



***POSITIONING THE  
DURHAM POLICE  
AS AN INTEGRAL  
PART OF THE  
COMMUNITY-  
IMPROVING THE  
QUALITY OF LIFE  
THROUGH  
INNOVATION AND  
PARTNERSHIP***

# **DURHAM POLICE 2020 STRATEGIC PLAN**

The Durham Police Department 2020 Strategic Plan continues to be an evolving and living document which is constantly reviewed, updated and brought into line with the desires of the community. It is the culmination of a series of exercises all designed to ensure that the vision, mission, and objectives of the agency are successfully achieved. The plan ensures that the elements within this document are understood, supported and reflects the expectations of the community from its police department. An outgrowth of this process is the enhanced ability to effectively manage resources, provide accountability through measured results and efficiently adjust to change. Successful planning requires the fortitude to change course when opportunities and community demands arise. Ultimately, it is the planning process itself that keeps the agency focused on what the organization wishes to accomplish and the best route to ensure success.

The strategic plan consists of four interrelated exercises:

**Citizen Survey:** For the first time a community survey was accomplished on-line in 2019. In previous years Dr. Andrew Smith of the University of New Hampshire Survey Center provided assistance as well as a graduate student to complete the project. While his assistance with the on-line process was invaluable, the work was accomplished in-house by Captain David Holmstock and Officer Thomas Kilroy. This is the eighth instrument completed and continues to provide a gauge for the community and the police department. The agency works diligently to maintain a 96% approval rating as good or excellent. The perceptions and desires of the community remained relatively static as it related to crime.

**SWOT Exercise:** Defining the **S**trengths, **W**eaknesses, **O**pportunity and **T**hreats from an internal perspective focuses upon the most defining element of an organization, the employees. The exercise attempts to gain insight from employees about their recommendations, suggestions for improvement and assessment of the management of the organization. It is designed to advance and ultimately determine what obstacles we face to achieve our collective goals.

**Citizen Planning:** It remains our goal to have a one day planning session each year that is designed to gain insight from a diverse group of community clients regarding the direction the agency should focus upon.

**Fiscal Planning:** As diverse as ideas may be, funding will ultimately determine the level of services that the organization can provide. With a challenging economic



period, innovation, the detection of grants and other funding mechanisms must be aggressively explored.

While this document articulates the goals that the agency plans to accomplish by the end of 2020 and allows a map to do so and/or assistance in evaluating progress towards these goals, it is truly viewed as a values document. These objectives are not just objectives but serve to remind the organization of what is important to us and where energy is needed to ensure we remain on the roadways that the strategic plan has created for the organization. It also evaluates the organization's success in achieving goals set in the previous year. Most importantly, it is designed to be an overview for the agency as a whole, allowing us all to work together developing strategies and objectives that support the plan. In the most basic sense, it is the roadmap for our future.

## Methodology

While it may seem that the strategic plan does not change significantly over the years, the methodology remains constant. At the core of the Strategic Plan are a variety of steps; all designed to assist the organization in keeping "our eyes on the prize". Each *objective* is discussed and a definition or an explanation of the objective is provided. A *performance indicator* will be articulated and defined so that we may measure the status of obtaining the objective, as will *target* dates by which we hope to accomplish the task. Most importantly, numerous *strategies* will be employed all designed to ensure success.

## MISSION AND VALUE STATEMENT

### Mission Statement

***The mission of the Durham Police Department is to improve the quality of life by preserving the peace and safety of the community through the formation of partnerships; creating positive interaction between the public and the police while continuing to serve the unique needs of the Durham community.***

What we exist to accomplish is at the core of the mission statement. A mission statement also allows the organization to maintain direction, eliminate complacency and remain focused upon our goals.

### Values Statement

***The Durham Police Department consists of dedicated professionals who are committed to a team environment and creatively solving problems. We believe in:***

- *The value of human life;*
- *The courage to do what is right;*
- *Fairness, compassion and approachability in the performance of our duties, and;*
- *Striving for continuous improvement.*

The value statement informs the community of the manner in which we will conduct our business and deliver services. It is at the very core of who we are and serves as the organization's "moral compass". Even if we err, we will have the courage to acknowledge our mistake and act in a way that ensures it will not be repeated.

