



**LA CROSSE**  
**POLICE DEPARTMENT**  
LEAD. PARTNER. PROTECT.

# STRATEGIC PLAN



**2023**  
**2028**



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# CHIEF'S MESSAGE

During the summer of 2022, the La Crosse Police Department embarked on the exciting process of developing our next five year strategic plan. Through an intensive process facilitated by Dr. Scott Dickmeyer of the University of Wisconsin-La Crosse, and with input from community stakeholders, elected officials, and more, thirty members of the La Crosse Police Department Strategic Plan Committee came together over several months to develop objectives related to our established pillars of Leadership, Community Engagement, Professionalism, and Development. These pillars provide a strong foundation for the very important work of serving the La Crosse community.

The men and women of the La Crosse Police Department are committed to our mission of being leaders in providing a safe and vibrant community. With our vision of enhancing our community through engagement and professional service, we strive to create an atmosphere where our citizens and stakeholders feel a sense of confidence and joint responsibility in their safety and security. Successful policing only occurs through community engagement and relationship building.

The core values of the La Crosse Police Department are unique to our mission and vision. These values motivate us to serve the La Crosse community in an ethical and authentic manner. As you review our values, understand that these beliefs are P.R.A.C.T.I.C.E.D. daily and guide our service to the La Crosse community.

As part of this strategic plan, our committee members created very sustainable and achievable objectives for the Department to accomplish, and this will serve to guide our decision-making and policy development throughout the next five years. I am excited to implement this strategic plan for the men and women of the La Crosse Police Department and for the community we serve.

**Shawn P. Kudron**  
Chief of Police





# LA CROSSE

## POLICE DEPARTMENT

LEAD. PARTNER. PROTECT.

### Mission

Leaders in providing a safe and vibrant community.

### Vision

Enhance our community through engagement and professional service.

### Values

The La Crosse Police Department values are P.R.A.C.T.I.C.E.D. daily by all members of the department and guide how we serve the La Crosse community.

**P**rofessionalism  
**R**espect  
**A**ccountability  
**C**ommunity Policing  
**T**ransparency  
**I**ntegrity  
**C**ommunication  
**E**mployee Safety & Wellness  
**D**edication

# THE FOUR PILLARS OF L.C.P.D.

The La Crosse Police Department is built on the foundation of four essential pillars.

## L Leadership

Mentoring, developing, and inspiring others is core to our community service and is the cornerstone of our engagement and professional service philosophy.

## C Community engagement

Creating a platform where community members and police work alongside one another to establish relationships and create public trust.

## P Professionalism

Living our mission, vision, and values in our daily work serves to guide our actions, decisions, and interactions with community members.

## D Development

Strengthening our diversity, equity, and inclusion increases our knowledge and experience, and prepares our staff for leadership roles in our Department and community.



# LEADERSHIP

The La Crosse Police Department recognizes that Leadership is the cornerstone of our engagement and professional service philosophy. Leadership cultivates improvement in the effectiveness and efficiency of our service to the community. Mentoring, developing, and inspiring others in this Leadership philosophy allows us to enhance communication and attain our organizational goals while balancing the interests of our Department members and the La Crosse community.

## **Objective** Enhanced Police Training

Cultivate training opportunities for philosophical policing approaches including ICAT (Integrating Communication, Assessment, and Training), Active Threat and De-escalation.

Strengthen CDM (Critical Decision-making Model) as our framework in training and decision-making during incidents.

Implement ABLE (Active Bystandership for Law Enforcement) training for all sworn staff.

## Objective Leadership Development Training

- Enhance Training Program for Supervisors.
- Develop supervisory career path training program.
- Develop training manuals for supervisory positions.
- Provide yearly in-service session for supervisors.
- Maintain Structured National Incident Management System (NIMS).
- Follow National Incident Management System through Incident Command (ICS) protocol for complex incidents.
- Strengthen NIMS training program for all staff.
- Engrain the foundational value of NIMS to mitigate the impacts of complex emergency incidents.

## Objective Enhanced Internal Communication

- Develop strategy for communication and identify analytical tools for gauging effectiveness.
- Enhance expectations for internal communication through input from all levels of staff.





The La Crosse Police Department recognizes Community Engagement as a key cornerstone to community policing, allowing us to establish relationships with community members, stakeholders and neighborhoods. Community Engagement creates a platform where community members and police work alongside one another, strengthening lines of communication, creating public trust, and cultivating a diverse range of perspectives and experiences.

### **Objective** / Transparent Communication

- | Develop Branding and Marketing Strategy
  - Create recruitment media.
  - Develop community outreach and education.
  - Launch distinguishable brand.
- | Develop Community Feedback Strategy
  - Engage underrepresented communities, organizations, and businesses.
  - Identify and implement opportunities for feedback.



## Objective Collaboration with Community Members and Stakeholders

### Institute Department Sponsored Events

- Reorganize and launch Citizens Police Academy.
- Create annual open house.

### Actively Participate in Local Events/Festivals

- Offer non-uniformed work opportunities for staff to take part in local community events.
- Develop neighborhood-specific connection opportunities for Officers.

### Implement Joint Meetings with Stakeholders

- Develop a shared vision between community members and our organization.
- Collaborate with criminal justice entities to meet and discuss current challenges and opportunities.
- Host conversation opportunities with community and/or stakeholders.

