

## Five Year Plan 2007-2011

### ***NEWTOWN POLICE DEPARTMENT***

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### **THE FIVE-YEAR STRATEGIC PLAN FOR THE NEWTOWN POLICE DEPARTMENT January 2007- December 2011**

#### **I. Introduction:**

For the employees of an organization to understand their destination they must first understand what the mission is, what values are to be followed while serving the mission, and what vision is collectively held for the future. We are guided by our established department goals and mission statement which are:

#### **Department Goals:**

- To achieve the public's voluntary compliance with law.
- To protect life and property against crime.
- To facilitate the safe and rapid movement of vehicular and pedestrian traffic through the community.
- To improve the quality of life enjoyed by the citizens of Newtown by reducing crime and the fear of crime in the community.

#### **Mission Statement:**

- The men and women of the Newtown Police Department are thoroughly committed to the improvement of the quality of life for all residents of Newtown, by working in partnership with them.
- The department will constantly work to maintain a safe and secure community while treating all people with dignity and respect.
- We will be objective and always search for new ways to improve ourselves so as to better serve the community.

The strategic plan for 2007 – 2011 is an extension of previous plans and is the first update of the five-year strategic plan submitted to the Police Commission in the fiscal year 2001-02. This plan represents the ongoing vision, mission, and values of the department and the department's progressive responses to the changing needs of the employees, the town, and the community. It incorporates information gathered from our recently completed community and department survey. The Newtown Police Department plans on focusing on several main objectives for the next five years.

This plan will continue to be evaluated, revised, and updated as these needs change and grow. As the department strives to continue in the direction of a superior police department, the strategic plan provides the guidelines that all employees utilize. The focus of the plan is to provide service to the Newtown community with pride, integrity and the highest level of professionalism. As the department continues striving to meet the demands of a growing community, it is our belief that the residents will realize those results by being safe and secure.

It is through this plan that the Newtown Police Department sets its sights on delivering quality service for the citizens of Newtown.

## **II. Department Overview:**

The Town of Newtown Police Department is responsible for the protection of life, liberty, and property for the residents of Newtown. It provides these services through various means including, enforcement of criminal laws and ordinances, providing education, recovery of property, animal control, traffic enforcement, and investigation of crimes. The divisions that provide these services to the citizens are the Administration, Uniform Patrol Division, Detective Division and Records Division. The Administrative Assistant and the Chief's Executive Assistant provide daily support and complete various important tasks that are mission related.

Along with providing police services by standard methods, there are two additional methods the department uses: these are proactive problem solving and police-community partnerships. By using these methods, the department is able to provide a high level of cost effective service without compromising the quality of the service and public expectations.

The department's current strength authorization is budgeted for a compliment of a total of forty-five (45) officers as of January of 2007. The Administration includes the Chief of Police, Captain, Executive Assistant, and an Administrative Assistant. The Uniformed Division has thirty-six positions with two lieutenants, six patrol sergeants, and 27 patrol officers. The Detective Division has seven positions with one Detective Sergeant, three detectives, one youth officer, and two school resource officers. The Records Division has three positions, which include a Records Manager, Office Administrative Assistant, and a Bookkeeper. The Emergency Communication Center has thirteen positions, those being a director of communications, a telecommunicator supervisor, nine full time emergency telecommunicator dispatchers and two part timers.

The divisions that provide direct services to the community are the Uniformed Patrol, Detective Division, and the Emergency Communication Center. Uniformed patrols are first responders to calls for service but also use the proactive methods to reduce crime and provide for the welfare of the community. These measures include enforcement of criminal laws, motor vehicle laws, ordinances, identifying and addressing trends that affect the safety of people in our community. They establish partnerships with various people and organizations to address issues of concern while maintaining the peace through civil methods. Several officers also serve as crime prevention officers offer instructional presentations and meet with residents and business associates to problem solve and deter crime. The Citizen Police Academy is administered and coordinated by the Patrol Division and assisted by the Detective Division. The Animal Control Officer and kennel keepers work in conjunction with this division. Three Traffic Agents, two School Crossing Guards, and two Special Police Officers supplement the patrol division at designated traffic assignments.

The Detective Division focuses mainly on investigating major crimes committed against persons and property within our town. They also use enforcement, identifying and addressing trends and partnerships to address the safety of persons within our community and apply advanced methods in various areas such as evidence collection, identity theft and computer investigations. They assist the administration in the recruitment and hiring of probationary police officers. Within this division, are assigned the school resource officers (SRO) and the youth officer (YO).

Collectively, the SRO's work in close contact with faculty, middle school and high school students and administrators at their respective schools. The Youth Officer provides DARE instruction in the fifth grade and teaches other safety classes to elementary aged children. The SRO's and YO are also responsible for the investigation of school related crimes against persons and property.

