

WATERTOWN POLICE DEPARTMENT



SWOT ANALYSIS

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Mission Statement

The mission of the Watertown Police Department is to protect life and property, enforce laws, preserve order, prevent crime, and provide a safe place for all to live, work, and raise families.

Vision Statement

The vision of the Watertown Police Department is to be a beacon of excellence by being professional, pro-active, and progressive.

Core Values

- **Integrity**
The Watertown Police Department will adhere to the highest code of professionalism and honesty.
- **Respect**
The Watertown Police Department will insure that all citizens are treated with respect and understanding regardless of race, sex, religion, national origin, disability, or social prominence.
- **Education**
The Watertown Police Department values a well-rounded and educated employee who recognizes the value of continued education, training, and life experience.
- **Partnerships**
The Watertown Police Department will strive to provide the highest quality of service through partnerships with the community by utilizing all available resources.

(Promulgated March 3, 2008)

Introduction

On March 09, 2009, the Command and Supervisory Staff of the Watertown Police Department met to conduct the 4th annual SWOT Analysis. The acronym "SWOT" stands for strengths, weaknesses, opportunities, and threats. A SWOT analysis is a managerial tool whose purpose is to evaluate an organization's internal strengths and weaknesses and its external opportunities and threats. The SWOT analysis provides a clear view of the WPD's resource capabilities and deficiencies, as well as, external opportunities and threats.

We began with the "Internal Assessment: Strengths and Weaknesses." An organizational strength is something a police department is good at doing or a characteristic that gives it enhanced ability to achieve objectives and fulfill its mission. Secondly, we analyzed our weaknesses. An organizational weakness is anything internally that detracts from the department's ability to perform its mission with efficiency and effectiveness. Next, we conducted the external assessment to examine the environment outside the department to identify the opportunities and threats that exist there. We sought to identify the trends in the external environment that will have the greatest impact on the department now and in the future. We identified opportunities that can or will work to the department's benefit or advantage. The opportunities most relevant to a department are those that offer important paths to enhancing the organization's mission and effectiveness. We also identified our threats—those external forces that threaten, or will threaten the effectiveness and capability of the department. We recognize the basic premise of strategic management is that the department should formulate strategies to take advantage of external opportunities and to overcome or reduce the impact of external threats.

The 2009 Watertown Police Department SWOT Analysis is an assessment of where we are now and it will aid us in determining where we need to go in the future. The SWOT Analysis will serve to ensure the Watertown Police Department is providing quality law enforcement services to its stakeholders—the employees, visitors, and community members.

Internal Assessment

Conducting an organizational diagnosis required us to expand our analytical process. It is advantageous to analyze organizational problems by using different **frames of reference as diagnostic tools**. There are five frames of reference that can be used as analytical tools to internally diagnose organizations and their problems. Each frame identifies a specific organizational reference point with its core components. Each frame represents a point of analysis. When the frames of reference are used together, they form an analytical tool that can be use to analyze a variety of organizational issues.

Structural Frame of Reference

The analytical focus of the structural frame is the form and design of the organization. Its primary concern is how the organization and its subunits (Administrative, Patrol, and Criminal Investigation Divisions) are structured, fit and work together. Points of analysis include the elements of organizational design such as mission, goals, objectives, chain of command, span of control, unit size, formal roles, job descriptions, unit outcome objectives and measures, policy and procedures. Organizational structure should be viewed simply as a tool to accomplish the mission of the department. The structural frame of reference also includes analyzing the department's facility, equipment, and work environment.

2009 Strengths:

1. Organizational Structure
 - Organizational chart is current and reflects all components of the WPD.
 - Mission Statement, Vision Statement and Core Values are still current and achievable.
 - Patrol and Criminal Investigation divisions have an appropriate span of control.

- Weekly Command staff meetings continue to provide for accountability and information sharing.
- Monthly reports submitted by each division are informative and serve as a performance measure for the entire agency.
- General orders and SOP's are current and/or are being monitored for revision.
- Complaint Process and Administrative Investigations ensure accountability and are perceived as being fair and impartial by employees.

2. Facilities

- The City Council has made significant progress toward the planning of a new Public Safety facility.
- The Criminal Investigation Division has relocated to a location that provides for a safe and clean work environment as well as good access to the public.
- The relocation of the CID will provide for additional interview room space and equipment.
- E-911 communications center has increased space to provide for a third cad station.

3. Vehicles

- The WPD has acquired two four- wheel drive vehicles for emergency response in inclement weather.
- All police department vehicles are in good condition with low mileage.
- A \$29,196 grant from the Office of Highway Safety will equip nine patrol cars with digital cameras.
- Patrol car equipment is modern, functional and replaced on a rotation schedule.
- Patrol cars are uniform in equipment and function.
- Motorcycle lease with Glacial Lakes Harley Davidson is in effect through this year's riding season.
- Window barriers will reduce the amount of damage sustained during prisoner transports.

4. Patrol

- Uniforms and duty belt accessories of patrol division have been inspected and replaced.
- Partnerships in the community such as Camp Chance, Safety Patrol, Teen Court, Explorers and Reserves remain strong.
- A partnership with the Office of Highway Safety has provided \$49,840 toward the Special Accident Reduction Officer and \$21,200 toward DUI Enforcement to provide for safer vehicular travel.

