

WHITEWATER POLICE DEPARTMENT



STRATEGIC PLAN

2007 - 2011

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INTRODUCTION

The Whitewater Police Department is a very progressive and highly professional law enforcement agency comprised of dedicated men and women who are committed to providing quality safety service to our community. Our sworn and civilian employees participate in a variety of specialized teams, programs, and projects designed to enhance public safety and improve the professionalism of the organization.

Strategic planning demonstrates our Department's commitment to quality improvement by reviewing our current procedures, resources, and practices, as well as projecting future trends and issues which might challenge the Department and our community. Strategic planning is defined as a "systematic, interactive, process for thinking through and creating the organization's best possible future". In essence, it is a means of mapping out the future of our Department.

Many organizations in both the public and private sectors have undergone the process of strategic planning. The results of such efforts are typically long-term goals and objectives which establish a basis for daily operations. In 1993, members of the Whitewater Police Department researched and developed our organization's first Strategic Plan.

In 1998, we provided further continuity to this process by developing a second Strategic Plan. In the years since our last Strategic Plan was updated we have successfully met many of our goals and objectives. Our Strategic Plans are a reflection of the thoughts and input of the entire organization.

This document constitutes our third Strategic Plan. It is a comprehensive overview addressing a broad range of issues affecting the future of our Department, e.g. recruitment and selection, training, labor/management relations, professional development, technology, capital equipment acquisition, policing initiatives, etc. Our Strategic Plan serves as a framework for yearly operating goals and objectives.

Based on an assessment of department operations, supervisory and command staff discussions, budgetary considerations, accreditation standards, and a review of our Strategic Plan we will continue to identify specific priorities, initiatives, and projects which we hope to accomplish each year. Our goals represent direct and definitive objectives for us to accomplish. Other issues are reviewed and projects developed as opportunities arise or as conditions change.

Although this Strategic Plan identifies our own priorities and initiatives for the next three to five years, it is done so within the context of the vision set forth for the future of the City of Whitewater. We believe that Strategic Planning has had a very positive and profound impact upon our organization and all of City government. We also believe that our Strategic Plan ultimately serves to move our Department more effectively and professionally into the future.

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MISSION STATEMENT

The mission of the Whitewater Police Department is to enhance the quality of life for those living in the City of Whitewater by providing quality police service to the community through fairness, integrity and professionalism, promoting a safe environment through police and citizen interaction, and by the equitable enforcement of the laws of the City of Whitewater and the State of Wisconsin within the framework of the Constitution of the United States.

VALUES

Preserve and Advance Democratic Values

We shall uphold this country's democratic values as embodied in the Constitution, and dedicate ourselves to the preservation of life, individual freedoms and justice for everyone.

Improve the Quality of Community Life

We must understand the importance of community values and expectations, be responsive to the concerns of all citizens, and encourage our officers to expand their role in helping the community to develop into a better place to live.

Compassion

The role of the police is to resolve conflict through impartial enforcement of law, not through imposition of judgment or punishment. All persons shall be treated equitably and with compassion.

Professionalism

We must recognize that our success is dependent on the trust and confidence of the citizens of the community, which we serve. Therefore, we shall always engage in behavior, which is beyond reproach and reflects the integrity of police professionals.

Pride

We pride ourselves on being capable and caring people who provide a valued service to the citizens of Whitewater, and we shall promote pride in our community, agency and profession.

Teamwork

Law enforcement and public safety are of community wide concern, thus we must actively seek citizen involvement in all aspects of policing. We shall strive to cultivate effective working relationships with other governmental, public and private service agencies in pursuit of mutual goals.

Commitment

We must have a vision for the future of our community and our agency, and make a firm commitment to foster goals, which will enable us to attain that end.

Excellence

We shall endeavor to meet, or exceed, nationally recognized law enforcement standards in every duty we undertake. We pledge to establish and maintain high performance standards to ensure public confidence and trust.

