

# Sheridan Police Department



**MASTER PLAN**

**2024-2029**

# Table of Contents

Mission Statement.....	3
Message From the Chief .....	4-5
Organizational Overview .....	6
Vision Origin/Destination .....	7-9
Benchmark City Information .....	10-15
Priorities and Goals.....	16
Priority 1 .....	17-19
Priority 2 .....	20-21
Priority 3 .....	22-25
Priority 4 .....	26-27
Priority 5 .....	28-29
Priority 6 .....	30-31
Priority 7 .....	32-33
In Closing .....	34



# Mission Statement



## SHERIDAN POLICE

***The mission of the Sheridan Police Department is to continuously evolve while serving all people in our jurisdiction by preventing crime, protecting life, and improving the quality of life. We will work towards our goals through challenging and relevant training, quality hiring, and working with community partners.***

# Message From the Chief

**T**hank you for taking the time to review the Sheridan Police Department's Master Plan. This document has been collaboratively crafted through multiple meetings with community members and department staff. Its purpose is to serve as a blueprint for future growth and organizational development, ensuring the delivery of top-tier police services to our community. We are grateful to serve and live in a community where our goals can focus on enhancing quality of life rather than addressing high rates of violence or crime.

While public safety remains our paramount concern, the landscape of law enforcement continues to evolve, necessitating a more holistic approach to achieving public safety that aligns with community expectations. It is crucial for police leaders to plan for the future with adaptability and innovation, while upholding the fundamental principles of policing.

Within this document, you will find seven strategic priorities that the department must consistently address. Foremost among these priorities is our investment in our personnel.

Our department recognizes that without dedicated officers, dispatchers, and support staff, achieving our objectives is impossible. We are committed to recruiting and retaining the highest caliber employees and fostering their personal and professional growth throughout their careers.

In addition to these strategic priorities, we emphasize four core competencies: Traffic Safety, Crime Prevention, Criminal Investigation, and Community Policing. Within each of these competencies, we have developed strategies to enhance community safety through collaborations with law enforcement and community groups, fostering open communication and transparency in our approach to policing.

Furthermore, as call volumes increase, it is essential for police departments to manage workload effectively to ensure that staffing allocations meet the needs of the community. Adequate staffing enables proactive policing measures, including high-visibility engagement, which acts as a deterrent to criminal activity. We recognize the importance of allocating resources for both random and directed patrols to prevent and address incidents effectively.



Lastly, a critical priority for all police agencies is addressing mental health crises. Given the potential volatility of such situations, officers are often the first responders. We are committed to ongoing training and refining our responses to individuals in crisis to ensure the safety of both our officers and our citizens.

As societal changes occur, we will continually review and revise our priorities. However, we remain dedicated to engaging our community with professionalism, problem-solving, and compassion. We recognize that community involvement is essential, and we are fortunate to have the support of the Sheridan community.

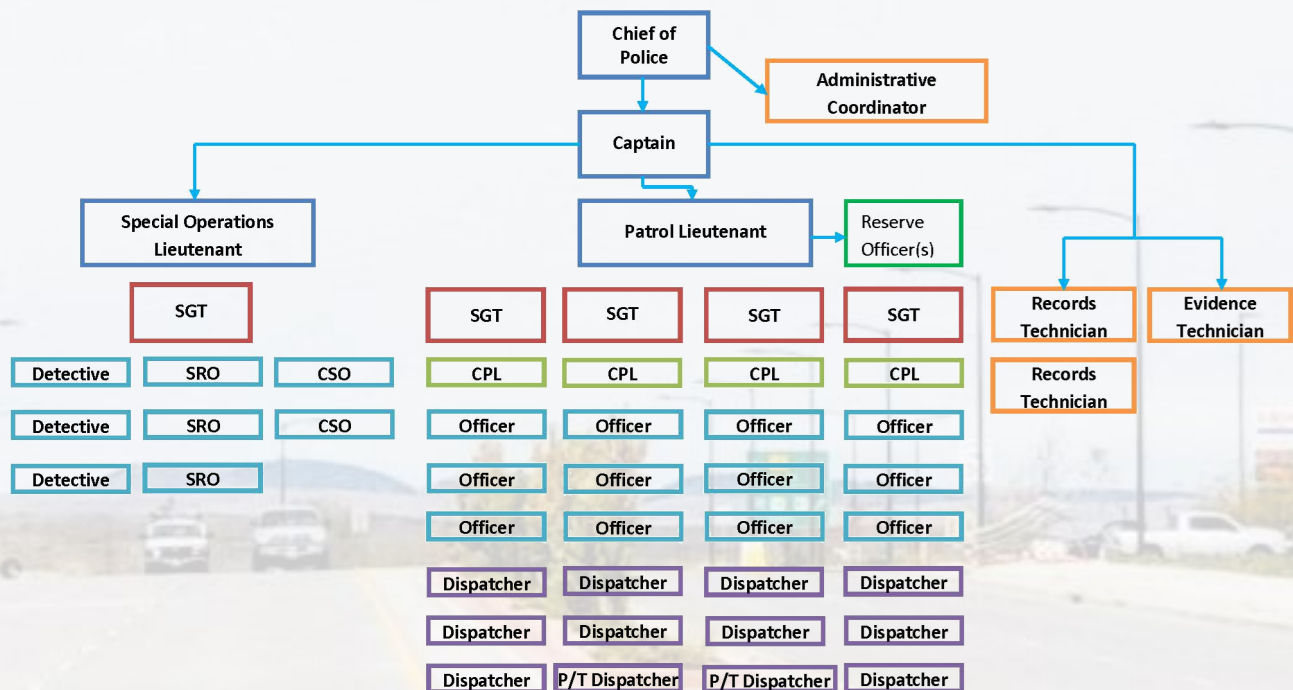
Thank you.

Travis Koltiska  
Chief of Police



# Organizational Overview

The Sheridan Police Department staffing consists of an allocation of thirty-one (31) sworn police officers, ten (10) full-time dispatchers, two (2) part-time dispatchers, two (2) community service officers, one (1) evidence technician and three (3) administrative/records staff. The department has experienced staffing shortages of police officers and communications officers. Below is a graphic showing how these positions are allocated.





# Vision / Origin Destination

## WHY AND WHAT IS THE BENCHMARK CITIES SURVEY?

The Benchmark Cities Survey serves as a crucial reference point throughout this document. We have chosen to utilize this survey as a control group to evaluate our performance against key success criteria. Our decision to use the Benchmark Cities data is based on several factors:

- **Availability:** The information in the Benchmark Cities Survey is readily compiled and accessible.
- **Comparable Agencies:** There are more agencies of similar size to Sheridan participating in the Benchmark Cities Survey than within Wyoming alone.
- **National Comparison:** Comparing ourselves to Benchmark Cities allows for a national comparison, providing valuable insights into our standing.
- **External Perspective:** Comparisons to Benchmark Cities aid individuals and businesses from outside our state in assessing Sheridan's standing on a national scale. It's important to note that while this is one target audience for the report, it's not the sole focus.
- **Ease of Use:** The format of the Benchmark Cities Survey is user-friendly and easier to work with for our purposes.

The Benchmark Cities Survey originated in 1997, conceived by a core group of police chiefs from across the country. Their aim was to create a tool for measuring departmental performance and ensuring the delivery of top-tier services within their respective communities.



Each year, the Benchmark Cities Survey is distributed to participating agencies, collecting data across five key sections or categories. In 2018, 29 agencies participated, contributing data on:

- Demographics
- General Information
- Offenses
- Clearance Rates
- Traffic Safety

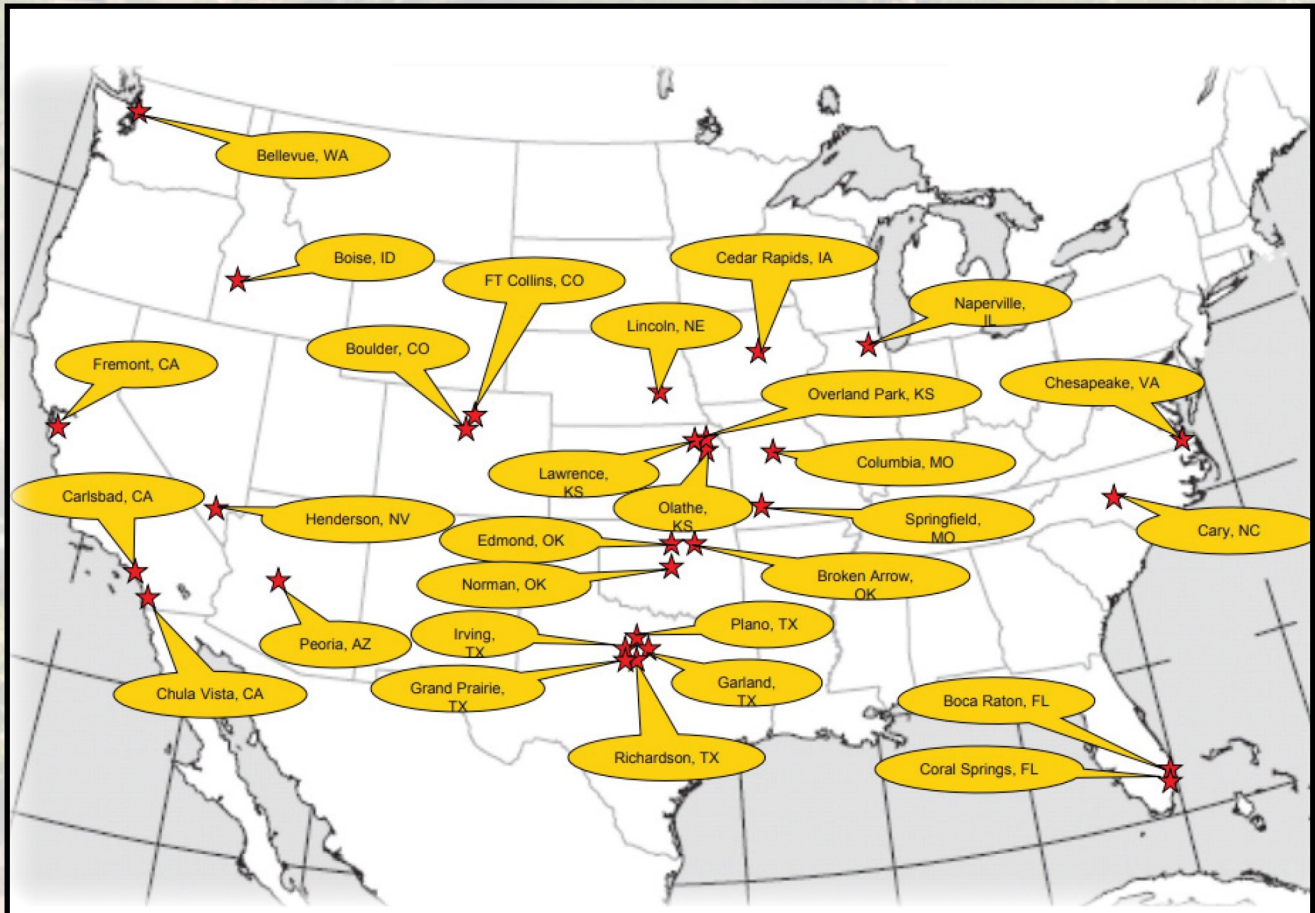
Following data collection, the Overland Park Kansas Police Department processes and analyzes the information. The result is a comprehensive Benchmark Cities Survey Report, disseminated to participating agencies and available to the public, including non-participating law enforcement agencies.

