



**OLD SAYBROOK**

# **POLICE**

***Department Strategic Plan***

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**October 25, 2022 to October 25, 2023**



***Opening  
Remarks!***



**Welcome to  
Year 14!**

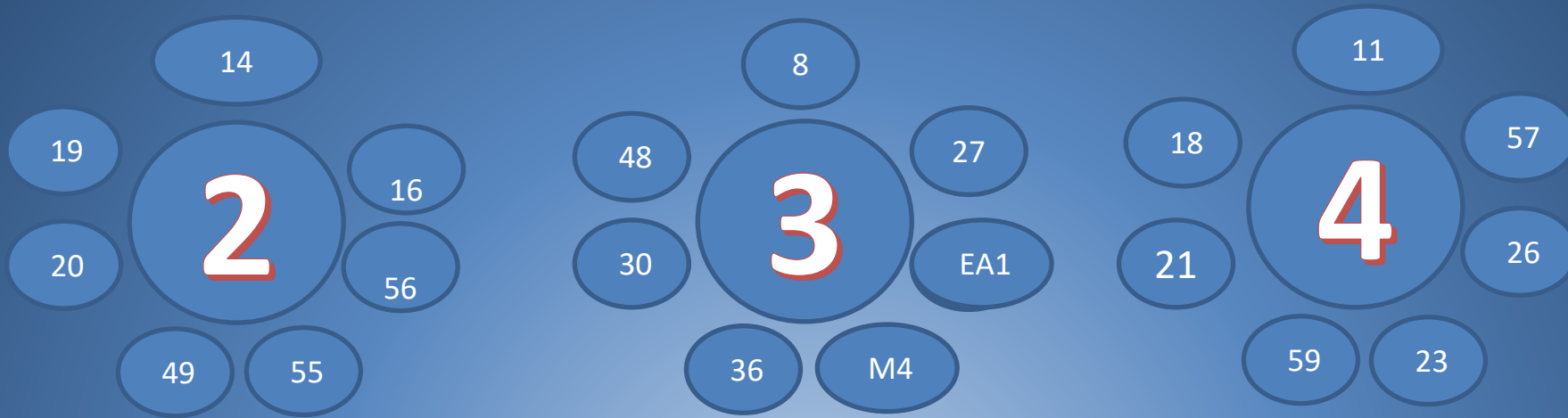
# Here's my AGENDA.....

- Strategic Planning – 365
- Direct Input Exercises
- Say What Needs to be Said
- EAP
- 457 Program
- FOOD (*Yes there is DQ....*)
- Laughter
- Learning
- Planning



# Rules of the day!!

- Embrace the Process – It really works!!
- RESPECT – non-confrontational please
- Be Honest – with yourself and others
- Take an active role!
- You will be well fed all day long!
- Be the leader I know you are!



*Each table is a mini PD – Patrol / Support*



*Please get some food and take your seat!*









# *Let's Get Started!*



# What is Strategic Planning?

Strategic planning is an organization's process of defining its strategy or direction and making decisions on allocating resources to pursue this strategy.

A systematic process of envisioning a desired future and translating this vision into a broadly defined goals and objectives and a sequence of steps to achieve them.

An organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working towards common goals and gain established agreement around intended outcomes.

**Everything is not perfect,  
but I'm working on it...  
wanna help?**



**Why do we do it?**

**Why is it important?**

**Internal  
Stakeholders**

**External  
Stakeholders**

*Some Philosophies We Use....*

**Everyone's  
Voice Matters**

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POLICE**



# TEAM

---

T

TOGETHER

E

EVERYONE

A

ACHIEVES

M

MORE



*Honor the Past  
Treasure the Present  
Shape the Future*

***SAFETY  
MINDSET***

***RISK MANAGEMENT***



***EVERY  
INTERACTION  
MATTERS***

# TEAM

T TOGETHER

E EVERYONE

A ACHIEVES

M MORE



# ***PAST THEMES***

- **Positive Attitude, Maximum Effort, Leadership**
- **212 – Go the Extra Degree**
- **One Team, One Goal**
- **Every Interaction Matters**
- **We Own Us**

# One Team, One Goal

Reliable

Timely

Empathic

Passionate

Visionary

Community Minded

**SAFETY  
Mindset**

**WE  
OWN  
US**

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A stylized illustration of a lighthouse on a rocky island. The lighthouse is white with a dark top section and a small window. Two seagulls are flying in the sky. The background is a gradient of blue and white.

