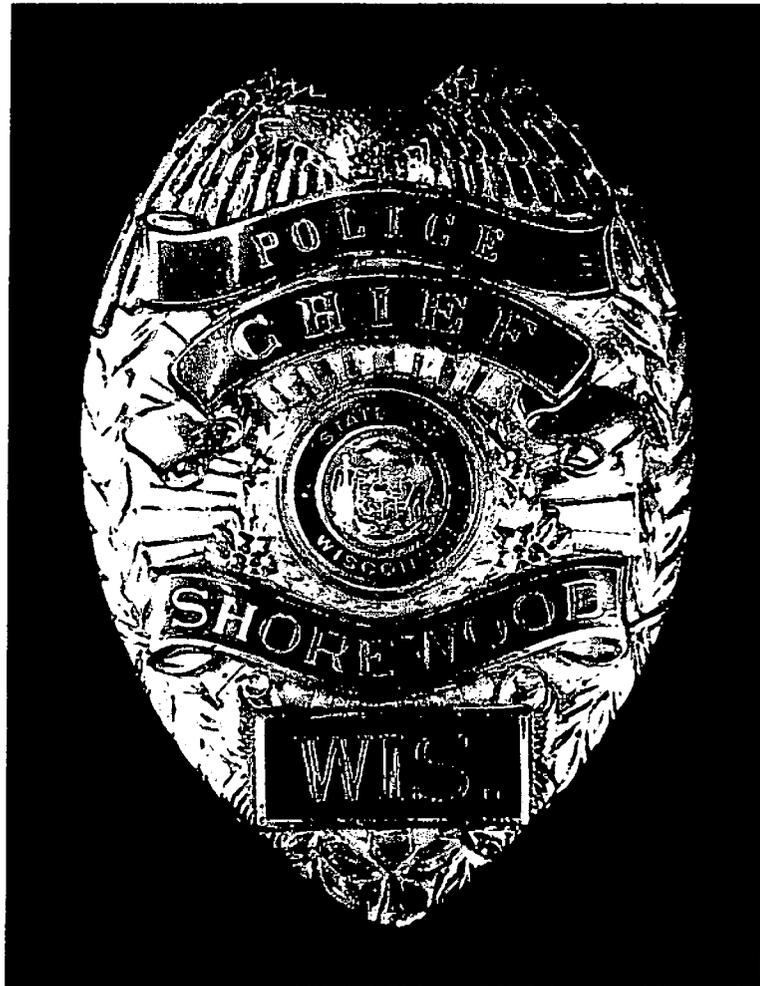


Shorewood Police Department

Strategic Plan 2010 - 2015



There are risks and costs to a program of action.
But they are far less than the long-range risks
and costs of comfortable inaction.

- John F. Kennedy

Shorewood, Wisconsin
May 2010

About the Community

Shorewood was incorporated as East Milwaukee in 1900 and in 1917; the name was changed to Shorewood. Shorewood is now a fully-developed, primarily residential landlocked village 1.5 square miles in size with aging infrastructure and housing stock. 75% of Shorewood's owner-occupied housing units were built on or before 1939; by 1967, nearly all residential land had been developed. Shorewood has no industrial land. With 6,361 housing units, Shorewood is primarily residential.

SHOREWOOD STATISTICS

- Population: 13,260
- Total area: 1.5 square miles
- Houses: 6,361
- 6,361 occupied homes (3,060 owner-occupied and 3,301 renter-occupied)
- Many of the houses have historic character with 3,000 built in 1939 or earlier
- Average selling price for a single-family home in 2006: \$396,877
- Median gross rent in 2006: \$626 (one-bedroom) / \$800 (two-bedroom)
- The Shorewood School District is comprised of two elementary schools, an intermediate school and a high school
- St. Robert School, a private Catholic school, serves K4 through grade 8
- There are five churches located in Shorewood: Fourth Church of Christ Scientist, Kingo Lutheran Church, Luther Memorial Chapel, North Shore Presbyterian Church, and St. Robert Catholic Church

