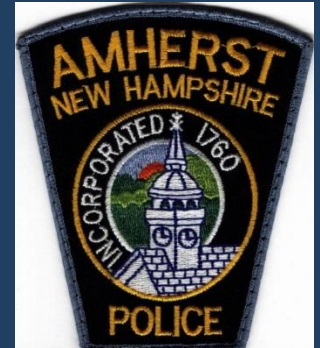
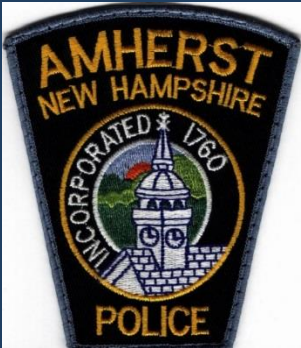




Amherst Police Department
Annual Strategic Plan Review
September 9, 2019

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

Strategic Plan: 2013-Present

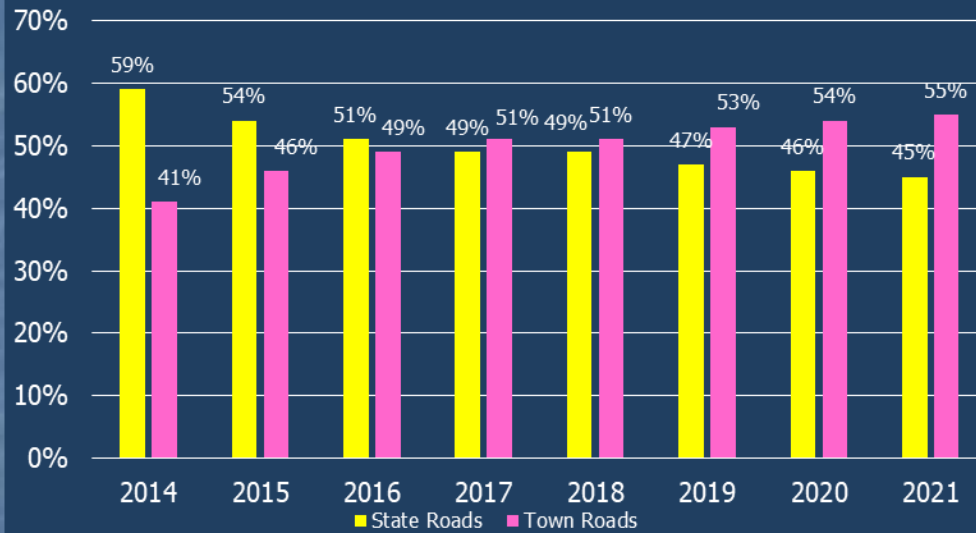
- Strategic planning process implemented six years ago
- Identified individual goals, and developed strategies with supporting initiatives to achieve those outcomes
- Goals and initiatives tied in part to feedback gained through four biennial community surveys conducted to date by the Department
- Strategic planning process has facilitated advancement of initiatives in the following areas:
 - Community programming
 - Officer training and education
 - Undercover operations
 - Organizational structure
 - Vehicles and equipment
 - Capital reserve funding
 - Facility infrastructure

Achieving Targeted Outcomes

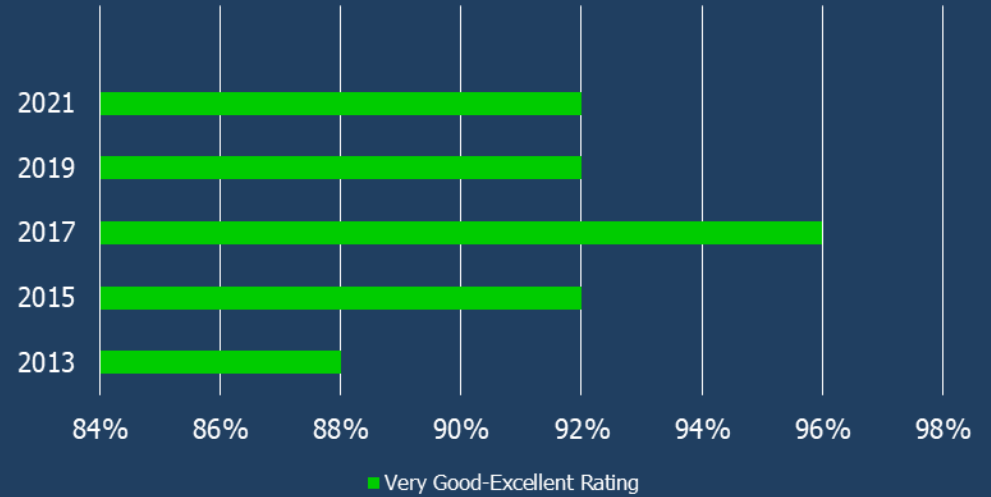
- Initiatives tied to four goals aimed at improving public safety and maintaining overall level of service to the community:
 - *Reduce neighborhood property crime*
 - *Increase traffic safety along town roads and through residential areas*
 - *Reduce the use and availability of illicit drugs*
 - *Maintain overall level of service consistent with department's current community survey approval rating*

Vision Dashboard

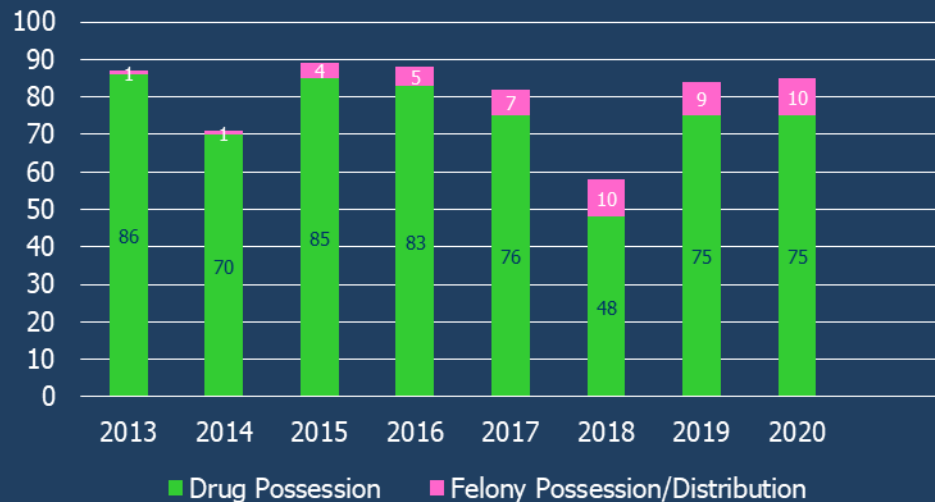
Percentage of Citations Issued on State vs. Town Roads



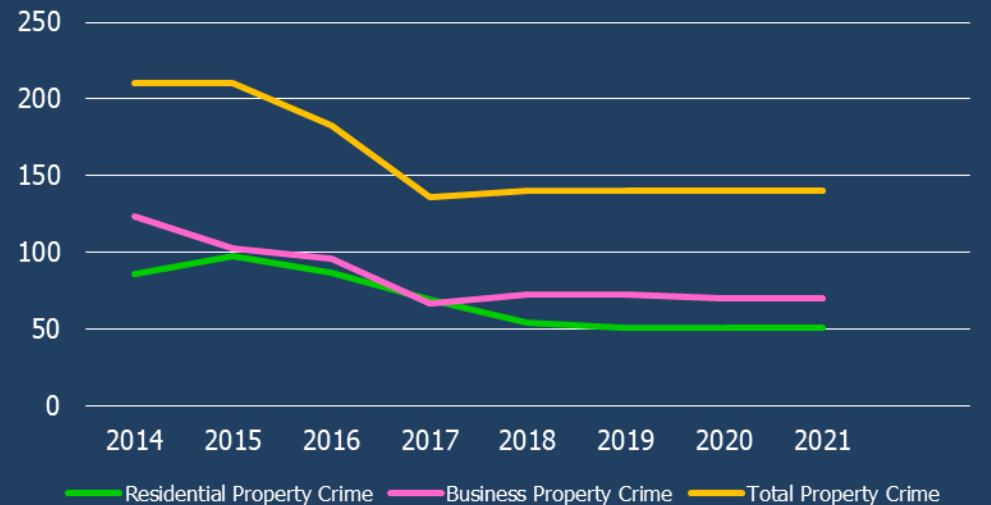
Community Survey Results for Overall Service