- A WPD foundation was established at the Watertown Community Foundation for programs under the direction of the WPD that are funded by donations.
- Command Staff and Detectives have been issued new compact Glock duty weapons.

2009 Weaknesses

1. Organizational Structure

The span of control in the E-911 communications has surpassed the recommended ratio of 1 supervisor to 5-7 employees.

2. Facilities

- North end of the WPD building continues to be plagued with sewage and water leaks.
- Heating and cooling of E-911 communications center/server room is difficult to control.
- Lack of space for evidence storage.
- Lack of ventilation and storage of airborne contaminated evidence and contraband.
- Indoor firearms range is inadequate (range is 17 yards and state requires 25 yards for qualification).
- Lack of city owned outdoor firing range.
- Lack of conference room space to conduct in service training.
- Lack of conference room space to host grant sponsored training.
- Lack of separate space for complainants, victims, and confidential informants.
- Lack of interview space and equipment.
- Lack of office space to accommodate Reserve Police Officers and Special Assignment Teams.
- Building is not conducive to technology upgrades.
- Lack of space for K9 storage and upkeep (bathing).
- Lack of space for impounding vehicles and bicycles.
- Lack of office space for clerical/volunteer support.
- Facility is not handicap accessible on a 24/7 basis.
- Lack of space for employee parking.
- Lack of space for public parking.

3. Vehicles

- Lack of Shelter for Patrol vehicles as each vehicle contains in excess of \$15,000 worth of temperature sensitive equipment (most other departments have garage space)

4. Patrol

- Lack of locker space for PPE equipment and duty gear for each officer.
- Existing room serves as office space, report writing space, equipment storage, mail room, and locker room for 21 patrol officers, 10 reserve officers, 10 explorers and 4 chaplains.
- Existing Sgt's and Corporal's office too small to accommodate needs.
- Lack of office space/privacy for FTO's to consult with trainees about their performance.
- Firearms (Berettas) nearing end of life cycle.

Human Resources Frame of Reference

This frame of reference is concerned with the organization's human resources. It considers recruitment, selection, training, development, employee recognition, motivation and communication as important factors in creating excellence. The human resource perspective requires that a good fit be made between management's objectives and people. **A core belief of this frame of reference is that people who feel they are doing meaningful work and are respected in the workplace will give their talents and commitment to their organization.** According to this frame of reference, Command and Supervisory Staff should be concerned with the competency, commitment and teamwork of their people.

2009 Strengths:

- Compstat—a multilayered dynamic approach to crime reduction, quality of life improvement and personnel and resource management.
- Employees are afforded specialized training opportunities to include the following: FBI National Academy, Accident Reconstruction, Bike Patrol, S.W.A.T., Field Training Officer, Grant Research, School Resource Officer, Crime Scene Investigation, Information Technology, Meth Clandestine Lab Technician, Drug Recognition Expert, Internet Crimes Against Children Investigations, K-9 Drug Detection, Fingerprint Classification, Motorcycle and Traffic Safety Courses.
- Implemented monthly “in-house” training sessions by command/supervisory staff.
 - This is in addition to monthly squad training already done by all FTO, Corporals, and Sergeants.

- Created Detective Sergeant Position
 - Reassigned the duties of the Administrative Sergeant Position to provide for a first line supervisor position which equals better utilization of resources.
- 4th Annual Awards Banquet served to recognize accomplishments of employees.
- Gender diversity remains the same as in 2008.
- Well rounded and educated employees.
 - 1 Employee with a MS
 - 8 Employees with a BA
 - 13 Employees with a AA
 - 5 Employees enrolled in post secondary education.
- Good functioning reserve and explorer program.
 - Added more reserve and explorer positions.
- Employees have a good work ethic and are ethical.
- Young work force, which are enthusiastic and energetic.
 - 15 Officers with less than 2 years experience with the WPD.
 - Average age of Patrol Officer 29 years old.
- Open communications.
- Employees have input and say in making policies and procedures.
 - Policy Committee comprised of all areas of department.
 - Sergeant, Corporal, SRO, Detective, K-9, FTO, Dispatch, Union, and Reserves
 - Policies developed by the policy committee are dispersed to all staff for further review prior to implementation.
- Streamlined hiring process.
- Standardized background investigations.
- Full staffing since 10-01-08 (5months).
- Development/completion of Chaplain program.
 - Assists officers as city lacks EAP.
- WPD Employees are competent, committed and dedicated.
- Watertown Police Department will host two Supervisory courses.
 - 7 positions will be attended by WPD Staff
- Creation of year round PT animal control officer.
- Scheduled 911 Staff (2 scheduled most of the time)
- Continually updating patrol equipment.
 - Uniforms, leather, cars, video cameras, etc
- Added Special Accident Reduction Officer position.
- Dispatch reserve program being researched.
- Bi-lingual police officer on the force. Spanish speaking class will be offered to employees.
- Chaplain Program has been established and working well.

