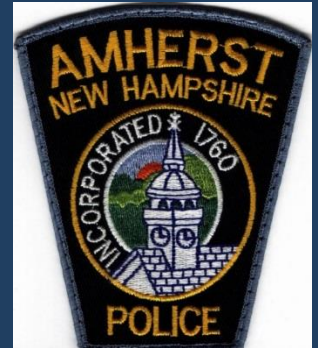
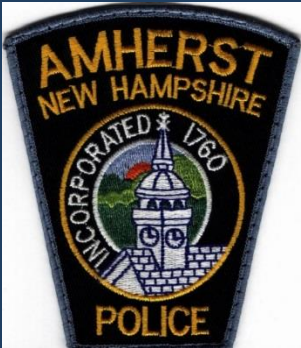




Amherst Police Department
Annual Strategic Plan Review
September 10, 2018

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 five years ago
- Identified individual goals, and developed strategies with supporting initiatives to achieve those outcomes
- Accomplishments to date include:
 - Facebook page for Amherst Police Communications
 - R.A.D. (Rape Aggression Defense) program funded and presented to over 120 Amherst women of all ages to date
 - 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
 - Funding approved to create part-time administrative assistant position
 - Communications Center equipment upgraded
 - Funding approved for purchase of new undercover vehicle
 - Developed Standard Operating Procedures for Communications Center

Strategic Plan Accomplishments, *continued...*

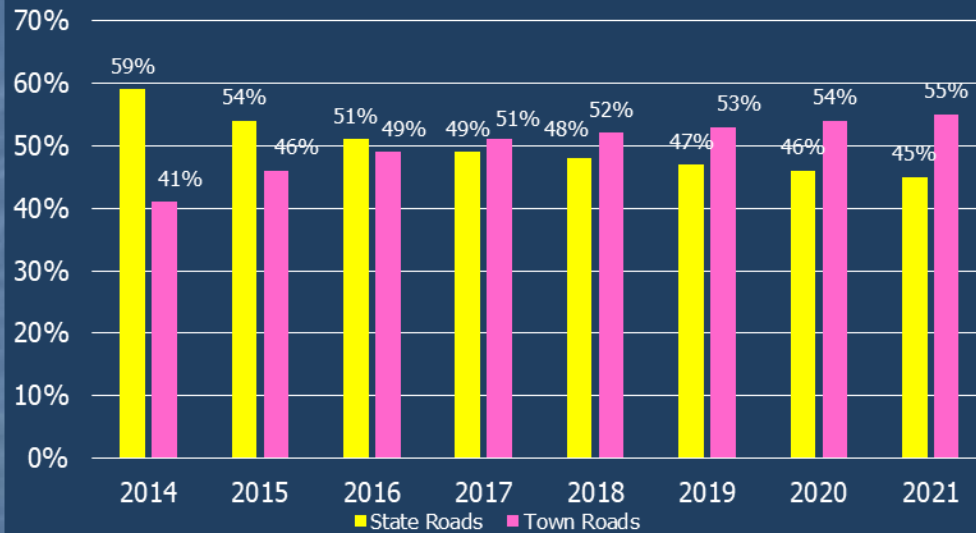
- Continual improvements to Communications Center caller satisfaction rating
- Participated in formation and deployment of Hillsborough County Street Crimes Task Force to address drug distribution and street level crimes
- Consistent yearly voter approval sought and obtained for Communication Center CRF contributions
- Additional Full Time Police Officer position created to provide improved overall level of police services to the community
- Creation of third Sergeant position to improve supervisory patrol coverage, provide additional quality assurance, and reduce liability exposure
- Transitioned division commander titles from Lieutenant to Captain in accordance with agency's operational goals and best practices of comparable police departments statewide
- Created Police Station Renovation Capital Reserve fund with an initial contribution of \$200,000, resulting also in creation of multidisciplinary Police Station Renovation Committee to assist with project guidance

