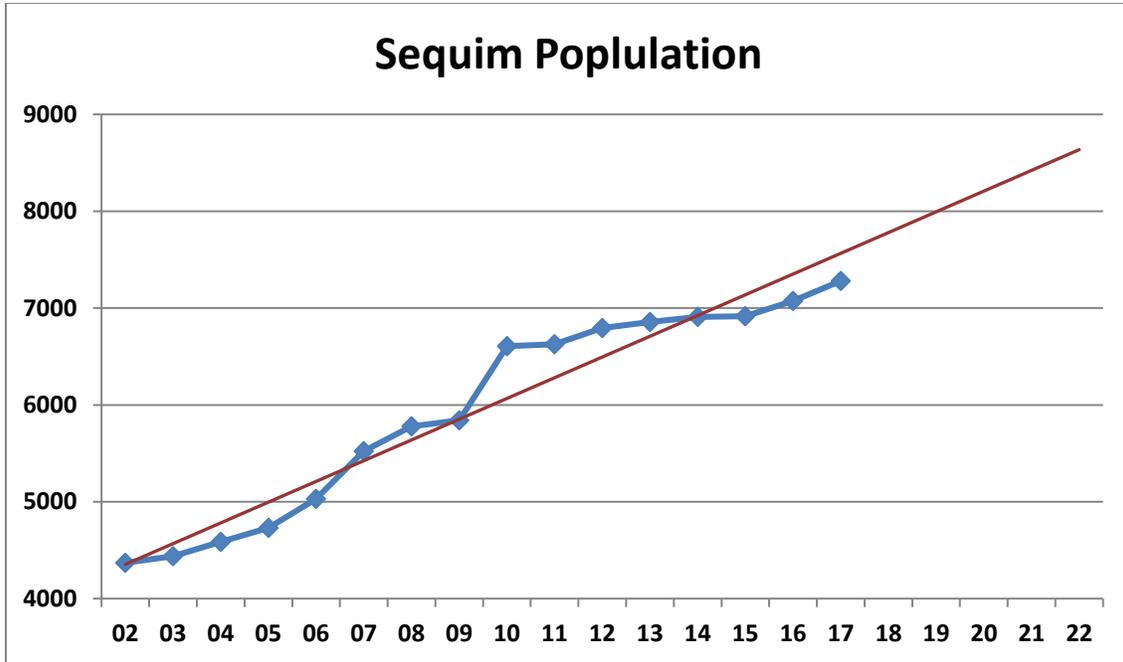
**Police Level of Service: COMP plan goal 5.7.2 “Provide emergency response times with the total city for high priority calls for service within four minutes or less.; maintain responsiveness for all other services provided at a level consistent with the mandates of the comprehensive plan to meet the goals of contributing to our community being “friendly, lifestyles, small town, convenience, and overall high quality of life.”**

For the last ten years, the Police Department has been at a consistent staffing level between 18-20 Commissioned Police Officers. Civilian staffing had also been flat at 3 FTE, until effective with the 2018 Budget; an additional Records Specialist position was added.

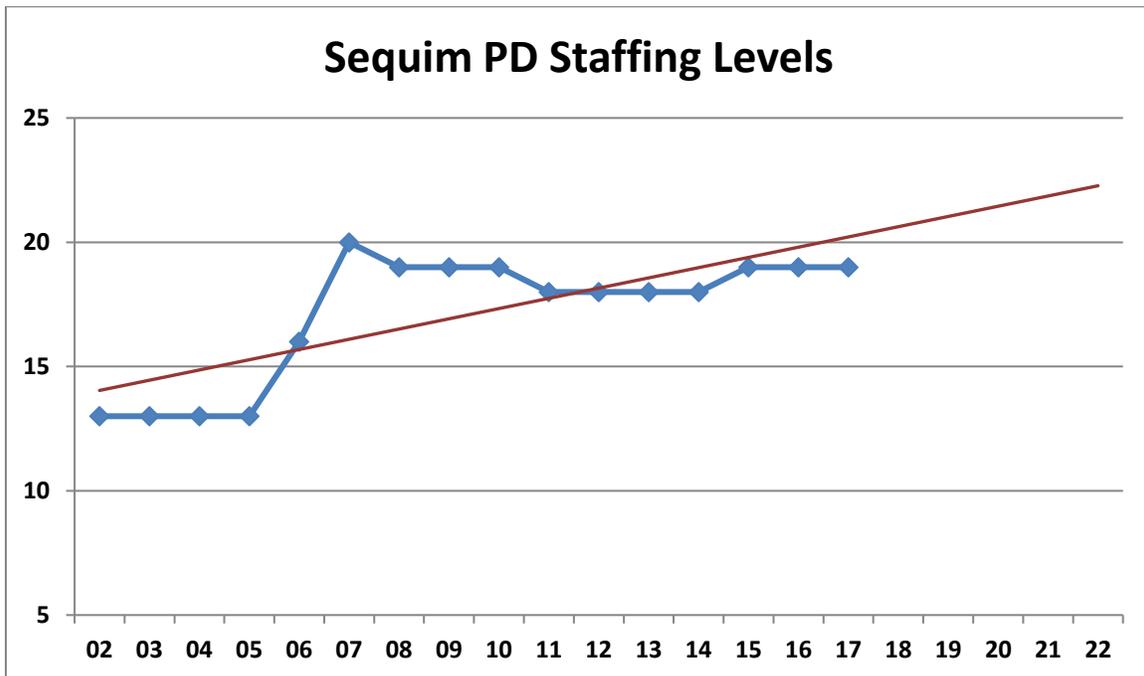
Staffing conversations can be quite complex. There are numerous metrics and methodologies that can be used to assist a City and Community when evaluating Police staffing levels. Consultants, and other processes, such as surveys, community outreach, etc. can be used to inform and analyze staffing levels. Typically such expensive and more intensive staffing analysis would happen if there was a feeling or circumstance of significant changes in the community or Department, clamor from the public for changes in levels of service, or dynamic changes in public safety related issues. Those pressures have not been identified as applicable at this time.



