



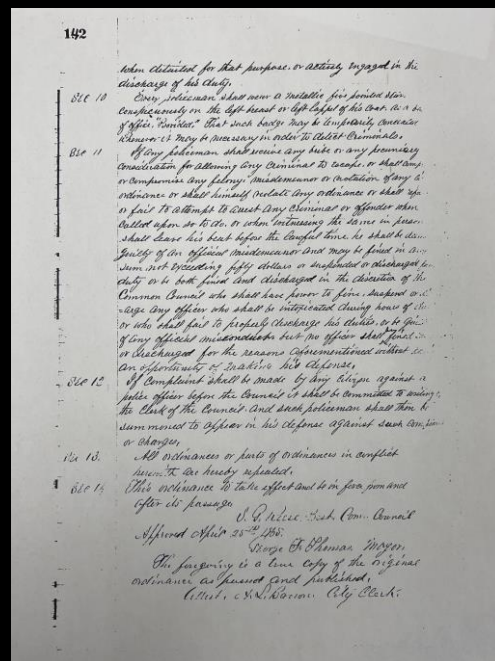
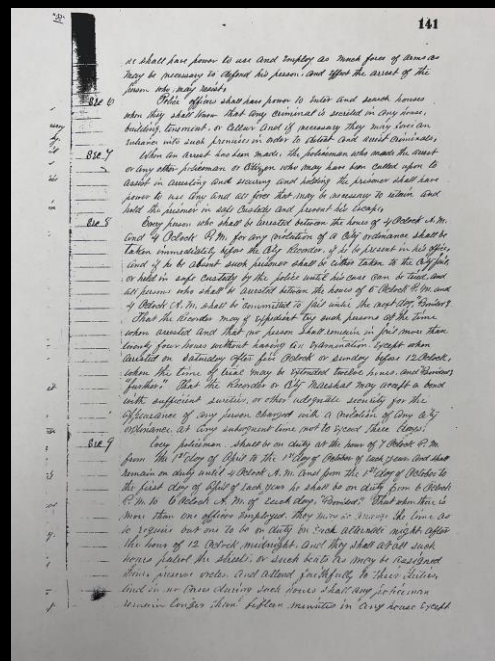
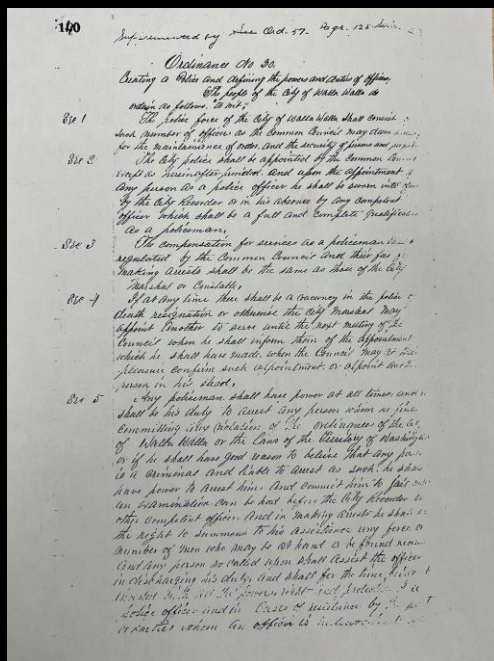
Chief Chris Buttice

*Walla Walla
Police Department
five-year Strategic
plan 2024-2029*



2024-2029 Walla Walla Police Department Strategic Plan

On April 25th, 1865, the Common Council of Walla Walla under the guidance of Mayor George Thomas adopted "Ordinance No 30" forming the Walla Walla Police Department. The ordinance articulated the authorities of the department and that of its officers.



Currently the Walla Walla Police Department is comprised of 48 commissioned police officers (including the Chief) and 31 civilian employees. The WESCOM 911 communications center is included in the civilian employee number and is the local area Public Safety Answering Point (PSAP). Staffing and succession planning are one of the top priorities of the department over the next five years.

2024-2029 Walla Walla Police Department Strategic Plan

Mission Statement:

As partners in our community, we will perform our duties with fairness and respect for all citizens. We will have the courage to do what is right, stand against what is wrong, and return with honor in all our endeavors.

Vision:

Committed to making your safety our top priority!

