

# Strategic Plan

Fiscal Year 2020 through 2024



**ORLEANS POLICE  
DEPARTMENT**

*"Honored to Serve"*



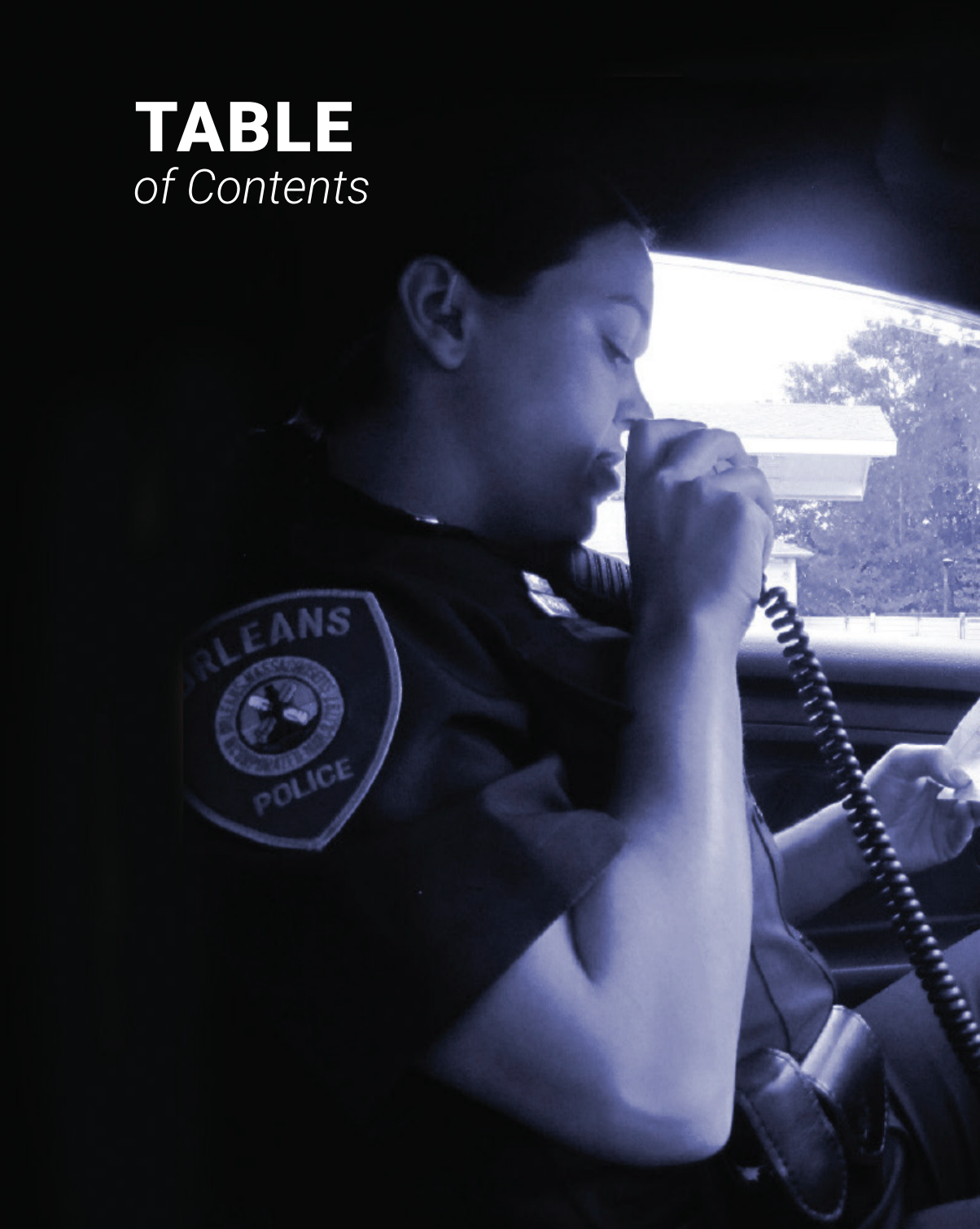
## Mission Statement

The Orleans Police Department defends the community and ensures public safety; protecting life, property and rights through education, crime prevention and impartial enforcement of the law.

## Vision Statement

A safe and secure community enhancing the quality of life in Orleans through community engagement, professional development and effective deployment of resources and technology.

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# MESSAGE

*from the Chief*



**Scott W. MacDonald**  
Chief of Police

On behalf of the entire organization, it gives me great pride to present the department's comprehensive five-year strategic plan for fiscal years 2020 through 2024. The department's previous plan, developed for fiscal years 2015 through 2019 was a remarkable success. Without question, strategic planning has guided our organization to the highest level of professional policing, culminating with the department receiving the All New England Community Policing Award in 2017. I applaud the unwavering commitment of the men and women of this department to this critical planning process and I congratulate every employee, sworn and civilian for their many contributions that resulted in the previous plan's success.

As we continue to move forward, our team has established the new strategic priorities identified in this plan. These newly developed strategic priorities are intended to drive positive change, while maintaining the strong organizational culture that has been developed over many years. As a dynamic document, our strategic plan is subject to ongoing, critical review and is updated as necessary. The success of our department's strategic plan will not only be determined through achievement of the identified objectives, but by the means through which we fulfill them, and the key to our plan's success will be staying true to our organization's Mission & Vision.

I encourage you to review our strategic plan initiatives, which reaffirm and support our commitment to proactively and responsively provide the highest level of accredited police services that enhance safety and the quality of life in the Town of Orleans. We are grateful for the overwhelming community support the police department receives and we are truly honored to serve the citizens of Orleans.

**Scott W. MacDonald**  
Chief of Police

# ORGANIZATIONAL OVERVIEW

The Orleans Police Department proudly serves the Town of Orleans; a vibrant, picturesque Cape Cod community of approximately 6,300 year around residents, with an estimated summer population of 19,000. The town covers 13.94 square miles of total land area, with 54 miles of Town-maintained roads and 11 miles of State roads. The Department remains a progressive and innovative law enforcement agency, possessing a strong value system that emphasizes serving the community. The Orleans Police Department is proud to be accredited by the Massachusetts Police Accreditation Commission, reflecting the commitment of the Department to deliver police services with proven and efficient practices of modern policing.

The police department is comprised of 28 employees, with an authorized sworn strength of 22 full-time officers. The Department is divided into two distinct divisions, Operations and Support Services. The Operations division is led by the Deputy Chief and is responsible for all uniformed functions within the organization. The Support Services division is led by the Lieutenant, who oversees the Detective Bureau and Communications.

Officers assigned to the Operations Division are the first responders to calls for service, but also use proactive methods to reduce crime, the fear of crime and provide for the welfare of this community. These proactive methods include enforcement of criminal laws, Town Bylaws and traffic codes; identifying and addressing

trends that affect the safety of people in our community; establishing partnerships with various people and organizations to address issues of concern; and maintaining the peace through civil methods.

Officers assigned to the Support Services division are those assigned to the Detective Bureau and focus mainly on investigating major crimes committed against persons and property within our town. They also use enforcement techniques to identify and address criminal trends. Additionally, the detectives cultivate partnerships to address the safety of persons within our community.

Our dispatchers are the first contact point when an individual requests police services. They direct services to the person needing help by various means such as dispatching an officer, taking a report over the phone, or directing them to another department that provides the services they need. Additionally, dispatchers provide support services by monitoring our holding facilities through close circuit TVs.

