

Public Safety

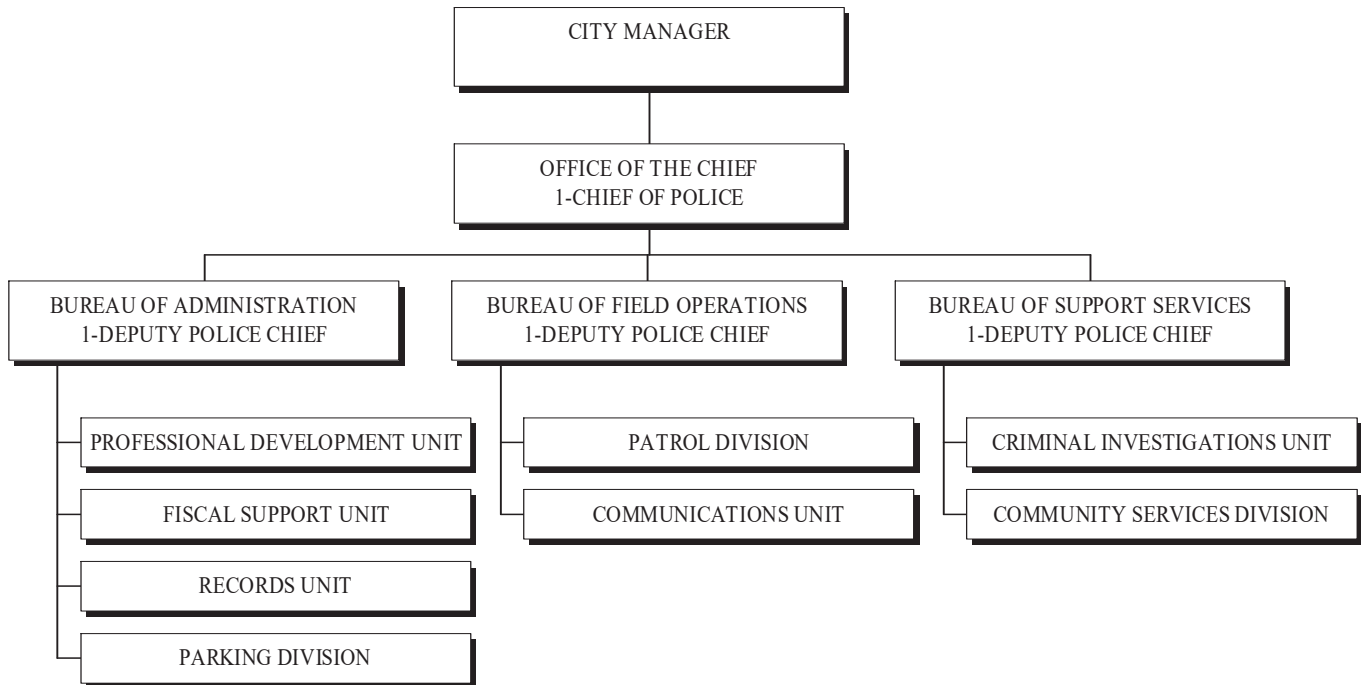
	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
Police	\$736,623	\$527,536	\$698,775	\$628,050	\$707,215
Fire	\$3,042,926	\$3,286,742	\$3,052,592	\$3,075,955	\$3,080,579
Total Revenue	\$3,779,549	\$3,814,278	\$3,751,367	\$3,704,005	\$3,787,794
Expense					
Police	\$11,981,220	\$12,689,195	\$12,907,755	\$12,748,884	\$13,705,191
Fire	\$14,067,561	\$14,315,443	\$14,415,948	\$14,349,078	\$14,345,971
Total Expense	\$26,048,782	\$27,004,637	\$27,323,703	\$27,097,962	\$28,051,162

Police

Mission

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

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 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 include 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.

