

WHITEWATER POLICE DEPARTMENT

STRATEGIC PLAN

2015 – 2020



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I. INTRODUCTION

I am very pleased to present the *Whitewater Police Department Strategic Plan 2015 - 2020*. Strategic planning demonstrates our Department's commitment to professional policing by routinely reviewing our current procedures, practices, and resources, as well as identifying future goals and anticipating upcoming public safety concerns our department and the community may face.

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 for the impacted stakeholders to create a roadmap to meet future needs. This has been accomplished through meetings with each member of our department, city directors, members of the Whitewater Common Council and the Police and Fire Commission. The men and women of the Department worked together to build a comprehensive, forward thinking plan which addresses a broad range of issues affecting the future of our Department, e.g. recruitment and selection, training, labor/management relations, staffing, professional development, technology, equipment, and policing initiatives.

In 1993, members of the Whitewater Police Department researched and developed our organization's first strategic plan. Our agency successfully implemented each of the goals outlined in that plan, finding growth and success through the process.

This document, our fifth strategic plan, provides the framework for yearly operating goals and objectives. It serves as a reference tool for future budgetary needs that are integrated into the City's Capital Improvement Plan (CIP). Reviews of the department's operation, budgetary considerations, and accreditation standards are used to identify specific priorities, initiatives, and projects we intend to accomplish each year.

Chief Lisa Otterbacher

II. MISSION/VALUES STATEMENT

MISSION STATEMENT

We strive to be leaders in policing for our community and models of character, honor, service, and excellence. We resolve to develop a creative and problem solving workforce dedicated to innovation and meeting the challenges of tomorrow. In times of crisis, we strive to defend public safety, maintain order, and restore a sense of personal wholeness. Our goal is to protect and serve our diverse and dynamic community with integrity, dignity, and respect.

VALUES STATEMENT

COMMITMENT TO SERVICE - Maintain an enduring commitment to serve the people of our community.

- ◆ The Whitewater Police Department will maintain a commitment to serving the varied needs of our community, both in times of crisis and in peace.
- ◆ We understand that dedicated service is far larger than self and encompasses duty to the city, state, and nation at different times.
- ◆ Commitment to service inspires strength under adversity, swift protection of those in need, innovative problem solving, and planning for the future.

LEADERSHIP - Lead with a success-oriented mindset.

- ◆ We will be leaders in our community and consistently demonstrate a success-oriented mindset.
- ◆ Leadership requires understanding, initiative, and goal-setting to achieve positive results and find solutions.
- ◆ To that end, we must maintain outstanding law enforcement capabilities and inspire others by example.
- ◆ We expect to lead and be led in the course of our duties, but in the absence of orders, we will adapt and take the right action at the right time for the right reasons.

JUSTICE - Demonstrate integrity, fair treatment and wisdom in all our duties.

- ◆ We will demonstrate integrity, fair treatment, and wisdom in all our duties.
- ◆ Justice is at the heart of our law enforcement mission, and it is based on impartial and empathetic treatment of all people.
- ◆ Members of the community rightly expect employees of our department to live out the highest standards of behavior and professionalism.
- ◆ Therefore, we will maintain honor and dignity in all situations, make judicious decisions, and prompt others to do the same.

COMPASSION - Treat people with compassion and attempt to restore a sense of wholeness.

- ◆ We will treat all people in a courteous and understanding manner regardless of race, gender, lifestyle, religion, or circumstance.
- ◆ We shall provide compassion and sincerity to those who are in need, show concern and empathy for the victims of crime, and treat violators of the law with fairness and dignity.

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- ◆ We will seek to rebuild a sense of wholeness after a crisis in an effort to help restore what was lost.
- ◆ We consider compassion to be the cornerstone of humanity and social connection.

PARTNERSHIP - Work in partnership and unison with the community as a whole.

- ◆ We will maintain a strong partnership with our community, working collaboratively to maintain public safety and fight crime.
- ◆ Partnership fosters confidence and real understanding that we are much stronger working together than apart.
- ◆ Partnership also develops a bond of trust over time, which is absolutely necessary to develop an enjoyable, family friendly community to live, work, and play.

