

**CONCORD POLICE DEPARTMENT**  
**CONCORD, NEW HAMPSHIRE**

**Bradley C. Osgood**  
**Chief of Police**



**Annual Report**  
**FY 2017**

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## **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.



## **VISION STATEMENT**

The success of the Concord Police Department is dependent on a shared vision. In order to create an environment in which our employees are proud to work, it is vital that we encourage open communication, individual responsibility, cooperation and respect among the various divisions within the department.

Through this positive interaction we will uphold and promote the essence of Esprit De Corps.

- We will strive to be a highly regarded professional organization
- We will forge a partnership with the community through trust, honesty and integrity.
- We will respect the rights and dignity of all individuals.

Through a process of continuous improvement we will plan for a future enhanced by technology, education and training, remaining open to new ideas and concepts in law enforcement.



# City of Concord, New Hampshire

## POLICE DEPARTMENT

35 Green Street • 03301-4299

(603) 225-8600

FAX (603) 225-8519

[www.concordpolice.com](http://www.concordpolice.com)

**Bradley C. Osgood**  
Chief of Police

October 30, 2017

I am pleased to present the Fiscal Year 2017 Concord Police Department Annual Report for review.

Our intention with this report is to provide an overview of the Department and the significant Department events that occurred during FY17. Also included are the FY17 Budget goals and our performance related to those goals, and a summary financial report of the FY18 Police Budget. It is our hope that this report will be of assistance to those reviewing it.

The men and women of the Concord Police Department work very hard to provide quality police services to this community. Their commitment to excellence is expected by the citizens of Concord and as a result, the city continues to be a safe place to live, work and visit. I am proud of our performance and look forward to serving this community in the year ahead.

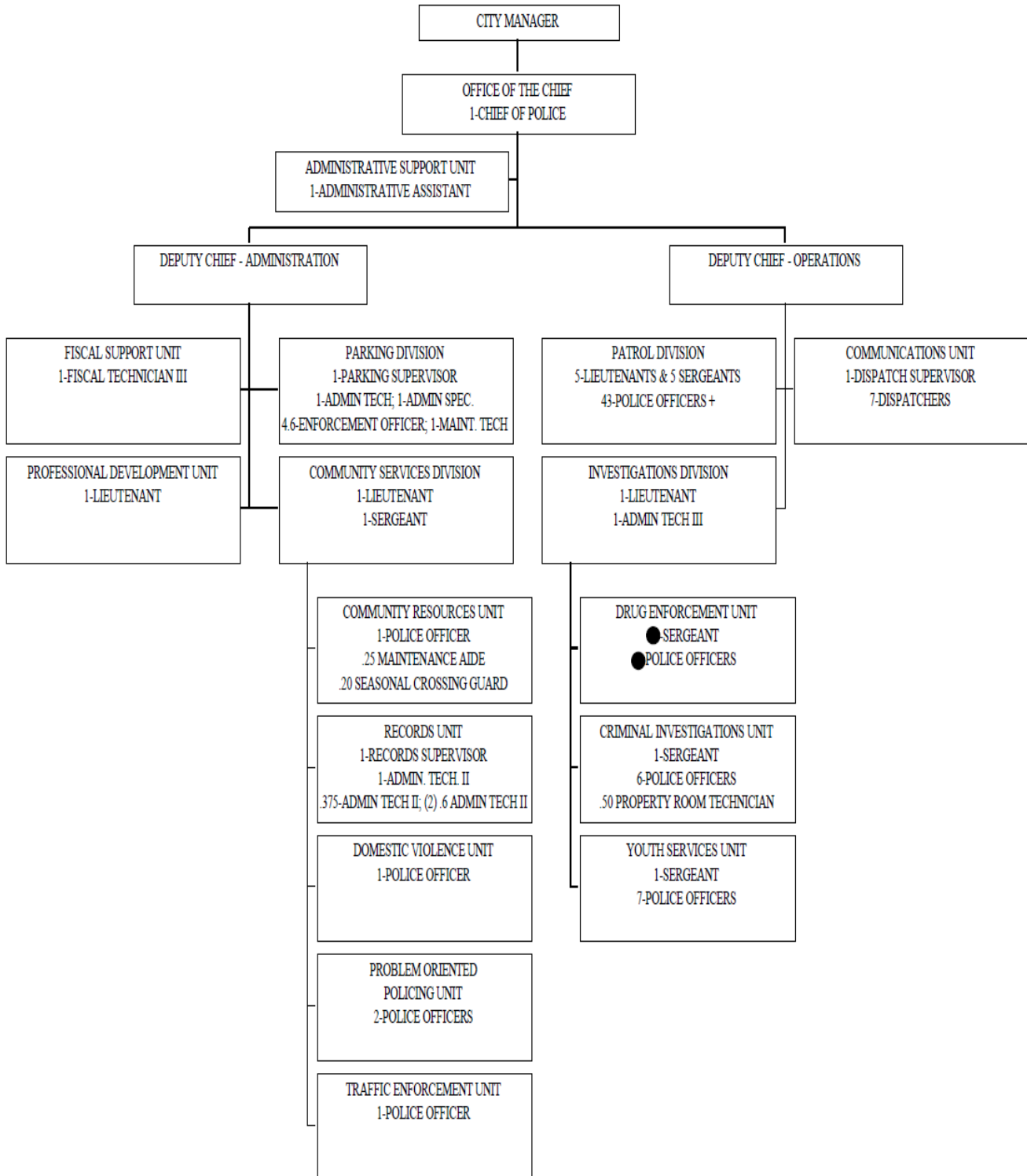
Thank you for your interest in our organization and I welcome any questions or comments regarding our Department.