During the summer months, the SRO's compliment the Detective Division and investigate reported crimes. They also make up the department's bike patrol unit and assist in teaching safety related classes offered to children.

The Emergency Communications Center is the first contact point when a person requests police services. They handle all 911 calls, perform police dispatch functions, take down information over the phone, direct callers and citizens to the appropriate department for assistance. The center also provides dispatching services for the five volunteer fire departments and a volunteer ambulance corp. The emergency medical dispatching includes pre-arrival instructions for medical situations.

Internally, the support divisions of Administration, Training Division, and Records Division aid the divisions that provide police services directly. Administration provides leadership by establishing priorities, obtaining resources, conducting internal investigations, ensuring compliance with accreditation standards and maintaining the budget.

The Training Division provides training for new employees, along with mandatory and advanced training to department personnel. It also is directly involved in maintaining accreditation standards for the department.

The Records Division maintains all incidents and case reports, makes entry of these reports and others into our computer system, and coordinates open records requests. They also handle invoicing for alarms, pistol permits and various permits for town functions.

### **III. Community and Statistical Assumptions:**

The Connecticut Department of Transportation listed Newtown in January of 2005 as having approximately 266 miles of public road mileage for an area of square miles of 59.1 miles. This represents a constant challenge to provide a variety of police services on a town wide basis taking into account future projected growth patterns.

The CERC town profile for 2005 listed the town population to be at 26,191. The projected growth from 2005-2010 per year is 0.8 percent. The current population for the town based upon the latest US census is approximately 26,900 residents. Over the past year the town has celebrated the opening of several new and expanded businesses which should attract more employees and customers. There are several other new projects in the wings along with the following of the master plan to develop the property located at Fairfield Hills.

Data compiled using the town's annual report revealed that police calls for service have increased every year since 2000-01 reaching this year's call volume total of 16,743 for 2005-06. This reflects a twelve percent increase this year from the previous year, 2004-05. Written motor vehicle contacts for 2004-05 totaled 3,640 and increased 8.6 percent to 3,951 for 2005-06. The number of DWI arrests increased 86.4 percent from fifty nine arrests in 2004-05 to one hundred ten arrests in 2005-06. The large increase in 2005 is most likely attributed to the increasing number

of DWI checkpoints, directed patrols, public awareness and the department's commitment to remove intoxicated motorists from our highways. The crimes of burglaries, larcenies and robberies have remained relatively steady over the past five years.

#### IV. SWOT Analysis: (Strengths, Weaknesses, Opportunities and Threats)

One of the most important parts of the strategic planning process is for our organization to assess where we are today in order to successfully plan for the future. This assessment includes evaluating the department's strengths, weaknesses, opportunities, and threats. Strength assessment identifies what the department tends to do well. Weaknesses denote what the agency may not do well or what diminishes its effectiveness. Opportunities reflect what the organization might seize upon to do better. Threats are outside environmental factors that may hinder performance. With that in mind, we will be focusing on the following items over the next five years.

##### *Strengths:*

- **Community Policing Philosophy** - The inception of applying community policing as a philosophy rather than a program has progressed as expected. Officers are expected to identify and handle problems that may require a comprehensive approach. Currently we have three school-based officers that are involved hands on with our youth and work together with school officials to create and maintain a safe environment. The Citizen's Police Academy has been successful in educating our citizens in the role we play in society. The creation of a K-9 officer position along with his partner Baro has greatly expanded our level of services to the community in order to combat drugs. It also increases the level of police services and allows us to work with the Board of Education on various proactive drug prevention measures. We are continuing in this direction and expect to see more improvements in how we deliver services to the public.
- **Accreditation** – This is one of our major avenues of benchmarking ourselves against other agencies. We have successfully completed TIER I and are certified by the state of Connecticut. We currently are preparing to undergo the process of achieving certification for Tier II. Internally, this process has allowed us to look at our strengths, weaknesses, and having an avenue to make improvements. It has caused us to maintain an up to date policy manual that is used frequently rather than a document that is used only when something is wrong. It has given us insight into developing problems and allowed us to address them before they became an issue in our area.
- **Training** – Several members of the department have received valuable specialized training in a wide range of areas such as identity theft, narcotics and computer related crimes. which allows them to better serve the community and the department as a whole. We have instituted a department training policy and are currently developing an in-service training model to effectively address internal needs. We also have maintained current certification levels as determined by the Police Officer Standards and Training Council. (POST)

##### *Weaknesses:*

- **-Computers/Mobile Data Terminals** - Our current computers (MDT's) in the cars are aged and need to be replaced over the next five years. Our MDT'S don't interface with our computer-aided dispatch (CAD), and the report writing software it is outdated and limited in its capabilities. Research needs to be done in order to purchase a CAD, new record management system, and report writing software to replace our current infrastructure. Additional computer workstations at police headquarters would great assist officers in completing mandatory reports in a timely manner.

