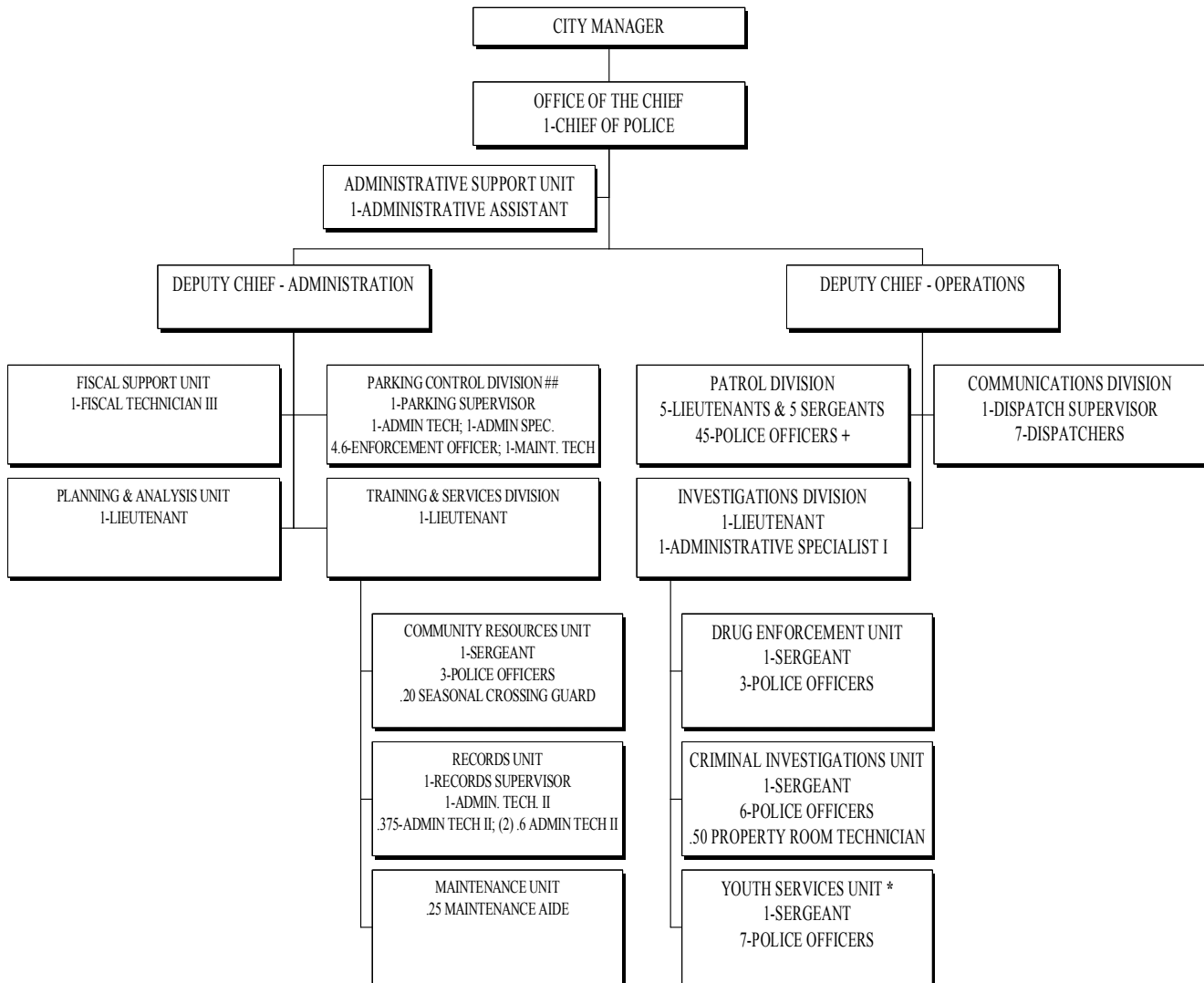


POLICEMISSION STATEMENT

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.

