

2022 to
2027

Port Angeles Police Department Strategic Plan



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CITY OF PORT ANGELES OFFICIALS 2022



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ON THE COVER

Officer Whitney Fairbanks and K-9 Copper on Ediz Hook

CHIEF'S MESSAGE



The Port Angeles Police Department 2022-2027 Strategic Plan is an important document. While we continue with certainty and consistency in our vision, mission, organization, objectives, goals, strategies, and actions, our specific programs and staff participation has evolved. Each element of this plan is connected to the overall vision and mission of the Department and the City

What I hope you will see in this strategic plan is a document that reflects an ambitious organization that works toward continuous improvement and evolution. We have seen the speed of change increased in 2021 and 2022. In 2022 and beyond we will continue maintain our brand as a best practice and learning organization. The Police Department staff continues to be our valuable resource.

In this document we also tie our aspirations to the actual work that we do. Each program is named, described and identified. A budget code and the responsible supervisors and assigned staff is also listed for each program.

Brian S. Smith

Chief of Police

March, 2022

STRATEGIC PLAN**Strategic Plan****2022-2027****Vision**

The Port Angeles Police Department aspires to be the best police department in the world. In achieving this vision the women and men of this organization are an integral part of a larger City organization that seeks to sustain Port Angeles as a safe, secure and healthy place to live, learn, work visit and recreate.

Mission

In partnership with our community, the Port Angeles Police Department recognizes its mission to serve in a compassionate, courteous, and professional manner, to promote freedom and peace of mind, pride in our neighborhoods and safety of our families.

Organization

The Chief of Police oversees the four Divisions of the Department; Administration, Operations, Communications, and Records. The Deputy Chief, Communications Director, and Records Supervisor report to the Chief.

The Deputy Police Chief commands the Operations Division, which consists of Patrol, Detectives, Narcotics, Code Enforcement, and Volunteers. The Patrol Sergeants, Detective Sergeants, and the Operations Sergeant Report to the Deputy Chief.

Objectives

Sustain a safe, secure, healthy community where people enjoy living, learning, working, and visiting.

Promote neighborhoods and commercial areas where people enjoy freedom, peace of mind, and safety

Encourage business to thrive and succeed

Support services and assistance for people with unique challenges

Seek justice

Goals

- Maintain a fully staffed police department
- Seek sustainable funding for police staffing increases
- Cultivate a professional police department with a culture of lifelong learning
- Foster a culture of servant leadership within the police department
- Embrace technology as a pathway to efficiency

Strategies

- Assertively recruit a wide pool of candidates with diverse backgrounds
- Find creative solutions to traditional problems
- Encourage each officer to obtain a bachelor's degree and pursue specialty training
- Empower our supervisors to lead, and encourage them to attend periodic leadership training
- Hire new officers who already have technological skills, and develop them into peer leaders
- Prepare for succession rather than just planning for it

Actions

- Carefully select, hire, train, retain, and promote the best candidates
- Daily demonstrate that we care for each individual in our workplace by modeling servant leadership
- Maintain and periodically improve our training and education programs and proceed with focused determination toward training and education goals
- Encourage each member of the Department to excel, and facilitate the preparation for each member to be the best candidate they can be for the next step along their individual career paths.
- Periodically complete honest evaluations of our programs and actions in order to ensure that everything we do moves us closer to our mission
- Live accreditation standards

Programs

What follow are descriptions of programs and summaries of what we will do in order to accomplish our mission. It is also an examination of what we are doing in an effort to ensure that everything we do moves us toward the accomplishment of our mission.

One or more officers of various ranks are directly responsible for their programs within the operations division. The numbers attached to each program represent budget codes. Every service we provide to the community costs money. If we were to cut the budget, it would be accomplished by cutting service, and it would prevent us from meeting future goals.

Programs

Administration:

Independent Investigative Team

Deputy Chief Jason Viada

Independent Investigation Team:- 001-5021-521-1011

In order to comply with Washington State Law and maintain readiness to assist our neighboring agencies across the region, the Port Angeles Police Department maintains an Independent Investigation Team ready to investigate the use of deadly force by law enforcement officers. In an effort to ensure an professional and unbiased investigation the Port Angeles Police Department also joined the Kitsap County Incident Response Team, which is a regional team of ten agencies committed to transparent investigations that comply with best practice protocols.

Police Vehicle Fleet:-001-5022-521.45-20

Deputy Chief Jason Viada

In an effort to maintain a high state of readiness, and to provide our police officers the best vehicles with which to respond to emergencies, pursue criminals, transport arrestees, and get out into the community, the department will continue to maintain a modern fleet of vehicles consisting of enough vehicles for each officer. We will carefully maintain and repair the vehicles. We will replace them as the budget allows with carefully selected makes and models of well-equipped police package vehicles in order to provide the men and women of the department with the best vehicles available.

