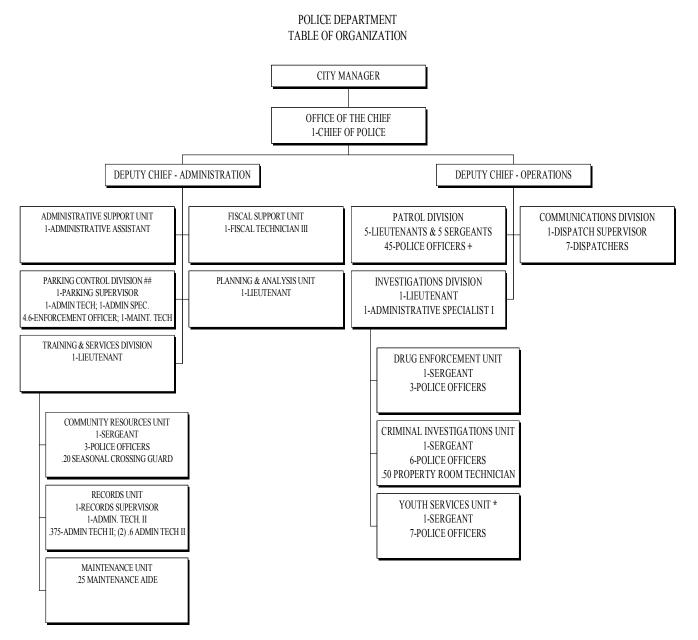
MISSION STATEMENT

The mission of the Concord Police Department is to protect life and property, maintain order and attempt to resolve the community's needs by coordinating the required resources.



- * Two Police Officers are assigned to High Schools, funded by City & School funds.
- ## The Parking Control Division is funded by the *Parking Meter Fund*.
- + FY14, three Police Officer positions are partially funded by COPS grant.

PROGRAM HIGHLIGHTS

SERVICE INDICATORS		Actual <u>2011</u>	Actual <u>2012</u>	Estimated 2013	Projected 2014
1.	Total Calls for Service	56,546	61,389	62,000	62,500
2.	Total Part I Crimes ¹ -Reported	1,431	1,740	1,450	1,500
3.	Index Crime Rate ² based on UCR Reporting	1,121	1,7.10	1,100	1,000
	Violent Crime Rate	249	312	200	220
	Property Crime Rate	3,085	3,742	3,160	3,300
4.	Total Part II Offenses	4,455	4,530	4,546	4,550
5.	Total Crimes against Persons ³	1,040	1,132	1,028	1,100
6.	Total Property Crimes ⁴	2,351	2,742	2,438	2,650
7.	Total Crimes Against Society ⁵	1,300	1,216	1,272	1,300
8.	Total State Reportable Traffic Accidents	1,274	1,135	1,284	1,280
9.	Total Traffic Fatalities	2	0	6	0
10.	Total Traffic Summonses Issued	3,985	3,576	3,840	3,900
11.	Total DWI Arrests	139	156	160	180
12.	Drug Abuse Violations (Persons Arrested)	264	189	206	225
13.	Total Drug Related Charges	437	406	458	490
14.	Total Custodial Arrests				
	 Persons Arrested 	2,797	2,837	2,720	2,800
	 Number of Charges 	4,646	4,547	4,250	4,500
15.	Total Sexual Assaults Reported	101	120	114	118
16.	Total Domestic Violence Related Cases	476	500	505	525
	 Domestic Violence Related Arrests 	328	312	330	350
	• Domestic Violence Protective Orders	282	247	294	305

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

² Part I Crimes per 100,000 population

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

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

robbery, pocket-picking and purse-snatching.