POLICE DEPARTMENT
TABLE OF ORGANIZATION



* Two Police Officers are assigned to High Schools, funded by City & School funds.

The Parking Control Division is funded by the *Parking Meter Fund*.

+ FY14, three Police Officer positions are partially funded by COPS grant.

POLICE**PROGRAM HIGHLIGHTS**

<u>SERVICE INDICATORS</u>	<u>Actual 2012</u>	<u>Actual 2013</u>	<u>Estimated 2014</u>	<u>Projected 2015</u>
1. Total Calls for Service	61,389	60,244	56,075	58,000
2. Total Part I Crimes ¹ -Reported	1,740	1,319	1,235	1,300
3. Index Crime Rate ² based on UCR Reporting				
• Violent Crime Rate	312	217	227	230
• Property Crime Rate	3,742	2,857	2,650	2,700
4. Total Part II Offenses	4,530	4,612	4,350	4,450
5. Total Crimes against Persons ³	1,132	973	905	950
6. Total Property Crimes ⁴	2,742	2,307	2,235	2,300
7. Total Crimes Against Society ⁵	1,216	1,343	1,310	1,300
8. Total State Reportable Traffic Accidents	1,135	1,159	1,170	1,170
9. Total Traffic Fatalities	0	6	1	0
10. Total Traffic Summonses Issued	3,576	3,596	3,585	4,400
11. Total DWI Arrests	156	154	165	170
12. Drug Abuse Violations (Persons Arrested)	189	215	215	220
13. Total Drug Related Charges	406	462	450	470
14. Total Custodial Arrests				
• Persons Arrested	2,837	2,787	2,628	2,700
• Number of Charges	4,547	4,471	4,270	4,400
15. Total Sexual Assaults Reported	120	92	96	100
16. Total Domestic Violence Related Cases	500	503	448	460
• Domestic Violence Related Arrests	312	329	303	310
• Domestic Violence Protective Orders	247	278	304	290

¹ Murder, Rape, Robbery, Aggravated Assault, Burglary, Larceny, Auto Theft, Arson

² Part I Crimes per 100,000 population

³ A crime in which the victim is present and directly involved in the offense.

⁴ Generally speaking, it is a crime in which the victim is not present or directly involved in the offense. Notable exceptions are

robbery, pocket-picking and purse-snatching.

⁵ A crime which represents society's prohibitions on engaging in certain types of activities.

PROGRAM HIGHLIGHTS**POLICE**

2015 GOALS

1. Continue to promote the health, safety and welfare of the citizens traveling by vehicle in the City through education and enforcement regarding calls for service involving the passing of items to or from the occupant of a motor vehicle on a roadway.
2. Continue to utilize the Police Mountain Bike Unit to develop creative strategies in addressing Concord and Penacook neighborhood concerns.
3. Work collaboratively with the Public Properties Superintendent to identify police station maintenance and capital improvement needs in both the short and long term.
4. Continue to work collaboratively with community organizations, as well as other municipal and state agencies, to address the issues surrounding homelessness in the community.
5. Continue to utilize the Police Motorcycle Unit to help address motor vehicle safety matters and community concerns regarding traffic enforcement in Concord and Penacook.
6. Continue to make drug enforcement and impaired driving a priority while striving to increase apprehensions over FY 2014 levels.
7. Attain at least an 80% clearance rate for Part I violent crime (Murder, Rape, Robbery, Aggravated Assault).
8. Continue efforts to expand the Domestic Violence Unit's community outreach in education and training.
9. Continue citywide traffic enforcement strategies by the Patrol Division in an effort to institutionalize behavior change by motorists, making the streets safer for motorists, pedestrians and bicyclists alike, through the following strategies:
 - a) Increase Department motor vehicle enforcement (citations) over FY 2014 levels with a continued emphasis on hazardous moving violations.
 - b) Continue to utilize uniformed patrol personnel to identify neighborhood traffic issues where enforcement activities can reduce dangerous and illegal behavior. Patrol Commanders shall work with Patrol Supervisors and Patrol Officers to complete traffic enforcement projects during each 24-week shift cycle.
 - c) Continue efforts to maintain or reduce the number of Personal Injury accidents in the city from FY 2014 levels by focusing enforcement attention and action on areas most susceptible to this type of collision. Specific attention will be given to Manchester Street, Loudon Road, Pleasant Street, and the Route 3 corridor.
10. Increase visibility in Penacook (Boudreau) Square and Downtown by continued use of foot patrols with an increased emphasis during the Downtown Complete Streets Project construction.
11. Continue to pursue all grant opportunities for which the City may be eligible. Continue to monitor, report on, understand and execute all grant related activities and requirements in accordance with grantor terms, including transparency.