Achieving Targeted Outcomes

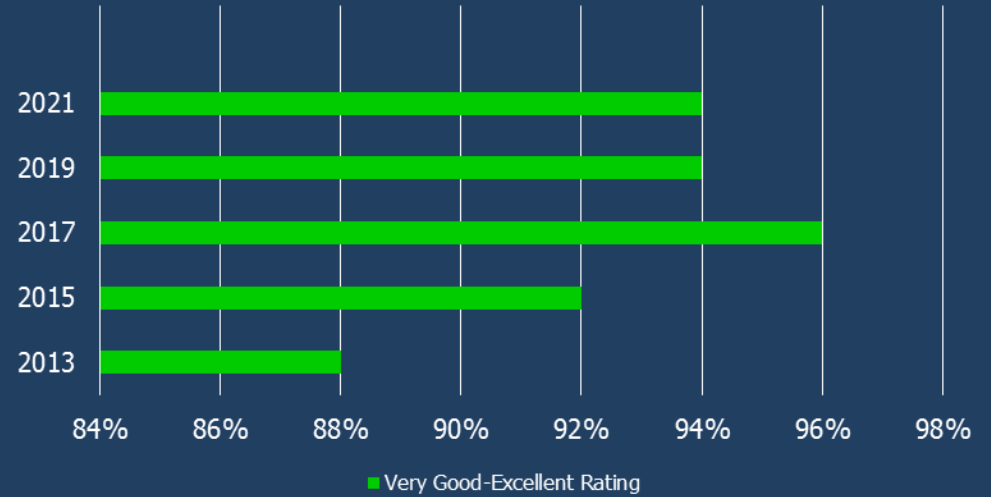
- Four general police department goals identified in original plan:
 - Provide improved communication and community services to our citizens
 - Increase officer training to maintain professional standards and address community concerns
 - Improve efficiency and patrol area coverage
 - Improve department 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*

Vision Dashboard

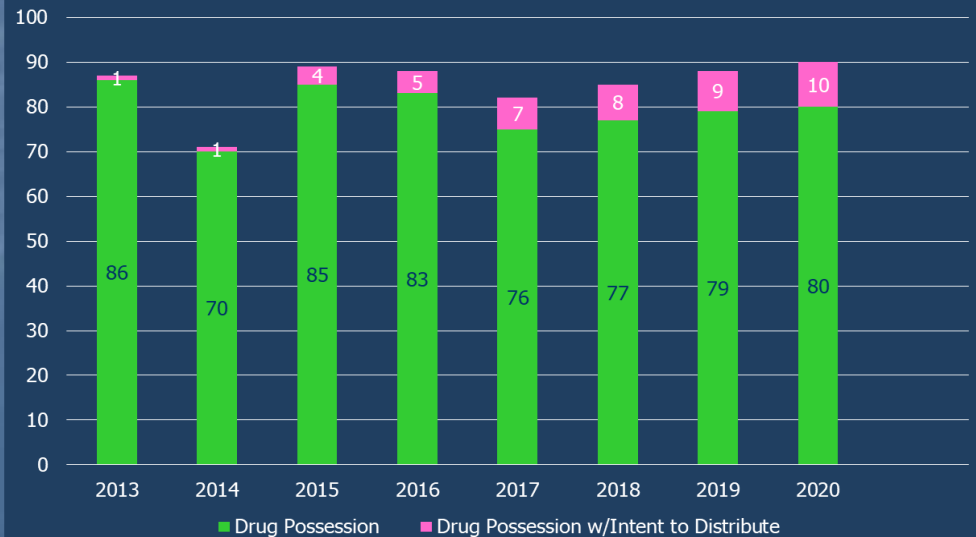
Percentage of Citations Issued on State vs. Town Roads



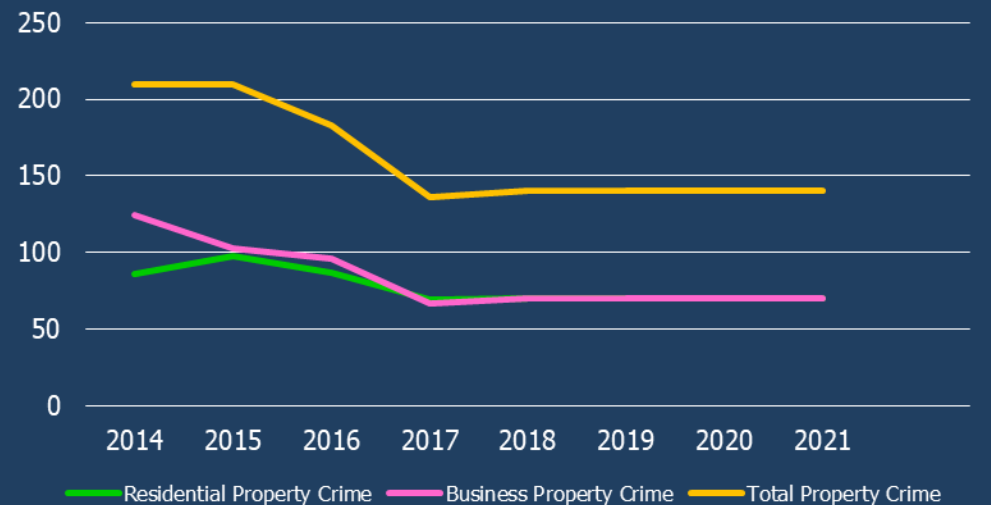
Community Survey Results for Overall Service



