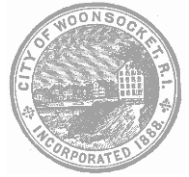




# Woonsocket Police Department

*242 Clinton Street, Woonsocket, Rhode Island 02895-3276*  
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## Goals and Objectives – Fiscal Year 2024

The Mission of the Woonsocket Police Department is committed to the service of the citizens of this city. We devote our resources to the continuous development of community partnerships to foster a safe and secure environment that is free from the threat of crime and enhances the quality of life for the citizenry.

The following divisions and functions fall under the Police Department.

The Administration Division – encompasses the offices of the Chief of Police and Deputy Chief of Police. These two offices hold overall responsibility for all organizational and administrative functions. These functions and top-level oversight utilize 3% of the permanent services budget.

The Uniform Patrol Division- The Patrol Division is the Police Department's largest division and is considered the backbone of the police department. It is the most visible element of our agency as it is comprised of readily identifiable police vehicles driven by uniformed police officers. The patrol division is often the first line of contact between the Woonsocket Police Department and the community. The principal functions are to prevent crime and delinquency, protect life and property, preserve public peace, and regulate traffic. The division is staffed with 1 Captain, 3 Lieutenants, 7 Sergeants, and 47 Patrol Officers. This division utilizes 60.113% of the permanent services budget.

The Traffic Division- The Traffic Division is the Police Department's specialized unit for all facets of traffic enforcement. Its members are highly trained in advanced traffic accident reconstruction and traffic management. The division is staffed by 1 Lieutenant and 2 Patrol Officers. Traffic is a subset of uniform division. This division utilizes 3.31% of the permanent services budget.

The Animal Control Division- Animal control officers investigate complaints from the public and other agencies about nuisance, stray, dangerous, or diseased animals. They also investigate complaints about animal cruelty, neglect, hoarding, and abuse. Animal control officers rescue animals in distress, such as those in extreme heat or cold, and reunite lost pets with families. The division is staffed by 1 lead ACO and 1 ACO. This division utilizes XXX% of the civilian personnel budget.

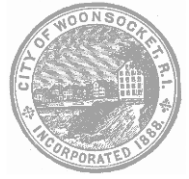
The Telecommunications Division- The Telecommunications Division is a subset of the Woonsocket Police Department's Uniform Division. The division represents the City of



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Woonsocket and the Woonsocket Police Department courteously and professionally. The division answers 9-1-1, emergency, and non-emergency calls; and interviews callers to determine the nature, priority, and appropriate response or action for each call. Telecommunications enters, updates, and processes calls for service in a computer-aided dispatch system efficiently and accurately. Dispatch appropriate units via radio and Mobile Data Computers (MDCs) following established procedures. This division utilizes XXX% of the civilian personnel budget.

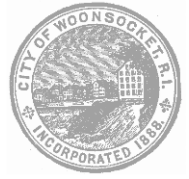
The Detective Division General Assignment, Juvenile, Court, and Vice Enforcement sections, within this division, provide investigative and prosecutorial services for all adult and juvenile offenses occurring within the City of Woonsocket. The Division is responsible for follow-up work on criminal offenses reported to the Department, as well as initiating investigative work on other offenses discovered during the general investigative process. This division consists of 1 Captain, 3 Lieutenants, 8 Sergeants, 17 Detectives, 4 school resources officers. This division utilizes 37.17% of the permanent services budget.

The Operations Division- The Operations Division is responsible for Accreditation, Professional Standards, Body Worn Camera Management, Training, Evidence, and all facility management duties. The division is staffed with 1 Captain, 2 Lieutenants and 3 Sergeants. The division utilizes 7.377% of the permanent services budget.



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## FY 2024 goals and measures:

**Challenge:** A pending wave of retirements threatens to reduce experience levels across the breadth of the Woonsocket Police Department.