Quality Service

We shall strive to realize the aforementioned values in order to provide the citizens of Whitewater with the highest quality of police services possible and accomplish our department mission.

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ORGANIZATION

ORGANIZATIONAL CULTURE

It is essential that all members of the Whitewater Police Department work toward developing a positive organizational culture – an environment in which people feel good about themselves and can be assured of the support, cooperation, and respect of their supervisors and co-workers.

We also promote an atmosphere where teamwork, integrity, compassion, innovation, dedication, and professionalism are highly encouraged and rewarded. We must continue to examine our Mission (what we are trying to accomplish) and our Values (what we believe in) relative to the organizational culture which we are building in the Whitewater Police Department.

Goals and Objectives

1. Promote a positive work environment which encourages teamwork, integrity, innovation, dedication, and professionalism.
2. Insist that supervisors/managers act as coaches, team leaders, mentors, and trainers.
3. Encourage supervisors to commend and note the good work of their assigned personnel.
4. Continue to use the Police Day Ceremony to formally acknowledge and commend exemplary conduct.
5. Use the WPD Newsletter to note letters of thanks and commendation by the public.
6. Prominently display our Mission/Value Statement in the Annual Report, Strategic Plan, Wall Hangings, and on our Website.

MANAGEMENT/SUPERVISION

The Whitewater Police Department strives to develop knowledgeable and effective police managers who demonstrate concern for their subordinates and a drive to improve departmental productivity, performance, and professionalism. There must be continual emphasis on managerial training, career development, and administrative development. We must maintain an organizational emphasis on the fundamentals of quality leadership.

Goals and Objectives

1. Ensure that all sworn supervisors have the opportunity to attend a Command level course of instruction, e.g. Northwestern University School of Staff & Command, FBI National Academy, or the Wisconsin Executive Development Course.
2. Foster continuous training, education, and career development of supervisory staff.
3. Work to remove Sergeants from officers union in order to eliminate potential conflicts of interest.

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ACCREDITATION

Accreditation is a process by which a law enforcement agency voluntarily demonstrates that it meets certain professional standards. Accreditation standards cover virtually every aspect of a law enforcement operation, e.g. recruitment and selection of personnel, criminal investigation, internal affairs, communications, patrol, property and evidence control, etc.

Our Department has come into compliance with the standards set forth by the Wisconsin Commission on Accreditation. We intend to continue to maintain our status through the reaccreditation process.

Goals and Objectives

1. Maintain our status as a Wisconsin Accredited Law Enforcement Agency.
2. Ensure that proofs of compliance are maintained on an annual basis.
3. Conduct periodic policy reviews and audits in conjunction with accreditation standards.
4. Continue to develop policies, procedures, and operations which make sense for our organization and are at the same time consistent with accreditation standards.

PLANNING

The WPD Strategic Plan is a means of systematically planning the organization's best possible future. The Strategic Plan serves to guide our operations for the next three to five years. Each year we use the Strategic Plan as a reference point for the development of our annual report/management plan (organizational goals and objectives).

In essence, we are developing a plan which will move our department more effectively and professionally into the future. Our planning process must include periodic reviews and take into account changing trends, community concerns, budgetary constraints, and organizational changes.

Goals and Objectives

1. Annually review our Strategic Plan in association with the development of our Annual Report/Management Plan.
2. Develop annual goals which serve to fulfill the objectives of the Strategic Plan.
3. Continually assess our efforts to meet our Mission and Values.
4. Ensure that organizational planning and development is the responsibility of all command staff members.
5. Keep current with changing trends in policing and technology.

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PROFESSIONAL DEVELOPMENT

Effective law enforcement organizations instill pride and professionalism in their employees. The Whitewater Police Department must continually strive to develop itself as a quality law enforcement organization. Everyone in the Department, sworn and civilian alike must make a commitment to the quality improvement of the organization.