Accreditation:-001-5010-521.10-01

Deputy Chief Jason Viada

Sergeant Clay Rife**Sergeant Josh Powless**

In an effort to maintain the highest professional standards and to reduce risk the Department will continually strive to meet or exceed accreditation standards.

Stone Garden Grant:-001-5022-521.10-11**Deputy Chief Jason Viada**

In an effort to provide the highest level of police service, and maximize the use of available resources the Department will continue to seek, receive, and spend available grant funds for authorized uses such as replacement of vehicles, updating computers, and funding additional patrol hours along our coastal border

Lexipol Policy Updates:-001-5010-521.49-10**Deputy Chief Jason Viada**

In an effort to provide guidance in the form of up to date best practices, and reduce risk, the Department will regularly update and distribute Lexipol policies to all department members.

Procedure Updates:-001-5010-521 .10-01**Deputy Chief Jason Viada**

In an effort to provide guidance above and beyond best practice policies the Department will write and distribute procedure memos as needed.

Media Communications:-001-5010-521.10-01**Deputy Chief Jason Viada**

In an effort to keep our customers accurately informed of our successes the Department will maintain a professional working relationship with members of the media.

Code Enforcement:-001-5010-521.10-02**Sergeant Clay Rife**

In response to quality of life concerns from many of our customers the Department will work together with other City departments to fund and maintain Code Enforcement.

Chaplains:-001-5026-521.49-90**Sergeant Clay Rife**

In an effort to care for the members of this department and to respond to crisis incidents in our community the Department will continue to participate in the Chaplain program offered by the Clallam County Sheriff's

Office while seeking to develop our unique program that will exist in addition to, not instead of, the County program.

Technological Capability:-001-5022-521.31-60

Sergeant Clay Rife

The technological capability of the Department is very high. However, the technical ability of the people to use the technology is often such that only a small fraction of the technological capability is accessed and used. Our future vision is to take deliberate steps to improve the ability of employees to access and use the technology through specific in-house training programs overseen by the sergeants and documented by the training manager.

Re-Discovery Outreach / WASPC Grant:-001-022-521.10-11

Deputy Chief Jason Viada

Outreach Coordinator Amy Miller

In an effort to provide service to the community and to specific individuals struggling with opioid addiction and other needs, the Department entered into a partnership with Olympic Community Clinic and received a grant from WASPC this allows an MSW Outreach Coordinator to work directly with Patrol Officers on the street to link needy people with services in an effort to prevent crime.

Education:-001-5022-521.43-10

Deputy Chief Jason Viada

The Port Angeles Police Department requires two years of college as a minimum requirement for police officers. Many of our officers have bachelor's degrees. 4 of our 32 officers have master's degrees. In an effort to reach out to a more diverse pool of applicants and to hire the best people we can, we have hired several officers who did not meet the minimum requirement for education at the time of hire. However, those officers have all made the commitment meet the Department's standard soon after hire. In an effort to far exceed the minimum standard the department also assists officers who want to pursue higher education while employed. Our goal is that all officers at this Department will obtain at least a bachelor's degree by 2025.

Detective Division:-001-5021-521.10-01

Sergeant Kori Malone

At full staffing the Detective Division is led by a Detective Sergeant who is assigned a Detective Corporal, three Detectives, and a School Resource Officer.

The Detective Division will provide prompt and thorough investigations to major crimes and special victims crimes. Success will be measured primarily by months in prison served by offenders.

Primary case investigations consist of Murder, Sex Crimes, and Felony Crimes against Children.

Secondary investigations include Bank Robbery, Serial Commercial and Residential Burglary.

Future goals include potential expansion of child pornography investigations with joint work involving Homeland Security Investigations, and the investigation of higher value financial crimes.

In addition to maintaining full staffing, additional efficiency would be added by hiring an Administrative Assistant for the Division.

Detectives is a special assignment, and it is common for Detectives to gain experience and then promote to Patrol Corporal. Our future vision for succession preparation includes the compiling of a simple guide on major case investigations that will be kept in the Division where any detective can pick it up and have an up to date reference of contact information on investigation resources as well a basic overview of expectations for unique crimes.

Multi Agency Incident Response Team (MIRT):--001-5021-521.10-11

Deputy Chief Jason Viada

The MIRT can be activated when a participating agency responds to an incident that will require substantial investigative resources beyond the capacity of the single agency, such as a homicide with an unknown suspect or an officer involved shooting.

