

**TOWN OF БЕЛОIT POLICE DEPARTMENT  
STRATEGIC PLAN  
2017-2021**

**PREAMBLE**

**We recognize that we are government's most visible representative and that we respond to the needs of our customers, 24 hours a day, seven days a week.**

**We recognize the awesome responsibility to fairly and wisely exercise the unique powers given to us to accomplish our mission.**

**We acknowledge that we are held to a higher standard; therefore, our personal and professional lives must be exemplary.**

**OUR MISSION**

**The mission of the Town of Beloit Police Department is to provide servant leadership to enhance the quality of life in our community by working in partnerships, with the citizens who live, work, or visit. To protect and serve the community's quest for a peaceful and safe existence, free of fear, and with democratic values applied equally to all citizens.**

**TO ACHIEVE THIS MISSION, WE COMMIT TO THESE SPECIFIC VALUES:**

- We value human life above anything else. We will always use only the minimum amount of force necessary in all situations above dialogue
- We value community opinion and response as a means of identifying and addressing public safety quality of life issues. We exist to provide a servitude leadership to our community by setting examples
- We value problem solving and hold ourselves accountable for working to solve community problems through nontraditional means not limited to the criminal justice system
- We value teamwork. We recognize the importance of each team member as an individual. We believe that cooperation among ourselves will enable us to combine our diverse backgrounds, skills and styles to achieve common goals
- We value integrity. We believe that integrity is the basis for personal and public trust. We will not compromise ourselves or others

**THE PROCESS**

The Town of Beloit Police Department understands that our internal priorities may not always align with the expectations of the community. Though the department has responsibilities for resource allocation, the community has expectations for services, what services are provided and how. In developing the strategic goals for the next five years, we looked at the growth potential of the Town incorporation into a Village and the economic effects on the department. We wanted to know, what does the community want from their police department? As a result, the strategic goals of the department are based on the following:

Information provided from the Town Administrator and Board of Supervisors on plans for future growth development, community listening and information sessions held during the 2017 fiscal year, an internal

examination and audit of ourselves and the department's infrastructure. How are we spending our time? What systems or processes are working and not working? How do employees feel about their work environment? Police are skilled at analyzing crime-related problems and identifying solutions, but rarely do we take a step back and ask important internal questions. Information received from department team members complemented what we heard from the Town Administrator and Board of Supervisors. The results of this evaluation were used to establish four broad goal areas:

Health and wellness within the department and community, a more efficient approach processes of services and internal processes. Professional positional development for growth and sustainability through mentoring development.

## **STRATEGIC PLAN**

This report summarizes the Town of Beloit Police Department's five year strategic plan (2017-2021). It presents strategies that will, as they are implemented, be the means through which the Town of Beloit Police Department strives to meet the public safety needs of our community.

Town of Beloit Police Department's Strategic Plan 2017-2021 has been developed to help focus the department which continues to be a rapidly changing environment.

Like most police organizations today, the department faces challenges and difficult decisions resulting from three major factors:

- Increasing service expectations
- More sophisticated criminal activity
- Limited financial and human resources

To succeed as a police organization, we must manage these factors effectively. This management requires:

- Leadership
- Openness to change
- The creativity and integrity of our departmental staff members

As a result, our Strategic direction for the next five years focuses on seven key elements:

1. Leadership and Ethics
2. Community Oriented Policing and Problem Solving
3. Technology
4. An Inclusive Environment
5. Organizational Capacity and Operational Readiness
6. Communications
7. Wisconsin Accreditation

## LEADERSHIP and ETHICS-CHANGE AND OUR PEOPLE

### GOAL STATEMENT

**We will develop ethical leaders at all levels of the Town of Beloit Police Department through training and by implementing dispersed leadership and shared responsibility, succession planning, mentoring and role modeling. This will result in decisions made at the lowest possible level to encourage initiative and creative problem solving, enhancing trust upward, downward, laterally and within the community.**

Never before has the officer on the street been impacted by so much change: complex technology, organized and semi-organized crime, commuter traffic problems, increased community expectations, and new strategic partnerships are just some of the issues faced by today's police professionals. It is imperative that we survive these changes and that we manage them effectively. To do so, we must understand how significant changes occurring in the community or work environment are impacting our people.

