

Bedford Police Department

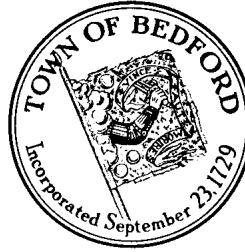
Five Year Strategic Plan

July 1, 2002

to

June 30, 2007

TOWN OF BEDFORD
BEDFORD, MASSACHUSETTS 01730



POLICE DEPARTMENT

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Dear Community Member:

The attached five-year strategic plan for the Bedford Police Department is the culmination of several months of hard work by representatives of the police department, elected and appointed community representatives of the Town of Bedford. These members were asked to come together in order to develop a plan and direction to be taken by the Bedford Police Department for the next five years.

This process began with a vision. My vision was to better equip, train and develop the Bedford Police Department in order to fulfill the needs of the organization as well as the needs of the community we serve. It quickly became apparent that one cannot move forward in an effective manner unless you have clear specific goals contained in a well-perceived plan. It also became apparent that in order to have a well perceived plan there must be input from individuals and groups that may be effected by a plan or may play a role in its implementation and success.

A number of dedicated, committed professionals stepped forward to develop this plan. They formed the strategic planning committee and quickly embraced the importance of developing a long-range plan for the organization. The committee immediately incorporated the philosophy described by the Bedford Police Department's motto (Serving the Community with Pride) and its mission statement with its focus on community partnership. This five-year plan values both our motto and mission statement as the foundation for all that we do within the organization.

To all the members of the Bedford Police Department Strategic Planning Committee I would like to thank you for your extreme dedication, commitment and hard work involved with developing this five-year strategic plan. For all the members of the Bedford Community who read this plan, our hope is that you would embrace this plan as your own and contribute to its successful implementation by providing active support or comments where you feel it would be beneficial.

The Bedford Police Department will move forward in our five-year plan hoping to make our organization the most responsive and professional police department we can possibly be all while "Serving the Community with Pride".

James G. Hicks
Chief of Police

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Goal I

To improve vehicle and pedestrian safety in Bedford.

Objective # 1:

To perform an analysis of the traffic in Bedford.

➤ **Action Items:**

1. Deploy traffic counter(s) for speed and volume surveys.
2. Compile and analyze all existing traffic complaints.
3. Create a method of collecting and reviewing traffic complaints as they arise. (Computer program)
4. Prioritize problems and issues to initiate corrective action.

Objective # 2:

To target specific actions and increase enforcement on driving behaviors that cause accidents.

➤ **Action Items:**

1. Develop a traffic enforcement unit reporting to a Community Services Unit to address the following action items;
Strategies – Develop a program with specific traffic officer(s) program such as a 2 day / 2 evening shift using unmarked and marked vehicles and creative enforcement activities while centralizing the programs and team deployments. Assign sufficient traffic enforcement officers for enforcement, education and engineering.
2. Increase police enforcement efforts involving road rage / aggressive driving incidents;
Strategies – With marked and unmarked vehicles video record, observe and take the strongest action possible against the aggressive operator.
3. Target speeding;
Strategies – Target speeders based on location and times using the traffic counters, officer input and traffic analysis. Add sufficient traffic enforcement officers and appropriate enforcement equipment to the department. Use directed patrol for shifts based on traffic analysis.

4. Increase occupant restraint system violation enforcement;
5. Maximize the opportunities to detect Operating Under the Influence violations, both alcohol and drugs;
 - Strategies** – Maximize opportunities to detect Operating Under the Influence drivers during all motor vehicle stops for minor violations (stickers, plate lights etc.) Expand our Drug Recognition Expert program with additional internal training.
6. Enforce intersection violations of yellow/red lights, proper yielding and directional use;
 - Strategies** – Direct two-man patrol, unmarked vehicles or any creative option to monitor various intersections.

Objective # 3:

To establish safety education programs for the community.

➤ **Action Items:**

1. Driver's education class visits;
2. Car Passenger Seat program;
3. Traffic Occupant Protection Strategy training;
4. Operation America Buckles Up Children Mobilization;
5. Buckle Up America;
6. Click It or Ticket;
7. Accident investigation;
8. Mock accidents;
9. Bike / in-line skating safety clinic;
10. School bus safety drills;
11. Alcohol awareness programs;
12. Elderly driving;
13. Case-by-case complaint community outreach and visits;
14. Publicize enforcement activities;
15. Neighborhood traffic issues meetings;
16. Adopt any additional education that may become available and useful.

Objective # 4:

To assist with the engineering of safer roadways.

➤ **Action Items:**

1. Identify a police department contact officer for the Department of Public Works;
2. Develop methods of communications between departments;
3. Develop the relationship / communications with the Department of Public Works;
Strategies – Start with communications for signage and brush removal from existing signs. Partner with the Department of Public Works for traffic studies for re-engineering of intersections and roadways.
4. Create a database / resource by location where officers can input firsthand knowledge to centralize the information;
Strategies – Develop a plan for documenting and reviewing areas of concern and possible solutions.

Goal II

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| To develop and enhance community partnerships. |
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Objective # 1:

To develop and expand our relationship with our senior citizens.