Drug Arrests

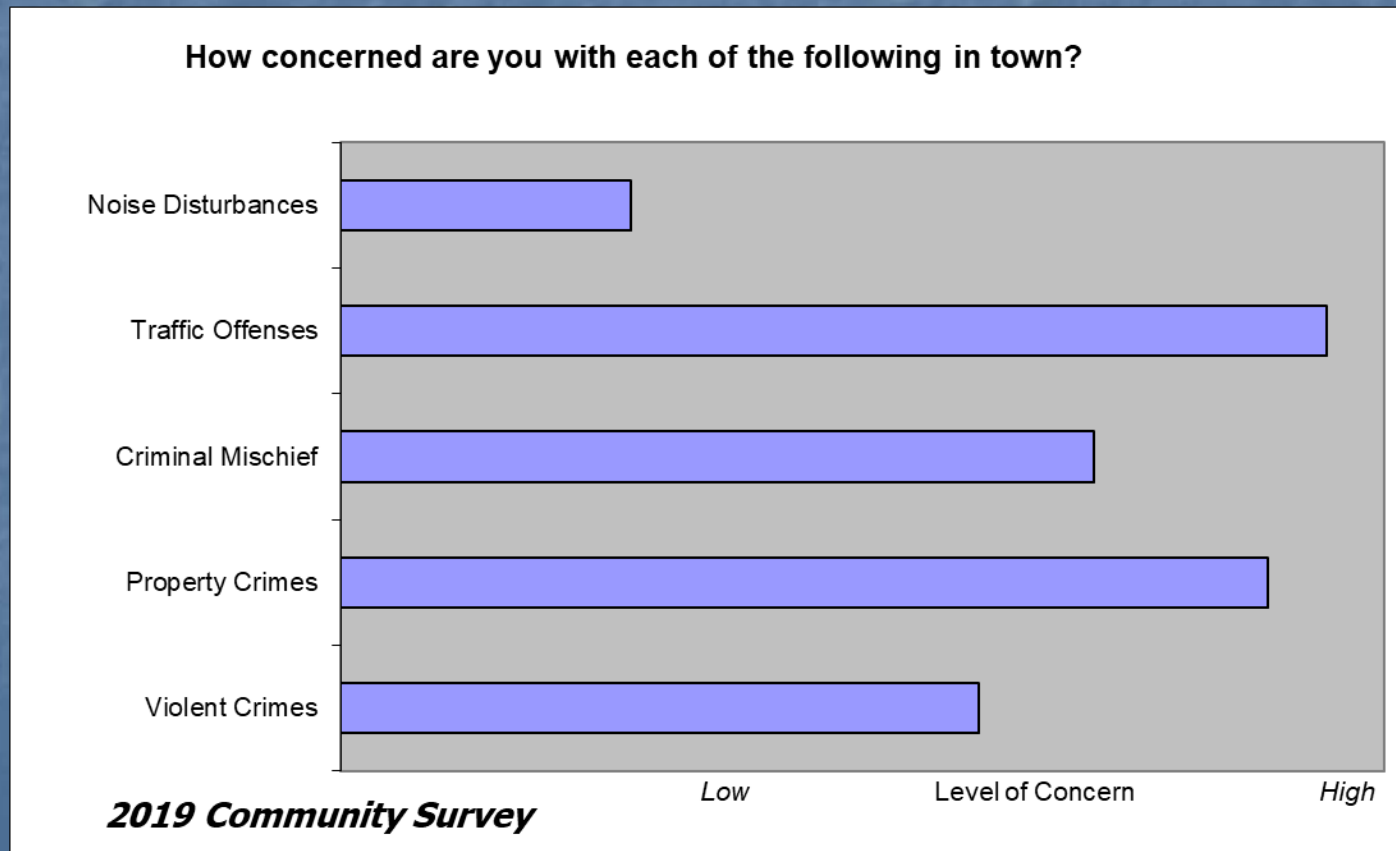


Property Crime



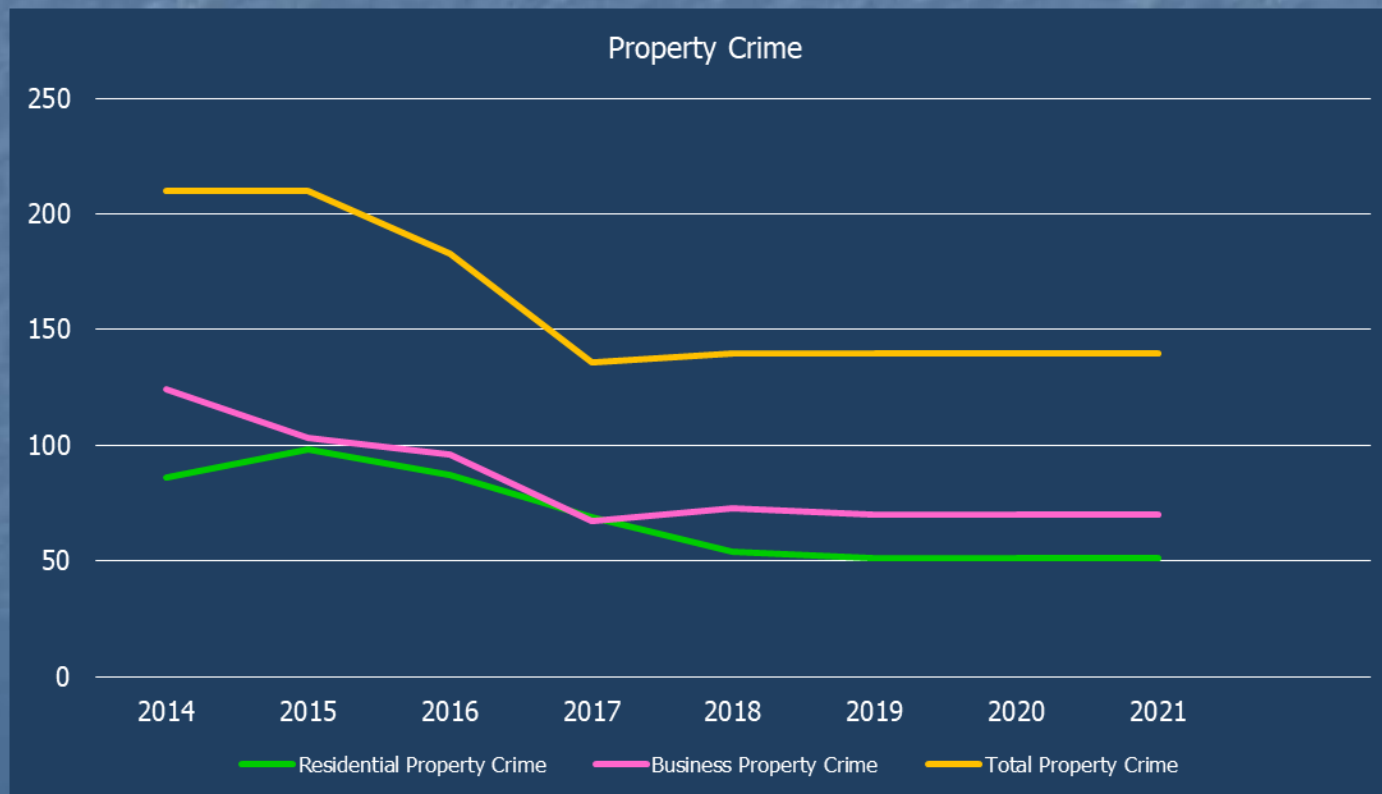
Goal #1: Reduce Neighborhood Property Crime by 15%