Goals and Objectives

1. Instill pride and teamwork in all elements of the organization.
2. Continually reinforce WPD Mission and Values.
3. Develop policies and practices in accord with national standards.
4. Extend professional assistance to other agencies in the criminal justice system, e.g. law enforcement, courts, corrections, etc.
5. Continually express the importance of professional development to local governing bodies, e.g. city council, police and fire commission, etc.
6. Encourage and reward integrity, pride, innovation, dedication, and professionalism by all members of the Whitewater Police Department.

LABOR/MANAGEMENT RELATIONS

A cooperative and non-adversarial labor/management relationship can have a positive impact on the organization. It is important that communications be open and that common goals be reached. Working together to solve problems of mutual concern also means better service to the community. Management and labor at times will have conflicting opinions and needs, but we must keep the needs of our community and Department as the primary concerns.

Goals and Objectives

1. Continue to clear up contract ambiguities and attempt to avoid future ones.
2. Strive to bring consistent wording and practices to the various unit contracts of the Department, e.g. WPPA (Officers), Teamsters (Dispatchers), and AFSME (Clerical).
3. Maintain a non-adversarial atmosphere in management/labor relations stressing the importance of problem solving and working for the good of the Department and of the community.

STAFFING

Personnel must be allocated according to work load demands, changing trends, and citizen concerns. We must be careful to track calls for service, serious crime, community demographics, citizen expectations, traffic patterns, public order offenses, and special events in our determining and justifying additional manpower.

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Although we have civilianized certain functions of the Department, we have not added sworn personnel in over twenty years. It is incumbent upon us to provide cost effective public safety service and to continually analyze trends, events, and developments which may signal a need for additional resources. Various factors have begun to indicate the need for us to increase staffing by at least one officer and one dispatcher.

Goals and Objectives

1. Set budgetary groundwork for the hiring of one more patrol officer and one more dispatcher.
2. Ensure that currently authorized personnel match our workload to the greatest extent possible.
3. Continue an ongoing review of demographics, calls for service, and crime statistics to more accurately predict the necessity of adding patrol officers, dispatchers, and support personnel to the Department.
4. As we have done with the Community Service Officer program, consider civilianization of certain functions which can free officers to engage in public safety related duties.

MUTAL AID

Emergency situations often require augmented law enforcement capabilities to restore order or to assist officers and victims. Our agency maintains mutual aid agreements with the UW-Whitewater Campus Police Department and through the Jefferson County Mutual Assistance Response Plan (JMARP). Our agreements and associated policy provides the information necessary to initiate mutual aid either on behalf of our agency or at the request of another agency.

Goals and Objectives

1. Ensure continuation and updates to our Mutual Aid Agreements.
2. Foster a positive and professional relationship with the Campus Police Department.
3. Continue to conduct joint training and to seek opportunities for shared equipment and resources with the Campus Police Department.
4. Actively support the work of the Walworth and Jefferson County Drug Enforcement Units.

RECRUITMENT AND SELECTION

The recruitment and selection process has a significant effect upon the future of our organization. Recruitment is a process by which we enlist qualified individuals to apply for employment with our Department. Whitewater is a very desirable place to live and work. The Whitewater Police Department is a very professional law enforcement agency. Our recruiting efforts must convince qualified candidates of the benefits of our organization and community.

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The composition of our Department should represent the diversity of our community. We also need to recruit people with a broad range of education and experience. Our ultimate goal is to hire only the best and brightest to serve as police officers, dispatchers, and clerical support personnel with the Whitewater Police Department.

Selection refers to the process of selecting the best candidates from a pool of applicants. Our selection process must be thorough, job related, non-discriminatory, and in accord with current laws and regulations. From a conceptual standpoint, field training and the probationary period should be considered a component of the selection process.

Goals and Objectives

1. Actively recruit and hire the best and brightest by our attention to the hiring process (particularly in conducting thorough background investigations) even if it means a delay in hiring.
2. Evaluate and refine the current hiring process for timeliness, effectiveness, job relatedness, and non-discriminatory practices.

COMMUNITY RELATIONS

There are two essential elements which affect our relations with the community, performance and image. Although performance is perhaps the most important component, most people have limited ability to judge our performance. Therefore, image becomes the primary factor affecting public confidence in the police.

