

FOXBOROUGH POLICE

Strategic Plan

Fiscal Year 2025 through 2029



Pride and Excellence in Service



Foxborough Police Department

Mission

The Foxborough Police Department is a professional law enforcement organization dedicated to Community Policing that ensures public safety, prevents and controls crime and keeps the peace.

As a Massachusetts Accredited Police Department, FPD achieves the highest standards of performance in fair and impartial enforcement of the Law.

FPD takes pride in serving the Foxborough community while also coordinating and leading the safety and security of one of the largest public event sites in New England – Gillette Stadium.

As a reliable and vital community citizen, FPD creatively contributes to the social wellbeing and quality of life of our residents, business owners and visitors.

Vision

A forward-thinking Community Police Department that evolves with law and societal changes and secures a peaceful and safe community.

Creatively strives for superior law enforcement service performance attained through strategic planning and targeted investments in human resource, facilities, processes and policies advanced by technological innovation.

Succeeds in balancing the dual role of a community-focused public safety agency, while being the model for policing and homeland security operations for one of the largest and active entertainment venues in New England.

Be the Law Enforcement Employer of Choice through the nurture of a collaborative, vibrant and diverse employee team with a focus on professional and career development, training and retention, that respects every team member as we respect our community.

Core Values and Beliefs

- Dedicated to the Community through Selfless Service.
- Embraces Challenge with Bravery, Professionalism and Integrity.
- Helps others with Empathy and Compassion.
- Builds the Team through Collaboration, Trust and Respect.
- Creates a Performance Environment that unleashes Talent and strives for Excellence.
- Values Personal Character, Discipline and Accountability.
- Reveres Tradition and Evolves to meet the future.
- Takes the Initiative, Makes a Difference, and Does the Job.
- Celebrates Achievements and Successes along the way.

Plan Themes

- Core Mission of Patrol
- Employee Retention
- Organizational Attractiveness
- Facilities and Technology
- Community Engagement
- Gillette Coordination and Management



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From The Chief

As Police Chief of the Foxborough Police Department, it gives me great pride to present you with our department's first comprehensive five-year strategic plan. I am proud to serve alongside the many dedicated, skilled, and professional men and women of the Foxborough Police Department.

The Foxborough Police Department is an accredited law enforcement agency which acknowledges our commitment to excellence in law enforcement by providing the community with the most proactive, efficient, effective, and constitutionally-sound law enforcement services based on best practices. Accreditation is one of the best measures of a police department's compliance with professional law enforcement standards. In the fall of 2022, the Foxborough Police Department attained accreditation status through the Massachusetts Police Accreditation Commission and exceeded many of the accreditation standards which represents significant professional achievements for the Department. We look forward to completing a renewal process in the spring of 2025.

The men and women of the Foxborough Police Department are accountable to our citizens, we strive to provide an unequalled level of service, and we are proud to be part of the remarkable Foxborough community. We believe in community engagement and developing relationships with our residents and businesses. The Department acknowledges Foxborough as a premier quality of life community and desires to create partnerships that are built upon mutual trust and respect, preserving the excellence of the Town.

Our mission, as the lead first responders in Foxborough, is to secure and enhance the quality of life through crime prevention, law enforcement, problem resolution, public outreach, and protecting public safety for our community. A police department cannot be successful if it does not embrace the needs and desires of its community and to review those needs on a regular basis. We act with fairness,

restraint, and impartiality in carrying out our duties and are committed to working with members of the community to continually understand and overcome cultural influences and unconscious biases. Our actions, combined with the way we treat members of our community, contributes to our legitimacy in the eyes of the public.

I am extremely proud of the work that the brave men and women of this Department do each and every day to guarantee the safety of the Foxborough community. They are selfless in their dedication to their duties and I am truly fortunate to lead such a tremendous group of professionals.

I invite you to learn more about the Foxborough Police Department and the services that we provide. We hope you take advantage of the many opportunities to communicate and stay informed via social media, volunteer opportunities, and local meetings. It is my privilege and honor to serve as your Police Chief.

Sincerely,

Michael A. Grace
Chief of Police



FPD OVERVIEW

The Town of Foxborough is strategically located between New England’s three largest cities – Boston, Providence and Worcester and is located at the intersections of Interstates 95 and 495. Population is estimated at slightly fewer than 18,000 people living in 6,650± households.

Foxborough, MA is a tale of two “towns”: the first is a traditional mixed-use mill town with a Town Common and downtown commercial district, and the second is the Route 1 area, home to Gillette Stadium and Patriot Place which is the largest outdoor entertainment venue in Massachusetts and home to the National Football League’s New England Patriots. The Route 1 area includes the 68,000 seat Gillette Stadium, adjacent Patriot Place shopping center with eateries, entertainment venues, shops, a museum, medical facilities, and vast parking lots, as well as nearby hospitality entities.

Much of Foxborough is a residential community, serving as a home for people who work in Boston and other regional job centers. Foxborough, however, has also retained its traditional manufacturing job base at Schneider Electric (which purchased the Foxboro Company), as well as commercial centers at Gillette Stadium and Patriot Place. Residents enjoy the historic charm of Foxborough Center, as well as contemporary suburban housing and shopping experiences toward the edges of town.

The police department is comprised of more than 40 employees, with an authorized sworn strength of 41 full-time officers who provide public safety services to the community 24/7/365. The Department is headquartered in a two-level building on 8 Chestnut Street which is located

just outside the downtown area. The command structure of the department includes one Chief, three Lieutenants, five Sergeants, twenty-three patrol officers, one Animal Control Officer, twenty reserve officers, and two administrative assistants to the Chief of Police. The Foxborough Police Department has a number of specialty assignments including three detectives, one court prosecutor, three school resource officers, one K-9 handler, and a Licensed Independent Clinical Social Worker.

In recent years the emphasis of the Department has shifted from a traditional law enforcement role to a more proactive, community policing style to better serve our community focusing on domestic violence and sexual assault follow-up programs supported through a Department of Public health grant. The department values school safety as a priority for the community and has three full-time officers, and a Sergeant assigned to both the Foxborough Public and Foxborough Regional Charter School during the school year running a variety of programs and supporting school officials.

The Foxborough Police Department has the unique responsibility of being the lead agency at Gillette Stadium, where we work collaboratively with our local, state, and federal partners to provide a safe and secure environment for the 68,000 plus fans that may attend the many events hosted there. The Foxborough Police Department is committed to working with our assisting public safety agencies and the Kraft Group to ensure that all patrons have a safe experience. The FPD is also responsible for providing professional police services to the 13 million visitors annually to the Patriot Place entertainment complex and Gillette Stadium.

Personnel

Chief of Police.....	1
Lieutenant.....	3
Sergeant.....	5
Patrol Officer.....	23
Animal Control Officer.....	1
Reserve Officer.....	20
Administrative Assistant.....	2
Detective.....	3
Court Prosecutor.....	1
School Resource Officer.....	3
K-9 Handler.....	1
Licensed Clinical Social Worker ...	1

Department Facts

Sworn Officers.....	41
Civilian Personnel.....	4
FY23 Budget.....	5,866,587.00

FBI Part I Crimes 2021 2022

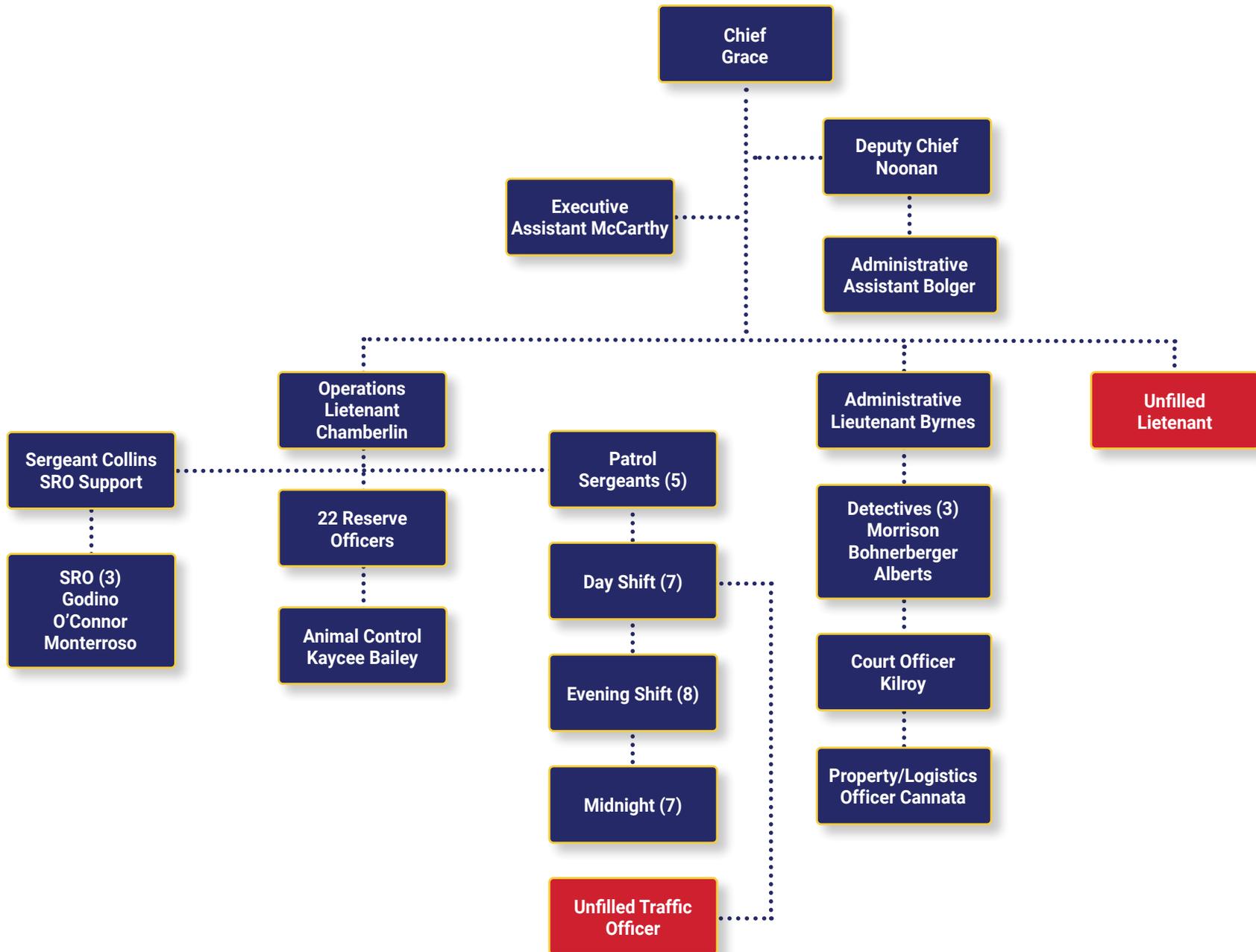
Criminal Homicide	0	0
Forcible Rape	21	15
Robbery	2	3
Aggravated assault	23	20
Burglary	7	9
Larceny (all types)	151	111
Motor Vehicle Theft	17	7
Arson	0	0

FPD OVERVIEW

Other Statistics	2021	2022
Calls for service.....	26,545	28,738
MV stops	2,179	3,405
Citations.....	1,976	2,764
Crashes.....	499	523
Crash reports.....	331	344
Arrests.....	224	270
Warrants/summonses	299	376
Building/property checks	7,223	8,873
Mental health crisis.....	101	130
Drug overdose	9	8
Unattended deaths.....	21	18
Firearms licenses issued.....	292	277



ORGANIZATIONAL CHART



STRATEGIC PLANNING PROCESS & IMPLEMENTATION

Strategic Planning

WHAT IS STRATEGIC PLANNING AND WHY IT IS IMPORTANT?

Strategic planning, used by all types of organizations worldwide, is a process that defines the organization's Identity, Mission, Value and most importantly it's Vision and the Plan to arrive at a newly defined future-space. Generally, strategic plans are home grown processes, (developed from within an organization), that articulate direction for the next 3-5 years and exist in the form of a governing "living" document that is regularly reviewed and updated. It is the highest level of thinking within an organization, provides the roadmap for all future actions and is the basis for all other related planning, (e.g. Personnel, Budget, Capital).

STRATEGIC PLANNING PROCESS (CLASSICAL APPROACH)

A "classic" strategic plan has several distinct parts but can be basically viewed as two (2) phases, 1. Visioning, and 2. Planning. Visioning begins with what is commonly referred to as a SWOT Analysis, (Strengths, Weaknesses, Opportunities, Threats), which layout what an organization is defined by today, (S,W), and what the organization may be defined by or encounter in the future,(O,T). The SWOT Analysis becomes the basis for the creation of the Mission and Vision. The Mission, or "Mission Statement", articulates the fundamental purpose of an organization; what it is and does today, and is the platform for the journey to the future. It defines the organization's key market/primary stakeholders,

contribution (how it provides value), its distinction or differentiation and is designed to be a centering and motivational device, convincing and elemental. The Vision, or "Vision Statement", is the core element of the strategic plan and articulates what an organization wants to be; a longer-term view of its future and the space it seeks to occupy in the marketplace, community, etc. It defines what the organization wants to accomplish, the potential inherit in its future and, as with the "Mission", is designed to be a centering and motivational device, convincing and elemental.

The Planning phase of the strategic plan process consists of establishing a set of general but clear Strategic Goals, that when attained through the follow on plan, achieve the Vision. These strategic goals define the destination, changes the current organizational direction and the mindset of the personnel. The plan itself is derived from these goals and then drills down from the general to the very specific. For each established strategic goal, a set of Objectives is created to achieve the goal. This portion of the plan creates a series of concrete steps that establish a road to the destination, is inherently shorter term and translates thought into action. Then, within each objective, a set of Strategies is created designed to achieve the objective. Strategies define the methods or plans used to create outcomes, employment of resources and are specific and measurable. Finally, the execution of each strategy is supported by a Tactical Action Plan, which describes or lists what needs to be done, by whom and when.



