

# BOTHELL POLICE

Annual Report 2017





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**BOTHELL MAYOR**  
Andy Rheame

**BOTHELL CITY MANAGER**  
Jennifer Phillips

**CHIEF OF POLICE**  
Carol Cummings

**DEPUTY CHIEF OF POLICE**  
Henry Simon



Photographs by Bothell Police Department



## MESSAGE FROM THE POLICE CHIEF

*To protect life and property through professional service and a proactive partnership with our community.*



**CHIEF OF POLICE  
CAROL CUMMINGS**

U pheaval and sometimes tragic consequences that ensue when someone in our community experiences a mental health crisis are sadly familiar. The affected individual suffers and their families and communities are seriously impacted. Even if resources are available, they are often just not enough. These situations become more complicated when the mentally ill person resists intervention because they don't know where to go or are afraid to engage in treatment.

We in the Bothell Police Department, like many other US police and first responders, regularly answer 911 calls about or from people suffering mental health crises. We want to ensure these calls for help are handled in a compassionate and professional manner. So we are ensuring all our patrol officers will successfully complete the 40-hour Crisis Intervention Training (CIT) offered by the Washington State Criminal Justice Training Commission. In this intensive training, our officers learn how to de-escalate and effectively communicate with individuals who are experiencing a mental health crisis. We want to calm the situation and get the person the help they need.

In 2018, to give us additional help in responding to the mentally ill in our community, we started a pilot project called the Navigator Program. The Program partners CIT-trained officers with a licensed mental health professional (MHP) who works with officers in Shoreline, Lake Forest Park and Bothell.

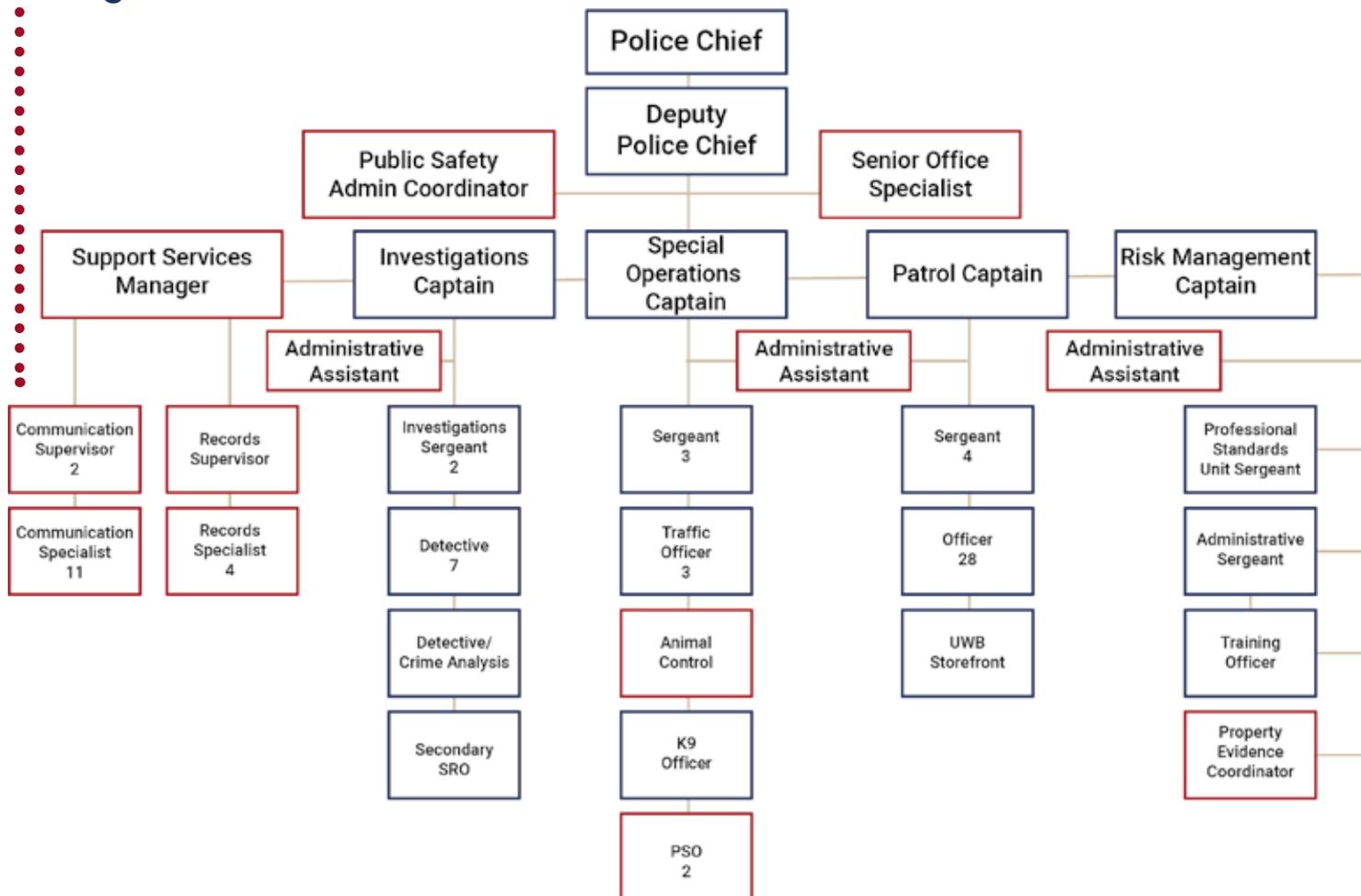
In Bothell, the Navigator team provides outreach and information about services for people in our community who are suffering from mental health issues. Through this program, we can offer mental health "first aid" as well as help getting people into longer-term services. We also assist people who are experiencing homelessness, addiction or require other social services.

Since we started in June, the Navigator Program has served over 100 people in crisis, helping to bridge the gap between law enforcement, emergency medical responders and service providers. It has improved outcomes for individuals in crisis, reducing their calls for service and giving them tools to function more healthily.

Because the Navigator Program is grant-funded, we will focus in the upcoming months on finding an ongoing source of funding so that this innovative and effective program can continue to serve our community.

For more information about the Navigator Program go to [Bothell Police Department's Navigator Program](#).

# Organizational Chart



## Bothell Police Department Commissioned Personnel

- 1 Police Chief
- 1 Deputy Police Chief
- 4 Captains
- 11 Sergeants
- 4 Master Police Officers
- 28 Patrol Officers
- 3 Traffic Officers
- 7 Detectives
- 1 K9 Officer
- 1 School Resource Officer
- 1 Training Officer
- 1 UWB Campus Resource Officer

## Bothell Police Department Civilian Personnel

- 1 Support Services Manager
- 1 Public Safety Admin Coordinator
- 3 Administrative Assistants
- 1 Senior Office Specialist
- 2 Communications Supervisors
- 11 Communications Specialists
- 1 Records Supervisor
- 4 Records Specialists
- 1 Animal Control Officer
- 1 Evidence and Property Coordinator
- 2 Police Support Officers



**BOTHELL POLICE MISSION STATEMENT**  
*To protect life and property through professional service and a proactive partnership with our community.*

# 4

Operational Goals  
of the Operations Division of  
the Bothell Police Department



Reduce crime and the fear of crime.

Provide professional, courteous, and proactive response to our residents needs requests.