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



Goal #1: *continued...*

- Recent officer staffing increase and scheduling improvements help maximize officer visibility with goal of deterring residential property crime
- Goal assumes fairly steady commercial crime rate, with improved patrol sector coverage aimed at 15% sustained reduction in residential property crime by 2021



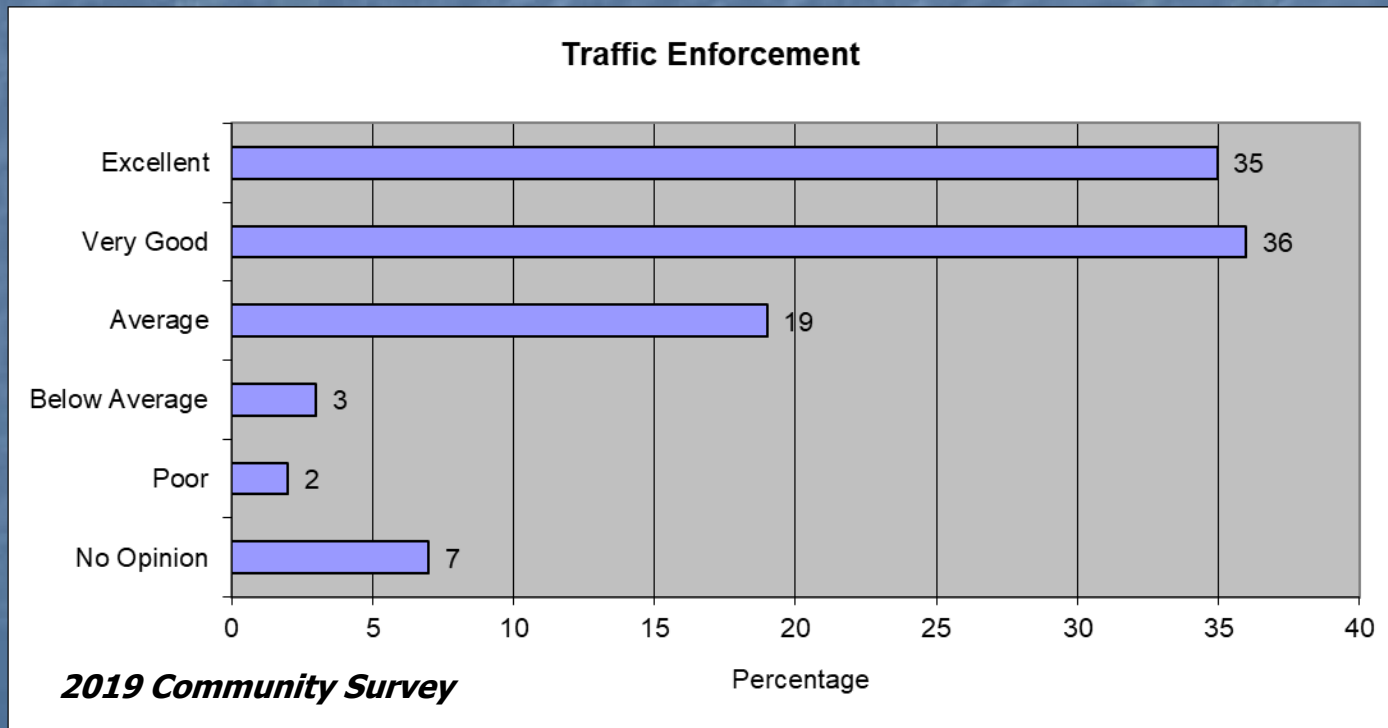
Goal #1: *continued...*

- Residential property crime has decreased by an average of 18% each year since 2015



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

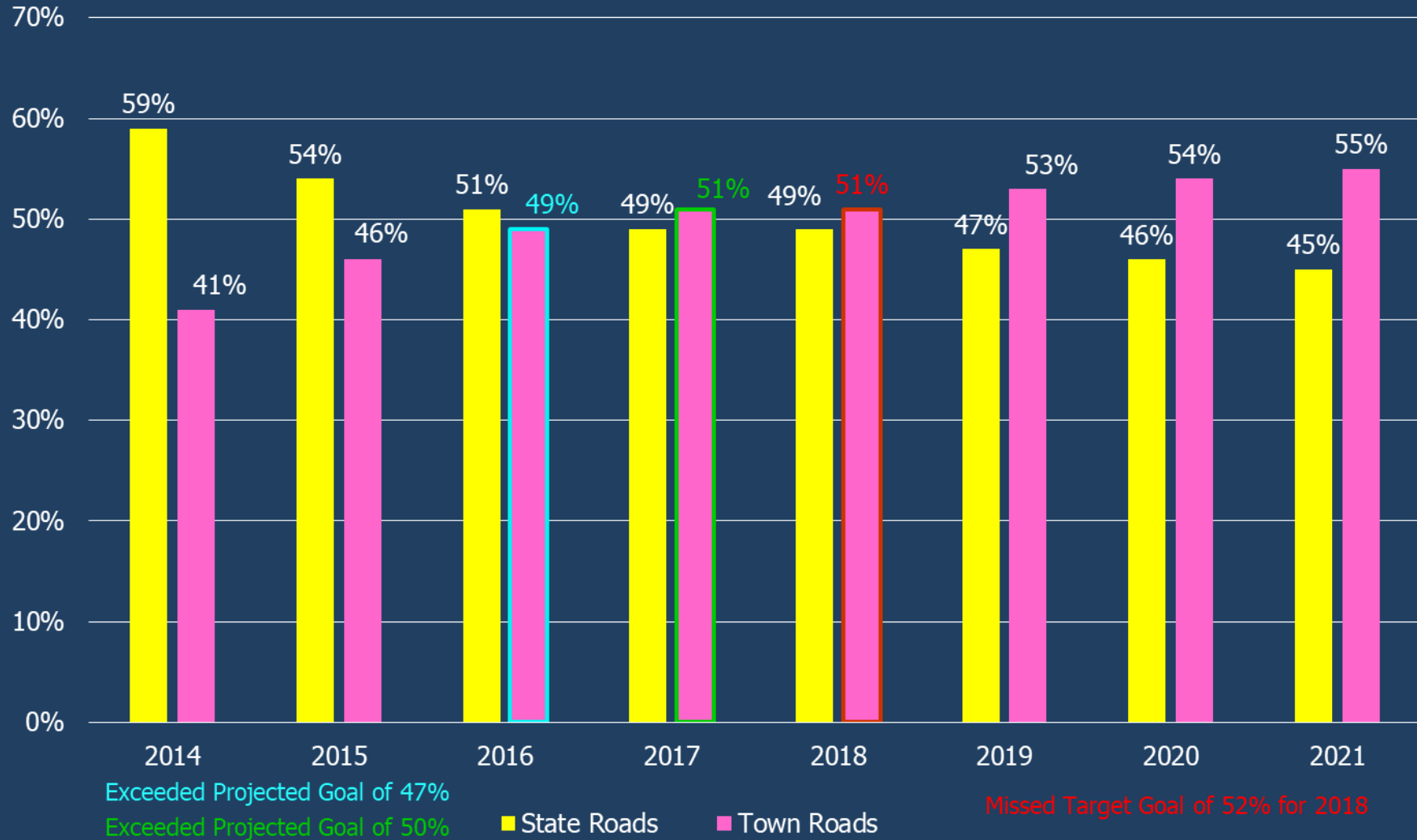
- Most recent (2019) community survey shows a 75% *Very Good – Excellent* rating for traffic enforcement
- Agency remains focused on increasing traffic enforcement visibility along town and neighborhood roads



