

**CONCORD POLICE DEPARTMENT**  
**CONCORD, NEW HAMPSHIRE**

**Bradley C. Osgood**  
**Chief of Police**



**Annual Report**  
**FY 2018**

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## **MISSION STATEMENT**

The mission of the Concord Police Department is to protect life and property, maintain order and attempt to resolve the community's needs by coordinating the required resources.



## **VISION STATEMENT**

The success of the Concord Police Department is dependent on a shared vision. In order to create an environment in which our employees are proud to work, it is vital that we encourage open communication, individual responsibility, cooperation and respect among the various divisions within the department.

Through this positive interaction we will uphold and promote the essence of Esprit De Corps.

- We will strive to be a highly regarded professional organization
- We will forge a partnership with the community through trust, honesty and integrity.
- We will respect the rights and dignity of all individuals.

Through a process of continuous improvement we will plan for a future enhanced by technology, education and training, remaining open to new ideas and concepts in law enforcement.



# City of Concord, New Hampshire

## POLICE DEPARTMENT

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**Bradley C. Osgood**  
Chief of Police

October 28, 2018

I am pleased to present the Fiscal Year 2018 Concord Police Department Annual Report for review.

Our intention with this report is to provide an overview of the Department and the significant Department events that occurred during FY18. Also included are the FY18 Budget goals and our performance related to those goals, and a summary financial report of the FY18 Police Budget. It is our hope that this report will be of assistance to those reviewing it.

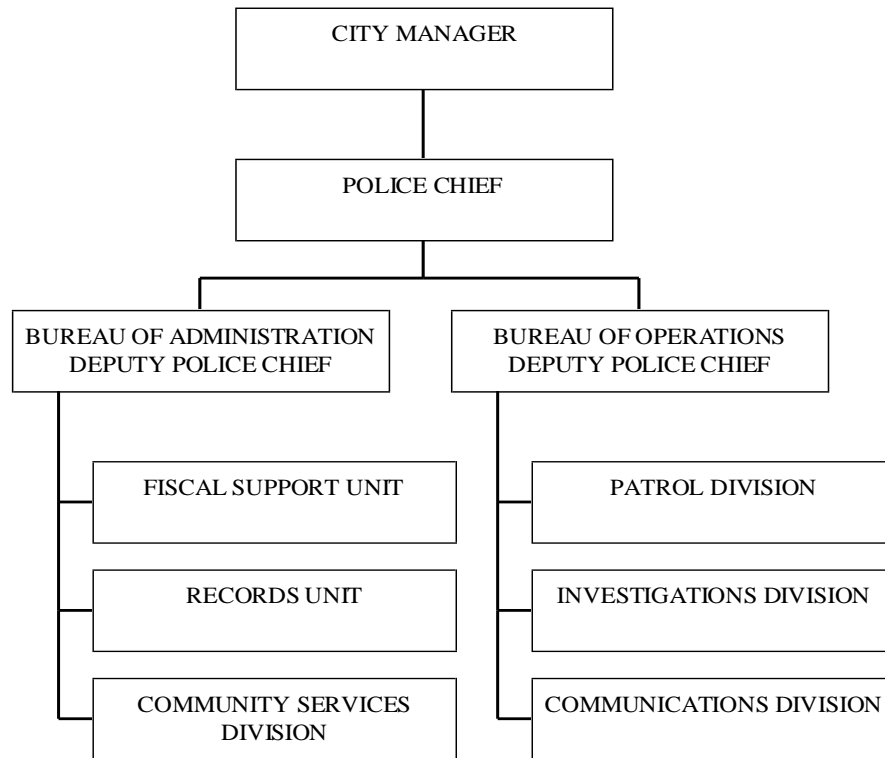
The men and women of the Concord Police Department work very hard to provide quality police services to this community. Their commitment to excellence is expected by the citizens of Concord and as a result, the city continues to be a safe place to live, work and visit. I am proud of our performance and look forward to serving this community in the year ahead.

Thank you for your interest in our organization and I welcome any questions or comments regarding our Department.

Sincerely,

Bradley C. Osgood  
Chief of Police

# POLICE DEPARTMENT ORGANIZATIONAL CHART



## CORE RESPONSIBILITIES

1. The Bureau of Administration oversees all of the fiscal functions and responsibilities of the Department, as well as the in-service training of Department personnel and recruitment of new officers. The Bureau of Administration also maintains police records and oversees Department equipment, vehicles, and facilities. The Community Services Division also operates under this Bureau and coordinates the Department's efforts in community policing and community engagement.
2. The Bureau of Operations consists of the following three Divisions:
  - a) Patrol Division: Performs day to day police functions which include responding to calls for service, traffic enforcement, criminal investigation, and community policing initiatives.
  - b) Investigations Division: Investigates major crimes, drug investigations, and juvenile offenses.
  - c) Communications Division: Receives information via various mediums and subsequently dispatches the information to officers in the field. Coordinates the dissemination and retention of criminal history and motor vehicle records.

