



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

Hudson Police 2023-2027 Strategic Plan

The Hudson Police Department 2023 Strategic Plan is designed to be an evolving and living document which is constantly reviewed, updated, and brought into line with the desires of the community. It is the culmination of a series of exercises all designed to ensure that the vision, mission, and objectives of the agency are successfully achieved. The plan ensures that the elements within this document are understood, supported, and reflects the expectations of the community from its police department. An outgrowth of this process is the enhanced ability to effectively manage resources, provide accountability through measured results and efficiently adjust to change. Successful planning requires the fortitude to change course when opportunities and community demands arise. Ultimately, it is the planning process itself that keeps the agency focused on what the organization wishes to accomplish and the best route to ensure success.

The strategic plan consists of three interrelated exercises:

- Citizen Survey:** The most recent community survey was completed in October of 2021. During this period, the overall positive approval rating for the department was an impressive 97 percent. This figure has remained consistently positive despite organizational anxiety regarding service demands being so high and officer time being so limited that it may manifest itself by a decrease in community approval. The Hudson Police are committed to work diligently to maintain this positive approval rating. The perceptions and desires of the community remained relatively static as it related to crime.
- SWOT Exercise:** Defining the **Strengths, Weaknesses, Opportunity, and Threats** from an internal perspective focuses upon the most defining element of an organization, the employees. The exercise attempts to gain insight from employees about their recommendations, suggestions for improvement and assessment of the management of the organization. It is designed to advance and ultimately determine what obstacles we face to achieve our collective goals.
- Fiscal Planning:** As diverse as ideas may be, funding will ultimately determine the level of services that the organization can provide. With a challenging economic period, innovation, the detection of grants and other funding mechanisms must be aggressively explored.

While this document articulates the goals that the agency plans to accomplish by the end of 2027 and allows a map to do so and/or assistance in evaluating progress towards these goals, it is truly viewed as a values document. These objectives are not just objectives but serve to remind the organization of what is important to us and where energy is needed to ensure we remain on the roadways that the strategic plan has created for the organization. It also evaluates the organization's success in achieving goals set in the previous year. Most importantly, it is designed to be an overview for the agency as a whole, allowing us all to work together developing strategies and objectives that support the plan. In the most basic sense, it is the roadmap for our future.

Methodology

While strategic plans change over the years to address emerging topics, the methodology remains constant. At the core of the Strategic Plan are a variety of steps; all designed to assist the organization in keeping “our eyes on the prize”. Each *objective* is discussed and a definition or an explanation of the objective is provided. A *performance indicator* will be articulated and defined so that we may measure the status of obtaining the objective, as will *target* dates by which we hope to accomplish the task. Most importantly, numerous *strategies* will be employed all designed to ensure success of the task at hand.

MISSION AND VALUE STATEMENT

Mission Statement

To provide professional police service in partnership with the community through mutual respect and cooperation.

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

Values Statement

A commitment to serve the community of Hudson as law enforcement professionals, we pledge to serve the Town of Hudson, New Hampshire, build trust, and confidence, and respond to community needs with:

- ***Integrity***-we interact with each other and the community we serve with honesty, dignity, and respect.
- ***Innovation***-we respond to the community's needs with vision and initiative, relying on both traditional and non-traditional problem-solving methods.
- ***Partnership***-we actively promote a spirit of teamwork and cooperation through open communication and the free exchange of ideas.
- ***Service***-we continuously develop our skills and talents to provide top quality, responsive, effective law enforcement services.
- ***Accountability***-we ensure judiciously management of human, financial, and physical resources.

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

OBJECTIVES

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

- ◆ Reduce the incidence of crime
- ◆ Ensure the Safety of Hudson Schools
- ◆ Maintain exceptional quality of service and customer satisfaction
- ◆ Increase availability of grants and alternative funding sources
- ◆ Enhance recruitment program
- ◆ Maintain CALEA accreditation
- ◆ Maintain a comprehensive equipment replacement program
- ◆ Provide high-quality training for personnel
- ◆ Enhance the technological capacity of the agency
- ◆ Establish a Succession Plan with leadership development and mentorship program
- ◆ Establish an Officer Wellness Program
- ◆ Complete the Building Expansion & Renovation of the Hudson Police Department.
- ◆ Maintain an acceptable workload for police officers

OBJECTIVE: Reduce the Incident of Crime in Hudson

While crime remains one of the nation's primary public safety issues the challenges related to homeland security and the need to balance our new and additional role have served to complicate the challenges for the Hudson Police. Over the past several years the Department has experienced the challenges of a pandemic, reduced staffing levels and increasing demands upon the services of the Hudson Police Department has been extremely problematic. The Hudson Police have found that it is critical that the agency employ the uniqueness of our community, the skills of the organization and the formation of partnerships to keep the incidences of crime in Hudson at the lowest possible level. Regardless of how effective, the Hudson Police will never "arrest our way out of a problem". Consequently, we must approach this collaborative strategy by the implementation of effective enforcement methods, with the distinct goal to maintain our successful strategy of high police visibility combined with education and prevention efforts. We must continually seek to employ innovative solutions that will increase our efficiency and effectiveness in spite of reduced staff.