Goal #2: *continued...*

- Steady officer presence is still required along our two major state roads due to enormous traffic volume
 - Routes 101 and 101A alone account for roughly 66% of total yearly motor vehicle accidents
 - Routes 101 and 101A also account for approximately 60% of total DWI and drug-related arrests
- Increased staffing in FY18 and modified sector coverage aimed at improving traffic safety along town roads with an initial increase in enforcement presence of 10-15% by 2021
- Efforts have begun to shift majority of traffic enforcement activity from state to town roadways
 - 51% of all traffic enforcement efforts have occurred on town roads for the last two years
 - Data shows a 10% increase in focus on town roads since 2014

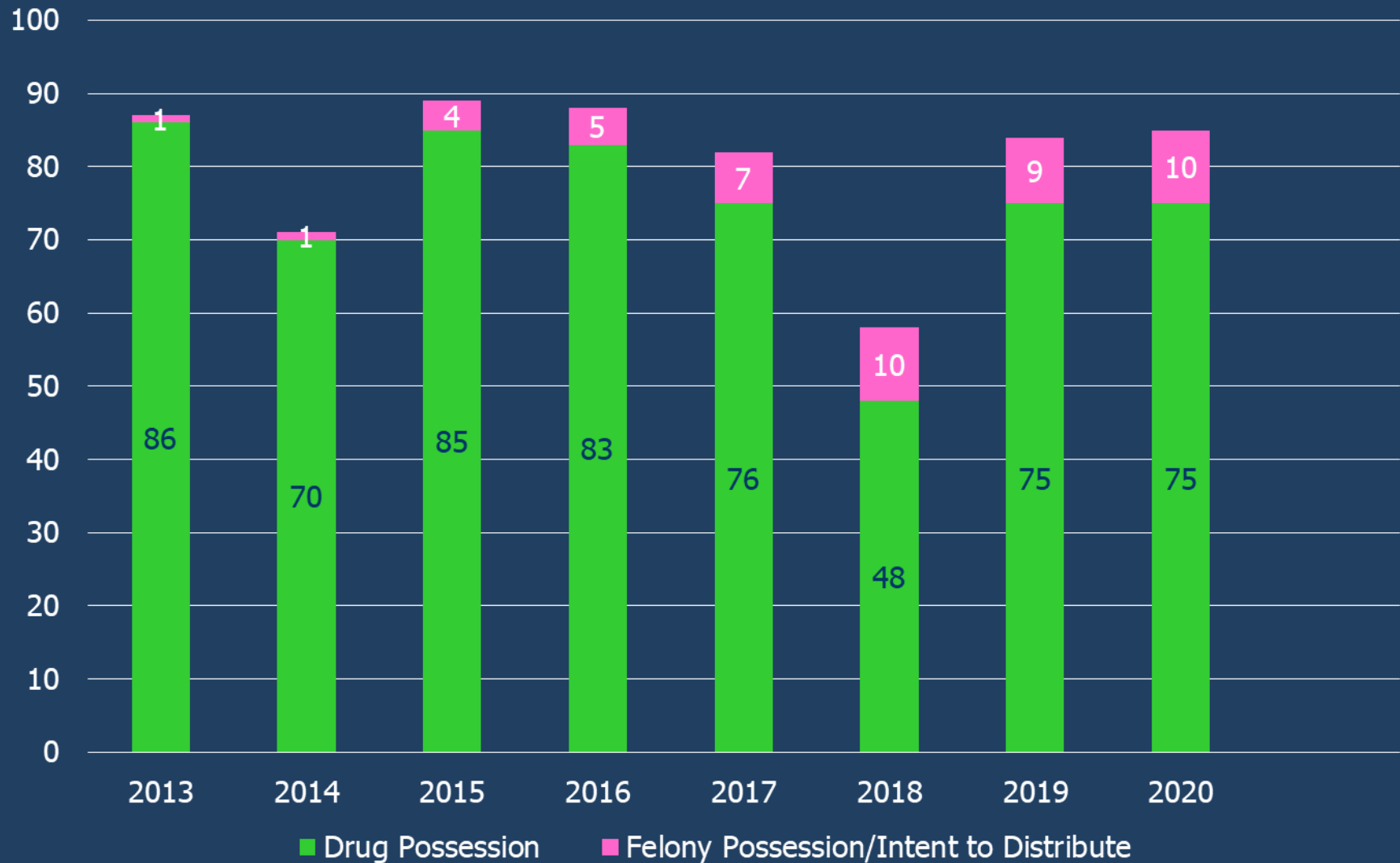
Percentage of Citations Issued on State vs. Town Roads