2009 Weaknesses It is imperative to continuously assess the need for additional officers. Adequate personnel are needed to ensure officer safety and to handle the increase in calls for service indicative of a growing population. The International Association of Chiefs of Police published "Police Officer to Population Ratios" document on March 9, 2007 which revealed the following:

The Bureau of Justice Statistics within the Office of Justice Programs within the United States Department of Justice publishes Local Police Department report every three to four years. This report contains excellent and highly reliable data on state and local police personnel throughout the U.S. One aspect of this report is the average ratio of full time officers per 1,000 residents. The most recent BJS data on this topic by size of population served follows:

Population Served 25,000 to 49,999

*FT Officers Per 1,000 Residents (Average Ratio): 1.8

Population Served 10,000 to 24,999

***FT Officers Per 1,000 Residents (Average Ratio): 2.0**

Population Served 2,500 to 9,999

*FT Officers Per 1,000 Residents (Average Ratio): 2.2

The 2000 US Census population of Watertown was 20,237. It is estimated that Watertown's current population is at least 21,000. Therefore, based upon the aforementioned National Average published in March 2007 by the IACP, there should be 42 FT Officers (Chief-Patrol Officers) in Watertown:

2.0 FT Officers Per 1,000 = 42 FT Officers in Watertown

Currently, there are 36 FT Officers in Watertown. This would require an increase of additional FT Officers. As the Watertown community grows, the Mayor and City Council are requested to consider increasing staffing levels at the WPD to adequately address crime and the rise in calls for service.

Additional weaknesses are as follows:

- Need for clerical support for the Administrative Services and Patrol Captains.
- Lack of Information Technician. The WPD is studying the need for FT Information Technology Technician. This job function has in the past and is currently being fulfilled by sworn personnel. Given the increase of computers and technology within the department, it is imperative to research the need for a FT Information Technology Technician.
- Lack of Communications personnel. Currently, there are 9 Dispatchers in the Communications Center. The SWOT Analysis revealed the need to continue to work toward the staffing levels that meet the statewide average. The basis of this justification is as follows:
 - The Watertown Communications Center provides 24/7/365 service for approximately 53,000 people in 5 counties of NE South Dakota. In 2009, staffing in the center was increased from 8.5 dispatchers to 9 full time dispatchers. The center is equipped with 2 stations from which a dispatcher can operate, and a 3rd partial station. When at full strength, there are two dispatchers working six days a week and three dispatchers working only one day a week. The dispatchers are assigned eight hour shifts and work three shifts during a twenty-four hour period which are as follows: 6 AM to 2 PM; 2 PM to 10 PM; and 10 PM to 6 AM.

- Supervision and span of control within the center is a weakness. Currently, nine dispatchers report to one Communications Supervisor who works the day shift. Dispatchers working the evening and midnight shift have little to no contact with their immediate supervisor. In an attempt to improve first line supervision and span of control within the center, the creation of three Lead Communication Officers is recommended. If one existing dispatcher from each shift were assigned the Lead Communication Officer's duties, supervision and span of control would be greatly improved. It is recommended that newly created assignment be compensated .15 an hour. A job assignment description will be created to outline the duties of the Lead Communication Officers. Vacations, resignations, and sick time usage may cause the Center to be staffed by 1 dispatcher. A December 2006 study by Intrado identified the statewide average ratio of Dispatch Positions to People Served as 1 to 14,000. The Watertown Communications Center's ratio is currently at 1 to 26,600. That study determined that the Communications Center needed to staff 4 dispatch stations to reach the statewide average. The Center currently does not have enough space available or employees to adequately cover its existing 2 stations 24/7/365. In order to meet the recommendations of the intrado study as well as provide for vacations, resignations, and sick time, we will continue to work towards increasing staffing levels in the Communications Center.
- The total call volume for Watertown and surrounding counties has steadily increased. The total number of calls for service answered by the Watertown Communications Center increased from 37,342 in 2007 to 37,550 in 2008.
- | • Lack of diversity among employees. Currently the WPD does not have any Native American, Hispanic, Afro-American or other ethnic personnel.
- Existing facility with space, water and sewage shortcomings- greatly affects morale of the staff.
- Lack of employee assistance program.
- Need for an updated salary survey. The last salary survey was conducted approximately 6 years ago by the City of Watertown. According to a 2009 salary survey conducted by the President of the South Dakota Chief's Association as well as a 2008 Police Management study conducted by the Attorney General's Office, the following was revealed relative to the salaries of WPD sworn personnel:

Patrol Officer Comparison (Rank by Starting & Max. Pay)

Rank By Start	City	Patrol Officer	
		Start	Max
1	Brookings	18.18	22.12
2	Aberdeen	17.31	20.57
3	Huron	16.75	21.43
4	Mitchell	16.64	19.81
5	Watertown	16.60	19.51
6	Spearfish	16.55	26.46
7	Vermillion	16.47	20.81
8	Yankton	16.47	22.28
9	Pierre	16.37	24.91
Average		16.82	21.99

Rank By Max.	City	Patrol Officer	
		Start	Max
1	Spearfish	16.55	26.46
2	Pierre	16.37	24.91
3	Yankton	16.47	22.28
4	Brookings	18.18	22.12
5	Huron	16.75	21.43
6	Vermillion	16.47	20.81
7	Aberdeen	17.31	20.57
8	Mitchell	16.64	19.81
9	Watertown	16.60	19.51

Detective Comparison (Rank by Starting & Max. Pay)