➤ **Action Items:**

1. Designate a contact officer;
2. Complete contact officer training;
Strategies – Develop training as courses become available and needs dictate.
3. Establish a senior group(s) contact person(s);
4. Establish regular meetings with the appropriate agencies;
5. Create a feedback mechanism for internal training and education of our department personnel;
Strategies – Use various techniques for training the police department members including:
 - Roll call review;
 - Documentation;
 - Adapting policies and procedures.

Objective # 2:

To implement a School Resource Officer Program.

➤ **Action Items:**

1. Develop funding for the program;
Strategies – Review grant opportunities, review the possibility of cost sharing among town departments.
2. Choose a School Resource Officer;
3. Complete officer(s) training;
Strategies – Develop training as courses become available and needs dictate.
4. Establish a school(s) contact person(s);
5. Establish regular attendance / office hours in the schools;
6. Create a feedback mechanism to all members of the police department;
Strategies – Use various techniques for training the police department members including:
 - Roll call review;
 - Documentation;
 - Adapting policies and procedures.

Objective # 3:

To increase the informal contacts and associations with other community groups.

➤ **Action Items:**

1. Document any contacts made by any officer;
2. Complete any officer training;
Strategies – Develop training as courses become available and needs dictate.
3. Establish a group contact person if appropriate;
4. Establish regular review of information;
5. Create a feedback mechanism for internal training and education of our department;
Strategies – Use various techniques for training the police department members including:
 - Roll call review;
 - Documentation;
 - Adapting policies and procedures.
6. Develop a system that documents information gathered from formal and informal contacts with community groups in a centralized, accessible location;
Strategies – Develop a computer database of contacts including names, telephone numbers, any meetings or contacts made. Keep the information available for all officers who may have contacts or incidents involving a community group to maintain the continuity of communications. Create a resource area to keep information from the community groups available to all members of the department for dissemination as needed.

Goal III

To improve the communications between the police department and the community

Objective # 1:

To develop and utilize the various media services more effectively and efficiently to improve communications.

➤ Action Items:

1. Designate an officer to serve as department media coordinator;
2. Complete media coordinator training;
Strategies – Develop training as courses become available and needs dictate.
3. Develop and coordinate comprehensive programs to increase and improve the utilization of media services;

Strategies:

Local Cable Television - Create regular programming relating to police issues, including an “Ask the Chief” quarterly show. Create programs that may be repeated, such as station tour, home safety, traveling safety, 911 use, etc.

Local Newspaper - Create a weekly column with information from various officers relating to public safety issues. Articles may include: What to do with a citation, seat belt use, car seat and booster seat use, etc.

Globe North West Weekly - Submit one article each quarter to the Globe regarding Bedford and the police department, new hires, new programs, historical looks, etc.

Web Page Interactivity - Increase the web page possibilities by updating the log, increasing the input from the public (including questions for the “Ask the Chief” program). Allow residents to rate our services or download information.

Bedford Byline – Utilize this town-sponsored newsletter that is distributed to all residences in the town quarterly. Create a column from the police department with each issue.

Electronic Newsletter - Create an email database and mailing list in conjunction with our web page. Send weekly or monthly electronic newsletters with new information and safety tips or any information that may help the public or announce / reiterate a police department program.

Reverse 911 System - Write a detailed policy that will minimize overuse of the system that would decrease its importance. Create priorities and topics that may or may not use this system. Create geographic and community of interest lists that may be called for items of concern.

Newsletter – Utilize existing specialized newsletters within the operational departments throughout town by providing useful and informational articles relating to safety and police activity.

Objective # 2:

To increase the police department's opportunity for direct communication with the community.

➤ **Action Items:**

1. Designate an officer for the position as communications coordinator;
2. Complete communications coordinator training;
Strategies – Develop training as courses become available and needs dictate.
3. Develop and coordinate information based programs to increase and improve the communications between the police department and the community;

Strategies:

Neighborhood Meetings - Create a plan of action for holding several neighborhood meetings per year. These should be geared to a neighborhood problem or issue that is likely to involve input from various sources or the sharing of information, e.g. Hanscom Air Show, North Road Traffic Enforcement Grant, major road construction projects, etc.

Citizen's Police Academy - Create a program that establishes the CPA with a scheduled implementation. Create a follow-up program to update graduates and keep some type of regular contact with graduates.

Open House - Create planned periodic open houses to show the public our building and operations. Have displays to show the various specialty assignments with their specific uses and equipment. Disseminate information for safety and our other programs.

Service Surveys – Create and implement a program obtaining feedback from individuals with whom the police department has made contact.

For example:

Mail service surveys asking about the contact to a selected group of people who have used our services.

- All people who were victims of a Breaking and Entering or other serious crime;
- Every fourth person who was the victim of a larceny;
- Every tenth person involved in a crash;
- Every fiftieth citation given;
- Every two hundredth caller to the station by log item.

Goal IV

To provide effective Police Public Safety Education Programs to meet the needs and demands of the citizens of Bedford.

Objective # 1:

To enhance the amount and quality of police involvement in youth activities.