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

PROGRAM HIGHLIGHTS

POLICE

2014 GOALS

- 1. Continue a comprehensive citywide traffic enforcement strategy and integrate new strategies and alternate resources in an effort to institutionalize behavior change by motorists and make the streets safer for motorists, pedestrians and bicyclists alike, through the following strategies:
 - a. Utilize the Patrol Division to increase Department motor vehicle enforcement activity (citations and warnings) over FY 2103 levels, with an emphasis on hazardous moving violations.
 - b. Strive to increase DWI apprehensions over FY 2013 levels. Utilize any available grant opportunities to focus specific enforcement resources on DWI apprehension.
 - c. Continue to utilize uniformed patrol staff to identify neighborhood traffic issues where enforcement activities can reduce dangerous and illegal behavior. Patrol Commanders shall work with their Patrol Supervisor and Patrol Officers to complete traffic enforcement projects during each 24-week shift cycle.
 - d. Attempt to maintain or reduce the number of Personal Injury accidents in the city from FY 2013 levels by focusing enforcement action on areas most susceptible to this type of collision. Specific attention will be given to Manchester Street, Loudon Road, Pleasant Street and the Route 3 corridors.
- 2. Implement the Motorcycle Unit to help address motor vehicle safety matters and community concerns regarding traffic enforcement in Penacook and Concord.
- 3. Utilize the BIKE Unit to develop creative strategies to address Concord and Penacook neighborhood concerns.
- 4. Attain at least an 80% clearance rate for Part I violent crime (Murder, Rape, Robbery, Aggravated Assault).
- 5. Continue with efforts to dispose of found/abandoned property, as well as items of evidence from closed cases from the Police Department Property/Evidence Rooms. Seek to reduce items in storage by 15% over the course of the fiscal year.
- 6. Work in conjunction with the Public Properties Superintendent to identify building maintenance and renovation needs in the short and long term.
- 7. Continue training and educational opportunities for Department personnel in handling calls for service involving domestic violence and incorporate the Domestic Violence Officer in identifying recurrent problems and trends to better focus implementation strategies to address domestic violence.
- 8. Monitor, report upon and pursue all grant opportunities for which the City may be eligible. Take appropriate steps to increase eligibility by working with the State of New Hampshire and other agencies to insure the City is not unwittingly barred from eligibility for current and future programs. Understand and execute all related grant activities and requirements in accordance with grantor terms, including transparency.
- 9. Continue training and education opportunities for Department personnel in handling calls for service involving individuals in mental health crisis. Evaluate the success of the Crisis Intervention Team.

2013 GOALS STATUS

- 1. Continue a comprehensive citywide traffic enforcement strategy and integrate new strategies and alternate resources in an effort to institutionalize behavior change by motorists and make the streets safer for motorists, pedestrians and bicyclists alike, through the following strategies:
 - a) Utilize the Patrol Division to increase Department motor vehicle enforcement activity (citations and warnings) with an emphasis on hazardous moving violations to FY 2009 levels.
 9-Month Status: Through the first three quarters of FY 2013, the Department has issued 2,810 motor vehicle citations and 10,162 written warnings. This compares with 2,601 citations and 9,460 warnings issued during the same period last year. This is an increase of 8% in total enforcement activity over last year. Through the first three quarters, the Department has issued 1,840 hazardous moving violations and 5,815 written warnings for hazardous movement.

PROGRAM HIGHLIGHTS

- b) Strive to increase DWI apprehensions to FY 2009 levels. Utilize any available grant opportunities to focus specific enforcement resources on DWI apprehension.

 9-Month Status: During the first three quarters of FY 2013, the Department made 119 arrests of impaired drivers. During the same period last year the Department arrested 112 impaired drivers. This is an increase of 6% in the number of impaired drivers removed from the roadways over the last year. The Department has also received grant funding through the NH Highway Safety Agency to conduct DWI Patrols throughout the city and also to participate in the Merrimack County DUI Task Force during the summer of 2013. This Task Force will be conducting five sobriety checkpoints. One of these checkpoints will take place in Concord and the remaining four will occur in surrounding communities.
- c) Continue to utilize uniformed patrol staff to identify neighborhood traffic issues where enforcement activities can reduce dangerous and illegal behavior. Patrol Commanders shall work with their Patrol Supervisor and Patrol Officers to complete traffic enforcement projects during each 24-week shift cycle. 9-Month Status: All Patrol Officers are assigned traffic enforcement projects within their patrol sectors. Officers are encouraged to identify problem areas and develop a strategy to attempt to address the issue. Officers typically work in conjunction with the Department's Traffic Enforcement Unit and often forward information to the City's Traffic Operations Committee for issues that are beyond the scope of police related enforcement.
- d) Attempt to maintain or reduce the number of Personal Injury accidents in the City from FY 2011 levels by focusing enforcement action on areas most susceptible to this type of collision. Specific attention will be given to Manchester Street, Loudon Road, Pleasant Street and the Route 3 corridors.
 9-Month Status: Through the first three quarters of FY 2013, the number of reportable accidents investigated by the Department increased by 4% from the same period last year. Personal injury accidents are up 9% from the same period last year. Statistics for Loudon Road, Manchester Street, Pleasant Street, and the Route 3 Corridor are detailed in the following table.