While there is an understanding that realistically we will never be 100% successful in dissuading crime from impacting Hudson, the goal should and does remain a priority! We are committed to working collaboratively with the Hudson Planning Board, Code Enforcement, Fire Department as well as the management teams of our business community. We remain successful in our ability to detect and arrest persons committing criminal acts within the community. It is obvious that the organization is comprised of proactive officers who continue to use their energy and enthusiasm to enhance investigative capabilities with the goal to maintain the agency's high clearance rate, which is the department's ability to solve crimes.

Performance Indicator

Hudson is safer than the majority of cities, towns, and villages in America (61%) and also has a lower crime rate than 35% of the communities in New Hampshire, according to Neighborhood Scout's¹ analysis of FBI crime data. This data is not the result of coincidence or happenstance as the Hudson Police embrace and engaged a high-visibility strategy that is designed to provide exceptional services to the community.

Targets

2024	Reduce incidents of crime by 1% from 2023
2025	Increase clearance rate by 1% from 2024
2026	Maintain clearance rate above National Average (24%)
2027	Reduce incidents of crime by 1% from 2026
2028	Reduce incidents of crime by 1% from 2027

Strategies

- Develop crime prevention programs particular to neighborhoods
- Continue forging partnerships through neighborhood forums
- Continue to support and encourage innovative problem solving
- Maintain a commitment to work in partnership with neighboring police agencies
- Develop proactive patrols that detect issues within neighborhoods
- Empower officers to initiate crime prevention programs
- Train officers to initiate, process and successfully complete criminal investigations
- Identify narcotic trafficking patterns and strategies to combat
- Identify trends in criminal activity by employment of crime trend analysis
- Arrest and convict criminals in cooperation with prosecutors and other agencies
- Perform an annual critique of the programs to detect refinements and enhancements that will encourage success

¹ <https://www.neighborhoodscout.com/nh/udson/crime>

OBJECTIVE: Ensure the Safety of Hudson Schools

Nothing is as important than the safety of our children while they are in schools to learn. While the national challenges of school shooters are at the forefront of the discussions, the Hudson Police view all school-related activities where students are safe from violence, bullying and harassment, and the influence of substance use, as falling under our responsibility. While we are not always the primary agency in this endeavor, the Hudson Police are committed to working collaboratively with all our partners to meet this objective.

The Hudson Police desire to promote the protection of all students from violence, exposure to weapons and threats, theft, bullying and harassment, the sale or use of illegal substances on school grounds, and other emergencies. We all recognize that school safety is linked to improved student and school outcomes. In particular, emotional and physical safety in schools is related to academic performance. At the same time, students who are victims of physical or emotional harassment or who are involved in the sale or use of illegal substances on school grounds are at risk for poor attendance, course failure and school dropout.

Performance Indicator

The Hudson Police will adopt the latest recommendations from the Community Oriented Policing Service (COPS) School Safety Working Group who advocates there be a focus upon accomplishing a comprehensive school safety assessment, grasping school climate and assess security for the campus, building and classroom of all Hudson Schools. Additionally, we will work in partnership with the school system to establish an Anonymous Reporting System. Collaboratively we will coordinate all efforts with Hudson First Responders and area police agencies. With our school and mental health partners, we will establish a Behavioral Threat Assessment and Management Team to develop protocol and understand the mental health resources in the Hudson area. Finally, in conjuncture with the schools we will undertake periodic drills and exercises.