STRATEGIC PLANNING PROCESS AND IMPLEMENTATION

FDP Strategic Process

The Foxborough Police Department (FPD) strategy planning process was initiated due to two (2) driving forces:

- 1.) The Department had never previously engaged in a Strategic Planning Process.
- 2.) The firm commitment by the FPD leadership team to embark on a unifying process that would chart a new course for the department for the next five (5) years and bring the team together in full participation and ownership in their future.

The Strategic Planning process for the Foxborough Police Department began in February 2023. The development team consisted of the entire FPD membership as the internal “working group” and the services of a strategy and management consultant to design and facilitate the strategic planning process. The consultant had previously developed Strategic Plans for the following municipal organizations:

- Orleans, MA Police Department (2014-2019 and 2020-2024)
- Orleans, MA Fire Rescue Department (2021-2025)
- Brewster, MA Fire Rescue Department (2022-2026)
- Holliston, MA Police Department (2023-2027)

The consultant met virtually via Zoom with Chief Grace on February 7, 2023 to discuss the FPD strategic planning process and to initiate the first

phase of the process – a SWOT Analysis. With the desire to get unvarnished confidential input from department personnel and to strive for full participation and inclusiveness, the full FPD membership was solicited directly by the consultant via email in early March for their confidential SWOT (Strengths, Weaknesses, Opportunities, Threats) input. With over 90% department participation, the consultant consolidated the considerable FPD SWOT information for later presentation to the department.

The consultant met with the FPD Senior Team on March 16, 2023 in Foxborough to introduce them to the strategic planning process for the department.

Beginning in late March, and lasting through June 2023, a series of three (3) full department working group meetings were held in-person at the FPD Public Safety training room as a meeting space. The first “live” group meeting was held on March 21, 2023 and covered training on the strategic planning process, a review of the consolidated SWOT analysis, and then focused on the development of a new Mission statement, Core Values and Beliefs and the creation of a Vision statement.

The second meeting of the department on March 28, 2023 reviewed the newly created Mission and Vision statements, Core Values and Beliefs, then developed five (5) Strategic Goals as pillars of the new plan and identified Objectives for each Strategic Goal.

With the considerable amount of plan material yet

to develop, five (5) “small working groups” were then formed to each tackle a specific Strategic Goal to develop Strategies and Tactical Action Plans for each of the associated Objectives within that Goal. These small working groups were comprised of the consultant, Chief Grace, Deputy Noonan and 5-7 additional members of the FPD specifically selected for their focus on a particular Strategic Goal subject. The five (5) “small working group” meetings were held on April 4, 11, 25 and May 2 and 23.

The full plan was reviewed by Chief Grace, Deputy Noonan and the consultant on May 30, 2023.

The final full department working group meeting was held on June 6, 2023 to review and edit the final versions of the plan elements which comprised the first strategic plan draft. The results of all three (3) full working group meetings and five (5) small working group meetings were loaded into the strategic plan template that serves as the final plan report.

REVIEW, ACCOUNTABILITY & IMPLEMENTATION

FPD leadership is committed to the successful communication and implementation of the Strategic Plan. Each tactical action plan, in support of strategies, objectives and goals will have a dedicated accountability within the FPD to ensure its successful execution. The Strategic Plan will be reviewed and updated annually prior to the Town’s annual budget review cycle.

STRATEGIC PLANNING PROCESS AND IMPLEMENTATION

FDP Strategic Process

BUDGET CONSIDERATIONS

All initiatives depicted in this Strategic Plan are either currently represented in the existing Town of Foxborough Capital Plan or are budget neutral to the Foxborough Police Department operational budget for FY 2024.

SPECIAL NOTE

Approximately 45 minutes into second working group meeting on March 28, 2023, the department received an Active Shooter alert. The entire department instantly reacted and vacated the training room in 4 seconds. They fully deployed and were on the scene in minutes. Although this turned out to be a false alarm called in for the local High School, which went into lockdown along with several other area schools, the Department went through all its protections and protocols to ensure public safety. They performed in the finest professional tradition of the FPD. The Strategic Planning meeting then resumed approximately 2 hours later and we completed the meeting's objectives.



ACKNOWLEDGMENTS

Strategy Consultant

Per John Ostman
Ostman Business Strategy, LLC

Administration

Michael Grace **Police Chief**
Lee McCarthy **Executive Assistant**
Robert Bolger **Administrative Assistant**

Animal Control

Kaycee Bailey **Animal Control Officer**

Department Members

Richard Noonan **Deputy Chief**
Adam Byrnes **Lieutenant**
John Chamberlin **Lieutenant**
Megan Allen **Sergeant**
Shawn Buckley **Sergeant**
Valesay Collins **Sergeant**
Lucas Drayton **Sergeant**
David Foscaldo **Sergeant**
Patrick Hoffman **Sergeant**
Michael Alberts **Detective**
Mark Bohnenberger **Detective**
Patrick Morrison **Detective**
Joseph Godino **SRO**
Melissa O'Connor **SRO**
William Monterroso **SRO**
Kerry Kilroy **Court Officer**
James Cannata **Admin Officer**

Patrol Officers

Francis Azevedo
Timothy Burt
John Chamberlin, Jr.
Shayne Cossette
Christopher DiModica
Scott Dion
Brendan Fayles
Scott Flaherty
Korey Goldrick
Steven Hole
Patrick Lydon
Patrick Mattson
Ryan McGrath
Jean Medard
Alex O'Leary
Patrick Nagle
James Parah
Paul Politsopoulos
Kurt Pollister
Max (The Dog)
Desiree Rivera
Michael Saulnier
Phillip Sloan
Tyler Sousa
Sean Taylor

Community Response

Social Worker

Christina LaRose

Patrol Officer

Patrol Officer

Patrol Officer

Patrol Officer

Patrol Officer

Patrol Officer

Patrol Officer

Patrol Officer

Patrol Officer

Patrol Officer

Patrol Officer

Patrol Officer

Patrol Officer

Patrol Officer

Patrol Officer

Patrol Officer

Patrol Officer

Patrol Officer

K9 Officer

K9

Patrol Officer

Patrol Officer

Patrol Officer

Patrol Officer

Patrol Officer

Reserve Officers

John Ares **Reserve Officer**
Sokol Ballta **Reserve Officer**
Paul Brooks **Reserve Officer**
Stephen Burke **Reserve Officer**
Kelly Colvin **Reserve Officer**
Robert Forsythe **Reserve Officer**
Michael Gould **Reserve Officer**
James Grenier **Reserve Officer**
Richard Grover **Reserve Officer**
Allan Haskell **Reserve Officer**
Robert Holst **Reserve Officer**
Koren Kanadianian **Reserve Officer**
Gil Lemon **Reserve Officer**
Adam Keeling **Reserve Officer**
David Majenski **Reserve Officer**
Mark Manocchio **Reserve Officer**
Brendan Murphy **Reserve Officer**
Myles Murphy **Reserve Officer**
Warren O'Brien **Reserve Officer**
Paul Quadrozzi **Reserve Officer**
James Santucci **Reserve Officer**
Phillip Sloan **Reserve Officer**
Alfred Trinh **Reserve Officer**
Richard Vieira **Reserve Officer**

Photography

Department Library

Graphic Designer

Brian Bierig

GOALS & OBJECTIVES

Goal 1
Delivery of
Law Enforcement Services

Objective 1
Emphasis on Patrol

Objective 2
Traffic Safety Coordination
and Communications

Objective 3
Mental Health
and Policing

Objective 4
Support Dispatch
(SEMRECC)

Objective 5
Community Outreach
and Engagement

Objective 6
Support Animal Control
Officer (ACO) Program

Objective 7
Emergency Notification
System

Goal 2
Enhance Organizational and
Professional Development

Objective 1
Training

Objective 2
Staffing

Objective 3
Career Development

Objective 4
Recruitment
and Onboarding

Goal 3
Nurture Culture
and Communications

Objective 1
Retention

Objective 2
Recognition

Objective 3
Wellness

Objective 4
Internal Communications

Goal 4
Manage Gillette Stadium
Public Safety

Objective 1
Gillette Resource Cost
Accounting

Objective 2
Gillette Stadium
Public Safety Coordination

Objective 3
Department Restructuring
to Address Gillette

Goal 5
Leverage Facilities,
Equipment and Technology

Objective 1
Police Station
Upgrade/Expansion

Objective 2
Public Safety
Sub-Stations

Objective 3
Equipment and
Maintenance Programs

Objective 4
Information Technology (IT)

STRATEGIC PLAN Format Overview

Goal

Specific statement of intended future results and general and continuing statements of intended future results.

Objectives

Are broad categories. They are non-measurable, nondated, continuous, and ongoing. Objectives move the agency from motive to action.

Strategy

Specific measurable activity that supports the objective and ultimately contributes to the achievement of the goal.

Target Completion Date

Displays when each strategy is slated to take place, in calendar year format.

Active Fiscal Year/Funding Graph

Depicts when each strategy is expected to be working and how it is funded. Active years are shaded blue; funding sources include general fund, CIP, grant and TBD (to be determined).

Action Plan

A description of what needs to be done, when and by whom to achieve the results called for by one or more objectives.

Purpose

Why the Department is implementing the strategy.

Measures of Success

Benchmarks that have been set by the Strategy Sponsor in order to evaluate if the strategy is successful.

Strategy Sponsor

FPD employee who has been tasked with implementing the defined strategy.

GOAL 1 Delivery of Law Enforcement Services

Objective 6 Support Animal Control Officer (ACO) Program

Strategy 1	ACO Promotion and Funding
Target Completion Date	June 2024
Active Fiscal Year/Funding	FY 2024

Action Plan

- Pursue Nonprofit support of ACO program:
 - Provide "Donate" link on website
- Develop and channel ACO and animal related stories through media.

Purpose

The FPD Animal Control Officer (ACO) resource relies in part on donations. The development and dissemination of animal related stories provides attention and opportunities to support this important effort of the FPD.

Measures of Success

Ample financial support for the FPD ACO program.

Strategy Sponsors

- Police Chief**
Michael Grace
- Sergeant**
Valesay Collins
- Animal Control Officer**
Kaycee Bailey



FOXBOROUGH POLICE DEPARTMENT

Pride and Excellence in Service

Strategic Plan
2024 - 2028

25

GOAL 1

Delivery of Law Enforcement Services

Detailed Strategy Descriptions

Objective 1 Emphasis on Patrol

Strategy 1 Primary Department focus is on Patrol

Strategy 2 Patrol Policies and Procedures

Objective 2 Traffic Safety Coordination and Communications

Strategy 1 Formalize Traffic Oversight

Strategy 2 Public Awareness of Traffic Issues

Strategy 3 Promote Traffic Grants

Objective 3 Mental Health and Policing

Strategy 1 Leverage use of and increase Public Safety Mental Health Resource

Strategy 2 Mental Health Training

Strategy 3 Develop Mental Health Task Force/POP Team

Objective 4 Support Dispatch (SEMRECC)

Strategy 1 Provide Dispatch Feedback and Follow-up

Objective 5 Community Outreach and Engagement

Strategy 1 Provide Department Focus for Community Engagement Coordination

Objective 6 Support Animal Control Officer (ACO) Program

Strategy 1 ACO Promotion and Funding

Strategy 2 ACO Resources

Strategy 3 Animal Education

Objective 7 Emergency Notification System

Strategy 1 Institute a Community Emergency Notification System



Objective 1 Emphasis on Patrol

Strategy 1 Primary Department focus is on Patrol

Target Completion Date August 2025

Active Fiscal Year/Funding FY 2026

Action Plan

- Ensure minimum 6 officers / shift coverage:
 - 1 Sergeant
 - 4 Patrol officers
 - 1 Station officer
- Investigate spreading out Specialized Positions over multiple shifts.
- Investigate 6pm-2am overlay shift.
- Balance OT with increases in Staffing.
- Augment Patrol requirements with Mutual Aid, OT and early shift call as needs arise.
- Regular review of Patrol needs in the community.
- Set expectations for uncommitted patrol time.

Purpose

To provide necessary staffing and needs assessments in support of the core competency and primary focus of the FPD which is public safety and law enforcement through 24/7/365 police patrol.

Measures of Success

- Achieve and maintain minimum patrol shift resources.
- Regular assessment and recalibration of patrol requirements based on community needs.

Strategy Sponsors

Police Chief

Michael Grace

Lieutenant

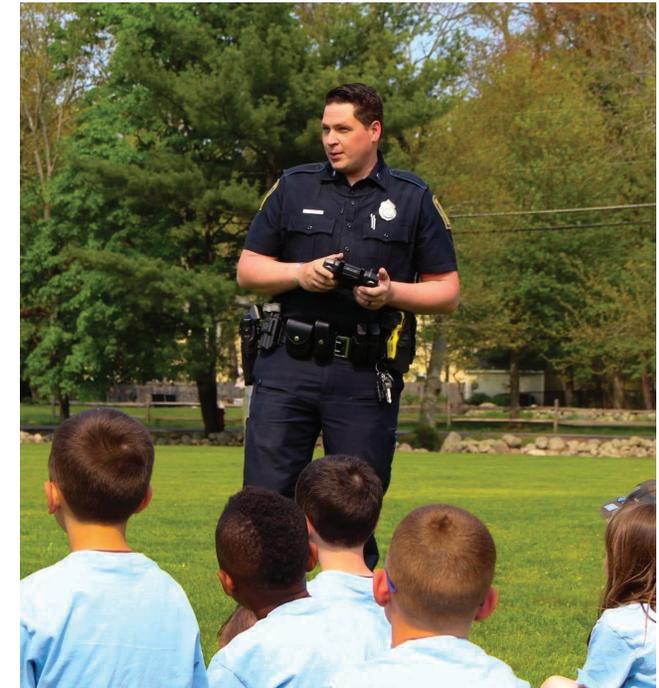
John Chamberlin

Sergeant

Patrick Hoffman

Patrol Officer

Kurt Pollister



Objective 1 Emphasis on Patrol

Strategy 2 Patrol Policies and Procedures

Target Completion Date June 2025

Active Fiscal Year/Funding FY 2025

Action Plan

- Review and Ensure Policies fully support Patrol functionality.
- Review documentation, booking and other policing processes for streamlining and simplification.
- After-action feedback on arrests/other interactions.
- Develop patrol deployment strategies by shift.