Our goal is to position Sheridan favorably in comparison to the benchmark cities. By employing proven and effective policing strategies, we aim to push our relationship to these benchmarks further to the left on each graph. A position further to the left signifies lower crime rates, and our ongoing efforts seek a reduction in crime accordingly.



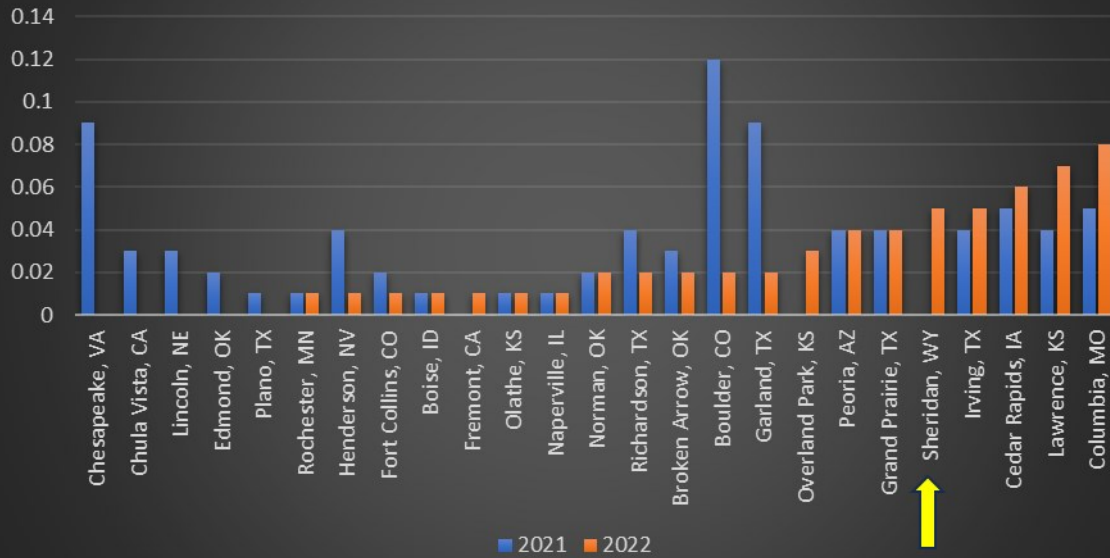


Below is a map of the benchmark cities that participate in the collection of data for the Benchmark Cities Survey.

