



ARLINGTON POLICE DEPARTMENT



STRATEGIC PLANNING 2023

This report is the result of several months of assessment and planning that involved a diverse strategic planning committee representing the Arlington Police Department, City of Arlington, Council Members, and Community Stakeholders.



Arlington Police Department

Strategic Planning 2023

CHIEF’S MESSAGE.....	3
1. EXECUTIVE SUMMARY	4
2. ABOUT CITY OF ARLINGTON WASHINGTON	5
3. POLICE DEPARTMENT ORGANIZATIONAL STRUCTURE	6
4. PURPOSE, MISSION, VISION, AND VALUES.....	8
5. INTRODUCTION AND PLANNING PROCESS.....	9
5.1 Purpose and Organization of the Report.....	9
5.2 Planning Process	9
5.3 Community Survey.....	10
5.4 Arlington’s Crime Trends	13
5.5 Community Profile	15
6. 2018 STRATEGIC PLAN.....	17
6.1 Accomplished Goals and Objectives	17
6.2 Ongoing/Incomplete Goals and Objective	17
7. 2023 STRATEGIC PLAN	18
7.1 Staffing Levels	18
7.2 Professional Development	21
7.3 Equipment and Technology	23
7.4 Community Engagement	25
7.5 Additional Context.....	27
8. CONCLUSION	28
9. REFERENCES.....	29



Arlington Police Department

Strategic Planning 2023

CHIEF'S MESSAGE

Thank you to the citizens, council and staff that engaged in the planning sessions to develop the next five year strategic plan for Arlington Police Department. It is common knowledge that many current day social challenges are impacting communities of all size. Much of this burden has shifted to law enforcement and has impacted the ability and resources to provide effective service.

The Arlington Police Department's annual planning process allows them to manage daily operations while remaining focused on the challenges and opportunities ahead. We have accomplished much over the last several years, but are committed to stay on the path to reduce the impacts of crime that affects our quality of life in Arlington.

The Arlington Police Department continues to move toward the vision of the President's 21st Century Policing Task Force model and continues to employ the highest standards of professionalism and accountability. This year the new department leadership has taken time to review the results of past practices during a time of internal cultural transformation in our organization.

We realize that if we don't make changes in how we police we won't see changes in our community's crime rate or quality of life. This plan provides a path forward to make progress towards a high performing Police Department with tools to address the challenges ahead.

The strategies in this plan will provide the City Council a roadmap for continuous improvement and resource planning. Individual strategies will be prioritized for the most effective impact to our goals of providing a safe community for all our residents and businesses.

I am confident that our leadership and this committee have provided a strategic planning document with the vision and strategies needed to meet the future head-on.

Sincerely,

Jonathan Ventura





Arlington Police Department

Strategic Planning 2023

1. EXECUTIVE SUMMARY

This strategic plan outlines a comprehensive approach to enhance organizational effectiveness and achieve sustainable growth across key pillars: staffing, professional development, equipment and technology, and community engagement.

1. Staffing:

- **Goal:** Optimize workforce composition and capabilities to meet organizational need and priorities.
- **Strategies and Objectives:**
 - Identify staffing levels needed to meet the growing demand for public safety and strengthen the overall effectiveness of the police department
 - Implement targeted recruitment efforts to attract top talent
 - Establish robust onboarding processes for seamless integration of new hires
 - Foster a culture of diversity and inclusion to leverage a wide range of perspectives
 - Strengthen employee retention by maintaining desirable work environments and culture, along with competitive salaries and benefits.

2. Professional Development:

- **Goal:** Cultivate a skilled and adaptable workforce through continuous learning and growth
- **Strategies and Objectives:**
 - Develop personalized training programs aligned with organizational needs and state requirements
 - Promote a learning culture that encourages employees to acquire new skills
 - Establish mentorship programs to facilitate knowledge transfer and skill development for succession planning
 - Provide resources for ongoing professional certifications and education

3. Equipment and Technology:

- **Goal:** Enhance operational efficiency and competitiveness through technological advancement
- **Strategies and objectives:**
 - Identify current gaps and future needs



Arlington Police Department

Strategic Planning 2023

- Implement new technology with a focus on automation and innovation to augment and support police services
- Upgrade and maintain equipment regularly to ensure optimal performance
- Provide training programs to ensure staff proficiency in new technologies

4. Community Engagement:

- **Goal:** Strengthen relationships with the community and build a positive organizational image
- **Strategies and Objectives:**
 - Develop and expand community outreach programs to address local needs and concerns
 - Leverage social media and other communication channels to enhance transparency
 - Collaborate with local organizations and stakeholders to create mutually beneficial partnerships
 - Establish feedback mechanisms to assess community satisfaction and adjust strategies accordingly

By implementing this strategic plan, the organization aims to create a dynamic and adaptive environment that empowers its workforce, leverages cutting-edge technology, and fosters meaningful connections with the community. This holistic approach positions the organization for sustained success in an ever-evolving landscape.

2. ABOUT CITY OF ARLINGTON, WASHINGTON

The City of Arlington WA was incorporated in 1903 with a population of around 500 residents. Arlington's population experienced significant growth over the last century, particularly during the 1970's through current date as a result of economic development of the region, urban growth, and annexation. The total population of Arlington has accelerated even more so since the early 2000's, rising from approximately 13,000 to approximately 21,000 at the current date. The City of Arlington is ranked as approximately the 70th largest city in the State of Washington, similar in size to Mukilteo and Mill Creek.

The City of Arlington has maintained a Police Department as the primary provider of law enforcement and public safety services for over 120 years since incorporation as a city. For the first 70 years of existence, the Arlington Police Department had minimal growth along with the City's population as noted above. The Police Department staffing levels, service levels, and



Arlington Police Department

Strategic Planning 2023

structure has changed over time as well to accommodate the growth, community needs, and desired service levels.

Geographically, Arlington consists of three relatively distinctive areas which correspond directly to the Police Department’s “beat areas.” These areas are considered the Old Town Business and Residential District located in the north end of the City, the Municipal Airport and Cascade Industrial Center located in the middle to southern regions of the city, and the Smokey Point area located in the southern and western regions of the city.

The City of Arlington’s Government system is Mayor-Council, in which the Mayor is elected to serve as the Chief Executive. The City Council has separately elected legislators.

3. POLICE DEPARTMENT ORGANIZATIONAL STRUCTURE

The Chief of Police for the City of Arlington Police Department reports directly to the City of Arlington Administrator. The City Administrator reports directly to the Mayor of Arlington and City Council.

The Police Department is one of the most critical and visible City Departments. As a result, coordination, alignment, and a strong working relationship with City Leadership and City Council is pivotal to the levels of service and success produced.

The current organizational structure of the Department, represented in chart below (exhibit 1), is within industry standards, structured around a Patrol Division, Investigations Division, and Police Services Division. It should be noted that the position of Deputy Chief is currently vacant and unfunded during the City’s current Biennial budget cycle.