## Department Facts

Department Founded.....	<b>1946</b>
Sworn Officers.....	<b>22</b>
Civilian Personnel .....	<b>6</b>
FY19 Budget.....	<b>2,538,928</b>
Calls for Service: .....	<b>13,672</b>

## Personnel

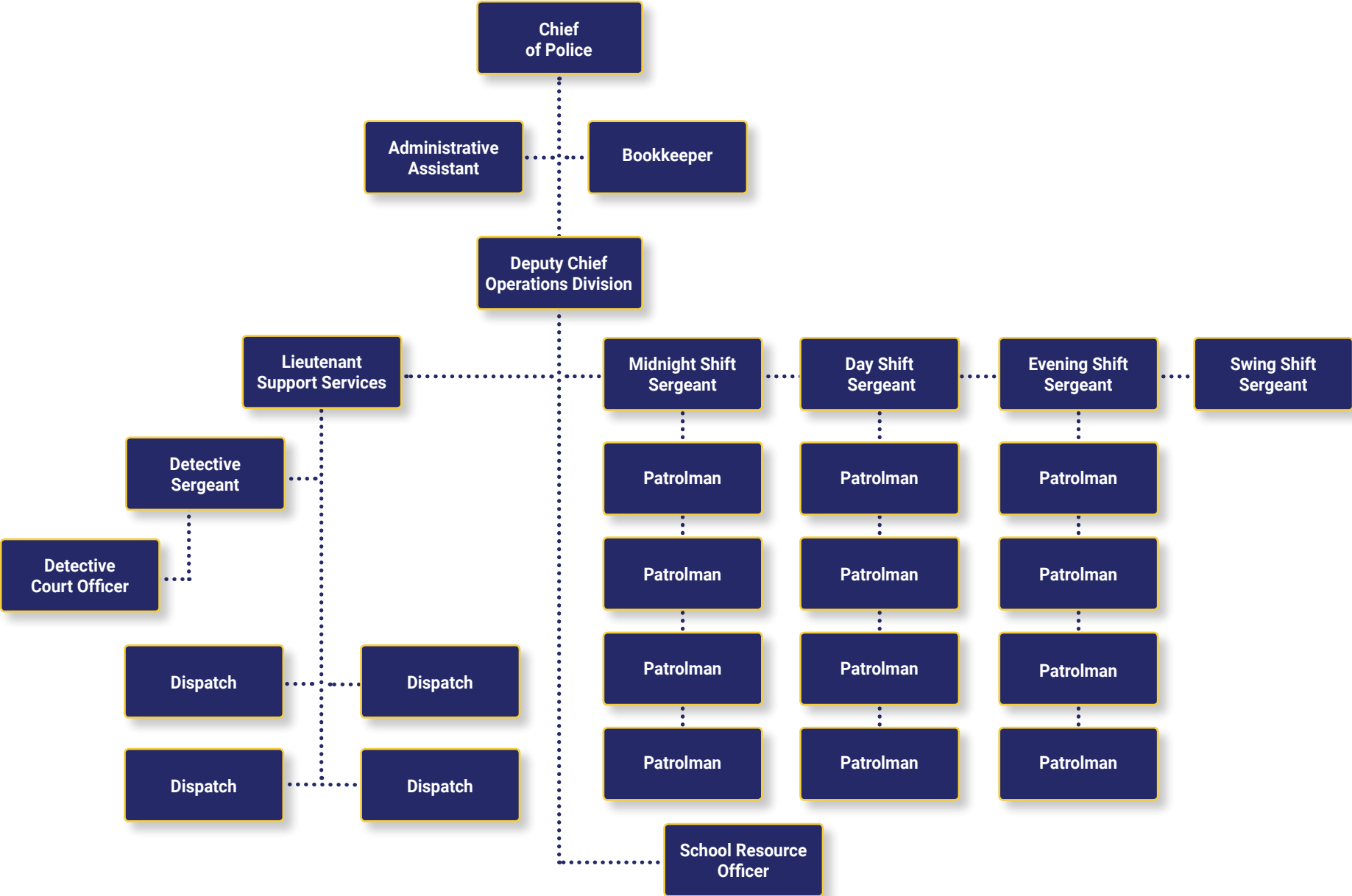
Chief of Police.....	<b>1</b>
Deputy Chief.....	<b>1</b>
Lieutenant.....	<b>1</b>
Detective Sergeant* .....	<b>1</b>
Sergeant .....	<b>4</b>
Detective/Court Officer* .....	<b>1</b>
Patrolman.....	<b>11</b>
Patrolman/ACO* .....	<b>1</b>
Patrolman/SRO*.....	<b>1</b>
Dispatcher .....	<b>4</b>
Administrative Assistant .....	<b>1</b>
Bookkeeper.....	<b>1</b>

*\*Assignment*

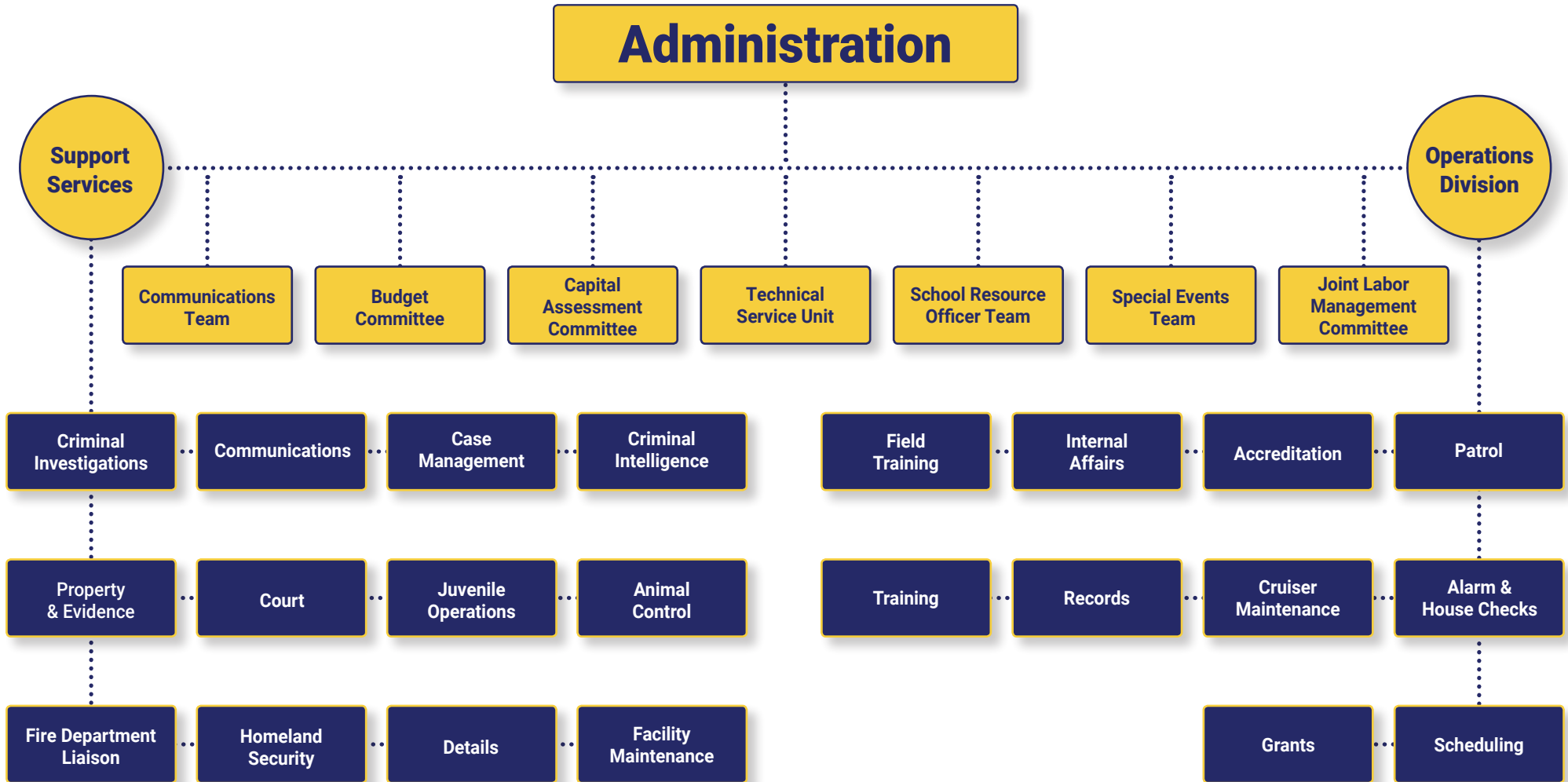
## Police Vehicles & Equipment

Marked Vehicles.....	<b>6</b>
Unmarked Vehicles.....	<b>3</b>
Motorcycles.....	<b>2</b>
Bicycles.....	<b>6</b>