Sincerely,

Bradley C. Osgood  
Chief of Police

Bradley C. Osgood  
Chief of Police

POLICE DEPARTMENT  
TABLE OF ORGANIZATION



## CORE RESPONSIBILITIES

1. The Bureau of Operations, which consists of the following three Divisions:
  - a) Patrol Division: Performs day to day police functions which include responding to calls for service, traffic enforcement, criminal investigation, and community policing initiatives.
  - b) Investigations Division: Investigates major crimes, drug investigations, and juvenile offenses.
  - c) Communications Division: Receives information via various mediums and subsequently dispatches the information to officers in the field. Coordinates the dissemination and retention of criminal history and motor vehicle records.
2. 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.

<u>SERVICE INDICATORS</u>	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Estimated 2018</u>
1. Total Calls for Service	58,181	53,216	47,968	49,400
2. Total State Reportable Traffic Accidents	1,214	1,247	1,291	1,325
3. Total Traffic Fatalities	1	2	1	1
4. Total Traffic Summonses Issued	4,371	3,709	2,029	2,050
5. Total DWI Arrests	137	156	107	120
6. Total Domestic Violence Related Arrests	323	241	257	250
7. Drug Abuse Violations (Persons Arrested)	234	331	284	290
8. Total Part I Violent Crime Arrests <sup>1</sup>	51	42	44	42
9. Total Custodial Arrests	2,926	2,746	2,382	2,425

<sup>1</sup> Part I Violent Crime include: Murder, Rape, Robbery and Aggravated Assault

## FY 2018 GOALS

1. Continue to implement strategies to augment the Department's efforts in combatting illegal drug use in the community. Coordinate Departmental efforts with other stakeholders including federal, state, and local law enforcement agencies, service providers, and the court system.
2. Creatively foster positive community engagement designed to further the relationship of the Department with the community and also address community related concerns. Continue efforts to improve the communication and level of cooperation with the community to improve quality of life issues facing the City, as well as to deter criminal activity.
3. Maintain a comprehensive, data driven, city-wide traffic enforcement plan and integrate new strategies and alternate resources as necessary to make the streets of Concord safer for motorists, pedestrians, and bicyclists.
4. Seek to attain staffing levels of at least 95% of authorized sworn positions. 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.

5. Continue efforts to identify and implement creative strategies designed to address homelessness within the City from a policing perspective. These strategies should work collaboratively with the efforts of community organizations, as well as other municipal and state agencies, to address issues surrounding homelessness in the community.

## FY 2017 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 stakeholders including federal, state, and local law enforcement agencies, service providers, and the court system.

Status: The Police Department takes an aggressive stance in combatting illegal drug issues facing the City. In 2016, the Department assigned an additional investigator to the Drug Enforcement Unit in order to augment the Unit's efforts in conducting undercover drug investigations and to assist in collecting and disseminating drug intelligence. The Department has worked closely with other stakeholders on this matter to include other police agencies, service providers, and other branches of the criminal justice system. The Department also has a representative participating on the Merrimack County Drug Court Team, which is working on implementing a Drug Court as part of the Merrimack County Superior Court.

Additionally, during the fall of 2016, the Police Department received a grant award in the amount of \$75,000 through the Law Enforcement Opioid Abuse Reduction Initiative (Project Granite Hammer). 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 has submitted a grant application for additional funding during FY 2018 through the same grant program. During FY 2017 the Department made 284 arrests of individuals with illegal drug related charges.

The Department will continue these efforts and regularly assess personnel assignments and initiatives to most effectively address illegal drug usage in the city.