**BUDGET DETAIL**

	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Budget</b>
<b>Revenue</b>				
PD Licenses and Permits	\$8,236	\$5,977	\$3,505	\$2,500
Drug Forfeiture/Restitution	\$18,723	\$17,066	\$12,754	\$13,000
School District Payments	\$142,268	\$146,658	\$150,103	\$154,000
Reports, Prints, and Copies	\$15,200	\$23,672	\$22,783	\$18,500
Cruiser Rental Fee	\$36,181	\$22,847	\$38,120	\$32,000
Police Patrol Services	\$4,759	\$7,353	\$10,574	\$6,400
Police Witness Services	\$12,852	\$13,307	\$8,057	\$8,000
Special Police Duty Services	\$290,941	\$186,286	\$321,321	\$275,000
Non-metered Parking Penalties	\$94,740	\$99,132	\$115,281	\$100,000
False Alarm Penalties	\$34,115	\$25,325	\$36,608	\$25,000
Miscellaneous	\$10,133	\$4,967	\$17,517	\$10,000
Transfer In-Trust/Capital Reserve	\$23,000	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$691,148</b>	<b>\$562,588</b>	<b>\$736,623</b>	<b>\$644,400</b>
<b>Expense</b>				
Compensation	\$7,164,893	\$7,206,763	\$7,414,573	\$7,614,008
Fringe Benefits	\$3,740,207	\$3,655,697	\$3,957,527	\$4,341,406
Outside Services	\$202,864	\$204,598	\$205,852	\$239,725
Supplies	\$162,998	\$173,974	\$172,259	\$182,475
Utilities	\$94,668	\$92,532	\$71,400	\$70,596
Insurance	\$155,494	\$161,790	\$157,109	\$149,251
Capital Outlay	\$23,000	\$0	\$2,500	\$0
<b>Total Expense</b>	<b>\$11,544,124</b>	<b>\$11,495,353</b>	<b>\$11,981,220</b>	<b>\$12,597,461</b>

<b><u>SERVICE INDICATORS (Fiscal Year)</u></b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Projected</b>
1. Total Calls for Service	53,215	47,968	49,451	51,000
2. Total State Reportable Traffic Accidents	1,247	1,291	1,350	1,275
3. Total Traffic Fatalities	2	1	1	0
4. Total Traffic Summonses Issued	3,709	2,029	2,176	2,200
5. Total DWI Arrests	156	107	133	145
6. Total Domestic Violence Related Arrests	241	257	293	265
7. Drug Abuse Violations (Persons Arrested)	331	284	307	320
8. Total Part I Violent Crime Arrests	42	44	47	45
9. Total Custodial Arrests	2,746	2,382	2,611	2,600

## **FY 2019 GOALS**

1. Continue to implement strategies to augment the Department's efforts in combatting illegal drug use in the community. Coordinate departmental efforts with other stakeholders including federal, state, and local law enforcement agencies, service providers, and the court system. Utilize available grant funding through Project Granite Shield and any other available sources to improve the Department's response to the illegal drug epidemic.
2. Foster positive community engagement designed to further the relationship of the Department with the community and also address community related concerns. Specific attention should be given to addressing public safety concerns surrounding the homeless community. Continue efforts to improve the communication and level of cooperation with the community to improve quality of life issues facing the City, as well as to deter criminal activity.
3. Continue efforts to identify and implement strategies in dealing with individuals in mental and behavioral health crisis. Coordinate with Riverbend in order to most effectively utilize their Mobile Crisis Unit and provide appropriate training to Department personnel. Re-assess the Department's Crisis Intervention Team and implement any changes necessary to improve the effectiveness of the team. Continue efforts in training Department personnel in crisis intervention strategies.
4. Seek to fully staff all authorized sworn and civilian positions. Continue to implement strategies to increase police officer recruitment efforts, including the use of social media and other innovative methods of creating interest in the Department for prospective candidates.
5. Maintain a comprehensive, data driven, citywide traffic enforcement plan and integrate new strategies and alternate resources as necessary to make the streets of Concord safer for motorists, pedestrians, and bicyclists.