Through a new departmental focus on organized ethics and the cultivation of expertise in leadership in all of our employees, we believe that the dynamics of change may be positively managed. Our people are one of the community's greatest assets and we will continue to focus on supporting and strengthening our team. The next five years will see a focus on dispersed leadership and shared responsibility, the recruitment process and the training and retention of highly skilled employees. We will develop a peer support program to sustain our most valuable asset, our employees.

<b>LEADERSHIP and ETHIC STRATEGIES</b>	<b>RESPONSIBLE</b>	<b>TIMELINE</b>
Develop leadership team/committees	Chief Northrop	4 <sup>th</sup> quarter 2018
Develop and implement a program for critical incident stress management, with the implementation of the Police Chaplain's program	Sgt. Palmer	4 <sup>th</sup> quarter 2018
Arrange for training for collateral, specialized and senior officer positions	Sgt. Hasse	2019
Review and revise an annual department-wide training report analysis for retention, positional, and growth	Chief Northrop & Lori Quinn	2019
Peer and spouse support program	Leadership team	2020
Dispersed leadership & shared responsibility	Chief Northrop & leadership team	Ongoing
Leadership development: officers trained in LPO/Leadership command college	Chief Northrop & Lori Quinn	Ongoing
Review of the department's performance evaluation process for sworn and non-sworn personnel	Chief Northrop & Sgt. Jones	4 <sup>th</sup> quarter 2018

## COMMUNITY ORIENTED POLICING PROBLEM SOLVING

### GOAL STATEMENT

**We will develop and implement problem solving endeavors in partnerships with the community in order to promote safety and prevent crime.**

The best example we can provide of the importance of this element is through our continued and strengthened focus on preventing crime and informing the public about what is happening in their community. Many people believe that the world (and by extension, their community) is not as safe as it once was. The Town of Beloit Police Department recognizes the influence we have over the issue. We believe that the role of the department goes far beyond law enforcement and maintaining public order. It is clear to us that preventing crime from happening is crucial to influencing the quality of life in the Town. We also understand that crime prevention is a joint effort between the department and community; however, we strongly believe it is our role to lead the charge. In addition, we see that opportunities exist to make changes to the way we allocate resources and approach law enforcement. In the next several years the Town of Beloit has an opportunity for growth through incorporation into the Village of Riverside. During this transition we will pilot several programs to assist our citizens in keeping informed and prepared. For example, we will implement a citizens' academy, later extending it to our youth. A greater focus will be on the health and wellness of the community being addressed through programs to build partnerships throughout Rock County. Also, with growth, we will develop a comprehensive neighborhood-based patrol plan.

<b>COMMUNITY ORIENTAED POLICING &amp; PROBLEM SOLVING</b>	<b>REPOSIBLE</b>	<b>TIMELINE</b>
Implement Citizens' Academy/Partner with Tbfd for youth academy	Sgt. Palmer	2017/2018 Completed
Pilot Neighborhood watch groups/expanded groups	Officer Tucker	Ongoing
Implement NARCAN use and training/develop investigation and prevention strategies to combat the opiate epidemic	Sergeant team	2018/Ongoing
Redistrict-beat boundaries	Sgt. Hasse & leadership team	2020/2021
Develop workable program with the school district, classroom presentations, once per semester, PMC (Popcorn and a Movie Night with Cops)	Sgt. Jones & leadership team	Ongoing
Update training needs for water safety patrol and community outreach programs	Sgt. Hasse & Tucker	Ongoing
Implement the pilot program for ARDC purpose Purple Tube Project/joint effort with the Tbfd to enhance and promote elderly safety	Chief Northrop	2018
Identify mission, vision and value statement to guide officer decision making	Chief Northrop	2017 Completed
Implement strategies in training/investigations/resources in human trafficking	Officers Regenauer, Duncan	Ongoing
Implement business partnerships in investigate tools (Leads Online, etc.)	Officer Tucker	2018
Develop partnerships with diverse community groups with focus of officer involvement and joint training efforts	Leadership team	2019
Participate in the County wide DEC (Drug endangered children) program response team	Chief Northrop	2018/Ongoing
Investigate Grant opportunities for crime prevention	Officer Regenauer	Ongoing
Promote transparency & citizen engagement	All	Ongoing
Evaluate and investigate Safe Kids Coalition	Chief Northrop	2018