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 FY17, over 665 pounds of prescription drugs have been turned in by members of the community and destroyed.

2. Foster positive community engagement designed to further the relationship of the Department with the community and also address community related concerns. Continue efforts to improve the communication and level of cooperation with the community to improve quality of life issues facing the City, as well as to deter criminal activity.

Status: During FY2017 the Department hosted several meetings involving the New American communities. In January the Department partnered with New Hampshire State Police, Manchester Police Department, and the Nashua Police Department to take part in a State wide community event involving the Congolese population. The purpose of this event was to address any concerns or questions they have about Law Enforcement in New Hampshire and to foster a positive relationship between their community and police.

The Department stayed active in the community with the use of the Bicycle Unit and Motorcycle Unit. The Department participated in several "Lunch with a Cop" events and "Police Readers" throughout the schools in the Concord School District and Merrimack Valley School District. The Department also put on several DARE classes. Throughout FY2017 the Department has put on six R.A.D. courses.

Due to the trend of mass shootings occurring in businesses and schools throughout the country, the Department has been offering active shooter training seminars. The Department has participated in 10 active shooter trainings, with approximately 400 attendees throughout FY2017. The Department also offers security assessments for homes and businesses.

The Department has organized several "Walk with a Cop" events designed to get seniors and others out walking on City walking paths and other parts of the City with police officers. The Department has put on

several internet safety talks in both the Concord and Merrimack Valley School Districts. The Department took part and helped arrange guest speakers and local celebrities for the 2017 New Hampshire Youth Summit on Opioid Awareness. Additionally, the Department took an active role in helping organize The Chamber of Commerce's Leadership Greater Concord Law Enforcement/Legal day. The Department continues to stay focused on conducting foot patrols throughout neighborhoods and business areas to engage citizens and visitors of the city in a personal manner.

3. Maintain a comprehensive, data driven, city-wide traffic enforcement plan and integrate new strategies and alternate resources as necessary to make the streets of Concord safer for motorists, pedestrians, and bicyclists. Particular attention will be given to those areas of the city which have undergone recent re-design and construction.

Status: During FY 2017 the Department conducted 8,997 motor vehicle stops which have resulted in the issuance of 2,027 citations and 6,970 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 Rd. for aggressive driving, downtown for pedestrian and bicycle safety, as well as impaired driving patrols throughout the City. The Department was also able to purchase a new radar trailer utilizing funding provided by the NH Highway Safety Agency. This trailer has been deployed in areas of traffic safety concern throughout the City. Members of the Department actively participate in the City's Traffic Operations Committee and work collaboratively with other City Departments to appropriately address traffic safety concerns throughout the City. The Department will continue 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 2017 the Department issued 1,114 citations for hazardous moving violations as well as 3,790 written warnings for hazardous moving violations. The Department also arrested 107 impaired drivers. During FY17 the Department has responded to 1,291 reportable traffic crashes. 223 of these crashes involved injury to a total of 282 individuals. During this time frame there was one fatal crash as well as 15 crashes involving a pedestrian and 9 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.

4. Seek to fully staff all authorized sworn positions. 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.

Status: During FY 2017 the Concord Police Department had significant staffing related issues mostly due to unforeseen events (retirements, transfers, and a resignation). While trying to adjust to these unprecedented staffing demands, we have worked to aggressively recruit new applicants by using social media, job fairs, online job boards and other areas of professional networking. The Department has changed its recruitment model to be able to constantly recruit the most qualified applicants by always maintaining an open process.

The Department had three different police officer recruitment testing processes in which we received 387 applicants. 87 applicants were immediately disqualified from the process for not meeting our minimum qualifications. Of the 300 remaining applicants, we successfully hired 8 police officers. This is a 2% hiring success rate. There is a shortage of qualified police officer candidates nationwide and the hiring process is extremely rigorous. Additionally, we had two high quality candidates, which made it through our entire process, decide to go to other municipal police departments.

The Department continues to have retirements and currently has 5 openings in the police officer ranks. This equates to police officer staffing being down approximately 5.8%. Despite the challenges, the department has come together to face these staffing challenges and is committed to only hiring the most qualified employees that we can. We have an active process going now and we are optimistic that we will further reduce our vacancies in the near future.

5. Continue efforts to identify and implement creative strategies designed to address homelessness within the City from a policing perspective. These strategies should work collaboratively with the efforts of community



organizations, as well as other municipal and state agencies, to address issues surrounding homelessness in the community.

Status: During FY2017 with the assistance of the Department's Problem Oriented Policing (POP) Unit many of the homeless population and their locations were identified. The Department worked collaboratively with the Homeless Coalition to come up with an action plan to assist those that are in desperate need of shelter particularly as the weather began to turn.