PRIDE - Take pride in the law enforcement profession and achieve personal excellence in policing.

- ◆ We will honor the law enforcement profession, those who came before us, and those courageous enough to follow in our footsteps.
- ◆ We take pride in our ability to solve the challenges of tomorrow.
- ◆ We continually strive to achieve personal excellence in our work, our demeanor, and our service to the community. Our training is never complete.
- ◆ In every situation that arises, we will strive to maintain honor and dignity for all.

III. ORGANIZATION

A. 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 confident 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 will continue to adhere to our Mission (what we are trying to accomplish) and our Values (what we believe in), as our department's guiding principles.

Goals and Objectives

1. Promote a positive work environment which encourages teamwork, integrity, innovation, dedication, and professionalism.
2. Each supervisor will develop informal recognition systems for their assigned personnel.
3. Accomplishments of all employees will be recognized internally and externally.
4. Ensure each employee fosters cultural awareness in order to maintain professional and respectful interactions with our diverse community.
5. Provide mentoring opportunities both inside and outside the department as we promote and encourage supervisors/managers to act as coaches, team leaders, mentors, and trainers.
6. Coordinate informal and sporadic department wide social gatherings to promote esprit de corps throughout the organization; seeking to share pride and honor among the members of the department.
7. Facilitate a management style that cultivates and encourages all department personnel to embrace the mission of our organization and commitment to our community. This is to be accomplished through meetings, which would be attended, at a minimum, bi-annually.
8. Use the WPD Newsletter to note letters of thanks and commendation by the public.
9. Our Mission/Values Statement will be prominently display within the walls of our Department and published in the Annual Report, Strategic Plan, and on our Website.
10. Collect, preserve and exhibit the department's history and traditions.

B. 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, and property and evidence control.

Our Department has remained in compliance with accreditation standards since 2000. We will continue to maintain our status through the reaccreditation process.

Goals and Objectives

1. Maintain our status as a Wisconsin Accredited Law Enforcement accredited agency (WILEAG).

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2. Remain active in the Wisconsin Police Accreditation Coalition (WIPAC) accreditation support group.
3. Ensure that proofs of compliance are maintained on an annual basis.
4. Conduct policy reviews every three years and periodic audits in conjunction with accreditation standards.
5. Continue to develop and comprehensively review policies, procedures, and operations which support and direct our organization to remain consistent with accreditation standards.
6. Transition all accreditation files to an electronic format.
7. Maintain and provide trained assessors to help other agencies with the accreditation process.

C. PLANNING

The Strategic Plan is a means of systematically planning the organization's most successful and proactive future. The Strategic Plan serves as a guide for our personnel that outlines our goals and expectations for the next three to five years. Each year we will use the Strategic Plan as a reference point as we develop our management plan (organizational goals and objectives) for the upcoming year. Our planning process must include periodic reviews of our progress as we take into account changing trends, community concerns, budgetary constraints, and organizational changes.

Goals and Objectives

1. Conduct, at a minimum, a quarterly review of our Strategic Plan in association with the development of our Annual Report, Management Plan and budget.
2. Develop at least one annual department and one annual shift goal, which will 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.
6. Create a Quality Control Circle, comprised of employees from across the department, to find solutions that emphasize and increase effectiveness.

D. STAFFING

Personnel must be allocated according to work load demands, changing trends, and the psychological and physical challenges that are associated with public safety. Personnel must be prepared to track and respond to calls for service, serious crime, community demographics, citizen expectations, traffic patterns, public order offenses, and special events as we remain prepared to identify, secure and justify additional manpower as needed.

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 indicated the need for us to increase staffing of the Communications Center to seek coverage of the two dispatch consoles and one additional support services personnel to address the consideration of civilian evidence management and dictation capabilities.