Purpose

FPD policies and procedures need to be created and updated to support the ongoing core mission of patrol, which includes an after-action feedback loop and patrol deployment strategies.

Measures of Success

- Patrol Policies and Procedures are regularly reviewed and updated.
- New Policies and Procedures are created as required.
- After action-feedback is provided to patrol.
- Patrol Deployment strategies are developed by shift.

Strategy Sponsors

Deputy Chief

Richard Noonan

Lieutenant

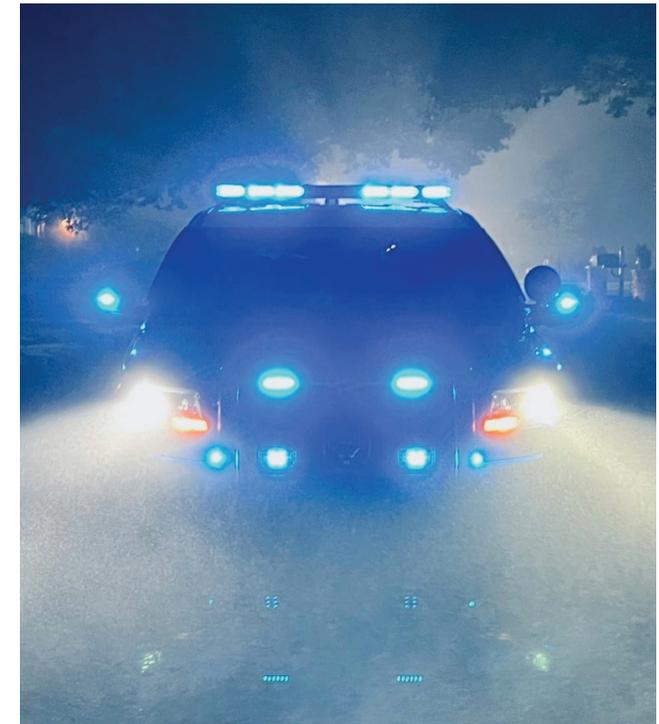
John Chamberlin

Sergeant

Patrick Hoffman

Sergeant

Megan Allen



Objective 2 Traffic Safety Coordination and Communications

Strategy 1 Formalize Traffic Oversight

Target Completion Date January 2026

Active Fiscal Year/Funding FY 2026

Action Plan

- Identify Traffic Safety Officer.
- Coordinate all community communications and deployments.

Purpose

Focus all traffic related activity of the FPD into an identified responsibility to provide effective personnel coordination and information dissemination.

Measures of Success

- Traffic Safety Officer is identified.
- Responsibilities for traffic related personnel deployments and community communications are handled clearly and efficiently.

Strategy Sponsors

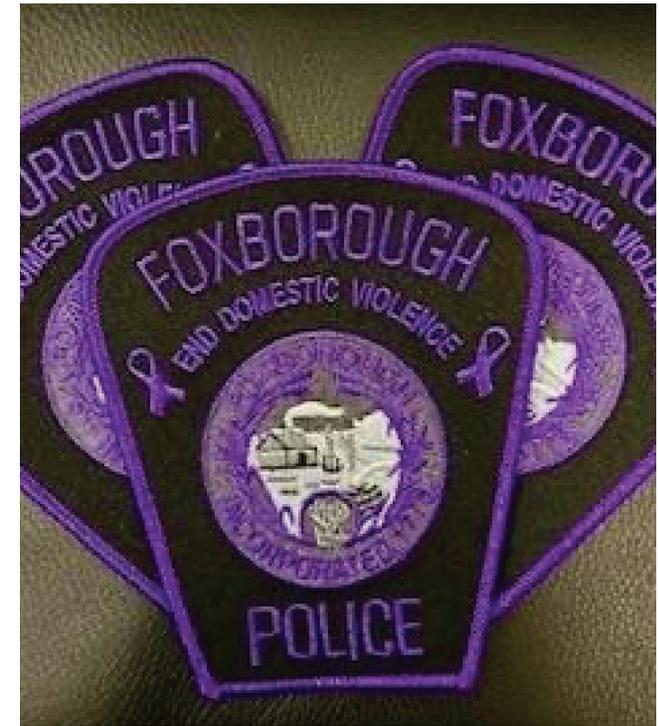
Police Chief
Michael Grace

Sergeant
Valesay Collins

Lieutenant
John Chamberlin

Sergeant
Patrick Hoffman

Sergeant
Shawn Buckley



Objective 2 Traffic Safety Coordination and Communications

Strategy 2 Public Awareness of Traffic Issues

Target Completion Date April 2026

Active Fiscal Year/Funding FY 2026

Action Plan

- Provide crash data.
- Provide targeted information to affected citizens.

Purpose

To keep the community well informed of traffic related issues including crash data to enhance public awareness and safety.

Measures of Success

- Coordination and regular dissemination of traffic information to the community.

Strategy Sponsors

Lieutenant
John Chamberlin

Sergeant
Shawn Buckley

Sergeant
Patrick Hoffman

Sergeant
Valesay Collins



Objective 2 Traffic Safety Coordination and Communications

Strategy 3 Promote Traffic Grants

Target Completion Date Maintaining

Active Fiscal Year/Funding FY 2025

Action Plan

- Utilize National Highway Traffic Safety Administration (NHTSA)/MA Executive Office of Public Safety and Security (EOPSS) grants for municipal road safety initiatives.

Purpose

Leverage available traffic safety related grant funding opportunities to support FPD safety initiatives.

Measures of Success

- Apply for and obtain traffic safety grants.

Strategy Sponsors

Lieutenant

John Chamberlin

Sergeant

Shawn Buckley

Executive Assistant

Lee McCarthy



Objective 3 Mental Health and Policing

Strategy 1 Leverage use of and increase Public Safety Mental Health Resource

Target Completion Date Maintaining

Active Fiscal Year/Funding FY 2025

Action Plan

- Utilize Public Safety Clinician in all possible Mental Health situations.
- Add additional Public Safety Clinician resource.

Purpose

The introduction of the Public Safety Clinician is a vital resource in support of FPD efforts to successfully address law enforcement Mental Health interactions. Leveraging of this resource and additional support will permit the FPD to successfully handle Mental Health/Law Enforcement situations.

Measures of Success

- Full utilization of the Public Safety Clinician.
- The addition of a second Mental Health resource.

Strategy Sponsors

Police Chief
Michael Grace

Patrol Officer
Paul Politsopoulos

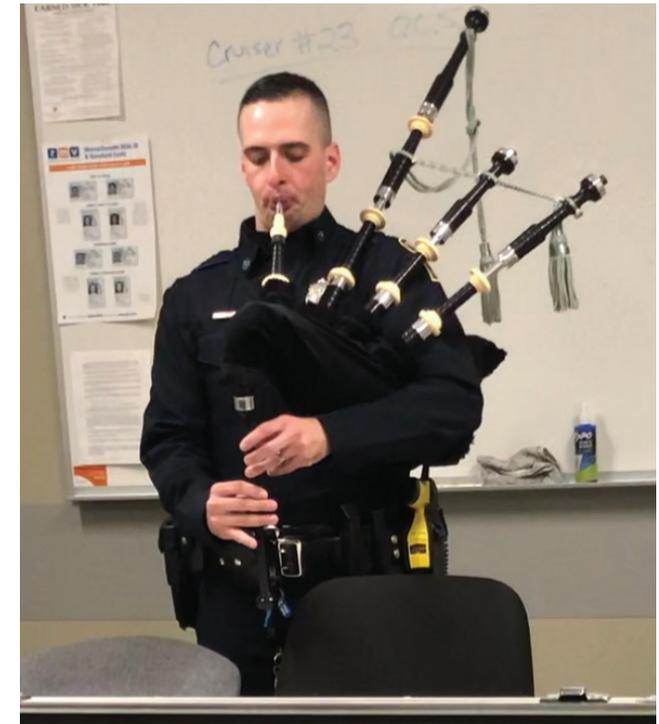
Lieutenant
John Chamberlin

Patrol Officer
Scott Dion

Sergeant
Valesay Collins

Patrol Officer
Patrick Lydon

Sergeant
Megan Allen



Objective 3 Mental Health and Policing

Strategy 2 Mental Health Training

Target Completion Date Maintaining

Active Fiscal Year/Funding FY 2027

Action Plan

- Ensure all officers are trained for Mental Health related encounters and de-escalation techniques.
- Define role of Police and limitations of service.

Purpose

Incidents of Mental Health related encounters are rising and require the FPD to be properly trained to handle these types of situations while also being aware of the limitations of their professional law enforcement and public safety role.

Measures of Success

- All officers are properly trained in Mental Health encounters and de-escalation techniques including the use of the Public Safety Clinician.
- All officers are trained in the limitations of their service with regards to Mental Health interactions.

Strategy Sponsors

Deputy Chief

Richard Noonan

Patrol Officer

Kurt Pollister

Lieutenant

Adam Byrnes

Sergeant

Megan Allen

Patrol Officer

John Chamberlin Jr



Objective 3 Mental Health and Policing

Strategy 3 Develop Mental Health Task Force/POP Team

Target Completion Date September 1, 2027

Active Fiscal Year/Funding FY 2028

Action Plan

- Formalize Problem Oriented Policing team to address Mental Health situations to offload Patrol.
- Collaboration with Fire Rescue Department.

Purpose

As an additional resource to patrol, the FPD will create a Mental Health POP team that can take over a Mental Health related situation and allow patrol personnel to return to normal activities.

Measures of Success

- Create Mental Health POP team in collaboration with the Fire Rescue Department.

Strategy Sponsors

Police Chief
Michael Grace

Patrol Officer
Kurt Pollister

Lieutenant
John Chamberlin

Patrol Officer
Patrick Lydon

Sergeant
Patrick Hoffman

Sergeant
Megan Allen



Objective 4 Support Dispatch (SEMRECC)

Strategy 1 Provide Dispatch Feedback and Follow-up

Target Completion Date Maintaining

Active Fiscal Year/Funding FY 2025

Action Plan

- Develop a Workflow process to provide feedback and follow-up to support performance.

Purpose

Provide regional dispatch, (SEMRECC), with vital feedback information and follow up to ensure continued effectivity and accuracy as it serves the FPD and the community.

Measures of Success

- Develop feedback and follow-up workflow process from FPD to SEMRECC.
- SEMRECC has the effectivity and accuracy of local dispatch with the efficiency and cost reduction of a regional dispatch system.

Strategy Sponsors

Police Chief

Michael Grace

Patrol Officer

John Chamberlin Jr

Deputy Chief

Richard Noonan

Patrol Officer

Kurt Pollister

Lieutenant

John Chamberlin

Lieutenant

Adam Byrnes



Objective 5 Community Outreach and Engagement

Strategy 1 Provide Department Focus for Community Engagement Coordination

Target Completion Date September 2025

Active Fiscal Year/Funding FY 2026

Action Plan

- Formalize/define Community Engagement Officer Resource.
- Consider developing Community Engagement Team.
- FPD Brand Management.
- Coordinate Community Events.
- Standardize and streamline community communications templates and graphics.
- Provide weekly information summary to the public:
 - Patrol, Traffic , Events, Schools, Gillette
- Work with Town to redesign Website.
- Manage Social media postings.

Purpose

Provide a focus for all FPD community engagement through a Community Engagement Officer augmented with the probability of an Engagement Team that will organize FPD-related events and information flow for the community.

Measures of Success

- Identify FPD Community Engagement Officer.
- Identify FPD Community Engagement Team as work-load dictates.
- FPD-related Community events are created and coordinated.
- Information flows regularly and smoothly to the community through enhanced social media, website and other communications platforms.

Strategy Sponsors

Police Chief
Michael Grace

Patrol Officer
Brendan Fayles
(Allen)

Lieutenant
Adam Byrnes

Sergeant
Valesay Collins

SRO
Joseph Godino



Objective 6 Support Animal Control Officer (ACO) Program

Strategy 1 ACO Promotion and Funding

Target Completion Date June 1, 2025

Active Fiscal Year/Funding FY 2025

Action Plan

- Pursue Nonprofit support of ACO program:
 - Provide “Donate” link on website
- Develop and channel ACO and animal related stories through media.

Purpose

The FPD Animal Control Officer (ACO) resource relies in part on donations. The development and dissemination of animal related stories provides attention and opportunities to support this important effort of the FPD.

Measures of Success

Ample financial support for the FPD ACO program.

Strategy Sponsors

Police Chief

Michael Grace

Sergeant

Valesay Collins

Animal Control Officer

Kaycee Bailey



Objective 6 Support Animal Control Officer (ACO) Program

Strategy 2 ACO Resources

Target Completion Date June 30, 2028

Active Fiscal Year/Funding FY 2028

Action Plan

- Leverage Mutual Aid for shift coverage.
- Add additional part time ACO.

Purpose

Provide required personnel to handle the FPD animal-related calls for service.

Measures of Success

- Shifts are adequately covered through Mutual aid and additional FPD resource to ensure animal-related calls for service are handled effectively.

