Grafton Police Department

POLICE

GRAFTON · WISCONSIN

IN GOD
WE TRUST

2021 to 2026

Strategic Plan

Serving Our Community with C.A.R.E.
Compassion | Accountability | Respect | Empathy

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Message from the Chief

As Chief of Police, I am pleased to present to you {Y}our Grafton Police Department's 2021 to 2026 Strategic Plan. Our new plan is a single guiding document that identifies the organizational priorities and represents our vision for the future. This plan was derived from an analysis of the department's strengths, weaknesses, opportunities, and threats (SWOT), employee contributions, community feedback, and includes elements that coincide with the Village's Areas of Emphasis.

The plan contains our new mission and vision statements and demonstrates our commitment to address community concerns through an insightful examination into emerging issues. It establishes our responsibility to our employees to develop their abilities and skills to meet the challenges of 21st Century policing.

The objectives and strategies highlighted in this plan are designed to support our five principal goals:

1) **Prevent crime:** Preventing crime is the primary mission of policing. Crime prevention promotes the health and welfare of a community instead of merely curing its ills (crimes). It reduces the threat and fear of crime on the front end and enhances the sense of security and leads to a high quality of life within the community.
2) **Provide effective police services:** We are committed to ensuring Grafton remains a safe community by employing the best practices in law enforcement to meet the challenges of 21st century policing.
3) **Develop, strengthen and sustain partnerships:** We recognize that trust is a paramount component for us to be successful. We must have the confidence, support and respect of our neighbors. We are committed to developing and maintaining partnerships with our neighbors, with our internal Village partners, and with our regional, state and national public safety partners.
4) **Develop personnel:** We will provide the best equipped, and most highly trained and committed employees to help meet the needs of our community.
5) **Enhance infrastructure:** We will focus on implementing the latest technology and improving our citizen to police network to remain a high performing, professional police department.

This document was written in such a way that it is adaptable to the rapid growth of the Grafton community. A review and prioritization process will occur annually, and a new plan will be constructed in 2026.

I invite you to review our Strategic Plan initiatives, which reaffirm our commitment to proactively and responsively provide police services that enhance the safety and the quality of life in the Village of Grafton.

Jeff A. Caponera
Chief of Police

Mission

It is the Mission of the Grafton Police Department to provide professional, impartial, and ethical law enforcement services through Compassion, Accountability, Respect, and Empathy (CARE).

Vision

The Grafton Police Department will be recognized as a standard of law enforcement excellence. Our commitment to provide continuous staff development will ensure our professional team will meet the diverse needs of our community. We will be a professional, progressive, and community-minded law enforcement agency with a strong commitment to working in partnership with our neighbors to provide a safe, secure environment that enhances their quality of life. We will implement crime prevention strategies that are fair, consistent, and unbiased to help prevent crime and reduce the fear of crime.

Core Values

We will serve our community as GUARDIANS by adhering to these fundamental components

INTE**G**RITY
UNBIASED
TR**A**NSPARENT
RESPECT
LEA**D**ERSHIP
SERV**I**CE
APPROCHABLE
HO**N**ESTY
COMPA**S**SION

GOAL 1: PREVENT CRIME

Objective #1: Enhance Crime Reduction Strategies

1.1.1 Increase visibility of police throughout our community
1.1.2 Establish "crime deterrent objectives/direction" by area through outreach, constituent issues and neighbor contact
1.1.3 Develop/enhance crime prevention programs
1.1.4 Explore and implement technology that will assist with crime prevention efforts (i.e. parking lot cameras, license plate reading systems)
1.1.5 Develop crime prevention or community programs and strategies that are culturally diverse and/or culturally specific
1.1.6 Provide advanced crime prevention training to all officers
1.1.7 Empower patrol officers to identify and develop solutions to neighborhood specific issues
1.1.8 Enhance intelligence capabilities
1.1.9 Implement directed enforcement initiatives
1.1.10 Increase the presence of neighborhood and business crime watches
1.1.11 Engage in offender-based initiatives
1.1.12 Develop a Crime Prevention Officer position and identify his/her role and function
1.1.13 Renew and expand the Crime-Free Multi-housing program

Objective #2: Reduce Victimization

1.2.1 Address unique crime prevention needs associated with diverse populations
1.2.2 Enhance partnership with Village departments to address concerns associated with aging neighborhoods
1.2.3 Identify current and emerging crime trends within the business community and develop proactive strategies to prevent them
1.2.4 Reinvigorate relationships with established retailers and establish relationships with new retailers/businesses (box stores, strip centers)
1.2.5 Continue to partner with Grafton School District to identify and address crime prevention needs
1.2.6 Continue the use of technology (social media) to provide tips to reduce the likelihood of being a victim
1.2.7 Explore grant funding opportunities to establish a Crime Victim Advocacy program
1.2.8 Attend monthly regional intelligence meetings

Objective #3: Enhance Traffic Safety

1.3.1 Promote traffic safety and employ accident reduction strategies using a data driven approach
1.3.2 Apply for and use grant funds provided by WiDOT to promote outreach programs and enhance OWI enforcement measures
1.3.3 Conduct cost/benefit analysis of implementing a traffic enforcement unit that includes the use of police motorcycles
1.3.4 Enhance partnership with DPW to identify solutions to known traffic issues

GOAL 2: PROVIDE EFFECTIVE POLICE SERVICES

Objective #1: Evaluate Staffing Needs

2.1.1   Conduct a workload allocation and deployment study using a data driven approach
2.1.2   Deploy personnel to maximize effectiveness
2.1.3   Review staffing ratios (uniformed & professional staff)
2.1.4   Evaluate effectiveness and feasibility of a civilian public safety officer (PSO) program
2.1.5   Explore grant opportunities