Crimes Against Children:--001-5021-521.10-01

Sergeant Kori Malone

Our future vision for improving the already professional service we provide includes the following steps:

Financially support the addition of civilian child interviewers to Healthy Families staff Department

Fund a dedicated child interviewer, in line with recommended practices for CAC

Encourage use of the CAC as the primary facility for conducting child interviews

Educate patrol on the ways the CAC/advocates can be used to assist detectives

Train selected patrol officers to be certified child interviewers

Background Investigations:--001-5021-521.10-01

Sergeant Clay Rife

In an effort to provide consistent thorough background investigations of all potential Department personnel, background investigations should be completed by the trained personnel. Investigators trained specifically to conduct these investigations that are up to date on the current background investigations will be assigned these investigations as part of a case load.

Western States Information Network:--001-5021-521.10-01**Sergeant Josh Powless**

In an effort to increase officer safety, this database will continue to be used to de-conflict operations such as search warrant service and controlled purchases of narcotics.

Computerized Voice Stress Analysis:--001-5021-521.49.01**Sergeant Kori Malone**

In an effort to obtain accurate information during interviews the department trains selected personnel to conduct computerized voice stress analysis. Historically, the Department has been paying an outside polygrapher to complete pre-employment polygraph examinations. Our plan is to use our in-house personnel to complete these examinations with a more modern device. In an effort to ensure the highest professional standards, our intent is to also complete similar examinations of all employment and volunteer candidates.

DSHS Child Protocols:--001-5021-521.10-01**Sergeant Kori Malone**

In an effort to work collaboratively with our community partners and to provide the highest quality investigations of crimes against children, and to protect the most vulnerable members of our society the Department will continue to participate in the periodic updating of the DSHS Child Protocols. Our vision is that the review of these investigative protocols will continue to be a critical part of our shift training.

CDMH Advisory:--001-5021-521.10-01**Corporal Erik Smith**

In an effort to work collaboratively with our community partners and serve our customers with unique struggles the Department will continue to participate in the mental health advisory committee.

ICAC Task Force:--001-5021-521.43-10**Corporal Erik Smith**

In an effort to protect the most vulnerable members of our society the Department prioritizes crimes against children second only to homicide investigations. Our Detectives spend the majority of their time investigating crimes against children. In an effort to provide the best investigations our vision is that our Detectives will spend a week cross-training with the ICAC Task Force.

Cellebrite:--001-5021-521.49-01**Corporal Erik Smith**

In an effort to provide thorough investigations and use technology that our customers expect us to use we will maintain trained personnel and up to date equipment so that we can continue to provide this service.

SRO Program:--001-5021-521.10-01

Officer Jackson Van Dusen

In an effort to maintain a critical relationship with our schools one member of the Detective Division is a uniformed School Resource Officer. This one officer is essentially the police department within the school district. All of the duties our department provides for the City, the SRO provides for the school district. In addition, this Officer, once properly trained, serves as an additional child interviewer, which is a crucial part of the service provided by the Detective Division. This Officer is often the first representative of the Department to receive complaints from students of child abuse or sex crimes. This provides the SRO with the opportunity of performing duties related to being a Detective and is an excellent proving ground for a Detective position since it requires the ability to interact with the public and a large government bureaucracy at a level most officers do not have the opportunity to experience. Our Future vision is to expand this program to include two Officers. Currently the lone Officer is responsible for one high school, one alternative school, a middle school, a Catholic School, and three elementary schools, along with many collateral duties including being the liaison between the Department and the school for run hide fight training.

OMC SANE Liaison:--001-5021-521.10-01

Sergeant Kori Malone

In an effort to maintain a crucial partnership with the hospital and to provide the best possible response to reports of sexual assault the Detective Division maintains a liaison between the Department and the hospital. This liaison continues to be involved in SANE nurse training sessions. These training sessions have been primarily to help nurses understand how investigations work beyond their involvement to give them a "big picture" view of the process. This has included in-service training for OMC nurses and a regional training put on by Harborview. Our future vision includes the development of written procedures to streamline the process of collecting rape kits from the hospital for victims who do not want police contact (to ensure compliance with relatively new legislation). Our vision also includes the implementation of a refresher in-service on the SANE process into shift training days

Detective In-Service Training:--001- 5021-521.43-10

Sergeant Kori Malone

In an effort to provide the highest quality investigations to major crimes the Department will continue to send our Detectives to the following in-service training classes:

Crime Scene Investigation

Reid Interview

Child Interview (Initial certification and annual updates)

Practical Homicide (and attendance of Washington Homicide Investigation Conference)

Patrol Tactics 24 Hour IN-Service

Arson Investigation

In addition, at least one member of the Detective Division will maintain certification in:

Forensic Electronic Evidence Gathering

Computer Voice Stress Analysis

Internal Investigations

In addition at least two members of the Detective Division will receive and maintain current training in

