

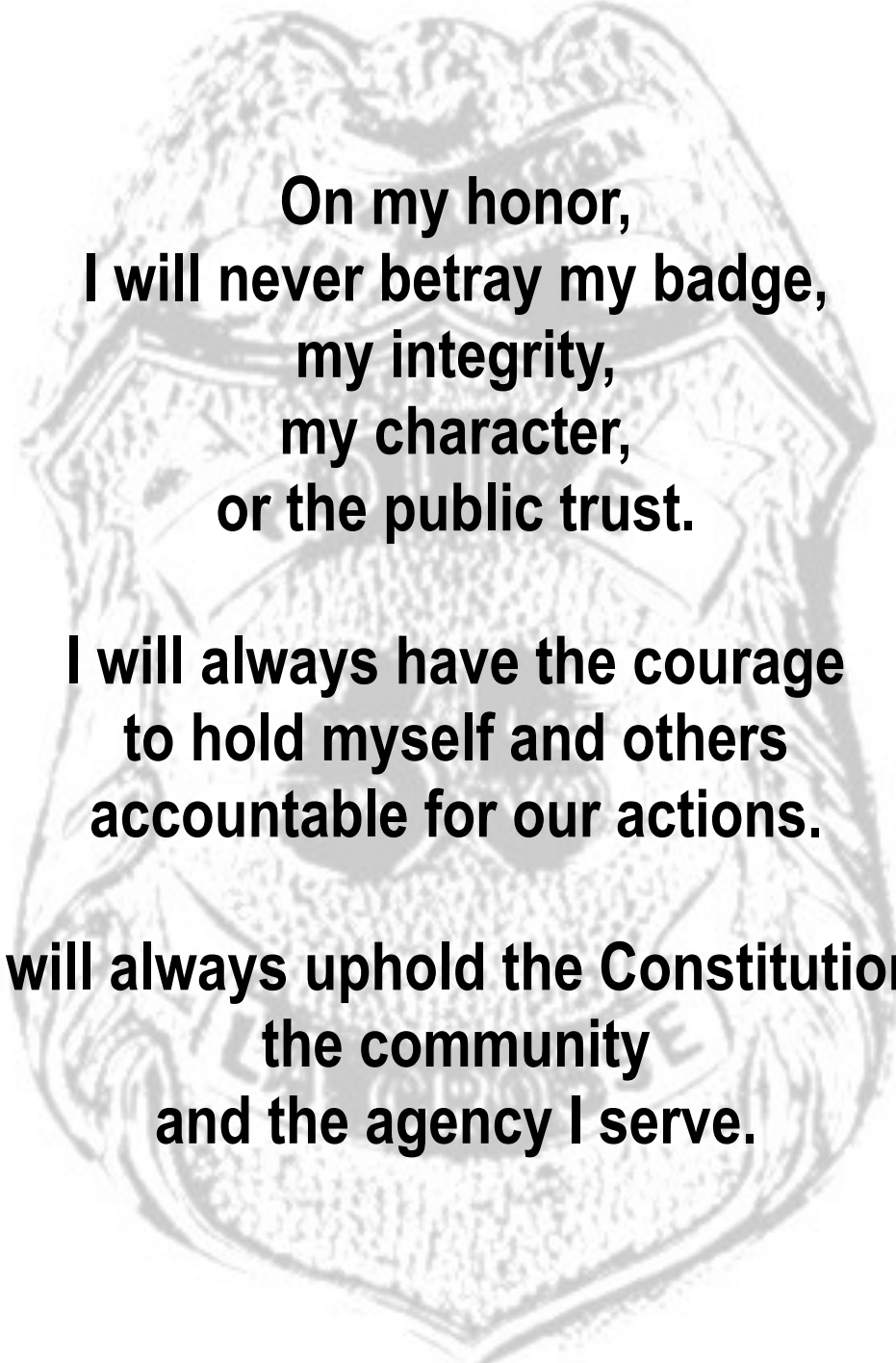
LA CROSSE POLICE DEPARTMENT



STRATEGIC PLAN

2018—2023

LAW ENFORCEMENT OATH OF HONOR



**On my honor,
I will never betray my badge,
my integrity,
my character,
or the public trust.**

**I will always have the courage
to hold myself and others
accountable for our actions.**

**I will always uphold the Constitution,
the community
and the agency I serve.**

TABLE OF **CONTENTS**

Chief's Message

Mission, Vision, and Values

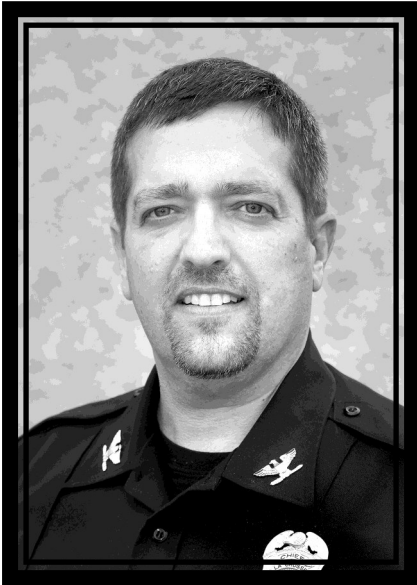
Development of the Strategic Plan

Strategic Outcomes

- ⇒ Strategic Outcome #1—Community Engagement
- ⇒ Strategic Outcome #2—Communication
- ⇒ Strategic Outcome #3—Staffing
- ⇒ Strategic Outcome #4—Facilities
- ⇒ Strategic Outcome #5—Resource Allocation
- ⇒ Strategic Outcome #6—Technology

In Conclusion

CHIEF'S MESSAGE



Recently, several members of the La Crosse Police Department created a new strategic plan. The plan will serve as a broad guideline to steer our department over the course of the next five years.

During the process, we generated a new Mission Statement: ***Leaders in providing a safe and vibrant community***; a new Vision Statement: ***Eliminate crime through community engagement***; and several new Values were identified.

Our Mission and Vision Statements embody our dedication to Community Policing and doing our part in making the City of La Crosse as safe and successful as possible. Our Values place a high priority on all employees' safety and wellness while holding ourselves to the highest level of professionalism.

Our core values and our dedication to teamwork and collaboration, as well as strengthening current and forging new partnerships, will propel our department in fulfilling our Mission Statement.

Although we have set many lofty goals, I'm confident that if we take a synergistic approach, we can accomplish great things. To ensure success, all members of the department must embrace the plan and work hard to reach and exceed all six of our strategic outcomes.

I look forward to implementing and being a part of our roadmap to the future. This plan will solidify the La Crosse Police Department as leaders in 21st Century Policing.

