

Bedford Police Department

Report on Strategic Plan

Year-One (1) July 2002 – June 2003

Introduction

In reviewing the progress of the Bedford Police Department towards the written goals of the Bedford Police Department's Five Year Strategic Plan, we must constantly keep in mind that we have just completed Year-One. Realizing that these goals and accomplishments are going to be effected by the economy and other variables, we are determined to focus on realistic accomplishments and not to linger long on what has not been accomplished. Even after evaluating our accomplishments in Year-One, we came to realize that much has been done and we have made a strong beginning towards succeeding in our future goals and plans.

Report on Goals

Goal I: To Improve Vehicle and Pedestrian Safety in Bedford.

Objective #1 – We have used grant funding to purchase traffic counters to assist in evaluating traffic speed and volume. These have been utilized in many identified problem areas as well as responding to specific concerns of citizens. Also we have partnered with Department of Public Works and the Bedford Engineering Department to meet on a monthly basis to review traffic complaints, prioritize and work to solve traffic issues. This partnership will continue and allow us to better perform our jobs as it relates to traffic issues.

Objective #2 – We have named Officer Marc Saucier to address traffic needs and concerns. During the first year we have provided training to him in basic accident investigation and causative factors for such accidents. This officer has been introduced to the entire department as the coordinator of traffic related issues including specific citizens complaints as well as traffic related issues that may otherwise be identified. During this first year, speeding, seatbelt usage and Operating Under the Influence (OUI) have been targeted. Grants from the Governors Highway Safety Bureau have assisted us in our enforcement efforts. The following are relative statistics related to enforcement efforts in the identified areas:

Citations Issued:

Speeding	Seat Belt Violations	Operating Under Influence
FY02 - 400	FY02 - 201	FY02 - 26
FY03 - 412	FY03 - 200	FY03 - 37

Objective #3 – Two officers, Sergeant Paul Saunders and Officer Marc Saucier have been trained as Child Passenger Seat Technicians. This program of evaluating car seat installation has exceeded our expectations as well as our ability to keep up with the demand. As a result we will be training additional officers in year two. Again with the assistance of grants from Governors Highway Safety Bureau (GHSB) we have been able to participate in the nationwide program Operation Buckle Up, Buckle America and Click It or Ticket. We hope to continue these

initiatives in year two with the assistance of the GHSB. School Bus Safety Drills have been completed yearly as required by law. Our intent is to expand on these required drills to encourage safe bus riding during the school year 2003-2004. The training of Officer Saucier in Basic Accident Investigation will allow us to begin evaluating causative factors of motor vehicle crashes as opposed to simply reporting these incidents. We plan on using this information to better determine the areas of motor vehicle operation and locations to concentrate our enforcement efforts.

Objective #4 – Important steps have been taken to have regularly scheduled meetings where the police, Department of Public Works, Engineering Department and the Town Administrator come together to discuss traffic safety in the community. Everyone at the table has committed to this method to solve problems and develop solutions for the community. Each member has committed all resources necessary to accomplish this very crucial but complex goal.

Goal II- To Develop and Enhance Community Partnerships.

Objective #1 – Officer Kristen Dineen has been designated as the liaison to the Council on Aging and the senior residents of our community. She has been given the directive to become a working active partner with the Council on Aging and to provide any assistance needed from the Bedford Police Department. This is a very valuable and crucial partnership that will undoubtedly continue to grow and prosper in scope.

Objective #2 – The Bedford Police Department received a four-year grant to hire an officer to be placed in the Bedford Public Schools. This grant allowed us to partner with the school system to develop a program for the School Resource Officer position. This program will be fully implemented in year two for the 2003-2004 school year.

Goal III- To improve the Communications between the police department and the community.

Objective #1 –Lieutenant Porter has been designated as the Department's Media Officer and has been charged to develop relationships with all media served by the Town of Bedford. This relationship would involve regular meetings as well as advertise important information to the residents. Included in this is a community notification system that was purchased and will be rolled out in year two.

Objective #2 – During Year-One increasing communication with the community was an important activity identified by members of the Strategic Planning Committee. During Year-One we conducted our initial Citizens Academy as well as an Open House. Both activities were highly successful. The Citizens Academy allowed us to demonstrate to residents in attendance what is involved with performing the duties of a Bedford Police Officer. An unexpected bonus was the satisfaction that was felt by the officers that had the opportunity to instruct in the program, most officers this was their first time instructing. Because of the success of these programs we will continue this in year two.

Goal IV- To provide effective Public Safety Education programs to meet the needs and demands of the Citizens of Bedford.

