

Holliston Police Department



Five Year Strategic Plan 2012-2017

“A foundation for the future of our organization”

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Dear Community Member,

In June of 2011 the Holliston Police Department made the decision to establish a formalized vision of where it stood in the community, how it wanted to alter the way it conducted business, and where it wanted to go in the future in terms of insuring public safety for all residents and visitors to this Town. With these broad goals in mind I enlisted the assistance of two of our most perceptive and intelligent officers to devise a plan of action to collect data from diverse sources, analyze all information presented to us with businesslike precision, and assemble a set of long term objectives for this department that would be endorsed by the public, ratified by public officials, and executed by our personnel in a professional manner.

When we speak of addressing our procedures and priorities both now and in the future we talk in terms of a strategic plan. This is the roadmap that we build and faithfully follow. In order to stay on this course we must have the support of three distinct yet connected groups. First, the public must trust and support our vision going forward. We are a critical part of their sense of security and peace of mind, and their confidence in our ability to guarantee those core concerns is essential. Secondly, our town officials must have a feeling of inclusion and collaboration with our Department's public safety mission. Town government is successful when all departments work in concert for the betterment of the residents, and a strategic plan that involved officials buy into is an element of that success. Lastly, our officers need to accept and willingly participate in the established direction of the department. A positive attitude, a sense of service to the community, and an ever present professional demeanor are what is expected of police officers, and it's what insures that level of trust that is necessary for our success throughout the town.

The mechanisms to bring the opinions of the public, town officials and leaders, and our officers to the forefront in regards to the future of this department were a combination of surveys, questionnaires, open dialogues, and commentary periods. A comprehensive public survey was made available to all residents in a variety of formats. The response was impressive and statistically higher in sheer numbers than was originally expected. A stakeholders meeting was held for officials, leaders, and the media that are connected to this Town. During this meeting results of the public survey were discussed and lines of communication between our department and all others with an interest in Holliston were completely open and uninhibited. Our Officers completed an internal survey, had a follow up questionnaire based on the survey results, and then participated in roll call discussions specific to the future of this department's role in the community.

The results of the extensive study put forth to the public and town officials were that our department should center our efforts in four main areas of concern and interest to these groups. Traffic Enforcement, Juvenile Issues, Community Affairs, and Crime Prevention were the predominant issues emanating from these stakeholders in what they responded to, what they commented on, and what those chose to discuss in open forums. Strategic Team Leaders were assigned to each of these areas based upon their expertise, and what follows is a systematic plan

for our department identifying goals, preparing a plan of action, establishing a timeline, appropriating a budget, and accomplishing all required tasks in order to achieve those goals. In terms of our internal survey results relative to our personnel, issues of teamwork and communications were the consistent themes being brought to the attention of supervisors and administrators. The Strategic Plan is drafted in a way to address these areas as well because our officers need to feel that their issues are being validated and dealt with so as to make them better facilitators of change that positively affects the public. This plan may seem regimented, but yet it will be flexible enough to insure constant review and updating so as to keep our focus on the overall objective of fortifying public safety with community involvement at both the resident neighborhood level and at the official bureaucratic level as well.

Law enforcement today is a service industry that the public expects to be adaptable to the wide variety of what specific communities encounter and seek assistance with on a daily basis. As an organization our department has matured and transitioned with the community we serve. We must continue with that mindset yet always be cognizant that if there is room for improvement we are professional enough to move in that direction. This Strategic Plan puts into action that initiative, accepts any challenges that we may come upon, and perseveres to be successful for both our reputation in the community as the guardian of public safety, and in turn, the community as a whole. In the end our purpose is simply to make Holliston the safest and most enjoyable place to live, raise a family, work, or visit. As this Strategic Plan is implemented we are very confident that this purpose will be fulfilled.

Thank you for the opportunity that this community has entrusted us with, and we look to a bright and productive future working together.

John J. Moore

John J. Moore
Chief of Police
Holliston Police Department

Department Mission Statement

The Mission of the Holliston Police Department is to achieve effective, efficient, and professional policing in partnership with the community, helping to secure a safe and just community in which human rights and responsibilities are properly respected and balanced.

Statement of Professional Values

We, as members of the Holliston Police Department, are responsible for protecting lives and property. We serve with professional pride and want the inhabitants of the Town of Holliston to share in this pride. The Law Enforcement profession is difficult and demands dedication far beyond most other professions. For this reason, we ascribe to the following personal traits and values to be the foundation of our commitment to public service, safety, and security.

Integrity: Integrity is the cornerstone of our profession. It is being honest, open, and fair in the performance of our duties. It is being responsible for our actions, willing to admit mistakes, and ensuring that our behavior is above reproach; thereby fostering confidence, respect, and trust.

Professionalism: Professionalism is the premise upon which we perform our duties. It is having a defined sense of commitment, perspective, and direction in serving the public. It is striving for perfection, quality, and excellence in our commitment to public service. It is being accountable for our actions.

Loyalty: Loyalty is our commitment to the people of this town. It is ensuring we fulfill the trust placed upon us by the citizens. It is our commitment to this Department, its mission, principals, and philosophies. It is our commitment to each other and the fostering of an unbiased, nonjudgmental, work environment.

