

*POSITIONING THE DURHAM POLICE AS AN INTEGRAL PART OF THE COMMUNITY-IMPROVING THE QUALITY OF LIFE THROUGH INNOVATION AND PARTNERSHIP POSITIONING THE DURHAM POLICE AS AN INTEGRAL PART OF THE COMMUNITY-IMPROVING THE QUALITY OF LIFE THROUGH INNOVATION AND PARTNERSHIP*

**Durham Police 2015 strategic PLan**

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The Durham Police Department 2015 Strategic Plan continues to be an evolving document, constantly reviewed, updated and brought into line with the desires of the community. It is the culmination of a series of exercises all designed to ensure that the vision, mission, and objectives of the agency are successfully achieved given the economic realities of these past several years. The plan ensures that the elements within this document are understood, supported and reflects the wishes of the community. An outgrowth of this process is the enhanced ability to effectively manage resources, provide accountability through measured results and efficiently adjust to change. Successful planning requires the fortitude to change course when opportunities and community demands arise. Ultimately, it is the planning process itself that keeps the agency focused on what the organization wishes to accomplish and the best route to ensure success.

The strategic plan consists of four interrelated exercises:

Citizen Survey: A community survey was accomplished in 2013 with support of Dr. Andrew Smith and graduate student Monica Andrews at the University of New Hampshire. This is the sixth instrument completed and continues to provide a gauge for the community and the police department. The agency works diligently to maintain a 95% approval rating as good or excellent. The perceptions and desires of the community remained relatively static as it related to crime.

SWOT Exercise: Defining the **S**trengths, **W**eaknesses, **O**pportunity and **T**hreats from an internal perspective focuses upon the most defining element of an organization, the employees. The exercise attempts to gain insight from employees about their recommendations, suggestions for improvement and assessment of the management of the organization. It is designed to advance and ultimately determine what obstacles we face to achieve our collective goals.

Citizen Planning: It remains our goal to have a one day planning session each year that is designed to gain insight from a diverse group of community clients regarding the direction the agency should focus upon.

Fiscal Planning: As diverse as ideas may be, funding will ultimately determine the level of services that the organization can provide. With a challenging economic period, innovation, the detection of grants and other funding mechanisms must be aggressively explored.

While this document articulates the goals that the agency plans to accomplish by the end of 2015 and allows a map to do so and/or assistance in evaluating progress towards these goals, it is truly viewed as a values document. These objectives are not just objectives but serve to remind the organization of what is important to us and where energy is needed to ensure we remain on the roadways that the strategic plan has created for the organization. It also evaluates the organization’s success in achieving goals set in the previous year. Most importantly, it is designed to be an overview for the agency as a whole, allowing us to all to work together developing strategies and objectives that support the plan. In the most basic sense, it is the roadmap for our future.

**Methodology**

While it may seem that the strategic plan does not change significantly over the years, the methodology remains constant. At the core of the Strategic Plan are a variety of steps; all designed to assist the organization in keeping “our eyes on the horizon”. Each *objective* is discussed and a definition or an explanation of the objective is provided. A *performance indicator* will be articulated and defined so that we may measure the status of obtaining the objective, as will *target* dates by which we hope to accomplish the task. Most importantly, numerous *strategies* will be employed all designed to ensure success.

# **MISSION AND VALUE STATEMENT**

**Mission Statement**

**The mission of the Durham Police Department is to improve the quality of life by preserving the peace and safety of the community through the formation of partnerships; creating positive interaction between the public and the police while continuing to serve the unique needs of the Durham community.**

What we exist to accomplish to sustain is at the core of the mission statement. A mission statement also allows the organization to maintain direction, eliminate complacency and remain focused upon our goals.

**Value Statement**

***The Durham Police Department consists of dedicated professionals who are committed to a team environment and creatively solving problems. We believe in:***

* ***The value of human life;***
* ***The courage to do what is right;***
* ***Fairness, compassion and approachability in the performance of our duties, and;***
* ***Striving for continuous improvement.***

The value statement informs the community of the manner in which we will conduct our business and deliver services. It is at the very core of who we are and serves as the organization’s “moral compass”. Even if we err, we will have the courage to acknowledge our mistake and act in a way that ensures it will not be repeated.

