



LITTLETON POLICE DEPARTMENT

Strategic Plan- 2016

This Page Intentionally Left Blank

Table of Contents

Overview	4
History	4
Personnel Roster	5
Strategic Planning Background and Process	6
Strategic Planning Committee	7
Mission Statement	8
Organizational Values	8
Strategic Themes	9
Goals and Objectives	11
Action Plan	13
Key Steps	16
Role of Champions	17

Overview

The Littleton Police Department provides a range of public safety and community-based services including; community patrol policing, criminal investigations, motor vehicle law enforcement, preventive patrol, emergency response, and other non-traditional law enforcement activities. The Department provides; Crime Prevention Programs, services for Student Police Academy, High School Intern Youth, School Resource Officer Program, Senior Citizen Outreach, and processes permits including firearms, door-to-door solicitors', raffles, and public assembly. The Communications Center is the only available 24-hour access available to the citizens of Littleton. The Control Center provides radio and 911 services for Police, Fire, Ambulance, Highway, and the Littleton Light and Water Department.



A peek into our history

The Littleton Police Department has been in existence since February 10, 1930. At the annual town meeting, held on that date, the townspeople appropriated \$2,000 for hiring the Town's first full-time police officer, John Sergeant. He was eventually appointed as the first Chief of Police and provided Littleton with 24-hour public safety services until he retired in 1941.

In 1946 Littleton hired Donald Leighton as its first night officer. Officer Leighton previously worked as a part-time officer in order to give Chief Sergeant relief from his duties. After seven years of working nightshift, Leighton was promoted to the rank of Sergeant in 1953. Leighton eventually became Chief of Police in 1960 and served the Citizen's of Littleton for a total of 40 years.

In 1955, Littleton's increasing traffic volume resulted in a citizen petition requesting the selectmen to appoint a crossing guard for the Littleton common. Three additional crossing guards were added over the following 5 years in order to safeguard Littleton's school children. In 1960, the police department expanded to three full time officers, and hired a fourth in 1962, allowing it to provide 24-hour "active" services. Although the existence of crossing guards is no longer present, today, approximately 160,000 vehicles travelling through the community on a daily basis drive the vast majority of Littleton Police Department's activities.

In 2016, the Littleton Police Department has 21 full-time and 13 part-time employees. Chief Matthew J. King leads the department alongside Deputy Chief Jeff Patterson. Police operations are comprised of 4 full-time Patrol Sergeants and a full-time Detective Sergeant. A detective and nine patrol officers comprise the remainder of the full time team. In 2015, the police department responded to approximately 23,705 calls for service, and has experienced a consistent 12-16% annual increase in service calls since 1998.



Police Department Roster

Chief of Police

Matthew J. King

Deputy Chief

Jeffrey M. Patterson

Sergeants

David Leslie

Matthew Pinard

Edmond Bussiere

Detective Bureau

Sergeant Pablo Fernandez

Michael Crory

Patrol Officers

John Janakos

Patrick O'Donoghue

K-9 Officer Brian Casey

Douglas Landry

Brian Jones

Daniel Devine

Derrick Camelo

Megan Wodzinski

Marc Scola

Jessie Bowen

PT Cruiser Officers

John Murphy

Ashley Brooks

John Dristilaris

Brian Kiley

Dispatchers

Supervisor William Harrold

John Murphy

Nichole DeVlaminck

Kelly Young

PT Detail Officers

Gordon Clark

Paul Corcoran

Richard Landers

Heather Rhodes

Robert Sabourin

Bryan Kiley

PT Dispatchers

Sean Coffey

Terence Gardner

Andrew Perry

Littleton K-9

Vojak

Strategic Planning Background and Process

In February of 2016 the Littleton Police Department (LPD) contracted with Team Training Associates (TTA) to assist with their strategic planning efforts. On 2/16/16, TTA met with leaders from the LPD to align on the process, identify key stakeholders, and discuss any relevant strategic issues or documents that would inform the process. Chief of Police, Matthew King, explained he wanted to conduct a strategic plan in order to leverage opportunities for partnership and growth within existing town resources, while being responsive to increased policing demands.