Background Investigation

Patrol:-001-5022-521.10-01

Sergeant Kevin Miller

Sergeant Dave Arand

The Patrol Division will **respond** to calls for service, **investigate** incidents, **write** reports, **complete** follow-up investigations, and **increase** community safety by **making** arrests when indicated

Medical:

Medical Safety Officer:-001-5022-521.31-01

Officer Mike Johnson

In an effort to prevent injury to the members of our Department we have designated medical safety officers. These officers ensure that OSHA requirements are being followed, ensure adequate fitting of protective masks, ensure proper disposal of hazards, ensure that we are supplying our employees with proper PPE, ensure that our employees are trained to respond properly to hazards likely in a public safety workplace, and ensure that our employees are equipped and trained to respond to cardiac events in our community.

EMT Officers: - 001-5022-521-.49-01

Corporal Sean Ryan

Detective Trevor Drop

Officer Mike Johnson

In an effort to provide a wide variety of public safety service some of our employees are trained as EMT Officers so that our Department is ready to provide both officers and citizens with emergency medical care in exigent and emergent situations where lifesaving care may be unavailable or delayed. Our vision is that these officers will assist with response to emergency medical needs and also provide medical training along with "street survival" techniques for lifesaving emergency medical care and self-care, to all members of the department.

Traffic Safety:**EVOC:-001-5022-521.43-10****Sergeant Kevin Miller****Sergeant Dave Arand**

In an effort to provide officers with the best training available we participate in a training program where officers go to the Bremerton Raceway at least once every two years for an EVOC refresher, spike deployment, and PIT training. The Department will continue to seek the best training available for our officers. The EVOC instructors will explore the possibility of going to the WSP track in Shelton instead of, or perhaps in addition to, other training. Our vision is that officers will participate in the best available EVOC training at least annually.

PBT Technician:-001-5022-521.35-01**Officer Brian Stamon**

In an effort to increase the efficiency of the investigation of alcohol related crime including DUI our department issues portable breath tests to officers. This requires that we calibrate and test each PBT twice a year. In order to properly maintain our PBTs gas is needed to complete the tests and a supply of tubes must be ordered in advance. In an effort to provide our officers with the best PBTs available we are methodically replacing our older PBTs with new more modern PBTs at a rate of four per year. The PBT coordinator also ensures that all officers are trained to administer breath tests and that the officers attend required training updates.

X-52 Grant:-001-5022-521.10-11**Officer Brian Stamon**

In an effort to maximize the use of available resources and increase traffic safety our department participates in the X-52 traffic enforcement grant. Our program coordinator works cooperatively with the county and state to ensure proper use of grant funds and compliance with grant requirements. Our future vision includes obtaining grant funding to update our speed measuring devices and equip each of our 32 police vehicles with an updated speed measuring device.

Speed Measuring Devices (Radar/Lidar):-001-5022-521.48-10

Sergeant Clay Rife

In addition to obtaining the modern speed measuring devices, each officer will be trained in the use of the devices. In an effort to maximize the efficiency of our training we have selected one officer to become the trainer and he will in turn ensure that all 32 officers are trained in the use of speed measuring devices.

DRE/SFST/ARIDE:-001-5022-521.43-10

Officer Kyle Cooper**Officer Kelly Perry**

In an effort to increase traffic safety the department will train and maintain at least one officer who can train other officers to properly administer standardized field sobriety tests. In addition the Department will train and maintain at least one officer as a drug recognition expert who can respond as needed to incidents of impaired driving. The Department will also support the ARIDE program in an effort to bridge the gap between standard patrol training and DRE training.

Tactical

Negotiator Team:-001-5022-521.10-11

Sergeant Kori Malone**Corporal Jeff Ordon****Detective Ron Cameron****Officer Luke Brown****Officer Beth Hollis**

In an effort to peacefully resolve potentially violent situations such as barricaded subjects the department maintains a team of trained crisis negotiators. The individuals on this team are led by a Sergeant and work together with each other, and with negotiators from nearby departments. Currently our program has three negotiators. Our future vision includes adding a fourth member to the team. One of our long term goals to grow the program is to coordinate multi-agency training, where we become familiar with other negotiators and their equipment. We also plan to incorporate negotiator training into scenario based training like SIMS in coordination with the firearms instructors. In addition we are planning on updating our equipment.

Firearms Training:-001-5022-521.31-80

Sergeant Clay Rife**Corporal Brian Stamon****Corporal Sean Ryan**

Officer Dan Morse**Officer Nate Clark**

In an effort to prepare our officers to win lethal encounters our firearms training cadre provides squad training several times each year. This training includes handgun, rifle, back-up, and Simmunitions scenarios. Our future vision includes sending all members of the cadre to in-service instructor updates and integrating firearms scenarios with defensive tactics, other belt weapons, special munitions, and negotiator training.