Additionally, the Department worked with several community organizations to help open a temporary homeless shelter during the winter months. With the collaboration of the Concord Coalition to End Homelessness, the Friends Program, the Open Hands Resource Center, and Christ the King Parish, the temporary shelter was set up at St. Peter's Parish on N State St. The Department provided a police presence periodically during the hours the shelter was open and when it closed to negate any issues with the neighborhood children awaiting their school bus in the morning. The Department also participated in the Concord Coalition to End Homelessness's Fundraiser "Souperfest". The funds raised help to combat the homeless issues.

The Department assisted representatives of the Concord Coalition to End Homelessness in identifying those that are homeless and wishing to establish a permanent residence. Some of those individuals that were identified were assisted in obtaining a residence. The Department continues to work closely with all of the outreach organizations to help the homeless population.

## BUDGET DETAIL

	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2017</b>	<b>2018</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budgeted</b>	<b>Estimated</b>	<b>Budget</b>
<b>Revenue</b>					
PD Licenses and Permits	\$6,655	\$8,236	\$8,000	\$7,000	\$3,000
Drug Forfeiture/Restitution	\$16,461	\$18,723	\$17,782	\$17,000	\$12,000
School District Payments	\$137,284	\$142,268	\$149,160	\$146,660	\$154,000
Reports, Prints and Copies	\$17,187	\$15,200	\$16,000	\$19,500	\$17,000
Cruiser Rental Fee	\$47,854	\$36,181	\$40,000	\$19,000	\$25,000
Police Patrol Services	\$6,260	\$4,759	\$4,650	\$7,500	\$5,800
Police Witness Fees	\$12,957	\$12,852	\$15,200	\$15,200	\$15,200
Special Police Duty Services	\$308,732	\$290,941	\$305,000	\$150,000	\$252,000
Non-Metered Parking Penalties	\$99,944	\$94,740	\$100,000	\$80,000	\$90,000
False Alarm Penalties	\$27,195	\$34,115	\$29,000	\$22,000	\$24,000
Miscellaneous	\$16,117	\$10,133	\$12,000	\$7,500	\$10,000
Transfer In-Trust/Capital Reserve	\$0	\$23,000	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$696,646</b>	<b>\$691,148</b>	<b>\$696,792</b>	<b>\$491,360</b>	<b>\$608,000</b>
<b>Expense</b>					
Compensation	\$6,874,657	\$7,164,893	\$7,211,411	\$7,429,420	\$7,311,166
Fringe Benefits	\$3,513,204	\$3,740,207	\$3,924,217	\$3,711,827	\$4,243,854
Outside Services	\$218,571	\$202,864	\$224,492	\$217,400	\$227,840
Supplies	\$215,154	\$162,998	\$187,300	\$182,800	\$180,800
Utilities	\$105,184	\$94,668	\$98,198	\$111,860	\$77,721
Insurance	\$147,695	\$155,494	\$161,790	\$161,790	\$157,130
Capital Outlay	\$48,628	\$23,000	\$0	\$0	\$3,210
<b>Total Expense</b>	<b>\$11,123,092</b>	<b>\$11,544,124</b>	<b>\$11,807,408</b>	<b>\$11,815,097</b>	<b>\$12,201,721</b>

## PERSONNEL SUMMARY

<u>POSITION TITLE</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</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	64.000	64.000	64.000	*66.000
Records Supervisor	1.000	1.000	1.000	1.000
Adm. Specialist I	1.000	1.000	0.000	0.000
Adm. Technician III	0.000	0.000	+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	<u>**7.000</u>	<u>7.000</u>	<u>7.000</u>	<u>7.000</u>
<b>Subtotal Permanent Fulltime:</b>	95.000	97.000	97.000	99.000
Property Room Technician	0.500	0.500	0.500	0.500
Crossing Guards (Summer-Loudon Rd/N. State St)	0.200	0.200	0.200	0.200
Maintenance Aides (temporary)	0.250	0.250	0.250	0.250
Adm. Technician II	1.575	1.575	1.575	1.575
Police Dispatcher	<u>**0.000</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>
<b>Subtotal Part-time:</b>	4.075	2.525	2.525	2.525
Department Grand Total – Funded Positions	99.075	99.525	99.525	101.525
Authorized but Unfunded Police Officer Positions	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>
	99.075	99.525	99.525	101.525

\* Two FT Police Officer positions added in FY17.

\*\* Two part-time Police Dispatcher positions upgraded to full-time in FY 2014.

+ Criminal Support Admin Specialist I position reclassified as an Admin Technician III in FY 2016.