



**BEDFORD
POLICE
DEPARTMENT**

STRATEGIC PLAN 2014

Chief of Police
Robert Bongiorno

Bedford Police Strategic Planning Committee

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The Bedford Police Department Strategic Plan

1. Introduction

The Bedford Police Department has successfully conducted strategic planning efforts in the past, which lead to significant improvements for the police department and the Bedford Community. In 2013 Chief Robert Bongiorno initiated another planning effort to update the last plan, which was completed in the 2009.



This latest planning effort was facilitated by a third party consulting organization and included a comprehensive, multi-dimensional analysis of the Bedford Police Department including; stakeholder survey, command climate assessment, employee interviews and analysis with members of the Bedford Police Department (BPD) as well as local government officials. This latest effort culminated in a one-day off-site meeting with the Strategic Planning Team which was comprised of a cohort of BPD

members. The report from these efforts was drafted in early 2014 and was approved by Chief Bongiorno on 07/22/2014

During the offsite meeting the Mission Statement for the BPD was updated through the collective efforts of the Strategic Planning Committee. The purpose for re-writing the mission statement was to make it reflective of the agency and to be more memorable for the members of the department and the Bedford community at large.

The following members of the Police Department contributed to this report. Their professionalism, dedication to duty and commitment to the town of Bedford is recognized and appreciated.

Strategic Planning Committee Members

Chief Robert Bongiorno

Lt. James Graham

Sgt. Patrick Towle

Sgt. Paul Saunders

Sgt. Ronald Undzis

Sgt. Richard Vitale

Off. Kristen Dineen

Off. Steven Waite

Off. Marc Saucier

ECO Jeffrey Vinciulla

2. Mission Statement



Bedford Police Department Mission Statement

We are dedicated to our community through
Excellence, Service and Professionalism.

Excellence – We strive to be the best in all we do

Service – We are committed to make Bedford a safe community to live and work

Professionalism – We are role models within our community and are the example of what law enforcement personnel should be

3. Strategic Themes

Strategic Themes (P.R.I.D.E)

As a result of the stakeholder analysis and discussions at the offsite meeting, key themes emerged. These themes focused the effort of the internal BPD Strategic Planning Team and led to strategic planning goals, objectives and action plans. The key themes are represented as follows:

- **Partnering**
- **Resources**
- **Improvements**
- **Development**
- **Engage**



Partnering

The Bedford Police Department exists within a broader envelope of partners and stakeholder organizations. We must continue to develop networks and build alliances, engaging in cross-functional activities where it makes sense. The BPD will continue to collaborate across boundaries and find common ground with a widening range of stakeholders at the local, state and national level and use our contacts to build and strengthen internal bases of support.

Resources

The Bedford Police Department is dedicated to improving and updating law enforcement equipment and resources in order to ensure officer safety and provide the highest quality services to the citizens of our community. The police department must allocate resources annually to advance technology and communications capabilities. Continued improvements and financial resources should be explored / earmarked for updated equipment and training for Taser's, firearms, and vehicle fleet expansion. Additional resources should be allocated to implement a patrol K-9 team to be utilized on a tactical shift pending town approval and available funding.

Improvements

The Police Department is committed to improve the quality of life for the citizens of the community. The police department will continue collaborate with the Department of Public Works and other town departments to make assessments ensuring traffic safety concerns are addressed. The agency will work to acquire additional personnel and traffic safety equipment and strategically deploy resources to minimize adverse impact on our community.

Develop

The Bedford Police Department is committed to allocating necessary resources in order to ensure our officers continue to enhance their technical and tactical proficiencies related to their specific job tasks. The department is committed to supporting personal and professional career development of its employees to include; technical skills enhancement and leadership development training and will seek to implement a more formalized leadership and career development program.

