

Dewey Beach Police Department

Organizational Review & Analysis

*A Study of
Departmental Operations,
Administration and Support Services*

December 13, 2025



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"Solutions for 21st Century Homeland Security, Public Safety and Law Enforcement"

Please feel free to direct any questions or correspondence regarding this project to the Dewey Beach Town Manager, Mr. William Zolper or Dr. Greg Warren.

The conclusions and recommendations presented in this report are based upon the data presented by the Town of Dewey Beach, its employees, town residents, business owners, visitors, and multiple law enforcement professionals in Delaware, regarding the various administrative, operational and support services activities of the Dewey Beach Police Department. The conclusions, opinions and recommendations presented by the author of this report are based upon current best practices in the field of law enforcement in the United States today and are only presented in an effort to assist the Dewey Beach Police Department in becoming the very best law enforcement agency possible.

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Executive Summary

In 2019 the Town of Dewey Beach commissioned a comprehensive study/organizational analysis of its police department. The DBPD is responsible for providing full-service policing to its year-round residents, visitors and businesses. However, the department at that time was grossly understaffed and poorly funded. This coupled with some outdated methods of policing, both administrative and operational in nature, coupled with certain degree of infighting amongst town leadership and the police department administration further exacerbate the situation. Since 2019, it appears a great many very positive changes have taken place, including hiring a new town manager, a new chief of police, several retirement and promotions inside the police department and concluding with some town governance changes etc. which has resulted in the culture and environment of both the town and the police department has evolved into a very positive and effective working relationship. This is of course very evident to anyone who has read the 2019 organizational analysis results and recommendations versus the contents of this 2025 review. In an effort to not be completely redundant yet address each of the concerns expressed in the original 2019 study, the author of this report, Captain Greg Warren Ed.D., retired Delaware State Police, chose to revisit each recommendation and address each of the 35 specific recommendations provided in the 2019 report one by one in chronological order. Utilizing this method would ensure that no single or grouping of the original recommendations could be missed or overlooked. With this end in mind, each 2019 recommendation has been restated in this report, followed by the results of this 2025 review, so that the reader can immediately see the pre-post status of each recommendation or area of administration, operations or support services that was a concern and required addressing by the town or department. This 2025 report provides a much more favorable analysis of the Dewey Beach Police Department functions, including administration, operations and supports services. The many changes that were observed during this study are nothing short of amazing, a great many very positive changes have been made both with the department's internal functionality and also how the department interacts with its various constituents. It is this writer's opinion that the changes made within the entire police department, will ultimately result in a safer, more positive experience for everyone, including the Dewey Beach police officers themselves and of course and most importantly the citizens, visitors and business community they serve.

Scope of Work:

- Review the current table of organization, chain of command, span of control and corresponding rank structure.
- Review past and current pending litigation.
- Review risk exposure to the Police Department and hence to the Town of Dewey Beach.
- Review specific critical departmental policies and standard operating procedures.
- Review departmental hiring, career development, training and promotional practices.
- Review policing methodologies and law enforcement best practices, including crime reduction and traffic enforcement strategies.
- Review citizen and constituent relations.
- Review the prevailing leadership philosophy and standard supervisory management practices, including training in these areas.
- Review inter-agency relationships, interoperability and cooperation with other LE agencies.
- Review police officer work performance standards for all Department personnel.
- Review budget development and usage.
- Review discipline usage within the agency.
- Review the Department's compensation/salary/ benefits package as it relates to affecting other areas of this study i.e. employee morale.
- Review current strategic plan, including Departmental goals and objectives and the corresponding operational tactics, administrative functions and support services utilized to achieve same.
- Review performance management practices and the Department's annual performance appraisal instrument.
- Review the Police Department's equipment and physical facilities.
- Review the Police Department's technology.
- Review the Department's usage of part-time and seasonal police officers.
- Review the Department's readiness for state accreditation.

Methodologies Utilized During the Departmental Review

Conceptualize, operationalize and implement the plan for completing the work included in the scope of this organizational analysis (see above for further regarding the scope of the work and deliverables for this project)

Conducting the required research for the study, including:

- 1) Onsite visitations to the police department's physical facility
- 2) Onsite visitations to Dewey Beach to conduct PD interviews and observe police operations
- 3) In-person interviews of residents, visitors, PAC members, town council members, business owners and other police professionals
- 4) Written survey usage
- 5) Report reviews
- 6) Data analysis and statistical comparisons i.e. Criminal and Traffic arrests data
- 7) News and social media searches
- 8) Pending litigation analysis

Analyze the data and information collected from the above activities and identify any specific behaviors, patterns, trends, generalities and anomalies that may be present. Based upon the observations, statements, findings and conclusions drawn from this review, rate what progress the Town and the Police Department have made towards each of the 2019 study's recommendations for DBPD.

