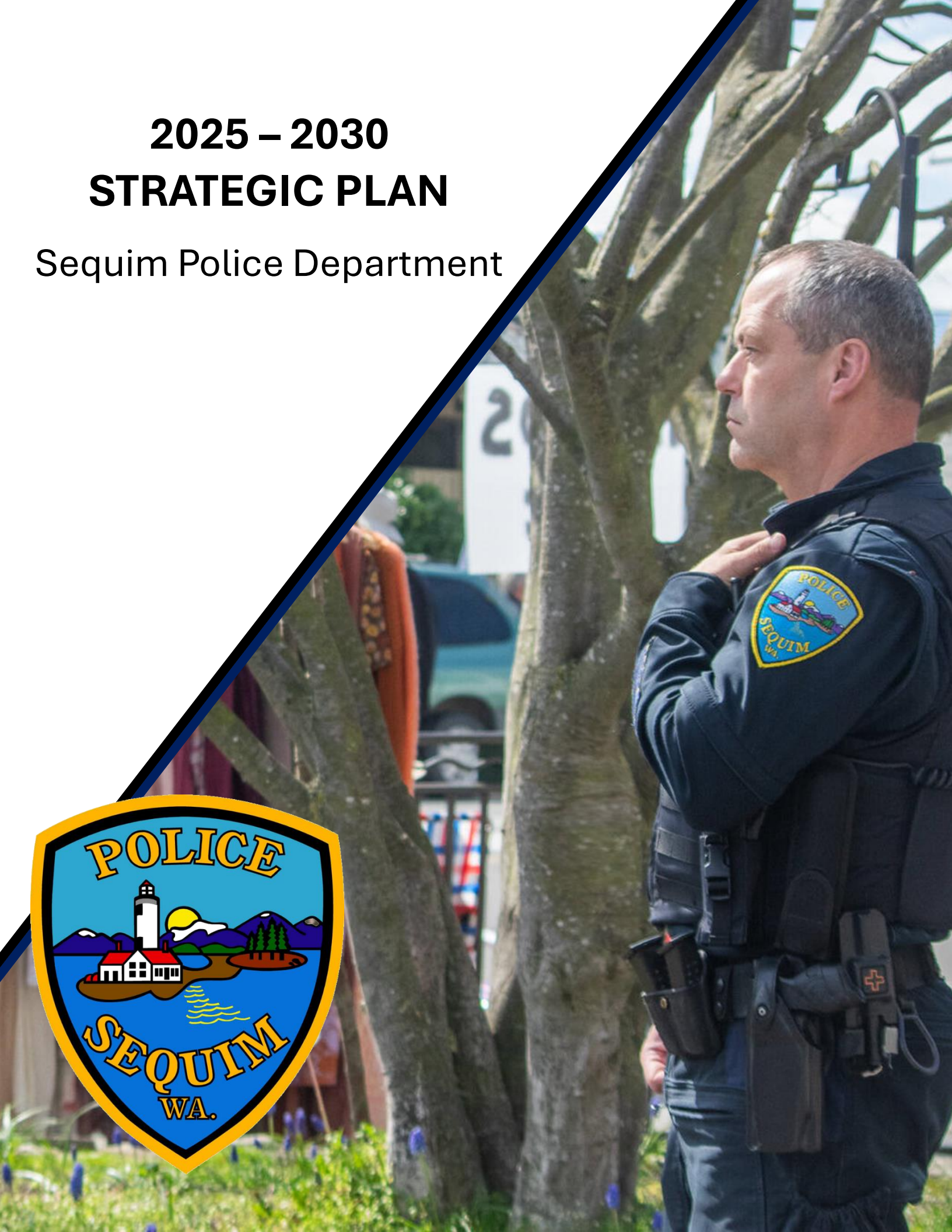
2025 – 2030
STRATEGIC PLAN

Sequim Police Department



MESSAGE FROM CHIEF MIKE HILL

On behalf of The Sequim Police Department, I am pleased to share the Sequim Police Department's 2025–2030 Strategic Plan. This plan is designed to help us determine and develop short- and long-term goals that advance our mission and sustain our shared vision for the future. It is a flexible guide that allows us to adapt to unexpected changes and the evolving needs of Sequim.

