

2013 -
2017

Wenatchee Police Department Strategic Plan



*A Recognized Leader
in Public Safety
Providing Quality
Service to our
Community*

Strategic Plan
2013 - 2017

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Message from the Chief

As with many municipal agencies throughout the country, the Wenatchee Police Department endured numerous challenges over the past four years in the face of declining city revenues, increased personnel costs, and subsequent cuts to public safety budgets. Our challenges continue into 2013 as we strive to fulfill our mission with significantly fewer officers and support staff as well as financial resources to pay for capital projects, equipment, and training.

However, despite the challenges, the police department and community we serve remain fortunate in many areas worth highlighting.

First, we continue to maintain a top quality police force with hardworking and dedicated employees who live within the community and take great pride in providing the best services possible. From the clerk at the front window to the officers on the street, I am continually amazed at the professionalism and quality of work put forth by Wenatchee Police Department employees. Doing more with less has been the norm over the past four years and our employees have stepped up, met the challenge, and achieved remarkable results. I am very proud of them and the department they represent.

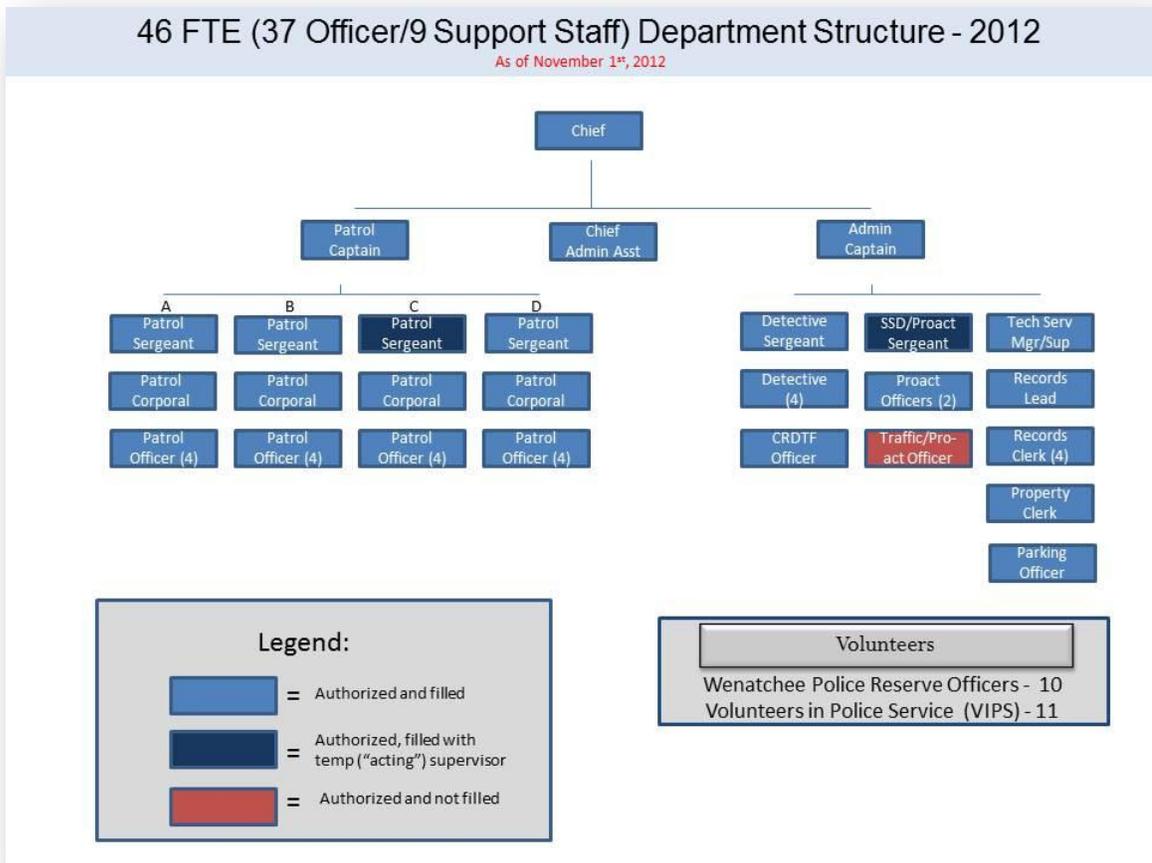
Second, where cuts have threatened programs and services, our volunteers have stepped in to save the day. Our police reserves and Volunteers in Police Services (VIPS) maintain a strong force within our department and have carried a heavy load given their volunteer status. As just one example, the VIPS took sole responsibility for the highly successful National Night Out event this past year and continue to provide exceptional service and representation of our department.

Third, our partnerships with local law enforcement agencies and community organizations remain stronger than ever and have increased our collective efficiency in addressing crime throughout the region. The devastating effects of crime and natural disaster events do not stop at geographical boundaries and both have many facets that can be addressed from numerous angles and specialties. Collaboratively, with our regional law enforcement and community organizations such as Recovery Innovations, Together for a Drug Free Youth and SAGE (Domestic and Sexual Assault services), we continue helping those in need and holding accountable those who threaten our safety and security.

Thank you for your support and partnership in making Wenatchee a safe community.