Goals and Objectives

1. Research ways to promote unified law enforcement partnerships, internally and externally, seeking to maximize the use of shared personnel, technical expertise and equipment to minimize the duplication of resources.
2. Research innovative ways to deploy personnel in forward thinking ways that enhance personal contact with the public while using use less material resources, i.e. squad cars, gasoline and duplicate response to the same location.
3. Maximize use of technology, websites, and social media to build professional partnerships with the public.
4. Ensure that the numbers of currently authorized personnel match our workload to the greatest extent possible.
5. Continue an ongoing review of demographics, calls for service, and crime statistics to more accurately predict the necessity of adding personnel to the Department.
6. Seek to increase the Community Service Officer program to the original staffing levels of three (3).
7. Consider civilian employees for evidence custodian duties.
8. Evaluate staffing levels of support services to address increased window traffic, the sale of parking permits and vehicle registrations, copying video evidence, dictation and special projects.

E. PROFESSIONAL DEVELOPMENT

Effective and proactive law enforcement organizations instill pride and professionalism in their employees. The Whitewater Police Department must continually strive to develop and maintain itself as a dedicated and honorable law enforcement organization. Everyone in the Department, sworn and civilian alike must make a commitment to maintaining the foundation of highly qualified and dedicated public service staff while seeking to continually improve the organization. We will seek to build and celebrate the accomplishments of our employees, and promote a healthy and productive work environment.

Goals and Objectives

1. Instill integrity, pride, teamwork, and honor throughout every component of the organization.
2. Extend professional assistance and enhance professional partnerships with other agencies in the criminal justice system, e.g. law enforcement, courts, corrections, state and federal government agencies, etc.
3. Continually demonstrate the importance of professional development to local governing bodies, e.g. Common Council, city management staff, Police and Fire Commission, etc.
4. Promote community partnerships to bring support and awareness to public safety.
5. Encourage and reward integrity, pride, innovation, dedication, and professionalism exhibited by all members of the Whitewater Police Department.

F. 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 strong leadership characteristics, management training, career development, and administrative development. We must maintain an organizational emphasis on the fundamentals of quality leadership.

Goals and Objectives

1. Command Staff and supervisors will dedicate time once a month to mentor personnel, face to face, who are within their span of leadership.
2. Seek to create and implement a county wide command level supervisor's network.
3. Offer all first line supervisors the opportunity to attend one long-term command level course of instruction; Staff and Command, Command College, FBI-LEEDA Supervisor Leadership, etc.
4. Foster continuous training, education, and career development of supervisory staff by ensuring all supervisors are offered one supervisory training annually. Training can be accomplished by viewing a DVD, participating in an online course or attending a conference.
5. Create a mentoring program that includes training time and a comprehensive review of mentoring task assignments for all promotional positions.
6. Critically analyze the current evaluation program, seek to enhance the process through more effective mentoring, documentation, expectations, and analysis of work product.
7. Work to create separate unions for Sergeants and Officers.

G. 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.

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 most dedicated personnel to serve as employees of 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 the best candidates who display a willingness to maintain a long-term commitment to the community and the department.
2. Participate in job fairs to remain competitive and foster partnerships with future law enforcement recruits.
3. Have field training personnel attend refresher training to foster and maintain professional partnerships and to stay current with new training trends.
4. Promote civilian ride-along and volunteer opportunities to provide job-shadowing experiences.

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5. Evaluate and refine the current hiring process for timeliness, effectiveness, job relatedness, and non-discriminatory practices.
6. Develop recruitment strategies to attract diverse candidates.
7. Implement an on-line employment application to make the hiring process more comprehensive, timely and efficient.
8. Enhance the website to ensure it is educational, informative and displays the character and integrity of our department and our desire to grow the agency with like-minded dedicated applicants.
9. Ensure the Field Training Program is reviewed and assessed on a regular basis to ensure the materials, practices and forms remain updated and accurate.
10. Ensure that Detectives are highly trained and remain up to date on background investigations, ensuring social media and technology trends are implemented into the investigations.

