DECEMBER 2024

KENNEBUNK POLICE DEPARTMENT

STRATEGIC PLAN

2025-2030

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ABOUT KPD

KPD BY THE NUMBERS

SAFEST TOWN/ CITY IN MAINE

Kennebunk was ranked Maine's "Safest City" in 2022, 2021, 2020, 2019, and 2014, according to Safe Choice Security, citing our low violent crime and property crime rates. Kennebunk ranked #7 in 2023 and #3 in 2018 and 2017.

WARNINGS & CITATIONS

3,087

ROADS WITH MOST WARNINGS

Fletcher Street
High Street
Alfred Road
Ross Road
Western Avenue

VEHICLE ACCIDENTS

270

Portland Road with the most: 51

MONTH WITH THE MOST CRASHES

July

Calls for service are highest on Tuesdays and lowest on Sundays

SEATBELT VIOLATIONS

108

HOURS STAFFED BY THE KPD

8,760 hours!

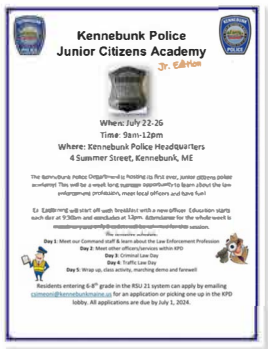
Yes, that is every hour in 2023. We are a 24/7 staffed department.

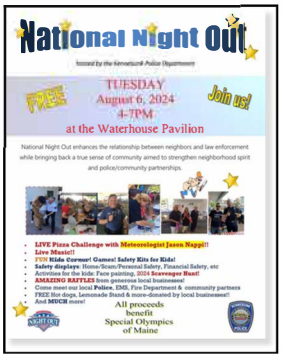
HOURS STAFFED BY OUR VIP VOLUNTEERS

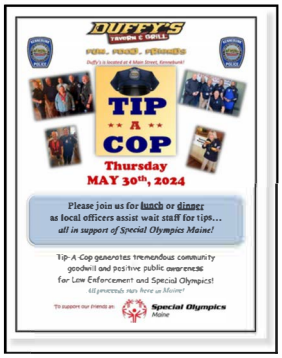
447 hours!

The current estimated national value of each volunteer hour is $33.49, which is about $15,974 donated time to our community in 2023, thanks to our Volunteers in Policing Program.

AMONG OUR COMMUNITY PROGRAMS







Introduction

The purpose of the Kennebunk Police Department (KPD) Strategic Plan is to identify departmental and community priorities for the next five years, providing a valuable tool for the department, the townwide organization, and the community. This plan is an operational document that establishes where the Kennebunk Police Department wants to go and how it will get there, and will help measure the success of the department in reaching its goals.

The strategic planning process seeks to answer the following questions:

1. Where are we now? (What are our strengths, weaknesses, opportunities, and threats?)
2. Where do we want to be? (5 years)
3. How will we get there? (What are our goals? What is our plan to reach those goals?)
4. How will we know when we get there? (What are our performance measures?)

Working with the University of Southern Maine, Muskie School of Public Policy (MPPM), specifically MPPM student and Portland Police Officer Mark Keller, Deputy Chief Eric O'Brien assembled a diverse Strategic Plan Advisory Committee to oversee the strategic planning process.

The committee included Town employees, Kennebunk Police Department staff, and Volunteers in Policing program stakeholders, with Diversity, Equity, and Inclusion as a cornerstone. The committee held its first meeting in January 2024 and met six times through June 2024. The committee meetings were led by Moderator Blake Baldwin and resulted in the creation of five strategic priorities and associated objectives as the basis of the plan. The committee was also instrumental in creating updated mission and vision statements for the department. Each committee member's thoughtful input and time devoted to developing a strategic plan was key to the successful planning process.

Through meetings and exercises, the Strategic Plan Advisory Committee identified a number of strategic priorities. Each priority is critical in moving the department closer to achieving its vision and mission. The priorities are listed below:

- Maintain and bring to the department full staffing, recruitment, and retention efforts
- Employee wellness
- Data collection and analysis
- Development and building of a new Public Safety Building to be shared by Police, Fire, and EMS

Methodology

Mark Keller developed an evidence-based methodology to inform KPD's strategic planning process, focusing on a needs assessment and stakeholder preference. Data collection included a literature review; analysis of external police department strategic plans (including KPD's previous strategic plan, last updated in 2007); KPD's union contract; the MLEAP Maine Law Enforcement Accreditation Program assessment report; and interviews with diverse stakeholders (community members, analysts, wellness experts, etc.).

