



**THE RODGERS**  
GROUP, LLC

*One Team, One Mission : Committed to Public Safety Professionalism.*

# THE PRINCETON POLICE DEPARTMENT 2015-2018 STRATEGIC PLAN



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### **CHIEF'S MESSAGE**

“I am pleased to present this plan which maps our department’s path into the future. This document is values and mission driven and represents the vision and objectives of all the department’s stakeholders. Our community partners played an integral role in the formulation of our vision represented in this plan. On behalf of the entire Princeton Police Department, I would like to extend my gratitude to this community for its continued input and support. We hope that by formally stating our goals, objectives and strategies we will lay a foundation for a department that will work more effectively and offer a higher level of service for years to come. By more efficiently using our available resources we hope to provide a high quality police service in a fiscally responsible manner.”

I would like to thank the Mayor, Council members, and Municipal Administrator who have continued to show their support and focus on providing leadership for the Town of Princeton. Our town leaders recognize the importance of safety in the community and that it is a critical cornerstone to not only the overall quality of life for the citizens of Princeton but also to our town’s ability to achieve our established goals.

Sincerely,

Chief Nicholas Sutter

### **PRINCETON'S LEADERSHIP TEAM**

Mayor Liz Lempert  
Municipal Administrator Marc D. Dashield  
Council President Bernard Miller  
Councilwoman Jo Butler  
Councilwoman Jenny Crumiller  
Councilwoman Heather Howard  
Councilman Lance Liverman  
Councilman Patrick Simon



## THE PRINCETON POLICE DEPARTMENT MISSION STATEMENT AND CORE VALUES

### MISSION STATEMENT

The Princeton Police Department mission is to protect the lives, property, and rights of all people; maintain an ethical environment of mutual respect, trust and dignity; foster a partnership with the community we serve; and, improve the quality of life for all within the community.

### CORE VALUES

The employees of the Princeton Police Department are committed to its mission. We are accountable for our actions and we conduct ourselves accordingly in pursuit of our core values of:

**HONOR:** *Always act with the utmost integrity, and be honest and truthful. Enforce the laws equally and without bias. Hold yourself and other members to the highest ethical standards.*

**INTEGRITY:** *We place the highest value on honesty and an adherence to a strict code of ethics; we will always engage in behavior that is beyond ethical reproach to maintain public confidence.*

**SERVICE:** *Putting responsibilities before self-interest, performing duties to meet the needs of others, promoting partnerships to identify and solve problems, doing what is right for the community.*

**KNOWLEDGE:** *We seek truth, awareness, and understanding through investigation, education and experience.*

**EXECUTIVE SUMMARY**

A comprehensive and disciplined strategic planning process provides an executive clarity of purpose, as well as a structure for accountability at all levels of the organization - from front-line officers to the command staff. This strategic plan is not a static, inflexible document that will impede the Chief of Police's ability to contemplate new priorities or initiatives that emerge. This plan is a business framework designed to maximize efforts and demonstrate superior law enforcement professionalism toward the Princeton community.

Strategic plans provide structure based on a comprehensive and critical review of current business processes. By establishing clear priorities an executive can evaluate new or emerging issues and evaluate them against existing capabilities and resources. When leaders respect and understand the value of long-term planning their organizations can carefully consider current capabilities and assets, and also forecast potential obstacles or threats that may be present or becoming apparent. Identifying opportunities that can be leveraged is an additional benefit that occurs during the planning process and can be set forth in a strategic plan. The result of following a structured process is a clear direction for programs and policies. An effective strategic plan will also align professional development efforts for employees and foster a community-centered environment.

The PPD respects and understands the value of long-term planning and is interested in identifying opportunities that can be leveraged to their benefit. As such, the following six strategic goals were identified and will provide us direction for the next three years:

- **Increase Traffic Safety for Motorists and Pedestrians**
- **Enhance Organizational Professionalism Through Efficiency and Accountability**
- **Professional Development and Training**
- **Increase Community Safety Through the Use of Crime Analytics and Partnerships**
- **Provide Superior Community Engagement**

**Strategic Planning Terms**

**Goals:** Broad statements of what the agency wants to accomplish or obtain.

**Objectives:** Specific, Measurable, Achievable, Relevant and Time-bound (S.M.A.R.T.) steps that assist and organization reach a Goal.

**Strategies:** Activities that must be completed in order to successfully reach an Objective.

## INTRODUCTION

The Princeton Police Department (PPD) Strategic Plan is designed with flexibility in mind while at the same time setting a foundation with consideration to best practices. Professional organizations monitor their successes and failures by placing specific accountability measures in place that ensure employee activities are aligned with priorities. This document will guide the overarching goals and objectives, and the actions necessary to meet those ends, of the PPD over the next three - five years. This plan does not constitute an exhaustive list of tasks that need to be accomplished within the agency, but instead places focus on specific priority areas that were identified during a series of interviews with relevant stakeholders. This strategic plan is not static in nature, but rather is designed to be a dynamic and flexible document that can evolve as the needs of our community change.

Collaboration was a cornerstone in the development six strategic goals and that collaboration will need to continue for their successful implementation. The PPD will build upon the strong relationships already formed within the community while continuing to forge new relationships. Working together toward these common interests, PPD will ensure the ability to continue providing the law enforcement services our community expects and deserves. That basic principle is a hallmark of the PPD. This strategic plan was developed after receiving input from stakeholders within the community as well as within the PPD. Over the past few months a number of meetings were convened with internal and external stakeholders to gain perspectives on how the PPD can be more efficient and effective in meeting the needs of the community.