MISSION, VISION, VALUES

MISSION STATEMENT:

Leaders in providing a safe and vibrant community.

VISION STATEMENT:

Eliminate crime through community engagement.

The La Crosse Police Department's mission is based on our core values that represent what we stand for and how we will get the job done. These values reinforce one another and ensure that we are working together to serve our citizens.

VALUES:

The following values guide our attempt to achieve our mission and vision.

- ⇒ ***Employee Safety & Wellness***
- ⇒ ***Integrity***
- ⇒ ***Accountability***
- ⇒ ***Communication***
- ⇒ ***Respect***
- ⇒ ***Transparency***
- ⇒ ***Dedication***
- ⇒ ***Professionalism***
- ⇒ ***Community Policing***



DEVELOPMENT OF THE STRATEGIC PLAN

In April of 2017, the La Crosse Police Department issued a survey to all members of the department, as well as Mayor Tim Kabat, and members of the City Council and Police & Fire Commission. There were 130 individuals invited to participate, and 95 completed the 4 open-ended survey questions. Survey participants were asked to identify:

- ⇒ What the La Crosse Police Department is doing well
- ⇒ What the La Crosse Police Department should keep doing
- ⇒ What the La Crosse Police Department should improve on
- ⇒ What the La Crosse Police Department should stop doing

Scott Dickmeyer, PhD and Associate Professor of Communication Studies (University of Wisconsin—La Crosse), engaged in an interpretive S.W.O.T. analysis of survey data identifying Strengths, Weaknesses, Opportunities, and Threats.

On May 12, 2017, a representative group of the La Crosse Police Department was introduced to strategic planning as an act of future-focused leadership that follows a mission-centric process. Next, guidelines for effective organizational mission, vision, and values statements were shared and discussed. Small groups then employed the guidelines and engaged in a process of crafting, critiquing, and amending statements. Finally, the whole group worked together to finalize the mission, vision, and values statements that form the foundation for the 2018-2023 La Crosse Police Department Strategic Plan.