Arlington Police Department

Strategic Planning 2023

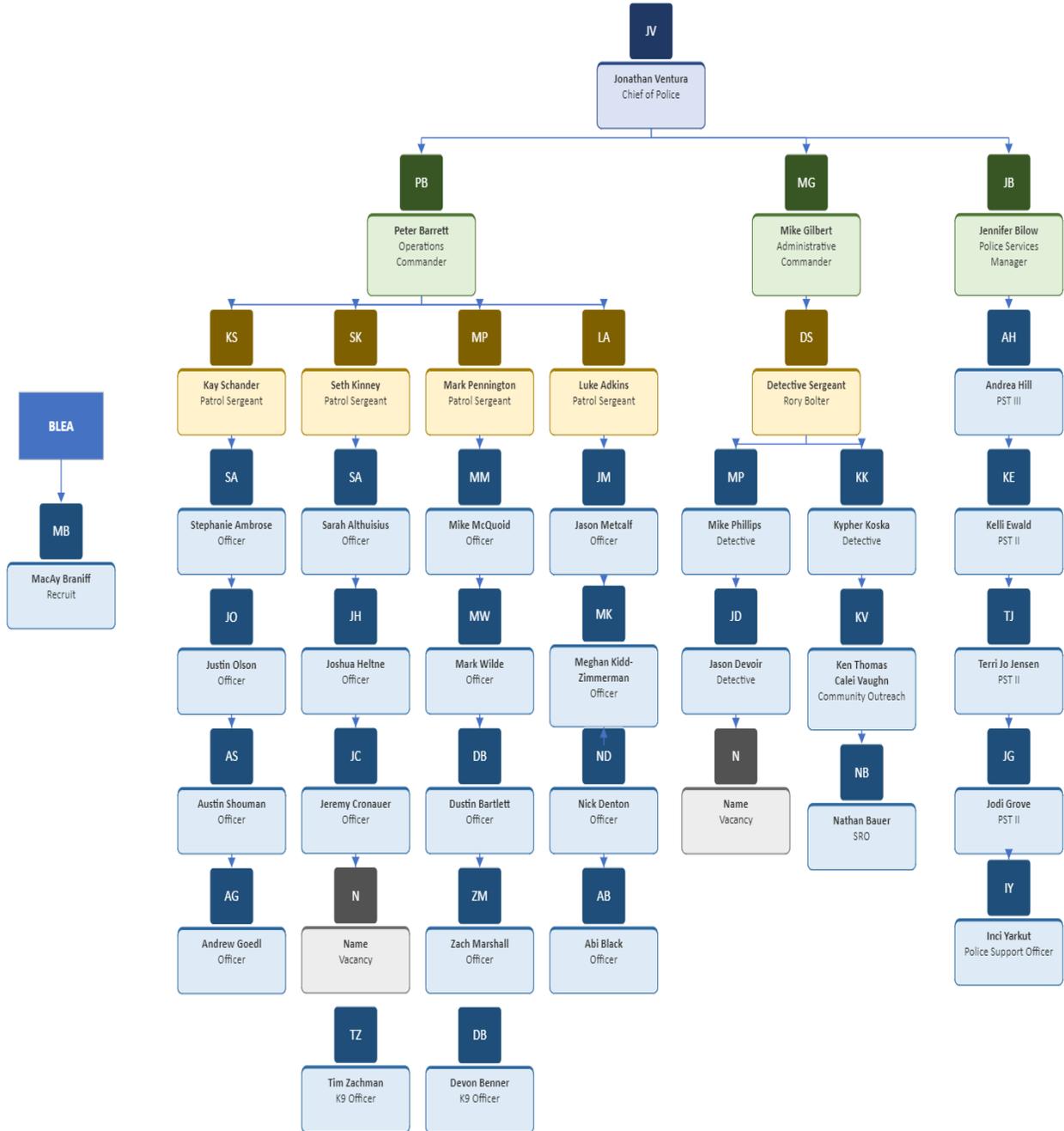


Exhibit 1 (as of 2/29/2024)



Arlington Police Department

Strategic Planning 2023

4. PURPOSE, MISSION, VISION, AND VALUES

Our Purpose

Words matter, and our **Purpose** reflects that. If an Officer sees their job as “law enforcement” they will go out looking to enforce the law. But if they were told that their job was “to protect the vulnerable from harm.” Would they protect people from those who would break the law?

To protect the vulnerable from harm.

Our Mission Statement

The Department’s **Mission Statement** seeks to describe the organization’s purpose, focusing on what the Department does and its role in the community; be an aspirational and inspiring statement describing the organization that Arlington Police Department strives to be:

*Preserve life
Preserve peace
Preserve property*

Our Vision Statement

The Department’s **Vision Statement** seeks to be an aspirational and inspiring statement describing the organization that Arlington Police Department strives to be:

The vision of the Arlington Police Department is to be a leader in law enforcement through strong community partnerships, professionally developed employees, enhanced technology, and strategic and succession planning.

Our Organization Values

Organization Values describe the spirit by which the Department approaches its work. Committee discussion emphasized the importance of these in distinguishing what defines the Department, perhaps distinguishing it from other police departments. To avoid dilution, the Department limited itself to a small number of values that focused on what matters most:

Teamwork, Respect, Integrity, Professionalism, and Innovation



Arlington Police Department

Strategic Planning 2023

5. INTRODUCTION AND PLANNING PROCESS

5.1 Purpose and Organization of this Report

This report is the result of several months of assessment and planning that involved a diverse strategic planning committee representing the Arlington Police Department, City of Arlington, Council Members, and Community Stakeholders.

This document and the accompanying appendices compile the findings and recommendations of the Arlington Police Department Administration as discussed and vetted by the planning committee. Together with the issuance of this report, the Arlington Police Department will engage City leadership in a dialogue around implementation of some or all of the recommendations contained in these pages. The Police Department will develop a work plan to implement the final direction as established in subsequent conversations with the Mayor, City Administrator and City Council.

5.2 Planning Process

This strategic planning process is centered on meetings with the Strategic Planning Committee. This Committee included members from the Arlington Police Department, City of Arlington, Council Members, and Community Stakeholders. The Committee met two times between May and June 2023. Department members and City employees provided guidance on draft materials prior to each meeting. A professional facilitator served to steward the overall planning process.

APD Strategic Planning Committee

- Paul Ellis, City Administrator
- Barbara Davis, Facilitator
- Heather Logan, City Council
- Yvonne Gallardo-Van Orman, City Council
- Paul Ellis, City Administrator
- Maria Gutierrez, Community Member
- Taylor Jones, Arlington Hardware
- Angela Jones, Arlington Hardware
- Mike Gilbert, Police Commander
- Peter Barrett, Police Commander
- Rory Bolter, Detective Sergeant
- Mike McQuoid, Police Officer
- Luke Adkins, Police Sergeant
- Jen Bilow, Support Service Manager

The committee’s intended purpose over the two sessions was to identify and discuss both current and future state of Arlington Police Department’s (APD) service delivery and surface information to inform the department’s next strategic planning objectives and priorities. Additionally the Strategic Planning Committee reviewed the 2018 Arlington Police Department’s recommendations and strategies from the previous 5 year plan, and reviewed the status of each recommendation and strategy. From this Stakeholder Engagement, the following information and themes emerged:

