



# Wenatchee Police Department 2021-2024 Strategic Plan

We promote a safe community and quality of  
life through protection and service

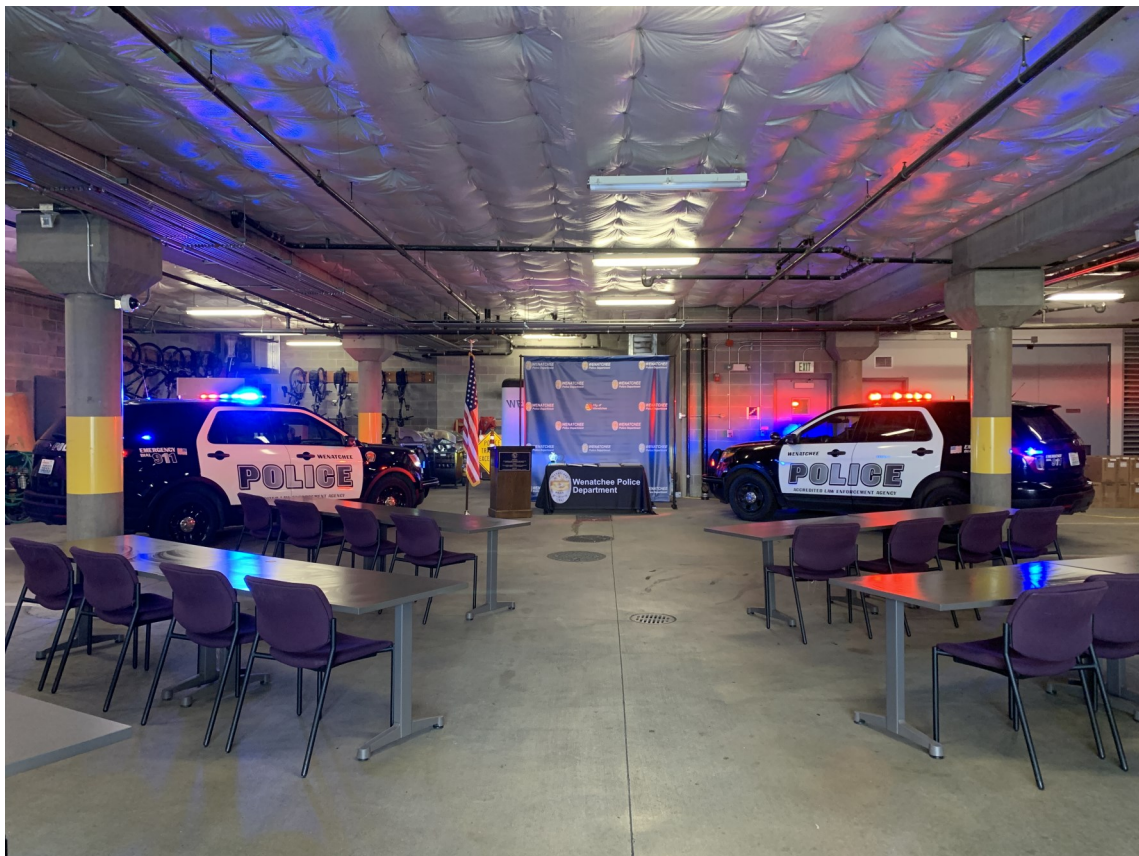


**Wenatchee Police Department**  
**2021-2024 Strategic Plan**  
Revision 1.0  
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# Chief's Introduction

The Wenatchee Police Department provides a full range of law enforcement services to those who live, work, and play in the Greater Wenatchee Valley. We are committed to building and maintaining public trust in tandem with community engagement as we continue our mission of promoting a safe community and quality of life through protection and service. As an accredited agency, we enjoy a rich history of embracing best practices in policing and leveraging technology in order to detect, prevent, and deter crime. Through this strategic planning process, we strive to utilize and maximize all available resources to provide quality services to our community and those visiting the City.



The Wenatchee Police Department's 2021-2024 Strategic Plan was created through a collaborative process involving our professional-civilian and commissioned staff. Amazing things happen when our employees are empowered to design future police services and programs and encouraged to get creative. Our collective mission was to develop a comprehensive plan that established goals for the department that are designed to exceed the law enforcement expectations of our community; evaluate the use of existing resources and the need to redirect or add to those resources; and to clearly layout what we hope to achieve as a department. The planning process also incorporated the valuable community input that was derived from our Community Engagement Survey. The proposed concepts, ideas, and plans went through a refinement process consisting of a series of structured meetings. Ultimately, these efforts resulted in the creation of five key departmental goals and specific strategic objectives aligned with each goal.