H. PHYSICAL FITNESS/WELLNESS

In recent years physical fitness and health wellness has taken on a new sense of importance. According to a study by the National Association of Police Chiefs, approximately 300 police officers annually commit suicide, which are twice as many officers than are killed in the line of duty. Today there has been a focus on healthy living, stress reduction and education. A primary goal for implementing a physical fitness/wellness program is to assist department personnel in completing their professional careers with the same level of enthusiasm, health, and commitment to service that they began with.

Goals and Objectives

1. Formally implement a Career Resilience Team (CRT) to research the psychological resiliency and physical readiness of department personnel.
2. Develop a policy and mission for CRT.
3. Seek grant funding to create and implement a CRT program.
4. All employees attend training focused on recognizing and countering hyper-vigilance (changes in behavior from being constantly on guard.)
5. CRT members will attend peer support training.
6. Assess the use of informal debriefings for less stressful events.
7. CRT members will attend multi-disciplinary training focused on the overall health and wellness of people in our organization.
8. Identify and formally train a department ethics instructor.
9. Research the purchase of new/used physical fitness equipment.
10. Develop a modified physical fitness plan that can be done in sedentary positions.
11. Maintain Critical Incident Stress Debriefing Team (CISD) to respond to the needs of personnel who work/attend a critical incident.
12. Research gym memberships for department personnel.
13. Research a fitness program with tangible goals and incentives such as a gym membership, extra comp-time or vacation-time.
14. Research implementing a police chaplain program.
15. Develop a tactical fitness program that incorporates functional training exercises which allow individuals to perform activities more easily and without injuries.
16. Research options for working-out while on-duty and create a corresponding policy.

I. PARAPROFESSIONALS/VOLUNTEERS

With the continuation of budget shortfalls we find the need to implement more proactive public safety measures with less financial expenditures. One of the new trends in public safety has been to enhance the use of non-sworn paraprofessionals and volunteers in the field of law enforcement. The department seeks to recognize the usefulness of expanding existing paraprofessional programs and creating new volunteer programs.

Goals/Objectives

1. Research expanded use of Community Service Officers for calls such as property damage accidents, non-violent vandalism, and petty theft complaints.
2. Implement a volunteer program, utilizing university and/or technical college students, and senior citizens who will provide support throughout the department.
3. Develop core expectations and training standards for all volunteer programs.
4. Enhance the internship program to include participation in the volunteer programs.
5. Once a program is established, assess if volunteers should be added to the Department's organizational chart.

IV. ADMINISTRATIVE SERVICES

A. COMMUNICATIONS

The Whitewater Police Department manages a multi-agency communications/dispatching service for police, fire, and emergency medical service. Agencies include the Whitewater Police Department, UW-Whitewater Police Services, Whitewater Fire Department, and Whitewater Rescue Squad.

Our communications system conveys information from the public 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. Implement a communications "bridge" concept with the Walworth County Communications Center.
2. Partner with the Walworth County Sheriff's Office to enhance dispatch services.
3. Upgrade Communications Center records management software (RMS), computer aided dispatch software (CAD) and 9-1-1 software.
4. Upgrade telephone recording system.
5. Enhance interoperability by adding more radio channels to include Walworth, Jefferson and Rock Counties.
6. Ensure that all qualified dispatchers are Communications Training Officer (CTO) certified.
7. Install WISCOM radio in Communications Center to enhance interoperability.
8. Research other equipment needs to make the Telecommunicators jobs more efficient.

B. INVESTIGATIONS

Detectives and other personnel assigned to investigations play an important role in the success of a law enforcement 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 Detective Bureau has shown great ability and success over the years.

Goals and Objectives

1. Ensure sex offender compliance checks are conducted at least twice a year.
2. Enhance drug interdiction work with UW-Whitewater Police Services, Jefferson, and Walworth Counties.
3. Enhance Internet Crimes Against Children (ICAC) strategies and monitor Whitewater for potential offenders.
4. Increase the use of the department drug task force.
5. Critically assess the longevity or lack thereof within the Detective Bureau and seek ways to enhance sustainability.
6. Incorporate property and mug shot systems into the new records management software.

7. Keep current with training and technological advances as they relate to investigations and evidence collection trends.