1. Staffing Levels
2. Equipment and Technology
3. Professional Development
4. Community Engagement and Education



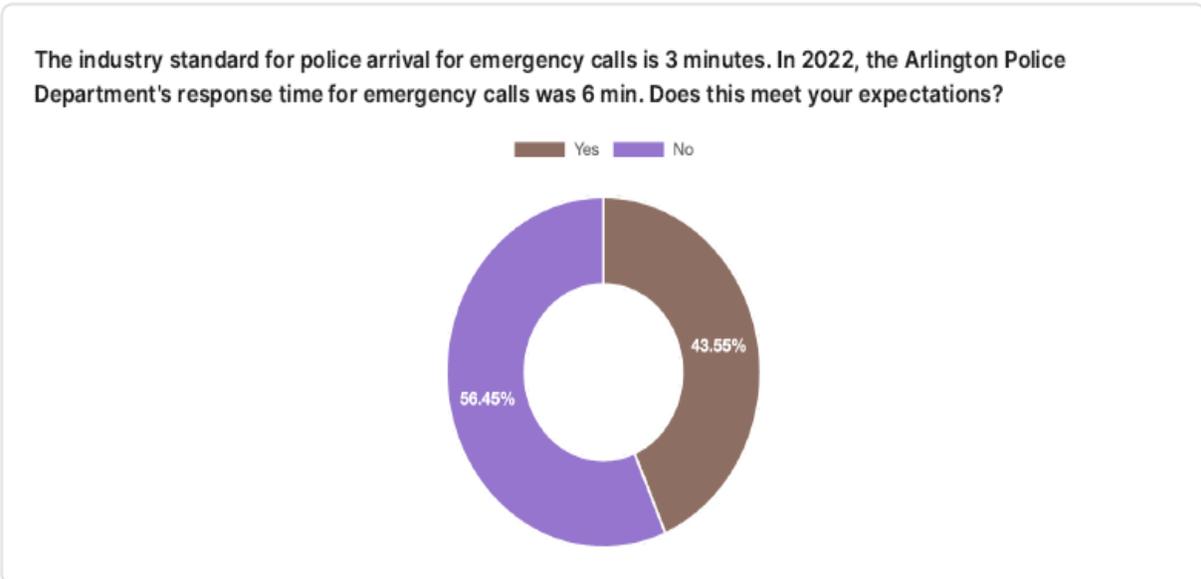
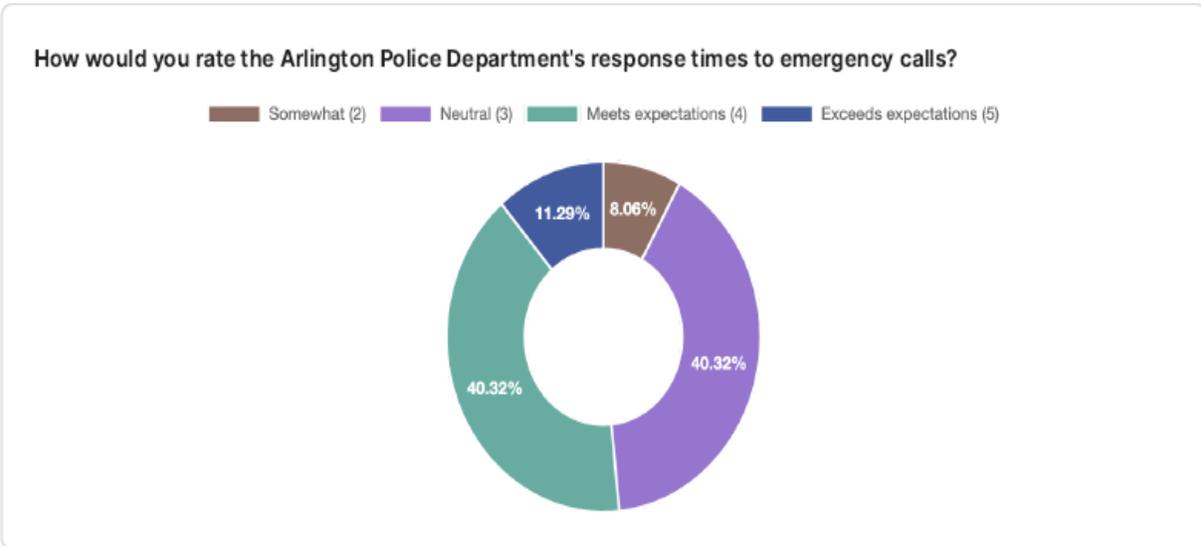
Arlington Police Department

Strategic Planning 2023

5.3 Community Survey

A sub-committee was formed to develop a Community Survey for the general public to provide additional input into the strategic planning process. This survey was released for a period of approximately 3 weeks through various channels. The data and input collected from **236** responses was subsequently reviewed and is accounted for in the strategic plan.