Image is strongly related to appearance, how the department projects itself, how the department appears in the media, and limited situational contacts with police officers, dispatchers, and community service officers. Therefore, we must make every effort to encourage active community relations by all members of the Whitewater Police Department.

Goals and Objectives

1. Continuation of periodic Police-Citizen Academies.
2. Continuation of Department Newsletter.
3. Continuation of periodic Citizen Opinion Surveys.
4. Continuation of ride-along program.
5. Strive to maintain a professional appearance in uniforms, grooming standards, vehicles, and equipment.
6. Conduct periodic out-reach sessions in our minority community.
7. Continue development and distribution of public service/informational brochures.
8. Maintain commitment to Safety Fair and National Night Out activities.
9. Consider development of a Police Explorer Program and/or Senior Volunteer program.
10. Encourage active community relations by all members of the Department.

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11. Maintain one detective assigned to crime prevention/community relation duties.

PHYSICAL FITNESS/WELLNESS

The need for physically fit police officers is well documented. The physical fitness of officers affects their individual performance, stress levels, frequency of injuries; number of Worker's Compensation claims, group health insurance rates, and also affects the Department's professional image.

Although the Department emphasizes the need to improve the physical fitness and wellness of officers, voluntary programs which promote fitness and wellness through peer pressure, education, training, and motivation are generally more successful than mandatory programs that provide for discipline if fitness standards are not met.

Contemporary medical literature links smoking and the use of other tobacco products to increased risk of developing heart disease, cancer, and other debilitating chronic conditions. The Department has taken steps to create a smoke free work environment and will continue to actively discourage the use of tobacco products by all Department personnel.

Goals and Objectives

1. Screen applicants for tobacco use.
2. Require a no-tobacco use commitment from new employees.
3. Continue to provide Health & Wellness newsletter to all personnel.
4. Upgrade physical fitness room with newer equipment.
5. Encourage currently employed tobacco users to quit.
6. Actively promote physical fitness and wellness for Department personnel.

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ADMINISTRATIVE SERVICES

COMMUNICATIONS

The Whitewater Police Department manages a multi-agency communications/dispatching service for area Police, Fire, and Emergency Medical Service (EMS). Agencies include the Whitewater Police Department, UW-Whitewater Campus Police Department, Whitewater Fire Department, Whitewater Rescue and EMS.

Our communications system conveys information from the public to the appropriate agency through communications personnel, to the officer, firefighter, or medic who responds to the call for assistance, to other public service agencies, and to information storage and retrieval subsystems. The speed and accuracy with which information flows through each system are measures of our agency's capability to respond to the needs of our community.

Goals and Objectives

1. Add an additional dispatcher.
2. Upgrade Communications/Radio Equipment.
3. Reconfigure and remodel Communications Center to include new flooring, cabinetry, chairs, etc.
4. Upgrade telephone/radio recording system.
5. Upgrade video monitoring system to ensure digital recording capacity.
6. Implementation of silent dispatching hardware/software.
7. Install mapping software.
8. Create capacity to receive wireless 911 calls.
9. Enhance interoperability by adding more radio channels to include Jefferson and Rock Counties.
10. Acquire hand-free wireless head sets.
11. Ensure clarity and function of portable radios.
12. Install Net-Clock System.
13. Ensure that all dispatchers are CTO (Communications Training Officer) certified.
14. Continue to ensure the hiring of quality communications personnel.
15. Review and compile all pertinent communications information into an electronic document for quick access.

INVESTIGATIONS

Detectives and other personnel assigned to investigations play an important role in the success of our agency. The nature of a crime, special experience or training of a detective, and/or the time constraints and duties of patrol officers may dictate that a Detective can better complete a particular case. Our Investigative Unit has shown great ability and success over the years. With changing technology and the nature of crime, we must strive to provide our Detectives with the resources they need to stay successful.