# **OBJECTIVES**

Setting objectives for the agency converts the mission and values of the organization into targets and performance milestones. They represent a commitment to producing specific results in a specified time frame.

* Reduce the incidence of crime
* Increase quality of service and customer satisfaction
* Increase availability of grants and alternative funding sources
* Maintain international accreditation recognition
* Comprehensive equipment replacement program
* Provide high-quality training for personnel
* Increase diversity of agency personnel
* Maintain acceptable workload for police officers

## OBJECTIVE: Reduce the Incident of Crime in Durham

While crime remains one of the nation’s primary public safety issues the challenges related to homeland security and the need to balance our new and additional role have served to complicate the challenges for the Durham Police. Over the past several years, reduced staffing levels and increasing demands upon the services of the Durham Police Department has been extremely problematic. Consequently we have found that it is critical that the department employ the uniqueness of our community, the skills of the organization and the formation of partnerships to keep the incidences of crime in Durham at the lowest possible level. We must approach this collaborative strategy by the implementation of effective enforcement methods, with the distinct goal to maintain our successful strategy of high police visibility, as well as education and prevention efforts. We must continually seek to employ innovative solutions that will increase our efficiency and effectiveness in spite of reduced staff.

**Performance Indicator**

Durham’s low crime rate, ranked as the second lowest in New Hampshire, a State with one of the lowest crime rates in the nation is not maintained by happenstance. However, we are a unique community that is not exempt from outside influences and in fact; Durham experiences a large proportion of visitors annually that have no investment in the well-being of the community. In reviewing data from recent years, it was observed that the clearance rate, the indicator of how successfully we solve criminal activity, had dropped after several years of positive progress. It is becoming apparent that two detectives are incapable of adequately and adeptly investigating all criminal activity within the community. The addition of a Problem Oriented Police (POP) officer this year may offer some respite. The flexibility of the role allowing quick transfer to other tasks and functions within the agency may indeed offer positive outcomes. The organization’s commitment to the “generalist” strategy that provides training, support and latitude for the officers to pursue criminal investigations as far as possible will be continued. While the incident of reported criminal activity rose slightly this year, the success the “Durham Alcohol Enforcement Initiative”, which was published in the IACP *Police Chief Magazine* and validated by a research project conducted by UNH graduate students, may be an indicator that the statistics are a reflection of the agency efficiency.

## Targets

2015 Increase clearance rate by 1% from 2014

2016 Reduce incidents of crime by 1% from 2015

2017 Increase clearance rate by 1% from 2016

2018 Maintain clearance rate above National Average (24%)

2019 Reduce incidents of crime by 1% from 2017

## Strategies

* Develop crime prevention programs particular to neighborhoods
* Implement a **P**roblem **O**riented **P**olicing strategy
* Continue forging partnerships through neighborhood forums
* Continue to support and encourage innovative problem solving.
* Maintain a commitment to work in partnership with UNH Police
* Develop proactive patrols that detect issues within neighborhoods
* Empower officers to initiate crime prevention programs
* Train officers to initiate, process and successfully complete criminal investigations
* Identify narcotic trafficking patterns and strategies to combat
* Identify trends in criminal activity by employment of crime analysis
* Arrest and convict criminals in cooperation with prosecutors and other agencies
* Perform an annual critique of the programs to detect refinements and enhancements that will encourage success.

**OBJECTIVE: Increase the quality of service and customer satisfaction**

The Durham Police Department defines customer service as any contact, whether passive or active, between an employee of the Durham Police and another person that causes a negative or positive perception by that customer. This focus upon the philosophy of customer service results in improved service delivery designed to increase satisfaction with the police, reduce complaints, enhance interactions with the community, improve perceptions of police, and improve victim response.The reality of our profession is that the organization is comprised of humans dealing with humans, often under great stress and/or anxiety creating opportunity for misinterpretation or misunderstanding. Even under conditions considered routine for police activity, the potential of placing employees in negative light exists with each encounter and activity performed. After all, police officers are issuing traffic tickets and are often telling persons to do what they do not want to do! However, the attitude of positive customer service must be sustained by being ingrained into the fabric and philosophy of the agency for us to be successful and complete our mission.