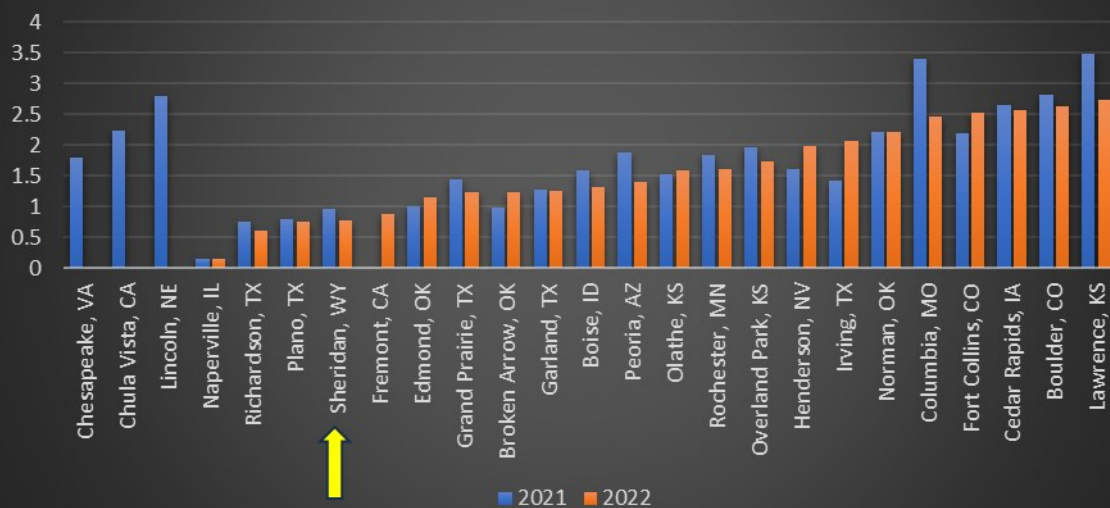


# Benchmark City Information

## Homicide Offenses per 1,000 Citizens

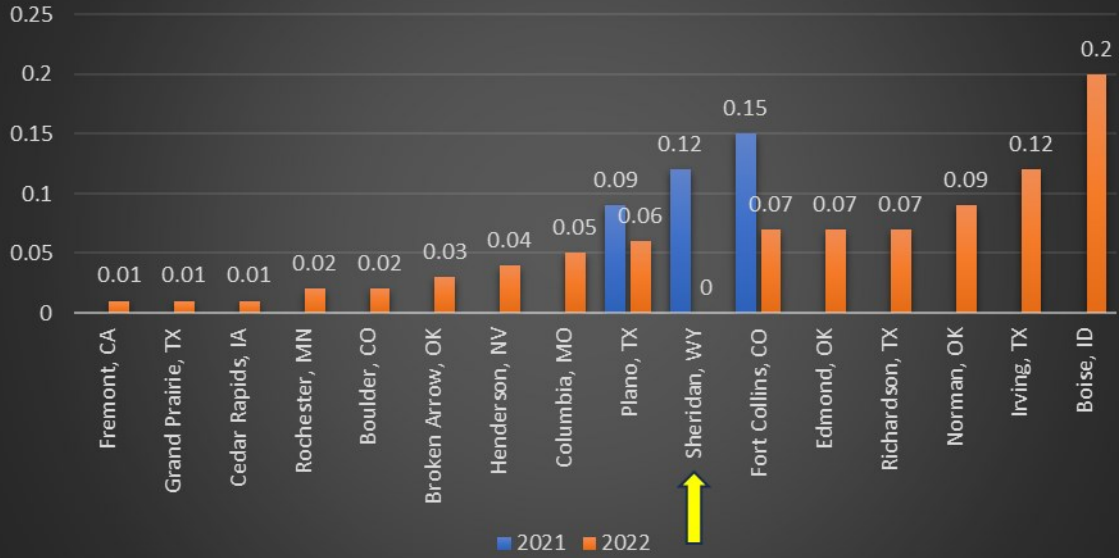


## Aggravated Assault/Battery Offenses per 1,000 Citizens

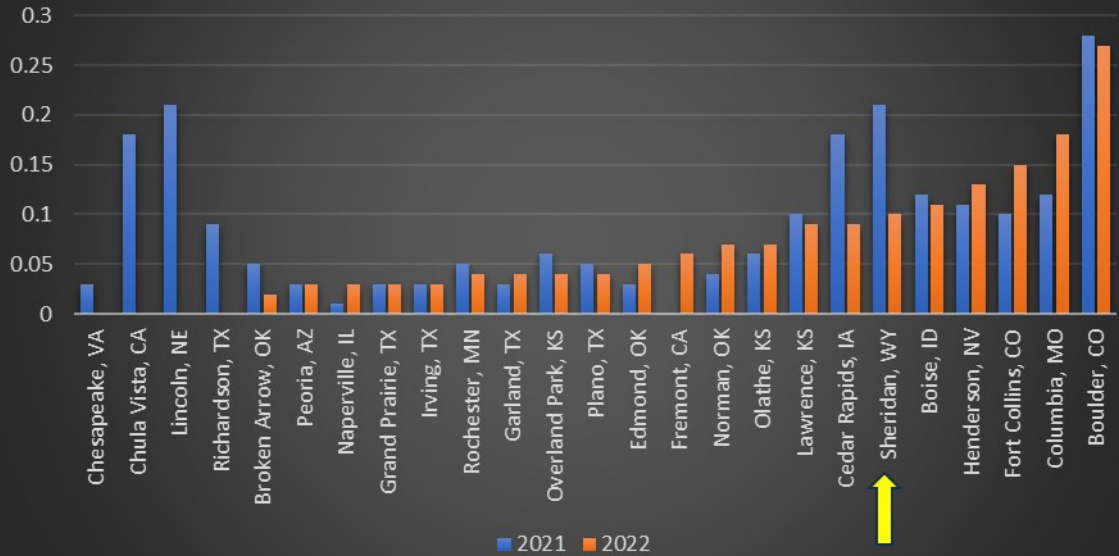




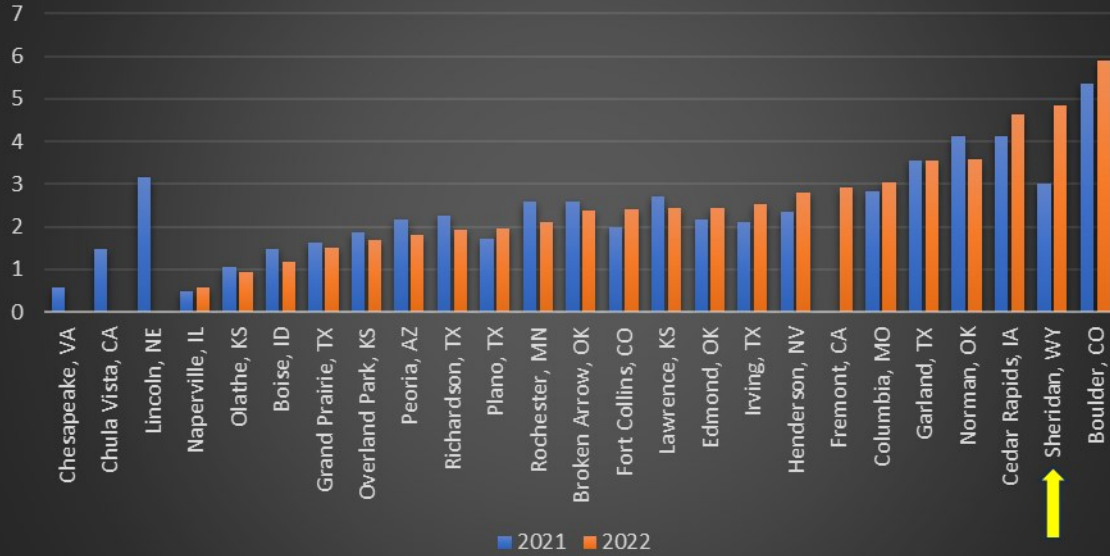
## Sexual Assault per 1,000 Citizens



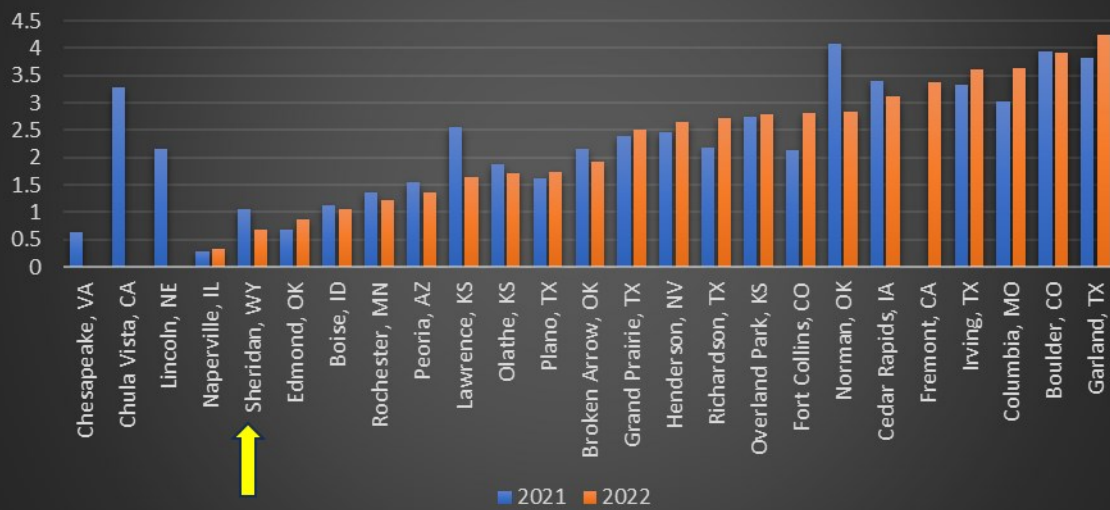
## Arson Offenses per 1,000 Citizens



## Burglary Offenses per 1,000 Citizens

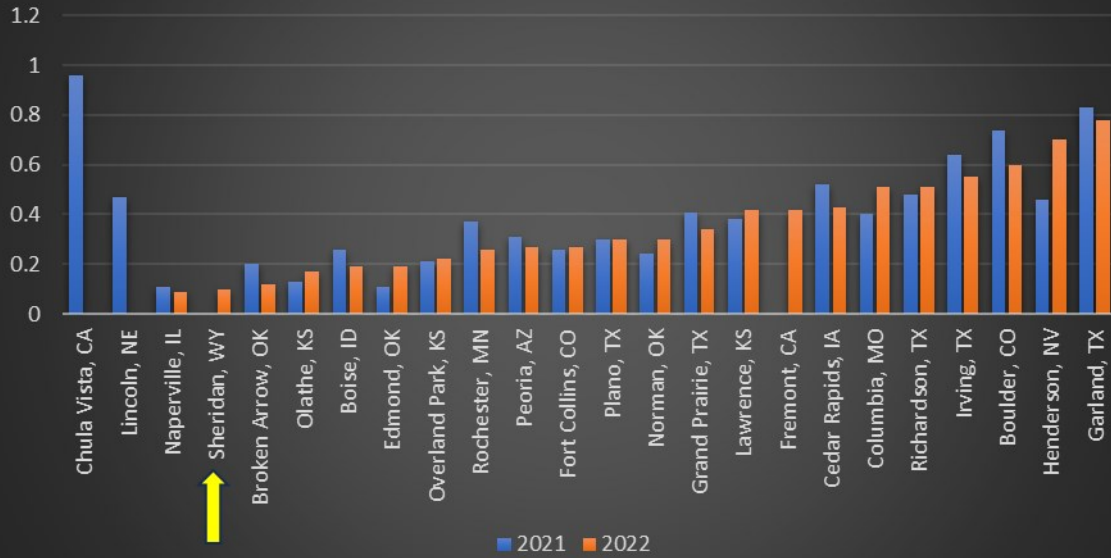


## Motor Vehicle Theft Offenses per 1,000 Citizens

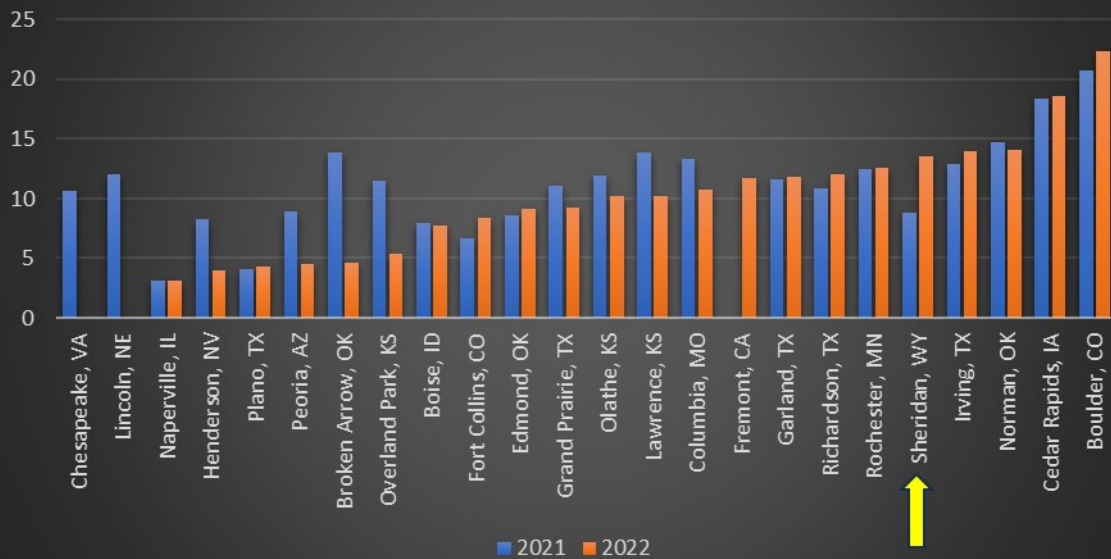


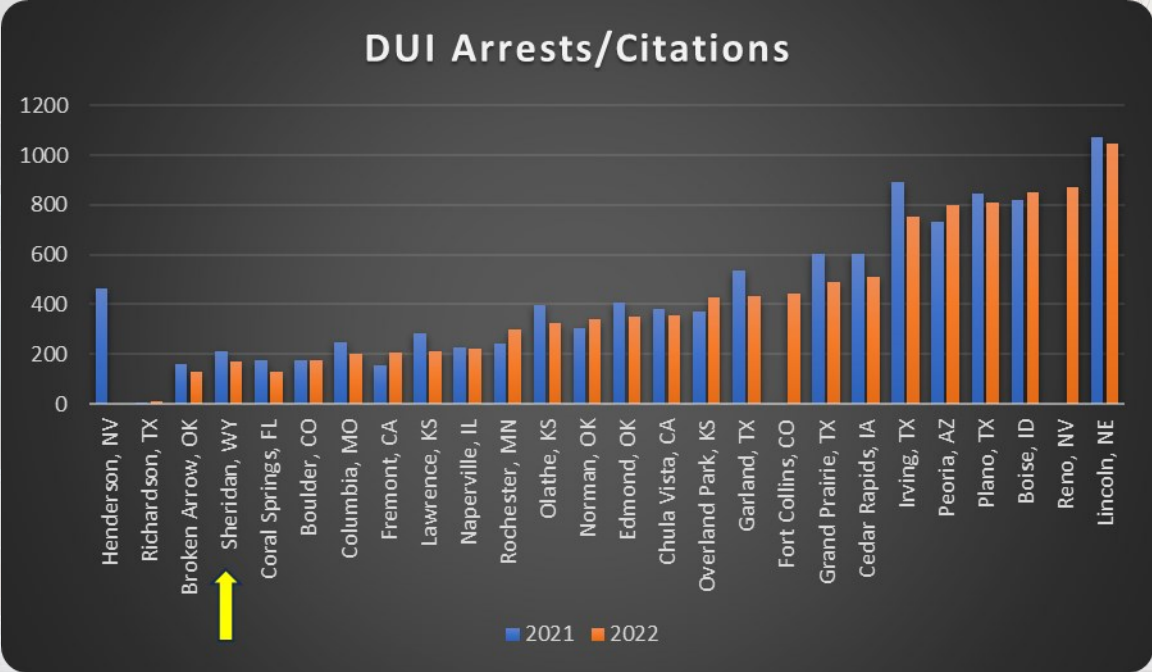
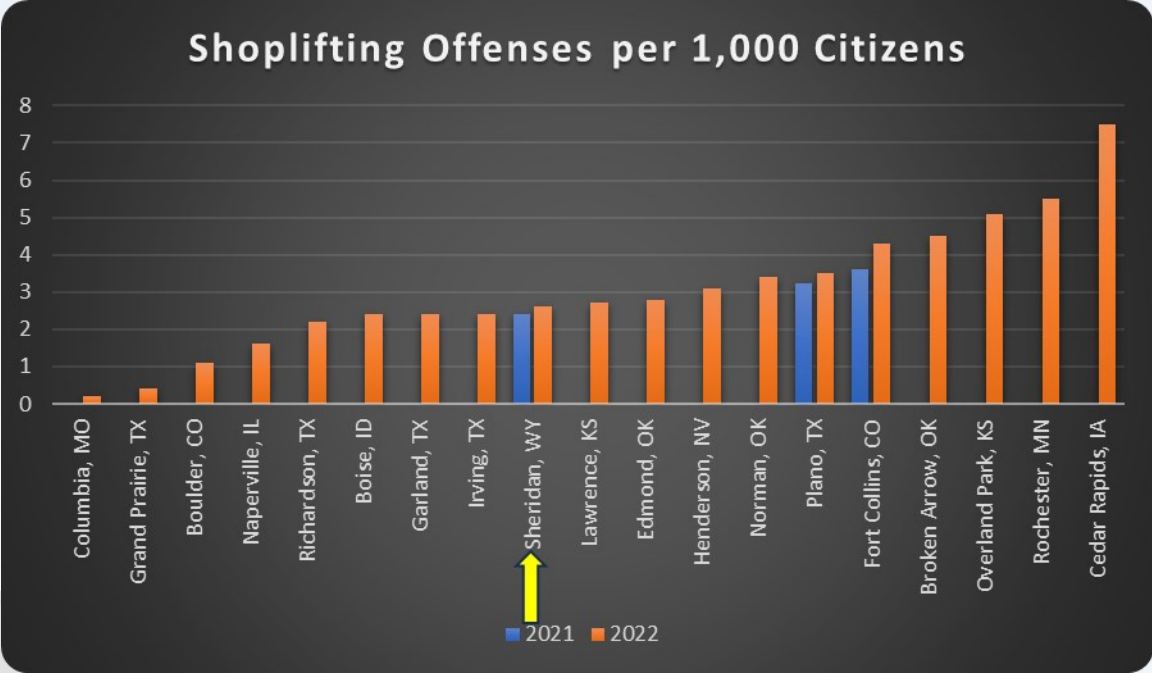