The Strategic Plan Committee met once per month from January 2024 through June 2024 to complete a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis and draft KPD's updated vision and mission statements, values, and goals.

The Strategic Plan Committee identified strategic short-, medium-, and/or long-term goals for the following categories:

- **Officer Wellness**
- **Recruitment & Retention**
- **Data Analysis**
- **Community Policing Unit**
- **Behavioral Health Unit**
- **Traffic Safety**
- **Criminal Investigation Division**
- **Collaboration with Area Agencies**
- **Technology**

The following pages provide a more detailed description of the goals for each category.

S.W.O.T. Analysis

Strengths

- **Community**
  - Outreach
  - Relations
  - Services
  - Partnerships
  - Elder programs/assistance
- **Visibility in the community**
- **Management and staff / team relations**
- **Good benefits**
  - Retirement
  - Health care
  - Education / training opportunities
- **Budget**
- **Network (town / county / state agencies and organizations)**
- **Experience / institutional and community knowledge**
- **Town of Kennebunk is attractive**
- **Low violent-crime rate**

Weaknesses

- **Current station building / lack of ability to grow**
- **Lack of vision statement**
- **Lack of surveillance / CC TV downtown and target areas**
- **Lack of diversity**
  - Department
  - Community
- **Budget (other town priorities)**
- **Staff**
  - Recruit
  - Maintain
  - Spikes in demand for services
- **Real estate**
  - Expensive
  - Low inventory (homes and rentals)
- **Lack of positive youth engagement opportunities/ programs**

Opportunities

- **Community**
  - Support
  - Outreach
  - Engagement
  - Communication
- **VIPS / volunteers / other programs**
- **Grants**
- **Leveraging donations**
- **Seasonal population**
- **Expanding urban population**
- **Attractiveness of community**
- **Youth career training / Cadets program**
- **Enhanced training management**
  - Specialties
- **Accessibility and transparency**

Threats

- **Recruitment/retention within a competitive environment/ candidate pool**
- **Rapid residential growth with rising costs; housing, wages, inflation, etc.**
- **Continual education as to current service levels and costs with voters and elected officials**
- **National anti-police sentiment**
- **Climate change**
- **Increasing drug flow because of proximity to turnpike**
- **Staffing for more and more public events**
- **Economic ups and downs**
- **Competing interests with other police departments**
- **Cost of real estate in Kennebunk**
- **Rising tourism and service level capacity needs to address**

STRATEGIC GOALS

Personnel are the most valuable asset in a law enforcement agency. The effective performance of employees is essential to the success of KPD's mission to serve and protect the public. Wellness services that support and sustain employees are beneficial to our community, KPD, the employees' families, and the individual employees. Recognizing that exposure to daily stress and traumatic incidents increases the risk for negative health outcomes, KPD aims to provide all personnel access to holistic wellness resources.

OFFICER WELLNESS

SHORT-TERM GOALS

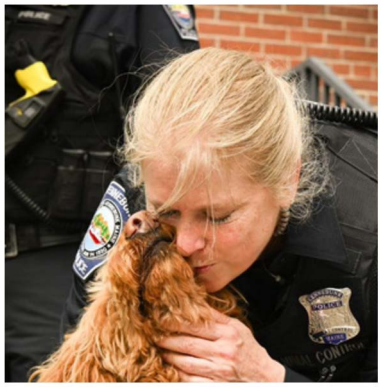
- **Implement wellness consultations with a trained clinician who is culturally competent to work with law enforcement (approved in the current budget)**
- **Utilize current fitness policy**
- **Post-critical incident consultations**

MEDIUM-TERM GOALS

- **Increased trainings, consultations, and information offers around the following topics, for example, making sure offerings are specially geared to law enforcement:**
  - **Resiliency**
  - **Financial wellness**
  - **Pre-retirement planning**
  - **Time management**
  - **Effective sleep habits**
  - **Creating effective post-shift decompression plans**
  - **Family/spouse education**
  - **Interpersonal/effective communication skills**
- **Redevelop inter-PD peer support program**
- **Redevelop Police Chaplain program**

LONG-TERM GOALS

- **Expand fitness policy to include paid on-duty work-out time (with new public safety facility or with a gym in town) and physical fitness consults**
- **Offer confidential health screenings with referrals for follow-up care as needed**
- **Review scheduling/shifts to assess for ways to improve schedules/work weeks to move toward more progressive scheduling models**
- **Expand offerings to PD families/spouses to include PD events and trainings/support**
- **Expand nutrition/food offerings at PD**



STRATEGIC GOALS

Recruiting and retaining a sufficient number of qualified applicants is the basis of a successful police department. With today's changing perceptions of our nation's police force, it is more important than ever to determine best practices for attracting and maintaining quality personnel for KPD.