POLICE**PROGRAM HIGHLIGHTS**

2014 GOALS STATUS

1. Continue a comprehensive citywide traffic enforcement strategy and integrate new strategies and alternate resources in an effort to institutionalize behavior change by motorists and make the streets safer for motorists, pedestrians and bicyclists alike, through the following strategies:
 - a. Utilize the Patrol Division to increase Department motor vehicle enforcement activity (citations and warnings) over FY 2103 levels, with an emphasis on hazardous moving violations.
9-Month Status: Through the first nine months of FY 2014, the Department has issued 2,690 citations and 9,181 written warnings. During the same period last year the Department issued 2,835 citations and 10,198 written warnings. The Department has issued 1,693 hazardous moving violations and 5,541 written warnings for hazardous moving violations through the first nine months of FY 2014.
 - b. Strive to increase DWI apprehensions over FY 2013 levels. Utilize any available grant opportunities to focus specific enforcement resources on DWI apprehension.
9-Month Status: During the summer of 2013 the Department participated in the Merrimack County DUI Task Force, which conducted sobriety checkpoints in Concord and surrounding towns; and also participated in City-wide DWI Patrols in an effort to remove impaired drivers from the City's roadways. These two initiatives, which were in addition to the efforts of the officers in the Patrol Division, were funded by grants provided by the NH Highway Safety Agency. Through the first nine months of FY 2014, the Department has arrested 122 individuals for DWI. This compares with 119 individuals being arrested for DWI during the same period last year. The Department recently received another grant from the NH Highway Safety Agency to fund DWI Patrols through the summer of 2014.
 - c. Continue to utilize uniformed patrol staff to identify neighborhood traffic issues where enforcement activities can reduce dangerous and illegal behavior. Patrol Commanders shall work with their Patrol Supervisor and Patrol Officers to complete traffic enforcement projects during each 24-week shift cycle.
9-Month Status: All Patrol Officers are assigned traffic enforcement projects within their patrol sectors. Officers are encouraged to identify problem areas and develop a strategy to attempt to address the issue. Officers typically work in conjunction with the Department's Traffic Enforcement Unit and often forward information to the City's Traffic Operations Committee for issues that are beyond the scope of simply enforcement. Patrol Commanders have been identifying and implementing additional traffic enforcement projects following careful analysis of traffic safety concerns based on accident data and concerns noted by other members of the Department and the community.
 - d. Attempt to maintain or reduce the number of Personal Injury accidents in the city from FY 2013 levels by focusing enforcement action on areas most susceptible to this type of collision. Specific attention will be given to Manchester Street, Loudon Road, Pleasant Street and the Route 3 corridors.
9-Month Status: Through the first nine months of FY 2014, the Department has investigated 877 reportable accidents. During the same period last year the Department investigated 898 reportable accidents. This is an overall decrease of 2.3% from the same period last year. Personal injury accidents city-wide are down by approximately 21% from the same period last year (FY 2014 – 151, FY 2013 – 190). Statistics for the Loudon Road, Manchester Street, Pleasant Street, and Route 3 Corridors are detailed in the following table. Motor vehicle enforcement activity is also listed in this table.