		Loudon Road	Manchester Street	Pleasant Street	Route 3
FV 40	Total Accidents	190	34	32	67
FY 13 Q3	Accidents involving injury	38	12	8	13
	Total Accidents	161	33	43	88
FY 12 Q3	Accidents involving injury	33	14	8	14
Traffic Enforcement (FY 13 Q3)		2,391	664	363	2,000
Traffic Enforcement (FY 12 Q3)		2,072	520	352	1,798
% increase/decrease		+15%	+28%	+3%	+11%

PROGRAM HIGHLIGHTS

POLICE

- 2. Continue dedicated Police preventative patrols at an average of seven per shift in Parks, Downtown, Penacook or other areas susceptible to criminal activity.
 - <u>9-Month Status</u>: During the first three quarters of FY 2013, the Department has conducted 8,699 preventative patrols for 2,904 personnel-hours. This averages to 10.6 preventative patrols per shift.
- 3. Initiate a program to dispose of found/abandoned property, as well as items of evidence from closed cases from the Police Department Property/Evidence Rooms. Seek to reduce items in storage by 20% over the course of the fiscal year.
 - <u>9-Month Status</u>: The Department has placed a priority on working to reduce the quantity of items in the Department's property/evidence rooms. In the FY 2013 budget, the Department was able to fund a non-sworn part-time position to assist the property officer in addressing this issue. Through the first three quarters of this fiscal year, the Department has removed over 6,715 items from property/evidence storage areas. This is an increase in the number of items removed over the same period last year by 70%. Currently the Department is removing over 51% more items from property/evidence storage than what is being taken in.
- 4. Attain at least an 80% clearance rate for Part I violent crime (Murder, Rape, Robbery, Aggravated Assault).

 9-Month Status: Through the end of the first three quarters of FY 2013, the Department has cleared 82% of Part I Violent Crime cases (44 total cases 36 Cleared, 3 Not Cleared, 5 Open/Active). As the investigation of open/active cases continue, the clearance rate is expected to climb.
- 5. Working with key stakeholders in the community, target training and education opportunities for Department personnel, and collaborate towards implementing new strategies for handling calls for service involving domestic violence.
 - 9-Month Status: During the first three quarters of this fiscal year, the Department implemented its first Domestic Violence Unit, assigning one officer to the Unit. The officer assigned to the Unit has been maintaining data on all domestic violence related calls for service that the Department responds to. This officer then follows up with victims and helps to coordinate any resources that may be helpful to the victim. This officer works closely with domestic violence service providers in the community, as well as with victim advocates at the Concord District Court. The Domestic Violence Unit officer has also made several presentations to various community groups addressing the problem of domestic violence in the community and providing information about available resources to help those in domestic violence situations. In addition to the implementation of the Domestic Violence Unit, five officers attended the NH Attorney General's Domestic Violence and Sexual Assault Conference held in the fall of 2012.
- 6. Monitor, report upon and pursue all grant opportunities under the American Reinvestment and Recovery Act (ARRA) and any other program for which the City may be eligible. Take appropriate steps to increase eligibility by working with the State of New Hampshire and other agencies to insure the City is not unwittingly barred from eligibility for current and future programs. Understand and execute all related grant activities and requirements in accordance with ARRA or grantor terms, including transparency.
 9-Month Status: The Department currently manages three grants funded through the American Reinvestment and Recovery Act. These include the 2009 Recovery Act JAG Grant, the 2009 COPS Hiring Recovery Program Grant, and the 2010 COPS Hiring Recovery Program Grant.