**Goal:** To promote continual learning and improvement through all avenues available.

**Measure: #1)** Provide quarterly awareness training at all levels on the availability of academic growth.

- a) Search and encourage management training at the level of Lieutenant
- b) Search and offer performance appraisal training
- c) Offer oral board preparation training

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**Challenge:** Recruiting and Retention of incoming police officers.

**Goal:** To increase incoming recruits and maintain staffing levels throughout 2024

**Measure: # 1)** planning, analysis (including analysis of demographic trends), and surveys and interviews with officers about job satisfaction.

- a) mandate realistic job previews to candidates during the hiring process.
- b) Help manage enhancing compensation and other benefits.
- c) Greater employee engagement, including efforts to increase employee input in decision-making and other evaluation and feedback opportunities.

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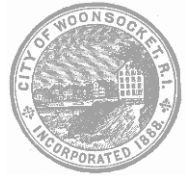
**Challenge:** With decreased manning continue to enhance existing partnerships with community partners

**GOAL:** Continue initiatives regarding tobacco sales to minors, and enforcement of underage drinking laws.



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**Measure: # 1)** Work with Woonsocket Prevention Coalition to conduct underage buy operations for tobacco, vape products, and alcohol.

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**Challenge:** Woonsocket Police Animal Shelter

**GOAL:** Engage with the design and construction team to build a new animal control shelter.

**Measure: #1)** Attend design and construction meetings with owners' representatives and general contractors to ensure the build stays within budget and the desired shelter is constructed to specification and design scope.

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**Challenge: The** Woonsocket Police Detective Division is currently running short of staff due to recruiting and retention issues.

**GOAL:** To effectively grow detectives' skill sets and implement continuous process improvement

**Measure: #1)** Enhance collaboration with patrol officers to ensure timely and effective follow-up on reported crimes. This can be achieved through occasional attendance at roll calls and email communications.

- a) Encourage detectives to attend relevant conferences, trainings, and workshops to enhance professional development.
- b) Ensure all detectives have had basic interview training.
- c) Increase cell phone forensic capabilities within detectives. This would require investment in hardware and training.
- d) Investigate creating a database of civilian/business cameras with a mapping feature. Each camera location would have the contact of the participating civilian/business. This can be coordinated within our current or future CAD system.
- e) Increase usage of tools in case management to track the progress of cases and ensure equitable dissemination of casework.
- f) Constantly strive to increase clearance rates of cases.
- g) Establish cold case protocols.



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**Challenge:** The Prosecution Unit is responsible for the follow-through of all cases through the Superior Court, District Court, Municipal Court, and the RI Traffic Tribunal. The unit is assigned (3) Det. Sergeants. Certain processes need to be updated.

**Goal:** To streamline processes and engage officers on trends and best practices.

**Measure: #1)** Create a policy with the Attorney General's office to share files through Evidence.com. This is evolving as the state of RI is using this system.

- a) Coordinate with the Law Department to provide legal representation in Municipal Court to allow the judge to impose jail time on cases. This can be accomplished with a meeting with all stakeholders.
- b) Share with detectives and patrol current judicial trends in the application of laws in cases to improve successful prosecution. This is accomplished through dissemination through emails or roll calls.

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**Challenge:** Bureau of Criminal Identification (BCI) This unit is responsible for forensic investigations, records management, sex offender registry, public background checks, and concealed carry permits. It is overseen by a Day Det. Lieutenant and consists of a Day Det. Patrol Officer, Night Det. Patrol Officer, and a shared civilian clerk. The unit functions well with limited resources and skill sets that are perishable without constant use and training.

**Goal:** Continuous process improvement and staff growth.

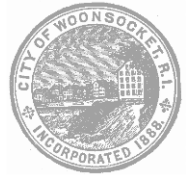
**Measure: #1)** Improve skill set on the AFIS system and usage of features. This requires familiarization with the AFIS manual and usage.