- **Fleet** – Over the past several years, attempts to increase the current size of the fleet have been met with resistance and budgetary cuts. This has led to additional miles being placed on high mileage vehicles and less flexibility when rotating the patrol fleet to effectively cover over 266 miles of public roads. There has been an increase in requests for police cruisers when assigning officers to work private details in Newtown or in bordering communities. Patrol officers now spend approximately 1 hour a day, five days a week delivering and returning patrol units to the fleet or other locations for maintenance and repairs. The 260 hours per year spent by officers on this function could be better utilized by performing their primary duty of insuring that they are doing the type of quality work our community demands.
- **Facility** – The current facility is overcrowded and inadequate, potentially placing at risk the safety of officers and staff. Emergency preparedness, response and recovery capacity in the face of an environmental or other disaster cannot be assured in the current facility. There is an overall lack of parking space available, which is compounded further because of shared parking with other town departments. Employee morale and operational efficiency are compromised. The building conveys a negative message to current employees, recruits and to citizens regarding the place of the Police Department in the life, security, and good order of the community. Alternative options including relocation needs to be explored considering the current conditions and future cost projections. A collaborative effort to identify and address the space needs of the police department including the relocation of the police department needs to be undertaken. Discussions and input should be gathered from the by the Police Commission, Public Works Department, First Selectman's Office and the public. Capital improvement funds (CIP July – June 2012) earmarked for the police department space needs study, architectural plans and possible renovations have been removed from consideration at this time. Resubmission for CIP funding and consideration will have to be undertaken on an annual basis with no foreseeable approval timeframe in sight.

*Opportunities:*

- **Growth** – This is an area that can also be a threat if not handled well. Growth gives us the opportunity to expand our services but it can create a drain on our resources if allowed to go unchecked. Projected population by 2011 is expected to be approximately 27,480 residents.
- **Community Support** – Support for various programs which have been successful has been the key to their continuation. The school resource officer is a fine example of community support for a long-term program. The K-9 program has also received a wide range of community support since its inception about two years ago. The DARE program continues to remain a stable component for fifth grade students in the school system.

*Threats:*

- **Maintaining Staffing levels to Provide Expected Services** – This is an area that is directly related to our growth. Our challenge is to find alternative ways of providing services without lessening the quality of service. We must determine the most cost effective means to provide a balanced level of services by remaining proactive and maintaining proper staffing and equipment levels.

A workload analysis was completed taking into account the calls for service and the number of officers needed per day to perform these tasks. We project that over the next five years, a minimum of seven additional patrol officers are needed to effectively handle a projected calls for service volume of approximately 21,500 by the end of the fiscal year 2011. The increase in manpower would aid to address an increasing amount of traffic related complaints. It would have a positive impact on our response times and allow more uncommitted to conduct timely follow-up investigations.

In the administrative bureau, the creation of a new supervisory support position is recommended in order to improve operational efficiency. This position would assist the Administrative Lieutenant in coordinating such major functions as scheduling, accreditation, training, inspections and oversee the Records Division. Currently several administrative duties are being performed by patrol supervisors taking away from their

main supervisory responsibilities. This new position would be expected to handle other daily administrative tasks associated with the media and the servicing of police equipment.

- **Hiring/Retention of qualified personnel** – The candidate pool of qualified applicants are shrinking based upon qualifications, selection process and fierce competition among neighboring law enforcement communities. This process has evolved to the extent that we must continuously devote resources on a full time basis to attract and secure the most qualified candidates available for hire.

#### **V. Strategies/Analysis for Addressing SWOT:**

The items identified in the SWOT analysis have been selected to be our focus and are directly related to the implementation plans and summaries stated in the strategic plan. We will be challenged to build upon our strengths, improve upon our weaknesses, seize all opportunities, and avoid internal/external threats. The plan comprises the following long-term goals and objectives including a list of **strategies** the department will employ towards achieving them. The desired results shall be used as a guide to measure our performance over the next five years.

The police department's major goals and objectives beginning in the calendar year 2007 and finishing at the end of 2011 are as follows:

#### **GOAL I.**

##### ***To continue providing high-quality training for all agency personnel***

#### **Strategies:**

- Disseminate career path and training questionnaires to all employees by April 2007.
- Discuss and begin implementation of individual employee career path and training goals by July 2007.
- Develop and provide an annual model-training curriculum for all officers by July 2007
- Conduct an annual review of training programs, mandates, and electives to meet departmental goals and objectives and define appropriate skill sets needed by officers.

#### **Results:**

- Annual review of time management and coordination of resources dedicated to training officers.
- To increase productivity and job satisfaction of all employees through various annual internal studies, career path designations and training objectives.
- Improved coordination of scheduled training on a triennial basis leading to improved patrol coverage.
- Annual report that identifies deficient training areas that impact upon police operations.

