



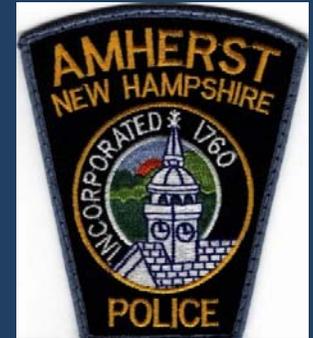
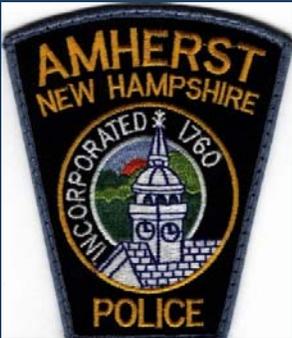
Amherst Police Department

Annual Strategic Plan Review

September 19, 2016

MISSION

To strengthen the quality of life in Amherst
as we
Deliver exemplary service to the public with compassion
and respect whenever called upon
Enforce the laws of our town, state, and country
in a firm, fair, and impartial manner
and
Maintain a reputation built upon commitment,
professionalism, and uncompromising ethics



VISION

To promote safety, foster justice, and inspire trust

Introduction

- Strategic planning process implemented three years ago
- Identified individual goals, and developed strategies with supporting initiatives to achieve those outcomes
- Four general police department goals identified in original plan:
 - Provide improved communication and community services to our citizens
 - Increase officer training to maintain professional standards and address community concerns
 - Improve efficiency and patrol area coverage
 - Improve department facilities and equipment

Strategic Plan Accomplishments: 2013-Present

- Improved communication and community services
 - Biennial community survey of agency services and performance
 - Updated and expanded police department website
 - Facebook page for Amherst Police Communications
 - R.A.D. (Rape Aggression Defense) program funded and presented to approximately 100 Amherst women of all ages to date
- Increased education and professional development opportunities
 - Continual funding increase approved for additional, yearly in-service police officer and dispatcher training
 - One-time funding increase to allow graduation of remaining police command staff from the Command Training Institute at Roger Williams University

Strategic Plan Accomplishments, *continued...*

- Improved Police Department/Communications Center operations
 - Funding approved to create part-time administrative assistant position
 - One-time funding approved for purchase of new undercover vehicle
 - Communications Center equipment upgraded
 - Developed Standard Operating Procedures for Communications Center
 - Identified and improved upon Communications Center caller satisfaction rating
 - Participated in formation and deployment of Hillsborough County Street Crimes Task Force to address drug distribution and street level crimes
 - Consistent yearly voter approval sought and obtained for Communications Center CRF contributions

Changes/Developments Within Strategic Plan

- Undercover drug investigation previously an agency weakness
 - Now a strength through participation in formation and activation of county-wide task force
 - Amherst Police Department contributing sworn task force officers on a part-time, as needed basis
 - Over 100 multijurisdictional arrests attributed to the task force in less than one year of operation
 - Many cases with overlapping connections to drug and property crimes occurring in Amherst
 - Multiple felony arrests of low-level drug dealers operating within Amherst
 - Task force assistance regularly provided for criminal surveillance and investigation within Amherst
 - Task force formation well-timed in light of ongoing state and national opioid epidemic

Changes/Developments, *continued...*

- Administrative support staffing
 - Originally identified as a weakness, and corrected with creation of new part-time administrative assistant position in FY15
 - Position filled, though vacated with change in employee status mid-FY16
 - Position remains unfilled due to recent and pending changes in state justice system and record-keeping protocols which result in reduced administrative workload
 - Requests for accident records previously handled by individual police departments now centralized through New Hampshire Department of Safety
 - Court docket scheduling, citation issuance, and all related record keeping to be automated through statewide "J-One" initiative
 - Adjusted workload managed by department's FT executive assistant
 - Part-time administrative assistant position no longer warranted

Achieving Targeted Outcomes

- Four general police department goals identified in original plan:
 - Provide improved communication and community services to our citizens
 - Increase officer training to maintain professional standards and address community concerns
 - Improve efficiency and patrol area coverage
 - Improve department facilities and equipment
- Original goals reviewed and refined to more specifically and quantitatively target desired public safety outcomes:
 - *Reduce neighborhood property crime by 15%*
 - *Increase traffic safety along town roads and through residential areas*
 - *Reduce the use and availability of illicit drugs*
 - *Maintain overall level of service consistent with department's current community survey approval rating*

Inputs Needed to Reach Desired Outcomes/Goals

- Goal #1: Reduce neighborhood property crime by 15%
 - *Inputs: Staffing level, officer visibility, full sector coverage*

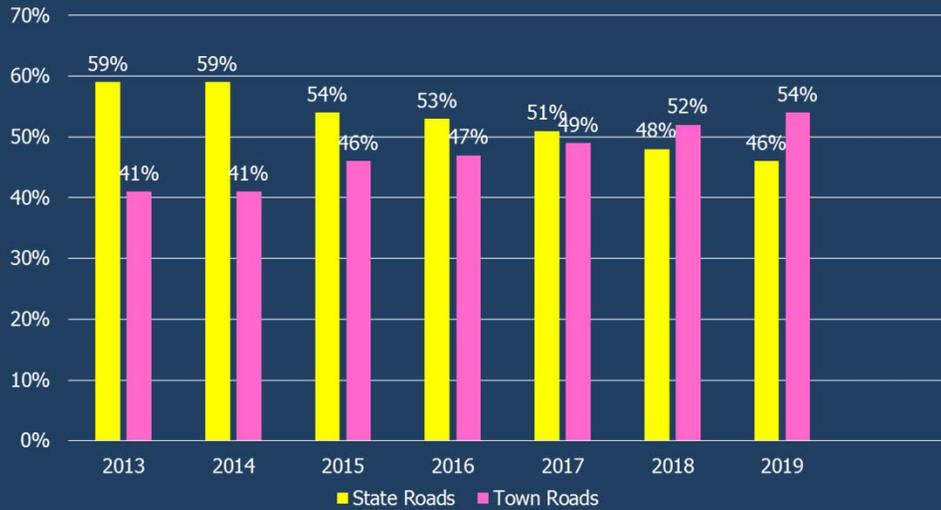
- Goal #2: Increase traffic safety along town roads and through residential areas
 - *Inputs: Staffing level, officer visibility, full sector coverage*

- Goal #3: Reduce the use and availability of illicit drugs
 - *Inputs: D.A.R.E. instruction, SRO education and intervention, undercover enforcement, officer training, staffing level*

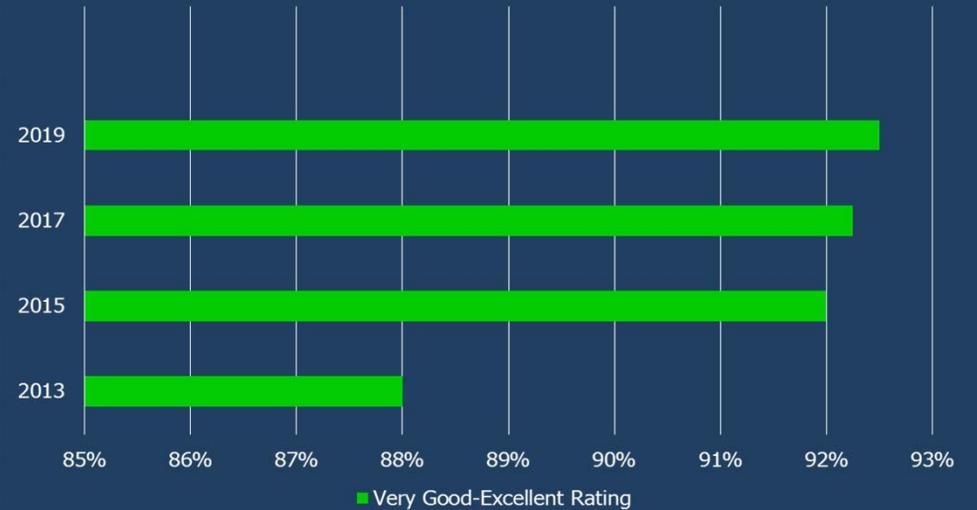
- Goal #4: Maintain overall level of service consistent with department's current community survey approval rating
 - *Inputs: Quality employee recruitment and retention, continued professional training, facility improvement, staffing level*

Vision Dashboard

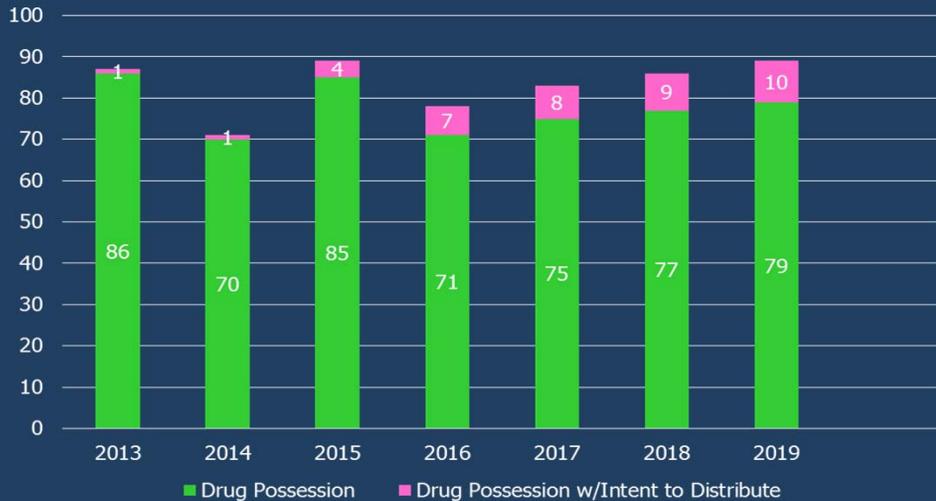
Percentage of Citations Issued on State vs. Town Roads