Strategy Sponsors

Police Chief

Michael Grace

Lieutenant

John Chamberlin

Animal Control Officer

Kaycee Bailey



Objective 6 Support Animal Control Officer (ACO) Program

Strategy 3 Animal Education

Target Completion Date Maintaining

Active Fiscal Year/Funding FY 2025

Action Plan

- Conduct Rabies Clinics.
- Develop other animal-related educational programs.

Purpose

Provide a program of community education that focuses on animal-related information including rabies clinics and other programs to enhance public safety and awareness.

Measures of Success

- Conduct a series of animal-related community education programs.
- Reduction in animal-related negative interactions with the public.

Strategy Sponsors

Animal Control Officer

Kaycee Bailey



Objective 7 Emergency Notification System

Strategy 1 Institute a Community Emergency Notification System

Target Completion Date July 1, 2025

Active Fiscal Year/Funding FY 2026

Action Plan

- Support, participate and implement a “Civic Alert” type Emergency Notification System.

Purpose

To enhance the ability of the Town and Public Safety departments to communicate massively and quickly with the community on matters of urgent public concern.

Measures of Success

- In place, functional and utilized Emergency Notification System.

Strategy Sponsors

Police Chief

Michael Grace

Detective

Patrick Morrison

Deputy Chief

Richard Noonan

Lieutenant

John Chamberlin

Sergeant

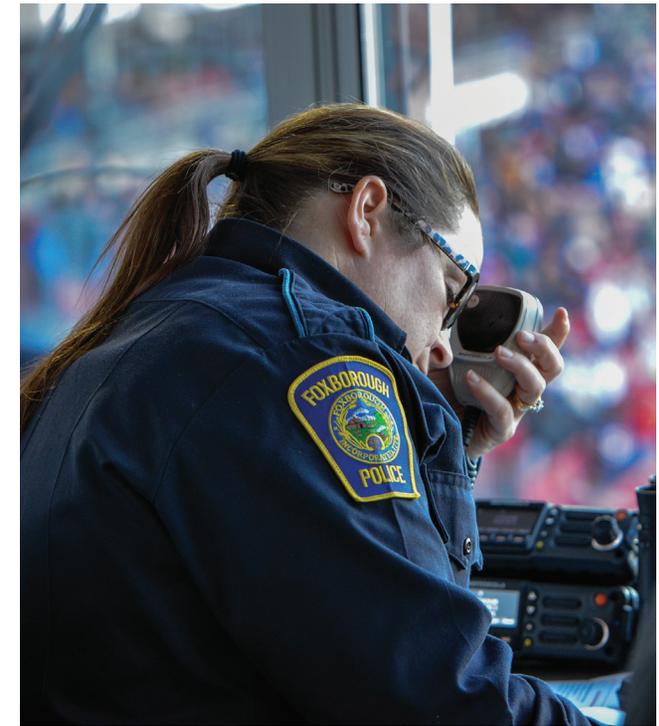
Valesay Collins

Lieutenant

Adam Byrnes

Patrol Officer

Patrick McCarthy



Detailed Strategy Descriptions

Objective 1 Training

Strategy 1 Increase Training Budget

Strategy 2 Address Institutional Vulnerability

Strategy 3 Critical Incident Training Programs

Objective 2 Staffing

Strategy 1 Staffing Data Review

Strategy 2 Department Staffing and Preparedness Resources

Strategy 3 Administrative Support

Objective 3 Career Development

Strategy 1 Build Future Supervisors

Strategy 2 Specialty, Task Force and Temporary Assignment Rotations

Strategy 3 Enhance Performance Review

Strategy 4 Specialized Positions

Objective 4 Recruitment and Onboarding

Strategy 1 Recruit by Example

Strategy 2 Improve Department Personnel Diversity

Strategy 3 Effective Onboarding of Personnel New to the Department



Objective 1 Training

Strategy 1 Increase Training Budget

Target Completion Date June 1, 2027

Active Fiscal Year/Funding FY 2027

Action Plan

- Address increased statutory training requirements for POST Certification and MA Police Training Committee (MPTC).
- Use DOJ Stats to support increase in training investment.
- Continue pursuing ever more competitive Training Grant funding.

Purpose

The training demands on the FPD are increasing due to societal and legislative forces and require ongoing sustainable training budget support that can be augmented by pursuit of grant funding.

Measures of Success

- Increased FPD training budget supported by data to achieve training requirements.
- Success is securing grant funding for training.

Strategy Sponsors

Police Chief

Michael Grace

Lieutenant

Adam Byrnes

Admin Officer

James Cannata

Patrol Officer

John Chamberlin Jr



Objective 1 Training

Strategy 2 Address Institutional Vulnerability

Target Completion Date March 2025

Active Fiscal Year/Funding FY 2025

Action Plan

- Cross-Training of backup to Training Coordinator.
- Cross-Training Programs for critical department functions.

Purpose

Personnel changes are a reality of any organization and pose challenges especially when only one person possesses a particularly vital knowledge, experience or training and leaves the organization. Cross-training of multiple individuals in critical FPD functions addresses this institutional vulnerability and makes the department more resilient to change.

Measures of Success

- Cross-training is institutionalized at the FPD.
- There are no critical functions at the FPD that can be only handled by a single individual.

Strategy Sponsors

Deputy Chief

Richard Noonan

Executive Assistant

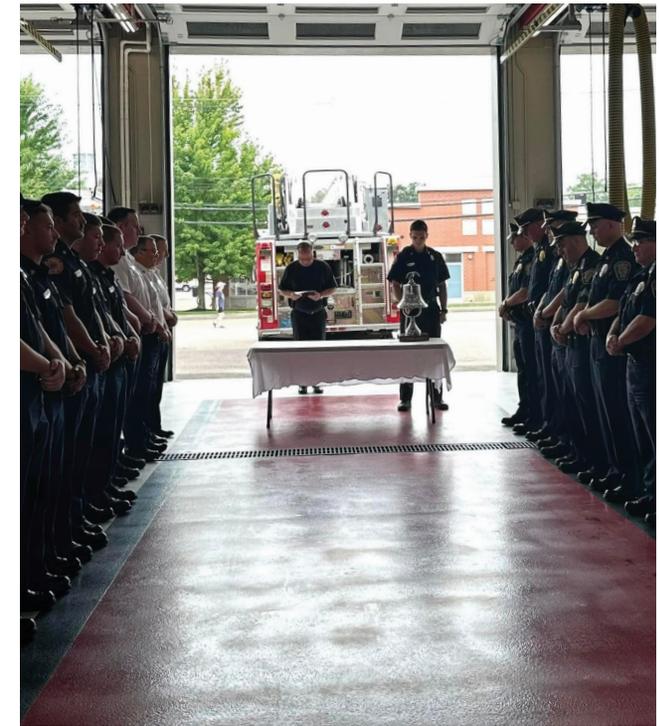
Lee McCarthy

Administrative Assistant

Robert Bolger

Admin Officer

James Cannata



Objective 1 Training

Strategy 3 Critical Incident Training Programs

Target Completion Date July 1, 2026

Active Fiscal Year/Funding FY 2027

Action Plan

- Provide Department with training Programs that address:
 - Active Shooter
 - Large Events
 - Civil Disobedience/Unrest
 - Other
- Stay current with MA Police Training Committee (MPTC) curriculum.

Purpose

Critical incidents have become more prevalent in society and require constant and ongoing focused training programs to improve FPD effectivity and public safety. It is crucial that FPD stay current with the MPTC training curriculum and provide the full range of critical incident training to department personnel.

Measures of Success

- Critical incident training is provided to all department personnel on a regular basis.
- FPD stays current with MPTC training curriculum.

Strategy Sponsors

Deputy Chief

Richard Noonan

Admin Officer

James Cannata

Lieutenant

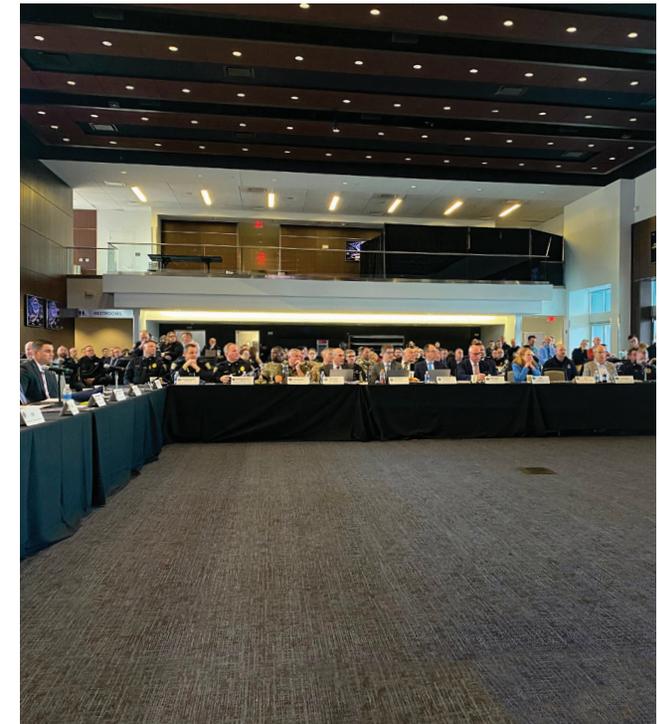
Adam Byrnes

Patrol Officer

John Chamberlin Jr

Patrol Officer

Timothy Burt



Objective 2 Staffing

Strategy 1 Staffing Data Review

Target Completion Date June 30 2026

Active Fiscal Year/Funding FY 2026

Action Plan

- Differentiate call statistics between Fire/Rescue vs. Police.
- Analyze Mutual Aid calls.
- Develop ongoing staffing data sets and call matrix to support budget discussions.

Purpose

Analyze call for service data to accurately determine required staffing and related budget resources.

Measures of Success

- Call for service data sets are developed and analyzed on a regular and ongoing basis.
- Data analysis is used in support of staffing and related budget development.
- FPD staffing is optimized, along with overtime and mutual aid in relation to actual call for service volume.

Strategy Sponsors

Police Chief
Michael Grace

Administrative Assistant
Robert Bolger

Patrol Officer
Steven Hole

Patrol Officer
Alexander O'Leary

Sergeant
Megan Allen

Patrol Officer
Paul Politsopoulos



Objective 2 Staffing

Strategy 2 Department Staffing and Preparedness Resources

Target Completion Date July 2027

Active Fiscal Year/Funding FY 2028

Action Plan

- Support Patrol Shift Resource for Critical Incidents.
- Support Patrol Shift Resource for Mental Health incidents.
- Support Patrol Shift Resource for Domestic Violence Incidents.
- Support Gillette Staffing.

Purpose

The FPD is called upon to address a wide variety of law enforcement and public safety encounters over and above normal patrol that divert these personnel sometimes for lengthy time periods from their primary mission. Additional resources are employed on a case-by-case basis to handle these events and incidents to permit patrol to continue, on patrol.

Measures of Success

- Support resources are available to handle time consuming incidents and events.
- Patrol personnel are minimally diverted from their primary mission.

Strategy Sponsors

Deputy Chief

Richard Noonan

Sergeant

Valesay Collins

Lieutenant

John Chamberlin

Executive Assistant

Lee McCarthy

Sergeant

Lucas Drayton

Sergeant

Megan Allen



Objective 2 Staffing

Strategy 3 Administrative Support

Target Completion Date Ongoing

Active Fiscal Year/Funding Current FY 2025

Action Plan

- Additional Administrative resources to support increased workload:
 - Billing
 - Records Reports
 - Freedom of Information Act requests
 - Body Cam video requests
 - Accident information
 - Employee Onboarding
- Investigate Munis or other software functionality to support Administrative services.

Purpose

As calls for service and the complexity of these calls increases, requiring additional police officers, so the does the need for support administrative staff to handle increased requests for reports, records, video and other information. Software support solutions will be investigated to augment additional administrative support staff.

Measures of Success

- Additional administrative staff is secured.
- Software solutions are acquired to support the administrative staff.
- Requests for reports, records, video and other information are provided on a timely basis.
- New personnel are onboarded on a timely basis.

Strategy Sponsors

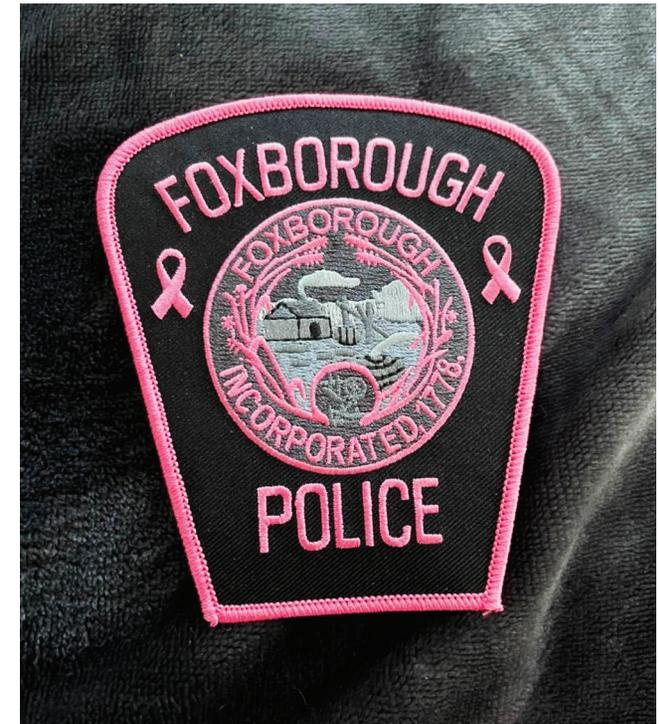
Police Chief
Michael Grace

Executive Assistant
Lee McCarthy

Deputy Chief
Richard Noonan

Lieutenant
Adam Byrnes

Administrative Assistant
Robert Bolger



Objective 3 Career Development

Strategy 1 Build Future Supervisors

Target Completion Date September 1, 2028

Active Fiscal Year/Funding FY 2029

Action Plan

- Communicate supervisory position requirements.
- Assure access to supervisory positions is fair and balanced with Department needs.
- Provide opportunity for supervisory candidates to pursue appropriate training.