Targets

2024	Schedule a table-top exercise based on a relative topic for Hudson High School
2025	Conduct ALICE training for staff and students. Alice is an acronym for Alert, lockdown, inform, counter, evacuate
2026	Review School Resource Officer (SRO) resources and plan for adjustments. Establish Behavioral Threat Assessment protocols
2027	Schedule a table-top exercise based on a relative topic for Hudson High School
2028	Conduct ALICE training for staff and students

Strategies

- Develop appropriate prevention programs particular to individual schools
Embrace the ALICE program which empowers staff and students to make informed decisions about how to best ensure their own safety during an active shooter event

- Continue forging partnerships with school administrators
- Continue to support and encourage innovative problem solving
- Maintain a commitment to work in partnership with neighboring police agencies as assistance in addressing a traumatic event will be required
- Review the guiding principles of Crime Prevention Through Environmental Design (CPTED)
- Hudson Police will establish a strategy for communication to parents about school programs and current events
- Train additional staff as School Resource Officers
- Identify appropriate educational programs for presentation to parents regarding school safety, bullying, sexting, illicit narcotics, and other relevant topics
- Perform an annual critique of the programs to detect refinements and enhancements that will encourage success

OBJECTIVE: Maintain Exceptional Quality of Service and Customer Satisfaction

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

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

Performance Indicator

The most recent community survey was completed in October of 2021. During this period, the overall positive approval rating for the department was an impressive 97 percent. This figure has remained consistently positive in spite of organizational anxiety regarding service demands being so high and officer time being so limited that it may manifest itself by a decrease in community approval. Additionally, there was concern pertaining to the shift in uniform appearance with the Department adopting outer carrier-vests, that it may portray a too “militaristic” look for the Hudson Police. However, it appears that our high-visibility strategy, dedication to responding and addressing each and every call for service, has balanced resources and adequately addressed community expectations. In any scenario, our commitment to a *customer-oriented-service-delivery-system* is and will remain the foundation of all that we do as an organization. It is our commitment that we will never take for granted the opinions of our community, consequently, the next community survey should be accomplished in 2023

Targets

2023	Develop and submit a new biennial survey via Survey Monkey
2024	Analyze information derived from the survey and determine what strategies may be implemented to better serve the community.
2025	Develop and submit a new biennial survey via Survey Monkey
2026	Meet or exceed customer satisfaction levels as indicated by the survey
2027	Develop and submit a new biennial survey via Survey Monkey

Strategies

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

OBJECTIVE: Seek the Availability of Grants and Alternative Funding Sources

Grant funds, primarily from the State of New Hampshire and the federal government, are simply not readily available as in past years. Fifteen to twenty years ago there were more opportunities for grant funding under the auspices of the Recovery Act and community oriented policing strategies, but Hudson is considered a “wealthy” community when compared to many others in the State of New Hampshire and therefore often ineligible for funding considerations. The fact that Hudson has been a safe and well-run government is a dilemma that we embrace

as we compete directly against communities who are plagued with crime, existing juvenile gangs, and poverty. While Hudson is leveraging a new radio system through pandemic funding opportunities and there may ultimately be law enforcement initiatives focusing upon Police Reform, which Hudson is already meeting and exceeding, community policing programs are currently re-emerging for funding opportunities that may benefit our community. However, it is important that whatever funding is available that may have a positive impact upon the problem/s identified by residents of Hudson that they be sought aggressively. Regardless of the purpose, all grant opportunities will be analyzed to ensure that the requirements of the grant would ultimately benefit the community and not require extraordinary matching expenditures.

Performance Indicator

Homeland Security Grants have dominated the federal funding landscape in recent years, and other more police related opportunities have diminished. The department has successfully leveraged New Hampshire Highway Safety funding, which is indirectly federal funds, designed to focus upon traffic related issues.

Targets

2023	Receive three (3) monetary grants from a variety of sources
2024	Receive four (4) monetary grants from a variety of sources
2025	Receive four (4) monetary grants from a variety of sources
2026	Receive four (4) monetary grants from a variety of sources
2027	Receive four (4) monetary grants from a variety of sources

Strategies

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

OBJECTIVE: Enhance Recruitment Program

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

The fact that the agency remains diligent to our goal to attract and retain qualified protected classes at the Hudson Police Department continues to reap results. The department remains committed to maintaining a working environment that fosters growth and equal opportunities for all capable, hardworking employees who want to succeed and contribute.

Performance Indicator

In a quest to be more transparent and engage the community in the nuances of the Hudson Police, considering the addition of citizens to the oral board process who offer insight as to what constitutes a quality candidate from a user's perspective may prove extremely successful. Additionally develop an approach of adding a patrol officer as well as a sergeant to the oral board process to further enhance the information and opinions coming out of this segment of the selection process. By doing so, the Hudson Police create a win-win situation as staff is mentored and exposed to various levels of the organization and the importance of the selection process while instilling these qualities in staff as a component of the Career Development and Succession Planning program. Recruitment steps should continue to focus upon the goal of maintaining the sworn law enforcement ranks that currently exceed those of the demographic composition of the Hudson Community. Each hiring process letters will be sent to a variety of organizations including the NAACP, Latino, Muslim, and a number of predominately woman's colleges within New England, all designed to offer organizations an opportunity to inform their membership of employment opportunities in Hudson.