Community Survey Results for Overall Service



Drug Arrests

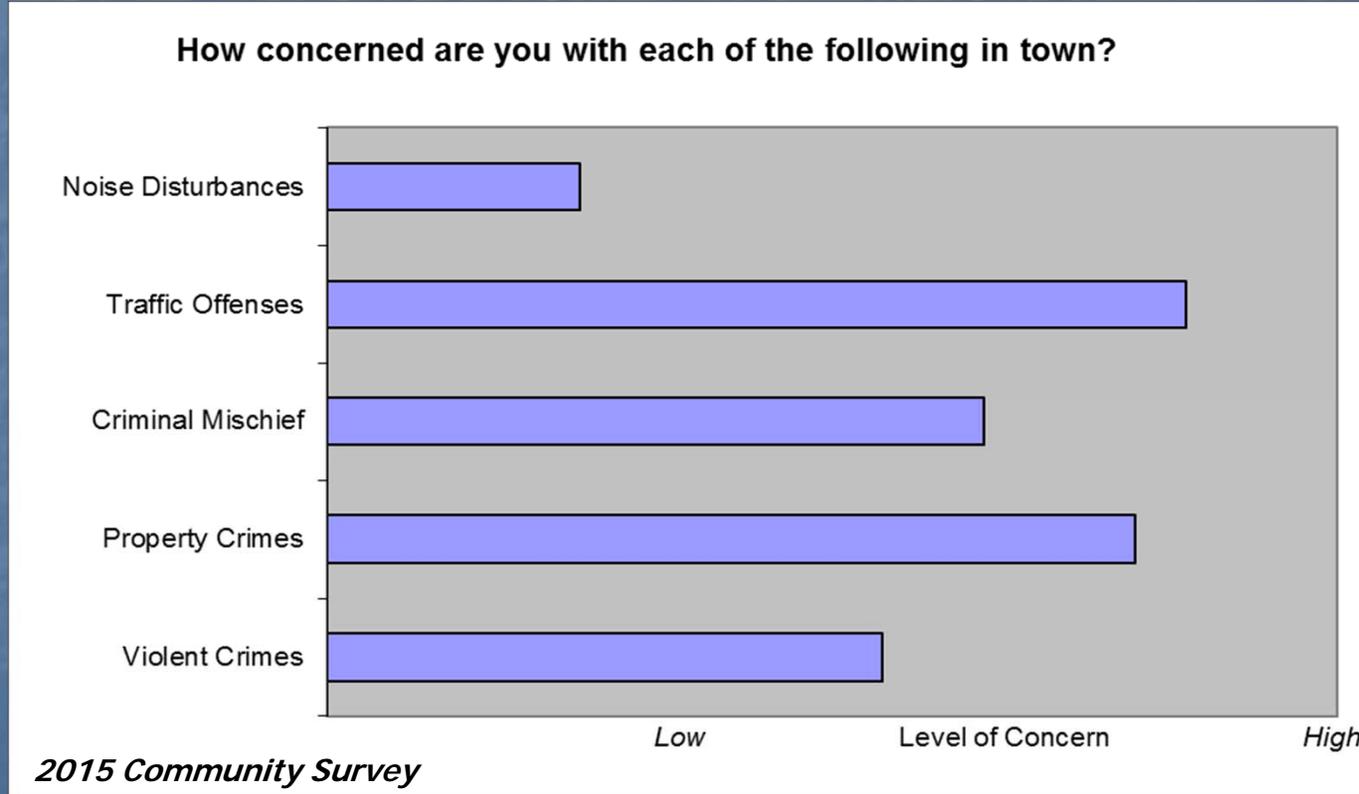


Property Crime



Goal #1: Reduce Neighborhood Property Crime by 15%

- 2013 and 2015 community surveys list property crime as one of the top two citizen public safety concerns alongside traffic offenses



Goal #1: *continued...*

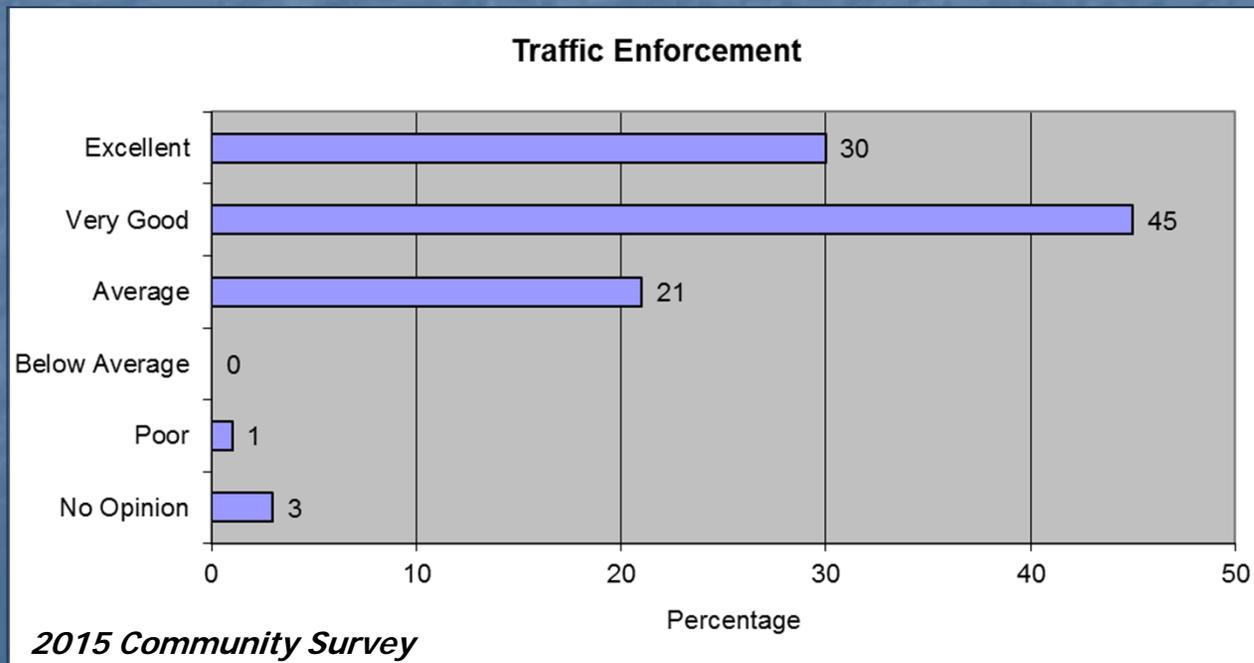
- In addition to citizen education and awareness, consistent officer visibility is crucial in deterring residential property crime
- Dedicated coverage of all three primary police patrol sectors is the most important component in accomplishing that task
- Three patrol models operated as staffing allows: two-car (North-South), three-car (North-Central-South), and four-car (North-Central-South1-South2)
 - Consistent three-car coverage provides minimum appropriate level of service
 - Current roster of 18 FT officers provides only 69% three-car coverage
 - Three-car coverage increases to 93% with one additional officer
 - Two additional officers increases coverage to 100% with increased flexibility (e.g., to employ the department's more concentrated four-sector patrol model)
- On average, 57% of all property crime occurs within the Route 101A business district, requiring allocation of substantial police resources to a limited area
- Additional officers would allow agency to increase police presence along town roads to better deter residential property crime, while still meeting demand for investigation of property crime within the Route 101A business district