How the Plan Was Developed: Over the past few years, the City of Sequim and the Sequim Police Department gathered input from a broad cross-section of stakeholders. Community perspectives were collected through the 2023 Community Survey and the 2024 Business Survey, and we incorporated annual internal surveys and structured planning meetings with staff. To understand trends in policing and crime, we analyzed information from our internal records management systems, the Washington Association of Sheriffs and Police Chiefs (WASPC), and the FBI's National Incident-Based Reporting System (NIBRS).

The development of this plan is guided by WASPC Accreditation standards and the Final Report of the President's Task Force on 21st Century Policing. These frameworks emphasize accountability, transparency, and community partnership - values that reflect Sequim's priorities.

The strategic plan identifies six interrelated goals. While there is no fixed order of importance, the priority and timing of each will adjust based on community needs, life-safety considerations, changing legislation, and available funding.

- **Recruitment and retention of staff**, attract and keep qualified service-oriented professionals, and that we support wellness, training, and career development to sustain a capable, community-focused workforce.
- **Community Engagement** strengthens trust through consistent two-way communication, outreach, and collaborative problem-solving. We will ensure our engagement reflects the diversity of voices across Sequim's neighborhoods and business community.
- **Accreditation** so that we maintain and enhance compliance with WASPC Accreditation standards to promote best practices, accountability, and continuous improvement.
- **Technology and Equipment**, we need to invest in reliable, efficient tools that improve service delivery, officer and public safety, and data-informed decision-making.
- **Intelligence-Led and Evidence-Based Policing,** using timely data and proven strategies to prevent and reduce crime are ways to allocate resources effectively and measure outcomes.
- **Emergency Management**, with strengthened preparedness, response, and recovery capabilities in partnership with regional and state partners, we can prioritize coordinated planning for natural hazards and other critical incidents to protect life and property.



Mike Hill
Chief of Police

Mission

To partner with our community in preserving the peace and reducing the incidence of crime for everyone who lives, works, and visits in our city.

Vision

We will continually contribute to the safest possible environment by:

- Living our core values
- Being proactive and highly productive
- Demonstrating effective leadership at all levels
- Encouraging creative problem solving
- Adapting to changing community needs and environment

PRIDE Values

Professionalism – We will provide the highest quality service by applying our skills, knowledge, and abilities for the benefit of the community.

Respect – We are committed to fair and impartial service. We will ensure that everyone is treated with equality, respect, and compassion.

Integrity – We will maintain the highest standards of honesty and ethical conduct.

Dedication – We are committed to the relentless pursuit of justice.

Excellence – We lead by example and provide the highest level of service utilizing education, training, and technology.

ORGANIZATIONAL CHART - 2026



CHIEF
Mike Hill



DEPUTY CHIEF
John Southard

Patrol



PATROL SERGEANT
Maris Larsen



PATROL SERGEANT
Kyle Resser



PATROL SERGEANT
Andrew Wagner



OFFICER
Paul Dailidenas



OFFICER
Stephanie Benes



K9 OFFICER
Taran Johnson



OFFICER
Ella Mildon



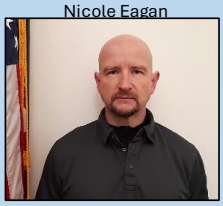
OFFICER
Nicole Eagan



OFFICER
Chris Moon



OFFICER
Noah Keebaugh



OFFICER
Roderic Sick



OFFICER
Abraham Blaylock



OFFICER
Beau Elder



OFFICER
Nekoda White

CODE ENFORCE.
Vacant

Investigations



DET. SERGEANT
Darrell Nelson



DETECTIVE
Rick Larsen



DETECTIVE
Devin McBride



SRO OFFICER
Daniel Martinez

Support Services



SUPPORT SVC. SUP.
Tiffany Banning



POLICE SPECIALIST
Garrett Johnson



POLICE SPECIALIST
Samantha Holt



POLICE SPECIALIST
Le'Anne Johnstad



EM. MGT. COORD
Sheri Crain



CHAPLAIN
Rick Perez

METHODOLOGY

The Sequim Police Department 2025 Strategic Plan was developed through a variety of interviews, surveys, research, and best practices, and compared to the needs of our growing community. This includes internal staff surveys, a Community Survey, a Business Survey, and facilitated discussions with police department staff.

