

Waukesha County

Sheriff's Department



2010-2015

Strategic Plan

"Leading the way for today and tomorrow"

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Statement of Purpose

“Putting our citizens first”



The Waukesha County Sheriff's Department shall serve all citizens of Waukesha County by maintaining and providing the quality means and services necessary to protect life and property through the fair and impartial enforcement of federal, state and local laws.

To preserve the safety and security of the community, the Waukesha County Sheriff's Department shall make every effort to provide the citizens of Waukesha County with the best law enforcement services possible and shall endeavor to treat all citizens with dignity and respect.

To these ends, the Waukesha County Sheriff's Department is committed to not only its traditional and time honored statutory responsibilities, but to the maintenance of a visible presence to the citizens in the community as a full-service law enforcement agency, devoted to the preservation of their safety and security.

Strategic Planning-Introduction

The Waukesha County Sheriff's Office makes use of its extensive law enforcement experience to develop programs that are both service based as well as enforcement based. Crime prevention is viewed as being as important as response strategies. Incarceration is a primary function of the jail however, alternatives to incarceration are evaluated on a regular basis.

The process used to develop the strategic plan is to identify the law enforcement and inmate incarceration priorities and focus on those that have high public safety implications, effectiveness/efficiency implications and a nexus with county core priorities.

Waukesha County has identified seven core priorities which are meant to guide county departments in their prioritization and planning. The Waukesha County Sheriff's Office has chosen to adopt these same core priorities as it strives to provide the highest levels of public service. These core priorities are:

1. A safe county.
2. An economically vibrant county.
3. An environmentally vibrant county.
4. A well planned county.
5. A county that assists at-risk citizens.
6. A county that provides customers with quality programs and services.
7. Cost effective services delivered with competence and skill.

In the broadest sense, the mission of the Waukesha County Sheriff's Office is such that the effective delivery of law enforcement services will contribute to all of the counties core priorities. Certainly, the primary priority of the sheriff is to insure "a safe county" through a variety of services. This includes law enforcement services as well as managing the County Jail. A "safe county" is essential to an "economically healthy county." By working to leverage technology in our work place, by conserving energy and recycling in our operation we can contribute to the environmental quality of the county. The Waukesha Sheriff's Office works closely with all Law Enforcement agencies and assists "at risk citizens" on a daily basis. Law enforcement services, education, crime and drug prevention, and inmate services are ineffective if not of the highest quality. Effectiveness is directly related to cost effectiveness given the limited resources in government. Law enforcement and corrections services must be provided with skill and competence.

Overview of the Waukesha County Sheriff's Department

Introduction

The Waukesha County Sheriff's Department is a full service law enforcement agency. The Sheriff's Department provides traditional police services for areas in the County without full time police departments. The Waukesha Sheriff's Department is the largest direct service law enforcement agency in Waukesha County.

The Sheriff's Department provides service to all citizens through interstate highway patrol, the incarceration of inmates in the county jail, service to the courts, service of process, search and recovery, investigative services, computer forensics, general assistance to other agencies, serving as back-up and primary provider for part-time law enforcement agencies, and other specialized technical support and assistance.

Uniform Crime Reports have remained constant. Waukesha County continues to enjoy a relatively low crime rate compared to other counties of similar size. Subsequently, the Sheriff's Department will maintain an aggressive law enforcement service delivery strategy to ensure that this low rate is maintained. Maintaining a low crime rate is imperative for the continued social and economic growth of our communities.

Citizen focus groups, in conjunction with previous Department surveys, show that public safety is a major priority for our citizens. The Department recognizes this and provides aggressive law enforcement delivery strategies, police presence, and citizen interaction and education.

Patrol Division

Perhaps the most visible aspect of the Waukesha County Sheriff's Office, the patrol division represents 111 deputies, supervisors and commanders. The patrol division is the primary service provider to the citizen of Waukesha County. The patrol division provides community law enforcement services, traffic enforcement, prisoner transport, field training, and a variety of other services.

Detective Bureau

The Detective Bureau is the largest criminal investigative unit in Waukesha County. Comprised of 24 full time detectives, the Detective Bureau is responsible for general criminal investigations, white collar crime, sensitive crimes, arson and other criminal investigations. The detective Bureau serves all communities in the county served directly by the sheriff and under contract. Additionally, the services of the bureau are made available to all law enforcement agencies in Waukesha county.