Police

<u>Budget Detail</u>	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
Parking Penalties	\$115,281	\$76,160	\$100,000	\$57,000	\$100,000
False Alarm Penalties	\$36,608	\$27,162	\$25,000	\$28,000	\$25,500
Other Permits	\$3,505	\$2,670	\$2,000	\$3,500	\$2,500
Reports, Prints, and Copies	\$22,783	\$471	\$500	\$350	\$500
Special Duty Services	\$321,321	\$213,908	\$275,000	\$250,000	\$280,000
Police Patrol Services	\$10,574	\$7,447	\$6,400	\$4,200	\$6,400
Cruiser Rental Fee	\$38,120	\$20,896	\$27,000	\$36,000	\$30,000
Police Witness Fees	\$8,057	\$5,045	\$6,000	\$4,200	\$6,000
Other Revenue	\$17,517	\$8,821	\$9,700	\$2,000	\$3,200
Drug Forfeiture or Restitution	\$12,754	\$9,646	\$10,000	\$4,500	\$5,000
School District Payments	\$150,103	\$155,308	\$237,175	\$238,300	\$248,115
Total Revenue	\$736,623	\$527,536	\$698,775	\$628,050	\$707,215
Expense					
Compensation	\$7,414,573	\$7,851,466	\$7,954,744	\$7,903,580	\$8,386,994
Fringe Benefits	\$3,957,527	\$4,232,118	\$4,269,839	\$4,207,544	\$4,628,202
Outside Services	\$205,852	\$202,381	\$264,681	\$230,850	\$273,205
Supplies	\$172,259	\$176,537	\$203,210	\$189,300	\$203,800
Utilities	\$71,400	\$76,278	\$74,870	\$77,820	\$77,320
Insurance	\$157,109	\$149,140	\$140,410	\$139,790	\$135,670
Capital Outlay	\$2,500	\$1,274	\$0	\$0	\$0
Total Expense	\$11,981,220	\$12,689,195	\$12,907,755	\$12,748,884	\$13,705,191

<u>Service Indicators</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Estimated</u>	<u>2021 Projected</u>
1. Total Calls for Service	49,450	47,335	47,500	48,000
2. Total State Reportable Traffic Accidents	1,350	1,447	1,400	1,375
3. Total Traffic Fatalities	1	5	2	0
4. Total Traffic Summonses Issued	2,176	1,991	1,900	2,200
5. Total DWI Arrests	133	108	160	165
6. Total Domestic Violence Related Arrests	293	303	305	300
7. Drug Abuse Violations (Persons Arrested)	306	284	245	270
8. Total Part I Violent Crime Arrests	47	31	40	37
9. Total Custodial Arrests	2,611	2,821	2,725	2,700

Police

2021 Goals

1. Assess and evaluate the Department's response as it relates to the recent public health emergency in regards to planning and interoperability with other local, state, and federal agencies. Identify any shortcomings and implement appropriate corrective action to include training, equipment and supply management, communications, and any other issues that may have emerged.
2. 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. Continue implementation of a comprehensive canine program, consisting of both Community Service based dogs (comfort dogs), as well as traditional Patrol Canines.
3. Continue to implement strategies to augment the Department's efforts in combatting illegal drug use in the community. Coordinate departmental efforts with other community stake holders, as well as federal, state, and local law enforcement agencies and the court system. Seek out available grant funding to improve the Department's response to the illegal drug epidemic. Assess Departmental staffing to ensure resources are most effectively deployed in this effort.
4. Continue efforts to work collaboratively with other community stakeholders in developing strategies for dealing with individuals in mental and behavioral health crisis. Continue efforts to coordinate with Riverbend in order to most effectively utilize their Mobile Crisis Unit and Crisis Treatment Center, as well as other community outreach programs. Provide ongoing training to Department personnel in crisis intervention strategies and foster the development and effectiveness of the Department's Crisis Intervention Team.
5. 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. Provide training opportunities for continued employee development and succession planning. Particular attention should be given to provide training in employee wellness.

2020 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 community stake holders, as well as federal, state, and local law enforcement agencies and the court system. Seek out available grant funding to improve the Department's response to the illegal drug epidemic. Assess Departmental staffing to ensure resources are most effectively deployed in this effort.