## **FY 2018 GOALS STATUS**

1. Continue to implement strategies to augment the Department's efforts in combatting illegal drug use in the community. Coordinate departmental efforts with other stakeholders including federal, state, and local law enforcement agencies, service providers, and the court system. Utilize available grant funding through Project Granite Hammer and any other available sources to improve the Department's response to the illegal drug epidemic.

### Status:

The Police Department continues to take an aggressive stance in combatting illegal drug issues facing the City. The Department has added an additional investigator to the Drug Enforcement Unit in order to augment the Unit's efforts in conducting undercover drug investigations and to assist in collecting and disseminating drug intelligence. The Department has also worked closely with stakeholders in the community and throughout the State to include other police agencies, service providers, City Departments and the court system. The Department has a representative participating on the Merrimack County Drug Court Team, which began operating during the fall of 2017. Members of the Department also participate in the Prescription Drug Monitoring Program, the Concord Emergency Services Continuum of Care Workgroup and various other groups geared towards addressing the illegal drug epidemic.

During the fall of 2017, the Police Department received a grant award in the amount of \$62,551 through the Law Enforcement Opioid Abuse Reduction Initiative (Project Granite Shield). These funds have been utilized by the Department to cover overtime costs associated with conducting illegal drug investigations in the City and surrounding towns. The Department will continue these efforts and regularly assess personnel assignments and initiatives to most effectively address illegal drug usage in the city. During FY18 the Department made 307 arrests of individuals on a total of 483 illegal drug related charges.



The Department also maintains a prescription drug drop box in the lobby of the police department. This drug drop box allows people to drop off their unused or unwanted prescription medications that otherwise could be available for abuse or unauthorized consumption. During FY18 over 687 pounds of prescription drugs have been turned in by members of the community.

2. Foster positive community engagement designed to further the relationship of the Department with the community and also address community related concerns. Continue efforts to improve the communication and level of cooperation with the community to improve quality of life issues facing the City, as well as to deter criminal activity.

Status:

During FY18 the Department has been involved in a number of initiatives designed to further the relationship with the community. The Department hosted several community meetings involving the New American community through “Blue and You” events. Officers met with the New American Community and discussed strategies to strengthen its relationship with the Department and discussed how to better understand American Law Enforcement. The Department also participated in two Community Health Fairs to promote health and wellness and provide information on assistance that is available for those new to the community. Members of the Department participated in the “Love Your Neighbor” event at Keach Park, which brought people of all cultures together to interact and get to know each other.

The Department hosted a bicycle rodeo during which children received instruction on safe bicycle operation as well as the proper use of safety equipment. The Department collaborated with several community agencies and businesses and was able to give away a number of bicycles and bicycle helmets to those who attended the event.

The Department has continued to stay active in the community with the use of the Bicycle Unit and Motorcycle Unit through the spring, summer, and fall months. Both of these Units play a vital role in the Department’s commitment to community policing. Officers assigned to the Bicycle Unit and Motorcycle Unit interact with the public during many events and are able to increase the Department’s involvement in activities occurring in the community.

The Department participated in several new programs to help promote community interaction both with children and adults. The Department conducted several “Ice Cream Patrols” throughout the City’s parks, issued free pizza and ice cream certificates to children who were observed practicing bicycle safety, and sponsored “Lunch with a Cop” events and “Police Readers” throughout the schools in both the Concord School District and Merrimack Valley School District. The Department also conducted several DARE classes in both the Concord School District and Merrimack Valley School District.

During FY2018 the Department has put on four Rape Aggression Defense (RAD) programs, which are comprehensive self-defense courses for women and include situational awareness, prevention, risk reduction and avoidance, and progresses to the basics of hands-on defense training. The RAD System is dedicated to teaching women defensive concepts and techniques against various types of assault by utilizing easy, effective, and proven self-defense tactics. The system of realistic defense provides a woman with the knowledge to make an educated decision about resistance.

The Department also hosted an informational meeting with the deaf and hard of hearing community. The event was held so that law enforcement could learn the concerns of the deaf and hard of hearing community regarding police interaction, and also so that the deaf and hard of hearing community could learn why police respond and interact with the public the way they do during certain situations.

Due to the recent trend of mass shootings occurring in businesses and schools throughout the country, the Department has been offering active shooter training seminars. The Department has participated in 8 active shooter trainings, with approximately 230 attendees during FY2018.



The Department has organized several “Walk with a Cop” events designed to get seniors and others out walking on City walking paths and other parts of the City with police officers. The Department has also put on several internet safety talks in both the Concord and Merrimack Valley School Districts, and also made presentations to the AARP and other elderly groups regarding fraud.