Metropolitan Drug Enforcement Unit

The Metropolitan Drug Enforcement Unit (DEU) is a cooperative drug enforcement task force administered by the Waukesha County Sheriff's Department. The DEU has officers from the Villages of Menomonee Falls and Hartland, and the Cities of Waukesha, Brookfield, and New Berlin. The Metropolitan DEU annually determines the threat of illegal and diverted drugs in our

community and established enforcement and investigative priorities based on actual activity, annual threat assessment review, and regional activity report sharing.

Cyber Crime/Computer Forensic Unit

The Department continues to see increased activity in computer-related crime. Although investigative techniques are highly specialized and technical, computer crime will continue to be pervasive. The investigation of such crime has been integrated into the Department's service delivery strategy. Computer crimes will continue to represent the source of significant loss for the private sector as fraud or thefts go beyond our local borders and provide the criminal with victims on a global basis. The investigation of computer crime has become as routine as responding to a motor vehicle crash or investigating any other crime.

The Cyber Crime Unit focuses on investigations of persons utilizing computers and the internet to further their commission of predatory crimes. These are crimes in which the computer has been used for stalking or the means for sex offenders to solicit new victims on-line.

The Computer Forensic Unit is tasked to support general investigation by applying the expertise in analyzing data processed and stored on electronic devices such as computers, cell phones and other data storage devices. Given the rapid changing nature of technology, it is imperative that the Department stay abreast of emerging technologies that can be manipulated by offenders to impact the safety or economics of the community.

Waukesha County Jail

The Sheriff is responsible for the custody, care and welfare of the county's incarcerated inmates. Management of the Jail Division is one of the most significant issues for the Sheriff's Department. A team of 178 men and women are responsible for the safety and security of the Waukesha county jail and its inmates. The professionals serving in the jail are responsible for inmate intake and discharge, classification, meal service, medical, dental and pharmacy services, inmate movement within the facility as well as to and from court, and overall security and safety of an inmate population that can at times approach 800 inmates in the main jail combined with the Huber facility. A variety of programs are administered by jail staff.

Management of the ever increasing jail population is a daily and long-term, strategic challenge for the Sheriff. It is difficult to make tactical or strategic projections relative to the Jail population. Variables such as legislative changes, special enforcement initiatives by local communities, sentencing mandates, and fluctuations in crime rates, are only a few of the many variables that influence daily jail population.

A major factor in jail management decisions and resource allocation is the reality that the jail population continues to include increasing numbers of fragile inmate types. These are inmates with major health related problems, varying degrees of mental health issues, developmental challenges as well as drug and alcohol dependency. Often, inmates suffer from a combination of some or all of the above conditions.

The Department continues to partner with the Criminal Justice Collaborating Council and other community organizations to identify inmate population management strategies. In addition, the Department continues to work with the Department of Corrections to expedite the transfer of offenders held for probation or parole violations to state facilities. In cooperation with Wisconsin

Correctional Services, the Department has also provided space at the Huber facility to support the “Day Reporting” initiative.

Based upon budget cuts and lack of funding for identified jail staffing needs, the Department was placed in the position to expand the use of Electronic Monitoring (EM). The extended use of electronic monitoring was reluctantly implemented to provide the Department with the ability to reassign existing staff from the Huber Facility to the Criminal Justice Complex. Initially approximately 40 offenders, considered as lower risk, were placed on EM. The Department is continually evaluating this program

Waukesha Sheriff’s Role in Homeland Security

Domestic terrorism is an issue that will continue to represent another significant challenge for the Department. Since 9/11, domestic terrorism is a new fact of contemporary life. The federal government is unable to work independently to meet counter terrorism needs and as the lead law enforcement agency in Waukesha County, the Sheriff must maintain investigative and tactical capability to support other agencies involved in counter terrorism operations.

Potential terrorist targets include commercial enterprises, business, industry, infrastructure, government facilities, computer networks, transportation, utilities, schools and churches. Given the broad range of targets, the Department can not presume that any of the potential targets in Waukesha County would be immune from an attack.

