

WALLINGFORD POLICE DEPARTMENT

STRATEGIC PLAN

2017-2022



"Guardians of the Community since 1913"



TOWN LEADERSHIP



Mayor: William W. Dickinson Jr.



Town Council: Vincent Cervoni: Chairman, Thomas Laffin: Vice Chairman, Craig Fishbein, John LeTourneau, Joseph Marrone III, Christopher Shortell, John Sullivan, Vincent Testa, Jason Zandri

The Mayor and Town Council members continually show their support and focus on providing leadership for the Town of Wallingford. Our leaders recognize the importance of safety in the community as a critical cornerstone of the overall quality of life for the citizens of Wallingford. This Strategic Plan was created with a focus on how the efforts of the Wallingford Police Department cohesively contribute to the overall direction, priorities, and vision set forth by the Mayor and Town Council.

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CHIEF'S FORWARD

In recognition of our commitment to keep the Wallingford community informed and engaged, it is with honor and pride that I present to you the 2017-2022 Police Department Strategic Plan.

This plan has been built with input from stakeholders within our community and from within the Wallingford Police Department. This plan is a proactive tool designed to provide guidance and structure for the department to continually strive to improve its service delivery to our community. This plan will allow us to effectively and efficiently deploy our limited resources on the most pressing issues facing our community while at the same time further developing our employees. As such, the following three strategic goals will provide us direction for the next five years:

- Recruit, Develop, & Retain a Quality Workforce
- Improve Community Quality of Life Issues
- Maintain & Improve Existing Facilities

This plan does not cover everything that needs to be accomplished within the department, but instead places focus on priority areas. Properly constructed, strategic plans are not static in nature, but rather designed to be flexible as the needs of our community change. This plan gives consideration to the best practices available to act as a guide as the department moves through the next five years.

Consensus building is one of the hallmarks, and a cornerstone in the development of this plan. Working towards common interests and concerns we can ensure that we will be able to continue to provide the high levels of service that our community has come to expect from our organization. On behalf of the men and women of the Wallingford Police Department, I would like to offer my gratitude and appreciation to our community for its continued support.

Sincerely,

William J. Wright

William J. Wright
Chief of Police

MISSION, VISION, & VALUES

MISSION

In partnership with the community, the mission of the Wallingford Police Department is to enforce the law, protect life and property, and address the specific needs of our citizens.

VISION

The vision of the Wallingford Police Department is to continually improve our ability to provide the highest level of professional police service to the community.

VALUES

Professionalism- As a law enforcement agency, we pledge to take full responsibility for our actions. We will be truthful and dependable and we shall treat all persons equally with dignity and respect.

Professionalism allows our department to embrace change, enhance creativity, and seek innovative methods that further supports our Mission.

Respect- To achieve our goals, respect is a foundational tenet of our organization. Respect must begin inward, in the way we interact with each other and accompany each officer in their day-to-day dealings with the public we serve. Only through mutual respect of each other and the citizens that we serve will the Wallingford Police Department reach its full potential.

Integrity- Integrity requires each employee to exemplify the highest standards in ethical, moral, and legal conduct. Integrity is born out of honesty and is the foundation of the trust the public places in us. Each member must adhere to an uncompromising code of personal conduct, accountable for their actions-and holding others accountable for theirs. Integrity mandates that a police officer always applies the law in a fair and just manner.