RECRUITMENT & RETENTION

SHORT-TERM GOALS

Evaluate employees' perspectives on pay and benefits, as well as intangibles that impact the work environment, recognizing that both are important.

- **Update the wage study**
- **Conduct a benefit study**
- **Implement short-term goals from Officer Wellness Strategic Planning Goals**
- **Continue to hold annual employee recognition events**
- **Hold an annual employee party or activity**
- **Offer interactive training modules for all employees on various and wide ranging topics**

MEDIUM-TERM GOALS

- **Keep current on state/national trends with regard to recruitment/retention, especially specific to law enforcement**
- **Evaluate how KPD defines its reputation and leadership philosophy**
  - **Identify areas for growth and implement needed changes**
- **Evaluate KPD procedures and policies related to supervision and mentorship**
  - **Identify areas for growth, and implement changes accordingly, specifically in regards to best practices and uniform standards for supervision, mentorship, recognition, career advancement, and professional development**
  - **Help identify, train in, and implement relevant communication tools to assist sergeants and command staff in supervising employees, to include administrative support**
- **Keep staff updated on facilities study as a new building impacts work conditions and morale**

LONG-TERM GOALS

- **Update wages, if applicable**
- **Update benefits, if applicable**
- **Continue to work toward a new public safety facility**

STRATEGIC GOALS

Data analysis is a vital tool for law enforcement agencies that can enhance public safety, build public trust, and improve operational efficiency through evidence-based decision-making. In today's complex world, data can help identify crime trends and patterns, allowing KPD to be more strategic with crime prevention, investigation, and the deployment of resources. To achieve this, KPD must have the necessary tools and personnel to effectively collect, manage, and analyze the data.

DATA ANALYSIS

SHORT-TERM GOALS

- **Statistics on mental health calls (# of calls/hours/reports/referrals)**
- **Change individual officer statistics to team statistics (i.e., use 6 month schedule to develop teams). This will promote team results/team accountability vs. individual results.**
- **Research cameras for search capabilities and cost**

MEDIUM-TERM GOALS

- **Analytics of crimes by type/season/time of day/zone (via IMC)**

LONG-TERM GOALS

- **Criminal Analyst position (possibly shared part-time between Kennebunk/Kennebunkport/Wells)**
- **Public reporting of police calls for service (Facebook)**
- **Technology - Drone for search and crash, digital fingerprint system, crime deterrence cameras in strategic areas around town (Flock cameras etc.), crime analyst software**
- **Explorer or Cadet program - High school age minimum program to learn aspects of policing. Individuals could participate in events, public information sharing, etc., and program could act as a feeder program for CSOs, and eventually, officer applicants.**

Staff Hours By Call Arrive to Clear

Mental health support *(55 hours, 26 minutes, 35 seconds)*

Motor vehicle stop *(48 hours, 54 minutes, 45 seconds)*

Mental health call *(30 hours, 20 minutes, 59 seconds)*

Follow-up investigation *(26 hours, 59 minutes, 25 seconds)*

Phone/mail/computer fraud *(24 hours, 27 minutes, 52 seconds)*

Welfare check *(23 hours, 6 minutes, 45 seconds)*

Throughout the month of September, officers spent several hours handling a variety of calls for service. Listed above is just a short list of the top calls for service categories where officers spent the most amount of time handling.

STRATEGIC GOALS

The goal of KPD's Community Policing Unit (CPU) is to encourage greater partnership, communication, and trust between KPD and the community it serves. Community policing has the potential to improve the public's perceptions of law enforcement, further enabling KPD to effectively promote safety and reduce crime.