## Performance Indicator

A sixth community survey was accomplished in cooperation with the UNH Survey Department at the beginning of 2013. The agency and its’ commitment to community oriented policing has been well received by the citizens which was demonstrated by a 95% rating of good or excellent. The continued positive relationship and resulting cooperative atmosphere with the Oyster River School District has had many positive attributes including the institutionalized full-time assignment of a School Resource Officer to the District. The department has continually worked to improve the relationship with the University of New Hampshire Police Department and continually seeks opportunities to address mutual concerns in partnership. We remain very proud that the community continually turns to the agency as an organization that can and does solve complex problems. These achievements and the department’s commitment to continuous improvement equates to the fact that the agency has earned a higher level of trust within the community than existed a decade previously. If we as an organization remain focused upon meeting or exceeding all targets, the percentage of customer satisfaction will continue to reflect favorable attitudes toward the agency and its’ members.

## Targets

2015 Analyze information derived from the survey and determine what strategies may be implemented to better serve the community.

2016 Develop and submit a new annual survey in cooperation with UNH

2017 Meet or exceed customer satisfaction levels as indicated by the survey

2018 Meet or exceed customer satisfaction levels as indicated by the survey

2019 Meet or exceed customer satisfaction levels as indicated by the survey

## Strategies

* Solicit input from internal (other Town staff) and external customers
* In cooperation with UNH, refine our survey methods ensuring relevancy and accuracy
* Consider developing a random sampling method that will also reach those arrested or ticketed
* Continue to utilize public forums as a mechanism that will offer suggestions and ensure the proper direction of agency
* Develop a mechanism that will sample apartments, dormitories and the UNH Campus
* Create an email server that will deliver notices and other information of interest to community members

**OBJECTIVE: Increase the availability of grants and alternative funding sources**

Grant funds, primarily from the State of New Hampshire and the federal government, are not as readily available as in past years. During the recent recession there were more opportunities for grant funding under the auspices of the Recovery Act, but Durham is considered a “wealthy” community when compared to many others in the State of New Hampshire and in most cases, ineligible for funding consideration. This has been the dilemma facing Durham as we compete directly against communities who are plagued with crime, existing juvenile gangs, poverty and other negative aspects of society. Gratefully, Durham does not face these issues yet has challenges centered upon the use and abuse of alcohol by underage persons. And while Durham rarely partook of the military surplus program, in the aftermath of events in Ferguson and the national dialog concerning the militarization of police even that limited avenue has been eliminated. While there remain several indicators that point to the Obama administration focusing more on local issue funding recognizing that national security begins with neighborhood security, little opportunity has been noted in Durham. However, it is important that whatever funding is available would remedy or have a positive impact upon the problem we have identified. One very successful opportunity existed in 2013 when the police department successfully competed for a COPS Hiring Grant that was not based upon financial resources. Being awarded the COPS grant was due to the large student population and our unique articulation of the challenges this population possess to the community. Regardless of the purpose, all grant opportunities should be analyzed to ensure that the requirements of the grant would ultimately benefit the community and not require extraordinary matching expenditures.

**Performance Indicator**

While Homeland Security Grants are dominating the federal funding scheme and other more police related opportunities have diminished, the department has exceeded established goals each year by the number of grants but not by the dollar amount. At our most successful in 2004, the agency attracted 13 monetary grants exceeding $270,000. In 2014, there were only 2 grants totaling slightly more than $23,000. While Durham has benefited from previous grants that focused upon underage drinking in the Durham community, they have seriously declined over the years.

## Targets

2015 Receive four (4) monetary grants from a variety of sources

2016 Receive six 5) monetary grants from a variety of sources

2017 Receive six (6) monetary grants from a variety of sources

2018 Receive seven (7) monetary grants from a variety of sources

2019 Receive seven (7) monetary grants from a variety of sources

## Strategies

* Investigate potential funding sources by subscription, Internet research or other resources
* Attend seminars that will inform Durham officials of successful grant strategies
* Partake of training that will assist in the development of grant applications
* Form partnerships with organizations that will enhance successful grant applications
* Use caution with “weed and seed” grants that would demand community commitment at the conclusion of funding.