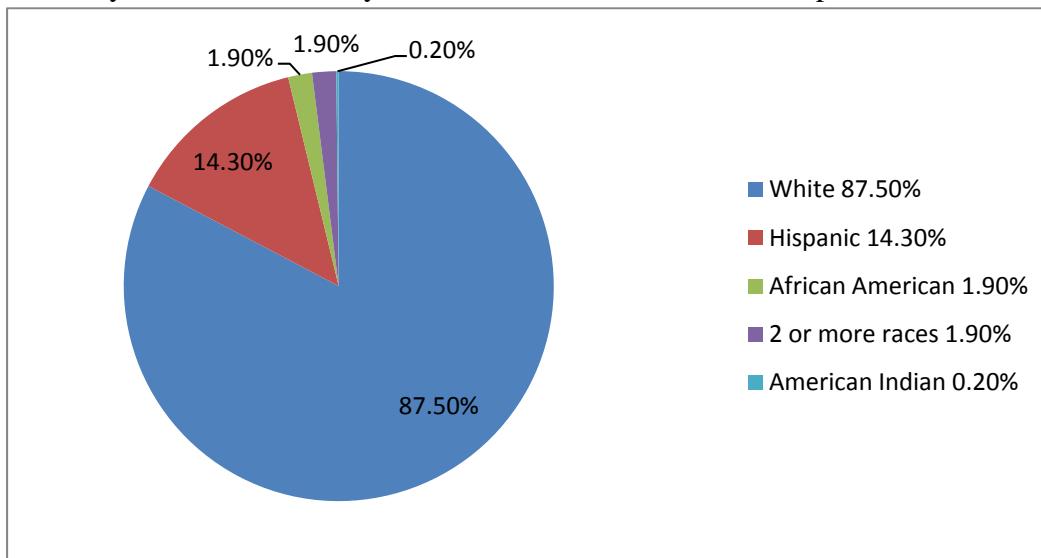
Dedication- Dedication is the value that requires police officers to be ever vigilant and mindful of the oath they took to uphold the law. No matter what the task or the challenges faced, we will display the necessary courage, teamwork, and commitment to overcome any obstacle or accomplish any goal to ensure the continued safety of this community.

Excellence- Excellence is the product of hard work, diligence and perseverance. We reject complacency and are dedicated to continually pursuing the highest levels of knowledge, skills, and expertise.

COMMUNITY OVERVIEW

The Wallingford Police Department provides 24 hour a day, seven day a week police services to an estimated population of 45,135 residents. Other population dynamics include a vibrant town center, a large industrial base, an excellent public school system, a prestigious preparatory school, vast amounts of open space and town-owned parks, and a large number of retail locations, restaurants and dining establishments that draw thousands of people to our community each day.

Wallingford is large in geographic size and is approximately 39.5 square miles. Wallingford is a culturally diverse community, and as of the 2010 census is comprised as follows:



Males: 21,762 (48.2%)
Females: 23,373 (51.8%)
Median resident age: 42.9 years
Connecticut median age: 39.2 years

Estimated per capita income in 2015: \$35,193
Estimated median house or condo value in 2015: \$264,893

Police Department Budget/Population \$205.54 per resident

COMMUNITY OVERVIEW

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The town prides itself in delivering high levels of service throughout the entire sphere of government through a very cohesive service-minded operation. From top to bottom there is a high level of accountability in each governmental function which allows the residents of the community to seek and find the appropriate service they require. The town is attractive to both residents and businesses who seek comfort in living and working in a well managed community while at the same time taking advantage of the town's central location near major interstates and railways. The town is in an enviable position amongst its peers due to the fact that it owns the public utility, including the electrical distribution system. It is a proven fact that the system is highly reliable, while at the same time offers the least expensive electric rates in Connecticut.

The Economic Development Commission reported that 54 new businesses opened in 2016. Among the current on-going construction projects, a new train station along the Route 5 corridor will offer increased opportunity for residents and those who work in our community to access an improved modern rail system. Additionally, extensive amounts of new residential and commercial construction are occurring in a number of areas of town.

Conversely, the State of Connecticut continues to struggle with large budget deficits. A by-product of this is not only the possibility of decreased aid from the state, reported to be into the millions, but also the anxiousness of our community which is apparent to the police department through our interactions with our population.

Total calls for service have been somewhat steady over the past 12-24 months. At the same time the organization has been fortunate to retain the staffing levels that we are authorized to have. For 2016, the rate of total calls for service per 1,000 persons was 577, and the rate of sworn personnel per 1,000 persons was 1.54.



Part 1 crime statistics for 2015/2016 are as follows:

Violent Crime (homicide, sex assault, robbery & aggravated assault) totals 62 incidents.

Property Crime (burglary, larceny/theft, motor vehicle theft, arson) totals 1244 incidents.

Part 1 crime overall is up 3% compared to the previous year.

