

“Partnering for a Strong Community”

Monroe Police Department Strategic Plan



TABLE OF CONTENTS

LETTER FROM CHIEF.....	2
MISSION/VISION/VALUES.....	3
LAW ENFORCEMENT CODE OF ETHICS.....	4
DESCRIPTION OF DEPARTMENT DIVISIONS.....	5-6
ORGANIZATIONAL CHART.....	6
GOALS.....	7
COMBAT CRIME TO ENHANCE COMMUNITY SAFETY AND QUALITY OF LIFE.....	7
PROMOTE COMMUNITY INVOLVEMENT.....	8
DEPARTMENT PROFESSIONALISM AND GROWTH.....	9
OPENNESS AND TRANSPARENCY.....	10
ACCOMPLISHMENTS.....	11
CONCLUSION.....	12
ACKNOWLEDGEMENTS.....	13
COMMUNITY STAKEHOLDERS.....	13
COMMITTEE MEMBERS.....	14

Letter from Chief

We are proud to present the Monroe Police Department's Strategic Plan. It is with great honor that we serve the citizens of Monroe. We recognize the importance of the citizens' faith and trust placed in us as we respond to the needs of this growing and vibrant city. In collaboration with our partners and stakeholders, this Strategic Plan was developed to prioritize the needs of our community and prepare for the future. This plan is designed to follow an already strong foundation that has been built over the years between the department and the citizens of Monroe. As we began to meet, it became clear that our partners, stakeholders and community members not only wanted to provide input, but to come alongside us and work together.

From those planning sessions, what emerged were four strategic goals with objectives that has helped formulate a plan to effectively manage our resources while addressing important issues facing our community. These goals will help guide the direction for our department while we continue to deliver the highest quality police services.

We will work with our community to:

- Combat Crime to Enhance Community Safety and Quality of Life
- Promote Community Involvement
- Provide Openness and Transparency
- Support Professional Development

While success by definition is the accomplishment of an aim or purpose, we see this Strategic Plan as the "road map" that will be a flexible document to guide our efforts as we implement the goals outlined within. We will be working together with our partners to help measure our progress to ensure these goals are met.

The plan will identify our organization's priorities and represent our vision for the future. We are fortunate to have committed partners work together with us and the success we achieve with this Strategic Plan will be shared not just by the members of this department but by the community as a whole. The men and women of the Monroe Police Department are proud to serve our community, and with this document as a guide, we will strive to achieve an even higher level of service.

Sincerely,

Tim Quenzer
Chief of Police

Mission

The Monroe Police Department is dedicated to the pursuit of excellence in providing professional law enforcement services

Vision

The Monroe Police Department strives to be an organization of value-oriented people reflective of our diversity, dedicated to serving the community with integrity, honor, and fairness that all may know justice, equality, and freedom under the law.

Values

Employees of the Monroe Police Department are committed to the principles of duty, integrity, compassion, and professional growth. The Monroe Police Department recognizes the value of the tenets of:

- Professionalism
- Respect
- Integrity
- Dedication
- Excellence

These values have been established through a collaborative effort among all personnel of this agency and are applied within the Monroe Police Department Mission Statement:



Law Enforcement Code of Ethics

As a law enforcement officer, my fundamental duty is to serve the community; to safeguard lives and property; to protect the innocent against deception, the weak against oppression or intimidation and the peaceful against violence or disorder; and to respect the constitutional rights of all to liberty, equality and justice.

I will keep my private life unsullied as an example to all and will behave in a manner that does not bring discredit to me or to my agency. I will maintain courageous calm in the face of danger, scorn or ridicule; develop self-restraint; and be constantly mindful of the welfare of others. Honest in thought and deed both in my personal and official life, I will be exemplary in obeying the law and the regulations of my department. Whatever I see or hear of a confidential nature or that is confided to me in my official capacity will be kept ever secret unless revelation is necessary in the performance of my duty.