Preparation for this challenge includes planning, training, intelligence gathering and ensuring first responders have the appropriate protective equipment. Other inherent issues such as identifying and protecting critical infrastructure, conducting threat assessments, reacting to warnings, and fine tuning emergency response plans in cooperation with Emergency Management and other response agencies.

A post 911 consequence for the Department has been the necessity to divert training resources towards mandates such as the implementation of the National Incident Management System (NIMS) into emergency response guidelines and protocols. The continuity of federal funding was made contingent upon demonstrating compliance with NIMS standards. Additional training has also been required in the proper use of emergency personal protective equipment provided as part of Homeland Security initiatives and funding.

Resource Sharing

The Sheriff’s Department continues to identify areas where resources can be shared with local law enforcement communities. This is evident through existing contractual agreements, the consolidation of tactical enforcement resources with other municipalities, and other joint enforcement operations. The Department also continues to assist other agencies in the investigation of complex crimes and serves as a significant resource for other agencies in the area of computer forensics over and above the investigation of computer crime in our primary service area. The Department will continue to foster and identify initiatives to assist local communities in the provision of quality law enforcement services to Waukesha County.

Service Delivery Drivers

The following are the issues that will have the most impact on service delivery on a short and long-term basis:

- 1. Economic Factors**
- 2. Increasing Jail Population**
- 3. Social-Economic Conditions-Demographics**
- 4. Political Mergers – Boundaries**
- 5. Crime Trends**
- 6. Legislative Changes**
- 7. Changing Technology**
- 8. Citizen Expectations**
- 9. Domestic Terrorism**

The following is a more detailed summary of issues that will have the most impact on the Sheriff's Department's law enforcement service delivery strategy:

Economic Factors-

- Reduction and/or elimination of State and Federal grant and program awards
- Reduction in economy linked revenues such as Huber inmate revenues
- Rising expenses in fuel, health insurance, etc.

Management of the Jail Population

- Renewal or changes in Jail Contractual Services (food, medical, phone, etc.)
- Diminished inmate programming.
- Diminishing Federal inmate revenue.
- Impact upon other Department resources.
- Expense increases associated with proportional increases in fragile inmate populations.

Social – Economic Conditions - Demographics

- Maturation of county residents that will require enforcement initiatives directed towards prevention of crimes committed against the elderly.
- Recruitment and worker retention. Implementation of recruitment strategies to obtain the most qualified workers in the 21-35 year old age groups. Qualified workers in this category are currently at a premium and are in demand by all sectors. Includes recruitment efforts to promote law enforcement and corrections as an attractive career.
- Economic conditions including the impact of factors such as inflation, unemployment, property devaluation, changes in tax base, as related to law enforcement service delivery strategies, crime rates, and citizen perceptions of crime.
- Population growth resulting in increased demands for service by the community.

Political Mergers-Boundaries

- A political merger that may require additional or modified enforcement services from the Sheriff's Department.

- Shared Services. Continued sharing of Sheriff's Department specialized resources with local communities. The Department consistently assists other county law enforcement agencies either through special requests for assistance or through cooperative enforcement initiatives. As a full service law enforcement agency, the Department will continue to make these services available to local communities as an alternative to the duplication of services.
- Attraction of low cost-per-capita for law enforcement service demonstrated in contract communities resulting in continued interest for contractual law enforcement services with the Department as a cost-effective alternative for local government.

Crime Trends

- Emphasis upon computer crime, including crimes against children (Internet Predator), reducing current levels of crime, alcohol related motor vehicle crashes, and underage drinking.
- Impact of crime committed by non-county residents and adjacency or proximity to high crime areas.
- Reduced funding for welfare fraud investigations have caused re-examination of fraud investigations as a priority.

Legislative Changes

- Any new legislation which may impact Department operations.

Changing Technology

- Incorporating new and emerging technologies to enhance law enforcement service delivery initiatives.

Citizen Expectations

- Higher expectation of service from victims.
- Maintenance of low crime rates as growth factor for Waukesha County.
- Responsible and efficient government.
- Citizen attitudes concerning crime and incarceration of offenders.