Original 2019 Recommendations with 2025 Review Responses

2019 Study recommendation #1 -

- 1) The Town should hire additional full-time, part-time and seasonal sworn personnel. It appears with the geographical location, demographics of the area and the special circumstances such as having a jurisdiction which invites an overly large number of visitors during the summer months, and generates an inordinately large volume of calls for service for the Dewey Beach Police Department, that the hiring of additional full-time police officers would allow for at least two regular patrol units to be on patrol for the evening shift, one of which would be guaranteed to be a full-time officer and possibly even of a supervisory capacity. The part-time officers should be selected by skill set and what they offer the Town as a self-starting police officer, with a commensurate and exemplary past record of service and accomplishment. (This will of course require a major increase in their starting hourly rate). This increase in officers available would allow for better police coverage, which also many times equates to a more effective police omnipresence, faster response times for calls and higher quality investigations, due to the officers on duty having more time to be thorough and try to develop leads, suspects and in general solve crimes or even address such items as traffic accidents more effectively when they occur. In short, an additional full-time officer, several part-time officers and more seasonal officers during the summer months could be used to provide additional capacity and service to the Town via the Police Department. The above modifications to the current staffing levels and table of organization would actually allow for a more efficient and effective chain of command, span of control and internal communications, not to mention increased officer commitment and morale in the Police Department. The Town would also experience better police coverage and the addition of extra police services currently not offered. In smaller agencies it is many times hard to and sometimes almost impossible to permanently staff or field special units such as a traffic enforcement unit or K-9 unit with a full-time police officer. In these instances, it would be appropriate to utilize O.T. and or part-time officers who have a special aptitude or desire to work just these types of duty or allow the part-time officer to cover the regular calls for service, while the full-time officer receives advanced training or hones their various skill sets. The same type of recommendation can be utilized for working with the community, conducting criminal investigations or working on special projects with other law enforcement agencies. Utilizing O.T. and providing the officers with additional training is an excellent method of increasing productivity, both the quality and level of service to the community, not to mention the positive by-products such as increased levels of job satisfaction and increased morale on the part of the Town's police personnel. This change would also allow the Town to better reflect the number of police officers per the number of citizens serviced, which is the national

standard utilized to determine the appropriate number of officers required to provide adequate police services based upon the geographical region and location of that department and the population which it serves. (The current standard does not apply very well to Dewey Beach PD and other jurisdictions where the population served can swell enormously based upon seasons or special events etc.)

2025 review revealed the following regarding recommendation #1-

It appears DBPD has hired additional full-time sworn personnel to increase its emergency response coverage, including response times and to better serve members of the public and businesses requesting assistance from the department. The addition of a full-time detective position has also been a welcome addition to the services provided by the department.

2019 Study recommendation #2 -

- 2) Current police methodologies appear to be working and provide the Town with the type of patrols and police service/coverage that is required. However, with the above changes to the Police Department's table of organization and manpower deployment model, the Town could enact several optional, but well-suited services for the citizens and visitors of the Town, such as a bicycle unit, motorcycle unit, part-time Criminal Investigations Unit, Citizens Police Academy initiation, etc.

2025 review revealed the following regarding recommendation #2-

DBPD has not only expanded the number of sworn personnel within its ranks, but has also expanded its usage of special units etc. For example, the Department now has a full-time detective position, the equivalent of an administrative Sgt., additional K-9 unit, bicycle unit, drone certified officers, etc.

2019 Study recommendation #3 -

- 3) The Chief of Police should develop additional training opportunities for the Town's police officers. From leadership training to obtaining various required certifications, training opportunities are paramount to safe and effective police operations and are a strong career development practice and skill set enhancement activity.

2025 review revealed the following regarding recommendation #3-

Each of the new units and positions described in recommendations #1 and #2 of this report require specific training and certifications. The department has also utilized the FBI LEEDA program for leadership development training. The Department as part of this review provided an itemized list/inventory of various courses attended by members of the Department over the last three years. Those courses ranged from classes provided at the Delaware State Police Academy, to those provided by professional associations and other

specific groups who offer training in either basic or advanced type courses for LE personnel. Some of the very relevant courses ranged from Crisis Intervention Training, Interaction with the Mentally Ill, Sexual Assault/Child Abuse Legal Updates, attendance at the Protecting Delaware's Children Conference, Glock Armorer's Course, American Heart Associations BLS and National Highway Safety Traffic Administration's DUI Refresher course, as just a few examples of specific law enforcement/police training the officers of DBPD have attended and completed recently.

2019 Study recommendation #4 -

- 4) An internal survey should be distributed to all police personnel, including the part-time officers and civilians, in an effort to collect data on their career goals and aspirations, operational concerns, training requests and any concerns they may have regarding their current position as an employee of the Police Department. This information could then be utilized to enhance the thoroughness and usefulness of their respective annual performance appraisal.