The Department remains committed to participating in these types of initiatives and continuing to foster the relationship between the Department and the community.

3. Maintain a comprehensive, data driven, citywide traffic enforcement plan and integrate new strategies and alternate resources as necessary to make the streets of Concord safer for motorists, pedestrians, and bicyclists.  
Status:

During FY 2018 the Department conducted 10,590 motor vehicle stops which have resulted in the issuance of 2,176 citations and 9,038 written warnings. The department proactively utilized its motorcycle unit during the summer months to help ensure safe operating behaviors by the motoring public through the enforcement of motor vehicle infractions. Additionally, the Department utilized funding provided by the New Hampshire Highway Safety Agency to conduct focused patrols on Loudon Rd. for aggressive driving, downtown for pedestrian and bicycle safety, as well as impaired driving patrols throughout the City. The Department deployed the radar trailer in areas of traffic safety concern throughout the City.

Members of the Department actively participate in the City’s Traffic Operations Committee and work collaboratively with other City Departments to appropriately address traffic safety concerns throughout the City. The Department will continue to pursue grant opportunities available by the NH Highway Safety Agency as well as other entities to augment the current traffic safety efforts by the Department.

Over the course of FY 2018 the Department issued 1,265 citations for hazardous moving violations as well as 5,031 written warnings for hazardous moving violations. The Department also arrested 133 impaired drivers. During FY18 the Department has responded to 1,350 reportable traffic crashes. 213 of these crashes involved injury to a total of 253 individuals. During this time frame there was one fatal crash as well as 24 crashes involving a pedestrian and 6 involving a bicyclist. The Department utilizes city-wide crash data in determining areas of the City to focus attention and address improper driving that may be occurring.

4. Seek to fully staff all authorized sworn positions. Implement strategies to increase police officer recruitment efforts, including the use of social media and other innovative methods of creating interest in the Department for prospective candidates.

Status:

Closing out FY18, the department has fallen short of our goal to be fully staffed. By the 9 month mark of FY18, we hired 9 new police officers and spent the last quarter of FY18 testing to fill our four remaining vacancies. Our April recruitment produced 129 applications from candidates who were interested in testing with the department. These applicants were pre-screened and subsequently invited to our testing based on our minimum qualifications. Of the 129 candidates, only 70 applicants confirmed that they wanted to test with us. Of the 70 confirmed applicants, 34 applicants actually showed up for testing and ultimately only 19 applicants passed both the written test and the fitness test. From these 19 applicants, 3 made it to a final interview and were given job offers by the Chief of Police.

All three of these applicants were slated to be officially hired on August 5th, 2018 however one of the applicants has since declined our job offer for another law enforcement agency. This will leave us with 2 new police officers hired of 4 vacancies moving into the first quarter of FY2019.

During the course of the recruitment, we have continued to aggressively market the agency to area criminal justice department heads at several area colleges and universities. One of our new police officers is the product of our internship efforts, in that; this new police officer was one of our former interns. This is the first time that the Concord Police Department was successful at hiring an intern after graduation.

During this time, the Professional Development Unit heavily recruited at Norwich University, Southern New Hampshire University, Saint Anselm College and New England College. Current recruitment efforts include teaching classes at those institutions, engaging students for internships, and networking and relationship building with the various department heads and academic advisors so that they know the timing of our recruitments.

We continue to advertise online using Indeed, various online college/ university job postings boards and in newspaper prints. We utilize social media such as our Facebook page to post vacancies and we continually poll our applicants to see where we gain the most of our applicants. These efforts are offset by the length of the hiring process and the loss of staff due to either retention or retirements.

5. Continue efforts to identify and implement strategies in dealing with individuals in mental health crisis. Coordinate with Riverbend in order to most effectively utilize their Mobile Crisis Unit and provide appropriate training to Department personnel. Re-assess the Department's Crisis Intervention Team and implement any changes necessary to improve the effectiveness of the team.

Status:

During the first three quarters of FY 2018 the Department has worked very closely with Riverbend and Riverbend's Mobile Crisis Unit. The Department utilizes the Mobile Crisis Unit when it is safe and appropriate to have the Mobile Unit respond to the scene when officers are dealing with a mental health crisis. This allows the patient to be evaluated at the scene and receive the appropriate care or proper referral. Having the patient evaluated at the scene has cut down on extended police involvement and unnecessary transports to the Concord Hospital. During this time period the Concord Police Department has utilized the Mobile Crisis Unit 104 times. The working relationship with Riverbend has grown strongly this past year. Members of the Department meet with Riverbend and representatives of the Mobile Crisis Unit once a month to discuss the successes and shortcomings of the program and how together we can improve its effectiveness.