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Goals and Objectives

1. Ensure sex offender compliance checks (at least twice a year).
2. Arrange for the availability of an undercover or bait car when needed.
3. Create a Tip Line on our website for leaving anonymous information.
4. Create a link on our website to alert citizens about sex offenders.
5. Acquire an automated/digital fingerprinting system.
6. Upgrade our capacity to create mug shots/acquire user-friendly software for creating line-ups.
7. Become affiliated with ICAC (International Crimes Against Children) system.
8. Conduct drug interdiction operations at least twice a year.
9. Purchase a pin-hole surveillance camera.
10. Purchase a Layered Voice Analysis device.
11. Purchase a Digital Video Camera.

JUVENILE OPERATIONS

Juveniles account for a disproportionately large percentage of crime and are many times the victims of crime. Historically, there exists a strong correlation between the number of young people in their crime prone years (teens and early twenties) and the crime rate. There is also a disturbing trend in which young people seek to settle problems, real or perceived, with violence. In addition, we sometimes see disenfranchised or “at-risk” youths seek to associate themselves with street gangs.

We must make every effort to address crimes involving young people including sexual abuse, gang activity, and drug and alcohol problems. We must continue to send a strong message to our young people that there are consequences associated with their actions. At the same time we must continue to seek treatment for those with alcohol, drug, or psychiatric problems.

Goals and Objectives

1. Continue to foster a strong relationship with our local school system.
2. Create a MySpace account for the Juvenile Officer.
3. Continue our strong approach to combating gang activity with a pro-arrest policy for gang members and gang related crimes.
4. Continue the CounterACT program.
5. Continue our support for the Alcohol and Other Drug Abuse (AODA) program.
6. Continue our commitment to the School Liaison position.

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DRUG ENFORCEMENT

Drugs are a problem in Whitewater just as they are throughout the County, the State, and across the Country. The problem of drug abuse and drug related crime represent complex issues in our society. Until greater societal forces impact the problem, the Whitewater Police Department will continue to concentrate our efforts on enforcement and education.

Goals and Objectives

1. Continue support for and interaction with the Walworth County Drug Enforcement Unit.
2. Assign one detective the primary responsibility for drug enforcement.
3. Continue the CounterACT drug and alcohol resistance education program in our schools.
4. Maintain a liaison with the City/Campus AODA committee.
5. Establish a TIP line to encourage anonymous drug related information.
6. Conduct underage alcohol abatement operations when necessary.

TRAINING

It can be difficult to measure the value of training, but there can be no doubt about its importance to the organization and the community. If basic training is all that is provided, all you can expect in return is basic performance from both individuals and the organization. Officers that have a broad base of knowledge are able to perform more efficiently and effectively. Sworn and civilian staff must also have the ability to enhance their careers through education and training. Quality training provides a positive impact upon our ability to maintain a high degree of professionalism and in providing the best possible service to our community.

Training is generally divided into categories of recruit/field training, specialized training, in-service training, supervisory/management training, and training for our civilian employees. Our strategic plan identifies specific goals and objectives associated with each area.

Goals and Objectives

1. Continue daily “minute manager” training.
2. Develop annual “core training” outline.
3. Establish annual training goals and objectives.
4. Ensure that all personnel (sworn and civilian) receive quality training, e.g. dispatchers, secretaries, community service officers, etc.
5. Create training procedures/guidelines.
6. Evaluate and acquire appropriate equipment for various training needs, e.g. SIMS, DAAT, Firearms, EVOC, etc.
7. Continue annual training and updates in core competency areas, e.g. firearms qualifications/proficiency, first aid/CPR/blood borne pathogens, legal update, etc.

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8. Continue to offer the Citizen Academy every two years.
9. Continue to ensure that each supervisor attends a command level course, e.g. Northwestern School of Staff and Command, FBI National Academy, or Wisconsin Executive Development Course.
10. Continue core training for all officers within first three years of employment, e.g. Reid Interview and Interrogation, Intoxilyzer and Radar Certification, SWAT, etc.
11. Continue to develop in-house training capabilities by certifying officers as instructors.
12. Coordinate specialized training for individuals with needs identified in field training, performance evaluations, and/or monitoring.