Rather, large annexations of raw land by the City many years ago have provided residential and commercial development opportunities that continue to result in consistent growth and impacts to our City over time. As you can see from the following graph, the City has grown significantly and steadily during the last fifteen years.

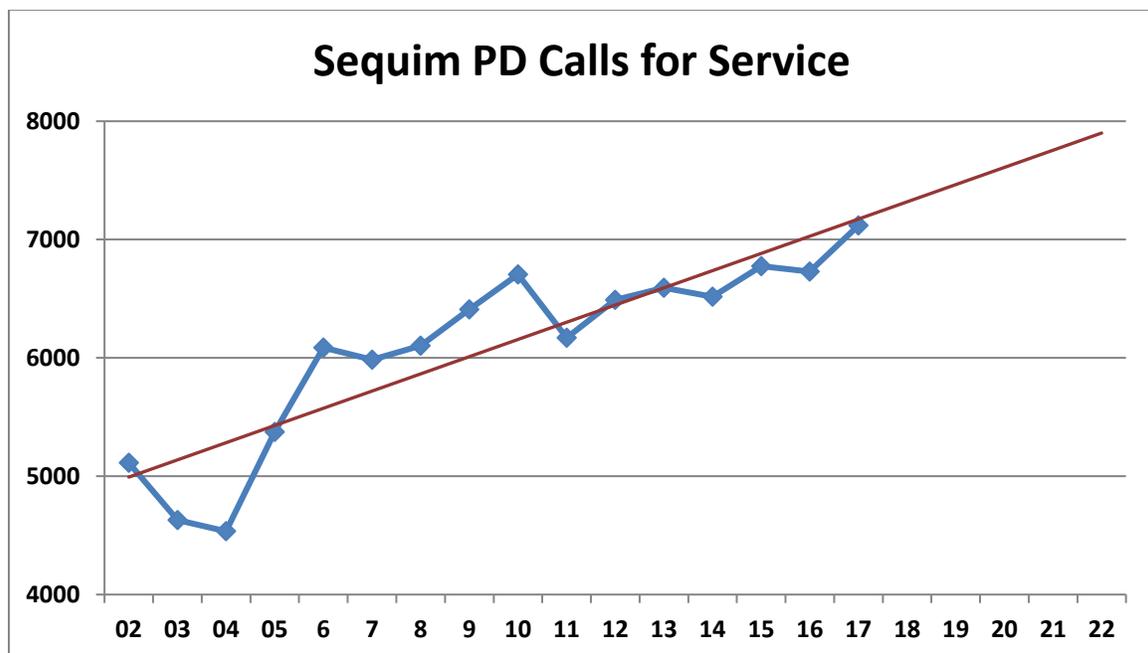


During that same time period, the Police Department grew also. The following graph represents Commissioned Police staffing since 2002.

