

ROCKFORD POLICE DEPARTMENT



INTEGRITY... SERVICE...
RESPECT... COURAGE...

PROFESSIONALISM



2015 - 2017

STRATEGIC PLAN



2015-2017

ROCKFORD POLICE DEPARTMENT

STRATEGIC PLAN



VISION STATEMENT

A City free from crime and public disorder

MISSION STATEMENT

The members of the Rockford Police Department are committed to reducing crime and enhancing the quality of life through an active partnership with our community.

CORE VALUES

INTEGRITY: We are committed to be ethical, honest, and sincere in all relationships.

RESPECT: We serve our citizens and team members in an open, courteous, and respectful manner.

PROFESSIONALISM: We ensure the proper, lawful, and unbiased application of police powers.

SERVICE: We are dedicated, responsive and accountable to each other and the community we serve. Service is exemplified through innovative teamwork aimed at problem-solving, creativity, and community policing initiatives such as district policing.

COURAGE: We recognize the dangers inherent in our profession and are willing to place the safety of others above that of our own. We readily confront all challenges with the mind-set of never giving up.

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Strategic-Planning Paradigm

In 2011, the Rockford Police Department developed its first comprehensive strategic plan through a department cross functional committee. This three year strategic plan was also developed by a diverse committee made up of internal personnel from various ranks and disciplines. In 2015 the Strategic-Planning Paradigm was comprised of the following members:

- Interim Chief Pat Hoey
- Assistant Deputy Chief Mike Dalke, Administrative Services Bureau
- Assistant Deputy Chief Doug Pann, District 2
- Roger Ratze, Police Information Management Administrator
- Darrell Erdman, Information Services
- Lt. Shawn Ross, Office of Professional Standards
- Lt. Mike Ahrens, Training & Staff Development
- Lt. Scott Oswald, Administrative Commander
- Lt. Carla Redd, District 1
- Lt. Joel Givens, District 3
- Sgt. Doug Clinite, District 3
- Sgt. Ben Boeke, District 2
- Sgt. Rich Kennedy, District 2
- Investigator Jason Mallo, Training & Staff Development
- Investigator Keehnen Davis, Recruiter
- Investigator Michelle Bahr, District 2
- Investigator Matt Krantz, District 3
- Investigator Paul Sarantopoulos, Domestic Violence
- Officer Chris Boeke, District 3
- Officer Sean Welsh, M3
- Officer Robert Washo, Schools
- Officer Erdal Kaya, District 2
- Officer Vernon Sims, Community Services
- Officer Mark Sorensen, District 1
- Officer James Presley, Community Services
- Officer David Cerasa, District 2
- Cori Hilliard, Sr. Administrative Assistant, Administrative Services Bureau
- Marcus Chapple, Financial Analyst
- Don Williams – Facilitator



STRATEGIC PLANNING COMMITTEE

By definition, strategic planning is an organization's process of defining its direction and making decisions to allocate resources to achieve the goals that are determined to improve the organization. This plan is designed to be a global outline, predisposed towards action, with voluntary acceptance of department personnel to lead defined strategy teams. The achievement of goals is the responsibility of all internal personnel, using available resources to achieve the improvements defined in this plan. This is a dynamic process that focuses on department improvements beyond routine police roles.



Three goals have been identified to guide the department over the next three years. These goals best exemplify the Department's Vision, Mission and Core Values that were developed prior to the previous strategic plan and remain unchanged going forward. The three goals and related strategies were, in large part, identified through a SWOT analysis.

A SWOT analysis looks at internal Strengths and Weaknesses as well as external Opportunities and Threats. A SWOT analysis is a tool for auditing an organization and its environment. It is through the SWOT analysis that the committee determined what to focus on as key issues. The committee's SWOT analysis is attached as Appendix A.

The three goals are:

- ▶ Implement communication and technology improvements to support efficient and effective geographical policing operations
- ▶ Employ, engage and retain a highly skilled, trained, diverse, and motivated professional police department whose members are committed to serving
- ▶ Maintain and improve technology that provides a means for officers to be more efficient and effective in their daily operations

The strategic plan is, by design, a fluid document. Semi-annual review of strategies and action plans by sponsors is vital to ensure the success of the plan as a whole. Sponsors will report a review of their work plans and, if needed, a reevaluation of their strategies.