Rank By Start	City	Detective	
		Start	Max
1	Huron	20.13	24.00
2	Yankton	18.62	25.84
3	Brookings	18.18	22.12
4	Vermillion	18.09	22.59
5	Pierre	18.05	27.46
6	Spearfish	17.39	27.80
7	Aberdeen	17.31	20.57
8	Watertown	16.80	19.71
9	Mitchell	16.64	19.81
Average		17.91	23.32

Rank By Max.	City	Detective	
		Start	Max
1	Spearfish	17.39	27.80
2	Pierre	18.05	27.46
3	Yankton	18.62	25.84
4	Huron	20.13	24.00
5	Vermillion	18.09	22.59
6	Brookings	18.18	22.12
7	Aberdeen	17.31	20.57
8	Mitchell	16.64	19.81
9	Watertown	16.80	19.71

Sergeant/Corporal Comparison (Rank by Starting & Max. Pay)

Rank By Start	City	Sergeant/Corporal	
		Start	Max
1	Brookings	22.61	25.44
2	Mitchell	20.98	24.98
3	Aberdeen	20.57	21.61
4	Yankton	20.56	27.82
5	Huron	20.13	24.00
6	Vermillion	19.71	25.16
7	Spearfish	19.19	30.69
8	Pierre	18.05	27.46
9	Watertown	17.43	23.53
Average		19.91	25.63

Rank By Max.	City	Sergeant/Corporal	
		Start	Max
1	Spearfish	19.19	30.69
2	Yankton	20.56	27.82
3	Pierre	18.05	27.46
4	Brookings	22.61	25.44
5	Vermillion	19.71	25.16
6	Mitchell	20.98	24.98
7	Huron	20.13	24.00
8	Watertown	17.43	23.53
9	Aberdeen	20.57	21.61

Lieutenant Comparison (Rank by Starting & Max. Pay)

Rank By Start	City	Lieutenant	
		Start	Max
1	Brookings	55,749	61,324
2	Yankton	49,793	67,367
3	Mitchell	46,687	58,680
4	Spearfish	46,479	74,312
5	Pierre	43,639	66,419
	Aberdeen	N/A	
	Huron	N/A	
	Watertown	N/A	
	Vermillion	N/A	
Average		48,469	65,620

Rank By Max.	City	Lieutenant	
		Start	Max
1	Spearfish	46,479	74,312
2	Yankton	49,793	67,367
3	Pierre	43,639	66,419
4	Brookings	55,749	61,324
5	Mitchell	46,687	58,680
	Aberdeen	N/A	
	Huron	N/A	
	Watertown	N/A	
	Vermillion	N/A	

Captain Comparison (Rank by Starting & Max. Pay)

Rank By Start	City	Captain	
		Start	Max
1	Brookings	57,587	64,811
2	Aberdeen	50,862	54,771
3	Huron	46,722	58,679
4	Watertown	41,855	56,504
	Mitchell	N/A	
	Pierre	N/A	
	Spearfish	N/A	
	Vermillion	N/A	
	Yankton	N/A	
Average		49,257	58,691

Rank By Max.	City	Captain	
		Start	Max
1	Brookings	57,587	64,811
2	Huron	46,722	58,679
3	Watertown	41,855	56,504
4	Aberdeen	50,862	54,771
	Mitchell	N/A	
	Pierre	N/A	
	Spearfish	N/A	
	Vermillion	N/A	
	Yankton	N/A	

Asst. Chief Comparison (Rank by Starting & Max. Pay)

Rank By Start	City	Asst. Chief	
		Start	Max
1	Pierre	60,766	92,463
2	Yankton	52,314	70,777
3	Vermillion	52,022	66,409
4	Watertown	51,900	70,066
5	Mitchell	50,529	63,182
6	Huron	49,408	59,466
	Aberdeen	N/A	
	Brookings	N/A	
	Spearfish	N/A	
Average		52,823	70,394

Rank By Max.	City	Asst. Chief	
		Start	Max
1	Pierre	60,766	92,463
2	Yankton	52,314	70,777
3	Watertown	51,900	70,066
4	Vermillion	52,022	66,409
5	Mitchell	50,529	63,182
6	Huron	49,408	59,466
	Aberdeen	N/A	
	Brookings	N/A	
	Spearfish	N/A	

Police Chief Comparison (Rank by Starting & Max. Pay)

Rank By Start	City	Police Chief		Rank By Max.	City	Police Chief	
		Start	Max			Start	Max
1	Pierre	72,075	109,686	1	Pierre	72,075	109,686
2	Aberdeen	68,402	73,661	2	Mitchell	67,338	84,146
3	Mitchell	67,338	84,146	3	Watertown	62,281	84,079
4	Vermillion	65,046	68,507	4	Yankton	60,669	82,081
5	Brookings	63,704	79,636	5	Brookings	63,704	79,636
6	Spearfish	62,514	78,070	6	Spearfish	62,514	78,070
7	Watertown	62,281	84,079	7	Huron	59,576	76,810
8	Yankton	60,669	82,081	8	Aberdeen	68,402	73,661
9	Huron	59,576	76,810	9	Vermillion	65,046	68,507
Average		64,623	81,853				

Note: Vermillion Officers, Detectives, and Sergeants with College Degree receive 5% extra.

