

TOWN OF IPSWICH MASSACHUSETTS POLICE DEPARTMENT



Strategic Plan FY' 16 - FY' 20

Chief of Police Paul A. Nikas

Fall 2015

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Message from the Chief of Police

I am Chief Paul A. Nikas, a committed leader of law enforcement professionals, who serves as an example to my peers and my subordinates. I will dedicate myself to daily self-evaluations and improvements as a leader and continually seek to better myself professionally and personally.

I will live my life in dedication to my officer's professional development; I will never cease giving them the guidance, protection, or dedication of a professional law enforcement executive. I promise this commitment in order to develop them into a highly motivated, professional team that is capable of facing all types of crisis in a professional manner.

I will do everything in my power to protect the lives and safety of all my fellow citizens, against all manner of harm. I will strive to provide a safe environment for our community's children to grow and prosper. I will dedicate myself to staying vigilant to keep our community free from the evils that would destroy the peace and tranquility we created. To meet this mission I will listen to the concerns and fears of my fellow citizens and have them addressed in a timely and compassionate manner.

This five-year strategic plan was developed collaboratively by the Department as a working document to assist us in evaluating the continued development of the agency as well as the developments and challenges expected in Ipswich and in policing in the next five years.

This strategic plan is intended to communicate our goals and strategies in the context of providing for public safety and an enhanced quality of life for the citizens of Ipswich. It is also intended to recognize our strengths and our limitations and how they determine our capacity for the implementation of these goals and strategies. It is created as an evolving document that is to be reviewed and updated annually to assist us in focusing our available resources for both efficiency and effectiveness. We welcome your review of the document and any feedback you may have to assist us in working collaboratively with you to better serve Ipswich.

Sincerely,



Paul A. Nikas
Chief of Police



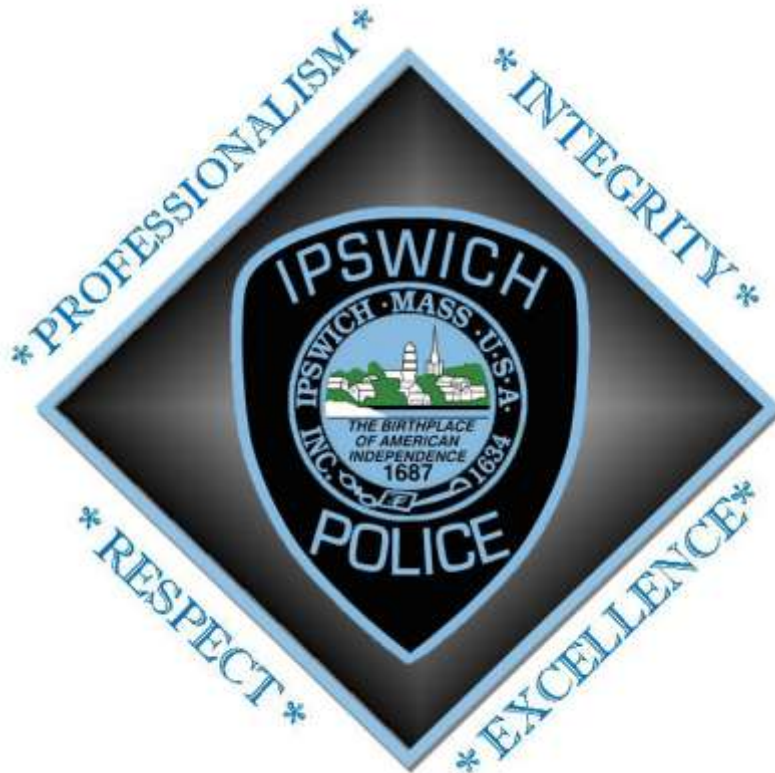
Ipswich Police Department Mission Statement

The primary mission of the Ipswich Police Department is to improve the quality of life in the Town of Ipswich.

This goal will only be accomplished through a partnership with the Police Department and the community. By working together we can maintain the peace, provide safety and security for our citizens, reduce the fear of crime and solve problems.

To be successful in our mission, it requires the commitment of the Administration, every employee of this Department and the citizens of our Town, all working together to ensure the Ipswich Police Department meets its own expectations and that of the citizens.