Objective #2: Enhance Investigative Services

2.2.1   Strengthen partnership between the Detective Bureau and Patrol
2.2.2   Evaluate services provided by Detective Bureau
2.2.3   Enhance partnership with Ozaukee County Narcotics unit
2.2.4   Establish relationship with the Southwest WI Threat Analysis Center
2.2.5   Develop Crime Analyst position to help with data driven decisions
2.2.6   Explore options to create a crime scene investigation unit that will enhance our abilities to solve more crimes
2.2.7   Add two detective positions to increase our ability to solve more crimes

Objective #3: Enhance Field Operations Services

2.3.1   Train and certify additional officers to expand the bicycle patrols
2.3.2   Enhance video surveillance technology capabilities
2.3.3   Expand online reporting capabilities
2.3.4   Evaluate impact of downtown revitalization
2.3.5   Create a K-9 program to provide a K-9 on each shift (include dual purpose dogs)
2.3.6   Review equipment needs (Taser, Body Worn Cameras (BWC), Mobile Data Computers (MDC))

Objective #4: Enhance Forensic Capabilities

2.4.1   Explore methods to enhance service efficiencies and capabilities
2.4.2   Maximize staff capabilities through advanced training and education
2.4.3   Acquire technology to enhance digital forensic evidence

Objective #5: Program Evaluation Processes and Effectiveness

2.5.1   Develop and implement program evaluations – continuous assessments of effectiveness
2.5.2   Develop and distribute a community survey to identify program effectiveness

Objective #6: Enhance Administrative Services

2.7.1   Determine span of control needs (additional sergeants, commanders)
2.7.2   Create Professional Standard Section to investigate complaints and conduct backgrounds

GOAL 3: DEVELOP, STRENGTHEN, AND SUSTAIN PARTNERSHIPS

Objective #1: Continue/Strengthen Interagency Cooperation

3.1.1   Assess and identify relationships with regional law enforcement agencies
3.1.2   Identify regional, state and national initiatives to prevent crime
3.1.3   Establish shared initiatives with the Fire Department, DPW, and Parks & Recreation
3.1.4   Assess regional task force participation

Objective #2: Increase Neighbor Input and Outreach

3.2.1   Develop a community liaison program (mental health, high density housing)
3.2.2   Continue participation in the development review process
3.2.3   Create a Law Enforcement Explorer program
3.2.4   Establish Chief Advisory Committee
3.2.5   Increase interaction with community faith-based organizations
3.2.6   Explore possibility of creating Citizen's Police Academy
3.2.7   Continue Coffee with a Cop/Pizza with Police programs
3.2.8   Develop best practices for community outreach by patrol sergeants

Objective #3: Enhance Neighborhood Service

3.3.1   Evaluate methodologies for improving response times
3.3.2   Support Village wide neighborhood service plan
3.3.3   Create a sustainable School Resource Officer position
3.3.4   Strengthen internal relationships
3.3.5   Explore opportunities to enhance internal communications through PIO
3.3.6   Explore use of volunteers, reserves, and interns

Objective #4: Increase Proactive Media Presence

3.4.1   Develop and implement a social media strategy for both internal and external use
3.4.2   Continue to develop and improve information/content sharing with the PIO
3.4.3   Continue to develop canned media releases for critical incidents
3.4.4   Update and enhancements to website

GOAL 4: DEVELOP PERSONNEL

Objective #1: Establish Professional Development Opportunities

4.1.1   Develop and implement succession planning for all employees
4.1.2   Develop mentoring program for leadership and specialties
4.1.3   Develop mentoring program for recruits and new hires

Objective #2: Enhance Employee Training Programs

4.2.1   Identify division-specific training needs
4.2.2   Expand training topics and opportunities for personnel
4.2.3   Enhance diversity, special needs and cultural awareness training programs for all employees
4.2.4   Train all police employees on proactive policing and intelligence-led policing strategies
4.2.5   Create and implement a structured "Officer-In-Charge" (OIC) program
4.2.6   Develop a joint training program with Fire for incident management training
4.2.7   Train all officers in patrol rifle tactics other tactical firearm programs
4.2.8   Explore options for tactical training
4.2.9   Educate personnel about available mental health resources
4.2.10 Develop and implement sergeant FTO program

Objective #3: Develop Recruitment and Retention Plan

4.3.1   Build a strong recruitment program
4.3.2   Explore possibility of developing an academy sponsor program
4.3.3   Continue bi-annual one-on-one "stay interviews" with all employees
4.3.4   Develop retention plan
4.3.5   Plan for future vacancies
4.3.6   Identify methods for recruiting diversity

Objective #4: Facilitate Employee Participation

4.4.1   Continue to develop and capitalize on creating a learning organization
4.4.2   Encourage employee participation through the development of various committees (awards, research and development, policy)

GOAL 5: ENHANCE INFRASTRUCTURE

Objective #1: Formalize and Prioritize Police Technology Strategy

5.1.1   Develop Technology Committee to scale projects
5.1.2   Consolidate and update legacy systems and databases
5.1.3   Enhance relationship with our technology partners
5.1.4   Identify and implement new technologies to improve/enhance policing functions
5.1.5   Establish a process for continuous identification and prioritization of technology needs
5.1.6   Identify vulnerabilities within our network and develop strategies and processes to mitigate threats to our IT security

Objective #2: Develop Facilities Master Plan

5.2.1   Work with the Village Administrator's office to determine future facility needs (range, training center, property room, etc.)
5.2.2   Upgrade existing emergency operations center