The strategic plan detailed in the following pages is a reflection of many hours of focused work and a collaborative process driven by Wenatchee Police Department staff at all levels of the organization. I am very proud of these men and women for their valuable contributions towards serving our community in the best possible ways.

As with many documents of this nature, there are always concerns that day-to-day operations will overshadow proactive work that was created in our strategic plan. We cannot allow these essential plans to rest on a shelf and collect dust. On the contrary, to address these concerns your Wenatchee Police Department will continually track progress, identify roadblocks that require new tactics, reassess goals, and, most importantly, celebrate our successes.

This dynamic document serves as a starting point for our talented employees. In the coming months and years, we will strive to work closely with our community, criminal justice stakeholders, and business partners to achieve our departmental goals and strategic objectives. We look forward to the future and are excited to accomplish great things for the betterment of those we serve.

- Steve Crown, Chief of Police

# Department Mission, Vision, and Values

## **Our Mission:**

We promote a safe community and quality of life through protection and service

## **Our Vision:**

A recognized leader in public safety providing quality service to our community

## **Our Shared Values:**

Professionalism

*Our conduct and demeanor reflect the highest standards 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*

# Department Goals

- I. Reduce Crime and the Fear of Crime
- II. Address Traffic Safety Concerns
- III. Recruit and Develop Quality Personnel
- IV. Grow Public Trust Through Community Engagement
- V. Enhance Service Through the Use of Technology

# I. Reduce Crime and the Fear of Crime

Dealing with criminal activity is a fundamental requirement of all law enforcement agencies. While our crime rate is relatively low, keeping it that way requires dedicated attention and community involvement. This area was also regarded as a priority in our last community survey. Two major objectives were developed under this department goal.

## A. Crime Stoppers

The first is to re-establish Crime Stoppers in the Wenatchee area. This will require the creation of a board of directors, the establishment of a sustainable fund for reward dollars, a fundraising mechanism for ongoing funding, and a contract with an answering service for the tip line. This would also be a project with regional impacts with an extended timeline of more than two years.

## B. Neighborhood Watch

The second is to establish an organized Neighborhood Watch program. This program would require dedicated staff assignments to coordinate startup and ongoing management of individual groups in neighborhoods throughout the city. This project has a timeline of at least one year for completion. During the future evaluation of this project, the department will also look into hosting neighborhood events in each of the council districts in the city.

Both of these projects will involve work from our Volunteers in Police Service (VIPS). They focus on reducing the fear of crime by getting community members actively involved in solving and preventing criminal activity.



## II. Address Traffic Safety Concerns

Vehicle collisions, including those with pedestrians and buildings, continue to be a common occurrence in the City of Wenatchee. Also troubling is the significant number of DUI arrests made by Officers each year. This number has increased dramatically over the last several years. Additionally, neighborhood complaints about speeding vehicles are commonly reported by community members. Three major objectives were identified to improve the department's response to these concerns.

### A. Establish Traffic Unit

While Wenatchee Police Department has had a Traffic Unit in the past, there has not been one assigned since 2010. The first objective in this goal is to create a Traffic Enforcement Unit. A variety of state and federal funding sources exist to help defray startup costs to add the three personnel proposed under this project. Additionally, an increase in fleet would be required to keep the traffic unit running properly while ensuring the Patrol Division remains fully equipped at the same time. The same funding sources available for personnel are also available for fleet purchases under some conditions. This project has an extended completion timeline of at least two years.

### B. Increase Cooperation with the Engineering Department

The second project is to assign a liaison to the City of Wenatchee Engineering Department. The three Es of traffic safety are Engineering, Education, and Enforcement. Police departments do not have the tools to create engineering solutions to traffic problems, but we do have perspective and critical information on how engineering solutions can improve traffic safety education and enforcement efforts. This project should be completed in less than three months.

### C. Establish Traffic Safety Plan

To tie all traffic safety efforts together both internally and externally, a traffic safety plan will be written and implemented. Key partners include City of Wenatchee Engineering Department, Washington State Department of Transportation, Washington Traffic Safety Commission, Target Zero Task Force, and local law enforcement agencies. This comprehensive plan will address all three Es of traffic safety and the department's role in engaging them. The plan should be completed in 2021.



### III. Recruit and Develop Quality Personnel

A law enforcement agency is nothing without quality personnel. Recruiting and hiring are critical to building an effective department. The long-term health of the department requires developing leaders at all levels to promote and maintain a healthy culture. Several major objectives were developed to further this department goal.

#### A. Regional Training Coordination

The department is committed to being a leader in coordinating regional training for all local law enforcement agencies. Working with our local law enforcement agency partners, we are committed to becoming a regional training hub. Achieving this goal requires securing training facilities and instructors to provide relevant, contemporary, and mandated training. Patrol Tactics Training (PTT) hits all three marks. PTT is a Criminal Justice Training Commission mandated course that involves twenty-four hours of classroom and practical instruction for all commissioned officers in the state by 2028. This course will serve as a first step towards delivering future training in our region.