COMMUNITY POLICING PROGRAMS

SHORT-TERM GOALS

- **Re-engage involvement with elderly programs and facilities in town (The Atria, Huntington Commons, The Center, for example).**
- **Ensure a continuation of pro-active visits by officers to housing developments in town throughout patrol shifts.**
- **When staffing/call volume allows, encourage patrol officers to attend medical calls with the goal of increased proactive contact with community members that KPD might not otherwise have contact with.**

MEDIUM-TERM GOALS

- **Develop and implement a sustainability plan for current initiatives, with the goal of long-term continuation of the following:**
  - **VIPS**
  - **Tip-a-Cop**
  - **National Night Out**
  - **Golden Ornament Project**
  - **Meals on Wheels**
  - **Citizens Police Academy**
  - **Letters from Santa**
- **Assign a budget and line-item for monetary donations to be used for CPU activities and equipment needs**

LONG-TERM GOALS

- **Develop Community Policing Division that entails consistent patrol officer engagement in CPU goals**
- **Provide increased education to identified target groups on topics such as safety and aging and scam updates**
- **Provide community-oriented quarterly offerings; could be scheduled to coincide with the above educational offerings**
- **Develop and implement a Junior Explorers Academy with integration of SROs, PD administration, and patrol. As a first step, research existing programs other PDs have.**

KPD's Behavioral Health Unit was started in 2021 to support law enforcement's response to those with behavioral health and resource needs in our community. KPD's Behavioral Health Liaisons (BHLs) are embedded within KPD and respond to calls for service with police to assist those who are in crisis or in need of support. BHLs also follow-up on calls for service, support first responder wellness initiatives, and provide first responder peer support. They assist the town's residents with matters such as mental health, substance use, and resource needs that include referrals for services and supports, mental health crises, overdoses, bereavement, housing, heating, and family conflict.

BEHAVIORAL HEALTH UNIT DEVELOPMENT GOALS

SHORT-TERM GOALS

- **Assess needs for improved BHU data collection and analysis, and based on findings, implement an improved documentation/data system**
  - **Continue to review other PD BHU documentation and data collection models**
  - **Review data collection/documentation programs/models that are available for use/purchase**
  - **Develop and implement improved documentation/data collection protocol for BHU**
- **Continue to increase number of BHU contacts as number of BHU hours increases**
- **The BHU will continue to collaborate with other PD liaisons on shared goals related to advocacy with the goal of improved systemic responses to community issues, including the mental health system and resource needs in the community, among others.**
  - **This will include monitoring and participation in the legislative process when relevant and implacable/appropriate.**

MEDIUM-TERM GOALS

- **The BHU will continue to work on implementation of formalized collaboration with Kennebunk Fire Rescue. This will specifically entail increased communication and collaboration on shared cases through utilization of an approved Release of Information form.**
- **The BHU will continue to expand its wellness offerings to Kennebunk Fire Rescue as applicable.**
- **Consider if there is a benefit to increasing incidence of diverting calls away from officers and to the BHU when appropriate**
- **Assess need for increased use of Behavior Plans for community members with complex needs and high utilization of PD services**

LOMG-TERM GOALS

- **Develop and implement a plan for a BHU-assigned Police Officer**
  - **Review other PD BHU models for assigned officers**
  - **Develop and implement a model for an assigned BHU Officer**
- **The BHU will assist the PD administration in implementation of Officer Wellness Goals (see goals for Officer Wellness)**

STRATEGIC GOALS

A comprehensive traffic safety program is an important component in KPD's ability to provide public safety. The implementation of a traffic safety program can produce long-term positive impacts for our community by reducing harm, improving quality of life, and preventing and reducing crime. Law enforcement personnel are generally responsible for collecting crash data, traffic law enforcement, behavioral safety campaigns, and sharing information with transportation professionals. To be effective, KPD requires the necessary resources to carry out these tasks.

TRAFFIC SAFETY

SHORT-TERM GOALS

- **Increase traffic enforcement efforts**
  - **Increase social media posts to encourage voluntary compliance**
  - **Speed details**
  - **Distracted driving details**
  - **Red light violation details**
  - **Engagement of RIDE Team for impaired driving – saturation patrols**
- **Establish designated SGT for Traffic Safety Division**

MEDIUM-TERM GOALS

- **Encourage participation in training**
  - **ARIDE**
    - **Move towards sending all new hires to ARIDE**
  - **DRE**
  - **Intox instructors**
  - **Train SGT on grant writing (NHTSA, MaineDOT, etc.)**
- **Create KPD Traffic Safety Division**
  - **2.5 traffic safety officers – Traffic Enforcement**
  - **Shifts to accommodate commuter traffic with some crossover**
  - **Increase m/v stops**
  - **Reduce m/v crashes**
- **Purchase drone for MV crashes and other LE activities**
  - **Send officer(s) for UAV pilot license**
- **Establish list of grants and create timeline**

LONG-TERM GOALS

- **Second Crash Reconstructionist**
- **Second DRE**
- **Additional un-marked cruisers for TSD**

STRATEGIC GOALS

To successfully prosecute those responsible for criminal actions, KPD must provide sufficient admissible information, facts, and evidence. This requires dedicated personnel, continuous education and training, resources, and collaborations.