## OBJECTIVES

Setting objectives for the agency converts the mission and values of the organization into targets and performance milestones. They represent a commitment to producing specific results in a specified time frame.

- ◆ Reduce the incidence of crime
- ◆ Increase quality of service and customer satisfaction
- ◆ Increase availability of grants and alternative funding sources
- ◆ Maintain international accreditation recognition
- ◆ Comprehensive equipment replacement program
- ◆ Provide high-quality training for personnel
- ◆ Enhance the technological capacity of the agency
- ◆ Increase diversity of agency personnel
- ◆ Maintain acceptable workload for police officers

## **OBJECTIVE:     Reduce the Incident of Crime in Durham**

While crime remains one of the nation's primary public safety issues the challenges related to homeland security and the need to balance our new and additional role have served to complicate the challenges for the Durham Police. Over the past several years, reduced staffing levels and increasing demands upon the services of the Durham Police Department has been extremely problematic. In 2019, we enjoyed the first year in a number of years where there was no vacancies in patrol. Regardless, the department has found that it is critical that the agency employ the uniqueness of our community, the skills of the organization and the formation of partnerships to keep the incidences of crime in Durham at the lowest possible level. Regardless of how effective, the Durham Police will never "arrest our way out of a problem". Consequently we must approach this collaborative strategy by the implementation of effective enforcement methods, with the distinct goal to maintain our successful strategy of high police visibility combined with education and prevention efforts. We must continually seek to employ innovative solutions that will increase our efficiency and effectiveness in spite of reduced staff.

While there is an understanding that realistically we will never be 100% successful in dissuading crime from impacting Durham, the goal remains and should! As an example, the incidents of theft have been decreasing steadily from the high of 147 in 2005 to this past year of 2019 reporting 30 thefts representing a staggering 80% decrease. Through our Good Neighbor initiative, we have focused significant attention upon our residential neighborhoods and the challenges they were experiencing with off-campus student rentals. As a result of a number of factors including close cooperation with the Durham Planning Board, Code Enforcement, Fire Department as well as the management teams of a number of off-campus housing, noise overall complaints have decreased since 2005 even though our housing stock has grown. Most importantly noise complaints within our core neighborhoods in Durham is reaping positive progress with student rentals constructed in more appropriate locations and supported by the POP officer as the agency transforms from reactive to proactive. While antidotal information indicates that there are still challenges within pocket neighborhoods, data by way of calls for service supports that we remain successful in our ability to detect and arrest persons committing criminal acts within the community. It is obvious that the organization is comprised of proactive officers who continue to use their energy and enthusiasm to enhance investigative capabilities with the goal to maintain the agency's high clearance rate, which is the department's ability to solve crimes.

### **Performance Indicator**

Durham's low crime rate, ranked as the second lowest in New Hampshire, a State with one of the lowest crime rates in the nation is not the result of an accident or happenstance. However, we are a unique community that is not exempt from outside influences and in fact; Durham

experiences a large proportion of visitors annually that have no investment in the well-being of the community. We are very pleased that Durham was ranked the safest college community in the United States by Safewise <https://www.safewise.com/blog/safest-college-towns-america/> in their latest publication demonstrating significant success in this category.

Much of our success is due to the community-wide collaboration as well as the addition of a Problem Oriented Police (POP) officer to the staff that is designed to focus upon off-campus student housing. However, it will be the flexibility of this position allowing a quick transfer to other tasks and functions within the agency which will offer additional positive outcomes. The organization's commitment to the "generalist" strategy that provides training, support and latitude for the officers to pursue criminal investigations as far as possible will be continued. While the incident of reported criminal activity dropped slightly this year, the success the "Durham Alcohol Enforcement Initiative", which was published in the *IACP Police Chief Magazine* and validated by a research project conducted by UNH graduate students, may be an indicator that the statistics are a reflection of the agency efficiency.

