

Hooksett, New Hampshire Police Department



Strategic Plan 2013

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Overview

November 2012

This document reflects the work of the Hooksett Police Department (HPD) Strategic Planning Committee. The committee, comprised of a cross representative group of employees from the HPD, worked with the Public Safety Strategies Group to create the plan to act as blueprint for future operations.

The creation of a strategic plan was a recommendation of the HPD audit conducted in 2011. Embracing the process, the committee reflected on the findings and recommendations of the audit as means to ensure that the HPD addressed gaps in areas such as training, deployment, and community engagement in the future.

Most importantly resulting from the strategic planning process is a mission, vision, and values along with goals, objectives and strategies developed and endorsed by its employees.

Strategic Planning Committee Members

Acting Chief, Captain Jon Daigle

Lieutenant Michael Labrecque

Sergeant Jake Robie

Communications Supervisor Cindy Fowler

Acting Administrative Coordinator Jessie Ulliani

Officer Brian Williams

Officer Caitlin Rebe

Officer Michael Zappala

Mission

The Hooksett Police Department is a progressive agency with a mission to provide transparent, professional, and ethical services while building and fostering partnerships with the community to ensure safety and enhance the quality of life in Hooksett.



Vision

The vision of the Hooksett Police Department is to create a unified environment in which employees are proud to work and encouraged to communicate openly, while fostering cooperation and respect among all divisions within our organization and the community we serve.

The Hooksett Police Department strives to:

- Recruit, hire, train, support, and retain quality personnel while maintaining high morale by providing the employees with opportunities for growth and development
- Be a community-based agency that builds and fosters partnerships with residents, organizations and local businesses
- Be an agency respected among the law enforcement community
- Reflect modern, quality, law enforcement concepts and technology while involving all members to improve in areas of administration and operations on a continual basis

The members of the Hooksett Police Department will achieve this vision through the hard work, commitment and leadership of department members.



Values

- Recognition** Acknowledge the accomplishments of the department members, as well as having the respect of the Town of Hooksett, and the law enforcement community as a professional and progressive law enforcement agency.
- Excellence** Achieve high standards of performance in all aspects of our work.
- Service** Engage in community-based programs and contemporary policing while exceeding the public's expectations.
- Pride** Believe in the social value of our work, and derive personal and professional satisfaction from the performance of our duties.
- Ethics** Conform to the highest standards while acting with integrity and morality.
- Compassion** Treat those we encounter with sincerity and humanity.
- Teamwork** Unite and build trust within our agency to serve the Hooksett community.



Goals

The goals outlined below provide the Hooksett Police Department (HPD) the framework to move forward to achieve its mission, attain the vision and ensure its members work in a manner that reflects the values of the organization in the work they perform.

Goal 1 – Hooksett Will Be A Safe Community

Objective

Lower incidents of traffic crashes and related injuries

Strategies

Implement Data Driven Approaches to Crime and Traffic Safety (DDACTS)

One strategy is to employ the operational elements of DDACTS. DDACTS assumes a strong link between visibility, traffic enforcement, and a reduction in crime.

The DDACTS approach is applicable to Hooksett for many reasons. Hooksett has highly traveled roadways and a significant number of businesses clustered on its main thoroughfare as well as a commercial district in the West side of town.

Use of DDACTS addresses many issues including:

- Balancing increased demands for services and limited resources
- Competing priorities

Through research, police departments have determined the following:

- Crime and crashes frequently occur in similar locations in close proximity to each other
- Many crimes involve a motor vehicle
- Vehicle stops often lead to the identification and arrest of criminals

Increase patrols and enforcement at locations of significant crashes

- Identify high-crash locations
- Identify locations with high rates of speeding (purchase and use stealth stat technology)
- Identify other high-priority locations (i.e., stop sign violations, blocking intersections, etc.)
- Document pre-deployment data
- Deploy highly visible traffic patrols
- Consistently enforce traffic laws in the deployment area
- Apply for traffic enforcement grants

Educate and inform the driving public

- Plan the use of the speed trailer in strategic locations
- Launch media campaigns around specialized enforcement times endorsed by the National Highway Traffic Safety Administration
- Launch media campaigns on issues such as speeding, impaired driving, texting while driving and other behaviors that lead to traffic crashes
- Host an annual Bicycle Rodeo
- Providing child safety seat checks
- Conduct informational talks at community and civic organizations



Increase officer training

- Provide training for officers in areas such as Looking Beyond the Traffic Ticket and Road Side Interviewing
- Provide training of officers in Standardized Field Sobriety Tests, use of the Intoxilyzer and courtroom testimony to support the conviction of those driving while impaired
- Enhance field training to support traffic enforcement

Objective

Lower crime rate and decrease economic loss for businesses and residents

Strategies

Use DDACTS to identify high crime areas

- Identify high crime locations
- Identify other high priority locations (i.e. residential areas large retail stores and grocery stores)
- Document pre-deployment data
- Deploy highly visible traffic patrols
- Identify crimes and apprehend criminals

Use media and education to inform the public of incidents of crime

- Media campaigns on issues such as protection from burglary, theft from vehicles, identity theft, crimes against the elderly , scams and other related incidents

Use Specialized Deployment and Partnerships for High Risk Locations

- Educate merchants in high retail crime areas
- Use Neighborhood Watch groups to raise awareness of crime and safety issues
- Train and deploy bicycle patrols.
- Train a detective as a crime prevention officer

In addition to DDACTS, the HPD will increase its presence at stores and other locations of crimes such as shoplifting. Working collaboratively with loss prevention, the HPD will conduct location specific high visibility patrols as a means to increase the perception of safety for customers as well as deter crimes. As part of this strategy and in keeping with the vision of the department to promote partnerships, the HPD will continue to meet with loss prevention personnel from the various businesses in the community.