Property Crime



Goal #2: Increase traffic safety along town roads and through residential areas

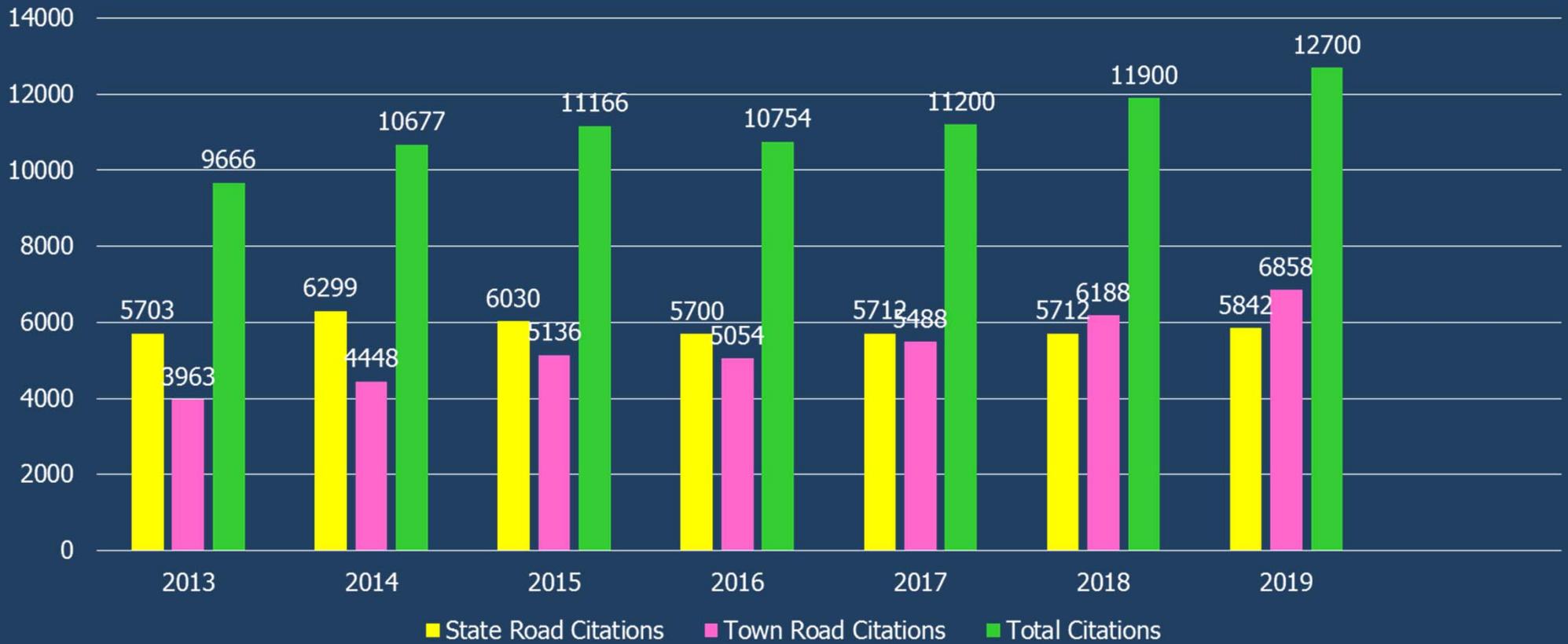
- Traffic offenses are the primary public safety concern according to community survey results
- 2015 survey showed an encouraging 75% above average *Very Good-Excellent* rating in Traffic Enforcement
- However, the Traffic Enforcement category also resulted in the largest *Average* rating (21%) of six police service categories surveyed
- Public concern, combined with large *Average* rating identifies this as a priority area



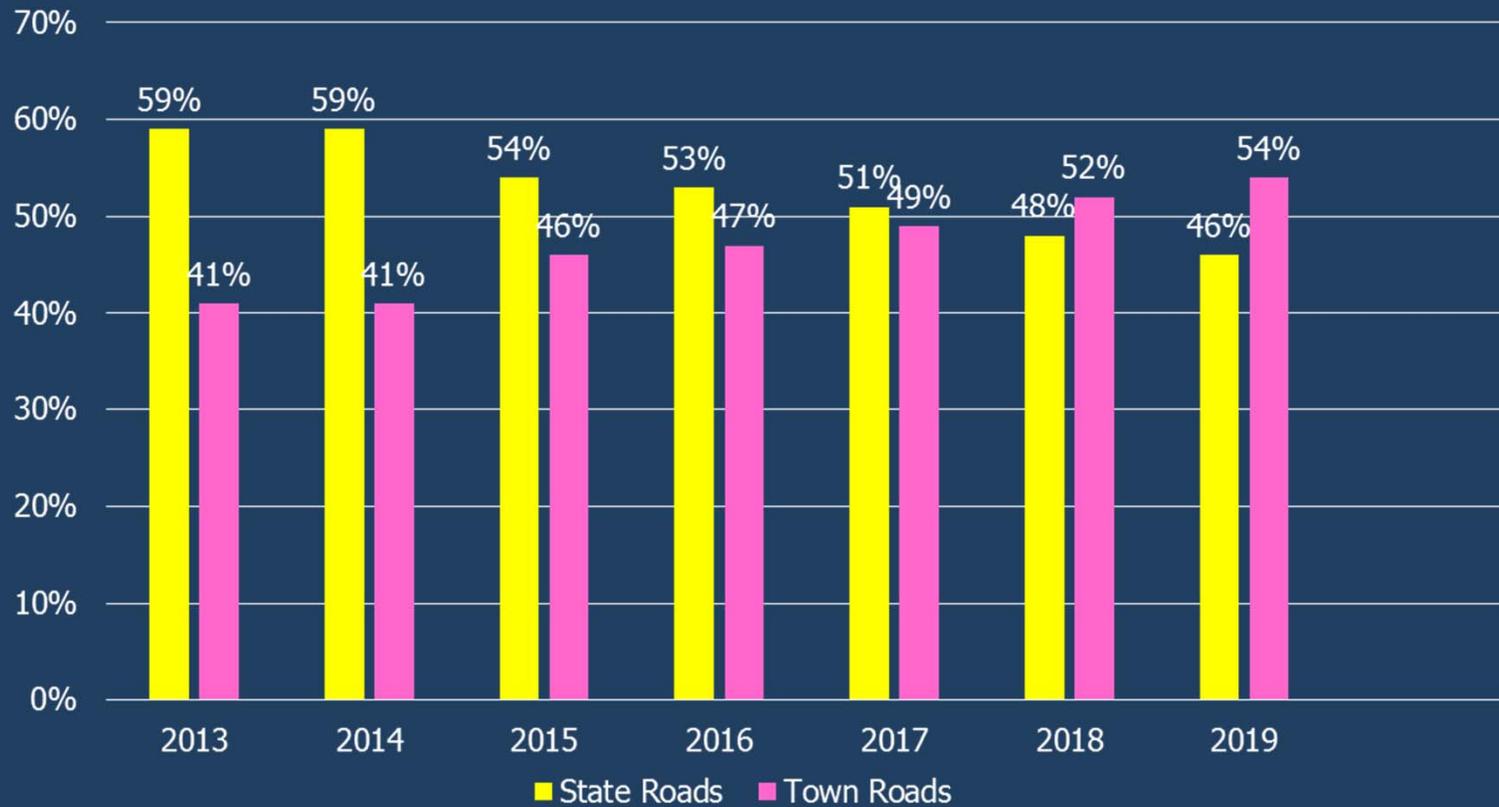
Goal #2: *continued...*

- Department needs to increase traffic enforcement on *town* roads while maintaining current enforcement level on *state* roads
- Approximately 56% of department's traffic citations are issued on state roads
 - Steady officer presence is required along major state roads due to enormous traffic volume
 - Route 101 and 101A alone account for 66% of total yearly motor vehicle accidents
 - Route 101 and 101A also account for 60% of total DWI and drug-related arrests
- Additional officers would allow agency to meet demand for presence along state roads *and* meet community need for increased presence on town roads
 - Improving neighborhood traffic safety along town roads with an initial increase in enforcement presence of 10%
 - For the first time shifting majority of traffic enforcement activity from state to *town* roadways
- Current roster of 18 FT officers provides 69% three-sector coverage
 - 19 FT officers increases coverage to 93%
 - 20 FT officers increases coverage to 100% with increased flexibility
 - Consistent three-car coverage provides minimum appropriate level of service