Results of Survey

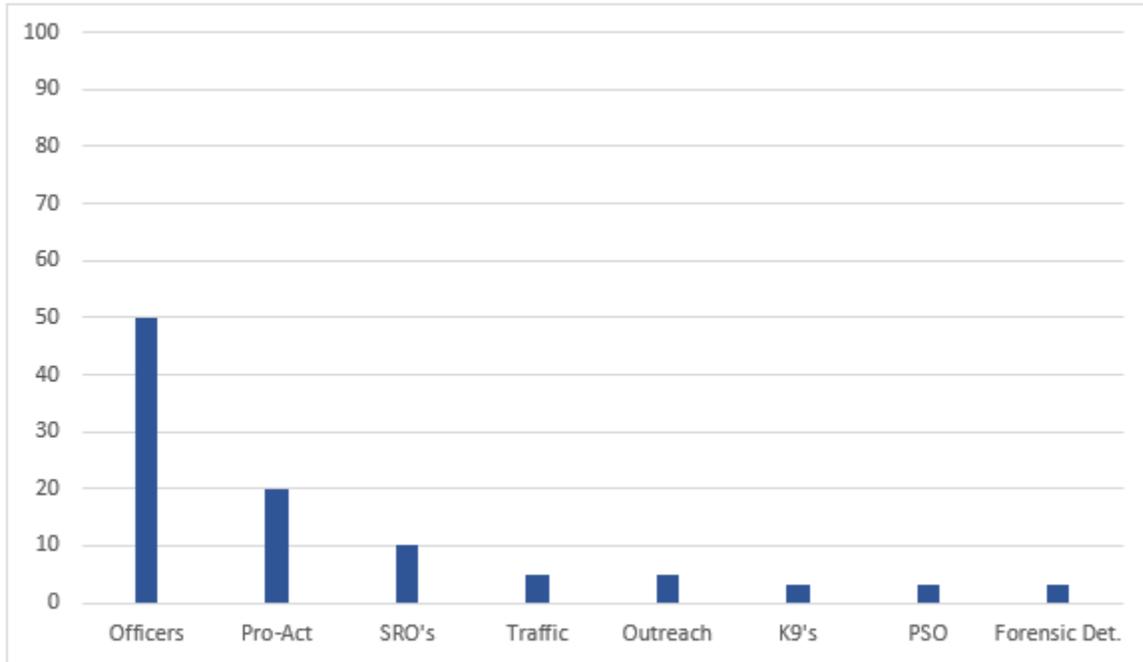




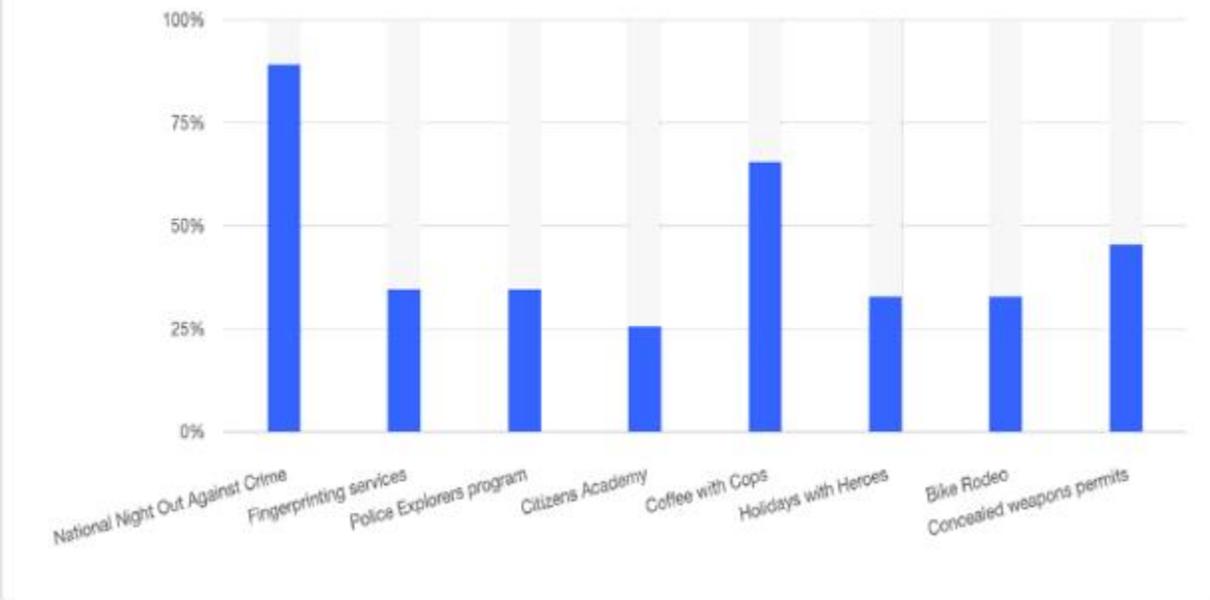
Arlington Police Department

Strategic Planning 2023

If additional funding becomes available, which of the following programs would you rank as the most important to increase staffing levels for?



Have you heard of any of the following Arlington Police Department community partnership and engagement programs? [Select all that apply]

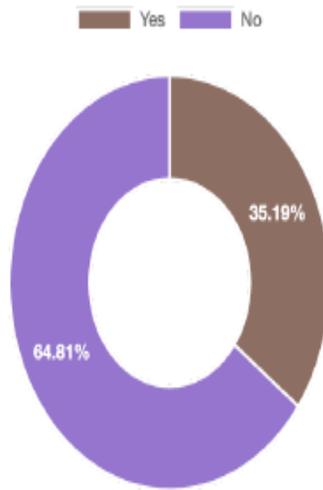




Arlington Police Department

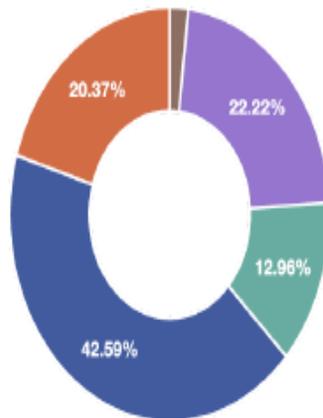
Strategic Planning 2023

Have you participated in any of these programs in the past year?



How safe do you feel in your neighborhood?

Not at all safe (1) Somewhat safe (2) Neutral (3) Safe (4) Very safe (5)





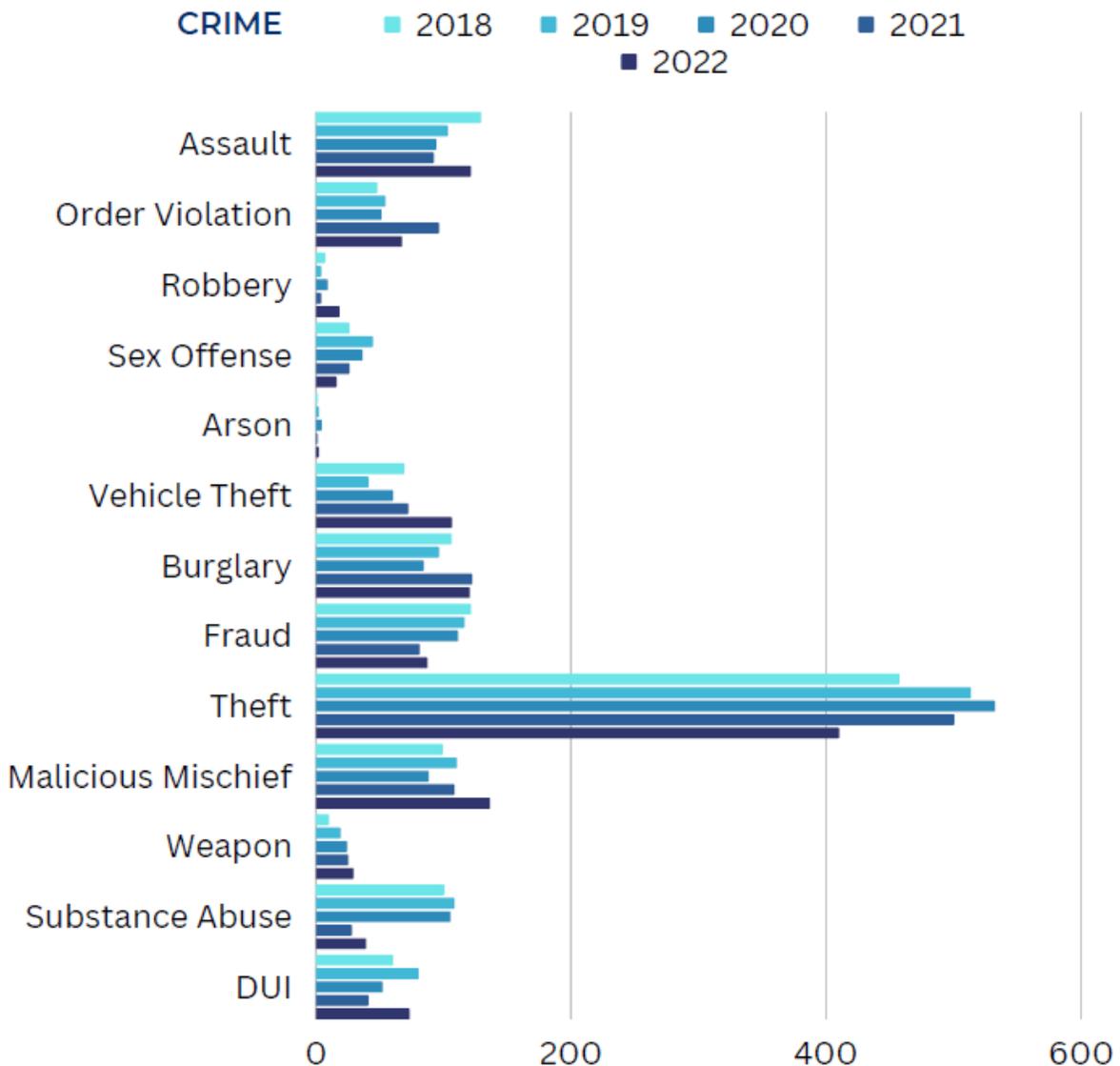
Arlington Police Department

Strategic Planning 2023

5.4 Arlington's Crime Trends

The City of Arlington has a noticeably higher Property Crime rate (45.57 per 1,000 members of the population) as compared to Washington State overall (34.9). The national median Property Crime Index is (25). Violent Crime in Arlington is relatively low (2.67 per 1,000) as compared to the State average of (3.02) and nationally (4.0).