Goal #3: Reduce the availability of illicit drugs

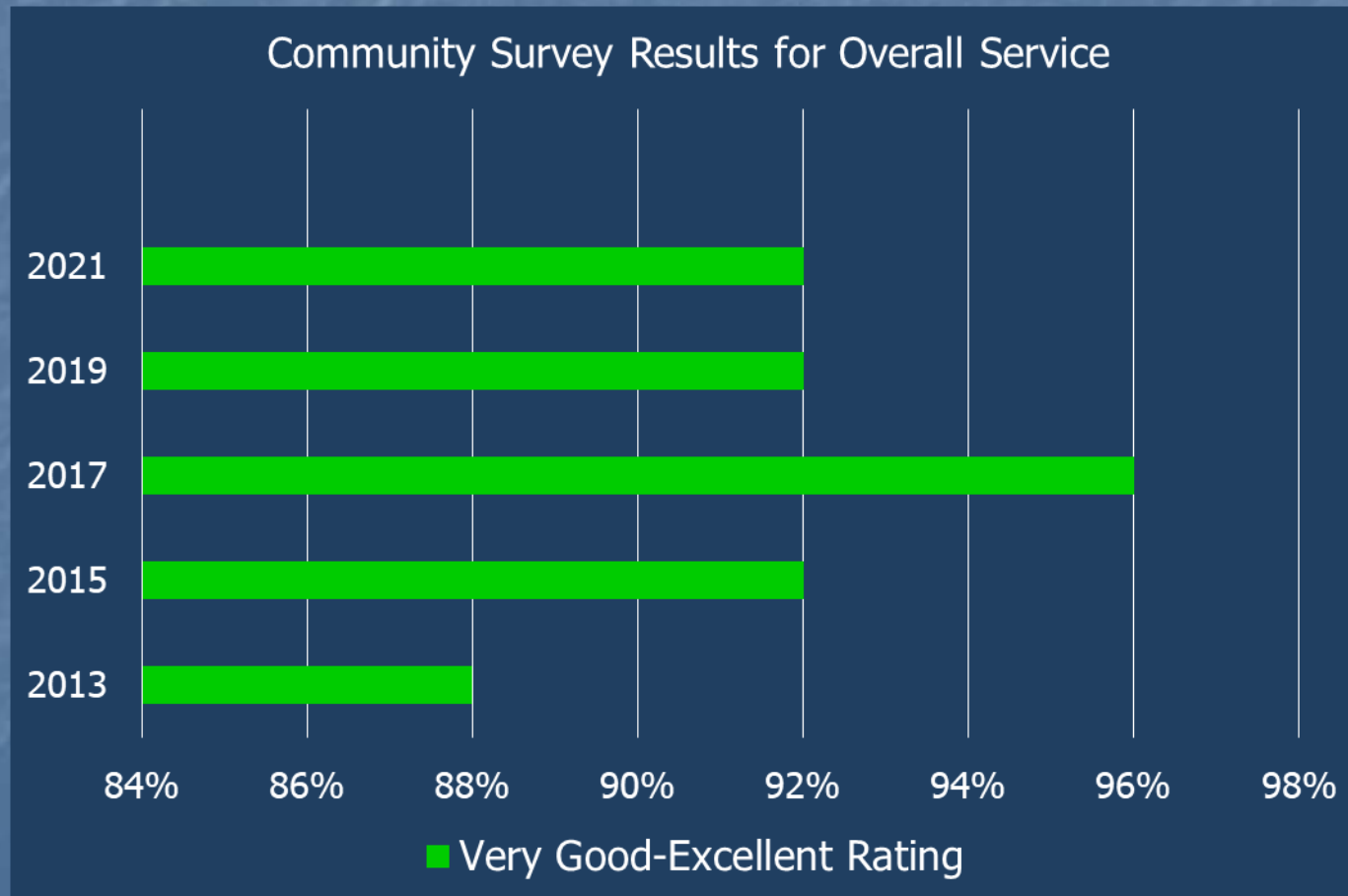
- Department's drug enforcement efforts have always focused on drug resistance education and aggressive investigation/arrest of drug offenders
 - Drug awareness and education
 - Drug abuse resistance education (D.A.R.E.) in place at Amherst Middle School since 1991, having grown from a one-year to a two-year program with approximately 6,000 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 three years have shifted in part to identification and arrest of drug distributors through undercover investigation and participation in the Hillsborough County Street Crimes Task Force formed in 2015
- 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 an average of roughly 20% each year through 2020

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 the summer of 2013, and again conducted in 2015, 2017 and 2019

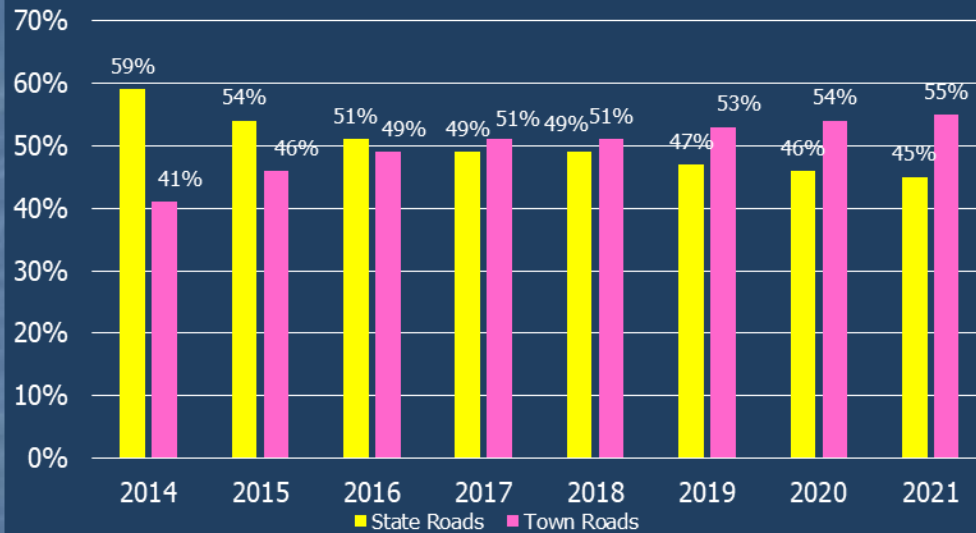


Goal #4: *continued...*

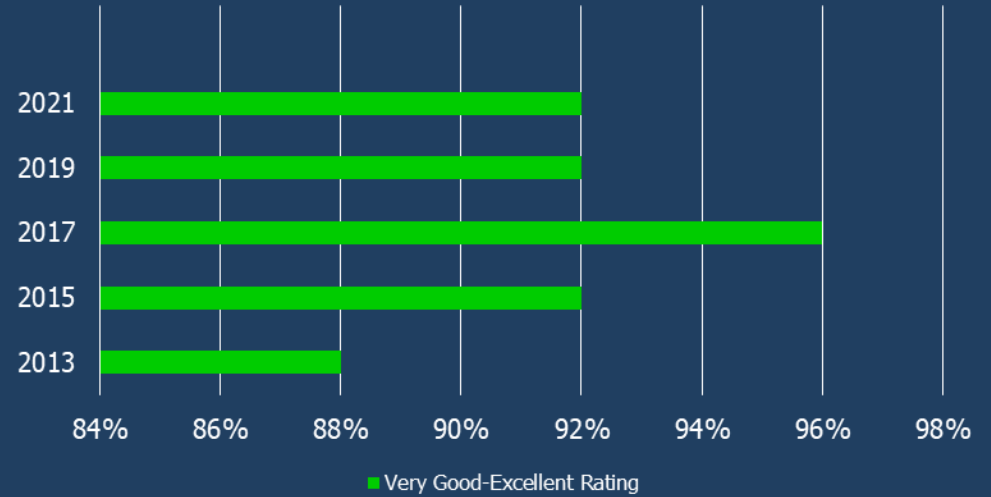
- Agency seeking to maintain an approval rating of at least 90% or higher
- Current police station renovation plan is central to maintaining and building upon professional policing model
- Facility modifications will ensure maintenance of professional standards and improvement in overall level of service
- Final architectural plans currently being completed
- Police Station Renovation Committee (seven members, including two community representatives) continue to meet to discuss design plans, cost considerations, and construction bidding process
- Estimated project cost is \$600,000
- The Police Station Renovation Capital Reserve Fund was established in 2018 with an initial investment of \$200,000
- Additional \$200,000 added in 2019
- Final construction estimates due in December 2019, with request for third and final fund contribution of \$200,000 anticipated in for 2020
- Proposed renovation project start date on or about May 1, 2020