➤ **Action Items:**

1. Designate a youth activities contact officer;
2. Complete contact officer training;
Strategies – Develop training as courses become available and needs dictate.
3. Establish a youth group contact person(s);
Strategies – Determine the possible groups that may benefit from the police department's involvement.
4. Establish regular meetings / attendance;
5. Create a feedback mechanism to all members of the police department;
Strategies – Use various techniques for training the police department members including:
 - Roll call review;
 - Documentation;
 - Adapting policies and procedures.

Objective # 2:

To increase the amount and quality of our involvement in safety education for children.

➤ **Action Items:**

1. Designate a coordinating officer for group;
2. Complete officer(s) training;
Strategies – Develop training as courses become available and needs dictate.
3. Establish a group contact;
Strategies – Establish communication with all the possible groups that may benefit from the police department's involvement and organize contact procedures.

4. Establish regular contacts and educational meetings with groups;
Strategies – Develop programs such as: Stranger Danger, Kindergarten 9-1-1, bicycle / in-line skating safety clinic, youth station tours, school and pre-school visits on various topics expanding our Child Passenger Safety Program.
5. Create a feedback mechanism to all members of the police department;
Strategies – Use various techniques for training the police department members including:
 - Roll call review;
 - Documentation;
 - Adapting policies and procedures.

Objective # 3:

To implement a proactive Crime Prevention Program.

➤ **Action Items:**

1. Designate crime prevention officer(s);
2. Complete officer training;
Strategies – Certified Crime Prevention Training at a minimum and training as courses become available and needs dictate.
3. Establish a monthly theme of crime prevention programs;
4. Develop a Home Security Survey Program;
5. Create additional awareness of our Away Book (Vacation) Program;
6. Create additional awareness of our Operation ID Program;
7. Develop awareness and process for our VIN Glass Etching Program;
8. Develop a Crime Prevention Educational Program for Businesses.
Strategies – Develop local newsletters and ‘awareness bulletins’ for Bedford businesses along with Crime Prevention Surveys program. This should coincide with partnership goals.
9. Develop other awareness programs.

Objective # 4:

To develop and implement a Citizen's Police Academy (CPA) to enhance the education and training of the general public.

➤ **Action Items:**

1. Choose a Program Coordinator;
2. Establish funding;
3. Establish a working time line for the academy;
Strategies – timeline is to include the sufficient weeks needed for the program and a follow-up timeline for future programs such as, one per year.
4. Create a curriculum;
5. Recruit instructors;
6. Develop a list of attendees;
7. Operate the Citizen's Police Academy Classes;
8. Develop a follow-up program with all participants;
Strategies – to create an informational conduit for all participants in all CPA classes held.

Goal V

To enhance the Public Safety Emergency Communications Services for the Town of Bedford and its communities.

Objective # 1:

To establish a clear line of accountability and a command structure.

➤ **Action Items:**

1. Designate a supervisor responsible for all of emergency communications officers;
2. Develop a process and line of authority for completion of day-to-day activities such as; scheduling, sick time, vacation time, etc.

Objective # 2:

To establish policies and procedures for the operation of the communications division.

➤ **Action Items:**

1. Meet with Accreditation Manager to develop policies and procedures;
2. Begin discussions on the development of the procedures regarding police and fire communications;
3. Begin process of developing the policies and procedures;
4. Ensure compliance by all, as policies are created.

Objective # 3:

To enhance the professionalism within the communications division.

➤ **Action Items:**

1. Improve morale and courtesy within the communications division through proper procedures and fair treatment to all;
2. Develop telephone and window courtesy procedures and protocols for contacts with the public and other public service agencies.

Objective # 4:

To establish baseline qualifications for prospective Emergency Communications Officers.

➤ **Action Items:**

1. Establish a list of minimum qualifications of all emergency communications officer hires;
2. Create a training and experience preference for all new hires;
 - Level of education;
 - Prior emergency communications experience;
 - Certifications in applied fields;
 - Knowledge of area.

Objective # 5:

To improve the training and education of all emergency communications officers.

➤ **Action Items:**

1. Provide all entry level emergency communications officers with a minimum basic level of training for the division;
Strategies – These requirements of training are:
 - 911 Certifications;
 - Emergency Communications Officers field training program;
 - Emergency Medical Dispatch (EMD);
 - Association of Public Safety Officers (APCO) 40-Hour Program;
 - Cardio Pulmonary Resuscitation (CPR);
 - Criminal Justice Information System (CJIS).
2. Develop an intermediate level of emergency communications officers with additional training;
Strategies – These aspects of training are:
 - Suicide Prevention;
 - Domestic Violence Intervention;
 - Ride-a-long programs to develop an understanding of police work and the town;
 - In-Service type of legal updates (in-house if possible).

3. Provide additional training for the advanced emergency communications officers as needed or if requested;
Strategies – These aspects of training are:
 - Hostage Negotiations;
 - Domestic Terrorism Awareness;
 - STARS;
 - Advanced Fire Dispatch.

4. Enhance training opportunities for professional development;
Strategies – Opportunities could include:
 - First Responder Training;
 - Intermittent / Reserve Police Officer Training.

