Winooski Police Department
Community Policing Strategic Plan
FY 2019 – 2021

“Service Before Self”
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I am proud to present the Winooski Police Department’s Community Policing Strategic Plan for FY 2019-2021. When I became Chief of Police I committed to three things that I think are critical to improving our Community Policing effort in Winooski:

- **Building better relationships between the Police Department and the Community we serve.** We must particularly build relationships with communities that may not have direct access to our agency. An explicit focus will go toward proactive work with our youth and new American families.

- **Organizing our resources to achieve maximum impact on crime reduction and increased quality of life.** We will accomplish this by working with chronic offenders through a Focused Deterrence Strategy (also known as “pulling levers policing”) which comprehensively addresses high activity areas.

- **Developing and mentoring our personnel.** We are fortunate to have an incredibly talented staff. In order to maintain and increase our effectiveness; a strong focus has to go toward career development strategies, training and mentoring. We recognize that our most important resource is our employees.

These commitments will guide our actions and focus our efforts over the next three years by embracing the six pillars identified in the President’s Task Force Report on 21st Century Policing:

1. Building Trust and Legitimacy
2. Policy and Oversight
3. Technology and Social Media
4. Community Policing and Crime Reduction
5. Training and Education
6. Officer Wellness and Safety
This Community Policing Strategic Plan serves as a “live” document built to keep the goals of the Winooski Police Department relevant and meaningful while allowing us to prioritize emerging challenges. We have set the planning horizon for this document to three years (with a regular review schedule in the Spring of each year), allowing us to focus on our service in an improved, strategic nature. As we report back to the community, you will see it change - new goals and objectives will emerge out of our interactions with those we serve. The Community Strategic Plan was also developed to support the City’s Strategic Vision Statement. Feedback via community outreach events, surveys, and employee input played a critical role in creating this document.

In addition to new initiatives, this document will help us build upon tactics that make the Winooski Police Department successful. The Community Justice Center and the restorative practices they provide are a vital part of the Community Policing philosophy we utilize on a daily basis. This process underscores our commitment to a new model of community policing that is effective, inclusive, and transparent. The goals and actions in this plan will be delivered to you with the qualities that we hold most dear: Integrity, Fairness, Honesty, Excellence, Transparency and Compassion.

These values are part of every decision I make as Winooski’s Chief of Police. We created this Community Policing Strategic Plan as a roadmap to guide us through the necessary steps to ensure that Winooski remains a vibrant, safe, and healthy city for all that live, work, visit, and play.

This document is also available on our website at winooskivt.gov
Printed copies can be obtained at the Winooski Police Department lobby.

Comments are welcome and can be submitted to:

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Mission, Vision, and Values

City of Winooski Strategic Vision Statement

Winooski will be an affordable, livable, diverse community where the role of government will be to foster and guide the following:

Economic Vitality - Maintain and expand our economic development to ensure long term vibrancy with a small-town feel.

Municipal Infrastructure - Invest in the City’s municipal infrastructure, including energy resources, facilities, technology, roads, sidewalks, and water, sewer, and stormwater lines, in order to make our City safe and accessible to residents and visitors while recognizing the critical role that we play in the region’s system.

Housing - Ensure a mix of quality, affordable housing stock that maintains the character and aesthetics of our neighborhoods.

Safe, Healthy, Connected People - Foster relationships across generations and cultures by providing safe, healthy environments and opportunities to connect and engage.

Winooski Police Department Mission Statement

The mission of the Winooski Police Department is to provide the community and visitors with the highest quality of law enforcement services. We continually strive to improve the public’s perception of community safety through minimizing criminal activity and any conditions that have a detrimental impact on public safety. The Winooski Police Department will accomplish this task while utilizing the Community Oriented Policing and Problem Solving (COPPS) model.