PPD was committed to the development of this strategic plan, but only after a comprehensive and collaborative assessment was completed with input from organizational stakeholders. Through the assessment we endeavored to answer questions that were relevant to the delivery of professional police services to our community. Some questions included:

*What do we do that maintains community trust in police services?*

*What do we do that weakens community trust in police services?*

*What can we do, that we are not currently doing, that can strengthen and build upon confidence the Princeton community has in police services?*

*What is not within our control that impacts police services to the Princeton community?*

Through a series of stakeholder meetings a broad perspective was gained of the strengths, weaknesses, opportunities and threats concerning the PPD. Commonly referred to as a S.W.O.T. analysis, areas of improvement were identified and incorporated within this plan. However, it is important to note that throughout these pre-assessment activities there was an apparent level of confidence in the direction of the police department. The common theme encountered was that the current leadership of the police department has demonstrated a sincere interest in meeting the expectations of the Princeton community.

Over the course of three months meetings were coordinated with various groups that all have interest in, and relevance to the PPD. The following represents a list of stakeholders who were consulted:

1. Princeton Leadership Team members
2. Princeton Police Department Command Staff
3. Princeton Police Department Detective Bureau
4. Princeton Police Department Traffic Unit
5. Princeton Police Department civilian staff (Clerical and Dispatch)
6. The Princeton School District Superintendent of Schools, Headmasters, Principals and school security personnel from area schools.
7. Princeton Engineer
8. Princeton University Representative
9. Princeton Merchant Representatives
10. Princeton Clergy Representatives
11. Princeton Community Representatives
12. Municipal Representatives

In addition to the above, the PPD solicited feedback through social media and provided a “phone-in” opportunity for Princeton residents to have input toward the completion of this plan. There were also some follow up meetings with the PPD and residents as a result of these open opportunities. Throughout the entire pre-assessment process there was regular communication with the Chief of Police and he was provided timely feedback about activities that could immediately be implemented without waiting for the completion of the formal Strategic Plan. Finally, through our pre-assessment process there were common themes and evident adjustments that are worthy of consideration. While not all encompassing, those themes for consideration are as follow:

### **RECOMMENDED ACTIONS**

1. The PPD should have a fully dedicated IT specialist who falls under the direction and supervision of the Chief of Police
2. Facilitate the movement of the Traffic Unit under the Patrol Bureau
3. Hire a Public Information Officer
4. Remove all crossing guard hiring, scheduling and supervision responsibilities from the Traffic Unit
5. Research and implement the use of body cameras
6. Implement a “Recognition Program” for officers who develop and implement community oriented initiatives
7. Traffic Unit personnel should work alternate shifts that are aligned with accident and citizen complaint data
8. There should be a greater emphasis on data analysis for crime and traffic related resource allocation.
9. PPD Lieutenants should cover a wider timeframe through alternate schedules
10. PPD Lieutenants should be scheduled for mandatory weekend, on-site inspections

**THE PRINCETON POLICE DEPARTMENT  
STRATEGIC PLANNING  
OVERARCHING GOALS**





**GOAL 1**  
**INCREASE OVERALL TRAFFIC SAFETY FOR MOTORISTS AND PEDESTRIANS IN PRINCETON**

1.1

**Objective:** Reduce motor vehicle accidents within the PPD area of responsibility by 10 percent.  
 Evaluation Date: November 1, 2016.

**Strategies**

a. Identify “Top 10” accident locations through an analysis of last 2 years of MVA’s investigated by the PPD. At a minimum, the analysis will include an assessment of the most common date (s), day of week, time of day, location, injuries sustained and contributing factor (s). The assessment will be broken down by month to allow flexibility for the allocation of personnel and operational planning.

- Research best practices in mapping of MVA data.
- Identify mapping software capabilities of allied police agencies in the Mercer County area, to include the Regional Operations Intelligence Center (ROIC).
- Meet with ROIC personnel and leverage mapping and analytical capabilities.

<b>Date Due:</b> November 1, 2015	<b>Responsible Party:</b> Traffic Unit Sergeant
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b. Analyze citizen traffic complaints, motor vehicle summons and DWI statistics of past 2 years. Overlay current accident data and deliver an analysis report to the Traffic Bureau Lieutenant.

- Meet with ROIC personnel and leverage mapping and analytical capabilities.

<b>Date Due:</b> December 1, 2015	<b>Responsible Party:</b> Traffic Unit Sergeant
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c. Based on identified data, prepare an analysis report for the Chief of Police. The report will include an operational and accountability plan to utilize both Patrol Bureau and Traffic Unit personnel to complete targeted enforcement details in the Top 10 accident locations.

- The operational and accountability plan shall include a list of approved traffic enforcement details PPD personnel may employ.
- Prepare a 2016 Capital Budget Request.

<b>Date Due:</b> November 1, 2015	<b>Responsible Party:</b> Traffic Bureau Lieutenant
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d. Purchase two (2) variable message boards to provide community messaging relating to traffic details.

- Research device options.
- Identify funding source.
- Prepare a procurement request for the Chief of Police and complete procurement process.

<b>Date Due:</b> January 1, 2016	<b>Responsible Party:</b> Traffic Unit Sergeant
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e. *Monthly*, a minimum of four (4) targeted enforcement details will be completed in each of the Top 10 accident locations by the PPD Patrol Division. Supervisors will complete and submit an After Action Report to the Traffic Unit Sergeant that will include, at a minimum, the date, time of day,

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location, type of targeted enforcement detail, enforcement taken and recommendations for the Traffic Sergeant to consider. The report will be submitted within one week of the end of each calendar month.

- Develop an After Action Report template for consistent data reporting.

<b>Date Due:</b> Monthly, Jan. 2016 – Jan. 2017	<b>Responsible Party:</b> Traffic Unit Sergeant
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f. **Monthly**, a minimum of ten (10) targeted enforcement details will be completed in a Top 10 accident location by each member of the PPD Traffic Unit. An After Action Report will be completed that will include, at a minimum, the date, time of day, location, type of targeted enforcement detail, enforcement taken and recommendations for the Traffic Sergeant to consider. The report will be submitted within one week of the end of each calendar month.