Values



The Ipswich Police Department is committed to delivering quality service in an effective, compassionate and professional manner. To meet this commitment, the following values must be the basis for all of our actions: Respect, Integrity, Excellence & Professionalism.

RESPECT

We recognize that our officers are our greatest asset, and our actions shall reflect this belief. The officers will respect the citizens and recognize their ethnic, cultural and socioeconomic diversity. We will respect each other as professionals and fellow human beings.

INTEGRITY

We recognize the authority of federal, state and local laws. Honesty and truth must be the standards in all our interactions with the community and with our members. We are committed to the highest standards of honesty and ethical conduct, which create the cornerstones of our profession.

EXCELLENCE

We will strive for personal and professional excellence, dedication to duty and the delivery of quality service to the public. We will continue to pursue excellence through quality training, recruitment, hiring and supervision. We are part of a team dedicated to the safety and protection of our community. Our actions will reflect intelligent, efficient, sincere and courteous service.

PROFESSIONALISM

We treat the public and our colleagues with courtesy and respect. We understand that our appearance, words, and demeanor contribute to the public's confidence in us. We are responsive to the community, and deliver services fairly, impartially, and with transparency.

Recent Department Accomplishments

In order to appreciate the goals and priorities for the Ipswich Police Department going forward, it is important to maintain an awareness of our recent accomplishments that have served to enhance our administration and operations in terms of effectiveness and efficiency. The following is a summary of the most significant recent accomplishments that have impacted the department as we continue moving forward serving the Town of Ipswich:

1. Development and update of the Department Policies & Procedures

In December of 2013, the Ipswich Police Department embarked on a complete overhaul of its Policies & Procedures. These Policies had not been reviewed or reissued in their entirety in over 15 years. In that time span, there had been numerous law changes, new laws enacted and public policy changes. During our extensive review, it became clear that simply amending individual policies would not meet our goal of maintaining a professional police force striving for excellence. At the completion of our review and research, which included reviews of the International Chiefs of Police and Massachusetts Chiefs of Police resources, the new Policies & Procedures were issued to every officer in August 2014. These Policies & Procedures represent the most up to date information on legal changes and best police practices used throughout the country. Before being implemented, Administrative staff and Union personnel reviewed every individual policy together to ensure they met everyone's expectations. To minimize expense costs, the Policies were issued as a computer disc to each officer and electronic copies were posted into the Department's computer server for easy access at all times. To eliminate salary costs during the research process, staff worked on these changes during normal work hours and on their personal time. This information is provided to show the drive and dedication members of the Ipswich Police Department have to being a professional agency.

2. Department organizational improvements

The Ipswich Police Department modified its organizational structure and made minor changes in staffing and assignments. During the past twelve months, the department has promoted a new lieutenant (Executive Officer) and two new sergeants, and assigned an officer to a Federal Drug Task Force. While still operating with a vacant sergeant position, each current sergeant was assigned additional responsibilities in addition to their shift supervisory roles. These responsibilities include a Community/School Liaison, responsible for community and school outreach; Training

Coordinator, responsible for scheduling all training requirements and locating advanced training opportunities for department personnel; Traffic Enforcement, responsible for all traffic grants, traffic studies, and parking enforcement; and an IT/Communication Liaison, responsible for keeping department computers and radio communications operating and to research new technologies in both fields to ensure the department is as current as budgets allow.

3. Social media enhancement

The Ipswich Police Department is continuing to expand its presence on social network sites such as Facebook and Twitter. The Department recently approved social media guidelines for information sharing on these sites and is working to use them more effectively. The department has recently contracted with the *John Guilfoil Public Relations* firm to enhance our public information and media efforts. Under the plan the Department's PR firm handles the release of information concerning Department successes, public events, arrest information and other types of non-crime related information after approval of the Chief of Police or his designee. The PR firm also responds to critical incidents and is the primary liaison for the Chief of Police with the media.

