

# Strategic Plan 2012-2018

Burlington Police Department  
311 Cedar St. Burlington, WA  
98233

# Mission/Vision/Values

## **Mission**

The Burlington Police Department in Partnership with the Community Recognizes its Mission to Serve in a Professional, Courteous and Compassionate Manner to Promote Freedom, Peace of Mind, and Safety for its Citizens and Guests.

## **Vision**

Community Commitment through Professional Service

## **Core Values**

**Service:** Being aware of those who need law enforcement assistance and meeting or exceeding their expectations for service.

**Excellence:** Being clear about and striving to achieve the highest standards of performance in all aspects of our work.

**Integrity:** Committing ourselves to elevated standards of trust, responsibility, and discipline while promoting justice in a fair and impartial manner.

**Compassion:** Recognizing and responding with sincerity to the needs of those who are concerned for their safety, require important information, or are temporarily unable to provide for themselves.

**Pride:** Believing in the social value of our work, considering it to be among the most noble of professions and deriving personal and professional satisfaction from the effective performance of our duties.

# Plan Statement

This Strategic Plan provides an outline of goals and objectives to help the Department move forward to meet the needs of our communities and guests over the next five years.

The Burlington Police Department is committed to proactively providing a high level of police service to its communities; thereby enhancing the quality of life for residents and guests.

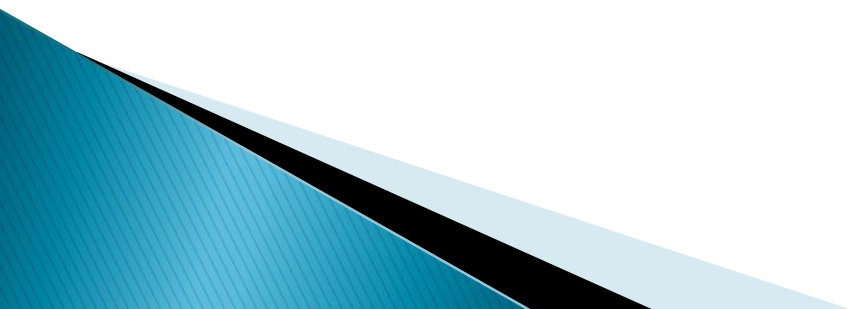
# Strategic Goals

GOAL 1 - Reduce Crime and the Perception of Crime

GOAL 2 - Strengthen Relationships

GOAL 3 - Maximize Operational Effectiveness

GOAL 4 - Law Enforcement Employer of Choice



# GOAL 1 – Reduce Crime and Perception of Crime

- ▶ Focus on Areas of Elevated Criminal Activity
  - Disrupt Illegal Drug Activity
    - Emphasis placed on drug activities near schools, parks and in residential neighborhoods
  - Disrupt Illegal Gang Activity
    - Specifically includes gang related or involved crimes
    - Maintain graffiti abatement diligence
- ▶ Target Violent Crime
  - Rape, Robbery, Homicide, Assault, Firearm Involved
- ▶ Target Non-Violent Crime
  - Organized Retail Crime, Burglary, Vehicle Prowl
  - Identity Theft & Fraud
  - Computer and White Collar Crime
- ▶ Educational
  - Crime Prevention through Environmental Design
  - Gang Prevention and Intervention
- ▶ Rapid Intervention
  - Conduct rapid intervention involving community issues

# GOAL 2– Strengthen Relationships

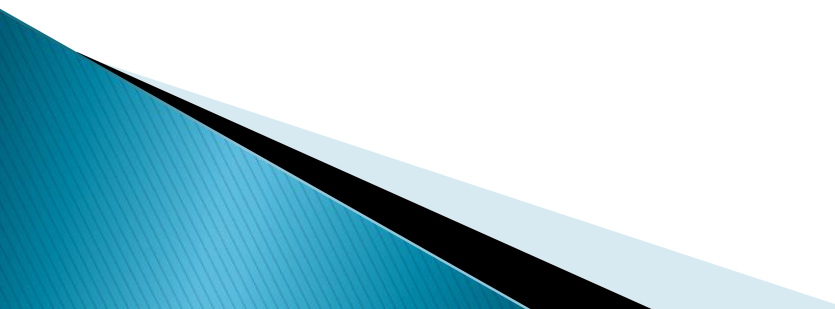
- ▶ **Interagency**
  - Local, State and Federal Law Enforcement Agencies
    - Active participation in Skagit County Drug Task Force, Multi Agency Investigative Team, High Risk Team, Negotiation Team, Regional Training Cadre,
- ▶ **Prosecuting Attorney**
  - Habitual Offenders
    - Work with PA to identify and prosecute habitual criminals
  - Gang Enhancements
    - Obtain expertise to assist prosecution involving gang enhancements
- ▶ **Business Communities – CRO**
  - Active Participation with Chamber of Commerce, Downtown Association, Rotary, SWORCA
    - Business watch programs and educational training
    - Develop electronic business email alert system
- ▶ **Residential Communities – CRO**
  - Reenergize Block Watch programs
  - Develop and deliver Disaster Preparedness Programs
  - Increase Community Outreach & Education Programs
- ▶ **Educational Communities – CRO**
  - Reinstate School Resource Officer position
  - Gang Prevention and Interdiction Programs

# GOAL 3 – Maximize Operational Effectiveness

- ▶ Continually Review Internal Operations to Promote Service Improvement
- ▶ Sharing of Law Enforcement Resources
  - Skagit County Drug Task Force, Multi-Agency Investigative Team, High Risk Team, Negotiations Team, Regional Training Cadre, Gang Intelligence
- ▶ Explore Technologies, Techniques and Equipment to Deliver Effective and Efficient Service
  - Overt Surveillance
    - Cameras strategically located on major traffic routes
  - Covert Surveillance
    - Ability to electronically monitor specific targets
  - Deception Identification Equipment
    - Obtain equipment and train officers in usage to assist with investigative focus
  - Interactive user friendly informative website
- ▶ Maintain WASPC Accreditation
- ▶ Joint Multi-Agency Crime Analysis Unit
  - To provide crime analysis helpful in guiding patrol and investigative functions in target areas
- ▶ Maintain average police response time to critical incidents of 3.17 minutes



# GOAL 4 – Become Employer of Choice

- ▶ Attract, Hire, and Retain Diverse and Well Qualified Officers
    - Develop recruiters reflecting qualities and character desired of candidates
    - Participate in Job Fairs
    - Explore recruitment incentives for lateral candidates
  - ▶ Develop and Implement Patrol Shift Alternatives
    - Alternatives to 5-8-2 which may be more favorable to officers without negatively affecting departmental mission and services
  - ▶ Promote Career Growth
    - Increase Training Opportunities
    - Formalize Lead Officer Position
  - ▶ Foster Culture of Teamwork and Partnerships among Employees
- 



# Success Measurements

- ▶ Reduction in Crime Levels and in Specific Crimes
  - Rates, raw numbers etc.
- ▶ Citizen Perception and Quality of Life
  - Citizen surveys
- ▶ Number and Areas Covered by Community and Business Watch Programs
  - Review of effectiveness in reaching desired outcomes
- ▶ Participatory Levels in Shared Local, County and Regional Resources
  - Increased training and expertise levels
  - Increase of services offered/available
  - Budgetary benefits
- ▶ Employer of Choice
  - Recruitment and retention levels
    - Raw numbers
    - Good pre-hire candidate lists
  - Training and experience levels
  - Areas of expertise met
  - Developmental goals being met
    - Mentoring
    - Employee surveys