Targets

2023	Complete an analysis of the recruitment plan. Consider adding community members to the Oral Board process
2024	Review and enhance effectiveness in attracting diverse candidates
2025	Review and enhance recruitment plan that encompasses EOE guidelines
2026	Complete an analysis of the recruitment plan
2027	Review and enhance recruitment plan that encompasses EOE guidelines.

Strategies

- Review composition of Oral Board to include two (male and female) community members, one sworn administrative ranked officer, patrol sergeant and patrol officer.
- Develop relationships with organizations representing minorities that will enhance recruitment opportunities
- Develop a brochure and/or "recruitment" video that highlights the positive working environment at the Hudson Police Department
- Ensure that employment environment at Hudson Police is inclusive and eliminates gender bias terminology
- Ensure that advertisements avoid setting standards that may screen out individual classes
- Participate in "Career Days" at local schools

OBJECTIVE: Maintain Accredited Status

Accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA) is based upon 464 professional standards developed by a coalition of police managers and professional organizations. The voluntary program provides guidance in the development of policies and procedures for any size law enforcement agency. Additionally, the standards furnish the organization with a proven management system of written directives as well as the ability to determine short and long-term goal setting. Accreditation embodies the precepts of community-oriented policing as it fosters an environment whereby the community and the police work collaboratively addressing problems.

Performance Indicator

The department continues to meet and exceed all targets in this category. The agency has been accredited under the CALEA format since 2003. In late 2021 the agency was inspected by assessors sent by CALEA to review outcomes of accredited policies and procedures as well as ensure that the agency has in fact adhered to applicable standards for the previous three-years. The department's assessment, which in addition to ensuring compliance with applicable standards, inspects the agency's systems and outcomes ensuring the organization is following and adhering to best practices. The report of their findings was delivered to the CALEA Commission at the March conference in Orlando, FL for their review. At that meeting, after an in-person review and interview, the Hudson Police were reaccredited until 2026. It remains the goal that this agency has institutionalized the standards as a "life-style" demonstrating our commitment to delivering professional, cost-effective services to the community, will result in the agency being re-accredited for an additional three-years.

The future of on-site assessments has evolved whereby through PowerDMS, the CALEA management system, the agency is assessed online annually, and every four (4) years assessors visit Hudson for an in-person inspection of our operations. Consequently, Hudson will next be visited by assessors in 2026.

Targets

2023	Participate in remote assessment by a "compliance service member" designated by CALEA
2024	Maintain accreditation with documents and actions that demonstrate compliance
2025	Prepare for an online review which will ensure the agency is remaining on track.
2026	Maintain accreditation with documents and actions that demonstrate compliance
2027	Prepare for an online review which will ensure the agency is remaining on track.

Strategies

- Provide training for all department members ensuring compliance with standards
- Develop public forums that allow for interaction with the community ensuring compliance

- Proceed with self-assessment of agency methodology and policy
- Develop a plan that will assist the agency in successfully passing an on-site inspection
- Foster the philosophy of accreditation and institutionalize as an organizational “life-style”

OBJECTIVE: Maintain a Comprehensive Equipment Replacement Plan

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

Performance Indicator

Our goal is to anticipate the need, research the best solutions, structure a payment strategy and evaluate for the future. In spite of our best planning, it is probably not realistic to expect that all emergency purchases can be eliminated. However, that does not preclude the agency of having a detailed and comprehensive plan in place in combination with the department’s experience and productivity evaluating and predicting the replacement needs for most equipment. For instance, it is understood that a police vehicle that operates 24 hours daily for 7 days each week, is challenged by fast starts, quick stops and continuous operation or idling, that the mechanical expectation of these vehicles is limited to three-years as a line patrol unit. Hudson operates fifteen (15) marked police units. Once taken “offline”, vehicles can be passed down to less demanding use by detectives or by other Town departments or traded if there is more financial justification. While it has been the goal to replace three (3) vehicles annually, often economic realities may eliminate or postpone vehicle replacement.