Services will be provided in an efficient and effective manner, consistent with statutory authority, available budgeted resources, and professional skills. The Department recognizes its members as its most valuable resource, and will strive to maintain the quality of public service through committed leadership, supervisory direction, career development, succession planning and training.
Vision

The Winooski Police Department will continue to grow, adapt, and evolve as we provide the highest level of service and protection to our community and our visitors. We aspire to be a leader in policing, a model for character, innovation, and service. We strive to protect our diverse and dynamic community with fairness, integrity, and respect for the rights of the individual. We resolve to develop a creative, forward-thinking workforce, dedicated to raising our level of excellence to meet the challenges of tomorrow. With this vision in mind, we will achieve and surpass these goals by providing our officers and employees with the knowledge, tools and opportunities to meet and exceed all present and future needs of the City of Winooski.

Motto: “Service Before Self”

Values

- Grateful (grateful and thankful to be serving the residents of Winooski)
- Responsive (respond quickly and efficiently to calls for service)
- Educated (continue the education and training of our officers)
- Ambitious (consistently setting goals to improve the dept. & safety of the community)
- Trustworthy (keeping the trust of the community thriving and strong)
- Selflessness (the quality of unselfish concern for the welfare of others)
- Excellence (the quality of being exceptionally good in our service delivery)
- Respect (Willingness to show consideration, appreciation, and concern for all people)
- Vigilance (careful attention, alert watchfulness within our community)
- Integrity (honesty, moral soundness)
- Collaboration (to work with other agencies and build community partnerships)
- Ethics (a code of behavior, a set of principles by which we conduct ourselves)

Goals

- Reduce crime
- Reduce the fear of crime
- Provide peace of mind to the community
- Improve the overall quality of life in the community
- Build and maintain effective partnerships
Planning Process

"It is good to have an end to journey toward; but it is the journey that matters, in the end."
- Ernest Hemingway

Over the past two years, Chief Hebert held department-wide meetings to discuss the future of Winooski PD. During those meetings, the Chief highlighted many of the achievements from the past few years and went over a current state of the department analysis. In addition, surveys of the employees and the community were circulated for input and guidance.

As a result of the diligent work of so many of our employees and community partners, we were able to accomplish many of our objectives. The development of several community outreach programs and the acquisition of needed law enforcement technology were just some of the successes of those meetings. During that time it was noted how essential a strategic plan would be in the future to guide progress within the department. The current plan is designed to be monumental in terms of organizational culture change while focusing on refining the systems we have in place and searching for more efficient and effective methods for providing police services.

In order to properly plan for the future, it is necessary to take stock of the current situation. Chief Hebert discussed the strengths, weaknesses, opportunities, and threats facing our agency. In order to properly guide the planning process, the SWOT analysis was done with police employees for internal input, and also with the Public Safety Commission for external input.

Although these are very challenging times, it is apparent that the City of Winooski is a municipality with a bright future. Our goal is to be poised in the right position to take advantage of future opportunities and to be as fiscally responsible as possible, while still providing a high-quality police service to people that live, work, and visit Winooski.

A plan is only as useful as the paper upon which it is written without specific and measurable milestones from which to assess its progress. The methodology for the development of this plan was to create the Strategic Plan Steering Committee (SPSC). The SPSC would be comprised of all levels of employees, members of the Public Safety Commission, and various cross-functional City employees. They were tasked with:

1. Identifying specific objectives under the five goals within the plan
2. Identifying a path for the completion of objectives

The SPSC meets on a continuing basis to oversee all aspects of the plan’s development and subsequent implementation. Consistent with the Chief’s and City’s shared vision, the Strategic Plan has been divided up into five main goals. Those goals and objectives are detailed in the Implementation Action Plan, included in the Strategic Plan. For each objective, the SPSC assigned a responsible person(s), an estimated cost, and a projected completion date. In order to ensure the various strategies are carried out, the SPSC will meet on a quarterly basis to evaluate the progress and maintain accountability.
S.W.O.T. Analysis Summary
Strengths • Weaknesses • Opportunities • Threats

Current Strengths of Department
• Community Outreach
• Current personnel
• Improved Social Media
• DEA assignment
• Community Justice Center

Current Weaknesses of Department
• Staffing based on the complexity of work/societal problems
• Building – function, size, age, and accessibility
• Long-term training budget to support organizational mission
• Outdated building access/technology
• Lack of opportunities/assignments