According to the above referenced 2009 Salary Study which studied 9 South Dakota Police Departments, the beginning salaries of WPD Sergeants rank 9th out of nine agencies with a Sergeant's position and WPD Captain's rank 4th out of four agencies with a Captain's position. With the exception of the Aberdeen Police Department, 7 of the departments are smaller than the Watertown Police Department. The 2008 Police Management Study conducted by the Attorney General's Office compared the salaries of Police Departments Serving Populations over 12,000 which included police departments in Aberdeen, Brookings, Mitchell, Pierre, Rapid City, Sioux Falls, Watertown, and Yankton. The chart on the next page is an excerpt from page 65 of the study:

Annual Salaries of Full-Time Sworn Personnel Population Over 12,000				
Rank	# of Officers	Highest Salary	Lowest Salary	Average Salary
Chief	8	\$110,739	\$67,286	\$80,269
Assistant Chief	4	\$97,094	\$50,389	\$66,487
Captain	14	\$89,336	\$47,200	\$69,984
Lieutenant	26	\$79,482	\$49,798	\$68,582
Sergeant	62	\$63,128	\$42,706	\$56,409
Detective	58	\$50,377	\$38,811	\$47,237
Corporal	9	\$47,516	\$37,178	\$41,338
Patrol Officer	316	\$50,377	\$36,039	\$46,384
School Resource Officer	3	\$40,528	\$36,917	\$38,121
Other	6	\$83,861	\$37,620	\$45,647
Total	514			

In 2008, the average salary of Sergeants in South Dakota cities with a population over 12,000 was **\$56,409**. In 2009, the WPD has 4 Sergeants and their salaries are significantly lower than the average salary of Sergeants in South Dakota in 2008:

Below is a list of the 2009 annual salaries and years of experience of each WPD Sergeant:

- Sergeant #1—\$46,994.27—20 years of service with WPD
- Sergeant #2—\$45,617.54—13 years of service with WPD
- Sergeant #3—\$42,997.62—8 years of service with WPD
- Sergeant #4—\$41,244.79—6 years of service with WPD

In 2008, the average salary of Captains in South Dakota cities with a population over 12,000 was **\$69,984**. In 2008, the WPD has 3 Captains and their salaries are significantly lower than the average salary of Captains in South Dakota in 2006:

Below is a list of the 2009 annual salaries and years of experience of each WPD Captain:

- Captain #1—\$52,969.55—21 years of service with WPD
- Captain #2—\$48,878.67—15 years of service with WPD
- Captain #3—\$45,392.58—9 years of service with WPD

WPD Sergeants and Captains have taken on new and additional responsibilities than in the past. The SWOT Analysis concluded the need for an updated salary survey for all employees of the WPD. When comparing the 2009 WPD salaries to the 2006 statewide salaries, it is apparent that WPD salaries for Sergeants and Captains are far below the average.

Lastly, the need exists to revisit the hiring practices of the City of Watertown as it relates to Civil Service. Whether there are 100 or 6 viable applicants, the existing CS process only allows the WPD to select from the top 5 applicants. We advocate and support the need for Human Resource personnel.

Technology Frame of Reference

Organizational technology refers to the tools or processes used by organizations to fulfill their function. It provides the means by which “data” and “raw information” (intelligence) are obtained and transformed into useful, and actionable information. This information becomes the basis for strategic decision-making, strategy development and the deployment of personnel and resources. This frame of reference’s focus is on the manner in which information is obtained and processed. What are our information needs? Where can we obtain the data to support our analysis? Is it accurate and timely? How will we

check its reliability? How will it be processed? Who needs this information? How do we use this information to address problems? We exist in a technological age. **Information gathering and processing is the lifeblood of an effective organization.**

2008 Strengths:

- In-house network is stable and secure.
- Improved network security.
- Good maintenance contracts.
- New World RMS/CAD working well and allows for good data retrieval.
- New laptops in the patrol cars and storage cart purchased (recently acquired 2 more laptops and storage cart through LETPP Grant).
- Good intelligence and sharing of data capabilities.
- Command Staff has laptop computers.
- Existing I.T. team regularly does in-house maintenance.
- Immediate access to crime reports/ stats.
- New RMS server was purchased in early 2009.
- K-9 unit has software (CAT).
- 2 CAD workstations in the Communications Center were replaced in 2008.
- A third partial CAD workstation was added in the Communications Center.
- New TDD software for dispatch was installed in 2008.
- Crash Investigation Unit has modern equipment and recently acquired new software and laptop.
- Wireless connectivity between patrol cars and dispatch is working fine.
- All patrol cars are scheduled to get digital video cameras.
- Acquired new portable radios at very little Cost to the City.
- All patrol cars have new Motorola digital mobile radios.
- The final step in the major software updates (Mobile) was approved and is scheduled for the summer of 2009.
- Animal Control unit will have computer access and video recording capabilities in car.
- Redeployment of 8mm video cameras to support units.
- Edward Byrne Memorial grant opportunities may provide funding in tech areas.

2008 Weaknesses:

- Facility poses tech problems- design and space- need permission to move forward.
- Servers that store data for the entire computer network system of the WPD were moved into a closet that was created by absorbing space from the 911 Center. This temporarily solved a problem, but space is still a concern.
- Lack of labeled network connections.