The information contained in the preceding section was obtained from the following sources: 2010 Census, Citydata.com, NIBRS Crime Reports, Wallingford Economic Development Commission, 2015/16 Police Department Budget, and New World Systems records reports.

ORGANIZATIONAL OVERVIEW



Circa 1923



Circa 2017

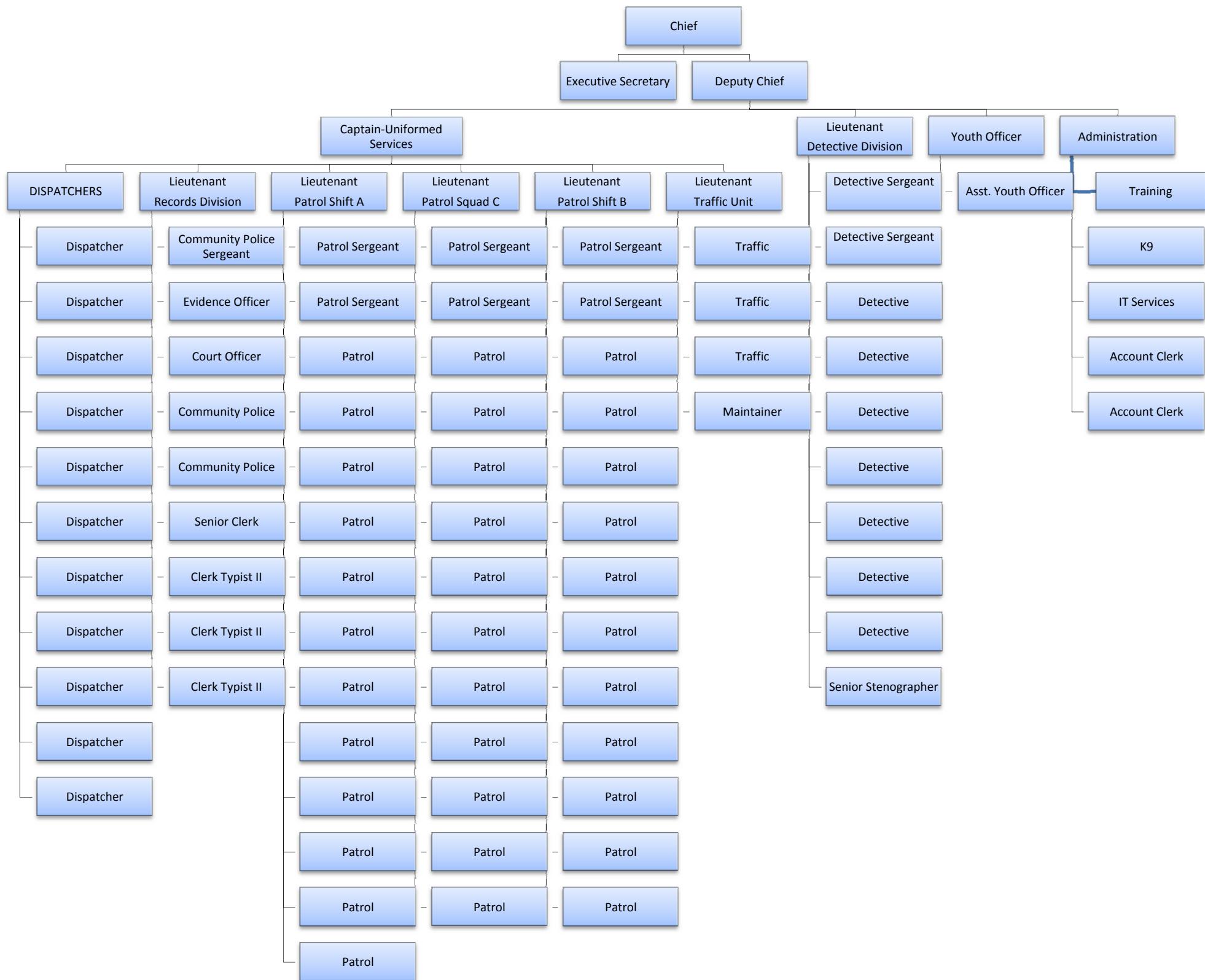
The men and women of the Wallingford Police Department (WPD) have been proudly serving and protecting the citizens of our community since 1913 when the Department consisted of 1 officer serving a population of approximately 11,000 people.