## Robbery Offenses per 1,000 Citizens



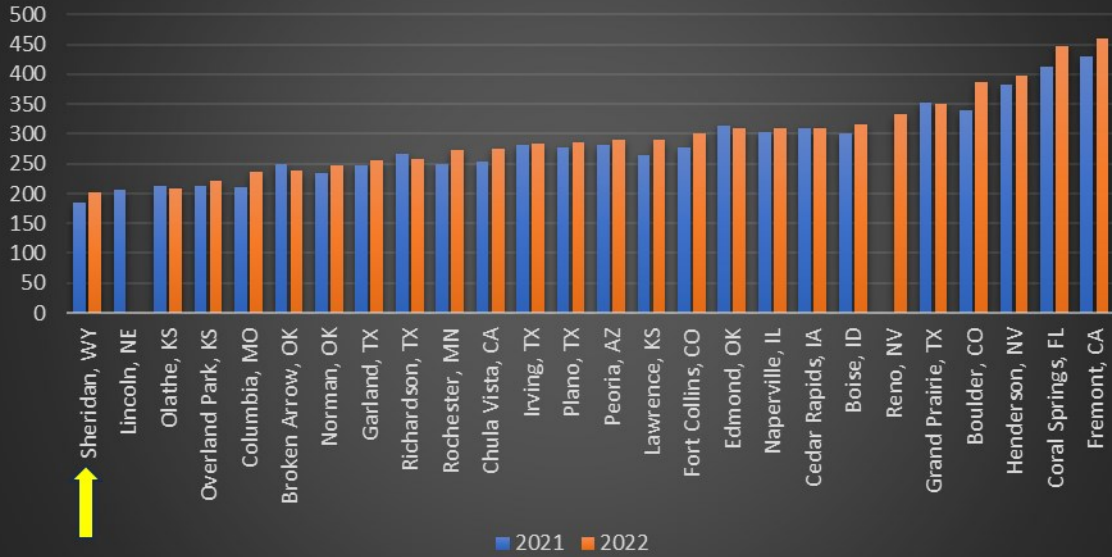
## Theft Offenses per 1,000 Citizens



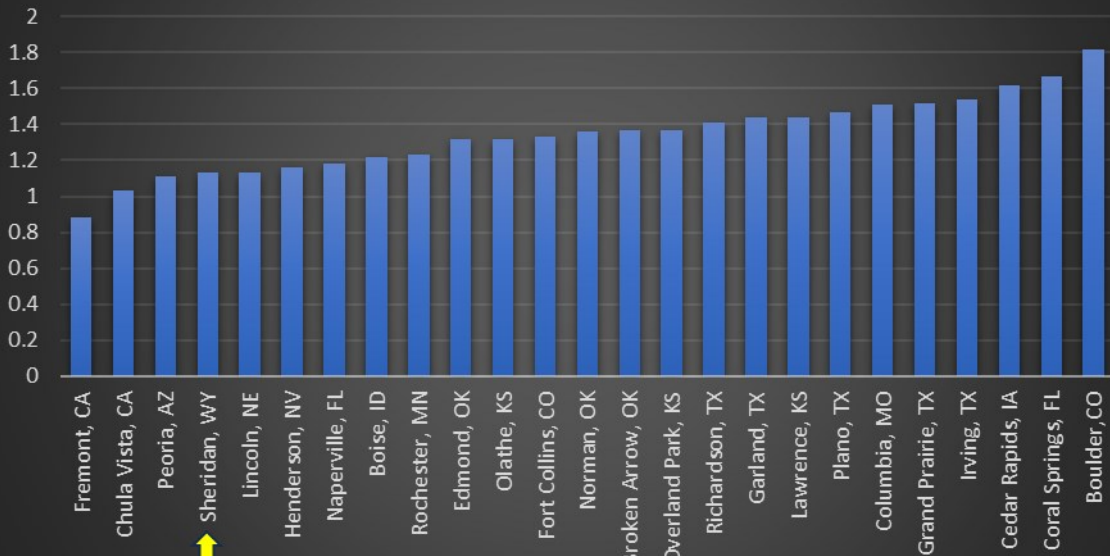




## Budget - Dollars Per Citizen



## Number of Officers per 1,000 Citizens





# Priorities and Goals

## Priorities

### 1. Staff, Leadership & Personal/Professional Development

- Hiring standards
- Training
- Unity of Vision (Can we all articulate and work to..)
- Effective Communication (Consistent and timely)
- Wellness

### 2. Traffic Safety

- Education and Community Partnership
- Inter Agency Collaboration (Local and State)
- Data driven HVE
- Impaired Driving Enforcement

### 3. Crime Prevention

- High Citizen Engagement
- Partnerships with Community Stakeholders (Business and Social Partnerships)
- Site/Vulnerability Assessment Services
- Data Driven HVE
- MDT's

### 4. Criminal Investigations

- Staff Allocation
- Training & Resources
- Interagency Cooperation

### 5. Community Policing (How are we doing?)

- Public Outreach/Community Meeting/Survey Analysis
- Transparency
- Non-Enforcement Activities
- Community Based Teams (Vouchers w/ Clergy)

### 6. Mental Health

- Training for Staff
- Training for Community
- Partnerships

### 7. Growth, Resources & Community Needs (Do we have enough?)

- Resource Allocation
- Partnerships



## Staff, Leadership & Personal/Professional Development

We provide the community with the highest quality staff to ensure problems are addressed with competence and compassion. We provide staff with development opportunities and career growth to maximize personal and professional fulfillment.

We will utilize the following strategies:

Strategy 1 Hiring Standards: The foundations for the success of any entity rests in a rigorous and unwavering commitment to excellence.

1. Establish and adhere to standards – Inadequate employment standards can lead to substandard performance of police organizations globally. A byproduct of lowering employment standards is the erosion of public trust and the decay of service delivery.
2. Conduct rigorous screening of candidates for suitability – Every step of the hiring process results in strict scrutiny of candidates demonstrated ability to adhere to department standards.
3. Probationary evaluations – New staff shall be taught, and then demonstrate, competence in both job tasking and assimilation into our culture of excellence.

Strategy 2: Training – Department will place high importance on training that will enable technical competence, tactical competence and personal fulfillment.

1. Identify training needs – Relevant, cutting edge training to provide staff with skills and equipment necessary for holistic community service.
2. Competitive selection process – Use thorough mechanisms to match staff skills, abilities and interests with identifiable department needs.
3. Indigenous instructor/expert development – The department will be self reliant in meeting basic needs while identifying opportunities for evolution.
4. Use partnerships to identify training gaps – Receive and provide identification of and training on the unknown.



Strategy 3: Unity of Vision – The sharing and explaining of common goals, values and ideas creates ownership in the success of the department, the City and our community.

1. Onboarding – The relaying of the current state of the City and how each employee has an impact in success.
2. Goal Development – All employees are empowered to contribute to not only their personal goals but that of the organization, providing valuable perspectives from different duties.
3. Affirmation – It is incumbent of all employees to monitor individual and agency progress toward the identified vision.

Strategy 4: Effective Communication – Using an effective two-way communication model to relay information and receive feedback regarding individual, department and community needs and resources.

1. Timeliness – The department stresses the need to disseminate necessary information regarding individual and department performance feedback, as well as to relay any potential course corrections.
2. Accuracy – We ensure that our staff and the City only receives accurate internal information, and the entire organization disseminates accurate information.
3. Perception check – We make sure that the intent of the communication disseminated is fully understood by the receiver of the information, and provide clarity when necessary.

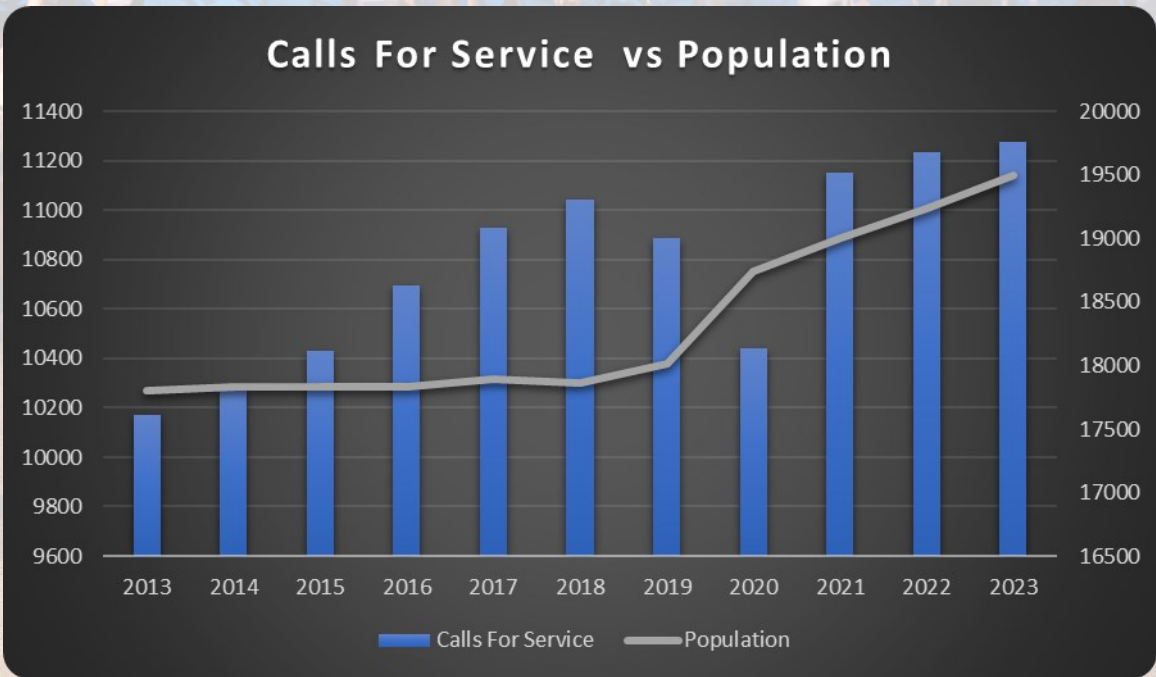
Strategy 5: Wellness – The wellbeing of our entire staff is of the highest priority of the organization.