Pride: Pride is the attitude we display toward our chosen profession. It is striving to achieve in the face of adversity. It is the manner of our dress and the very way we announce our association with this department. It is the way we perform our duties with devotion and dedication.

Introduction

June 2011

The Town of Holliston has been successful in creating a strong, healthy community that is well respected within Middlesex County. The Town has been successful in addressing community issues as they have arisen and in anticipating the needs of the community. The Board of Selectmen, Town Manager and Town staff feel that they are well connected with the community and are in touch with the major issues and concerns of the citizens and that the Town is taking positive and proactive measures to address those issues. The Town leadership is interested in learning more about the needs, desires and dreams of the residents of Holliston. In an effort to achieve this end, the Police Chief has initiated a strategic planning process for his Department.

The Holliston Police Department is a progressive law enforcement agency that continually seeks to meet the challenges of serving and protecting the residents and visitors of a growing community. To help meet those challenges in an effective and efficient manner, the Department practices the philosophy of proactive strategic planning. This planning process has three integral parts associated with it. First, an internal survey of Department personnel will be conducted and analyzed. Secondly, a public survey will be distributed and results tabulated. Thirdly, the Department will host a community stakeholders meeting to discuss the results of each survey. All three of these parts of the strategic plan will be explained below in further detail.

Strategic planning is a dynamic process, which enables an organization to address immediate issues, examine trends, assess capabilities, re-examine its reason for existence, define a new sense of direction, and develop an action plan to put the new direction into effect. The goal of strategic planning is to have the stakeholders work collectively to identify the purpose and direction for the organization and to identify the issues and trends that may inhibit that vision, assess the resources and capabilities of the organization, and then develop an action plan to put the vision into effect.

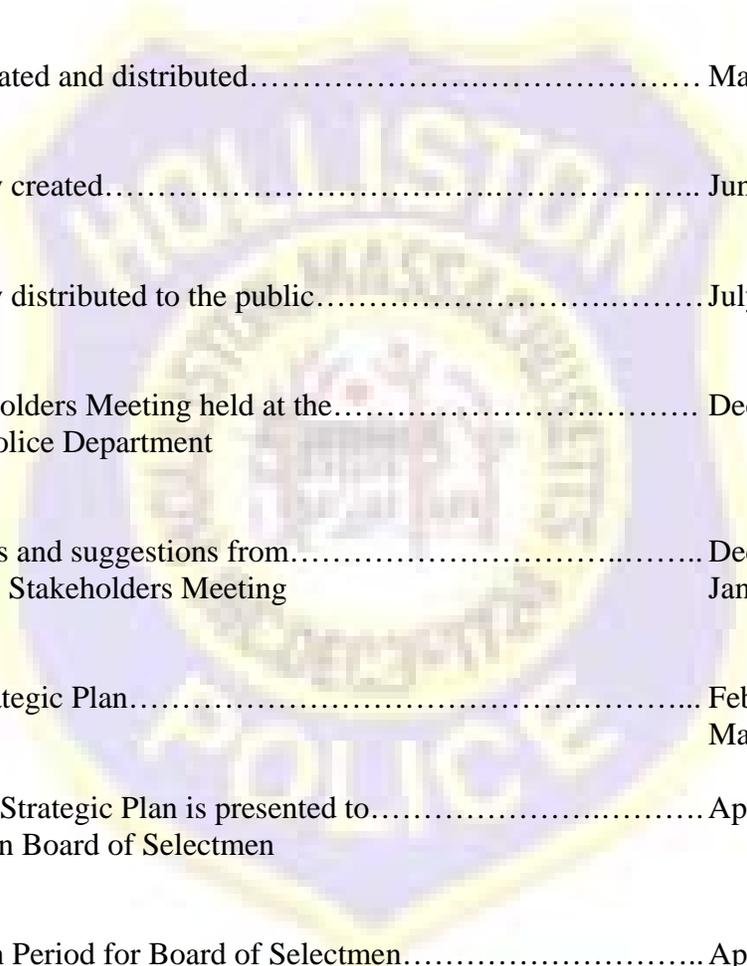
Strategic planning helps an organization align its goals, directed outcomes, and key success indicators, while at the same time serves as a reference point for budgetary prioritization of mission-critical initiatives. Strategic planning is the foundation of any organization. This plan is will not only serve as the foundation for how the Holliston Police Department will provide police services in the future, but also will serve as the department's vehicle for accomplishing needed change. It is highly appropriate to incorporate the Department's Vision, Mission, Values, and Strategic Goals into this plan.

The way in which the Holliston Police Department delivers services is founded on the Department's belief in Community Policing. The critical aspects of community oriented policing are problem solving, a focus on service delivery at the neighborhood level, and community partnerships. The purpose of the Strategic Plan will be to develop action plans based on areas of concern as expressed by Holliston residents. In addition, the Department would like to improve the functionality of the Department in general as well as improve the overall efficiency of the Holliston Police Department.

This plan is not designed to be put on a shelf and ignored throughout the year once the fiscal budget is approved. Rather, it is intended to serve as an operational guide that is updated as necessary to reflect the ever changing environments in which the department must operate. The members of the Holliston Police Department are committed to improving the quality of life for everyone in our community. This strategic plan serves as the roadmap to guide the department toward achieving its mission.