Values:

SERVICE- *It's our honor and privilege to serve the citizens, businesses, and visitors of Walla Walla. We hold ourselves personally accountable for providing our community with the best possible Police services.*

PRIDE- *We work hard to earn the respect of the community we serve. We are proud of our achievements as individuals and as a community partner in helping make Walla Walla the best place to live, work, and visit.*

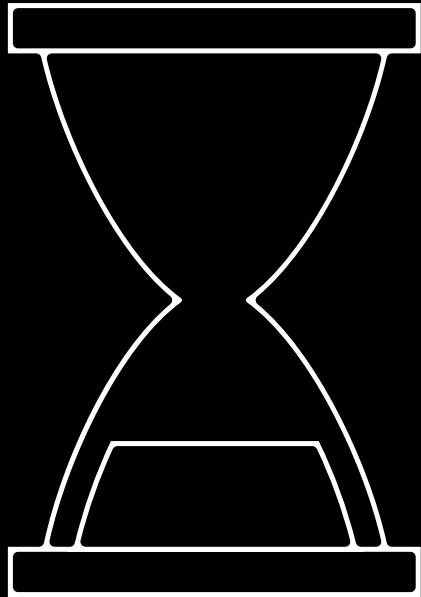
INTEGRITY- *Each member of the Walla Walla Police Department holds themselves and each other to the highest level of integrity. We are honest, transparent and authentic. We pride ourselves on having and acting with strong moral principles and values. We do what's right.*

The members of the Walla Walla Police Department strive to embody these three values everyday in everything we do - not only at work, but in our personal lives as well.

GOALS

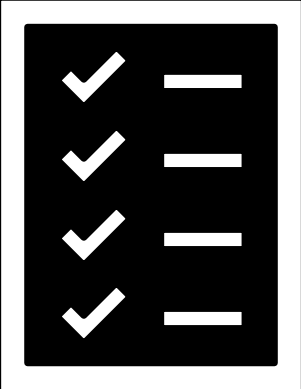
1. Succession Planning for WWPD and WESCOM
2. Successful Recruitment & Retention
3. Building Community Relationships & Partnerships
4. Drug Overdose Reduction Strategy

SUCCESSION PLANNING



→ Succession planning is a strategy for identifying and developing future leaders in our organization. This is a process of identifying critical positions throughout the various divisions in the department and creating action plans for individuals to obtain proper training and experience to assume those positions. The plan's purpose is to always ensure there are talented and properly trained employees who can take over upon retirements or movement of employees to other positions.

Succession Planning



STRATEGIC GOAL 1 | Identify key areas and positions

Initiative A: Key areas and positions are those that are critical to the organization’s operational activities and strategic objectives.

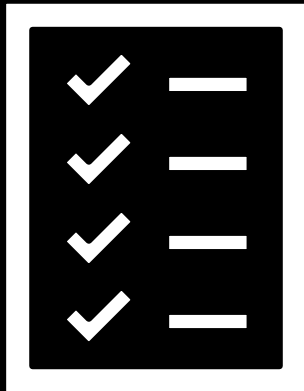
KEY ACTION ITEMS

	RESPONSIBLE	ASSISTING
1. Identify which positions, if left vacant, would make it difficult to achieve current and future goals	WWPD-ADMIN	SERGEANTS
2. Identify which positions, if left vacant, would create operational stalls and inability to function.	WWPD-ADMIN	SERGEANTS

MEASUREMENTS

- Establish list of key positions that require planning and training to be filled
- Ensure the list is comprised of all positions throughout the PD including all civilian staff and WESCOM

Succession Planning



STRATEGIC GOAL 2 | Identify required capabilities for key areas and positions

Initiative A: Conduct comprehensive assessment to identify current capabilities and skills within the police force, focusing on key areas and positions.

KEY ACTION ITEMS

1. Identify relevant knowledge, skills and abilities needed to achieve goals

RESPONSIBLE

ASSISTING

WWPD-ADMIN

SERGEANTS

2. Inform employees about key areas and positions and required capabilities

WWPD-ADMIN

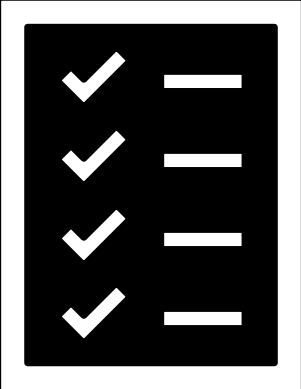
SERGEANTS

MEASUREMENTS

Assess potential candidates during their time in lead or instructor positions to see if they are meeting performance standards needed to be prepared for leadership roles

How many people that test for promotional or lateral opportunities

Succession Planning

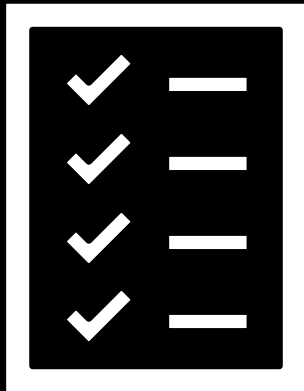


STRATEGIC GOAL 3 | Identify interested employees and assess them against capabilities
 Initiative A: Determine who is interested in and has the potential to fill key areas and positions.