In subsequent meetings (May 19, June 14, and June 27), the committee members continued the craft-critique-amend process as they constructed 6 strategic outcomes (based on analysis of survey responses) and the concrete objectives necessary to produce the achievement of each.



STRATEGIC OUTCOMES

The document that follows is the outcome of the work of these dedicated members of the La Crosse Police Department. Members of the Strategic Planning Committee include:

- ⇒ Chief Ronald Tischer
- ⇒ Assistant Chief Robert Abraham
- ⇒ Captain Jason Melby
- ⇒ Captain Shawn Kudron
- ⇒ Captain Troy Nedegaard
- ⇒ Captain Daniel Kloss
- ⇒ Lieutenant Avrie Schott
- ⇒ Lieutenant Andrew Dittman
- ⇒ Sergeant Timothy O'Neill
- ⇒ Sergeant Jon Wenger
- ⇒ Investigator Cory Brandl
- ⇒ Officer Brooke Pataska
- ⇒ Officer Adam Bembnister
- ⇒ Officer Whitney Hughes
- ⇒ Officer Jacob Walker
- ⇒ Jim Flottmeyer
- ⇒ Steve Butterfield
- ⇒ Stephanie Churchill

In order to be leaders in providing a safe and vibrant community, the La Crosse Police Department will pursue six strategic outcomes and objectives over the next five years. Based on the SWOT analysis, emerging department needs, and advancements in community policing, the strategic planning committee identified the following strategic outcomes:

1. Enhanced Community Engagement
2. Improved Communication
3. Increased Performance Through Staffing
4. Modern Facilities
5. Effective and Efficient Resource Allocation
6. Superior Technology

STRATEGIC OUTCOME #1

COMMUNITY ENGAGEMENT

The La Crosse Police Department will enhance community engagement through improved communication, transparency, and dedication to community policing utilizing various methods including social media, stakeholder partnerships, and community input.

The La Crosse Police Department will grow as leaders in providing a safe and vibrant community by connecting with our community, gathering feedback and recommendations, and incorporating shared goals for the betterment of our Department and our City.

Objective 1: Social Media Strategy

Short-term:

- ⇒ Convene a workgroup to review current social media use and develop an overall social media strategy.

Mid-term:

- ⇒ Train and enable additional department members from all bureaus and levels to use various social media platforms to implement overall social media strategy.

Long-term:

- ⇒ Continually review, develop, and adapt social media strategy to enhance department-wide efforts in community engagement, recruitment, and transparency.

Objective 2: Partnering with Community Stakeholders

Short-term:

- ⇒ Survey elected officials (Council Members, School Board, County Board, etc.) to determine the viability of an officer liaison program.
- ⇒ Create guidelines for an officer liaison program.
- ⇒ Perform SWOT analysis regarding Community Policing philosophy within the Department and develop strategy to further enhance community policing opportunities.

Mid-term:

- ⇒ Implement officer liaison program to connect officers with interested elected officials.

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- ⇒ Implement community policing strategies to allow shift officers to get out into neighborhoods, interacting with businesses/organizations, and developing relationships.

Long-term:

- ⇒ Sustain the partnerships and continually form relationships with newly elected officials.
- ⇒ Expand Neighborhood Resource Officer program into additional neighborhoods.

Objective 3: Ongoing Community Input

Short-term:

- ⇒ Convene a workgroup to explore how to implement annual community survey, workshops, neighborhood meetings, etc. to gather community input.

Mid-term:

- ⇒ Implement recommendations from workgroup to gather input.

Long-term:

- ⇒ Utilize community feedback to adjust policing strategy to address community needs.

Objective 4: Representative Workforce

Short-term:

- ⇒ Convene workgroup to assess current make-up of department – race and ethnicity, language abilities, generational differences, etc.

Mid-term:

- ⇒ Brainstorm ways we can utilize this diversity to better connect with our community personally, through community policing, and via social media.

Long-term:

- ⇒ Apply this same information to help recruitment efforts to achieve a more representative workforce; and therefore, to further connect to our community.