PROGRAM HIGHLIGHTS**POLICE**

		Loudon Road	Manchester Street	Pleasant Street	Route 3
FY 14 Q3	Total Accidents	145	41	41	105
	Accidents involving injury	26	9	7	26
FY 13 Q3	Total Accidents	202	36	37	83
	Accidents involving injury	41	13	9	15
Traffic Enforcement (FY 2014 Q3)		1834	556	400	1719
Traffic Enforcement (FY 2013 Q3)		2397	567	365	2009
% Increase/Decrease		-23%	-2%	+10%	-14%

- Implement the Motorcycle Unit to help address motor vehicle safety matters and community concerns regarding traffic enforcement in Penacook and Concord.

9-Month Status: The Department's Motorcycle Unit has enjoyed tremendous success since being implemented during the spring of 2013. The use of a police motorcycle to address traffic concerns and for community policing initiatives has been met with a positive response from members of the Department and the community. Currently there are three officers assigned to the motorcycle unit, and one additional officer will be trained in April of 2014. Since the beginning of this fiscal year, officers assigned to the motorcycle unit have conducted 319 motor vehicle stops, as well as responding to numerous calls for service and participating in community policing initiatives. The motorcycle unit has also been a part of several community events including the 4th of July Fireworks, Toys for Tots motorcycle ride, and homecoming parades for both Concord High School and Bishop Brady High School. The motorcycle was stored for the winter and is currently in the process of being serviced in order to be ready to be on the road once the spring weather arrives.

- Utilize the BIKE Unit to develop creative strategies to address Concord and Penacook neighborhood concerns.
9-Month Status: During the first nine months of this fiscal year, the Department has predominantly utilized the Bike Unit in the downtown and south end patrolling areas of high pedestrian traffic, as well as addressing motor vehicle and bicycle violations in the downtown/Main Street area. The Bike Unit has also been utilized as necessary throughout the City to address concerns based upon analysis of criminal activity that has been occurring within the City. The Bike Unit Commander compiles statistics on the Unit and utilizes department data in developing strategies to address neighborhood concerns. During the fall and winter, the Bike Unit becomes limited. During the off season the bicycles were tuned up and training will be scheduled to commence in the spring.
- Attain at least an 80% clearance rate for Part I violent crime (Murder, Rape, Robbery, Aggravated Assault).
9-Month Status: Through the end of the first three quarters of FY 2014, the Department has cleared 75% of Part I Violent Crime Cases (53 total cases – 40 cleared, 5 not cleared, 8 open/active investigations). As the investigation of open/active cases continue, the clearance rate is expected to climb and meet the 80% clearance rate goal.

POLICE**PROGRAM HIGHLIGHTS**

5. Continue with efforts to dispose of found/abandoned property, as well as items of evidence from closed cases from the Police Department Property/Evidence Rooms. Seek to reduce items in storage by 15% over the course of the fiscal year.

9-Month Status: The Department continues its efforts in reducing the number of items in property and evidence storage areas. The FY 2013 addition of a non-sworn, part-time position to assist the property officer in performing his duties, as well as focusing on removing property currently stored at the Department, has proven to be quite successful. Since the beginning of FY 2013, 16,837 items have been removed from the Department's property and evidence storage areas. This is a significant increase in items removed over previous years combined. This trend has continued during the first three quarters of FY 2014. During this period, the Department has removed 7,345 items from property/storage areas, while only taking in 4,417 items. Currently the Department is removing approximately 40% more items from property/evidence storage than what is being taken in.

6. Work in conjunction with the Public Properties Superintendent to identify building maintenance and renovation needs in the short and long term.

9-Month Status: During the first three quarters of FY 2014, an assessment of the building has been conducted. Rehabilitation projects have been identified and are included in the FY 2015 CIP.

7. Continue training and educational opportunities for Department personnel in handling calls for service involving domestic violence and incorporate the Domestic Violence Officer in identifying recurrent problems and trends to better focus implementation strategies to address domestic violence.