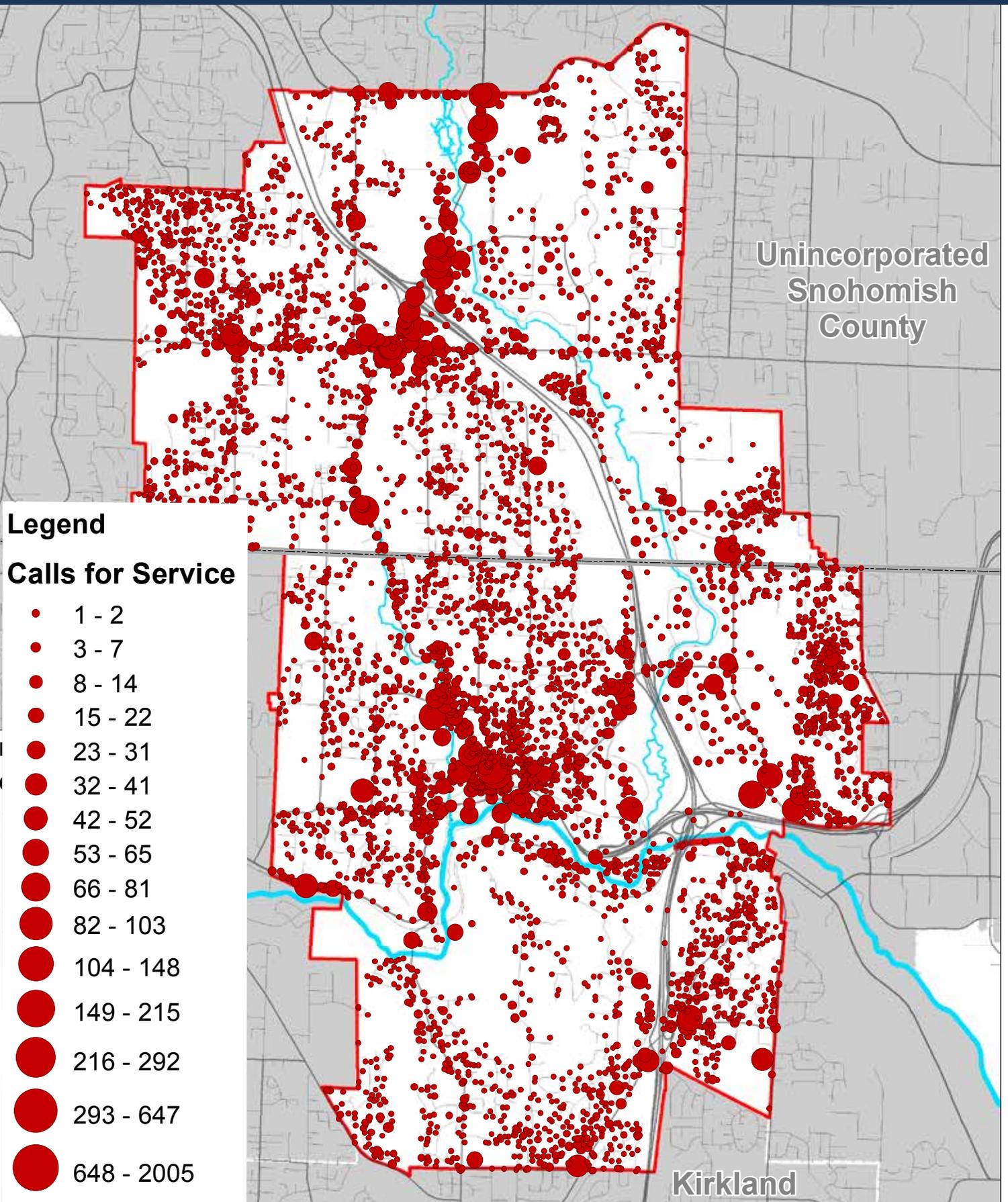
Maintain/Improve community trust through proactive partnerships and communication.

Maintain and adhere to our core values:  
Service, Honesty, Integrity, Excellence, Loyalty, Duty

In 2017, uniformed patrol responded to 29739 calls for service within the City’s six districts, resulting in approximately 32,600 hrs of investigation. However, detecting and deterring crime is only part of what the Operations division does. The scope of work that a patrol officer is expected to do is more complex than just the enforcement of laws. Our officers continually work to find Social Services for those who are homeless, suffering from opioid addiction, and those who are in a mental health crisis situation.