4. Fleet replacement and turnover

The Ipswich Police Department has continued with its annual fleet replacement program, which includes the purchase of two new Police Interceptor Utilities each year. This program has allowed the police fleet to replace all vehicles in a timely manner, reducing maintenance costs and "down-time" to front line patrol vehicles. Additionally, all vehicles in service are now more fuel efficient and have reduced emission standards without compromising patrol functions. The program also provides the Town with the ability to repurpose old police vehicles to an alternative Town department, saving critical capital funds which would otherwise be expended to purchase new vehicles.

5. Portable Radios, Fleet Radios and Base Radio replacement

The Ipswich Police Department has recently replaced all portable radios assigned to individual officers and fleet radios in police vehicles, including the Harbormaster vessel. This replacement program was executed over a two year period using working capital, general fund and Federal Asset Forfeiture funds. The new radios have improved programmability and communication range, which improves officer safety in the field. This improved programmability will allow future upgrades, to include the

P25 encrypted standard, without the need to purchase new portable radios in the future. In the next ten years, the P25 encrypted standard is projected to be the new Public Safety Communications standard nationwide and our new radios will meet this capability. Also during this time, the base radio system and the main repeater, located in the Police Department, has been upgraded to newer, more reliable equipment which improves our interoperability with other Federal, State, Municipal and Town agencies.

6. New Field Training Officer Program – New Officers

The Ipswich Police Department has created a new 4-6 week Field Training Officer Program (FTO). This new training program assigns newly hired police officers to a veteran officer who is certified as a State FTO. The FTO's provide training and teaching points to the new officers as they interact with the public and other law enforcement personnel. Additionally, they train the new officers on Department Policy, Rules & Regulations, booking procedures, radio communications and in-house computer systems. As the FTO's observe the new officers on a daily basis, they provide feedback, corrective training and complete weekly written evaluations on the new officer's development. These weekly evaluations are reviewed by the Training Sergeant who, at the end of the first four weeks, recommends the new officer continue FTO training or be released from the program and assigned to a patrol shift. The Training Sergeant's recommendation and FTO's weekly evaluations are sent to the Lieutenant, who oversees the entire training program. Final approval to assign a new officer to a patrol shift is made by the Chief of Police. This multilevel training and review process is designed to ensure new officers are capable of providing a standard of excellence the Ipswich Police Department and the citizens of Ipswich expect from their Police Department and ensuring they have the tools to meet those expectations.

7. New Digital Headquarters© operating system

In 2014, the Ipswich Police Department used Federal Asset Forfeiture funds to purchase software designed to be an electronic bulletin board and an electronic repository for operational documents for the Department. The software was purchased to improve administrative functions and reduce our paper consumption. The software allows the Administration to store copies of all critical documents, such as the Policy & Procedures, Rules & Regulations, Operational Orders, and Memos, in one centrally located electronic repository, easily accessible to officers whenever they are on duty. When on duty, officers are required to log into the software and receive any critical information placed onto the system. Previous to this purchase, paper

copies of this information were distributed to officers. It is also an electronic scheduling system designed to organize and track officer's shifts, training days and court assignments.

S.W.O.T. Analysis Summary

Strengths * Weaknesses * Opportunities * Threats

Current Strengths of the Ipswich Police Department

- The experience of our work force
- Good Community support
- Staff commitment to goals and values
- Specialized and advanced training provides opportunity for staff and the ability to meet Community needs

Current Weaknesses of the Ipswich Police Department

- Current Police facility reduces efficiency in police functions
- Lack of a proper training facility
- Lack of proper interview & interrogation rooms
- Stability of the work force
- Lack of well-established patrol equipment needed to meet community expectations
- Lack of access to statistical data to improve the efficiency of police actions

Opportunities for the Ipswich Police Department

- Development of an internal leadership and management program targeting the development of new and future leaders
- New specialized units designed to address the ongoing narcotics issue in Ipswich and surrounding communities
- New specialized unit designed to enhance traffic & parking enforcement in the community
- Implementation of a new Records Management System computer platform to aid in data collection and officer efficiency

Known and Anticipated Threats to the Ipswich Police Department

- The continued aging and decline of the facility and the need for a new station to meet anticipated public safety services in the immediate future
- Increased narcotics use and abuse within the community, which brings with it a known criminal element, resulting in increased violence and property crimes
- Increased pressure on Police services transitioning to community caretakers and social workers, such as handling mental health incidents & child protection issues
- Increased pressure on Police services to address nuisance calls and quality of life issues, such as parking and traffic complaints without funding to meet this need