Village of Shorewood Strategic Plan

In 2005 and again reviewed in 2009, the Village of Shorewood developed a strategic plan. By 2015 the Village of Shorewood will be:

- A vibrant urban community with safe, friendly neighborhoods offering a range of well-maintained housing options which reflect Shorewood's architectural heritage.
- A desirable community that continues to attract and retain residents who value Shorewood's community assets and rich diversity.
- A model community that welcomes broad citizen participation in civic decision making and is governed with a long-range, disciplined view of the future of Shorewood.
- An attractive community with strong property values and a competitive tax rate; well-maintained public infrastructure; quality, cost-effective, and valued Village services; and outstanding staff members who use collaboration, innovation, and technology to optimize productivity and service excellence.
- An ecologically-responsible community with a commitment to protecting the environment.
- A thriving community with a mix of attractive stores and services in a robust and profitable commercial center.
- A well-educated community in which public and other educational assets are cultivated in a spirit of collaboration to achieve excellence.

Shorewood's implementation plan focuses on the following strategic action:

- A. Promote vibrant urban housing that meets the needs of people of all ages and stages of life
- B. Maintain a safe, walkable, "small town" urban living experience
- C. Protect and enhance property values
- D. Deliver quality services at a competitive tax rate
- E. Remain committed to open, interactive communication with residents and property owners
- F. Protect and enhance the environment and public green spaces
- G. Collaborate to promote educational excellence for all

Shorewood Police Department Strategic Plan

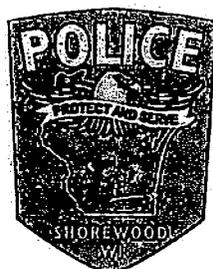


CHIEF'S NOTE

After the Village of Shorewood developed a strategic plan for the Village, we at the police department wanted to review our core services to ensure that we are in-line with the Village strategic plan and to give our employee a resource to guide them. The 2010 Police Department Strategic Plan is our first effort in setting a course for the Police Department in meeting the future needs of the Village of Shorewood. This process has been one of considerable effort and has been made possible with the teamwork and support of Village

Trustees, citizens and employees of the Shorewood Police Department. We hope you find it helpful and important.

The Shorewood Police Department 2010 Strategic Plan is designed to be a working document, reviewed and updated regularly and most importantly, brought into line with the needs of the community. The outcome of this process is the enhanced ability to effectively manage resources, provide accountability through measured results and efficiently adjust to change. Most importantly, it is designed to be an overview for the Department as a whole, allowing us all to work together to ensure and enhance the quality of life in Shorewood. In the most basic sense, it is the roadmap for our future.



Vision Statement

To ensure and enhance the quality of life in the Village of Shorewood

Mission Statement

The Shorewood Police Department recognizes that a pro-active approach to crime prevention and crime reduction is the highest priority. To obtain this the Shorewood Police Department will partner with the community to preserve peace, reduce fear, and make Shorewood a safe place to live, work, shop and play. The Shorewood Police Department is committed to working with the community to solving problems and achieving positive outcomes.

Core Values

Leadership	We are committed in leading the law enforcement profession by setting a mark of excellence in everything that we do, providing world-class service and providing the leadership to make Shorewood the place where all want to live, work, shop and play.
Integrity	Committing ourselves to elevated standards of trust, responsibility and honesty while promoting justice in a fair and impartial manner
Pride	We pride ourselves on our commitment to maintaining the public trust and respect through a commitment to the highest standards of professional ethics and standards. We are committed to respecting the rights and human dignity of all and the value of all members of the community and department
Professionalism	We are proud of our profession and will ensure that our staff is dedicated, highly trained and capable of handling the daily demands of the law enforcement profession.
Accountability	To promote public trust by upholding our obligations to the Community and Department
Vigilance	To be alert to issues and problems impacting our community
Service	We strive to provide a positive and exceptional response to the law enforcement needs of our community
Teamwork	We foster collaboration with our employees and the community in order to achieve shared goals and objectives
Honesty	We are truthful and open in our interactions with each other and with members of our community
Dedication	We are dedicated to provide the highest quality of service in a consistent manner that emphasizes effectiveness, efficiency and innovation. We are dedicated to empower our employees to take risks, expand horizons, and always pursue excellence