Number of Citations Issued on State vs. Town Roads

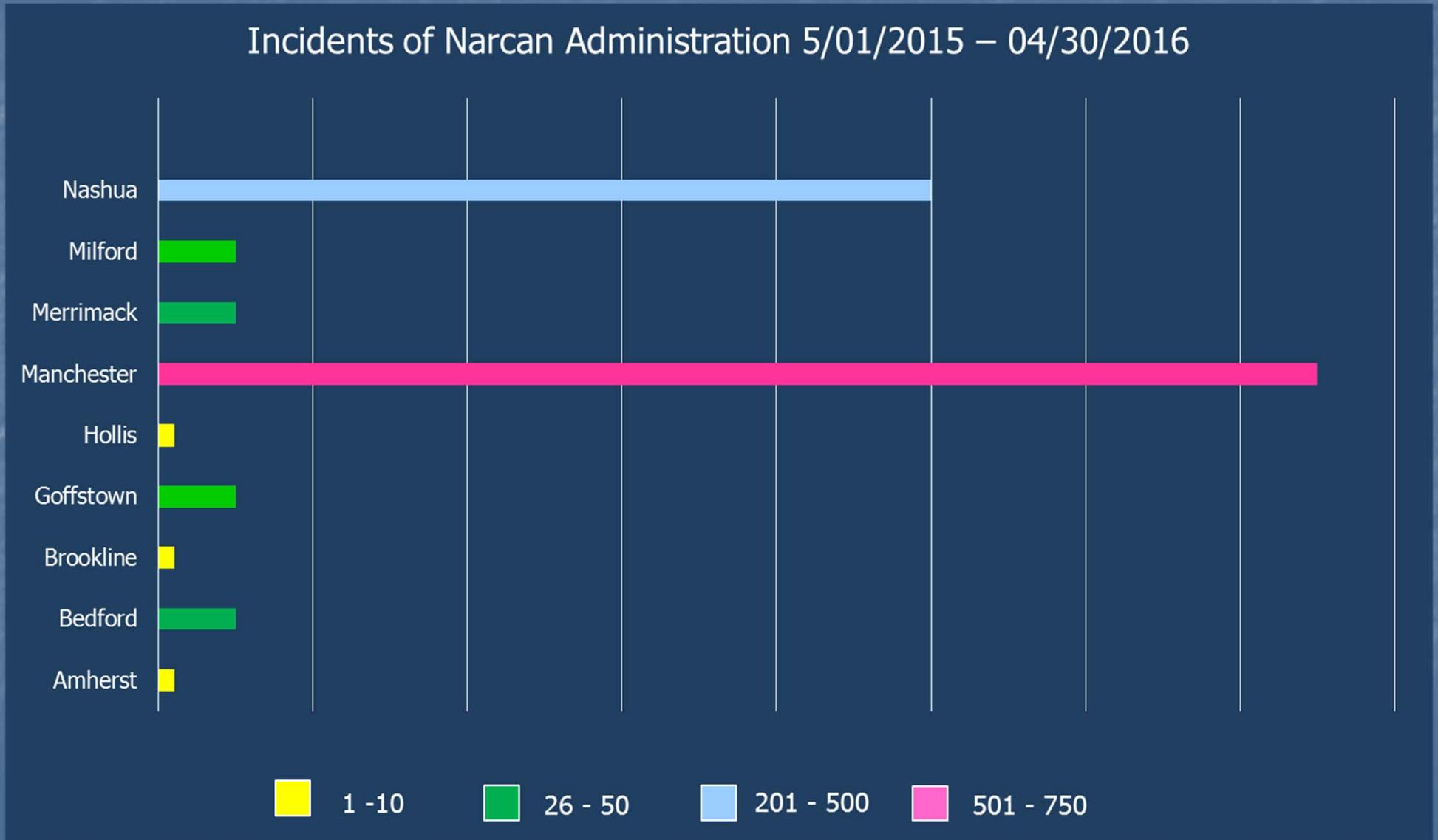


Percentage of Citations Issued on State vs. Town Roads



Goal #3: Reduce the use and availability of illicit drugs

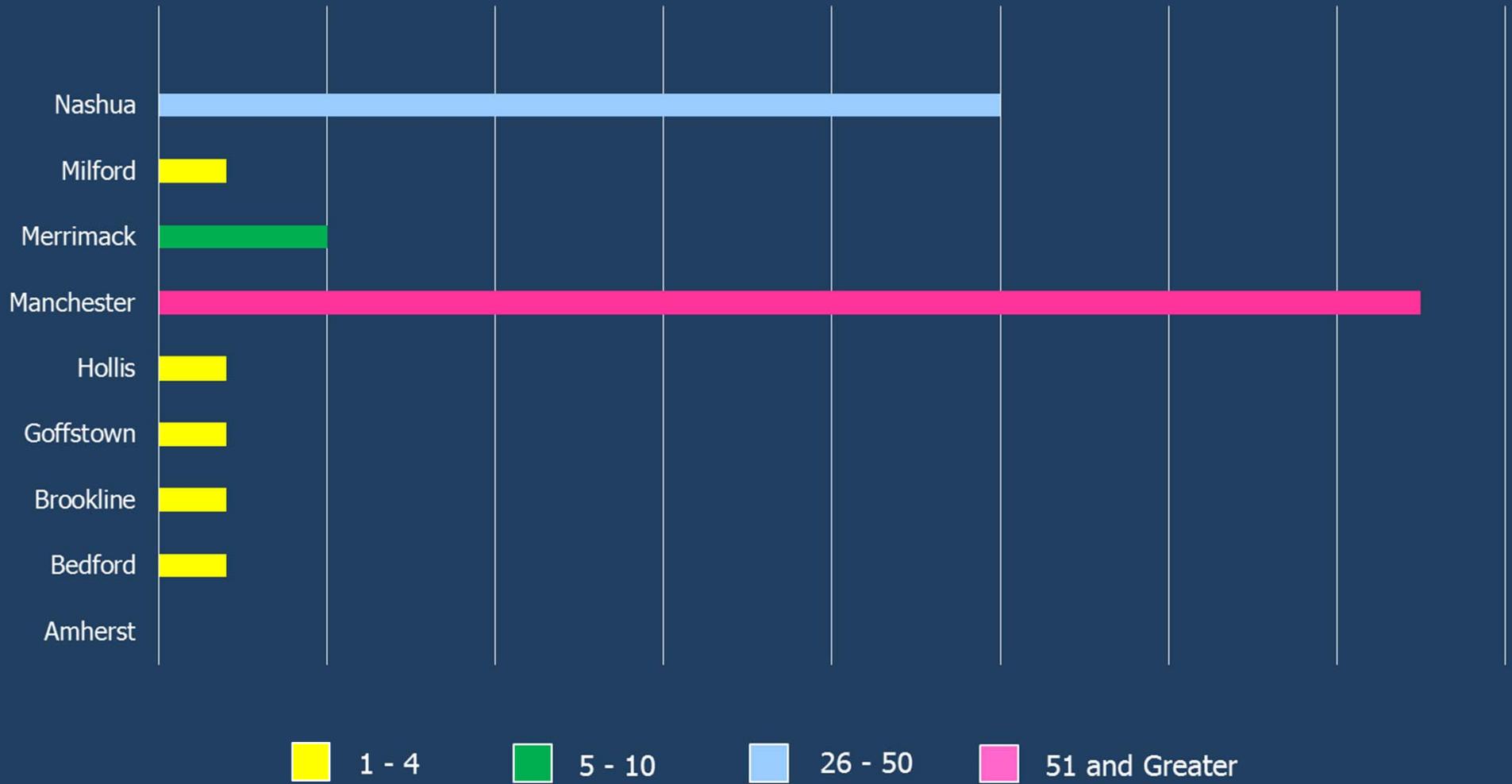
- Overview of recent state opioid crisis statistics as they pertain to Amherst:



Goal #3: continued...

- Overview of recent state opioid crisis statistics as they pertain to Amherst, *continued...*

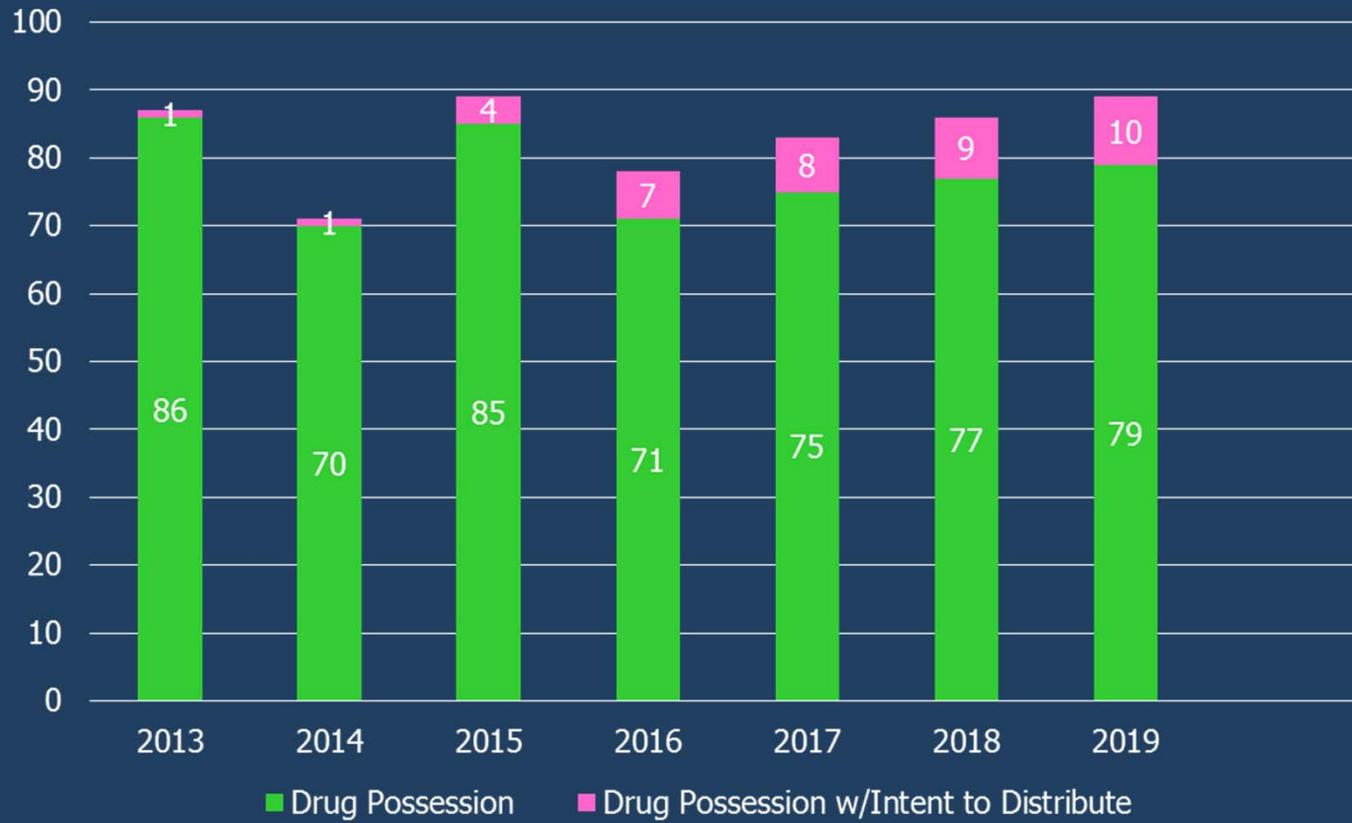
Heroin/Fentanyl Overdose Deaths 5/01/2015 – 04/30/2016