Ongoing Department Challenges

In addition to the "threats" identified through the S.W.O.T. analysis, the police department is also aware of the following ongoing challenges that are not completely within our control yet impact our overall operations and efficiency:

Operating Budget Expenses: The Department continues to see personnel costs as a major expenditure and no new personnel requests were requested in the budget. The lack of new recurring funds has limited our ability to expand our work force to meet the current and future needs of the department and our community. With the Town's budgetary focus being on the School Department, the needed increase in operating funds for the Department to meet Community goals is difficult to attain.

Technology and Law: The ongoing rapid change in technology creates multiple problems for the IPD. The technology and training to investigate cybercrimes, such as fraud and Identity theft is expensive and the training is complex. The laws have not kept up with these changes making enforcement difficult. Additionally, advancements in police technology are very expensive and often unobtainable, given the present budgetary constraints. An example of this would be Body Worn Cameras or Cruiser Camera Systems and the data storage cost associated with programs.

Community Engagement: Our quality of life issues and crime reduction efforts are dependent upon strong engagement with all segments of the community. It is challenging to get citizens and business owners with busy schedules involved with the police department and their neighborhoods. While there is sufficient involvement overall, our goal is for citizen and neighborhood involvement to continue to improve and be proactive rather than reactive.

Department Goals for FY'16-FY'20

Goal # 1: New Records Management System

Goal #2: State Certification & Accreditation

Goal #3: Sustainable Training Program

Goal #4: Drug Prevention / Education Program

Goal #5: K-9 Narcotics Unit

Goal #6: Motorcycle Unit for Traffic & Parking Enforcement

Records Management System

The Public Safety Sector relies on Records Management. Whether the records are for court proceedings, civil infractions or documentation of activity, everything Public Safety does has to be documented. It is imperative that we maintain and upgrade our Records Management Systems to stay current and take advantage of the new technologies.

ISSUE:

1. The Ipswich Police Department's current Records Management System (Microsystems) was originally designed in 1985. The programming structure used at the time has now been phased out within the computer programming world. Microsystems has been updated many times since we have acquired the system but still falls short of the industry standard which is Windows based operating systems.
2. Microsystems was primarily a police based system and has failed to meet the needs of the Ipswich Fire Department which shares the Microsystems platform with the Ipswich Police Department. The Ipswich Fire Department has seen an increase in State requirements for reporting that have not been available to them with Microsystems.

GOAL:

1. To replace the outdated Records Management System with a system that meets and exceeds the current needs of both the Police Department and Fire Department.

OBJECTIVES:

1. Purchase one system for both departments to reduce duplication of information
2. Purchase Records Management System that incorporates Computer Aided Dispatch to generate records for both Police and Fire departments while sharing the same informational database structure.
3. Purchase a Records Management System that can be integrated with State and Federal mandated reporting for both the Police and Fire Departments.
4. Purchase a Records Management System that can communicate directly with the Criminal Justice Information System.

ACTION ITEMS:

1. Year One

- a. Purchase New Server Hardware for Records Management System utilizing E911 grant money, operating budgets and working capital funds.
- b. Configure connection between IPD and CJIS Network
- c. Create a master database of individual people for Police services
- d. Create a master database of Residence and Business addresses for Police and Fire services
- e. Create a master database of streets and cross streets
- f. Train Administrators on the operations of the new system
- g. Administrators will then train the officers within their departments
- h. Go “live” with the new system in January 2016.

2. Year Two

- a. Add additional computer modules for remote access from Police and Fire Vehicles.

State of Massachusetts Certification & Accreditation

Accreditation is a self-initiated process by which police agencies strive to meet and maintain standards that have been established for the Police Profession, by the Police Profession. The standards for the Massachusetts Accreditation Program are based upon national standards established by the Commission on Accreditation for Law Enforcement Agencies (CALEA). The standards reflect the best professional practices in each area of police management, administration, operations, and support services. The standards prescribe “what” agencies should be doing, but not “how” they should be doing it.

