



Londonderry Police Department

FY27 Strategic Plan

Strategic Priorities for Public Safety

Prepared by: Londonderry Police Department

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TABLE OF CONTENTS

DEPARTMENT OVERVIEW	Page 2
STRATEGIC PILLARS	Page 3
EXECUTIVE SUMMARY	Pages 3-4
STRATEGIC OVERVIEW	Pages 4-5
CRIME REDUCTION & PREVENTION	Pages 5-6
COMMUNITY ENGAGEMENT & TRUST	Pages 6-7
OFFICER WELLNESS & DEVELOPMENT	Pages 8-9
TECHNOLOGY, DATA, & OPERATIONAL EFFICIENCY	Pages 9-11
ACCOUNTABILITY & TRANSPARENCY	Page 11-12
EMERGENCY PREPAREDNESS	Pages 12-13
TRAFFIC SAFETY & CRASH REDUCTION	Pages 13-14
IMPLEMENTATION & REVIEW	Pages 14-15



Londonderry Police Department Overview

Mission

The Londonderry Police Department seeks to protect life and property, enforce the law fairly, and provide professional police services that enhance the safety and quality of life for the Londonderry community.

Vision

To be a model law enforcement agency recognized for excellence, innovation, and strong community partnerships while delivering professional and compassionate public safety services.

Motto

"Expect Excellence"

Core Values

Integrity - We serve with honesty, ethical conduct, and accountability in all actions.

Service - We are committed to protecting life and property while providing professional, compassionate service to all members of our community.

Respect - We treat every individual with dignity, fairness, and impartiality.

Professionalism - We strive for excellence through training, preparedness, and adherence to the highest standards of policing.

Community Partnership - We believe effective policing requires collaboration with residents, businesses, and partner agencies.

Pride - We take pride in our department, our profession, and the community we serve.



Strategic Pillars

The Londonderry Police Department FY27 Strategic Plan is organized around seven strategic pillars that guide departmental priorities and operational decision-making.

<i>Strategic Pillar</i>	<i>Focus Area</i>
<i>Crime Reduction & Prevention</i>	<i>Data-driven policing strategies to reduce crime and improve public safety</i>
<i>Community Engagement & Trust</i>	<i>Strengthening relationships with residents, businesses, and community partners</i>
<i>Officer Wellness & Development</i>	<i>Supporting the physical, mental, and professional wellbeing of personnel</i>
<i>Technology & Operational Efficiency</i>	<i>Leveraging technology and data to improve service delivery</i>
<i>Accountability & Transparency</i>	<i>Maintaining ethical conduct, oversight, and public trust</i>
<i>Emergency Preparedness</i>	<i>Ensuring readiness for major incidents and disasters</i>
<i>Traffic Safety</i>	<i>Reducing crashes and improving roadway safety through targeted enforcement</i>

These pillars serve as the foundation for the department’s objectives, action items, and measurable performance indicators outlined in the sections that follow.

Executive Summary

The Londonderry Police Department FY27 Strategic Plan establishes operational priorities designed to enhance public safety, strengthen community relationships, support officer wellness, and improve organizational efficiency. The plan aligns departmental



initiatives with the broader goals of the Town of Londonderry while focusing on measurable improvements that can be achieved during Fiscal Year 2027.

The department will focus on seven primary strategic priorities: crime reduction, community engagement, officer wellness, operational efficiency, accountability, emergency preparedness, and traffic safety. Each priority includes specific objectives, action steps, and measurable key performance indicators to track progress and ensure transparency.

Success will be evaluated through measurable outcomes such as reductions in targeted crime areas, increased community engagement activities, improvements in officer training and wellness participation, strengthened transparency initiatives, and enhanced preparedness for emergency incidents.

The department will use performance metrics, workload analysis, and community needs assessments to guide future operational planning and resource allocation.

Strategic Overview

This strategic plan identifies the Londonderry Police Department's operational priorities for Fiscal Year 2027 while establishing a framework that may guide departmental priorities through FY28 and FY29. The plan focuses on practical operational improvements designed to enhance public safety, strengthen community relationships, support officer wellness, and improve organizational efficiency.