Community Survey

Police Protection was a Top 5 Overall Priority and had a satisfaction rating for police protection that was ranked above the national average. The Community Survey recognized the importance of police protection by identifying it as one of the highest priorities, with an emphasis on efforts by police to proactively prevent crime.

2023 Importance-Satisfaction Rating
City of Sequim, WA
Public Safety

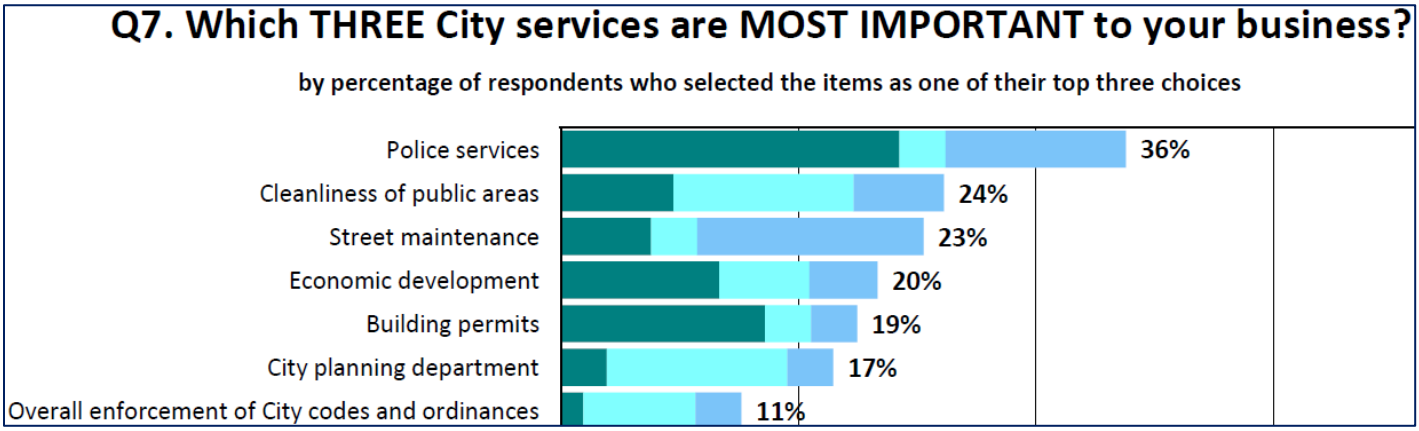
Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
Very High Priority (IS >.20)						
Efforts by police to proactively prevent crime	45%	1	50%	7	0.2229	1
High Priority (IS .10-.20)						
Enforcing codes designed to protect public safety & health	29%	4	39%	11	0.1781	2
Visibility of police in neighborhoods	32%	3	52%	5	0.1555	3
Efforts to ensure community is prepared for emergencies	33%	2	60%	2	0.1324	4
Enforcement of local traffic laws	20%	7	48%	9	0.1048	5
Visibility of police in commercial areas downtown	23%	5	55%	4	0.1008	6

Business Survey

The top item respondents said would have the most impact on their decision for their business to stay in the City of Sequim for the next 10 years was the overall feeling of safety in the city (50%).

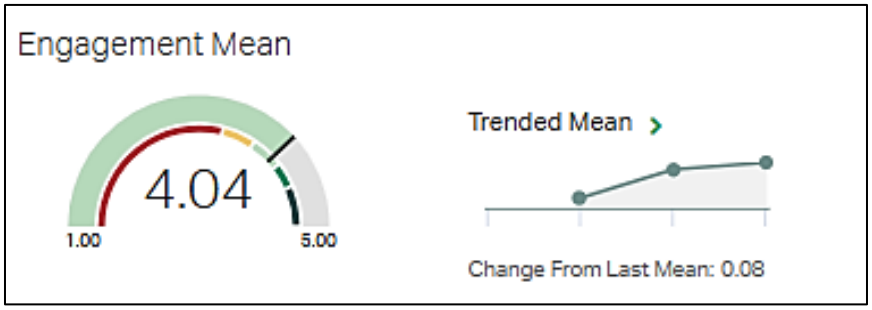
Respondents were asked to rate their level of satisfaction with City services with regard to how they affect their business's ability to operate. Respondents were most satisfied with police services (79%).