## TECHNOLOGY

### GOAL STATEMENT

We will use technology to improve our work efficiency and effectiveness such as:

- Increase officer technology to enhance investigative practices
- Increase the time spent by officers in the field
- Increase access to information
- Track problem-solving efforts

Information technology systems play an integral part in our ability to provide law, order and safety services to the community. The challenge for us is to provide professional and consistent policing services, twenty-four hours a day, supported by a broad range of IT systems. Some parts of a police department IT architecture such as the 911 emergency phone systems contribute to the protection of community safety, while other systems, such as police radio network, provide effective coordination of resources and a safety link for police staff working in the field.

Our primary consideration when considering technology is the need to clearly define the functions to be performed and the working environment in which the specific hardware and software that might be available to meet our requirements. Technology is simply one more tool that if used properly can save use time and effort.

<b>TECHNOLOY</b>	<b>RESPONSIBLE</b>	<b>TIMELINE</b>
Research and purchase an electronic fingerprint system	Sgt. Hasse	2017 Completed
Implementation of the electronic fingerprint system	Sgt. Hasse	1 <sup>st</sup> quarter 2018
Implement Done program	Sgt. Hasse	4 <sup>th</sup> quarter 2018
Implementation of electronic scheduling program	Sgt. Hasse	2017 Completed
Use of electronic scheduling and implementation of a 10 hour scheduling model	Chief Northrop & Sgt. Hasse	1 <sup>st</sup> quarter 2019
Primary weapon change over Glock 17 9mm	Officer Woerth	2017 Completed
Implement investigative software (Leads Online)	Officer Tucker	2017 Completed
Program and improve radio operability and frequency	Sgt. Hasse	2017 Completed
Increase social media venues in information sharing	Sgt. Palmer & Officer Regenauer	2020
Update the police department video recording security system	Sgt. Hasse & Officer Regenauer	2 <sup>nd</sup> quarter 2018
Enhance COBAN capabilities in storage of photo and video data	Sgt. Hasse	2 <sup>nd</sup> quarter 2018
IBRS (Incident base reporting system), training and implementation	Chief Northrop, Lori Quinn, and Tammy Nimmo	4 <sup>th</sup> quarter 2017 Completed
Continued research on legal issues and trends for the implementation of body cameras	Sgt. Hasse	4 <sup>th</sup> quarter 2018
Evaluated evidence management systems update needs	Karen Thorson	2019

## **AN INCLUSIVE ENVIRONMENT**

### **GOAL STATEMENT**

**Our employees are our greatest asset. We will empower them to drive change and participate in decision making.**

In building an inclusive environment we want each employee to feel good about where they work, for whom they work, and whom they serve. We will seek not only to create a good working environment for our employees but an understanding in the community that sees their police department as an integral component of the government and not one that exists because it has been legislated upon it.

Change is best led when there is a “guiding coalition” of employees that recognize a sense of urgency.

<b>AN INCLUSIVE ENVIRONMENT</b>	<b>RESPONSIBLE</b>	<b>TIMELINE</b>
Create focus groups for employee participation	Chief Northrop	4 <sup>th</sup> quarter 2018
Create standing committees for employee participation	Chief Northrop	4 <sup>th</sup> quarter 2018
Create special teams for employee participation	Chief Northrop	4 <sup>th</sup> quarter 2018
Provide project management opportunities for non-sworn employees, Sgts. & officers to chair & manage	Chief Northrop & leadership teams	4 <sup>th</sup> quarter 2017 Ongoing/Completed

**ORGANIZATIONAL CAPACITY and OPERATIONAL READINESS**

**GOAL STATEMENT**

**In keeping with our mission, we will challenge ourselves not to be satisfied with our current capacity but seek to improve in our ability to prevent, respond to and mitigate any incident or threat and make it better.**

“Leadership is the process of influencing human behavior to achieve organizational goals that serve the public, while developing individuals, teams and the organization for future service to the public”.