STRATEGIC OUTCOME #2

COMMUNICATION

The La Crosse Police Department will enhance community policing through increased internal and external communication.

By addressing communication needs, the La Crosse Police Department will grow as leaders in providing a safe and vibrant community by improving the LCPD's culture of trust, staff training, and increased presence within our community through external communication.

Objective 1: Increase Internal Communication

Short-term:

- ⇒ Publish quarterly newsletter which includes a training section.
- ⇒ Annual discipline summary with a reminder on why the department does not communicate specific discipline issues (providing a positive tone regarding confidentiality).

Mid-term:

- ⇒ Closed circuit TV in station.
- ⇒ Computers programmed to have LCPD SharePoint page pop up with information (quarterly newsletter, updates, court dates, OT opportunities, press releases, etc.).

Long-term:

- ⇒ Smartphones or tablets issued to each department member for consistent communication.
- ⇒ Promote crime mapping and educate department members to be able to utilize the tools in the program.

Objective 2: Increase Internal Communication—Training

Short-term:

- ⇒ Update and simplify training request form to include a section specifically for comments and/or reason for Approval or Denial of training request. This would be routed back to the requesting officer.
- ⇒ Explore electronic training request system.

Objective 3: Increase External Communication

Short-term:

- ⇒ Develop a page on the La Crosse Police Department website, “Transparency in Policing”, which includes information regarding make up of department, recruitment, enforcement, use of force, etc.

Mid-term:

- ⇒ Assign officers to aldermanic districts. Each district will have an assigned officer to work with on issues such as communication, concerns, and safety.

Long-term:

- ⇒ Promote crime mapping tools using existing social media platforms as well as giving presentations to existing neighborhood associations.



STRATEGIC OUTCOME #3

STAFFING

The La Crosse Police Department will enhance community policing through increased officer staffing, sponsorships, recruitment efforts, and shift scheduling.

By addressing staffing needs, the La Crosse Police Department will grow as leaders in providing a safe and vibrant community by increasing our presence within our community.

Objective 1: Increased Officer Staffing

Short-term:

⇒ Pull officers from current assigned areas to assist with immediate needs.

Mid-term:

⇒ Reallocate funding in future budget process to increase officer staffing.
⇒ Apply for grant funding.

Long-term:

⇒ Request budget increase or total approved positions from the city council.





Objective 2: Sponsorships

Short-term:

- ⇒ Recruit qualified applicants.
- ⇒ Support officers through the academy via mentorship program.

Mid-term:

- ⇒ Support candidates to increase the likelihood of successful completion of program.

Long-term:

- ⇒ Develop well-rounded officers.

Objective 3: Enhance Recruitment

Short-term:

- ⇒ Improve recruitment tools such as video, advertising in diverse communities, and reaching out to schools like the University of Wisconsin—Milwaukee or the Fox Valley.

Mid-term:

- ⇒ Streamline process from recruitment to application to hiring in order to attract and secure the best candidates.

Long-term:

- ⇒ Reserve incentive program.
- ⇒ Retention from BGC mentoring, to Explorers, to Reserve Officer, to Police Officer.

Objective 4: Shift Scheduling

Short-term:

- ⇒ Reevaluate beat map.

Mid-term:

- ⇒ Research and take survey of shift options and hours.

Long-term:

- ⇒ Determine and implement best schedule, based on staffing and officer wellness.

STRATEGIC OUTCOME #4

FACILITIES

The La Crosse Police Department will enhance our ability to be leaders in providing a safe and vibrant community by building a new police department facility with secure parking and employee wellness facilities and programs.

A new police department facility will better serve the community in the following ways: a more inviting appearance, improved approachability, increased community engagement, improved morale as officers feel safer, and increased department efficiency, work, and utilities.

A secure parking facility will provide an environment that is safer for officers, victims, witnesses, and prisoners. Such a facility would eliminate issues related to weather conditions and decrease liability related to squad accidents.

Fit officers are safe officers who are better able to handle themselves when physically necessary, thereby providing a safer community. Additionally, officer and civilian employee wellness will positively impact the La Crosse Police Department in the following ways: fewer on-the-job injuries which will reduce workers compensation costs; improved Health Risk Assessment (HRA) score; and reduced stress which will increase overall wellness.