Strategic Plan Timeline



John J. Moore appointed as new Chief of Police.....	February 23, 2011
Idea of a Five Year Strategic Plan is developed.....	April 2011
Internal Survey created and distributed.....	May 2011
Community Survey created.....	June 2011
Community Survey distributed to the public.....	July – Nov. 2011
Community Stakeholders Meeting held at the..... Holliston Police Department	December 8, 2011
Gathered comments and suggestions from..... Community Stakeholders Meeting	December 2011- January 31, 2012
Drafting of the Strategic Plan.....	February 1, 2012- March 31, 2012
Presentation of the Strategic Plan is presented to..... the Holliston Board of Selectmen	April 1, 2012
Review & Revision Period for Board of Selectmen.....	April 1, 2012 – May 1, 2012
Final Revision & Drafting of Strategic Plan.....	May 1, 2012 – June 30, 2012
Implementation of the 5 year Strategic Plan for..... Holliston Police Department	July 1, 2012

The Elements of a Strategic Plan

Internal Survey



Public Survey

Community Stakeholders Meeting

Part 1: Internal Survey

Internal Survey Analysis

An integral part of any strategic plan for a law enforcement agency is the assessment of the opinions expressed by the personnel as to the structure and operation of the organization. The developers of the strategic plan have to in essence take the “pulse” of those that carry out the mission of the department. With the recent change in leadership of the department we felt the timing was right to gage where the rank and file thought the department was, and where they thought it should head given this new opportunity for change. Based on the foregoing an Internal Survey was issued to all department members. Completion of the survey was voluntary and anonymous in an effort to elicit complete candor from those respondents. The survey was specifically designed to address the following subject matters that are considered crucial to the effective operation of a police department;

Teamwork

Communication

Morale & Motivation

Citizen & Town Government Support

The Surveys were turned in to the Administration with an 85% return rate. Based on the results of the survey a follow up questionnaire was issued and those results were tabulated and analyzed as well.

The following is a description of what was found, and what needs to be addressed with suggestions as to how that will be done. It should be noted that nothing was discounted or removed from this analysis, whether it was found to be positive or negative. Additionally, it should be stated that the developers and drafters of this strategic plan believe that these results and the analysis there from are indicative of law enforcement agencies due to a high stress environment, precipitated by long hours, shift work, difficult tasked assignments and calls, frustrating processes and results, and a somewhat unsupported profession at times in the minds of those that do this work.

Focus Area #1: Teamwork

A little more than half the respondents (53%) cited a lack of teamwork within the department. This was mainly attributable, as was explained in the questionnaire, to shift work, differences in priorities, and possible over specialization of tasks. This is a seniority based department as per the Collective Bargaining Agreement (no shift bidding) where the older officers are on days and the younger officers are on nights. Priorities and motivations of officers seem to be consistent within shifts, and different from shift to shift. In addition, this has traditionally been a department where officers ride alone, work the desk alone, or conduct investigations alone. These factors of

seniority shift alignment and a lone officer mentality has a negative affect on the critical element of teamwork. The ability to work as one unit comes together naturally in a major incident, but it needs to be more present in the day to day functions of the department.

The Administration should foster a climate of teamwork. Scheduling and staffing have to be adjusted from time to time in order to allow shift lines to be crossed in the spirit of developing a multitude of working relationships. The Chief and Lieutenant need to continue their efforts to both offer and train officers in specialties, but also to cross training officers that don't work together. Lastly, efforts should be sustained to move quickly, fairly, and efficiently on promotion opportunities so that officers will look to the future as a rewarding challenge rather than a retirement package.

The Supervisors share that same responsibility to encourage officers to work together. Shift rivalries should be frowned upon, and Sergeants should take every opportunity for team building that is presented. There is certainly no prohibition against supervisors involving themselves in the whole picture at the department and making suggestions for how officers can work and be successful as a group.

Individual officers should always take advantage of the benefits that can be cultivated from teamwork. They should not wait until a major incident to then learn to work together, as that may play out to be too late. This department has a multitude of talent in many areas. The key will be to have these officers recognize the variety of abilities available and utilize it to the advantage of the department and correspondingly the Town.

Focus Area #2: Communication

The internal survey disclosed that 71% of the respondents felt that communications between shifts was not adequate. This issue of communications is closely tied to the teamwork element discussed above, where there appears to be a divide between shifts. This aspect of the department needs to be vastly improved to ensure that our public safety mission is accomplished on a daily basis. Information is the lifeblood of a law enforcement agency and the only way to productively digest and use that information is through communication. Without complete communication the value of the information gathered is greatly reduced, functionality is diminished, and safety may be compromised.

In order to address the communication deficiency the Administration has and will continue to stress to the department both the technological communication function (emails, proper log entries, comprehensive and timely report writing) and the human element to communication which involves face to face pass on of information, telephone contacts, and complete follow through of information sharing regardless of the end of the shift.

Supervisors are key players in the communication facet of the department. They need to be prepared to receive, and demand that they receive any and all relevant information that may affect the operation of their shift. They need to set an example to their officers of efficient and effective control of the shift by way of adequate information and communication taking place on a consistent basis.

Officers need to know that more information is good information. They should assume the responsibility of communicating all pertinent information on their cases to all that may become involved at a later date no matter how remotely.