# ORGANIZATIONAL CHART (Traditional)



# ORGANIZATIONAL CHART (Functional)



# PLANNING PROCESS & IMPLEMENTATION

## Strategic Planning

### What is Strategic Planning and Why it is Important?

Strategic planning, used by all types of organizations worldwide, is a process that defines the organization's Identity, Mission, Value and most importantly it's Vision and the Plan to arrive at a newly defined future-space. Generally, strategic plans are home grown processes, (developed from within an organization), that articulate direction for the next 3-5 years and exist in the form of a governing "living" document that is regularly reviewed and updated. It is the highest level of thinking within an organization, provides the road map for all future actions and is the basis for all other related planning, (e.g. Personnel, Budget, Capital).

### Strategic Planning Process (Classical Approach)

A "classic" strategic plan has several distinct parts but can be basically viewed as two (2) phases, 1. Visioning, and 2. Planning. Visioning begins with what is commonly referred to as a SWOT Analysis, (Strengths, Weaknesses, Opportunities, Threats), which layout what an organization is defined by today, (S,W), and what the organization may be defined by or encounter in the future,(O,T). The SWOT Analysis becomes the basis for the creation of the Mission and Vision. The Mission, or "Mission Statement", articulates the fundamental purpose of an organization; what it is and does

today, and is the platform for the journey to the future. It defines the organization's key market/primary stakeholders, contribution (how it provides value), its distinction or differentiation and is designed to be a centering and motivational device, convincing and elemental. The Vision, or "Vision Statement", is the core element of the strategic plan and articulates what an organization wants to be; a longer-term view of its future and the space it seeks to occupy in the marketplace, community, etc. It defines what the organization wants to accomplish, the potential inherit in its future and, as with the "Mission", is designed to be a centering and motivational device, convincing and elemental.

The Planning phase of the strategic plan process consists of establishing a set of general but clear Strategic Goals, that when attained through the follow on plan, achieve the Vision. These strategic goals define the destination, changes the current organizational direction and the mindset of the personnel. The plan itself is derived from these goals and then drills down from the general to the very specific. For each established strategic goal, a set of Objectives is created to achieve the goal. This portion of the plan creates a series of concrete steps that establish a road to the destination, is inherently shorter term and translates thought into action. Then, within each objective, a set of Strategies is created designed to achieve the objective. Strategies define the methods or plans used

to create outcomes, employment of resources and are specific and measurable. Finally, the execution of each strategy is supported by a Tactical Action Plan, which describes or lists what needs to be done, by whom and when.



# PLANNING PROCESS & IMPLEMENTATION

## Strategic Planning

### OPD Strategic Process

This second incarnation of the Orleans Police Department Strategic Plan began in the fall of 2018. The development team consisted of the OPD internal working group, leadership team and the services of the original strategy and management consultant from the Orleans community to design and facilitate the strategic planning process.

The strategic planning process consisted of a series of group meetings with a cross-section of the OPD including leadership consisting of between 7-12 called “the working group”. Additionally, the consultant would meet with OPD leadership as needed to refine the raw information from each of the working group meetings and develop the final plan report. While a SWOT analysis, (Strengths, Weaknesses, Opportunities, Threats), was successfully used to get the process started in the previous endeavor, it was decided to dispense with that activity this time as much that original data was still relevant, and the process was well off the ground at OPD and ingrained into the culture. This plan represents a higher order endeavor that builds upon the efforts and successes of the previous plan, and goes to a next level of depth and participation.

As a change from the previous process, the group decided to have more but shorter duration meetings to spread out the process so

as to better support operational requirements. The first group meeting in November 7, 2018 covered a refresher on the strategic planning process, highlights of the previous strategic plan, the relevance of the current Mission, Vision and Motto and an in depth discussion of the most impactful issues the OPD faces in the new planning period FY 2020-2024. The second working group meeting on November 21, 2018 focused on the creation of strategic goals as pillars of the new plan and began the development of objectives for each strategic goal. The third group meeting on December 12, 2018 reviewed the final revised set of strategic goals, and completed the objectives for each goal. The fourth group meeting on January 4, 2019, was devoted to development of strategies and tactical action plans for each objective. The fifth working group meeting, held on February 1, 2019, completed the strategies and action plans. The final working group meeting was held on May 16, 2019 to review the final versions of the plan elements which comprised the first strategic plan draft. The results of all six working group meetings were loaded into the strategic plan template that serves as the final plan report.

### Review, Accountability & Implementation

As previously demonstrated in the first strategic planning process, OPD leadership is committed to the successful communication and implementation of this new Strategic

Plan. Each tactical action plan, in support of strategies, objectives and goals, will have a dedicated accountability within the OPD to ensure its successful execution. The Strategic Plan will be reviewed and updated on an annual basis prior to the Town’s annual budget review cycle.

### Budget Considerations

All initiatives depicted in this Strategic Plan are either currently represented in the existing Town of Orleans Capital Plan or are budget neutral to the Orleans Police Department operational budget for FY 2020.



# ACKNOWLEDGMENTS

## Strategy Consultant

Per John Ostman  
*Ostman Business Strategy, LLC*

## Strategic Planning Working Group

Deputy Chief  
Sean Diamond

Lieutenant  
Kevin Higgins

Sergeant  
James Rosato

Sergeant  
Richard Dinn

Sergeant  
Andrew McLaughlin

Detective  
Melissa Marshall

Officer  
Michael Lotti

Officer  
Patrick Cronin

Officer  
Neil Bohlin

Officer  
Christopher Jurkowski

Dispatcher  
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Bookkeeper  
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*Salty Broad Studios*

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Sarah Eaton



# GOALS & OBJECTIVES



# STRATEGIC PLAN Format Overview

## Goal

Specific statement of intended future results and general and continuing statements of intended future results.

## Objectives

Are broad categories. They are non-measurable, nondated, continuous, and ongoing. Objectives move the agency from motive to action.

## Strategy

Specific measurable activity that supports the objective and ultimately contributes to the achievement of the goal.

## Target Completion Date

Displays when each strategy is slated to take place, in calendar year format.

## Active Fiscal Year/ Funding Graph

Depicts when each strategy is expected to be working and how it is funded. Active years are shaded blue; funding sources include general fund, CIP, grant and TBD (to be determined).

## Action Plan

A description of what needs to be done, when and by whom to achieve the results called for by one or more objectives.

## Purpose

Why the Department is implementing the strategy.

## Measures of Success

Benchmarks that have been set by the Strategy Sponsor in order to evaluate if the strategy is successful.