Respondents said that Police Services (response and patrol) were the most important services to their business.



Employee Gallup Poll

Employee Gallup Poll results related to the police department indicated good employee engagement with increased engagement across several categories. It has been identified that interdepartmental communication has been critical to consistently increasing positive results and needs to continue. The desire for equipment and training were identified as factors for officers to continue to expand knowledge, perform at a high level, and progress through their careers.



The 6 Pillars of The President's Task Force on 21st Century Policing

The six pillars were established by a presidential appointed task force in 2014.The task force aimed "to identify best policing practices and offer recommendations on how those practices can promote effective crime reduction while building public trust."

The President's Task Force on 21st Century Policing established six key pillars for modern law enforcement, all focused on improving community relations, accountability, and effective, modern policing practices:

- Building Trust & Legitimacy
- Policy & Oversight
- Technology & Social Media
- Community Policing & Crime Reduction
- Officer Training & Education, and
- Officer Safety & Wellness.

GOAL: RECRUITMENT AND RETENTION OF STAFF

Without adequate and effective staffing, other goals cannot be accomplished. It is known that there will be constant turnover through attrition for the next several years based on officer tenure, goals, and expected retirements. Recruiting competent new staff while keeping existing staff through retention efforts is mission critical.Law Enforcement has seen a steep decline in applicants, while experiencing a steep increase in officers leaving the profession over the last several years, which makes recruitment and retention more difficult, yet more important at the same time. Officer Safety and Wellness is related to recruitment and retention and was also identified as the sixth pillar of The President's Task Force on 21st Century Policing.

It can be difficult to determine what staffing levels are appropriate for any jurisdiction. While an officer per capita ratio is often used, that theory has flaws and variables based on the jurisdiction being served and the level of service desired by the community. Workload indicators are also a consideration, such as calls for service, arrests, and cases per officer. However, that often does not represent a police department's engagement with the community through other means, such as attendance at community events, crime rates, and proactive policing activities that are not tracked similarly.

Recent Legislation has mandated additional training identified through the Law Enforcement Training and Community Safety Act (LETCSA). Officers will comply with these additional training mandates that provide Crisis Intervention Training (CIT), instruction in implicit bias, cultural responsiveness, and policing in a democratic society. All these types of training and education are identified in the fifth pillar of The President's Task Force for on 21st Century Policing: Officer Training and Education.

ACTION ITEMS

- **Advertising/ Recruiting**
  - Online presence of job opportunities (year 1 and ongoing)
  - Attendance at recruitment events (year 1 and ongoing)
  - Host local hiring testing, partnering with Human Resources (year 1 and ongoing)
  - Create a Recruitment Task Force of identified staff (year 1 and ongoing)

- **Streamline Process**
  - Combine hiring process into fewer steps, i.e. application and interview process (year 1)
  - Outsource parts of RCW required hiring process (year 1)

- **Staffing Predictions/ Succession Planning**
  - Assess through career conversations and performance evaluations (year 1)

- **Annual Training Plan**
  - Develop a training schedule that complements work schedules (annually)
  - Formalize standard training for new hires post-academy (Interview Techniques, Pursuit Intervention, Radar/ Lidar, BAC, Basic Taser, Basic Firearms, etc.) (year 1)

- **Staffing Levels**
  - Based on community expectations and results (year 1 and ongoing).
  - Review workload indicators and ability for proactive policing and crime prevention identified through survey (year 1 and ongoing)

- **Retention efforts through Professional Development**
    - Review through career conversations and annual performance evaluations of individual officers (annually)
    - Officer training, ancillary duties and advancement opportunities (annually)
    - Promote training and ongoing education related to individual career goals and department needs to increase engagement (annually)