9-Month Status: The Police Department continues to take an aggressive stance in combatting illegal drug issues facing the City. The Department utilizes investigators of the Department's Drug Enforcement Unit to conduct 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 Police Department continues its involvement with the Merrimack County Drug Court Initiative. As part of this initiative, the Department has a member assigned to the Drug Court Team. The Team meets weekly to discuss the progress of individuals that have been assigned to participate in the Drug Court process. The Team regularly evaluates the status of each individual in the program and makes recommendations based upon the individual's performance. The Department conducts curfew checks on each participant that resides in the City of Concord.

During the fall of 2019, the Police Department received a grant award in the amount of \$50,000.00 through the Law Enforcement Opioid Abuse Reduction Initiative (Project Granite Shield). These funds have been utilized by the Department to cover overtime costs to conduct 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 the first three quarters of FY20 the Department made arrests of over 170 individuals on 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 the first three quarters of FY20, over 500 pounds of

Police

2020 Goals Status (continued)

prescription drugs have been turned in by members of the community. The Department also continues to participate in the United States Drug Enforcement Administration's National Drug Take Back Days.

The Department continues to work closely with Riverbend's Choices program in helping to refer individuals suffering from drug and other substance abuse issues find treatment.

2. 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. Continue implementation of a comprehensive canine program, consisting of both Community Service based dogs (comfort dogs), as well as traditional Patrol Canines.

9-Month Status: Through FY 2020 the Department has been involved in a number of initiatives designed to further the relationship with the community. As part of these initiatives, the Department has hosted several community meetings involving the New American community. At these events, officers meet with the New American community and discuss ways to strengthen their relationship with the Department, as well as how to better understand American law enforcement. In turn, Department members learn more about their culture.

The Police Department assisted in planning and hosting several refugee events to help teach the youth of the New American communities the dangers of drug and alcohol use. The events covered topics such as where youth can turn for help if they are suffering from addiction, how drugs and alcohol affect the body and mind, and the dangers associated with the use of these substances.

The Police Department has participated in several other programs to help promote community interaction with children and adults. With the assistance of several local businesses, the Department hosted several "Coffee with a Cop" events throughout the City and conducted "Lunch with a Cop" and "Police Readers" events throughout the schools in the Concord and Merrimack Valley School Districts. The Department also participated in the "Love Your Neighbor" event at Keach Park, and hosted a bicycle rodeo during which children received instruction on safe bicycle operation and 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.

During FY 2020 the Department added two more officers to the D.A.R.E. program bringing the total of trained officers to assist teaching D.A.R.E. at all the schools in both the Concord and Merrimack School Districts to six. D.A.R.E. is designed to teach students at an early age the dangers of drug and alcohol use. This program has been widely successful and appreciated throughout the schools.

During FY 2020, the Department sponsored twelve Rape Aggression Defense (RAD) programs. RAD is a comprehensive self-defense course for women and includes 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 women with the knowledge to make an educated decision about resistance.

Due to the unfortunate trend of mass shootings occurring in businesses and schools throughout the country, the Police Department has been offering active shooter training seminars. During FY 2020, the Department participated in 15 active shooter trainings with over 550 attendees. The Department has also conducted six safety presentations with local businesses, ten fraud education presentations for seniors, and six domestic violence presentations with the New American groups, Concord High School, and other community groups.

Members of the Police Department have presented several internet safety talks in the Concord and Merrimack Valley School Districts to help educate students about the potential dangers of the internet and how to avoid being victimized.

Police

2020 Goals Status (continued)

The Department hosted National Night Out at Rollins Park in August 2019. This event promoted positive police and community engagement. Estimated attendance was over 3,000 people, with over 100 displays and vendors. The Department's National Night Out has become a banner event for the Department and community, and has greatly assisted in the Department's goal of promoting police and community cooperation and engagement.