### Targets

2020	Reduce incidents of crime by 1% from 2019
2021	Increase clearance rate by 1% from 2020
2022	Maintain clearance rate above National Average (24%)
2023	Reduce incidents of crime by 1% from 2022
2024	Reduce incidents of crime by 1% from 2023

### Strategies

- Develop crime prevention programs particular to neighborhoods
- Continue to support the **Problem Oriented Policing** strategy
- Continue with the "Good Neighbor Initiative" regarding student rentals
- Continue forging partnerships through neighborhood forums
- Continue to support and encourage innovative problem solving
- Maintain a commitment to work in partnership with UNH Police
- Develop proactive patrols that detect issues within neighborhoods
- Empower officers to initiate crime prevention programs
- Train officers to initiate, process and successfully complete criminal investigations
- Identify narcotic trafficking patterns and strategies to combat
- Identify trends in criminal activity by employment of crime trend analysis
- Arrest and convict criminals in cooperation with prosecutors and other agencies

- Perform an annual critique of the programs to detect refinements and enhancements that will encourage success

## **OBJECTIVE: Increase the quality of service and customer satisfaction**

The Durham Police Department defines customer service as any contact, whether passive or active, between an employee of the Durham Police and another person that causes a negative or positive perception by that customer. This focus upon the philosophy of customer service results in improved service delivery designed to increase satisfaction with the police, reduce complaints, enhance interactions with the community, improve perceptions of police, and improve victim response. Additionally, community policing suggests a much broader mission for law enforcement that goes well beyond a focus on reducing crime and disorder, improving quality of life issues, and providing community services. The concept of community engagement brings with it the establishment and building of tangible collaborative relationships predicated upon mutual trust and respect, common interests, broader applications of procedural justice, and a sense of shared responsibilities. The goal of procedural justice is to reinforce police legitimacy, which is the public's perception that the actions of the police are just and in the best interest of the community. People who believe the police are procedurally just are more likely to trust them, see them as legitimate, and comply with them. The practice of procedural justice in community interactions entails making decisions transparently; allowing community members to voice their opinions; treating people respectfully, fairly, and impartially; and building trust with the community.

The reality of our profession is that the police organization is comprised of humans dealing with humans, often under great stress and/or anxiety creating opportunity for misinterpretation or misunderstanding. Even under conditions considered routine for police activity, the potential of placing employees in negative light exists with each encounter and activity performed. After all, police officers are issuing traffic tickets and are often telling persons to do what they do not want to do! However, the attitude of positive customer service must be sustained by being ingrained into the fabric and philosophy of the agency for us to be successful and complete our mission.

### **Performance Indicator**

The most recent community survey was completed for the first time using an internet program of Survey Monkey. During this period, the approval rating for the department remained at the 96 percentile of respondents rating the department good to excellent. This figure has not deviated from the 90% area remaining consistently positive in spite of some anxiety regarding service demands being so high and officer time being so limited that it may manifest itself by a decrease in community approval. It appears that our high-visibility strategy, which is decreasing calls for service, has balanced resources and adequately addressed community

expectations. In any scenario, our commitment to a *customer-oriented-service-delivery-system* is and will remain the foundation of all that we do as an organization. The next community survey should be accomplished in 2022.

### Targets

2020	Analyze information derived from the survey and determine what strategies may be implemented to better serve the community.
2021	Develop and submit a new annual survey in cooperation with UNH
2022	Meet or exceed customer satisfaction levels as indicated by the survey
2023	Meet or exceed customer satisfaction levels as indicated by the survey
2024	Meet or exceed customer satisfaction levels as indicated by the survey

### Strategies

- Solicit input from internal (other Town staff) and external customers
- In cooperation with UNH, refine our survey methods ensuring relevancy and accuracy
- Consider developing a random sampling method that will also reach those arrested or ticketed
- Continue to utilize public forums as a mechanism that will offer suggestions and ensure the proper direction of agency
- Develop a mechanism that will sample apartments, dormitories and the UNH Campus
- Create an email server that will deliver notices and other information of interest to community members