- Utilize the developed After Action Report template for consistent data reporting.
- Develop a rotation schedule to ensure Traffic Unit personnel are addressing each of the Top 10 accident locations.
- Program adjustment recommendations will be submitted to the Patrol Lieutenant for review and approval.

<b>Date Due:</b> Monthly, Oct. 2015 – Nov. 2016	<b>Responsible Party:</b> Traffic Unit Sergeant
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g. **Quarterly**, the Traffic Unit Supervisor will complete a “Quarterly Analysis Report” that includes an analysis of enforcement action taken in the Top 10 accident locations. That report will include:

- The number of details (Broken down by unit and/or squad)
- Location of details (Broken down by unit and/or squad)
- Number of personnel hours (Broken down by unit, squad and officer)
- Statistical data generated during the targeted enforcement details (Broken down by unit, squad and officer)
- Analysis of data and program effectiveness through a comparison of current and historical data.
- Recommended future actions within Top 10 accident locations.
- Identify other traffic enforcement needs within the PPD area.

<b>Date Due:</b> Quarterly, Nov. 2015 – Dec. 2016	<b>Responsible Party:</b> Traffic Bureau Lieutenant
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1.2

<b>Objective:</b> Increase the number of pedestrian related traffic enforcement details by 20 percent. Evaluation date: September 1, 2016.
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**Strategies**

- Determine baseline data for all pedestrian related traffic enforcement for the past two years.
  - Total number of details
  - Date/Location of details
  - Enforcement taken (Type/Number)

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- b. *Monthly*, ten (10) pedestrian traffic related enforcement details will be completed by PPD personnel assigned to Patrol, SNU and the Traffic Unit. Implemented by September 1, 2015.
- c. *Monthly*, an After Action Report will be prepared and submitted to the Chief of Police.

<b>Date Due:</b> Quarterly, Nov. 2015 – Dec. 2016	<b>Responsible Party:</b> Traffic Bureau Lieutenant
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1.3

<b>Objective:</b> Develop a tracking system to effectively collect, manage and address citizen traffic complaints. Evaluation date: April 1, 2016.
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**Strategies**

- a. Purchase two (2) speed-monitoring devices to provide tangible data relating to traffic complaints in neighborhoods.
  - Research device options.
  - Conduct a review of best practices in the use of speed-monitoring devices.
  - Identify funding source.
  - Prepare a procurement request for the Chief of Police and complete procurement process.

<b>Date Due:</b> March 1, 2016	<b>Responsible Party:</b> Traffic Unit Sergeant
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- b. Develop and implement an electronic tracking system for citizen and merchant complaints relating to traffic that includes, at a minimum, name of complainant, location, time, and frequency of complaints. Two (2) years of available complaints will be included in the tracking system.

<b>Date Due:</b> December 15, 2015	<b>Responsible Party:</b> Traffic Unit Sergeant
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- c. Develop and implement a written operational strategy to address traffic complaints received by the PPD. This document will be forwarded to the Chief of Police.
  - Plan shall contemplate citizen traffic complaints, reported MVA’s and DWI arrests.
  - Plan shall contemplate data and feedback from Top 10 accident enforcement details.
  - An After Action Report template will be developed for consistent data reporting.
  - Strategy will include a step to provide citizen feedback to ensure they are aware their complaint was thoroughly addressed.

<b>Date Due:</b> December 15, 2015	<b>Responsible Party:</b> Traffic Unit Sergeant
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- d. *Quarterly*, a written “Quarterly Citizen Traffic Complaint Mitigation Report” will be submitted to the Chief of Police. This document shall include pertinent information relating to citizen traffic complaints. That report shall also include:
  - The number of details. (Include allocation of message boards or speed-monitoring devices)
  - Location of details. (Include Zone)

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- Number of personnel/resource hours (Broken down by unit, squad and officer, device))
- Statistical data generated during the details.
- Analysis of data and program effectiveness through a comparison of current and historical data.

**Date Due:** Quarterly, Nov. 2015 – Nov. 2016

**Responsible Party:** Traffic Bureau Lieutenant

1.4

**Objective:** Implement an effective DWI enforcement program. Evaluation date: December 1, 2017.

### Strategies

- a. Identity DWI arrest data for the past three (3) years to determine areas of concern.
- b. Analyze DWI arrest data (i.e. Locations, dates times of day) against MVA data and traffic enforcement.
- c. Research and identify funding source (s) for potential DWI enforcement overtime details.
  - Monthly status updates will be provided to the Chief of Police through the Traffic Lieutenant.
- d. *Monthly*, four (4) DWI related enforcement details will be conducted by PPD Patrol or Traffic Unit Personnel.

**Date Due:** March 1, 2016

**Responsible Party:** Traffic Bureau Lieutenant

1.5

**Objective:** Develop and implement a succession plan for the PPD Traffic Unit. Evaluation date: December 31, 2016.

### Strategies

- a. Identify basic and advanced training that is required for members of the PPD Traffic Unit.
  - Catalogue all training courses and certifications currently possessed by PPD Traffic Unit Personnel.
  - Conduct an assessment by comparing current Traffic Unit personnel certifications, and training attended, against relevant best practices and professional traffic association recommendations.
  - Establish minimum training qualifications and certifications PPD Traffic Unit members will attain.
  - Submit a recommendation through the Traffic Bureau Lieutenant of basic and advanced certification and training standards for Traffic Unit personnel to attain for approval by the Chief of Police.

