

Village of Cottage Grove  
**POLICE DEPARTMENT**

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**Daniel L. Layber**  
Chief of Police

To: Village Board, Village Administrator, Police Commission, Stakeholders  
From: Daniel Layber, Chief of Police  
Date: 3-1-2016  
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 2016 through 2020**

- Goal #1: Achieve and maintain State Accreditation
- Goal #2: Increase full time staffing – add a Sgt. position
- Goal #3: Reinvigorate the City's Neighborhood Watch Program
- Goal #4: Reinstigate the part time officer program
- Goal #5: Develop a department fitness/wellness program
- Goal #6: Institute Recommendations of Police Consultant (Moffett) Study

### **Goal #1: Achieve and maintain state accreditation**

The department is currently working towards the accreditation goal by participating in the WILEAG (WI Law Enforcement Accreditation Group) accreditation process. The police department is now a member as of 2016 and substantial progress has been made towards this goal by changing and implementing policies and the way we function as a police department. Once we successfully achieve this goal we are 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.

**Dedicated to Keeping Our Community Safe Through Partnership and Professional Service**

## **Sub-objectives**

- 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

## **Goal #2: Increase full time staffing with addition of a sergeant position**

As per the recommendation of the police consultant 'action plan' the department is in need of another supervisory position which would be a sergeant position. This would give the police department its full complement of supervisors and would meet the average staffing recommendations of state and federal guidelines of a community our size and demographic.

## **Performance Measures**

- Increased supervision of all personnel
- Less open shifts requiring voluntary and forced overtime/cost savings to the department

## **Goal #3: Reinvigorate the city's Neighborhood Watch Program**

The village currently has neighborhood watch programs in a few areas of the city, however, these watch programs are not very active and provide little feedback to the department concerning crime or suspicious activities. This goal will require a great amount of outreach to the community stressing the benefits of the watch program to citizens and the help it can provide to crime fighting. Instituting "Nextdoor" a web based information sharing program will reach out to those that are reluctant to meet others in person, thereby reaching more participants. Increased use of Facebook will also reach those that the department cannot connect with in person.

## **Performance Measures**

- Increased number of programs/participants
- Decrease in crime
- Increased Police/Citizen Meetings
- Classes provided to citizens concerning crime prevention

## **Goal #4: Reinstigate the part time police officer program**

The department currently maintains 24/7 coverage of the village utilizing full time police officers on a fixed rotation of 6 days on and 3 days off. The recently added position of police lieutenant gives the department 3 officers per shift. In the event of a lengthy absence due to illness, injury or vacancies the department is forced to maintain coverage by offering overtime or forcing officers to come in early or stay late. This leads to extensive overtime costs and eventual burnout of officers. With the addition of part time officers the department can fill some of these shift vacancies with officers that receive no

benefits and earn less per hour. The expensive time and a half overtime would then be greatly reduced. This program would also give the department a 'force multiplier' for special events and critical incidents.

### **Performance Measures**

- Less overtime costs to the department
- Less hours of mandatory overtime
- A decrease in crime

### **Goal #5: Develop a department wellness/fitness program**

The police department currently has no wellness/fitness program in place that could enhance the fitness of our officers and provide a better service to our constituents. Officers are in a profession that is sedentary in nature and has numerous health problems associated with it. 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. Officers can be given discounts at fitness centers and save on health care by documenting exercise. Offering monetary incentives to exercise and lose weight would also be explored. Potentially installing fitness equipment at the department for onsite officer use would also be explored. Some departments are also mandating certain physical fitness standards which would be tested for on an annual basis.

### **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: Institute Recommendations of the police consultant's 'Action Plan'**

The police department was evaluated by a professional police consultant firm, (Moffett and Associates) in late 2014/early 2015 and a subsequent action plan was developed. This action plan deals with many aspects of operating a professional police department the correct way. 113 recommendations were made to improve the performance and operations of the department. Each action has a plan for accomplishment, dates needed, persons assigned, progress made and cost/resources needed to accomplish. A spread sheet is also utilized to track progress of each goal.

### **Performance Measures**

- Improved management and organization
- Improved education and training of officers
- Improved disciplinary procedures
- Improved performance evaluations
- Improved patrol and investigative functions
- Improved computer and technology systems
- Improved policies and creation of missing policies