1. Job aptitude alignment – The hiring process should be designed to place individuals with identified and desired characteristics in the department that will enable them to succeed personally and professionally.
2. Continuous monitoring and check-ins – Supervisors and peers are encouraged to monitor and address the needs of their teammates and to encourage or require the use of mental health resources. All team members should assist in the de-stigmatization of seeking help for our own wellbeing.
3. Enhanced post-incident services – Professional services are encouraged, and sometimes mandated, upon the conclusion of a critical incident, whether personal or professional.
4. Training – The building of staff confidence, enjoyment and resilience through appropriate, relevant and effective training.



**Success Points:**

1. **Improve Efficiencies of Candidate Identification, Testing and Hiring** - Establish a network (National Testing Network) to expand awareness of the City of Sheridan and Sheridan Police Department to improve recruitment numbers and ease for candidates. (National Testing Network)
2. **Rigorous, Relevant and Contemporary Training** - All necessary training requirements in regards to subject matter and certification maintenance are satisfied. Department has a full training cadre to ensure the quality and relevance of training.
3. **Individual Staff Goal Alignment** - Feedback from individual team members confirms progress to common goal achievement through formal and informal instruments.
4. **Unity of Care** - Culture is conducive to encouraging peers and team mates to seek assistance with any issue that may affect them personally or professionally to include any post critical incident.
5. **Unity of Messaging** - Consistent messaging and media is used to inform, revisit and reinforce all necessary information that drives our mission.





# Priority 2

## Traffic Safety

We will ensure people and goods travel safely throughout our jurisdiction. The most common everyday hazard to our people and their property is traffic crashes.

We will utilize the following strategies:

Strategy 1: Education and Community Partnership – Create community ownership of all traffic safety.

1. Traffic Safety Class – Collaboration with courts and schools to offer basic driving education and best practices in a classroom setting. This is paid for by a grant.
2. Speed and traffic monitoring – Complaint based response to community concerns regarding traffic volume, speed and flow. We accomplish this with the use of a speed and volume monitoring device (JAMR).
3. Public awareness: Inform the community of upcoming changes in routine flows, volumes and patterns due to projects and events. Inform the community of changes to traffic laws. Inform the community of emerging unsafe behaviors and problem areas.

Strategy 2: Inter Agency Collaboration (Local and State) – Work with other agencies to ensure traffic safety for all traveling through and around Sheridan.

1. Team with other City of Sheridan and State of Wyoming departments and agencies – Identify problem traffic patterns and trends. Remedy problems when the potential is identified through upcoming events and perceived disruptions.
2. Focused traffic enforcement – Facilitate multi agency task forces to mitigate unsafe driving behaviors during high volume events.
3. Mutual Aid Assistance: Entered into memorandums of understanding (MOU) with concurrent and extra jurisdictional law enforcement agencies to provide 24 hour call response and proactive problem identification.

Strategy 3: Data driven High Visibility Engagement (HVE) – Using historical data to identify locations and causal factors to prevent crashes.

1. Resource allocation – Allocate patrol resources during identified times and locations to prevent unsafe practices and behaviors through proactive engagement. HVE units are primarily used as a deterrent factor.



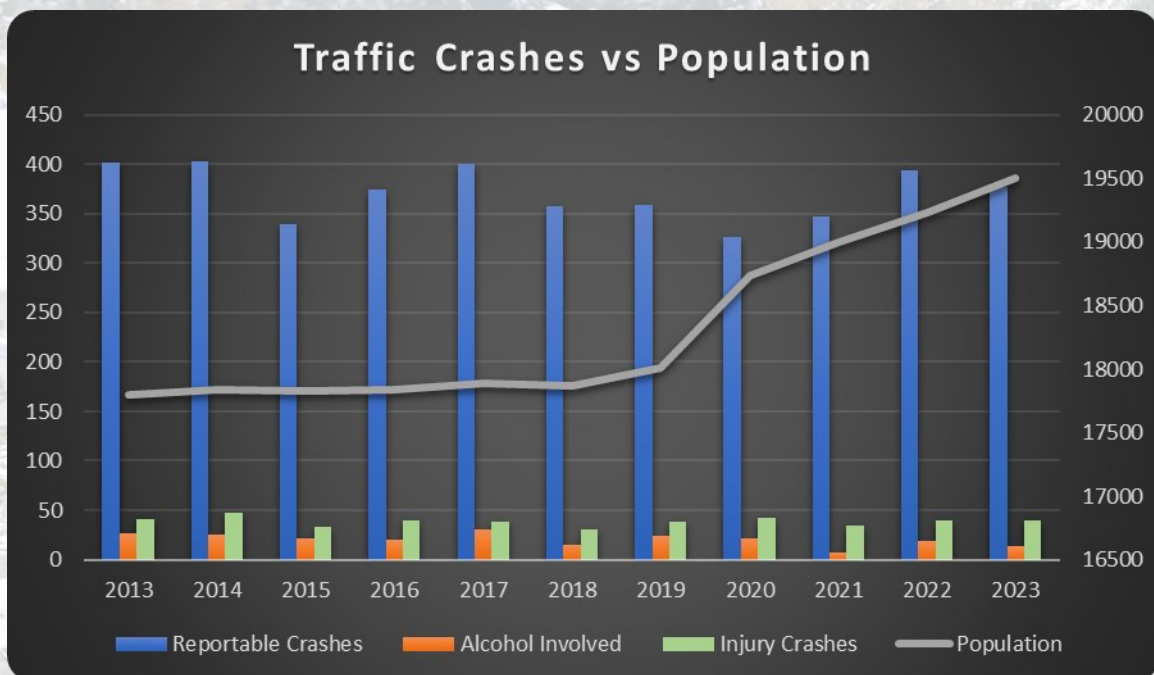
2. Behavior Based Focus - HVE units focus on specific behaviors that have been identified as causal factors in crashes.
3. Impact Studies - Analysis of data, both pre and post- campaign, to monitor effectiveness of implemented strategies.

Strategy 4: Impaired Driving Enforcement - Prevent death and bodily harm to all due to alcohol and controlled substance use while operating a motor vehicle.

1. Increased patrol staff - Increased staffing during identified peak locations and times of impaired driving violations. The increased staffing is funded by impaired driving grants administered by the State of Wyoming.
2. Zero tolerance - Mandatory arrests upon probable cause for impaired driving.
3. Training and Equipment - All officers are provided enhanced training in detecting cues of intoxication and impairment. The training is provided through Advanced Roadside Impaired Driving Enforcement (ARIDE) and Standardized Field Sobriety Testing refresher training. Officers are assigned detection and recording equipment in the form of Portable Breath Test (PBT) devices and Body Worn Camera Systems (BWC).

Success Points:

1. Crash Rates - At or below Benchmark Cities or State averages per 1000 citizens (fatality, injury and non-injury crashes). .01/1000-1.19/1000-4.09/1000.
2. Meet or exceed attendance for the Traffic Education Class.
3. Alcohol Related Crash Rates - At or below Benchmark Cities or State averages. DUI Offenses 2.58/1000.





# Priority 3

## Crime Prevention

We use proactive measures to reduce criminal intent through analysis, education and presence. Our crime prevention will focus on potential offenders, potential victims and maintaining a high quality of life for the community.

We will utilize the following strategies:

Strategy 1: High Citizen Engagement- Identify and create means for the community to partner with law enforcement to mitigate crime.

1. Crime Analysis and Education- Department will identify areas and trends with potential for increasing crime and work with stakeholders to implement prevention best practices.
2. Establish relationships with stakeholders- Staff meet with stakeholders to establish relationships that facilitates and encourages open, freeflow dialogue.
3. Youth Engagement- Interact with the community youth in school and non-school setting to educate on crime safety and prevention and to reduce stigma of interacting with law enforcement.

Strategy 2: Partnerships with Community Stakeholders- Establish common goals and objectives with residents and businesses to share information.

1. Community education- Provide instruction on a variety of best practices to different entities to prepare them for common issues that may pose a threat to their specific industries I.E. TIPS beverage server training, bank site security assessments, school security assessment, scam screens and fraud education.
2. Licensing accountability and education- Ensure compliance with laws governing sale and use of alcohol and tobacco.
3. Event monitoring- Provide oversight and presence during high impact events to ensure safety and identify sustainments and future improvements.
4. Meet with low income housing managers- Identify problems and offer solutions to improve quality of life for local residents.



Strategy 3: Site/vulnerability assessments services- Evaluate and identify conditions and suggest improvements to physical security measures in place by local establishments.

1. Physical facility assessment- Conduct thorough evaluations of existing structures and facilities and make recommendations for security improvements.
2. Staff and policies assessments- Conduct review of organizational safety policies and evaluate staff adherence.

Strategy 4: Data driven High Visibility Engagement- Allocation of resources at a time and place where crimes commonly occur.

1. Data Analysis & Evaluation- Using historical data to identify crime hotspots and assigning personnel to locations to deter crime.
2. Public contacts- Meet staff and management of businesses during times of potential high crime.
3. Foot patrols- Officers interact with the public in locations where data indicates like crimes commonly occur.

Strategy 5: Multidisciplinary Teams- Collaborate with other vested organizations to provide a unified problems solving approach to crime prevention and social concerns.

1. Criminal Justice- Permanent and temporary teams that target specific criminal behaviors.
2. Social, family and mental health- Participate in teams that target specific community health and wellness concerns.
3. Community based- Work with organizations that develop community solutions to community problems.

