
Strategic Plan for Police Department



March 2017

Introduction

The Dover Police Department Strategic Plan for 2017-2022 is the product of an inclusive planning process involving a committee of Police Department Staff. The committee was chaired by Captain William Breault-Field Operations Division Commander, and included Captain David Terlemezian-Support Services Division Commander, Sergeant Mark Collopy-Professional Standards Bureau Commander, Diana Wingren-Records Bureau Commander, and Detective Timothy Burt-Property and Evidence Custodian.

As part of the City of Dover's Framework for Performance Excellence, each department develops its own strategic plan which works in conjunction with the City's Master Plan to guide the community. This Strategic Plan builds on the accomplishments from earlier strategic planning efforts. It presents a vision, mission, core values, goals and objectives developed in collaboration with staff and management. This plan includes a performance-based management framework that will ensure the continued success and effectiveness of work.

The Strategic Plan reviews identified issues and challenges for the Police Department organized around four major goals:

Goals

- A. **Public Information, Outreach, and Engagement** - Increased public awareness and understanding of issues and ensure public participation is vital to the continued success of all public organizations.
- B. **Workforce Development and Management** - Attracting, developing, and retaining a high-quality, diverse, professional staff with the ability to create innovative, implementable plans and the expertise to facilitate service delivery.
- C. **Organizational Excellence and Customer Service** – By maintaining effective internal systems and processes we enhance overall organizational performance and **responsiveness to customer needs and expectations.**
- D. **Infrastructure and Technological Assets** – Through the application of efficient and modern use of technology and infrastructure, staff is able to accomplish high quality services delivery.

Each of these four goals has a set of specific objectives, actions and performance measures to assess progress. These have been listed in an Action Plan that serves as a road map for action.

Vision Statement

The Dover Police Department's vision statement as identified by the Strategic Planning Committee is as follows:

“To be a Police Department that, through the use of best professional practices and transparency, provides public safety and law enforcement services to a growing urban community in a personal and dignified manner.”

Mission Statement

The Dover Police Department's organizational mission statement is as follows:

“Enforce Laws of Society, maintain order, protect life and property, deliver quality services to the community and to assist the public at large in a manner consistent with the rights and dignity of all persons as provided for by law and under the constitution of the United States and the State of New Hampshire.”

Core Values

The core values representing the beliefs and behaviors by which all members of the City of Dover organization shall conduct ourselves and providing a common basis for making and evaluating all decisions and actions are as follows:

Customer-Focused Service – We engage our customers, with a focus on listening to and supporting their needs, anticipating and delivering high quality services and ensuring their satisfaction.

Integrity – We conduct ourselves at all times in a manner that is ethical, legal and professional, with the highest degree of honesty, respect and fairness.

Innovation – We develop creative solutions and share leading practices that enhance the value of services provided for our customers.

Accountability – We promote openness and transparency in our operations ensuring that we are accountable for our actions at all times.

Stewardship – We serve as trusted stewards of the public's financial, environmental, social and physical resources always seeking to responsibly utilize, conserve and sustain for current and future generations.

Emerging Issues and Challenges

The strategic planning process identified the following issues and challenges. For a more in-depth analysis please see Dover Police Department – 2017 Strategic Plan Addendum.

1) Professional Police Services

The volume and variety of services provided by the Police Department to a growing community as well as their legal implications, requires the use of industry accepted best practices. Poor police services will lead to unsatisfied customers, an increase in crime, a decrease in quality of life for residents, and more liability for the City.

2) Staffing Levels

Dover's population has been growing and, as a result, so have demands on the Department without a correlating increase in staff. Increases in calls for service as well as an increase in right-to-know and other records requests are taxing police staff. Having more work than staff to complete it leads to the inability to meet expectations of the community, slow response times to non-emergency calls for service, officer safety concerns, the inability to investigate cyber related crimes, and the inability for patrol officers to be proactive.

3) Community Outreach and Engagement / Approachability

Providing law enforcement services to a growing urban community in a personal and dignified manner requires the Department to conduct outreach to and form positive relationships with ALL of the various and diverse groups that live, work and visit Dover. Positive police-community relationships and trust are critical in the success of the Department and the community at large.

4) Transparency

Members of the Dover community expect that the Police Department is providing police services in a consistent, professional and appropriate manner. Freely providing statistics regarding criminal activity, police use of force, frequency and outcome of citizen complaints and other similar statistics as well as providing an overall understanding of the variety of the Department's programs and services will enhance the community's trust.

5) Proper Training and Equipment

Proper equipment, facilities and training is necessary to provide high quality, efficient, and professional police services.