Organizational Overview

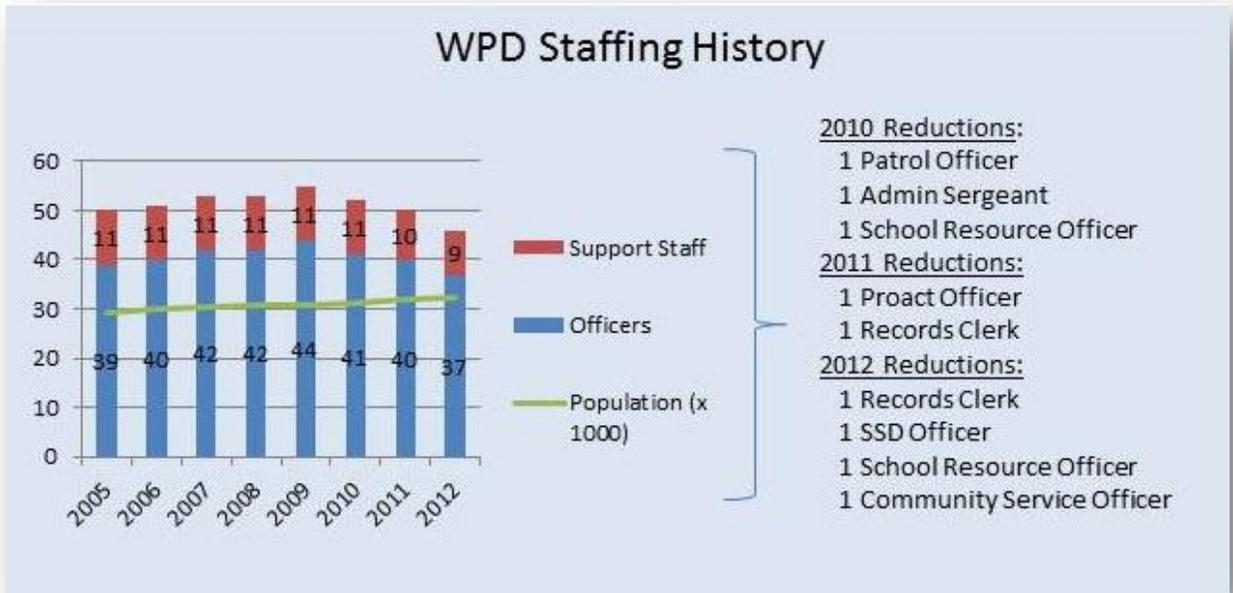
The Wenatchee Police Department is currently (2013) staffed with 36 commissioned officers and 9 support personnel who proudly serve a population of approximately 32,400 citizens. In serving the population of Wenatchee, the department operates 4 patrol squads, a detective division, a records division, and a Special Services Division. Within the Special Services Division is a 2 officer Proact unit with the primary function of suppressing gang activity. In addition to the Proact unit, the Special Services Division includes a traffic officer and supervisor who also manages the Volunteers in Police Services (VIPS) program.



Volunteers remain a significant and appreciated asset within the department in service to the community. In addition to the VIPS personnel which average well over 100 hours per month of volunteer work, the department operates a Reserve Officer program with 11 commissioned reserve officers who each volunteer an average of 11 hours per month towards protecting the citizens of Wenatchee. Reserve Officers are fully trained both

initially when entering the program, and ongoing during mandated monthly meetings and have full arrest powers within the City of Wenatchee.

As illustrated below, budget cuts over the past four years have degraded department staffing levels and resulting services to the community as the population has increased. Some notable reductions in services include reduction of lobby hours from five days a week to four days a week with reduced daily hours, loss of a dedicated school resource officer providing a consistent on-campus presence and response to school issues, and loss of a community service officer significantly reducing our ability to organize and participate in community events and crime prevention activities such as Block Watch.



Department photo taken March of 2012



Vision, Mission and Values

Employees and volunteers within the department take great pride in the professional service provided to the community and operate under guiding principles defined as follows:

Department Vision

(What we strive to be as a department)

A Recognized Leader in Public Safety Providing Quality Service to our Community



Officer Evitt participates in a bicycle donation community event

Department Mission

(Our core purpose)

We Promote a Safe Community and Quality of Life Through Protection and Service

Department Values
(How we conduct ourselves)

- Professionalism –

Our Conduct and Demeanor Reflect the Highest Standard of Personal and Organizational Excellence

- Integrity –

Honorable Service with Incorruptible Ethics

- Respect –

An Attitude of Admiration, Consideration, and Thoughtfulness Towards Those we Serve

- Courage –

The Ability to Master Fear and Take the Appropriate Actions to Protect the Public and Fellow Officers from Harm

Courage is the first of the human qualities because it is the quality which guarantees all the others

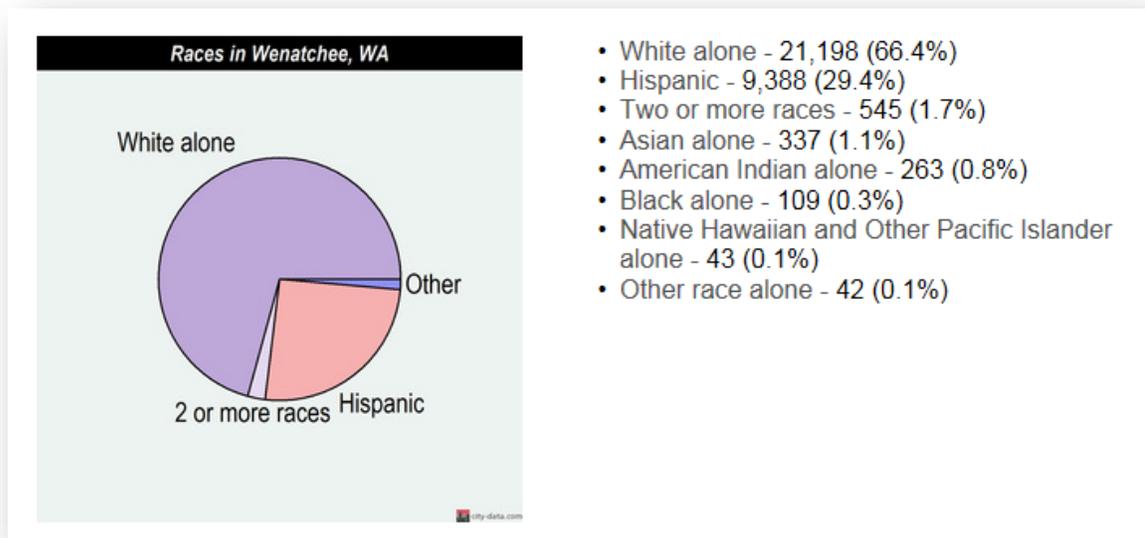
- Winston Churchill



Community Profile

Situated at the confluence of the Wenatchee and Columbia Rivers in the eastern foothills of the Cascade Mountains, Wenatchee is the regional hub for North Central Washington. It is the largest city in the region with its primary economic base rooted in agriculture, manufacturing, and tourism. In particular, the fruit industry, technology industries, the ALCOA Aluminum Plant, and outdoors related tourism like Mission Ridge Ski Area as well as Ag-Tourism in the form of local wineries all make Wenatchee a popular place to visit, work and live. As the regional hub, retail services, health care, and government related jobs are also major contributors to Wenatchee's economy.