CRIMINAL INVESTIGATION DIVISION

SHORT-TERM GOALS

- **Explore the potential need for a bureau manager**
- **Ensure adequate resources, such as interview room**

MEDIUM-TERM GOALS

- **Evaluate and improve case management**
  - **Review current case management practices and identify areas for improvement**
  - **Implement regular audits and feedback loops to enhance investigative processes**
- **Upgrade technology and equipment**
  - **Invest in advanced forensic tools and software for data analysis**
  - **Obtain improved fingerprint taking technology**
  - **Implement case management systems to streamline investigations**
  - **Improve safety technology throughout town with live and recorded video to assist in solving and deterring crime**

LONG-TERM GOALS

- **Enhance staffing and training**
  - **Recruit additional investigators with diverse expertise**
  - **Develop ongoing training programs focused on emerging investigative techniques and technology**
- **Grant funding**
  - **Actively seek grants / funding opportunities to support new initiatives, technology purchases, and training programs**
- **Resource allocation review**
  - **Conduct regular assessments of resource allocation to ensure that personnel and budgets align with current crime trends and investigative needs**
- **Collaborate with area agencies**

KPD has an excellent working relationship with its neighboring police departments. Expanding on this foundational relationship to include area agencies would allow KPD to share resources and information, improve investigative capabilities, coordinate responses, and ultimately enhance public safety by leveraging the strengths of its own department and other law enforcement agencies.

COLLABORATION WITH AREA AGENCIES

SHORT-TERM GOALS

- **Schedule more regular inter-departmental meetings to discuss ongoing cases and share information**
  - **Explore the possibilities of a regional joint detective unit**
- **Establish a shared digital platform for real-time data and case file access**
- **Include members from various departments to bring diverse expertise and resources**
- **Conduct cross-departmental training sessions to standardize procedures and protocols**
- **Organize joint workshops to foster teamwork and understanding of each department's role**
- **Utilize shared facilities, such as evidence labs and crime scene units, to maximize efficiency**

MEDIUM-TERM GOALS

- **Explore the option of a regional evidence team**
- **Explore the possibilities of a regional joint detective unit**
- **Establish a shared digital platform for real-time data and case file access**
- **Explore sharing a data analyst with area police agencies**

LONG-TERM GOALS

- **Crisis response improvement**
- **Explore forming joint teams to handle specific incidents (active assailant response, bank robbery response, etc.), ensuring a coordinated and effective approach during emergencies**
- **Community safety initiatives**
- **Work together on initiatives aimed at addressing root causes of crime, such as poverty and lack of housing**
- **Sharing clerical duties**
- **Explore the viability of sharing duties such as court officer, FOIA requests, etc.**

STRATEGIC GOALS

Law enforcement agencies face increasing challenges while protecting their communities, and KPD is no exception. Crime, traffic safety, and other issues require more than capable personnel; they require technological tools such as video surveillance, drones, and forensic/investigative devices to allow officers to work effectively and efficiently.

TECHNOLOGY

SHORT-TERM GOALS

- **Research the following technology items:**
  - **Drones: For m/v crashes, lost persons, evidence collection, and other LE needs**
  - **UAV pilot licenses**
  - **Digital fingerprint system for immediate uploading of prints**
  - **Camera systems for crime deterrence and investigations**
  - **License Plate Readers (LPRs) for criminal investigations**
- **Finish set up of new WatchGuard system**
- **External hard drive for P drive backup**

MEDIUM-TERM GOALS

- **Budget for and purchase the aforementioned items**
- **Research grants for continued use of technology and expansion on established programs**
- **Establish "trainers" for equipment**
- **Establish "maintainers" for equipment**
- **Updated evidence room storage**