Success Points:

1. Violent Crime- Defined as homicide, kidnapping, robbery, aggravated assault and strangulation at or below Benchmark Cities Average.
  - Homicide .043/1000
  - Kidnapping .16/1000
  - Robbery .46/1000
  - Aggravated Assault 1.87/1000
2. Simple Assault/Battery- Offenses at or below Benchmark City Average.
  - Simple Assault/Battery 7.06/1000
3. Property Crimes- Burglary, theft and motor vehicle theft at or below Benchmark City Average.
  - Burglary 2.31/1000
  - Theft 11.86/1000
  - Motor Vehicle Theft 2.38/1000
4. Sexual Assault- Offenses at or below Benchmark City Average.
  - Sexual Assault Offenses (Rape) .37/1000



## Domestic Violence

Domestic violence is incidents of injury perpetrated by a current or former intimate partner. The department has developed an initiative to attempt to curb violent crimes towards current and former intimate partners based on feedback from our community. Intimate partner violence is not measured by Benchmark City data but is of high importance to the Sheridan Police Department and our community.

- The Department of Justice states that IPV accounts for about 15% of the total violent crime in the United States
- Homicide is the leading cause of death for pregnant women in the U.S.

Addressing intimate partner violence is difficult and a type of crime that law enforcement has in the past not targeted in a systemic way. However, it is a common form of violence and as such, it is incumbent on law enforcement to try to prevent IPV.

- 2021: Total calls with the nature of domestic = 90
- 2022: Total calls with the nature of domestic = 100
- 2023: Total calls with the nature of domestic = 74

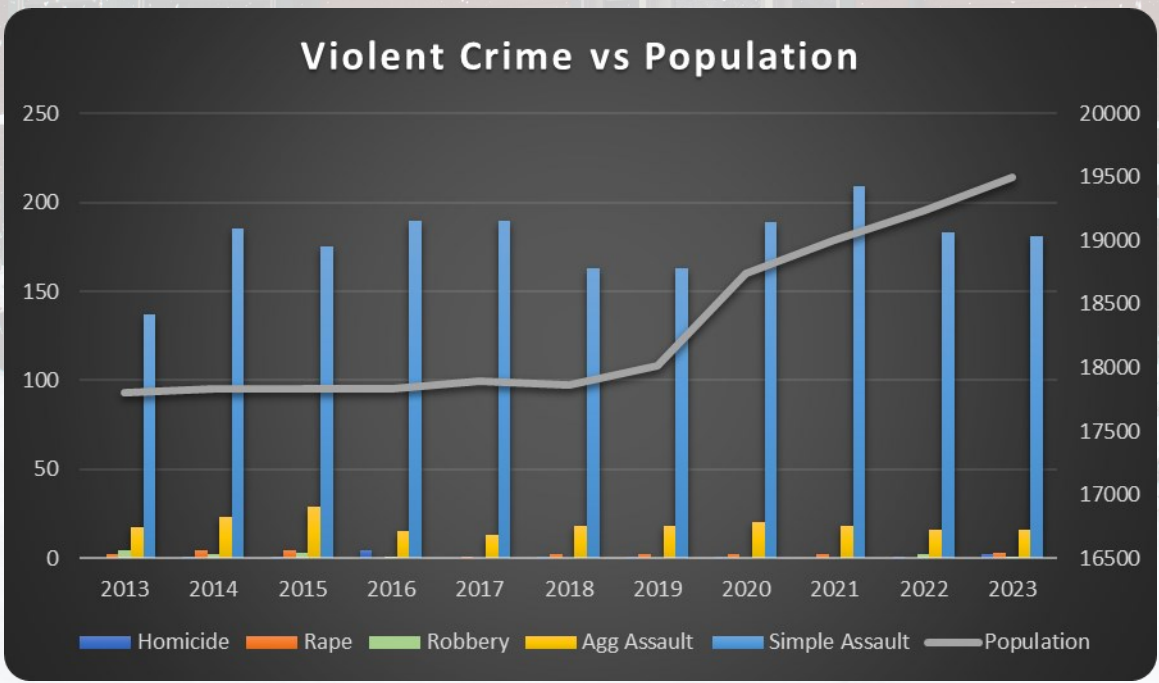
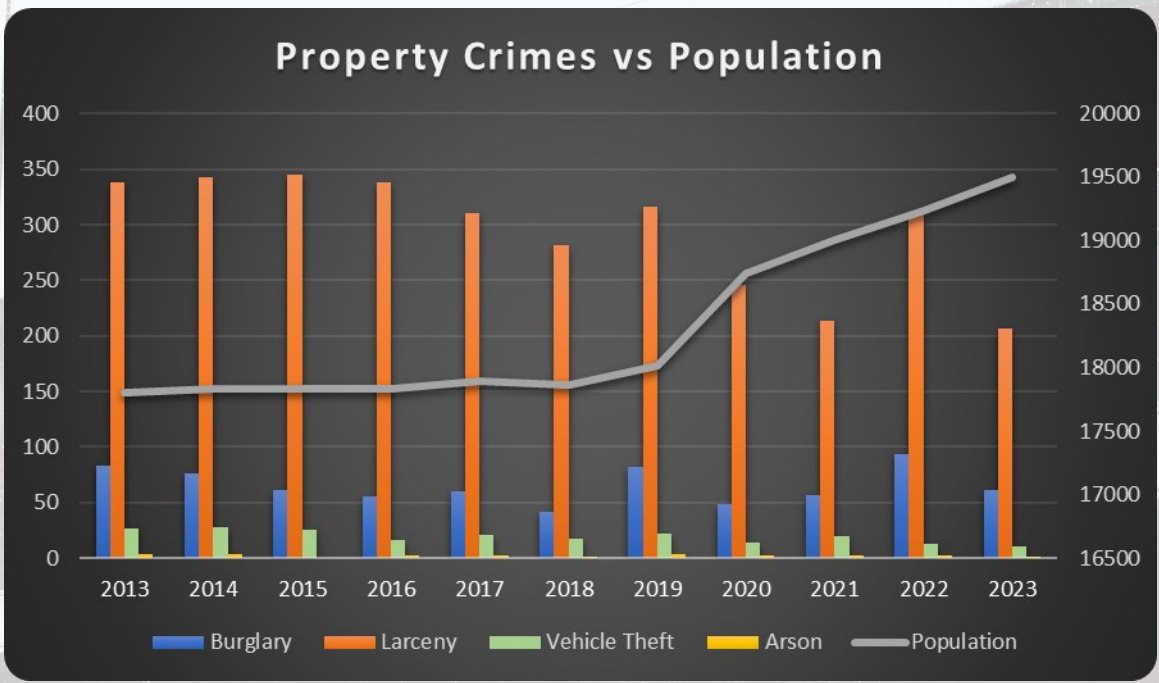
We set certain specific goals for success by looking at lowering the numbers of calls that occurred prior to arrest being made. This helps us see if we are preventing initial violence.

- The number of calls per arrest falls to 1.4 contacts or below
- 2021: The average number of calls prior to arrest was 1.3 calls
- 2022: The average number of calls prior to arrest was 2.2 calls.
- 2023: The average number of calls prior to arrest was 1.03 calls.

The other number we set to look at was the number of calls following an arrest. We want this to be lower because we want our response to keep further violence from occurring. The numbers were set by looking at baseline numbers prior to the program starting.

- The average number of post-arrest contacts falls to .2 contacts
- 2021: The average number of post-arrest calls per offender was .15 calls
- 2022: The average number of post-arrest calls per offender was .05 calls
- 2023: The average number of post-arrest calls per offender was .02 calls







# Priority 4

## Criminal Investigations

We will apply industry wide best practices to solve crimes through thorough and comprehensive investigation.

We will utilize the following strategies:

Strategy 1: Staff allocations – Make sure each division is appropriately staffed and assigned resources to conduct thorough investigations at all levels.

1. Staff assignment – Ensure quality of investigators through selection process and assignments commensurate with abilities.
2. Crime analysis – Measure number and types of calls assigned to each division to balance workload with department goals.
3. Staffing flexibility – Temporary assignments to address specific investigations that may exceed division resources.
4. Mandatory response – Establish criteria requiring response of specially trained personnel.

Strategy 2: Training and resources – Provide advanced training to assigned personnel to address specific types of crimes and investigations.

1. Advanced training – Training needs are balanced with case complexity, frequency and impactfulness.
2. Technology – Staff are provided with and trained to use contemporary tools to investigate crimes involving rapidly evolving technology.
3. Scheduling – Increase access of detectives to ensure proper response to complex investigations.

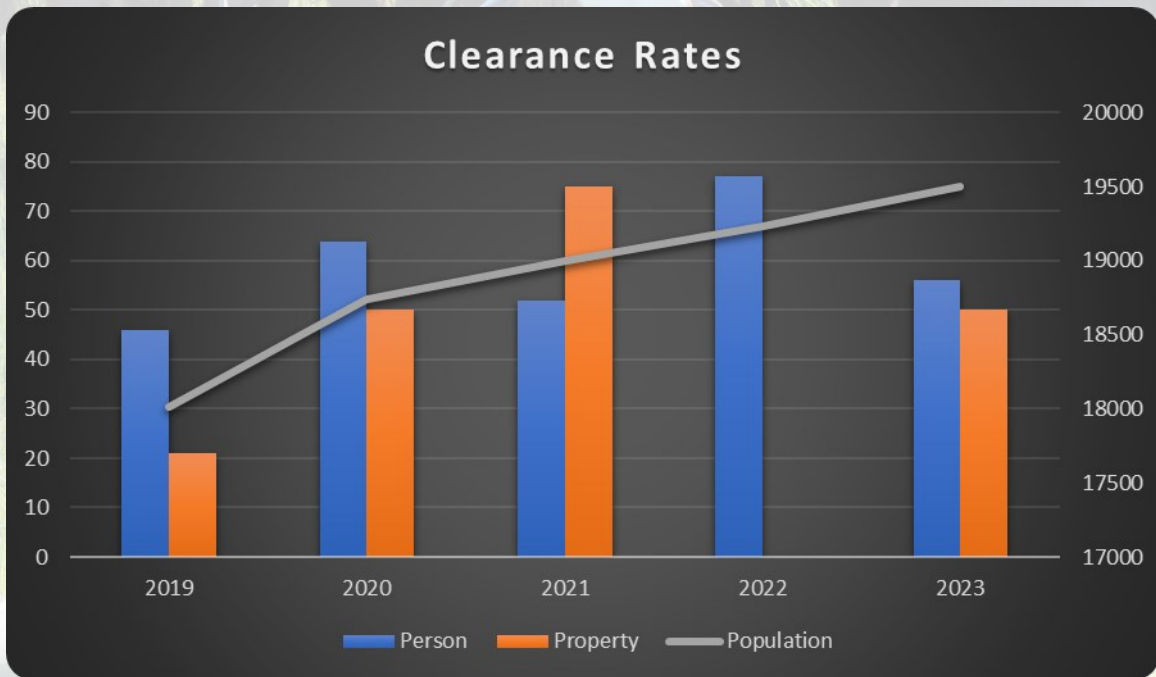
Strategy 3: Interagency Cooperation – Continued communication and partnerships with other law enforcement agencies and prosecution teams to set and reach common goals.