- **Officer Safety and Wellness**
    - Tactical first aid kits (year 1)
    - Ballistic vests and equipment (year 1-5)
    - Access to mental and physical health support programs (year 1)
        - Critical Incident Stress Management (CISM)
        - Cordico Wellness app









GOAL: ACCREDITATION

The purpose of law enforcement agency accreditation is to professionalize the law enforcement industry by providing a review process for agencies to be certified as operating under industry best practices and standards. In 1976, the Washington Association of Sheriffs and Police Chiefs was directed by the Washington State Legislature to develop standards and goals for Washington State Law Enforcement. The Association has maintained an operational accreditation program since that time. The Washington Association of Sheriffs and Police Chiefs (WASPC) is the accreditation authority for Washington State. Accreditation helps build trust and legitimacy with our community, and institutes policy and oversight, which are the first two pillars of the President'sTask Force on 21st Century Policing's 6 Pillars.

The Sequim Police Department achieved our first WASPC accreditation in 2016 and re-accredited in 2020 and 2024 (WASPC Accreditation is for a 4-year period).

Accreditation is a process where state and local law enforcement agencies can demonstrate voluntarily that they comply with state and/or national standards, which are an indication of professional excellence. There are approximately 150 standards, including 8 annual standards that must be met. These standards are subject to change with legislation, law, and best practices. Documentation of meeting accreditation standards are done through "proofs", which include internal documents, police reports, photographs, and/or memorandums showing proof that a standard has been met. It is a progressive and contemporary way of helping police agencies evaluate and improve their overall performance. It provides formal recognition that an organization meets or exceeds general expectations of quality in the field. The accreditation process aligns with the second Pillar of The President's Task Force on 21st Century Policing: Policy & Oversight.

Benefits to accreditation include

- Increased public confidence in the agency
- Provide systemized agency self-assessment
- Intensifies administrative and operational effectiveness
- Strengthens understanding of agency policies and procedures by agency personnel
- Improves agency morale and pride
- Provides state and local recognition of professional competence
- Increased credibility
- Broaden perspectives
- Ensures recruitment, selection, and promotion processes are fair and equitable
- Decreases susceptibility to litigation and costly civil court settlements
- Potentially reduces liability insurance costs

Washington Association of SHERIFFS & POLICE CHIEFS

ACTION ITEMS

- **Annual Accreditation Proofs (annually)**
  - Accreditation manager to assign specific proofs to the appropriate supervisor
- **Lexipol Policy Updates (as needed with legislative change and annual review)**
- **Reaccreditation (2028)**
  - Proofs for all accreditation standards assigned to supervisors (Due Fall 2027)

GOAL: COMMUNITY ENGAGEMENT

Community Engagement is necessary for the police department to successfully carry out our current Mission Statement "*To partner with the community in preserving the peace and reducing the incidence of crime for everyone who lives, works, and visits in our city*."The President's Task Force on 21st Century Policing identified *Building Trust and Legitimacy* through *Community Policing* as central pillars to promote crime reduction while building public trust.Strategic use of Technology (like body cameras and data analytics) and Social Media to improve transparency, communication, and effectiveness while addressing privacy concerns is also the third pillar of The President's Task Force on 21st Century Policing. When messaging information related to criminal cases, we will implement trauma-informed practices to minimize negative impacts to survivors and citizens affected by crime. This means carefully evaluating the benefits vs consequences of public announcements. Ongoing review and revisions to the Sequim Police Department Mission, Vision, and Values will occur during this strategic plan to maintain alignment with the community, City, and Department's needs. Community Engagement and Intelligence Led Policing are examples of Community Policing and can lead to reduced crime, which is the fourth Pillar of The President's Task Force on 21st Century Policing. This philosophy requires law enforcement to work with residents to co-produce public safety. It involves collaborative problem-solving and engaging with vulnerable populations, particularly youth, in positive, non-enforcement interactions.