C. SCHOOL RESOURCE OFFICER

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 gangs.

We must make every effort to combat 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 our commitment to the School Resource Officer (SRO) position.
2. Continue to foster a strong relationship with our local school district.
3. Research and implement new programs that address social media trends and risks.
4. Enhance safety awareness and hands-on training programs throughout the school district.
5. Enhance the SRO evaluation process that includes input from school administration.
6. Research adding cameras in the schools with the ability to remotely access the system.
7. Update all school maps and access points.
8. As an educational tool, assign a drug-seized vehicle to the SRO.
9. The SRO will continue to develop “informants” in the schools to solve crimes and other issues.
10. Continue our strong approach to combating gang activity with a pro-arrest policy for gang members and gang related crimes.
11. Continue drug and alcohol resistance education programs in our schools.

D. 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

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1. Highlight components of the mission and values statement and segments of department policies through on-line training on a monthly basis.
2. Keep current with evolving technology with enhances training for hands-on, realistic practical applications.
3. Research joint training initiatives with outside agencies to enhance professional partnerships.
4. Develop core hands-on training drills that are conducted at daily shift briefings.
5. Develop quarterly role-play training objectives on active threats for civilian personnel.
6. Broaden department personnel's understanding of operational effectiveness through ride-along/sit-along opportunities throughout the department bureaus.
7. Have the Crime Prevention Team attend, at a minimum, one annual training that is focused on new crime prevention initiatives.
8. Train all officers in recognizing and handling emotionally disturbed or challenged citizens to include but not limited to those with dementia, Asperger Syndrome, Autism, etc.
9. Annual training of civilian staff for support of the Communication Center.
10. Enhance the use of online training software by incorporating a weekly training for staff.
11. Develop an annual core training outline.
12. Establish annual training goals and objectives.
13. Ensure that all department personnel receive quality training.
14. Evaluate and acquire appropriate equipment for various training needs, e.g. SIMS, DAAT, Firearms, EVOC, FTO/CTO, etc.
15. Continue annual training and updates in core competency areas, e.g. firearms qualifications/proficiency, first aid/CPR/blood borne pathogens, legal update, etc.

E. DRUG ENFORCEMENT

Drugs are a problem in Whitewater just as they are throughout the county, the state, and across the country. The problems 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. Create a community drug task force to promote awareness and foster partnerships.
2. Enhance the protocol for responses to rescue calls for drug overdoses.
3. Enhance investigations of drug overdose incidents that target the source and distribution of the drugs.
4. Enhance the use of the City's nuisance ordinance to proactively identify and eradicate drug houses.
5. Continue support for and interaction with the Walworth County Drug Enforcement Unit.
6. Assign one Detective the primary responsibility for drug enforcement.
7. Continue drug and alcohol resistance education programs in our community.
8. Maintain a liaison with the City/Campus Alcohol and Other Drug Abuse (AODA) committee.
9. Establish a tip line (TipSoft) to encourage anonymous drug related information.
10. Conduct underage alcohol abatement operations when necessary.

F. EVIDENCE/PROPERTY MANAGEMENT

Secure evidence and property management is essential to the integrity of criminal cases and maintaining the department's accredited status. Documentation showing the seizure, custody, control, transfer, analysis, and disposition of physical or electronic evidence can alter the final outcome of any municipal or criminal trial. Maintaining a comprehensive accounting of all evidence and property stored at the department remains a top priority.

Goals and Objectives

1. Research implementing a formal property management custodian position.
2. Adhere to all best practices, guidelines and, rules outlined in the state evidence handbook.
3. Research the need and value of transitioning from the current evidence software to the new records management evidence software.
4. Update the system for handling and returning currency seized in an investigation.
5. Research an alternative location for vehicles which are towed as evidence and/or seized.

V. FIELD SERVICES

A. 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 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 for the efficient and effective delivery of public safety services.