A leader is responsible for developing individuals who are capable of making future contributions to organizational goals, acting like leaders when called upon, and becoming formal leaders in the future. A high-performance organization practices “shared responsibility” and has institutionalized “dispersed leadership” to achieve excellence in performance. An organization must have the capacity to adapt to rapid change brought by new environments and missions and to perform at higher levels in more complex situations. This requires leadership at all levels within the department.

<b>ORGANIZATIONAL CAPACITY &amp; OPERATIONAL READINESS</b>	<b>RESPONSIBLE</b>	<b>TIMELINE</b>
Identify training officer	Chief Northrop	2018
Increase FTO trainers	Chief Northrop	2017 Completed
Create succession plan & redundancy for department	Chief Northrop	2019
Implement SWAT positions (2) with RCSO	Chief Northrop	2017 Completed
Partner with SIU through RCSO, 1 position	Chief Northrop	2017 Completed
Increase staffing levels to increase positions within the department, i.e. Investigator position and Lieutenant rank	Chief Northrop	2020
Complete a needs assessment with Turner School District for an SRO position	Sgt. Jones	3 <sup>rd</sup> quarter 2019
Investigate and assess the need for a K-9 program	Chief Northrop & Sgt. Hasse	3 <sup>rd</sup> quarter 2018
NIMS certification update and levels of advancement	Sgt. Jones & Lori Quinn	4 <sup>th</sup> quarter 2018
Arrange to have office personnel trained in CPR/AED and schedule update training for all sworn personnel	Sgt. Palmer	1 <sup>st</sup> quarter 2018 Completed
Update and develop emergency operational plan	Sgt. Jones/TBFD	2 <sup>nd</sup> quarter 2018
Increase number of range instructors	Chief Northrop	4 <sup>th</sup> quarter 2017 Completed
Develop comprehensive professional development program for all employees	Leadership team	1 <sup>st</sup> quarter 2019
Continued specialized training for those serving on special teams, i.e. SWAT, SIU, Evidence Tech team	Sgt. Hasse	3 <sup>rd</sup> quarter 2018
Identify & arrange for management training mentoring within the department	Chief Northrop & Lori Quinn	Ongoing
Forecast needs for positional training & arrange for appropriate training	Sgt. Palmer & Lori Quinn	2019 Ongoing
Identify collateral assignments for employees	Leadership Team	2018
Honor Guard unit	Sgt. Hasse & Leadership team	2020
Space needs study for officer/sergeant work environment	Chief Northrop	4 <sup>th</sup> quarter 2017 Completed
Conduct incident command tabletop exercise to evaluate the emergency operation plan	Town Representatives	June 2018
Conduct a practical operation exercise incident command emergency operation	Town Representatives	September 2018



## COMMUNICATIONS

### GOAL STATEMENT

**The Town of Beloit Police Department is an open system. We strive to keep employees, citizens and other interested persons informed in all that we do. We collaborate and partner with special interest groups, citizens, the business community, media and school district.**

In order to have a fully engaged community, one that understands and accepts its responsibilities in crime prevention and order maintenance, it must be informed. Having information is critical to being successful. We will practice providing information using the most advanced systems available to keep the community and employees informed.

<b>COMMUNICATION</b>	<b>RESPONSIBLE</b>	<b>TIMELINE</b>
Evaluate department needs and changes in operational strategies	Chief Northrop	2017 Completed
Develop 5-year strategic plan	Chief Northrop	1 <sup>st</sup> quarter 2018 Completed
Hold two departmental staff meetings a year	Chief Northrop	Ongoing
Monthly Sergeant meetings	Chief Northrop	Ongoing
Hold two Community listening sessions a year (Coffee with a Cop)	Chief Northrop	Ongoing
Problem solving and operational data bulletin board	Sergeants	2018
Develop and implement information sharing electronic DIR/24-hour computer report available to all staff	Sgt. Hasse	2017 Completed
Quarterly ride along with officers	Chief Northrop	Ongoing
Social Media postings on Face Book and other media outlets for public information sharing.	Sgt. Palmer	Ongoing
Officer attending training information handouts/PowerPoint	Sgt. Jones & Lori Quinn	Ongoing
Develop guidelines for Sergeant media releases and sending	Chief Northrop	3 <sup>rd</sup> quarter 2018
Organization of electronic files and forms, developing a yearly review process for consistency	Leadership team	2019
Develop a strategy of notification to the schools for the (Handle with Care) program	Sgt. Jones	4 <sup>th</sup> quarter 2018