Purpose

Career development and promotion from within are important to the organizational health of the FPD. The department encourages personnel to pursue supervisory advancement and provides position awareness, access and training support.

Measures of Success

- Opportunities for advancement are clearly communicated to the department.
- Supervisory training is provided to candidates.
- Internal department supervisory promotions are increased.

Strategy Sponsors

Lieutenant
Adam Byrnes

Sergeant
Megan Allen

Sergeant
David Foscaldo

Detective
Patrick Morrison

Patrol Officer
Steven Hole



Objective 3 Career Development

Strategy 2 Specialty, Task Force and Temporary Assignment Rotations

Target Completion Date September 1, 2028

Active Fiscal Year/Funding FY 2029

Action Plan

- Allow flexibility of Patrol to follow-up and see incidents to conclusion.
- Rotation through Specialized Positions and expose Patrol to various Task Force, Temporary and Pop-up Assignments to build experience and cross training.
- Have Specialty Positions conduct informational presentations at Roll Call.

Purpose

Provide experience and exposure to various incidents, task force, specialty and temporary assignments available within the FPD for department officers to strengthen the organization and provide opportunities for career trajectory and advancement.

Measures of Success

- Patrol officers are provided opportunity to see their incident cases come to conclusion.
- Patrol is exposed to various assignment rotation opportunities.
- Specialty positions train patrol on their activity.

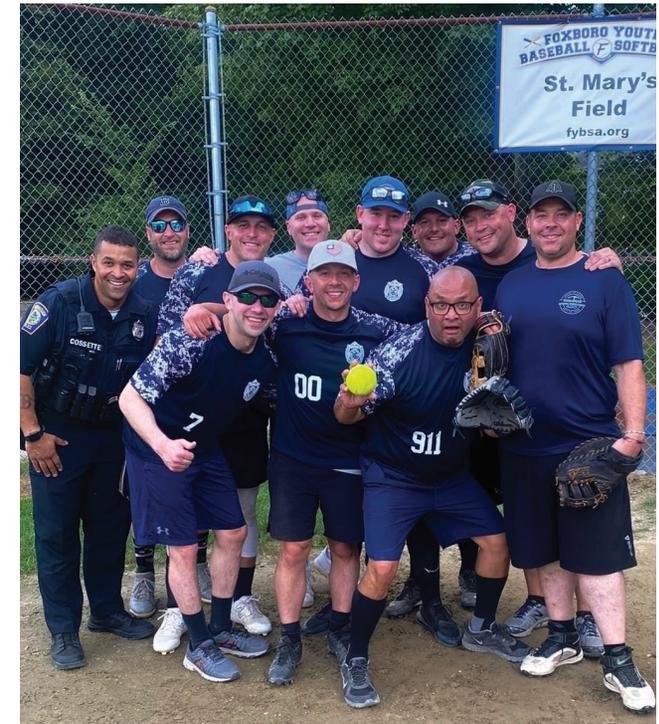
Strategy Sponsors

Police Chief

Michael Grace

Deputy Chief

Richard Noonan



Objective 3 Career Development

Strategy 3 Enhance Performance Review

Target Completion Date Maintaining

Active Fiscal Year/Funding FY 2026

Action Plan

- Career Development Planning as part of Annual Performance Review and Goal Setting.
- Encourage supervisors ongoing informal check-ins/follow-ups with subordinates.

Purpose

Feedback, goal setting and career development planning are crucial to the growth and the success of FPD officers. Provides for annual performance evaluation and future career trajectory planning with opportunities during the year for progress check-ins and feedback.

Measures of Success

- Annual performance review for all department personnel that includes feedback, goal setting and career planning.
- Regular check-ins during the year occur between supervisors and subordinates.

Strategy Sponsors

Lieutenant
John Chamberlin

Detective
Patrick Morrison

Deputy Chief
Richard Noonan

Sergeant
Valesay Collins

Sergeant
Shawn Buckley



Objective 3 Career Development

Strategy 4 Specialized Positions

Target Completion Date July 1, 2027

Active Fiscal Year/Funding FY 2028

Action Plan

- Add Traffic Officer.
- Add additional Detective Positions.
- Add TFO (Task Force Officer).
- Provide JTTF (Joint Terrorism Task Force) Resource.
- Support Stadium Public Safety Operations.

Purpose

As part of the current and anticipated requirements of FPD law enforcement and public safety responsibilities, several additional specialty positions are necessary, that also provide opportunities for career development in the department.

Measures of Success

- Specialty positions are added.
- Special Task Forces are properly resourced.
- Gillette Stadium public safety is assured.

Strategy Sponsors

Police Chief

Michael Grace

Deputy Chief

Richard Noonan

Lieutenant

Adam Byrnes



Objective 4 Recruitment and Onboarding

Strategy 1 Recruit by Example

Target Completion Date September 1, 2025

Active Fiscal Year/Funding FY 2026

Action Plan

- Leverage Gillette Stadium coordination to display culture and respect amongst Department personnel.

Purpose

In addition to handling law enforcement and public safety responsibilities for the Foxborough community, FPD is in the unique position of managing/coordinating public safety at one of the largest and busiest event platforms in New England – Gillette Stadium. The professionalism, respectful culture and efficiency displayed by the FPD in successfully handling this high-profile responsibility is a draw to recruitment into the department.

Measures of Success

- Gillette Stadium public safety coordination by the FPD successfully and reliably draws in high quality recruits.

Strategy Sponsors

Police Chief
Michael Grace

Patrol Officer
Sean Taylor

Deputy Chief
Richard Noonan

Patrol Officer
Tyler Sousa

Sergeant
Megan Allen

Patrol Officer
Paul Politsopoulos



Objective 4 Recruitment and Onboarding

Strategy 2 Improve Department Personnel Diversity

Target Completion Date July 1, 2028

Active Fiscal Year/Funding FY 2029

Action Plan

- Extend recruiting activities to non-traditional areas/candidate pools.
- Emphasis on High School exposure to profession (Criminal Justice).
- Consider creation of Youth Police Academy/Law Enforcement Club.
- Accentuate opportunities for women (Family, Mental Health, Gender issues) and Benefits (Leave, Work/Pregnancy conditions, PFMLA).

Purpose

As a police department should be reflective of the community it serves, the FPD has already made strides to become more diverse and desires to further improve its recruitment of female and minority personnel by extending its recruitment reach and diversity marketing.

Measures of Success

- Department minority balance is reflective of the Foxborough community.
- Successful in significant increase in female recruiting.

Strategy Sponsors

Lieutenant
Adam Byrnes

Executive Assistant
Lee McCarthy

Deputy Chief
Richard Noonan

Administrative Assistant
Robert Bolger

Sergeant
Valesay Collins

Patrol Officer
Paul Politsopoulos



Objective 4 Recruitment and Onboarding

Strategy 3 Effective Onboarding of Personnel New to the Department

Target Completion Date Maintaining

Active Fiscal Year/Funding FY 2025

Action Plan

- Frequent Department check-ins with academy cadets.
- Meet with Families of academy cadets to review requirements of the profession.
- Field Training (Minimum):
 - 12 weeks for academy graduates
 - 2 weeks for transfers
- Town HR Director conducts benefits review.
- Ensure all Department personnel have full up to date benefits information.

Purpose

Bringing new recruits into the FPD is a process and not an event. Starting while cadets are in the academy, onboarding is a process that introduces cadets and their families to the FPD and the profession and continues through field training. Also of importance to new recruits is the understanding and up to date information on benefits, how to access and use them.

Measures of Success

- Academy cadets and their families are regularly contacted by the FPD to keep track of progress and provide mentoring and guidance.
- Field training is conducted for every new recruit.
- All department personnel have up to date benefits information.

Strategy Sponsors

Police Chief

Michael Grace

Sergeant

Patrick Hoffman

Lieutenant

Adam Byrnes



GOAL 3

Nurture Culture and Communications

Detailed Strategy Descriptions

Objective 1 Retention

Strategy 1 Pay and Benefits

Strategy 2 Department Quality of Life

Strategy 3 Career Opportunities

Objective 2 Recognition

Strategy 1 Develop Awards/Recognition Committee

Objective 3 Wellness

Strategy 1 Formalize Wellness Committee

Strategy 2 Time Off Management

Objective 4 Internal Communications

Strategy 1 Department Meetings/Updates

Strategy 2 Develop Informational Dashboard

Strategy 3 Internal Feedback



Objective 1 Retention

Strategy 1 Pay and Benefits

Target Completion Date January 1, 2026

Active Fiscal Year/Funding FY 2027

Action Plan

- Stay competitive in pay and benefits by being comparable to the market (similar communities):
 - Annual Review
 - Prepare for next contract FY 2026
- Keep Select Board/Town Manager/personnel wage board abreast of changes.

Purpose

An important key to retaining talent in the FPD is to provide a competitive pay and benefits package. To ensure the FPD stays competitive, other market similar communities will be examined annually to analyze their remuneration packages, this information will be made available to the Town and will also be used in preparation for union contract negotiations.

Measures of Success

- Annual pay and benefits review of market competitive communities is performed.
- Competitive analysis is communicated to the Town.
- FPD stays competitive with minimal personnel attrition due to pay and benefits.

Strategy Sponsors

Police Chief

Michael Grace

Detective

Patrick Morrison

Deputy Chief

Richard Noonan

Patrol Officer

Steven Hole



Objective 1 Retention

Strategy 2 Department Quality of Life

Target Completion Date January 1, 2029

Active Fiscal Year/Funding FY 2029

Action Plan

- Improve Shift/Time Off Flexibility.
- Examine other professions for applicable benefits/perks.
- Utilize policy review committee to update policies and accommodations.
- Welcome Diversity in department make-up.
- Investigate other departments methods to improve attractiveness and diversity.

Purpose

Support greater retention of FPD talent through quality of life/cultural improvements that include work time and time off flexibility and other accommodations for department personnel.

Measures of Success

- Improved retainage of FPD personnel

Strategy Sponsors

Police Chief

Michael Grace

Executive Assistant

Lee McCarthy

Lieutenant

John Chamberlin

Sergeant

Shawn Buckley

Sergeant

Valesay Collins

Patrol Officer

Alexander O'Leary



Objective 1 Retention

Strategy 3 Career Opportunities

Target Completion Date June 1, 2028

Active Fiscal Year/Funding FY 2028

Action Plan

- Provide Cross-Training.
- Develop/publish position descriptions and Career Trajectories.
- Delineate process and requirements to attain other roles.

Purpose

Leverage FPD the varied career opportunities at the department as an integral part of the overall talent retention program.

Measures of Success

- Career opportunities/trajectories and process/training requirements are effectively marketed to FPD personnel.
- Improved retainage of FPD talent.

Strategy Sponsors

Lieutenant
Adam Byrnes

Executive Assistant
Lee McCarthy

Deputy Chief
Richard Noonan

Patrol Officer
Alexander O'Leary

Sergeant
Valesay Collins



Objective 2 Retention

Strategy 1 Develop Awards/Recognition Committee

Target Completion Date June 1, 2028

Active Fiscal Year/Funding FY 2028

Action Plan

- Organize Committee.
- Develop processes and procedures for recognition.
- Institute Recognition Awards and Commendations.
- Manage department recognitions.
- Organize and Coordinate Recognition events.
- Publicize Awards and Recognition.

Purpose

Create a committee with the responsibility to improve and sustain morale of the Department by providing recognition of performance, service and other significant contribution.

Measures of Success

- A regular flow of valued recognition awards and commendations.
- Improved Morale.

Strategy Sponsors

Police Chief

Michael Grace

Detective

Patrick Morrison

Lieutenant

John Chamberlin

Patrol Officer

Alexander O'Leary

Sergeant

Patrick Hoffman

Sergeant

Shawn Buckley



Objective 3 Wellness

Strategy 1 Formalize Wellness Committee

Target Completion Date June 1, 2027

Active Fiscal Year/Funding FY 2027

Action Plan

- Organize Committee.
- Develop/Coordinate/Administer Wellness Programs.
 - Physical
 - Mental/Emotional
 - Financial
 - Diversity
- Consider/implement Department Comfort Dog.
- Consider/implement Department Chaplain.
- Consider/investigate other Department Wellness Opportunities.

Purpose

Create a committee to focus on investments in the wellbeing of FPD personnel.

Measures of Success

- Improved longevity of service.
- Reduce time away from work activity.
- Improved wellbeing of individuals and the department as a whole.
- Improved recruitment, retention and performance.