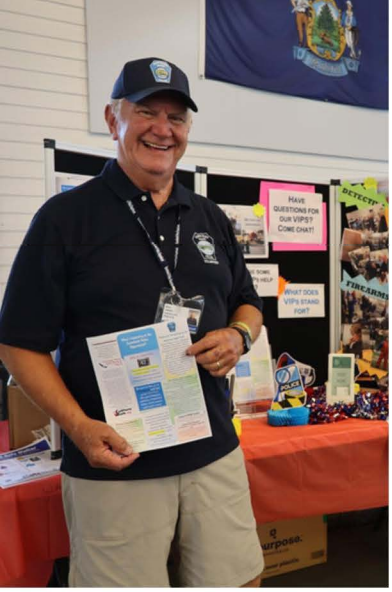
LONG-TERM GOALS

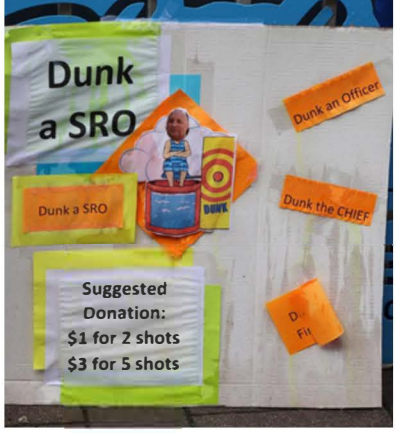
- **Install above technology**
- **Continued grant use**
- **All officers trained on necessary equipment**

Strategic Planning Committee

Moderator Blake Baldwin, Volunteers in Police Services, Class of 2016

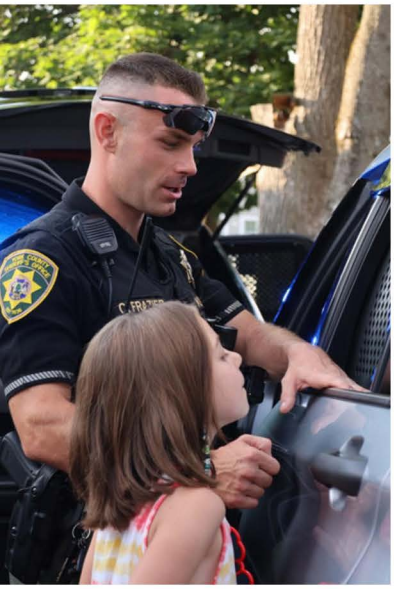
Kennebunk Police Chief Robert MacKenzie
Kennebunk Police Deputy Chief Eric O'Brien
Kennebunk Town Manager Heather Balser
Kennebunk Human Resources Director Jeri Sheldon
Kennebunk Police Lieutenant Christopher Russell
Kennebunk Police Sergeant Michael Tucci
Kennebunk Police Officer Ben Murphy
Kennebunk Police Officer Brian Cashman
Kennebunk Police Officer Ginger Ryll
Kennebunk Fire Chief Justin Cooper
Kennebunk Police Department Behavior Health Liaison Rachel Schlein
Maine State Representative Daniel Sayre
Portland Police Officer Mark Keller
Kennebunk VIP Laura Snyder Smith, Volunteers in Police Services, Class of 2014
Kennebunk VIP Tammy Cloutier, Volunteers in Police Services, Class of 2022

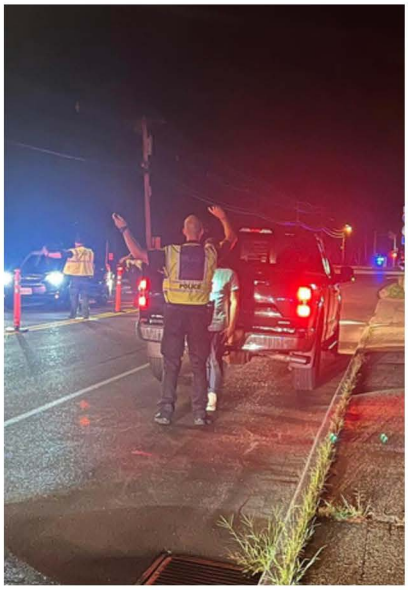

HAVE QUESTIONS FOR OUR VIPS? COME CHAT!
WHAT DOES VIPS STAND FOR?


Dunk a SRO
Dunk an Officer
Dunk a SRO
Dunk the CHIEF
Suggested Donation:
$1 for 2 shots
$3 for 5 shots

COP

of Kennebunk





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POLICE