Goal #1 - Partner with the community to enhance the quality of life for all Shorewood residents

"The police are the people and the people are the police"

Sir Robert Peel

The Shorewood Police Department believes in Community Policing, our focus is on service delivery at the local level, and community partnerships. Community Policing is based on the theory that the prevention of crime is the responsibility of the total community and that police and the community share ownership, responsibility, and accountability for the prevention of crime.

Objective #1

To improve vehicle and pedestrian safety in the Village of Shorewood

Action Plan

- To perform an analysis of traffic patterns in Shorewood
 - Use of traffic speed signs along major traffic routes to monitor and obtain baseline speed and traffic counts
 - Use of traffic speed signs along designated walking routes to schools to obtain baseline speed and traffic counts
 - Analysis information to determine directed patrol
- To perform an analysis of traffic crashes in Shorewood
 - Review all traffic crashes for the previous three (3) years
 - Analysis to determine any patterns
 - On site visit to top ten crash locations to analysis possible contributing factors to the crashes
 - Make recommendations to the Village Board on possible new signage, speed controls or other suggestions to reduce crashes
 - Use directed patrol at select locations to reduce crashes
- To target specific actions and increase enforcement of driving behaviors that affect pedestrian safety
 - Use traffic speed and counts to determine directed patrol areas
 - Make recommendations to the Village Board on possible new signage, speed controls or other suggestions to reduce speed and help with pedestrian safety
- To work with the Department of Public Works on an analysis of traffic flow in the Village of Shorewood
 - Work with the Director of DPW Operations to do a complete analysis of current signage, traffic patterns and parking in the Village of Shorewood
 - With the Director's assistance, make recommendations to the Village Board on signage changes, new signage and other suggestions to improve the quality of life in Shorewood
- Establish a working relationship with the pedestrian Safety Committee to assist them in providing safety education to drivers and pedestrians

- Assign an officer to the Pedestrian Safety Committee
- Supply traffic crash reports and other pertinent information to the committee
- Work with committee on educational items

Objective #2

Reduce the illegal drug trafficking in Shorewood

Action Plan

- Create a drug suppression unit in the Shorewood Police Department to coordinate drug investigations
 - Assign a supervisor to oversee the unit
 - Assign one officer from each shift to work on the unit
 - Provide specialized training in the detection and apprehension of drug trafficking
 - Provide a quarterly report of all activities the Village Board
- Conduct “Drug buys” to dissuade buyers/sellers from these activities in Shorewood
 - Use officers from neighboring communities to assist in Buy/Bust activities
 - Aggressively request charges on all drug trafficking charges
 - Use the current nuisance ordinance to eliminate drug houses
- Strengthen partnerships with regional authorities to investigate drug trafficking in Shorewood
 - Attend monthly meetings with HIDTA
 - Become familiar with the fusion center and participate in it
- Aggressive use of Village nuisance ordinances and citations for drug offenses
 - Recommend to the Village Board ways to strengthen the nuisance ordinance
 - Use the nuisance ordinance to cite owners who will not cooperate with the removal of drug dealers

Objective #3

To preserve and maintain the neighborhoods as a quiet, safe and peaceful area to live

Action Plan

- Aggressive use of Village ordinances
 - the nuisance Ordinance
 - Unrelated subjects living together
- Implement neighborhood quiet zones
 - Recommend an ordinance to the Village Board on “Quiet Neighborhood Zones.”
 - Educate neighborhoods on new ordinance
 - Use directed patrol on key weekends to enforce the ordinance

- **Work with UW-Milwaukee Police Department to identify common issues**
 - Assign the Late Shift Sergeant as liaison to the UW-M Police Department
 - Share information on common issues/students
 - Request information on up-coming events that will impact the Village of Shorewood
- **Work with other Village Departments**
 - Assign a Lieutenant to coordinate efforts with the Department of Planning and Development
 - Assign a Lieutenant to coordinate efforts with the Department of Public Works
 - Work closely with the Health Department on issues discovered and rectify the issues as soon as possible.