**IT STARTS WITH US...**

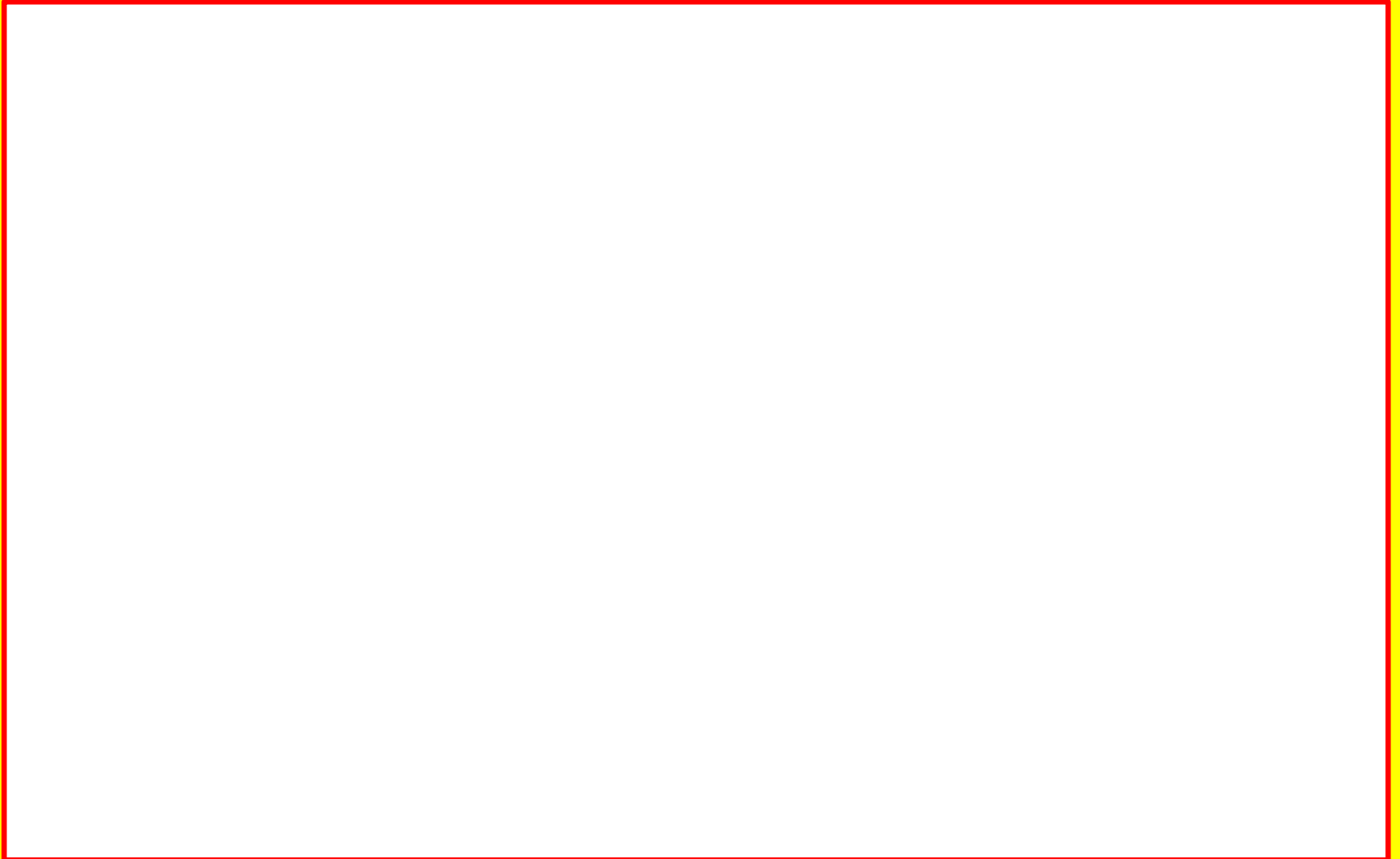
A banner with a blue and yellow background and a wavy pattern. The text is centered on the banner.