The Department currently has three Crisis Intervention Team members and plans on adding more members to the Unit. The Department is working with Riverbend to schedule training for the Department's Crisis Intervention Team and other officers.

The Department is reviewing the feasibility of implementing an Adverse Childhood Experience Response Team (ACERT) in an attempt to assist children who have experienced or witnessed violence. We are also committed to working closely with our community based partners to form an integrated continuum of care.

During this fiscal year the Department has responded to 501 calls for service involving mental health issues.

**FY 2018 ACCOMPLISHMENTS:**

1. The Department was awarded a grant from the Law Enforcement Opioid Abuse Reduction Initiative (Project Granite Shield). The award amount from this grant was \$62,551. These funds have been utilized by the Department to cover overtime costs associated with conducting illegal drug investigations in the City and surrounding towns. The Department has been recognized as one of the highest performing Departments in terms of enforcement activity under the Law Enforcement Opioid Abuse Reduction Initiative. The Department is fully committed to allocating the resources necessary in battling the illegal drug issues facing the City, and, in addition to seeking out grant funding, will regularly assess personnel assignments and initiatives to most effectively address the problem.
2. The Department was awarded grant funding in the amount of over \$72,000 from the NH Highway Safety Agency for initiatives designed to address roadway safety. These grants provided overtime funding for increased DWI Patrols, Aggressive Driving Patrols, Distracted Driver Patrols, Bicycle and Pedestrian Safety Patrols, Operation Safe Commute Patrols, and Seatbelt Enforcement Patrols. Roadway safety and traffic

enforcement remains a priority for the Department and the funding provided by these grants play a critical role in the Department's strategies in keeping the roadways of Concord safe.

3. The Department is nearing completion of updating the radio system and dispatch center to state of the art communications equipment and dispatch consoles. This new system and equipment replaces antiquated equipment which has outlived its normal life expectancy. This project was extensive and involved relocating the dispatch center in order to retain operational capabilities while the project was taking place. The new system will be more robust and have enhanced capabilities in order to provide better radio coverage throughout the City which will improve officer safety as well as efficiency.
4. The Department has successfully partnered with Riverbend in the implementation of a Mobile Crisis Unit. The Department utilizes the Mobile Crisis Unit when it is safe and appropriate to have Riverbend personnel respond to the scene when officers are dealing with someone in mental health crisis. This allows the patient to be evaluated at the scene and receive the appropriate care or proper referral. Having the patient evaluated at the scene has cut down on extended police involvement and unnecessary transports to the Concord Hospital. Over the course of the past 9 months the Department has utilized the Mobile Crisis Unit 104 times.

## DEPARTMENT PERSONNEL SUMMARY

<u>POSITION TITLE</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Chief	1.000	1.000	1.000	1.000
Deputy Chief	2.000	2.000	2.000	2.000
Lieutenant	8.000	8.000	8.000	8.000
Sergeant	9.000	9.000	9.000	9.000
Police Officer	64.000	64.000	66.000	66.000
Records Supervisor	1.000	1.000	1.000	1.000
Adm. Specialist I	1.000	0.000	0.000	0.000
Adm. Technician III	0.000	1.000	1.000	1.000
Adm. Assistant (Office of the Chief)	1.000	1.000	1.000	1.000
Fiscal Technician III	1.000	1.000	1.000	1.000
Adm. Technician II	1.000	1.000	1.000	1.000
Dispatch Supervisor	1.000	1.000	1.000	1.000
Police Dispatcher	<u>7.000</u>	<u>7.000</u>	<u>7.000</u>	<u>7.000</u>
<b>Subtotal Permanent Fulltime:</b>	95.000	97.000	99.000	99.000
Property Room Technician	0.500	0.500	0.500	0.500
Community Service Aide	0.000	0.000	0.000	0.600
Crossing Guards (Summer-Loudon Rd/N. State St)	0.200	0.200	0.200	0.200
Maintenance Aides (temporary)	0.250	0.250	0.250	0.250
Adm. Technician II	1.575	1.575	1.575	1.575
Police Dispatcher	<u>1.550</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>
<b>Subtotal Part-time:</b>	4.075	2.525	2.525	3.125
Department Grand Total – Funded Positions	99.075	99.525	101.525	102.125
Authorized but Unfunded Police Officer Positions	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>
	99.075	99.525	101.525	102.125