Today, the Department is led by Chief William J. Wright, Wallingford's 8th Chief, has an authorized strength of 71 sworn personnel and 22 non-sworn personnel, and serves an estimated population of 45,135 persons over approximately 39.5 square miles. Centrally located, the department responds on average to approximately 73 calls for service each day.

WPD is a progressive, professional police department. The Department continually strives towards excellence in service and has been a State of Connecticut Accredited Agency (Tier 3) for over 10 years.

The department's foundation is built on a community policing philosophy which has been strengthened and expanded in recent years. A strong emphasis has been placed on police-community relations and outreach to improve the quality of life for our residents. As such, it is our core belief that these efforts will reduce crime and improve the department's standing in the community.





PURPOSE & PLANNING PROCESS

I. PURPOSE:

The Strategic Plan is a proactive tool that shall provide guidance in fulfilling our agency's mission. The purpose of the plan is to provide direction and a sense of continuity for the Wallingford Police Department to improve its service, while at the same time allowing the agency to continue to update and maintain our facilities. This five year plan consists of three strategic goals.

Driven by the department's vision and mission statements, the goals are broad. Each goal is measurable and once achieved will move the department closer to its stated mission.

The guiding principles of, and all the efforts in, this plan *will* be:

- Accomplished with a high degree of professionalism,
- Inclusive of all stakeholders and considerate of their input,
- Designed and implemented with consideration to best practices,
- A benchmark for progress and accountability,
- Considerate of the potential to maximize partnerships and resources.

II. COMMUNITY INPUT:

An essential component of creating this plan was obtaining input from both community members and department employees. The data from each was gathered and analyzed. From the responses, essential themes were developed that assisted in the creation of objectives and shall serve as the core of the plan.

Community input was obtained through a number of different sources. The department has a robust citizen survey program wherein a number of areas are rated. Additionally, key community stakeholder groups and individuals from both the public and private sector met with department officials to assist in the development of the strategic goals contained within this plan.

A total of 531 citizen surveys were completed over the past 5 years.* From those surveys, the following percentages were realized:

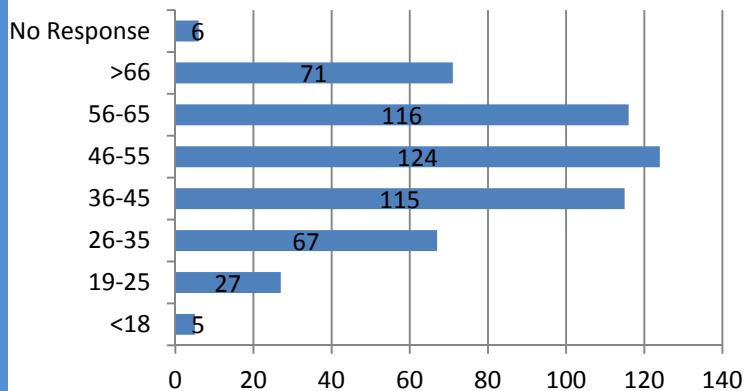
89% of the respondents indicated that the WPD officer was professional and treated them courteously.

92% of the respondents indicated that they were treated fairly.

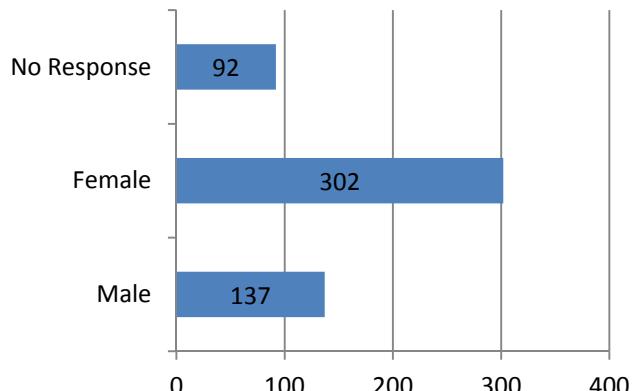
91% of the respondents indicated the WPD does an excellent job of keeping the community safe.