KEY ACTION ITEMS	RESPONSIBLE	ASSISTING
1. Discuss career plans and interests with employees	WWPD-ADMIN	SERGEANTS - INSTRUCTORS
2. Identify the key areas and positions that are vulnerable and the candidates who are ready to advance or whose skills and competencies could be developed within the required time frame.	WWPD-ADMIN	SERGEANTS – INSTRUCTORS
3. Utilize evaluation criteria from the department policy manual	Staff	

MEASUREMENTS	
	Establish a list of employees who are well trained and prepared for testing and advancement
	Interview panel review with outside assessors to confirm officers' skill levels and readiness for promotion

Succession Planning



STRATEGIC GOAL 4 | Develop and implement succession and knowledge transfer plans
Initiative A: Incorporate strategies for learning, training, development, and the transfer of corporate knowledge into your succession planning and management.

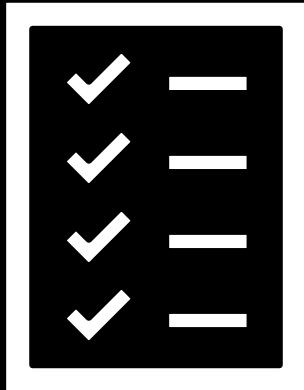
KEY ACTION ITEMS	RESPONSIBLE	ASSISTING
1. Implement comprehensive training programs	WWPD-ADMIN	SERGEANTS
2. Link employees learning plans to knowledge, skills, and abilities required for current and future roles.	WWPD-ADMIN	SERGEANTS
3. Provide mentorship opportunities and training for specialized or leadership positions	WWPD-ADMIN	SERGEANTS

MEASUREMENTS

Conduct mock assessment panels with sergeants and department instructors to determine preparedness.

Assessor review and feedback from promotional exams.

Succession Planning



STRATEGIC GOAL 5 | Develop internal candidates to be prepared for top leadership positions.
 **Current senior leadership will all be eligible to retire at approximately the same time

Initiative A: Create additional leadership positions to properly train and prepare internal staff to fill and take over when both the Captains and Chief retire.

KEY ACTION ITEMS	RESPONSIBLE	ASSISTING
1. Seek approval from City Manager to pursue mid-level leadership position(s)	Chief	Captains
2. Obtain Finance Committee and council approval for additional position(s)	WWPD-ADMIN	
3. Create position(s) job descriptions and responsibilities, testing process and appointment to position(s)	WWPD-ADMIN	
4. Ensure the candidates are trained appropriately and prepared to be captains including mid-management classes and certifications, budget and finance, personnel, and culture.	WWPD-ADMIN	

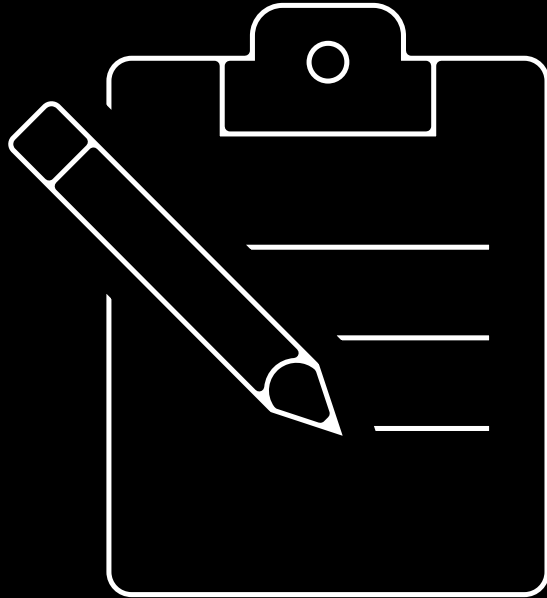
MEASUREMENTS

- Achieving approvals from City Manager and Council to hire new positions.
- Proper training and mentorship of positions in all aspects of administration
- Candidates' ability to successfully learn roles of Captain and be prepared when a vacancy occurs to fill that position.