During FY 2020 The Police Department proceeded to work on a new initiative to assist in community engagement. The Department partnered with Hero Pups of Exeter, NH, an organization dedicated to training therapy dogs for veterans and first responders dealing with post-traumatic stress disorder and other injuries. The Department received a trained comfort dog that engages citizens that have suffered a traumatic event or suffer from mental health issues, and also helps engage the public at schools, hospitals and other venues. Liberty, the one year old Labrador Retriever, and New Hampshire's first police comfort dog, has completed all of her training and is very active within the Department and community. She has participated in many social and community events throughout the City, and has also made many appearances at all of the schools throughout the City. Liberty has been certified to assist in interviews of children and other victims of crimes. Liberty was the first dog in New Hampshire to receive this certification.

In December of 2019, the Police Department was very fortunate to receive a donation of \$50,000 from an anonymous community member. The donor requested that members of the Police Department identify persons and families in need and make monetary disbursements or use the funds to obtain goods and services for the recipients as appropriate. This mission was dubbed Operation Blue Elf and received very good press coverage by the local print and television media in the days leading up to Christmas. This program has been highly successful and one in which the Department members truly enjoyed participating. This is the second year that this anonymous donor has made a donation of \$50,000, and this generosity has been a great help to many members of the community and also fostered the Department's relationship with the community.

In October 2019 with the assistance of Merrimack County Human Services Department and Riverbend the Department implemented an Adverse Childhood Experience Response Team (ACERT). This team is a partnership that has deployed to serve children who have been exposed to violence. The ACERT members have been trained to respond to incidents, assess situations, and determine next steps that can be taken for the child, such as support groups, mental health counseling, early childhood education, or child-parent psychotherapy. The Department was awarded grant funding in the amount of \$60,000 from the Granite United Way to assist with the ACERT efforts. The Concord School District supplied funds to pay for the training of all officers in Trauma Informed Training. Since October 22, 2019 the ACERT team has conducted over 125 home visits.

The Department is committed to participating in these types of initiatives and continuing to foster the relationship between the Department and the community. All officers are encouraged to participate in community engagement activities. The success of the Police Department in providing the safest community possible is dependent upon a cooperative effort between the Department and the community as a whole.

3. Continue efforts to work collaboratively with other community stakeholders in developing strategies for dealing with individuals in mental and behavioral health crisis. Continue efforts to coordinate with Riverbend in order to most effectively utilize their Mobile Crisis Unit, as well as other community outreach programs. Provide ongoing training to Department personnel in crisis intervention strategies and foster the development and effectiveness of the Department's Crisis Intervention Team.

9-Month Status: During FY 2020 the Department worked very closely with Riverbend and Riverbend's Mobile Crisis Unit. The Department utilized the Mobile Crisis Unit when it was safe and appropriate to have the Mobile Unit respond to the scene when officers were 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 over 150 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 short falls the Mobile Unit is experiencing and how together we can improve its effectiveness. Riverbend has also opened their Crisis Treatment Center (CTC) and the Department is utilizing the CTC when individuals meet the standard set by Riverbend.

Police

2020 Goals Status (continued)

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. During this time period the Department has responded to 315 calls involving mental health issues. Compared to the same time last year during which the Department responded to 308 calls involving mental health issues.

The Doorways program and Choices at Riverbend were also put into place to help those suffering from drug addiction. The Department utilized both programs to refer those seeking help with their addiction.

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.

9-Month Status: Over the last 9 months, the Department has seen significant staffing changes. In the beginning of July 2019, the Department had two openings for sworn police officers and one open vacancy for a fulltime police dispatcher position. Over the last 9 months, we have seen eight normal retirements and twelve other resignations. This created significant struggles for the Department. As part of these ordinary retirements we lost a Deputy Chief, a Commander of our Criminal Investigation Division, two Watch Commanders with extensive collateral duties, and four highly trained detectives.

Additionally, we saw a significant number of resignations to include the following. A Drug Enforcement Unit detective resigned for a federal law enforcement opportunity. Two new police officers resigned after having difficulty during their training period. Another new police officer resigned to pursue a municipal law enforcement job out of state near his home town. Another police officer resigned to move south to work in the field for a much larger police department. Two other police officers resigned after being separated from the department for long periods of time while the latest police officer to leave went to the Nashua Police Department.