## Strategy Sponsor

OPD employee who has been tasked with implementing the defined strategy.

### GOAL ONE Define, Develop and Sustain Organizational Culture

**Objective 1** Attract and Acquire the Right People

<b>Strategy 1</b>	Improve OPD Marketing
<b>Target Completion Date</b>	???????????
<b>Active Fiscal Year/Funding</b>	???????????

**Action Plan**

- Create a cultural profile video in the format and appearance of a well-produced corporate presentation.
- Create a cultural profile narrative document as a basis for creation of marketing materials.
- Create recruiting literature that incorporates the positive aspects of law enforcement and the appeal of the local area.


**Purpose**

- Develop marketing materials that tell the story of the department in a manner that conveys the attributes of the working environment and unique location that is attractive to qualified officer candidates.


**Measures of Success**

- Increase the pool of qualified officer candidates that will provide improved opportunities for selection and acquisition to maintain required department staffing levels.

**Strategy Sponsors**



Lieutenant  
Kevin Coffey



Lieutenant  
Kevin Coffey

Orleans Police Department Strategic Plan FY15 to FY19

"Honored to Serve"

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# GOAL ONE Define, Develop and Sustain Organizational Culture

## Detailed Strategy Descriptions

### Objective 1 Attract and Acquire the Right People

- Strategy 1 Improve OPD Marketing
- Strategy 2 Expand Recruiting
- Strategy 3 Improve the Candidate Evaluation and Acquisition Process

### Objective 2 Commitment to Retention of Department Staff

- Strategy 1 Improve OPD Staff Nurturing and Support
- Strategy 2 Improve Staff Recognition
- Strategy 3 Focus on Career Development

### Objective 3 Preserve, Evolve and Share OPD Culture

- Strategy 1 Maintain Formal Recognition of OPD Performance
- Strategy 2 Assess OPD Culture and Community Critique
- Strategy 3 Address Institutional Vulnerability
- Strategy 4 Preserve Institutional Knowledge and Continuity



# GOAL ONE Define, Develop and Sustain Organizational Culture

## Objective 1 Attract and Acquire the Right People

**Strategy 1** Improve OPD Marketing

**Target Completion Date** FY 2023

**Active Fiscal Year/Funding** General Fund

### Action Plan

- Create a cultural profile video in the format and appearance of a well-produced corporate presentation.
- Create a cultural profile narrative document as a basis for creation of marketing materials.
- Create recruiting literature that incorporates the positive aspects of law enforcement and the appeal of the local area.

### Purpose

Develop marketing materials that tell the story of the department in a manner that conveys the attributes of the working environment and unique location that is attractive to qualified officer candidates.

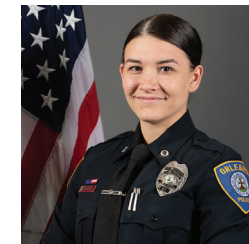
### Measures of Success

- Increase the pool of qualified officer candidates that will provide improved opportunities for selection and acquisition to maintain required department staffing levels.

### Strategy Sponsors



**Chief**  
Scott McDonald



**Officer**  
Hannah Greene

# GOAL ONE Define, Develop and Sustain Organizational Culture

## Objective 1 Attract and Acquire the Right People

**Strategy 2** Expand Recruiting

**Target Completion Date** FY 2023

**Active Fiscal Year/Funding** General Fund

### Action Plan

- Identify an officer recruitment team to spearhead program development and implementation.
- Develop officer candidate recruitment programs and initiatives.
  - Define Target Audience (Skilled Candidates)
  - Develop Seasonal Employment Program
  - Target Out of State College Programs
  - Target In State College Programs
  - Job Fairs
  - Self-Sponsors at the Academy

### Purpose

Cast a wider net for qualified officer candidates through targeted recruitment programs.

### Measures of Success

- Increase the pool of qualified officer candidates.

### Strategy Sponsors



**Deputy Chief**  
Sean Diamond



**Sergeant**  
Richard Dinn



**Officer**  
Hannah Greene

# GOAL ONE Define, Develop and Sustain Organizational Culture

## Objective 1 Attract and Acquire the Right People

**Strategy 3** Improve the Candidate Evaluation and Acquisition Process

**Target Completion Date** FY 2021

**Active Fiscal Year/Funding** General Fund

### Action Plan

- Review and evaluate minimum hiring qualifications that include Cooper Standards and college degree requirements.
- Develop screening criteria and success factors for interviewing and selection.
- Share department culture with candidates.
- Develop on-boarding orientation plans for newly hired personnel.

### Purpose

Defines standards for qualification and evaluation, and provides a clear understanding of the working environment, expectations and the transition process.

### Measures of Success

- A process that yields superior well prepared officer candidates for selection and successful development within the department.

### Strategy Sponsors



**Deputy Chief**  
Sean Diamond



**Officer**  
Patrick Cronin

# GOAL ONE Define, Develop and Sustain Organizational Culture

## Objective 2 Commitment to Retention of Department Staff

**Strategy 1** Improve OPD Staff Nurturing and Support

**Target Completion Date** FY 2022

**Active Fiscal Year/Funding** General Fund

### Action Plan

- Develop and implement Employee Wellness Programs that include nutrition and personal training.

### Purpose

Provide personal health and well being programs as part of building a nurturing work environment that includes feedback for continuous improvement.

### Measures of Success

- Improved well being and greater retention of department staff.

### Strategy Sponsors



**Deputy Chief**  
Sean Diamond



**Sergeant**  
Andrew McLaughlin



**Officer**  
Al Cutts

# GOAL ONE Define, Develop and Sustain Organizational Culture

## Objective 2 Commitment to Retention of Department Staff

**Strategy 2** Improve Staff Recognition

**Target Completion Date** FY 2021

**Active Fiscal Year/Funding** General Fund

### Action Plan

- Identify and empanel a Recognition and Professional Fulfillment Committee
- Acknowledge, formalize and reward performance that includes, length of service, line of duty extraordinary action and other community participations.

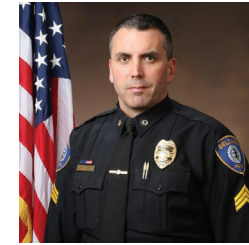
### Purpose

To provide earned recognition to staff that conveys sincere appreciation for their service and sets an example for the department and community.

### Measures of Success

- Regular recognition of department staff that fosters improved team cohesion and employee retention.

### Strategy Sponsors



**Sergeant**  
William Norton

# GOAL ONE Define, Develop and Sustain Organizational Culture

## Objective 2 Commitment to Retention of Department Staff

**Strategy 3** Focus on Career Development

**Target Completion Date** FY 2020

**Active Fiscal Year/Funding** General Fund

### Action Plan

- Develop Career Trajectories within the department.

### Purpose

Provide creative challenges for department staff that broaden experience and build confidence.

### Measures of Success

- All department staff are provided and challenged with career development pathways.

### Strategy Sponsors



**Chief**  
Scott McDonald



**Sergeant**  
Richard Dinn

# GOAL ONE Define, Develop and Sustain Organizational Culture

## Objective 3 Preserve, Evolve and Share OPD Culture

**Strategy 1** Maintain Formal Recognition of OPD Performance

**Target Completion Date** FY 2024

**Active Fiscal Year/Funding** Board of Selectmen (BOS) Funding Required

### Action Plan

- Maintain certified department State of Massachusetts accreditation
- Pursue National Accreditation through Commission on Accreditation for Law Enforcement Agencies (CALEA)

### Purpose

Recognizes that the department meets rigorous standards of operation that supports excellence in staff performance.