Vision Dashboard

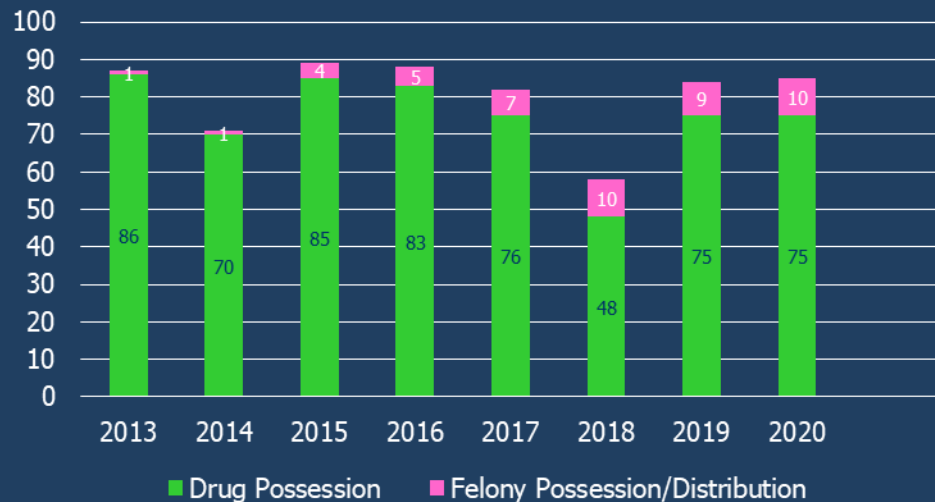
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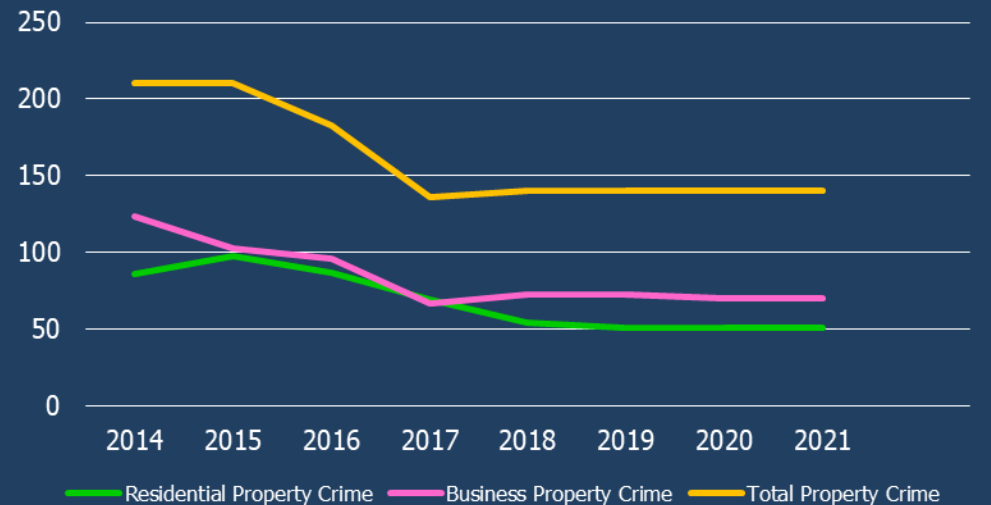
Community Survey Results for Overall Service



Drug Arrests



Property Crime





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 met and further reviewed to more specifically and quantitatively target desired public safety outcomes
 - *Maintain caller satisfaction rating of 90% or better*
 - *Maintain communications infrastructure to provide continued quality public safety services to the community*

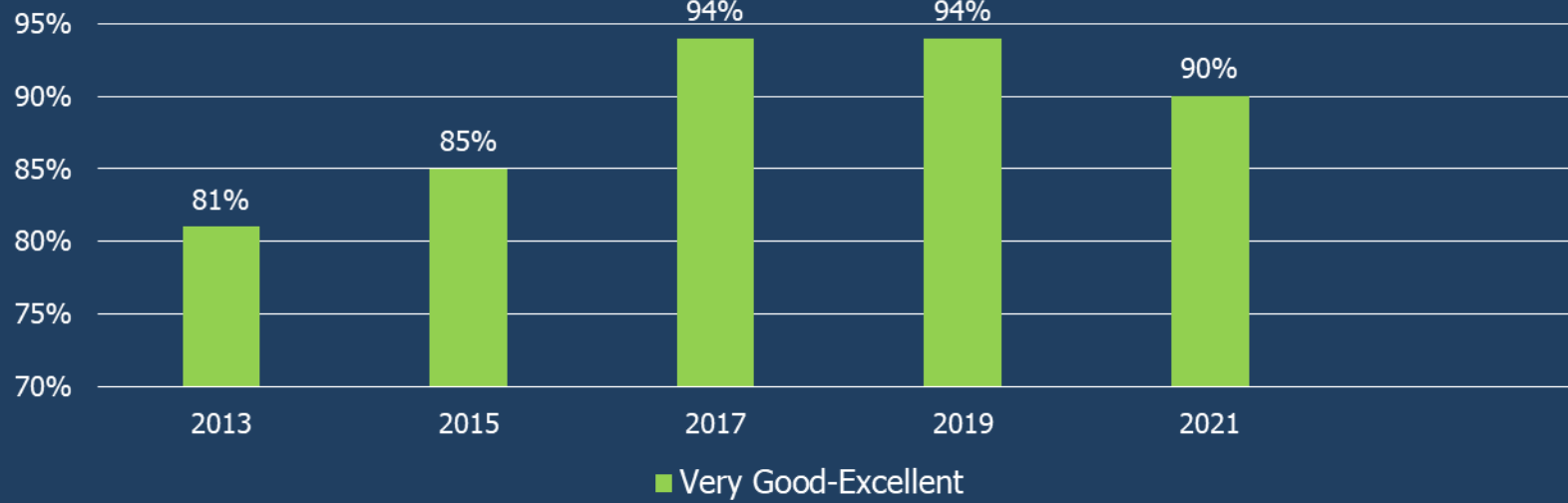
Inputs Needed to Reach Desired Goals

- Goal #1: Maintain caller satisfaction rating of 90% or better
 - *Inputs: In-service training and professional development, management and supervision, employee recruitment and retention*

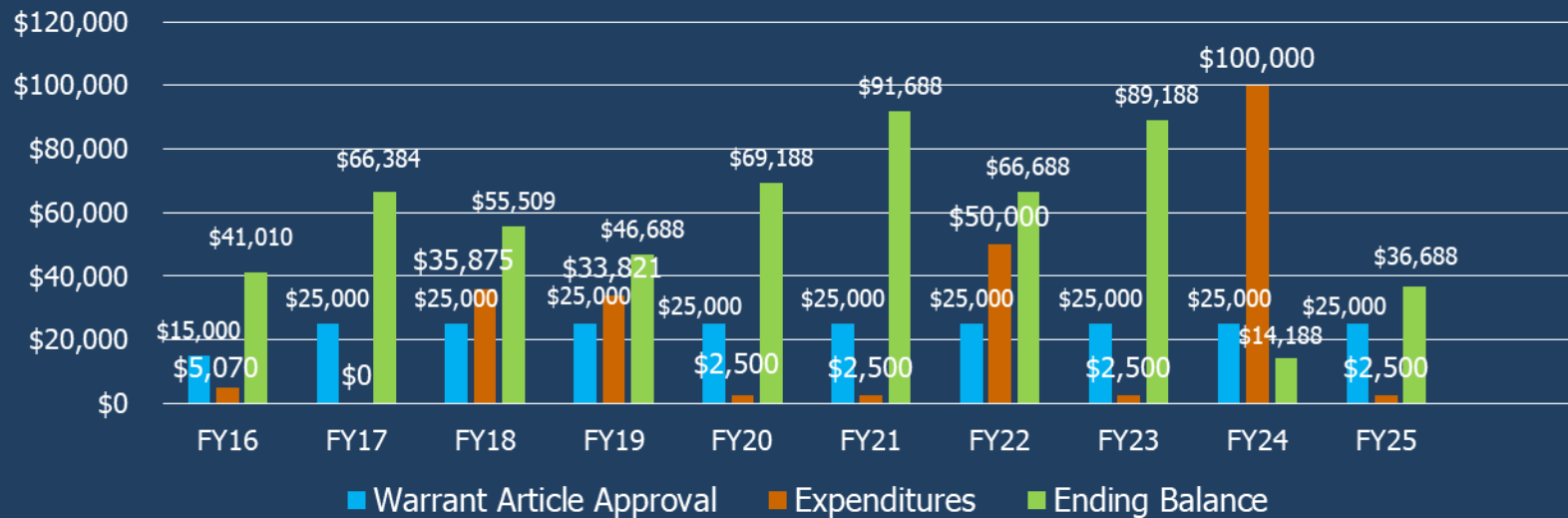
- Goal #2: Maintain communications infrastructure to provide continued quality public safety services to the community
 - *Inputs: Continued voter support for yearly Communications Center Capital Reserve Fund warrant articles, prioritized schedule for equipment replacement/upgrade, regular systems maintenance*