9-Month Status: During the first three months of this fiscal year, the Domestic Violence Officer, as well as other professionals in the domestic violence field, conducted training sessions on domestic violence procedures, trauma effects on the human brain, strangulation, and the Lethality Assessment Protocol. This training was provided for all Concord police officers and several officers from other agencies. The Domestic Violence Officer also attended the Merrimack County Advocacy Center's training presentation on police response to victims of sexual assault. In addition, the Domestic Violence Officer implemented the Hopeline Phone System, which provides cellular phones to victims who may be in danger that can be used to contact the police, victim advocates, the court, doctors or family members. The Domestic Violence Officer provided training to the NH National Guard on police response to domestic violence, restraining orders (firearms issues), and crisis center support. The Domestic Violence Officer also attended law enforcement training provided by the Commission to Combat Human Trafficking, provided training to the clients and staff of the Feminist Health Care Center, participated in making a video against domestic violence with the Crisis Center of Central NH, and made presentations to students at New England College and Concord High School on topics including bullying and healthy relationships versus unhealthy relationships.

8. Monitor, report upon and pursue all grant opportunities for which the City may be eligible. Take appropriate steps to increase eligibility by working with the State of New Hampshire and other agencies to insure the City is not unwittingly barred from eligibility for current and future programs. Understand and execute all related grant activities and requirements in accordance with grantor terms, including transparency.

9-Month Status: The Department currently manages six active federal grants and maintains records on numerous closed grants as required by the grantors. All three COPS grants, which had previously funded four police officer positions, have been completed. Upon the completion of these grants, the Department is required to retain these positions for a period of at least one year. This one year requirement has been met with one of the positions and the retention period is still in play for the other three positions. The Department also currently manages four Justice Assistant Grants which provide funding for equipment and training for Department personnel.

PROGRAM HIGHLIGHTS**POLICE**

In addition to the JAG grants, the Department received a grant through the Office of Domestic Preparedness – State Homeland Security Program and Law Enforcement Terrorism Prevention Program for the purchase of a specialized response/rescue vehicle. This vehicle was ordered in September of 2013 with an anticipated delivery date by the end of June 2014. The Department was also awarded a grant through the NH Department of Homeland Security to conduct an Active Shooter Exercise in conjunction with Concord Hospital. This exercise was conducted on March 29, 2014 and involved participants from the Concord Police Department, Bow Police Department, Merrimack County Sheriff's Department, and Concord Fire Department, as well as other mutual aid fire departments and personnel from the Concord Hospital.

All possible future grant opportunities are being explored to determine their applicability to the Department and whether further action is warranted. A number of grant solicitations are expected during the upcoming year and the Department will remain vigilant in seeking out funding through these grants in order to further the Department's goals.

The Department's Planning and Analysis Unit, working in conjunction with the City's Office of Management and Budget and Finance Department, has ensured that all reporting requirements are met in accordance with the conditions of each individual grantor.

9. Continue training and education opportunities for Department personnel in handling calls for service involving individuals in mental health crisis. Evaluate the success of the Crisis Intervention Team.

9-Month Status: The Concord Police Department Crisis Intervention Team currently consists of five officers with one sergeant overseeing the team. The Department is in the process of implementing methods of tracking team activity, as well as documenting successes and shortcomings that may need to be addressed. During September of 2013, two CIT members conducted a presentation at a Peer Support Group regarding CIT and its role in the Department. Additional CIT training is anticipated to take place in the next several months including yearly CIT/Mental Health Crisis training for all CIT members.