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***IT STARTS WITH US...***

***TO MAKE  
EVERY  
INTERACTION  
MATTER***

***IT STARTS WITH US...***



# *Direct Input Exercise #1*

*YOU HAVE THE STARS!!*

*If you were Chief for a Day...What would you stop?*

*Seriously, think about this question.  
Think Big Picture. You are the new Police Chief.  
What is one thing that we do as an  
Agency that you would eliminate?*





# *Direct Input Exercise #2*

*YOU HAVE THE STARS*

*If you were Chief for a Day...What would you start?*

*Seriously, think about this question.*

*Think Big Picture. You are the new Police Chief.*

*What is one “thing” that you would start?*



# *Direct Input Exercise #3*

*Why? - How Come? - Don't Get it? - What the \$&\*(&#%?*

*What is something that we do as an Agency that you really don't understand why we do it?*



# SMART

Make your **SMART** goals:

**SPECIFIC**



**MEASURABLE**



**ACHIEVABLE**



**REALISTIC**



**TIME-BOUND**



# Building Blocks To Successful Ideas!

**The  
Community**

**Fiscally**

**The  
Employee**

**The  
Operation**

**First Line  
Supervisors**

**The  
Chief**



A large, full-canopied tree stands in a vibrant green field under a clear blue sky with a few white clouds. Two horizontal red lines are drawn across the image to indicate different fruit heights. The upper line is positioned near the top of the tree's canopy, and the lower line is positioned near the base of the tree's branches. The text 'High Hanging Fruit' is written in red to the right of the upper line, and 'Low Hanging Fruit' is written in red to the right of the lower line.

**High Hanging Fruit**

**Low Hanging Fruit**



# THE PRESIDENT'S TASK FORCE ON 21ST CENTURY POLICING FINAL REPORT

On December 18, 2014, President Barack Obama signed Executive Order 13684, which established the President's Task Force on 21st Century Policing.

The task force was designed to “identify the best means to provide an effective partnership between law enforcement and local communities that reduces crime and increases trust.”



# *FORMER* Categories

- Agency Image
- Agency Structure
- Employee Support
- Professional Development
- Administrative Follow Through
- PATROL as the Agency's Priority
- Communication
  - Internal
  - External





# Strategic Planning Categories





**BUILDING TRUST  
& LEGITIMACY**



OSPD is  
Awesome!

Chief is  
Amazing!