Targets

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| 2023 | Purchase three cruisers, replace a detective vehicle, replace seven mobile radios for line vehicles, review furniture requirements, continue the structured body armor replacement and complete update/replacement of computers within the police facility. Maintain parking software! |
| 2024 | Purchase three cruisers. Replace a detective vehicle. Replace all radar units in cruisers and continue body armor replacement. Maintain a focus upon succession planning component by funding advanced management training. |
| 2025 | Purchase three cruisers, replace a detective vehicle, replace eight mobile radio for line vehicles. Continue body armor replacement. Update and review relevancy of bodycam program. Explore viability of hiring a crime analyst position to maximize efficiency of detecting crime a trend of the community and developing plans for events and future issues? |

2026 Purchase three cruisers, review internal computer needs; continue replacement of body armor and update agency-wide inventory. Review status of Taser system, communication equipment, Record Management Systems and review status of Tasers ensuring continued relevancy.

2027 Purchase three cruisers, replace a detective vehicle. Research viability of video systems and determine timeline for upgrade and/or replacement.

Strategies

- Update the inventory of police property and equipment
- Conduct a strategy meeting with staff to discuss needs of all segments of the agency
- Review to include progress capital reserve and use of Federal 1033 Program
- Work with Business Manager to develop a Capital Improvement Plan
- Continue feedback from supervisors regarding equipment requirements and purchases.

OBJECTIVE: Provide High Quality Training for Personnel

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

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

Performance Indicator

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

Targets

2023 Implement structured succession plan for individual employees. Provide 3000 hours of training.

2024 Provide 3150 hours of training with a focus upon leadership centric.

- 2025 Provide 3300 hours of training, review Career development plan and succession training to ensure relevance to Hudson Police.
- 2026 Review and update Career Development Plan for each employee. Provide at minimum 3300 hours of training.
- 2027 Implement Career Development Plan for each employee. Provide 3400 hours of training.

Strategies

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

OBJECTIVE: Enhance the Technological Capacity of the Agency

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

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

Targets

- 2023 Establish a committee of employees within the agency that can understand and anticipate the changes and needs of the organization while simultaneously finding ways to engage the entire organization in the process from the outset.
- 2024 Maintain formal procurement agreements with hardware and software providers that include built-in upgrades to existing systems as new technology becomes available.
- 2025 Ensure that appropriate training is accomplished in the area of cell phone technology and retrieval of evidence data. Review computer crime training opportunities at FLETC.

- 2026 Improve data- and information-sharing with other agencies and jurisdictions; leverage common standards for data management and other IT resources, and address problems with IT management.
- 2027 Determine the agency's digital forensic capabilities and develop a timeline to meet those needs.

OBJECTIVE: Embrace a Succession Planning Strategy

Succession planning is the process of providing all members of the Hudson Police with the training, mentoring, and support they need to prepare themselves for critical roles within the organization when vacancies occur. While succession planning is often associated with the police chief's position, it is also essential to identify and prepare leadership at all levels of the organization. Having a succession plan at every leadership level ensures that no matter what the personnel change, there will be experienced and trained personnel to step into those positions. During a leadership change, a succession plan maintains the continuity of the police department mission and reduces uncertainty and resistance to change. The plan also helps to maintain the established relationships with the Town Administrator, elected officials, the business community, and school officials.

Targets

- 2023 Form a committee to research what constitutes a viable succession plan and present to the Chief. Conduct an internal survey of sworn staff to identify those desirous of additional responsibility and promotion.
- 2024 Implement Plan identifying critical seminars, schools, classes that meet the needs of the Hudson Police Department.
- 2025 Consider implementing a strategy of "Cross-training" within the police department to expand employees' knowledge, skills, and abilities, and to giving employees insight and understanding of how other employees see their roles and responsibilities.
- 2026 Form a working group to research and develop a mentoring program that exposes interested staff to the reasons behind decision-making and taking appropriate actions.
- 2027 Implement a formal mentoring program that integrates/dovetails with FTO and in-service training.

Strategies

- Conduct an internal agency survey to determine areas of strength and areas for improvement
- Provide leadership training for all agency personnel with special emphasis on command staff and line supervision
- On-the-job training in special-duty assignments such as acting shift commander and allowing line officers to rotate preparing and conducting roll call briefing

- Develop in-service situational leadership training
- Offer courses on budgets, computer skills, writing, and instructor training
- Mentoring staff by providing discussion, training, and formal presentations with the chief to city administrators and businesses members.

OBJECTIVE: Enhance Employee and Officer Wellness Program

In recent years there has been an awareness that the challenges facing police are creating concerns about their mental well-being. Compared to the public, police are at a higher risk for negative physical and mental health outcomes, including injuries, illnesses, obesity, heart attacks, and sleep disorders. The police profession requires working with difficult and sometimes hostile individuals, tragic events, compounded by often long hours of service. These stressors manifest in high rates of physical and mental health risks. The Hudson Police appreciate the value of our employees and seek to create a balance between recognizing stress-related illness and performance deficits, including PTSD. We acknowledge that most officers, most of the time, are quite resilient with a host of coping skills so that an expectation of a mental breakdown doesn't become a cultural norm. The Hudson Police are committed to President Obama's "21st Century Policing" Pillar 6 which is designed to provide police officers education and assistance with physical, mental, financial, and spiritual well-being. In that vein, the Hudson Police will be seeking a full-time officer to focus upon these issues while developing initiatives that will be applicable for delivery to our community.