“

A platform where community members and police work alongside one another.

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# PROFESSIONALISM

The La Crosse Police Department recognizes that professionalism is the guiding principle of community service and is achieved by living our mission, vision, and values in our daily work. Professionalism enhances community stewardship, grounds our development activities, attracts and retains excellent department members, and guides our actions, decisions, and interactions with community members.

## **Objective** Service to the La Crosse Community

- Enhance the neighborhood policing philosophy through engagement.
- Expand the Community Resource policing and co-responder partnerships.
- Cultivate a victim and survivor restoration philosophy through training and best practice response.
- Expand mental health/crisis response philosophy, training, and services.

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Professionalism is the guiding principle of community service.

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### Objective Risk Management

- Strengthen philosophy for risk management in daily policing.
- Implement CDM (Critical Decision-making Model) within risk management protocol.
- Develop systematic approach to risk management decisions.

### Objective Accreditation

- Communicate the importance and advantages of Accreditation.
- Implement best practices that enhance the Accreditation process.
- Increase staff buy-in by providing participation opportunities.





# DEVELOPMENT

The La Crosse Police Department recognizes Development as the foundation of a growing and thriving community service organization. Through Development and the continuous strengthening of our philosophy surrounding diversity, equity and inclusion, we increase our knowledge and experience, and prepare our staff for leadership roles in our Department and community.

## Objective Employee Recruitment

- Recruit for diversity through strategic community partnerships.
- Develop recruitment-specific social media and website strategy.
- Identify and promote what makes our Department distinct.

## Objective Employee Retention

- Develop Peer Mentorship program.
- Develop career path advisor program.
- Improve Officer wellness opportunities.
- Create an inclusive culture by listening and maintaining communication between staff.

## Objective Employee Training

Identify additional training opportunities with area Law Enforcement agencies.

Offer employee development training in diverse professional disciplines.

Promote diversity, equity, and inclusion within Department training philosophy.

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We increase our knowledge and experience, and prepare our staff for leadership roles in our Department and community.

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# ACKNOWLEDGEMENTS

Dr. Scott Dickmeyer, Associate Professor for Communication Studies at the University of Wisconsin-La Crosse, led the La Crosse Police Department through the enormous task of creating a new strategic plan to guide our decision-making and policy development for the next five years. This was Dr. Dickmeyer's third time facilitating this process for the Department and we thank him for his expertise, thoughtful guidance, and fantastic "dad jokes".

Over 80 community stakeholders, including community leaders, elected officials, and other Department Heads, as well as members of the La Crosse Police Department, participated in a community survey administered by Dr. Dickmeyer. With this information, Dr. Dickmeyer then completed an in-depth S.W.O.T. Analysis to identify what stakeholders and staff perceived as the Strengths, Weaknesses, Opportunities, and Threats to the success of the La Crosse Police Department. We truly thank our community stakeholders and Department members for their participation in Dr. Dickmeyer's survey and for their honest and insightful responses.

The La Crosse Police Department Strategic Plan Committee consisted of 33 individuals from all ranks, bureaus, and divisions, sworn and civilian, within the Department. Thank you to the committee members for their enthusiastic and dedicated efforts in creating this new strategic plan.

# ACKNOWLEDGEMENTS

## **La Crosse Police Department Strategic Plan Committee**

- Officer Andrew Adey – Night Shift Patrol
- Officer Trenton Benning – Night Shift Patrol
- Officer Trenton Bowe – Neighborhood Resource Unit
- Lieutenant Cory Brandl – Neighborhood Resource Unit
- Investigator Alex Burg – Investigative Services Bureau
- Sergeant Stephen Curns – Neighborhood Resource Unit
- Captain Andrew Dittman – Field Services Bureau
- Greg Elsen – Records Division Supervisor
- Sergeant Thomas Hansen – Investigative Services Bureau
- Officer Stephen Hughes – Day Shift Patrol
- Investigator Whitney Hughes – Community Resource Unit
- Captain Daniel Kloss – Administrative Services Bureau
- Shawn Kudron – Chief of Police
- Officer Colt Lang – Night Shift Patrol
- Investigator James Mancuso – Investigative Services Bureau
- Sergeant Daniel Mandujano – Night Shift Patrol Supervisor
- Captain Phillip Martin – Investigative Services Bureau
- Jason Melby – Assistant Chief of Police
- Officer Joel Miller – Community Resource Unit
- Stephanie Neises – Chief’s Office
- Officer Jason Nesbit – Day Shift Patrol
- Richard Nimmo – Records Division
- Sergeant Christopher Oates – Night Shift Patrol Supervisor
- Sergeant Steven Pataska – Administrative Services Bureau
- Sergeant Cody Plenge – Night Shift Patrol Supervisor
- Officer Ethan Purkapile – School Resource Officer
- Captain Avrie Schott – Professional Standards/Community Services Bureau
- Officer Arick Siegmann – Day Shift Patrol
- Sergeant Craig Teff – Day Shift Patrol Supervisor
- Investigator Andrew Tolvstad – Investigative Services Bureau
- Officer Jacob Walker – Neighborhood Resource Unit
- Lieutenant Jon Wenger – Night Shift Patrol Supervisor
- Officer Aaron Westpfahl – Neighborhood Resource Unit



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