More Vacation  
Time

# ACTION Statements

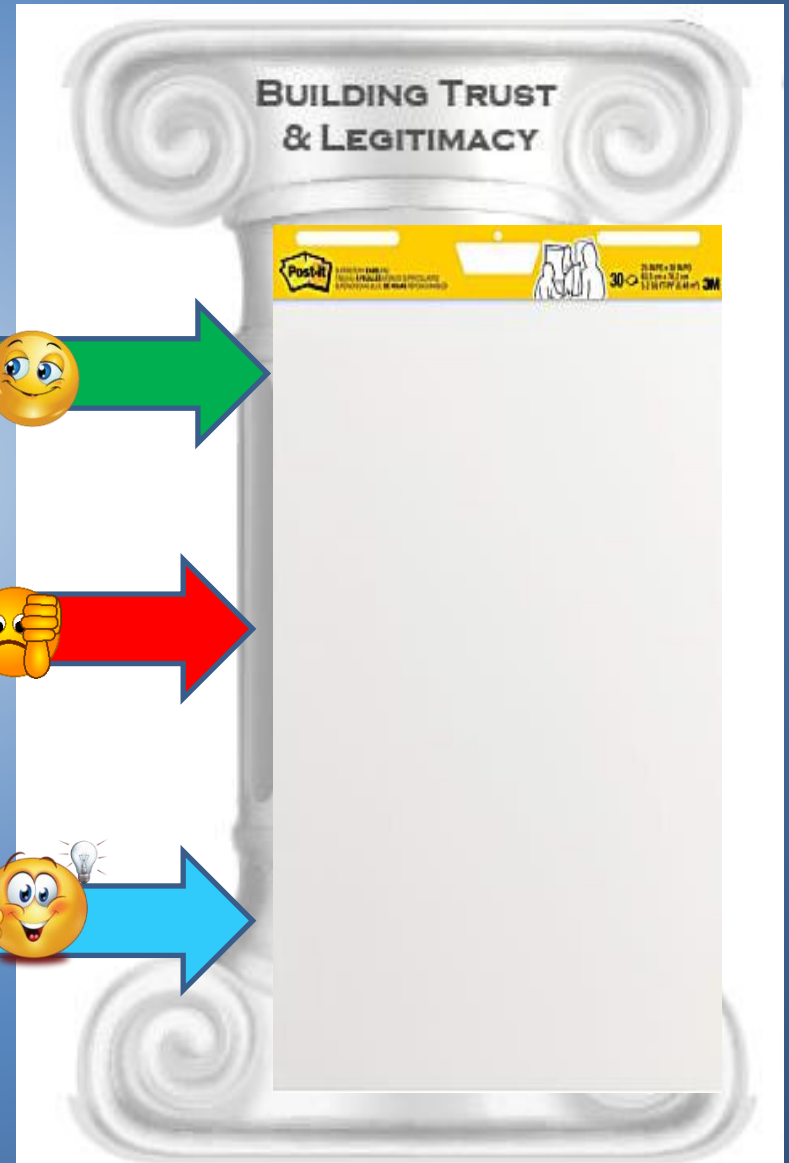
What should we  
keep doing?



What should  
we STOP?



What NEW GOALS  
should WE have?



# ACTION Statements

What **NEW GOALS**  
should **WE** have for  
the **NEXT 365?**

**Golden Ticket  
IDEA!**



# SMART

Make your **SMART** goals:

**SPECIFIC**



**MEASURABLE**



**ACHIEVABLE**



**REALISTIC**



**TIME-BOUND**







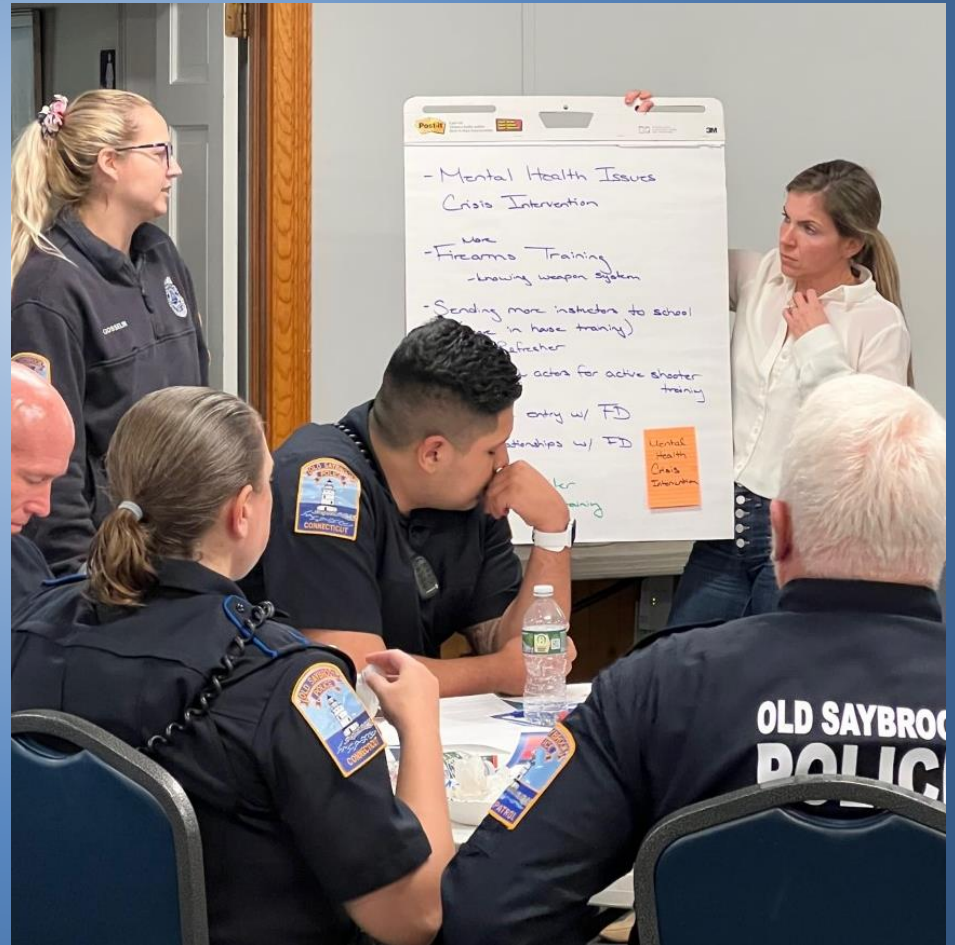
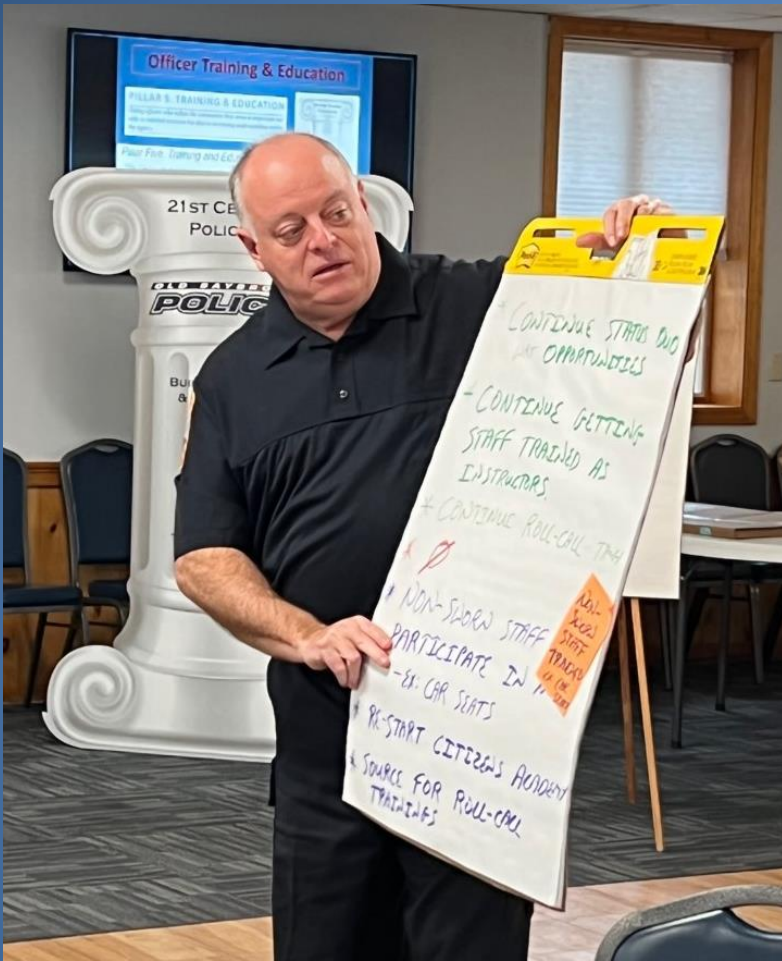