Each strategic priority includes clear objectives, actionable initiatives, and measurable key performance indicators (KPIs) that allow the department and the Town of Londonderry to evaluate progress and outcomes.

FY27 Strategic Priorities

1. Crime Reduction and Prevention
2. Community Engagement and Public Trust
3. Officer Wellness and Professional Development
4. Technology, Data, and Operational Efficiency
5. Accountability and Transparency
6. Emergency Preparedness and Interagency Coordination
7. Traffic Safety and Crash Reduction



The successful implementation of this strategic plan requires the alignment of departmental resources with operational demands and community expectations. In addition to operational improvements, the department will monitor service demand trends including calls for service, investigative caseload numbers, traffic incidents, and community engagement needs to ensure that staffing levels and operational resources remain aligned with the public safety expectations of the Town of Londonderry. As the Town of Londonderry continues to grow and public safety responsibilities evolve, the Police Department will periodically evaluate staffing levels, technology needs, training requirements, and operational capacity to ensure the department can effectively achieve the objectives outlined in this plan.

Where gaps between operational demands and available resources are identified, the department may develop recommendations for future budget requests, staffing adjustments, or resource investments. These recommendations will be guided by measurable performance indicators, workload analysis, community needs, and best practices in modern law enforcement.

A. Crime Reduction and Prevention

Goal: Reduce crime and enhance public safety through proactive and data-driven policing strategies.

Objective 1: *Implement Data-Driven Policing Strategies.*

Actions:

- Utilize RMS, JAMAR, or similar systems to analyze crime and traffic trends.
- Conduct weekly or bi-weekly strategy meetings with responsible leadership teams (Traffic Safety, Patrol, Detectives, Airport etc).
- Use heat maps and predictive analytics to allocate resources.

Key Performance Indicators:

- 5–10% reduction in crime rates in identified hotspot areas.
- Monthly crime analysis reports reviewed by command staff (Stop, Citation, and Arrest rates).
- Documented deployment strategies implemented based on trend analysis.

Objective 2: *Increase Visibility Patrols in Identified Problem Areas*

Actions:



- Increase directed patrols, including foot, bike, or motor patrols where appropriate.
- Collaborate with local businesses, stakeholders, and residents for feedback on patrol effectiveness.
- Deploy marked vehicles strategically during peak crime or traffic periods and/or special events.

Key Performance Indicators:

- Increased patrol hours logged in targeted hotspot areas.
- 10% reduction in repeat calls for service at identified locations.
- Positive feedback from community satisfaction surveys or stakeholder meetings.

Objective 3: *Expand Crime Prevention Programs (e.g., community safety partnerships, youth outreach, SRO programming).*

Actions:

- Expand community safety partnerships and community crime prevention programs.
- Implement youth outreach initiatives including school engagement and mentorship opportunities.
- Conduct public awareness campaigns on crime prevention and reporting.

Key Performance Indicators:

- Increased participation in crime prevention programs.
- Increased youth engagement through outreach initiatives.
- Increased community reporting of suspicious activity.

B. Community Engagement and Trust

Goal: Strengthen relationships between the police department and the community through transparency, accessibility, and engagement.

Objective 1: *Increase Transparency Through Public Communication.*

Actions:



- Publish regular reports on crime statistics, use-of-force incidents, and department initiatives.
- Host and/or attend quarterly community forums or town hall meetings.
- Maintain active communication through department social media platforms and its website.

Key Performance Indicators:

- Minimum of four community forums held annually.
- Increased engagement with department communication platforms.
- Improved community trust scores in public feedback surveys.

Objective 2: *Expand Community Policing Initiatives***Actions:**

- Increase officer participation in community events, school programs, and civic meetings.
- Assign officers to develop long-term relationships within schools and neighborhoods.
- Partner with local organizations to support community outreach initiatives.

Key Performance Indicators:

- Increase in number of community events attended by officers.
- Positive community feedback regarding officer visibility and accessibility.
- Increased participation in community policing programs.

Objective 3: *Improve Response to Community Concerns***Actions:**

- Implement efficient systems for tracking and responding to community inquiries or concerns.
- Provide training for personnel in customer service and conflict resolution.
- Establish follow-up procedures to ensure concerns are addressed.