# **OBJECTIVE: Maintain Accredited Status**

Accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA) is based upon 465 professional standards developed by a coalition of police managers and professional organizations. The voluntary program provides guidance in the development of policies and procedures for any size law enforcement agency. Additionally, the standards furnish the organization with a proven management system of written directives as well as the ability to determine short and long-term goal setting. Accreditation embodies the precepts of community-oriented policing as it fosters an environment whereby the community and the police work collaboratively addressing problems.

**Performance Indicator**

The department continues to meet and exceed all targets in this category. The agency has been accredited under the CALEA format since 1999. In April of 2014 the was agency inspected by two assessors sent by CALEA to review outcomes of accredited policies and procedures as well as ensure that the agency has in fact adhered to applicable standards for the previous three-years. The department chose to proceed with the “Gold Standard” assessment which in addition to ensuring compliance with applicable standards inspects the agency’s systems and outcomes. The report of their findings was delivered to the CALEA Commission at the July conference in Chicago, Illinois. Once again we maintained our “Excellence” status after the Commissions review at a public hearing. This prestigious designation is awarded to only 15 accreditation agencies annually out of over 800 nationally and will be effective through 2017. The Durham Police are one of only 19 police departments our size that is accredited. It remains the goal that this agency has institutionalized the standards as a “life-style” demonstrating our commitment to delivering professional, cost-effective services to the community, will result in the agency being re-accredited for an additional three-years.

**Targets**

2015 Maintain accreditation with documents and actions that demonstrate compliance

2016 Maintain accreditation with documents and actions that demonstrate compliance

2017 Prepare for a re-accreditation visit by assessors in April who will inspect the agency files and produce a report that will be reviewed by the full commission at their annual meeting at a location yet to be determined.

2018 Maintain accreditation with documents and actions that demonstrate compliance

2019 Maintain accreditation with documents and actions that demonstrate compliance

**Strategies**

* Provide training for all department members ensuring compliance with standards
* Develop public forums that allow for interaction with the community ensuring compliance
* Proceed with self-assessment of agency methodology and policy
* Develop a plan that will assist the agency in successfully passing an on-site inspection
* Foster the philosophy of accreditation and institutionalize as a “life-style”

# **OBJECTIVE: Comprehensive Equipment Replacement**

The Durham Police Department is heavily dependent upon a variety of equipment that allows us to deliver services to the community. From communication equipment that provides retrieval of accurate and judicious information to the use of cell phones, computers and other technology. For the organization to be truly effective, it is critical that all of these components are working properly. To ensure that all of our required equipment is in a state of readiness, a structured and well-conceived equipment replacement strategy is critical. It is fiscally prudent to project and plan for purchases that will be required in the future while ensuring that the department is capable of continually delivering service to the community.

Performance Indicator

Our goal is to anticipate need, research the best solutions, structure a payment strategy and evaluate for the future. In spite of our best planning, it is probably not realistic to expect that all emergency purchases will be eliminated. However, that does not preclude the agency of having a detailed and comprehensive plan in place in combination with the department’s experience and productivity evaluating and predicting the replacement needs for most equipment. For instance, it is understood that a police vehicle that operates 24 hours daily for 7 days each week, is challenged by fast starts, quick stops and continuous operation or idling, that the mechanical expectation of these vehicles is limited to three-years as a line patrol unit. Durham operates six marked police units. Once taken “off line”, vehicles can be passed down to less demanding use by detectives or by other Town departments. While it has been the goal to replace two vehicles annually the economic realities of the past several years have eliminated or postponed vehicle replacement. In 2007, 2009, 2010 and once again in 2011, only one police vehicle was replaced thereby setting the replacement strategy significantly off schedule. In 2013, three cruisers were purchased greatly remedying the challenges of vehicle breakdowns that we were experiencing! Last year in 2014, the department returned to the two vehicles per year strategy. While the department continues to benefit from the meticulous mechanical oversight by Public Works, several long term vehicles will be required for the future. The entire department was equipped with Tasers after a trial period with patrol sergeants had proven successful.

**Targets**

2015 Purchase two cruisers, replace six mobile radios for all line vehicles, review furniture requirements, continue body armor replacement and complete update/replacement of computers within the police facility. Develop working architectural drawings for addition to the existing police facility.