5. Create an improved working environment in the communications center that is conducive to its operation;
Strategies – Working conditions include:
 - Working environmental concerns / needs;
 - Communications equipment updates;
 - Computer system upgrades;
 - New technologies.

Goal VI

To develop, implement and coordinate training programs that enhance departmental capabilities, professionally develop personnel and limit departmental exposure to liability.

Objective # 1:

Develop a training coordinator / administrator to oversee all operations relating to training.

➤ Action Items:

1. Designate an officer for the position;
2. Complete coordinator officer training;
Strategies – Develop training as courses become available and needs dictate.
3. Establish training file folders for each officer;
4. Establish a database containing each officer's training records;
Strategies – Make this available to department for decisions requiring trained officers at an incident.
5. Coordinate all training and education programs for the department;
Strategies – Keep training up-to-date and ongoing by implementing various types of training and records keeping including:
 - Monthly training;
 - Shift briefing;
 - Maintain individual officer's ongoing training status.

Objective # 2:

To develop and implement mandatory training for all officers, which includes training that is mandated by law or department policy.

➤ Action Items:

1. Increase Firearms Training minimums;

Strategies:

- Handguns:
 - ◆ Three annual, four-hour training & qualification classes;
- Long Arms such as patrol rifles and shotguns:
 - ◆ Twelve-hour initial training;
 - ◆ Two annual, four-hour training & qualification classes;
- School Threat Assessment and Response System (S.T.A.R.S.):
 - ◆ Initial training requirements;
 - ◆ Incorporate this training with the above.

2. Establish Defensive Tactics Training

Strategies:

- Start with four hours annually to include:
 - ◆ Oleoresin Capsicum (Pepper) Spray;
 - ◆ Handcuffing techniques;
 - ◆ Baton;
 - ◆ Motor vehicle stops;
 - ◆ Hand-to-hand techniques;
 - ◆ Defensive driving.

3. Complete In-Service Training;

Strategies – Continue with existing academy in-service training and add an ongoing component to keep up-to-date including;

- Traffic related issues;
- Monthly reviews;
- Shift Briefing update;
- Increase overall in-service training hours per year.

4. Mandatory Training Upon Promotion.

- Suicide Prevention;
- Management / Supervision Training;
 - Municipal Police Institute, or
 - Lowell Police Academy.

Objective # 3:

Develop a group of in-house department instructors with expertise in a variety of subject matters to produce and deliver training programs on a regular basis.

➤ **Action Items:**

1. Identify qualified, existing instructors;
2. Seek interested individuals to become instructors;
Strategies – determine officers who want to become instructors and allow them the opportunity.
3. Train the instructors;
4. Coordinate training through the Training Coordinator.

Objective # 4:

Establish specialized / voluntary training guidelines and requirements for the department.

➤ **Action Items:**

1. Create written directives to create guidelines and training requirements for the following specialty positions and / or subjects:
 - Firearms Instructor;
 - Domestic Violence;
 - Management;
 - Suicide Prevention;
 - Accident Investigation;
 - Accident Reconstruction;
 - Legal Updates;
 - Commercial Trucking;
 - Medical Issues;
 - Field Training Officers;
 - Hazardous Materials;
 - Terrorism and Weapons of Mass Destruction;
 - Juvenile Issues;
 - Elder Services.
 - Investigations
 - Crime Scene
2. Periodically review and reappraise list of specialty positions.

Goal VII

To achieve and maintain a full, diverse, highly qualified and motivated staff that provides quality customer service.

Objective # 1:

To conduct a thorough assessment and evaluation of current department staffing relative to required staffing needs and future needs.

➤ **Action Items:**

1. Evaluate Calls for Service numbers for current shifts in order to determine appropriate shift staffing levels;
2. Perform time –vs- task analysis for activities outside of regular calls for service;
3. Evaluate workload analysis for all non-patrol positions including records, detectives, dispatch and administrative services;
4. Develop job descriptions for all positions within the Bedford Police Department;

Objective # 2:

Upon completion of evaluation, to meet the determined needs of the organization and the community and the stated premises of the five-year strategic plan.

➤ **Action Items:**

1. Anticipate future vacancies and develop plan to fill vacancies immediately.
2. Seek alternate funding options to assist the department in accomplishing the goals and plans of the organization and the strategic plan.
3. Develop a method to assist organization in determining proper placement of personnel in each position within the organization.

Goal VIII

To provide appropriate personal and technical equipment for all members of the Bedford Police Department.

Objective # 1:

To maintain the existing cruiser replacement program and provide for any additional vehicles as needed.

➤ **Action Items:**

1. Replace each vehicle on a scheduled rotation basis;
Strategies – keep the vehicles as low maintenance vehicles and safe for the type of driving required by police officers.
2. Replace the supervisor's response vehicle with an SUV type vehicle;
3. Add at least one cruiser as a spare vehicle;
Strategies – this may be used when a normal patrol vehicle is in for repairs or maintenance or it may be used for additional police needs (non-patrol) as situations arise.

Objective # 2:

Develop a location for weapons training.

➤ **Action Items:**

1. Designate a supervisor responsible for the development of the range;
2. Choose a suitable location;
3. Develop the chosen location;
Strategies – location should be adequate for day and low light firearms training using service pistols and patrol rifles, where officers can go alone or in small groups to maintain proficiency.