Engage

The Bedford Police Department is committed to be more pro-active in engaging with the various stakeholders of the agency to include; the community, other law enforcement agencies and local government and school organizations. The department will strive to allocate specific resources to improve upon existing and new pro-active community outreach initiatives. Through various communication mediums such as; social media, department website, personal community contact, inter-agency networking and host training initiatives, the BPD will strive to be an organizational leader in order to engage our community and law enforcement partners for the purposes of continuing to make Bedford a safe and friendly place to work and live.

4. Goals and Objectives (3-5 year)

The following goals are focused around the key strategic themes of the BPD. While efforts were already in progress related to these goals, this will serve as a reprioritization for the next 3-5 years.

Personnel Goal; Improve the personnel readiness of the BPD. The Bedford Police Department is committed to allocating necessary resources in order to ensure our officers continue to enhance their technical and tactical proficiencies related to their specific job tasks.

Related Objectives;

P1 – Expand Staff levels

P2 – Increase the training and education of the BPD officers and staff

P3 – Document individual and departmental job responsibilities

Resource & Equipment Goal; Obtain resources to improve BPD’s readiness and performance. The Bedford Police Department is dedicated to improving and updating law enforcement equipment and resources in order to ensure officer safety and provide the highest quality services to the citizens of our community. The police department must allocate resources annually to advance technology and communications capabilities. Continued improvements and financial resources should be earmarked for updated equipment and training for Tasers, firearms, and vehicle fleet expansion. Additional resources should be allocated to implement a patrol K9 team to be utilized on a tactical shift pending town approval and available funding.

Related Objectives;

R1 – Gain a K9 Unit for BPD

R2 – Create an equipment replacement program to stay in compliance with safety requirements

R3 – Procure and train officers on Taser use

R4 – Upgrade communication and computer equipment as resources become available

Traffic Control and Easement Goal; Strengthen the BPD Infrastructure to better support and enforce traffic control in the Bedford Community. The Police Department is committed to improve the quality of life for the citizens of the community. The police department will continue collaborate with the Department of Public Works to make assessments ensuring traffic safety concerns are addressed. The agency will work to acquire additional personnel and traffic safety equipment and strategically deploy resources to minimize adverse impact on our community.

Related Objectives;

T1 – Increase traffic officers

T2 – Collect and analyze traffic accident statistics to improve traffic safety.

T3 – Assess and procure equipment to improve traffic control.

T4 – Work with DPW to find ways to reduce traffic volume

Professional Development and Performance Management Goal; Improve the professionalism and performance of the BPD Officers and Staff through training and human resource initiatives. The department is committed to supporting personal and professional career development of its employees to include; technical skills enhancement and leadership development training and we will seek to implement a more formalized leadership and career development program. It is important to continue to celebrate the fine work of the men and women of the BPD on a regular basis and the agency shall seek to enhance the current employee recognition system.

- D1 – Implement an improved evaluation system for BPD Officers and staff.
- D2 – Implement a peer evaluation form.
- D3 – Increase communication amongst officers and supervisors
- D4 – Increase the leadership and professional training of the BPD Officers and Staff.
- D5 – Leadership Steering Committee / Command Climate Assessment (annual)
- D6 – Implement the IDROP as a problem solving / communication tool
- D7 – Individual Development Plan (IDP)
- D8 – Leadership Framework
- D9 – Employee awards and recognitions

Community Outreach and Services Goal; Increase the amount and quality of services and interactions between the BPD and the community. The Bedford Police Department is committed to be more proactive in engaging with the various stakeholders of the agency to include; the community, other law enforcement agencies and local government and school organizations. The department will strive to allocate specific resources to improve upon existing and new proactive community outreach initiatives. Through various communication mediums such as; social media, department website, personal community contact, inter-agency networking and host training initiatives, the BPD will strive to be an organizational leader in order to engage our community and law enforcement partners for the purposes of continuing to make Bedford a safe and friendly place to work and live.

- C1 – Create a line item budget and new position related to community outreach
- C2 – Reach out for increased community partnerships.
- C3 – TV Event postings.
- C4 – Continue to expand the use of social media