

Village of Cottage Grove
POLICE DEPARTMENT

210 Progress Drive, Suite #1
Cottage Grove, WI 53527
Dispatch: (608) 255-2345
Business Office: (608) 839-4652
Fax: (608) 839-4588
Email: dlayber@cottagegrovepolice.org
Website: www.cottagegrovepolice.org



Daniel L. Layber
Chief of Police

To: Village Board, Village Administrator, Police Commission, Stakeholders
From: Daniel Layber, Chief of Police
Date: 1-19-2021
Re: Village of Cottage Grove Police Department 5 Year Strategic Plan

The following is the Village of Cottage Grove Police Department 5-year Strategic Plan. The plan was developed in consultation with police department members and through input from stakeholders in the community. The plan is intended to inform the community of what the police department has for goals and objectives for the next 5 years, and to give the department a clear foundation for the future. It will serve as a vehicle for accomplishing needed change and to provide direction and a plan to improve services to our stakeholders.

Department Goals for FY 2021 through 2025

Goal #1: Achieve Re-accreditation

Goal #2: Increase full time staffing – add a Sgt. Position and a Police Officer

Goal #3: Increase environmental sustainability

Goal #4: Invest in quality hires and enhance the skills of existing personnel

Goal #5: Develop and enhance the department fitness/wellness program

Goal #6: Enhance equipment, technology and facilities to meet future challenges

Goal #1: Achieve Re-accreditation

The department is currently working towards the re-accreditation goal by participating in the WILEAG (WI Law Enforcement Accreditation Group) accreditation process. The police department has been a member since 2016 and achieved initial accreditation in 2018 by changing and implementing policies and the way we function as a police department. After achieving this goal, we were then responsible for maintaining accreditation which is an extensive process of re-inspection and staying up to standards in how we function as a police agency.

Sub-objectives

- Re-achieve Accreditation
- Maintain Accreditation

Performance Measures

- Professional organization providing better police protection to the community
- Increased liability protection for the department
- More clarification for officers on duties and responsibilities
- Re-accreditation inspection by WILEAG - Pass

Goal #2: Increase full time staffing with the addition of a sergeant and officer position

To better serve our growing community with the highest level of service, we need to increase personnel which should be done in increments to keep our village budget in mind. This would give the police department its full complement of supervisors and officers and would meet the average staffing recommendations of state and federal guidelines for a community of our size and demographic.

Performance Measures

- Increased supervision of all personnel
- Less open shifts requiring voluntary and forced overtime/cost savings to the department
- Reduced crime, reduced response times, more proactive law enforcement

Goal #3: Increase Environmental Sustainability

As a commitment to sustainability we will modernize our fleet of squad cars by taking advantage of hybrid and electric vehicle technology that decreases fossil fuel consumption and decreases harmful emissions. This technology is available in police vehicles starting in 2020 and is improving every year. We usually add a squad every year which would allow us to have a fuel-efficient fleet of patrol cars by the end of this strategic planning period.

Performance Measures

- Decreased fuel consumption
- Decreased emissions
- Do our part to improve the environment
- Save money

Goal #4: Invest in quality hires to include diversity, equity and inclusion principles and enhance the capabilities of existing personnel

The police profession is currently experiencing a significant downturn in qualified applicants for police officer vacancies. We will emphasize diversity, equity and inclusion in our hiring process and reach out to as much of the population as possible to further these goals. It is extremely important for the police department to hire only the best qualified and well-suited personnel for this difficult and complex profession. We need to make sure that our hiring process does not allow unqualified personnel to be hired and not lower our standards during this difficult time. Increased pay and benefits that will bring our department into line with other local agencies should be encouraged. We also need to invest in our current personnel to keep them proficient, and to meet and exceed statewide standards for police training. Increased advancement opportunities and specialized training

should be offered. These steps will help us retain our valued employees and provide excellent service to our community.

Performance Measures

- Hire qualified candidates that pass backgrounds/field training and excel on evaluations
- New hire retention
- Existing officers increase training hours, specialized training, advancement opportunities
- Existing officers' retention/Improved performance of officers measured by the evaluation process
- Increase the scrutiny of applicants by enhancing the background process to include DEI
- Increased pay and benefits

Goal #5: Develop and enhance the department wellness/fitness program

The police department currently has a wellness/fitness program in place as of late 2020. The program includes an employee assistance program offered by Family Service Madison that provides counseling for depression/anxiety, grief/loss, substance abuse and legal and financial consultation as examples. Our officers also have access to exercise equipment at the municipal building and consultations with a personal trainer. We have about 50% buy-in currently and we hope to have a greater majority of staff participating during the next 5 years. By encouraging officers to increase their fitness level and educate them on proper diet it has been shown that less time is used for sickness and injury and employers save money in the long run. By keeping officers on the job longer and in better shape, everybody wins.

Performance Measures

- Less lost time to injuries and illness
- Decreased health insurance premiums
- Officers lose weight and improve strength and flexibility
- Fit officers feel better about themselves and project a better image to the public
- Better scores in physical fitness tests and improved physical exams

Goal #6: Enhance equipment, technology, and facility to meet future challenges

It is important to keep our department up to date on equipment, technology and facility needs so that our department can continue to provide service to our community that makes us the most efficient in our jobs. We will continually assess these needs by seeking input from our employees, keeping abreast of the latest improvements in policing resources, and putting aside funds to pay for these improvements. We will form a committee in the department that will constantly evaluate our operations to determine what we can do to improve our technology and police equipment and to make sure our facilities are up to date and functioning properly.

Performance Measures

- Improved computer and technology systems
- Improved facilities that meet our needs
- Improved equipment that is up to date and functional
- Less time spent on fixing/repairing old and outdated systems/facilities