FUNDING CONSIDERATIONS

- Costs associated with creating new FTE position(s), salaries, and training
- Additional office spaces and equipment to accommodate two new FTE's

RECRUITMENT & RETENTION



→ Recruitment and retention are ongoing challenges experienced by the Police Department and WESCOM 911 center. Both are services organizations. The quality-of-service delivery is directly related to the quality of personnel recruited, hired, and retained. Failing to recruit and retain personnel that fit with the agency's values will have a direct impact on the organization's ability to serve the community. Finding candidates in an extremely competitive market has proven to be a concern. It's not just about getting candidates to apply; it's also about how we communicate with them after they turn their applications throughout the whole process.

RECRUITMENT & RETENTION



STRATEGIC GOAL 1 | Ensure we are guiding candidates through the entire process.
 Initiative A: Engaging potential candidates and keeping their attention is critical to success in the testing processes.

KEY ACTION ITEMS	RESPONSIBLE	ASSISTING
1. Identifying staff who can help this process	Staff	
2. Work with HR to ensure everyone is helping along the way	Staff	HR
3. Allow Candidates to bring face to face questions to staff	Staff	
4. Ensure all members of the recruitment committee are consistent with information that is going out	Staff	

MEASUREMENTS

Assess the number of candidates that start the process and end up making it through the entire application process.

FUNDING CONSIDERATIONS

- Overtime for information sessions Q & A

RECRUITMENT & RETENTION



STRATEGIC GOAL 2 | Developing a Mentorship Program

Initiative A: Mentoring candidates and assigning a single point of contact recruits can work with to assist in going through the testing process.

KEY ACTION ITEMS	RESPONSIBLE	ASSISTING
1. Identifying staff members to be mentors	ADMIN	
2. Attend appropriate training classes	ADMIN	
3. Host informational sessions	Staff	HR
4. Send out weekly informational content	Staff	

MEASUREMENTS

Track the number of applicants year to year

Track number of passing applicants compared to previous year

Track number of engagement sessions annually

FUNDING CONSIDERATIONS

- Training costs for staff members

RECRUITMENT & RETENTION



STRATEGIC GOAL 3 | Strategize an online recruiting campaign
 Initiative A: Extends our geographical reach, promotes various job openings, markets Walla Walla Police Department and WESCOM

KEY ACTION ITEMS	RESPONSIBLE	ASSISTING
1. Identify team to do marketing-videography and social media	STAFF	
2. Create marketing content to attract candidates	STAFF	

MEASUREMENTS

- Track the number of applicants year to year
- Track number of passing applicants compared to previous year
- Track number of engagement sessions annually

FUNDING CONSIDERATIONS

- Targeted marketing content to attract applicants

RECRUITMENT & RETENTION



STRATEGIC GOAL 4 | Retention Strategies

Initiative A: Goal should be to maximize interest in all WWP/WESCOM departments while minimizing factors causing dissatisfaction in the workplace.

KEY ACTION ITEMS

	RESPONSIBLE	ASSISTING
1. Foster and maintain positive department culture	STAFF	
2. Ensure competitive salary and benefits	CITY	
3. Effective communication loop utilizing supervisors for distribution and input	ADMIN/STAFF	
4. Promoting leadership training opportunities for those in positions of leadership	ADMIN	
5. Identify opportunities for interdepartmental movement	ADMIN	

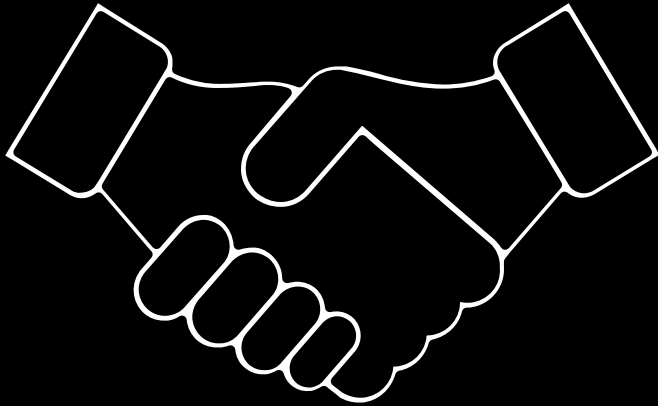
MEASUREMENTS

- Utilize Gallup poll results for employee satisfaction
- Tracking of leadership classes attended

FUNDING CONSIDERATIONS

- Leadership Training Expenses

Building Community Relationships & Partnerships



→ Partnerships between law enforcement and the community are essential to public safety. It's important that the Police Department and community members strive to build positive relationships to increase trust between the police and the public. This effort must be continuous and explore any possible ways to create opportunities to make these connections. Joint efforts will be made to develop crime prevention programs and educational workshops that empower residents and promote a sense of ownership in the safety of their neighborhoods.