As funding permits, the HPD will incorporate bicycle patrols into its deployment strategies.

As it continues to reach full staffing, the HPD will implement creative deployment strategies that make efficient use of personnel and other resources to address traffic safety and crime.

Measures

- Use DDACTS to review specific reasons for and locations of crashes resulting in injury over the twelve-month period the HPD employed the strategies and compare with the prior three years
- Use DDACTS to review specific reasons for and locations of specific crimes over the twelve-month period the HPD employed and compare with the prior three years
- Increase traffic citations by 15% in 2013
- Increase DUI arrests by 15% in 2013



Goal 2 – The Hooksett Police Department will Ensure Employees are Highly Proficient

Objective

Increase the number of specialized training hours for all employees.

Strategies

Use the career development form to capture the career goals of employees.

- Issue the form to employees and have employees reference their training files and the training protocol to evaluate training goals
- Employee will generate a desired training plan

Match employee goals with the mission, vision and values of the HPD.

- Supervisors will review with each employee their goals, the department goals and appropriate training course to reach the goals

Host training that meets employee and department goals.

- Each bureau will identify appropriate classes and coordinate with vendors and instructors to host the classes in the HPD training room

Measures

- All sworn employees receive 40 hours of specialized training each year
- All non sworn employees receive 24 hours of specialized training
- Hooksett hosts a minimum of four classes per year



Goal 3 – The Hooksett Police Department will Hire, Train, and Retain the Most Qualified Individuals For Employment

Objective

HPD will hire and retain qualified employees.

Strategies

Request a budget to support the incremental hiring of four additional officers.

- Additional hires will bring patrol to the levels funded in previous budgets
- Increase numbers of patrol officers will allow the HPD to support specialized deployment

Use an internal oral board process for recruit interviews.

- Well-trained HPD employees knowledgeable of the mission, vision, values, goals and objectives of the HPD will ensure new employees fit the needs of the department
- The HPD will ensure that new employees have the highest level of integrity, values, and ethics

Conduct comprehensive background investigations as required of all new employees.

Provide intensive socialization, orientation, and training for new employees.

Measures

- All new hires successfully complete their probationary period
- All employees remain at HPD throughout their career, unless moving to a larger agency that provides advanced positions



Goal 4 – The Hooksett Police Department will Conduct Programs to Engage the Community

Objective

Create highly interactive and visible programs fostering the relationship between the police and community.

Strategies

HPD will continue to hold annual programs allowing members of the department and public to interact

- Hold an annual safety day in partnership with the fire department
- Participate in an annual charity softball game with the fire department
- Set up HPD staffed displays at the annual Old Home Day
- Coordinate an annual school wide safety poster contest
- Participate in back to school shopping with students
- Support holiday fundraising and distribution of food to families in need
- Enroll cadets in the mini academy at Police Standards and Training
- Continue to provide the Are You Okay? program
- Continue to provide Operation Safe Return
- Continue to provide the Vial of Life program
- Continue to provide the bicycle registration
- During the next year, HPD plans to continue with these programs, expand the level of outreach and will investigate launching the following new concepts
- Continue with the Rape Aggression Defense (RAD) programming to offer classes for women, children, men and seniors
- Continue to provide tours of the department to community groups
- Continue to offer car seat checks to community members





HPD will institute new programs creating stronger partnerships with community members

- Create trading cards for employees to foster relationships between the police department and youth members of the community
- Develop a Citizens Police Academy allowing community members the opportunity to learn more about the activities of the police department
- Develop an intern / volunteer program to provide individuals the opportunity to assist with police department operations while learning more about careers at police departments
- Expand school based programming to incorporate officer / employee involvement in youth sports and other recreational activities
- Develop and sustain an animal control program
- Implement a ride along program
- Implement a database allowing community members to register electronic equipment
- Launch a Facebook page to tie into the website
- Launch Nixle for community notifications

Measures

- Conduct an annual community satisfaction survey to gauge community satisfaction
- Increase the number of outreach programs offered by 10%
- Increase the number of program participants in department offered classes by 10%
- Annual programs continue
- Number of web hits



Goal 5 – The Hooksett Police Department will equip employees with modern equipment and use technology to enhance operations.

Objective

Create a technology rich agency that has the proper amount of modern equipment and technology to provide a high level of community service and allows the HPD to streamline operations to increase community services and the level of safety in Hooksett.

Strategies

HPD will continue to make investments in public safety by upgrading equipment.

- Purchase new cruisers on a routine cycle and integrate SUV's as needed
- Upgrade the in-car camera system allowing for enhanced video capture, wireless downloading and improved storage
- Upgrade monitors, printers and fax machine in communications
- Purchase another SPOTS terminal
- Upgrade mobile data terminals, with consideration of tablets
- Purchase a new CAD / RMS system (or upgrade if vendor makes appropriate upgrades)
- Continue with radio upgrades
- Ensure all hand held cameras and recording devices are up to date
- Purchase a “stealth stat” system for collecting and analyzing traffic information
- Purchase mountain bikes allowing for park and ride deployment

Measures

- Number of technology upgrades completed