2016 Purchase two cruisers, begin replacement of mobile computers, replace radar units in cruisers and continue body armor replacement. Develop plan to provide community with update of cost parameters for addition to police facility.

2017 Build addition after vote by residents. Purchase two cruisers, replace body armor, and review weapon systems. Monitor Taser conditions and need for upgrades.

2018 Purchase two cruisers, purchase two radar units, and continue replacement of body armor. Update agency inventory. Review status of communication equipment and the IMC Record Management Systems.

2019 Purchase two cruisers, research viability of video systems and determine timeline. In addition, have report developed focusing upon the ramifications of adding rifles to all marked units.

**Strategies**

* Update the inventory of police property and equipment.
* Conduct a strategy meeting with staff to discuss needs of all segments of the agency
* Work with Business Manager to develop a Capital Improvement Plan
* Continue feedback from supervisors regarding equipment requirements and purchases.
* Develop a needs assessment for police facility

#### **OBJECTIVE: Provide High Quality Training for Personnel**

The Durham Police Department remains committed to providing professional law enforcement service to our community. We believe that it is critical that the skill level of staff be fully developed, enabling them to recognize their full potential while delivering high caliber services to the community. Coupled with the nuances of a small police agency and the rarity of promotional opportunities, it is critical that job satisfaction through training and exposure to new ideas enable all employees to be competently trained and provided with the tools to deliver these services and retain employee enthusiasm.

The sanctity of human life is paramount to the officers and is reflected in the values statement of the agency. Training in the policies governing the use of force by the officers of the Durham Police will be enhanced and reinforced by the addition of a review and testing process administered annually.

## Performance Indicator

### Increase training opportunities for all staff

By meeting or exceeding all targets, the percentage of employees receiving specialized training will increase to 100%.

## Targets

2015 Implement Career Development Plan for each employee. Provide 2000 hours of training

2016 Update Career Development Plan for individual employees. Provide 2050 hours of training

2017 Provide 2100 hours of training

2018 Provide 2150 hours of training, review Career development plan

2019 Review and update Career Development Plan for each employee. Provide at minimum 2200 hours of training

## Strategies

* Develop questionnaire for all staff members articulating individual career goals
* Develop and maintain relationships with organizations that will bring high quality training to Durham reducing tuition, lodging and transportation costs
* Provide Community Room to NH Police Standards, Liquor Commission and other entities for regional training of area police
* Investigate potential resources at UNH that can provide inexpensive training to staff

#### **OBJECTIVE: Increase Diversity of Agency Personnel**

The Durham Police Department is committed to identifying and employing the best-qualified candidates available, not merely eliminating the least qualified. The benefits of effective recruitment and selection policies are manifested in a lower rate of personnel turnover, fewer disciplinary problems, higher morale, better community relations and more efficient and effective service delivery to the community. The work force should be representative of the community employing Equal Opportunity Employment strategies that will remove barriers that prevent people from being treated differently.

## Performance Indicator

In a large part, the addition of citizens to the oral board process, offering insight as to what constitutes a quality candidate from a user’s perspective has proven extremely successful. Additionally we have developed a mixture of a patrol officer as well as a sergeant to the oral board process to further enhance the information and opinions coming out of this segment of the selection process. By doing so, we have created a win-win situation as we expose various levels of the organization to the importance of the selection process while instilling these qualities in staff as a component of the Career Development program. This initiative has been institutionalized as the basic procedure for the selection process. Recruitment steps have been focused upon the goal of approximating the sworn law enforcement ranks to be reflective of the demographic composition of the Durham Community. For our most recent hiring process, letters were sent to a variety of organizations including the UNH Office of Multicultural Diversity, NAACP, a number of predominately woman’s colleges within New England and a variety of other organizations that would inform their membership of employment opportunities in Durham. During the previous year, the agency had numerous hiring processes reviewing in excess of 156 candidates before obtaining the services of Brett Pestana.