Opportunities for Department
• Diversify our workforce
• Utilize block training to control costs and offer more training
• Utilize Community Outreach Team
• Mentoring program
• Increased visibility

Known and Anticipated Threats to Department
• Lack of Diversity in the workforce
• Lack of Leadership Training
• 1 person dispatch center
• Professional Development Opportunities
• Lack of organized recruitment

Implementation Action Plan

“I never worry about action, but only inaction” – Winston Churchill

Any strategic plan is only as effective as the subsequent method to put the plan into action. We have chosen to include the implementation action plan within this document to serve as a blueprint for staff members to make the goals and objectives of this plan a reality. Included in the implementation action plan are the specific objectives under each of the five goals, along with the responsible person(s), the projected completion dates and any associated costs (if applicable). As we move forward over the next few years, we can mark off the milestones as each one is achieved, thereby building momentum which will carry us through to the successful completion of the plan in 2021. Of course, there will be modifications made along the way, as this is a dynamic and evolving document, responding to the internal and external input as necessary.
Goals & Objectives

“Our goals can only be reached through a vehicle of a plan, in which we must fervently believe, and upon which we must vigorously act. There is no other route to success.” - Pablo Picasso

As a result of informal community outreach, staff discussions, the City Council’s vision and implementing the President’s 21st Century Policing Task Force report, we developed five main goals for this plan. They are:

1. Reduce, Prevent, and Solve Crime
2. Focus on Community Policing
3. Maximize Operational Efficiency
4. Develop and Retain Personnel
5. Enhance Technology and Resources

The steering committee assigned personnel for each of these goals. Within each goal is a specific set of objectives, which were designed to be clear, realistic and with measurable results. Goals, by their nature, are on a multi-year timeline, while objectives are the means to achieve those goals. The objectives can vary in terms of resources needed and the time required to complete them. The following is a summary of the five goals and the corresponding objectives:

1. Reduce, Prevent, and Solve Crime

Objective 1.1 –Increased Visibility

Person(s) Responsible: Sergeants
Status: Assigned
Costs: N/A
21st Century Policing Pillars: Building Trust, Community Policing and Crime Reduction
Projected Completion Date: Ongoing

Description

Officers will be assigned to a minimum of one-foot patrol per shift and 2 motor vehicle contacts per shift are suggested. Patrols will be documented and tracked to ensure they are spread out evenly across the city. SGTs will direct dispatch to generate incidents for foot patrols, and direct officers to problem areas/public areas as needed. A location tracking spreadsheet will be reviewed to ensure the work is done across the entire city. Stats will be analyzed monthly and discussed at supervisor meetings to ensure the task is being done in the most efficient times/manner with identified measurable outcomes.
Objective 1.2 – Public Safety Seminars

Person(s) Responsible: Admin Lieutenant, CJC Director
Status: In Development
Costs: N/A
21st Century Policing Pillars: Training and Education, Crime Prevention, Building Trust and Legitimacy, Community Policing
Projected Completion Date: Ongoing - annual check-in to ensure program is reaching the intended audiences

Description

Make contact with businesses located in the city and offer seminars to review general safety with staff and perform a building security survey. Involve community leaders and include new American education seminars. Educate the public on the Community Justice Center functions and the restorative processes they offer, to include working with at-risk youth in a community healing process rather than the traditional court system.

Objective 1.3 – Alternative Prevention and Support

Person(s) Responsible: Sergeants
Status: Assigned
Costs: N/A
21st Century Policing Pillars: Community Policing and Crime Reduction
Projected Completion Date: Ongoing - annual check-in to verify monies are being utilized

Description

Leverage grant monies to assist in financing various focused law enforcement activities such as Safe Highways and Roads Patrol, Governors Highway Safety Program, Click it or Ticket, Sex Offender Registry checks.