CRIME STATISTICS

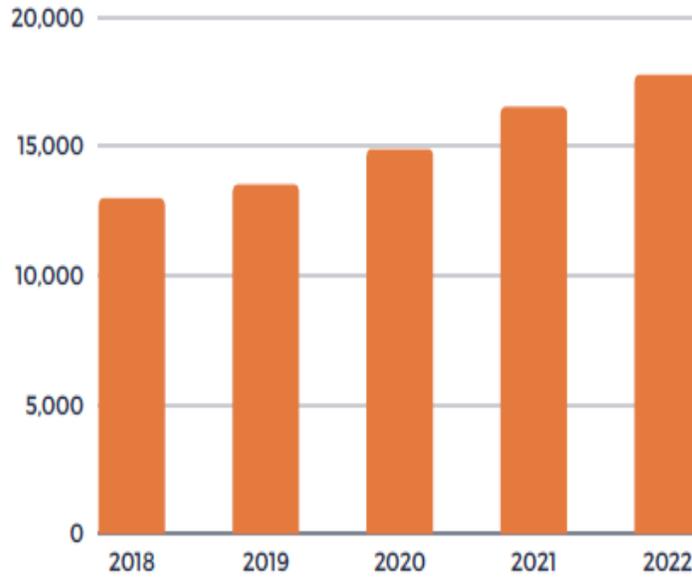




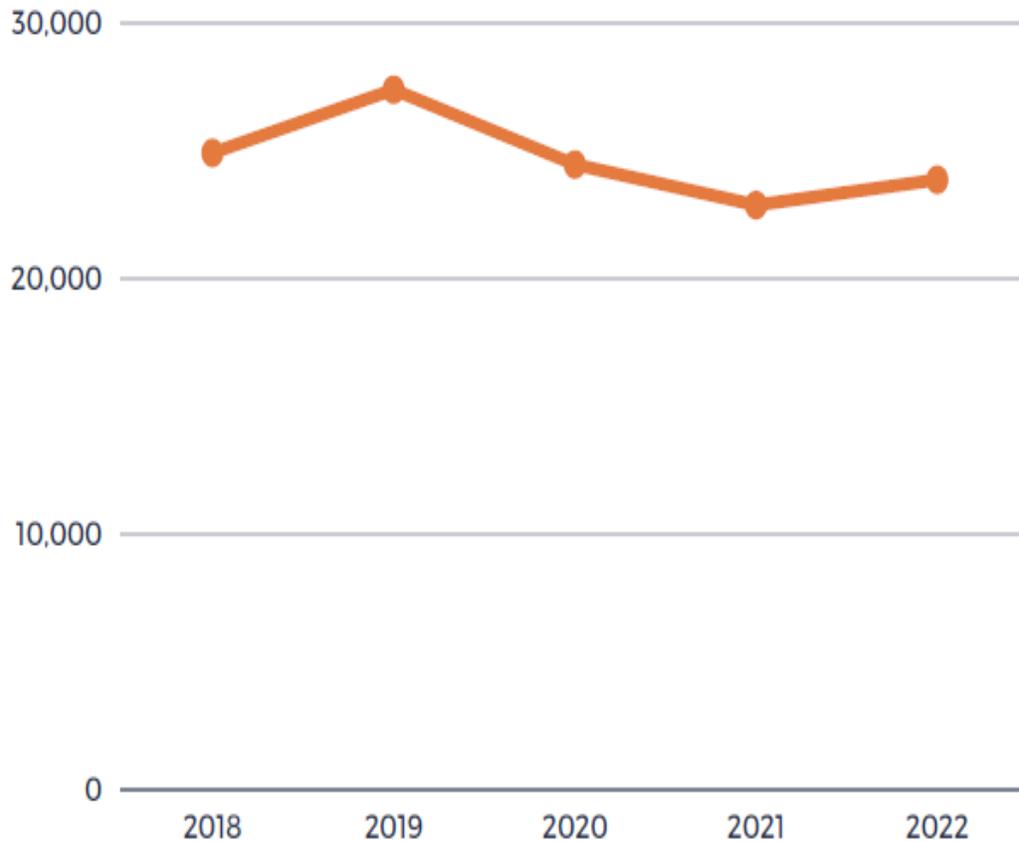
Arlington Police Department

Strategic Planning 2023

911 CALLS



TOTAL INCIDENTS





Arlington Police Department

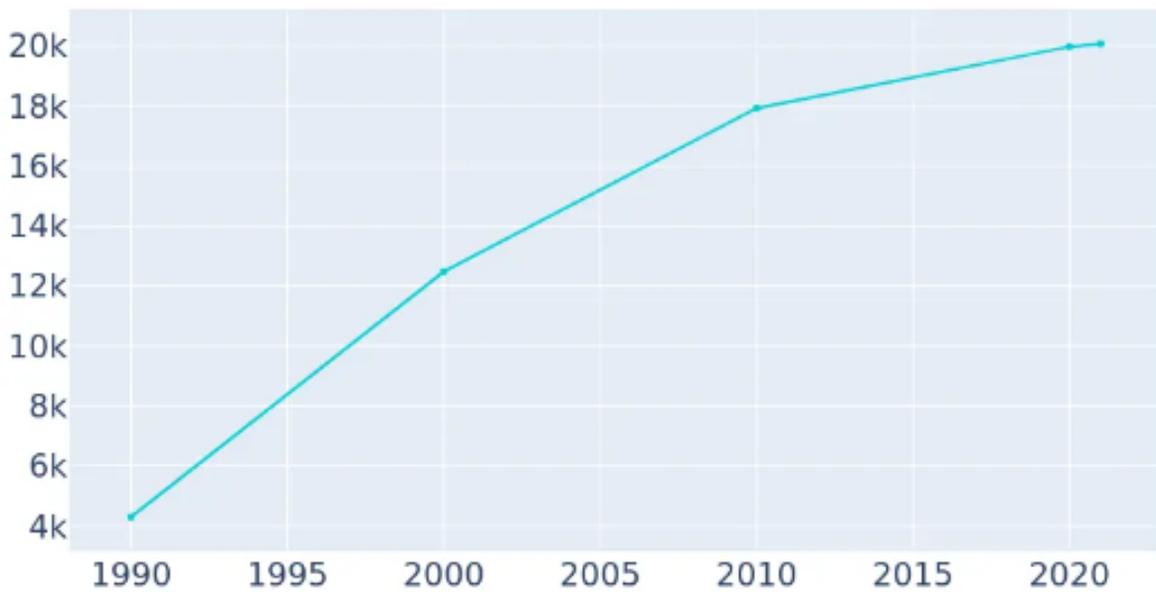
Strategic Planning 2023

5.5 Community Profile

Population and Demographics

The City of Arlington has a population of 20,277 people with a median age of 39.2 and a median household income of \$87,708. Between 2018 and 2022 the population of Arlington grew from 18,578 to 20,277, a 11.13% increase. Its median household income grew from \$64,086 to \$87,708, a 27% increase.

Arlington Population By Year



Year	Population	Rank in US	Growth Rate
2021	20,075	1,863	0.5%
2020	19,975	1,866	1.1%
2010	17,926	1,908	3.7%
2000	12,475	2,321	11.2%
1990	4,296	4,476	—



Arlington Police Department

Strategic Planning 2023

The population of Arlington is 71% White, 14% Hispanic, 6% Asian, 1% Native American, 2% African-American and 6% listed as other. 9.2% of Arlington residents speak a language other than English, and 96.9% are U.S. citizens.