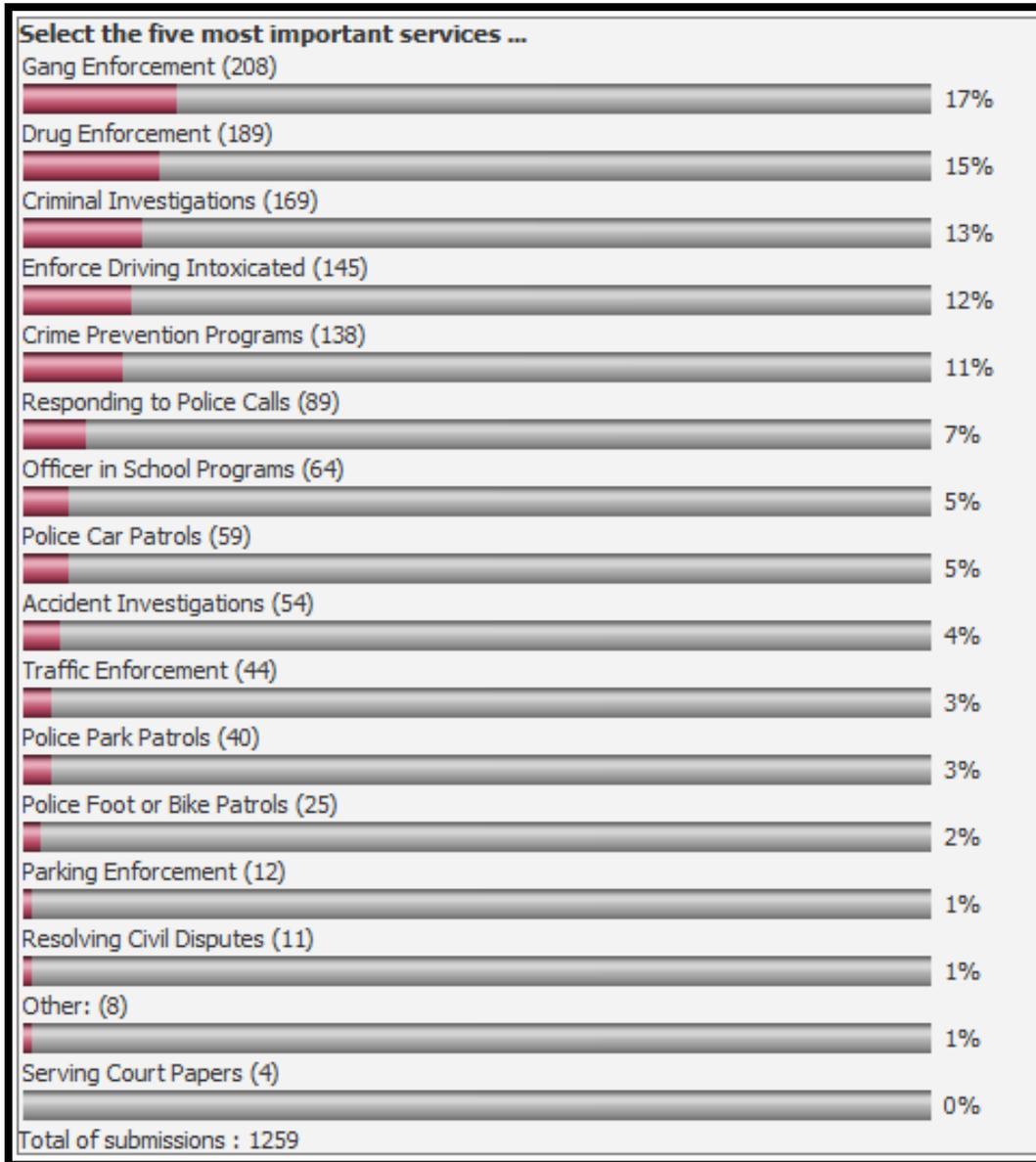
As indicated below, Wenatchee's population is diverse with a large percentage of Hispanic residents and relatively low percentages of other non-white races. Important to our mission is ensuring our services and outreach opportunities include the Spanish language and an understanding of the customs and culture of the Latino community.



Geographically, Wenatchee is nestled between the Columbia River to the East and the foothills to the West. Though the river and hills are conducive to popular outdoor activities, the city is geographically restricted in terms of both residential and commercial growth. The slow growing economy felt nationally over the past four years is crippled further locally due to Wenatchee's limited space for additional commercial growth. In regards to residential growth, middle income housing has continued to the South and high-density middle to high income housing is planned along the riverfront.

Community Input

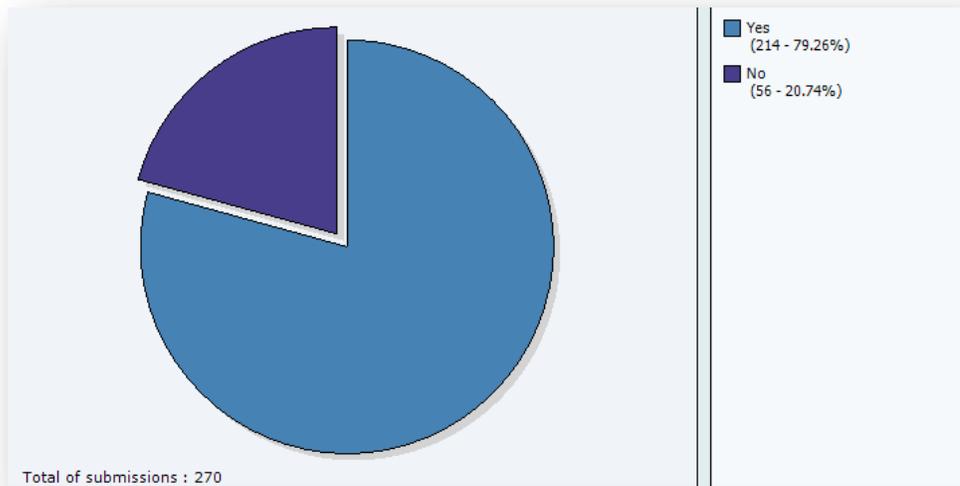
The development of this plan included input from the community to identify those issues of most concern to our citizens. Through on-line surveys and community meetings, we've identified top community concerns as illustrated below.