ACCREDITATION BENEFITS:

1. Provides a set of norms for an agency to judge its performance
2. Provides a basis of knowledge to correct deficiencies before they become public problems
3. Requires agencies to commit to their policies and procedures to writing
4. Promotes accountability among agency personnel
5. Provides a means of independent evaluation of agency operations for quality assurance
6. Enhances the reputation of the agency and promotes public confidence in it
7. Reduced costs on insurance liability rates for the Town

OBJECTIVES:

1. To become a *Certified Agency*, which means we have adopted 155 mandatory standards.
2. To become an *Accredited Agency* this consists of 375 standards.

ACTION ITEMS:

Phase 1

- a. Appoint an Accreditation Manager
- b. Complete Accreditation Application Process
- c. Review Standards Manual and Submit Waivers to the Commission
- d. Set up Accreditation filing system
- e. Create and Delegate Assignments according to functional areas of responsibility

Phase 2

- a. Enrollment

- b. Self-Assessment
- c. On-Site Assessment
- d. Commission Review and Decision
- e. Maintaining Compliance and Reaccreditation

Sustainable Training Program

A quality police training program provides each level of staffing within the department the skill sets necessary to complete the mission they have been tasked with providing. This program includes training for patrolman, sergeants and the administration, as well as for Special Police Officers. The program covers State mandatory training, as outlined by the Municipal Police Training Counsel (MPTC), advanced training classes directed at a specialized field and provides for administrative flexibility to address changes in “best practices” for law enforcement. This program will also educate officers on Town by-laws, work place issues and provide them with training opportunities to advance their careers through promotions. These promotional training classes will not only improve an officer’s chances for promotion, but will provide a high standard of service and professionalism to the community we serve.

I. Legal Updates

1. Full-time Officers
 - a. Annual in-service training through the MPTC.
 - b. Every two years, an In-house training program on relevant issues to our community, i.e. Town By-law changes and how to properly document and enforce said By-Laws.
2. Special Officers
 - a. Annual Legal updates in-house taught by a certified MPTC instructor.
 - b. By-Law review, documentation and proper enforcement every two years.

II. In-Service training

1. Full-time Officers
 - a. All full-time officers will attend three (3) days of in-service training through the MPTC. State mandated requirements cover legal updates, defensive tactics, use of force and relevant law enforcement issues.
2. Special Officers
 - a. All Special Officers will receive In-Service training through MPTC (when available) or be trained in-house by a certified MPTC instructor. This training will include defensive tactics / use of force.

III. Firearms Training

1. Full-time Officers
 - a. Annual qualifications: MPTC qualification course will be conducted at the local range with the Department Firearms Instructor, who is certified by the MPTC.
 - b. Department Firearms Instructor will develop and implement a dynamic shooting course that will be reviewed and approved by the training coordinator. This training course will include elements that simulate potential real life scenarios to include “shoot-don’t shoot” scenarios. This course is intended to better prepare officers to be able to perform at the highest level under difficult and stressful situations.
2. Specials Officers
 - a. Annual Qualification Course

IV. CPR / First Aid

1. Full-time Officers
 - a. Annual certification in CPR, Defibrillation and First-Aid to be conducted in-house by certified instructor
 - b. Each officer will be trained in NARCAN delivery
 - c. All officers will receive HIPAA training and certification annually
2. Specials Officers
 - a. Annual certification in CPR, Defibrillation and first-Aid to be conducted in-house by certified instructor
 - b. All Specials will receive HIPAA training and certification annually

V. TASERS

1. Full-time Officers
 - a. Phase 1: on a volunteer basis, officers will be trained and certified in TASERS.
 - b. Phase 2: All new hires will be required to be trained and certified in TASERS.
 - c. Phase 3: All officers, within 5 years will be required to be trained and certified in TASERS.

VI. Ethics

1. Full-time Officers
 - a. Officers will be required to read and sign acknowledgement of ethics rules and regulations on an annual basis.
 - b. Officers will receive additional ethics training specifically relevant to law enforcement issues once every 2 years by a certified instructor.
2. Specials Officers
 - a. Will be required to read and sign acknowledgement of ethics rules and regulations on an annual basis.