Additionally, during the same time period we have seen staggering turnover in our dispatch staff. We have had three dispatchers resign. Two of the dispatchers left to pursue work outside of the field and one dispatcher has left to work for the State of New Hampshire as a dispatcher. We also had our full-time police receptionist resign as well. This accounted for the most turnover within the police department in a one year period in the last 30 years.

On a more positive note, during the same time period we were able to hire five police officers, a new dispatcher and a new receptionist. One of the five police officers resigned however the remaining four will be off training status in April. The department has three conditional offers for police officers who will be starting in April as well. We have streamlined our hiring process and changed the way we onboard employees with the hope that we can recruit and hire in a shorter amount of time. We are actively recruiting police officers for the August 2020 Police Academy and we are hopeful that we will make a meaningful dent in our sworn vacancies by July 2020.

There were a number of internal positions which were filled to include internal supervisory positions as well as detective positions and school resource officer positions. Our staff has taken these changes in stride and we are well on our way to rebuilding the agency for the future.

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. 9-Month Status: During the first three quarters of FY 2020, the Department conducted 5,983 motor vehicle stops, which resulted in the issuance of 1,318 citations and 4,614 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 Road 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.

Police

2020 Goals Status (continued)

Members of the Department actively participated in the City's Traffic Operations Committee and worked collaboratively with other City Departments to appropriately address traffic safety concerns throughout the City.

The Department continues 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 the first three quarters of FY 2020, the Department issued 849 citations for hazardous moving violations, as well as 2,939 written warnings for hazardous moving violations. The Department also arrested 122 impaired drivers. During the first three quarters of FY 2020, the Department responded to 970 reportable traffic crashes, of which 131 involved injury to a total of 165 individuals. During this time frame, there were two fatal crashes, as well as 19 crashes involving a pedestrian and six 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.

FY 2020 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 \$50,000. 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 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 completed a long term project to improve its firearms range. These improvements took place on both the pistol range and long arms range. These improvements will allow for more effective training of officers in firearms proficiency and tactics, and also create a safer environment for this training to take place.
3. The Department completed a project to digitalize all of its microfilm records. These records go back approximately five decades and were all stored on microfilm. The Department partnered with Ricoh and the City's IT Department to have all of these records placed in a digital format and then digitally stored so that Department personnel can easily access the records. Prior to this project, locating and obtaining copies of these records was difficult at best due to the lack of functional microfilm readers and printers.
4. The Department upgraded its police radio and telephone line recording system. The Department was in vital need of updating the system which was used to record the Department's phone lines, both emergency and non-emergency lines, as well as the Department's radio transmissions. The prior system was dated and had severe limitations which were not adequate for proper internal use of these recording or for requests for these recordings und RSA 91-A. The new system greatly improves the efficiency of obtaining these recordings and allows for quicker review of recordings for research purposes.
5. As a result of a partnership with Hero Pups, an organization dedicated to training therapy dogs for veterans and first responders dealing with post-traumatic stress disorder and other injuries, the Department now has a trained comfort dog that engages citizens that have suffered a traumatic event or suffer from mental health issues, and also helps engage the public at schools, hospitals and other venues. Liberty, the two year old Labrador Retriever, has completed all of her training and is very active within the Department and community. She has participated in many social and community events throughout the City, and has also made many appearances at all of the schools throughout the City. Liberty recently was certified to assist in interviews of children and other victims of violent crimes or trauma. Liberty was the first police comfort dog in New Hampshire to receive this certification. The Department's Comfort Dog program has served as a model for other police departments.

Police

FY 2020 Accomplishments (continued)

6. In October of 2019, the Police Department with the assistance of the Merrimack County Human Services Department and Riverbend implemented an Adverse Childhood Experience Response Team (ACERT). This team is a partnership that has been deployed to serve children who have been exposed to violence. The ACERT members have been trained to respond to incidents, assess situations, and determine next steps that can be taken for the child, such as support groups, mental health counseling, early childhood education, or child-parent psychotherapy. The Department was awarded grant funding in the amount of \$60,000 from the Granite United Way to assist with the ACERT efforts. This program has been met with great success and has also become a model for other agencies as they develop ACERT programs.