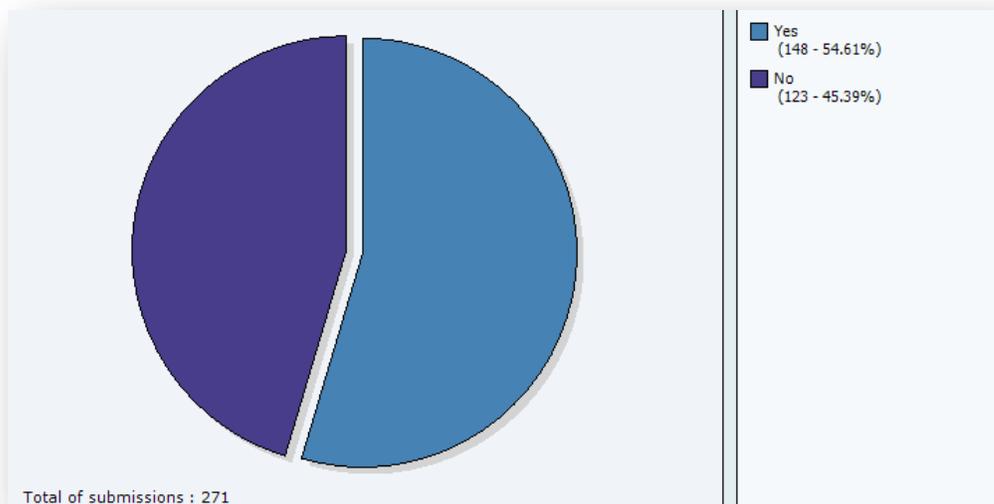
Source: Wenatchee Police Citizen Survey

The results of the on-line survey closely mirrored the concerns outlined in our last strategic plan (2008) putting gang and drug enforcement at the top of the list followed by school safety and police response and visibility in high crime areas. In the traffic arena, strict Driving While Intoxicated (DUI) enforcement remains a community priority.

The department’s Automated Traffic Safety Program consisting of red light camera enforcement at three of the city’s busiest intersections was implemented in 2010 based on community concerns and collision data. Nearly 80 percent of respondents to an online survey answered “yes” when asked, **“do you feel that red light violations are a traffic safety hazard within the city of Wenatchee?”**



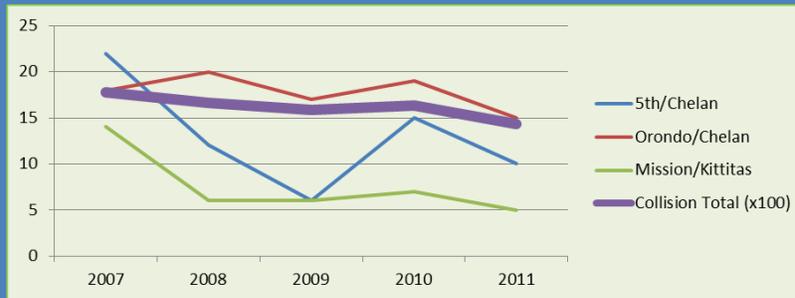
Of those surveyed, the majority (54.61%) agreed that the use of camera technology for enforcement of red light violations is an effective enforcement strategy to improve traffic safety on city streets?



Following implementation of the Automated Traffic Safety Program, the city noted a marked decrease in red light violations and collisions at the three camera enforced intersection and a 5-year low in total collisions within the city.

5-Year collision data at three camera enforced intersections:

	2007	2008	2009	2010	2011	Notes
5th/Chelan	22	12	6	15	10	2011 - 2 year low
Orondo/Chelan	18	20	17	19	15	2011 - 5 year low
Mission/Kittitas	14	6	6	7	5	2011 - 5 year low
Collision Total (x100)	17.72	16.65	15.87	16.3	14.32	All collisions w/in city (x100). 2011 - 5 year low

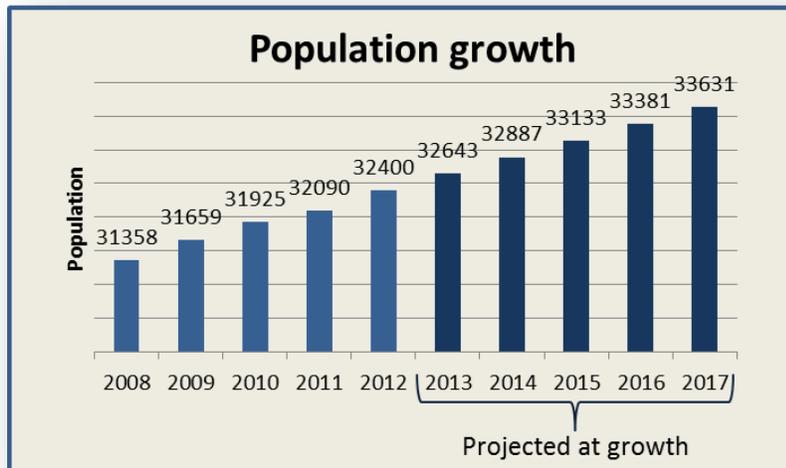


Trends in Population, Workload, and Crime Rate

Identifying trends and projecting into the future is paramount in order to identify opportunities and align personnel and resources to accomplish the goals set forth later in this plan. The trends discussed below will play a significant role in our ability to accomplish our mission and meet our stated goals.

Population –

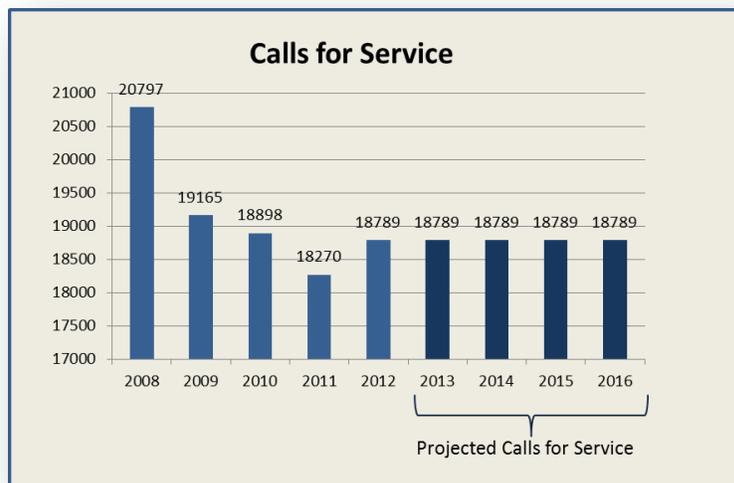
Recognized as an ideal location to work, raise a family, or retire, Wenatchee population growth has continued on an upward trend. Though slower through the last four years of challenging economic times, the city has a ten year growth rate average of 1.28% per year. The growth rate for 2012 is estimated at .96%, up from .51% in 2011. For the purposes of this plan, we will estimate a future growth rate of .75% which is lower than the 10 year average but conservative given the slower growth rate over the past four years.



Workload –

Population growth is one of several factors to consider when assessing the workload on a department and its personnel. Other factors to consider include number of calls for service in a given year, implementation or reduction of programs, reduced staffing, and increased reporting requirements.

Calls for service have trended downward until 2012 when there was a notable increase. With the four year downward trend but an increase in the most recent year as indicated below, it is difficult to project what the next five years will bring. .



In 2010, the department implemented the Automated Traffic Safety Program to improve intersection safety. The program significantly increased the number of citations processed through our records staff to a degree that equaled approximately one full-time employee. With the reduction of two records staff personnel since the implementation of

the program, in addition to the transition to the National Incident Based Reporting System discussed below, the workload in the records division has increased significantly.