VII. Suicide Prevention

1. Full-time Officers
 - a. Officers will be trained in suicide prevention.
 - b. Officers will be trained in how to identify “red flags” in themselves and fellow officers in reference to suicide prevention.
 - c. Sergeants will receive additional mandatory training in suicide prevention pertaining to in custody suicide prevention and identifying “red flags” in fellow officers.
 - d. Sergeants will receive training in how to properly document “red flags” discovered among subordinates and the appropriate actions to take when these indicators are identified.

VIII. Sexual Harassment

1. Full-time Officers
 - a. All Officers will be required to read and sign Town of Ipswich Sexual Harassment Policy in the workplace annually.
 - b. Sergeants will be required to attend any additional Sexual Harassment training the town initiates.
2. Specials
 - a. Will be required to read and sign Town of Ipswich Sexual Harassment Policy annually.

IX. Roll Call Training

Roll Call Training will be a new program initiated July 2015. Roll Call Training is a program designed to keep officers current with various aspects of the profession. This includes but is not limited to specific department policy and procedures, legal updates, specific skill sets to practice in an effort to remain proficient in specific areas, i.e. deployment of stop sticks, deployment of defibrillator, deployment specific medical equipment, etc ... The Roll Call Training will be designed and overseen by the training coordinator. The sergeants will implement the lesson of the week during roll call at the beginning of each shift. Each officer will be required to partake in the Roll Call Training, documented by a sign-off sheet when the training is completed.

X. Emotionally Disturbed Person (EDP)

1. Full-time Officers

- a. Officers will receive training in how to properly deal with EDPs in a professional and compassionate manner.
- b. Officers will receive training in how to deal with troubled juveniles and the laws pertaining to their custody issues.
- c. Sergeants will receive training in how to communicate with various State and private agencies that can assist with an acute EDPs, both adult and juvenile.

XI. Specialized Units

Officers involved in specialized units, such as Criminal Investigations, School Resource Officer, DARE officer, bicycle patrol, marine patrol, narcotics investigations and traffic enforcement will continue to receive the training necessary to remain proficient and certified. In addition, the department will seek to add more specialized units based on the future needs of the community.

XII. Career Development

The Department will continue its association with the *FBI-LEEDA (Law Enforcement Executive Development Association)* training program designed to enhance officer development and prepare officers for promotional advancement.

This nationally recognized police training curriculum provides a three tier program which consists of the Supervisor Leadership Institute, the Command Institute and the Executive Leadership Program. This “trilogy” curriculum is designed for officers who have demonstrated a commitment to their professional development and who seek continued improvement of the law enforcement community. In addition to the FBI-LEEDA courses, the Department utilizes the *Municipal Police Institute*, which is a Massachusetts Police based training entity, for leadership courses specific to Massachusetts, such as Labor Law, Civil Service Law and Internal Affairs.

Drug Prevention and Education Programs

Given the society we live in today, and the increased presence and abuse of illegal and prescription drugs throughout the country, the Ipswich Police Department believes in having a drug prevention education program. Our department currently has two certified D.A.R.E. Officers and offers the program to all 6th and 7th grade students at the Ipswich Middle Schools. The School Resource Officer (SRO) offers additional classes and seminars sponsored by the Essex County District Attorney's Office that also address drug issues and overall safety issues for school children. The D.A.R.E. Officers also add in additional supplemental lessons on prescription drug abuse and staying safe electronically. (Think Before You Send – being safe online)

ISSUES:

1. The Department believes the curriculum should be taught earlier in the students' education, preferably at the 5th and 6th grade level or even at kindergarten age. However, with a limited operating budget and since Ipswich has two elementary schools, it makes more sense logistically to teach the Elementary Curriculum in the 6th grade and the middle school curriculum in the 7th grade.
2. The elimination of community policing funds around 2007 placed Drug Prevention and Education Programs in danger of being eliminated and greatly reduced the program's operational capacity.

GOALS:

1. Expand our educational outreach to younger children and start doing school visits as early as Kindergarten in the elementary schools, and perhaps again in 4th grade for basic safety talks, good touch/bad touch, when to call 911, and the basics of drug and alcohol abuse education.
2. Introduce police officers to school children at an early age to foster a better partnership of the police in the schools working and interacting with students and staff.
3. Educate students and parents about the dangers of prescription drug use and its path to opiate addictions.