- a) Advocate for the timely processing of evidence by the forensic lab to expedite investigations. This is accomplished by building and maintaining positive relationships with the Medical Examiner, the Department of Health, and the state crime lab.
- b) Strengthen the skill set of detectives through outside training and practice using in-house forensic tools.
- c) Organize the labs and investigate creating a computer forensics workstation.



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- d) Work with USMS for funding of sex offender residence verifications.

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**Challenge:** The Vice unit is responsible for investigating narcotic issues, prostitution, and any other criminal activity that is best suited for undercover detectives. The unit is overseen by a Det. Lieutenant and comprised of a Det. Sergeant and (5) Det. Patrol Officers. The unit is currently short-staffed.

**Goal:** Increase unit to full strength to drive productivity.

**Measure: #1)** Increase the number of narcotic search warrants/arrests from the previous year.

- a) Assign "tips" to detectives and create an IMC IV # for each tip.
- b) Secure a second Tru-Narc system that can be deployed to the Patrol Division for safer testing of narcotics. Pursue available monies Woonsocket received for the opioid settlement.
- c) Collaborate with the Patrol Division through contact at roll calls and development of informants from Patrol investigations/arrests.
- d) Develop detectives with training, workshops, and other relevant conferences.
- e) Increase the number of prostitution sting operations.

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**Challenge:** The Woonsocket Police Department currently has an outdated TTY machine to assist Deaf and hard-of-hearing members of our community.

**Goal:** Woonsocket Operations Division will rectify the shortcomings in service to our DHH community members utilizing technology that is easy to use and includes an interpreter aspect.

**Measure: #1)** Develop a working relationship with Sorenson to install a video phone in the WPD stationman office.

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**Challenge:** The Woonsocket Police Station was built in 1974 and is facing significant structural issues. The building needs a new roof, windows, passenger entrance doors, and an HVAC system.

**Goal:** Replace outdated, structurally deficient roofs, windows, doors, and HVAC.

**Measure: #1)** Create a working team between the administration and Operations Divisions to develop RFPs, and RFQs for the items to replace

- a) Interview AI companies for a scope of work estimate for this project
- b) Work with Woonsocket Purchasing to get bid packages out to the public
- c) Create a timeline and work schedule

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**Challenge:** Maintain the in-state Rhode Island Police Accreditation Commission program, which enhances police operations by compliance with established training and professional standards. This multi-year process is endorsed by the Rhode Island Inter-local Risk Management Trust, the Rhode Island Police Chiefs' Association, and the Rhode Island League of Cities and Towns. The accreditation process is an effort to minimize police department and municipality liability and enhance risk management.

**Goal:** Maintain RIPAC Accreditation and set the Woonsocket Police Department up for long-term success under this system.

**Measure #1:** Maintain the web-based PowerDMS and LEFTA computer software systems to monitor progress, maintain tracking, and streamline the process for all department personnel.

- a) Provide 100 percent support to Operations Division Accreditation Manager

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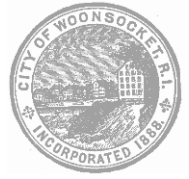
**Challenge:** The Woonsocket Police Department has a vacancy for a Fleet Service and Maintenance Technician. The current technician went out on medical leave in November 2023, and his position has been unfilled for the last six months. In his absence, the Operations Division has had to absorb the responsibility of care and maintenance for the department's fleet of over 100 vehicles.





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**Goal:** Recruit and hire a new employee

**Measure #1:** The working group will edit the job description to ensure it's in line with Union CBA.

- a) Submit a request to fill out paperwork and develop interview questions of a standard job skill metric for the position.
- b) Interview the pool of applicants and hire for this position

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**Challenge:** The patrol division currently has three Lieutenants assigned to the patrol division. There is a lack of advanced management training at this level.

**Goal:** To enhance ownership and management proficiency at the patrol Lieutenant level

**Measure #1:** Drive down advanced training opportunities to this rank.

- a) encourage and support decision-making at this level
  - b) conduct mentoring meetings with this rank
-