Focus Area #3: Morale & Motivation

Morale and Motivation have a direct correlation in the mindset of police officers as it does in minds of employees over a wide range of professions; But due to the immense responsibilities entrusted to police officers in terms of public safety it is all that more important that their morale stays high and their motivation to carry out their mandate is kept at a high level as well. If the officer suffers from low morale he or she will not be motivated, and vice versa. Seventy-one (71) % of the respondents said that department morale needed to be improved, and ninety-four (94) % of the officers answered that they are only “moderately” motivated to work.

When this opinion of low morale is peeled back to expose the basis for this conclusion one finds dissatisfaction with management holding officers accountable for their duties, the free reign of what would be termed “toxic” employees, and the stagnation of officers careers due to lack of training, specialization, and promotions.

The Administration can and will take action to address these legitimate concerns. All officers are responsible for doing their job and completing it in a competent and timely manner. The job remains the same, and seniority or preferences have no place in an organization where the job must be done right the first time. The Administration is committed to insuring this environment and has taken concrete and noticeable steps to make sure it happens without delay.

So called “toxic” employees need to be “called out” for lack of a better term. No officer is asked to not voice his or her opinion, and they are encouraged to do so on a regular basis. However; officers that spread rumors or hearsay need to be addressed both by management and those who work with them. Direct communication is the best means to address the toxic element, and the Administration intends to foster that climate.

Stagnation of an officer’s career has an enormous effect on his or her morale and motivation. Sometimes this is unavoidable due the size of the department and its budget. The Administration is committed to taking an individual interest in each officer’s career so as to provide opportunities for advanced training and specialization. As long as an officer has shown merit in their work and can justify the need and or use for the department in the specific training or specialization, the Administration will work towards making it financially feasible.

Focus Area #4: Citizen & Town Government Support

Officers responded very positively when asked about how they rated the support they receive from residents and Town Government. They were unanimous (100%) in favor of the backing they feel they receive from those two entities. Along these same lines ninety-four (94) % of those responding thought they provide quality service to the residents, and that they are more proactive rather than reactive when carried out their patrol functions. Lastly, officers overwhelmingly

(88%) felt that they had an obligation to “look beyond the call” out of an obligation to those that were requesting the service.

With these numbers the issue of support does not need to be addressed in any specific manner, but this department needs to maintain that level of support through quality, prompt, and complete delivery of police services.

Conclusion

What has been listed above are both the negative and positive aspects of the Internal Survey that was distributed to the rank and file of the department in the spring of 2011. It is the belief of the present administration that all areas displaying a need for improvement have been addressed, and will continue to be addressed. Much is demanded of the present day police officer, and those that supervise and manage this professional should make a concerted effort to provide the proper environment and support for the officers under their command to succeed in their mission.



Part 2: Community Survey

In June 2011, representatives from the Holliston Police Department began the process of creating a 5 year strategic plan for the Department. The first step in creating the strategic plan was the gathering of information.

From the beginning of the strategic planning process, Chief Moore felt it was important to obtain feedback from Holliston's employees and citizens when determining where planning efforts would be directed. This goal was approached from two angles. First, the department itself was asked several questions in an internal survey. Members of the Department were asked to give their opinions about things that were being doing well, issues that could be improved, and asked for suggestions about future efforts. Secondly, an online survey was used to gather information from Holliston residents. The survey asked questions that help to identify where they thought the department should focus its efforts, resources, and personnel over the next five years. A link to the survey was posted on the Department's website.

The goal has always been that the Strategic Plan was to remain a living document. The Administration of the Department will return to this plan on a regular basis to update the progress of each strategy. As the Holliston Police Department works on these strategies, necessary changes may be developed. Timetables may need to be extended or strategies may need to be changed periodically.

The community survey consisted of 16 questions and was distributed online and throughout local businesses in Holliston. The Department collected over 900 completed surveys between the July to November 2011. Of those 900+ respondents, nearly 95% were satisfied or very satisfied with the appearance of the Holliston Police Department. Similarly, over 90% of the respondents stated that they were satisfied or very satisfied with the visibility of the Department in the neighborhoods.

When asked what the top three most important services that the Holliston Police Department will be able to offer in the future, residents responded by stating crime prevention services, the reduction of underage drinking, and enhancement of youth programs. When asked what the three most important factors were when considering improvements to the departments, respondents stated that hiring new police officers, improving relations with minority groups, and training our police officers were of the most important.

After tallying the information and results from the collected surveys, four focus areas were determined to be of most concern to the residents of Holliston. The responses, comments, and suggestions all fell within one of these four categories. Having that in mind, the Strategic Plan was organized to address each of the four focus areas and develop action plans for each issue raised. These action plans will allow the Department to consult the best practices and other law enforcement agencies to work toward the goal of a more cohesive and professionally run law enforcement organization.

The four focus areas determined as a result of the community survey are as follows. Each focus area was assigned a “team leader” to address, organize, and monitor the issues and strategies within each area.

- | | |
|-------------------------------|---|
| 1) Traffic Enforcement | Team Leader Sergeant George Leurini |
| 2) Juvenile Issues | Team Leader Detective David Gatchell |
| 3) Community Affairs | Team Leader Officer Bryan DiGiorgio |
| 4) Crime Prevention | Team Leader Officer Matthew Stone |

The following is a description of what was found, and what needs to be addressed with suggestions as to how that will be done. It should be noted that nothing was discounted or removed from this analysis, whether it was found to be positive or negative.