OBJECTIVE:

1. Help keep our youth drug and violence free and further improve the Ipswich Police Department's relationship with the schools and the community.

ACTION ITEMS:

1. The Ipswich Police Department has earmarked federal drug seizure monies, through the asset forfeiture program, to supplement our drug prevention programs.
2. Use our currently certified D.A.R.E. Officer's and arranging times convenient with the schools for additional classroom visits. The Department would have to dedicate more time for the Officer's to be in the classroom.
3. Look to partner with State Preventive Initiatives, as outlined in Governor Baker's *Action Plan to Address the Opioids Epidemic in the Commonwealth*, released on June 22nd, 2015. This includes state funding for evidence-based opioid prevention programs in schools and targeted educational materials for parents about the risks of opioid use and misuse.
4. Continue allowing the D.A.R.E. Officers to spend bonding time with their students by accompanying the children on class trips. Recently, an Officer served as a chaperone with the High School Band, Chorus, and Orchestra on a trip to England. Another Officer served as a chaperone with the 6th grade trip to Ferry Beach and the 7th grade local canoe trip. These trips foster and encourage a good relationship with the schools, students, and staff.
5. Seek to solicit funds from local businesses to further our drug prevention efforts and provide the means to purchase tee shirts, pencils, stickers, and other child-age appropriate items for the D.A.R.E. graduates as well as for community events.
6. The Department will have an increased presence at community events to enhance our Drug Prevention and Education message and foster a good relationship with the community which we serve.

K-9 Narcotics Unit

The Commonwealth of Massachusetts is at a crossroads in the fight against drugs and Ipswich is right in the middle of that fight. Drugs have long since been a major problem for Police Departments and that fight has always been a financial drain to any Department. Finding new and creative ways to make a bigger dent in that fight has not been easy. One of the biggest drug issues that Massachusetts and specifically Ipswich, is facing is the ever-growing heroin/opiate problem. It is well establish that the problem is reaching epidemic proportions and on June 22nd, 2015, after reviewing the report issued by the Governors Working Opioid Group, Governor Baker issued *Action Plan to Address the Opioids Epidemic in the Commonwealth*. In 2013, the Ipswich Police Department was provided funding to assist in combating the ever-growing drug problem. The Department used that money to send Officers to specialized drug training. Both the Ipswich Fire Department and the Ipswich Police Department have started carrying Narcan© to combat heroin overdose deaths in our town. These are all import steps but they are only a start to dealing with this ongoing addiction problem.

ISSUES:

1. Over the past five years the Ipswich Police Department has dealt with over 210 drug related incidents. Since 2012 these incidents have risen by over 425%. These incidents stem from overdoses and drug related arrests.
2. Heroin only started to be noticed in department statistics in 2012 and has increased at an unheard of rate since then. By the fall of 2015, overdoses in Ipswich have already reached thirteen. This is the highest number of overdoses ever recorded in Ipswich and the year is not over.
3. Narcotic cases in Ipswich have been challenged in court based on the duration of the interaction between officers and defendant during a roadside motor vehicle stop. This extended interaction is created by waiting for the arrival of a K9 Unit from another law enforcement agency to conduct a search. In addition to creating potential court challenges, it creates an officer safety issue by having an officer exposed to a suspected narcotics dealer on the side of a roadway for an extended duration.

GOALS:

1. Increase narcotic interdiction and suppression to accompany the Department's Drug Prevention & Education Programs, creating a two-prong approach to the epidemic.
2. Identify, arrest and prosecute narcotics dealers through intelligence gathering and K-9 interdiction and stem the flow of available drugs on the street and in the community.
3. Increase our drug forfeiture accounts by seizing drug money from narcotics dealers who profit for the exploitation of addicted citizens.