*Not all respondents fully completed each survey

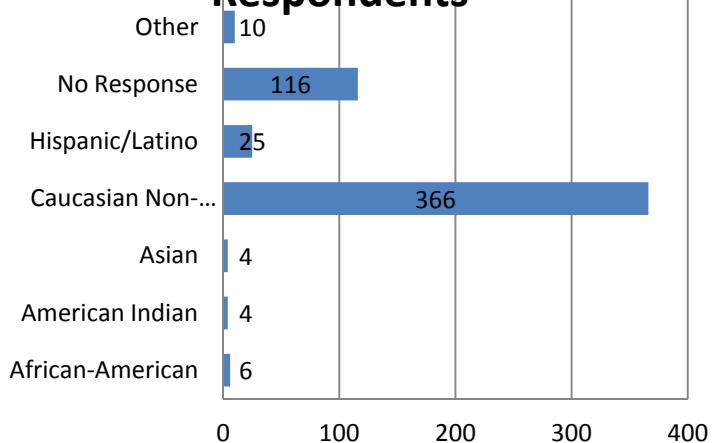
Age of Survey Respondents



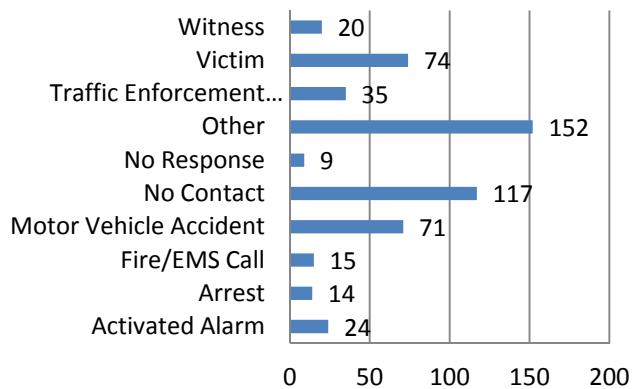
Gender of Respondents



Race/Ethnicity of Respondents



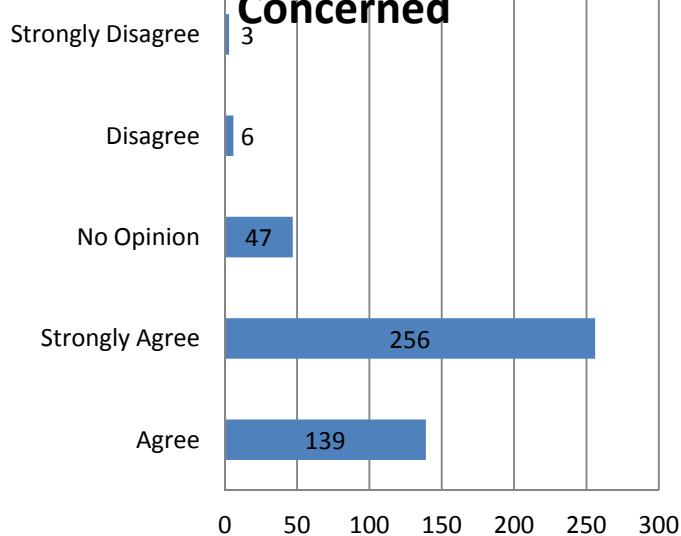
Type of Contact with Department



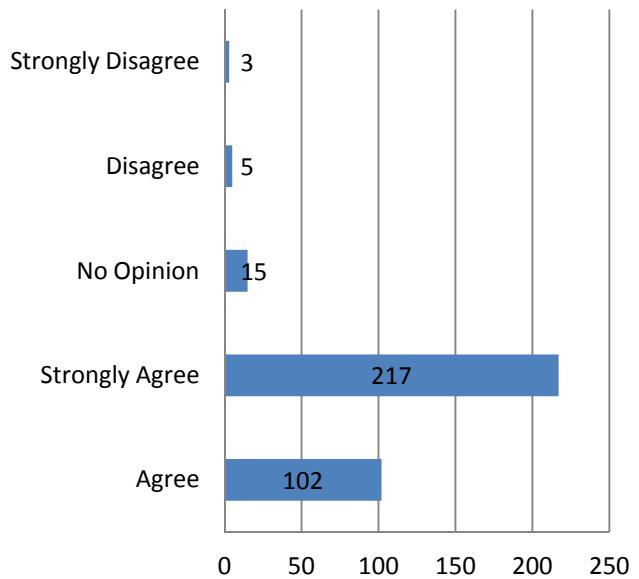
Initial Telephone Contact with Department