Focus Area #1: Traffic Enforcement

The purpose of this Traffic Safety and Enforcement Strategy is to document a specific plan of action, as well as to identify the resources necessary to reduce the number and severity of traffic crashes. Additionally, we would like to increase the public's satisfaction with the traffic conditions in the Town of Holliston. The key objective will be to make the roadways of Holliston safer for our residents, bicyclist and pedestrians, thus increasing the quality of life in our community. The community survey and other key performance indicators have helped to measure the department’s goals and objectives in the coming years.

The community survey addressed three major issues involving traffic enforcement with the town of Holliston. The first issue involved the number of motor vehicle crashes that occur within the community. The second issues involved increasing the safety and security of pedestrian and bicycle traffic within town. Finally, the third issue is aimed at reducing the number impaired driving incidents that occur within town.

Sergeant Leurini was asked to address the three aforementioned issues and develop a workable plan for each. In reference to reducing motor vehicle crashes, Sergeant Leurini determined that the number of crashes involved a quality of life issue for the community and the motoring public. As a result, areas of high traffic crash numbers will be monitored closely, increased number of traffic citations and education will be conducted, and finally a concentration on drunk driving will be addressed. Sergeant Leurini plans to re-certify each officer in the use of radar and lidar training to ensure that all certifications are up to date and accurate. Additionally, he plans to re-certify each officer in crash analysis and field sobriety testing. By re-certifying officers in each of these areas, each will have the ability to enforce traffic laws effectively and efficiently. As a result, motor vehicle crashes will be reduced within the town limits. Sergeant Leurini plans on implementing the re-certification process to officers who are on-duty and during roll call periods. Additional funds and resources will be sought through the Executive Office of Public Safety and Security (EOPSS) by way of traffic enforcement grant monies.

The second issue of improving pedestrian and bicycle safety with the community will be done by targeting areas of greatest pedestrian and bicycle traffic. Specifically, “hot spots” in the downtown area and other places of high foot traffic areas will be inundated with patrol cruisers and high visibility traffic enforcement. Sergeant Leurini plans to conduct traffic analysis periodically to determine where the enforcement areas should be concentrated. A summary of his findings and suggestions on where patrol officers should be conducting enforcement efforts will be posted weekly in the roll call area. Additionally, safety education programs are going to be established for the community to teach motorists and residents about the dangers and responsibilities of driving safely. By teaching these community education classes, pedestrian and bicycle safety will be increased significantly. Sergeant Leurini plans to use grant money from the Highway Safety division of EOPSS to help support these efforts. In addition, the use of social media and department website will help educate the public about traffic safety within the community.

The third issue of reducing impaired driving will be addressed by the uniformed patrol division and will concentrate on a zero-tolerance policy for drunk driving. Sergeant Leurini has and continues to apply for state grant money that allow for saturated patrols during holiday and weekend shifts when impaired driving is at its peak. Similar to the methodology used for pedestrian and bicycle safety, Sergeant Leurini aims to organize high visibility traffic areas that will concentrate on the issue of impaired driving. This process will remain on going and monitored often.

In conclusion, the Traffic Safety and Enforcement Strategy is a combination of thoughts, ideas, opinions, facts, and circumstances that form a platform and a call to action. It should be used as an educational tool that is fluid and flexible to adapt to changing needs within the community. It is a plan of action for everyone to read and understand. The general public, residents, the Holliston police department, other Town departments, and the Board of Selectmen have requested action and this plan highlights the diagram for success. Saving lives, preventing injuries, and improving the quality of life within the community will be the driving force in our efforts.

Focus Area #2: Juvenile Issues

The community survey addressed several areas pertaining to juvenile offenses that included curbing drug abuse (illegal and prescription), underage drinking, and bullying, involving officers with juveniles at an earlier age, and overall improved communications with juveniles and those who deal with juveniles in town.

One issue identified to be improved; that would result in handling juvenile issues, in a more efficient and professional manner was the lack of knowledge regarding juvenile law and procedures for all officers of the department. Specific officers within the department would be designated as JPO's (*Juvenile Police Officers*) and be specifically trained in juvenile issues and cover all shifts. JPO's would relay laws, procedures, and scenarios during roll calls educating all members of the department. Funding would be handled through the training budget.

A lack of consistency, communication and intervention of juvenile issues is another problem that needs to be addressed. We would streamline solutions to issues effecting juveniles and their families and facilitate communications between organizations that deal with juveniles. The Holliston Police Department will create a Juvenile Division consisting of the SRO (*School Resource Officer*), JPO's, Court Prosecutor, and Domestic Affairs Officer. The Division will be overseen by a Sergeant to facilitate the solutions to these very important issues.

An issue that arises over and over is the juveniles loitering in the downtown area, especially on Friday afternoons during the school year. To prevent these young people from loitering in the areas the department has already been working with the Holliston Parks and Recreation Department to arrange affordable activities for the juveniles to participate in after school. The department would like to expand on this idea and create a Police Athletic League. Grants, fees, donations, and interdepartmental cooperation would help fund the league. Officers would participate and promote clean, healthy activities for the young people to participate in, not only during the Friday timeframe, but other times as well.