1. Regular meetings – Scheduled meetings with different teams to exchange information regarding activities, intelligence, investigatory needs and prosecutorial needs.
2. Deconfliction – Exchange of information on suspects under investigation by more than one agency to ensure the integrity of each agency's investigation.
3. Resource sharing – Sharing specialized resources and specially trained personnel among regional agencies.



Success Points:

1. Violent Crime Clearance Rate – Homicide, kidnapping, robbery, aggravated assault and strangulation clearance rates at or above Benchmark Cities Average.
  - Homicide 17.22%
  - Kidnapping 15.73%
  - Robbery 9.33%
  - Aggravated Assault 14.23%
  - Strangulation
2. Simple Assault/Battery – Clearance rates at or above Benchmark City Average.
  - Simple Assault/Battery 14.19%
3. Property Crimes – Burglary, theft and motor vehicle theft clearance rates at or above Benchmark City Average.
  - Burglary
  - Theft 4.72%
  - Motor Vehicle Theft 3.66%
4. Sexual Assault – Clearance rates at or above Benchmark City Average.
  - Sexual Assault Offenses (Rape) 3.83%





# Priority 5

## Community Policing

We partner with the community to identify and solve problems related to issues involving crime and quality of life.

We will utilize the following strategies:

Strategy 1: Public feedback – How are we doing? The department routinely assesses performance metrics through interactions with community partners.

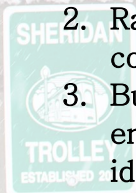
1. Survey Analysis – Solicit and analyze feedback on employee and department performance through formal surveys.
2. Vested Focus Groups – Communications in person with community stakeholders with specific needs. An example would be members of the clergy.
3. Opened Focus Groups – Communications and relationship building with a cross section of our residents and businesses to focus on general needs. An example would be Coffee with a Cop and KROE call in shows.

Strategy 2: Transparency – The process of being open, honest and straightforward about police operations.

1. Education – Presents department activities and rationale to the public through a variety of mediums such as newspaper editorials, live radio appearances, social media and participative events.
2. Public information requests – Honor and recognize all requests for department information materials while disseminating in accordance with state and federal statutes.
3. Internal investigations – Investigate and respond to all levels of feedback from citizen inquiries to allegations of criminal conduct.

Strategy 3- Non-enforcement Activities – Officers encouraged to take advantage of opportunities to engage with the public in a non-enforcement setting.

1. Event Attendance – Officers and staff will be present during all popular community events to allow for the public to build relationships with officers.
2. Random Public Contacts – Officers are required to initiate at least one contact per shift as a means of public engagement.
3. Business Visits – Officers are required to visit one business per shift to enquire into problems and needs a business owner or staff may have identified and to enhance feeling of safety.



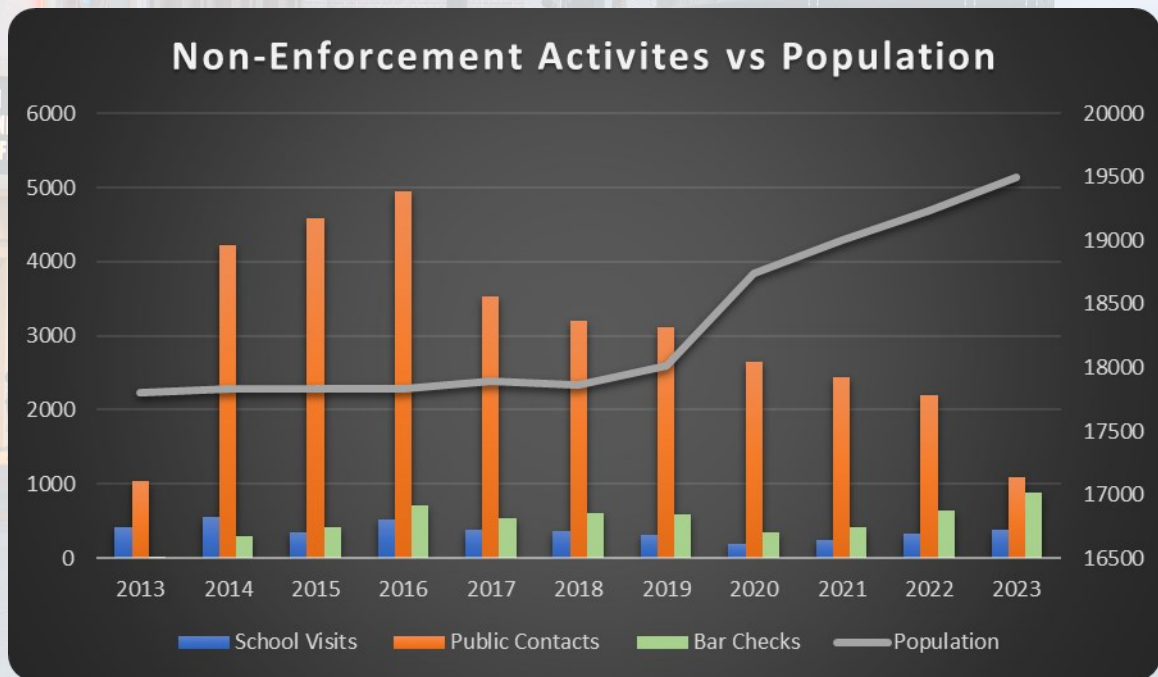


Strategy 4: Community Partnerships – Solve specific problems and provide necessary resources'

1. Partnership with Clergy – Disseminate resources of community members in need in the form of donations received from local congregations. The funds, in the form of debit cards, are used for immediate needs such as shelter and gas.
2. Event Planning Assistance – Work with coordinator for large events with complex needs to assure safety and security for all in attendance and the community as a whole.

Success Points:

1. Community Focused Programs – Foster and maintain partnerships with community stakeholders to address concerns and problems.
2. Complaint and Inquiry – Investigate, document and provide feedback on 100% of citizens' concerns regarding department performance.
3. Routine Customer Surveys – Establish and conduct quarterly satisfaction surveys.
4. Public Information – Maintain and/or enhance robust media presence through all platforms.





# Priority 6

## Mental Health

We will utilize community based resources and partnerships to identify trends and address mental health needs in the community.

We will utilize the following strategies:

Strategy 1: Training for staff:

1. Crisis Intervention Team (CIT) – Mandated for all supervisors and all patrol officers within 2 years of employment. CIT for other staff as availability of training occurs.
2. Mental Health First Aid – Mandated for all line level patrol officers within their first year of employment. Encouraged for other staff as availability of training occurs.
3. Applied Suicide Intervention Skills Training (ASIST) – Mandatory for all communications staff within first 2 years of employment.

Strategy 2: Training for community:

1. Community Training Facilitation – Coordinate and facilitate training resources for community members to include scheduling and training spaces.
2. Public Awareness – Identify and distribute mental health information and available resources to community members.
3. Community Engagement – Lecture and conduct seminars upon request from the community and during formal training.

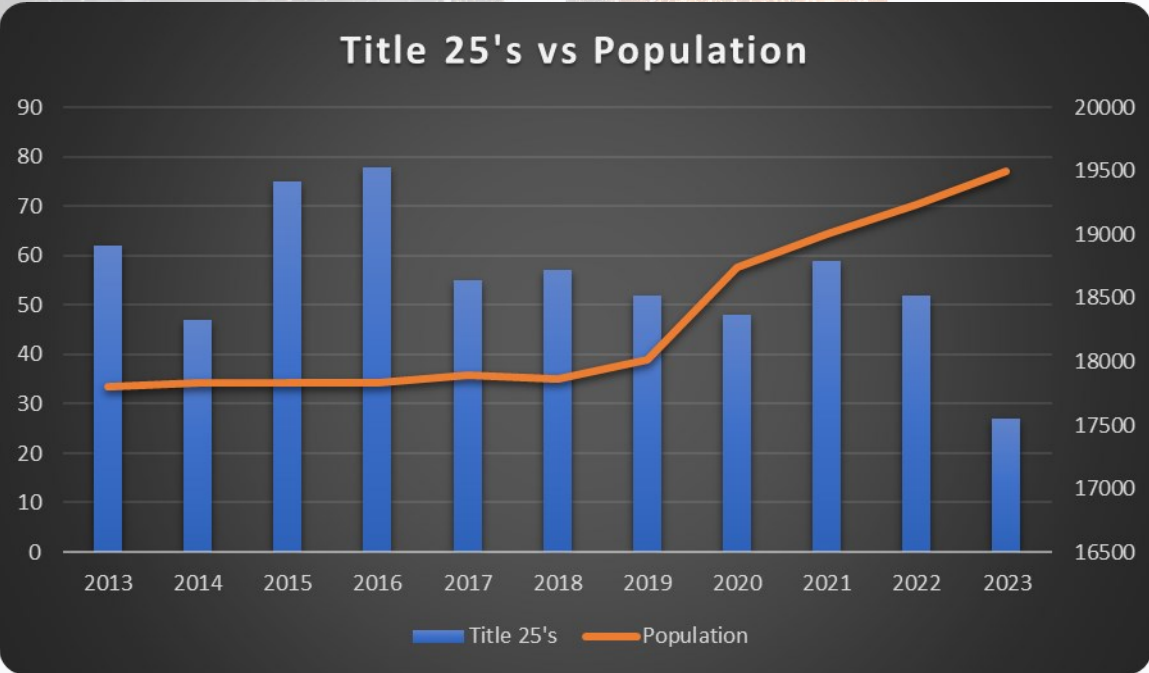
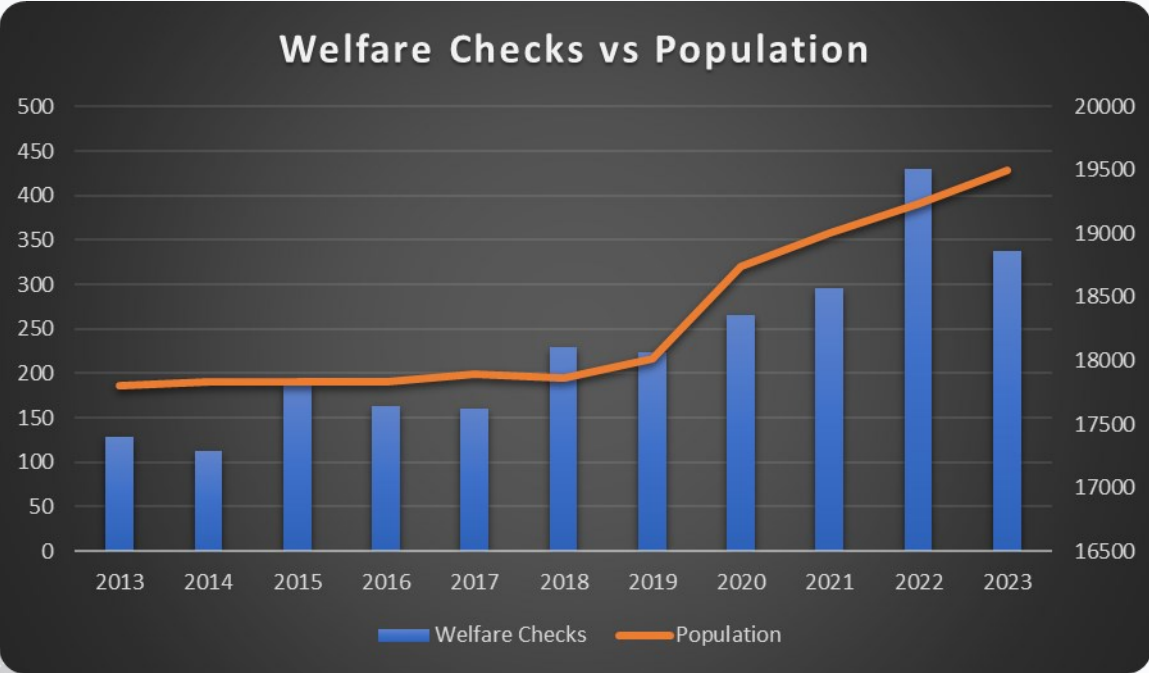
Strategy 3: Partnerships