2025 review revealed the following regarding recommendation #4-

Upon interviewing each of the Department's top three ranking officers, it appears this task is being completed personally, rather by survey. The Department is certainly small enough and centralized enough to have this activity completed personally. In regards to actual career development and advancement recently, it appears there have been multiple retirements, officers hired, internal promotions, including a new chief of police, and multiple expansions of the Table of Organization, including adding K-9 officers, a detective position etc. The Police Department has also expanded its communications and 911 dispatching services and hired a new administrative assistant.

2019 Study recommendation #5 -

- 5) Using the past three years timecards and enforcement data, as an average, develop performance standards for all full-time sworn personnel, which should be agreed upon and published with a briefing given to each and every officer as an assurance that they understand and agree to each of the performance standards. Work Performance Standards also need to be set for ranking members of the Department.

2025 review revealed the following regarding recommendation #5-

The DBPD is using a formal CAD system now for dispatching and tracking the number and type of calls for service the Department and its personnel are answering. The aggregate numbers for productivity appear to support each of the personnel on duty providing the type and level of service the town requires based on the type of calls for police services it receives.

The department also provides their personnel with formal job descriptions as is referenced in their written policy manual.

2019 Study recommendation #6

- 6) Upon completion of identifying the above performance standards, the Town should modify the police officer annual performance appraisal for all personnel, sworn and non-sworn alike to ensure accountability and high performance.

2025 review revealed the following regarding recommendation #6-

DBPD is utilizing an annual written performance appraisal which is required as part of the state's accreditation standards. The writer of this report did not receive any negative comments regarding the performance appraisal instrument, or the ratings they received during the last three years.

2019 Study recommendation #7

- 7) Continue the Lexipol police policy/standard operating procedure development and assurance program. The Lexipol program is a national program that has been accepted by many agencies nationally to ensure their policies are in fact in alignment with national standards. However, as can be seen in the observations and short perusal of the Department's current policy manual, I believe the Town should invest in an outside third party to review and rewrite the Police Department's current policies to be in alignment with the Delaware Police Chief's Accreditation program guidelines. Also, policy is only the start of this process. As mentioned earlier the procedures, processes and practices which are indigenous to the Department in question must still be developed before a Policy Manual is of any real use. Many commercial programs are of a great assistance with the "big picture" but do not have the customization or knowledge base to assist smaller police departments with just getting to "first base" first and or addressing items specific to a certain type of Department or State for instance. Some nationally accepted policies state nothing more than you have to have a policy, but really don't direct an agency as to what that policy should be.

2025 review revealed the following regarding recommendations #7-

DBPD has assigned an internal accreditation manager to manage and expedite the preparations required for DBPD to meet each of the state accreditation's 115 standards. It appears that this process is almost complete with an anticipated completion and approval expected sometime during the spring of 2026. DBPD is also utilizing the nationally recognized company LEXIPOL to assist with this endeavor. Lexipol is well known nationally for assisting a great many organizations both small and large in their efforts to standardize and modernize their policies and SOPs. These policies range from everything from Use of Deadly Force to

personal grooming standards. The Department provides each sworn officer with these policies and standard operating procedures SOPs in electronic format for ease of use.

2019 Study recommendation #8

- 8) To help ensure that victims of criminal incidents within the limits of the town Dewey of Beach are well informed, kept abreast of their cases status and in an effort to solidify confidence in the Police Department, victims should each receive at least two follow-up telephone calls or in-person contacts regarding the status of their case. One soon after their case is reported and again another contact subsequent to that informing them of any and all changes to the status of their case and providing them with the opportunity to provide additional information or ask questions of the investigating officer.

2025 review revealed the following regarding recommendation #8-

It appears the Department is in fact completing this task due to the author of this report seeing no evidence of complaints to the contrary. The officers interviewed stated anecdotally that their level of service to the public has increased tremendously and of course with the additional personnel hired each officer working has more time available to in fact provide a higher level of service than previously. The addition of a full-time detective has also enhanced this ability a great deal.

2019 Study recommendation #9

- 9) The idea of redesigning the pedestrian traffic flow within the Town limits would possibly allow pedestrian traffic flow to more resemble what Ocean City, MD has enacted, where pedestrian traffic is channeled more towards more controlled areas of the roadway and center median in an effort to help eliminate or at least decrease pedestrian injuries and expedite traffic flow, while simultaneously providing a more controlled traffic environment throughout the length of the highway running through the middle of Town.

2025 review revealed the following regarding recommendation #9-

DBPD has been in conversation with DELDOT to initiate efforts at reengineering as much of the pedestrian crosswalks and passageways as possible in an effort to better ensure pedestrian safety. The Department has also directed its seasonal personnel who are typically on foot patrol or utilizing bicycles, to better direct and enforce Delaware's pedestrian traffic laws.