#### **GOAL II.**

##### ***Maintain quality police services through the adoption an acceptable workload for police officers.***

**Strategies:**

- Annual review and development of acceptable staffing levels based upon calls for service and other community-based demands placed upon the department.
- Annual crime analysis to incorporate and identify the adequate deployment of officers to effectively respond to high volume calls times.
- Annual review of patrol and detective division functions and missions to determine appropriate crime response.

**Results:**

- Increase the number of available officers to effectively deter crime.
- Enhancement of crime prevention initiative on a department wide level by all officers
- Increase the number of uncommitted work hours of available to officers to improve community policing initiatives out in the field.

**GOAL III.**

***Create a traffic enforcement unit within the patrol division.***

**Strategies:**

- Annual review of data and analysis to determine high motor vehicle accident history/activity.
- Develop department policies and procedures by January of 2008 relating to duties and major responsibilities of those officers assigned to the traffic unit.
- Implementation of at least dedicated two-officer dedicated traffic enforcement unit by July of 2008.
- Analyze and make recommendations for traffic improvement and road design on an annual basis.

**Results:**

- Decrease accident rates at high volume intersections and other identified roadways
- Increase motor vehicle enforcement on a town-wide basis.
- Provide additional resources to support the patrol division in enforcing traffic laws on a consistent basis.
- Create safer streets for motorists, pedestrians, and bikers who traverse throughout the town.

**GOAL IV.**

***Replace or upgrade the current computer aided dispatch (CAD) and record management system (RMS).***

**Strategies:**

- Research available CAD and RMS and operations currently used on a statewide basis. Submit findings and recommendations for by January of 2008.
- Enhance current CAD and RMS through purchase of additional software and equipment with approved funds by 2010.

- Improve capability for officers to complete reports out in the field on laptop computers with approved funds by 2009.

**Results:**

- Increase the quality and efficiency of reports written by officers out in the field.
- Improved completion times of reports and supervisory review.
- Eliminate record input redundancy and duplication of effort through a seamless interface of records.

**GOAL V.**

***Renovate or build a new police facility.***

**Strategies: (Based upon approval of Capital Improvement Plan funding.)**

- Within six months of approval, develop an internal and external planning team to undertake a review of the entire department's needs.
- Within one year of approval, hire a consultant to conduct a comprehensive building space needs study for the police department.
- Within two years of approval, hire an architect to produce drawings of a renovated or new facility that addresses the needs of the department for the next twenty five to thirty years.

**Results:**

- Creation of an internal planning document that highlights the strengths and weaknesses of the current facility.
- A completed study that will serve as a directional guide that clearly identifies the space needs of renovations versus designing a new facility.
- A completed set of drawing and associated costs that will accurately state the option of renovation or building a new facility.

**GOAL VI.**

***Develop a comprehensive police vehicle replacement and maintenance program.***

**Strategies:**

- Develop a comprehensive vehicle replacement program that allows for a ratio of two and on-half officer per vehicle by July of 2008
- Conduct an analysis of leasing unmarked and marked patrol vehicles versus purchasing them by January of 2008.
- Create a part-time vehicle porter position and or use volunteers to transport vehicles for service and maintenance by January of 2009.

**Results:**

- Increased availability of patrol vehicles to address current and future operational needs.
- Ease the upfront and initial costs of purchasing new vehicles.



- Increase non-committed time allowing officers to spend more time performing police related functions.

#### **GOAL VII.**

##### ***Reorganization of the administrative and support services bureau.***

###### **Strategies: (Based upon securing department funds through annual budget requests.)**

- Review and update administrative job descriptions within one year of budgetary approval.
- Revision of department table of organization within one year of budgetary approval.
- Final recommendations and restructuring of organization to be completed one year later.

###### **Results:**

- Streamline major administrative duties under one bureau.
- Provide and foster administrative accountability and efficiency within the department.
- Attain accreditation of Tier II and III while maintaining Tier I status by January of 2009.
- On an annual basis, provide administrative support and recommendations to the Chief of Police for future planning.

#### **VI. Conclusion:**

Overall, our main objective is to establish a working vision for the future by using this strategic plan as a roadmap for success as measured by our accomplishments of identifiable goals.

The Newtown Police Department will continue to provide a high level of police services and respectfully work with its residents to maintain a safe and secure community. As part of this commitment, we will continue to evaluate our level of services rendered over the next five-year period. We will strive to adapt and change our policing strategies in order to meet the demands of our growing community. Annually, we will review and update our five-year plan as necessary to fulfill our mission.

Submitted by:

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Captain Joe Rios

Approved by Newtown Board of Police Commissioner's meeting held on Feb 6<sup>th</sup>, 2007.