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FIELD SERVICES

TRAFFIC SAFETY

Traffic safety and services are an important aspect of our field operations. We are dedicated to providing our citizens a safe traffic environment. Support activities affecting the movement and control of vehicles and pedestrians include traffic engineering, school crossing supervision, data collection and analysis, accident investigation, traffic enforcement, public information and education, grant/program participation, personnel allocation and utilization, etc.

Our ultimate goal is to promote voluntary compliance with traffic laws and regulations and to limit accidents and injuries.

Goals and Objectives

1. Continue to prioritize the enforcement of those violations which contribute to accidents and injuries, e.g. drunk driving, speeding, and seat belt violations.
2. Participate in grants which help offset the cost of special enforcement operations.
3. Deploy the new speed board as often as possible.
4. Train at least one more officer as a traffic accident investigative specialist.
5. Work with the City Traffic Engineering firm to facilitate pedestrian crossings in the area of the University and in the West Main Street commercial corridor.
6. Continue active participation on the Parking Committee and the Pedestrian Crossing Committee.

PATROL STRATEGIES AND TACTICS

We use the word “patrol” in its broadest sense. It is considered to be a primary law enforcement function and embraces much more than the act of random patrolling. It is a generalized function in which officers engage in a variety of activities which range from traditional response to requests for service to alternate strategies and tactics for dealing with crime and disorder and in the efficient and effective delivery of public safety services.

Goals and Objectives

1. Strengthen the operational relationship between our Department, UW-Whitewater Campus Police, and the Walworth and Jefferson County Sheriff’s Departments.
2. Use the CAD database functions for crime analysis, workload analysis, etc.
3. Expand the number of patrol officers to keep up with demands for service, a growing population, annexed geographical area, and issues of crime and disorder.
4. Continue tactics and strategies which have been successful in combating gang problems, e.g. pro-arrest of gang members, targeting of gang leaders, intelligence gathering, close working relationship with County gang unit, quick clean-up of graffiti, close cooperation with the schools in working with at-risk youth, etc.

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5. Develop operational strategies for dealing with recurring problems after identification and analysis.
6. Work closely with Neighborhood Services and our Community Service Officers to address quality of life concerns, dilapidated properties, student ghettos, absentee landlords, etc.
7. Explore the development of a K-9 Unit for the purpose of drug interdiction, officer protection, and building searches.

EQUIPMENT

Good equipment is critical to the safety of our officers and ensures that our personnel have what they need to adequately perform their duties. Our Department has prided itself on having good equipment and it is imperative that we continue to do so.

Goals and Objectives

1. Update light bars to LED system (ensure compatibility with Opticom system).
2. Acquire TASERS for all patrol personnel.
3. Explore new holsters for duty belts.
4. Acquire breaching equipment for immediate access into secured buildings.
5. Expand vehicle fleet/Explore acquisition of a 4 wheel drive vehicle.
6. Acquire infrared/thermal searching equipment.
7. Ensure continuity of equipment for all marked patrol vehicles.
8. Stay up to date with developments in less-lethal and lethal weaponry.
9. Acquire a video surveillance system to observe areas of concern.

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SUPPORT SERVICES

RECORDS/DATA PROCESSING

Our Department prides itself on maintaining a very sound technological infrastructure. Our overall goal is to stay current with changes in trends and technology. At the same time, we must operate within certain budgetary constraints. Therefore, our goal is to ensure cost efficient record keeping and data processing systems.