Goal #2 - Connect with the community to enhance cooperation

*"Coming together is a beginning;
Keeping together is progress;
Working together is success."*
Henry Ford

It is imperative for the Shorewood Police Department and the community to have open lines of communication. It is only with the cooperation of the residents that the Shorewood Police Department can accomplish its mission of ensuring and enhancing the quality of life. By having open communication, residents will be more trusting and provide more information to assist the Shorewood Police Department in keeping Shorewood a better play to live, work, shop and play.

Objective #1

Establish and enhance citizen satisfaction through communication with community.

Action Plan

- Conduct "Town Hall" meetings
 - The Chief of Police along with key staff members will hold bi-annual "Town Hall" meeting to receive input from residents and businesses
- Meet with various community groups and committees
 - Assign an officer to different Village Committees
 - BID
 - Pedestrian Safety
 - Parks
 - Others as requested/needed
 - Send letter to all committees to offer Police Department assistance
- Actively participate in Village Board meetings
 - Maintain communication with the Village Board
 - Chief of Police will attend all Village Board meetings
 - Respond to request by members of the Village Board in a timely fashion
- Continue to use and enhance crime alerts through Nixle.com
 - Promote the use of Nixle crime alerts to all residents
 - Place information of the crime alert program on website and in local newspaper
- Maintain and enhance the Police Department website
 - Survey resident on what they would like to see on the website
 - Add additional information about crimes, crime prevention and Problem Orientated Policing.
 - Add contact information for frequently asked persons and agencies
- Distribute an annual report to the community
 - Add the annual report to the website
 - Place a copy of the annual report at the Village Library

- Establish a customer satisfaction survey
 - Design and implement a short survey to be handed/mailed out to citizens who had contact with the Police Department
 - Design a longer survey to be mailed to a random sampling of residents
 - Design a survey to be used with the Village satisfaction survey for 2011
- Develop and utilize various media services more effectively
 - Update policy on release of information to the media
 - Assign a supervisor as Public Information Officer (PIO)
- Expand the Neighborhood Watch program
 - Train more officers in neighborhood watch and assign one officer per sector as liaison to Neighborhood watch
 - Expand Neighborhood Watch to include "Senior Watch"

Objective #2

Enhance the public's education of the duties and functions of the police department.

Action Plan

- Continue and enhance the Citizen's Police Academy
 - Continue to enhance the program
 - Promote the program in the Shorewood Today magazine
- Conduct "Town Hall" meetings
 - The Chief of Police along with key staff members will hold bi-annual "Town Hall" meeting to receive input from residents and businesses
 - Explain the duties and limitations of the police department
- Have an annual "Open House" at the police facility
 - Show the residents the different equipment used by the police department
- Distribute a monthly report to the Village Board of Shorewood crime statistics

Objective #3

Provide outstanding customer service to the community

Action Plan

- Provide up to date information at the front desk
 - Update all contact information for Village services
 - Have a running calendar of special events
 - Continue customer service training for front desk personnel
- Provide current information on topics of interest to the residents through new and updated brochures
 - Update all currently published brochures
 - Determine frequently asked questions and develop brochures on same
- Provide "Crime Alert" information through a variety of distribution methods
 - Put reminder in the *Shorewood Today* newsletter
 - Put reminder in the Manager's Memo
 - Place information on the website

- Place the Nixle.com address at bottom of all press releases
- Handout at National Night Out, 4th of July and at the front desk of the police station

Objective #4

Create situations that provide positive contact with the residents of Shorewood.