The Department has expended all of its funds through the Recovery Act JAG Grant; however, the grant is still active, as the Department is serving as the fiscal agent for this grant which included five other sub-recipients (Hooksett, Pembroke, Pittsfield, Northfield, and the Merrimack County Sheriff's Office). This grant is currently in the process of being closed out, as the grant award period expired on February 28, 2013. The Department's Planning and Analysis Unit is coordinating the closeout process and ensuring that all reporting requirements and retention requirements are met.

PROGRAM HIGHLIGHTS

Currently three police officer positions are funded through the two Recovery Act COPS grants. The grant funding for one of these positions ended in December 2012, while the remainder will expire in late 2013. A requirement of all COPS grant awards is that the City funds all of these positions for a minimum of 12 months following the completion of the grant period.

In addition to Recovery Act Grant funding, the Department has been awarded funding through the 2010 COPS Hiring Program to fund one full-time police officer position for a period of three years. This position will be funded through the beginning of 2014. As with the Recovery Act grants, a requirement of this grant is that the City fund this position for a minimum of 12 months following the end of the grant award period.

Grants obtained through the 2010, 2011, and 2012 Justice Assistance Grant Program, Ballistic Vest Partnership, NH Highway Safety Grant Funding, and Enforcing Underage Drinking Laws are currently being maintained in addition to the grants mentioned above. The Department's Planning and Analysis Unit, working in conjunction with the City's Finance Department, has ensured that all reporting requirements are met in accordance with the conditions of each individual grantor.

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

- 7. Working with key stakeholders, target training and education opportunities for Department personnel and implement new strategies when handling calls for service involving people in a mental health crisis.

 9-Month Status: The Department conducted extensive research to develop a plan to improve capabilities in handling calls for service involving people in mental health crisis. Following this research, the Department established a "Memphis Model" Crisis Intervention Team. Critical in developing the Department's strategies was input from key stakeholders in the community including Riverbend, the NH Hospital, Community Bridges, and NAMI. The Department held a selection process for officers to be assigned to the Team and, in January 2013, the Department hosted a Crisis Intervention Team training course. This training occurred at Primex and was attended by 20 police officers from communities around the state. The Department's Crisis Intervention Team currently consists of six officers, with one Sergeant overseeing the Team. The Department is in the process of implementing methods of tracking Team activity, as well as documenting successes and shortcomings that may need to be addressed.
- 8. Continue a regular testing and operations routine for the back-up dispatch center at the Merrimack County Court facility.
 - <u>9-Month Status</u>: On July 18, 2012, a test of the back-up dispatch center at the Merrimack County Court facility was conducted. This test lasted approximately 24 hours as routine maintenance of the Department's dispatch center at Police Headquarters took place. This test revealed several minor deficiencies which are in the process of being addressed.