OBJECTIVE:

1. Creation of a specialized Narcotics K-9 Unit to provide narcotics interdiction and suppression.

ACTION ITEMS:

1. Contact *The Stanton Foundation First Time Dog Program* which is a grant solely available to Massachusetts Police Departments who wish to start up a K9 unit for the first time (<http://thestantonfoundation.org/canine>). This non-competitive grant offers \$25,000 to cover the cost of purchasing a dog, retrofitting a cruiser, building a kennel and the initial training. In addition, the grant provides food and veterinarian expenses for the first three years. As an added bonus, at the completion of the initial training, the department will be reimbursed \$1,000 for every week the Officer and his K9 partner were in training. The full grant award for the K-9 including all training, food, and veterinary expenses totals \$39,000.
2. After the first 3 years of operation, the K9 unit's budget should only consist of food and veterinary expenses, estimated to cost a two – three thousands of dollars. To help offset these minimal operating costs, the Department would establish fundraisers, solicit donations from local businesses and use seizure monies from drug arrests. These funding mechanisms are well established and executed by other North Shore police departments that operate successful K9 Units.

Motorcycle Traffic & Parking Enforcement Unit

Use of the Motorcycle Patrol Unit dates back to 1909, when mounted officers abandoned their horses in lieu of transportation that could keep up with the rapidly evolving motor vehicle. Today, Motorcycle Traffic Enforcement has been implemented in law enforcement agencies all across the country. These patrol units are assisting law enforcement agencies in their efforts to reduce the incidences of aggressive driving, impaired driving, speeding, and texting while driving. Other priority enforcement concerns for agencies at all levels are crosswalk violations and seatbelt violations, for which motorcycle patrol units could play a significant role in assisting with enforcement. In rural residential areas, where narrow streets make it difficult to deploy patrol cars as an observation platform, motorcycle patrol units are often used to enforce traffic statutes. In downtown urban areas, where parking concerns are always voiced, a dedicated motorcycle traffic unit can be an effective enforcement tool by putting an officer on foot more quickly than one deploying from a patrol car. In this application, motorcycle patrol officers can also assume a community-policing role. Citizens typically tend to be more comfortable approaching an officer on a motorcycle without the perceived barrier of an enclosed vehicle. Additionally, Motorcycle Officers are frequently used for ceremonial duties and civic events.

ISSUES:

1. Speeding vehicles on secondary roadways with limited shoulder space for police cruisers to park as an observation platform or run radar.
2. Parking violations in the downtown area with limited access space for a police cruiser to park, so an officer can walk the area for proper enforcement.

GOAL:

1. Creation of a dedicated Motorcycle Traffic & Parking Enforcement Unit which would be operated on weekdays, during business hours only. Research has shown a motorcycle patrol unit works best on a weekday shift assignments. Funding sources to operate the unit could be applied from parking fees (MBTA Lot).

OBJECTIVES:

1. Reduction in speeding complaints and motor vehicle crashes, as a result of increased traffic enforcement on secondary roadways.
2. Reduction in parking complaint in the downtown areas.

3. Increase in motor vehicle turn-over in downtown parking spaces which in turn will create an increase in foot traffic to businesses.
4. Establish an effective public relations unit, capable of resolving specific traffic related problems that cannot be handled by a normal patrol vehicle.
5. Provide additional career opportunities for patrol officers.

ACTION ITEMS:

1. Determine the cost benefit analysis of a motorcycle purchase versus a lease option. Preliminary research has shown lease options are favorable to most agencies in the area and only cost \$4,500 per year, with a 3 year commitment.
2. Develop clear and precise roles for the Unit. The Unit must be functional and able to accomplish the objectives that fulfill the role set forth by the agency.
3. A policy will need to be written to govern all aspects of the Motorcycle Unit. The policy must be written in such a manner as to allow the Unit to attain the objectives enumerated above.
4. Identifying additional or unique funding sources for the unit.
5. Prior to the signing a second 3-year lease, the administration will complete a full assessment of the Unit to determine its success or failure to meet the objectives set forth above.

TIME TABLE

STRATEGIC GOAL	ESTABLISHED DATE	COMPLETION DATE
New Records Management System	December 2015	Perpetual
State Certification & Accreditation	September 2016	September 2018
Sustainable Training Program	July 2015	Perpetual
Addiction Prevention & Education Program	September 2015	Perpetual
K-9 Patrol & Narcotic Unit	January 2016	January 2019
Motorcycle Unit for Traffic & Parking Enforcement	July 2017	January 2020