Targets

- | | |
|------|---|
| 2023 | Enhance peer support program, through an increase in training and "debriefs" of critical incidents. Develop a proposal that will establish a full-time "Wellness Officer" to be added to staff to oversee initiative. |
| 2024 | Inaugurate a fulltime, Employee Wellness Officer, by increasing department staffing by one Officer. |
| 2025 | The department will explore the possibility of providing all staff members with legal documents pertaining to Living Wills and/or access to Wills for Heroes program http://www.willsforheroes.org/index.html as well as providing additional information and resources on financial planning. |
| 2026 | Provide emotional intelligence training that is specifically tailored to law enforcement personnel. |
| 2027 | Complete an analysis of the existing program. |

Strategies

- Department members are provided access to an on-site fitness facility, along with a wellness room that can be used by new mothers or for relaxation
- Work with Select Board to establish a full-time Wellness Officer
- Maintain the departmental chaplaincy program

- Technology is leveraged to promote officer safety in squad cars by installing audible alerts, larger screens, and separate adjustable keyboards
- Hold critical incident debriefings in the aftermath of significant incidents
- Investigate and offer physical fitness programs
- Participate in community events such as charity runs
- Continue to support the CISM program
- Conduct team-building events for personnel
- Investigate the value of a department subscription to “Cordico”, an officer wellness app
- Host family nights, where family members can visit the police department for presentations on how to best support their officers
- Facilitate on-site cardiac health screenings for officers
- Tuition reimbursement and additional training opportunities are provided to promote ongoing learning.

OBJECTIVE: Complete the Building Expansion and Renovation

Expending funds for a police facility are challenging at best. While residents desire a well-designed police facility and fiscally responsible building, it is also their desire never to enter the facility, nor be required to do so! It is widely accepted that functional facilities enable staff to perform their duties efficiently, effectively, and securely. As a facility ages, it may no longer meet the needs of an evolving department and could ultimately negatively affect morale, efficiency, safety, security, technology, and overall delivery of police services.

When these conditions occurred, Hudson residents stepped up and supported a \$5.9 million dollar expansion to the existing facility. However, the pandemic has resulted in escalating costs for material and labor.

Performance Indicator

These extreme conditions are creating a “perfect storm” for the Hudson Police as we attempt to maximize tax-payer funds and the \$5.9 that was approved for the initial concept. Due to the current economic realities, these funds will undoubtedly fall short of supporting the initial proposal voters approved.

Currently, the police administration is reviewing proposals from various vendors and will be entering into an agreement for a contract for services soon. Simultaneously, we will form an internal design team to work with architects. Significant focus will be on establishing a contingency plan to address shortfalls due to inflation and supply-chain challenges and seeking all alternatives including areas that can be modified now, and/or perhaps re-funded later after the initial project is complete. We are committed to not repeat the shortfalls of the current facility negating useful life expediency. Our goal is to provide a police facility that has a 25-year useful life expediency. Additionally, we are developing a comprehension logistics plan enabling staff to continue working in the building during construction.

Targets

2023	Develop a logistical plan that enables staff to work from facility during construction. Begin construction
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2024	Have weekly meetings regarding construction progress. Develop plans to upgrade technology systems, telephones, and radio communications. Plan for “opening ceremony”
2025	Develop maintenance program for new facility to ensure longevity
2026	Maintain an open, transparent, and inclusive atmosphere where community and police can meet and interact
2027	Review facility for potentials regarding energy efficiency, upgrades and/or maximizing resources.

Strategies

- Ensure that one of our key principles, citizen engagement, is supported by a facility that provides space to accommodate the community
- Educate the public on current construction climates and the risk of cost escalation should the project be significantly delayed
- Inform the public on key differentiators in cost increases for a police facility as compared to a commercial building (security, ballistic protection, evidence/property processing environments, storm shelters, redundant building systems, holding areas, etc.)
- Emphasize the Department’s willingness to consider new ideas and recommendations from stakeholders
- Underscore community service center concept and how it can improve the quality of life for community members
- Attempt to close any gaps between perceptions of the project (highlight “needs” versus “wants”).