2019 Study recommendation # 10 –

10) It appears the Department is having a challenging time at recruiting both new part-time and seasonal police officers. This same issue is being felt not only in Dewey, but also throughout Delaware and even the Country right now. However, Dewey Beach PD's challenge is exasperated by the low morale currently in place at the Department. This becomes even further complicated by the fact that Delaware does not have an "Alternative Recruit Training "program available as other states such as New Jersey have or even an "Act 120" program like Pennsylvania law enforcement have. These types of programs allow citizens who are qualified (per state Council on Police Training standards) to complete their basic law enforcement training on their own time and at their own expense and thus provide for a constant pool of available, fully certified police officers available for Chiefs to tap into when openings become available. These programs cut the cost, time and risk for any police department wishing to use a candidate from them. This is due to the fact that the candidate incurs all of the cost for training at whichever facility of community college etc. they attend, while the police department who may eventually hire them does not have to pay their salary and benefits for the several months, they are in the police academy for their basic training. This type of program has been very successful in both New Jersey and Pennsylvania for years. This type of program was introduced to the Delaware Council on Police Training in the mid 1990's by the author of this report, and was tailored after New Jersey's program at the time, but failed to garner enough support at that time for adoption or implementation in Delaware due to there was a glut of police officer candidates at that time.

2025 review revealed the following regarding recommendation #10 –

DBPD has been successful in making the department more attractive to new police officer candidates with ensuring the use of the car-per-person program, better starting salaries and enhanced career opportunities through expanded special units and training. The Department also offers some additional benefits that other towns do not, such as 100% health care insurance coverage for both the officer and their families. The Department has also utilized their own seasonal police officer program to assist in their recruiting and hiring efforts. The Department has also utilized both part-time officers and officers retired from other departments to help fill their sworn personnel needs. Delaware still does not utilize an Alternative Recruit Training program as other states do, and therefore a already trained pool of police officer candidates waiting to be hired is still not an option for DBPD or any other department in Delaware. They can however hire officers from another state and utilize Delaware's POST to seek reciprocity and specific retraining in Delaware specific mandates.

2019 Study recommendation #11-

- 11) The chief should develop and utilize a monthly roll call training program and place these monthly short training programs via an e-mail blast out to all sworn and non-sworn personnel with an attached sign off sheet. The monthly training topic should correlate to the most important or critical issue facing the agency and its personnel at that time. This training could also be completed and reinforced during a monthly Departmental wide staff meeting.

2025 review revealed the following regarding recommendation #11-

DBPD is currently passing on from one shift to the next the most pertinent information. Some of this is interpersonal in nature with pertinent updates and critical communications coming from the full-time dispatch personnel on duty, to training provided by LEXIPOL and of course items indigenous to Delaware such as opinions from the Delaware Attorney General's Office or an advisory from DATE etc.

2019 Study recommendation #12-

- 12) The Police Department should develop a strategic plan which reflects the Town's overall goals and objectives as a whole. With this in mind, an agreed upon "Vision" should be set for the department, so that all future efforts and initiatives of the department can be directed towards the department's Mission and Vision, via its established Goals, Objectives, Strategies and Work/Action plans. Each individual member of the police department should have the Town's and Department's goals and objectives embedded into the goals and objectives section of their individual annual performance appraisal.

2025 review revealed the following regarding recommendation #12-

The Department is currently utilizing an itemized "to do" list, and then following that up with an annual report. The department, along with many other small agencies, could better utilize an actual strategic planning process and then implement that plan both strategically and tactically via a formal strategic management process. This should be one of the Department's new goals and objectives for the future.

2019 Study recommendation #13-

- 13) The Chief of Police should initiate hosting community meetings, round table discussions or focus groups both internally and externally, in an effort to develop a more transparent relationship with both the community and those who serve within the Police Department itself.

2025 review revealed the following regarding recommendation #13-

Externally DBPD and the City Manager have initiated multiple efforts at expanding their responsiveness to the community as a whole, including business owners, residents, visitors, etc. including utilizing the police department's Police Advisory Committee PAC members, the town's business roundtable group – the Dewey Business Partnership, local Chamber of Commerce, Lions Club, annual Public Safety Community Day etc. For example, these same groups donated enough money for the police department to purchase an ATV for official use. The department has also been successful in updating the department's fleet of vehicles, including all patrol vehicles.

Internally the Chief of Police has an open-door policy which naturally facilitates this activity. Multiple DBPD sworn members stated that all ranking members of the Department share this same philosophy and so both open, two-way communication is not only allowed but condoned.