- Lack of space in 911 Communications Center for existing technological upgrades.
- Back-up dispatch console at the Fire Department only has radiofrequencies for two of the five counties we service.
- Network hubs are full.
- Third CAD station has limited capabilities.
- Instant Recall Recorder (hardware based) is in need of replacement.
- Learning curve in software.
- Copy machine in basement of PD is problematic at best.
- Need additional New World licenses to access the records management system.
- Varda Alarms are old technology and operate on the analog radio system.
- Phone system at existing PD is old and antiquated.
- Existing command post trailer has no CAD or other computer capabilities.
- Surveillance equipment is old and nearly obsolete.

Cultural Frame of Reference

An organization's values, beliefs, and accepted ways of behavior make up its culture. Stories, rituals, and myths transmit this culture from one generation of employees to another. An organization's history and traditions are the source of these stories, rituals and myths. They form the basis of the organization's culture and belief system. The importance of an organization's culture is that it provides a sense of meaning and purpose to the behavior of its members. When an organization situation is analyzed from this frame of reference, the critical point is not the situation but **what the situation means to the members of the organization involved**. The reasons why people act in a specific manner can be found in their values and the meaning they attach to their behavior. **These beliefs, values, and acceptable modes of behavior are learned through the process of organizational socialization.**

2009 Strengths:

- WPD Employees are ethical and have good work habits. They are dedicated and have positive attitudes.
- WPD Employees are community and civic oriented.
- Hosted the 3rd “Camp Chance” program which is a pro-active youth program that reaches out to children who are “at risk” due to their economic background, environment they live in, behavior issues, or children who are abused, abandoned, or neglected. Funded completely by donations and staffed with volunteers from the WPD and community.
- We hosted our 3rd Camp Chance Christmas Party for Camp Chance Kids. Officers donated their own time.
- Hosted the 3rd Annual “National Night Out” while partnering with the Sheriff’s Agency, Highway Patrol, Game, Fish, & Parks, and Division of Criminal Investigation, Chamber of Commerce, Watertown Healthy Youth, and Target (national sponsor). WPD Officers and Civilian Employees donated their own time.
- Provided security at the 3rd Annual “POW WOW” held in Watertown.
- Co-hosted the 3rd “Haunted House” with City Hall and other city departments. WPD Officers and Civilian Employees donated their own time.
- High expectations – hold employees responsible and accountable.
- Embraced change and challenges.
- Employees are calculated risk takers.
- Employees are pro-active, progressive and professional.
- Employees are goal oriented.
- WPD has vision and maintains pulse on morale of employees.
- Employees have pride and ownership and good standing within the community.
- Communication has been enhanced.
- Open to embrace gender and cultural diversity.
- Employees are encouraged to reach full potential and embrace leadership qualities.
- Supervisors support and work with subordinates.
- Employees are recognized via job well done letters.
- The quality of performance evaluations have improved and are more meaningful.
- One officer is bi-lingual (Spanish).
- Partnership with Multi-Cultural Center.

2008 Weaknesses:

- Need to continue to improve personal communication- encouraged face to face interactions among employees and cognizant of not relying solely on e-mail.
- Need to improve follow-up and follow-through on tasks and assignments to ensure and enhance accountability.
- Need to improve planning and forward thinking.
- Need to improve and encourage employee feedback, suggestions, input.

Political Frame of Reference

This frame of reference views the department as consisting of different groups and individuals competing with each other for power and limited resources. Politics and conflict are a normal part of any organization life because different groups and individuals develop their own agendas to meet their needs and wants. They will often try to advance their agenda instead of the organization's mission and objectives. Command and Supervisory Staff who are diagnosing a situation within this frame of reference must understand the political context of their organization. Who are the internal and external power holders and what is their impact on the organization?

2009 Strengths:

- Leadership is good.
- Good working relationships with other law enforcement agencies.
- Lack of pressure groups or individual hidden-personal agendas- lack of power groups.
- Fair and equal distribution of power.
- Good and regular stakeholder meetings with Command Staff, Sergeants, Corporals, and FTOs.
- Good and regular stakeholder meetings with Human Service Agency, Boys and Girls Club, Chamber of Commerce, Salvation Army, Watertown Area Transit, United Way, Big Brothers and Big Sisters, Women's Resource Center, Child Protection Team, School officials, and other civic groups, business organizations, and religious organizations.
- Command staff personnel serve on a variety of boards and task forces within the Watertown community, the State of South Dakota, and nationally.
- Soliciting input from subordinates on goals, objectives and performance measures.
- New and young leaders.
- Strong community support.
- Minimal contractual labor conflict. Fraternal Order of Police Union working well with Administration and vice versa. Communications are open. The labor contract will expire in 2011.
- Administration solicits input from union to minimize conflicts.
- Weekly Command Staff meetings.
- Equal opportunity to excel.
- Encourage outside networking.
- Five different generations of personnel.

2009 Weaknesses:

- Lack of cultural diversity in WPD.
- Young command and supervisory staff.
- With upcoming election year uncertainties exist.

External Assessment

The purpose of the external assessment is to examine the environment outside the department to identify the opportunities and threats that exist there. It seeks to identify the trends in the external environment (economic, political, social-demographic, community, crime, or technological) that will have the greatest impact on the department now and in the future. Thus, assessing opportunities and threats is essentially a process of developing an organizational early warning system that is based upon forecasts—what may happen in the future.