Goals and Objectives

1. Strengthen the operational relationship between our department, UW-Whitewater Police Services, Walworth and Jefferson County Sheriff's Departments and the State Patrol.
2. Use the computer aided dispatch software (CAD) and GIS mapping for crime analysis, communication between officers and dispatchers, 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 and gang activity, 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.
5. Expand the use of foot patrol and bike patrol to enhance community connections in parks, businesses and schools.
6. Research License Plate Recognition (LPR) software to proactively locate stolen vehicles.
7. Research new technology specific to crime detection and surveillance equipment, i.e., night vision, portable GPS, motion monitors, etc.
8. Enhance tactical equipment for a mass event i.e., riot gear, surplus ballistic vests, etc.
9. Develop operational strategies (Problem Oriented Policing) for dealing with recurring problems.
10. Work closely with Neighborhood Services and our Community Service Officers to address quality of life concerns; dilapidated properties, absentee landlords, etc.
11. Work with the City's Chief Information Officer to install city owned and operated surveillance camera(s).
12. Coordinate with area SWAT teams to enhance training, tactical trends and professional relationships, to include but not limited to assigning a Whitewater officer to a neighboring county SWAT team.
13. Increase the utilization of the K9 unit during traffic stops.
14. Continue fundraising efforts for the K9 unit.

B. 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, data collection and analysis, accident investigation, traffic enforcement, public information and education, grant/program participation, personnel allocation and utilization, etc.

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

Goals and Objectives

1. Create traffic safety community watch group to gather data in order to monitor traffic concerns.
2. Work with the city engineer to identify problematic traffic patterns associated with traffic accidents in order for the city to implement “traffic calming” solutions.
3. Facilitate a study to analyze pedestrian traffic in the main corridor of the City, adjoining the University.
4. Continue to prioritize the enforcement of those violations which contribute to accidents and injuries; e.g. drunk driving, speeding, and seat belt violations.
5. Participate in grants which help offset the cost of special enforcement operations.
6. Deploy the speed board as often as possible.
7. Train at least one more officer as a traffic accident investigation specialist.
8. Continue with yearly traffic goals and objectives to help with traffic safety within the community.

C. CRIME PREVENTION

The mission of the Whitewater Police Department includes crime prevention among its areas of greatest concern. The department is committed to the development and fostering of community based crime prevention efforts designed to meet the unique needs of the City in the most efficient and effective manner possible.

Goals and Objectives

1. Create a social media connection between the department and the community to share amber alerts, crimes in-progress and safety information.
2. Enhance the Department’s Crime Prevention Team with increased membership.
3. Implement a Community Watch Program utilizing senior citizens.
4. Network with the University and the City school’s to share safety information, utilizing their electronic communication systems.
5. Coordinate community meetings through a yearly safety fair or National Night Out event to promote the department and provide venues to address community needs and concerns.
6. Recognize department members who take the initiative to be involved in the community.
7. Establish a proactive Crime Prevention Officer position to keep the public informed of current scams or crime trends.
8. Continue routine security checks of vehicles, buildings and homes and subsequently notifying them of possible security concerns.

D. LABOR/MANAGEMENT RELATIONS

A cooperative and non-adversarial labor/management relationship can have a positive impact on the organization. It is important that communication remains open and responsive to ensure common goals are reached and maintained. Working together to solve problems of mutual concern translates

into better service and commitment 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; “Community first, personnel always”.

Goals and Objectives

1. Continue to eliminate contract ambiguities.
2. Strive to bring consistent wording and practices to the contracts of the Whitewater Professional Police Association (WPPA) (Officers), and general orders for non-represented personnel.
3. Maintain a non-adversarial atmosphere in management/labor relations, stressing the importance of problem solving and working for the good of the community and of the Department.
4. Maintain fair treatment and representation of all personnel working with or without a labor contract.
5. Maintain contract and general order language that ensures personnel safety and wellness, combined with a competitive wage and benefits package that attracts dedicated and honorable personnel.