2019 Study recommendation # 14-

- 14) The Police Department's budget must be delineated correctly and appropriately so that the chief can identify, manage and control costs associated with the Police Department's operations. The most critical area of this budget will be the various human resources costs. In most police departments 89-94% of all costs are associated with the expenses involving the hiring, training and placement of all personnel including their salary and fringe benefits package. This budget should be line item in nature and should mimic the Town's budget, with a complete listing of running expenditures so that the chief can track the department's expenses and fiscal performance. The end result should be a real-time, line-item budget with a running/monthly breakdown of expenditures and a percentage of what is left in each category by the month (year to date expense reconciliation) so the Chief can adequately control and manage his expenses within the Department during each fiscal year as needed. For instance, O.T. should be a running expenditure so the Chief can control this cost as the fiscal year proceeds. In a perfect world, I would suggest implementing a "zero-based" budgeting process for the Police Department, but it can be very time consuming and with Dewey Beach PD's small size a simple, but well-defined line-item budget may work fine.**

2025 review revealed the following regarding recommendation #14 –

DBPD, with the help and support of the City Manager and City Council, including the mayor, has greatly expanded its budget. However, the city, not having a property tax, may have reached its limit as far as additional spending goes for the PD. The new police station, for example even though funded by many outside resources, will still operationally draw on the city for regular operational expenses such as maintenance and utilities. The department has

successfully applied for and received multiple grants of various types resulting in the department being able to purchase Two Ford Electric vehicles and two electric motorcycles.

2019 Study recommendation #15 -

- 15) The evidence collection, preservation and chain of custody system for evidence needs to be revisited with strict controls in place to control all evidence processes internally.**

2025 review revealed the following regarding recommendation #15 –

DBPD has completely audited and purged the evidence collection room/locker and initiated a new evidence collection and collation program which should help alleviate some of the issues that were present during the 2019 study. The state accreditation program also requires that this process be managed properly.

2019 Study recommendation # 16-

- 16) The compensation packages for the sworn personnel should be adjusted to make the compensation for all officers competitive with other surrounding Town's departments. It will be hard to attract, retain and motivate sworn police personnel who feel unappreciated or unfairly compensated for the work they complete. This is a critical area of concern as this topic was brought up in almost every survey and in every interview conducted for this study. Even with several outside professional law enforcement agencies I interviewed, they too identified almost immediately that the low salary package that Dewey Beach PD offers would make it hard to both recruit new officers and retain them once you have trained them. Retention and controlling attrition are just as critical functions for the health of a police department as the recruiting and training of new police officers is.**

2025 review revealed the following regarding recommendation #16 –

DBPD sworn personnel are now unionized and as such have entered into a contractual agreement with the city to increase salaries within the PD. DBPD officers will however be entering into negotiations in the spring of 2027 in an effort to ascertain and approve a new contract. The results of this process are of course pending at this time.

2019 Study recommendation #17-

- 17) The Department should expand its community policing and community outreach activities in an effort to form a closer and more trusting relationship with all populations living, working or visiting within the Town's corporate limits.**

2025 review revealed the following regarding recommendation #17-

DBPD has certainly expanded its desire to be more accessible to the community it serves, from the chief of police down to most junior full-time police officers and even the seasonal police officers hired for the summer months. New community activities sponsored or supported by the PD have been utilized to reach out and expand the department's community outreach efforts.

2019 Study recommendation # 18

18) The Department should attempt to initiate a police volunteers' program. These programs are sponsored and supported by the International Association of Chiefs of Police, Volunteers in Policing (VIPS) program. There are many great examples of smaller police agencies from throughout the country who have effectively utilized volunteers within the agency to save money, offer additional police services and finally to better connect with and garner more support from the community.

2025 review revealed the following regarding recommendation #18-

DBPD has reached out to form the Sussex County Southeast Regional PAC and is utilizing members of the public as a method of soliciting input as to how the DBPD is operating, either successfully or not. It is apparent that the department receives a great deal of both input and support from the local community, whether it be an individual citizen or from the Dewey Beach Business Partnership.

2019 Study recommendation #19-

19) The Department should enact a cadet program or at least support a local police explorers' group. This could possibly be done in cooperation with other police agencies in the area, particularly in the winter when there is time for such positive police community relations activities. This may also assist with future recruiting efforts for both seasonal police officers and eventually even with full and part-time police officers.

2025 review revealed the following regarding recommendation #19-

DBPD has successfully utilized the seasonal police officer program as a recruiting tool and with positive results as three new police officer hires were prior seasonal police officers at DBPD. The Delaware Association of Chiefs of Police of which DBPD is an active member of has also entered into and is sponsoring a one-of-a-kind statewide recruiting program which offers potential police officers who want to find employment in Delaware one stop shopping for finding sworn positions available and applying for same.

2019 Study recommendation #20-

20) It appears the starting salary for full-time sworn police officers is very low comparatively speaking with other agencies. With this in mind the salary package for part-time police officers is abysmal. This is a concern because the Department desperately needs additional police officers, but only for the summer season, which would denote that they would be part-time in nature. I am breaking this out again due to the criticality of Dewey Beach PD needing both part-time and seasonal police officers so desperately to be able to function during the summer season successfully.

