

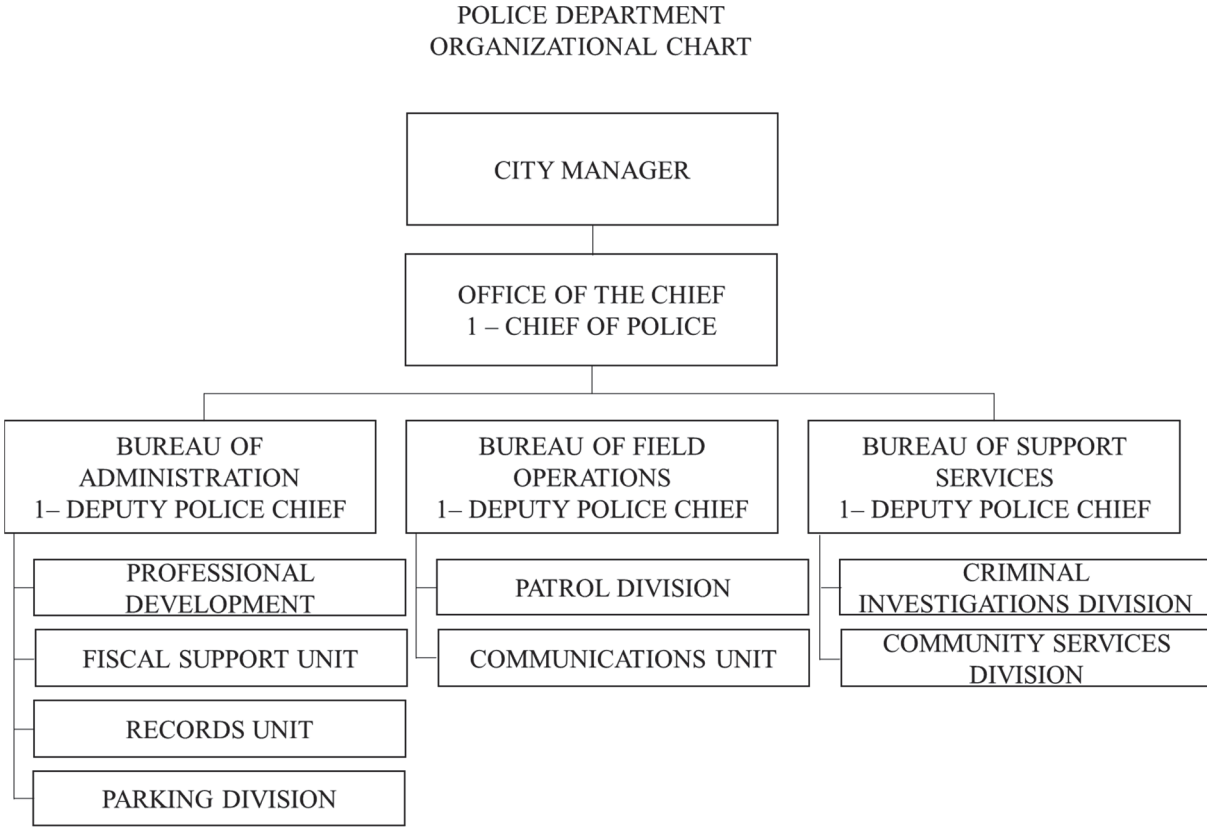
Public Safety

	2025	2026	2026	2026	2027
	Actual	Adopted	Revised	Projected	Budget
Revenue					
Police	\$471,343	\$481,700	\$481,700	\$538,222	\$536,381
Fire	\$4,568,160	\$4,599,822	\$4,599,822	\$4,683,480	\$4,879,438
Total Revenue	\$5,039,502	\$5,081,522	\$5,081,522	\$5,221,702	\$5,415,819
Expense					
Police	\$15,888,182	\$17,158,233	\$17,158,233	\$16,750,993	\$18,314,420
Fire	\$18,654,354	\$18,816,703	\$19,076,703	\$19,801,403	\$20,152,862
Total Expense	\$34,542,536	\$35,974,937	\$36,234,937	\$36,552,396	\$38,467,282

Police

Mission

To protect life and property, maintain order and attempt to resolve the community's needs by coordinating the required resources.