Key Performance Indicators:

- Reduced response time for community inquiries.
- Increased resolution rate of submitted concerns.



- Positive satisfaction ratings in follow-up communications.

C. Officer Wellness and Development

Goal: Promote the physical, mental, and professional wellbeing of department personnel.

Objective 1: *Expand Officer Wellness Resources*

Actions:

- Maintain confidential counseling services and peer support programs.
- Conduct wellness check-ins and stress management training.
- Encourage physical fitness through department wellness initiatives.

Key Performance Indicators:

- Increased utilization of wellness resources.
- Annual officer wellness survey participation above 80%.
- Reduction in sick leave or burnout indicators.

Objective 2: *Enhance Training and Professional Development.*

Actions:

- Maintain annual training programs in de-escalation, mental health, bias awareness, and tactical decision making.
- Develop structured training paths for officers across all ranks and assignments.
- Partner with regional and national training institutions for continuing education (REID, FBI LEEDA, NHPSTC).

Key Performance Indicators:

- Average training hours per officer annually.
- Increased number of professional certifications obtained.
- Development of internal leadership candidates for future supervisory roles.

Objective 3: *Improve Recruitment and Retention Strategies*

Actions:



- Implement targeted recruitment campaigns for certified and qualified police officers.
- Promote mentorship programs for newly hired personnel.
- Conduct exit interviews to identify and address retention challenges.

Key Performance Indicators:

- Increase in qualified applicants per vacancy.
- Improved retention rates at 1, 3, and 5-year benchmarks.
- Reduction in vacancy duration for sworn positions.

D. Technology, Data, and Operational Efficiency

Goal: Improve operational efficiency through effective use of technology, data analysis, and streamlined internal processes.

Objective 1: *Improve Utilization of Technology Platforms*

Actions:

- Optimize use of RMS, CAD, scheduling, accreditation, and performance management systems.
- Expand digital evidence management capabilities.
- Conduct regular audits of system usage and operational effectiveness.

Key Performance Indicators:

- Increased efficiency in report completion and data retrieval.
- System uptime and reliability maintained at high operational standards.
- Reduction in manual paperwork processes.

Objective 2: *Streamline Administrative Processes.*

Actions:

- Digitize departmental forms and workflows.
- Standardize internal procedures across operational units.
- Conduct periodic internal process reviews to identify inefficiencies.

Key Performance Indicators:



- Reduction in administrative processing time.
- Improved officer satisfaction with internal administrativeAnn
- P systems.
- Decreased reporting errors or redundant tasks.

Objective 3: *Maintain CALEA Accreditation.*

Actions:

- Maintain compliance with CALEA accreditation standards.
- Conduct annual web-based and on-site assessments.
- Monitor compliance through established accreditation management systems.

Key Performance Indicators:

- Successful completion of annual accreditation reviews.
- Continued compliance with CALEA standards.
- Achievement of reaccreditation when scheduled.

Objective 4: *Use Performance Metrics to Guide Resource Allocation*

Actions:

- Develop dashboards tracking response times, patrol activity, and case clearance rates.
- Use data analysis to inform patrol deployment and staffing decisions.
- Conduct regular command staff reviews of operational metrics.

Key Performance Indicators

- Improved alignment between staffing deployment and call volume.
- Increased use of operational metrics during leadership meetings.
- Demonstrated data-informed operational decisions.

Objective 5: *Evaluate Operational Workload and Staffing Needs*

Actions:

- Conduct periodic analysis of calls for service, investigative caseloads, and patrol workload.



- Compare departmental staffing levels with similarly sized municipalities and best practice standards.
- Identify potential gaps in service delivery capacity.

Key Performance Indicators

- Annual workload analysis report completed.
- Staffing recommendations developed based on service demand trends.

E. Accountability and Transparency

Goal: Ensure ethical policing practices and maintain strong systems of public accountability.

Objective 1: *Strengthen Internal Oversight*

Actions:

- Maintain effective internal affairs procedures.
- Conduct regular reviews of complaints and disciplinary investigations.
- Ensure supervisors receive training in professional standards oversight.

Key Performance Indicators:

- Timely resolution of internal investigations.
- Reduction in repeat misconduct incidents.
- Supervisor compliance with oversight protocols.