Objective 1.4 – Community Outreach Team

Person(s) Responsible: Sergeant Charkalis, Patrol Division
Status: Assigned
Costs: Annual payment to support the regional team
21st Century Policing Pillars: Building Trust, Community Policing, Technology
Projected Completion Date: Ongoing - quarterly check-in to verify data is gathered and analyzed to utilize the team as much as possible

Description

Gather data to assist the outreach team to streamline services, scheduling. Integrate their services into daily patrol activities. Utilize their skills to assist people with societal problems that aren’t traditional law enforcement concerns.
Objective 1.5 – Bicycle Registration and Safety

Person(s) Responsible: Officer Ziter
Status: Assigned
Costs: TBD
21st Century Policing Pillars: Community Policing and Crime Reduction
Projected Completion Date: Ongoing - annual check-in to ensure monies are spent and events are scheduled over the summer

Description

Develop a bicycle registration system to assist officers in identifying stolen property. Host bike rodeos throughout the summer to encourage children to wear helmets and practice safe bicycle skills.

2. Focus on Community Policing

Objective 2.1 – Public Police Academy

Person(s) Responsible: Admin Lieutenant
Status: In Development
Costs: TBD
21st Century Policing Pillars: Community Policing and Crime Reduction, Building Trust and Legitimacy
Projected Completion Date: Ongoing - check in quarterly to ensure development and implementation happens

Description

Develop and plan to host a public police academy annually for anyone that lives or works in Winooski.

Objective 2.2 – Mentoring Program

Person(s) Responsible: PD Leadership
Status: Assigned
Costs: N/A
21st Century Policing Pillars: Community Policing and Crime Reduction, Building Trust and Legitimacy, Training and Education
Projected Completion Date: Ongoing - quarterly check in to monitor success and participation in the program

Description

Identify and invest in new Americans, women, and minorities that are interested in becoming police officers. Each trainee will be assigned a mentor to set up study groups, ride alongs and to assist in successfully passing the entrance exams at the Vermont Police Academy. Add successful candidates as PT/FT employees.
Objective 2.3 – School Based Programs

Person(s) Responsible: SGT Solomon, School Resource Officer
Status: Assigned
Costs: TBD
21st Century Policing Pillars: Community Policing and Crime Reduction, Building Trust and Legitimacy, Training and Education
Projected Completion Date: Ongoing - evaluate annually to develop and implement new programs for the following year

Description

WPD employees will participate in various after school and recreational programs with students of all ages to build and strengthen relationships within our community.

Objective 2.4 – Geographically Assigned Officers

Person(s) Responsible: Patrol Lieutenant
Status: In Development
Costs: N/A
21st Century Policing Pillars: Community Policing and Crime Reduction, Building Trust and Legitimacy
Projected Completion Date: January 2019, assess annually

Description

Assign specific neighborhoods to patrol officers. They will become the point of contact to the Department for questions and follow up when incidents happen in their area. The officer will also be the Community Outreach Liaison for that area.

Objective 2.5 – “Hello. How Are You?” Program

Person(s) Responsible: Dispatch Supervisor, Volunteers in Policing
Status: In Development
Costs: N/A
21st Century Policing Pillars: Community Policing, Building Trust and Legitimacy
Projected Completion Date: Ongoing - evaluate the program annually

Description

Senior Citizens that live alone and vulnerable adults can register to get a scheduled phone call daily from staff/volunteers to check on their welfare.
3. Maximize Operational Efficiency

**Objective 3.1 – Analyze Data**

Person(s) Responsible: Chief Hebert  
Status: Assigned  
Costs: N/A  
21st Century Policing Pillars: Policy and Oversight, Technology, Crime Reduction, Training and Education  
Projected Completion Date: Ongoing - analyze quarterly

**Description**

Data will be analyzed to ensure personnel and resources are being used in the most efficient manner. Traffic data will be collected and analyzed with an algorithm to determine the location and time of offenses for preventative patrol procedures and to ensure maximum efficiency for enforcement.

**Objective 3.2 – Information Sharing**

Person(s) Responsible: Chief Hebert, Communications Coordinator  
Status: Assigned  
Costs: N/A  
21st Century Policing Pillars: Technology & Social Media, Community Policing  
Projected Completion Date: January 2019

**Description**

Expand on existing social media posts to share information across several formats at once. NIXLE, FPF, Facebook, crimereports.com, and the PD website are current platforms. Collaborate with the Communications Coordinator on how to streamline these efforts and reach the most people with less time and effort.