To provide the juvenile community with correct, up-to-date information, of why we do what we do, the police department would offer opportunities for juveniles to participate in hands on activities to educate them and form relationships with members of the police department. This will be accomplished in several ways including a Police Explorer Program, a Juvenile Police Academy, Police Summer Camp, School Internships (*presently being incorporated*), and/or school classrooms/assemblies. Grants, fees, donations, budget, or dues could all be used to fund these programs.

The issue of out of town juveniles, including 17 and 18 year old high school students, coming into town and breaking laws has always been an issue. The police department would welcome the opportunity to work with HY&FS (*Holliston Youth and Family Services*) to expand their well known Court Diversion Program. Other towns are not as fortunate to have such a program and the police department; in conjunction with HY&FS, would like to expand the program and include towns that feed into the Holliston Public School District. This would allow juveniles (*and high school students*) to receive consequences for poor choices; that would allow for criminal charges to be taken out against them, without labeling them a criminal for the rest of their lives. This program has been very successful in getting young people back on the right track. Monies needed to expand the program will be obtained by charging participating towns a fee to take part in the program. The police department would be a liaison between the police departments, courts, and HY&FS.

Lastly, but certainly not the least important, is the fact that there is relatively no SRO coverage at the Robert Adams Middle School. Most people know this is a critical age group in a juvenile's life and is also an important age group to build bonds with and assist young adolescents with their decision making processes. The Holliston Police Department would like to expand the SRO's coverage in this particular school to build these bonds and assist the young people with the many problems they encounter at this age group. This would not only benefit the juvenile but would also benefit the community by creating good, young, and responsible, decision makers. These bonds that are built at this level will carry throughout their high school careers and hopefully help reduce the number of negative instances that the police department deals with

regarding juveniles. Grants and department budget sharing could fund this position without decreasing the number of officers needed for patrol.

When this plan is completed, the police department and its members believe that the issues raised in the community survey would not only be addressed after the fact but would also provide a strong force to prevent a lot of issues from occurring before they become a problem. This would result because of the relationships and bonds that would be built between the juveniles and members of the department and the communication between all the departments that are tasked with caring for the juveniles in town.

Focus Area #3: Community Affairs

Community relations are a vital component to successful policing. This component can educate, develop relationships and have a positive impact on reducing crime. To have a successful relationship with the community it involves having professional and educated officers. The communities' feedback consisted of four major community issues. These issues included business and residential visibility, officer's involvement in community events, quality of police service and participation with the Holliston Business community.

The Holliston Police plan to address business and residential visibility with the deployment of police officers on a daily basis to its business and residential communities. The officers will provide businesses with a contact worksheet. This worksheet will gather emergency contact information in the case of an emergency or issue. Because of this encounter it may develop questions directed to the officer who will begin a better working relationship between the police and the business owners. Residential visibility is being addressed by increased patrols in neighborhoods, utilizing bike and cruiser patrol. Crime Prevention Officer Matthew Stone generated a program to offer free security assessments to local residents. The officer will acknowledge and make suggestions of potential security risks to the property.

Community events was another area of concern, residents suggested more community events involving the police both on and off duty. To address the issue of police in the community, the department has and will continue to participate in functions outside of normal police duties. Organized events include softball games, Toys for Tots and crime preventions programs initiatives like National Night Out and annual public safety days. The Holliston Police Department also continues to work with its senior citizens by providing an annual senior luncheon and Coffee with a Cop.

Continued feedback from residents on the quality of services provided is vital to keeping up excellent community relations. In order to provide solid police services and relationships with residents, we will continue to monitor our social network sites. Additionally, we will strive to provide a ten question survey available online through the police department's website. The questions will be geared towards enforcement concern and quality of service. The funding for this project will be made available through community policing grants. The purpose is to continue to evaluate and educate the residents of Holliston and keep the officers who serve them informed.

Focus Area #4: Crime Prevention

The fourth and final area of focus outlined within the Department's Strategic Plan is that of crime prevention. The survey results and subsequent conversations thereafter have revealed that preventing crime within Holliston is a top priority to a large percentage of residents. Officer Matthew Stone has been selected as the Crime Prevention officer for the Department and has received training specific to various strategies and theories used in modern day crime prevention efforts.

First and foremost, the Holliston Police Department will be looking to reduce the risk, opportunity, and desire to commit crime within the community. This will be accomplished by reducing the risk of victimization while increasing the risk of being caught committing crime. Additionally, the Department will aim to reduce the desire to commit crime within the community by increasing the value of being a positive contributor to society and will aim to reduce the opportunity for crimes to occur by active patrols, community interaction, and getting out of cruisers and speaking with the community on a regular basis. Specifically, members of the Holliston Police Department hope to become role models to the loitering youths and participate in PAL (Police Athletic Leagues) that are established by the Juvenile Affairs officer. Increased foot patrols of area beaches, parks, and playgrounds where a volume of loitering and mischief occurs will help prevent future incidents from occurring.