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 personnel. The Bureau of Administration also maintains police records and oversees Department equipment, vehicles, and facilities. The Department’s Parking Division also operates under this Bureau.
2. The Bureau of Field Operations consists of both the Patrol Division and the Communications Unit. The Patrol Division performs day-to-day police functions which includes responding to calls for service, traffic enforcement, criminal investigation, and community policing initiatives. The Communications Unit receives information via various mediums and subsequently dispatches the information to officers in the field. The Communications Unit also coordinates the dissemination and retention of criminal history and motor vehicle records.
3. The Bureau of Support Services consists of the Criminal Investigations Division and Community Services Division. The Criminal Investigations Division investigates major criminal offenses, drug investigations, computer crimes, and juvenile offenses. The Community Services Division coordinates the Department’s efforts in community policing and community engagement. The Police Social Worker position provides intensive case follow-up with community members in crisis. The goal of the program is to better track vulnerable groups to ensure they are connected to the appropriate social services.

Police

<u>Budget Detail</u>	2025	2026	2026	2026	2027
	Actual	Adopted	Revised	Projected	Budget
Revenue					
False Alarm Penalties	\$41,993	\$32,500	\$32,500	\$32,500	\$32,500
Other Permits	\$2,580	\$1,650	\$1,650	\$3,000	\$1,650
Reports, Prints, and Copies	\$270	\$150	\$150	\$325	\$280
Special Duty Services	\$167,064	\$200,000	\$200,000	\$210,000	\$210,000
Police Patrol Services	\$5,754	\$3,600	\$3,600	\$5,200	\$4,400
Cruiser Rental Fee	\$18,743	\$26,500	\$26,500	\$35,000	\$30,000
Police Witness Fees	\$0	\$0	\$0	\$37	\$0
Other Revenue	\$39,182	\$9,000	\$9,000	\$40,000	\$32,300
Drug Forfeiture or Restitution	\$2,174	\$5,000	\$5,000	\$1,000	\$2,500
School District Payments	\$193,584	\$203,300	\$203,300	\$211,159	\$222,751
Total Revenue	\$471,343	\$481,700	\$481,700	\$538,222	\$536,381

Police

	2025	2026	2026	2026	2027
Expense	Actual	Adopted	Revised	Projected	Budget
Full Time	\$7,910,719	\$9,051,737	\$9,051,737	\$8,067,810	\$9,674,339
Part Time	\$109,552	\$168,248	\$168,248	\$109,030	\$175,083
Temporary	\$110,380	\$12,200	\$12,200	\$152,330	\$12,530
Overtime	\$1,636,831	\$803,280	\$803,280	\$1,895,610	\$842,970
Holiday	\$191,110	\$266,110	\$266,110	\$214,670	\$271,520
Allowance	\$20,848	\$21,670	\$21,670	\$21,670	\$21,670
Retirement	\$2,721,961	\$2,932,325	\$2,932,325	\$2,782,340	\$3,110,130
FICA	\$211,568	\$224,309	\$224,309	\$248,590	\$244,292
Beneflex	\$1,973,181	\$2,407,011	\$2,407,011	\$1,990,120	\$2,559,836
Worker's Compensation	\$99,790	\$115,890	\$115,890	\$115,550	\$188,131
Unemployment Insurance	\$3,646	\$4,517	\$4,517	\$4,725	\$4,974
Professional Development	\$54,637	\$107,893	\$107,893	\$107,893	\$107,783
Business Expense	\$1,038	\$7,040	\$7,040	\$7,040	\$1,095
Repairs and Maintenance	\$5,714	\$9,800	\$9,800	\$9,800	\$10,290
Professional Services	\$131,286	\$200,100	\$200,100	\$200,100	\$206,105
Software/Hardware Maintenance	\$60,621	\$116,780	\$116,780	\$116,780	\$123,515
Rent	\$24,160	\$28,050	\$28,050	\$27,500	\$29,190
Communications	\$60,086	\$82,338	\$82,338	\$77,110	\$54,990
Postage	\$1,626	\$1,660	\$1,660	\$1,660	\$1,750
Office Supplies	\$13,156	\$38,000	\$38,000	\$38,000	\$39,900
Building Supplies	\$706	\$1,400	\$1,400	\$1,400	\$1,470
Uniforms	\$156,835	\$160,800	\$160,800	\$160,800	\$165,831
Vehicle Fuel	\$117,264	\$120,385	\$120,385	\$120,385	\$127,752
Electricity	\$87,761	\$88,170	\$88,170	\$90,650	\$100,040
Natural Gas and Propane	\$11,242	\$11,500	\$11,500	\$12,250	\$11,810
Water and Wastewater	\$3,843	\$3,960	\$3,960	\$4,130	\$4,740
Property and Auto Insurance	\$3,240	\$3,350	\$3,350	\$3,350	\$3,965
Liability Insurance	\$165,380	\$169,710	\$169,710	\$169,700	\$218,719
Total Expense	\$15,888,182	\$17,158,233	\$17,158,233	\$16,750,993	\$18,314,420