**Date Due:** December 1, 2015

**Responsible Party:** Traffic Sergeant

- b. Identify and schedule four (4) PPD personnel to attend traffic training and certification courses to ensure the smooth succession planning for PPD personnel.

- Identify criteria to be assigned to the Traffic Unit.
- Identify personnel who have demonstrated a commitment to the PPD traffic program and have expressed an interest in being assigned to the Traffic Unit.
- Commit justification for personnel selected to a report and submit to the Chief of Police for approval.
- Identify training and certification dates and opportunities that meet the pre-established specifications.
- *Quarterly*, beginning January 1, 2016, each identified PPD member will attend at least one of the pre-established training or certification courses in order to meet minimum qualifications.

**Date Due:** December 31, 2016

**Responsible Party:** Traffic Bureau Lieutenant

## GOAL 2 ENHANCE ORGANIZATIONAL PROFESSIONALISM THROUGH EFFICIENCY AND ACCOUNTABILITY

### 2.1

**Objective:** Create standard performance standards and accountability for job functions.  
Evaluation date: February 1, 2017.

#### Strategies

- Develop a comprehensive job description for each rank and position within the PPD.
- Identify and establish performance benchmarks for each position within the department.
- Link the established job descriptions and benchmarks to the PPD performance evaluation system.

**Date Due:** March 1, 2016

**Responsible Party:** Administrative Lieutenant

### 2.2

**Objective:** Establish stronger management accountability throughout all shifts. Evaluation date: January 31, 2016.

#### Strategies

- Develop a new work schedule for PPD Lieutenants that covers key operational times.
  - Develop an inspection report template for standard reporting. The report will include specific areas of accountability to be inspected as determined by the Chief of Police.
  - Create a work schedule for all PPD Lieutenants that covers the hours of 7:00 AM to 7:00 PM during a traditional workweek.

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- Create an inspection rotation schedule that covers the time frame between Friday at 5:00 PM and Monday at 7:00 AM.
- PPD Lieutenants will conduct a minimum of two (2) on-site inspections when assigned a weekend inspection shift. Each inspection must cover a separate day and shift during the weekend.
- Evaluate effectiveness of the inspection process after 12 months.

**Date Due:** October 1, 2015

**Responsible Party:** Administrative Lieutenant

- b. Establish an organizational “Annual Inspection,” where all employees are inspected to ensure proper accountability and maintenance of their equipment and clothing.

- Create an Annual Inspection Report.
- Identify equipment and clothing to be inspected and condition standards.
- By December 1, 2015, complete initial inspection of each PPD officer that will be continued annually.

**Date Due:** December 1, 2016

**Responsible Party:** Administrative Lieutenant

2.3

**Objective:** Increase the transparency of the Internal Affairs function. Evaluation date: December 31, 2015.

### Strategy

- a. Create an Internal Affairs information link on the PPD website.
- The link shall include complaint procedures and contact information for citizens.
  - Research New Jersey police agencies for best practices.
  - An on-line mechanism to receive complaints should be considered.
- b. Publish an Annual Internal Affairs Report that is accessible by the general public.
- Research various reports published by New Jersey police agencies for general categories of information to include in the report.

**Date Due:** December 31, 2016

**Responsible Party:** Administrative Lieutenant

2.4

**Objective:** Revise and monitor the Mobile Video/Audio Recording Devices policy and procedure for the PPD. Evaluation date: January 1, 2017.

**Strategies**

- a. The Mobile Video/Audio Recording Devices Policy and Procedure will be revised to include specific “Significant Events” that trigger a mandatory review by an officer’s supervisor. “Significant Events” at a minimum will include:
  - All incidents where there is a reported use of force.
  - All MV pursuits
  - All consent to searches
  - All K9 deployments
- b. The Mobile Video/Audio Recording Devices Policy and Procedure will be modified to mandate all significant events receive a secondary reviews.
  - Secondary reviews will be conducted by a PPD Lieutenant.
- c. The Mobile Video/Audio Recording Devices Policy and Procedure will be modified to mandate a specific number of random reviews by an officer’s immediate supervisor.
- d. The Mobile Video/Audio Recording Devices Policy and Procedure will be modified to mandate a specific number of secondary reviews.
  - Secondary reviews will be conducted by PPD command staff and filed with the Internal Affairs Lieutenant.
  - Each PPD Lieutenant will be assigned secondary reviews.
- e. *Monthly*, each Squad Supervisor and the Traffic Unit Supervisor will review and document a minimum of one (1) randomly chosen MVR stop for each member of their Squad/Unit. Random stops to be reviewed will be chosen and assigned by the Patrol Bureau Lieutenant.
- f. *Quarterly*, two (2) secondary reviews will be conducted on randomly reviewed MVR stops.

<b>Date Due:</b> January 31, 2016	<b>Responsible Party:</b> Patrol Bureau Lieutenant
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2.5

**Objective:** Implement body cameras into PPD patrol activities. Evaluation date: July 1, 2017.

**Strategies**

- a. Research and document vendors who sell law enforcement body cameras.
- b. Research and document police agencies that utilize body cameras for patrol activities. Document operational successes, problems and failures.

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- c. Collect engagement policies to determine best practices in the use of body cameras.
- d. Schedule and facilitate vendor demonstrations. (To be completed by February 1, 2016)
- e. Initiate the procurement process.
- f. Develop PPD body camera policy and procedure.
- g. Initiate a pilot program within the PPD
- h. Modify policy and procedures as necessary.
- i. Implement the use of body cameras for all patrol related functions within the PPD.