### **OBJECTIVE: Increase the availability of grants and alternative funding sources**

Grant funds, primarily from the State of New Hampshire and the federal government, are simply not readily available as in past years. During the last recession there were more opportunities for grant funding under the auspices of the Recovery Act, but Durham is considered a “wealthy” community when compared to many others in the State of New Hampshire and therefore ineligible for funding consideration. This has been the dilemma facing Durham as we compete directly against communities who are plagued with crime, existing



juvenile gangs, poverty and other negative aspects of society. Gratefully, Durham does not face these issues yet has challenges centered upon the use and abuse of alcohol by underage persons. And while Durham rarely participated in the military surplus program, in the aftermath of events in Ferguson and the national dialog concerning the militarization of police even that limited avenue has been eliminated. While there appear to be a number of indicators that point to the Trump administration focusing more on enforcement initiatives such as immigration, Durham has no interest in participating. Community policing programs are currently not the focus and there is little funding opportunity noted for a community such as Durham. However, it is important that whatever funding is available that may have a positive impact upon the problem/s identified by residents of Durham that they be sought aggressively. One very successful opportunity existed in 2014 when the police department successfully competed for a COPS Hiring Grant that was not based upon financial resources. Being awarded the COPS grant was due to the large student population and our unique articulation of the challenges this population possess to the community. Regardless of the purpose, all grant opportunities should be analyzed to ensure that the requirements of the grant would ultimately benefit the community and not require extraordinary matching expenditures.

### **Performance Indicator**

While Homeland Security Grants are dominating the federal funding scheme and other more police related opportunities have diminished, the department has exceeded established goals each year by the number of grants but not by the dollar amount. At our most successful in 2004, the agency attracted 13 monetary grants exceeding \$270,000. In 2016, the last year we received grants, there were only 2 totaling slightly more than \$23,000. While Durham has benefited from previous grants that focused upon underage drinking in the Durham community, they have significantly declined over the years.

### **Targets**

2020	Receive three (3) monetary grants from a variety of sources
2021	Receive four (4) monetary grants from a variety of sources
2022	Receive four (4) monetary grants from a variety of sources
2023	Receive four (4) monetary grants from a variety of sources

2024

Receive four (4) monetary grants from a variety of sources

### Strategies

- Investigate potential funding sources by subscription, Internet research or other resources
- Attend seminars that will inform Durham officials of successful grant strategies
- Partake of training that will assist in the development of grant applications
- Form partnerships with organizations that will enhance successful grant applications
- Use extreme caution with “weed and seed” grants that would demand community commitment at the conclusion of funding

### OBJECTIVE: MAINTAIN ACCREDITED STATUS

Accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA) is based upon 484 professional standards developed by a coalition of police managers and professional organizations. The voluntary program provides guidance in the development of policies and procedures for any size law enforcement agency. Additionally, the standards 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

The department continues to meet and exceed all targets in this category. The agency has been accredited under the CALEA format since 1999. In April of 2017 the agency was inspected by two assessors sent by CALEA to review outcomes of accredited policies and procedures as well as ensure that the agency has in fact adhered to applicable standards for the previous three-years. The department chose to proceed with the “Gold Standard” assessment which in addition to ensuring compliance with applicable standards inspects the agency’s systems and outcomes. The report of their findings was delivered to the CALEA Commission at the July conference in Providence, RI. Once again we maintained our “Excellence” status after the Commissions review at a public hearing. This prestigious designation is awarded to only 18 accreditation agencies annually out of over 900 nationally accredited agencies and will be effective through 2021. The Durham Police are one of only 20 police departments with our sworn staff composition in the Nation to be accredited. It remains the goal that this agency has institutionalized the standards as a “life-style” demonstrating our commitment to delivering professional, cost-effective services to the community, will result in the agency being re-accredited for an additional three-years.

The future of on-site assessments has evolved whereby through PowerDMS, the CALEA management system, the agency is assessed online annually and every four (4) years. Consequently, Durham will next be visited by assessors in 2021.