Goal #3: Reduce the use and availability of illicit drugs

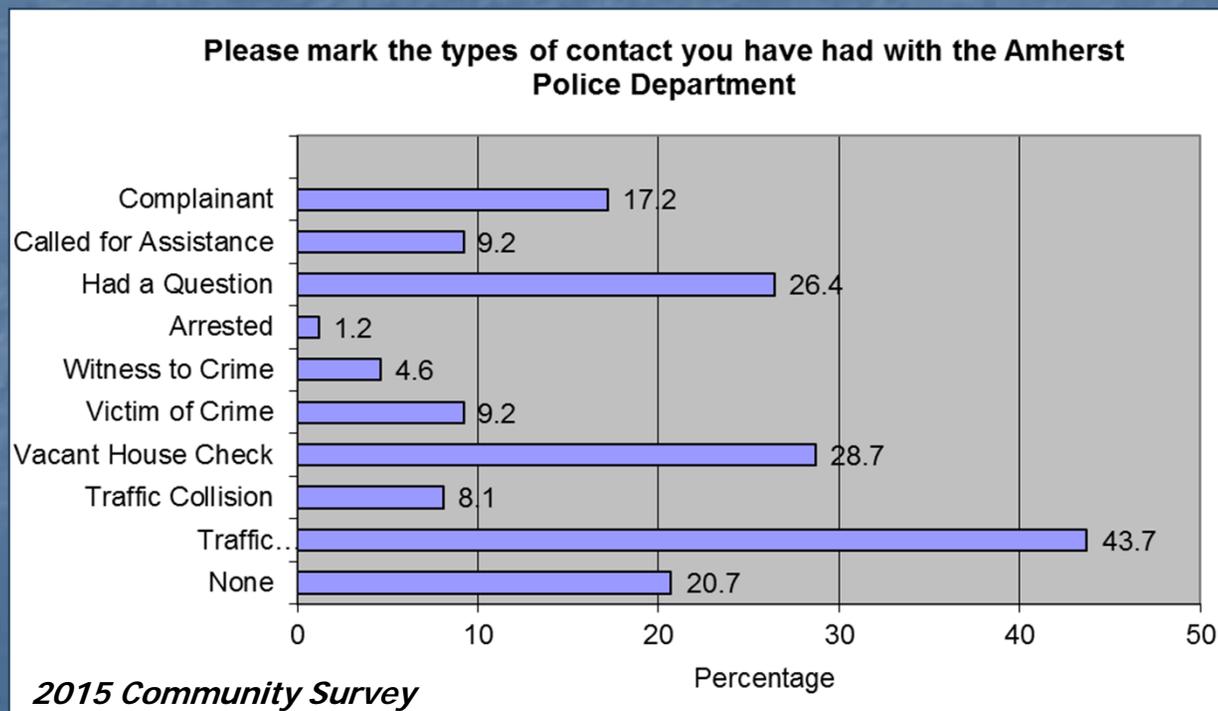
- Department's drug enforcement efforts have always focused on drug resistance education and aggressive investigation/arrest of drug offenders
 - Drug awareness and education
 - Drug abuse resistance education (D.A.R.E.) in place at Amherst Middle School since 1991, having grown from a one-year to a two-year program with approximately 5,500 graduates
 - Additional drug awareness and intervention occurs also at Souhegan High School through the department's school resource officer
 - High school SRO also a member of Greater Milford Community Action for Safe Teens (CAST) aimed at preventing substance abuse and promoting healthy choices for Souhegan Valley youth, with recent focus on state and national opioid crisis
 - Investigation and arrest of drug offenders
 - Department's drug enforcement efforts have historically centered around traffic enforcement and motor vehicle-related drug interdiction (i.e., arrests and drug seizures during the course of traffic stops)
 - Enforcement efforts over the last year have shifted in part to identification and arrest of drug distributors through undercover investigation and participation in the newly formed Hillsborough County Street Crimes Task Force
 - Current police staffing level allows for continued student education through both school resource officers, though additional personnel would provide greater flexibility and resources to address drug enforcement within the drug task force model as needed
- Continued impact on drug distribution at its source is necessary alongside drug resistance education and other drug enforcement and treatment efforts
- Department goal to increase major drug arrests by 10%-15% each year through 2019

Drug Arrests



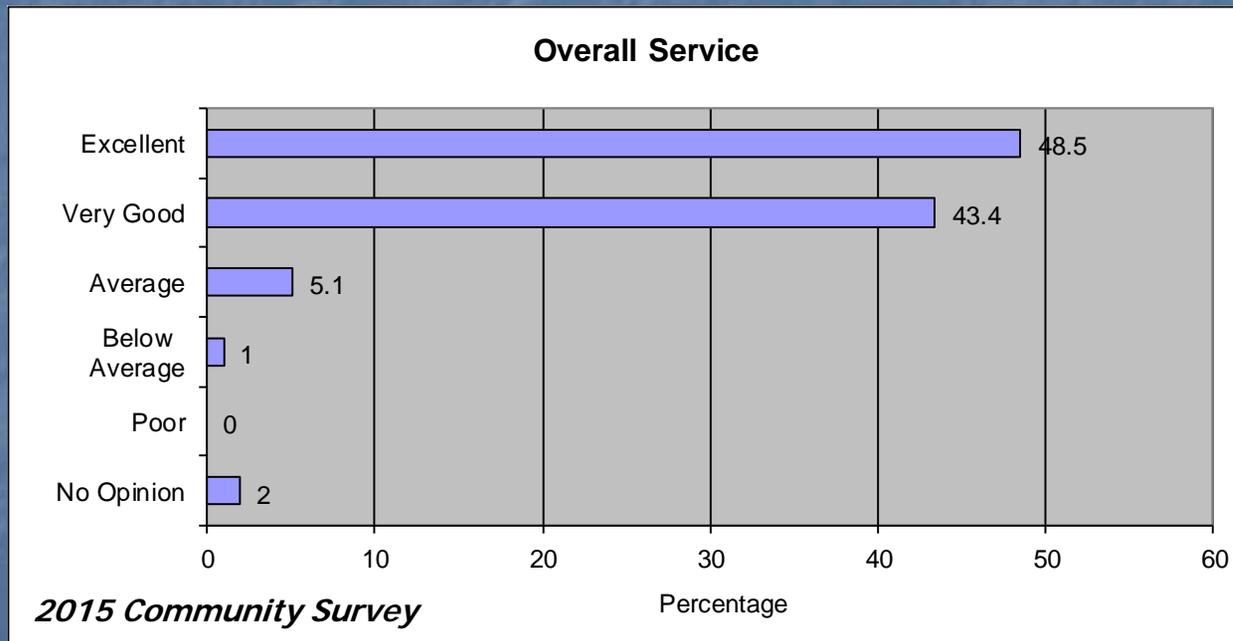
Goal #4: Maintain Overall Level of Service Consistent with Current Community Survey Approval Rating

- Biennial community survey implemented as part of strategic plan in 2013, and conducted again in 2015
- Gathered community feedback to assist in development of strategic goals and initiatives
- 79.3% of respondents had some form of prior contact with the department



Goal #4: *continued...*

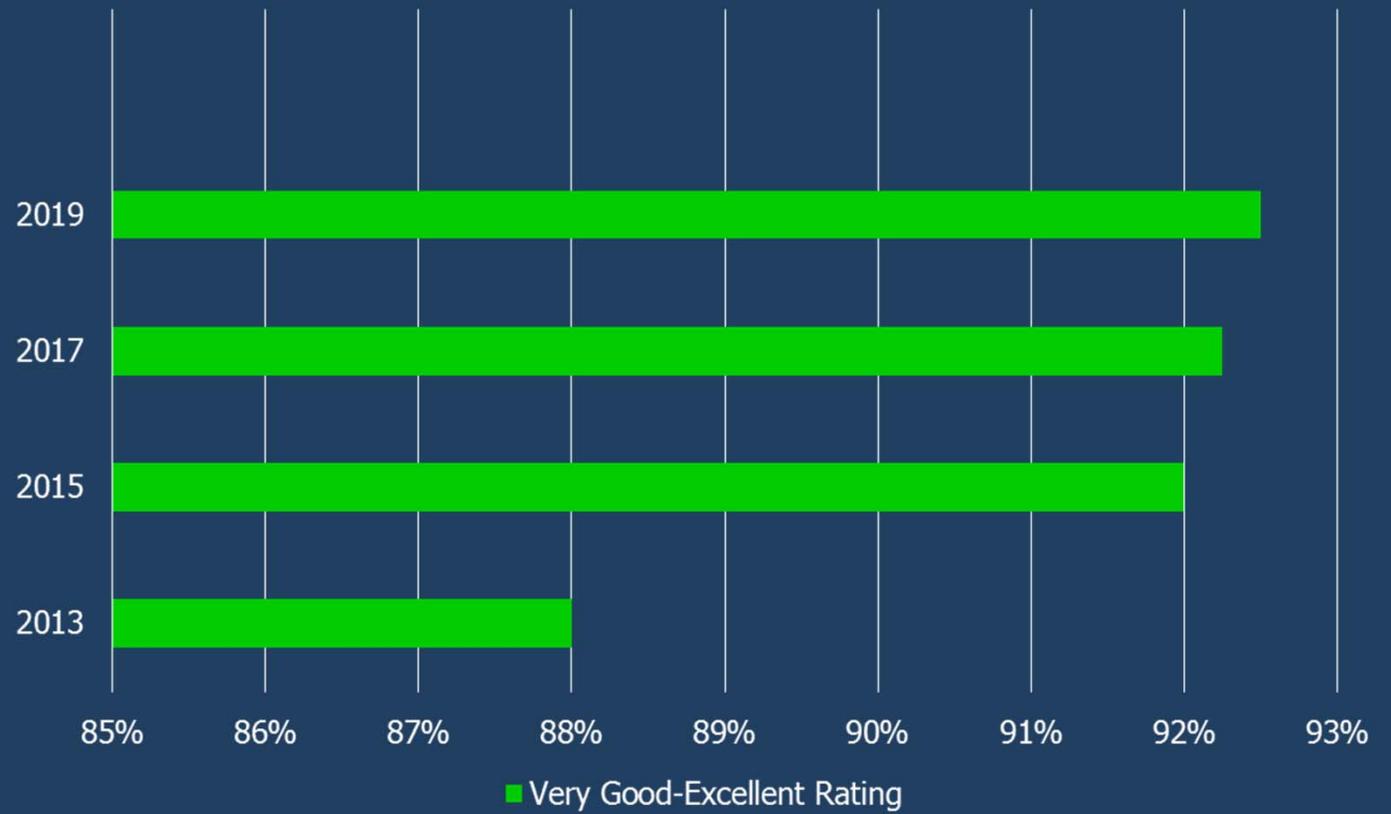
- Survey provided insight regarding public perception of agency performance
- Citizens rated, among other areas:
 - Police officer and dispatcher professionalism, department involvement within the community, services to schools, crime and incident investigation, traffic enforcement, and the overall impression of the Amherst Police Department