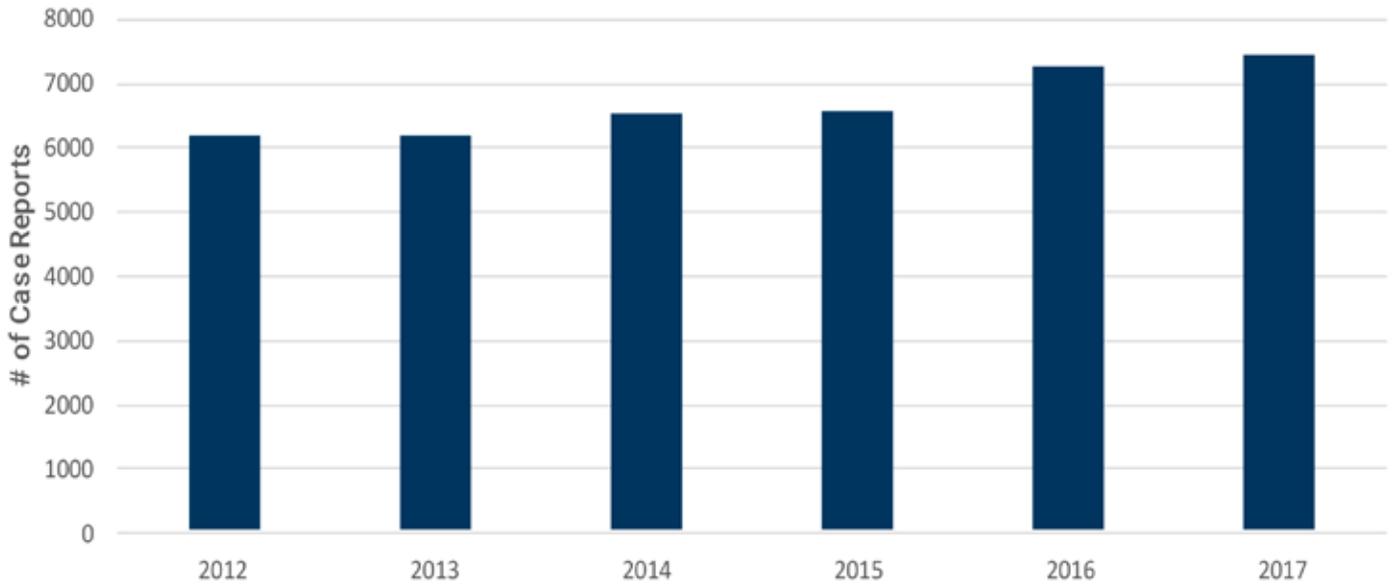


# 2017 Call for Service

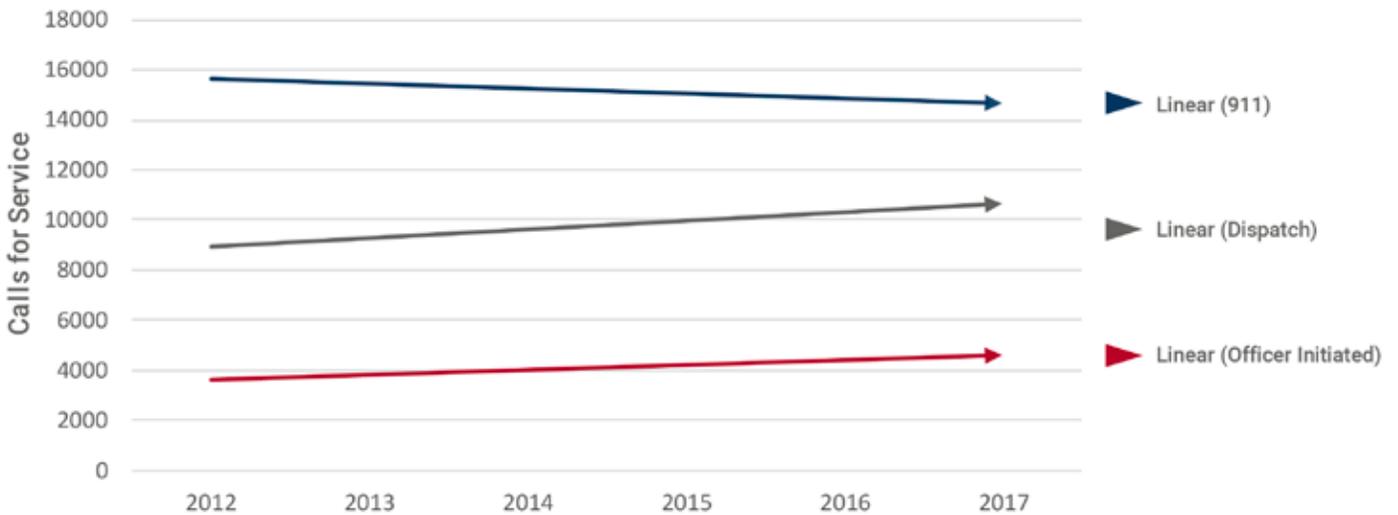


Every  
**Call for Service**  
generates a call report

Case Reports Taken 2012 through 2017



Calls for Service Trends by Call Source 2012 through 2017





# SPECIAL OPERATIONS

Special Operations Division has oversight of several key functions of the Department.

## Embedded Mental Health Professional / Navigator

In 2017, Bothell Police has partnered with police departments in Shoreline and Lake Forest Park to utilize the services of a Mental Health Professional (MHP) during responses to certain types of 911 calls. Our embedded MHP (also known as the “Navigator”) has been able to work with persons in crisis or those suffering from behavioral health issues. The MHP’s ability to work within the system to provide resources for those most in need in our community has been invaluable as our officers work to assist homeless persons and families, persons dealing with opioid addiction, and those suffering from mental illness/behavioral health issues.

Currently, the Navigator program is funded through 2018 via a grant administered through the King County MIDD. In 2017, the Navigator responded to:

- 98 cases referred to Navigator
- Approximately 30 case required additional follow up
- 6 referrals/contacts that were multijurisdictional

### Special Operations Units

Embedded Mental Health Professional (Navigator)

Animal Control

Traffic

Special weapons & Tactics (SWAT)

Narcotics K9

Detention

Training, Police Support Officer Unit, University of Washington – Bothell / Cascadia College Campus Resource Officer program & Mt. Bike Patrol

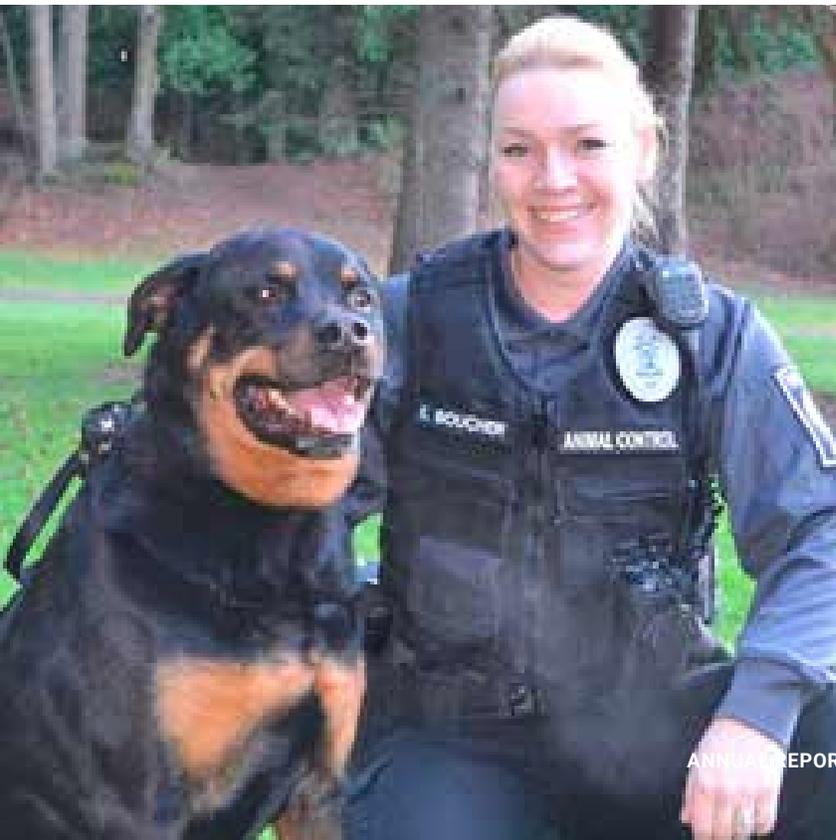
## Animal Control

The Animal Control services for the City are provided by the Police Department in conjunction with two other vendors. The Department's Animal Control Officer provides vital services to the residents of the community which include;

- Helping locate lost pets
- Investigating assaults on animals
- Investigating animal bites/attacks
- Investigating dangerous dog cases/complaints
- Patrolling our parks and open spaces
- Educating the public regarding pet care

The department contracts with two outside vendors who also provide important services to the community. Everett Animal Shelter provides our officers and ACO with a place to take found pets and stray animals for sheltering and care.

