
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”			