



**CITY OF KIRKLAND**  
**City Manager's Office**  
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## **MEMORANDUM**

**To:** Kurt Triplett, City Manager  
**From:** Marilynne Beard, Deputy City Manager  
**Date:** May 12, 2015  
**Subject:** POLICE STRATEGIC PLAN

### **RECOMMENDATION:**

City Council reviews the recommended scope for the Police Strategic Plan and provide feedback to staff.

### **BACKGROUND DISCUSSION:**

The Police Strategic Plan project was approved in the 2013-2014 Budget, but was carried forward to 2015-2016 to allow time for the Kirkland Justice Center to be completed and occupied.

Historically, the Police Department has participated and continues to participate in the Washington Association of Sheriffs and Police Chiefs (WASPC) accreditation program (renewed every five years) and the WASPC Loaned Executive Management Assistance Program (LEMAP) program. The purpose of law enforcement agency accreditation is to professionalize the law enforcement agency by providing a review process for the department to be certified as operating under industry best practices and standards. The department was first accredited through WASPC in 1995 and is due to be reaccredited in 2016. One of the accreditation standards is to have a strategic plan in place which the department utilizes to guide its decision making process.

The last LEMAP review was conducted in 2008. The WASPC LEMAP, provides management consulting and technical assistance to law enforcement entities. LEMAP reviews provide agencies an opportunity to take a step towards excellence by subjecting agencies to a complete review of their organizational structure. The goal of the LEMAP program is to provide law enforcement administrators an opportunity to have a critical review of their organization through the eyes of peer professionals. The resulting report serves as a guide to identify areas in need of strengthening and to highlight positive or innovative programs existing within the agency.

The purpose of the strategic plan process is to assure that the department is meeting its mission now and in the future. Although there may be some overlap with the accreditation and

LEMAP processes which are focused on best practices, the strategic plan evaluates the Department's alignment with its mission, values and the community's needs and provides a recommended strategy to move the department in a direction that maintains its relevance, responsiveness and effectiveness.

## Scope

The following outline describes interests identified to date by the City Manager, Police Department and Public Safety Committee. The Committee suggested that the full Council have an opportunity to review the scope before an RFP is prepared.

### Recommended Scope:

- Mission and Values – The Department believes that the current mission and values are representative of the community's and the department's needs. Although a new mission and values statement may not be needed, the strategic plan will be reflective of these important statements and/or suggest modifications if needed.
- Community Needs and Expectations – The Department would like to go beyond the biennial citizen survey to understand whether they are meeting the community's needs. For instance:
  - Are we resourced and deployed to be efficient and effective?
  - How will demographic changes in the community impact future police services?
  - How should we measure effectiveness?
  - What is appropriate resource measure for this community?
  - Are we putting the right people in the right seats?
  - Are we getting the best value for our investment?
  - How does the department demonstrate continuous improvement?
- Appropriate Staffing
  - Regarding the need for succession planning, especially at command level – are we investing enough in the next generation?
  - How much are we utilizing overtime and what is the cost/benefit to hiring staff in lieu of overtime?
  - How are cultural and generational changes impacting employees' use of leave and desired work schedules?
  - How will the shift schedule change currently being negotiated as part of the Guild contract impact staffing needs?
- New Requirements Imposed by Other Levels of Government
  - Are we resourced to respond to new requirements?
    - Mandatory background checks for weapons
    - Public disclosure demands
    - Sentencing requirements
    - Cyber crime
    - Marijuana

- Technology
  - Are we using technology to the fullest extent that is efficient, effective and practical? What policies need to be developed to guide technology?
    - Body cams
    - Drones
    - Parking enforcement
    - Prisoner tracking
    - School zone cameras
  - How are we using data to inform service provision?
- Specialty Services
  - Are we providing specialty services in the most cost effective manner (e.g. in-house, contracted, interlocal)?
    - Bomb unit
    - Cyber crime
    - Pro-act unit
- Emerging Crime Trends and Resulting Calls for Service
  - Are we positioned to respond to peaks or changes in types of calls
    - Collisions
    - Daytime burglaries
    - Traffic complaints
    - Youth issues
    - Mental health and substance abuse
    - Citizen complaints
- Collaborative and Productive Internal Relationships
  - Do our inter and intradepartmental relationships maximize our effectiveness?
    - Labor/management relations
    - Department morale
    - Employee retention
    - Internal and external communications
    - Interdepartmental relations
- Corrections
  - What is the capacity for providing contract beds and revenue generation? What are the potential complications and challenges?

## **Process**

Internal and external participation in the strategic planning process will be included in the scope of work for the consultant, including identification and involvement of community and organizational stakeholders to include:

- External
  - Residents and neighborhood associations
  - Businesses
  - School Districts and other educational institutions
  - Faith community
  - Youth

- Citizen academy participants
- Other police agencies
  
- Internal
  - City Council
  - City Manager
  - City Departments
  - Department Staff
  - Police Guild

At key points in the project (consultant selection, major milestones, and preliminary findings) staff will provide updates to the Public Safety Committee and City Council. Staff anticipates that the process will span six to eight months from the time the Request for Proposals is issued to the final report. Similar to the Fire Strategic Plan, there may be budgetary implications emerging from the plan and the City Manager may recommend some early investments in 2016 for the 2017-2018 Budget.

The outcome of current labor contract negotiations, particularly with regard to a possible shift change, will also have a bearing on the scope of the study. The City Manager's Office and Police Department staff have held several meetings to outline the scope, timing and process for the project. Preparing a Request for Proposals, interviewing and selecting a consultant and executing a contract will take several months. It is hoped that the contract will be settled by the time the consultant is engaged. If not, staff will re-evaluate whether or not to proceed with the study or delay.

Staff is requesting City Council feedback on the proposed scope at this time and will continue to work with Police Department staff to further define the scope to be included in the Request for Proposals.