Domestic Terrorism

- Maintenance of service delivery strategies to include emergency plan enhancements and requirements, identification of strengths and weaknesses in first responder capabilities, active intelligence or investigative processes, specialized equipment requirements, coordinated responses, threat assessment and protective measures.
- Increased reliance by federal government on local agencies.
- Additional security requirements for county facilities and other potential targets in Waukesha County.
- Cyber-terrorism.
- Residual impact of terrorist attack on adjoining communities.
- Peripheral impact of WMD incident.

Department Strategic Objectives

Based upon existing trends and the duties and responsibilities of the Office of the Sheriff, the Department has identified the following broad objectives consistent with its mission:

- **To improve and preserve the security, safety, and integrity of Waukesha County communities at-large.**
- **To provide effective and responsive criminal investigation services for reported crimes.**
- **To safely and securely confine incarcerated individuals.**
- **To provide all necessary law enforcement support and shared services throughout Waukesha County.**
- **Research, develop and use technology to improve department efficiency and the quality of service provided to the community.**
- **To insure personnel resources continue to be properly trained, equipped, managed and led to effectively serve our citizens.**

The specific tasks associated with each objective are delineated in the following sections.

All identified objectives may be interpreted as falling under the Waukesha County Strategic Outcome,

- Safe County,
- A county that assists at-risk citizens.
- A county that provides customers with quality programs and services.
- Cost effective services delivered with competence and skill.

**Waukesha County Sheriff's Department
Strategic Objectives
2010 – 2015**

A Safe County:

Objective 1: To improve and preserve the security, safety, and integrity of Waukesha County communities at-large.

Key Actions:

- 1.1 Provide law enforcement service to schools consistent with the Department premise that schools are unique communities within a community requiring a specialized law enforcement response and programming.

Action:

*Extract data for incidents handled by SRO's and correlate to impact on calls for service to schools.
Update school crisis response plans as needed
Utilize data to establish benchmark of the number of incidents compared to student population.*

Completion: Ongoing –

- 1.2 Maintain effective patrol services to ensure:

- A. Prompt response to citizen calls for service and continuity of visible police presence.

Action: Develop system to obtain data to conduct calls for service analysis.

- (1) Develop system methodology to obtain data relative to calls for service.
- (2) Analyze data to establish current baseline performance.
- (3) Obtain performance statistics from comparable law enforcement agencies.
- (4) Implement response policies to meet or exceed selected benchmarks for response times.

Other units involved: WCC to assist in obtaining call-for service data.

Evidence of success: Actual standards are developed and justified.
Compare actual data to established benchmarks.

Completion: Ongoing

1.3 Maintain the safety of the motoring public at-large.

Action: Develop system methodology to obtain data on fatal and serious injury accidents by date, time location, cause, citations, and other contributing factors.

1. Review capabilities of existing technology to obtain required data.
2. Develop system similar to crime mapping/analysis for motor vehicle crashes.

Action: Utilize available State Highway Safety funding to offset expenditures associated with identified traffic enforcement needs.

1. Track funding dollars obtained.
2. Summarize results of special initiatives.

Action: Implement and develop detailed analysis of fatal and serious injury accidents by date, time, location, cause, and citation issuance.

Action: Conduct high intensity enforcement operations at high accident locations.

Other units involved: May require assistance of WCC in obtaining data.

Evidence of success: Development of standards germane to Waukesha County based upon identified data.

Accident rates consistent with identified standards.

Completion: Ongoing

1.4 Continue strategies to reduce incidents of underage drinking.

Ongoing

- Alcohol Procurement Program
- Specialized enforcement at public events such as the county fair and other festivals

1.5 Maintain an aggressive role in providing a law enforcement response to issues involving domestic terrorism for county facilities and the community in general.

- A. Continue to update response plans based on emerging threats.
- B. Continue task force participation with federal law enforcement partners, i.e.: (Anti Terrorism Task Force).
- C. Maintain role in identifying potential domestic terrorist activity.

Ongoing

1.6 Analyze crime trends and design and implement response strategies where necessary.

Completion: *Ongoing*

1.7 Continue to serve as the lead agency for the Waukesha County Metropolitan Drug Enforcement Unit.

Completion: *Ongoing*

1.8 Remain sensitive to citizen expectations for law enforcement services.

Evidence of success: Respond to 100% of all formal citizen complaints filed with the department.