Action Plan

- Stop at all block parties so residents can see an officer and squad car
 - Maintain calendar of block parties
 - Have current brochures and other positive reinforcement items to hand out at block parties
- Stop and walk the business district
 - Maintain a minimum of ½ hour of park and walk per officer on each shift
 - Develop relationships with store owners and managers
- Bicycle patrol in the parks
 - High visibility in parks
 - Stop and talk to citizens, provide baseball cards or other hand out items
 - Add a bicycle rodeo to the summer recreation department program
- Be present at all BID functions
 - Maintain calendar of BID events
 - Maintain high visibility at events
 - Provide baseball cards or other hand out items
 - Assist in the coordination and planning of events
- Attend committee meetings
 - Assign a liaison to Village committees
 - Regularly attend meetings to provide input as needed
- Continue and enhance the School Resource Officer (SRO) position
 - Provide additional training to the SRO in prevention programs
 - Offer more prevention programs to the grade schools
- Develop a SPD speaker bureau list for employees who would go out and speak on specific topics
 - Ask officers to volunteer for areas of interest
 - Provide a list of topics for the website
 - Develop a new brochure on topics and speakers available to the public
- Enhance the crime prevention duties
 - Assign an officer to crime prevention duties
 - Provide training to all officers on crime prevention
 - Hold semi-annual meetings of neighborhood watch blocks
 - Enhance communication between the Police Department and the neighborhood watch group
 - Start a business watch

Goal #3 - Crime prevention and Problem Oriented Policing model

*"The current crisis is gradually forcing a recognition—
on the part of both the public and the police—
that much more is required than simply law enforcement."*

Herman Goldstein

Problem Oriented Policing is not new; it has been around for a very long time. In the past it has been called simple "Crime prevention," then "Community Oriented Policing" and also "Broken Windows Policing." The concept is simple, look at the root causes of the crime or disorder and address those issues. We are dedicated to analyzing and problem solving the issues and concerns that affect the quality of life in Shorewood

Objective #1

Use the Problem Oriented Policing (POP) model throughout the Village

Action Plan

- Provide POP training to all Shorewood Police Department employees
 - Develop an officer(s) as trainers to train the entire department in Problem Oriented Policing ideas
 - Train all employees in POP
- Create four POP teams to work on root problems in each of the four sectors of the Village
 - POP Team 1, Southeast sector
 - Comprised of one Sergeant and one officer from each shift
 - Identify the underlying cause of calls for service
 - First three items
 - Duplex issues
 - Daytime congested parking
 - Auto speed; Lake Dr., Downer and Maryland Avenue
 - POP Team 2, Northeast Sector
 - Comprised of one Sergeant and one officer from each shift
 - Identify the underlying cause of calls for service
 - First three items
 - Parking in the 4400/4500 blocks of N. Oakland Avenue
 - Possible traffic congestion/issues with new developments
 - Atwater/St. Robert's traffic issues at drop off/pick up
 - POP Team 3, Northwest Sector
 - Comprised of one Sergeant and one officer from each shift
 - Identify the underlying cause of calls for service
 - First three items
 - Open garage doors/alley issues
 - Retail theft at Pick & Save, Walgreens
 - Pedestrian Safety issues on Oakland Avenue
 - POP Team 4, Southwest Sector
 - Comprised of one Sergeant and one officer from each shift

- Identify the underlying cause of calls for service
- First three items
 - Issues at River Park
 - Issues on the bike path/park area
 - Traffic issues on Oakland and the shortcut Morris/Menlo area
- Review Village ordinances regarding quality of life issues and make recommendations on improving them
 - Compare ordinances across the State
 - Recommend changes to strengthen ordinance
 - Recommend new ordinances as needed
- Increase Neighborhood Watch program
 - Train more officers in neighborhood watch and assign one officer per sector as liaison to Neighborhood watch
 - Expand Neighborhood Watch to include "Senior Watch"
 - Advertise and promote neighborhood watch
- Start a Business Watch program
 - Model after current business watch programs in Green Bay and Appleton
 - Encourage businesses to participate
 - Work with the BID
 - Assign an officer to maintain and expand program