## WISCONSIN ACCREDITATION

### GOAL STATEMENT

**As an integral component of the government for the Town of Beloit Police Department we will seek to achieve, objectively verify, and maintain high quality operations through periodic evaluations conducted by an independent, nongovernmental body that has established standards for its “clientele”.**

Accreditation is a concept, a process and a status. It is a concept unique in the law enforcement field to encourage organizations in the evaluation and improvement of their services. It is a process by which an organization formally seeks an independent judgement that is substantially achieves its own objectives and is generally equal in quality to comparable institutions or specialized units. It is a status given an organization which has gone through the accrediting process and has been judged to meet or exceed general expectations of quality.

<b>WISCONSIN ACCREDITATION</b>	<b>RESPONSIBLE</b>	<b>TIMELINE</b>
Develop part-time position and implement Accreditation Consultant (Steve Kopp)	Chief Northrop	2017 Completed
Develop part-time position for Evidence Clerk management for Accreditation process for re-certification (Karen Thorson)	Chief Northrop	2017 Completed
Overseeing and direction of accreditation process for re-certification	Sgt. Palmer	Ongoing
Develop mentoring for accreditation manager re-placement	Chief Northrop	2018/2019
Develop accreditation timeline	Steve Kopp	2 <sup>nd</sup> quarter 2018
Update accreditation files for addition 5	Sgt. Palmer & Steve Kopp	1 <sup>st</sup> quarter 2018
Review and format General Orders and Policies to Accreditation Standards	Steve Kopp	2 <sup>nd</sup> quarter 2018
Conduct 3-year review of all Policies and General Orders	Chief Northrop	2 <sup>nd</sup> quarter 2018
Onsite-mock	Sgt. Palmer & Steve Kopp	July 2018
Onsite-Accreditation review	Sgt. Palmer & Steve Kopp	October 2018
Receive Wisconsin Accreditation	Department Representatives	November 2018

**The Town of Beloit Police Department**  
**“Where Servant Leadership is our priority to lead by example”**  
**2017 – 2021**

**GOALS**

- **Build an Inclusive Environment**
- **Improve Communications**
- **Build Organizational Capacity and Operational Readiness**

**ACTION PLAN**

- **Sustain and Affirm an Ethical Climate**
- **5-year strategic plan reviewed and updated annually**
- **Institutionalize Community Oriented Policing Problem Solving**
- **Received Re-Accreditation**

**SPECIFIC INITIATIVES**

- **IDENTIFY FOCUS GROUPS FOR EMPLOYEE PARTICIPATION**
- **HOLD DEPARTMENT MEETINGS, SHIFT MEETINGS, LEADERSHIP TEAM MEETINGS, COMMUNITY LISTENING SESSIONS, RIDE-ALONGS WITH OFFICERS, FOCUS GROUPS**
- **DEVELOP DISPERSED LEADERSHIP AND SHARED RESPONSIBILITY**
- **COMPREHENSIVE PROFESSIONAL DEVELOPMENT AND TRAINING PROGRAM THAT FOCUSES ON SELF DEVELOPMENT, EDUCATION PROGRAMS, AND COLLATERAL ASSIGNMENTS**
- **IDENTIFY VISION, MISSION AND VALUES**
- **PROMOTE BEAT ASSIGNMENT RESPONSIBILITY AND NEIGHBORHOOD INTEGRITY AND TEAM BUILDING**
- **DEVELOP COMMUNITY NEGHBORHOOD PROFILES**
- **PROBLEM SOLVING**
- **EMPHASIZE CUSTOMER SERVICE**
- **UPDATE GENERAL ORDERS CONSISTENT WITH ACCREDITATION FORMAT**
- **IDENTIFY NEW TECHNOLOGY AND EVALUATE FACILITY SPACE TO BEST MEET EMPLOYEE AND CITIZEN NEEDS**