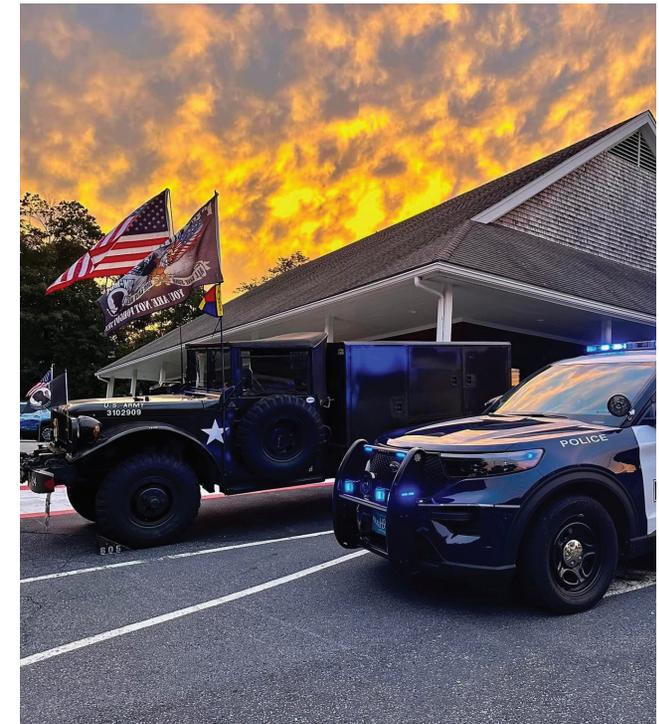
Strategy Sponsors

Sergeant
Valesay Collins

Sergeant
David Foscaldo

Patrol Officer
Shane Cossette

Patrol Officer
Paul Politsopoulos



Objective 3 Wellness

Strategy 2 Time Off Management

Target Completion Date July 1, 2026

Active Fiscal Year/Funding FY 2027

Action Plan

- Department summer vacation planning.
- Expand bereavement time.
- Investigate family accommodations/flexibility.
- Use sick-time effectively.

Purpose

Bring focus to the management of personnel time away from work activity to improve overall wellbeing.

Measures of Success

- Effective department planning and flexibility of personnel time off.
- Improved morale and wellbeing.

Strategy Sponsors

Police Chief

Michael Grace

Lieutenant

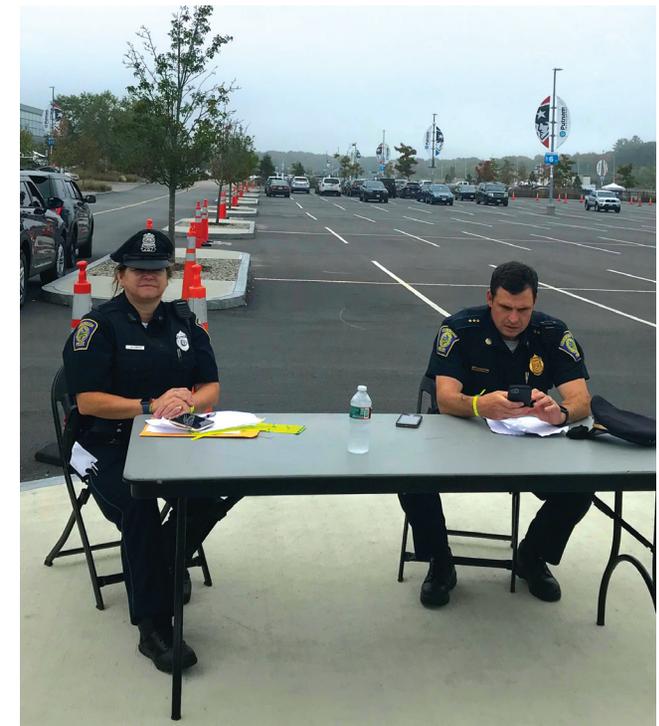
John Chamberlin

Executive Assistant

Lee McCarthy

Town HR Director

Paige Eppolito



Objective 4 Internal Communications

Strategy 1 Department Meetings/Updates

Target Completion Date September 1, 2025

Active Fiscal Year/Funding FY 2026

Action Plan

- Schedule Regular Standing Meetings:
 - Department
 - Command Staff
 - Sergeants
 - Patrol Shift
- Newsletter - Monthly/Quarterly Updates:
 - Events
 - Major Cases
 - Officer/Family Updates
 - Incidents
- Streamline Email.
- Leverage Crew-Sense – Online Scheduling App.

Purpose

Improve information variety and flow through the department through regular meetings, published updates and streamlined email and scheduling.

Measures of Success

- Regular standing informational meetings are held, including full department.
- Newsletter is published on a regular basis.
- Administrative email traffic is consolidated and reduced.
- Crew-Sense scheduling app is effectively utilized.

Strategy Sponsors

Police Chief

Michael Grace

Detective

Patrick Morrison

Lieutenant

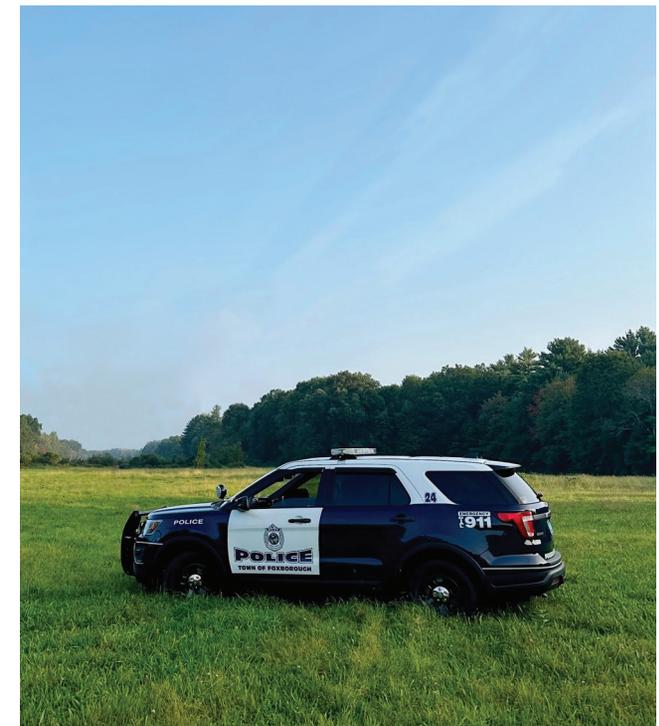
John Chamberlin

Sergeant

Patrick Hoffman

Sergeant

Valesay Collins



Objective 4 Internal Communications

Strategy 2 Develop Informational Dashboard

Target Completion Date July 1, 2026

Active Fiscal Year/Funding FY 2027

Action Plan

- Consolidate and continuously update daily rolling/scrolling Departmental information.
- Locate screen in Roll Call Room/other impactful location(s).
- Investigate mobile device access.

Purpose

Create and deploy daily updated digital informational dashboard screens in the department with possible mobile device functionality.

Measures of Success

- Dashboard screens are deployed.
- Information is updated daily.
- Mobile device application is investigated.

Strategy Sponsors

Lieutenant

Adam Byrnes

Sergeant

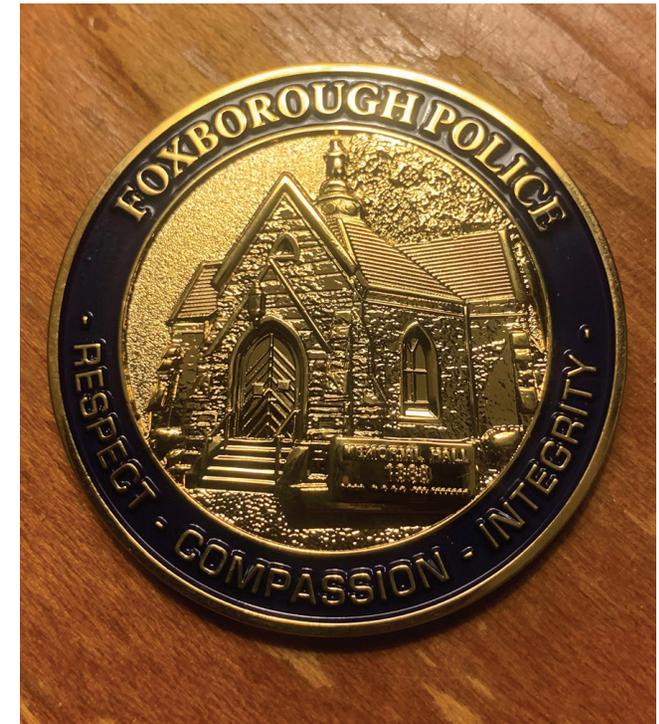
Shawn Buckley

Sergeant

Patrick Hoffman

Patrol Officer

Alexander O'Leary



Objective 4 Internal Communications

Strategy 3 Internal Feedback

Target Completion Date June 1, 2027

Active Fiscal Year/Funding FY 2027

Action Plan

- Develop and implement a process for internal feedback.
- Conduct after-action debriefings.
- Provide successful delivery of services feedback.
- Awareness of department personnel experience and capabilities.
- Command Staff regular review and action.

Purpose

FPD Command staff develops a process for and regularly provides feedback/ debriefings to department personnel to enhance learning experiences and communications, while taking action to make process or procedure changes as required.

Measures of Success

- Internal Feedback process is created.
- Internal Feedback/De-briefings take place.
- Process or procedure changes are made.

Strategy Sponsors

Deputy Chief

Richard Noonan

Lieutenant

John Chamberlin

Sergeant

Shawn Buckley

Sergeant

Lucas Drayton

Sergeant

Valesay Collins

Sergeant

Patrick Hoffman



GOAL 4

Manage Gillette Stadium Public Safety

Detailed Strategy Descriptions

Objective 1 Gillette Resource Cost Accounting

Strategy 1 Define Time, Resources and Community Impact

Strategy 2 Improve Gillette Stadium Accounting and Expense Model

Objective 2 Gillette Stadium Public Safety Coordination

Strategy 1 Multi-Agency Safety Plan

Strategy 2 Leverage Unified Security Stadium Operations Command Center

Objective 3 Department Restructuring to Address Gillette Operations

Strategy 1 Develop and Formalize new Command Structure within FPD



Objective 1 Gillette Resource Cost Accounting

Strategy 1 Define Time, Resources and Community Impact

Target Completion Date September 1, 2027

Active Fiscal Year/Funding FY 2028

Action Plan

- Identify preparation costs.
- Segregate manpower hours.
- Identify other Town/Community impact costs.
- Establish Gillette vs. FPD budget breakout.
- Investigate creation of Gillette Stadium Town Enterprise Fund:
 - Investigate increasing cost markup

Purpose

Identify all actual costs to provide law enforcement/public safety services to the Gillette Stadium complex and create a segregated Gillette budget from the primary FPD budget. This provides the basis to create a Town Enterprise Fund to analyze costs vs. Gillette reimbursements and allow for probable necessary increases.

Measures of Success

- Actual FPD costs to provide services to the Gillette Stadium complex are identified.
- FPD vs. Gillette budgets are segregated.
- Gillette reimbursements are adjusted to align with actual costs.

Strategy Sponsors

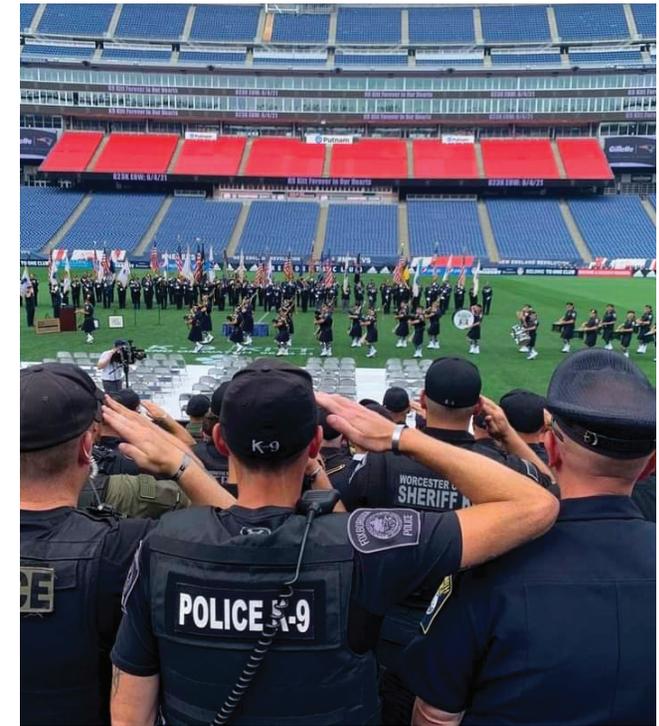
Police Chief
Michael Grace

Finance Director
Marie Almodovar

Deputy Chief
Richard Noonan

Executive Assistant
Lee McCarthy

Administrative Assistant
Robert Bolger



Objective 1 Gillette Resource Cost Accounting

Strategy 2 Improve Gillette Stadium Accounting and Expense Model

Target Completion Date July 1, 2027

Active Fiscal Year/Funding FY 2028

Action Plan

- Engage feasibility study to determine a Munis or automated accounting solution.
- Streamline data entry and accounting codes.
- Leverage CAD/RMS to support Gillette management logons.

Purpose

Investigate and implement software functionalities to improve the FPD cost accounting process to obtain Gillette Stadium reimbursements.

Measures of Success

- Investigate and implement automated accounting solution(s).
- Data entry and logons are simplified.

Strategy Sponsors

Police Chief

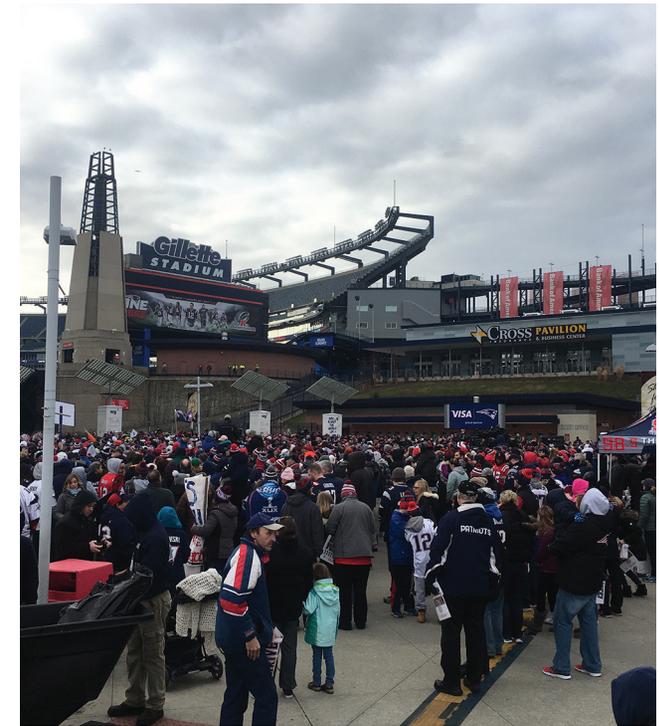
Michael Grace

Executive Assistant

Lee McCarthy

Administrative Assistant

Robert Bolger



Objective 2 Gillette Stadium Public Safety Coordination

Strategy 1 Multi-Agency Safety Plan

Target Completion Date July 1, 2027

Active Fiscal Year/Funding FY 2028

Action Plan

- Unified command Structure coordinated through FPD:
 - MA State Police/CST National Guard
 - County/Sheriff
 - FBI/Homeland Security
 - DOD/Secret Service
 - Transit Police
 - NFL Security
 - Other Private Security
- Coordinate Security Plans with other Town Departments.