2025 review revealed the following regarding recommendation #20-

See above #16 2025 recommendation section for further explanation.

2019 Study recommendation #21-

21) The Department should initiate a comprehensive crime, traffic and calls for service data collection program in an effort to make this data readily available to residents, police personnel and the Town leadership. An example of this would be the program utilized by the State of Delaware. The program is supported by many Delaware police agencies, and the reported incidents and crimes are published weekly by geographical location in the daily and weekly newspapers. More can be found on this program at delawareonline.com/crime.

2025 review revealed the following regarding recommendation #21-

DBPD is now using a formal Computer Aided Dispatch CAD system instead of a paper/hard copy system of dispatching and recording all complaints and calls for service data. The calls for service reports provided for this review were both comprehensive and useful yet succinct and easy to read. The Department is also now utilizing its web page to better communicate with the public.

2019 Study recommendation #22-

22) The Police Department's home page should be updated and redesigned to provide a more comprehensive set of services and to explain a great deal more about their operations to the public.

2025 review revealed the following regarding recommendation #22-

DBPD has internally addressed communicating with the public more via using social media and the Department's web site. The Department is attempting to provide more accurate and timely information to its constituents interested in receiving same via the web site.

2019 Study recommendation #23-

23) Due to the geographical location of the Dewey Beach Police Department and the size of both it and the surrounding communities, and the nature of the calls for police services experienced, it would behoove the Town to revisit its current police department's Memorandum of Understandings and/or Mutual Aid Agreements with other affected law enforcement agencies.

2025 review revealed the following regarding recommendation #23-

DBPD continues to utilize other Delaware Law Enforcement agencies for assistance, from Delaware Alcohol and Tobacco Enforcement agents to the Rehoboth Beach Police and State Police, all have assisted DBPD when their need for additional resources has arisen. It doesn't appear there are formal MOUs in place, however, there is a long history of multiple police departments, either local or state based such as the Delaware State Police, DATE, State Fire Marshall's Office etc. of working in unison to address any problems which have arisen within DBPD's jurisdiction.

2019 Study recommendation #24-

24) The command staff should make every effort to spend more time in the field with their personnel, particularly during non-daylight hours when the calls for service and the seriousness of those calls typically increases. Weekends and during special events would be obvious places to start with this process.

2025 review revealed the following regarding recommendation #24-

The Chief, Lt. Dempsey both work whenever required, including special events and weekends and are also willing to respond out from the station to assist or back-up patrol officers when needed or required. Sgt. Schmidt currently works shift work as a supervisor as well as tackling multiple administrative duties. A second Sergeant's position would certainly help address this concern.

2019 Study recommendation #25-

25) All non-sworn police personnel who the public has access to, for example police dispatch personnel, manning the station itself should be wearing uniforms. This is an acceptable expectation the public has of para-military personnel working in para-military type organizations. Uniforms serve multiple purposes for organizations such as police departments. They signify a government based, orderly organization with some degree of official authority. They also allow everyone to readily identify who a person works for and their rank and to some degree their level of responsibility. Internally, uniforms, particularly if issued and worn correctly help build esprits de corps and

camaraderie and ensure everyone's role is important. (The current police dispatchers assigned to the police department are placed in such a location as to answer or greet visitors and citizens to the police department. This position should be required to wear a uniform similar to non-sworn police personnel or police dispatch personnel in other police agencies). Wearing "street clothes" provides visitors with a sense of a lack of professionalism and efficiency and fails to provide confidence in the police department. First impressions are lasting and once engrained cannot easily be undone. Visitors to the police station should also not have to "figure out" who they are talking to, sworn police officer, civilian employee of the Department or a Town employee from another area or even a guest, intern, volunteer etc. The use of uniforms corrects this situation. A proper example of non-sworn dispatch personnel wearing a uniform would be the Rehoboth Beach Police Department dispatch personnel, all not only wear uniforms, but the uniform is color coordinated with the sworn police officers within the Department.

2025 review revealed the following regarding recommendation #25-

DBPD now has a full-time dispatch center with CAD and has been upgraded significantly, with each person being issued official looking and easily identifiable uniforms. All sworn personnel have had their uniforms upgraded significantly as well. The seasonal officers hired also have had an upgraded uniform change and are also now through the use of a grant, currently wearing appropriate soft body armor while on patrol/duty. However, their uniforms differ from the full-time, armed officers for ease of identification.

2019 Study recommendation #26-

26) It appears that additional seasonal police officers should be hired for upcoming summer seasons and that providing some of them with training in police bicycle usage may be beneficial. The Milford police have in fact provided this training for several downstate police agencies in the past, such as Bethany Beach Police Department's seasonal police officers.