I will never act officiously or permit personal feelings, prejudices, political beliefs, aspirations, animosities or friendships to influence my decisions. With no compromise for crime and with relentless prosecution of criminals, I will enforce the law courteously and appropriately without fear or favor, malice or ill will, never employing unnecessary force or violence and never accepting gratuities.

I recognize the badge of my office as a symbol of public faith, and I accept it as a public trust to be held so long as I am true to the ethics of police service. I will never engage in acts of corruption or bribery, nor will I condone such acts by other police officers. I will cooperate with all legally authorized agencies and their representatives in the pursuit of justice.

I know that I alone am responsible for my own standard of professional performance and will take every reasonable opportunity to enhance and improve my level of knowledge and competence.

I will constantly strive to achieve these objectives and ideals, dedicating myself before God to my chosen profession . . . law enforcement.

Department Description

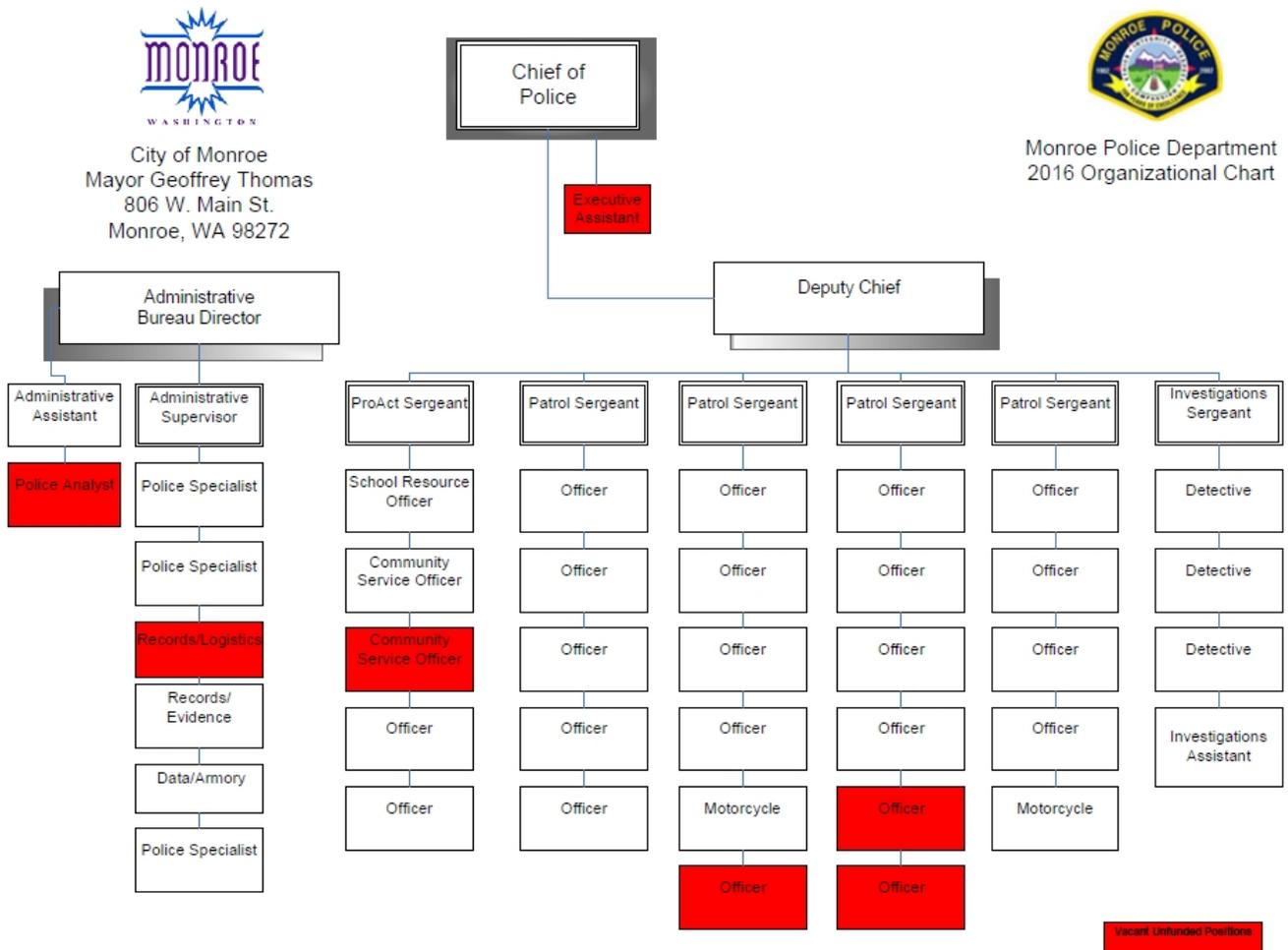
The Monroe Police Department currently has thirty-three commissioned officers assigned to the following Operations Division:

- The Patrol Division is the most visible representation of the Monroe Police Department. It is organized into four teams, providing the public with police services 24 hours a day, 7 days a week. Either through self-initiated activity or 911 calls for service, the Patrol Division is responsible for the vast majority of public interaction through calls for service, investigating crimes, incidents, and accidents, and engaging the community through problem solving efforts, crime prevention, and other tasks as needed. Specialty duties within the Patrol Division are Field Training Officer, Drug Recognition Expert, Collision Reconstructionist, Traffic Units, K9, and North Sound Metro SWAT Team members.
- The Pro-Active Enforcement Team serves to target prolific criminals and problem solves re-occurring issues that require on-going intensive case management.
- The School Resource Officer is responsible to respond to all police matters occurring at the Monroe High School and coordinates the Personal Safety Program. This position supports youth by building relationships with students while providing guidance and resources.
- The Investigations Division is made up of three detectives, one sergeant and an administrative assistant. The role and responsibility of the unit includes investigating major crimes, crime scene management, assisting with cases initiated by patrol, interviewing victims/suspects as well as writing and obtaining search warrants.
- The Community Service Officer performs a variety of support functions. This position is responsible for enforcement of laws pertaining to animal control, parking, sign enforcement, and nuisance code violations.

The Monroe Police Department Administrative Services Division is composed of eight full-time employees.

- The Administrative Unit is responsible for the processing of police records, collection/preservation of evidence, customer service by phone and in person, managing department inventory, compiling collision and traffic data, budget and crime mapping, Registered Sex Offender monitoring, transcriptions, technical support to Command Staff, interpretation services, patrol support, managing records retention and fingerprinting services for concealed pistol licenses, foster care, school teachers, etc.

Organizational Chart



Combat Crime to Enhance Community Safety and Quality of Life

We are committed to combating crime to increase the safety of all individuals, especially those who might be the victims of violent crimes. We will emphasize the development of proactive strategies to suppress crime, apprehend criminals, conduct thorough investigations of crimes against persons and property, and develop crime prevention programs.

Promote Community Involvement

Monroe Police Department hosts many successful community activities with staff members individually participating in various programs, clubs and City events. As we met with our community partners and stakeholders, it was evident that the relationships created through our involvement has created continued support of our current programs but also a desire to have more opportunities for face to face interaction with our citizenry. The desire for our community to have us partner and actively participate in various activities is one theme that emerged in all of our meetings with our stakeholders. As a result, we will enhance our Department's involvement with the community through engagement of our officers through foot patrols, presentations, interactive training sessions, block watch programs, bike patrol, participation in various community events, and meet and greet sessions.

Department Professionalism and Growth

Our staff is our greatest asset. As we look to recruit top quality applicants, it is also important to the success of our Department that new leaders are developed and nurtured with our values and mission especially as we transfer leadership to the next generation of officers.

