



# CITY OF CONCORD

## REPORT TO THE MAYOR AND CITY COUNCIL

**FROM:** Mayor James P. Bouley

**DATE:** April 16, 2018

**SUBJECT:** Report from the Public Safety Board on the State of Public Safety in the City of Concord

### **Recommendation**

Accept this report from the Public Safety Board.

### **Background**

In accordance with section 30-3-25(b) of the Code of Ordinances for the City of Concord, the Public Safety Board met on April 9, 2018 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 Brad Osgood and Fire Chief Daniel Andrus. The board voted unanimously to accept the Police Department report and the Fire Department report. The board also voted to request that the City Council review mutual aid.



## City of Concord, New Hampshire

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**Bradley C. Osgood**  
Chief of Police

**TO: Public Safety Committee**  
**FROM: Bradley C. Osgood, Chief of Police**  
**SUBJECT: 2017 – Annual Public Safety Report**  
**DATE: April 3, 2018**

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 2017. This report will focus on three areas and will be based upon statistics as of December 31, 2017. 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.

	2015	2016	2017
Full Time Sworn Officers	84	86	86
Total Calls for Service	57,075	48,502	48,633
<b>Offenses Reported</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Murder	0	2	1
Rape	16	23	23
Robbery	19	18	23
Aggravated Assault	89	72	74
Simple Assault	878	796	820
Criminal Threatening	154	147	159
Burglary	139	156	140
Theft	818	759	759
Auto Theft	19	54	39

Arson	6	10	7
Criminal Mischief	405	440	487
Sex Offenses	77	74	80
Drug Offenses	592	593	505
Criminal Trespass	144	122	152
	<b>2015</b>	<b>2016</b>	<b>2017</b>
Reportable Accidents	1,284	1,238	1,322
Traffic Enforcement	18,584	11,270	9,588
DWI Arrests	154	136	101
Intoxication Prot. Custody	257	242	280
Domestic Violence Restraining Orders	372	361	318

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 imaging, 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 are expected to continue to grow over time as forensic digital evidence becomes more prevalent and the means to extract and interpret this evidence becomes more sophisticated.

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 2017, the Department conducted 1,077 registration events and also conducted 359 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 1,944 traffic tickets and more than 7,644 warnings. 101 impaired drivers were arrested and removed from the City's roadways.

In 2017, there were 1,322 reportable traffic accidents in Concord. These accidents resulted in injury to 260 individuals. There were 19 accidents involving a pedestrian and 7 involving a bicyclist. There was 1 fatal accident that occurred in Concord in 2017. (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 2017, 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, five officers have been trained as motorcycle officers, and two additional officers will be trained during the spring of 2018. 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 2017 the Department continued to utilize the 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 Commander 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 such as 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 immigrant community and assisting local charities to include the NH Food Bank.

The Department remains committed to addressing illegal drug usage, distribution, and sales in the community. During 2017, there were 14 overdose deaths in Concord attributed primarily to Fentanyl/heroin overdoses. This number remains consistent with 2016 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 grant funding through the NH Opioid Abuse Reduction Initiative (Project Granite Shield) in the amount of approximately \$62,551. 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 this report, the Concord Police Department has an authorized strength of 101.59 FTE staff members. Of this number, 86 are sworn Police Officers and the remainder are civilian support staff including Dispatchers, administrative support staff, and other part-time individuals.

The sworn staff consists of 1 Chief, 2 Deputy Chiefs, 8 Lieutenants, 9 Sergeants and 66 Officers. There are currently 9 sworn position vacancies in the Department. The Department currently has four police officers in field training. Five new officers

are scheduled to begin employment with the Department during the beginning of April 2018.

At the end of Fiscal Year 2018 (June 30, 2018), there will be 10 members of the Department eligible for retirement. These individuals represent a significant number of the ranking officials. Additionally, looking ahead through the end of 2019, there will be 19 members of the Department eligible to retire. It will be very important to keep up a vigorous hiring program to fill vacant positions as they become open.

Currently there are 21 sworn members (officers and supervisors) and 1.5 civilian support staff assigned to the Criminal Investigations Division in 3 areas: Youth Services Unit (includes School Resource Officers), Criminal Investigations Unit and Drug Enforcement Unit.

The Community Services Division is staffed by one Lieutenant, one Sergeant, 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. The Patrol Division has 56 sworn personnel assigned (46 patrol officers and 10 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. This shortage particularly affected the Community Services Division. Throughout 2017, the Department was not able to staff the Domestic Violence Unit or the Community Resources Unit. Additionally, the highly successful Problem Oriented Policing Unit (POP Unit) could not be staffed due to the need to assign resources to the Patrol Division. Staffing issues also affected the Criminal Investigations Division as one

supervisor position went unfilled and the Youth Services Unit ran short two investigators. It is anticipated that during 2018 the Department will have made significant strides in staffing and that all of these positions will be filled at some point during the year.

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 2017, 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 2018.

In addition to staffing as the Department looks towards the future, the need for a new Police Headquarters has becoming 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 such as this take many years to complete.



## CITY OF CONCORD

### REPORT TO THE PUBLIC SAFETY BOARD

**FROM:** Daniel L. Andrus, Fire Chief

**DATE:** March 16, 2018

**SUBJECT:** Report from the Fire Chief on the Fire Department for the Calendar Year 2017

I am very pleased to present this summary report on the activities of the Concord Fire Department for the year 2017. The report is divided into several sections. The first section 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 2016. The second section focuses on accomplishments during 2017. 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 2017 compared to 2016.