**PetData**  
is responsible for  
issuing all pet licenses  
in the City of Bothell.

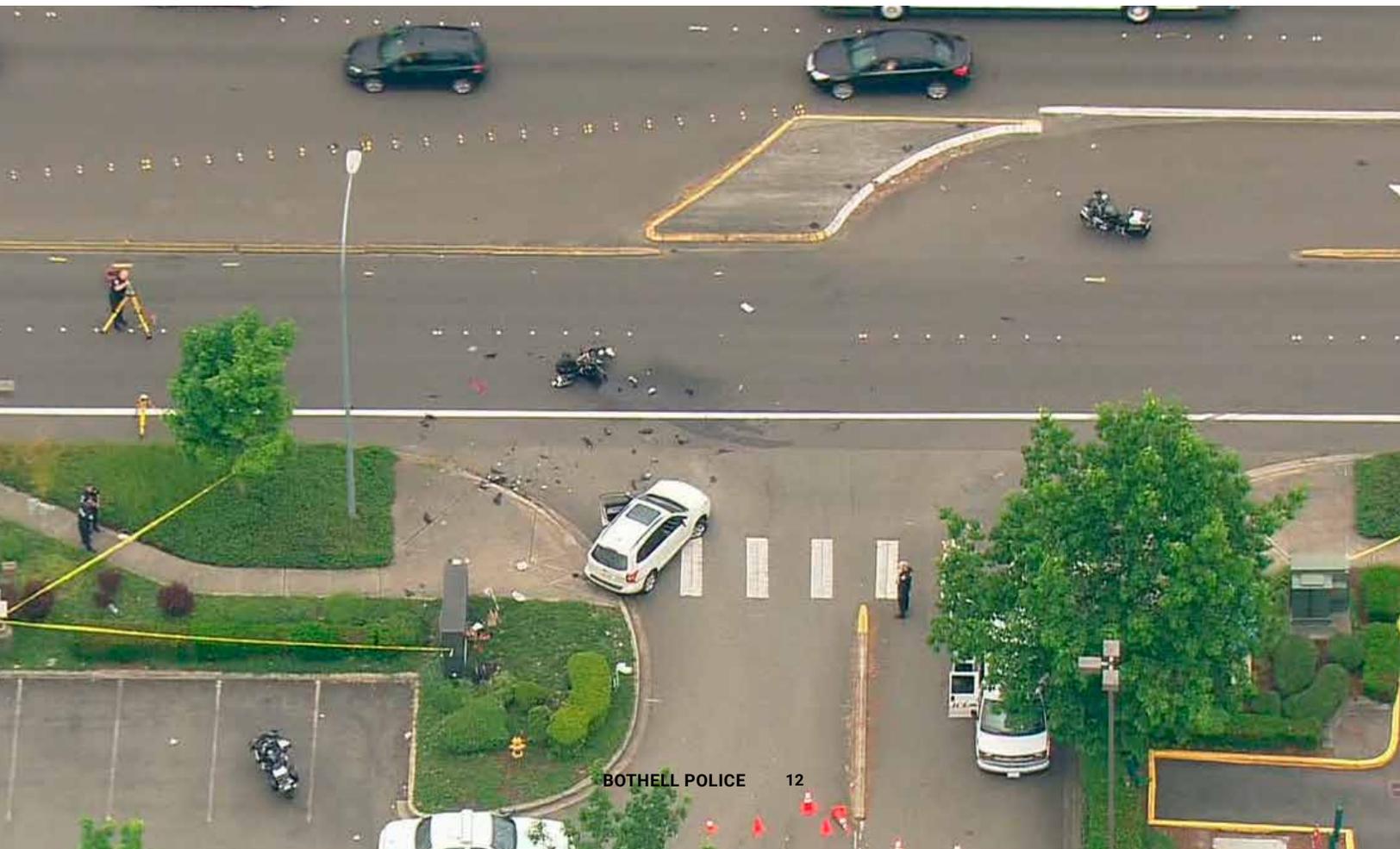


## Traffic

The Bothell Police Traffic Unit is made up of three officers and one sergeant. The unit uses a combination of patrol vehicles and motorcycles to fulfill its mission.

The philosophy of the Traffic Unit continues to be:

- **Engineering:** Work with members of the City transportation division to design and construct safe roadways, walkways, and bike lanes.
- **Education:** Work with the motoring public to ensure an understanding of the law and relevant safety concerns as well as utilize social media to provide messaging pertinent to safety on the road.
- **Enforcement:** When necessary, officers will issue infractions and/or citations.



## Special Operations

The Traffic Unit is committed to safety in school zones and in 2017 spent countless hours each week posted near our schools during start and stop times to ensure drivers were following the posted speed limits when children were present. In addition to their efforts in the school zones, the Bothell Traffic Unit participated in 63 traffic safety emphases in partnership with the Washington State Traffic Safety Committee and Target Zero.



The Traffic Unit also responded to and/or investigated 640 collisions, conducted 4,189 traffic stops, and issued 1,334 infractions (31% of stops resulted in an infraction), the remaining 2,855 traffic stops resulted in drivers receiving a verbal warning. Please note these statistics represent only the incidents involving Traffic Unit officers, patrol officer statistics are not included.

## Special Weapons and Tactics (SWAT)



The Bothell Police Department is a member agency of a regional Special Weapons and Tactics (SWAT) team. The North Sound Metro SWAT Team is comprised of two distinct elements; the SWAT (tactical) team, and the Hostage Negotiation Team (HNT). The team is comprised of officers from the following municipal jurisdictions: Bothell, Edmonds, Kirkland, Lake Forest Park, Lynnwood, Mill Creek, Monroe, Mountlake Terrace, Mukilteo and Redmond. The team services a population base of well over a quarter million citizens. Current approved staffing for tactical operators is 36, plus three team commanders. HNT is allotted 13 officers.

The SWAT team is an on-call unit trained to address and resolve the most serious or highly volatile situations. SWAT officers are trained to serve high risk search warrants, arrest violent suspects, successfully resolve hostage situations, and barricaded criminal suspects. Members of the SWAT team are highly trained, highly capable officers who work to resolve the most dangerous of police calls peacefully.

The SWAT team also incorporates highly trained officers as Crisis Negotiators. These officers utilize special training and verbal tactics to “talk” violent persons or persons experiencing behavioral health crises into surrendering to law enforcement.

In 2017, North Sound Metro SWAT responded to five incidents (includes planned search warrants as well as callouts).



BOTHELL POLICE 14

*SWAT officers spent more than **240** hours training to keep their skills sharp and to remain efficient utilizing team tactics.*

## Narcotics K9

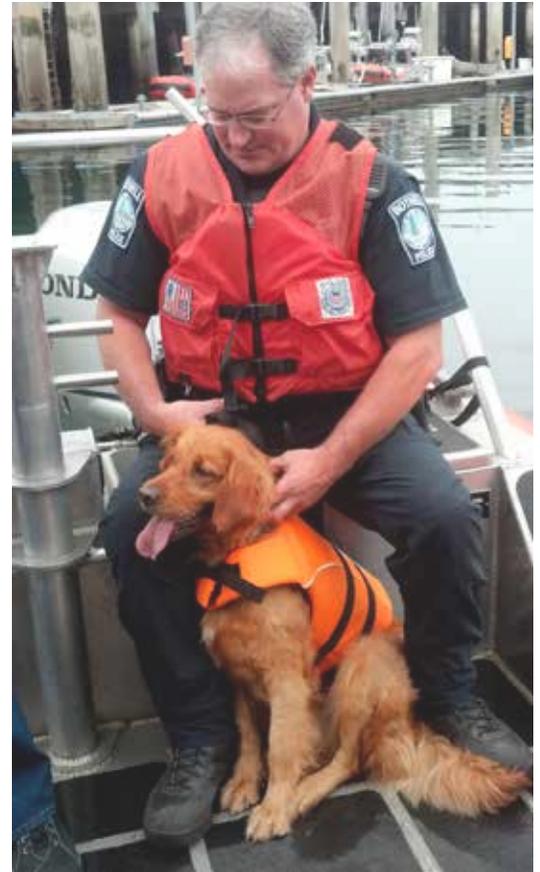
The Bothell Police Department trains, utilizes, and maintains a Narcotics K9 team to locate controlled substances and items commonly used for the transportation, manufacture, or distribution of narcotics. K9 Karma and Officer Lobe assist in the execution of search warrants where there is a likelihood of narcotics to be found. Additionally, K9 Karma and Officer Lobe assist many neighboring police agencies in their efforts to curb illicit narcotics throughout the region.

### 2017 K9 Karma and Officer Lobe Statistics

Total Applications of the Team: 89

Search Warrant Service and/or Application: 36

Total Training Hours: 214



## Detention



The Department has two Police Support Officers (PSO). These are civilian positions tasked with several functions including; arranging for prisoner transports, managing the facility placement of in custody defendants and those convicted and sentenced in Bothell Municipal Court to serve jail time for their offenses, and assisting with other roles as various needs arise. The PSOs primary responsibilities include transporting in custody persons between detention facilities and Bothell Municipal Court and maintaining safe/secure custody of defendants during court proceedings.

The Department contracts custody services with numerous detention facilities in the region (King County Jail, Snohomish County Jail, Lynnwood Municipal Jail). The PSO's transport in custody defendants throughout the region to ensure safe/secure travel from the detention facility to the Bothell Municipal Court.

In 2017, PSOs made 907 transports and drove a total of 34,102 miles.



# INVESTIGATIONS

- The Major Crimes Detectives' primary duty is to conduct secondary investigations for felony crimes.