ROCKFORD POLICE DEPARTMENT SWOT ANALYSIS

Strengths

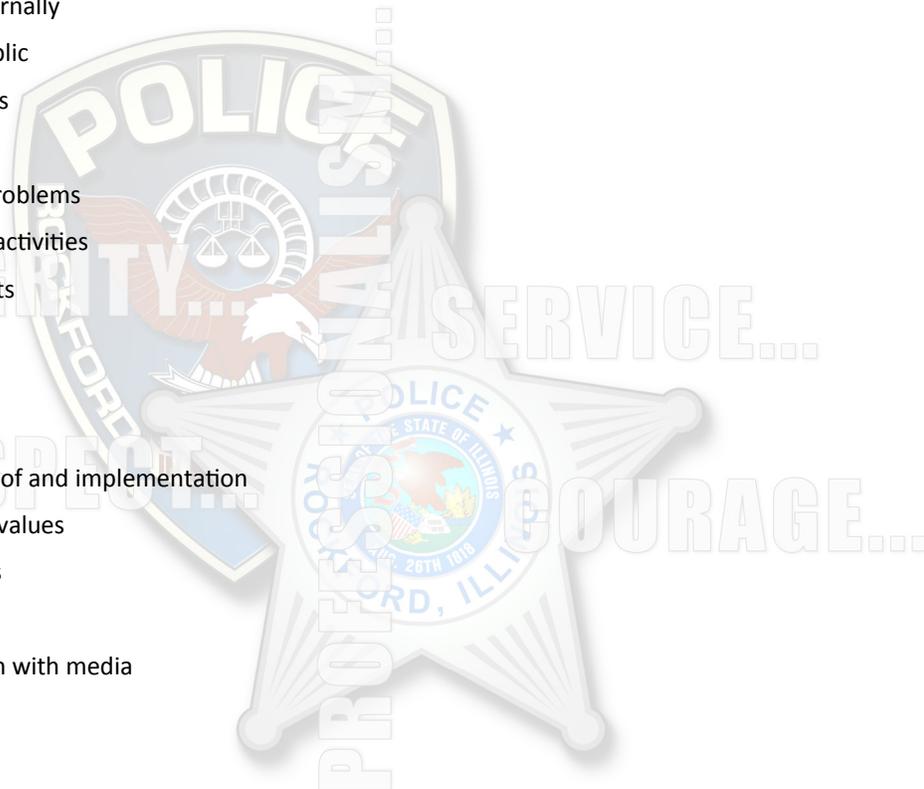
- Training
- Opportunities for training
- Officers committed to areas assigned
- Data collection
 - Crime patterns
 - Use of force
- Policy development & oversight
- Communication
 - Sharing info internally
 - Sharing with public
- Equipment improvements
- Volunteers
- Officers ability to solve problems
- Community rapport and activities
- Technology improvements
- Staffing strength
- Quality of personnel
- Comradery
- Improved understanding of and implementation of vision, mission & core values
- Self-reporting blue teams
- Improved diversity
- Improved communication with media

Build on Strengths

Opportunities

- New sheriff
- Community partnerships
- Grant funding
- Use of body and vehicle cameras
- City educational reimbursement
- Program with Rockford University
- Value of accreditation
- Criminal justice partnerships

Exploit Opportunities



Weaknesses

- Retention
- Lack of communication
- Miscommunication
- Quality of applicants
- Training-firearms
- Lack of range
- Lack of training facilities
- Officer evaluation system
- Lack of decisiveness
- Continued dependence on 'paper'
- Use of existing software
- Lack of empowerment
- Labor/management relationship
 - Lack of compromise
 - Little collaboration
- Lack of teamwork-on own in squad
- Involve officers in policy generation
- Probationary evaluation too lenient
- Quality of FTOs
- Use of self-evaluations as learning opportunity
- Little incentive to continue education
- Lack of individual career development plans
- Trust within department

Resolve Weaknesses

Threats

- Division between "community" and law enforcement
- Economy-concern with funding
- Public perception of crime and safety
- Loss of officers to other agencies
- Social media
- Recruiting in environment of negative perceptions
- Community with environment of violent crime
- Generational differences
- Political arena
- Anti-police groups

Avoid Threats

Goal 1

Implement communication and technology improvements to support efficient and effective geographical policing operations.

We commit to reducing crime and enhancing the quality of life through an active partnership with our community as we implement geographic policing in each of three districts. Improving the quality of life and reducing the fear of crime for our citizens is vital to the success of our mission. We strongly encourage the development of partnerships with all persons within our community.

Strategy 1.1 DUE: 1st Qtr 2016

Design and implement a workforce scheduling program

Sponsors: Interim Chief Hoey, Assistant Deputy Chief Pann

Strategy 1.2 DUE: 3rd Qtr 2016

Determine means of sharing information between districts; focus on Investigations

Sponsor: Lt. Redd

Strategy 1.3 DUE: 3rd Qtr 2016

Expand the use of SharePoint across the department

Sponsors: Investigator Mallo, Officer Boeke, Sr. Admin Assistant Hilliard

Strategy 1.4 DUE: 4th Qtr 2017

Provide opportunities for teams of officers to research, develop, and implement action plans to solve problems

Sponsors: District Commanders, Officer Washo, Investigator Bahr

Goal 2

Employ, engage and retain a highly skilled, trained, diverse, and motivated professional police department whose members are committed to serving the community.