Completion: *Ongoing*

Objective 2: To provide effective and responsive criminal investigation services for reported crimes.
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Key Actions:

2.1 Maintain aggressive response to illegal narcotics traffic through continued oversight of in the Metropolitan Drug Enforcement Unit.

A. Maintain and foster continued relationships with other local, state, and federal law enforcement partners. High Intensity Drug Trafficking Area participation, Drug Enforcement Agency participation

Completion: *Ongoing*

2.2 Aggressively pursue incidents of computer crime in Waukesha County.

Action: Summarize amounts of data examined, increases/decreases in reported incidents of computer crime, number of arrests and convictions.

Evidence of success: Increases in citizen reports of computer crime.

Number of arrests and convictions

A. Maintain investigative initiative in Detective Bureau to conduct on-line Interactive investigations to identify incidents of child enticement and pornography.

Action: Prepare summary report identifying number of online investigations resulting in arrests.

B. Review computer crime practices to insure compliance with Internet Crimes against Children (ICAC) training standards.

Evidence of success: Increases in number of arrests and convictions.

Increases in investigative hours spent online.

B. Continue to make Computer Forensic Investigative assistance available to all county law enforcement agencies.

Action: Track assistance provided to other agencies including arrests/clearances if applicable.

Completion: Ongoing

2.3 Identify clearance rates for cases referred to Detective Bureau for follow-up and establish and meet or exceed benchmarks for acceptable clearance rates.

- Action:*
- (1) Obtain data on historic clearance rates by type of offense and type of clearance.
 - (2) Analyze data to establish current baseline performance.
 - (3) Obtain performance statistics from comparable law enforcement agencies.
 - (4) Implement investigative standards to meet or exceed selected benchmarks based on the type of offense and type of clearance.
 - (5) Annual update of sex-offender registry.

Evidence of success: Establish benchmark for clearance rates by arrest, exceptional clearance or other. (Clearance rates are established).

Review cold or dormant case status with Operations Commander quarterly.

Clearance rates meet or exceed the established benchmarks.

Completion: Ongoing

Objective 3: Individuals.	To safely and securely confine incarcerated
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Key Actions:

3.1 Monitor Jail Division support services contracts.

3.2 Continue involvement with Waukesha County Collaboration Council.

Outcome: Impact of initiatives on jail population.

3.3 Monitor impact of federal inmate housing as related to impact on capacity and budget.

3.4 Inmate programs, inmate support services are medical, food, laundry, etc., they do not have an impact on recidivism.

- 3.5 Maintain secure and safe environment for staff and inmates.
- Action:*
- (1) Monitor trends for increases of incidents of assaultive behavior by inmates
 - (2) Identify possible enhancements to current procedures/training designed to control assaultive behavior.
 - (3) Identify baseline data to determine number of incidents of assaultive behavior in comparable facilities

Evidence of success: Incidents of assaultive behavior are minimal (comparable to current rates).

Completion: Ongoing

Objective 4: Provide all necessary support and shared services throughout Waukesha County.

Key Actions:

- 4.1 Continue to participate in inter-agency cooperative traffic enforcement initiatives to not only reduce incidents of OWI in Waukesha County, but also maximize the use of existing resources to the benefit of all participating communities.

Completion: Ongoing

- 4.2 Develop proposals for contract law enforcement service when requested by local communities and promote contract services as a cost-effective means of providing law enforcement service for communities considering establishing or maintaining a full or part time police department.

Completion: Ongoing

- 4.3 Identify enforcement or support operations, which may be provided on a shared basis.

Completion: Ongoing

- 4.4 Provide effective security service to the Courts and other county facilities and enhance physical security measures.

Completion: Ongoing

- 4.5 Continue to participate in county emergency management and business continuity planning.

Completion: Ongoing

- 4.7 Participate in contingency planning for pandemic health crisis.

Completion: Ongoing

- 4.8 Collaborate with Courts, Public Works, and other county departments in planning and identifying the safest means of transporting prisoners in the courthouse.

Action: Collaborate in following initiatives as identified by the Courts:

- A. Implement the Law Enforcement Warrant Interface with Sheriff, Department of justice and CCAP.
- B. Assess the allocation and use of Sheriff Deputy personnel for courtroom and hearing room security, prisoner movement, and crowd management.
- C. Work with Courts to implement the Law Enforcement Citation interface through TRACS and dispose of citations through DOT interface.
- D. Ensure that non-custodial defendants comply with CIB fingerprint requirements.
- E. Explore opportunities to expand use of video conferencing.