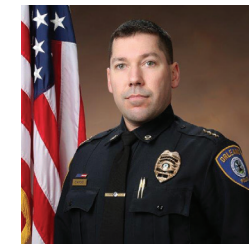
### Measures of Success

- Achieve accreditation and maintain at every three (3) year renewal

### Strategy Sponsors



**Chief**  
Scott McDonald



**Deputy Chief**  
Sean Diamond



**Officer**  
Neil Bohlin

# GOAL ONE Define, Develop and Sustain Organizational Culture

## Objective 3 Preserve, Evolve and Share OPD Culture

**Strategy 2** Assess OPD Culture and Community Critique

**Target Completion Date** FY 2023

**Active Fiscal Year/Funding** General Fund

### Action Plan

- Develop and conduct an internal and confidential department assessment survey.
- Develop and conduct an external community survey.
- Organize and communicate survey results to the department.
- Develop and implement action plans that address survey results.
- Conduct Formal Exit Interviews when personnel leave the department.

### Purpose

Compile and measure internal and community survey data pertaining to the department's performance to provide guidance for future resource requirements and needed organizational and/or operational changes.

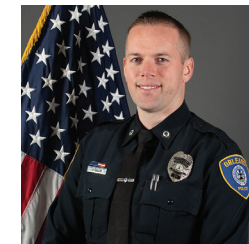
### Measures of Success

- Actionable feedback from internal and external sources is obtained.
- Execution of action plans.

### Strategy Sponsors



**Officer**  
Casey Eagan



**Officer**  
Neil Bohlin

# GOAL ONE Define, Develop and Sustain Organizational Culture

## Objective 3 Preserve, Evolve and Share OPD Culture

**Strategy 3** Address Institutional Vulnerability

**Target Completion Date** FY 2020

**Active Fiscal Year/Funding** General Fund

### Action Plan

- Identify critical department functions.
- Develop cross-training programs for backup personnel on all shifts.
- Define and formalize work flow.
- Develop functional organization chart with backup assignments.

### Purpose

Ensure that no critical department function is left vulnerable to a single individual's absence or departure.

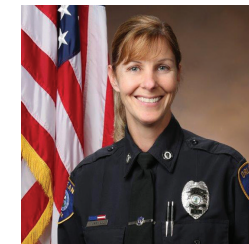
### Measures of Success

- Identify primary, secondary, tertiary responsibilities for all staff.

### Strategy Sponsors



**Sergeant**  
David Freiner



**Detective**  
Melissa Marshall



**Officer**  
Christopher Jurkowski

# GOAL ONE Define, Develop and Sustain Organizational Culture

## Objective 3 Preserve, Evolve and Share OPD Culture

**Strategy 4** Preserve Institutional Knowledge and Continuity

**Target Completion Date** FY 2023

**Active Fiscal Year/Funding** General Fund

### Action Plan

- Develop and implement a department mentoring program.
- Define the methods of conducting the department's business.

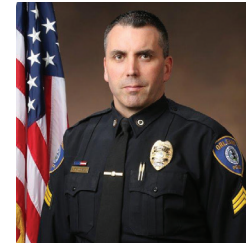
### Purpose

Create a reliable and consistent methodology for preserving and cascading institutional knowledge within the department.

### Measures of Success

- Mentors and recipients/students pairs are identified.
- Regular mentoring time is built into the work schedule.
- Rules of engagement are developed.

### Strategy Sponsors



**Sergeant**  
William Norton

# GOAL TWO Engage and Adapt to Legislative and Societal Change

## Detailed Strategy Descriptions

**Objective 1** Address Social Issues Affecting the OPD

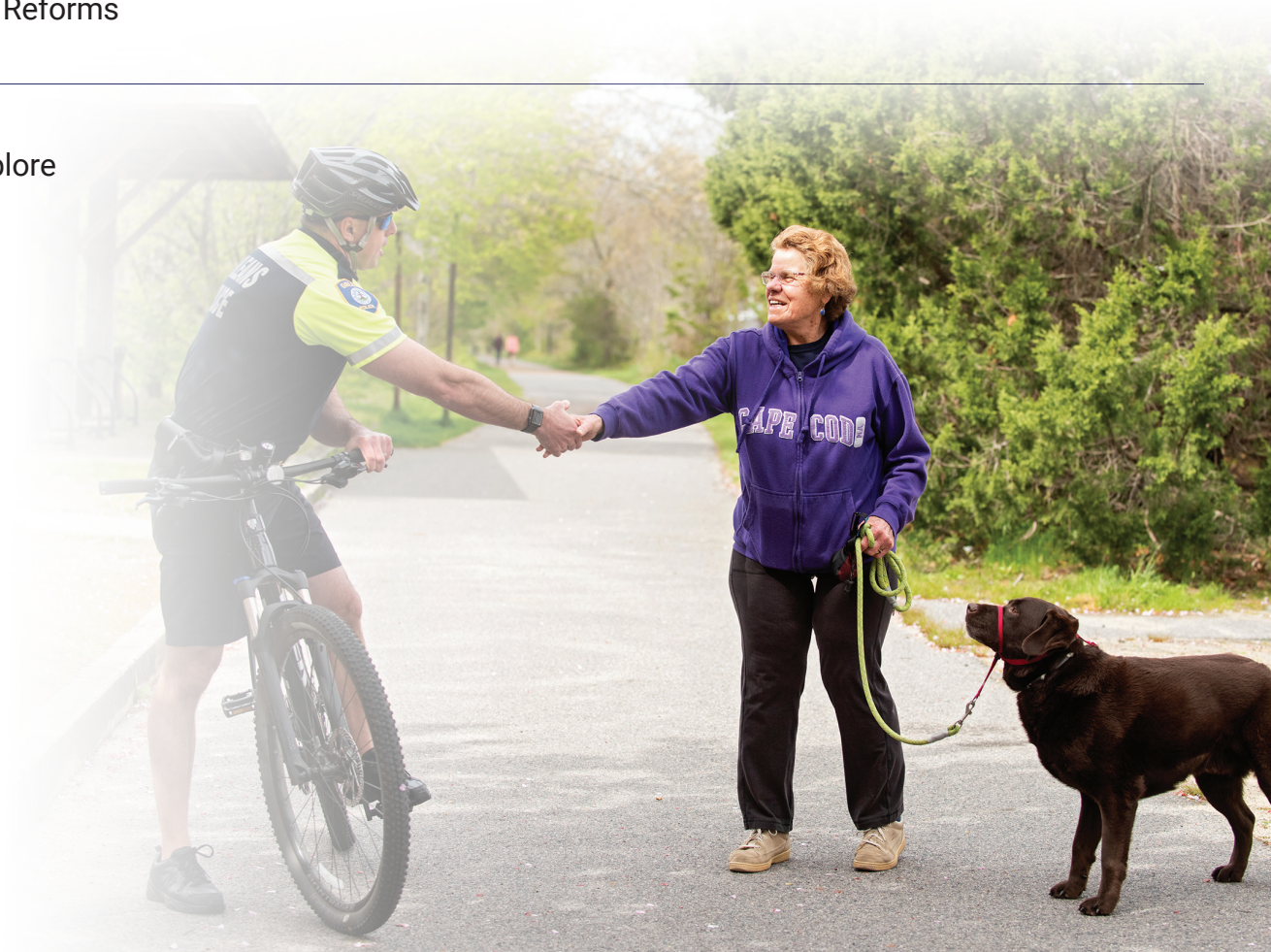
Strategy 1 Focus on Training

**Objective 2** Develop Response to the Criminal Justice Reform Act

Strategy 1 Address Juvenile Reforms

**Objective 3** Address Restorative Justice

Strategy 1 Research and Explore



# GOAL TWO Engage and Adapt to Legislative and Societal Change

## Objective 1 Address Social Issues Affecting the OPD

**Strategy 1** Focus On Training

**Target Completion Date** FY 2022

**Active Fiscal Year/Funding** General Fund

### Action Plan

- Develop and Train Societal Challenges Recovery and Incident Prevention Team (Script)
- Assign Team Captains for each issue
  - Mental Health
  - Domestic Violence
  - Addiction
  - Homelessness
- Provide Department-wide training
- Specific Dispatch Training/Develop Response Policy
- Build Database

### Purpose

Provide specialized training and focused OPD responsibility for local societal challenges.

