



# CITY OF CONCORD

*New Hampshire's Main Street™*

## REPORT TO THE MAYOR AND CITY COUNCIL

**FROM:** Councilor Amanda Grady Sexton, Chair, Public Safety Board

**DATE:** July 8, 2020

**SUBJECT:** Annual Report of the Public Safety Board

### **Recommendation**

Accept this report from the Public Safety Board.

### **Background/Discussion**

In accordance with section 30-3-25(b) of the Code of Ordinances for the City of Concord, the Public Safety Board met on March 25, 2019 and reviewed reports from the Police Chief and the Fire Chief on the state of affairs in their respective departments.

The board heard testimony from Police Chief Bradley Osgood, Deputy Chief John Thomas, Deputy Chief Steven Smagula and Interim Fire Chief Guy Newbury. The board voted unanimously to accept the Police Department report and the Fire Department report.

The board also heard testimony from the Police Chief regarding the Police Department Use of Force policy and answered public comments. The board voted to move several remaining agenda items to the next scheduled meeting and to discuss the 21<sup>st</sup> Century Policing Task Force report.



**Bradley C. Osgood**  
Chief of Police

**POLICE DEPARTMENT**  
35 Green Street • 03301-4299  
(603) 225-8600  
FAX (603) 225-8519  
[www.concordpolice.com](http://www.concordpolice.com)

**TO: Public Safety Committee**  
**FROM: Bradley C. Osgood, Chief of Police**  
**SUBJECT: 2019 – Annual Public Safety Report**  
**DATE: February 28, 2020**

At the request of the Chair, I respectfully submit this report to the Public Safety Committee detailing Public Safety-Police in the City of Concord at the close of 2019. This report will focus on three areas and will be based upon statistics as of December 31, 2019. These three areas include Crime Statistics, Department Initiatives, and the State of the Department.

**Crime Statistics**

The following table contains crime statistics for the Concord Police Department for the last three calendar years.

	2017	2018	2019
Full Time Sworn Officers	86	86	87
Total Calls for Service	48,633	48,922	46,596
<b>Offenses Reported</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Murder	1	0	4
Rape	23	24	9
Robbery	23	21	30
Aggravated Assault	73	73	47
Simple Assault	818	884	905
Criminal Threatening	160	247	205
Burglary	139	114	53
Theft	759	819	786
Auto Theft	39	36	50
Arson	7	7	2
Criminal Mischief	487	434	434
Sex Offenses (Excluding Rape)	55	79	59
Drug Offenses	505	570	455

Criminal Trespass	152	178	135
	<b>2017</b>	<b>2018</b>	<b>2019</b>
Reportable Accidents	1,322	1,419	1,383
Traffic Enforcement	9,588	10,616	8,172
DWI Arrests	101	125	139
Intoxication Prot. Custody	280	342	314
Domestic Violence Restraining Orders	308	320	359

The information provided in this table demonstrates that the City’s crime statistics have remained relatively stable over the last several years.

**Department Initiatives**

The Command Staff routinely assesses the Department’s response to the needs of the community. As a result the Department implements initiatives designed to address these needs as they evolve over time.

The Department’s Computer Crimes Unit remains at the forefront in the State in investigating computer related crimes including child sexual abuse image investigations, fraud, and other offenses involving computers, smart phones, tablets, and other digital media. The Department’s expertise and equipment is utilized not only by members of the Concord Police Department but also by investigators from other local, county, and state agencies. The Department has acquired state of the art equipment through grants and partnerships with federal agencies and works collaboratively with the State’s Internet Crimes Against Children (ICAC) Task Force.

Department personnel assigned to the Computer Crimes Unit receive extensive specialized training in order to conduct forensic analysis of computers, tablets, and smart phones. The Department is committed to providing the resources necessary for the success of this unit. The demands on this unit have continued to grow over time, and the Department has proactively assigned another investigator to the Computer Crimes Unit in order to meet these demands.

The Department continues with its Sex Offender Tracking Program (STOP) to monitor registered offenders. As of this report, there are approximately 300 registered sex offenders residing in Concord. During 2019, the Department conducted 1,273 registration events and also conducted 513 compliance checks under the Department’s STOP Program to ensure that registered offenders are complying with all of the requirements of their registration.