Age

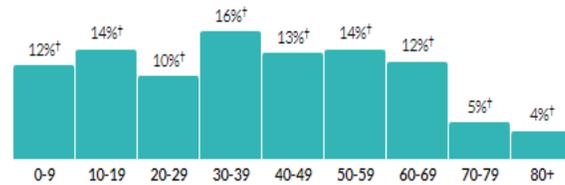
39.2

Median age

a little higher than the figure in the Seattle-Tacoma-Bellevue, WA Metro Area: 37.2

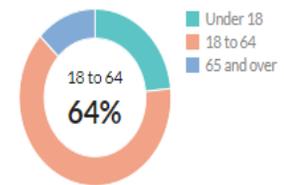
a little higher than the figure in Washington: 37.9

Population by age range



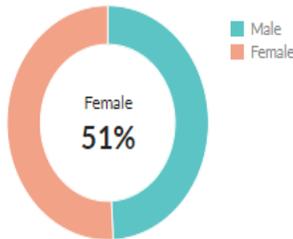
Show data / Embed

Population by age category



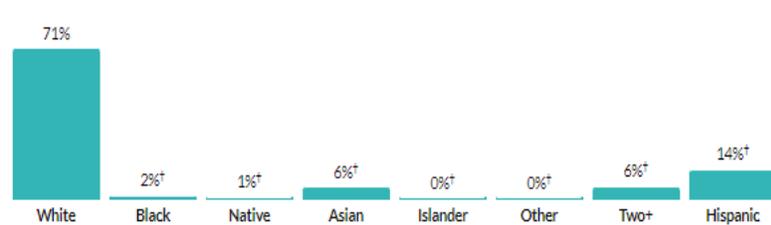
Show data / Embed

Sex



Show data / Embed

Race & Ethnicity



* Hispanic includes respondents of any race. Other categories are non-Hispanic.

Show data / Embed

The median property value in Arlington is \$372,600 and the homeownership rate is 66.1%. Most people in Arlington commute to work with an average commute time of 28.3 minutes. The average Arlington resident household owns 2 vehicles.

Arlington has updated its Comprehensive Plan to comply with the Growth Management Act; this plan accommodates expected housing and employment growth through the year 2035. Arlington is planning for an additional 7,533 new residents between 2018 and 2035, for a population total of approximately 26,111 by the year 2035. Such growth will require an increase in residential and commercial development to meet demand. This anticipated growth will likely create a significant increase in demand for police services.



Arlington Police Department

Strategic Planning 2023

6. 2018 STRATEGIC PLAN

6.1 Accomplished Goals and Objectives

2018 Accomplished Goals and Objectives:

- Implemented new technologies to alleviate burdens on patrol staff, increase capacity for community policing
 - Online Reporting system
- Crime-Analyst utilized (Volunteer basis)
- Invest in professional development and succession planning.
 - 5 leadership positions filled with internal candidates in 2022
- Established Professional Standards unit, implemented Internal Affairs(IA) and Use of Force(UOF) software system
- Fleet program overhaul, Take-Home-Car program implemented
- Moved to subscription structure for equipment and systems
- Increased Community engagement NNO (National Night Out), open house, community meetings, Citizen Academy
- Full policy manual review, update, and publish to City website
- Establish and expand use of Social Media platforms
- Modernize Department's training management, acquire and implement software
- Increase Department's cultural competency
- Review and re-align Departmental structure
 - Police Services Technician III position, Police Services Supervisor Position
- Domestic Violence Coordinator contract established
- Internal culture and communications dramatically improved, streamlined, newsletter
- Improved equipment, pepper ball, new taser, body cam program
- Improved crime data transparency for community

6.2 Ongoing/Incomplete Goals and Objectives

2018 Ongoing/Incomplete Goals and Objectives:

- Creation of additional Police Support Officer (PSO)
- Re-establish the proactive Anti-Crime Team (Pro-ACT)
- Acquire Automatic License Plate Reader (ALPR) technology
- Join or increase participation in regional public safety resources such as SWAT and Task Force
- Acquire new forensic technology, tools, and capabilities.
- Achieve Accreditation through Washington Association of Sheriffs and Police Chiefs (WASPC)
- Increased Patrol capacity for preventative, data-driven policing and directed patrol



Arlington Police Department

Strategic Planning 2023

7. 2023 STRATEGIC PLAN

7.1 Staffing

To be effective in community policing, police must have time for positive interactions, unrelated to criminal activity, with residents on the street. In addition to having time to build positive relationships, the Department must also utilize data to be proactive in policing by determining where crimes are occurring and having the time and resources to dedicate officers to those areas. This type of directed patrol based on sound data analysis and coupled with strong community relationships is known to reduce crimes, such as motor vehicle prowls and stolen vehicles.

Additional patrol officer capacity is required if the Department wants to become less reactive and create time for community-focused preventative policing. Increasing patrol staffing is only one way to increase capacity. Patrol operations may also benefit from process improvements and increased use of non-commissioned personnel where appropriate.

To meet the demands of the increase in patrol operations our records department will need additional staff to process the work generated. The addition of the Body Worn Camera has also increased the number of records that need to be processed.

Recommendations

Goals	Objectives	Notes
STAFFING		
<ul style="list-style-type: none"> • Increase staffing for the 4 patrol crews by 1 position each for a total of 4 officers. • This will bring the 4 patrol crews to a staffing level of 1 SGT and 5 patrol officers • 2024 & 2025 	<ul style="list-style-type: none"> • Improve response time • Enhance visibility and deterrence • Community engagement • Crime prevention • Support specialized units • Workload distribution • Adaptability to emerging threats • Bring staffing level to a supervisor and 5 patrol officers for each crew • Allow for targeted patrol at a more effective level • Ensure minimum staffing levels for family emergency, employee injury, and family leave 	<p>Increasing patrol staffing in a police department is a multifaceted challenge that involves consideration of budget, recruitment, training, and community needs. It is essential to assess the current workload, crime trends, and response times to determine the optimal staffing levels. Increased staff will enhance community safety and bolster proactive policing efforts. By achieving these objectives, the additional patrol staff will contribute to creating a safer, more secure, and connected community while strengthening the overall effectiveness of the police department.</p>



Arlington Police Department

Strategic Planning 2023

Goals	Objectives	Notes
<ul style="list-style-type: none"> Expand our swing shift to add 2 additional Patrol Officers 2026 	<ul style="list-style-type: none"> Improved coverage Flexibility Enhanced response times Reduced overtime cost Crime deterrence Employee satisfaction 	<p>The swing shift schedule allows for more coverage during the peak activity hours. It will also reduce the response times by having more officers available. Overtime reduction is also a benefit of this shift as officers will be on-duty during day-grave shift change.</p>
<ul style="list-style-type: none"> Expand Support Staff for Records and Evidence 2026 	<ul style="list-style-type: none"> Demand for records input and evidence intake Demand based on increase to patrol staff 	<p>With the addition of the patrol staff and specialty units the demand on our records staff will need to be addressed.</p>
<ul style="list-style-type: none"> Fund the Deputy Chief Position 2027 earlier if demand necessitates position be filled. 	<ul style="list-style-type: none"> To create a standardized chain of command at APD Operational oversight Emergency response and crisis management Community engagement Succession planning Policy development and implementation 	<p>With the addition of new staff and Professional Standards Software and additional patrol staff to oversee, the workload of the Administration continues to expand. Funding of this position will allow for a standard that aligns with the best practice for police agencies. Funding one more position will allow us to replace the employee selected to move to the Administration without affecting the patrol numbers.</p>