2025 review revealed the following regarding recommendation #26 –

DBPD reached its hiring goal for seasonal police officers in 2025, with the same goal being formulated for the 2026 summer season. The internal police survey revealed more than one officer believed not hiring as many seasonal officers and hiring more full-time officers would be more beneficial to the department. However, other sworn officers stated that due to the nature of the spike in calls for service in the summer months and that the nature of many of those calls are considered lower priority, the seasonal officers are a much more effective and efficient way to handle the increase in calls for service volume experienced during the summer.

2019 Study recommendation #27-

27) Continue all efforts to purge and clean up the remnants of the LESO program that has caused so much controversy for both the Town and the Police Department.

2025 review revealed the following regarding recommendation #27-

DBPD does not engage in any military surplus activities at this time and all LESO supplies, equipment and materials have all be eliminated from within the Department.

2019 Study recommendation #28-

28) The Police Department leadership should conduct a monthly staff meeting with all members of the Department. The end of this meeting should include a monthly training topic briefly covered and reviewed as mentioned above.

2025 review revealed the following regarding recommendation #28-

The chief has utilized an open-door policy which has facilitated open communications internally. It appears that in a department of this size there is enough daily communications pertaining to both the administration and operations of the department to allow for the effective two-way flow of communications. Regarding the training aspect of this, the use of the nationally sanctioned law enforcement training from Lexipol, coupled with the additional training the chief has provided for everyone appears to be working well.

2019 Study recommendation #29

29) The Chief of Police should immediately request the initiation of a new police station feasibility study. The current station does not only not meet any national or state accreditation standards but has too many issues to almost address. In fact, it does not appear the current footprint of the joint Town Hall/ Police Station provides enough space for even a remodel of any real significance.

2025 review revealed the following regarding recommendation #29-

The town and the department have designed a new police station, which is already under construction at the time of this review. From a review of the plans, it appears the new station will be state of the art in nature and address each of the 2019 study's concerns. It was also so designed as to meet the state's accreditation standards.

2019 Study recommendation #30-

30) In the interim, an emergency appropriation for the solicitation of bids for addressing some of the most basic security issues at the station should be undertaken.

2025 review revealed the following regarding recommendation #30-

DBPD has addressed some of the 2019 recommendations, however, with the construction of a new station, the recommendations not addressed at this time will soon be with the Department occupying the new station.

2019 Study recommendation #31-

31) The Police Department should compile a comprehensive annual report which encapsulates all of the most pressing issues, accomplishments and concerns of the Police Department during the last year and providing a quick preview of what will be considered priorities for the upcoming year. This annual report would be a critical part of the annual strategic planning process for the Department.

2025 review revealed the following regarding recommendation #31-

The chief of police has in fact completed this task and provided this reviewer with copies of same. The annual reports appear to be comprehensive in nature and should provide any reader with a great deal of pertinent and useful information regarding the accomplishments of the department during the previous year.

2019 Study recommendation #32-

32) It would behoove the Department to provide all of their police officers with (de-escalation training), since that is a critical responsibility of all police officers, but even more so in a venue like Dewey Beach in the summer.

2025 review revealed the following regarding recommendation #32-

DBPD has initiated multiple internal trainings referencing conflict management, LE ethics, and de-escalation training, Reading People, Crisis Intervention in Dealing with Mentally Ill Persons and Crisis Intervention Training – Crisis Response. Seasonal police officers as well are also provided some of this training as to help prepare them for conducting themselves safely and professionally in high risks or volatile situations.

2019 Study recommendation #33

33) Someone in a major formal or informal leadership position should be tasked with redeveloping both the short-term and long-term relationship between the Police Department and the Town government itself. It will be very hard to continue to operate

effectively with the current personality conflicts, political climate and general levels of distrust prevailing throughout the Department and Town at this time.

2025 review revealed the following regarding recommendation #33-

The current town council, mayor, city manager and chief of police currently have an effective and professional relationship which has been reported on and observed by many as outstanding and a “breadth of fresh air”.

2019 Study recommendation #34-

34) The Town of Dewey Beach in cooperation with the Police Department should immediately start to develop a strategic plan for the entire Police Department addressing the most critical and high priority issues facing the Department today, including but not limited to Police Department salary and compensation packages, replacing the current obsolete Police Station and how to best identify, develop and package the Department’s Policies and Directives into a not only updated, but user friendly document.

2025 review revealed the following regarding recommendation #34-

This should be done for the future particularly with a leveling off of incoming funding available etc.

2019 Study recommendation #35-

35) It would behoove the Town of Dewey Beach to form a blue-ribbon panel of active duty police officers, retired police officers, concerned citizens, representative of the Delaware Attorney’s General Office etc. to further study which actual modifications or recommendations made in this report or other recommendations made by others regarding the operations of the Police Department, should be or could be realistically initiated in an effort to redefine the Dewey Beach Police Department, both for today and into the foreseeable future.