Armorer:-001-5022-521.31-80**Officer Dan Morse**

In an effort to be prudent stewards of public resources all firearms are inspected in inventoried each year. In an effort to provide the officers in this department with the best firearms reasonably available in the event that officers need to use their firearms to win a lethal conflict, to preserve human life, or prevent grievous injury we will periodically modernize our firearms inventory even though our firearms are still serviceable. In addition to being responsible for all firearms owned by the department, the armorer is responsible for all items in the armory inventory including ammunition, special munitions, tools, etc. The armorer is also responsible to maintain accurate and accessible records of inventory. In an effort to continue to ensure that our firearms are in the best condition they can be in the armorer will attend periodic training updates. In an effort to provide the best controlled environment for the conservation of our resources our vision is to install a ventilation system in the armory. Our future vision for the program also includes the purchasing of the Inventory/Equipment module for Mobile.

Special Munitions:-001-5022-521.35-01**Officer Kyle Cooper**

In an effort to increase the number of reasonable alternatives available to our officers who we rely upon to resolve critical incidents. The department instructs selected officers in the use of special munitions. Our future vision is that all 32 officers of this department will be trained in the use of special munitions and each police vehicle will be equipped with a launcher and munitions. Another part of our vision is that special munitions will be integrated into our squad training scenarios.

Scoped Rifle:-001-5022-521 .35-01**Sergeant Clay Rife****Officer Dan Morse**

In an effort to give our officers the ability to protect the victims of critical incidents we have selected three officers, and equipped them with scoped rifles. These officers attend training in addition to the training that other officers attend and frequently train together to maintain marksmanship and familiarization. Our future

vision includes sending the team members away to additional advanced training and training with officers of nearby agencies.

Tactical Tracking:-001-5022-521.35-01

Sergeant Dave Arand

Officer Dan Morse

In an effort to maximize public safety and effectively apprehend suspects the department has trained several selected officers as Tactical Trackers. The best use of this resource involves teaming the tactical trackers with a K-9 team. Our vision for the future is that a selected officer will become a tracker trainer, we will integrate tactical tracking into our squad training, and tracking will become part of the culture of our Department.

DRMO:-001-5022-521.35.01

Officer Dan Morse

In an effort to maximize the use of available resources our Department participates in the DRMO program. Through the program we obtain federal surplus gear and equipment. The program is currently in good shape and organized. Some of the items must be inventoried each year, which is completed by the officer on charge of the program.

K-9: - 001-5022-521.49-80

Sergeant Kevin Miller

Officer Whitney Fairbanks

Our K-9 program consists of two K-9/Handler teams. Each team is assigned to a patrol squad, which allows for a team to be on duty nearly every night. Our future vision is to maintain both teams, and to transition the special assignments as newer officers gain the experience necessary prior to a special assignment to K-9. In addition our vision to continue our statewide work with providing K-9 training to other departments as well as our Department.

Defensive Tactics:

Corporal Sean Ryan

Officer Harold Balderson

Officer Kyle Cooper

Officer Beth Hollis

In an effort to increase officer safety and provide officers to use of force options our department strives to maintain Master Defensive Tactics Instructors on both patrol squads in order to provide all officers with ongoing training in empty hand tactics and belt weapons skills.

Personnel:

Recruiting:-001-5010-521.44-10

Sergeant Kori Malone

In an effort to reach the largest number of qualified applicants, and to focus specifically on recruiting members of groups that are traditionally under-represented in the ranks of law enforcement Sergeant Malone attended the first Women in Law Enforcement career fair at CJTC, and she also attended our local public safety testing and met with potential applicants. As part of future efforts she is going to update and rework our applicant flyer so it is more appealing. She will also make recruiting posts on social media. Our future vision includes the funding of a professional looking display to take to events and job fairs. Other events that she plans to attend include the yearly JBLM event, Unity of Effort, and again the Women in Law Enforcement.

Field Training:-001-5022-521.10-01

Sergeant Kevin Miller

Sergeant Dave Arand

Field Training Officers are the most influential members of the police department. Immediately after the academy they train new officers how to investigate crimes, solve problems, and otherwise accomplish the multiple tasks assigned to a patrol officer. This includes giving the officer opportunities to practice patrol tactics and investigation techniques, and coaching them to adequate performance. It also includes properly documenting successes and challenges presented by the officer, and the coaching used to correct the challenges. By the end of the student's participation in the program, they will be ready to handle these tasks on their own. The Field Training Officers pass on the professional standards of the department. In an effort to provide the best training possible program all Field Training Officers, regardless of rank will continuously update and improve our program.