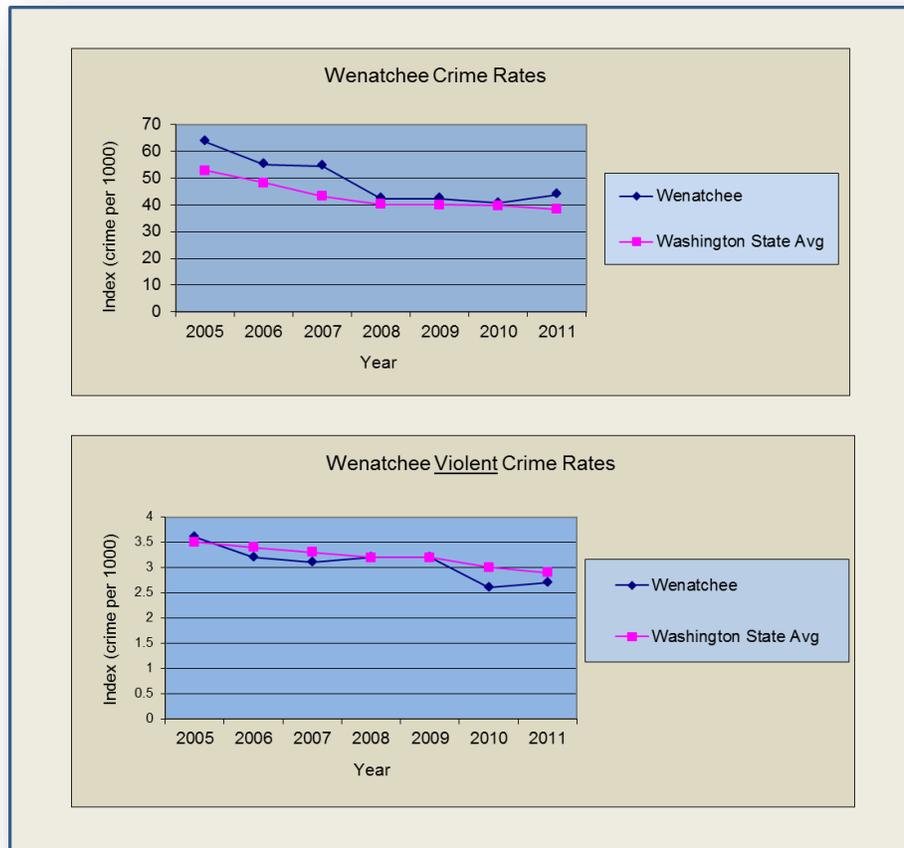
Reporting requirements have increased significantly over the past two years due to the implementation of the National Incident Based Reporting System (NIBRS). NIBRS tracks a total of 46 crimes in comparison to only 8 required under the previous Uniformed Crime Reporting (UCR) reporting system. Consequently, officers are now required to write detailed reports on minor offenses that in the past have been cleared with brief notes. Needless to say, officers and records staff are spending much more time writing and processing reports than in previous years. In theory, NIBRS will assist us in the long run with more detailed crime analysis data to improve our ability to identify crime trends and efficiently target our limited resources to address them.

Finally, the reduction of staff over the past four years has increased the workload across the board. The loss of the School Resource Officers (2010 & 2012) placed additional workload on patrol officers responding to and handling calls in the schools. The loss of the Community Service Officer (2012) placed increased responsibility on patrol and the SSD supervisor to handle more community relations functions mitigated, in part, by eliminating programs such as the Citizens Academy. Loss of the Administrative Sergeant (2010) placed additional workload on the Detective Sergeant taking over Public Information Officer duties and both captains taking over training, accreditation, and off duty employment coordination duties. The loss of two records clerks (2010, 2011) increased the workload on the remaining clerks, mitigated in part by reduced hours open to the public and reduced services.



Crime Rate -

As illustrated below, the Wenatchee crime rate was trending downward over the past several years through 2010. However, in 2011 the crime rate increased 7.6% from its 2010 low. The increase reflects a 9.4% rise in assaults, a 31.3% rise in burglaries, and a troubling 120% increase in robberies from 10 in 2011 to 22 in 2012. The bright spot in our crime statistics is a reduction in gang related violent crime from a high of 14 violent gang incidents in 2007, to zero gang related violent incidents over the past 16 months. This is a remarkable achievement and illustrates the effectiveness of our Proact Unit and overall department gang strategy.



As we project into the future, we cannot assume a declining crime rate as we've seen in recent years. Despite the decrease in yearly call load, the increase in population and workload combined with the 2011 crime rate increase suggests our resources should remain the same or increase in the next five years in order to ensure accomplishment of our core mission.

Department Goals Development

Based on community input and ongoing analysis of community trends as described above, the department established the following goals to accomplish our mission.

1. Reduce Crime and the Fear of Crime
2. Improve Traffic Safety
3. Recruit and Develop Quality Personnel
4. Maintain Community Partnerships
5. Maintain Internal Proficiency
6. Leverage Use of Technology

Supporting performance objectives and action plans are outlined in the following pages of this plan.

Staffing and Resources

In order to meet the goals and objectives outlined in this plan, the department requires adequate resources and staffing.

With the reduction in sworn police officers in Wenatchee over the past four years, the department is currently running at a ratio of 1.14 officers per 1000 in population. This is below the average of 1.3 per 1000 in Western U.S. cities of similar size and significantly less than the overall state average of 1.51 per 1000. Though still at levels that allow us to accomplish our mission, we must prioritize our personnel and resources to ensure essential services within our goals and objectives are met at reasonable employee workload levels. As we look to the future, our growth and acquisition of resources must be strategic in addressing emerging trends and public safety vulnerabilities in the most efficient and cost effective means possible.

The following pages contain the “nuts and bolts” of our five year plan to meet current essential services and posture ourselves for mission success in the future. The goals listed above are further broken down into performance objectives and action plans tailored specifically to the community concerns and emerging trends. Each action plan identifies specific divisions and/or personnel responsible for carrying out the action plan and a time frame for implementation of the action plan.

GOALS, PERFORMANCE MEASURES, AND ACTION PLANS

GOAL 1 – Reduce Crime and the Fear of Crime

Performance Objective 1a: Reduce Uniformed Crime Reporting (UCR) Part 1 Crime Index to 40 per 1000 or below and maintain downward trend.