The 2016 strategic planning process included a comprehensive, multi-dimensional analysis of Littleton Police Department (LPD) including; internal and external stakeholder survey, organizational values prioritization, and alignment meetings. An internal and external survey was deployed by TTA to best determine key strategic issues from a wide array of perspectives. The surveys included questions about LPD's perceived value in communities, prioritization for future opportunities, marketing, qualitative comments and recommendations for improvement initiatives. Efforts yielded responses from over 80 survey respondents and produced relevant and useful data from many of LPD's key stakeholders. The consultants reviewed all the survey data and submitted comments and completed a pre-off-site phone consultation with the Chief of Police on June 6, 2016. The results of this survey are contained in separate documents. Finally an all-day strategic planning offsite was held on 7/22/16 in Littleton, MA.



This preparation culminated in a facilitated one-day off-site meeting on July 22, 2016. The Off-site included the Strategic Planning Team comprised of the police department executive team, a cohort of LPD members, and the TTA facilitators. After critically reviewing all of the detailed survey feedback and actively participating in a systematic planning process, which included individual reflection and group breakout sessions, the Strategic Planning Team was able to successfully integrate all of the compiled information into an actionable plan. The report from these efforts was drafted in September 2016 and was approved by the Chief of Police on February 6, 2017.

Strategic Planning Committee

The Strategic Plan and subsequent goals that came out of the off-site depended upon the tireless efforts of the following dedicated individuals who worked collaboratively to help ensure the best way forward for the organization. Their contribution and continued dedication to the Littleton Police Department is greatly appreciated.

July off-site participants

Littleton Police Department

Chief Matthew J. King
Deputy Chief Jeff Patterson
Sergeant David Leslie
Sergeant Robert Raffaello
Sergeant Matthew Pinard
Sergeant Ed Bussiere
Detective Michael Croy
Patrolman Brian Casey
Patrolman Patrick O'Donoghue
Patrolman Doug Landry
Patrolman Derrick Camelo
Patrol Officer Meghan Wodzinski
Supervisor Bill Harrold

Team Training Associates

Eric Murray, President
Charlie Coiro, Senior Associate



Mission Statement

During the Off-site meeting, the Mission Statement for Littleton Police Department was reviewed through the collective efforts of the Strategic Planning Team. The decision to re-write the mission statement focused on making it shorter and more aspirational with the goal of being more memorable for agency and community members.

The Police Department will partner with the community to enhance the lives of all Littleton citizens. We strive to create a community free from unlawful encroachment upon individual rights, while safeguarding the lives and property of all persons within our community.



Organizational Values

The following values are designed to help shape the culture and conduct of the people in the organization. The core values of LPD best exemplify the way we work with our community partners. Little Police Department carries out our commitments with **C.A.R.E.**

- **C**ollaboration – We collaborate with our community stakeholders, law enforcement partners, and each other, to provide the highest quality police services to our citizens.
- **A**ccountability – We work to promote accountability through transparency by ensuring all agency members uphold the highest standards to enforce the law with impartiality.
- **R**espect – Our officers strive to promote respect and dignity with all citizens and each other, while preserving the dignity and humanity of all we encounter.
- **E**xcellence – We strive for excellence in all we do through constant

improvement process and employee development opportunities.

Strategic Themes

A collaborative Strengths/ Weaknesses/ Opportunities/ Threats (SWOT) analysis was conducted, to bring together group perspectives on key internal and external factors affecting the LPD presently and in the future. When considering future Opportunities and Threats, the group also considered the political, economic, socio-cultural, and technological factors impacting the LPD. The overall results of the SWOT analysis are contained in Annex A¹



Key Strategic Themes:

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

- Growth
- Resources
- Improvements
- Transformation

After discussing the themes, small groups worked on creating goals related to them. We decided that LPD would move forward with determination and **GRIT**.

Growth

The Littleton Police Department exists within a broader envelope of partners and stakeholder organizations. We must continue to develop networks, build alliances and engage in cross-functional activities where it makes sense. The LPD will continue to collaborate across boundaries and find common ground with a widening range of stakeholders at the local, state, and national level. We will leverage our partnerships to provide consistent and quality



¹ Refer to Annex A for SWOT Analysis results

services to the community, ensure officer safety, and plan accordingly for the continued expansion of the town.

Resources

We are committed to maintaining operational efficiency and employ best spending practices while researching funding streams in order to acquire and maintain the quality resources necessary to do our job.