Objective #2

Work with all Village departments to provide a uniform approach to crime and disorder

Action Plan

- Provide Problem Oriented Policing training to all Department Heads
 - Involve all Village staff
- Strengthen the crime free housing program (Nuisance ordinances and citations)
 - Compare ordinances across the State
 - Recommend changes to strengthen ordinance
 - Recommend new ordinances as needed
- Increase communication between departments
 - Use email to advise departments of current issues or trends
 - Post current crime trends at DPW and Library in staff area
- Train all Village employees on what is suspicious and how to report these activities.

Objective #3

Enhance officer's ability to effectively do their work

Action Plan

- Provide crime trend analysis on a weekly basis for better directed patrol
 - Provide training to Detectives on crime trend analysis
 - Provide training on computer programs to help with crime trend analysis

- Use speed signs to gather information on possible trouble areas
 - Use speed signs for baseline measurements on speed and traffic counts
 - Provide information on troubled times and locations to officers for directed patrol
 - Provide information to POP team sergeant for analysis and solutions
- Continue to give officers the equipment that is needed in their squad cars
 - Research new technology
 - Maintain the VARP and EARP schedule
- Continue to provide training in all areas of crime prevention and apprehension
 - Look for grants to enhance training
 - Develop certified instructors for more in-house training
 - Provide a training site for out of state instructors to allow our officers free training
 - Look for on-line training opportunities
- Look for grants to provide extra time on directed patrol activities
 - Train an officer in grant writing
 - Monitor all grant sites for new opportunities
 - Work with the North Shore on cooperative training
- Ensure that crime reports are completed and entered into the records management system in a timely manner.
 - Supervisors to monitor shift activities
 - Enter reports in a timely manner for better crime trend analysis

Goal #4 - Organizational design and staff development

*"If you do this job properly,
there is nothing more noble
you will do with your life"*

Andrew Jacobs, Sr.

The police department consists of dedicated employees who are committed to providing the highest quality of police services in a professional and courteous manner. The Village of Shorewood recognizes the dedication and will assist the Department in accomplishing their goals and objectives.

Our department takes great pride in providing for public safety, security, education, and the protection and welfare of persons and property. We do, however, recognize that maintaining a safe community is only possible because of a strong and valued relationship between our department and the citizens of Shorewood.

Objective #1

Restructure the organization to best accomplish the Village and Police Department's strategic plans

Action Plan

- **Review current organizational structure (Appendix 1)**
 - Review current structure and future needs
 - Review other department structures of similar size departments
 - Make recommendations to Village Board on future Department structure
- **Study current and future allocation of police personnel**
 - Review core services
 - Apply "Lean process" to all core services
 - Determine staffing needs to accomplish each of the objectives in the strategic plan
 - Recommend organizational structure that will allow for the greatest flexibility and meet service delivery needs

Objective #2

Improve police facilities to keep pace with police department and community needs

Action Plan

- **Conduct a space needs assessment of current police facility**
- **Study duplication of police facility needs with neighboring community**
- **Study alternate facility sites**
- **Recommend a new police facility**

Objective #3

Provide Shorewood Police Department personnel with training opportunities which supports their personal and career development potential

Action Plan

- **Continue to prioritize and enhance critical skills training**
 - **Look at mandated training**
 - **Review department specialized training needs**
- **Develop certified instructors for more in-house training**
 - **Work with the North Shore on cooperative training**
- **Create an employee development/career track**
 - **Survey all employees to determine their career goals**
 - **With employee, develop a career track and training plan**
- **Continue to seek grants for officer training**
 - **Train an officer in grant writing**
 - **Monitor all grant sites for new opportunities**
- **Develop a succession plan**
 - **Provide job-related educational opportunities**
- **Provide mentoring to new officers**