ACTION ITEMS

- **Outreach**
  - Attend community events, facilitate speaker requests (year 1 and ongoing)

- **Messaging**
  - Leverage media and social media to provide timely information to the community (year 1 and ongoing)

- **School Resource Officer** (continue SRO program)

- **Mission, Vision, Values**
  - Review the Sequim Police Department current Mission, Vision, Values to ensure alignment with business, community, and staff surveys (year 3-4)



Memorial Day Ceremony

Downtown Trick-o-Treat



Special Olympics Torch Run



GOAL: TECHNOLOGY AND EQUIPMENT

Technology related to equipment, software, and artificial intelligence (AI) continues to advance at a rapid pace.We will continually evaluate equipment with the needs of our community. Software can offer efficiencies, redundancies, and security in current record management systems. There have been many successes and efficiencies that AI has demonstrated, and there have also been skepticism and unintended consequences. The Sequim Police Department will monitor and evaluate appropriate uses of AI. Implementation and use of Technology and Social Media is the third Pillar of The President's Task Force on 21st Century Policing.

ACTION ITEMS

- **Evaluate Technology Options**
  - Use of AI (year 1-5)
  - Record-keeping (year 1-5)
  - In-Car Video (year 1-2)
  - Digital Evidence Storage (year 1-2)
  - Upgrade to the most current Taser less-than-lethal force option (year 1)
  - Update first-aid and medical equipment (year 1)
  - Replace aging equipment (year 1 and ongoing)





GOAL: INTELLIGENCE LED POLICING AND EVIDENCE BASED POLICING

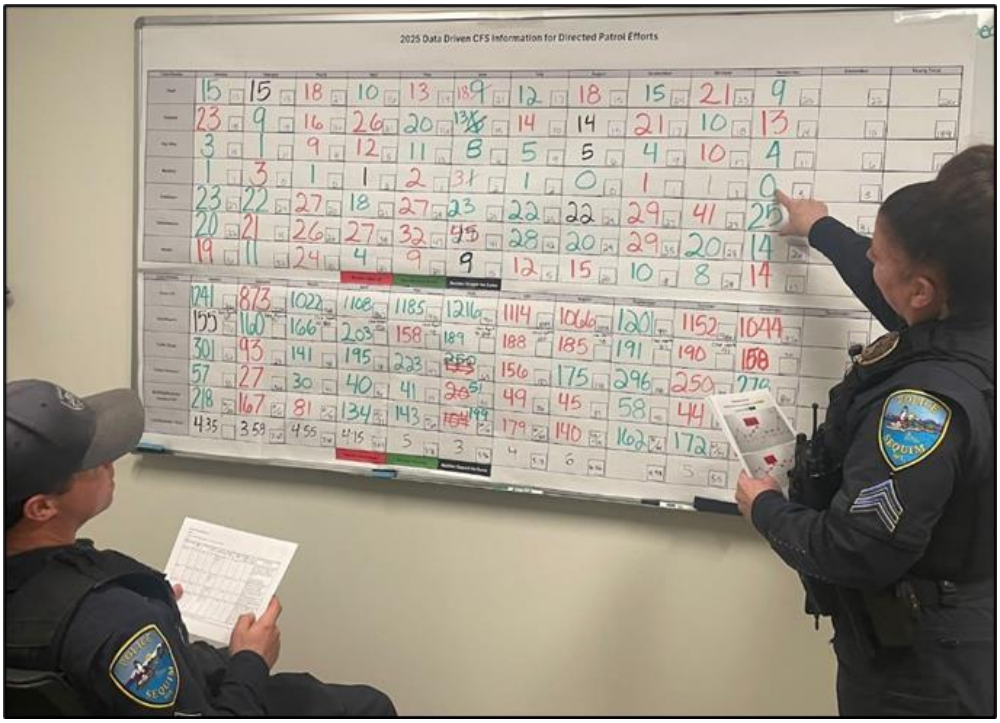
Intelligence-led policing emphasizes analysis and intelligence as pivotal to an objective, decision-making framework that prioritizes crime hot spots, repeat victims, prolific offenders, and criminal groups. It facilitates crime and harm reduction, disruption, and prevention through strategic and tactical management, deployment, and enforcement (Jerry H. Ratcliffe, *Intelligence-Led Policing,*2nd ed). Evidence Based Policing is applying researched and proven methods of crime prevention to the intelligence gathered.