Completion: Ongoing

- 4.9 Continue to participate in shared service programs such as Metro Drug Unit, Shared Tactical Enforcement Unit, Computer Forensic Unit, etc.

Objective 5: Research, develop, and use technology to improve department efficiency and the quality of service provided to the community.

Key Actions:

- 5.1 Evaluate technologies designed to improve employee efficiency.

Completion: Ongoing

- 5.2 Maximize use of existing databases to extract management information and activity reports.

Action: Provide Officers with activity information in assigned areas of responsibility to identify, prioritize, and concentrate on specific incidents or problems within their assigned area of responsibility.

Completion: Ongoing

Objective 6: To insure personnel resources continue to be properly trained, equipped, managed and led to effectively serve our citizens.

Key Actions:

- 6.1 Provide all necessary required and specialized training to maintain employee proficiency.

Action: Develop/implement department-wide training analysis report.

- (1) 24 hrs required annual training for sworn and correctional employees. (State mandated)
- (2) Implement data entry for training.
- (3) Implement report and assign staff to analyze data and ensure the proper employees attend their required training.

Evidence of success: All personnel are attending required training as a result of report analysis and monitoring.

Completion: *Ongoing*

Evaluate technologies designed to improve employee efficiency.

Completion: *Ongoing*

- 6.2 Develop preliminary succession planning strategies to insure continuity of specialized investigative capabilities.

Action:

- (1) *Computer Forensic Position- Identify replacement personnel to allow for anticipated retirement/reassignment of personnel in that position.*
- (2) *Polygraph Operator- Identify and train an additional Polygraph operator so that sufficient capacity to meet the service demand is maintained.*
- (3) *Public Information Officer- Monitor retirement factors to insure appropriate candidates are selected and trained prior to losing key positions.*

Completion: *Ongoing*

- 6.3 Establish aggressive recruiting program marketing the department to attract qualified law enforcement and corrections personnel in a highly competitive labor market.

Action:

- (1) *Research other law enforcement agencies for recruiting techniques and recruiting results as related to established benchmarks.*
- (2) *Explore alternative recruitment strategies.*

Other units involved: Human Resources

Evidence of success: Increase in the number of applicants per qualifying exam compared to current practices.

Increase minority applicants through effective strategies.

Increase in number of certified Law Enforcement Officer applicants.

Completion: *Ongoing*

- 6.4 Maintain accredited status to assist in insuring cost effective services are delivered with competence and skill, and to reinforce professional status as expected by citizens.

Action: Wisconsin Law Enforcement Accreditation Group (WILEAG) Certification.

- 1. Assign Accreditation manager for next accreditation cycle*
- 2. Involve division commanders in tracking process.*
- 3. Conduct annual review of accreditation progress*
- 4. Certify*

Completion: Ongoing

Action: Continue to support current Jail Medical Accreditation efforts

Completion: Ongoing

Maximize use of existing databases to extract management information and activity reports.

Action: Provide Officers with activity information in assigned areas of responsibility to identify, prioritize, and concentrate on specific incidents or problems within their assigned area of responsibility.

Completion: Ongoing

6.5 Insure emergency response capabilities are at effective levels.

Action: Crisis Planning Objectives

- 1. Develop a Department Mobilization Procedure for the staffing of major incidents.*
- 2. Support Sheriff's Mobile Command post available for Emergency use throughout the county.*
- 3. Investigate the viability of an interdepartmental MOU for search and recovery unit.*

Completion: Ongoing

Conclusion

The success of the objectives of the Sheriff's Department is influenced by a wide variety of factors, many of which are outside of the control of the Sheriff. After many years of funding that falls short of actual cost to continue, it is a tribute to the men and women of the Waukesha county Sheriff's office that we have been able to provide the level of service that addresses the law enforcement needs in the county.

The Sheriff is committed to providing effective and efficient law enforcement services as well as safe, secure and appropriate incarceration strategies for the counties inmates. To do this will require sufficient resources to meet the ever expanding needs of our growing county.