POLICE**BUDGET DETAIL**

	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGETED	2014 ESTIMATED	2015 BUDGET
REVENUE						
LICENSES AND PERMITS	\$10,245	\$11,322	\$7,630	\$8,000	\$7,400	\$8,000
FRM DRUG FORFEITURE ACCT	\$10,000	\$10,277	\$35,020	\$20,000	\$12,000	\$20,000
DRUG UNIT OVERTIME REIM	\$0	\$16,932	\$9,502	\$0	(\$226)	\$0
REPORTS, PRINTS & COPIES	\$31,737	\$28,272	\$28,062	\$34,000	\$27,500	\$30,000
NON-METER PARKING FINES	\$127,629	\$94,971	\$112,700	\$100,000	\$98,500	\$100,000
FALSE ALARM PENALTIES	\$19,224	\$27,037	\$37,560	\$26,000	\$27,500	\$27,500
MISC STATE OF NH	\$0	\$22,323	\$0	\$0	\$0	\$0
SPECIAL DUTY ADMIN CHARGE	\$329,227	\$633,513	\$246,190	\$329,140	\$420,450	\$369,480
MISCELLANEOUS	\$9,223	\$10,495	\$33,012	\$12,490	\$47,500	\$14,960
SCHOOL PROGRAMS	\$116,956	\$122,579	\$125,615	\$135,320	\$135,322	\$137,810
TRANS FR TRUST-BUILDING IMPVTS	\$4,230	\$0	\$0	\$30,000	\$30,000	\$0
Total	\$658,470	\$977,720	\$635,291	\$694,950	\$805,946	\$707,750
APPROPRIATIONS						
COMPENSATION	\$6,290,938	\$6,446,685	\$6,297,211	\$6,503,730	\$6,695,040	\$6,601,509
OUTSIDE SERVICES	\$186,502	\$216,087	\$251,539	\$234,050	\$226,140	\$232,760
SUPPLIES	\$75,406	\$77,415	\$91,846	\$82,500	\$85,200	\$91,150
VEHICLE MAINTENANCE	\$109,878	\$134,609	\$121,491	\$155,620	\$128,500	\$133,400
UTILITIES	\$79,201	\$80,194	\$83,133	\$85,075	\$81,470	\$96,330
INSURANCES	\$177,614	\$151,345	\$179,494	\$248,915	\$241,840	\$262,689
EQUIPMENT	\$140,872	\$118,179	\$107,281	\$170,000	\$170,000	\$25,000
FRINGE BENEFITS	\$2,438,134	\$2,874,067	\$2,903,864	\$3,360,034	\$3,329,600	\$3,450,900
Total	\$9,498,544	\$10,098,581	\$10,035,858	\$10,839,924	\$10,957,790	\$10,893,738

BUDGET DETAIL**POLICE**

<u>POSITION TITLE</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</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	64.000	64.000
Records Supervisor	1.000	1.000	1.000	1.000
Adm. Specialist I	1.000	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>6.000</u>	<u>5.000</u>	<u>**7.000</u>	<u>7.000</u>
Subtotal Permanent Fulltime:	96.000	95.000	97.000	97.000
Property Room Technician	0.000	*0.500	0.500	0.500
Crossing Guards (Summer-Loudon Rd/N. State St)	0.200	0.200	0.200	0.200
Maintenance Aides (temporary)	0.125	0.250	0.250	0.250
Adm. Technician II	1.600	1.575	1.575	1.575
Police Dispatcher	<u>0.800</u>	<u>1.550</u>	<u>**0.000</u>	<u>0.000</u>
Subtotal Part-time:	2.725	4.075	2.525	2.525
Department Grand Total – Funded Positions	98.725	99.075	99.525	99.525
Authorized but Unfunded Police Officer Positions	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>
	98.725	99.075	99.525	99.525

* One part-time (.50 FTE) Property Room Technician added in FY 2013.

** Two part-time Police Dispatcher positions upgraded to full-time in FY 2014.

POLICE

FUNDING IMPACT

The Police Department has three vacant police officer positions as of April 2014.

The Police Department proposes to manage its current and anticipated vacancies while still being capable of delivering police services at FY 2014 levels.

The hiring of police officers generally occurs three times per year and is dependent on the NH Police Standards and Training Council Academy schedule. In FY 2015, the Police Academy will likely host their training academies in September 2014, January 2015, and May 2015.