**Objective 3.3 – Cross Departmental Integration**

Person(s) Responsible: City Leadership Team  
Status: Assigned  
Costs: N/A  
21st Century Policing Pillars: Building Trust, Training and Education, Officer Wellness and Safety  
Projected Completion Date: Ongoing - meet bi-annually to identify and schedule joint training projects

**Description**

Co-train with employees from various city departments to strengthen relationships. This will allow employees to address issues across several areas of city services. Identify two training opportunities a year.
Objective 3.4 – Scheduling

Person(s) Responsible: PD Leadership
Status: Assigned
Costs: N/A
21st Century Policing Pillars: Officer Wellness and Safety
Projected Completion Date: Ongoing - quarterly check-in to discuss new strategies to reach the desired outcomes

Description

Look for ways to support the department mission. Leverage grant money and part-time staff to allow officers to perform directed activities and balance call volume.

Objective 3.5 – Capital Improvement Planning

Person(s) Responsible: Chief Hebert
Status: Assigned
Costs: N/A
21st Century Policing Pillars: Building Trust and Legitimacy, Policy and Oversight, Technology, Officer Wellness and Safety
Projected Completion Date: Ongoing - review annually for any upcoming fiscal year requests

Description

Work with City staff to improve the planning process for needed building and equipment upgrades specific to the Police Department. Identify and budget money for the projects in advance of the actual requests.

4. Develop and Retain Personnel

Objective 4.1 – Career Development Blueprint

Person(s) Responsible: PD Leadership Team
Status: In Development
Costs: N/A
21st Century Policing Pillars: Training and Education, Officer Wellness and Safety
Projected Completion Date: January 1, 2019

Description

Develop a baseline training checklist for employees that have interests in various assignments. Ensure the employee is afforded the ability to attend specific trainings in advance of promotion/assignment opportunities.
Objective 4.2 – Develop an Emerging Issues Team

Person(s) Responsible: Lieutenants, Sergeants
Status: Assigned
Costs: N/A
21st Century Policing Pillars: Training and Education, Officer Wellness and Safety, Technology, Oversight
Projected Completion Date: Ongoing - bi-Annual check-in to make recommendations and requests based on need

Description

A small group of employees will meet on a quarterly basis to discuss job stressors, trends, needed equipment, and training to do their jobs exceptionally well. The team will forward the report to the Chief of Police by September of each year so requests can be included in the upcoming budget process.

Objective 4.3 – Employee Wellness Program

Person(s) Responsible: Chief Hebert
Status: In Development
Costs: TBD
21st Century Policing Pillars: Officer Wellness and Safety
Projected Completion Date: Ongoing

Description

Develop and offer events and activities for employees to manage stress and relax. A minimum of 3 group activities will be offered annually for employees to learn new ways to manage stress and practice team building outside of normal law enforcement activities.

Objective 4.4 – Bi-Annual Evaluations

Person(s) Responsible: Chief Hebert, Lieutenants, Sergeants
Status: Assigned
Costs: N/A
21st Century Policing Pillars: Policy and Oversight, Training and Education, Officer Wellness
Projected Completion Date: Ongoing - bi-annual process. Implementation July 2018

Description

Supervisors will meet with employees two times per calendar year. Every July a full evaluation will be done, in January a check in sheet will be attached to the evaluation with an updated list of expectations, goals and corrective action plans if the goals are not met. Employees will have the ability to request training and go over their career development plan during this time.
Objective 4.5 – Departmental Block Training

Person(s) Responsible: SGT Kendrew, OFC Cardin
Status: In Development
Costs: TBD
21st Century Policing Pillars: Training and Education, Oversight, Building Trust and Legitimacy
Projected Completion Date: January 2019 - have a block training schedule posted utilizing WPD instructors to increase available training while controlling costs

Description

Utilize the skills of WPD employees and instructors to schedule quarterly training to refresh needed skills by officers to excel in the field.

