

# WESTERN KENTUCKY UNIVERSITY

## Police Department

### Strategic Plan: 2019-2024

#### Chief Mitch Walker

Western Kentucky University Police department is committed to building and fostering partnerships through community policing across campus and in the Bowling Green-Warren County area. We believe our relationships with the community reduce crime and enhances the quality of life for students, faculty, staff and guests. Our police department is accredited through the Kentucky Association of Chiefs of Police (KACP) and is committed to providing quality service to the WKU community and its guest.

Our organization is a team of well-trained men and women who are dedicated to serving our community and we work diligently to provide a safe environment to study, live, work and socialize.

The Western Kentucky University Police offer training programs for students, faculty and staff as additional resources to the WKU community. Please take time to explore our website for additional campus safety tools and resources, including our Annual Campus Security Report for statistics and information on university services.

Please feel free to contact me with any questions, concerns or suggestions that will enable us to better serve your safety and security needs.

#### Vision -

Establish WKU Police Department as one of the top university police agencies in the Commonwealth of Kentucky.

#### Mission -

*“Our Mission is to create a safe interactive environment that is conducive to learning”*

We seek to accomplish this mission by strengthening community relationships, developing proactive responses to identified problems, and maintaining order through nurtured partnerships.

#### Core Values -

The guiding principles of our organization:

- Integrity
- Responsibility
- Commitment

## GOALS

### Organizational Goals -

The organizational goals were developed through external assessment, internal strategic planning meetings, employee advisory team meetings, and “one on one” interviews with all personnel. The following goals are the most critical areas selected to improve our organization during the next five years:

- Service and Crime Prevention
- Personnel Development
- Assess Personnel Allocation Needs
- Resource Allocations
- Enhance Infrastructure

## OBJECTIVES TO REACH OUR GOALS

### Goal One -

#### *Service and Crime Prevention:*

In order to create stronger partnerships in crime prevention and foster a culture of service to our campus community, WKU PD will focus on the following objectives:

- Increase internal / external community partnerships
- Adopt *Problem Solving Policing* principles
- Reach out to campus community for crime prevention and intelligence gathering
- Increase Crime Prevention Programs for faculty, students, and staff
- Leverage public media and social media networking outlets to increase public accessibility and crime prevention awareness
- Participate in joint Citizen Police Academies
- Initiate Out of Cruiser experiences for officers to have non-enforcement interactions

### Goal Two -

#### *Personnel Development:*

WKU PD will implement personnel development initiatives for advancement through an organized training unit that will coordinate the following objectives:

- Plan annual In-Service training with DOCJT
- Administer supplemental online training through PoliceOne.com
- Provide yearly supervision training for sworn and civilian leadership positions
- Incorporate Clery-Minger training for all employees
- Conduct In-House training for technical, human, and conceptual police skills
- Identify mentoring opportunities for staff development

### Goal Three -

#### *Assess Personnel Allocation needs:*

- Anticipated increase of staffing hour requirements due to Community Oriented Policing initiatives. Time resource needs will continue to grow as request for programs like: R.A.D., Active Shooter, and Campus Violence training course continues to rise
- Anticipate growth of 4.7 % (U.S. Census Bureau, 2010) for Bowling Green / Warren County population and increased activity on campus by non-campus community members is expected to generate higher call volumes for campus police department
- Evaluate the impact to daily workloads due to the expected 4% decline of post-secondary student population (Dr. Tim Caboni, 2019) on WKU campuses

<b>Goal Four –</b>	<p><b><i>Resource Allocations:</i></b></p> <ul style="list-style-type: none"> <li>• Develop maintenance funding schedule for patrol vehicles, annual training supplies, and department assigned equipment: Tasers, vests, and weapon supplies</li> <li>• Participate in WKU personnel pay study</li> <li>• Explore career development compensation programs for officers and dispatchers</li> </ul>
<b>Goal Five -</b>	<p><b><i>Enhance Infrastructure:</i></b></p> <ul style="list-style-type: none"> <li>• Complete capital improvement renovation project for WKU PD Headquarters and Annex buildings by end of 2020</li> <li>• Improve technology by assigning mobile computer tablets for each officer</li> <li>• Leverage Computer Aided Dispatch (C.A.D.) capabilities to improve efficiencies</li> </ul>
<b>Measurement of Success -</b>	<p>We plan to frequently review progress with each goal and assess organizational needs. Goals and objectives may need adjustment as we strive for constant improvement throughout the phases outlined in the strategic plan. Internal reviews will be conducted to determine the effectiveness of implemented strategies.</p> <p>In order to reduce the annual budgetary impact, we will move to replace a quarter of our public safety equipment (e.g. ballistic vests, Tasers, tablets, printers, keyboards, ammunition, and vehicles) per year for the next five years.</p>