

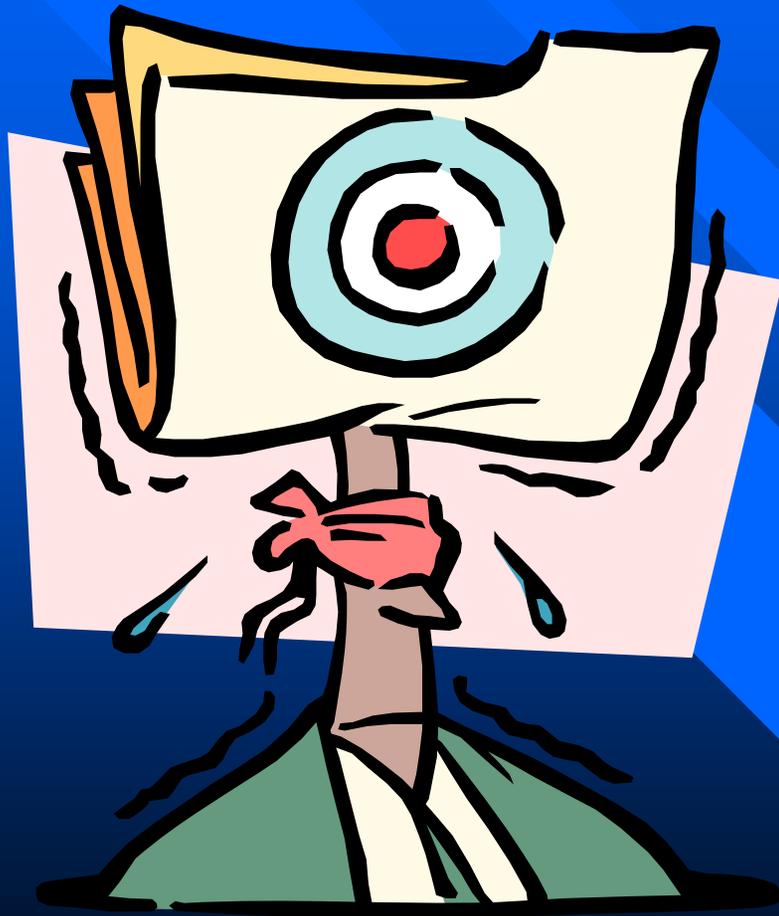
# Technical Assistance for Smaller Police Departments

# Strategic Planning

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# Chiefs of Smaller Police Agency May Define Strategic Plan as:



- A daunting and flat-out scary project!

# Why do a strategic plan?

- Budgets
- Promotion
- Hiring
- Schedules
- Organization structure
- A living document that must remain flexible
- Marketing tool

# CALEA's Standard for the formation of a Strategic Plan

*11.6.4 The agency has a current, multiyear plan which includes the following:*

- *.long-term goals and operational objectives;*
- *.anticipated workload and population trends;*
- *.anticipated personnel levels;*
- *.anticipated capital improvements and equipment needs; and*
- *.provisions for review and revision as needed*

(N/A O M M)

# How we developed a model we could use!

- Community Survey
- Internal Survey
- One-day Planning Session

# Community Surveys



- Keep it simple!
- 50 questions may be the max
- What is it you want to know?
- Separate Daytime from Nighttime
- Separate perception from reality

# Community Survey

- Are you attempting to garner support for an initiative?
- What programs do you want to see?
- Do you have confidence in the agency?
- Minor demographical data, i.e., sex, age and neighborhood

Phase II.

# Internal Survey

- Pay attention to the organizations' most valued commodity .....our employees!



# Internal Survey consisted of:

## ***Police Mountain Bike Patrol***

- *Consider the deployment of the Mountain Bike Officers separately and as part of the patrol shift.*
- *Effectiveness 10 9 8 7 6 5 4 3 2 1*
- *The changes you would make to current operations in this area are:*
- *What challenges currently face this function?*
- *What challenges will face this function in the future?*

Phase III.

# One-Day Planning Session



- Community dialogue contributing to the direction of the agency

# One-day Planning Session

## Goals

- Citizens and police interact
- Present a thumbnail sketch of the multitude of tasks the police perform in the community
- Teach officers the value of asking the public their opinions
- Teach citizens that the police value their input

# One-day Planning Session Accomplishments!

- Enhanced department's marketing strategy
- Garnered support for police initiatives
- Determined and/or establish goals
- Exposed officers to public speaking/presentation

# Putting It All Together

## Four Parts to Plan



- Objectives
- Performance Indicator
- Targets
- Strategies

# Objective

- *Accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA) is based upon 436 professional standards developed by a coalition of police managers and professional organizations. The voluntary program provides guidance in the development of policies and procedures. Additionally, they furnish the organization with a proven management system of written directives as well as the ability to determine short and long term goal setting. Accreditation embodies the precepts of community-oriented policing as it fosters an environment whereby the community and the police work collaboratively addressing problems*

# Performance Indicator

- *We have met all of our goals in this category. The agency has become the first police department in New Hampshire to achieve Level III certification under New Hampshire's system. First accredited 1999 and reaccredited in 2002, and 2005, the cycle will continue in April of 2008 when three police professionals from out-of-state police departments will arrive in Durham to confirm that we adhere to applicable standards. The agency has institutionalized the standards as a "life-style" demonstrating our commitment to delivering professional, cost-effective services to the community. In addition, there is a level of assurance that any civil action against the department will be diminished.*

# Targets

- 2006 Maintain accreditation with actions and documents that demonstrate compliance with standards
- 2007 Maintain accreditation with actions and documents that demonstrate compliance with standards
- 2008 Prepare for re-accreditation and on-site assessment in April and review by Commission at it's July meeting in Palm Beach, Florida
- 2009 Maintain accreditation with actions and documents that demonstrate compliance with standards
- 2010 Maintain accreditation with actions and documents that demonstrate compliance with standards

# Strategies

- *Provide training for all department members ensuring compliance with standards*
- *Develop public forums that allow for interaction with the community ensuring compliance*
- *Proceed with self-assessment of agency methodology and policy*
- *Develop a plan that will assist the agency in successfully passing an on-site inspection*
- *Foster the philosophy of accreditation and institutionalize as a “life-style”*

# Strategies

- Review workload assessments annually
- Utilize tools such as the Community Survey to gauge extent of officer workload
- Maintain high level of communication with Town Council ensuring that they are informed of officer workloads.
- Review personnel allocations ensuring that the use of resources is maximized.

# Setting up the document

- Introduction
- Organizational Chart
- Mission and Values Statement
- Table of Contents
- “The nuts and bolts”
- System for review and revision
- Thank you page!

# Our Strategic Plan allowed us to:

- Effectively manage resources
- Provide accountability through measured results
- Have the ability to modify or change goals
- Obtain newly found respect for the members of the agency
- Build political consensus with the town council and community creating long-term support
- Establish the officers and staff as stakeholders while building their confidence
- Market the positive attributes of the department to the community
- Build a bridge between community and police while each learned from the other