The Department has continued to make traffic safety one of its primary goals in the community. Last year, the Department issued 1,948 traffic tickets and 6,224 warnings. 139 impaired drivers were arrested and removed from the City’s roadways.

In 2019, there were 1,383 reportable traffic accidents in Concord. These accidents resulted in injury to 226 individuals. There were 25 accidents involving a pedestrian and 11 involving a bicyclist. There were 3 fatal accidents that occurred in Concord in 2019 (Traffic accidents covered by the NH State Police on the interstates that run through Concord are not included in these statistics.).

The Department continues to participate in citywide traffic management planning and mitigation projects. Many neighborhood traffic issues have been resolved through a multi-pronged approach involving education, engineering, and enforcement resulting in increased safety for all.

The Police Department will continue to remain responsive to the concerns of the neighborhoods and will also continue to make traffic enforcement activities a priority in the coming year.

The Department continues to have representatives active with the City Traffic Operations Committee as well as Safe Walks to School. The Department participated in the statewide “Commute with Care – Operation Safe Commute” enforcement initiative, and also participates in a number of grant funded initiatives including DWI Patrols, Downtown Pedestrian Safety Patrols, Loudon Road Safety Enforcement Patrols, Seatbelt Enforcement Patrols, and School Bus Safety Patrols. All of these activities are funded through the NH Highway Safety Agency.

During 2019, the Department also continued with the use of police motorcycles to help address traffic safety concerns. The Police Motorcycle Unit continues to be met with great success and support from both members of the Department and the community. Currently, six officers have been trained as motorcycle officers, and additional officers will be trained during the spring of 2020. Additionally, the Department will be training a police motorcycle instructor during the spring/summer of 2020. The Department’s police motorcycles have also been present during numerous community based events including parades, road races, National Night Out and other community events.

During 2019 the Department continued to utilize the Police Mountain Bike Unit to address neighborhood concerns. Bicycle patrols were conducted predominantly in the downtown and south end areas of the City due to the high nature of pedestrian and bike traffic in those areas. However, the patrols were also 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 Supervisor compiles statistics on the Unit and utilizes department data in developing strategies to address neighborhood concerns. The Bicycle Unit played a crucial role in the Department’s response to addressing homelessness issues in the downtown area and also has been very important in promoting the community policing philosophy of the Department. The Department has trained two officers to become Police Mountain Bike Instructors and has utilized these officers to improve the skills of the Department’s Mountain Bike Unit members as well as providing training to officers from other Department’s throughout the State.

The Community Services Division continues its success in strengthening the Department’s philosophy of “community policing” throughout the City. This Division has fostered a strong collaborative working relationship between the police and the community in an effort to solve community problems and improve quality of life issues. This Division is responsible for facilitating the spirit of cooperation between the public and the Department. This Division serves as the Department’s liaison between residents, businesses, social groups, non-profit organizations and schools in ways that inform, educate and communicate information necessary for all parties.

The Community Services Division has organized many events throughout the City such as “Coffee with a Cop”, “Lunch with a Cop”, “Police Readers”, “Ice Cream Patrols” and National Night Out. The Community Services Division has also put on many training sessions to include Active Shooter Education, Rape Aggression Defense courses, Home Healthcare Safety Education, and bicycle safety events. Through these training and education sessions, the Department has been able to maintain open communication and foster a positive, cooperative relationship with the public. The Division has also participated in events involving the refugee community and assisting local charities to include the NH Food Bank, and has taken a leading role in Operation Blue Elf.

One of the biggest initiatives undertaken during 2019 was the implementation and overwhelmingly positive success of the Department's Comfort Dog. Comfort Dogs are utilized by police departments to engage with citizens who have experienced a traumatic event or to engage with community members who may be suffering a mental health crisis. This type of dog is also used to interact with the public and students at schools, hospitals and other environments. Comfort Dogs also interact with department staff and serve as a positive outlet in dealing with the job related stress associated with police work. The department's Comfort Dog, Liberty, has completed all of her training and certifications and came fully on board with the Department in May of 2019. The department's Comfort Dog program is the first in the State of New Hampshire and has become a model for other agencies, both in New Hampshire and nationwide, looking to implement a similar program.