In-Service Training

Sergeant Clay Rife

In an effort to provide the best possible service to our customers, and to prepare our officers for the next steps in their careers we have selected a list of classes that all officers ideally should attend in addition to required training. These classes include:

Reid Interview

Field Training Officer

Pre-Supervisor

Stop Grant:-001-5022-521.43-10

Sergeant Kori Malone

In an effort to take advantage of an alternative revenue source through the Stop Grant, and provide service to victims of domestic violence the department participates the Community Response to Domestic Violence and Sexual Assault team meetings. Our representative currently attends those meetings quarterly. Previously we have used Stop Grant funding for both training and equipment purchases. The money can be used to pay for training related to domestic violence where the victims are 11 years or older. The money had also been used in the past to purchase cameras and voice recorders. Our representative transitioned the use of our stop grant funding to training only, due to all officers being issued smart phones which act as recorders/cameras. The funding for equipment is more limited than the funding for training. Our future vision is to work with the Finance Department and use all of our grant money each year, either sending officers to training or working with the team to bring training here to Port Angeles to reach more people.

Critical Incident Stress Management (CISM):-001-5022-521.10-11

Sergeant Kevin Miller

Officer Luke Brown

In an effort to care for our employees who have been involved in critical incidents we offer all our employees access to our CISM program. This program continues to have great positive impact on our public service employees. All supervisors are responsible to care for their people and be on constant alert for stress symptoms and to evaluate their people and know when to deploy the CISM team. Our future vision for the program is to continue to select the right people to participate and to always be ready to assist officers when indicated by a variety of incidents.

Ballistic Vest Department of Justice Grant:-001-5022-521.31-01

Sergeant Josh Powless

In an effort to maximize the use of available resources and to equip all officers with life-saving body armor and to promptly replace expired or damaged vests our Department participates in the ballistic vest DOJ grant. The program coordinator is responsible to efficiently plan and apply for Department of Justice Grant in order to mitigate costs associated with the purchase of ballistic vests, in accordance with the grant requirements.

Patrol Quartermaster:-001-5022-521.31-01

Sergeant Kevin Miller

Sergeant Dave Arand

Each Sergeant is responsible to equip all of their people. This includes inventorying and maintaining used equipment for re-issue, and purchasing new equipment when needed. Our Department uses traditional dark blue police uniforms as well as more practical jumpsuits for patrol personnel. Our future vision for this program is that we will maximize use of uniforms and equipment that have already been purchased, while also testing and evaluating modern options in an effort to be prudent stewards of public funds and provide our officers with the best uniform options available.

Blue Courage Training:-001-5022-521.43.10**Sergeant Josh Powless****Corporal Sean Ryan**

In an effort to provide training and skills necessary to continue providing ethical policing while utilizing practical wisdom and the noblest of character. And also to provide training and skills necessary for officers to maintain effective stress management, resilience, and “whole person” health and well-being, our department has selected a representative to attend training. That representative will then train the other 31 officers of our department in the blue courage program. Our future vision is that all current officers will receive the training and all new officers will be trained as well.

Technology**Mobile Computers:-001-5012-597.59-91****Officer Dan Morse****Officer Whitney Fairbanks****Officer Luke Brown**

In an effort to maximize efficiency our officers are equipped with computers in each of their patrol cars. The updating and optimizing of this project requires collaboration between all divisions of the department and the service providers. Our future vision is to activate NCIC parsing, which reads the information, highlights important information and allows the end user to work with it.

SECTOR:-001-5022-521.31-60**Officer Dan Morse**

In an effort to maximize efficiency and increase traffic safety our officers are equipped with the SECTOR program, scanners, and in car printers. This allows officers to more efficiently issue citations and complete collision reports. Our future vision is that all infractions, citations, and collision reports will be completed using SECTOR and the old paper carbon versions will only be used in emergencies when the computers are down.

Cop Logic Reporting:-001-5022-521.49-01**Officer Whitney Fairbanks**

In an effort to free up patrol and investigative resources the Department is offering Cop Logic Reporting as an option for our customers to report crime. Expansions of this program will continue to increase the efficiency of the Operations Division

Bail Schedule:-001-5022-521.10-01**Officer Whitney Fairbanks**

In an effort to increase the efficiency of the Patrol Division the bail schedule for notices of infraction and criminal citations is periodically updated. This document is available on Mobile. However, hard copies are also maintained as the department maintains readiness and paper carbon citations that can be issued even when the computers are down.