Improvements

The Police Department is committed to improve the quality of life for the citizens of the community. The police department must allocate resources annually to advance technology and communications capabilities. Continued organizational improvement initiatives and financial resources should be explored. Staffing levels should be reviewed in order to maintain operational efficiency for providing continued quality services to the town while considering officer safety implications.

Transformation

We are committed to preparing our agency for the future. The department will strive to allocate specific resources to improve upon existing and new pro-active community outreach initiatives. The LPD will strive to be an organizational leader in order to engage our community and law enforcement partners for the purposes of continuing to make Littleton a safe and friendly place to work and live. We will strive to achieve our goals by creating a system to ensure our success through succession planning for future agency leaders.

3-5 Year Goals and Objectives

The following goals are focused around the key strategic themes of the LPD. There were many improvement goals identified during the strategic offsite which were subsequently rank ordered and prioritized during group breakout sessions. A more comprehensive list of actionable goals is contained in Annex A². While efforts were already in progress related to these goals, this will serve as a reprioritization for the next 3-5 years.



² Annex A contains the transcribed notes from the Strategic Plan offsite.

Growth: We are committed to expanding responsibly in order to provide consistent quality services to the community and ensure officer safety while planning for the continued expansion of the town. We will strive to improve internal management systems for more efficient use of available resources.

Potential Goals:

- G1- Increase staffing levels for patrol and dispatch
- G2- Reallocate patrol resources
- G3- Improve human resource management
- G4- Make patrol scheduling more efficient
- G5- Assign dispatch floater to manage call volume



Resources: The LPD will continue to provide excellent equipment and facilities for their officers. We will ensure the equipment and facilities are properly maintained and seek appropriate funding sources to enhance our technical and tactical capability to provide the highest quality services to the community we serve.

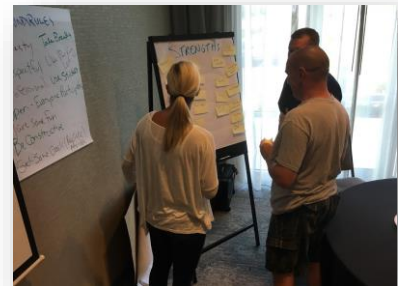
Potential Goals:

- R1- Research funding sources through available grant
- R2- Improve safety for patrol officers
- R3- Optimize equipment resources and maintain operational readiness

Internal Stability: Improve agency morale through better communication, leadership, and organizational excellence. The Littleton Police Department is committed to allocating necessary resources in order to ensure our officers continue to enhance their technical and tactical proficiencies related to their specific job tasks.

Potential Goals:

- I1- Form Leadership steering committee
- I2- Staff meeting advisory process
- I3- Promote unified command
- I4- Leadership development training
- I5- Command / supervisory recognition initiative
- I6- Improve agency pride
- I7- Implement formal roll call training



Transformation: In order to be considered a leadership organization, the LPD must leverage itself to hire and retain the best talent. We must plan responsibly for the future growth and development of our agency members. Lastly, in order to establish and maintain trust and legitimacy with the public and with our agency members, we will strive to be more transparent.

Potential Goals:

- T1- Develop a consistent and transparent promotional process.
- T2- Implement a Career/ Leadership Development Plan.
- T3- Improve employee morale through best hiring and retention practices.
- T4- Improve agency marketing initiatives

Action Plan

Note: the following format can be used to further delineate the goals, objectives, and key actions as well as assign responsibilities for coordination and communication of progress.

What: Growth: Expanding responsibly		Champion: SGT Bussiere	
How	Who	When	
G1 – Increase staffing levels for patrol and dispatch a. Conduct a staffing study	Chief		
G2 – Reallocate patrol resources a. Track data to better analyze busy times and use of mutual aid.			
G3 – Improve human resource management a. Research tracking system for improving human resource management b. BOSS system			
G4 – Make patrol scheduling more efficient a. Explore alternative schedules in coordination with Union president			
G5 – Assign dispatch floater to manage call volume			
What: Resources: Research better ways to manage and support our work		Champion: Deputy Chief	
How	Who	When	
R1 – Research funding sources through available grant a. Train additional officers to write/ research grants b. Create grant writing plan/program to develop and maintain capability; develop a common proposal template for grant applications.	Sgt. Bussiere		
R2 – Improve safety for patrol officers. a. Conduct risk and vulnerability assessment for current patrol staffing levels	Ptl. Landry		
R3 – Optimize equipment resources and maintain operational readiness	Ptl. Devine		