Appropriately Courteous &

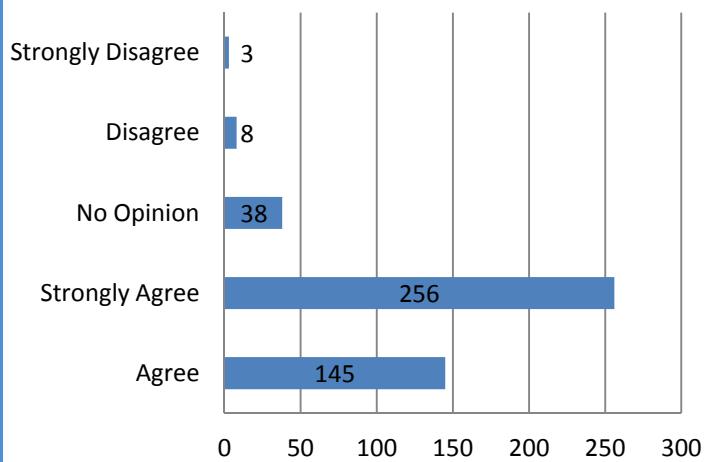
Concerned



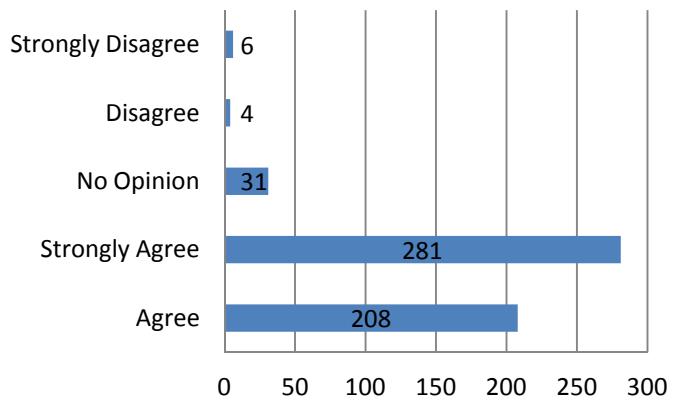
Officer was Polite, Courteous & Professional



Officer Was Attentive & Responsive To My Needs



Department Doing A Good Job Preventing Crime - Keeping Community Safe



The following written comments were included in a sampling of surveys:

"I believe Wallingford police are providing the highest level of service and I feel safe. Keep up the good work."

"It would be great to see the officer posted at the wishing well walk around town and patrol on foot. It would be nice to see more community policing and put a face to the Wallingford PD."

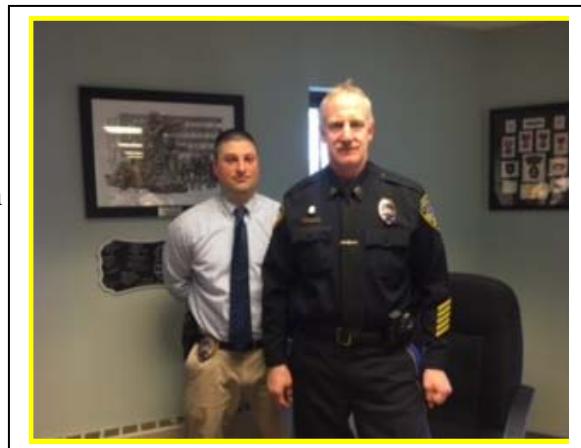
"I would just like to say that the Wallingford Police Department showed an enormous amount of compassion and concern."

"The individuals at the desk and the officer who finger printed me all epitomize the very best of community service. Your PD is always highly respected as well as their concern for our safety."