Professional development touches on more than just training. While training is a critical component, there are other factors such as the accurate and timely communication of critical information between shifts, consistency throughout the organization and creating leadership opportunities.

Openness and Transparency

The Monroe Police Department will encourage and facilitate communication with external and internal stakeholders to provide, maintain and support accurate and timely information of critical incidents, daily operational issues as well as current and future organizational needs.

Accomplishments

Community Based Programs

The Monroe Police Department prides itself on the quality of community-based programs provided to the citizens of the City of Monroe. Some of these programs include:

Calls for Service Response Times

The community provided positive feedback that the Monroe Police Department has very good response times for calls for service. The Department's goal is to respond to priority calls for service within three minutes and has been able to meet that standard even during times of staff shortages.

Successful Prosecutions

The Department utilizes all members and their areas of expertise when conducting a major investigation believing that this approach leads to more thorough investigations that lead to a successful prosecution.

Challenges

We recognize that there are challenges that may impact goals outlined in this Strategic Plan. Although we prepare for the worst case scenarios, challenges occur when dealing with societal issues like homelessness and chemical dependency. Other challenges that may impact our progress could include budget constraints, facilities, staff attrition, or a significant increase in calls for service.

Conclusion

The Monroe Police Department is dedicated to accomplish the goals noted in this Strategic Plan. We now have a guide and direction that has created a foundation for decision-making that enables continuous delivery of the highest quality police service to the community. Our staff will now develop strategies to achieve the objectives laid out in this plan.

THANK YOU Community Stakeholders

Community partnerships are an integral part of the success of the Monroe Police Department's mission. The Strategic Plan seeks to acknowledge and address the methods that the Monroe Police Department will use to meet the needs of the department, the stakeholders and the citizens of Monroe. The Monroe Police Department would like to thank the following community stakeholders for providing their guidance and time to the creation of the Strategic Plan.

**MAYOR THOMAS and CITY
OF MONROE STAFF**

LIONS CLUB

**REGENCY CARE
CENTER**

**BROOKDALE ASSISTED
LIVING**

LOWES

**ROTARY CLUB OF
MONROE**

CHAMBER OF COMMERCE

MATTHEW HOUSE

SEAMAR

COCOON HOUSE

**MONROE BOYS AND
GIRLS CLUB**

**SKY VALLEY FOOD
BANK**

**DEPARTMENT OF
CORRECTIONS**

**MONROE FIRE
DEPARTMENT**

**ST. MARY'S OF THE
VALLEY**

**DOWNTOWN BUSINESS
ASSOCIATION**

MONROE HIGH SCHOOL

**TAKE THE NEXT
STEP**

**EVERETT COMMUNITY
COLLEGE**

**MONROE MUNICIPAL
COURT**

WALMART

FAITH COMMUNITY

**MONROE SCHOOL
DISTRICT**

Monroe YMCA

FRED MEYER

**MONROE SNO-ISLE
LIBRARY**

YOUTH FOR CHRIST

KIWANIS

**MORNING RUN
APARTMENTS**

**EVERGREEN
HEALTH**

STRATEGIC PLAN Steering Committee

Members representing all divisions of the Monroe Police Department met to discuss and evaluate all information and feedback in the creation of this Strategic Plan. Members of the committee are commissioned and civilian, front line and management, long-term employees and some new to the department. Committee members interviewed peers from within the department and solicited input from community stakeholders.

COMMITTEE MEMBERS

KEN GINNARD
Deputy Chief

ADAM WOLF
Police Officer

DEBRA WILLIS
Administrative Director

CHARLES FULLER
Police Officer

CINDY CHESSIE
Detective Sergeant

TRAVIS BLOCK
Police Officer

BRIAN JOHNSTON
Patrol Sergeant

ELOISA RODRIGUEZ
Customer Service Specialist

PAUL RYAN
Patrol Sergeant

JULIE STUVLAND
Evidence Technician

TIM BUZZELL
Detective