## Targets

2020	Participate in remote assessment by a “compliance service member” designated by CALEA
2021	Maintain accreditation with documents and actions that demonstrate compliance
2022	Prepare for a re-accreditation visit by assessors in April who will inspect the agency files and produce a report that will be reviewed by the full commission at their annual meeting at a location yet to be determined
2023	Maintain accreditation with documents and actions that demonstrate compliance
2024	Maintain accreditation with documents and actions that demonstrate compliance

## 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”

## OBJECTIVE: COMPREHENSIVE EQUIPMENT REPLACEMENT

The Durham Police Department is heavily dependent upon a variety of equipment that allows us to deliver services to the community. From communication equipment that affords retrieval of accurate and judicious information to the use of cell phones, computers and other technology. For the organization to be truly effective, it is critical that all of these components are working properly. To ensure that all of our required equipment is in a state of readiness, a structured and well-conceived equipment replacement strategy is critical. It is fiscally prudent to project and plan for purchases that will be required in the future while ensuring that the department is capable of continually delivering service to the community.

### Performance Indicator

Our goal is to anticipate the need, research the best solutions, structure a payment strategy and evaluate for the future. In spite of our best planning, it is probably not realistic to expect

that all emergency purchases can be eliminated. However, that does not preclude the agency of having a detailed and comprehensive plan in place in combination with the department's experience and productivity evaluating and predicting the replacement needs for most equipment. For instance, it is understood that a police vehicle that operates 24 hours daily for 7 days each week, is challenged by fast starts, quick stops and continuous operation or idling, that the mechanical expectation of these vehicles is limited to three-years as a line patrol unit. Durham operates six marked police units. Once taken "off line", vehicles can be passed down to less demanding use by detectives or by other Town departments. This year the department was authorized to maintain an added patrol vehicle bringing the marked fleet to seven (7). While it has been the goal to replace two vehicles annually, often economic realities may eliminate or postpone vehicle replacement. In 2007, 2009, 2010, 2015, 2017 and once again this budget year of 2020, only one police vehicle was replaced thereby setting the replacement strategy significantly off schedule.

### Targets

- |      |   |
|------|---|
| 2020 | Purchase two cruisers, replace seven mobile radios for all line vehicles, review furniture requirements, continue the structured body armor replacement and complete update/replacement of computers within the police facility. Maintain parking software! |
| 2021 | Purchase two cruisers that will now be Explorer models as others have been eliminated. Replace radar units in cruisers and continue body armor replacement. Maintain a focus upon succession planning component by funding advanced management training.    |
| 2022 | Purchase two cruisers, continue body armor replacement. Explore viability of hiring a crime analyst position to maximize efficiency of detecting crime a trend of the community and developing plans for events and future issues?                          |
| 2023 | Purchase two cruisers, review internal computer needs; continue replacement of body armor and update agency-wide inventory. Review status of communication equipment and the IMC Record Management Systems.   |
| 2024 | Purchase two cruisers, research viability of video systems and determine timeline for upgrade and/or replacement. Complete goal to have each officer assigned a patrol rifle.   |

### Strategies

- Update the inventory of police property and equipment.
- Conduct a strategy meeting with staff to discuss needs of all segments of the agency
- Work with Business Manager to develop a Capital Improvement Plan
- Continue feedback from supervisors regarding equipment requirements and purchases.

## **OBJECTIVE: Provide High Quality Training for Personnel**

The implementation of a training committee has proved itself to be a win-win program that allows the police administration to determine relevant training that satisfies the need of the department while correlating the career development path of each officer. Additionally, exposing officers to the nuances of designing appropriate training is mentoring and coaching at its best! The committee continues to work diligently to establish goals and has been extremely successful in the detection and acquisition of grants, inexpensive training opportunities and other in-service opportunities that results in skilled officers providing high quality service to the community. While we continue focusing and maximizing training hours during the slower summer or winter periods when the necessity to fill vacant shifts is lessened due to workload demands, if quality free training is available, we will take advantage. Regardless, training remains a critical component of the agency's strategy to ensure high caliber programs are being provided to all staff members.

The sanctity of human life is paramount to the officers and is reflected in the values statement of the agency. Training in the policies governing the use of force by the officers of the Durham Police will be enhanced and reinforced by the addition of a review and testing process administered annually.