### Measures of Success

- Established Policy & Procedure
- Data Collection Process for Internal Records Management System

### Strategy Sponsors



**Officer**  
Casey Eagan

# GOAL TWO Engage and Adapt to Legislative and Societal Change

## Objective 2 Develop Response to the Criminal Justice Reform Act

**Strategy 1** Address Juvenile Reforms

**Target Completion Date** FY 2022

**Active Fiscal Year/Funding** General Fund

### Action Plan

- Develop specialized internal training for Juvenile Reforms in Criminal Justice Reform Act.
- Create Memorandum of Understanding (MOU) with School Administrations regarding School Resource Officer (SRO) program limitations under the CJRA.

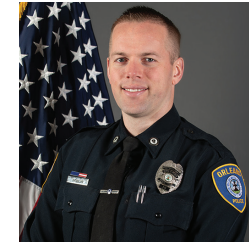
### Purpose

Significant changes and limitations regarding the jurisdiction of the OPD and use of force with juveniles, especially in school and school related events, must be communicated through training for all department staff.

### Measures of Success

- All dept. staff are trained in Juvenile reforms contained within the CJRA.
- A MOU with the local school district is executed.

### Strategy Sponsors



**Officer**  
Neil Bohlin

# GOAL TWO Engage and Adapt to Legislative and Societal Change

## Objective 3 Address Restorative Justice

**Strategy 1** Research and Explore

**Target Completion Date** FY 2024

**Active Fiscal Year/Funding** General Fund

### Action Plan

- Explore opportunities to utilize the Restorative Justice approach in local cases.

### Purpose

Police, District Attorney, Courts and individuals come together to avoid court action in a version of binding arbitration.

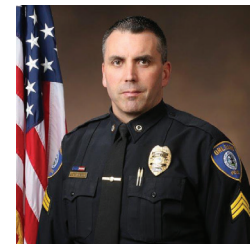
### Measures of Success

- Document several local cases of Restorative Justice employed by the OPD.

### Strategy Sponsors



**Detective**  
Melissa Marshall



**Officer**  
Christopher Jurkowski

# GOAL THREE Critical Incident Preparedness

## Detailed Strategy Descriptions

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### Objective 1 Active Threat Preparedness

Strategy 1 Coordinate Work with Fire Rescue/Identify Vulnerabilities

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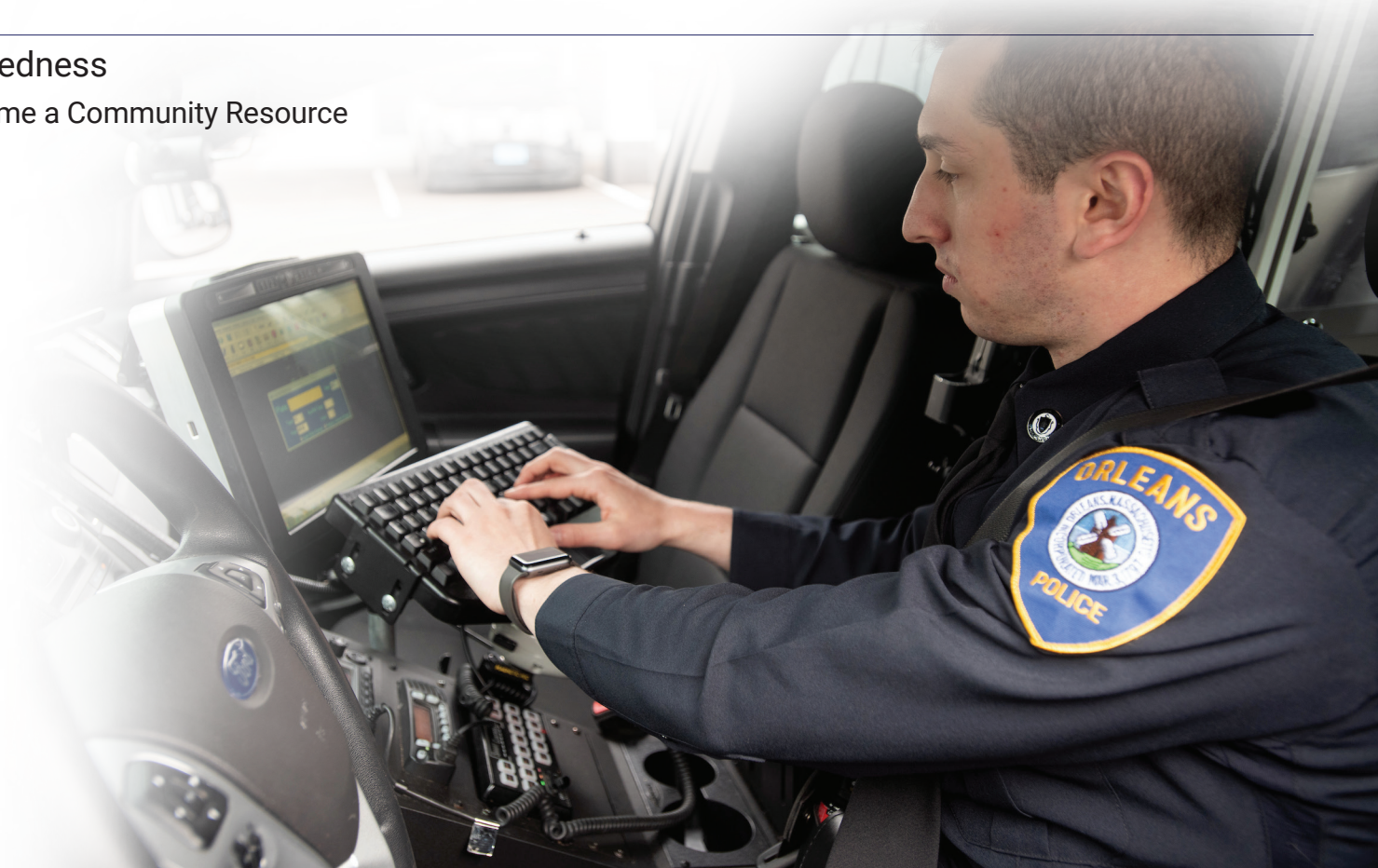
### Objective 2 Shark Attack Preparedness

Strategy 1 Coordinate Work with Fire Rescue

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### Objective 3 Cyber Threat Preparedness

Strategy 1 Become a Community Resource



# GOAL THREE Critical Incident Preparedness

## Objective 1 Active Threat Preparedness

**Strategy 1** Coordinate Work with Fire Rescue/Identify Vulnerabilities

**Target Completion Date** FY 2024

**Active Fiscal Year/Funding** General Fund

### Action Plan

- Conduct Alert Lock down Inform Counter Evacuate (ALICE) Safety Training with Schools and Pre-Schools, Businesses and Organizations, and in Citizen Education in coordination with Fire Rescue.

### Purpose

Ensure that various community constituencies are prepared in the event of an active threat.