Another initiative implemented by the Department in 2019 was the Adverse Childhood Experiences Response Team. This initiative targets children that have been involved or witnessed a traumatic or violent event. The Department has put together a team made up of a police officer, a crisis services advocate, and a behavioral health professional. The team has been trained to respond to incidents where a child has been involved in a traumatic event. The team will assess the situation and determine the next steps that could be taken for the child such as support groups, mental health counseling, early childhood education, or child-parent psychotherapy. The Department has partnered with many outside community resources to assist those children that have been identified that are in need of assistance or services.

Since the program's inception in October of 2019, the ACERT has responded to 214 residences. 175 children were referred to outside agencies for assistance with the parents' consent.

The Department also remains committed to addressing illegal drug usage, distribution, and sales in the community. During 2019, there were 15 overdose deaths in Concord attributed primarily to Fentanyl/heroin overdoses. This number may change upward slightly based upon medical examiner reports and toxicology reports which have not been received by the Police Department yet. This number remains consistent with 2018 which saw 15 overdose deaths. In addition to enhanced enforcement efforts, the Department has been actively involved in multi-disciplinary discussions of alternate methods of addressing this crisis. Members of the Department participate in the Merrimack County Drug Court team, the Prescription Drug Monitoring Program, the Concord Emergency Services Continuum of Care Workgroup and various other groups geared towards addressing the illegal drug epidemic. Additionally, the Department successfully applied for continued grant funding through the NH Opioid Abuse Reduction Initiative (Project Granite Shield) in the amount of approximately \$50,000. This funding will be utilized by the Department to offset overtime costs associated with conducting illegal drug investigations in the City.

### **State of the Police Department**

As of December 31, 2019, the Concord Police Department had an authorized strength of 87 sworn staff members from the rank of Chief of Police through the newest Police Officer. Additionally the Department is staffed with 13 non-sworn full-time positions (Dispatchers and Administrative Staff), 2 PPT Property Room Technicians, 1 PPT Community Service Aide, 1 PPT Admin Tech II, 1 PPT Admin Tech I, 1 PT Admin Tech II, 1 Temporary Maintenance Aide, and 2 Temp Crossing Guards.

As of December 31, 2019, the sworn staff consists of 1 Chief, 2 Deputy Chiefs, 8 Lieutenants, 9 Sergeants and 67 Officers. During Fiscal Year 2019 the Department added one full time sworn position as a School Resource Officer position was added at Merrimack Valley Middle School.

As of December 31, 2019, there are 10 sworn position vacancies in the Department. The Department currently has four police officers in field training who are scheduled to be released on solo patrol in April of 2020. The Department has an active police officer hiring process and three new recruits are scheduled to start working for the Department and attend the May 2020 Police Academy. Additionally, another 5 police officer recruits have been identified and are moving through the hiring process. If successfully hired, these new officers will attend the September 2020 police academy.

At the end of Fiscal Year 2020 (June 30, 2020), there will be 10 members of the Department eligible for retirement. These individuals represent a significant number of the ranking officials. It will be very important to keep up a vigorous hiring program to fill vacant positions as they become open.

At full complement the Criminal Investigations Division consists of 19 sworn members (officers and supervisors) as well as 1 full time and 2 PPT civilian support staff. These staff members are assigned within 4 Units in the Division: Youth Services Unit (includes School Resource Officers), Criminal Investigations Unit, Computer Crimes Unit, and Drug Enforcement Unit.

When the Department is fully staffed, the Community Services Division consists of one Lieutenant, one Police Officer, a Community Resource Officer, a Domestic Violence Officer and Traffic Enforcement position.

The Police Communications Unit (Dispatch) is staffed by 1 Supervisor and 7 Dispatchers. Currently, we have two vacant full-time dispatcher positions. When the Department is fully staffed, the Patrol Division has 57 sworn personnel assigned (46 patrol officers and 11 supervisors).

Since fully trained and tenured officers are generally assigned to CID and other “specialty” posts, vacant positions are sometimes held in these assignments. Patrol will have newly hired officers assigned to it as this Division can absorb the staffing deficit while they are training. All assignments are done with an eye towards maximizing service delivery in a cost effective and fiscally responsible manner.

The Administration of the Police Department continuously assesses staffing levels and the assignment matrix to make appropriate adjustments in order for the Department to best meet the needs of the community. Administration constantly re-evaluates crime and service trends and adjusts staffing accordingly.