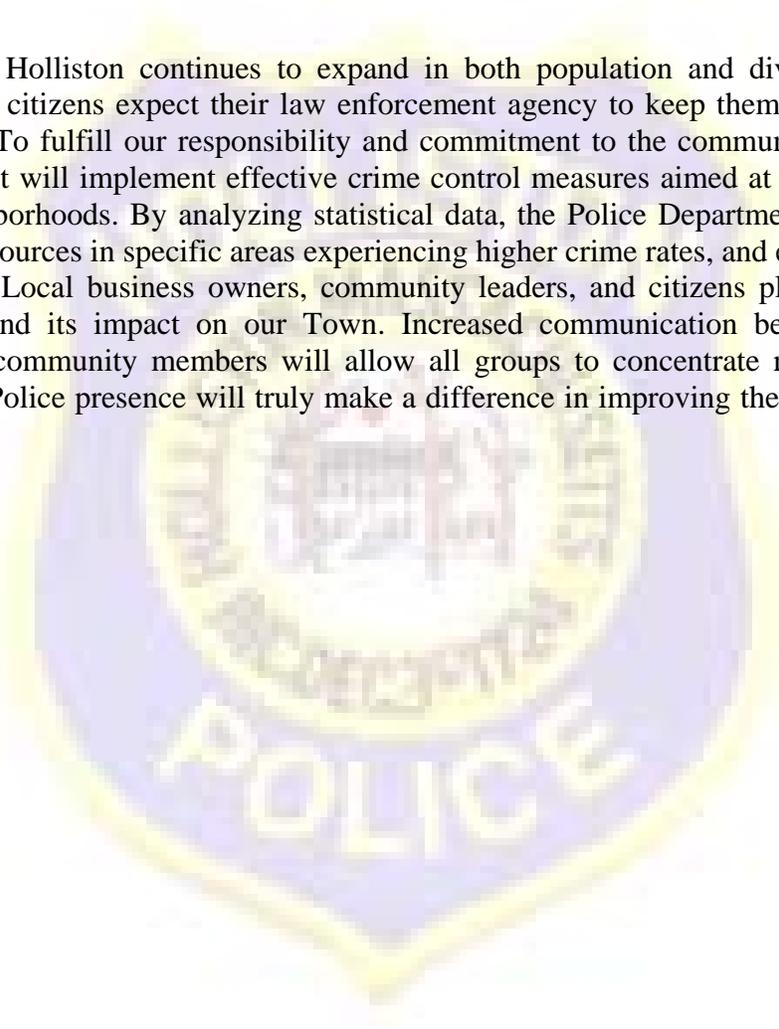
Secondly, the Department would like to do a better job of educating Holliston students about the risks and consequences of drug and alcohol use. We aim to reduce the false information that exists about prescription drug use, alcohol use, and their effects. This will be done by increasing the amount of uniformed police presence in all schools on a regular basis. By working with the juvenile affairs officers and/or School Resource Officer, there will be a better effort at coordinating with school health teachers to enhance the drug/alcohol curriculum starting in the younger grades at school. Rather than waiting for a drug or alcohol problem to begin in the high school years of school, the goal would be to prevent the number of cases that exist by educating the younger generation of students at a much younger age about the dangerous consequences of drug/alcohol use.

Thirdly, and arguably the most popular of Crime Prevention theories, is that of implementing the Crime Prevention Through Environmental Design (CPTED) method. The objective of the CPTED method is to target harden public and private areas within the community to reduce the opportunity for crime to occur. For example, Officer working a regular patrol shift will be trained, educated, and available to conduct residential and business security assessments. Officers on each shift would be available to assist business owners and homeowners make suggestions on physical changes and security measures to their properties in order to help reduce crime opportunities. This assessment would educate and inform business owners and homeowners on the current trends and defense mechanisms used for crime prevention.

Lastly, keeping the community educated about current crime trends and fraudulent scams taking place would significantly reduce the number of victims exposed to crime within the community. The objective here is to use social media, the police department website, and the creation of a community newsletter in order to keep residents informed and safe. Officer Stone is working on

a Police Department newsletter that would be distributed quarterly with current crime trends and statistics within the community. The strategy to accomplish this task would be to use the local media, newspapers, television channel, and town departments to spread the word of department capabilities and to educate on most current crime issues within the community. In addition to these efforts, a bi-weekly press conference would be held at the Holliston Police station by the Chief of Police to keep media sources updated on events and activity within the town of Holliston. The implementation of this bi-weekly communication piece would be printed and distributed to the local newspapers for print after each segment. We hope to utilize the Holliston Cable Access Television channel to provide short clips on crime prevention and police department news.

As the Town of Holliston continues to expand in both population and diversity, one thing remains constant; citizens expect their law enforcement agency to keep them safe as they lead their daily lives. To fulfill our responsibility and commitment to the community, the Holliston Police Department will implement effective crime control measures aimed at reducing crime in Holliston's neighborhoods. By analyzing statistical data, the Police Department can effectively concentrate its resources in specific areas experiencing higher crime rates, and even target known repeat offenders. Local business owners, community leaders, and citizens play a vital role in reducing crime and its impact on our Town. Increased communication between the Police Department and community members will allow all groups to concentrate resources in areas where increased Police presence will truly make a difference in improving the overall quality of life in Holliston.



Part 3: Community Stakeholders Meeting

On December 8, 2011, the Holliston Police Department hosted a Community Stakeholder's Meeting with members of the Holliston community. The meeting was held at the Holliston police station and was organized by Chief John Moore, Officer Bryan DiGiorgio, and Officer Matthew Stone. Various members of the Holliston community were invited to attend and included department head members, school administrators, youth & family service members, members of the district court, an assistant district attorney, State Representative Carolyn Dykema, local organizations, public officials, and other special interest groups.