**Date Due:** July 1, 2016

**Responsible Party:** Administration Lieutenant

2.6

**Objective:** Develop an internal Risk Assessment Committee (RAC). Evaluation date: January 1, 2017.

- a. Develop a Risk Assessment Committee (RAC) to serve as the organizational oversight mechanism to ensure constitutional policing and professional service to the community are maintained.
  - Identify relevant PPD positions/personnel who will assess organizational risk and perform audits of information that ensures constitutional standards are met and patterns and practices are not emerging. Data/Areas to be considered for evaluation:
    - Use of Force Incidents/Excessive Force Complaints
    - MV Stop Data (Aggregate and Officer Specific - Peer to Peer Comparisons)
    - Canine Deployments
    - Consent Searches
    - Pedestrian Stops based on Reasonable Articulate Suspicion (RAS)
    - Probable Cause Searches
    - Internal Affairs (Complaint and Investigative Trends)
    - Training Needs
    - MV Pursuits
- b. Develop a process for collecting information and reporting information that will be considered by the RAC.
- c. *Quarterly*, the RAC will convene to evaluate collected data. An After Action Report will be prepared that will memorialize areas evaluated and recommended actions to be taken.

**Date Due:** February 1, 2016

**Responsible Party:** Administrative Lieutenant



2.7

**Objective:** Increase the effectiveness and efficiency of the PPD administrative section.  
Evaluation date: July 1, 2016

**Strategies**

- a. Procure a scanner for the administrative clerical staff for electronic archival of reports.
- b. Establish an online mechanism for the retrieval of motor vehicle accidents.
  - Provide a link on the PPD website to allow for citizens to gain access and obtain a copy of two motor vehicle accident reports. (i.e. [www.PoliceReports.us](http://www.PoliceReports.us))
  - *Monthly*, status updates will be provided to the Chief of Police until completed.
- c. Create a shared electronic file system for administrative staff and officers that would allow for greater flexibility and efficiency.
  - *Monthly*, status updates will be provided to the Chief of Police until completed.

<b>Date Due:</b> July 1, 2016	<b>Responsible Party:</b> Administrative Lieutenant
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2.8

**Objective:** Create the civilian position of “Public Information Officer.” Evaluation date: July 1, 2016

**Strategies**

- a. Research job responsibilities of a Public Information officer in municipal and state agencies in order to identify best practices, qualifications and responsibilities.
- b. Coordinate and facilitate a meeting among Princeton municipal stakeholders to develop a scope of responsibilities for the position that crosses disciplinary boundaries.

**PPD Examples of Responsibilities**

- Web site updates and maintenance.
- Facebook/Nixel/Community Situational Awareness Alerts
- Community notification of events
- Daily and event specific press coordination
- Community surveys
- Hiring, coordination, supervision and scheduling of Crossing Guards and details.
- c. Develop a proposal for municipal approval.
- d. Post the job opening and accompanying qualifications and job responsibilities.
- e. Initiate and complete the hiring process.

- *Monthly*, status updates will be provided to the Chief of Police until completed.

**Date Due:** July 1, 2016

**Responsible Party:** Administrative Lieutenant

2.9

**Objective:** Develop a PPD internship program. Evaluation date: September 1, 2016

**Strategies**

- Research municipal and state agencies in order to identify best practices, parameters, policy development, approval/acceptance process, qualifications and responsibilities of a police internship program.
- Coordinate and facilitate a meeting among PPD stakeholders to develop a scope of responsibilities for internship positions.
- Develop a proposal for approval by the Chief of Police.
- Post openings and accompanying qualifications and job responsibilities.
- Initiate and complete the Internship process.
  - *Monthly*, status updates will be provided to the Chief of Police until completed.
  - *Quarterly*, Internship status reports will be submitted.

**Date Due:** May 1, 2016

**Responsible Party:** Administrative Lieutenant

2.10

**Objective:** Research and propose having a Princeton IT specialist who will work directly for, and in technical concert with the Princeton Police Department.

**Strategies**

- Coordinate a meeting with the Princeton IT Department, Business Administrator, and Human Resources Director to initiate the re-designation of personnel.
- Coordinate and facilitate a meeting among PPD stakeholders to develop a scope of responsibilities and new reporting required for the new alignment.
- Develop a proposal for municipal approval.

**Date Due:** December 1, 2016

**Responsible Party:** Administrative Lieutenant

2.11

**Objective:** Increase the efficiency and effectiveness of the PPD GIS/Mapping software. Evaluation date: March 1, 2017.

**Strategies**

- a. Coordinate a meeting with the Princeton IT Department to set out a timeline to integrate the following features into the current GIS/Mapping software (Ie. Geospatial Exploitation Products - GXP:
  - ✓ Event management (downed trees/power outages, etc.)
  - ✓ Fire and EMS vehicle locations
  - ✓ Fire hydrant locations
  - ✓ School maps with clickable PDF floor plans
- b. Complete the integration of the aforementioned features to the GIS/Mapping software.

**Date Due:** March 1, 2016

**Responsible Party:** Administrative Lieutenant

2.12

**Objective:** Establish an Organization Accountability Meeting (OAM). Evaluation date: December 31, 2016.

**Strategies**

- a. Establish a policy for the implementation of an “Organization Accountability Meeting.” The purpose of the OAM is to bring forth and evaluate organizational priorities, and hold accountable those people who are responsible to execute those priorities.
  - Identify a static schedule of meetings.
  - Identify key internal stakeholders who must attend the meetings.
  - Identify key external stakeholders who may attend at the discretion of the Chief of Police. (Note – This will be situational dependent on specific issues or priorities under evaluation).
  - Set agenda parameters and recommended baseline priorities to be evaluated regularly.
- b. *Quarterly*, an OAM will be conducted and overseen by the Chief of Police. This will be his opportunity to identify, implement and/or evaluate organizational priorities, and to follow up on their progress (ie. PPD Strategic Plan: Goals, Objectives and Strategies).