Building Community Relationships & Partnerships

STRATEGIC GOAL 1 | Enhance Community Engagement and Trust

Initiative A: The Department plans to establish regular community outreach programs, including neighborhood meetings, neighborhood policing initiatives, where officers and staff will actively engage with residents to address their concerns and collaborate on solutions

KEY ACTION ITEMS	RESPONSIBLE	ASSISTING
1. Host regular community meetings with police representatives	CRIME PREVENTION	STAFF
2. Maintain Chief's advisory Group for ongoing feedback	STAFF	ADMIN



MEASUREMENTS

Attendance at community events

Feedback received from Chief's advisory committee

Resident satisfaction survey results

FUNDING CONSIDERATIONS

- Advertising
- Educational materials
- Rental space
- Overtime

Building Community Relationships & Partnerships

STRATEGIC GOAL 2 | Strengthen collaboration with local organizations
 Initiative A: Forge Partnerships with local schools, nonprofits, and businesses

KEY ACTION ITEMS	RESPONSIBLE	ASSISTING
1. Identify key community stakeholders for collaboration	CRIME PREVENTION	ADMIN
2. Organize joint events and initiatives with partner organizations.	CRIME PREVENTION	STAFF

MEASUREMENTS

- Number of established partnerships
- Success metrics of joint initiatives

FUNDING CONSIDERATIONS

- Advertising
- Educational materials
- Rental space
- Overtime



Building Community Relationships & Partnerships

STRATEGIC GOAL 3 | Improve police visibility and accessibility
Initiative A: Increase presence in the community

KEY ACTION ITEMS	RESPONSIBLE	ASSISTING
1. Increase foot or bike patrols in neighborhoods or downtown areas	STAFF	STAFF
2. Encourage officers to attend local events and gatherings.	Admin	STAFF

MEASUREMENTS

Frequency and duration of patrols

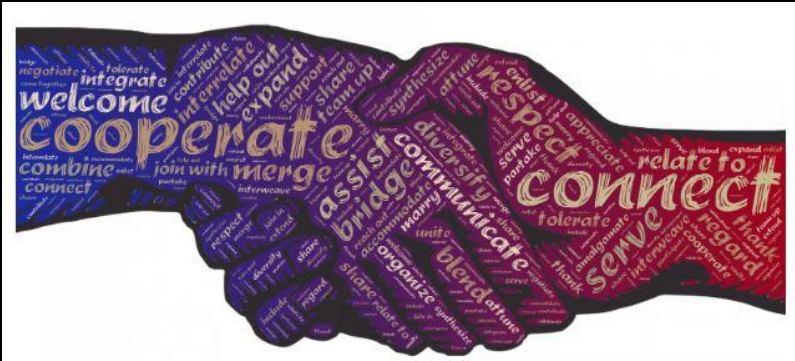
Officer participation in community events

FUNDING CONSIDERATIONS

- Advertising
- Bicycle maintenance and repairs
- Event supplies
- Overtime



Building Community Relationships & Partnerships



STRATEGIC GOAL 4 | Improve Transparent Communication Practices
 Initiative A: Enhance communication between police and the community.

KEY ACTION ITEMS	RESPONSIBLE	ASSISTING
1. Expand the use of user-friendly social media platforms and media releases	CRIME PREVENTION	STAFF
2. Provide timely and accurate updates on incidents and investigations of public concern.	CRIME PREVENTION	ADMIN

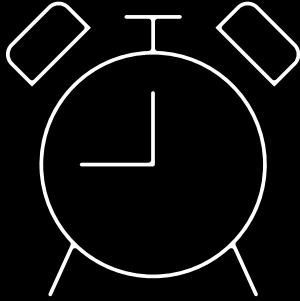
MEASUREMENTS

- Accessibility and usage of public information platforms “analytics”.
- Public satisfaction with communication efforts

FUNDING CONSIDERATIONS

- Cost of analytic utilities
- Overtime

Drug Overdose Reduction Strategy



The goal of this strategic plan is to reduce the impact of fentanyl use in our community. Fentanyl is a powerful opioid that is increasingly being found in illicit drug supplies and has been responsible for a significant increase in overdose deaths in our community. This plan will focus on three key areas: enforcement, education, and response. The Walla Walla Regional Drug Gang Task will be responsible for enforcement, the Walla Walla Police Department Community Programs Division for education, and Patrol for response. In addition, community paramedics will provide treatment.