BUDGET DETAIL

POLICE

	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGETED	2013 ESTIMATED	2014 BUDGET
REVENUE						
LICENSES AND PERMITS	\$3,470	\$10,245	\$11,322	\$11,500	\$7,850	\$8,000
FRM DRUG FORFEITURE ACCT	\$0	\$10,000	\$10,277	\$20,000	\$10,000	\$20,000
DRUG UNIT OVERTIME REIM	\$0	\$0	\$16,932	\$15,500	\$10,000	\$0
REPORTS, PRINTS & COPIES	\$34,421	\$31,737	\$28,272	\$34,500	\$34,000	\$34,000
NON-METER PARKING FINES	\$136,044	\$127,629	\$94,971	\$92,000	\$105,000	\$100,000
FALSE ALARM PENALTIES	\$24,250	\$19,224	\$27,037	\$26,000	\$26,000	\$26,000
MISC STATE OF NH	\$0	\$0	\$22,323	\$0	\$0	\$0
SPECIAL DUTY ADMIN CHARGE	\$286,920	\$329,227	\$633,513	\$317,420	\$282,960	\$329,140
MISCELLANEOUS	\$24,338	\$9,223	\$10,495	\$7,000	\$28,000	\$12,490
SCHOOL PROGRAMS	\$114,820	\$116,956	\$122,579	\$126,850	\$125,620	\$135,320
TRANS FR TRUST-BUILDING IMPVTS	\$0	\$4,230	\$0	\$0	\$0	\$0
Total	\$624,263	\$658,470	\$977,720	\$650,770	\$629,430	\$664,950
APPROPRIATIONS						
COMPENSATION	\$5,864,641	\$6,279,084	\$6,435,000	\$6,327,020	\$6,402,360	\$6,491,310
OUTSIDE SERVICES	\$187,173	\$198,356	\$227,773	\$236,065	\$219,550	\$246,470
SUPPLIES	\$90,198	\$75,406	\$77,415	\$88,290	\$82,800	\$82,500
VEHICLE MAINTENANCE	\$119,495	\$109,878	\$134,609	\$149,350	\$129,960	\$155,620
UTILITIES	\$91,085	\$79,201	\$80,194	\$83,730	\$80,755	\$85,075
INSURANCES	\$162,811	\$177,614	\$151,345	\$209,630	\$211,610	\$248,915
EQUIPMENT	\$122,624	\$140,872	\$118,179	\$103,760	\$103,660	\$140,000
FRINGE BENEFITS	\$2,129,697	\$2,438,134	\$2,874,067	\$2,952,820	\$2,993,900	\$3,360,034
Total	\$8,767,724	\$9,498,544	\$10,098,581	\$10,150,665	\$10,224,595	\$10,809,924

BUDGET DETAIL

POSITION TITLE	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Chief	1.000	1.000	1.000	1.000
Deputy Chief	2.000	2.000	2.000	2.000
Lieutenant	8.000	8.000	8.000	8.000
Sergeant	9.000	9.000	9.000	9.000
Police Officer	60.000	**64.000	64.000	64.000
Records Supervisor	1.000	1.000	1.000	1.000
Adm. Specialist I	1.000	1.000	1.000	1.000
Adm. Assistant (Office of the Chief)	1.000	1.000	1.000	1.000
Fiscal Technician III	1.000	1.000	1.000	1.000
Adm. Technician II	1.000	1.000	1.000	1.000
Dispatch Supervisor	1.000	1.000	1.000	1.000
Police Dispatcher	6.000	6.000	<u>5.000</u>	**** <u>7.000</u>
Subtotal Permanent Fulltime:	92.000	96.000	95.000	97.000
Property Room Technician	0.000	0.000	***0.500	0.500
Crossing Guards (Summer-Loudon Rd/N. State St)	0.200	0.200	0.200	0.200
Maintenance Aides (temporary)	0.125	0.125	0.250	0.250
Adm. Technician II	1.600	1.600	1.575	1.575
Police Dispatcher	0.800	0.800	1.550	**** <u>0.000</u>
Subtotal Part-time:	2.725	2.725	4.075	2.525
Department Grand Total – Funded Positions	94.725	98.725	99.075	99.525
Authorized but Unfunded Police Officer Positions	<u>*2.000</u> 96.725	<u>0.000</u> 98.725	<u>0.000</u> 99.075	<u>0.000</u> 99.525

^{*} One position funded through COPS grant (12/2010-12/2013); and one position unfunded.

^{**} Federal Grant Funds restored two unfunded Police Officers and provided two new Police Officers.

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

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

FUNDING IMPACT

POLICE

The Police Department has six vacant police officer positions as of April 2013.

The Police Department proposes to manage its current and anticipated future vacancies while still being capable of delivering police services at levels experienced in FY 2013.

The hiring of police officers generally occurs three times per year and is dependent on the New Hampshire Police Standards and Training Council Academy schedule. In FY 2014, the Police Academy will likely host their training academies in September (2013), January (2014) and June (2014).