Objective #4

Value officers and support staff

Action Plan

- **Maintain a bi-weekly bulletin to all staff to increase the flow of internal communication across the department**
- **Continue to hold regular monthly supervisor staff meetings**
- **Actively solicit new ideas from all employees**
- **Increase recognition program for all employees**
- **Implement a department-wide voluntary fitness program**
- **Develop a Critical Incident Stress Management Program**
 - **Develop a *Police Officer Support Team (P.O.S.T.)***
 - **Train officers**
- **Ask all employees for a 360 evaluation of management staff**
- **Continue to increase the diversity of the staff**

Objective #5

Develop a unified approach to all major incidents

Action Plan

- **Develop an Emergency/All Hazards Plan**
 - **Mandated Village plans**
 - **Develop master emergency plan**
 - **Train all Village employees on plan**

- Continue to use and train in National Incident Management System (NIMS)
 - Continue training in NIMS
 - Develop certified instructors for in-house training
 - Train all Department Heads in NIMS
- Research technology to be used in emergency situations
 - Develop a book on all possible resources
- Assess emergency equipment needs
 - Review all Village owned equipment that might be needed for an emergency
 - Develop a list of equipment, location and operator of each item
 - Develop a list of possible equipment and who the Village would need to call if needed (not Village owned equipment/services)
- Continue to work with the Shorewood School District on critical incident response to schools
 - Assign the SRO to the school safety committee
 - Review all school emergency plans
 - Train with the school on these plans

Goal #5 - *Improve technology*

*"We must plan for the future
because people who stay in the present
will remain in the past"*
Abraham Lincoln

The Village of Shorewood and the Shorewood Police Department understands that technology is a key ingredient to success. The Village of Shorewood will use technology to assist the Shorewood Police Department to be successful in their objectives. We will also use technology to enhance the quality of life for the residents of Shorewood.

Objective #1

Use technology to assist the residents of Shorewood

Action Plan

- Implement an on-line citation and parking citation payment program
 - Review current technology
 - Review future Village needs
 - Recommend technology to the Village Board
- Implement an on-line over night request program
 - Review current technology
 - Review future Village needs
 - Recommend technology to the Village Board
- Enhance the website to provide more information for residents
 - Review current website
 - Review other village and city websites for possible ideas
 - Review with technology committee and change as recommended
- Use social media outlets to advise residents of current crime trends and alerts
 - Use Nixle for crime alerts
 - Assist Village with Facebook and Twitter
- Find and use a pin-mapping program for residents to see local crime trends
 - Review current web based programs
 - Recommend a program to the Village Board to allow all residents to view current crime trends

Objective #2

Use technology to assist officers in doing their job

Action Plan

- Implement an electronic citation writing program
 - Review technology in squad cars to determine if possible
 - Implement BadgerTracs citation writing program
- Implement an electronic parking citation program
 - Review current technology

- Review current and future needs of the Shorewood Police department
- Recommend a possible solution to the Village Board
- Continue to improve the squad car computing system
 - Review current technology
 - Review current and future needs of the Shorewood Police department
 - Recommend a possible solution to the Village Board
- Update all in-car video cameras
 - Review current technology
 - Review current and future needs of the Shorewood Police department
 - Recommend a possible solution to the Village Board
- Research new technology in the field of law enforcement
 - Maintain current technology
 - Research new technology
 - Attend the State and National conference to learn about new technology
- Research on-line training for officers

Objective #3

Research and use technology to assist in sustainability of Shorewood

Action Plan

- Research alternate fuel vehicles
 - Research the use of Hybrid vehicles for support service vehicles
 - Research the use of electric vehicle for the Community Service Officer
 - Research bio-diesel fuels
- Research the use of alternate energy sources in the new police facility
 - Research the use of radiant heat in the garage
 - Research the use of solar energy for court/community room
- Research the use of different technologies for sustainability
 - Research the use of computerizes heating and air conditioning for the new police facility
 - Use of motion sensors for lighting in new police facility
 - Use of water saving toilets in new police facility
 - Use of rain garden for roof water runoff