a. Implement equipment maintenance and replacement schedule		
---	--	--

What: Internal Stability: Strengthen the LPD Infrastructure to better support the mission.		
	Champion:	
How	Who	When
I1 – Form Leadership Steering Committee a. Solicit interest from officers of all ranks b. Formalize the LSC through the Chief		
I2 – Staff meeting advisory process a. Improve internal communications through quarterly (minimum) meetings b. Disseminate information through internal communication process	Det. Crory	
I3 – Promote unified chain of command a. Improve communication/dialogue between supervisors and executive staff b. Institute succession planning c. Improve internal communications process (meeting notes to be disseminated) d. Provide clarity on open door policy and chain of command e. Minimize sergeant shopping	Chief/ Supervisors	
I4 – Implement leadership development training a. Host regional training at LPD b. Offer professional development training (e.g. Interpersonal Communications, leadership and team building i.e. DiSC training workshop)	Chief Deputy Chief	
I5- Command / supervisory recognition initiative a. Implement recognition criteria, b. Provide performance evaluation with training. c. Host a department awards/ recognition ceremony	Chief with input from the Union President Deputy Chief	
I6- Improve agency pride a. Start initiative to have individual and department wide photo's	SGT Pinard Deputy Chief	
I7- Implement formal roll call training a. Identify relevant topics for roll call training (monthly)	Deputy Chief/ Sergeants	

b. Allocate time during shift to conduct training		
c. Track training topics/ time (monthly)		

What: Transformation		Champions: DET Crory	
How	Who	When	
T1- Develop a consistent and transparent promotional process. a. Ensure consistent hiring practices/ process b. Ensure consistent promotional practices/ process	Chief Deputy Chief Sgt. Leslie Ptl. Devine		
T2- Implement a Career/ Leadership Development Plan. a. Design Career Development Planner b. Draft and adopt leadership framework	Deputy Chief		
T3- Improve employee morale through best hiring and retention practices. a. Empower sergeants in decision making process b. Stay competitive with other towns pay and benefits c. Provide educational benefits			
T4- Improve agency marketing initiatives a. Social media marketing b. Citizen survey c. Web site	Deputy Chief Sgt. Fernandez		

Key Steps



What: Deployment and Communications for the LPD Strategic Plan		
Champion: Chief		
How	Who	When (Deadline)
Debrief plan	TTA	October 2016
Working Group will meet again		November 2016
Check in with Champions for each goal area to further coordinate the action plans.		
Distinguish the annual and six-month goals		
Send communications to survey respondents thanking them for contributing		November 2016
Complete written strategic plan document		November 2016
.Post Strategic Plan		
Semi-Annual Check-in with Team Training Associates		April 2017
Growth Committee Meeting		
Resource Committee Meeting		
Internal Stability Committee Meeting		
Transformation Committee Meeting		

The Role of Champions: *Refinement and Deployment of the LPD Strategic Plan:*

Champions are the coordinators and shepherds of the strategic plan. They breathe life into the plan by bringing others into the journey towards an improved future for Littleton Police Department. Specifically they:

- Propose edits to the wording for their assigned areas to best represent realistic and aspirational goals and plans that are understandable to both an internal and external audience (“What” in the Action Plan).
- Further define specific actions needed to accomplish the goals within their assigned area (“How” in the Action Plan).
- Logically sequence the action items and propose moderately aggressive due dates in the action plan for each action item (“When” in the Action Plan)
- Work to recruit and assign the right volunteer(s) and staff to assist in key actions within the action plan (“Who” in the Action Plan).
- Once the plan has been finalized they update the Board on the progress of their action plans as well as any modifications that were made to better implement the plan. It is important to note that while the overall goals within the plan shouldn’t change, the action plans will naturally evolve to capitalize on changes in the environment. Champions ensure that while the action plans evolve, the overall intent of the strategic plan is not lost.
- Champions provide accountability to the plan and while they’re not necessarily the “Doer” for specific action items, they make sure the “Doing gets Done.” Through frequent communications, they make sure that gaps in the plan and missed deadlines are accounted.
- Since this is a long-term plan, the Champions understand that there may be a future need to “hand-off” their responsibility to a new Champion. For that reason they keep detailed notes and account for a smooth succession plan.