**Date Due:** December 31, 2015

**Responsible Party:** Administrative Lieutenant

**GOAL 3**  
**PROFESSIONAL DEVELOPMENT AND TRAINING**

3.1

**Objective:** Implement an Employee Assistance Program (EAP) to assist employees with issues that affect job performance. Evaluation date: December 31, 2017.

**Strategies**

- b. Research best practices and municipal police options to identify a locally recognized Employee Assistance Program (EAP).
- c. Meet with collective bargaining units and internal stakeholders to discuss engagement parameters, policy development and reporting obligations.
- d. Establish a relationship with said EAP entity to provide for enhanced employ health and productivity.
- e. Establish an EAP policy to reflect its establishment and usage.

<b>Date Due:</b> December 31, 2016	<b>Responsible Party:</b> Chief of Police
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3.2

**Objective:** Establish a “Recognition Program” for Patrol Bureau personnel to support the development of community specific initiatives. Evaluation date: January 1, 2017.

**Strategies**

- a. Meet with the Safe Neighborhoods Unit to discuss technical and operational assistance they will provide to the program.
- b. *Quarterly*, each Squad Supervisor of the Patrol Bureau will identify a member of the squad to develop a proposal for a community-oriented detail. The detail will require approval of the Patrol Bureau Lieutenant and Chief of Police before it is implemented. The representative will coordinate their proposed detail with the SNU.
- c. *Quarterly*, the SNU Sergeant, Patrol Bureau Lieutenant, Administration Lieutenant and Chief of Police will recognize one of the community-oriented details. At the discretion of the Chief of Police, the officer who proposed and implemented the community-oriented detail will be assigned to a PPD specialized unit for the next quarter of the calendar year.
  - The first cycle of the Recognition Program shall begin January 1, 2016.

<b>Date Due:</b> January 1, 2016	<b>Responsible Party:</b> Administration Lieutenant
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3.3

**Objective:** Increase the skills, knowledge, and capabilities of all PPD sworn members through rotation into specialist assignments. Evaluation date: July 1, 2018

**Strategies**

- a. Establish a standardized rotation program for the assignment of PPD personnel into specialized units; Traffic, SNU, and the Detective Bureau.
  - Meet with bargaining unit.
  - Meet with relevant special units.
  - Develop rotation parameters and commit to an organizational policy.
- b. The rotational program should allow PPD personnel to spend three (3) years within an assigned specialized unit.
  - The rotational program should begin no later than January 1, 2016.

**Date Due:** January 1, 2016

**Responsible Party:** SNU Lieutenant

3.4

**Objective:** Implement a systematic and structured development process for annual in-service training. Evaluation date: June 1, 2016

**Strategies**

- a. Annual in-service training programs will be developed and delivered through a systematic internal and external needs assessment. In addition to specific, reoccurring core topics consideration will be given to the following:
  - Best practices from both law enforcement and private sector
  - Internal use of force data, and external/contemporary issues on the topic of use of force
  - Internal affairs information/complaints against PPD members
  - Grievances
  - Civil litigation
  - Pursuit information/data
  - Community feedback
- b. The needs assessment will be documented and approved by the Chief of Police. Core topics will include:
  - Cultural Diversity
  - Ethics
  - Arrest Search and Seizure (To include areas of specific need to the PPD and current/relevant use of force topics)
  - Law Enforcement’s Engagement with First Amendment Protected Events
  - Other Relevant Areas; (i.e., Leadership, Hostile Work Environment/Sexual Harassment or community specific topics)

- c. Identify internal instructors or external consultants/vendors to develop and/or deliver the core topics. Specific instructor qualifications should be outlined.
- d. Lesson plan (s) and tests will be developed and approved by the Chief of Police.
- e. Provide in-service training to all PPD personnel by July 1, 2016.
- f. Archive all training materials to use as a baseline of information for future needs assessments.

**Date Due:** March 1, 2016

**Responsible Party:** Training Lieutenant

3.5

**Objective:** PPD personnel will attend three (3) New Jersey Office of Homeland Security and Preparedness (OHSP) training programs each calendar quarter. Evaluation date: December 31, 2017.

**Strategies**

- a. Identify and schedule personnel to attend the OHSP Regional Intelligence Academy program offerings on an as available basis.
- b. *Quarterly*, three (3) members of the PPD will attend OHSP training sessions.
  - Training should be scheduled and commence starting September 1, 2015.
- d. *Quarterly*, an After Action Report will be submitted to the Chief of Police.

**Date Due:** December 31, 2017

**Responsible Party:** Training Lieutenant

3.6

**Objective:** The Princeton Health Department will provide annual training to the PPD. Evaluation date: May 1, 2017.

**Strategies**

- a. Meet with Princeton Health Department personnel to devise a plan for them to provide annual training on health topics that are relevant to the PPD.
  - Monthly status updates will be provided to the Chief of Police until training is delivered.
- b. Devise a lesson plan (s) for approval of the Chief of Police and coordinate dates of instruction by March 1, 2016.
- c. Deliver training to all PPD personnel by May 1, 2016.

**Date Due:** March 1, 2016

**Responsible Party:** Training Lieutenant

3.7

**Objective:** All PPD Patrol Squads will have an officer who is certified to carry and administer Narcan. Evaluation date: July 1, 2017.

**Strategies**

- a. Identify EMT personnel who will be certified to carry and administer Narcan on patrol.
- b. Establish a memorandum of agreement between the Princeton Health Department and PPD.
- c. Work with the Princeton Health Department to obtain Narcan through the New Jersey Office of Emergency Medical Services Narcan Program.
- d. The Princeton Health Department will be utilized to train personnel on the administration of Narcan.

<b>Date Due:</b> July 1, 2017	<b>Responsible Party:</b> Training Lieutenant
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3.8

**Objective:** Establish a PPD selection process for instructors and Field Training Officers (FTO). Evaluation date: July 1, 2017.