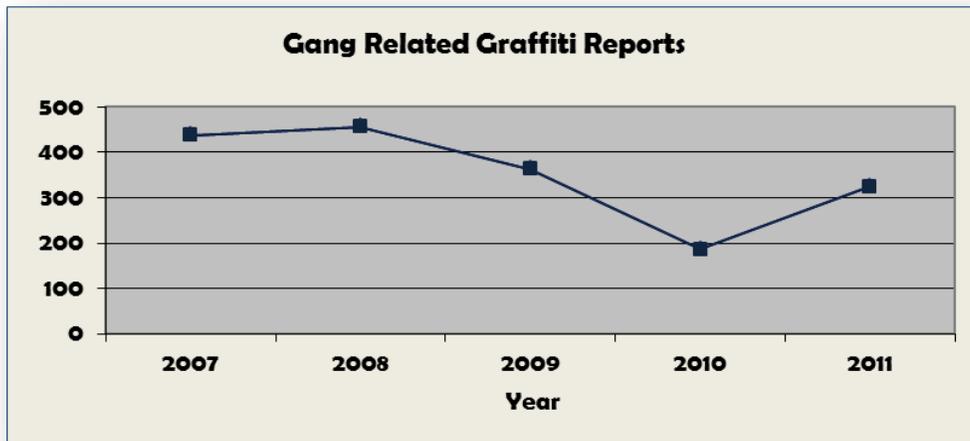
(UCR Part 1 Crimes include murder and non-negligent homicide, forcible rape, robbery, aggravated assault, burglary, motor vehicle theft, larceny-theft, and arson)

Action Plan	Assigned to:	Funding	Implementation
<small>E = Existing Funding</small>			
1a.1: Target Block Watch program to high crime neighborhoods.	SSD	E	Continuing Effort
1a.2: Conduct community education projects as needed or requested.	SSD, Patrol, Detectives	E	As needed or requested
1a.3: Conduct bike patrols in parks, downtown, and neighborhoods during weather permitting months	Patrol	E	Continuing Effort
1a.4: Partner with DOC, ICE, and other agencies to maximize warrant arrests.	SSD, Patrol, Detectives	E	Continuing Effort
1a.5: Maintain updated High Enforcement Area Targets (HEAT). Increase visibility in identified areas.	SSD, Patrol	E	Continuing Effort
1a.6: Maintain officer discretionary time enforcement plans/projects directed at identified public safety concerns.	Patrol	E	Continuing Effort
1a.7: Increase Officer strength on patrol shifts from 6 officers to 7 to maintain effective levels of enforcement.	Patrol	Requires 4 FTEs Council/Mayor approval	2017
1a.8: Maintain proactive enforcement, meeting annual arrest rate goal of 100 (total arrests / # of officers).	SSD, Patrol, Detectives, Cmd Staff	E	Continuing Effort
1a.9: Develop and participate in regional officer involved shooting task force – also utilize for major homicide cases.	Detectives	E	2013

Performance Objective 1b: Suppress gang activity with a goal of 5 or less violent gang incidents per year and an 80% clearance rate of all violent gang incidents. (Violent Gang Incidents defined: Felony involving use (or threat of use of a deadly weapon) and/or serious bodily injury or death)

Action Plan	Assigned to:	Funding	Implementation
1b.1: Retain 2 Officer Proact team within SSD and expand to 3 Officers with primary focus on criminal gang enforcement and community education.	SSD	Requires one additional FTE Mayor/Council Approval	2016 – 3 Officer Proact Team
1b.2: Patrol shifts maintain one gang officer to work with Proact team to exchange updated gang information and participate in proactive patrols (Shift Gang Officer Program).	SSD, Patrol	E	Continuing Effort
1b.3: Establish working group to maintain and update as needed the departments Comprehensive Gang Strategy (annex A).	SSD, Patrol	E	Yearly
1b.4: Proact will utilize WISN database for tracking and sharing gang member information.	SSD	E	Continuing Effort
1b.5: Each patrol shift, SSD, and detectives division will plan and conduct one youth activity per year.	SSD, Patrol, Detectives	E	Yearly
1b.6: SSD will maintain tracking system for violent gang incidents to measure this performance objective.	SSD	E	Continuing Effort
1a.7: Increase focus on regional intelligence-lead policing to address gang activity.	SSD, Patrol	E	Continuing Effort
1a.8: Collaborate with community partners & provide awareness training in a joint effort against gang activity.	SSD	E	Continuing Effort
1a.9: Coordinate with prosecutors, judges, and legislators to increase sentencing enhancement options and penalties.	SSD	E	Continuing Effort

Performance Objective 1c: Achieve downward annual trend of reported graffiti incidents reducing to 200 or less reported incidents by year end, 2017.



Action Plan	Assigned to:	Funding	Implementation
1c.1: Maintain comprehensive plan to address graffiti as outlined in Comprehensive Gang Strategy (Annex A).	SSD, Patrol	E	Continuing Effort
1c.2: Maintain graffiti clean-up program partnering with Public Works, VIPS, property owners, and community groups.	SSD	E	Continuing Effort
1c.3: Initiate mural projects partnering with outside agencies/groups.	SSD, Patrol	E / Community Partners	Continuing Effort
1c.4: Leverage surveillance and community involvement through technology and Block Watch programs.	SSD, Patrol	E / Grants	Continuing Effort

Performance Objective 1d: Maintain dedicated drug enforcement effort and community awareness.

Action Plan	Assigned to:	Funding	Implementation
1d.1: Maintain one detective within the multi-agency drug task force as	DTF	Grant	Continuing

grant funding provides.			Effort
1d.2: Maintain close coordination and intel sharing between SSD and DTF to interdict gang related drug trafficking.	DTF, SSD	E	Continuing Effort
1d.3: Provide annual drug and alcohol awareness training to parents in partnership with school district as requested.	SRO	E	As needed or requested
1d.4: Maintain communication and coordination between DTF, SSD, and Patrol to address suspected drug houses.	DTF, SSD, Patrol	E	Continuing Effort
1d.5: Maintain minimum of one WPD K9. Expand to no more than 4 dogs by year end 2017, budget dependent.	SSD, Patrol	E / Grants	2 dogs – 2013 4 dogs - 2017

Performance Objective 1e: In conjunction with Wenatchee School District, provide a safe environment for students and prevent serious crime related incidents.