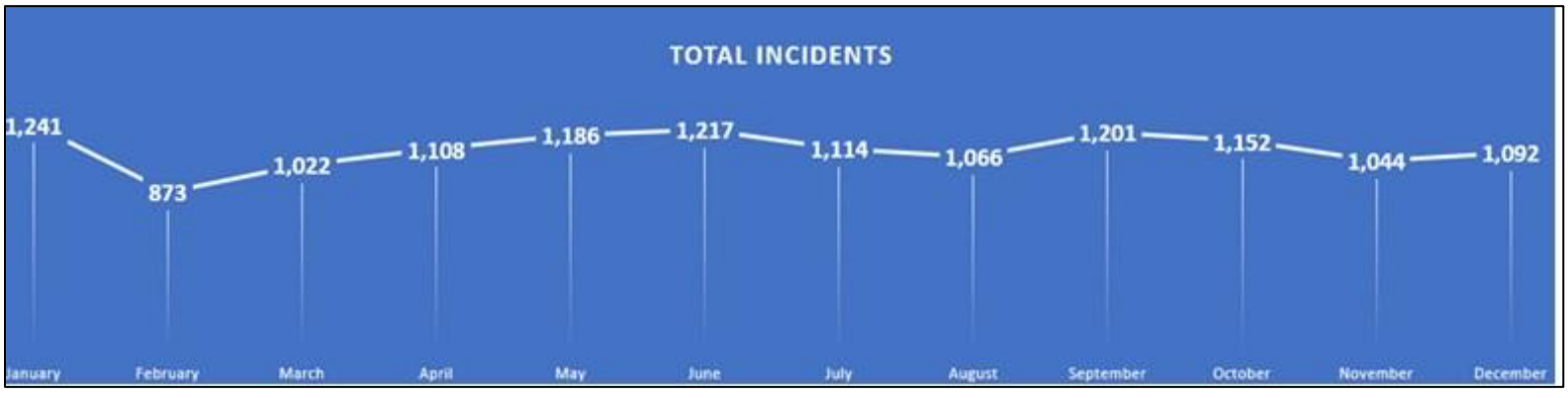
ACTION ITEMS

- **Data and Intelligence**
  - Use crime data, trends, and forecasting to more effectively use resources to combat criminal activity (monthly)

- **Develop and update patrol priorities**
  - Patrol supervisors use data to determine patrol operations priorities (monthly)

- **Implement Evidence Based tactics for crime prevention**
  - Match trends and data to proven prevention and solvability tactics (year 2-5)





GOAL: EMERGENCY MANAGEMENT

Emergency management is a plan and program that defines how we will perform the duties of the City of Sequim to meet the needs of our geographically unique community in the event of a major emergency or disaster. The primary purposes of emergency management are 1) saving lives, 2) protecting property, and 3) protecting resources. We foster the "Whole Community" approach to preparedness and collaboration among government and non–government entities, the private sector, and our residents to restore critical services and reestablish public health and order following a disaster.

Sequim has also increased tourism and community events, and additional events are continuing to be planned, which increases the population in need should a significant event occur.

The Chief of Police is assigned by the City Manager as the Emergency Management Director. The most effective way to successfully plan, anticipate contingencies, and ensure safety for any of these incidents is through the NIMS/ ICS process. Continued partnerships and cross-training with the Clallam County Sheriff's Office and Clallam County Fire District #3, who both have extensive experience in Emergency Management, will benefit the City of Sequim.

ACTION ITEMS

- **Communications Trailer**
  - Purchase equipment and install in identified vehicle (year 1)

- **Facilities preparedness (infrastructure, power, connectivity)**
  - Transit Center (year1-3)
  - Guy Cole (year 5)

- **FEMA/ EM training for Emergency Management Personnel**
  - Identify required and additional training for EM staff (year 1-5)
  - Continued real-world tabletop exercises (year 1 and ongoing)

- **Emergency Management Partnerships**
  - Clallam County Emergency Management
  - Operations Partners
  - Regional Partners

- **Comprehensive Emergency Management Plan**
  - Approved in 2025, update and modify as needed and recommended by WA EMD (annual review)



Emergency Coordination Center Tabletop Exercise