Vision Dashboard

Communications Center Caller Satisfaction Rating



Communications Center Capital Reserve Fund

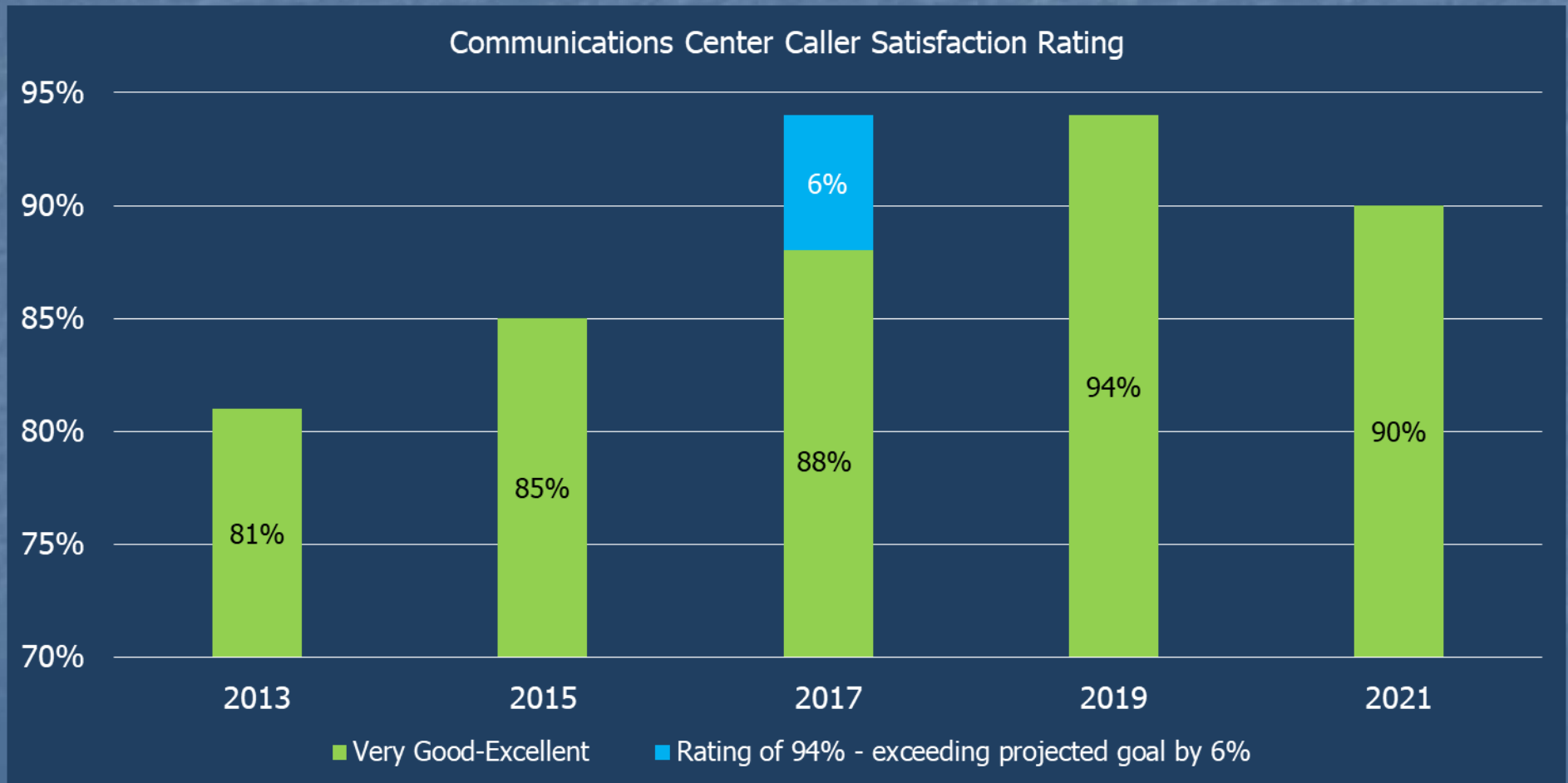


Goal #1: Maintain Caller Satisfaction Rating \geq 90%

- 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 prior strategic initiative
- Goal to reach and maintain a 90% rating or better
- 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%
- 2017 survey showed an increase in that same rating from 85% to 94%

Goal #1: continued...

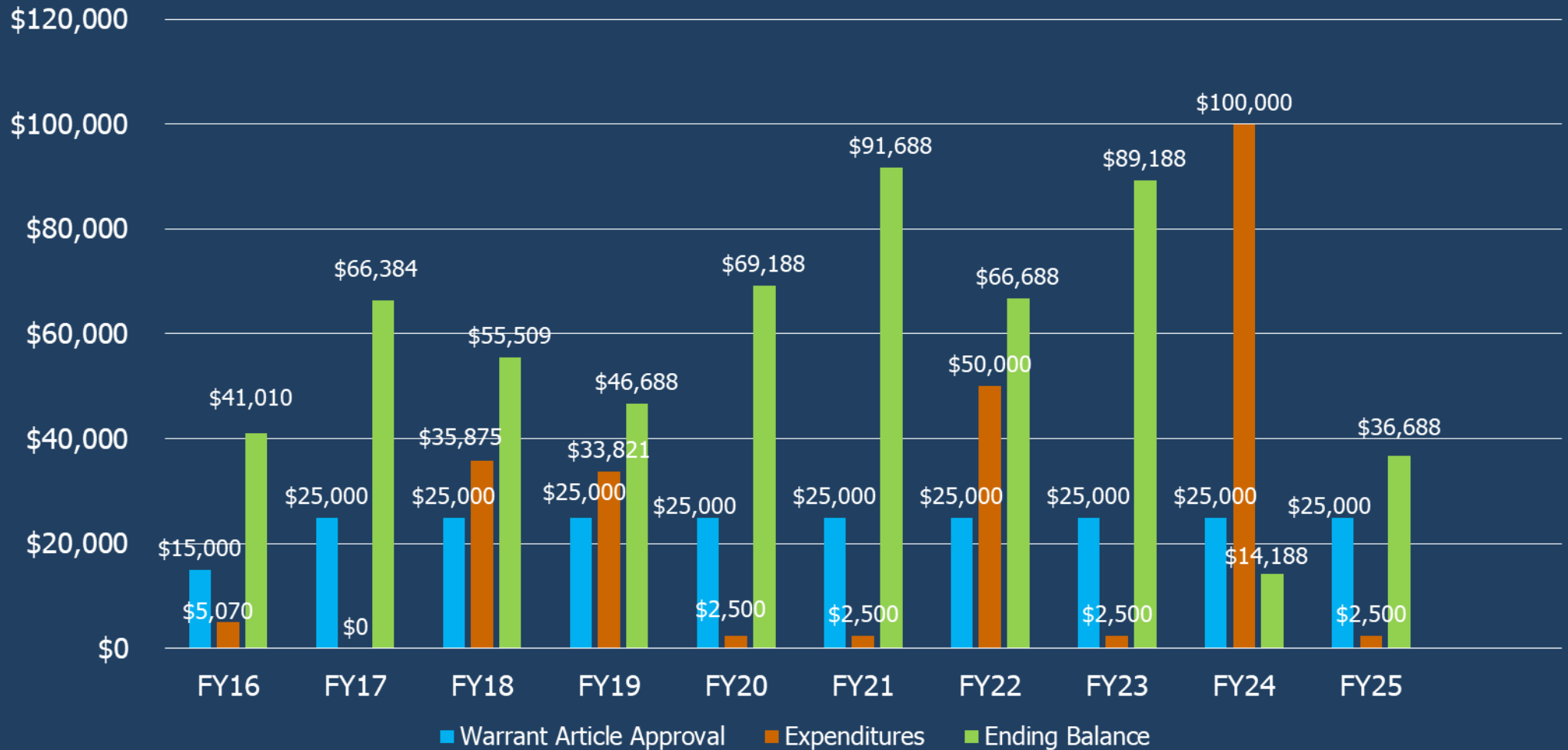
- The Amherst Public Safety Communications Center again exceeded its goal of 90% by achieving a rating of 94% for the *second consecutive biennial survey period* based upon results of the most recent 2019 community survey