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## Major Crimes

HOMICIDES

ROBBERIES

SEXUAL ASSAULT

ARSONS

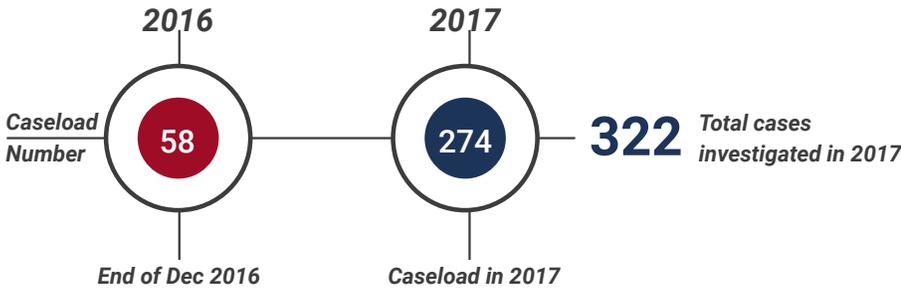
PROSTITUTION

IDENTITY THEFT

They also investigate Child Protective Services referrals, Adult Protective Services referrals, Internet Crimes Against Children child pornography referrals, and coordinate the registered sex offender notification and monitoring program.

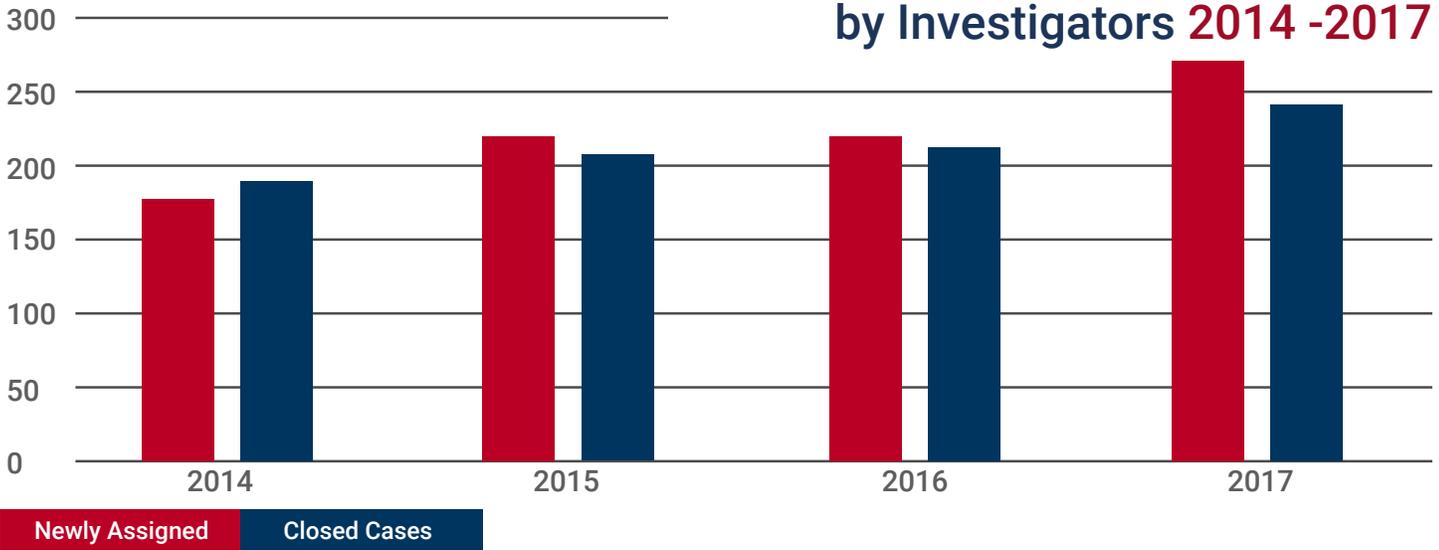
The Major Crimes Investigations Division includes a Captain, two Detective Sergeants, seven Major Crimes Detectives, a Crime analysis Detective, an Administrative Assistant and a School Resource Officer. The Crime Analysis Detective analyzes crime trends and provides timely information that assists Department members and the community with targeted enforcement and strategy development. This detective works closely with crime analysts from other local, state and federal agencies to enhance the sharing of information important in solving regional crimes.

## Detective Caseload Analysis



In 2017, detectives closed **242** cases.

## Total Cases Assigned & Closed by Investigators 2014 -2017



The School Resource Officer serves the Bothell High School. The SRO strives to bridge gaps between police officers and young people, helping to increase positive relations with law enforcement. During the summer months, the officer is busy preparing for the next school year, working on special projects, and assisting with criminal investigations. The SRO program provides:

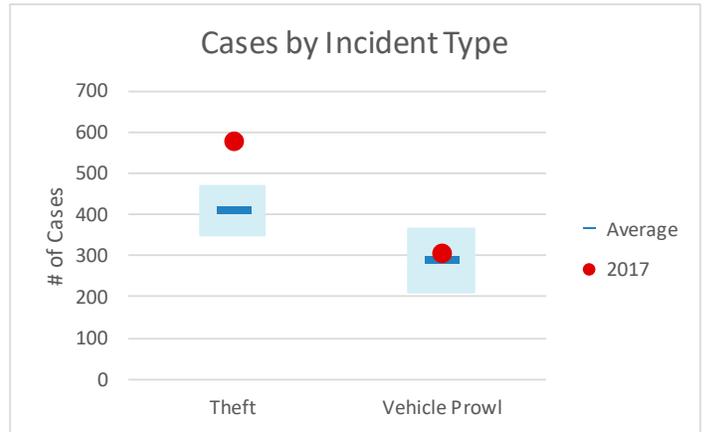
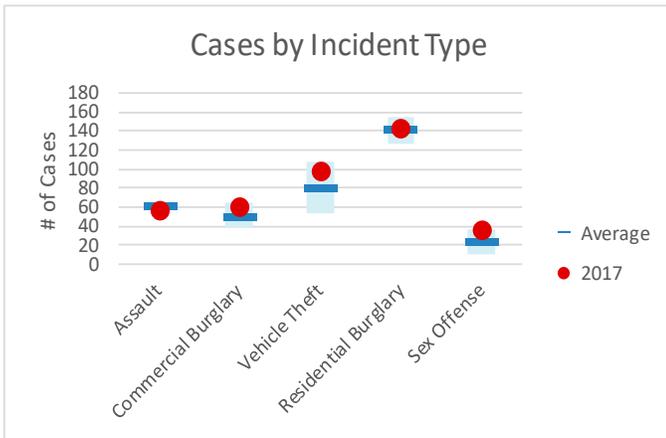
- Visible, active law enforcement on the high school campus;
- Classroom resources for instruction in law enforcement related education, violence diffusion, safety programs, and alcohol and drug prevention;
- A team approach with the officer, staff and students working together to solve problems in the schoolcommunity;
- A safer school environment.



## Crime Statistics

For 2017, the data shows increases in theft and vehicle theft cases. The majority of vehicle thefts involved mid-to-late 1990's Honda Accords and Civics and most commonly occurred on Thursday mornings through Friday evenings from parking lot environments. Among the thefts reported in 2017, package thefts from porches continued to be a prevalent crime regionally with a peak between Thanksgiving and Christmas.

Numbers of cases by occurred incident type for 2012 through 2017.