6) Efficiency in Police Operations

The growing demands on the Department require that technology be used to maintain or increase efficiency. The use of technology can alleviate some of the demands on clerical staff, help to increase transparency and foster community engagement.

Action Plan: Goals, Objectives, Actions & Outcome Measures

The responses to the Issues and Challenges listed in Section 2 are provided in the following Matrix. The Matrix lists the four Goals and their corresponding Objectives, Actions and Outcome Measures.

The four Goal areas are:

- A. Organizational Excellence
- B. Customer Service and Community Expectations
- C. Infrastructure and Technological Assets
- D. Positive Police/Community Relationships

The Matrix also identifies:

- A timeline for implementing each Action
 - Ongoing: Actions which are continuous or are already being carried out
 - Short: Actions which should be undertaken in 1-2 years
 - Medium: Actions which should be undertaken within 3-5 years
 - Long: Actions which will take more than 5 years to be initiated or completed
- The responsible person or people tasked with performing the Action
- Which Issue or Challenge is being addressed by the proposed Action

Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

| Goal/Objectives/Actions/Objective Outcome Measures | | Timeline | Responsibility | Issue |
|--|---|-------------|----------------------------------|-------|
| Goal A | Public Information, Outreach, and Engagement | | | |
| Objective A.1 | Increase outreach in police operations | | | |
| Action A.1.1 | Continue business and neighborhood safety talks | Ongoing | Support Staff / Operations Staff | 3 |
| Action A.1.2 | Continue to enhance relationships with property management companies | Ongoing | Support Staff | 3 |
| Action A.1.3 | Increase beat specific proactive officer-community interaction. Proactive and Community interactions documented as a form of self-initiated activity. | Medium/long | Support Staff | 3 |
| Objective Outcome Measure | Safety talks conducted | | | |
| Objective Outcome Measure | Problem Oriented Police Officer has regular interaction with all major property management companies in the City. | | | |
| Objective Outcome Measure | Shift staffing increased /proactive and community interactions documented self-initiated activity increased to two per shift per officer. | | | |

Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

| Goal/Objectives/Actions/Objective Outcome Measures | | Timeline | Responsibility | Issue |
|--|--|----------|----------------|-------|
| Goal A | Public Information, Outreach, and Engagement | | | |
| Objective A.2 | Increase public engagement and understanding of policing in Dover | | | |
| Action A.2.1 | Host adult citizens police academy | Ongoing | Support Staff | 3 |
| Action A.2.2 | Host teen citizens police academy | Short | Support Staff | 3 |
| Action A.2.3 | Participate in community outreach events such as NH Blue and You | Ongoing | Support Staff | 3 |
| Action A.2.4 | Host reoccurring public information / conversation meetings | Short | Command Staff | 3 |
| Objective Outcome Measure | Adult citizens police academy held every 12 months | | | |
| Objective Outcome Measure | Teen citizens police academy held every 12 months | | | |
| Objective Outcome Measure | Quarterly community meetings /forums held | | | |

Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

| Goal/Objectives/Actions/Objective Outcome Measures | | Timeline | Responsibility | Issue |
|--|--|----------|-----------------------|-------|
| Goal A | Public Information, Outreach, and Engagement | | | |
| Objective A.3 | Increase transparency in police operations | | | |
| Action A.3.1 | Publish quarterly crime statistics for City of Dover to City and PD websites | Short | Support Staff/City IT | 3 |
| Action A.3.2 | Publish end of the year use of force analysis | Short | Operations Staff | 3 |
| Action A.3.3 | Use social media / technology to publish community policing efforts | Short | Support Staff | 3 |
| Action A.3.4 | Publish specific neighborhood statistics | Short | Support Staff | 3 / 6 |
| Action A.3.5 | Publish end of the year citizen complaint analysis | Short | Operations Staff | 3 |
| Objective Outcome Measure | Quarterly Statistics published on City / Department website and social media | | | |
| Objective Outcome Measure | End of the year statistics published on City / Department website and social media | | | |
| Objective Outcome Measure | Neighborhood specific statistics and community policing efforts published on City / Department website and social media | | | |

Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

| Goal/Objectives/Actions/Objective Outcome Measures | | Timeline | Responsibility | Issue |
|--|---|----------|----------------|-------|
| Goal B | Workforce Development and Management | | | |
| Objective B.1 | Improve officer safety | | | |
| Action B.1.1 | Increase per shift sworn officer staffing levels from 3 officers to 4 officers. | Long | Command Staff | 2 / 6 |
| Action B.1.2 | Identify, implement, and host officer safety related and other police training. | Long | Support Staff | 5 / 1 |
| Objective Outcome Measure | Minimum number of officers per shift increases from 3 to 4 | | | |
| Objective Outcome Measure | Number of trainings provided / hosted | | | |

Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

| Goal/Objectives/Actions/Objective Outcome Measures | | Timeline | Responsibility | Issue |
|--|---|----------|----------------|-------|
| Goal B | Workforce Development and Management | | | |
| Objective B.2 | Improve supervision / span of control in Communications Bureau | | | |
| Action B.2.1 | Create an Assistant Communications Bureau Supervisor | Short | Command Staff | 2 / 1 |
| Objective Outcome Measure | Position is created and staffed | | | |

Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

| Goal/Objectives/Actions/Objective Outcome Measures | | Timeline | Responsibility | Issue |
|--|---|---------------|----------------|-------|
| Goal B | Workforce Development and Management | | | |
| Objective B.3 | Increase the ability of the Records Bureau to meet growing demands | | | |
| Action B.3.1 | Increase Records Bureau staff hours/personnel | Medium / Long | Command Staff | 2 / 1 |
| Action B.3.2 | Use website to regularly publish information that is frequently requested such as neighborhood calls for service statistics | Short | Support Staff | 4 |
| Objective Outcome Measure | More staff hours added | | | |
| Objective Outcome Measure | Monthly neighborhood CFS information published and updated on Department website | | | |

Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

| Goal/Objectives/Actions/Objective Outcome Measures | | Timeline | Responsibility | Issue |
|--|---|--------------|----------------|-------|
| Goal B | Workforce Development and Management | | | |
| Objective B.4 | Recruit and retain qualified and diverse sworn officers | | | |
| Action B.4.1 | Continue with current advertising and outreach to minority groups and colleges and universities in larger population centers while also researching methods to reach minority populations | Ongoing | Support Staff | 2 / 1 |
| Action B.4.2 | Strive to remain competitive with comparable municipalities for wages and benefits | Ongoing | Command Staff | 2 / 1 |
| Action B.4.3 | Continue to provide the necessary equipment/vehicles for staff to use | Ongoing | Command Staff | 5 |
| Action B.4.4 | Continue to provide existing specialized positions and look to increase specialized position availability | Ongoing/Long | Command Staff | 2 / 1 |
| Action B.4.5 | Improve interview process and background investigation to ensure hiring of non-biased, community-oriented recruits with high values | Short | Support Staff | 2 / 1 |
| Objective Outcome Measure | Hire a qualified minority officer / Wage scale at or above median | | | |
| Objective Outcome Measure | Maintaining and increasing the number of specialized positions | | | |
| Objective Outcome Measure | New interview/background investigations questions/topics integrated into hiring process | | | |

Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

| Goal/Objectives/Actions/Objective Outcome Measures | | Timeline | Responsibility | Issue |
|--|--|-------------|------------------|-------|
| Goal C | Organizational Excellence and Customer Service | | | |
| Objective C.1 | Enhance customer service through an improvement in response times for non-emergency calls for service including lobby calls | | | |
| Action C.1.1 | Increase the number of officers per shift through increases in funding | Long | Command Staff | 2 / 1 |
| Action C.1.2 | Assign sworn staff to shifts when non-emergency calls for service occur most often | Medium/Long | Operations Staff | 2 / 1 |
| Objective Outcome Measure | Number of sworn officers increase from 50 to 55 | | | |
| Objective Outcome Measure | Officers assigned to shifts that are heavy with non-emergency calls for service based upon periodic analysis | | | |
| Objective Outcome Measure | 80% of Priority 4 calls for service have a response time of under 45 minutes | | | |

Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

| Goal/Objectives/Actions/Objective Outcome Measures | | Timeline | Responsibility | Issue |
|--|---|-------------|----------------|-------|
| Goal C | Organizational Excellence and Customer Service | | | |
| Objective C.2 | Enhance customer service through the proper investigation of cyber crimes | | | |
| Action C.2.1 | Create a cybercrimes investigator position | Medium/Long | Command Staff | 1 / 2 |
| Action C.2.2 | Train and equip cybercrimes investigator | Medium/Long | Command Staff | 5 |
| Objective Outcome Measure | Cybercrimes Investigator position created | | | |
| Objective Outcome Measure | Purchase cybercrimes investigation specific equipment | | | |
| Objective Outcome Measure | Provide cybercrimes specific training to investigator | | | |

Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

| Goal/Objectives/Actions/Objective Outcome Measures | | Timeline | Responsibility | Issue |
|--|--|----------|----------------|-------|
| Goal C | Organizational Excellence and Customer Service | | | |
| Objective C.3 | Improve customer service by soliciting feedback | | | |
| Action C.3.1 | Continue with the citizen surveys of random calls for service for short-term police services | Ongoing | Support Staff | 1 |
| Action C.3.2 | Develop process for surveying customers involved in long-term investigations and conduct those surveys | Medium | Support Staff | 1 |
| Action C.3.3 | Increase efficiency and response rate from surveys by using technology to send surveys electronically | Short | Support Staff | 1 |
| Objective Outcome Measure | Receive 30% Surveys back from community per month | | | |
| Objective Outcome Measure | Send out monthly surveys to victims of crimes that involve follow-up investigation | | | |

Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

| Goal/Objectives/Actions/Objective Outcome Measures | | Timeline | Responsibility | Issue |
|--|---|----------|-------------------------------------|-------|
| Goal C | Organizational Excellence and Customer Service | | | |
| Objective C.4 | Maintain organizational excellence | | | |
| Action C.4.1 | Maintain CALEA accreditation | Ongoing | Support Staff | 1 |
| Action C.4.2 | Review internal practices to ensure they are in line with recommended best policing practices | Ongoing | Support Staff | 1 |
| Action C.4.3 | Ensure compliance with internal policies and law through the use of staff inspections | Ongoing | Support Staff | 1 |
| Action C.4.4 | Continue performance evaluations of all personnel | Ongoing | Support Staff / Operations Staff | 1 |
| Action C.4.5 | Maintain certifications and required annual training for all employees | Ongoing | Support Staff | 1 |
| Objective Outcome Measure | Obtain CALEA re-accreditation | | | |
| Objective Outcome Measure | Yearly evaluations completed on all employees | | | |
| Objective Outcome Measure | Staff inspection completed yearly | | | |

Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

| Goal/Objectives/Actions/Objective Outcome Measures | | Timeline | Responsibility | Issue |
|--|---|-------------|----------------|-------|
| Goal D | Infrastructure and Technology Assets | | | |
| Objective D.1 | Increase information sharing with law enforcement partners | | | |
| Action D.1.1 | Implement sc-net data sharing solution with UNH | Ongoing | Support Staff | 6 |
| Action D.1.2 | Research and implement upgraded records management system | Medium/Long | Support Staff | 1 / 6 |
| Objective Outcome Measure | sc-net implemented | | | |
| Objective Outcome Measure | Upgraded records management system purchased and in use | | | |

Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

| Goal/Objectives/Actions/Objective Outcome Measures | | Timeline | Responsibility | Issue |
|--|--|----------|-------------------------------------|-------|
| Goal D | Infrastructure and Technology Assets | | | |
| Objective D.2 | Maintain access to and security of police information and records systems | | | |
| Action D.2.1 | Maintain CJIS compliance | Ongoing | Support Staff / Operations Staff | 1 |
| Action D.2.2 | Frequently backup data | Ongoing | Support Staff | 1 |
| Objective Outcome Measure | All staff CJIS certified | | | |
| Objective Outcome Measure | Data backed up as specified | | | |

Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

| Goal/Objectives/Actions/Objective Outcome Measures | | Timeline | Responsibility | Issue |
|--|--|----------|----------------|-------|
| Goal D | Infrastructure and Technology Assets | | | |
| Objective D.3 | Maintain and develop off-site facilities | | | |
| Action D.3.1 | Work with Eversource to maintain the utility of the police stables | Ongoing | Command Staff | 5 |
| Action D.3.2 | Work with County and other area municipalities to develop a firing range | Long | Command Staff | 5 |
| Action D.3.3 | Increase size and physical structure of vehicle impound facility | Long | Command Staff | 5 |
| Objective Outcome Measure | Permanent / long-term firing range solution implemented | | | |
| Objective Outcome Measure | Larger vehicle impound built with protection from the elements | | | |

Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

| Goal/Objectives/Actions/Objective Outcome Measures | | Timeline | Responsibility | Issue |
|--|---|----------|------------------------------|-------|
| Goal D | Infrastructure and Technology Assets | | | |
| Objective D.4 | Update and enhance public safety communications infrastructure | | | |
| Action D.4.1 | Develop microwave-based communications system | Ongoing | Operations Staff /City Staff | 6 / 1 |
| Action D.4.2 | Replace outdated radio components | Ongoing | Operations Staff /City Staff | 6 / 1 |
| Action D.4.3 | Increase transmission and reception ability of radio system | Ongoing | Operations Staff /City Staff | 6 / 1 |
| Objective Outcome Measure | Four new towers and microwave backhaul completed | | | |
| Objective Outcome Measure | 3 Receive / Transmit sites operational | | | |
| Objective Outcome Measure | All public safety and Community Service radios operating in “digital” | | | |