Arlington Police Department

Strategic Planning 2023

Goals	Objectives	Notes
STAFFING		
<ul style="list-style-type: none"> • Increase CO-OP Outreach Team to 2 positions. • This positions may need to be re-allocated to re-establishing the Pro Act Team should the need become necessary. • 2027-2028 once patrol staffing has been achieved 	<ul style="list-style-type: none"> • Additional staff to address our unhoused and substance user population • If Pro Act is re-established it will work with this team for better accountability • Community policing improvement • Better relations with business community 	<p>The success of this program has met or exceeded expectations to date, and additional funding will assist in addressing a rapidly growing area of need and demand on resources. This position along with one of the SRO positions may be used to re-establish the Pro Act Team with the direction moving to target the nuisance and property crimes issues.</p>
<ul style="list-style-type: none"> • Fund two additional School Resource Officer positions • One of positions may need to be re-allocated to re-establishing the Pro Act Team should the need become necessary. • 2027-2028 once patrol staffing has been achieved or when funding available in partnership with Arlington School District 	<ul style="list-style-type: none"> • Enhanced Security Measures • Response to incidents • Building relationships with students • Emergency Preparedness • Prevention of bullying and harassment • Mental health support • Drug and Substance abuse prevention • School-Crisis intervention • Response to external threats • Education and training 	<p>The need for additional School Resource Officers (SRO's) often arises from a variety of factors related to maintaining a safe and secure learning environment. SRO's are trained to deal with a variety of issues and will work in collaboration with school staff to provide resources for all students in need. The presence of SRO's contributes proactive security presence and a visible deterrent to potential threats. The focus of the SRO is to create a safe and supportive learning environment for students and staff.</p>



Arlington Police Department

Strategic Planning 2023

7.2 Professional Development

Accreditation is an assessment of our organization’s ability to fulfill its mission and evaluate compliance with industry standards, best practices, and the requirements of an accrediting body. The accreditation process seeks to ensure that a level of quality is maintained by our organization while also raising our collective competencies. Accreditation is a statement of our continuing commitment to our employees and to our community that this agency provides effective programs and services. Successfully achieving accreditation is also evidence that our organization is self-regulating in a reliable and responsible manner and reaffirms that effectiveness of our public-private partnership.

Professional development is crucial in law enforcement for several reasons. It helps officers stay up to date with the latest crime trends, maintain proficiency in the use of tools and tactics, and become familiar with more advanced topics over time. By taking a proactive approach towards their professional growth, officers can enhance their skills and knowledge, making them more effective in their roles. Professional development also plays a vital role in preparing officers for future career opportunities, both within law enforcement and beyond. It allows them to develop a good professional reputation, expand their education, build a strong network with the community, and receive training that helps them excel in their careers.

Recommendations

Goals	Objectives	Notes
PROFESSIONAL DEVELOPMENT		
<ul style="list-style-type: none">• Re-establish Accreditation• 2024	<ul style="list-style-type: none">• Credibility and trust• Compliance with best practice, policy, and procedures• Risk mitigation• Employee moral and recruitment• Competitive advantage	Accreditation is the gold standard for Law Enforcement Agencies related to practices, policies, and procedures. The Accreditation process helps to increase professionalism and reduce areas of risk and liability.



Arlington Police Department

Strategic Planning 2023

Goals	Objectives	Notes
PROFESSIONAL DEVELOPMENT		
<ul style="list-style-type: none"> • Implement a Succession Development Plan • 2024 	<ul style="list-style-type: none"> • Identification of critical positions • Talent assessment • Leadership development programs • Career advancement opportunities • Mentorship and coaching • Regular Review and Adjustment 	<p>Succession planning in a police department is crucial for ensuring a smooth transition of leadership, maintaining operational continuity, and developing a pool of talented individuals capable of taking on key roles within the organization. By implementing a comprehensive succession planning strategy, police departments can ensure a steady pipeline of qualified leaders, fostering a culture of continuous improvement and adaptability.</p>
<ul style="list-style-type: none"> • Increase Training funds to meet/exceed the current training requirements • 2024 	<ul style="list-style-type: none"> • Meet the current demand • Professionalism • Career development • Improved community relations • Enhanced skills 	<p>Increasing training for police officers is an important step to enhance their skills, improve community relations, and ensure effective law enforcement. It's important to note that training should be continuous, with regular updates to reflect evolving best practices and societal changes.</p>
<ul style="list-style-type: none"> • Fund a Continuing Education Program • 2025 or 2026 	<ul style="list-style-type: none"> • Community policing and cultural competence • Ethics and professionalism • Leadership development • Recruitment and retention • Succession planning 	<p>Studies have shown that higher education creates better skilled officers in decision-making and problem-solving who are less likely to use force as a first response. Additionally, education funding and incentives correlates directly into succession planning objectives, employee morale, and employee retention.</p>



Arlington Police Department

Strategic Planning 2023

7.3 Equipment and Technology

The equipment used in today’s law enforcement continues to adapt with the advancements in technology. As training and safety measures advance the equipment needs to be updated or replaced to meet those demands.

Technology plays an increasingly important role in the daily work of records staff and law enforcement officers in the field, equipping them with enforcement and investigative tools that have the potential to make them safer, better informed, and more effective and efficient.

Recommendations

Goals	Objectives	Notes
EQUIPMENT AND TECHNOLOGY		
<ul style="list-style-type: none"> • Implement software for Support Services • 2024 	<ul style="list-style-type: none"> • Permittium (Software to modernize the CPL process) • Legal Atoms (Electronic Court Order System) 	<p>The addition of the Permittium software for online records input for CPL request will streamline the workload for our records staff. Acquiring and implementing software such as Legal Atoms for online court-order service will also assist the records unit with the workload.</p>
<ul style="list-style-type: none"> • Establish Digital Forensic Unit to consist of 1 Forensic Detective • 2024 	<ul style="list-style-type: none"> • Crime scene Analysis • Evidence examination • Criminal investigations • Cold case resolutions • Victim identification • Crime prevention • Technological advancements 	<p>A digital forensic detective plays a crucial role in the field of law enforcement and investigation. Their expertise involves using scientific methods and techniques to analyze evidence and solve crimes. This position is essential in solving crimes, providing scientific analysis, and contribution to the overall justice system. Their work helps ensure a fair and accurate resolution of criminal cases.</p>



Arlington Police Department

Strategic Planning 2023

Goals	Objectives	Notes
EQUIPMENT AND TECHNOLOGY		
<ul style="list-style-type: none"> • Fund new Digital Forensic Technology Software • 2024 	<ul style="list-style-type: none"> • Cellebrite • Berla 	<p>As technology advances, the role of digital forensic detectives continues to evolve. They need to stay updated on the latest tools and techniques to effectively analyze digital evidence, such as computer forensics, cybersecurity, and the examination of electronic devices.</p>
<ul style="list-style-type: none"> • Adopt a VR Training Platform • Once Police Impound is built (2025) 	<ul style="list-style-type: none"> • Cost effective • Risk Mitigation • Reproducibility • Adaptability to changing environment • Enhances realism • Accessibility • Scenario diversity • Use of force training 	<p>Virtual training in police departments serves several important purposes and addresses various needs within law enforcement. Incorporating virtual training into police departments can contribute to the overall effectiveness, safety, and preparedness of law enforcement personnel. It complements traditional training methods and offers a valuable tool for continuous skill development in a rapidly changing environment.</p>
<ul style="list-style-type: none"> • Acquire a Mobile Command Unit • 2027 	<ul style="list-style-type: none"> • Incident command • Communications hub • Resource management • Evidence collection • Crisis negotiations • Tactical operations • On-site support for special events • Emergency response 	<p>A mobile command unit in law enforcement serves as a crucial and versatile asset in various situations. Mobile command units play a crucial role in enhancing the effectiveness, coordination, and efficiency of law enforcement operations across a range of scenarios, contributing to public safety and effective crisis management.</p>



Arlington Police Department

Strategic Planning 2023

Goals	Objectives	Notes
EQUIPMENT AND TECHNOLOGY		
<ul style="list-style-type: none"> Acquire 2 rifle-rated Ballistic Shields 1 in 2024, 1 in 2025 	<ul style="list-style-type: none"> Advanced threats Enhanced officer safety Active shooter incidents Tactical advantage Versatility Dynamic deployment Comprehensive protection 	Rifle-rated ballistic shields serve as essential equipment for law enforcement agencies due to the increased threat posed by high-powered rifles and other long-range firearms. It's important to note that the use of rifle-rated ballistic shields should be part of a broader approach to officer safety, including proper training, intelligence gathering, and strategic planning.