As illustrated above the organization has every right to believe it is providing professional service delivery. Contrary, we do not fail to recognize that in some instances the department could have done a better job. The ability to reflect on and improve our efforts is a core component of our vision.

III. EMPLOYEE INPUT:

Employee input was gathered from both interviews and a survey delivered to each employee. A thorough review of surveys revealed the following:



PURPOSE & PLANNING PROCESS

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An overarching theme in a large percentage of the employee surveys was increasing the amount of manpower within the department. Employee comments centered around a growing number of service calls, an increase in the complexity of call types, and a population and commercial growth increase over the past 20 years where organizational manpower has not kept pace. As illustrated earlier in this document, labor and manpower can be a contributing factor towards some of the objectives in this plan not being realized. Constructive thought needs to be given to increasing the size of the department to adequately provide the professional service delivery that our mission statement mandates.

Another important component of the employee survey revolves around a change to the current patrol work schedule. This issue is contractual in nature and would need to be formally negotiated. A number of employees also recommended the creation of a citizen's police academy to further illustrate our commitment to police-community relations building.

A number of employees also commented on the improved communication from the administration to all employees on future projects and the status of the department from time to time. The administration dedicates itself to open and transparent communication in order to foster greater knowledge transfer to all employees.



IMPLEMENTATION & EVALUATION

This Strategic Plan is a dynamic, flexible document that will guide the thinking and actions of the Wallingford Police Department over the next five years. To insure that this document serves as an essential tool, it will be evaluated and updated as necessary. This is important as the manner in which law enforcement services are delivered have the potential to be greatly impacted by a number of internal and external influences – those being: legislative changes, budgetary concerns, manpower etc.

The organization's mission, vision, and values serve as the platform for the strategic goals set forth in this plan. Limited resources demand that the department focus its energy and direction on these strategic initiatives. In order for a strategic plan to succeed, it requires the full commitment, participation, and input from each member of the department.



STRATEGIC GOALS & OBJECTIVES

<u>GOAL #1:</u> Recruit, Develop & Retain a Quality Workforce		
<u>OBJECTIVE #1:</u> Improve Leadership Capability		
<u>ACTION ITEMS:</u>		
1.1	Improve leadership training availability for supervisory and command staff.	
1.2	Develop & Implement a training program on problem-solving techniques for all first line supervisors.	
1.3	Incorporate additional leadership training to include positive discipline, effective coaching, and effective communication and listening, and effective feedback.	
1.4	Introduce training program to promote mentorship and succession planning to future supervisors.	
<u>MEASURES OF SUCCESS:</u>		
Improved supervisory leadership skills		
Future supervisors prepared for increased levels of responsibility		

STRATEGIC GOALS & OBJECTIVES

<u>GOAL #1:</u> Recruit, Develop & Retain a Quality Workforce		
<u>OBJECTIVE 1.2:</u> Enhance Recruiting Efforts		
<u>ACTION ITEMS:</u>		
1.2.1	Develop recruiting partnerships with area colleges and universities and military representatives.	
1.2.2	Consider moving to a town managed application and testing process to include oversight by, and inclusion of, WPD staff.	
1.2.3	Create a lateral-transfer hiring process.	
1.2.4	Increase the number of officers who more accurately reflect the cultural diversity of our community.	
<u>MEASURES OF SUCCESS:</u>		
Improved quality of candidates		
More diverse agency		

STRATEGIC GOALS & OBJECTIVES

<u>GOAL #1:</u> Recruit, Develop & Retain a Quality Workforce		
<u>OBJECTIVE 1.3:</u> Enhance Work-Life Environment		
<u>ACTIONS ITEMS:</u>		
1.3.1	Encourage mental and physical wellness through EAP training and on-duty physical exercise program.	
1.3.2	Encourage organizational members to use tuition reimbursement plan consistent with respective Contract Bargaining Agreements.	
1.3.3	Continue with Peer Support Program.	
1.3.4	Increase the authorized strength of the agency.	
<u>MEASURES OF SUCCESS:</u>		
Injury reduction		
Decreased lawsuits and improved decision making		
Improved employee emotional wellness		