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

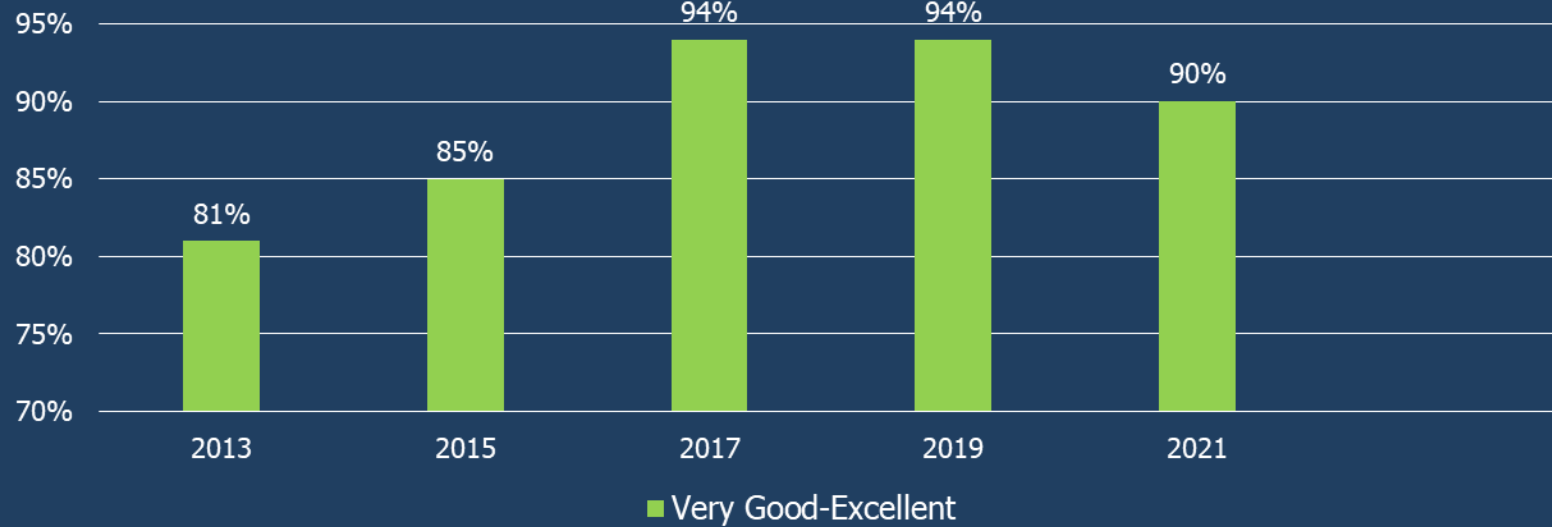
- Amherst Public Safety Communications Center represents starting point for effective response, coordination, and deployment of emergency services
- Maintaining current communications technology is also essential to ensuring safety of first responders and fortifying cross-agency interoperability
- Communications Capital Reserve Fund (CRF) established to address major repairs and long term equipment replacement
- Approximately \$90,000 expended on major repairs and federal grant matches in last seven years
- Annual Communications CRF contributions maintained for emergency repairs and anticipated major equipment upgrades and replacement
 - Radio repeater system (\$49,000 grant match approved for expenditure in FY17, with \$35,875 expended to date)
 - Radio tower replacement in 2022 (approximate grant match of \$50,000)
 - Radio console replacement in 2024 (approximate grant match of \$100,000)
- *Voters again supported continued annual capital reserve fund contribution of \$25,000 for FY20*

Communications Center Capital Reserve Fund

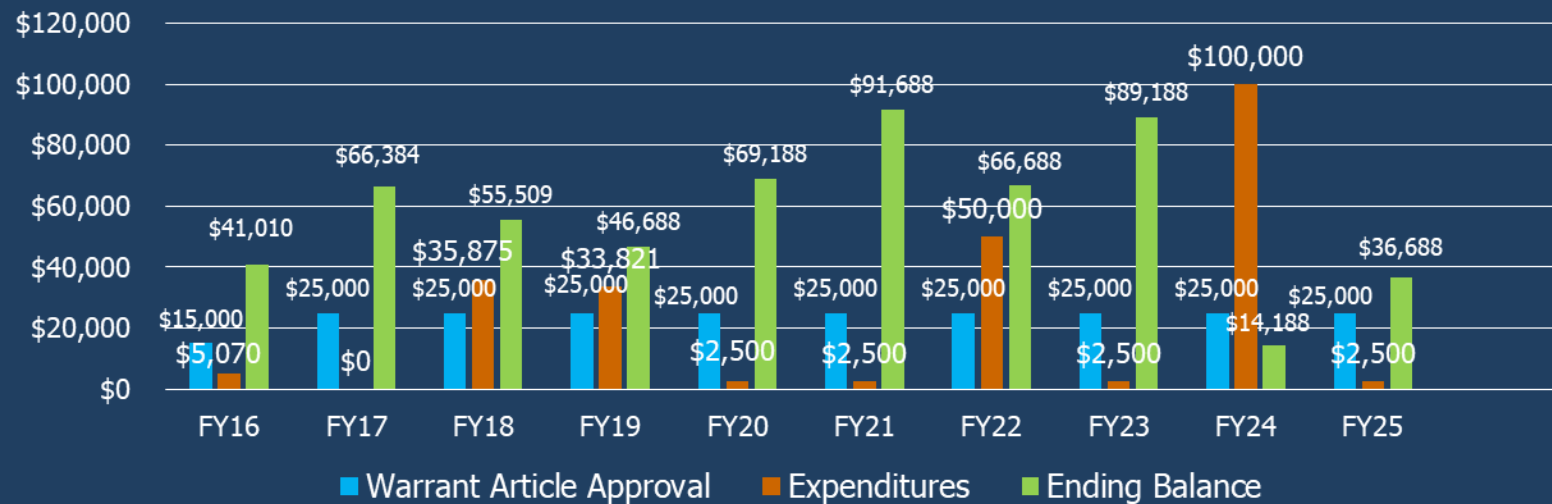


Vision Dashboard

Communications Center Caller Satisfaction Rating

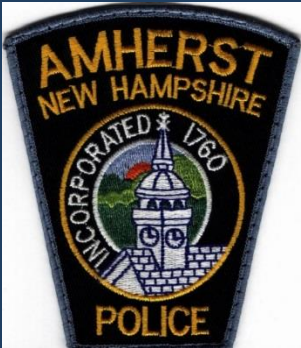


Communications Center Capital Reserve Fund



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