Action Plan	Assigned to:	Funding	Implementation
1e.1: Reinstitute SRO program through Automated Traffic Safety Program funds.	SSD, Cmd Staff	E, Grant, Wenatchee School District	2014
1e.2: Offer yearly training to school faculty on emergency response procedures, active shooter response, and gangs.	SSD (SRO)	E	2014
1e.3: Exercise school emergency response plan every other year .	Cmd Staff, Patrol	E	2013/2015/2017
1e.4: Work with School District to update Rapid Responder school mapping data every other year.	Cmd Staff	E	2013/2015/2017
1e.5: Provide patrol officer visibility in and around schools during school hours and special events.	SSD, Patrol	E	Continuing Effort

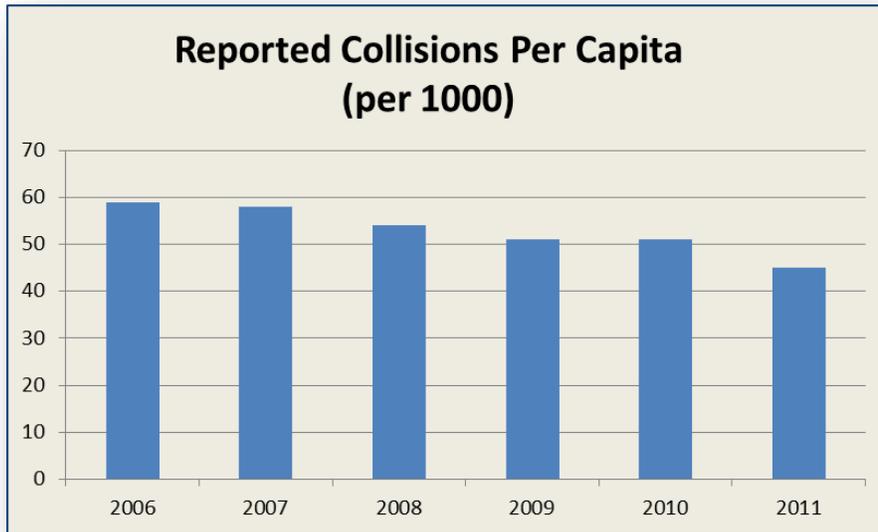
1e.6: SRO will seek gang related intelligence and work closely with Proact to suppress gang activity in schools.	SRO/Proact	E	2014
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Performance Objective 1f: Reduce fear of crime as measured by annual community survey.

Action Plan	Assigned to:	Funding	Implementation
1f.1: Conduct annual survey or community meeting to determine community concerns.	SSD, Cmd Staff	E	Yearly
1f.2: Target patrols and HEAT program to deter criminal activity and fear of crime in survey identified areas.	SSD, Patrol	E	Continuing Effort
1f.3: Review community input to validate and/or update department goals, objectives, and action plans.	Cmd Staff, Patrol	E	Yearly
1f.4: Support Block Watch program when requested in neighborhoods where fear of crime is highest.	SSD	E	Continuing Effort

GOAL 2 – Improve Traffic Safety

Performance Objective 2a: Reduce and hold reported per capita collision rate to no higher than 50 per 1000 population.



Action Plan	Assigned to:	Funding	Implementation
Engineering:			
2a.1: Conduct periodic analysis of collision data to determine traffic safety trends.	Cmd Staff	E	Yearly
2a.2: Coordinate with public works, DOT, and transportation council to address engineering issues related to traffic safety.	SSD, Cmd Staff	E	Continuing Effort
2a.3: Ongoing corner and street sign visibility enforcement.	SSD, Patrol	E	Continuing Effort
Education:			
2a.4: Enhance all planned enforcement efforts with media public education.	SSD, Patrol	E	Continuing Effort

2a.5: Maintain use of mobile radar trailers to address residential speeding.	SSD	E	Continuing Effort
2a.6: Promote traffic safety education through involvement in Target Zero Task Force campaigns.	SSD, Patrol, Cmd Staff	E	Continuing Effort
Enforcement:			
2a.7: Maintain current Automated Traffic Safety Program and expand to school zones to enhance student safety.	SSD, Cmd Staff	E	2013
2a.8: Maintain continuous traffic safety focus/emphasis campaigns.	SSD, Patrol	E	Continuing Effort
2a.9: Maintain lead agency status and LEL duties of Chelan-Douglas County Target Zero Task Force.	Cmd Staff	E	Continuing Effort
2a.10: Maintain dedicated traffic officer within the agency.	Cmd Staff	E	Continuing Effort

Performance Objective 2b: Eliminate DUI related collisions and associated serious injuries and deaths by 2030 (in partnership with Washington States Target Zero plan)

Action Plan	Assigned to:	Funding	Implementation
2b.1: Partner with Liquor Control Officers to enforce alcohol establishment laws.	SSD, Cmd Staff	E	Continuing Effort
2b.2: Drug Recognition Experts (DREs) will coordinate biennial DRE shift training for patrol.	Patrol, DRE, Training Coordinator	E	2013, 2015, 2017
2b.3: Maintain participation in Washington Traffic Safety Commission DUI campaigns.	Patrol, Cmd Staff	E	Continuing Effort
2b.4: All commissioned personnel will be SFST trained.	Training Coordinator	E	Continuing Effort
2b.5: Officers will be vigilant in DUI detection and arrests.	SSD, Patrol	E	Continuing Effort

2b.6: Officers will receive SFST refresher training in conjunction with BAC recertification.	SSD, Patrol, DIX	E	Continuing Effort
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Performance Objective 2c: Eliminate vehicle vs. pedestrian and bicycle collisions resulting in serious injury or death by 2030

Action Plan	Assigned to:	Funding	Implementation
2c.1: Continued focus on contacts with pedestrian, bicycle and skate/long board violators.	Patrol/SSD	E	Continuing Effort
2c.2: Participate in Washington Traffic Safety Commission pedestrian safety campaigns.	Patrol/SSD/Command Staff	E	As available
2c.3: As needed, partner with school district and Public Works Dept to increase student pedestrian safety around schools.	Patrol, Command Staff	E, Grants	As needed or requested
2c.4: Continued focus on school zone enforcement to include automated systems.	Patrol/SSD/Command Staff	E	Continuing Effort

GOAL 3 – Recruit and Develop Quality Personnel

Performance Objective 3a: Maintain staffing levels adequate to address community needs and operational requirements.

Action Plan	Assigned to:	Funding	Implementation
3a.1: Assess community needs and operational requirements annually and update 5 year staffing (annex B) plan accordingly.	Cmd Staff	E	Yearly
3a.2: Anticipate attrition and hire accordingly.	Patrol, Cmd Staff	E	Continuing Effort
3a.3: Diligently pursue funding scenarios and resources to avoid personnel cuts	Cmd Staff	E	Continuing Effort

Performance Objective 3b: Develop as needed adequate and current entry level and lateral candidate hiring roster.