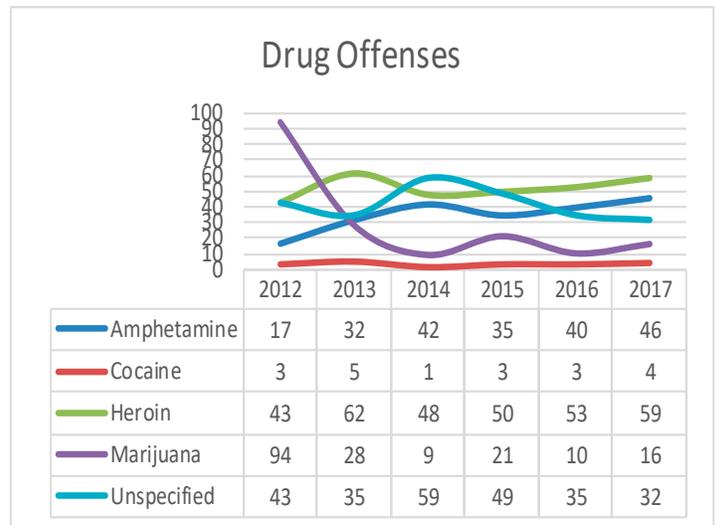
Range between the five year low and the five year high values (2012 through 2016).

Five year average (2012 through 2016).

2017 value.

## Drug Offenses

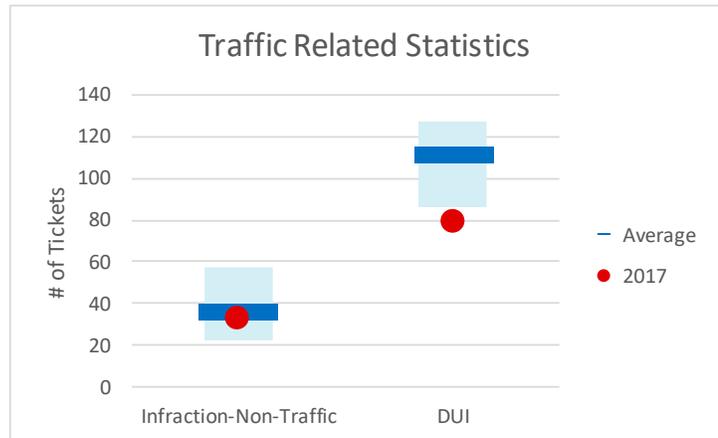
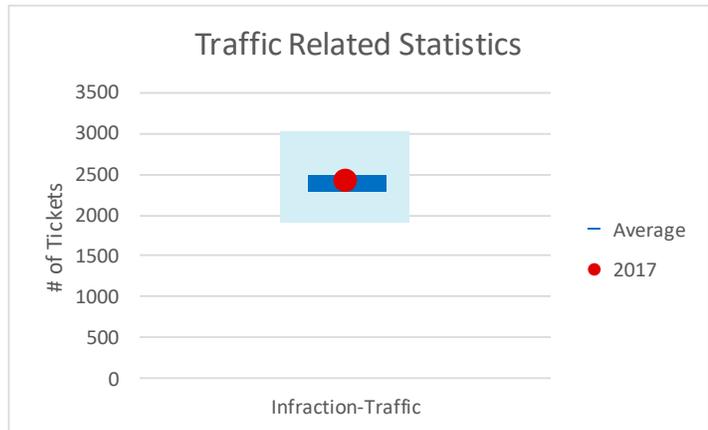
The following charts show the number of drug related offenses, including marijuana, amphetamines, cocaines and heroin and all other drug related offenses. The trends show continued overall increases in the number of amphetamine and heroin related offenses, which is consistent with the regional and national trends. Most drug offenses are categorized by drug type. However, some offenses are categorized, but the number of offenses were very slow. In these cases, the offenses were combined and shown as "All Other".





## Traffic Related Statistics

The following charts show the number of traffic related criminal offenses (ie. Reckless Driving), infractions (ie. Speeding), parking infractions, traffic collision reports and DUI reports.



# RISK MANAGEMENT

POLICE DEPARTMENT  
ACCREDITATION  
PROCESS

PROFESSIONAL  
STANDARDS

PROPERTY AND  
EVIDENCE ROOM  
AND CONTRACT  
MANAGEMENT

I

*Policies, Internal Investigations,  
Complaints, Pre-employment  
Background Investigations, and  
Department Audits*

**Accreditation:** The Bothell Police Department is a State-accredited agency under the Washington Association of Sheriffs and Police Chiefs (WASPC) Program. The purpose of law enforcement agency accreditation is to professionalize the law enforcement industry by providing a review process for agencies to be certified as operating under industry best practices and standards. The Department's participation in this process sends a clear message to the community that the Bothell Police Department is committed to providing services of the highest quality.

**Professional Standards Unit:** The Professional Standards Unit is responsible for a variety of professional services including policy development and implementation, background investigations, internal investigations, audits, complaint investigations, and review boards. This unit also handles recruitment, testing and hiring. The PSU also provides annual overall review and periodic analysis of vehicle pursuits and use of force by Department personnel.

## 2017 Professional Standards Unit Highlights

- Risk Management annual audits were completed to include: Internal Investigations, Citizen Complaints, Bias-Based Profiling, Vehicle Pursuits & Use of Force
- 50 pre-employment background investigations were completed, including Backgrounds for various Police Department positions, other City Department positions, and vendors.
- Ten Police Department hires were made following pre-employment background investigations.
- Two internal investigations were completed. Both had sustained findings.
- On-going efforts were made to update proofs to meet WASPC accreditation standards.



**Evidence:** The Evidence & Property Unit provides a safe and secure environment for storing evidence and property. This unit receives and safely stores evidence from criminal cases, found property and property for safekeeping. It is the responsibility of this unit to restore property to its rightful owner or legally dispose of the property in a timely manner. The Property and Evidence Section frequently receives items found by citizens.

### 2017 Evidence Unit Highlights

**2133**

Total items disposed of  
(includes destruction, release to  
owner, auction, donations, deposits)