### Measures of Success

- OPD and Fire Rescue coordinate and develop training program.
- People and organizations are trained
- Lives are saved and injuries reduced.

### Strategy Sponsors



**Sergeant**  
Andrew McLaughlin



**Officer**  
Neil Bohlin

# GOAL THREE Critical Incident Preparedness

## Objective 2 Shark Attack Preparedness

**Strategy 1** Coordinate Work with Fire Rescue

**Target Completion Date** FY 2020

**Active Fiscal Year/Funding** General Fund

### Action Plan

- Conduct Stop the Bleeding Training in coordination with Fire Rescue.
- Develop and deploy special outfitted police vehicle for beach patrol.
- Provide beach markers for improved pinpoint of incident location.

### Purpose

Prepare and support staff and the community in improving response to shark attack events.

### Measures of Success

- Reduction in the number of bleed out situations.

### Strategy Sponsors



**Lieutenant**  
Kevin Higgins



**Sergeant**  
Andrew McLaughlin



**Officer**  
Neil Bohlin

# GOAL THREE Critical Incident Preparedness

## Objective 3 Cyber Threat Preparedness

**Strategy 1** Become a Community Resource

**Target Completion Date** FY 2023

**Active Fiscal Year/Funding** General Fund

### Action Plan

- Identify for the public areas of cyber vulnerability.
- Educate and inform the public as to actions and protections available.

### Purpose

Increase public awareness of cyber threats and loss prevention techniques.

### Measures of Success

- Informational programs and/or literature are promoted and made publicly available.

### Strategy Sponsors



**Sergeant**  
Andrew McLaughlin

# GOAL FOUR Acquisition, Development and Stewardship of Resources

## Detailed Strategy Descriptions

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### Objective 1 Evaluate and Embrace Developing Technologies

Strategy 1 Anticipatory Technology Evaluation Role for Town and Community

---

### Objective 2 New Facility Utilization

Strategy 1 Maximize Potential

---

### Objective 3 Develop Internal Cyber Attack Prevention Protocols

Strategy 1 Protect Internal Department Cyber Systems

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# GOAL FOUR Acquisition, Development and Stewardship of Resources

## Objective 1 Evaluate and Embrace Developing Technologies

**Strategy 1** Anticipatory Technology Evaluation Role for Town and Community

**Target Completion Date** FY 2024

**Active Fiscal Year/Funding** General Fund/BOS Funding Required

### Action Plan

- Evaluate supporting law, video storage requirements and total cost of Body Cameras.
- Evaluate use of Drone technology.
- Evaluate and establish policy for use of Closed Circuit TV (CCTV) video streams in coordination with municipal IT.
- Evaluate the use of next generation Tasers.
- Evaluate the use of digital forensics.
- Evaluate the use of the True Narc Test.
- Evaluate the use of a Cannabis Sobriety Test.
- Evaluate the use of 3D video scanning of crime scenes.
- Evaluate the effects and response to vaping technology.

### Purpose

A community resource that qualifies law enforcement technological advancements for future use in controlling crime.

### Measures of Success

- Technologies are evaluated during the plan period and are adopted for field use or deemed ineffective or too costly.

### Strategy Sponsors



**Sergeant**  
James Rosato



**Sergeant**  
Andrew McLaughlin

# GOAL FOUR Acquisition, Development and Stewardship of Resources

## Objective 2 New Facility Utilization

**Strategy 1** Maximize Potential

**Target Completion Date** FY 2023

**Active Fiscal Year/Funding** General Fund

### Action Plan

- Bring Community Room up to Specifications.
- Bring outside vendor training programs in-house.
- Video recording of training programs.
- Invite other Town departments to use facility.
- Test and ring out Emergency Operations Center (EOC) through live action drills.
- Identify long-term lodging in facility.
- Support interns and Volunteers in Policing (VIP) program.
- Develop gym utilization program.
- Assign Officer In Charge (OIC) room.

### Purpose

Achieve full facility utilization and efficiencies that deliver operational readiness and facility value.

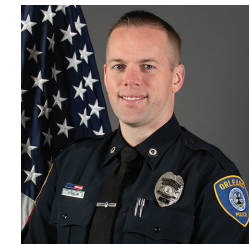
### Measures of Success

- Community Room is fully functional and scheduled on a consistent basis.
- Department staff, other town departments and community groups fully engaged in the use of the facility.

### Strategy Sponsors



**Sergeant**  
Andrew McLaughlin



**Officer**  
Neil Bohlin



**Officer**  
Al Cutts

## Objective 3 Develop Internal Cyber Attack Prevention Protocols

**Strategy 1** Protect Internal Department Cyber Systems

**Target Completion Date** FY 2024

**Active Fiscal Year/Funding** General Fund

### Action Plan

- Control Remote Access to department IT systems.
- Achieve internal user accountability.
- Ensure Compliance with Federal and State CJIS audit standards.
- Receive Homeland Security Training

### Purpose

Ensure that department IT systems and data are secure and properly managed.

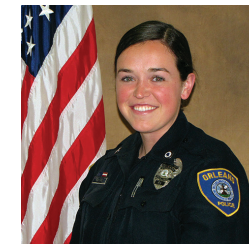
### Measures of Success

- No system security breaches
- Pass IT audits.

### Strategy Sponsors



**Sergeant**  
James Rosato



**Officer**  
Casey Eagan

# GOAL FIVE Evolve Community Engagement

## Detailed Strategy Descriptions

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### Objective 1 Promote Community Room

Strategy 1 Leverage Community Room to Enhance Community Engagement Initiatives

---

### Objective 2 Sustain Social Media Program

Strategy 1 Maintain High Standards and Quality of Social Media as a Key Factor in Community Engagement

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### Objective 3 Leverage Overall Facility

Strategy 1 Maximize Return on Asset

---

### Objective 4 Community Presence

Strategy 1 Being Present as a Safety and Crime Prevention Tool

---

### Objective 5 Community Programming and Events

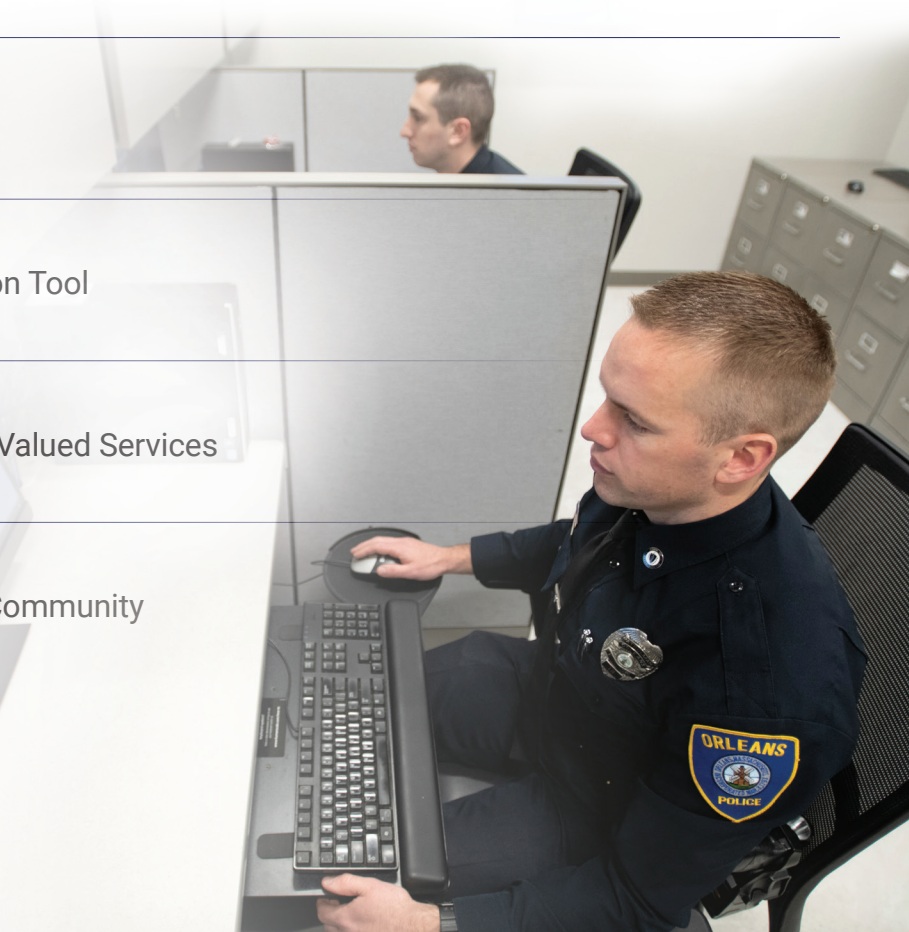
Strategy 1 Appeal to Wide Range of the Community with Valued Services