Purpose

The FPD is the central management entity that coordinates a unified command structure of multiple law enforcement, public safety and security organizations to seamlessly provide public safety for large events held at Gillette Stadium.

Measures of Success

- FPD successfully provides coordination of the Multi-Agency Safety Plan for Gillette Stadium events.
- Mass-casualty events are avoided, public safety is ensured.

Strategy Sponsors

Police Chief

Michael Grace

Deputy Chief

Richard Noonan

Lieutenant

Adam Byrnes



Objective 2 Gillette Stadium Public Safety Coordination

Strategy 2 Leverage Unified Security Stadium Operations Command Center

Target Completion Date December 9, 2024

Active Fiscal Year/Funding FY 2025

Action Plan

- Provide manpower and management to assist in Command Center operations.

Purpose

The newly constructed Gillette Stadium operations Command Center facilitates improved large event security and public safety that requires FPD manpower and management resources.

Measures of Success

- Stadium operations Command Center is fully staffed and managed.

Strategy Sponsors

Police Chief

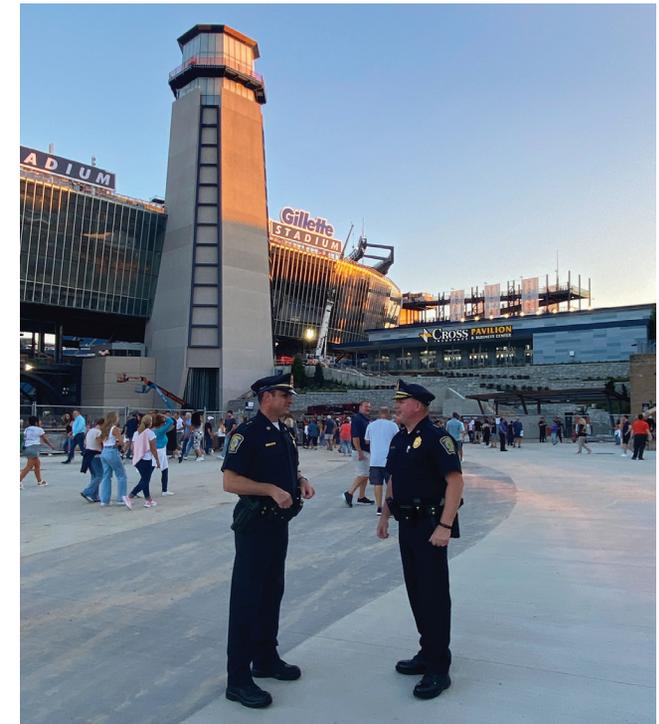
Michael Grace

Deputy Chief

Richard Noonan

Court Officer

Kerry Kilroy



Objective 3 Department Restructuring to Address Gillette Operations

Strategy 1 Develop and Formalize new Command Structure within FPD

Target Completion Date February 1, 2027

Active Fiscal Year/Funding FY 2027

Action Plan

- Create Gillette dedicated policing command and resource (Special Events/Event Planning Division).
- Identify high level commander (LT. min.) to lead division.
- Manage Gillette Manpower Scheduling:
 - Small scale weekday/weekend events (FPD only)
 - Large scale ticketed events (Multi-Agency)
 - Unexpected/unplanned small events that balloon
- Provide Training for mass scale events.
- Responsible for Time and Cost management.

Purpose

In addition to its normal law enforcement and public safety responsibilities for the Town of Foxborough, FPD staffs essentially a parallel operation to support Gillette Stadium security and public safety. This focused operation involves personnel scheduling, specialized training and cost accounting.

Measures of Success

- New Division is formed.
- Leadership is Identified.
- Personnel are scheduled, trained and managed in support of Gillette Stadium security and public safety operations.

Strategy Sponsors

Police Chief

Michael Grace

Deputy Chief

Richard Noonan



Detailed Strategy Descriptions

Objective 1 Police Station Upgrade/Expansion

Strategy 1 Secure Backlot Parking

Strategy 2 Address Facility Space limitations

Strategy 3 New Phone System

Strategy 4 Improve HVAC Performance

Strategy 5 Evidence Room Protection

Objective 2 Public Safety Sub-Stations

Strategy 1 Utilize available Town-owned cross-town facility

Strategy 2 Gillette Stadium Sub-station

Objective 3 Equipment and Maintenance Programs

Strategy 1 Upgrade Cruiser Fleet

Strategy 2 Introduce Body Cam/Cruiser Cam Video

Strategy 3 Upgrade/Replace Outdated Equipment

Objective 4 Information Technology

Strategy 1 Dedicated Public Safety IT Support

Strategy 2 Implement New Records Management System

Strategy 3 IT Integration Program

Strategy 4 Cybersecurity and Active Defense



Objective 1 Police Station Upgrade/Expansion

Strategy 1 Secure Backlot Parking

Target Completion Date June 30, 2029

Active Fiscal Year/Funding FY 2029

Action Plan

- Create and install improved signage.
- Improve gates and fencing.
- Consider traffic flow for improvements.

Purpose

The backlot at the FPD Station is not a secure location, is subject to unauthorized trespass and requires safeguards to protect department staff.

Measures of Success

- Signage, gates, fencing and traffic flow are improved.
- FPD station backlot is secured.

Strategy Sponsors

Police Chief
Michael Grace

Patrol Officer
Brendan Fayles

Lieutenant
Adam Byrnes

Administrative Assistant
Robert Bolger

Patrol Officer
James Mattson



Objective 1 Police Station Upgrade/Expansion

Strategy 2 Address Facility Space limitations

Target Completion Date June 30, 2029

Active Fiscal Year/Funding FY 2029

Action Plan

- Feasibility Study to re-layout facility existing space.
- Investigate additional space through possible second floor expansion.
- Address requirements for additional female officers.
- Expand Police Station footprint.

Purpose

The FPD has and will continue to grow, both on numbers, and in the ratio of female officers. The layout of the existing Station is insufficient and can be improved to increase efficiency and utilization. Further, additional space-creating actions can be taken to expand the use of the second floor and to increase the footprint of the facility as a whole.

Measures of Success

- Additional Station space is created through:
 - Re-layout, second floor expansion, footprint expansion or a combination of these
- Additional female FPD personnel are properly accommodated.

Strategy Sponsors

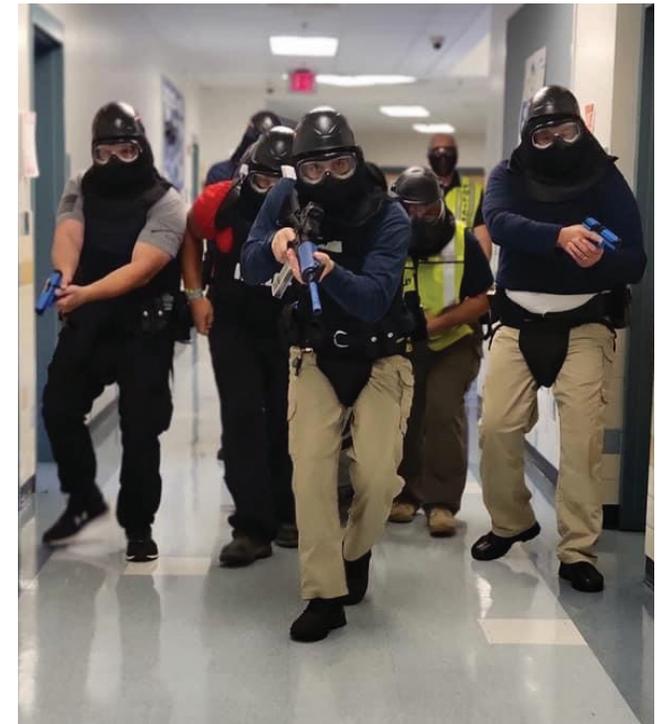
Police Chief
Michael Grace

Patrol Officer
Michael Saulnier

Deputy Chief
Richard Noonan

Lieutenant
Adam Byrnes

Admin Officer
James Cannata



Objective 1 Police Station Upgrade/Expansion

Strategy 3 New Phone System

Target Completion Date July 1, 2025

Active Fiscal Year/Funding FY 2026

Action Plan

- Provide new system that permits direct connection and more recorded lines.
- Investigate alignment of new system with either the Town system or SEMRECC.

Purpose

Expand the capacity of the existing FPD phone system to speed the public's access to officers. Ensure compatibility with the existing Town or SEMRECC systems.

Measures of Success

- New upgraded FPD phone system.

Strategy Sponsors

Police Chief

Michael Grace

Administrative Assistant

Robert Bolger

Admin Officer

James Cannata

Lieutenant

Adam Byrnes



Objective 1 Police Station Upgrade/Expansion

Strategy 4 Improve HVAC Performance

Target Completion Date July 1, 2026

Active Fiscal Year/Funding FY 2026

Action Plan

- Analysis of current system, capacity limitations and controls.
- Upgrade/Replace dated system with improved independent room controls.

Purpose

The existing FPD HVAC system is unbalanced and inefficient, wasting energy and providing poor temperature/humidity results. The system needs to be modernized with effective independent room system controls.

Measures of Success

- Analysis of current system.
- Upgrade/replacement of HVAC system.
- System meets current industry performance requirements.

Strategy Sponsors

Deputy Chief

Richard Noonan

Detective

Michael Alberts

Patrol Officer

Shane Cossette

Admin Officer

James Cannata



Objective 1 Police Station Upgrade/Expansion

Strategy 5 Evidence Room Protection

Target Completion Date June 1, 2027

Active Fiscal Year/Funding FY 2029

Action Plan

- Install self-contained/independent Fire suppression and alarm system to secure Evidence Room.

Purpose

Currently, the Evidence Room is protected only by the general building Fire suppression and alarm system which could render valuable contents vulnerable to destruction as incident notification and fire suppression may come too late. A single purpose self-contained system would ensure that the Evidence Room alarm and fire suppression happen in time to prevent evidence destruction.

Measures of Success

- New independent alarm and fire suppression system is installed in the Evidence Room.

Strategy Sponsors

Deputy Chief

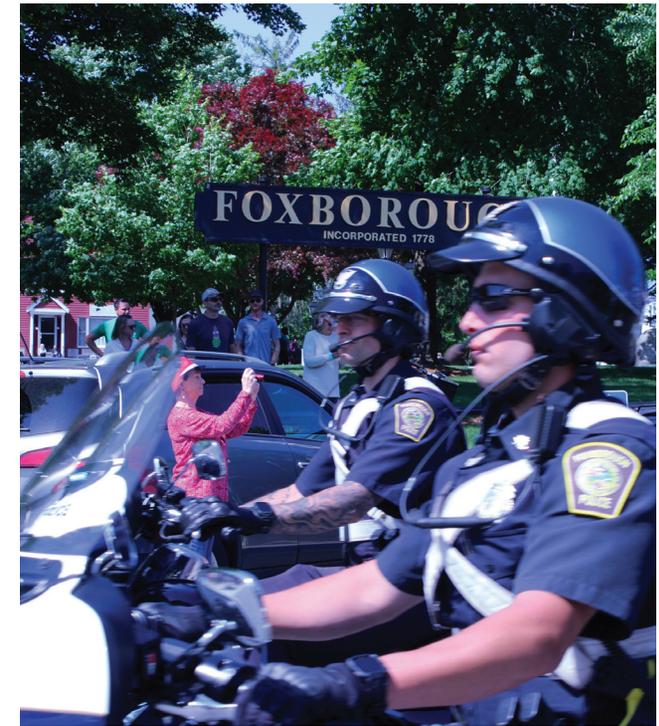
Richard Noonan

Lieutenant

Adam Byrnes

Admin Officer

James Cannata



Objective 2 Public Safety Sub-Stations

Strategy 1 Utilize available Town-owned cross-town facility

Target Completion Date June 30, 2029

Active Fiscal Year/Funding FY 2029

Action Plan

- Feasibility study to create remote joint Police/Fire sub-station.
- Build and implement sub-station.

Purpose

Provide a cross-town Police/Fire sub-station to facilitate more rapid and effective first responder service response.

Measures of Success

- Conduct sub-station feasibility study.
- Operating sub-station that improves first responder response time.