Objective 2: *Publish Department Reporting and Data*

Actions:

- Publish an annual departmental report summarizing activities, crime trends, and initiatives.
- Release use-of-force reporting data annually.
- Present department performance information during community meetings.

Key Performance Indicators:

- Annual report published by January 30 each year.
- Increased public access to department data.



- Positive community feedback regarding transparency efforts.

Objective 3: *Utilize Early Intervention Systems*

Actions:

- Monitor officer performance indicators such as complaints, use of force, and sick leave trends.
- Implement early intervention strategies when patterns are identified.
- Integrate intervention programs with wellness and training initiatives.

Key Performance Indicators:

- Early identification and support for officers demonstrating risk indicators.
- Reduction in repeat complaint patterns.
- Improved supervisory awareness of performance indicators.

F. Emergency Preparedness and Interagency Coordination

Goal: Enhance readiness for critical incidents, disasters, and major emergency events.

Objective 1: *Conduct Emergency Preparedness Training.*

Actions:

- Conduct annual tabletop and live scenario emergency exercises.
- Train personnel in Incident Command System (ICS) and National Incident Management System (NIMS) principles.
- Review and update procedures following training events.

Key Performance Indicators:

- Minimum of three emergency preparedness exercises annually.
- Increased ICS/NIMS training compliance among personnel.
- Documented improvements identified through after-action reviews.
- ICS and NIMS course completion rates.

Objective 2: *Improve interagency coordination (e.g., fire, EMS, federal partners).*

**Actions:**

- Conduct joint training exercises with fire, EMS, and regional partners.
- Maintain and review mutual aid agreements.
- Participate in regional emergency management planning initiatives.

Key Performance Indicators:

- Increased number of joint interagency training events.
- Improved communication performance during multi-agency exercises.
- Effective establishment of unified command structures during incidents.

Objective 3: *Maintain Updated Emergency Response Protocols***Actions:**

- Conduct annual review of emergency operations plans.
- Integrate emerging technologies and communication systems into response protocols.
- Ensure personnel are trained on updated response procedures.

Key Performance Indicators:

- Annual review and update of emergency response protocols.
- Increased officer familiarity with emergency procedures.
- Improved operational performance during exercises or real incidents.

G. Traffic Safety and Crash Reduction

Goal: Improve roadway safety and reduce traffic crashes through targeted enforcement and data-driven traffic safety initiatives.

Objective 1: *Identify High-Risk Traffic Areas***Actions:**

- Analyze crash data using JAMAR and RMS systems to identify high-risk intersections and corridors.
- Conduct periodic traffic safety reviews with patrol and traffic safety personnel.



- Coordinate with town engineering and state partners when infrastructure concerns are identified.

Key Performance Indicators:

- Identification of priority crash locations annually.
- Implementation of targeted enforcement plans for identified areas.

Objective 2: Increase Targeted Traffic Enforcement

Actions:

- Conduct directed enforcement details in high-crash corridors.
- Participate in state and federal traffic safety initiatives.
- Utilize high-visibility patrol strategies during peak travel times.

Key Performance Indicators:

- Increase in enforcement presence in targeted corridors.
- Reduction in crashes in targeted locations.
- Increased public awareness of traffic safety initiatives.

Objective 3: Expand Traffic Safety Education

Actions:

- Partner with schools and community organizations to promote safe driving practices.
- Conduct public awareness campaigns addressing speeding, distracted driving, and impaired driving.

Key Performance Indicators:

- Increased participation in traffic safety education initiatives.
- Reduction in crash-related injuries within targeted areas.

Implementation and Review

The Londonderry Police Department will review progress toward the objectives outlined in this plan on an annual basis. Command staff will evaluate performance indicators, operational outcomes, and community feedback to ensure the department continues to meet the evolving public safety needs of the Town of Londonderry.



The objectives and performance metrics identified in this strategic plan will inform future operational planning and budget development. Performance data, service demand trends, and community needs will be evaluated during the annual budget process to ensure that departmental resources are aligned with strategic priorities and service expectations.

As operational demands evolve, this plan may support future requests related to staffing levels, training, technology, and operational capabilities necessary to maintain effective public safety services.