It is important to remember that external factors are not under organizational control, while internal factors normally are. However, attention to opportunities and threats coupled with **ongoing intelligence gathering and stakeholder analysis** (newspaper analysis, community surveys, call back programs, meetings) can be used to identify potential organizational success factors. Success factors are the things a department must do or the areas it must pay attention to excel in addressing the needs of its external environment. **These include special population issues, events management, crises potential, and media image.** Paying attention to these factors and responding to them appropriately enhances the value of the department in the eyes of its community and professional stakeholders. Thus, external indicators can serve as benchmarks for identifying the relative position and reputation of the law

enforcement organization in the eyes of citizens as well as the law enforcement profession.

2009 Opportunities:

- Opportunity to renew grant funding from the Office of Highway Safety to employ one FT Traffic Safety Officer for one year.
 - The WPD Traffic Crash Analysis Annual Study has proven our initiatives to be advantageous for the Watertown community.
 - Through education and enforcement initiatives, the WPD has been successful in reducing the number of property and injury crashes in Watertown.
 - In fulfillment of our Mission Statement—“to protect life and property...and provide a safe place for all to live, work, and raise families,” we will seek funding to hire a FT Traffic Safety Officer.
- Opportunity to receive additional grant funding.
- Continue to enhance media relations.
- Obtain State/Federal training opportunities and equipment, etc.
- Exploring the possibility of providing RMS/CAD services to other LE agencies via potential revenue for City.
- Grants/Awards opportunities from Attorney General’s Office (i.e. equipment and vehicles).
- Research COPS/VIPS (Volunteers in Policing), and Citizens Academy.
- Maintain partnerships with post secondary institutions.
- Opportunity to enhance youth programs and initiatives (i.e. Camp Chance, Explorers, Teen Court, etc.) Opportunity to make a difference in the lives of children through existing programs and resources.
- Opportunity to expand youth programs (i.e. Safety Patrol, Life Skills).
- Opportunity to enhance our Drug K-9 Dog program due to excellent community support.
- Grant funding for equipment needs have increased with the stimulus package.
- Grant funding toward a public safety building may exist.
- The majority of the community supports a new public safety building.
- Through partnership with the State of SD, Homeland security funding will improve the future of the statewide digital radio system.
- Bringing training to Watertown allows us to have “free” training.
- Obtaining state funding for SARO Position.
- Watertown Community Foundation – Deposits will have better growth under this organization’s financial planning.

2008 Threats:

- City elections of Mayor and Council provide for uncertainties.
- Potential technical threats- network, viruses, etc.
- Technology curve- staying abreast with current trends.
- Pandemic Flu Threat/ Terrorism.

- City growth versus available resources - Need Balance.
- Road improvement projects pose threat to traffic safety.
- Natural disasters (tornado, flood, etc.).
- Economic Conditions
 - Local sales tax revenues may decrease
 - Increase in property, domestic and internet crimes
 - Increase in Drug and Alcohol use
 - Doctor shopping / prescription fraud and abuse
- The detention center experienced an increase in inmate population in 2008 thus the spatial needs of the Watertown PD are in jeopardy in 2009.

Conclusion

This is the 4th SWOT Analysis conducted by the Watertown Police Department. It serves to provide WPD personnel and City Officials with greater insight and understanding of the WPD's Strengths, Weaknesses, Opportunities and Threats. The SWOT Analysis is a critical management tool. The SWOT will serve as a strategic planning tool when formulating our 2010 Goals, Objectives, and Performance Measures. It will also be utilized in the development of our 2010 Capital Improvement Projects, Personnel Expenses, and Operational Expenses.

All of the strengths identified are extremely significant; however, we believe our most important strengths fall under the realm of the Human Resource Frame of Reference and Technological Frame of Reference. Our employees are our greatest and strongest strength and resource. The members of the Watertown Police Department are knowledgeable workers—they are well-trained, educated, intelligent, competent, loyal, dedicated, committed, civic-minded, community oriented, ethical, honest, and motivated. Supervisory and management personnel possess good leadership knowledge, skills, and abilities. In 2007, the WPD acquired grant funding to design and build a new state of the art CAD, RMS, and Field Reporting system. It was determined that a project of

this magnitude had to be completed in phases in order to prevent an undue strain on human and financial resources. In 2009, we will complete our technology upgrades with the installation of mobile and CAD mapping software projects. The implementation of these advanced software and hardware components will bring us into the 21st century—an era of modern policing.

Our weaknesses identified are all significant; however, the most crucial weaknesses fall under the realms of the Structural Frame of Reference, the Technology Frame of Reference, and the Human Resources Frame of Reference.

We continue to struggle in our existing facility as it is inadequate from a spatial and operational perspective. We are appreciative of the Mayor and City Council for recognizing our immediate needs and authorizing funding to relocate the Criminal Investigation Division to a safe and clean work environment. Furthermore, we are indebted to the Mayor and City Council for authorizing a contract for architectural services with RSA and Zimmerman Architectural firms for the design and construction of a new Public Safety Building. We are hopeful this initiative will continue and that a new Public Safety Building will be built to address the immediate and future needs of the entire Police Department.