Goal #4: *continued...*

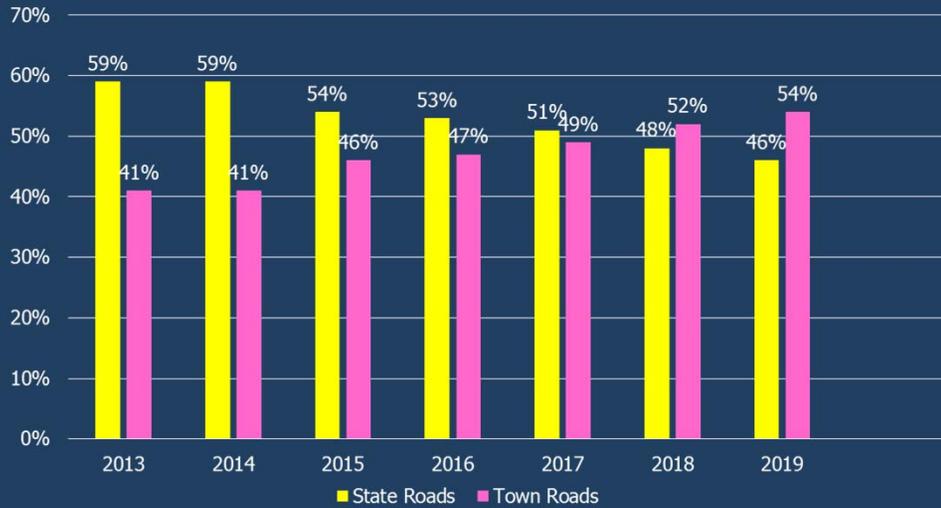
- Agency seeking to maintain an approval rating of at least 90% or higher
- Continued professional officer training and development, and much needed facility renovation would contribute substantially toward that goal
 - Current station built in 1980, with renovations in 1996
 - Police department occupies roughly 5,000 sq. ft. of 10,000 sq. ft. facility
 - Comparable NH police agencies averaging 12,000 sq. ft.
 - Inadequate size becoming more apparent with time
 - Work spaces are undersized with no useable space left
 - Unfinished third floor once hoped to provide potential office space but instead needed to house Department's archive files and miscellaneous supplies
 - Recent merger of Fire/EMS will eventually allow Department's acquisition of lower level currently occupied by EMS
 - Lower level to provide immediate improvement with renovation needed shortly thereafter

Community Survey Results for Overall Service

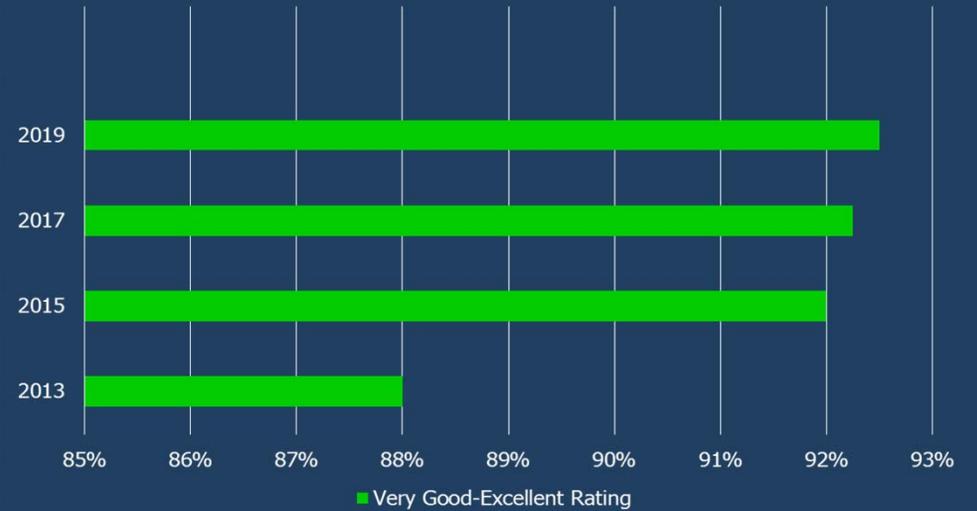


Vision Dashboard

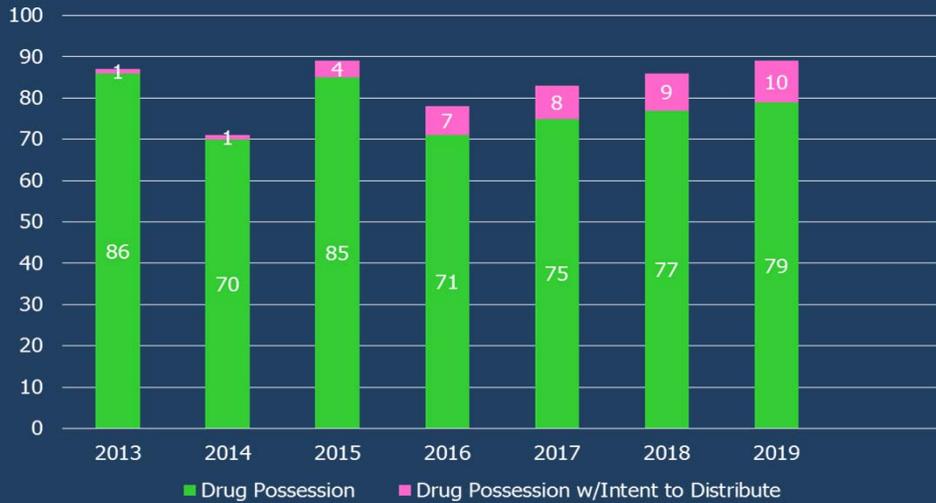
Percentage of Citations Issued on State vs. Town Roads



Community Survey Results for Overall Service



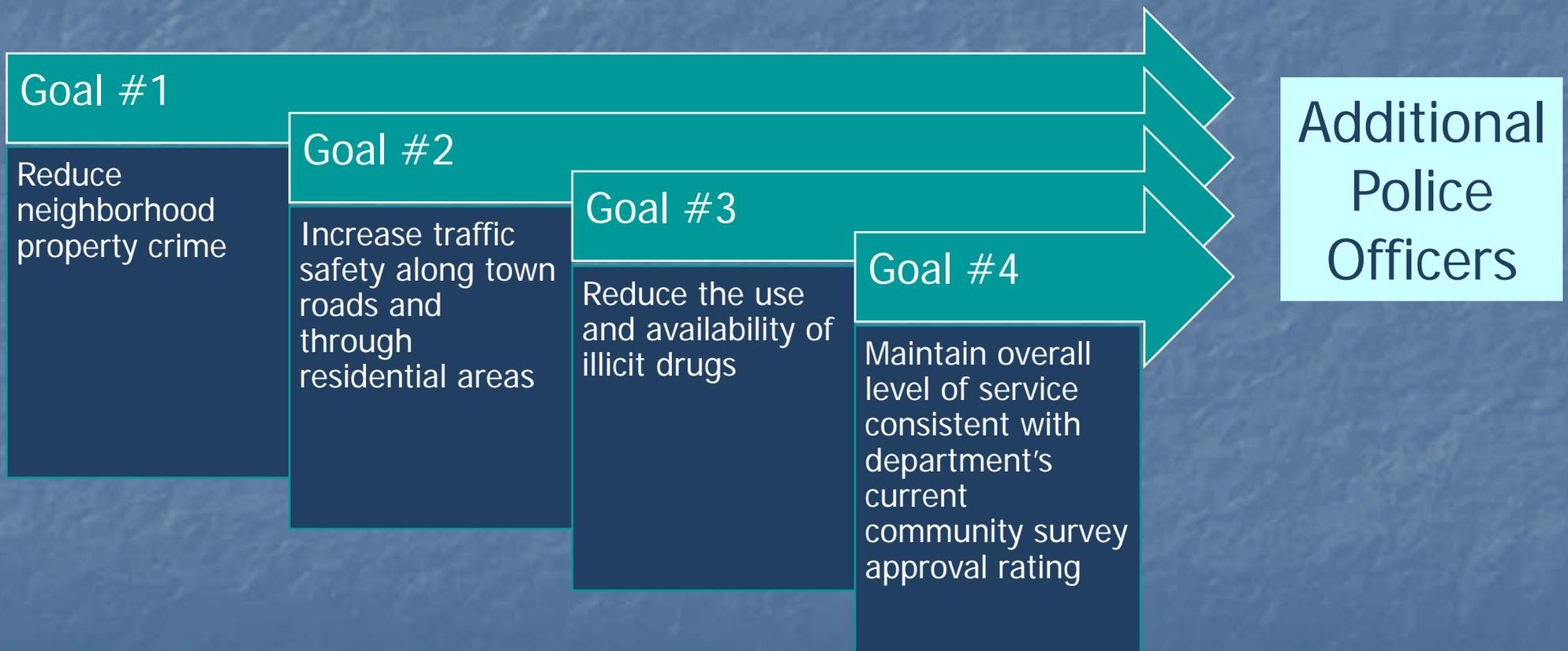
Drug Arrests



Property Crime



- Department goals do not require multiple initiatives...
Investment in additional officers facilitates *all four agency goals*