Internally, the primary issue facing the Department revolves around staffing. The current staffing shortage is due primarily to a large number of retirements over the last several years as well as several officers leaving for other Departments or leaving police work entirely. It should be noted that the Concord Police Department is not alone in facing this challenge. Departments across the State are also dealing with a reduction in qualified police officer candidates thereby increasing the competition to hire the most promising candidates. Staffing issues have limited the ability of the Department to fully staff all units and resulted in staff being reassigned in order to meet the staffing needs of the Patrol Division.

The Department is actively engaged in recruiting efforts in order to find qualified police officer candidates, however the limitations caused by the staffing shortage as well as the additional work burdens placed on personnel due to this shortage are of note. During 2019, through the distinguished effort of its members, the Department was able to provide exceptional police services to the community. The Department’s staffing is a critical concern to the Command Staff and the greatest priority as we continue through 2020.

During the fall of 2019 an assessment of the organizational structure of the Department was completed, particularly regarding the supervision and command structure. Following this assessment, during 2020 the Department will engage in a command staff restructuring. This restructuring will involve increasing the number of Deputy Chiefs by one to a total of three. Each of these Deputy Chiefs will oversee organizational Bureaus, which include Divisions and Units which have not necessarily changed in composition, however may now fall under different Department Bureaus. It is anticipated that this change will provide more consistent leadership and direction as well as ensuring accountability throughout the ranks.

In addition to the staffing concerns noted above and the Departmental restructuring, as the Department looks towards the future, the need for a new Police Headquarters has become increasingly imperative. The space needs of the Department have far exceeded that which is available in our current building. Police Headquarters as it stands today does not meet the needs of a police agency of our size, nor does it meet recognized standards for police buildings in terms of security, ADA compliance, or officer/civilian safety. The process of addressing this pressing issue needs to start moving forward soon as projects of this nature take many years to complete.

## REPORT TO THE PUBLIC SAFETY BOARD

**FROM:** Guy Newbery, Interim Fire Chief  
**DATE:** June 18, 2020  
**SUBJECT:** Report from the Interim Fire Chief on the Fire Department for the Calendar Year 2019

The following is a summary report on the activities of the Concord Fire Department for the year 2019. The report was delayed until June 2020 due to the COVID Pandemic. This report is divided into several sections. Section one is a statistical summary of the type and number of incidents to which the department responded during the year. It reports some key changes compared to 2018. Section two focuses on accomplishments during 2019. The final section provides information on recommendations for the Department.

### Overview of Emergency Operations

The following table presents an overview of the Fire Department's emergency response activity for the calendar year 2019 compared to 2018.

Type of Call	2018	2019	% Change
Fires*	169	134	-20.7%
Overpressure, rupture, explosion, overheating	17	12	-29.4%
Rescue/emergency medical services incidents	6,213	6,260	.76%
Hazardous condition (no fire)	192	209	8.9%
Service calls	877	792	-9.7%
Good intent calls	549	604	10%
False alarms	965	876	-9.2%
Severe weather/natural disasters	14	5	-64.3%
Special incident types	3	3	0%
Total	8,999	8,895	-1.2%

\*Building fires decreased from 53 to 40, including mutual aid. Building fires in Concord decreased from 29 to 20.



## **2019 Accomplishments and Events**

The year 2019 saw many accomplishments and events for the Concord Fire Department. Some of those events include:

1. Chief Dan Andrus retired from the Department after 12 years as chief and Guy Newbery was appointed as Interim Fire Chief on 12/23/19.
2. Project FIRST (First Responders Initiating Recovery, Support and Treatment) – the Department hired a Program Director using State Grant funds to develop a system to address opioid use disorder in the City.
3. Implemented automated processes to securely report events to community partners including Project FIRST and VNA referrals.
4. Purchased the first mechanical ventilator for the City. The device expands our capability and safety in treating patients with significant breathing difficulties.
5. EMS Billing - employees completed HIPAA officer certification and streamlined the QA/QI process.
6. Our new training Facility on Old Turnpike Rd. is nearly complete. The facility includes a burn box- live burn area as well as a classroom facility. During the COVID pandemic we transformed the facility into a temporary quarantine site for our members.
7. A major Capital Improvement project for our Communications Center (Dispatch) was substantially completed. This is now considered a state of the art dispatch facility.
8. Promotional process for Fire Captain was completed and a two year eligibility roster was adopted.
9. We supported the activation of the Statewide Fire Mobilization Plan for response to the City of Keene, including Communication Center support, Strike Team Leaders, and personnel & equipment.
10. We purchased an off-road utility vehicle (UTV) to improve our emergency response capabilities for both Fire and EMS incidents and for use at special events.
11. The Department replaced 4 Paramedics and Administrative Specialist due to retirement and attrition. We also promoted 1 Battalion Chief, 1 Fire Lieutenant and 1 Paramedic Lieutenant.
12. The Department continued to maintain a very active presence on social media, including Facebook and Twitter.
13. The Department continued its shift to radio fire alarm boxes. This is a five year plan for the conversion of the current Gamewell mechanical boxes to radio alarm boxes.
14. We continued Department support of Concord High School CRTC program with curriculum for an Emergency Medical Responder course and Emergency

Management/Fire Science. The interest in this program continues to increase with 26 students participating.

15. Fire Prevention education was delivered to all second grade students during Fire Prevention Month.
16. Fire Prevention Bureau hosted an intern from St. Anselm College.
17. The Fire Department participated in the National Night Out event at Rollins Park with vehicles, information, and displays
18. Firefighter Jonathan Sinclair was named Firefighter of the Year and presented with the award from the New Hampshire Grange.
19. 2019 was a busy year in training, including 2,752 hours of training that our members participated in. Our training included:
  - Evolutions in 8 acquired structures. The training in these structures included fire attack, search and rescue of civilian/firefighter victims, ventilation techniques, and large area search.
  - Aggressive Command Seminar included lecture and fire simulations for our command staff and officers.
  - Dry Decontamination – This was part of a state/regional wide roll-out.
  - All four of the Lead Dispatchers and the Dispatch Supervisor completed a Communications Unit Leader Course held at the NH Fire Academy.

## **Recommendations**

The past few years the Fire Departments emergency call volume continues to trend around the 9,000 mark. In order to continue with quality emergency medical, fire protection, fire prevention and rescues services we will need to improve and grow in several areas.

### **1. Additional Ambulance Company**

The demand for emergency medical services continues to escalate. The Department has requested additional staffing to place a fourth ambulance in service at Central Fire Station. We currently maintain staffed ambulances at the Broadway, Heights and Manor Stations. While we had a slight decline in 2019 in overall call volume (1%), all three of our ambulances were unavailable for a total of 229 hours. Mutual aid for ambulance assistance into the City was requested 122 times in 2019.

### **2. Planning for Current and Future Service Demand**

The Heights Fire Station is over 50 years old and decisions about continuing to invest in maintenance versus a new building at the same or a different location need to be made. The other three stations are between 45 and 38 years old. In the 2021 budget, the Fire Department has been approved to proceed with a Station Location Study in conjunction with a current initiative of Facility Assessment. This will allow staff to develop a long term Capital Improvement plan for the organization.

3. Restoring the position of Fire Alarm and Traffic Technician to the Fire Alarm and Traffic Bureau

The elimination of the Fire Alarm and Traffic Technician position in 2009 has resulted in a substantial increase in the workload of the Fire Alarm and Traffic Supervisor. As a result, normal preventive maintenance is deferred in order to address urgent needs from repairs and from project work. The Fire Department generates revenues of approximately \$ 234,000 from fire alarm box connection fees. That revenue is intended to cover the costs of required maintenance for that system. Ideally, maintenance is performed every six months. That interval has recently been closer to once every eighteen months. With the possibility of the current Superintendent retiring, the Fire Department has requested that this position be hired mid- year in Fiscal Year 2021 to provide for adequate succession planning.

4. Adding an additional Assistant Fire Marshal position to the Fire Prevention Bureau

The Fire Prevention Bureau continues to be a focal point for the City's development efforts. Plan reviews, consultations, development review team meetings, and other development related activities continue to make additional demands on the two staff members assigned to the Fire Prevention Bureau. They are also responsible for place of assembly inspections, school inspections, fire investigations, follow up on complaints, and many other activities. The Department has had very little ability to provide proactive community safety education for many years. An additional position is also needed for succession planning purposes. The Department recommends the addition of an Assistant Fire Marshal position.