

WINTER PARK POLICE DEPARTMENT



STRATEGIC PLAN

Goals and Objectives for FY 2025 – FY 2030

MISSION STATEMENT

We will ensure public safety, enforce the law with integrity, and provide extraordinary service.

A handwritten signature in blue ink, appearing to read "T. Volkerson", is positioned above the name of the chief.

Chief Timothy Volkerson



BACKGROUND

The Winter Park Police Department provides police services to the more than 30,000 residents of the City of Winter Park, Florida. Winter Park is one of ten municipalities located in Orange County, just north of Orlando. One of Florida's finest cities, it is famous for its stately trees, abundant parks, brick-lined streets, spectacular homes, museums, vibrant lakes and fine shops along Park Avenue.

The Winter Park Police Department exists to preserve life and property; to enforce the law; and to protect the right of all citizens to live in peace through the delivery of professional, high quality, effective law enforcement service.

The Department is a 7-day, 24-hour state accredited provider of very comprehensive law enforcement services. The Department is comprised of three major divisions, Administrative & Community Services, Investigations, and Operations.

The Department complies with the standards, directives and mandates of the Florida Police Standards and Training Commission, the Commission for Florida Law Enforcement Accreditation, and the laws and ordinances of the Florida State Statutes and the City of Winter Park, Florida Code of Ordinances.

PLANNING PROCESS

The strategic planning process allows our Department to establish a vision for the future and develop short- and long-term goals and operational objectives that will be met through our strategic initiatives. The strategic plan serves as a 5-Year "roadmap" that steers the Department and promotes effective resource allocation and budget planning. The plan is a "living document" that is regularly reviewed and updated to reflect current community issues and organizational goals.

The 2025 Strategic Plan involved inputs from several areas. The success of this planning process lies in the sponsorship and accountability across the Winter Park Police Department. This process was a collaboration, including input from various agency members, starting with the Chief of Police, through ranks. Each objective to achieve the stated goal is assigned to an agency member. Through these assignments, there is accountability to the efforts in this Strategic Plan.

This Strategic Plan is facilitated through the Office of the Chief. This includes regular updates to staff, management of the internal tracking tool, and all published reports. Coordination and compilation of the tracked progresses shall be assigned to the Accreditation and Grant Manager. Quarterly updates shall be provided to the Chief of Police, via the chain-of-command.

PLAN PURPOSE

The Winter Park Police Department's Strategic Plan is a multiple year projection that helps to define the purpose of the organization and establish realistic goals and objectives consistent with the defined mission. This Strategic Plan is a proactive tool that provides guidance and structure for the Department to continually improve its service. As written, the Strategic Plan incorporates the pillars of 21st Century Policing as well as other necessary objectives to ensure the Department continually provides safety for our residents and visitors. It ensures the agency is moving forward, progressing and is responsive to current needs.

The GOALS of the Strategic Plan are as follows:

1. Continue to develop and enhance relationships and trust with our community;
2. Strengthening our workforce;
3. Improve organizational effectiveness and enhance oversight;
4. Enhance public safety;
5. Enhance agency development and member's professional growth.

PLAN GOALS

GOAL 1: CONTINUE TO DEVELOP AND ENHANCE RELATIONSHIPS AND TRUST WITH OUR COMMUNITY

OBJECTIVES:

1A - The Community Policing Unit will research and initiate contact with new businesses in Winter Park.

Reporting Frequency: Quarterly
Reporting Responsibility: CPU Lieutenant

1B - Various agency members will attend community events to proactively promote public trust and engagement through positive non-enforcement activities throughout the year.

Reporting Frequency: Quarterly
Reporting Responsibility: CPU Lieutenant

1C - The agency will continue to work with the local non-profits as a resource to assist in securing basic needs for our vulnerable and under-served community member.

Reporting Frequency: Semi-Annually
Reporting Responsibility: CPU Lieutenant

1D – The Administration will work to increase participation of the (*Rebranded*) Neighborhood Advisory Committee meetings.

Reporting Frequency: Semi-Annually
Reporting Responsibility: Deputy Chief

1E – The HART Program will be instituted and fully staffed. Efforts and progress will be measured and reported on regularly.

Reporting Frequency: Quarterly
Reporting Responsibility: Operations Captain

GOAL 2: STRENGTHENING OUR WORKFORCE

OBJECTIVES:

2A – The Community Policing Unit will review and update the Recruitment Plan.

Reporting Frequency: Annually
Reporting Responsibility: CPU Lieutenant

2B – The agency will strategize to research and review all methods and means to promote the agency in the recruitment of law enforcement officers.

Reporting Frequency: Annually
Reporting Responsibility: CPU Lieutenant

2C – The Department will utilize the Police Officer Trainee Program to offer an alternate means for non-certified to become certified and committed to WPPD.

Reporting Frequency: Semi-Annually
Reporting Responsibility: Deputy Chief

2D – Members will attend (in-person) community meetings and other community events to encourage applications for open position.

Reporting Frequency: Quarterly
Reporting Responsibility: CPU Lieutenant

2E – The Community Policing Unit will coordinate, oversee, and utilize social media and other technology-driven means to recruit candidates.

Reporting Frequency: Quarterly
Reporting Responsibility: CPU Lieutenant

2F – Police Administration will seek to retain employees by evaluating job satisfaction periodically. Phase 1: establish a means to measure satisfaction and Phase 2: implement means for measurement.