#### B. Mentoring Programs

There are three major areas to completing this objective. The first is developing and implementing a supervisor mentoring program. This program will be for newly-promoted supervisors to build a solid foundation for our future leaders. It will be modeled after our Field Training Officer program and will be completed by the end of 2021. The finished plan includes a simple manual and universal application for all newly-promoted supervisors.

The second area is career planning and mentoring programs for all employees. This project includes the preparation of written career plans for every position in the department. These plans will be readily accessible to all employees at all times. The plans will also be used during the evaluation process in conjunction with the goal-setting worksheet already in use. Guidelines will also be developed for informal mentoring to help gauge employee development and engagement. This project is projected for completion in 2022.



Formal succession planning is the third element of the Mentoring Programs objective. As an extension of the written career plans mentioned above, written succession plans will be developed for all promotional and specialty positions throughout the department. This project is dependent on the completion of the written career plans for positions and will take at least two years to complete.

Once all three elements are in place, employees will have a defined progression from their starting position, through specialty assignments, to promotional opportunities. Critically, newly-promoted supervisors will have effective support to grow into their new roles.



### III. Recruit and Develop Quality Personnel

#### C. Internal Training

To meet the law enforcement statutory training requirement for twenty-four hours of in-service training annually, the department has a bi-monthly training plan to provide at least eighteen hours of this training each year. While this project is ongoing, it is essential to maintain and refine this program with attendance at all sessions by all commissioned staff. Further development of this project interfaces with the Regional Training Coordination and will require more rigidly-managed planning and reviews.

#### D. Recruiting Efforts

Capturing the best candidates requires more direct action than simply posting open positions. In early 2020, the department expanded its efforts through a local, virtual college career fair and a direct visit to Eastern Washington University. Additional visits to other colleges in the state were cancelled due to COVID-19 restrictions. Moving forward, visits to colleges throughout the northwest will resume to meet candidates and promote the department before graduation. This initiative is expected to resume in 2021. Additionally, a recruiting video is planned that can be used through social media sites, at virtual career fairs, and potentially local advertising in order to draw interest. This video is also planned for completion in 2021.



#### E. Additional Critical Positions

Two additional positions are planned during the period of this strategic plan to address this goal. The first is a Professional Standards Sergeant to be assigned to Administration. This position is a critical component for improving internal training, recruiting quality applicants, policy management, accreditation, annual performance evaluation coordination, and other areas still to be determined. This rotational position will expose Sergeants to senior management practices in the department and will help prepare Sergeants for future career progressions. The other position is for a Detective to be assigned to the Internet Crimes Against Children program. This would be a fifth detective who would work these high-profile and complicated cases in conjunction with other investigators state-wide. Both positions require job descriptions, budget authority, and selection processes. The projected timeline for implementation of these positions is within the strategic plan timeframe.

## IV. Grow Public Trust Through Community Engagement

The events of 2020, particularly civil unrest associated with racial inequity and COVID-19 restrictions, illustrated that now more than ever police-community public trust is an essential element for all law enforcement agencies. The recent community survey indicates our department is viewed favorably by our community, however we know that public trust can be fleeting if relationships are not developed and fostered or public concerns are left unaddressed. The following objectives were developed to improve public trust and build strong community relationships.

### A. Media Relations

Media is evolving and the department must change with it to manage the flow of information to the community. To address this, the first initiative is to identify, train, and dedicate multiple Public Information Officers. This is expected to be completed in 2021.

Social media has also become a powerful tool for police departments to communicate directly with interested people online. The department currently has two social media sites in use, Facebook and Instagram. These programs are ongoing, but require constant maintenance to grow a following and maximize the spread of critical, interesting, or entertaining information. For Facebook, the next target is 10,000 followers, projected during 2021. Instagram is new as of October 2020, so targets will be established later in 2021. The second half of this area is to continuously monitor for additional social media sites that may be appropriate for the department to utilize. The next big thing is always just around the corner.

Finally, to maximize our impact online and in-person, department branding is key. This project is ongoing and may include changes to business cards, e-mail signature blocks, and common logos and insignia on all internal and external department communications. This is not expected to create any significant budget impacts.

### B. Community Outreach

Two formal programs were identified to further this area, community outreach events and community education. Both are ongoing projects, but developing new ways to conduct some annual events could improve relationships and contact with our communities. Events like National Night Out, Coffee with a Cop, and Chief for a Day are well established but could be due for a refresh and new approaches to make the events more personal between Officers and community members. This program is expected to take more than one year to refine and is complicated by the current COVID-19 restrictions and their unknown end dates. Our Citizens Academy is planned to return in 2021 with a future planned Spanish language academy as well. To coordinate these efforts, a Community Service Officer is a planned addition under this goal with a greater than two-year plan for completion. This position will require budget authority.