**Strategies**

- a. Develop a standard process to advertise positions, receive and evaluate applications and assign PPD personnel as instructors and Field Training Officers.
- b. Codify the process in PPD policy and communicate the process to the PPD.
- c. Develop an approved uniform insignia for instructors and FTO's.
- d. Establish a Selection Committee to review applications and make recommendations to the Chief of Police.
- e. Submit a procurement request to the Chief of Police for the instructor/FTO insignia.
- f. Complete insignia procurement process.
- g. Post an open application process for PPD instructors and FTO's.
- h. Complete the application process and send PPD personnel to MOI and FTO training programs for certification (s).

<b>Date Due:</b> July 1, 2016	<b>Responsible Party:</b> Training Lieutenant
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**GOAL 4**  
**INCREASE COMMUNITY SAFETY THROUGH THE USE OF CRIME ANALYTICS AND PARTNERSHIPS**

4.1

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**Objective:** Establish an online crime analytic capability for the PPD through the use of RAIDS (Regional Analysis and Information Sharing - <https://www.raidsonline.com>). Evaluation date: December 31, 2016.

**Strategies**

- a. Assemble and hold a meeting where Bair Analytics provides a demonstration of RAID software to the PPD command staff and Detective Bureau.
- b. Complete an assessment of PPD CAD and related systems for compatibility with RAID software.
- c. Prepare a contract agreement with Bair Analytics and the PPD to leverage their analytic software.
- d. *Monthly*, progress updates will be provided to the Chief of Police.

**Date Due:** January 1, 2016

**Responsible Party:** Detective Bureau Sergeant

4.2

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**Objective:** Through the use of RAIDS (Regional Analysis and Information Sharing - <https://www.raidsonline.com>) a monthly crime an analysis report will be posted on the PPD web site. Evaluation date: December 31, 2016.

**Strategies**

- a. Assemble and hold a meeting with Bair Analytics to determine how RAID data can be integrated to the PPD web site.
- b. Establish a link on the PPD web site for the public to view the RAIDS data.
- c. RAIDS crime data will be provided to the public through the PPD web site.

**Date Due:** March 1, 2016

**Responsible Party:** Detective Bureau Sergeant



4.3

**Objective:** Complete an annual PPD analytic crime intelligence product with the ROIC (Regional Operations and Intelligence Center). Evaluation date: January 1, 2017.

**Strategies**

- a. Assemble and attend a meeting with the Commander of the ROIC to discuss support opportunities the ROIC can provide for crime and threat reduction and hazard preparation and mitigation.
  - Meet with the Intelligence and Analysis Crime Unit
  - Meet with the Intelligence and Analysis Threat Unit
  - Meet with the Fusion Liaison and Intelligence Training Unit
- b. Tour the ROIC (All Detective Bureau and Command Staff Personnel) and attend a morning “Huddle” at the ROIC for situational awareness.
- c. Attend a ROIC informational session to understand all the support opportunities that currently exist to assist the PPD.
- d. Request ROIC crime personnel to assess PPD analytical capabilities and how those capabilities will support an annual crime intelligence report.
- e. Assemble a meeting with contiguous police departments to identify crime data points that are available and relevant to the PPD in its annual crime assessment.
- f. All data points that are identified will be made available to ROIC analytical personnel.
- g. A PPD detective will be assigned as the ROIC liaison.
- h. *Monthly*, the PPD ROIC liaison will meet with crime and threat personnel in order to stay informed of current and emerging trends that are relevant to the PPD.
  - Monthly updates will be provided to the Chief of Police

**Date Due:** December 31, 2015

**Responsible Party:** Detective Bureau Sergeant

4.4

**Objective:** Increase predictive policing strategy and intelligence through the use of Automated License Plate Reader (ALPR) technology. Evaluation date: December 31, 2017

**Strategies**

- a. Review New Jersey Attorney General Directive 2010-2.
- b. Set a meeting with the ROIC and Office of Homeland Security Preparedness (OHSP) to identify funding and use standards related to ALPR’s. Also identify opportunities to integrate a federated search capability.

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- c. Identify best practices in the use of ALPR's and obtain sample engagement policies for law enforcement.
- d. Identify companies that provide Automated License Plate Reader (ALPR) Technology.
- e. Set demonstrations of technology with relevant PPD and municipal government personal.
- f. Develop a Request for Purchase (RFP) and receive approval of the Chief of Police and Town Council for purchase of an ALPR.
- g. Establish an ALPR policy and guide for the PPD.
- h. Institute an ALPR pilot program and evaluate.
- i. Implement the PPD ALPR program as per PPD policy.

**Date Due:** December 31, 2016

**Responsible Party:** Detective Bureau Lieutenant

4.5

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**Objective:** Increase efficiency of the detective bureau through the delegation of background investigations. Ten (10) members of the PPD will be trained how to conduct proper background investigations. Evaluation date: January 1, 2017.

**Strategies**

- a. Develop a standard template and process for PPD to follow.
- b. Provide training to all members of the Detective Bureau, Safe Neighborhoods Unit in the process of conducting quality background investigations.
- c. Delegate background investigations trained members of the PPD.
- d. Supervise all background investigations for thoroughness and completeness.

**Date Due:** January 1, 2016

**Responsible Party:** Detective Bureau Sergeant

4.6

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**Objective:** Establish a quarterly "School Security Huddle" that includes all public and private school security directors. Evaluation date: March 31, 2017.

**Strategies**

- a. Assemble a meeting with school security directors to discuss support information the PPD can provide for crime, threat and hazard preparation and mitigation.
- b. Assemble a list of school security liaisons that will be the conduit of information between the PPD and school leadership.