Police

<u>Service Indicators</u>	<u>2024</u> <u>Actual</u>	<u>2025</u> <u>Actual</u>	<u>2026</u> <u>Estimated</u>	<u>2027</u> <u>Projected</u>
1. Total Calls for Service	48,334	50,170	50,500	51,000
2. Total Crimes Against Persons	1,327	1,337	1,340	1,350
3. Total Property Crimes	1,501	1,507	1,510	1,525
4. Total Crimes Against Society	1,286	1,212	1,210	1,215
5. Total State Reportable Traffic Accidents	1,129	1,177	1,198	1,200
6. Total Traffic Fatalities	7	3	2	0
7. Total Traffic Summonses Issued	1,230	970	1,000	1,100
8. Total DWI Arrests	96	95	98	100
9. Total Drug Abuse Violations (Persons Arrested)	133	187	190	195
10. Total Drug Related Charges	211	323	325	330
11. Total Custodial Arrests:				
-Persons Arrested	2,522	2,565	2,575	2,600
-Number of Charges	4,472	5,106	4,600	4,800
12. Total (Part I Violent) Arrests	51	34	35	38
13. Total Sexual Assaults Reported	94	83	82	85
14. Total Domestic Violence Related Cases	557	537	545	560
-Domestic Violence Related Arrests	148	179	180	185
-Domestic Violence Protective Orders	224	240	245	250

2027 Goals

1. Aim to fully staff all authorized sworn and civilian positions. Continue implementing strategies to enhance police officer recruitment efforts, utilizing social media and other innovative methods to attract prospective candidates. Additionally, focus on developing and providing expanded training opportunities for Department staff, particularly emphasizing the recommendations made by the L.E.A.C.T. Commission. This training should also include topics related to Officer Wellness, Crisis Intervention, and Stress Management (CISM).
2. Continue to collaborate with community stakeholders to develop strategies for assisting individuals in crisis due to mental health issues, addiction, and homelessness. Coordinate with Riverbend to maximize the effectiveness of the New Hampshire Rapid Response Team and Riverbend Emergency Services Office. Engage with other community outreach programs, such as the Doorway at Concord and the Concord Coalition to End Homelessness.
3. Continue to collaborate with City Administration in developing a plan for the construction and transition to the new Police Headquarters.
4. Enhance community engagement to strengthen the relationship between the Department and the public. Continue efforts to improve communication and information exchange through social media, as well as through direct interactions with community members, community groups, and businesses.
5. Continue to implement strategies that enhance the Department’s efforts in combating crime, focusing specifically on serious public safety issues that disrupt communities. These issues include gun crimes, illicit drug dealing and usage, crimes against individuals and property, as well as hazardous motor vehicle operation violations.

Police

2026 Goals Status

1. 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. Continue developing and implementing strategies to expand training opportunities for Department staff, with a particular emphasis on the recommendations made by the L.E.A.C.T. Commission, as well as training focused on officer wellness and Crisis Intervention, and Stress Management (CISM).