Type of Call	2016	2017	% Change
Fires*	218	170	-22%
Overpressure, rupture, explosion, overheating	24	14	-42%
Rescue/emergency medical services incidents	5,463	5,730	5%
Hazardous condition (no fire)	181	175	-3%
Service calls	939	840	-11%
Good intent calls	655	558	-15%
False alarms	810	723	-11%
Severe weather/natural disasters	6	28	367%
Special incident types	3	1	-67%
Total	8,299	8,239	-1%

\*Building fires increased from 33 to 45, including mutual aid. Building fires in Concord increased from 22 to 25



## **2017 Accomplishments and Events**

The year 2017 saw many accomplishments and events for the Concord Fire Department. Some of those accomplishments include:

1. A new Engine 7 was delivered and placed in service at the Heights Fire Station.
2. A new Forestry 4 was delivered and placed in service at Broadway Fire Station.
3. Two new staff cars were placed in service.
4. An exhaust removal system was installed at Central Station, purchased with remaining funds from a prior grant to upgrade fire alarms and install fire sprinklers in stations.
5. Selection processes for Firefighter and Firefighter Paramedic were completed, with eligibility rosters being established for both positions
6. Station tones were implemented for firefighter health and safety
7. A Fire Captain promotional process was successfully deployed and a two year eligibility roster was adopted.
8. Promotions included one Battalion Chief, one Captain, and two Lieutenants.
9. Seven firefighters and two Firefighter Paramedics were hired on probation.
10. Eight members retired from the Department.
11. Three members resigned from the Department.
12. New policies on promotional planning and wild land fire initial attack were issued. Several other policies were revised, including required EMS forms documentation, department uniforms, footwear, incident reporting, EMS program assignments, highway incident safety, and the response policy.
13. The new prospective officer mentoring program was fully implemented with officer candidates at the top of the promotional list being assigned to an officer-mentor and working under that person's supervision for a period of several weeks actually doing the duties of the position.
14. An EMS "summit" meeting was held with Fire Administration, Concord Fire Officers Association, and Professional Firefighters of Concord to plan the future of EMS in Concord.
15. Firefighter Matt Fallon was named the New Hampshire State Grange First Responder-Firefighter of the Year.
16. The mobile integrated health program was fully implemented with Riverbend Community Mental Health allowing patients experiencing behavioral emergencies to receive services from Riverbend's mobile crisis unit or to be transported to their acute care facility.
17. Fourteen students graduated from the Concord Career Regional Technical Center program on fire science.
18. A three year contract was approved and signed between the City and the Professional Firefighters of Concord.

19. The Fire Department participated in the National Night Out event at Rollins Park with vehicles and a slide.
20. Six paramedics completed a five day refresher training program at Concord Hospital for recertification.
21. Central Fire Station received a new roof.
22. The unions representing Fire Department employees continued their community benefit with support of the Muscular Dystrophy Association and fund raisers for Operation Warm to provide new winter coats to the City's school children and Operation Elf to provide toys at Christmas.
23. The City's Hazard Mitigation Plan was revised by a team of City and school district representatives and approved by the City Council and the New Hampshire Division of Homeland Security and Emergency Management.
24. Smoke and carbon monoxide alarms were installed in several homes by Fire Prevention Bureau staff as part of the "Get Alarmed New Hampshire" program.
25. A new security system was installed at the Headquarters complex. Funding was provided by the New Hampshire Department of Safety.
26. Sound deadening panels were installed in the Department training room to considerably enhance the acoustics in the room.
27. The Fire Department coordinated and hosted a tabletop exercise for the City leadership team on an emergency at Concord Steam.
28. A Continuous Quality Improvement (CQI) team for emergency medical services operations was organized and began meeting. The team consists of the Department Medical Director and seven Department members representing Administration and basic and advanced life support providers.
29. New portables radios were purchased and placed in service. Due to a programming defect in the original shipment of radios, the manufacturer replaced the radios with a more expensive alternative with no additional cost to the City.
30. Several Fire Department members were deployed to hurricane and flood stricken areas of the country as part of an Urban Search and Rescue Task Force based in Massachusetts.
31. A new boat was purchased and placed in service for Central Fire Station.
32. A new utility vehicle was purchased and placed in service at Central Fire Station.

## **Recommendations**

As noted in the statistical section of the report, the Fire Department continues to experience increasing demand for emergency services. Several action items are needed for the Department to continue to provide high quality fire protection, emergency medical, and rescue services.

### 1. Additional Ambulance Company

The demand for emergency medical services continues to escalate, particularly as the large number of people born during the “baby boom” era enter their 60s and 70s. EMS and service calls increased 19% between 2013 and 2017. In December 2017, all three ambulances were busy for an average of 56 minutes each day. There were only two days during that month when all three ambulances were not busy. For the three districts served by an ambulance from the closest fire station, between 17% and 21% of calls receive an out of district ambulance due to high call volumes. Ambulance revenue increased by 24% in three years between fiscal years 2014 and 2017. The Department is requesting additional staffing to place a fourth ambulance in service at Central Fire Station.

### 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 need for an additional ambulance was outlined previously. The other three stations are between 44 and 37 years old. The Fire Department has proposed a capital improvement project which will evaluate the current station network in light of present and projected future demands for service and provide recommendations on the optimal location of facilities, given changes in the City and its service demands in the last four decades. That project is currently scheduled for Fiscal Year 2024.

### 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 \$202,000 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 strong possibility of the current Superintendent retiring, the Fire Department has requested that this position be hired mid-year in Fiscal Year 2019 to provide for adequate succession planning.