7.4 Community Engagement

Nationwide, effective policing strategies are increasingly guided by four variables:

- Successful crime control depends on a close relationship between the police and community
- Fear in the community is a problem itself, regardless of the traditional measures of crime and arrest rates. Police are being asked to reduce this fear and the means used to reduce fear may not be the same traditionally used to address crime
- Community members increasingly want to use the police for services other than crime control, often to address disorder, unsettling behavior in their neighborhoods, or to access other service providers
- What police see as disparate incidents are often indicators of a continuing, fundamental problem that demands more than the first police response to resolve

The Community Policing Style continues to be a popular approach because of its focus on (1) community partnerships, (2) organizational transformation, and (3) problem solving. It also reflects a way of policing that does not rely on patrolling in vehicles to reduce crime, detectives work to solve crimes, or quick response times to calls-for-service to reduce crimes. It does promote closer community relationships, the systematic assessment of problems, and an organizational approach to solving problems, focusing on addressing crime, the fear of crime, and disorder. Further, it encourages the development of critical thinking: strategic planning; communication skills; organization skills; and initiative, all desired skills in employees and good for encouraging teamwork and building morale among employees.



Arlington Police Department

Strategic Planning 2023

Recommendations

Goals	Objectives	Notes
COMMUNITY ENGAGEMENT AND EDUCATION		
<ul style="list-style-type: none"> Formalize Community Engagement 	<ul style="list-style-type: none"> Define objectives and scope of agency Create community engagement policies Communication Feedback Documentation and reporting Continuous improvement evaluation metrics 	<p>Formalizing community engagement in law enforcement is crucial for fostering inclusivity, transparency, and democratic decision-making. By formalizing community engagement in a structured approach, you can enhance the legitimacy of legal decisions, foster public trust, and contribute to a more inclusive and participatory legal system.</p>
<ul style="list-style-type: none"> Programs 	<ul style="list-style-type: none"> Police Explores Citizen Academy Bike Rodeo and other similar programs Volunteer program 	<p>Police Explorers, Citizen Academies, and Volunteer programs in law enforcement serve various important purposes. These programs contribute to building strong, positive relationships between law enforcement and the community, promoting transparency, enhancing public safety, and developing a sense of shared responsibility for community well-being.</p>
<ul style="list-style-type: none"> Education for residents, businesses, neighborhoods, and HOA's 	<ul style="list-style-type: none"> Transparency and trust Community engagement Public safety Legal awareness Prevention of misunderstandings Accountability 	<p>Educating residents and businesses about the function of law enforcement contributes to building a safer, more cooperative, and trusting community, fostering positive relationships between law enforcement and the people they serve.</p>



Arlington Police Department

Strategic Planning 2023

Goals	Objectives	Notes
COMMUNITY ENGAGEMENT AND EDUCATION		
<ul style="list-style-type: none"> Weekly social media updates. 	<ul style="list-style-type: none"> Community engagement Public awareness Crime prevention Emergency communications Humanizing law enforcement Gathering tips and information Media relations Outreach Recruitment and hiring 	<p>Social media updates from law enforcement can offer several benefits. Weekly social media updates provide law enforcement agencies with a powerful tool to engage with the community, enhance public safety, promote transparency and build positive relationships.</p>

7.5 Additional Context

Additional Context Considered During Strategic Planning:

- Arlington Police Department has endured heavy strain on staffing and resources over the last few years, with roughly 1/3 of the staff reduced for a variety of reasons including multiple concurrent retirements and lateral transfers out of State of Washington. A dedicated and cooperative approach by City and Police Department leadership has resulted in most vacancies being filled.
- Significant leadership change and development has occurred within Arlington Police Department since 2021. The Deputy Chief position remains vacant and unfunded during this budget cycle. Two Lieutenants positions were established with duties split between Administration and Operations. A Police Services Supervisor position was established to replace the Police Service Manager position, with a realignment of duties between the Lieutenants and this new position. Two Sergeants were promoted to the ranks of Lieutenant, with two vacancies being created in patrol.
- Leadership, development, training, and mentorship has been prioritized internally due to influx of newly hired staff and newly promoted staff members.
- Numerous extensive and significant legislation was passed since 2020 dramatically affecting all aspects of policing in Washington State.
- Arlington Police Department has maintained a strong sense of family internally, with relatively strong morale reported amongst staff. Arlington Police Officers receive competitive benefits in line with similar sized and neighboring agencies.
- Arlington Police Department has invested heavily in community integration, outreach, and relationship building resulting in strong connection and favorable consideration within the community.



Arlington Police Department

Strategic Planning 2023

8. CONCLUSION

Arlington Police began this strategic planning process in a strong position, with a robust positive relationship with community members, a healthy and respectful affiliation with other partners in the City of Arlington organization, and strong leadership, people, and infrastructure. Perhaps most important, the Department has confidence and aspirations for excellence that are well-founded based on its long history of being an effective and professional agency. The Administration of the Arlington Police Department strongly believe that the recommendations contained in this report will further strengthen the organization by:

- Articulating what is most important to the community and the Department
- Executing a significant shift in operations, from a reactive model to a more proactive model focused on community policing and crime prevention, relying on strong data systems, strengthened community relations, and enhanced officer training
- Strengthening internal communications, performance evaluations and other important tools

Next steps include presenting this report and its recommendations at the Arlington City Council Spring Retreat 2024. The Spring Retreat offers the City Council an opportunity to focus on long-term goals and strategies to inform policy decisions. From the retreat the Department will use the Council's priorities to develop plans that link long-term objectives as we enter the budget process. With a budget in place, the Department will implement its strategic plan while continually assessing progress against long-term objectives, service levels, and productivity, while revising as needed.

The results of this hard and important work should be stronger community connections and demonstrable performance improvements. Further, the Department will be well prepared for ongoing and upcoming changes in its environment, including new technologies and new regulations, as well as ongoing population growth and increasing commercial and residential density in the City of Arlington.



Arlington Police Department

Strategic Planning 2023

9. REFERENCES

- City of Arlington. (2017-2018) *Strategic Planning Committee*
- City of Arlington. (2018). Community Economic Development. *Comprehensive Plan Update*.
- FBI Uniform Crime Reports. (2022).
- City of Arlington. (2022). *Calls for Service*.
- City of Arlington. (2022). *Crime Statistics*.
- City of Arlington. (2022). *Clearance Rates*.
- Snohomish County 911, formerly SNOPAC (2017). *Calls-for-service data*.
- City of Arlington. (2017). *Response Times by Call Type (Average)*.
- WASPC. (2017). *Crime in Washington*.
- U.S. Census Bureau. (2020). Census 2020 Population Group.
- Washington State Office of Financial Management (OFM). (2017) Population, County Census Estimate, City of Arlington
- President’s Task Force on 21st Century Policing. (2015). Final Report
- U.S. Department of Justice, COPS. (2012). *A Performance-Based Approach to Police Staffing and Allocation*
- U.S. Department of Justice, COPS. (2014). *Community Oriented Policing*
- IACP. (2015). *Workload-based Assessments*
- IACP. (2003) *Enhancing Law Enforcement Response to Victims: A 21st Century Strategy*
- Washington, DC Council for Higher Education. (2006). *An Overview of U.S. Accreditation*.
- Mark Moore. (2002). *Recognizing Value in Policing: The Challenge of Measuring Police Performance*.