Objective # 3:

To provide appropriate safety training equipment for police personnel.

➤ **Action Items:**

1. Acquire training videos that are appropriate to Massachusetts Police Officers and implement a video review program;
Strategies – Create an area where videos can be stored and viewed by officers. Create a plan of departmental (training) review of videos and a system of updating and acquiring new videos.
2. Purchase (or acquire the use of) a firearms training simulator training system;
3. Upgrade existing weapons as needed;
4. Acquire weapons such as long arms and less-than-lethal as appropriate for the department and the circumstances.

Objective # 4:

To update the existing public safety radio system.

➤ **Action Items:**

1. Purchase required radio equipment for clear and efficient radio communications;
Strategies – Ensure all radio communications are clear and eliminate any ‘dead’ spots. Also, allow the fire and police to be able to communicate with each other. If practical, increase the surrounding town transmissions that we can monitor.
2. Upgrade existing cruiser radios and portable radios to meet required standards for the new radio system.

Objective # 5:

To plan for and upgrade to the current state-of-the-art technologies.

➤ **Action Items:**

1. Plan upgrades and replacements in laptop computers, servers and software for our computer technologies;
Strategies – Create and maintain an integrated computer system with the proper software to increase the capabilities of the officers and increase communications among all our systems.
2. Create planned replacement programs for our hand held and cruiser mounted RADAR units that includes any technological advances in speed measuring devices;
Strategies – Annually budget replacement of older units and additional funds for upgraded equipment.
3. Create planned replacement programs for our cruiser mounted video camera units that include any technological advances;
Strategies – Annually budget replacement of older units and additional funds for upgraded equipment.
4. Create planned replacement programs for officers' personal safety equipment;
Strategies – This includes budgeting replacement of older items and additional funds for upgraded equipment. Examples are batons, handcuffs, cap-stun, gloves, ammunition magazines and leather gear. However, new safety products may be developed and money should exist to purchase approved safety products.

Objective # 6:

To research and apply for any grant type funds to purchase and/or upgrade any police equipment.

➤ **Action Items:**

1. Choose a person to investigate any funding source to purchase any equipment that may be useful in the performance of our duties;
Strategies – Search out grants, private foundations, donations from area businesses, individuals or any other opportunity for funding that is appropriate.

Objective # 7:

To provide an adequate training facility for the health and wellness of police personnel.

➤ **Action Items:**

1. Designate a fitness room within the Police Department;
2. Equip the fitness room with the appropriate weight and aerobic equipment.

Objective # 8:

To establish and maintain a reference library within the police station.

➤ **Action Items:**

1. Develop a user-friendly area accessible to all officers containing assorted reference materials that will aid officers in the performance of their job;
Strategies – This area should contain written reference materials as well as video and computer interfaces to any source of information that may be helpful in the performance of public safety duties such as; laws, cases, training information, contacts for various issues (domestic violence, alcoholics, etc.).
2. Designate a person responsible for the maintaining and updating of the resource library (training).

Goal IX

To continue the State Accreditation Process that attains and maintains our accredited status.

Objective # 1:

Review and update all existing policies and procedures.

➤ **Action Items:**

1. List all existing policies and procedures;
2. Update each one within the accreditation standards;
3. Issue the new policies and procedures;
4. Maintain the update / review process with each policy and procedure.

Objective # 2:

Create new policies and procedures required by the accreditation standards.

➤ **Action Items:**

1. List required policies and procedures;
2. Create each one within the accreditation standards;
3. Issue the new policies and procedures;
4. Maintain the update / review process with each policy and procedure.

Objective # 3:

Ensure all observable standards are met by the department for accreditation.

➤ **Action Items:**

1. List all observable standard requirements;
2. Update each one within the accreditation standards;
3. Fulfill the documentation requirements of each standard;
4. Maintain the update / review process with each non-written standard.

Goal X

To establish and maintain the responsibilities and accountability for the implementation of the five-year strategic plan.

Objective # 1:

Establish a person responsible for the appropriate deadlines needed to monitor and maintain the plan.

➤ **Action Items:**

1. Identify an individual to oversee the strategic plan;
Strategies – Organized and timely updates and reminders.
2. Establish an organized reminder system;
3. Forward a copy of all deadline notices to the Chief of Police.

Objective # 2:

Establish a review committee for the plan.

➤ **Action Items:**

1. Select a review committee;
Strategies – Include appropriate personnel from within the department and community contacts.
2. Establish the responsible supervising person;
3. Establish regular review meetings with the appropriate personnel;
4. Make and implement the appropriate recommendations regarding the review and updating of the implementation of the plan;
Strategies – Re-evaluate the existing plan and determine if the appropriate actions are being taken. Propose updates and changes as required to keep the plan on target.

Objective # 3:

Ensure the communication of the plan's reviews, updates and changes to the police department and the community.

➤ **Action Items:**

1. Familiarize all departmental personnel with the plan.
2. Announce and forward copies of the plan to other Town officials and departments.
3. Inform Town residents and businesses about the plan.