Objective 1: New Police Department Facility

Short-term:

- ⇒ Work with community for “buy-in” for the need for a new La Crosse Police Department.
- ⇒ Convene a Task force for Public Safety (combine police and fire department).
- ⇒ Complete a location and design/layout study.

Mid-term:

- ⇒ Obtain Common Council approval.
- ⇒ Acquire location for new facility.
- ⇒ Secure funding.

Long-term:

- ⇒ Build new facility and move in.

STRATEGIC OUTCOME #5

RESOURCE ALLOCATION

The La Crosse Police Department will enhance community policing through increased staffing, maximization of current resources, hiring dedicated IT staff and crime analyst, and creating an evidence collection team.

The La Crosse Police Department will grow as leaders in providing a safe and vibrant community by increasing our presence within our community and improving performance through staffing, evidence collection, and analysis.

Objective 1: Increased Patrol and Investigator Staffing

Short-term:

⇒ Obtain position approval from Common Council.

Mid-term:

⇒ Recruit from a diverse applicant pool.

Long-term:

⇒ Hire well qualified officers and maintain current eligibility list by conducting semi-annual hiring process.





Objective 2: Maximization of Resources

Short-term:

- ⇒ Identify our current resources, find weaknesses, and determine best strategies for improving or maximizing current resources.

Mid-term:

- ⇒ Allocate the funds to implement department changes.

Long-term:

- ⇒ Keep current technology and resources up-to-date.

Objective 3: Hire Dedicated IT Person and Crime Analyst

Short-term:

- ⇒ Obtain position approval from Common Council.
- ⇒ Secure funding.

Mid-term:

- ⇒ Identify office space.

Long-term:

- ⇒ Recruit and hire the best candidates.

Objective 4: Evidence Collection Team

Short-term:

- ⇒ Research other departments and how evidence collection teams function within them.

Mid-term:

- ⇒ Select and train personnel.

Long-term:

- ⇒ Secure vehicle and equipment necessary for effective implementation.

STRATEGIC OUTCOME #6

TECHNOLOGY

The La Crosse Police Department will use technology to enhance service and the safety of our community and officers.

Technology is an important tool in policing to assist in eliminating crime, enhancing officer safety and transparency, as well as enhancing community engagement. This technology will be used to identify crime trends, reduce crime, and improve community engagement and transparency.

Objective 1: Technological Enhancement

Short-term:

- ⇒ Enhance mobile forensics technology for investigations.
- ⇒ Enhance social media strategy through apps, Chief's blog, and emergent social media opportunities.
- ⇒ Enhance SharePoint for intradepartmental efficiency.

Mid-term:

- ⇒ Use live stream technology for community-based meetings and notifications.
- ⇒ Deploy Body Worn Cameras agency-wide.
- ⇒ Install and employ electronic line-up, boards/TV, and call screen in department.

Long-term:

- ⇒ Add Crime Analyst/PIO to Department staff.
- ⇒ Create crime scene unit and obtain necessary equipment.
- ⇒ Implement drug task force.
- ⇒ Add an in-house IT person dedicated to the Police Department.
- ⇒ Provide smart phones to each sworn member that interacts with body worn cameras and may be used as a camera at incident scenes, which will enable officers to:
 - Immediately view body worn camera footage.
 - Immediately tag evidence with a case.
 - Photograph crime scene and upload from the scene.

IN CONCLUSION



In conclusion, we would like to thank everyone that has made this Strategic Plan possible. Once again, Dr. Scott Dickmeyer from UW La Crosse proved to be a fantastic facilitator. Dr. Dickmeyer kept everyone on track and moving forward while engaging the group in many thought-provoking exercises.

We would also like to thank Mayor Tim Kabat, the City of La Crosse

Common Council, and La Crosse Police and Fire Commission, who provided feedback on the strengths and weaknesses of the department, as well as guidance on our strategic outcomes.

We look forward to the many possibilities that this strategic plan has outlined. There will be some changes and many enhancements to the quality of law enforcement and community engagement that will be realized as this plan is put in place. This is an exciting time for the La Crosse Police Department and the community as we roll out our new strategic plan in January of 2018.

Be sure to follow us as we continue to grow as leaders in providing a safe and vibrant La Crosse community.



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