**236**

Items disposed of  
at drug burn

**2716**

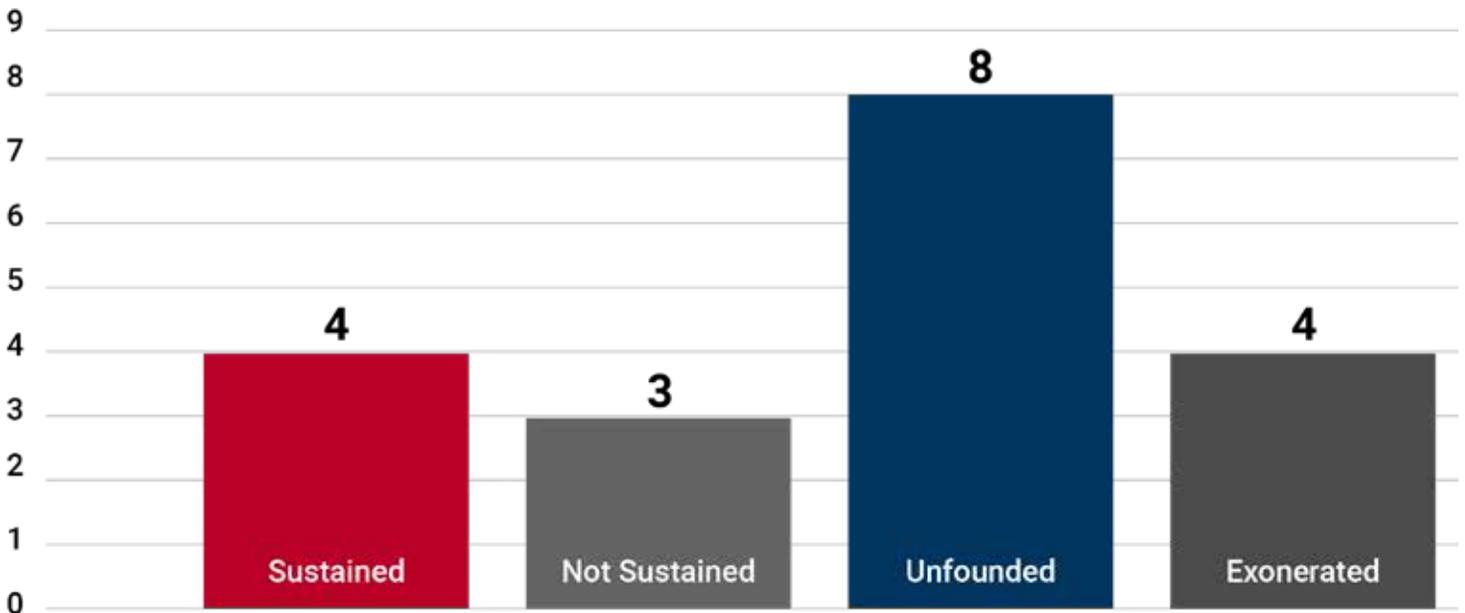
*Items booked into evidence*

## Complaint Investigations

The following graph shows the number of citizen complaints investigated during 2017, along with the investigative findings. Findings fall into the following categories:

- **Sustained:** The allegation has been investigated and the facts show that the allegation is true and the action taken was not consistent with the Bothell Police Department’s policies, procedures, or values.
- **Not Sustained:** The allegation has been investigated and there is insufficient proof to either confirm or refute the allegation.
- **Unfounded:** The allegation has been investigated and either the allegation is demonstrably false or there is no credible evidence to support it. This finding also applies when individual personnel named in the complaint were not involved in an act that occurred.
- **Exonerated:** The allegation has been investigated and the facts indicate that the action was consistent with agency policy.

Complaint Investigation Findings



# SUPPORT SERVICES

The Support Services Division is responsible for the Records Section and Communications Section.

## Records

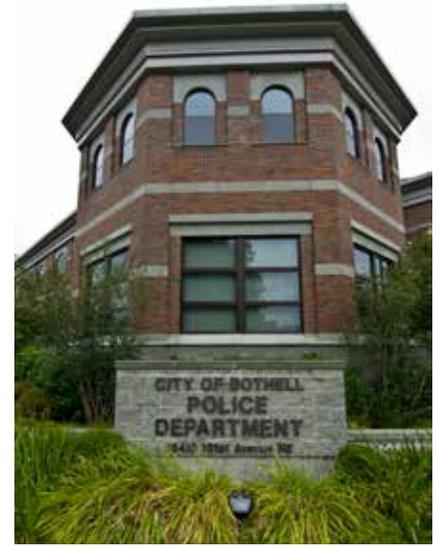
The Records Section is the first point of contact citizens have when visiting the police department. It is staffed by one records supervisor, three records specialists, and one public records specialist who provide coverage Monday through Friday from 7:00am – 7:00pm. One records specialist was hired in April to fill an open position that was created through attrition.

Records staff process and maintain all police reports, citations, and arrest reports generated by the police department and forward case materials to prosecutors for filing. Since the City of Bothell is geographically located in two counties, these materials are provided to either King County or Snohomish County prosecutors or to the Bothell Prosecutor, depending upon the type of case and the address of the incident.

Public records requests (PRR) for police-related records are handled by the public records specialist. Responses range from three-page collision reports to much larger projects that can require distribution of thousands of pages. PRR are processed according to the state Public Records Act and many requests require the redaction of certain information prior to release. The police department and the City of Bothell began using an online portal for processing PRR in August. There were 1026 individual requests for police records received in 2017. In addition, Records staff responded to 469 requests for reports from insurance companies.

Concealed pistol license (CPL) applications and requests for renewals are accepted and processed by Records staff. There were 522 CPLs processed in 2017. All original CPLs require the applicant to be fingerprinted. In addition to fingerprinting for CPLs, Records staff provide fingerprinting to the general public for employment and other purposes. In 2017, 497 citizens were fingerprinted by Records staff for purposes other than for CPLs.

As a community service and in cooperation with the MED-Project, the Records Section also serves as one of four drop-off locations in Bothell for unneeded and expired medications, which are then disposed of in a safe and secure manner. Other drop-off locations are at QFC on Bothell Way NE, Kaiser Permanente and HealthPoint.



## Communications

The Bothell Communications Center is the primary PSAP (Public Safety Answering Point) for all police, fire and medical calls coming from landlines within the city limits of Bothell and Lake Forest Park. Any calls for a fire or medical emergency are transferred to NORCOM (North East King County Regional Public Safety Commission) for dispatch. The telecommunicator then stays on the line to determine if a police or AED (Automated External Defibrillator) response might also be needed.

The communications center also delivers radio communications for officers from the Bothell and Lake Forest Park Police Departments, including Animal Control and prisoner transport officers. There are four radio talk groups comprised of one main channel for both agencies and a secondary channel for use when the primary channel is closed for emergency traffic. Two additional channels are available for use during miscellaneous events or if the two main channels are busy.

**The communications center is staffed 24 hours a day, seven days a week, by 11 telecommunicators – with at least two telecommunicators on duty at all times, working together as a team to provide assistance to each other.**

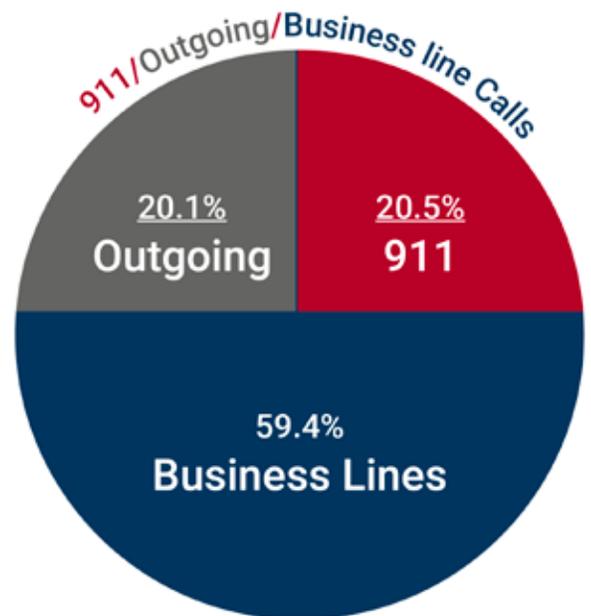
Each shift operates with one telecommunicator as the primary call taker and another telecommunicator as the primary radio dispatcher. While the call taker is answering phones, the radio dispatcher is simultaneously providing the information from the call to a responding police unit. Two civilian telecommunications supervisors oversee daily operations at the center.

Telecommunicators are required to obtain a minimum of 24 hours of training each year. This year some of our telecommunicators had the privilege of participating in “active shooter” training with the Lake Forest Park Police Department.

Each telecommunicator work station is comprised of a CAD (Computer Aided Dispatch) monitor (where calls are typed up and the status and location of officers are tracked); two phone monitors (one that displays a map and one that indicates calls answered and processed); and one State of Washington and Internet computer which links directly to the State for DOL (Department of Licensing) inquiries and entries. The communications center also monitors and controls a variety of different cameras, internal alarms and access points located throughout the police department and the municipal court. A major upgrade to the communications center took place early in the year when all six workstations were replaced with adjustable sit-to-stand components.

The communications center has eleven 911 lines, six business lines, and the ability to receive Smart911 data. Smart911 is a free service that allows citizens to provide more information about themselves or their household to 911 in case of emergencies. That information is displayed on a monitor in the center when these citizens call for service.