The proceeding five year strategic plan is a true representation of the work performed by the following members of the Bedford Police Department Strategic Planning Committee. The following signatures are those of the planning committee members only and are not representative of any other group, committee or organization of which they may individually be a member.

James G. Hicks

Richard T. Reed

Sheldon Moll

Barbara Perry

Herbert Pike

David Porter

James F. Graham

Michael L'Heureux

Jeffrey Wardwell

Patrick Towle

Paul C. Saunders, Jr

Tracey Cook

Tim Mckenna

Albert Sweeney, Facilitator

Appendix # 1

Goal I:

To improve vehicle and pedestrian safety in Bedford.

- **Objective # 1:**

To perform an analysis of the traffic in Bedford.

| Action | Responsible Party | Due Date |
|---|-------------------|----------|
| Deploy traffic counter(s) for speed and volume surveys. | | |
| Compile and analyze all existing traffic complaints. | | |
| Create a method of collecting and reviewing traffic complaints. | | |
| Prioritize problems and issues to initiate corrective action. | | |

- **Objective # 2:**

To target specific actions and increase enforcement on driving behaviors that cause accidents.

| Action | Responsible Party | Due Date |
|--|-------------------|----------|
| Develop a traffic enforcement unit. | | |
| Increase police enforcement efforts involving road rage / aggressive driving. | | |
| Target speeding. | | |
| Increase occupant restraint system violation enforcement. | | |
| Maximize the opportunities to detect Operating Under the Influence violations. | | |
| Enforce intersection violations of yellow/red lights, proper yielding and directional use. | | |

- **Objective # 3:**

To establish safety education programs for the community.

| Action | Responsible Party | Due Date |
|---|--------------------------|-----------------|
| Driver's education class visits. | | |
| Car Passenger Seat program. | | |
| Traffic Occupant Protection Strategy training. | | |
| Operation America Buckles Up Children Mobilization. | | |
| Buckle Up America. | | |
| Click It or Ticket. | | |
| Accident Investigation. | | |
| Mock Accidents. | | |
| Bike / In line skating safety clinic. | | |
| School bus safety drills. | | |
| Alcohol awareness programs. | | |
| Elderly driving. | | |
| Case-by-case complaint community outreach. | | |
| Publicize enforcement activities. | | |
| Neighborhood traffic issues meetings. | | |
| Adopt any additional useful program. | | |

- **Objective # 4:**

To assist with the engineering of safer roadways.

| Action | Responsible Party | Due Date |
|---|--------------------------|-----------------|
| Designate a department contact officer for the Department of Public Works. | | |
| Develop methods of communications between departments. | | |
| Develop the relationship / communications with the Department of Public Works. | | |
| Create a database / resource by location that officers can input firsthand knowledge to centralize the information. | | |

Goal II:

To develop and enhance community partnerships.

- **Objective # 1:**

To develop and expand our relationship with our senior citizens.

| Action | Responsible Party | Due Date |
|---|--------------------------|-----------------|
| Designate a contact officer. | | |
| Complete contact officer training. | | |
| Establish a senior group(s) contact person(s). | | |
| Establish regular meetings with appropriate agencies. | | |
| Create a feedback mechanism to the department. | | |

- **Objective # 2:**

To Implement a School Resource Officer Program.

| Action | Responsible Party | Due Date |
|--|--------------------------|-----------------|
| Develop Funding for the SRO program. | | |
| Choose a School Resource Officer. | | |
| Complete SRO training. | | |
| Establish a school(s) contact person(s). | | |
| Establish regular attendance / office hours. | | |
| Create a feedback mechanism to the department. | | |

- **Objective # 3:**

To increase the informal contacts and associations with other community groups.

| Action | Responsible Party | Due Date |
|---|--------------------------|-----------------|
| Document any contacts made by any officer. | | |
| Complete any officer training. | | |
| Establish a group contact person if appropriate. | | |
| Establish regular review of information. | | |
| Create a feedback mechanism to the department. | | |
| Develop a system to document and maintain contacts. | | |

Goal III:

To improve the communications between the police department and the community.

- **Objective # 1:**

Develop and utilize the various media services more effectively and efficiently to improve communications.

| Action | Responsible Party | Due Date |
|---|-------------------|----------|
| Designate a media services officer. | | |
| Complete media services officer training. | | |
| Local Cable Television Programs. | | |
| Local Newspaper column. | | |
| Globe North West Weekly articles. | | |
| Web Page Interactivity. | | |
| Bedford Byline. | | |
| Electronic Newsletter. | | |
| Reverse 911 System. | | |
| Using Existing Specialized Newsletters. | | |

- **Objective # 2:**

To increase the police department's direct communication opportunities with the community.

| Action | Responsible Party | Due Date |
|---|-------------------|----------|
| Designate a communications coordinator. | | |
| Complete coordinator training. | | |
| Neighborhood Meetings. | | |
| Citizen's Police Academy. | | |
| Open House. | | |
| Service Surveys. | | |

Goal IV:

To provide effective Public Safety Education programs to meet the needs and demands of the citizens of Bedford.