FY18 – FY20 Police Projected Budget Comparison

	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>
<u>Budget:</u>	\$2,472,197	\$2,650,195	\$2,748,252
<u>% Increase:</u>	7.9%	7.2%	3.7%

Figures include costs for new patrolman in FY18 and FY19



Amherst Public Safety Communications Center

Achieving Targeted Outcomes

- Four general dispatch center goals identified in original plan:
 - Upgrade communications center equipment
 - Improve telephone caller satisfaction rating
 - Develop Standard Operating Procedures (SOP) manual
 - Maintain Capital Reserve Fund for long term improvements and repairs
 - Increase yearly in-service dispatcher training hours

- Original goals reviewed and refined to more specifically and quantitatively target desired public safety outcomes*
 - *Increase caller satisfaction rating by 5%*
 - *Maintain communications infrastructure to provide continued quality public safety services to the community*

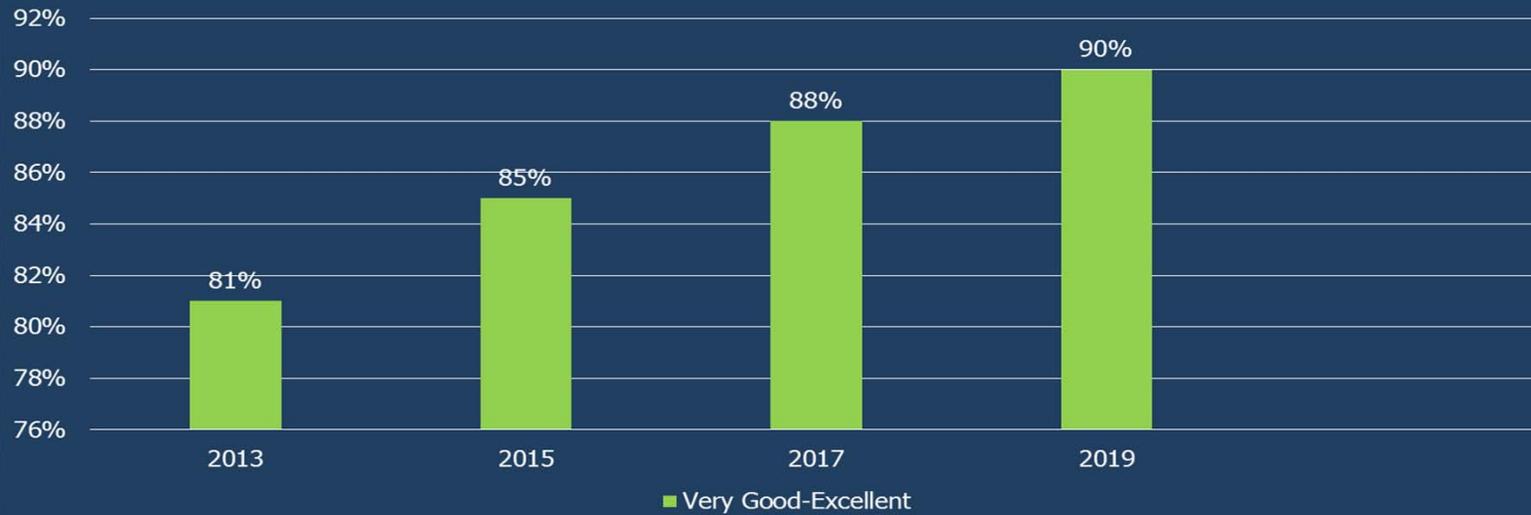
**Taking into account goals such as increasing training hours and completing an SOP manual which have already been completed*

Inputs Needed to Reach Desired Outcomes/Goals

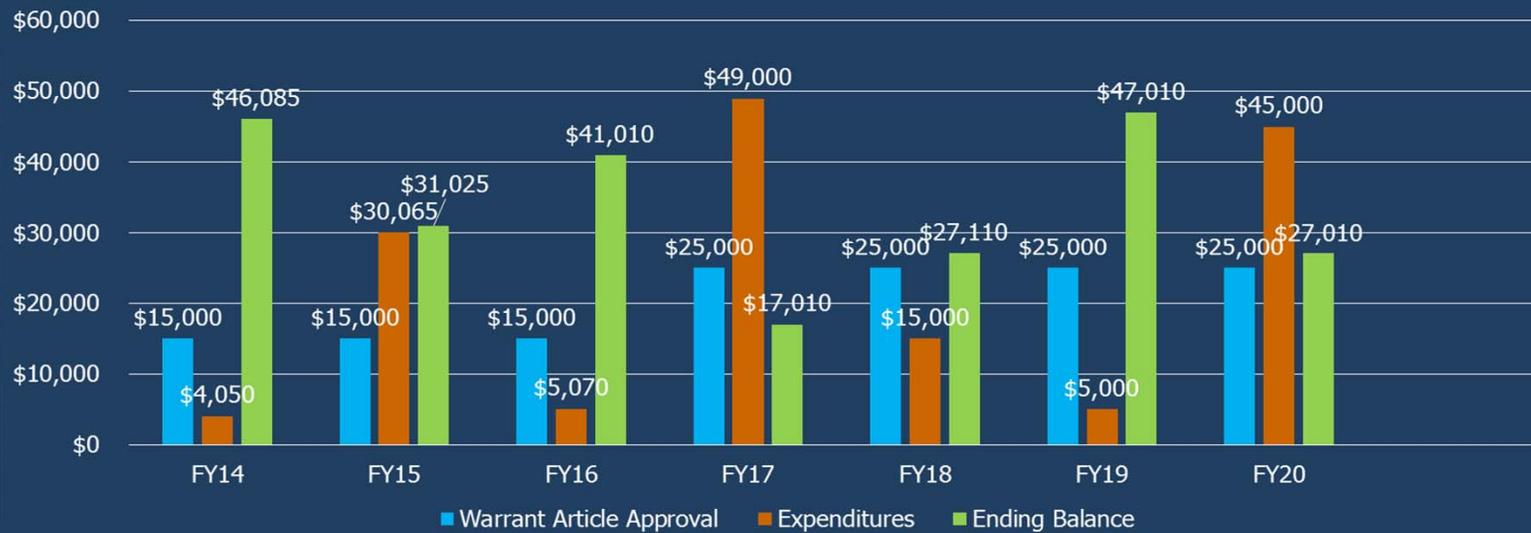
- Goal #1: Increase caller satisfaction rating by 5%
 - *Inputs: In-service training and professional development, management and supervision, employee recruitment and retention*
- Goal #2: Maintain communications infrastructure to provide continued quality public safety services to the community
 - *Inputs: Continued voter support for yearly Communications Center Capital Reserve Fund warrant articles, prioritized schedule for equipment replacement/upgrade, regular systems maintenance*

Vision Dashboard

Communications Center Caller Satisfaction Rating



Communications Center Capital Reserve Fund



Goal #1: Increase Caller Satisfaction rating by 5%

- 2013 community survey showed citizen satisfaction rating of 81% in combined *Very Good* and *Excellent* categories for telephone calls made to the Communications (dispatch) Center
- 2015 survey showed an increase in citizen-caller satisfaction rating from 81% to 85% over last two years
- Dispatchers are first point of contact for emergency and other public safety services
- Strong focus on continual quality improvement
- Education/Professional Development budget increased via FY15 strategic initiative
- Yearly in-service training hours continue to increase
- Goal to reach and maintain a 90% rating or better