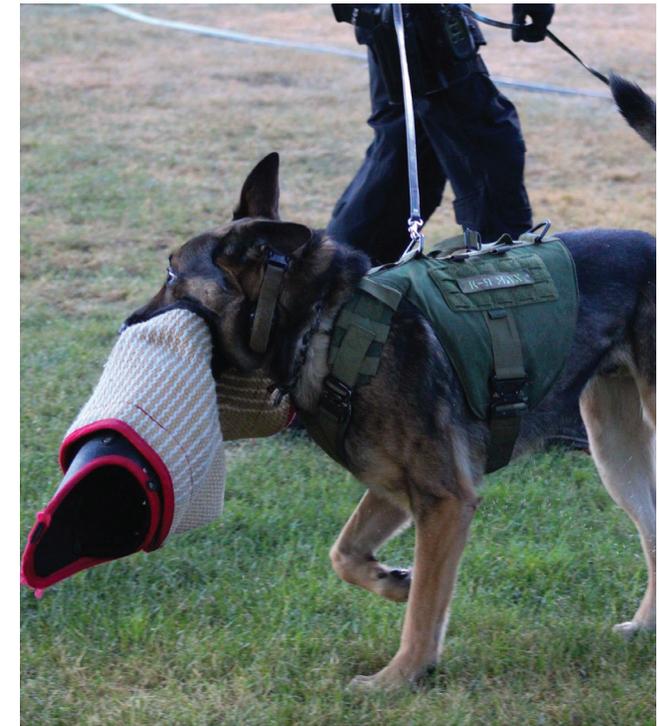
Strategy Sponsors

Police Chief

Michael Grace

Deputy Chief

Richard Noonan



Objective 2 Public Safety Sub-Stations

Strategy 2 Gillette Stadium Sub-station

Target Completion Date July 1, 2026

Active Fiscal Year/Funding FY 2025

Action Plan

- Develop location and needs assessment.
- Build and implement sub-station.

Purpose

Support and enhance the FPD Gillette Stadium security coordination and public safety/law enforcement mission by locating an FPD sub-station on site.

Measures of Success

- Conduct location and needs assessment.
- Utilization of FPD sub-station at Gillette Stadium.

Strategy Sponsors

Police Chief

Michael Grace

Detective

Michael Alberts

Deputy Chief

Richard Noonan

Lieutenant

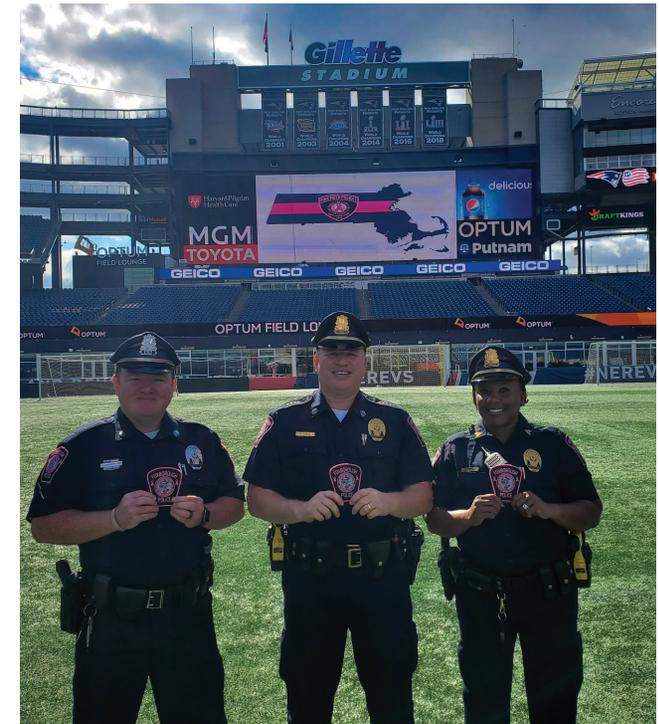
Adam Byrnes

Executive Assistant

Lee McCarthy

Patrol Officer

Joseph Godino



Objective 3 Equipment and Maintenance Programs

Strategy 1 Upgrade Cruiser Fleet

Target Completion Date June 30, 2029

Active Fiscal Year/Funding FY 2029

Action Plan

- Investigate and introduce EV cruisers into fleet.
- Investigate and introduce EV support and admin. vehicles.
- Provide commensurate charging stations.
- Switchover program from laptop to tablets in cruisers.

Purpose

In concert with the Town of Foxborough's energy efficiency and green energy utilization strategies, begin the process of conversion of the police cruiser, support and administrative vehicles fleet to EV with the associated infrastructure. Part of this program includes the upgrade from laptops to tablets in cruisers.

Measures of Success

- Plan is developed and implemented for conversion to an all-EV fleet which includes infrastructure.
- Laptops are phased out and replaced by tablets in cruisers.

Strategy Sponsors

Police Chief

Michael Grace

Lieutenant

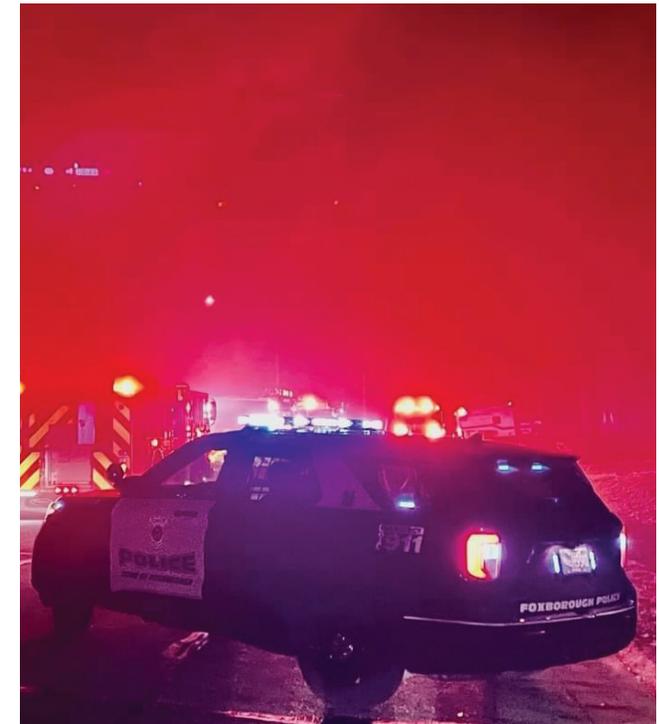
Adam Byrnes

Patrol Officer

James Mattson

Patrol Officer

Brendan Fayles



Objective 3 Equipment and Maintenance Programs

Strategy 2 Introduce Body Cam/Cruiser Cam Video

Target Completion Date September 1, 2027

Active Fiscal Year/Funding FY 2027

Action Plan

- Pilot program prior to full department rollout.
- Address data storage requirements.
- Develop process for records requests.
- Secure labor contract modifications to facilitate program.
- Secure final grants to fund program.

Purpose

Body Cam/Cruiser Cam programs are becoming more widely used by US law enforcement agencies. FPD will pilot a program to analyze utilization and support requirements and then move to full department rollout.

Measures of Success

- Conduct Body Cam/Cruiser Cam Video pilot program.
- Identify and address program support requirements.
- Secure program funding.
- Full department rollout of the program.

Strategy Sponsors

Lieutenant
John Chamberlin

Patrol Officer
Michael Saulnier

Detective
Patrick Morrison

Sergeant
David Foscaldo

Patrol Officer
James Mattson



Objective 3 Equipment and Maintenance Programs

Strategy 3 Upgrade/Replace Outdated Equipment

Target Completion Date June 30, 2027

Active Fiscal Year/Funding FY 2027

Action Plan

- Develop process for equipment review and evaluation.
- Review all department support equipment and associated maintenance for keep, upgrade or replace status.

Purpose

Organization of the status of department support equipment into a documented regular review and evaluation process.

Measures of Success

- Process for equipment review and evaluation completed.
- All equipment status is documented on a regular basis.

Strategy Sponsors

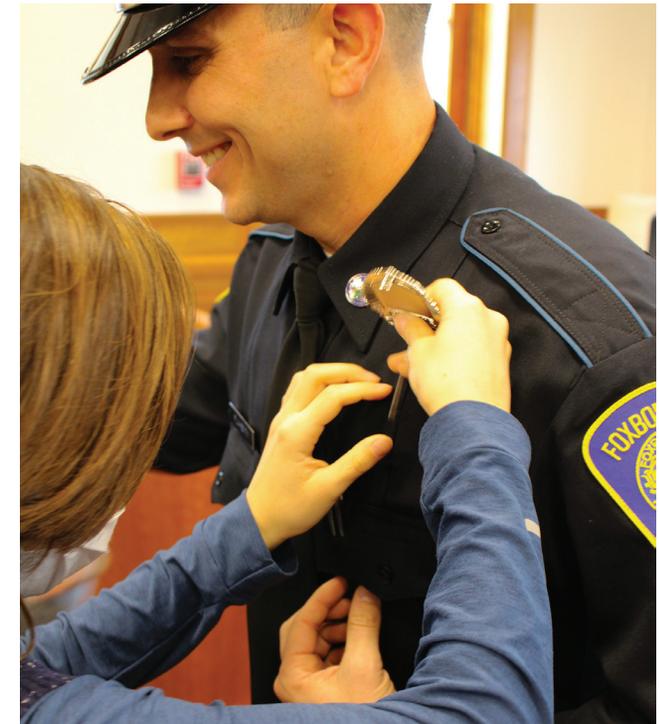
Lieutenant
John Chamberlin

Administrative Assistant
Robert Bolger

Lieutenant
Adam Byrnes

Admin Officer
James Cannata

Patrol Officer
James Mattson



Objective 4 Information Technology

Strategy 1 Dedicated Public Safety IT Support

Target Completion Date July 1, 2027

Active Fiscal Year/Funding FY 2028

Action Plan

- Hire FT dedicated public safety IT support position.
- In-house day-to-day management of IT, video cam program and other technology related responsibilities.

Purpose

The increased workload of managing information technology at FPD has grown to the point where full time IT support has become critical to the effective day to day functioning of the department. Additionally, this need will continue to grow with the introduction of the FPD video cam program and ever increasing dependence on fully functioning IT.

Measures of Success

- Dedicated full-time public safety IT position is onboarded.
- Daily IT is successfully managed.

Strategy Sponsors

Police Chief
Michael Grace

Administrative Assistant
Robert Bolger

Lieutenant
Adam Byrnes

Executive Assistant
Lee McCarthy

Detective
Michael Alberts



Objective 4 Information Technology

Strategy 2 Implement New Records Management System

Target Completion Date June 30, 2026

Active Fiscal Year/Funding FY 2026

Action Plan

- Rollout CAD/RMS digital police records system.
- Train the Trainer and provide department access and usage training.
- Coordinate with SEMRECC working group.
- Complete data conversion.
- Provide mobile capabilities.

Purpose

Conversion of old data/police records to a new digital information management system CAD/RMS for improved data management and access.

Measures of Success

- Implement CAD/RMS system with mobile capabilities.
- Convert analog data to digital.
- Conduct department training.

Strategy Sponsors

Police Chief
Michael Grace

Patrol Officer
Joseph Godino

Lieutenant
Adam Byrnes

Patrol Officer
Sean Taylor

Detective
Mark Bohnenberger

Court Officer
Kerry Kilroy



Objective 4 Information Technology

Strategy 3 IT Integration Program

Target Completion Date July 1, 2028 Ongoing

Active Fiscal Year/Funding FY 2029

Action Plan

- Based on resolution of IT network administration between the Town and SEMRECC, train and coordinate Public Safety resources to improve access and functionality.
- Coordinate IT with Gillette Stadium and cross-town Sub-stations.

Purpose

Once IT network administration responsibility and architecture are determined, public safety personnel will be trained and the proposed new sub-stations will need to be integrated.

Measures of Success

- Resolution of IT network administration responsibility.
- Training and integration for public safety personnel and proposed sub-stations.

Strategy Sponsors

Police Chief

Michael Grace

Director of SEMRECC

Robert Vedon

IT Director Foxborough

Aaron Hyre



Objective 4 Information Technology

Strategy 4 Cybersecurity and Active Defense

Target Completion Date June 30, 2027

Active Fiscal Year/Funding FY 2025

Action Plan

- Conduct department Cybersecurity training on a regular basis.
- Ensure software is regularly patched and protected.
- Ensure data is regularly backed up.
- Ensure accessibility to law enforcement related websites.

Purpose

Steps can be taken to protect FPD from Cyber-attack and ensure consistent use of IT.

Measures of Success

- Conduct Cybersecurity training for all department personnel on a regular basis.
- Data and software are protected.
- IT accessibility, especially websites, are consistently available to the FPD.

Strategy Sponsors

Police Chief

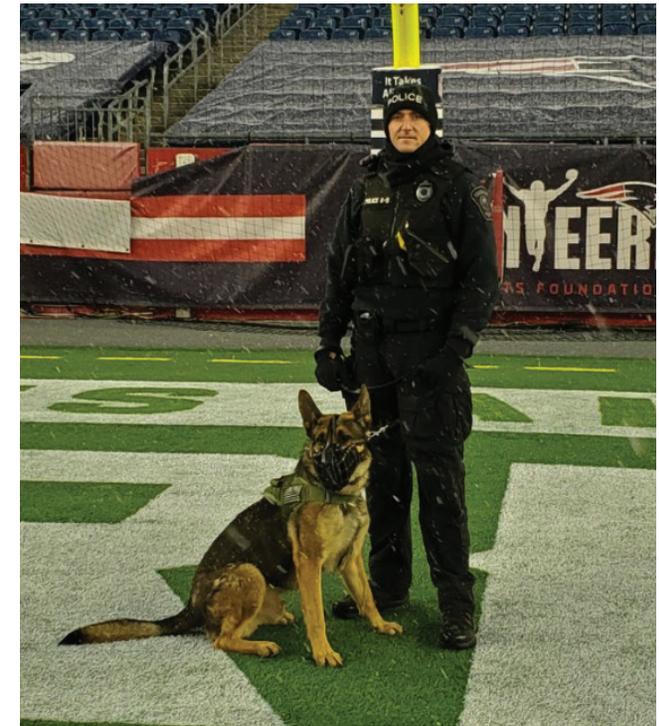
Michael Grace

Lieutenant

Adam Byrnes

Administrative Assistant

Robert Bolger





Foxborough Police Department



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