- **Objective # 1:**

To enhance the amount and quality of police involvement in youth activities.

| Action | Responsible Party | Due Date |
|--|--------------------------|-----------------|
| Designate a youth activities contact officer. | | |
| Complete contact officer training. | | |
| Establish youth group contact(s). | | |
| Establish regular meetings / attendance. | | |
| Create a feedback mechanism to the department. | | |

- **Objective # 2:**

To increase the amount and quality of our involvement in safety education for children.

| Action | Responsible Party | Due Date |
|--|--------------------------|-----------------|
| Designate a coordinating officer. | | |
| Complete coordinating officer training. | | |
| Establish children's group(s) contacts. | | |
| Establish a regular contact system and meetings. | | |
| Create a feedback mechanism to the department. | | |

- **Objective # 3:**

To implement a proactive Crime Prevention Program.

| Action | Responsible Party | Due Date |
|---|--------------------------|-----------------|
| Designate Crime Prevention Officer(s). | | |
| Complete Crime Prevention Officer training. | | |
| Establish a monthly theme of crime prevention programs. | | |
| Develop a Home Security Survey program. | | |
| Create awareness for the Away Book program. | | |
| Create awareness for the Operation ID program. | | |
| Create awareness and a process for the VIN Glass Etching program. | | |
| Develop Crime Prevention Education for Businesses. | | |
| Develop other awareness programs. | | |

- **Objective # 4:**

To develop and implement a Citizen's Police Academy to enhance the education and training of the general public.

| Action | Responsible Party | Due Date |
|--|--------------------------|-----------------|
| Designate a program coordinator. | | |
| Establish funding. | | |
| Establish a program time line. | | |
| Create a curriculum of courses. | | |
| Recruit instructors. | | |
| Develop a list of attendees. | | |
| Operate the Citizen's Police Academy. | | |
| Develop a follow-up program for graduates. | | |

Goal V:

To enhance the Public Safety Emergency Communications Services for the Town of Bedford and its communities.

- **Objective # 1:**

To establish a clear line of accountability and a command structure.

| Action | Responsible Party | Due Date |
|--|-------------------|----------|
| Designate supervisor of communications. | | |
| Develop a process and authority for day-to-day events. | | |

- **Objective # 2:**

To establish policies and procedures for the operation of the communications division.

| Action | Responsible Party | Due Date |
|--|-------------------|----------|
| Meet with Accreditation Manager. | | |
| Begin discussions on policies and procedures. | | |
| Begin development of policies and procedures. | | |
| Ensure compliance by all, as policies are created. | | |

- **Objective # 3:**

To enhance professionalism within the communications division.

| Action | Responsible Party | Due Date |
|--|-------------------|----------|
| Improve morale and courtesy within communications. | | |
| Develop telephone and window courtesy procedures. | | |

- **Objective # 4:**

To establish baseline qualifications for prospective emergency communications officers.

| Action | Responsible Party | Due Date |
|--|-------------------|----------|
| Establish a list of minimum standards. | | |
| Create a training and experience preference. | | |

- **Objective # 5:**

To improve the training and education of all emergency communications officers.

| Action | Responsible Party | Due Date |
|---|-------------------|----------|
| Provide all entry level officers a minimum basic level of training. | | |
| Develop an intermediate level of officers with additional training. | | |
| Provide additional training for advanced officers. | | |
| Enhance training opportunities for professional development. | | |
| Create an improved working environment. | | |

Goal VI:

To develop, implement and coordinate training programs that enhance departmental capabilities, professionally develop personnel and limit departmental exposure to liability.

- **Objective # 1:**

Develop a training coordinator / administrator to oversee all operations relating to training.

| Action | Responsible Party | Due Date |
|---|--------------------------|-----------------|
| Designate a training officer. | | |
| Complete coordinator officer training. | | |
| Establish training folders for each officer. | | |
| Establish a database for training records by officer. | | |
| Coordinate all education and training programs. | | |

- **Objective # 2:**

To develop and implement mandatory training for all officers, which includes training that is mandated by law or departmental policy.

| Action | Responsible Party | Due Date |
|---------------------------------------|--------------------------|-----------------|
| Increase firearms training. | | |
| Establish defensive tactics training. | | |
| Complete In-service training. | | |
| Mandatory training upon promotion. | | |

- **Objective # 3:**

Develop a group of in-house department instructors with expertise in a variety of subject matters to produce and deliver training programs on a regular basis.

| Action | Responsible Party | Due Date |
|---|--------------------------|-----------------|
| Identify qualified existing instructors. | | |
| Seek interested individuals to become instructors. | | |
| Train the instructors. | | |
| Coordinate training through the training coordinator. | | |

- **Objective # 4:**

Establish specialized / voluntary training guidelines and requirements for our department.

| Action | Responsible Party | Due Date |
|---|--------------------------|-----------------|
| Create directives for required specialty training. | | |
| Establish a regular review and reappraisal of specialty list. | | |

Goal VII:

To achieve and maintain a full, diverse, highly qualified and motivated staff that provides quality customer service.