Objective #1 – Base line activities have been developed in Year-One in order to allow our organization to better address this objective in year two.

Objective #2 – Department continues its operation in Child ID program. Our desire is to expand this program by updating our current system as well as taking this program to the schools and daycare programs instead of setting up at town wide events only.

Objective #3 – We trained an additional officer in Crime Prevention (Kristen Dineen). With three officers currently trained they have been charged with coordinating the efforts of our organization to inform the community of the services available through this program. We continue to educate the community of the value of our Away Book program for residents leaving their house vacant as well as Operation ID and V.I.N. Etching that helps prevent car theft.

Objective #4 – As described above we were able to conduct our first Citizens Academy through funding assistance through the state Community Policing Funds. We hope to be able to conduct these classes on a regular basis pending funding.

Goal V- To Enhance the Public Safety Emergency Communications Services for the Town of Bedford and its residents.

Objective #1 – The daily operation of Public Safety Dispatching was officially transferred to the Chief of Police. Upon this transfer a supervisor was assigned to oversee the functions of this operation including implementation of policy and procedures as well as quality control and review of citizen's complaints.

Objective #2 – This is on-going due to the vast amount of responsibilities involved in such an operation. However, development of policies is an important element to creating a professional environment in the Bedford Public Safety Organization

Objective #3 – Development of written procedures are ongoing and scheduled for completion in year two. Current dispatchers have already reported that the efforts to professionalize the work they perform, has shown them the higher regard the department holds for them as individuals. This alone has improved morale.

Objective #4 – Staffing and hiring issues have prevented establishing baseline requirements. Our hope is that staffing turnover will diminish and baseline requirements can be established.

Objective #5 – We have established the minimum training requirements for all Public Safety Dispatchers. During Year-One we were able to train all current dispatchers to the minimum standards. These requirements will be completed for all future hires for this position.

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

Objective #1 – Priority for year two with the reorganization of duties.

Objective #2 – Firearms training increased to twice a year with goal of year two of plan to increase to three times a year.

Note: This goal will require the biggest financial commitment within the organization. As a result we will have to be creative and imaginative during these difficult financial times.

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

Objective #1 – A detailed time analysis of the calls for service and other department commitments has shown that the staffing level of the organization is currently lower than needed. Given the current financial forecasts, increasing the current full time staff of the organization to accomplish goals as requested through citizen’s surveys would be difficult. However, we will proceed forward. We will continue to seek alternative funding to our operational budget in order to accomplish more.

Objective #2 – With the hiring of two officers in Year-One of the strategic plan, we will be at our approved staffing level upon completion of their training early in year two of plan. These additions will allow us to perform certain tasks that had to be put aside. We currently have a process in place to quickly fill vacancies that may be created in the future.

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

Objective #1 – We were able to purchase a much-needed SUV type vehicle. However, due to budget re-adjustments, we had to discontinue the regular rotation of vehicle replacements. We have not been able to purchase an additional marked vehicle to add to the fleet to allow for more flexibility.

Objective #2 – Agreements with the Town of Lexington and the private Woburn Sportsmen Club have given us locations for training for now. Due to the impending closing of the Lexington Range as well as the cost involved in using the Sportsmen Club, alternatives will no doubt be needed in the near future.

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

Due to staffing issues during Year-One of the strategic plan, the accreditation process has slowed. We continue to review and develop policies and procedures to lead us to the accreditation certification but not at the pace we had hoped. This process will move forward at a better pace when we settle the new supervisors and officers into their positions of responsibilities. This should occur within the first few months of year two of the strategic plan.

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

The plan remains a vibrant part of the everyday operation of the organization and the guiding principals for the Bedford Police Department. Maintenance of the plan to date has truly fallen on one individual. The Strategic Planning Committee will always be in existence to monitor and

review the status of the plan. Meeting of this committee will change from once a year to twice a year and we will work on methods to communicate the plan to those organizations indicated.

General Statement

As with any long-term operational and philosophical plan, the tendency always exists to evaluate the plan as to how much is accomplished in Year-One. In evaluating our progress it was recognized that much had been accomplished given the economic times in which we are operating. This alone is a testament to the commitment of the organization to the Five Year Strategic Plan. Given the aggressive and ambitious character in the plan there remains much to be done. However, with the accomplishments in Year-One of the plan the foundation has been established to move forward on many objectives not addressed so far. Economics will continue to play a role on which objectives will be accomplished but as was demonstrated in Year-One of the strategic plan, creative thinking and dedication can sometimes overcome local economic roadblocks.

For the Bedford Police Department Strategic Planning Committee

Chief James G. Hicks