In 2014, C.J. Young represented the return of the 19th officer while Max Castricone filled a vacancy left by the resignation of an officer. David Skelly replaced the vacancy of Michelle Montville who resigned to fulfill a lifelong desire to join the New Hampshire State Police and finally, and Katie Bolton was selected as the 20th officer supported by a Federal COPS grant so that the agency can create a Problem Oriented Policing (POP) position. With the addition of these officers, the department is staffed at twenty (20), one less than custom due to the retirement of Captain Sean Kelly. With the hiring of Katie Bolton the department has met one of our targets to have at least 20% of the agency consist of female employees. The department currently consists of fourteen (15) males and five (5) females in the sworn ranks.

## Targets

2015 Complete an analysis of the recruitment plan

2016 Review and enhance Affirmative Action Plan

2017 Review and enhance recruitment plan that encompasses EOE guidelines

2018 Complete an analysis of the recruitment plan

2019 Review and enhance recruitment plan that encompasses EOE guidelines.

## Strategies

* Develop skills of staff member in the area of recruitment.
* Develop relationships with organizations representing minorities that will enhance recruitment opportunities.
* Develop brochure that highlights the positive working environment at the Durham Police Department.
* Ensure that employment environment at Durham Police is inclusive and eliminates gender bias terminology.
* Ensure that advertisements avoid setting standards that may screen out individual classes.
* Participate in “Career Days” at local schools.

## OBJECTIVE: Maintain Acceptable Workload for Police Officers

The Durham Police Department responded to approximately 26,658 incidents in 2013, a figure that has continued to increase over the past several years. While the department, when compared to New Hampshire police departments of similar size, has a high workload assessment, we have managed to respond to the community with a high satisfaction rating. Within the Seacoast region, Durham police officers continue to handle more incidents per officer than their counterparts. In a state-wide review of similar sized communities, only Pelham responds to more calls per officer than Durham. The issue that has challenged the department is our ability to adequately demonstrate to the governing body that the initiatives and hard work that allowed Durham to enjoy the results requires maintenance of the existing staff within such a difficult economic climate.

Since the most recent community survey indicated a very favorable opinion of their police, a conclusion can be drawn that there is satisfaction with the delivery of service. Based upon this premise, we can safely surmise that the workload assessment is on target at approximately 1,000 calls per officer. Therefore, significant effort must be directed at maintaining this level of officer workload or a decision as to the level of services the Town is currently providing must commence.

**Performance Indicator**

Competent response to each incident

The vast majority of police calls in Durham can be categorized as quality of life issues such as disorderly persons, noise complaints, all of which have a basis in the use and abuse of alcohol. Over the past several years Durham has experienced an increase call-demand with a corresponding rise in violent criminal acts. The addition of the Problem Oriented Police officer is part of a strategic initiative that will address each and every call with appropriate police response. The impetus for receiving authorization from the Town Council to fill this position there is an expectation that service requests will not be delayed or ignored due to more serious incidents or large volume of calls. If the backlog becomes too lengthy, we must be prepared to make suggestions that may not be embraced by a community accustomed to personalized service. Ultimately, without additional human resources, the Town Council will need to determine the level of service that the community can offer and afford.

## Targets

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **2014** | **2015** | **2016** | **2017** | **2018** | **2019** |
| **Calls\*** | 27,724 | 28,280 | 29,129 | 30,003 | 30,903 | 31,830 |
| **# Police** | 20 | 20 | 21 | 21 | 22 | 22 |
| **Call Per Officer** | 1,372 | 1,414 | 1,387 | 1,428 | 1,404 | 1,446 |

* A 3 percent increase is projected each year to perform this analysis

## Strategies

* Review workload assessments annually
* Utilize tools such as the Community Survey to gauge extent of officer workload
* Maintain high level of communication with Town Council ensuring that they are informed of officer workloads.
* Review personnel allocations ensuring that the use of resources is maximized.

System for Review and Revisions

The written objectives, performance indicators and strategies for this plan will be formulated, updated and evaluated annually. It is critical that the strategy for delivering police services to the citizens of Durham involves as many segments from the community and those that influence the community, as reasonably possible. That includes the following:

#### **Internal:** Administration, Supervisory Staff, Patrol Staff, Support Staff

***External:*** Annual Citizen Meeting, Public Forums, University of New Hampshire, Town Council, Town Boards, Citizen Survey, Town Staff, Prosecution, Judicial

Respectfully submitted,

David L. Kurz

Chief of Police