E. 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 Police Services and the Suburban Mutual Assistance Response Team (SMART). 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. Seek to foster mutual aid agreements that utilize shared resources, data, and equipment in a central location.
2. Ensure there are ongoing assessments and updates to mutual aid agreements.
3. Foster a positive and professional relationship with UW-Whitewater Police Services and surrounding law enforcement jurisdictions by conducting joint trainings and utilizing shared equipment and resources.
4. Actively support and participate in joint subcommittees and meetings; chief’s, drug task force, sexual assault task force, detective task force, arson task force, etc.
5. Continue participation in the SMART mutual aid program and actively engage in all testing and drills of this system.

VI. SUPPORT SERVICES

A. 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. Review and update report processing guidelines to ensure timely processing of paperwork.
2. Add department forms to the policy manual as annexes.
3. Create online form on the City's website for record requests.
4. Purchase new records management software (ProPhoenix), which is tied in with the Communications Center bridge concept.
5. Determine cost effectiveness of utilizing the parking ticket software bundled with the new records management software (ProPhoenix) vs. maintaining our current parking ticket software (TickeTrak).

B. FACILITIES

The Whitewater Police Department was remodeled and added on to in 1997. At the time we received all new furniture and work stations.

Goals and Objectives

1. Add on to the municipal building garage/sally port so as to provide shelter for all of our patrol vehicles.
2. Seek to build additional secure storage for long-term evidence and garage storage for seized vehicles.
3. Acquire better signage for exterior of building (designation of police station.)
4. Ensure proper cleanliness and maintenance of the station to include monitoring prisoner processing, lab, garage, found property and animal area.
5. Develop a rotational plan in order to replace worn or damaged furniture/carpeting in a timely manner.
6. Replace anti-static carpet tiles in dispatch and provide cushioned mats for standing at ergonomic workstations.
7. Reconfigure officer workspaces by removing the wall between the report writing and briefing rooms, thereby, creating more work stations.
8. Install larger updated cabinets with doors in the report room for storing officers' items in a neater and more secure manner.
9. Obtain property close to the city to create a firearms training area in order to reduce overtime costs related to travel time and enabling more on-shift training.

WHITEWATER POLICE DEPARTMENT STRATEGIC PLAN 2015 - 2020

VII. 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 strives to maintain quality equipment by assessing department needs through our capital improvement plan.

Goals and Objectives

1. Acquire enough TASERS for each patrol officer
2. Acquire AXON cameras for all sworn personnel.
3. Assess the mobile data computers (MDC) performance, mobile data cards and connectivity challenges.
4. Acquire police bicycles for every patrol officer with bicycle training.
5. Acquire a new laptop with wireless card for the School Resource Officer.
6. Create a “mobile lab” in one squad for evidence collection.
7. Store mobile incident command equipment in one marked squad to oversee critical incidents.
8. Acquire new crime scene digital cameras and video equipment.
9. Upgrade driver’s license scanners in squad cars.
10. Install better emergency lights in detective’s squad (#22).
11. Acquire a portable alarm system.
12. Upgrade technology giving patrol officers the ability to receive calls for service, etc. over the MDC.
13. Maintain an annual inspection of all department equipment.

VIII. CAPITAL IMPROVEMENT PLAN

	2015	2016	2017	2018	2019
<u>COMMUNICATIONS</u>					
<u>9-1-1 System Upgrade</u>	\$150,000				
<u>WISCOM Channel:</u> One Channel to be added to the radio system in dispatch for interoperability capabilities.				\$11,000	
<u>LAW Channels:</u> Add the Walworth County channels (Law1 & Law3) to the console. These channels are used by other law enforcement agencies throughout the county.				\$18,000	
<u>Radio Voters:</u> Additional voters (added boost between communications center and portables/squad radios) added to our existing radio system, coverage issues remain challenging in some areas in and out of the city.			\$40,000		
<u>Higher Ground Recording System:</u> Recording system enhancements specific to when/if/how text via 9-1-1 is required to be captured in the future.		\$22,000			