Drug Overdose Reduction strategy



STRATEGIC GOAL 1 | Reduce the impact of fentanyl use in the community

Initiative A: Enhance enforcement efforts to disrupt the supply chain of fentanyl and target illicit distribution networks.

KEY ACTION ITEMS	RESPONSIBLE	ASSISTING
1. Increase intelligence gathering and information sharing to identify major suppliers and distribution networks.	WWRDGTf	CCAT
2. Strengthen collaboration with regional law enforcement agencies to target and dismantle fentanyl trafficking organizations.	WWRDGTf	
3. Conduct regular undercover operations and surveillance to intercept fentanyl shipments and apprehend key suppliers.	WWRDGTf	
4. Implement a proactive strategy to disrupt online platforms used for fentanyl distribution.	WWRDGTf	

MEASUREMENTS

- Number of major suppliers and distribution networks identified
- Number of successful operations resulting in arrests and seizures
- Reduction in the availability and purity of fentanyl in the community

FUNDING CONSIDERATIONS

- Secure additional funding through federal grants and collaboration with other law enforcement agencies.

Drug Overdose Reduction strategy



STRATEGIC GOAL 1 | Reduce the impact of fentanyl use in the community
 Initiative B: Enhance public education and awareness about Fentanyl

KEY ACTION ITEMS	RESPONSIBLE	ASSISTING
1. Develop and distribute educational materials highlighting the dangers of fentanyl use and overdose risks.	CRIME PREVENTION	Advocate
2. Conduct community outreach programs, workshops, and town hall meetings to educate the public, schools, and community organizations	CRIME PREVENTION	Advocate
3. Collaborate with local media outlets to raise awareness through targeted public service announcements and news coverage.	CRIME PREVENTION	
4. Establish partnerships with local healthcare providers and addiction treatment centers to provide educational resources.	CRIME PREVENTION	

MEASUREMENTS
Number of educational materials distributed
Attendance and participation in community outreach programs
Public awareness levels and understanding of fentanyl risks through pre and post-campaign surveys

FUNDING CONSIDERATIONS

- Allocate budget for printing educational materials, organizing events, and partnering with media outlets

Drug Overdose Reduction strategy



STRATEGIC GOAL 1 | Reduce the impact of fentanyl use in the community
Initiative C: Improve emergency response to fentanyl-related incidents

KEY ACTION ITEMS

RESPONSIBLE

ASSISTING

1. Develop and distribute educational materials highlighting the dangers of fentanyl use and overdose PATROL
2. Equip patrol vehicles with naloxone kits for immediate administration in opioid overdose cases PATROL
3. Develop protocols and guidelines for coordinating response efforts between patrol, paramedics, and hospitals. WWRDGTf
4. Establish a system for tracking and reporting fentanyl-related incidents for analysis and improvement WWRDGTf

MEASUREMENTS

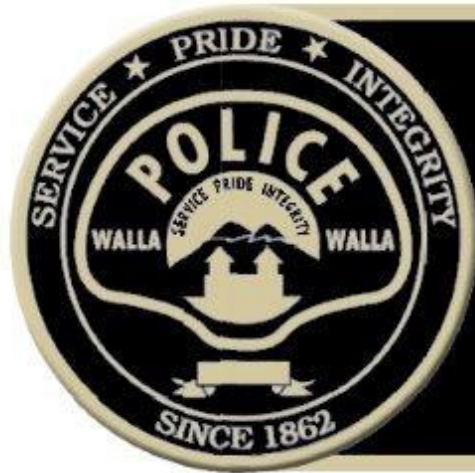
Number of patrol officers trained in fentanyl response

Successful administration of naloxone in overdose cases

Response time to fentanyl-related incidents

FUNDING CONSIDERATIONS

- Allocate funds for training, naloxone kits, and equipment for patrol vehicles.



Return with Honor