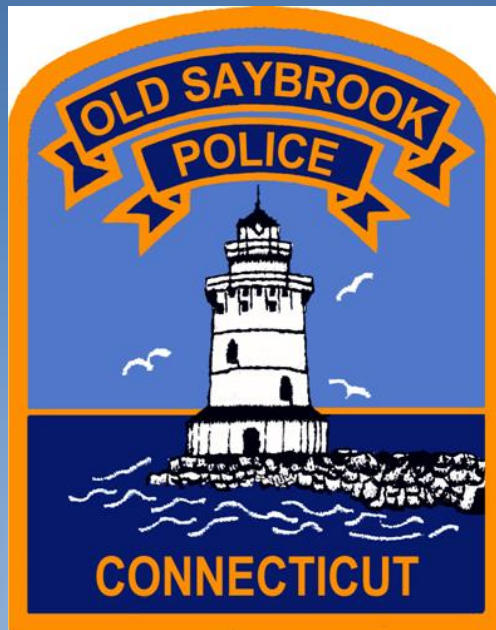




# Everyone's Voice Matters

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**Create  
ACTION  
Statements**

# Building Trust & Legitimacy



## PILLAR 1. BUILDING TRUST & LEGITIMACY

*People are more likely to obey the law when they believe that those who are enforcing it have the legitimate authority to tell them what to do . . . . The public confers legitimacy only on those they believe are acting in procedurally just ways.*

### *Pillar One: Building Trust & Legitimacy*

- The first pillar provides the basis for the other five pillars by **establishing foundational principles** that are carried through the report.
- The themes of **transparency**, **accountability**, and **legitimacy** are explored throughout the introductory discussion and recommendations in the first pillar.
- **Procedural justice**, **bias**, and the **guardian mindset** are major components of this discussion.

# Policy & Oversight

## PILLAR 2. POLICY & OVERSIGHT

*Citizens have a constitutional right to freedom of expression, including the right to peacefully demonstrate.*

### *Pillar Two: Policy and Oversight*

- Pillar Two builds upon the ideas established in Pillar One and begins to focus on the **role of the community** and the idea of **community oversight**.
- Another component discussed in this pillar is that of **peer review processes**. Non-punitive peer review systems can provide officers a mechanism for learning from each other and improving their responses to situations.



*Positive Attitude*  *Maximum Effort*  *Leadership*



# Technology & Social Media



## PILLAR 3. TECHNOLOGY & SOCIAL MEDIA

*Implementing new technologies can give police departments an opportunity to fully engage and educate communities in a dialogue about their expectations for transparency, accountability, and privacy.*

### *Pillar Three: Technology and Social Media.*

- Pillar Three examines law enforcement technologies, such as **body-worn cameras, unmanned aircraft** , and **less-lethal weapons** , as well as the topic of social media.
- The *IACP Technology Policy Framework* outlines nine universal principles that guide technology policy in law enforcement agencies.
- **Social media** must be implemented mindfully with accompanying policy and strategy.
- With the proper process, technology can assist agencies in increasing their ability to serve and protect communities in a safe, just, and fair manner.



RPOs  
& You!

A stylized illustration of a lighthouse on a rocky island. The lighthouse is white with a dark top section and a small window. A seagull is flying in the sky above the lighthouse. The background is a gradient of blue and white, suggesting a clear sky and sea.