Reporting Frequency: Annually
Reporting Responsibility: Deputy Chief

2G – The Department will review existing officer wellness and safety initiatives and evaluate alternative and additional methods to enhance officers' physical and mental health.

Reporting Frequency: Annually
Reporting Responsibility: Deputy Chief

GOAL 3: IMPROVE ORGANIZATIONAL EFFECTIVENESS AND ENHANCE OVERSIGHT

OBJECTIVES:

3A – Command Staff will evaluate operational effectiveness to determine if any structural, positional or personnel changes are needed to improve the agency's effectiveness.

Reporting Frequency: Annually

Reporting Responsibility: Investigations Captain and Operations Captain

3B – The Department will determine technology needs through a review of existing resources and research other advanced technology means available. Recommendations for efficiency and improvement will be evaluated and when applicable, tied to the department’s budgeting planning process.

Reporting Frequency: Annually

Reporting Responsibility: IT Liaison

3C – The agency will develop and implement a process and procedure to regularly review (once every three (3) years) standard operating procedures (policy) to ensure they are current and accurately represent agency practice. Phase 1: determine the process and Phase 2: Initiate the reviews.

Reporting Frequency: Semi-Annually

Reporting Responsibility: Professional Standards and Training Lieutenant

3D – Improve Interagency Communication through regularly scheduled command staff meetings, officer committee meetings and electronic mail.

Reporting Frequency: Semi-Annually

Reporting Responsibility: Chief of Police

GOAL 4: ENHANCE PUBLIC SAFETY

OBJECTIVES:

4A – WPPD will develop and continue effective current means and initiatives to reduce crime.

- Increase public awareness of Crime Prevention
- Use of technology to assist in Crime Prevention
- Work towards increase in crime rate clearance

Reporting Frequency: Quarterly

Reporting Responsibility: Investigations Captain and Operations Captain

4B – WPPD will monitor and effectively respond to crime trends.

- Use of social media and open source intelligence
- Weekly Crime Trend information sharing
- Increase the use of real time crime monitoring

- Use of directed operations/deployment of resources

Reporting Frequency: Quarterly

Reporting Responsibility: Investigations Captain and Operations Captain

4C – WPPD will prioritize Traffic Safety Measures.

- Use of area patrols for targeted enforcement
- Use of electronic data collection to enhance and direct enforcement
- Use of speed signs and message boards as a force multiplier for traffic safety

Reporting Frequency: Quarterly

Reporting Responsibility: Special Operations Lieutenant

4D – WPPD will monitor, evaluate and adjust operational planning for public events.

Reporting Frequency: Quarterly

Reporting Responsibility: Special Operations Lieutenant

GOAL 5: ENHANCE AGENCY DEVELOPMENT AND MEMBER'S PROFESSIONAL GROWTH

OBJECTIVES:

5A – WPPD will hire and train a new Accreditation Manager.

Reporting Frequency: Quarterly (until completed)

Reporting Responsibility: Deputy Chief

5B – The agency will maintain state of Florida accreditation by having successful mock and on-site assessments in 2024 and 2027 by ensuring agency policy stays current with CFA standard changes, adequate proofs of compliance are collected, accreditation files are continuously built, and any non-compliance issue is brought to the attention of the Deputy Chief.

Reporting Frequency: Quarterly

Reporting Responsibility: Accreditation and Grant Manager

5C – The Accreditation and Grant Manager will continue agency education in the area of accreditation.

Reporting Frequency: Semi-Annually

Reporting Responsibility: Accreditation and Grant Manager

5D - The Accreditation and Grant Manager will seek to increase revenue received from grant awards by researching and applying for various grant opportunities to fund various community-focus community policing initiatives.

Reporting Frequency: Quarterly

Reporting Responsibility: Accreditation and Grant Manager

5E – The training component of the agency will continue active and continuous training for agency members.

Reporting Frequency: Semi-Annually

Reporting Responsibility: Professional Standards and Training Lieutenant

5F – The Operations Command Staff will research and implement a mentoring program for law enforcement officers.

- Temporary Duty Assignments for Specialized Units
- Field Training Program Mentorship with milestone reviews through first year
- Supervisory Training, Shadowing & Coverage for Senior Police Officers and Master Police Officers

Reporting Frequency: Semi-Annually

Reporting Responsibility: Investigations Captain and Operations Captain

MEASUREMENT OF PROGRESS and REPORTING

The objective's reporting responsibility member assigned will be required to monitor the progress to ensure objectives are met and to implement any necessary changes or updates to ensure the listed goals and objectives are accomplished.

Reporting shall occur as directed in the PLAN itself. Members shall utilize the established reporting form and forward the completed form, as required, to the Accreditation and Grant Manager. The forms shall be compiled into a single document and forwarded to the Chief of Police for review on a quarterly basis. The Accreditation and Grant Manager shall maintain the original reporting forms as per the Florida General Records Schedule.

At any time, the Chief may amend the PLAN to fit the agency's needs.

ANNUAL REVIEW

Per CFA standard 1.04, annually, the Chief of Police, or their designee shall complete a documented review of the PLAN to ensure the goals and objectives remain current with the agency. The documented review shall be provided to the Accreditation Manager.

PLAN Approved By: Timothy R. Volkerson
Chief of Police

Date: 04/15/2025