### **Performance Indicator**

By meeting or exceeding all targets, the percentage of employees receiving specialized training will increase to 100%.

### **Targets**

2020	Implement structured succession plan for individual employees. Provide 1650 hours of training
2021	Provide 1650 hours of training
2022	Provide 1700 hours of training, review Career development plan and succession training
2023	Review and update Career Development Plan for each employee. Provide at minimum 1700 hours of training
2024	Implement Career Development Plan for each employee. Provide 1750 hours of training

## Strategies

- Develop questionnaire for all staff members articulating individual career goals
- Develop and maintain relationships with organizations that will bring high quality training to Durham reducing tuition, lodging and transportation costs
- Provide Community Room to NH Police Standards, Liquor Commission and other entities for regional training of area police
- Engage Primex in training strategy to meet needs of organization
- Investigate potential resources at UNH that can provide inexpensive training to staff

### **OBJECTIVE:**            **Enhance the technological capacity of the agency**

An agency's use of technology should support and enhance the department's functions, expand its ability to make intelligence-based decisions, and provide solutions to complex problems—not create complexity and inefficiencies. The Durham Police have not yet garnered the expertise to understand how to leverage existing internal or external resources for data collection, analysis, and sharing throughout the organization.

This objective should address common challenges, such as replacing legacy technology, converting data, integrating systems, modifying policies and procedures, training employees, and addressing delays in the funding and procurement process as well as providing training that will move the agency forward. Our challenge is not to have implementation delays which could result in new technologies becoming obsolete or outdated prior to complete implementation.

### **Targets**

- 2020 Establish a committee of employees within the agency that have the ability to understand and anticipate the changes and needs of the organization while simultaneously finding ways to engage the entire organization in the process from the outset.
- 2021 Maintain formal procurement agreements with hardware and software providers that include built-in upgrades to existing systems as new technology becomes available.
- 2022 Ensure that appropriate training is accomplished in the area of cell phone technology and retrieval of data.
- 2023 Improve data- and information-sharing with other agencies and jurisdictions; leverage common standards for data management and other IT resources, and address problems with IT management.

2024 Determine the agency's digital forensic capabilities and develop a timeline to meet those needs.

## **OBJECTIVE: Increase Diversity of Agency Personnel**

The Durham Police Department is committed to identifying and employing the best-qualified candidates available, not merely eliminating the least qualified. The benefits of effective recruitment and selection policies are manifested in a lower rate of personnel turnover, fewer disciplinary problems, higher morale, better community relations and more efficient and effective service delivery to the community. The work force should be representative of the community employing Equal Opportunity Employment strategies that will remove barriers that prevent people from being treated differently.

The fact that the agency remains diligent to our goal to attract and retain qualified protected classes at the Durham Police Department continues to reap results with 30% of the agency comprised of women police officers and one African-American who recently graduated from UNH. His addition to the staff affirms that the department remains committed to maintaining a working environment that fosters growth and equal opportunities for all capable, hardworking employees who want to succeed and contribute.

### **Performance Indicator**

In large part, the addition of citizens to the oral board process, offering insight as to what constitutes a quality candidate from a user's perspective has proven extremely successful. Additionally we have developed an approach of adding a patrol officer as well as a sergeant to the oral board process to further enhance the information and opinions coming out of this segment of the selection process. By doing so, we have created a win-win situation as we expose various levels of the organization to the importance of the selection process while instilling these qualities in staff as a component of the Career Development and Succession Planning program. This initiative has been institutionalized as the basic procedure for the selection process. Recruitment steps have been focused upon the goal of approximating the sworn law enforcement ranks to be reflective of the demographic composition of the Durham Community. Each hiring process letters are sent to a variety of organizations including the UNH Office of Multicultural Diversity, NAACP, a number of predominately woman's colleges within New England and a variety of other organizations that would inform their membership of employment opportunities in Durham.

### **Targets**

2020 Complete an analysis of the recruitment plan

- 2021 Review and enhance Affirmative Action Plan
- 2022 Review and enhance recruitment plan that encompasses EOE guidelines
- 2023 Complete an analysis of the recruitment plan
- 2024 Review and enhance recruitment plan that encompasses EOE guidelines.