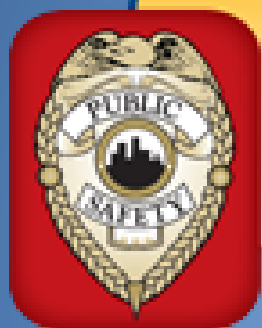
**What in the heck is  
going on with.....??**

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***POLICE***





# *Employee Centric Presentations*



**Public Safety**  
**EAP** *A division of ESI*



# *Direct Input Exercise #4*

*Today Chief! I said TODAY!*

*What is something that before we leave today  
you want me to address.*





# *Direct Input Exercise #5*

*What is one “thing” that you wish you had to make your job safer - better deliver services – to make your job easier?*

*Please detail and EXPLAIN how .....*

# Community Police & Crime Reduction



## PILLAR 4. COMMUNITY POLICING & CRIME REDUCTION

*Community policing requires the active building of positive relationships with members of the community.*

### *Pillar Four: Community Policing and Crime Reduction*

- The fourth pillar examines community policing and crime reduction techniques and their **effect on community members** .
- **Interaction with youth** is also a theme in Pillar Four. This area calls for partnerships among law enforcement agencies, school systems, and social services in addressing youth issues.

*Positive Attitude*  *Maximum Effort*  *Leadership*

# Officer Training & Education

## PILLAR 5. TRAINING & EDUCATION

*Hiring officers who reflect the community they serve is important not only to external relations but also to increasing understanding within the agency.*

### *Pillar Five: Training and Education*

- Pillar Five focuses on hiring, training, and continuing education for law enforcement officers.
- This pillar examines the **involvement of community members** who are not part of the law enforcement agency.
- Educating the community on how and why officers are trained a certain way can increase transparency and legitimacy.



*Positive Attitude*  *Maximum Effort*  *Leadership*

# Officer Safety & Wellness



## PILLAR 6. OFFICER WELLNESS & SAFETY

*The wellness and safety of law enforcement officers is critical not only to themselves, their colleagues, and their agencies but also to public safety.*

### *Pillar Six: Officer Wellness and Safety*

- The final pillar focuses on all aspects of officer safety and physical and mental health.
- Mental health is a large component of the safety and wellness discussion for law enforcement officers. The issue of **officer suicide** is highlighted as a major problem that needs to be addressed within departments.
- Leaders at all levels of the organization must **make safety and wellness a priority** and be willing to begin and maintain conversations surrounding issues of safety and wellness.

*Positive Attitude*  *Maximum Effort*  *Leadership*



**Support Staff**

*(Records, Animal Control,  
Community Service Officers)*

*If you could*

*Just.....*

**DISPATCHERS**

*If you could*

*Just.....*

**PATROLMAN**

*If you could*

*Just.....*

**SERGEANTS**

*If you could*

*Just.....*

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**Don't Make Me Be  
Your Boss.....PLEASE**

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# *Direct Input Exercise # 6*

*How can I support you better?*

***HOW CAN I HELP?***

*I truly care about you – personally and professionally.  
I don't know how to demonstrate this any better, but if you  
have an idea, I'm all ears!!*



# *Direct Input Exercise # 7*

*What would you  
like to say to me?*

*How am I doing as your Police Chief?*

*Your names will not be disclosed.....  
but are important for follow up if you desire!*





# *Direct Input Exercise # 8*

*Dear Police Commissioners.....*

A large white rectangular area with a red border, intended for direct input.

# TEAM

T TOGETHER

E EVERYONE

A ACHIEVES

M MORE



A lighthouse on a rocky island with a blue sky and ocean background. The lighthouse is white with a dark top section and a small window. Two birds are flying in the sky. The ocean is depicted with stylized waves in shades of blue and yellow.

**Final Thoughts...**

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# *Employee Experience*

***Michael Mulvihill***

***Senior Per Diem  
Patrolman***



***Ryan Walsh***

***Patrol Sergeant  
4<sup>th</sup> in Command***

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