In 2017, the center received and answered 15,717 911 calls and 45,456 calls on the business lines. Telecommunicators triage and prioritize all calls that come into the communications



Telecommunicators also made 15,413 outgoing calls to request services or assistance on incidents they were handling. Approximately 7,439 of 27,923 calls for service came in on a business line. A call for service occurs when some kind of action is taken, such as police and/or fire being dispatched to a call for service or when resolution is provided by telecommunicators at the communications center, such as confirmation of an arrest warrant.

The communications center performs a variety of different queries and entries using statewide systems. Some of these tasks include entries of misdemeanor warrants, orders from the court (which have increased in complexity, especially with the addition of SODA orders), missing persons, stolen/impounded vehicles, stolen firearms, vehicle repossessions, pawned articles, and other time sensitive records. The communications center is the contact point for outside agency confirmations on any of the listed entries. As call volume permits, telecommunicators may conduct investigative research using an assortment of resources available.

Among several major projects planned for 2018 is a major upgrade to our CAD (Computer Aided Dispatch) software. Several other projects planned for the communications center by the King County E911 office include ESINET II (a network upgrade), Viper 5.1 Refresh (E911 hardware and software), Power 911 Upgrade (software application), and Text to 911. In addition, PSERN (Public Safety Emergency Radio Network) will be replacing all radio equipment in the police department in anticipation of a King County-wide cutover in radio service from EPSCA (Eastside Public Safety Communications Agency), our current service provider, on December 7th.

Support Services Manager Micki Singer retired in December after more than 30 years of employment with the City of Bothell. She was replaced by David Schlaegel, who retired from law enforcement in November after 21 and one-half years of service with the Bothell Police Department.

# COMMUNITY ENGAGEMENT



1



2



3



4

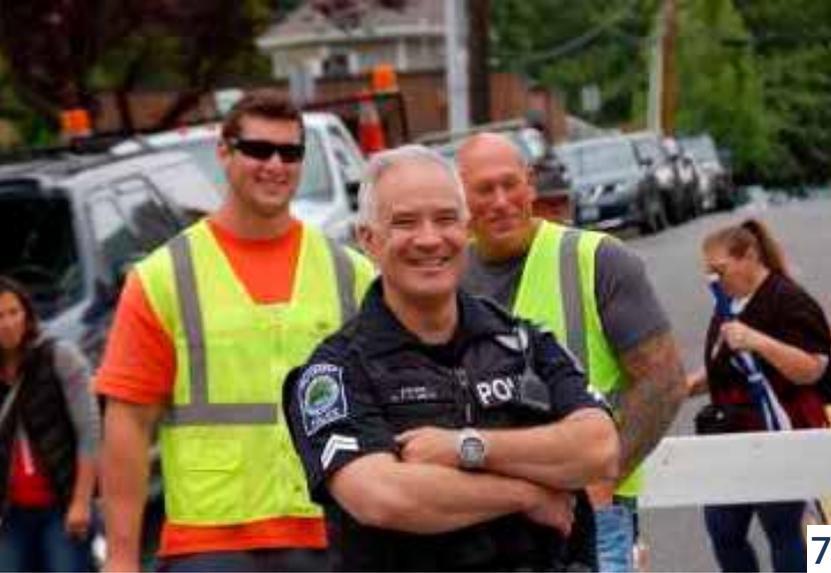


5



6

1. Annual Food Drive 2. Human Rights Protest 3. Reading Night 4. Coffee with a Cop 5. Polar Plunge  
6. Chief Cummings & Kirkland Chief Harris meet with local ACLU 7. Fourth of July 8. On the Road in Stipek Park  
9. Chief Cummings addresses the community on the Opioid Crisis 10. Special Olympics Torch Run



7



8



9



10

## LIKE & FOLLOW US



Follow us on social media to keep up to date with the latest news,  
plus see what we're doing in the community

Don't forget to tag us in pictures!

# 2017 AWARDS



**LIFESAVING AWARD**  
Officer Cameron Stevie  
School Resource Officer Garrett Ware



**MERITORIOUS SERVICE CITIZENS AWARD**  
Nicole Solvang



**CHIEF'S CITATION**  
Bellevue Police Asst Chief Patrick Arpin  
Officer Jon Caban



**AMERICAN LEGION  
LIFESAVING AWARD**  
Officer Cameron Stevie  
School Resource Officer Garrett Ware

# 2017 AWARDS



**EMPLOYEE OF THE YEAR**  
Telecommunications Supervisor  
Tannis Rhoton



**OFFICER OF THE YEAR**  
Officer Eric Martin



**MERITORIOUS SERVICE AWARD**  
Campus Resource Officer  
Robert Buendia



**TOP GUN AWARD**  
Crime Analyst Detective  
Chad Davis

## Crime Prevention Tips



The Bothell Police Department encourages residents to ensure your vehicles are properly secured with all valuables removed prior to leaving your vehicles. Consider installing and using a car alarm with an ignition kill switch to reduce the opportunity for your vehicle to be stolen.



The Bothell Police Department has partnered with TrackMole to provide residents with a free, secure online option for recording property information. Please visit [trackmole.com](http://trackmole.com) for more information.



The Bothell Police Department encourages citizens to report all suspicious activity to 911 when it is occurring. Many cases are solved when a neighbor notices suspicious activity and provides quick, accurate information to the police. The Bothell Police Department provides online crime statistics on [crimemapping.com](http://crimemapping.com). Users are able to enter their address, crime types and date ranges and are able to view maps showing crime reporting information in their area.



Also, consider installing a monitored residential alarm system on your home. Photograph valuable property and record make, model and serial number information for your personal belongings. Not only will that information make it more likely stolen property will be returned to you, this information will also make the insurance claims process easier.



When ordering online, consider having packages delivered during dates and times that you plan on being home. Otherwise, consider having packages delivered to alternate addresses such as work or to addresses where someone will be available to accept the delivery. Also, promptly remove packages as quickly after delivery as possible.

## Bothell Police Department Four Pillars

### REDUCE CRIME AND THE FEAR OF CRIME

The primary mission of any law enforcement agency is the safety and security of its community. BPD must ensure we are continually pursuing and evaluating our efforts to reduce criminal activity and its impact on our residents, that we are operating with maximum effectiveness and that our activities are conducted in a fair, impartial and respectful manner; working in active partnership with our community members.



## Police Department Personnel

New Hires	Retirements
Jodi Becker, Communications Specialist	Micki Singer, Support Services Manager
Kelly Betts, Records Specialist	Dave Schlaegel, Police Detective Sergeant
Kristi Boucher, Animal Control Officer	
Crystal McGuinn, Police Officer	



Years of Service			
30 Years	20 Years	15 Years	10 Years
Randy Olson	Clint Beck	Chad Davis	Shawn Kunkel
Michael Strong	Jenny Merritt		Dave Schiaegel
			Ryan Stapleton
			Darren Timpe

### ENSURE EMPLOYEE WELLNESS AND SUPPORT

Our mission depends on our people. When they are supported, healthy, and enthusiastic to come to work and given chances to learn and grow professionally, their quality of life is improved, and our Department's effectiveness is enhanced.

### MAINTAIN COMMUNITY TRUST

When members of the community have trust and a close connection with their police department, there is a direct positive impact on the effectiveness and range of law enforcement efforts.

### IMPROVE TECHNOLOGY, LOGISTICS, EQUIPMENT, AND EFFICIENCIES

Innovations, inventions, technological breakthroughs and refinement in the tools of our law enforcement duties are fast-moving and continual. It is important to be aware of these changes, assess their relevance to our Department and find means to bring selected improvements into our work environment.