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### Objective 6 Highlight OPD Value to the Community

Strategy 1 Marketing of Police Department Value to the Community

---



# GOAL FIVE Evolve Community Engagement

## Objective 1 Promote Community Room

**Strategy 1** Leverage Community Room to enhance community engagement initiatives

**Target Completion Date** FY 2021

**Active Fiscal Year/Funding** General Fund

### Action Plan

- Develop Community Room Use Policy.
- Market Community Room to the Community.
- Develop Online Calendar and electronic scheduling.
- Develop Community Room Training Program.
- Explore opening certain training programs to the public.

### Purpose

Open the Community Room within the Orleans Police Station to managed public use and accessibility.

### Measures of Success

- Terms of use, including training, are developed and implemented.
- Community groups use scheduling process.

### Strategy Sponsors



**Chief**  
Scott McDonald

# GOAL FIVE Evolve Community Engagement

## Objective 2 Sustain Social Media Program

**Strategy 1** Maintain High Standards and Quality of Social Media as key factor in community engagement

**Target Completion Date** FY 2022

**Active Fiscal Year/Funding** General Fund

### Action Plan

- Reinvigorate Communications Team.
- Sustain high level of focused, consistent and relevant social media content.
- Investigate OPD App as a public safety portal.

### Purpose

Supply a stream of police based engaging and safety related information for the community through digital media platforms.

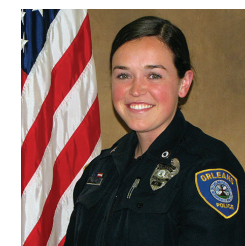
### Measures of Success

- Regular social media posts.
- Social media hits.
- Deployment of OPD App.

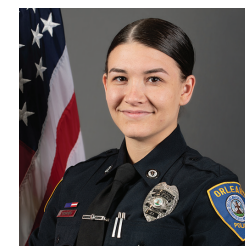
### Strategy Sponsors



**Lieutenant**  
Kevin Higgins



**Officer**  
Casey Eagan



**Officer**  
Hannah Greene

# GOAL FIVE Evolve Community Engagement

## Objective 3 Leverage Overall Facility

**Strategy 1** Maximize Return on Asset

**Target Completion Date** FY 2021

**Active Fiscal Year/Funding** General Fund

### Action Plan

- Conduct informal police station open houses.
- Invite Community Groups to utilize station facilities.
- Conduct police station facility tours.

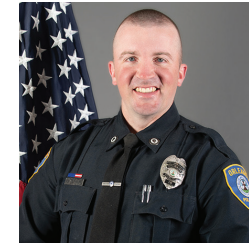
### Purpose

Engage the community in using the police station facility.

### Measures of Success

- Number of scheduled of community group meetings.
- Attendance at open houses and facility tours.

### Strategy Sponsors



**Officer**  
Patrick Cronin

# GOAL FIVE Evolve Community Engagement

## Objective 4 Community Presence

**Strategy 1** Being Present as a Safety and Crime Prevention Tool

**Target Completion Date** FY 2021

**Active Fiscal Year/Funding** General Fund

### Action Plan

- Deploy regular police officer Foot Patrols.
- Target key areas for presence/coverage.
- Continue and enhance Bike Safety Programs.
- Develop and implement J-1 Safety Program for mopeds, scooters, bikes, social security info, and to reduce the fear of police for the foreign seasonal workforce.

### Purpose

Establish a more physical presence in the community and provide safety related training.

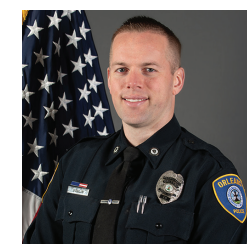
### Measures of Success

- Positive feedback on social media.
- Reduction in bike related injuries and incidents.

### Strategy Sponsors



**Sergeant**  
Richard Dinn



**Officer**  
Neil Bohlin

# GOAL FIVE Evolve Community Engagement

## Objective 5 Community Programming and Events

**Strategy 1** Appeal to wide range of the community with valued services

**Target Completion Date** FY 2023

**Active Fiscal Year/Funding** General Fund

### Action Plan

- Conduct Citizens Police Academy.
- Conduct Junior Police Academy.
- Explore Police Cadet Program.
- Hold RAD – Rape Aggressor Defense training.
- Continue Reassurance Program.
- Continue Project Lifesaver.
- Produce Police Association Events (50-5K, Golf Tournament).
- Hold Annual Police Block Party.
- Develop and conduct other regional events (“Guns and Hoses”).

### Purpose

Programming and events serve to connect and enhance the relationship between the police and the community encouraging respect and support.

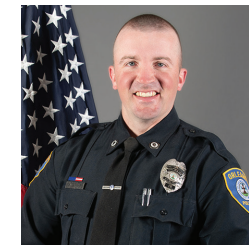
### Measures of Success

- Holding of and attendance at events and training.

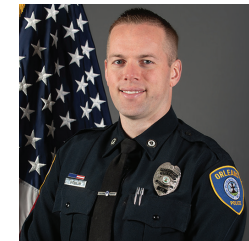
### Strategy Sponsors



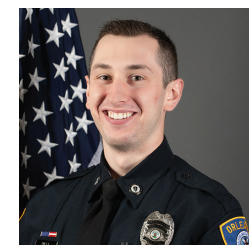
**Detective**  
Melissa Marshall



**Officer**  
Patrick Cronin



**Officer**  
Neil Bohlin



**Officer**  
Andrew Mele

# GOAL FIVE Evolve Community Engagement

## Objective 6 Highlight OPD Value to the Community

**Strategy 1** Marketing of Police Department Value to the Community

**Target Completion Date** FY 2024

**Active Fiscal Year/Funding** General Fund

### Action Plan

- Identify and Market Services Provided by OPD.
- Develop newsletter article on OPD fiscal management.

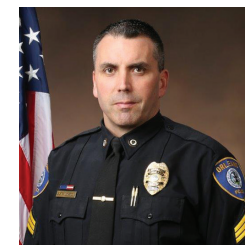
### Purpose

Provide a cost benefit assessment of OPD's value to the community.

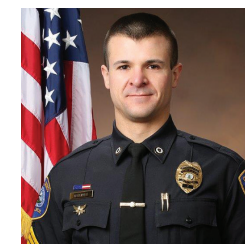
### Measures of Success

- Monetize/Metricize OPD value.

### Strategy Sponsors



**Sergeant**  
William Norton



**Sergeant**  
David Freiner



*"Honored to Serve"*

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