9-Month Status: The Concord Police Department is currently in a much-improved position regarding both hiring and retaining sworn staff. Over recent years, the Department has faced extraordinary challenges with staffing and has implemented aggressive measures to enhance police officer retention. These measures include offering temporary pay incentives, referral bonuses, and retention bonuses, which have all positively impacted the Department and significantly reduced our turnover rate. In the first nine months of FY 2026, only four sworn members left the Department, marking the lowest turnover rate in the past 12 years. Two of those members left to pursue similar positions with other law enforcement agencies, Chief Osgood retired after 37 years in law enforcement, and one sworn member was terminated.

The Department is actively analyzing its recruitment processes to attract highly qualified candidates. We utilize social media and in-person outreach methods to draw in prospective hires. In the first nine months of FY 2026, we successfully hired 12 new police officers, two of whom were recruited from other police departments and transitioned directly into Field Training Status after completing departmental orientation. Currently, the Department has five vacant police officer positions, and seven sworn members are eligible for retirement in 2026.

Despite its staffing challenges, the Department has expanded training opportunities, logging approximately 11,865 hours of combined police training in the last nine months. In this period, members of the Department completed over 545 training hours focusing on Ethics, De-escalation, and Implicit Bias, in line with recommendations from the L.E.A.C.T. Commission. Additional training hours were logged for Leadership, Emotional Intelligence, Officer Wellness, Crisis Intervention, and Stress Management (CIT/CISM). More training sessions are planned for the remainder of the fiscal year.

2. Continue efforts to work collaboratively with other community stakeholders in developing strategies for dealing with individuals in crisis related to mental health, addiction, and homelessness. Continue efforts to coordinate with Riverbend to most effectively utilize the NH Rapid Response Team and Riverbend Emergency Services Office, as well as other community outreach programs such as the Doorway at Concord and the Concord Coalition to End Homelessness.

9-Month Status: The Concord Police Department has actively collaborated with various community stakeholders to support individuals in crisis. The Department is fully engaged with organizations that address mental health, addiction, and homelessness. Officers have developed strong working relationships with Riverbend staff, routinely partnering with them for services such as the NH Rapid Response Team and the Riverbend Emergency Services Office. Additionally, Department members work closely with the Concord Coalition to End Homelessness to tackle the challenges faced by those experiencing homelessness. They respond to homelessness-related complaints and ensure that comprehensive services are being provided, including those from Concord's Homeless Coalition, the Friendly Kitchen, and the Community Action Program. The Department continues to be part of the Merrimack County Recovery Court (formally Merrimack County Drug Court) program.

To further enhance community support, the Department has three Police Social Workers dedicated to bridging the gap in services for the most vulnerable individuals in the community. This innovative approach is designed to strengthen the Department's commitment to community caretaking. The Police Social Worker program offers intensive outreach and follow-up on cases that exceed the capabilities of police officers. As a result, we have enhanced our support service network both within our community and across the State of New Hampshire.

Police

2026 Goals Status (continued)

The Department remains committed to the ongoing training of its members in crisis intervention and Critical Incident Stress Management (CISM). The CISM team, comprised of a diverse group of Department members, provide support to members after critical incidents.

3. Foster engagement with the community to further the relationship of the Department with the public. Continue efforts to improve communication and exchange of information with the public through social media, in addition to direct interaction with the community, community groups, and businesses.

9-Month Status: The Concord Police Department is at the forefront of community policing. In August 2025, the Community Resources Unit held various meetings with residents and provided Civilian Response to Active Shooter Events (CRASE) presentations to the New Hampshire Association for the Blind, the Abbot-Downing School, and the Second Start Alternative High School. Members of the Police Department also escorted the New Hampshire Police Academy's graduation class from the Academy to the NH Police Memorial.

In September 2025, the Community Resources Unit conducted three security assessments of schools and performed emergency radio checks. The unit also participated in four food drive events held at Hannaford's, Market Basket, Shaw's, and Walmart. Additionally, the unit collaborated with other officers to complete a total of 90 community policing events, involving over 167 hours of direct engagement during the first quarter of FY 2026.