We will look to create opportunities to partner and learn from one another within the organization. It is imperative to develop and coach our employees through a career-development initiative. It is essential to our members to cultivate an environment in which employees feel empowered and are recognized for their contributions. As a department, we strive to reflect the demographic composition of the city we serve.

Strategy 2.1 Completed with ongoing evaluations

Improve the demographic composition of the department to more closely reflect that of the city of Rockford

Sponsors: Investigator Krantz, Investigator Davis, Investigator Mallo

Strategy 2.2 DUE: 1st Qtr 2017

Design and implement a career development plan for all personnel

Sponsors: Lt. Givens, Sgt. Boeke, Investigator Bahr, Sr. Admin Asst Hilliard

Strategy 2.3 DUE: 2nd Qtr 2016

Implement a mentoring program

Sponsors: Officer Kaya, Officer Sims, Officer Sorensen

Strategy 2.4 DUE: 1st Qtr 2016

Establish a process for involving officers in the development and updating of department policies and General Orders

Sponsors: Assistant Deputy Chief Dalke

Strategy 2.5 Implemented 4th Qtr 2016, On-line 1st Qtr 2017

Evaluate and revise the current evaluation process

Sponsors: Lt. Ahrens, Officer Cerasa

Strategy 2.6 DUE: 1st Qtr 2017

Provide opportunities for patrol officers to intern in other areas of the department and to share their experiences with fellow officers

Sponsors: Sgt. Boeke, Sgt. Kennedy, Officer Sorensen

Goal 3

Maintain and improve technology that provides a means for officers to be more efficient and effective in their daily operations.

It is vital to give our officers every tool available to gain criminal intelligence and to be efficient. Technology, as it relates to our citizens, is a tool to help make us a more transparent and successful organization. Maintaining current technology is as important as adding new technology. It is of the utmost importance to utilize the technology to its fullest potential.

Strategy 3.1 DUE: 3rd Qtr 2016

Provide adequate user training for all department supported software

Sponsors: District Lts, Investigator Sarantopoulos, Officer Boeke, Officer Presley

Strategy 3.2 DUE: 1st Qtr 2017

Reduce dependence on paper and implement electronically generated reports

Sponsors: Investigator Mallo, Officer Boeke

Strategy 3.3 DUE: 4th Qtr 2017

Evaluate and select a new records management system

Sponsors: Police Information Management Administrator Ratze

Strategy 3.4 DUE: 3rd Qtr 2016

Develop and maintain a replacement schedule for hardware

Sponsors: Information Services Erdman

Strategy 3.5 DUE: 3rd Qtr 2016

Evaluate the use of body and vehicle cameras

Sponsors: Lt. Oswald, Officer Cerasa, Officer Kaya, Officer Washo

Review and Evaluation

The process for developing and implementing the strategic plan will necessitate the need for innovation and resourcefulness. The strategic plan requires continuous examination, critique, adaptation, refinement, and reevaluation. It is through these steps that we ensure that the plan is constantly evolving and changing to reflect the Department.

As defined throughout the document, measurements for each strategy give the owners a gauge for their progress. The strategies are guidelines to achieve the goals which are designed to address the strategic focus areas. No plan can be successful without a well-designed process for monitoring and evaluation. To that end, the methods of several policing philosophies and management theories are integrated to ensure optimum results.

Sponsors are held accountable by the Chief of Police with the assistance of an oversight committee for each component they are assigned. Semi-annual updates in the Strategic Plan Progress Report will function as the quality-control aspect of the plan, and allow for an exchange of ideas on what is and is not successful.

With teamwork and collaboration between the police and citizens, the goals of this plan will surely be achieved.

Conclusion

The Commission on Accreditation for Law Enforcement Agencies (“CALEA”) requires law enforcement agencies to create and maintain a current, multi-year plan, which includes goals, anticipated workload, population trends, anticipated personnel levels, equipment needs, and a provision for review and revision of the plan as needed.

Due to the financial situation the City has faced for the past several years, the Committee focused on using all of our current resources. It was within the confines of these financial constraints that the Strategic Planning Committee completed this task.



“Efforts and courage are not enough without purpose and direction.”

(John F. Kennedy)



The Rockford Police Department is an accredited law enforcement agency and meets the high standards of the Commission on Accreditation for Law Enforcement Agencies (CALEA)



THE CITY OF

ROCKFORD

ILLINOIS, USA