## IV. Grow Public Trust Through Community Engagement

### C. Municipal Court

Wenatchee currently uses Chelan County District Court for misdemeanor and infraction cases. Establishing a municipal court for the city would require notification to the district court, preparation of a proper facility, recruitment and selection of court staff, and coordination with the state. This project is being explored and will take more than two years to complete.

### D. Body-Worn Cameras

Like many law enforcement agencies, our department has not yet adopted body-worn cameras. Product selection, funding, and implementation of a body-worn camera program will take more than a year, but is currently being explored. Policy will also need to be built for this project, but as a Lexipol agency there is support and solid draft policy readily available.

### E. Maintain Accreditation

Wenatchee Police Department is the only local agency in Chelan and Douglas Counties that is accredited by the Washington Association of Sheriffs and Police Chiefs. We earned accreditation in 2019 after a two-year lapse as we built new policies, procedures, and accountability systems required by this program. To maintain accreditation and successfully renew it in 2023, we identified several areas that need to be accomplished.

In 2019, the department purchased PowerDMS, a document management system. A major function of this software is accreditation management. Transitioning from paper records for our assessment to digital records is ongoing.

Compliance is ongoing and will be tracked through PowerDMS. At the time of publication, the 2019 annual standards are all attached in the digital file and 2020 proofs of compliance are being added.

Finally, there are two accreditation assessments that our department will need to successfully complete. The department intends to have our site visit assessment completed in April 2023 so accreditation can be awarded in May of that year. To meet this schedule, our mock visit must occur in February 2023. Using PowerDMS makes this a virtual inspection. While this total project has a completion date of greater than two years, the entire department must “live accreditation” on a continuous basis to be recognized as a best practices agency.



## V. Enhance Service Through the Use of Technology

Many parts of this strategic plan are supported by leveraging technology. Three areas were identified, including new and existing technologies, to help better serve our community.

### A. New Technologies

The first new technology application for the department would be online reporting. Existing city reporting systems do not interface with our Records Management System, creating some limiting factors. Currently available products are expensive and may not interface with our system either. This is a project with significant interest, but is expected to take more than two years to complete as we watch for emerging technologies.

An additional new technology, barcoding for evidence, is also complicated due to poor interface options with our systems. This project is expected to take more than one year to implement while awaiting some pending new products that are known to be in development. During 2021, we will be transitioning policy, directives, procedures, and other documents to PowerDMS for long-term management, employee access, acknowledgements, and possibly public-facing documents. We are also exploring cloud storage for video evidence. Changes in vendor ownership and a need for additional budget authority will require greater than one year to implement.

### B. Exploit CompStat

Since January 1, 2021, Officers clear all calls with Circumstance codes to allow the department to extract more meaningful data from CompStat which is part of our Records Management System. This will allow for more rapid, specific responses to questions about issues important to community members including homelessness, mental health incidents, problem drug locations, and graffiti. The project is in place but meaningful data will not be fully available for one year.

### C. Exploit Existing Technology Resources

Three existing resources were identified for further development. The first is to expand the use of the Touch app for all Officers on department phones. This mobile-friendly dispatch app is currently limited to supervisors, Detectives, and SWAT team members. This can be accomplished in 2021, budget permitting. Additionally, the city has a strong GIS program we are currently under-utilizing. We will be working to develop a voluntary list of privately-owned cameras in the city from community members and businesses that may provide video in the event of a criminal investigation. This information will be captured in a layer in the city's GIS system for investigative use. This project should be completed in 2021. Finally, the use of a product called Vault with our Records Management System is being explored. This would combine all digital evidence into a single storage system to simplify access for courts and records personnel. This project can also be completed in 2021.

# Conclusion

This strategic plan was built with the input of many department members. All department employees will have involvement in moving forward the objectives, initiatives, and programs in this plan. The personnel directly involved in building the plan are listed below.

Chief of Police Steve Crown

Captain Edgar Reinfeld

Captain Brian Chance

Sergeant Nathan Hahn

Sergeant Tim Lykken

Sergeant Joe Eaton

Sergeant Erik Vasquez

Sergeant Ryan Weatherman

Sergeant Brian Miller

Corporal Brian Bolz

Corporal Guy Bryant

Corporal Seth Buhler

Corporal Cory Bernaiche

Accreditation and Administration Coordinator Nancy Syria

Technical and Support Services Manager Jim Brown    Records Supervisor Tammy Patterson





## Wenatchee Police Department

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