In October 2025, nearly a dozen Police Department members attended the Halloween Howl community event, handing out candy to children. During the event, police officers took countless photographs with families and children throughout the evening. This occasion provided a unique setting to engage with citizens and positively promote the Police Department, making for an overwhelmingly successful night that brought the community together for a safe family event on Main Street.

One of our largest community policing initiatives was our collaboration with the Toys for Tots organization to serve as a redistribution center for surplus toys collected by their organization. Police Department members assisted at the Toys for Tots fulfillment center in Manchester, New Hampshire, where local residents in need could "shop" for Christmas gifts for their families. After fulfilling all orders, surplus toys were brought to the Concord Police Department for further distribution to community members in need. Department members worked tirelessly to provide toys to approximately 1,000 children in the community. This event took place during the week of Christmas, representing an extraordinary effort by the Department.

Over the last 9 months, the Department has logged 199 community policing events and logged 409 hours of work on community policing related calls for service. This pales in comparison to the countless hours of planning and preparation to make these events so successful.

4. Continue efforts to develop and implement a plan for the construction of a new Police Headquarters.

9-Month Status: The Police Department, in collaboration with City Administration, has made significant progress over the past nine months in developing a plan for the new Police Headquarters. This multi-year project recently received City Council approval for \$41 million to fund the construction phase of the new police station. Throughout this process, the design team has consistently integrated value engineering into the overall design to ensure that the new police department reflects the community's strong values.

The new police station will be a state-of-the-art facility designed to meet the growing needs of the community and its members. It will offer a welcoming, safe, and efficient environment for all. The design includes dedicated spaces for employee wellness and community meetings, as well as improved parking for both employees and visitors. The building is designed for efficiency and will have the capacity to house the City Prosecutor's Office within the same facility. This forward-looking design will prioritize sustainability and serve as a pillar for the community.

Police

2026 Goals Status (continued)

The new police station will be a source of pride for its residents and will resonate positively throughout the community. This new police station is an investment for the entire Concord community. Public safety is a cornerstone to vibrant communities and this new police station will allow the police department to meet the public safety challenges ahead.

5. Continue to implement strategies to augment the Department's efforts in combatting crime, with particular attention to serious public safety matters that disrupt communities, such as illicit drug dealing and use, crimes against persons, crimes against property, and hazardous motor vehicle operation. Coordinate departmental efforts in response to these challenges and work collaboratively with community stakeholders, as well as federal, state, and local law enforcement organizations to enhance public safety.

9-Month Status: The Concord Police Department is actively addressing the issues of violent crime and illegal drugs in the city. To enhance its efforts, the Department has formed partnerships with the Drug Enforcement Administration (DEA) by placing its members on the DEA task force and collaborating with Homeland Security. These members focus on large-scale cases with local connections that require extensive investigation. By working with these federal law enforcement agencies, Concord gains access to powerful investigative resources. As a result, the Department has successfully collected and shared intelligence regarding organized crime and drug activities, not only in Concord, but also in neighboring communities.

Throughout the first three quarters of FY 2026, the Department made 1,704 arrests out of just over 33,000 calls for service. Recently, there has been an increase in overall offenses, particularly violent crimes.

The Department also provides a prescription drug drop box in the police station lobby, allowing residents to dispose of unused or unwanted medications that could otherwise be misused. During the first three quarters of FY 2026, the community turned in over 414 pounds of prescription drugs. By turning in these unused prescriptions, these items are destroyed and can never be misused, stolen, or illegally sold on the streets of Concord. The Department continues to participate in the National Drug Take Back Days organized by the DEA and is 100% committed to disrupting drug trafficking in the community.

The Department is in collaboration with the State of New Hampshire to help improve the safety on our roadways. This partnership is part of a highway safety grant where the State of New Hampshire provides funding for extra targeted patrols for impaired drivers and other hazardous violations. This grant can also be used to conduct driver training through education. The focus of the grant is to improve safety on the roadways.