- **Objective # 1:**

To conduct a thorough evaluation of current department staff relative to required staffing needs and future needs.

| Action | Responsible Party | Due Date |
|---|--------------------------|-----------------|
| Evaluate Calls for Service Numbers for Staffing Evaluation | | |
| Perform time –vs- Task Analysis | | |
| Evaluate workload analysis for all positions outside patrol | | |
| Develop Job Descriptions for all positions | | |

- **Objective # 2:**

Upon completion of evaluation, to meet the determined needs of the organization and the community with the premises of the five-year strategic plan.

| Action | Responsible Party | Due Date |
|---|--------------------------|-----------------|
| Anticipate future vacancies and develop plan to fill vacancies immediately | | |
| Seek alternate funding options to assist the department in accomplishing its goals | | |
| Develop method to assist organization in determining proper placement of personnel in each position | | |
| | | |
| | | |
| | | |

Goal VIII:

To provide appropriate personal and technical equipment for all members of the Bedford Police Department.

- **Objective # 1:**

To maintain the existing cruiser replacement program and provide for any additional vehicles as needed.

| Action | Responsible Party | Due Date |
|--|-------------------|----------|
| Replace each vehicle on a scheduled rotation basis. | | |
| Replace supervisor vehicle with an SUV type vehicle. | | |
| Add at least one marked cruiser as a spare. | | |

- **Objective # 2:**

Develop a location for weapons training.

| Action | Responsible Party | Due Date |
|---|-------------------|----------|
| Designate a supervisor responsible for range development. | | |
| Choose a suitable location. | | |
| Develop the chosen location. | | |

- **Objective # 3:**

To provide appropriate safety training equipment for police personnel.

| Action | Responsible Party | Due Date |
|---|-------------------|----------|
| Acquire training videos. | | |
| Purchase or acquire the use of a firearms training simulator. | | |
| Upgrade existing weapons. | | |
| Acquire long arm weapons. | | |
| Acquire less-than-lethal weapons. | | |

- **Objective # 4:**

To update the existing public safety radio system.

| Action | Responsible Party | Due Date |
|---|-------------------|----------|
| Purchase required equipment. | | |
| Upgrade cruiser radios and portable radios. | | |

- **Objective # 5:**

To plan for and upgrade to the current state-of-the-art technologies.

| Action | Responsible Party | Due Date |
|---|-------------------|----------|
| Plan laptop, server and software replacements and upgrades. | | |
| Create RADAR replacement and upgrade plan. | | |
| Create cruiser camera replacement and upgrade plan. | | |
| Create replacement program for personal safety equipment. | | |

- **Objective # 6:**

To research and apply for any grant type funds to purchase and/or upgrade any police equipment.

| Action | Responsible Party | Due Date |
|---------------------------|-------------------|----------|
| Designate a grant writer. | | |

- **Objective # 7:**

To provide an adequate training facility for the health and wellness of police personnel.

| Action | Responsible Party | Due Date |
|--|--------------------------|-----------------|
| Designate a fitness room within the police department. | | |
| Equip the fitness room. | | |

- **Objective # 8:**

To establish and maintain a reference library within the police station.

| Action | Responsible Party | Due Date |
|--|--------------------------|-----------------|
| Develop an area of the station. | | |
| Designate an officer for updates and upkeep. | | |

Goal IX:

To continue the State Accreditation Process that attains and maintains our accredited status.

- **Objective # 1:**

Review and update all existing policies and procedures.

| Action | Responsible Party | Due Date |
|--|--------------------------|-----------------|
| List all existing policies and procedures. | | |
| Update each policy within the standards. | | |
| Issue the new policies and procedures. | | |
| Maintain the update / review process. | | |

- **Objective # 2:**

Create new policies and procedures required by the accreditation standards.

| Action | Responsible Party | Due Date |
|--|--------------------------|-----------------|
| List all required policies and procedures. | | |
| Create each policy within the standards. | | |
| Issue the new policies and procedures. | | |
| Maintain the update / review process. | | |

- **Objective # 3:**

Ensure all observable standards are met by the department for accreditation.

| Action | Responsible Party | Due Date |
|--|--------------------------|-----------------|
| List all observable standard requirements. | | |
| Update each one within the accreditation standards. | | |
| Fulfill the documentation requirements of each standard. | | |
| Maintain the update / review process. | | |

Goal X:

To establish and maintain the responsibilities and accountability for the implementation of the five-year strategic plan.

Objective # 1:

Establish a person responsible for the appropriate deadlines needed to monitor and maintain the plan.

| Action | Responsible Party | Due Date |
|--|-------------------|----------|
| Designate an individual to oversee the strategic plan. | | |
| Establish an organized reminder system. | | |
| Forward a copy of all deadline notices to the Chief of Police. | | |

Objective # 2:

Establish a review committee for the plan.

| Action | Responsible Party | Due Date |
|---|-------------------|----------|
| Select a review committee. | | |
| Establish the responsible supervising person. | | |
| Establish regular review meetings with the appropriate personnel. | | |
| Make and implement the appropriate recommendations. | | |

Objective # 3:

Ensure the communication of the plan's reviews, updates and changes to the police department and the community.

| Action | Responsible Party | Due Date |
|--|-------------------|----------|
| Communicate the plan to the police department. | | |
| Communicate the plan to the other town departments. | | |
| Communicate the plan to the residents and Business Owners. | | |