STRATEGIC GOALS & OBJECTIVES

<u>GOAL #1:</u> Recruit, Develop & Retain a Quality Workforce		
<u>OBJECTIVE 1.4:</u> Develop Employee Competency & Capabilities		
<u>ACTION ITEMS:</u>		
1.4.1	Continue to advocate for in-service training hosted by subject matter experts-vendor driven and also by in-house training officers.	
1.4.2	Train and re-certify all staff on issued weapons, both lethal and non-lethal.	
1.4.3	Implement policy and procedure database management software to manage department policy directives that can offer verification of officer competency.	
<u>MEASURES OF SUCCESS:</u>		
Greater policy knowledge		
Improved weapons system functionality & usage		
Greater core competencies amongst staff		

STRATEGIC GOALS & OBJECTIVES

<u>GOAL#2:</u> Maintain & Improve Existing Facilities		
<u>OBJECTIVE 2.1:</u> Facility & Capital Improvement Plan		
<u>ACTION ITEMS:</u>		
2.1.1	Construction of new storage facility at 135 North Main Street.	
2.1.2	Replace boiler and AC system in building to update outdated system that is inefficient and difficult to manage.	
2.1.3	Replace 20 year old 2-way radio system.	
2.1.4	Transition to new CAD/RMS system to improve efficiency and reduce costs.	
<u>MEASURES OF SUCCESS:</u>		
Increased efficiency in combining all of the functions of the organization into 1 central location.		
Improve building environment through greater control of heating and cooling systems.		
Reduction in service orders, costs, and unplanned maintenance.		
Reduce man-hours associated with maintaining Emergency Services equipment that is currently housed outdoors.		

STRATEGIC GOALS & OBJECTIVES

<u>GOAL# 3:</u> Improve Community Quality of Life Issues		
<u>OBJECTIVE 3.1:</u> Focus Resources on Visibility & Availability		
<u>ACTION ITEMS:</u>		
3.1.1	Conduct sobriety checkpoints and DUI roving enforcement.	
3.1.2	Conduct high visibility patrols in commercial areas at times of peak call volume in these areas.	
3.1.3	Assign resources as needed to areas of reported traffic violations and noise complaints.	
3.1.4	Increase walking beats and bicycle beats as resources allow.	
<u>MEASURES OF SUCCESS:</u>		
Increased DUI arrests		
Safer roadways		
Accident reduction		
Improved officer visibility		

STRATEGIC GOALS & OBJECTIVES

<u>GOAL #3:</u> Improve Community Quality of Life Issues		
<u>OBJECTIVE: 3.2:</u> Improve Response to Community Needs and Expectations		
<u>ACTION ITEMS:</u>		
3.2.1	Continue conducting community survey to correctly determine, address, and respond to the community's concerns regarding crime and the fear of crime.	
3.2.2	Further develop community partnerships with local organizations involved in drug issues.	
3.2.3	Enhance ability for our residents to report quality of life issues to include tips, complaints, and receive crime updates.	
3.2.4	Continue to conduct regular lockdown drills in each school to ensure operational readiness of school staff to respond to threats.	
3.2.5	Work with Emergency Management Officials to ensure town-wide readiness to respond to all hazards. Specifically, work with the Fire Department to increase safety and response to incidents.	
3.2.6	Implement Citizens Police Academy.	
<u>MEASURES OF SUCCESS:</u>		
Improve citizen contacts that provide viable alternatives to quality of life issues.		
Increased number of drug awareness presentations		
Increased participation in annual readiness drills-statewide and local.		

CONCLUSION

The Strategic Plan outlines the Department's service efforts, accomplishments, and future challenges. The strategic goals and associated objectives are intended to serve as a guide as we focus on the long-term and short-term needs of both the department and the community. The Strategic Plan is not only a plan, but a process that will evolve each year.

As the agency moves forward, we have recognized several challenges that confront the organization:

- Uncertain economic future;
- Serving an expanding multi-lingual community;
- Maintaining adequate staffing levels to meet increased demands for service;
- Attracting a qualified workforce.



Continuing to provide excellence in service remains our top priority as we move forward. Our community demands that from the department and we are honored to provide our service.