2025 review revealed the following regarding recommendation #35-

The hiring of a new town manager, new chief of police, the initiation of a formal PAC per Delaware legislation, the commissioning of this review and the department finishing up the state accreditation process etc. are all examples of the ongoing efforts of the town to address some of the past concerns that were present. In short, the town has done an extraordinary job of changing the direction and trajectory of the police department in just a few short years. It is writer’s opinion, that this could not have been accomplished without a concerted effort on the part of many from the town council and mayor to the new town manager and

new chief of police, to the newest police officer, dispatcher and administrative assistant, it appears everyone is working towards a shared vision of making Dewey Beach Police Department the most professional law enforcement organization possible.

2025 Recommendations

- 1) Start to level off spending and form a long-term baseline that can realistically be met by the town. Multiple respondents both internally and externally expressed concern that the level of spending cannot be sustained indefinitely. Grants have been a large source of funding for the department, however, grants many times have strict guidelines or parameters on what the funds can be spent on. Grants can therefore cause spending to take place on things that may not necessarily be a priority per your strategic plan, but since the funding/grant is available, some entities will apply for the grant anyhow simply out of expediency or to purchase an item because it is "free". In short, start to balance spending on items identified as required or needed against items that would be "nice to have" or a "nice addition".
- 2) It is apparent from multiple responses to the internal survey and by observations by others that specific individuals in specific positions within the department are working inordinately hard in an effort to keep up with all of the demands placed upon them. Specifically, the one Sgt. appears to be filling the role of both an Administrative Sgt. and that of a hands-on Operations/Patrol Sgt. The second position in question is that of the department's administrative assistant. It is expected in smaller agencies for personnel to have to "wear multiple hats", however, typically civilian personnel do not receive the monetary compensation that sworn officers do, nor do they have the upward mobility or even lateral mobility that sworn personnel might experience. In an effort to not "burn these individuals out" some internal modifications may need to be made to either move some responsibilities laterally, diagonally, upward or downward as a method of growing and developing other personnel while simultaneously providing some relief to these two positions. It would not be unreasonable in a department the size of DBPD and with the influx of seasonal officers in the summer and the incredible increase in calls for service during the summer months etc. to have a second Sgt's position. The department has posted a second Sgt's position which should be coming available in the near future.
- 3) The town manager and chief of police should embark immediately on the development of an actual strategic plan. The current 2023-2025 strategic plan is of course getting ready to expire anyhow, but it really isn't a strategic plan. It is a set of findings and observations completed with a categorized "to do" list. A real strategic plan typically has at a minimum six specific and clearly delineated parts – Mission statement, Vision statement, general Goals, specific Objectives, Strategies on how to achieve each Objective, and of course Action plans designated towards whomever will be responsible for accomplishing a specific tasks. The development of a comprehensive strategic plan would involve all internal personnel and a great many external stakeholders having

input as to what direction the department should head in the future. This endeavor would also simultaneously help achieve the goal of 2025 recommendations #1 and #2, because it is just those types of items that get addressed in a strategic plan.

- 4) The Town of Dewey Beach and the police department will eventually have to come to an understanding that salaries at DBPD may never completely reach the level desired simply due to the town not having the typical property tax to lean on for funding. Multiple internal responses cited disparate pay or salaries as a major morale issue within the department. This is also exacerbated and or “drove” multiple comments regarding funding on items that were not necessarily needed in the department, but were “optional”, and that it would be better to expend more effort towards finding additional funding to hire more officers or raise salaries etc.
- 5) The DBPD should initiate an annual workplace climate survey to all personnel, both sworn, non-sworn and seasonal police officers. The advantages to doing this simple, but very effective tasks are numerous. From showing respect to your personnel by asking for their opinion, to gleaning great info. and business intelligence you might otherwise have overlooked, to using the information as one of the first steps i.e. (SWOT Analysis) in the strategic planning process. This simple activity has proven time and again in the most progressive of organizations to provide much needed information with which to make long-term, high impact, critical decisions on.

Any questions or comments presented in this report can be directed to Dr. Gregory A. Warren at ALETC, American Law Enforcement Training and Consulting, LLC.

Appendices A

(Community input, feedback and comments)

During this 2025 review, over 20 personal interviews were conducted from a wide variety of different populations, but all having a great deal of current and/or past experience with the town of Dewey Beach and or the police department itself. Past and current town leadership, elected officials, business owners, local reporters, police chiefs, PAC members etc. were all included in these interviews. In short, the comments were overwhelmingly positive. The comments ranged from "you would never know it is the same police department", to "it has been such a breadth of fresh air for the town". Additional comments such as "it is a pleasure to work with them now" and "being a member of the police department's Police Accountability Committee continues to be a wonderful experience". As with all such interviews, there was of course some constructive criticism, which mostly centered around two items. The department may be trying to do too much too fast, and secondly that the costs of all of these changes may not be completely sustainable for the long haul. These comments have already been addressed however in the above 2025 recommendations section.