Our SWOT analysis determined that the newly purchased digital radio communication equipment has improved interoperability of communications with other emergency responders; however, we continue to have some unresolved radio transmission problems that could pose a threat to the safety of officers. We realize that the State of South Dakota has prepared a plan to upgrade the State-wide digital radio system. It is our intent to support the State of South Dakota in its endeavor to create a modern P-25 compliant communications system through

the use of funds provided by the Department of Homeland Security. We are confident that a strong partnership between State, County and Local governments will greatly improve the infrastructure of our state-wide communications system.

Although additional sworn personnel were hired in 2006 and 2007, to address current manpower needs, we will continue to monitor and assess our future manpower needs relative to sworn personnel to ensure officer safety, to meet the needs of the Watertown community, and to become consistent with national averages.

Furthermore, staffing in the Communications Center was increased from 8.5 dispatchers to 9 dispatchers in 2009, however additional staffing is needed to meet the statewide average. The Watertown Communications Center provides 24/7/365 service for approximately 53,000 people in 5 counties of NE South Dakota. A December 2006 study by Intrado identified the statewide average ratio of Dispatch Positions to People Served as 1 to 14,000. The Watertown Communications Center's ratio is currently at 1 to 26,600. That study determined that the Communications Center needed to staff 4 dispatch stations to reach the statewide average. The total call volume for Watertown and surrounding counties has steadily increased. The total number of calls for service answered by the Watertown Communications Center increased from 37,342 in 2007 to 37,550 in 2008. In 2008, the center handled a total of 1,071 911 calls for service.

Currently, we are dispatching for the southern portion of Roberts County. In 2008, the center handled 328 911 calls for service for the southern portion of Roberts County. The remaining 2/3 portion of Roberts County generated 1,300 911 calls for service. The City of Watertown has been approached and asked to

provide E-911 dispatching for all of Roberts County. If the decision is made to provide contractual 911 services for all of Roberts County, it will be imperative to increase staffing levels in the center. Currently, the WPD staff is exploring grant funding opportunities to increase staffing levels in the center.

In 2008, the center was equipped with a 3rd partial CAD station. Therefore, if staffing levels are increased, work space will accommodate additional dispatchers. When at full strength, there are two dispatchers working six days a week and three dispatchers working only one day a week. The dispatchers are assigned eight hour shifts and work three shifts during a twenty-four hour period which are as follows: 6 AM to 2 PM; 2 PM to 10 PM; and 10 PM to 6 AM. On occasion, when a dispatcher calls in sick or takes vacation time only one dispatcher is on-duty. Adding 3 additional dispatchers, one assigned to each shift would improve manpower needs in the center. Increasing staffing levels to three dispatchers ensures adequate coverage 24/7/365 excluding vacation, training, or sick days off, at which time, there would be two dispatchers on-duty at all times.

Supervision and span of control within the center was identified as a weakness. Currently, nine dispatchers report to one Communications Supervisor who works the day shift. Dispatchers working the evening and midnight shift have little to no contact with their immediate supervisor. In an attempt to improve first line supervision and span of control within the center, the creation of three Lead Communication Officers is recommended. If one existing dispatcher from each shift were assigned the Lead Communication Officer's duties, supervision and span of control would be greatly improved. It is recommended that newly

created assignment be compensated .15 an hour. A job assignment description will be created to outline the duties of the Lead Communication Officers.

Relative to the Communications Center, we anticipate the retirement of our Communications Supervisor in 2009. Currently, the WPD command staff is researching a variety of possibilities to include eliminating the exempt position of Communications Supervisor. With the creation of the assignment of Lead Communication Officers, first line supervision within the center will be addressed. However, specific needs relative to information technology, MSAG and 911 coordination duties are still under review by staff.

The SWOT Analysis revealed an opportunity for the WPD to take advantage of funds made available via the Recovery Act 2009. Currently, the WPD is researching and seeking grant funding to equip a new 911 center and to enhance our technology capabilities. Additionally, we are researching grant funding which will increase staffing levels within the 911 center.

Furthermore, the SWOT Analysis revealed an opportunity to continue to enhance our youth programs—Camp Chance, Explorers, SRO Program, Teen Court, AAA Safety Patrol and other activities for our kids. The Watertown Police Department is committed to collaborative partnerships with the Watertown School District, the Watertown Boys and Girls Club and Watertown Healthy Youth to nurture positive youth development while blending protection, prevention, and intervention strategies to reduce youth crime, to enhance delinquency prevention, and to successfully promote youth safety. Collaboration with our community partners is essential for achieving these results. As we gather momentum, it becomes even clearer that sustaining our partnerships is imperative.

Finally, the SWOT Analysis revealed a number of potential threats. We consider all of them to be real and significant. Our most concerning threats are drugs and crime, as well as, a struggling economy. We believe that the presence and activities of our Drug K-9 Teams working in collaboration with 2 Narcotics Detectives have been proactive and progressive steps toward combating drugs in Watertown. In addition, we have partnered with the State of South Dakota to obtain specialized training and equipment to aid in identifying and locating individuals who commit internet crimes against children (ICAC). Furthermore, with the implementation of Compstat—a multilayered dynamic approach to crime reduction, quality of life improvement and personnel and resource management, we have taken the proactive and progressive steps to combat crime in Watertown. The mission of the WPD is to protect life and property, enforce laws, preserve order, prevent crime and provide a safe place for all to live, work, and raise families. We will do everything within our power to fulfill our mission and to enhance the overall quality of life in Watertown by being professional, proactive and progressive.