5. Enhance Technology and Resources

Objective 5.1 – Simplify Reporting

Person(s) Responsible: Michael Voity (I.T.), Chief Hebert
Status: Assigned
Costs: TBD
21st Century Policing Pillars: Policy and Oversight, Technology
Projected Completion Date: July 1, 2019

Description

Determine cost and integration with Valcour Records Management System to assign case numbers automatically. Add online reporting for late reported incidents that officer response isn’t needed. Late reported accidents, vandalism, and larceny from motor vehicles are examples to allow residents to report and document these events from their home. Make resident complaint forms available to file online.

Objective 5.2 – Develop Internal PD Intranet

Person(s) Responsible: Michael Voity (I.T.), Chief Hebert
Status: Assigned
Costs: TBD
21st Century Policing Pillars: Technology, Officer Wellness, Policy and Oversight
Projected Completion Date: Ongoing

Description

Update all department forms to fillable PDF format. Add an online training calendar for employees to view. Organize and update department policies as needed.
Objective 5.3 – Identify Grant Funding

Person(s) Responsible: Chief Hebert
Status: Assigned
Costs: N/A
21st Century Policing Pillars: Technology, Policy and Oversight, Community Policing, Building Trust and Legitimacy
Projected Completion Date: January 2019

Description

Research and apply for grants to assist in obtaining needed items in the technology field. Actively monitor opportunities for funding on sites like policegrantshelp.com. Locate and apply for funding to add AEDs to all vehicles and City Hall. Identify grant funding for a simulation firing range to allow officers to participate in use of force/de-escalation training year round in a simulated environment. Identify funding to start and maintain a K-9 program.

Objective 5.4 – Less Lethal Options

Person(s) Responsible: Chief Hebert
Status: In Development
Costs: TBD
21st Century Policing Pillars: Technology, Policy and Oversight, Building Trust and Legitimacy
Projected Completion Date: Ongoing - annual check-ins to get input from staff to make proper requests during the budget planning sessions

Description

Identify, purchase, and train staff with added less lethal options for more positive outcomes in use of force situations. Identify experts in various fields to train officers in developing and improving the Guardian mindset.

Objective 5.5 – Volunteers in Policing Program

Person(s) Responsible: Chief Hebert
Status: In Development
Costs: TBD
21st Century Policing Pillars: Technology, Community Policing, Building Trust and Legitimacy
Projected Completion Date: Ongoing - review bi-annually to discuss the program, Jan. 2019 for implementation

Description

Recruit and train volunteers to assist the police department in a variety of programs and administrative tasks. An example is the “Hello. How Are You?” program
Evaluation and Accountability

“Discipline is the bridge between goals and accomplishments” - Jim Rohn

A tremendous amount of time, effort and talent went into the formation of this plan. If we were to simply place the plan on a shelf and hope that it would come to fruition, we would most likely be disappointed with the results. With every good plan comes an equally effective evaluation and accountability strategy to ensure the successful completion of objectives. As with any plan, there will be successes as well as failures along the way. We must constantly evaluate our progress and make adjustments where needed, based on economic conditions and the ever-changing world of law enforcement.

Additionally, once a year the Steering Committee will conduct a formal assessment of the Implementation Action Plan, make adjustments where necessary, and provide a report to the Chief of Police. In turn, this information can be utilized in the budget planning process to efficiently allocate our resources and guide our decision making. Ultimately, this will ensure the group stays on track and moving in a positive direction.

By assigning each objective to one or two members of the team and linking that objective to a projected completion date, we have built in a mechanism for ownership and responsibility that will ultimately lead to successful results. Assignment without accountability is wholly ineffective and will therefore be avoided. In the end, the employees involved from creating the plan to achieving the individual objectives will feel a sense of pride in their accomplishments and the department will be better for it.

Acknowledgments

“The first responsibility of a leader is to define reality.
The last is to say thank you. In between, the leader is a servant” - Max de Pree

The Department would be remiss in not recognizing the hard work and dedication of the Community members, City staff and members of the Winooski Police Department who brought this plan to fruition. We acknowledge all of your valuable contributions and thank you for your participation in this Strategic Plan.

Special thanks:

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