Community**Healthy Families Board:-001-5022-521.10-11****Sergeant Kori Malone**

In an effort to maintain a professional relationship with one of our community partners the Department maintains a representative on the board of directors for Healthy Families. She meets with the Executive Director and other board members regarding policy decisions, grant funding and employee issues on a monthly basis. She also participates in training through the board related to sexual assault as part of Healthy Families accreditation. In addition, she provides insight and answers questions about how their services help law enforcement and how we can best help them. Two of the long term goals the board and Healthy Families are working on are the purchasing of real property to include an expansion of the Child Advocacy Center and collaborating with OMC/Children's Clinic to develop a pediatric SANE nurse program on the peninsula. She also plans a fundraising event for Healthy Families, a 5k/10k run which she will continue to plan. Our future vision is that this fundraiser will grow in size each year.

Wellness Committee:-001-5022-521.10-11**Sergeant Josh Powless****Sergeant Kori Malone**

In an effort to maintain a healthy workforce the Department participates in the City wellness meetings. Wellness committee members provide resources and encourage department participation in City Wellness programs, including an annual fitness incentive test for officers. One future goal is to encourage participation in local fitness events like our participation as a PAPD relay team in the Discovery Marathon the last two years. The vision also includes encouraging community participation at local events, such as sponsoring and organizing a water station.

Sex Offender Monitoring:-001-5022-521.10-01**Officer Dan Morse**

In an effort to maximize public safety, designated officers work cooperatively with the Sheriff's Office to monitor the addresses of registered sex offenders and initiate investigations and prosecution when sex offenders do not register as required by law.

Neighborhood Watch:-001-5026-521.44-30**Officer Jared Tait**

In an effort to maintain the best possible relationship with the community that we serve and to prevent crime our department facilitates Neighborhood Watch meetings in our neighborhoods. This is a team effort between police volunteers, police officers, the County Sheriff's office including Emergency Management, and the Prosecutor's Office. In addition to the meetings the Department works cooperatively with other departments to post Neighborhood Watch signs throughout the City.

Reserve Officers:-001-5026-521.20-80**Sergeant Clay Rife**

In an effort to maximize available resources, increase officer safety, recruit future officers, and provide early training to new officers our Department will continue to maintain and expand our Reserve Officer program. Our vision includes also implementing a Cadet program for people interested in future law enforcement careers.

Explorers: 001-5026-521.20-80**Detective Swift Sanchez**

In an effort to reach out to young people age 16 through 20 who have an interest in pursuing a career in law enforcement the Department funds and staffs an Explorer program with trained advisors who serve as teachers and mentors to our Explorers.

Public Housing Authority Officer:-001-5022-521.10-01**Corporal Bruce Fernie****Officer Harold Balderson**

In an effort to maintain a professional working relationship between Housing Authority Management and the department in order to provide a familiar face and to increase ease of access to police services and to increase ease of access for patrol to necessary investigatory tools, such as video surveillance and building access, and

to work to solve problems before they rise to the level of a crime the Department has designated representatives from each patrol team as liaisons between the Housing Authority and the Department.

Crisis Intervention Training:-001-5022-521-43.10

Sergeant Clay Rife

In an effort to provide compassionate service to members of our community who struggle with complex mental issues, all officers who have not previously attended the 40 hour course will attend the 8 hour course and then attend periodic refreshers.

Volunteers:-001-5026-521.31.01

Sergeant Clay Rife

Volunteers will help bridge the gap between the demands for service and the ability of the Department to meet those demands with paid staff time, and Volunteers will serve as ambassadors of the Department within the community

Code Enforcement:-001-5010-521.10-03

Sergeant Clay Rife

Code Enforcement will maintain order in the City by reasonably enforcing parking laws downtown, reducing the number of abandoned vehicles citywide, and supporting Department operations by completing other duties as assigned.

Narcotics: 001-5021-521.10-01

Sergeant Josh Powless

The Narcotics Enforcement Team will find the worst drug dealers in our community and investigate and prosecute them every way it legally can. The Sergeant leads OPNET, which includes but is not limited to the following: developing and directing strategies to effectively investigate and prosecute drug and violent crimes; supervising five detectives and an administrative assistant; and maintaining professional relationships with other agencies such as the FBI, DEA, ATF, etc. In addition, OPNET continues to facilitate a cross-training program during which officers can spend two weeks immersed in the day-to-day life of a narcotics detective. This introduces officers to a new perspective on policing and is an important part of seeing the big picture.

Communications – 107-5160-528.10-01

Regional Emergency Communications Director Karl Hatton

PenCom provides high-quality, customer-service driven 9-1-1 emergency call taking, dispatching and coordination services to the citizens of Clallam County. This division is responsible for being the Primary Public Safety Answering Point for Clallam County. PenCom handles a high volume of 9-1-1 and non-

emergency phone calls to provide citizens access to local law enforcement, EMS and fire protection services throughout the county. PenCom provides emergency dispatch services to 8 law enforcement agencies to include municipal, county, federal and tribal, and 9 fire/EMS agencies.