The purpose of the Community Stakeholders Meeting was two-fold. First and foremost, it was designed to share information regarding the project and secondly to gather input from the community. The intent was to engage community members so that they could provide input to Chief Moore about the perceived strengths and concerns of these significant proposals. Chief Moore took the opportunity to present the findings of both the internal and community survey to the group.

At the conclusion of Chief Moore's presentation, a roundtable-type discussion began about how the strategic plan would be designed and implemented based on the findings of the survey. This dialogue between the community members provided the opportunity for the Department to work closely with the stakeholders in Holliston to define shared objectives, priorities, incentives, and strategies. The strengths of the Department were highlighted by many members of the audience and suggestions were made on areas where the Department could improve. Each comment and suggestion sparked conversation and provided invaluable insight to all present.

The Community Stakeholders Meeting lasted approximately 2 ½ hours. Each member in attendance was provided with notepads, paper, and a copy of Chief Moore's presentation. The meeting was concluded with an open forum of questions and answers that were directed toward Chief Moore and Officers DiGiorgio and Stone. The answers to each question covered the spectrum of from an administrative view to an operational view. Each Stakeholder was given the opportunity to complete a brief evaluation of the meeting and asked to leave their contact information so as to keep each member informed about future meetings and developments of the program. Both the verbal and written comments of the community stakeholders were taken into consideration in the final drafting of this Strategic Plan.

Conclusion: Monitoring and Moving Forward

What has been detailed above is a comprehensive roadmap for the Holliston Police Department over the next five years. However, for this plan to be successful it must be periodically assessed and modified as circumstances and situations dictate in the future. It is expected that, and this plan should be flexible enough to endure, changes to both the department and the community over that time period. These assessments have to take into account the opinions of the same stakeholders that provided the data and input that formed the core of the plan. The residents, community leaders, and the department personnel should be consulted on a scheduled basis through the life of the plan. In this way the responsibilities of those tasked with implementing and executing certain aspects of the plan will be more in tune with what is expected of them and the department, and accountability will be more defined and easier to attain. With all the foregoing in mind, this plan should be monitored continuously and assessed on a yearly basis, with the assessment being released publicly.

For the delivery of police services portion of the plan four areas of concentration were identified. As issues under each area are addressed, completed, or eliminated the Team Leader should document those events and keep the Administration informed so that decisions can be made regarding deployment, staffing, and funding, and appropriate members of the public and town government can be informed. If in fact other major areas of concentration are identified then that area(s) should be added, a Team Leader assigned, and the action plan developed. In sum, police services depend on demand at the time, and a plan on how to deliver them should be malleable enough to adjust to that demand. This is what we see in our Strategic Plan, and the public we service should be confident in our ability to carry out that mandate.

In terms of the internal issues that have been delineated, and those that might surface during the life of the plan, the administrators of the Holliston Police Department have to be committed to insuring that the workplace environment is one that promotes teamwork, facilitates communication, and promotes pride in this department and the community it serves. This is a perpetual duty that should take priority, and should never be neglected.

In conclusion, the drafters of this plan have envisioned a very good department becoming a great department by tapping into its considerable potential. A strategic plan that outlines a defined course is surely a measurable way of making this desired improvement. With the support of the community and town government, along with the dedication of all those at this department the objectives and goals of the plan are clearly obtainable.

Chief John J. Moore
Patrolman Brian Digiorgio
Patrolman Matthew Stone
July 1, 2012

Acknowledgements:

I would like to extend my thanks and gratitude to those that were instrumental in making this Strategic Plan a reality. Without their assistance, dedication, and ability to work as a team this would not have happened;

Lieutenant Shawn Moore for his review of the plan in its first draft form, and then his specific comments and suggestions regarding the Internal Survey analysis;

Sergeant George Leurini for his significant contribution to the Traffic Enforcement section of the Plan. His expertise, experience, and passion for motor vehicle law, road safety, and traffic enforcement proved invaluable in brainstorming and drafting the traffic element to the Plan;

Detective David Gatchell for his ideas and drafting of the Juvenile Issues section of the Plan. His experience and proven track record as a detective, juvenile officer, and School Resource Officer made him the obvious choice to develop where this department should concentrate its efforts over the next five years relative to juvenile issues;

Officer Bryan DiGiorgio for his contributions to the initial development of how this project would mine data in order to formulate a legitimate plan that this department could use as a roadmap to our future. His past experience with another police department and employment in the private sector added insight to the plan's perspective, and provided the substance to his contribution to the Community Affairs section of the Plan;

Officer Matthew Stone for his constant diligence in moving this project forward with innovative methods to garner all possible data and other information so as to produce the most professional plan possible for this department. He was the chief organizer, formatter, and drafter of the plan. His research, networking, and overall initiative are what brought this Plan to where it can be released to the public as the roadmap for our department over the next five years. In addition, Officer Stone, through his education and experience in crime prevention and community affairs, was able to be the chief architect of those sections of the Plan;

Officer David Hagan (Southborough Police Department) for his written and verbal advice at the inception of this project. His cerebral approach to this initiative, and the fact that he created a strategic plan for a similar size department, made him a true asset as a mentor to Officer DiGiorgio, Officer Stone, and me during the development of the vision that would carry this project to completion.

Chief John J. Moore
July 1, 2012