WHITEWATER POLICE DEPARTMENT STRATEGIC PLAN 2015 - 2020

<p><u>UPS-Battery Backup:</u> 20 batteries are required for the generator to ensure 24/7 emergency service. Life expectancy is 3 years. Purchase was due in 2013, as a budget saving measure the purchase was moved into 2015.</p>	\$9,000				
<u>POLICE</u>					
<p><u>Radios:</u> Add eleven (11) 800 MHz P25 mobiles to squad cars to improve county communications</p>					\$28,000
<p><u>AR-15 Rifle Optics:</u> Existing patrol rifles are used during high risk operations or when longer range accuracy is needed. The addition of optics on the AR-15 patrol rifles will enhance the overall precision of the weapons, especially during low light operations. Price includes optical sight, batteries, and mounting hardware.</p>		\$6,300			
<p><u>Gas Masks:</u> Gas masks are used to protect officers when chemical control agents are deployed during riots or tactical operations. Current gas masks are approximately 13-14 years old and their life expectancy is 10 years. New models have low profile design that is better ventilated, compatible with modern rifle sighting systems and NBC protective suits, and hydration compatible.</p>		\$5,800			
<p><u>Duty Pistol Replacement:</u> Current .40 caliber duty pistols and magazines are over 10 years old. In order to extend service life to 2018, armorers will need to replace various internal parts and night sights. Current research supports transition back to 9mm pistols as bullet performance has improved, recoil is less, and the ammunition is less expensive.</p>				\$13,750	
<p><u>Duty Pistol Holster Replacement:</u> Our current holsters have significant exterior wear, and newer models are not only more durable, but they also are more secure and allow for faster weapon presentation. We would need 25 units and training ammunition to qualify with the new duty weapons.</p>				\$5,000	

WHITEWATER POLICE DEPARTMENT STRATEGIC PLAN 2015 - 2020

<p><u>TASERS:</u> Department implemented TASER weapons over 10 years ago as an additional subject control option. Occasional TASER unit replacements needed over the years when the weapon couldn't be repaired. New and upgraded X26P TASER has been ruggedized to be more water/shock resistant and has improved circuitry and software to enhance reliability. Looking to upgrade to the new style in 2018. Eight TASERS at \$1,000 a piece.</p>					\$8,000
<p><u>Speed Board:</u> The Speed Board is used to gain safe speed compliance and identify problem areas. The current Speed Board is approximately 15 years old. Generally the life expectancy is 10-15 years.</p>				\$7,000	
<p><u>IR Tactical Equipment:</u> Moving away from SIMS training that requires significant protective equipment and attention to location of rounds. IR Tactical equipment allows officers to train at any time of day without unrealistic safety equipment. The equipment is laser and pain compliant through a vest so there aren't any expensive SIMS rounds to be accounted for or environmental impact issues.</p>			\$5,000		
<p><u>BUILDINGS-STRUCTURES</u></p>					
<p><u>Evidence Shed Supplies/Shelving:</u> PD is seeking to build updated evidence shed at the City Garage with seizure funds and city budget. CIP for office equipment (desk, computer, phone) and notable amount of shelving and storage.</p>		\$10,000			
<p><u>Municipal Bldg Garage-Police Vehicles:</u> Storage for emergency vehicles that are required to respond in emergent mode 24/7 in icy and snow conditions, taking valuable time to clear vehicles. Also, safety and security of vehicles from theft and vandalism.</p>				\$225,000	
<p>TOTALS</p>	\$159,000	\$44,100	\$45,000	\$279,750	\$36,000

IX. 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 five years, we have developed a plan which will continue to move our Department more effectively and professionally during 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 to ensure our personnel are provided with affordably priced equipment and software in order to help keep our employees safe and provide the best service to the community.
2. 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, and increased social problems (poverty, homelessness, and addiction) through community involvement.
3. Consider greater diversity in the community and in the work force (more women and minorities in policing). This is done through participation in police career fairs and collaboration with the University of Wisconsin-Whitewater and technical schools.
4. Continue the trend of hiring individuals who can think critically, work well in groups, relate well with a variety of different people, who read, write, speak, and listen well, show good judgment, demonstrate initiative, possess courage, discipline and compassion, and have high ethical standards.