Staffing consists of 4 Communications Supervisors, 14 Communications Officers with an additional FTE authorized in 2018. 2 IT System Coordinators, 1 Police Records Specialist, 1 Regional Administrative Coordinator and a contracted Director.

The current 5-year plan for PenCom includes separation from the City into a stand-alone, intergovernmental agency. This is a beginning step in an effort to provide regionalized 9-1-1 services between Clallam County and Jefferson County.

All capital projects, training, and equipment purchases being considered in the next 5 years are weighed with this long-term project in mind.

Training – 107-5160-528.43-10 and 43-11

Mary Rife – Training Coordinator

Each new Communications Officer hired receives approximately 4 months of console and class-room training prior to being released to work a console with minimum supervision.

Additionally each Communications Officer also receives 80 hours of basic training at the Criminal Justice Training Commission, typically within the first year of hire.

Ongoing training includes Emergency Medical Dispatch certification and continuing training, on-line training through WCIA, dispatch and supervisory related classes as available to include Steve Kent Supervisory and Leadership training, records retention, first-line supervision, CTO, crisis intervention, etc.

A large portion of training related to call processing is reimbursed through a grant with the Washington State Military Department, Enhanced 9-1-1 Division.

Public Education – 107-5160-528.31-61

Deb Homan – Public Education Coordinator

The Pub Ed Coordinator is responsible for procuring materials, developing programs, providing staffing and attending events and training to support a state-wide education program to support 9-1-1 education campaigns in Clallam County. Deb serves as the Pub Ed Sub-committee chair-person for the Washington State Advisory Committee. This line-item is reimbursed through a grant with the Washington State Military Department, Enhanced 9-1-1 Division.

Capital Expenditures – 107-516-594.65-10

Current expected capital projects include replacing the radio consoles within the center with RoIP radio consoles. This project is expected to be completed by the end of 2017. Consideration of a version upgrade to

the CAD (computer aided dispatch) software platform is likely to occur in 2018 or 2019. All capital expenditures come from the dedicated 1/10th of 1% telecommunications tax received.

Records – Supervisor Carla Jacobi

Records Division

The five-year strategic plan for the Port Angeles Police Department Records Division will concentrate on the Division's number one function – Customer Service. Keeping in mind that the Records Division has two primary customers, the Criminal Justice Community and the General Public, the strategic plan will include segments on personnel, training, and technology.

Personnel

001.5029.521.10-01

001.5029.521.43-10

In an effort to provide timely, thorough and accurate services to our customers, the Record Division will maintain adequate staffing:

- The Port Angeles Police Department Records Division, is composed of a Supervisor and four Records Specialists. One Records Specialist is assigned the full-time duties of Property Officer but is able short term, to "fill-in" as necessary to complete some of the tasks usually performed by others. In the near future, the primary assistant Public Records Officer will retire, and the focus of the division will be on hiring well-qualified replacements and maintaining our current level of services.

In an effort to hire only the most able and willing, the Division will:

- seek involvement in the hiring process by way of recruitment
- be involved, where possible, in evaluation of those seeking employment

Training

001.5029.521.43-10

001-5029.521.49-01

In an effort to always be able to perform every function, even in a staffing crisis, cross-training of Records Division employees is current and will continue.

In an effort to provide proper and defensible dissemination of Records, the Record Division will:

- Maintain membership and participation in professional groups and organizations related to our function who provide training and/or consultation (for example, WAPRO, IAPE, LEIRA, etc.)
- Maintain at least one Certified Public Records Officer (or assistant Public Records Officer).
- Train all Records Division employees annually as related to the PRA via WAPRO or other qualified training body).
- Train all Division employees as related to Records Management via the Wa. State Archives or other qualified training body.
- Train Division employees in other aspects of their position, as provided by government training entities – DOL, NICS, WSP/ACCESS, etc. establishing at least one Division member as a subject matter expert in each subject.

Technology

001.5029.521.31-01

001.5029.521.31-60

001.5029.521.31-80

001.5029.521.35-01

001-5029.521.48-02

The Records Division strives to use the latest technology available to provide a better, more cost effective service wherever possible. The Division also stays current in manual (non-electronic, non-automated) processes in the event that electronic or automated processes are temporarily halted.

In an effort to streamline and improve services and processing the Division will:

- consider electronic alternatives to processes that are typically done manually
- consider paperless processes as an alternative to hard-copy production.

- be involved, where possible, in the process of evolving the Law Enforcement Records Management System software and components in use by our agency.

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