OBJECTIVE: Maintain Acceptable Workload for Police Officers

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

Since the most recent community survey in 2021 indicated a very favorable opinion of their police, a conclusion can be drawn that there is satisfaction with the delivery of service and outcomes. Based upon this premise, we can safely surmise that the workload assessment is currently on target. Therefore, significant effort must be directed at maintaining this level of officer workload or a discussion as to the level of services the Town is able to provide must commence.

Performance Indicator

The majority of police calls in Hudson can be categorized as quality of life oriented. While the pandemic has lessened some routine calls for service, over the past several years Hudson has been detecting an increased call-demand with a corresponding rise in violent criminal acts that demand significant time for investigations and ensuring that victims are adequately served. If the backlog becomes too lengthy, we must be prepared to make suggestions that may not be embraced by a community accustomed to personalized service. Ultimately, without additional human resources, the Board of Selectmen will need to determine the level of service that the community can offer and afford to embrace.

Targets

	2021	2022	2023	2024	2025	2026	2027
Calls	28,870	32,307*	33,600	34,943	36,342	37,795	39,307
# Police	51	51	51	52	53	55	57
Calls Per Officer	566	633	658	671	685	687	689

*Estimated

The exercise above is designed to further enhance the ability of the Hudson community to monitor demands upon the existing staff and react accordingly. The pandemic significantly reduced demands upon the Department thereby skewing the statistics. However, there is no reason to conclude that demands will not lessen in the future. For this exercise, the estimated call volume is increased by 4% per year and is viewed as a fair, yet conservative approach to anticipate demands upon the agency and the number of patrol officers required to meet those demands.

The entire compliment of 51 officers is used to develop an extremely conservative finding as there are a host of positions that do not respond to calls for service like the administrative staff, Detectives, etc. This provides an overtly fair representation of the workload placed upon the department. These workload levels must remain stable enabling the staff to proactively address community issues. The lower the calls per officer become, the more attentive and problem-solving the officer can be. However, it remains our goal that the number of calls per officer be maintained in the 650-700 range. By adding additional patrol staff in a logical manner rather than attempting a costly emergency catch-up, the more positive resolution for the resident taxpayer. If not, and calls become prioritized, backed up or significantly delayed, poses challenges for the future.

Strategies

- Review workload assessments annually
- Utilize tools such as the Community Survey to gauge extent of officer workload
- Maintain high level of communication with Board of Selectmen ensuring that they are informed of officer workloads
- Review personnel allocations ensuring that the use of resources is maximized.

SWOT Exercise

As part of the development of a Strategic Plan, Chief Tad Dionne requested a SWOT analysis be conducted with agency staff to garner insight of their perceptions regarding the functions of the Department. As he indicated to MRI, agency members are in the best position to offer invaluable insight for enhancements and future direction of the Hudson Police Department. A SWOT is an acronym for **S**trengths, **W**eaknesses, **O**pportunities and **T**hreats, which is an instrument that ensures a well-rounded approach to gathering relevant information designed to focus upon internal dynamics exclusively and gather insight and expertise from staff. Additionally, it is designed to develop recommendations needed to establish a framework of goals and expectations for the future of the Hudson Police Department as well as a high-level review of systems and procedures for potential enhancements of efficiencies. A SWOT is not a comprehensive review, but is intended to contribute to the coordination and alignment of Hudson Police resources, activities, mission, and vision statements all designed to enhance delivery of services to the Hudson community.

A number of common themes arose from the exercise enabling a focus upon several salient points, allowing for recommendations designed to enhance these areas. While the recommendations are highlighted with suggestions, they are not designed to be a comprehensive step-by-step process for implementation, but rather to offer insight that may serve as an impetus for an initiative to be developed.

Affirming Strengths

Department personnel articulated that the Hudson Police enjoy a great reputation supported by progressive leadership and a solid relationship with the Hudson community. The staff was cognizant of their responsibility to not take that reputation for granted and are committed to working diligently to provide compassionate, professional, and timely service. They believe they are a competent group supported by sound and accredited policies under CALEA. The staff has a strong work ethic willing to get the job done while continuously seeking to improve their procedures, training methods and delivery all with a strong foundation that is centered upon integrity. The working environment was articulated to be a positive, diverse, and generally adequately staffed patrol shifts that may ultimately serve to attract candidates for employment.