### **Strategies**

- Develop skills of staff member in the area of recruitment
- Develop relationships with organizations representing minorities that will enhance recruitment opportunities
- Develop brochure that highlights the positive working environment at the Durham Police Department
- Ensure that employment environment at Durham Police is inclusive and eliminates gender bias terminology
- Ensure that advertisements avoid setting standards that may screen out individual classes
- Participate in “Career Days” at local schools

### **OBJECTIVE: Maintain Acceptable Workload for Police Officers**

We have long established an overtly subjective goal that is designed to keep the community aware when demands upon an officer’s time exceed the ability to deliver services in a professional and responsive manner. The produced data is based upon simple mathematical formulas that determine how many calls an officer undertakes each year. Coordinate that data with the results of the community survey that rates customer satisfaction and a guide can be assumed. It will remain my goal to ensure that the Durham community remains satisfied with the service delivered by their police department.

Since the most recent community survey in 2019 indicated a very favorable opinion of their police, a conclusion can be drawn that there is satisfaction with the delivery of service and outcomes. Based upon this premise, we can safely surmise that the workload assessment is on target. Therefore, significant effort must be directed at maintaining this level of officer workload or a decision as to the level of services the Town is currently providing must commence.

### **Performance Indicator**



## Competent response to each incident

The vast majority of police calls in Durham can be categorized as quality of life issues such as disorderly persons, noise complaints, all of which have a basis in the use and abuse of alcohol. Over the past several years Durham has experienced an increase call-demand with a corresponding rise in violent criminal acts. The addition of the Problem Oriented Police officer is part of a strategic initiative that will address each and every call with appropriate police response. The impetus for receiving authorization from the Town Council to fill this position and now maintain it demonstrates an expectation that service requests will not be delayed or ignored due to more serious incidents or large volume of calls. If the backlog becomes too lengthy, we must be prepared to make suggestions that may not be embraced by a community accustomed to personalized service. Ultimately, without additional human resources, the Town Council will need to determine the level of service that the community can offer and afford.

## 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.

## SWOT Exercise

The agency performs a SWOT exercise on a regular basis and has become an evolving exercise continuously subject to change after review of all staff. These steps ensure that the document is relevant and serves to guide the agency. The essence of the evaluation is to determine the **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats of the organization. The exercise was recently updated at our January 9<sup>th</sup> goal setting meeting. The identified topics will constitute a work in progress throughout the year and be updated as they are addressed.

## Strengths

- 7<sup>th</sup> Cruiser
- Retention
- Training
- Relationships with other agencies
- Equipment

- Personnel/Shift Coverage
- Internal Structure
- Organizational Culture
- Tools – new building, etc.
- Community Support
- Team Work within the department
- Leadership within the department
- Knowledge and experience (KSA) Knowledge, Skills & Abilities

### **Weaknesses**

- IT Improvements
- Radio/Communications
- Training at the Academy is lackluster
- Range (December, 2021)
- Losing Personnel – Institutional memory
- Stagnant Opportunities
- External Agency Support
- Fitness Center/Opportunities for fitness

### **Opportunities**

- RiverWoods Population
- Goss Property
- UNH to take classes
- Working with UNH professors and/or students
- ATO development
- West Edge Development
- Dementia Opportunities

### **Threats**

- Elderly Population – wandering off and scams, specifically
- Increase in Civil Responses – social element to Law Enforcement
- Technology

## System for Review and Revisions

The written objectives, performance indicators and strategies for this plan will be formulated, updated and evaluated annually. It is critical that the strategy for delivering police services to the citizens of Durham involves as many segments from the community and those that influence the community, as reasonably possible. That includes the following:

**Internal:** Administration, Supervisory Staff, Patrol Staff, and Support Staff.

**External:** Annual Citizen Meeting, Public Forums, University of New Hampshire, Town Council, Town Boards, Citizen Survey, Town Staff, Prosecution, and Judicial.

Respectfully submitted,

David L. Kurz  
Chief of Police