Action Plan	Assigned to:	Funding	Implementation
3b.1: Be a regional leader in pay, benefits, and professional opportunities to attract quality applicants.	Cmd Staff	E	Continuing Effort
3b.2: Create promotional products to promote Wenatchee's quality of life and WPD job opportunities.	Cmd Staff	E	As needed for hiring
3b.3: Recruit qualified Latino and bilingual officers through targeted advertising and incentive pay.	Cmd Staff	E	As needed for hiring

Performance Objective 3c: Maintain employee development and quality training

Action Plan	Assigned to:	Funding	Implementation
3c.1: Maintain regional training center status to attract quality training to our facility.	Cmd Staff	E	Continuing Effort
3c.2: Maintain training/professional development tracking database for all employees.	Cmd Staff	E	Continuing Effort
3c.3: Maintain minimum education requirement of 30 hours per year for full-time commissioned personnel and 20 hours for support staff.	Cmd Staff	E	Continuing Effort
3c.4: All personnel will receive a minimum of two PMIs over the course of a year and a year-end evaluation.	All Divisions	E	Continuing Effort
3c.5: Maintain no less than three trained CISM officers to aid personnel involved in traumatic incidents.	Cmd Staff	E	Continuing Effort

Performance Objective 3d: Maintain quality reserve and volunteer programs.

Action Plan	Assigned to:	Funding	Implementation
3d.1: Maintain and enforce reserve officer and VIPS performance and training standards in accordance with policy.	Reserve and VIPS Coordinators	E	Continuing Effort
3d.2: Conduct annual review of reserve officer unit and VIPS during employee evaluation week (Jan).	Cmd Staff	E	Yearly
3d.3: Conduct monthly reserve officer training on core competencies.	Cmd Staff	E	Continuing Effort
3d.4: Conduct ongoing review and risk assessment of VIPS tasks to maintain safe, quality, and efficient task assignments.	Reserve Coordinator	E	Continuing Effort

GOAL 4 – Maintain Community Partnerships

Performance Objective 4a: Maintain availability and ongoing development of community programs (VIPs, Citizens Academy, Special Events).

Action Plan	Assigned to:	Funding	Implementation
4a.1: Conduct citizen's academy as resources allow to educate the public and grow Volunteers in Police Service (VIPs) program.	SSD	E	Periodic as resources allow
4a.2: Coordinate and facilitate maximum department and community involvement in the annual National Night Out Event.	SSD	E	Yearly
4a.3: Partner with DEA and the community on Drug Take Back days.	SSD	E	As needed
4a.4: Support Special Olympics events as resources permit.	SSD / Cmd Staff	E	Continuing Effort
4a.5: Participate in and support Chief for a Day program as resources permit.	SSD / Cmd Staff	E	Yearly
4a.6: Upon request, partner with school district and other agencies in educating parents of at risk youth.	SSD / Cmd Staff	E	As needed or requested

Performance Objective 4b: Maintain outside agency/organization partnerships

Action Plan	Assigned to:	Funding	Implementation
4c.1: Partner with outside agencies and organizations to provide crisis intervention to the community (MHP, Woman's Resource Center, Serve Wenatchee, etc.).	All Divisions	E	Continuing Effort
4c.2: Partner with outside agencies to address specific crime trends as they arise (DOC, Liquor Control, etc)	All Divisions	E	Continuing Effort

4c.3: Maintain, equip, and fund at least 6 officer positions on the regional SWAT team to ensure adequate and safe response to high risk incidents.	Cmd Staff / SWAT	E	Continuing Effort
4c.4: Provide regional drug and gang enforcement support to outside agencies as requested and resources permit.	CRDTF / SSD	E	As needed or requested

GOAL 5 – Maintain Internal Proficiency

Performance Objective 5a: Maintain constructive communication flow between employees

Action Plan	Assigned to:	Funding	Implementation
5a.1: Employees at all levels will use the chain of command to facilitate constructive communication through all levels of the organization.	All Divisions	E	Continuing Effort
5a.2: Leaders at all levels will provide initial feedback to subordinates and supervisors concerning questions, concerns, or suggestions within 3 working days.	All Divisions	E	Continuing Effort
5a.3: As available, at least one member of each division or section will be present at the 0700 shift change, Mon – Fri to facilitate effective department information exchange.	All Divisions	E	Continuing Effort
5a.4: The chief or his designee will meet annually with each division to discuss department goals and objectives.	Cmd Staff	E	Continuing Effort

Performance Objective 5b: Maintain personnel and equipment resources in proportion to officer workload and job requirements

Action Plan	Assigned to:	Funding	Implementation
5b.1: Conduct annual review of department personnel and resources plan (Annex B) to ensure employees are fully resourced to safely carry out their assigned duties.	Cmd Staff	E	Continuing Effort

5b.2: Maintain vehicle maintenance tracking to ensure operational safety.	Cmd Staff	E	Continuing Effort
5b.3: Maintain Fleet Officer position to monitor maintenance issues and make replacement recommendations.	Patrol	E	Continuing Effort
5b.4: Conduct annual inventory of all assigned equipment to ensure accountability and serviceability.	Cmd Staff	E	Continuing Effort

Performance Objective 5c: Maintain employee accountability and recognition programs.

Action Plan	Assigned to:	Funding	Implementation
5c.1: Conduct yearly department awards board and ceremony to recognize outstanding achievement.	Cmd Staff	E	Continuing Effort
5c.2: Participate in outside agency programs aimed at recognizing law enforcement achievements (Home Town Hero's, Night of 1000 Stars, etc.).	All Divisions	E	Continuing Effort
5c.3: PMIs and yearly evaluations will consist of an honest assessment of job performance.	All Divisions	E	Continuing Effort

GOAL 6 – Leverage Use of Technology

Performance Objective 6a: Improve department efficiency and officer safety through use of technology

6a.1: Maximize Spillman Mobile technology to facilitate digital report writing in compliance with NIBRS.	All Divisions	E	Continuing Effort
6a.2: Purchase/implement crime mapping software to improve intelligence based policing.	Records	Grant Funds / E	Continuing Effort
6a.3: Maintain & upgrade as needed forensic software and hardware capabilities	Dix	Grant Funds / E	As Needed
6a.4: Purchase & transition to Lexipol digital policy manual and training package	Cmd Staff	Grant Funds	2014
6a.5: Implement social media interface with the public (Twitter, Facebook)	Cmd Staff / Dix	E	2013
6a.5: Implement online reporting for minor crimes with no suspect information.	Records	Budget Item	2014
6a.6: Partner with Spillman LE users to implement SAA position to increase Spillman efficiency.	Records	Inter-Agency MOU	2013