1. Referral Services – Work with mental health, legal, medical and social services in Sheridan to guide individual available appropriate resources.
2. Problem Identification – Coordinate with mental health, legal, medical and social services to develop unified responses to mental health problems and trends affecting groups of people.
3. Community Coalitions – Various groups meet to gauge progress of individuals and groups as they work towards recovery objectives.

Success Points:

1. Reduce and maintain the rate of suicide at or below below the State average.
2. Reduce the number of involuntary mental holds each year.
3. Increase in self referrals by people in immediate crisis each year.







# Priority 7

## Growth, Resources & Community Needs

We use, while practicing fiscal responsibility, measurements and analysis to determine resources needed to support the mission of the City of Sheridan.

We will utilize the following strategies:

Strategy 1: Resource Allocation – Use empirical data to determine and meet community goals and expectations.

1. Periodic staff resource allocation study – Conduct staff assessment every 5 years to make sure we have appropriate staff and time allocation to meet our goals.
2. Prioritize fundamental equipment and technology needs – Ensure department has equipment at the industry standard level or higher to enable all levels of the department to set and achieve goals.
3. Goal analysis – Make sure our goals support the goals of the City of Sheridan and with community expectations.

Strategy 2: Partnerships (Planning for future) – Monitor the pulse of evolving community needs and priorities through relationships with all stratas of the community.

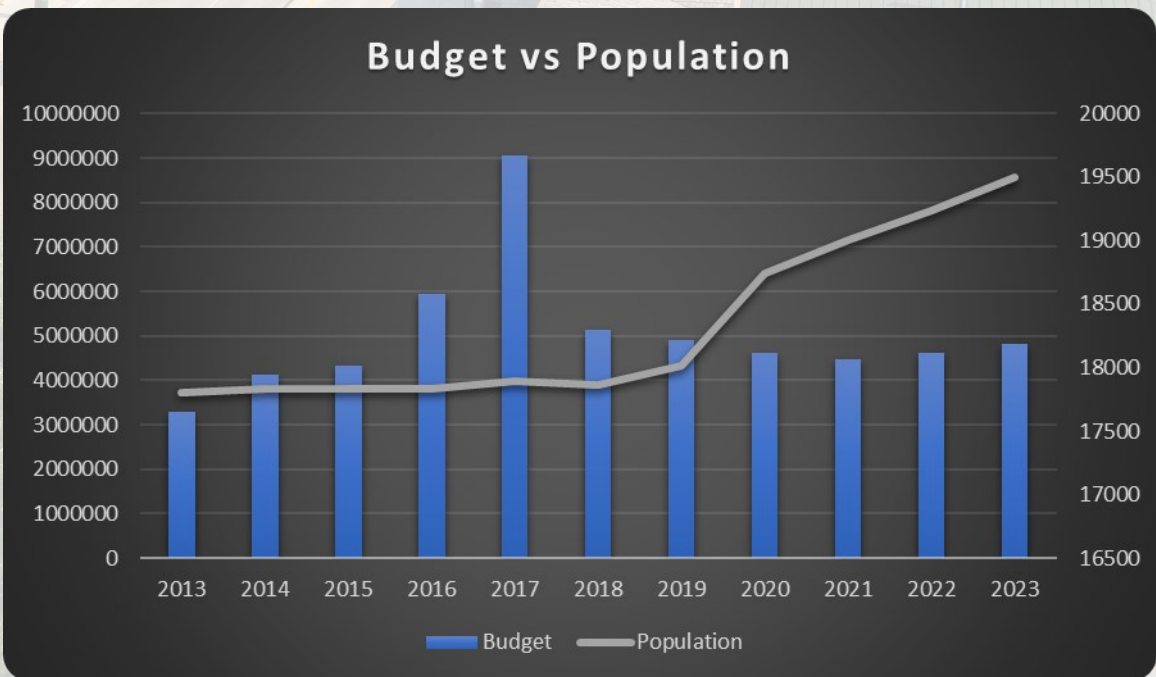
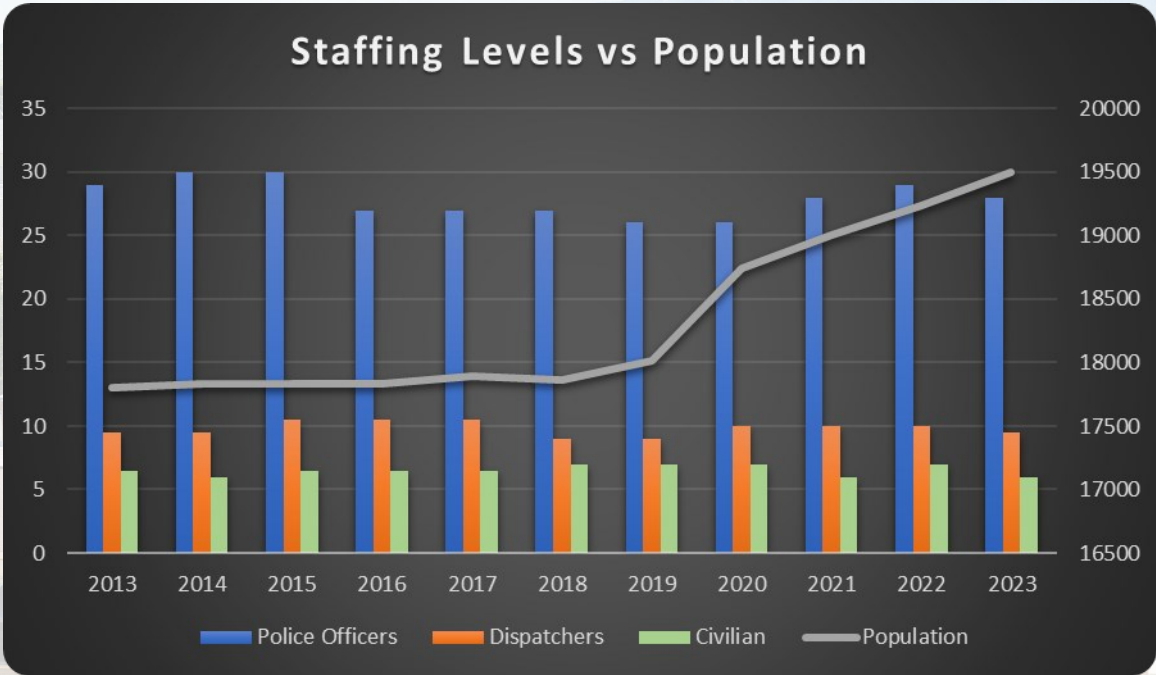
1. Meeting with the public – In person meeting with individuals and groups with a common concern or vision.
2. Surveys – Random and open solicitation of feedback through various media and in person means regarding department performance and development.
3. Professional association – Work with agencies at the city, county and state level to ascertain pending opportunities and threats and projected growth.

Success Points:

1. Improve Recruitment and Retention – Achieve and maintain full staffing department wide.
2. Goal Alignment – Match department strategic priorities with City of Sheridan's strategic goals.



3. Maximize Customer Satisfaction – Surveys and feedback indicate customer satisfaction reached while operating within the parameters of our duties and the law.
4. Peer and Customer Feedback Loop – Enhanced and maintained communication with different groups to monitor progress towards goals and identification of future needs.





# In Closing

The Sheridan Police Department is dedicated to enhancing the well-being of both residents and visitors by employing effective strategies grounded in professionalism, dedication, and adherence to our mission. It's essential for us to align closely with the mission, vision, and values of the City of Sheridan to maximize our impact.

The city's mission emphasizes responsible resource stewardship, prioritizing public safety, exceptional service, livability, and infrastructure, all while maintaining accountability and professionalism. Meanwhile, the vision focuses on preserving Sheridan's Western heritage while embracing socio-economic diversity and inclusivity.

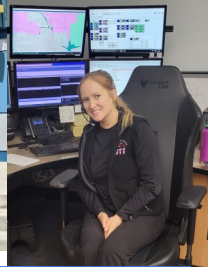
Aligned with these principles, the City of Sheridan has identified five core values: Making a Difference, Taking Initiative, Building Trust, Showing Optimism, and Promoting Teamwork. These values serve as guiding principles at all levels of the organization, ensuring that employees deliver the highest value to their teams and the community.

Our Strategic Priorities, derived from the Master Plan, seamlessly integrate with the city's mission, vision, and values. By emphasizing staff development and leadership, we instill accountability and professionalism, aligning with our mission. Additionally, our focus on Traffic Safety, Crime Prevention, and Criminal Investigations directly addresses the city's commitment to public safety outlined in its mission statement.

These strategic priorities are essential for any effective police agency and are measured by crime rates and community perceptions of safety and quality of life. Continuous improvement is our goal, and we regularly evaluate our progress through data analysis and community feedback.

We extend our gratitude to the Sheridan community for their unwavering support, which allows us to fulfill our mission of making Sheridan a premier place to live, work, and play.





to all the kids that stopped by to visit!!