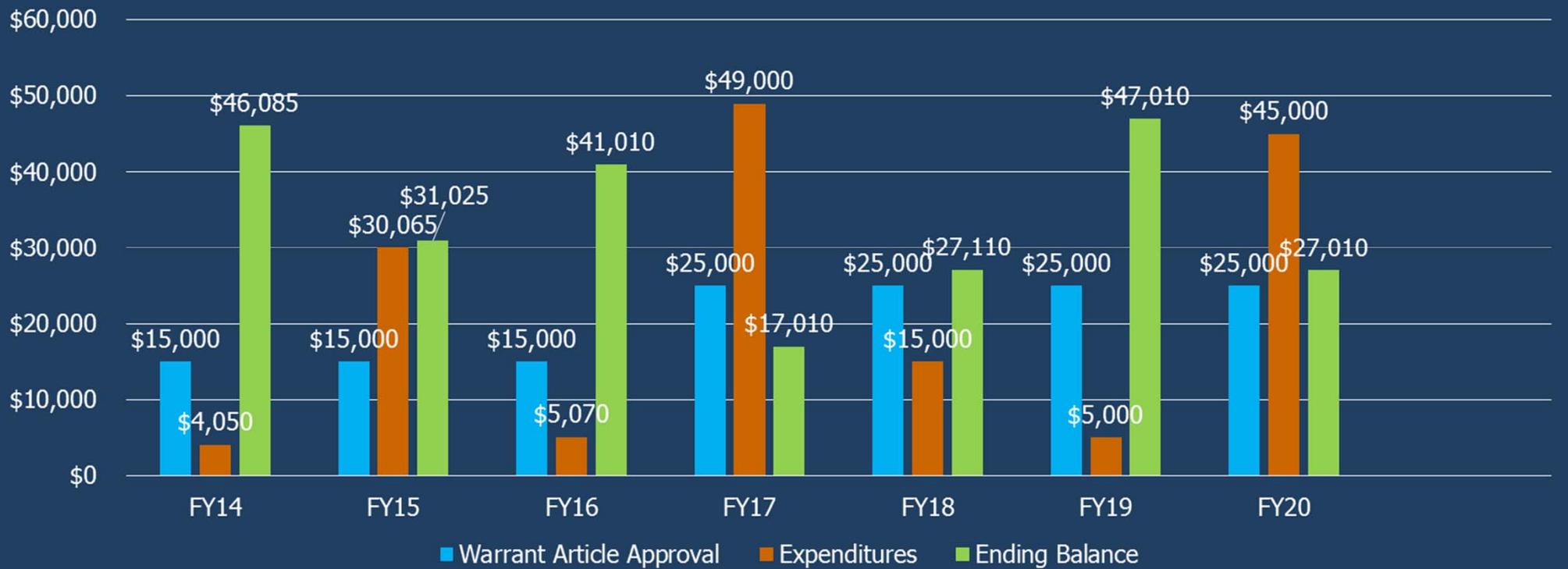
Communications Center Caller Satisfaction Rating



Goal #2: Maintain Communications Infrastructure to Provide Continued Quality Public Safety Services to the Community

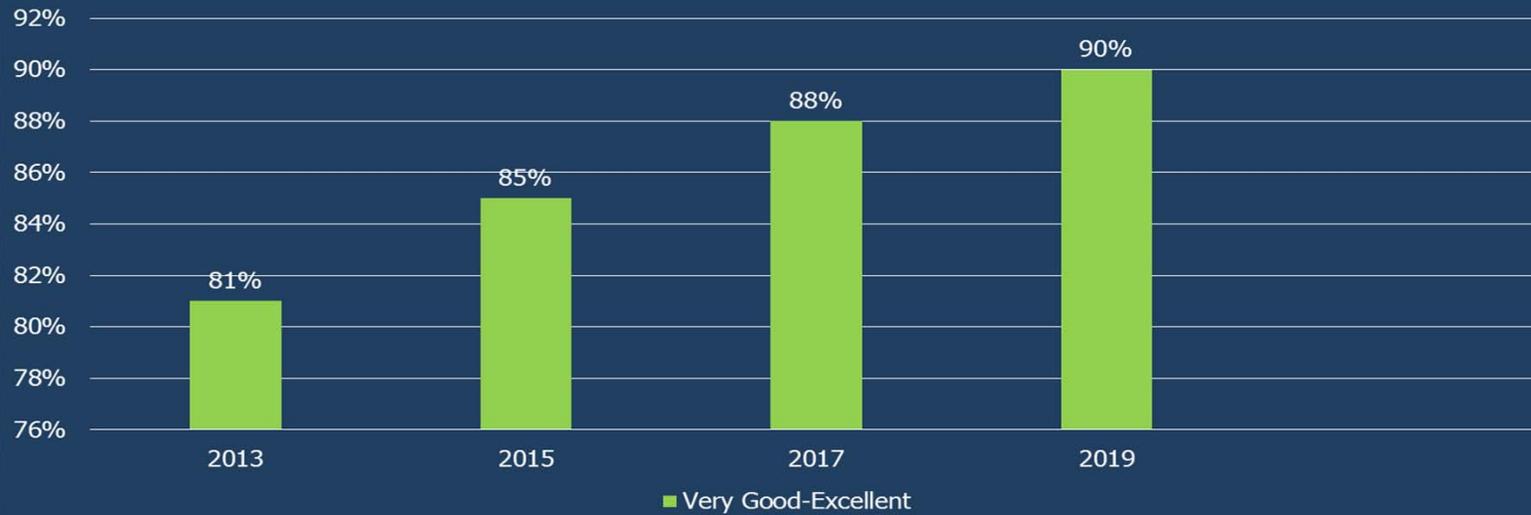
- Amherst Public Safety Communications Center represents starting point for effective response, coordination, and deployment of emergency services
- Maintaining current communications technology also essential to ensuring safety of first responders and fortifying cross-agency interoperability
- Communications Capital Reserve Fund established to address major repairs and long term equipment replacement
- \$39,000 expended on major repairs and federal grant matches in last three years
- Capital reserve request increased in FY17 and thereafter (\$15,000 to \$25,000) in anticipation of pending major equipment upgrades and replacement
 - Radio repeater system (\$49,000 grant match approved for expenditure in FY17)
 - Radio tower replacement in 2020 (approximate grant match of \$45,000)
 - Radio console replacement in 2023 (approximate grant match of \$100,000)

Communications Center Capital Reserve Fund

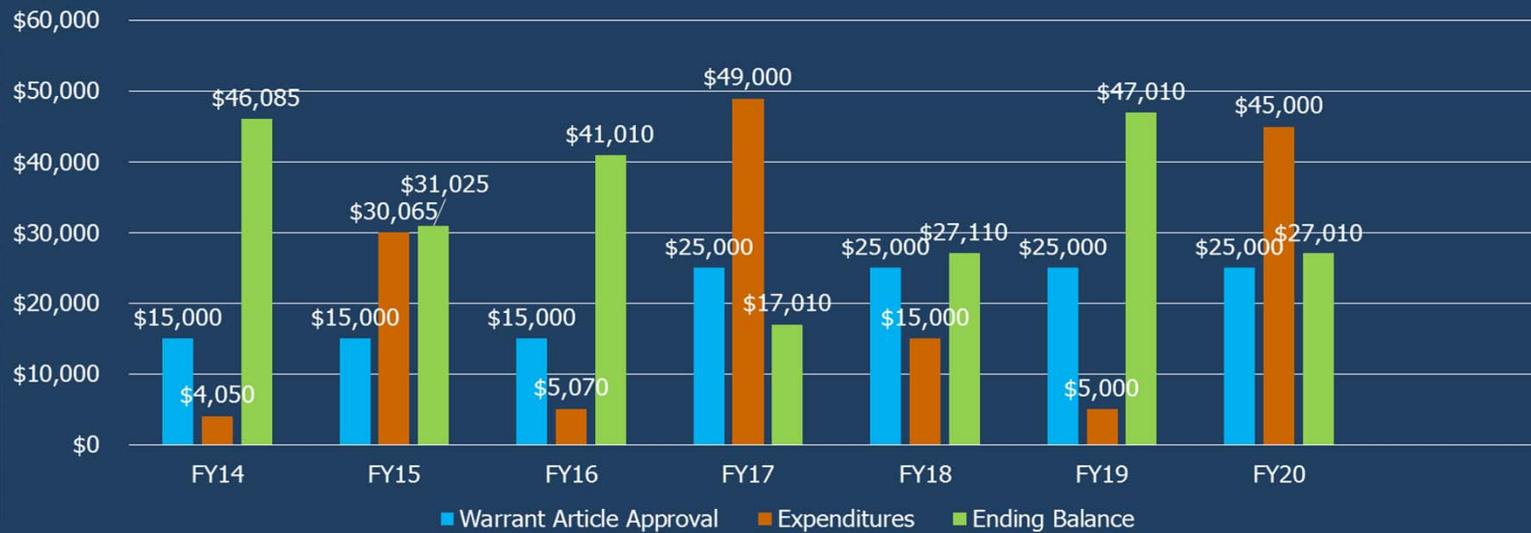


Vision Dashboard

Communications Center Caller Satisfaction Rating



Communications Center Capital Reserve Fund



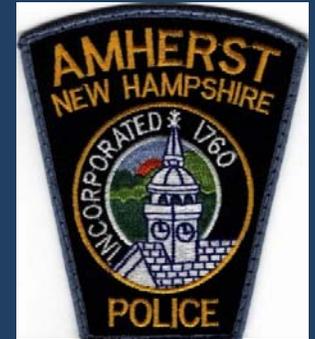
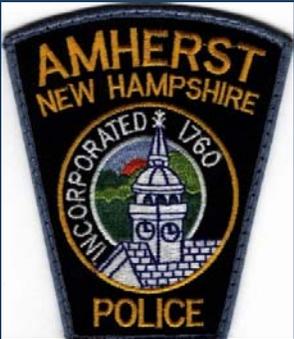
FY18 – FY20 Communications Projected Budget Comparison

	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>
<u>Budget:</u>	\$430,273	\$453,507	\$477,996
<u>% Increase:</u>	5.4%	5.4%	5.4%

Figures include costs for all yearly wage increases (2.5% plus grade step)

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