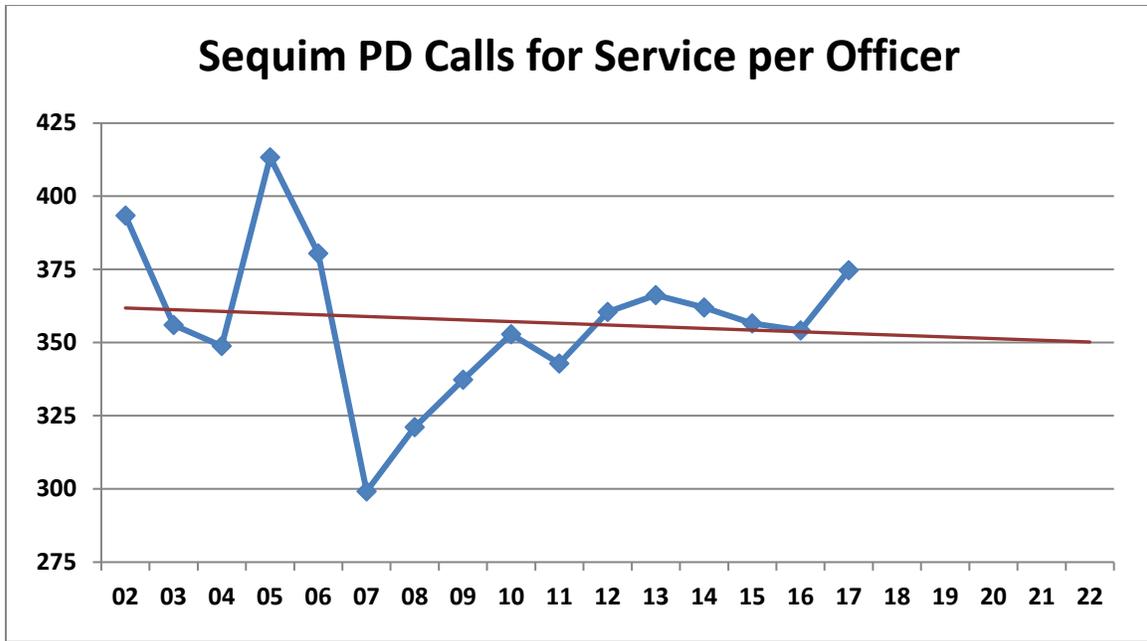


From 2002 to 2004, the City recognized the need for additional police staffing but implementation of that was postponed as we experienced three Chiefs during that time frame. In 2005, staff was added to expand supervisory oversight and provide more patrol coverage; this process included a Department re-structuring resulting in the conversion of a civilian position to a commissioned position. Additional staffing was added in 2007 and 2008 to grow the Department. In 2009, a staffing correction was called for by Council and the City Manager which resulted in several budgeted Officer positions being reduced via attrition over 2009 and 2010. In 2010, Department Commissioned staffing level returned to a level more commensurate with the call load and expectations for levels of service to 18 Commissioned Officers. An addition of an SRO via grant increased our commissioned staffing to 19 in 2015.

The following graph shows fifteen years of Calls for Service data. Calls for Service, in general, reflect times someone called the Police Department for our service or some proactive action by an Officer, results in a police action (arrest, citation, etc.) requiring a Calls for Service number.



Another common staffing metric is the Calls for Service per officer. The following is that graph. It demonstrates a similar story line. When we were “understaffed” the number is noticeably above the trend line. When we were “overstaffed” the number is noticeably under the trend line. Outside those two time frames we follow that trend line pretty consistently. In year 2017, you can see the beginnings of an upwards deviation from the line.



The City’s comprehensive planning process has been a guide for determining levels of service in addition to yearly budget and City Council priority decisions. The COMP plan under goal 5.7.2 discusses police levels of service, for reference. The general tenets supporting that goal were the expressed desires by residents for a small town, friendly style of government service. Those tenants were also part of the previous COMP plan.

Taking the levels of service conversation and applying it to the graphs shown it is remarkable that the trend lines within all of the graphs are all so similar. In general, as we have grown in population, our calls for service increases, our staffing increases and our ratio and dedication to both reactive and proactive policing remains at a similar level over time. Looking at this data over the long term lens of fifteen years also demonstrates the similarity of growth in all three metrics.

In summary, taking into consideration there are few significant or dynamic changes in either the City or the Police Department warranting the use of a consultant or other expensive and intricate process, a general look at this data can serve as the baseline for a conversation about staffing. The City’s record of population growth, it’s consistency with staffing growth, and steady increases in Police workload indicators utilizing a trend line out to 2022, suggests the potential need for additional Commissioned Police staff during the life of this plan.

## Objective 1: Evaluate Commissioned Officer staffing levels during the life of this Plan

- Evaluate future staffing needs based on data, to include; population growth trends, crime and incident data, as well as alignment with City values regarding service delivery levels as articulated within the adopted COMP plan and City Council goals.