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- c. Facilitate a tour of the ROIC (All school security liaisons) and attend a morning “Huddle” at the ROIC for situational awareness.
- d. Attend a ROIC informational session to understand all the support opportunities that currently exist to assist the PPD.
- e. A PPD detective will be assigned as the School Security Huddle liaison and coordinator.
- f. *Quarterly*, the PPD liaison will coordinate a School Security Huddle to share relevant information on current and emerging trends.
- g. *Quarterly*, the School Security Huddle liaison will prepare and submit an After Action Report to the Chief of Police.

**Date Due:** December 1, 2015

**Responsible Party:** Detective Bureau Sergeant

4.7

**Objective:** Establish a quarterly “Merchant Issues Huddle” with relevant merchant association representatives. Evaluation date: July 1, 2017.

**Strategies**

- a. Assemble a meeting with merchant representatives to discuss support information the PPD can provide for crime, threat and hazard preparation and mitigation.
- b. Assemble a list of merchant liaisons that will be the conduit of information between the PPD and relevant merchant associations.
- c. Facilitate a tour of the ROIC (All merchant liaisons) at the ROIC for situational awareness.
- d. A PPD detective/SNU officer will be assigned as the Merchant Issues Huddle liaison and coordinator.
- e. *Quarterly*, the PPD liaison will coordinate a Merchant Issues Huddle to share relevant information on current and emerging trends.
- f. *Quarterly*, the Merchant Issues Huddle liaison will prepare and submit an After Action Report to the Chief of Police.

**Date Due:** January 1, 2016

**Responsible Party:** Detective Bureau Sergeant

**GOAL 5  
COMMUNITY ENGAGEMENT**

5.1

**Objective:** Every merchant should know at least one police officer by name. Evaluation date: January 1, 2017.

**Strategies**

- a. Assemble businesses into “business sectors.”
- b. Assign patrol officers to a specified business sector to allow for communication between officers and merchants.
- c. Direct said patrol officers to enter into businesses and introduce themselves to the owner and employees.
- d. *Quarterly*, a progress report to include each contact shall be delivered to the Chief of Police

<b>Date Due:</b> December 1, 2015	<b>Responsible Party:</b> Patrol Lieutenant
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5.2

**Objective:** Establish a Princeton Police Department Chaplaincy Program. Evaluation date: January 1, 2017.

**Strategies**

- a. Establish the volunteered position of “Police Chaplain”, within the Princeton Police Department.
- b. Develop a policy for the position of “Police Chaplain”, which allows **for more sensitive responses to the public in times of crisis** and to provide members of the department with any personal assistance they may require.
- c. The police chaplain position should be rotational and allow for numerous members of clergy to participate in the volunteer program as determined by the Chief of Police.
- d. Develop an applicant interview and screening process for the position of police chaplain.
- e. Identify and invite all members of clergy in the town of Princeton to apply for the position.
- f. The Chief of Police will make the selection of clergy to assume the role of police chaplain.

<b>Date Due:</b> December 1, 2015	<b>Responsible Party:</b> Administrative Lieutenant
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5.3

**Objective:** Actively engage the community with relationship building activities. Evaluation date: November 1, 2016.

**Strategies**

- a. Establish a “youth meeting”, to take place on a monthly basis. This meeting will provide conversation, activities, and other community policing initiatives.
- b. Establish the annual, “Clay Street Block Party”, to be run by members of the Police Department and other Princeton employees.

<b>Date Due:</b> November 1, 2015	<b>Responsible Party:</b> SNU Sergeant
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5.4

**Objective:** Establish a formalized PPD “Ride Along Program” to give residents a better understanding of police operations. Evaluation date: November 1, 2016.

**Strategies**

- a. Create an application and release form for the PPD Ride Along Program.
- b. Create a link for the Ride Along Program on the Princeton Police Department website, which will include information about the program and the PDF version of both the application and release form.
- c. Establish a policy for the purpose and scope of the Ride Along Program.
- d. Establish eligibility for the program to include; passing background check, minimum age, etc.
- e. Create a calendar for the Ride Along Program and allow for the maximum of participation by the public as guided by operational needs.

<b>Date Due:</b> November 1, 2015	<b>Responsible Party:</b> SNU Sergeant
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5.5

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**Objective:** Develop a Community Camera Program to provide increased public safety.  
Evaluation date: January 1, 2017.

**Strategies**

- a. Establish a procedure to allow residents and business owners to register their respective home or business security cameras.
- b. Provide a link on the Princeton Police Department website for information about the program and instructions on how to register and the benefits of the program.
- c. Develop a database of all registered cameras.
- d. Map the location and capabilities of each registered camera.
- e. Utilize this voluntary system when a crime has occurred and the camera footage may assist in the investigation.

**Date Due:** January 1, 2016

**Responsible Party:** Administrative Lieutenant

## SUMMARY

Organizational development can only occur through collaboration between relevant stakeholders who receive services from an organization. Balancing needs and priorities that can at times compete with each another requires police executives with vision and enthusiasm toward collaboration. The Princeton Police Department requested the completion of a comprehensive assessment of their operating environment that would allow them to forecast potential issues and implement appropriate measures to fulfill their mission. The Princeton Police Department and its command staff have demonstrated such a commitment to progress and law enforcement professionalism.

Over the past several months a comprehensive strategic planning process took place that incorporated input from a wide array of organizational stakeholders. The Princeton Police Department will have to be diligent in its efforts to initiate and track the progress of the goals, objectives and strategies within this plan. If utilized properly this plan will serve as an effective accountability measure for the Chief of Police for the next several years. While elements of this plan will require additional effort on the part of some, and create change in the lives of some officers within the department, this business framework will maximize law enforcement efforts and further demonstrate the Princeton Police Department's commitment to professionalism and the Princeton community.