Goals and Objectives

1. Upgrade hand-held parking ticket units.
2. Review and update records procedures every six months to a year.
3. Upgrade parking ticket software.
4. Upgrade to digital recorders and dictation machines.
5. Work with the Finance Department to streamline the payroll process.
6. Create a new master name history report, to include Incident Type with the contacts and any disposition that we may have on the arrest from our master name database.
7. Upgrade cash receipting process.
8. Work with department bureaus to enhance interview procedures.
9. Realign Records/Communications Coordinator and Data Entry/Dispatcher positions to achieve more definitive lines between dispatch and support services (when positions become open).
10. Maintain level of training (particularly with regard to Open Records and Open Meetings laws).
11. Review equipment needs to remain current with technological advances.
12. Review and update report processing guidelines to ensure timely processing of paperwork.
13. Improve quality of written narratives, accident reports, citations, etc.
14. Explore dictation software which would allow officers to dictate reports in the field.

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EMERGENCY MANAGEMENT

The City of Whitewater retains an Emergency Management Coordinator (a Sergeant in the Police Department). The Emergency Management Coordinator works closely with the Fire Department, EMS, and with the County Emergency Government Director in matters of mutual concern.

The Emergency Management Coordinator conducts training, develops policies and procedures, manages grants, oversees the Citizen Emergency Response Team (CERT), ensures the readiness of our Emergency Operating Center (EOC), as well as maintains our eight outdoor warning sirens. In addition, the Emergency Management Coordinator is a certified Emergency Manager for the State of Wisconsin and a member of the Walworth County Level B Hazardous Response Team.

Goals and Objectives

1. Create a paid, part-time Emergency Government Manager's position.
2. Upgrade outdoor warning sirens.
3. Increase Emergency Management budget.
4. Provide on-going training for all levels of City personnel.

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FACILITIES

The Whitewater Police Department was remodeled and added on to in 1997. At the time we received all new furniture and work stations. We must now ensure the proper rotation of furniture, carpeting, and work stations. We also need to ensure that we have the proper facilities to safely do our jobs.

Goals and Objectives

1. Add on to the garage/sally port so as to provide shelter for all of our patrol vehicles.
2. Acquire better signage for exterior of building (designation of police station).
3. Ensure proper cleanliness and maintenance of the station.
4. Replace worn or damaged furniture/carpeting in a timely manner.
5. Develop a rotational plan to acquire new furniture.

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**POLICING WHITEWATER
IN THE 21st CENTURY**

The Whitewater Police Department's Strategic Plan is a means of systematically planning the organization's best possible future. Although the Strategic Plan is intended to specifically guide our operations for the next three to five years, we have developed a plan which will continue to move our Department more effectively and professionally into the 21st Century. Our planning process must take into account emerging trends and anticipate potential challenges. While no one has a crystal ball in which to see into the future, we have identified some of the variables we believe might influence the way we provide police service to the City of Whitewater in the future.

Goals and Objectives

1. Keep current with technological advances, e.g. communications, weaponry (lethal and non-lethal), artificial intelligence, DNA evidence detection, crime analysis, video surveillance, computerization upgrades, etc.
2. Provide target hardening of buildings (environmental security design systems).
3. Be prepared to meet societal challenges, e.g. greater cultural diversity, social unrest, more violent crime, raised public expectations of the police, greater activism, gang activity, increased social problems (poverty, homelessness, and addiction).
4. Consider greater diversity in the community and in the work force (more women and minorities in policing).
5. Continue trend of hiring individuals who can think critically, work well in groups, and relate well with a variety of different people. Officers who read, write, speak, and listen well; show good judgment; demonstrate initiative; possess courage and compassion; and have high ethical standards.

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APPENDIX A

Five Year Equipment Plan

	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
Squad Car	1	2	1	2	1
CSO Vehicle	0	0	0	1	0
Radar Unit	1	1	2	1	1
Soft Body Armor	5	5	5	5	5
Portable Breath Tester	0	0	1	1	1
Portable Radio	6	6	6	6	6
Light Bar	0	3	2	0	0
Mobile Data Computer	0	2	2	1	1
Squad Radio	2	2	1	1	1
Control Box	2	2	1	1	1
Camera	0	5	1	0	0
Digital Tape Recorder	20	0	0	0	0
Speed Board	1	0	0	0	1