Strengths that were highlighted include:

- The agency is comprised of young, yet knowledgeable cadre of personnel committed to the community
- The fact that the Department was been forward looking and has enjoyed CALEA accreditation has served to ensure the agency and the community that the agency is guided by “best practices”
- Agency personnel appreciate the diversity of tasks associated with policing in Hudson
- Equipment is modern and up to date with a strong commitment to maintenance
- There is a recognition that personnel are adaptable and are committed to getting the “job done”
- There is abundant support from town residents and the Town’s Board of Selectmen

- There is recognition that there is a positive work environment with all members supporting each other both at work and in their personal lives
- There is integrity throughout the department and when coupled with transparent engagement with the community, there has been a positive environment created and sustained
- Commitment to officer well-being through programs such as CISM.

Enhancement Considerations

A number of themes emerged during the SWOT exercises, which were suggested by agency personnel for consideration by Chief Dionne and his senior administrative staff for inclusion in a strategic plan with long-range visionary perspectives. Discussion under the heading “weakness” may be better considered as topics that the agency currently accomplishes which could be “enhanced” or possibly accomplished better and/or more efficiently. These include:

- Internal communication is viewed as inconsistent. While not articulated at upper levels, staff would welcome understanding some of the philosophy behind the decisions.
- Communication dovetailed with the lack of a mentoring program. Agency personnel widely recognized the positive nature of a young workforce while yearning for the opportunity to garner insight as to how decision-making is accomplished. Exposing staff to the management nuances of the agency such as selection process, training and awards committees should be embraced.
- Lack of a structured succession plan designed to prepare future leaders for promotion.
- While out of the control of the Police Administration, basic training at the NH Police Academy is in transition with the potential of unfunded mandates in combination with default budgets creating challenges in planning.
- Too many tasks assigned to police to accomplish. Many of the calls for service consume significant officer time due to the complexity and non-law enforcement nature of the incident.
- There is a desire to see performance evaluations be more constructive and less of a task to simply complete by supervisors. An aspiration to receive positive comments dovetailed with beneficial criticism was viewed as an optimal condition.
- Dispatch personnel are concerned about the high frequency of communication between officers on patrol which excludes dispatchers from grasping the existing conditions of a situation.

Opportunities for Consideration

A number of themes emerged during the SWOT exercises, which were forward thinking suggestions that may be considered by Chief Dionne and his senior administrative staff for inclusion in long-range visionary discussions. These include:

- Agency-wide training should be enhanced to include a mentoring program, succession planning and leveraging various training opportunities such as Primex, FLETC and FBI, LEEDA. A civilian employee training component was also recommended for inclusion.
- Staff urged that there be critiques of significant law enforcement events. This follows a common theme that staff would welcome a better grasp of the best methods used to

engage a specific strategy behind the decisions. It was apparent that the impetus to this discussion was mentoring and the desire for continuous learning improvement.

- At both SWOT discussions, the topic of accountability and follow-through arose. It appears there are a number of agency members who are perceiving this to be a problem.
- There is an awareness that existing social media platforms are being underutilized by the Department
- Civilian staff discussed the need for additional support. This topic also created a discussion pertaining to reviewing all positions, sworn and non-sworn to determine what tasks currently fulfilled by sworn, could be accomplished by civilian employees.

Looming Challenges and Threats

In this area of the SWOT process, participants are asked to consider items or themes that may present a future challenge or threat to the organization if not contemplated and addressed in advance. These include:

- With the national concerns expressed about policing, there is a realization that there is a wider audience than simply residents of Hudson who will be impacted by interactions with the Hudson Police. A common theme throughout the exercise was that the entire staff are committed to the goal of providing professional and compassionate policing to the Hudson community.
- In a similar vein, it was widely recognized that these national perceptions will undoubtedly negatively impact the ability to attract qualified applicants to the profession.
- This challenging time for the police culture is creating an unusual phenomenon of poaching police officers from other agencies. Whenever there is a vacancy, officers seek out their police friends and urge them to apply. This tactic is very prevalent in the profession.
- There was lively discussion pertaining to the overall effectiveness of the Hudson Police to their detriment that many community members believe that Hudson is a quiet community that does not face criminal challenges. This discussion evolved to the need for better information coming from the Department to the community.
- The police budget will always be a challenge especially as more and more tasks are asked and demanded of the police coupled with the anticipated recession.
- There was significant discussion about the speed of which technology advances and the related cost implications, inability to remain current and the constant “catch-up” strategy that most municipalities find themselves engaging.
- There is a realization that a significant number of retirements are looming which will require thrusting employees into management and supervision roles.

System for Review and Revisions

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

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

External: Annual Citizen Meeting, Public Forums, Board of Selectmen, Town Boards, Citizen Survey, Town Staff, Prosecution, and Judicial.

Respectfully submitted,

Tad Dionne
Chief of Police