Drug Arrests

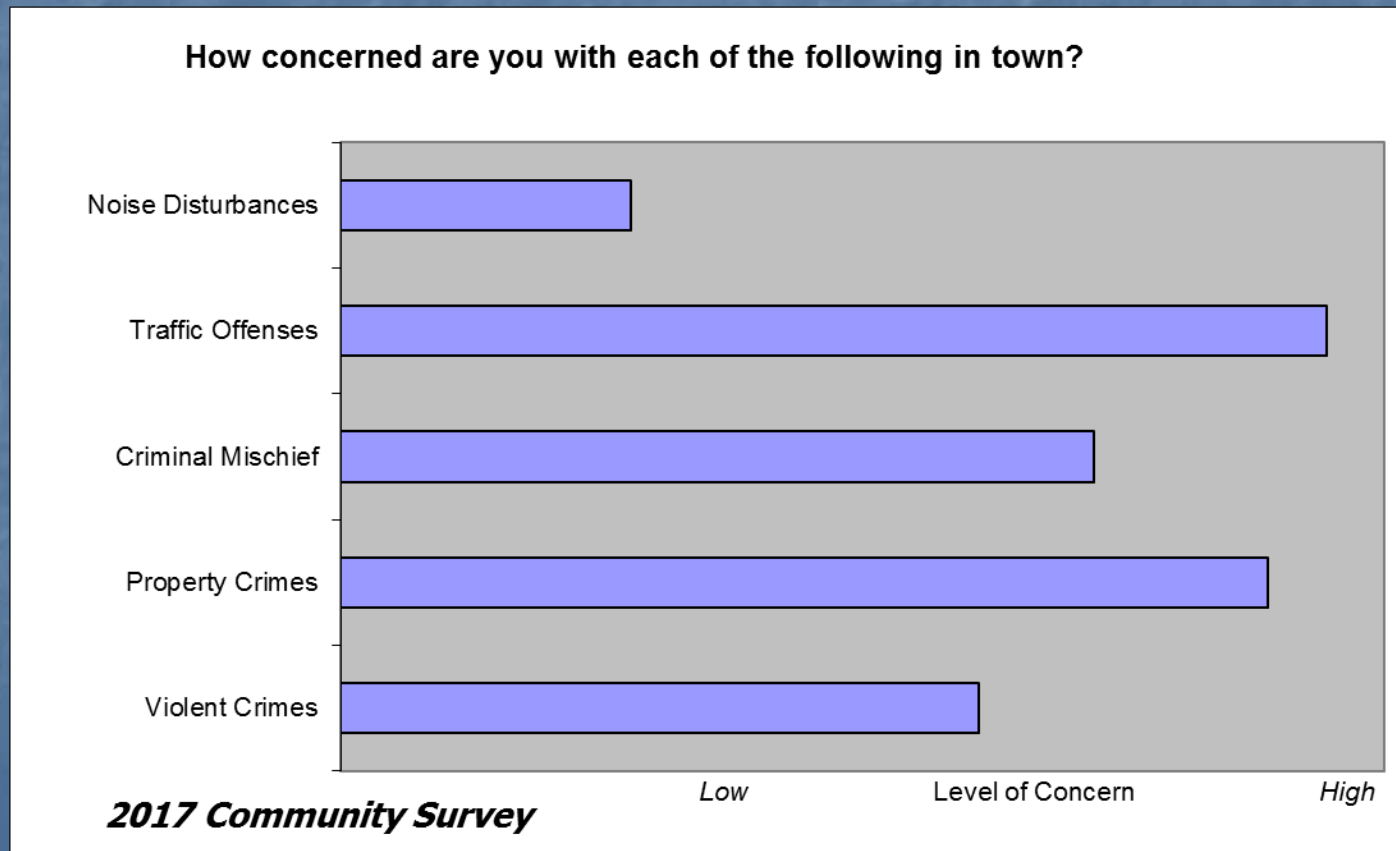


Property Crime



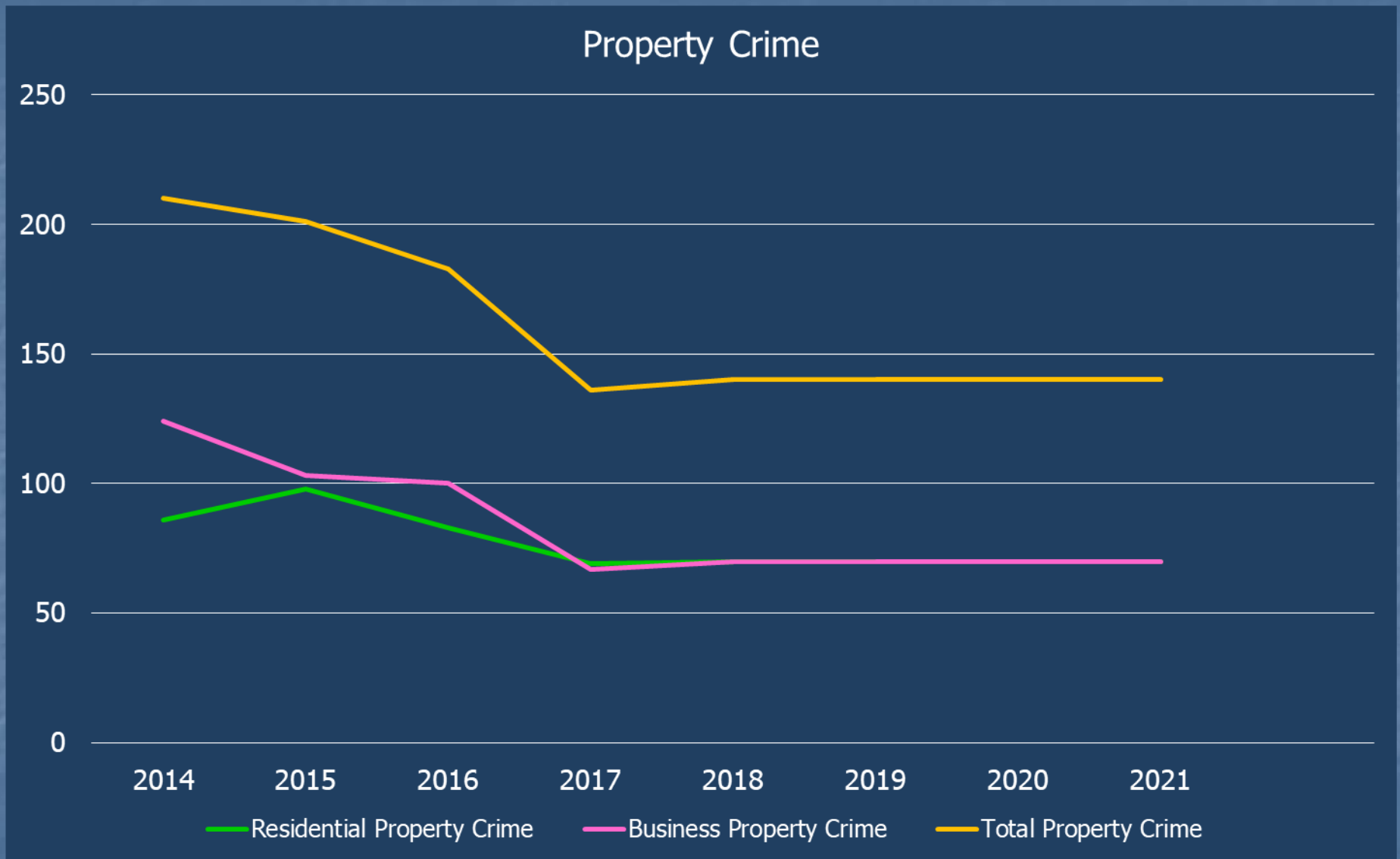
Goal #1: Reduce Neighborhood Property Crime by 15%

- 2013, 2015 and 2017 community surveys consistently list property crime as one of the top two citizen public safety concerns alongside traffic offenses



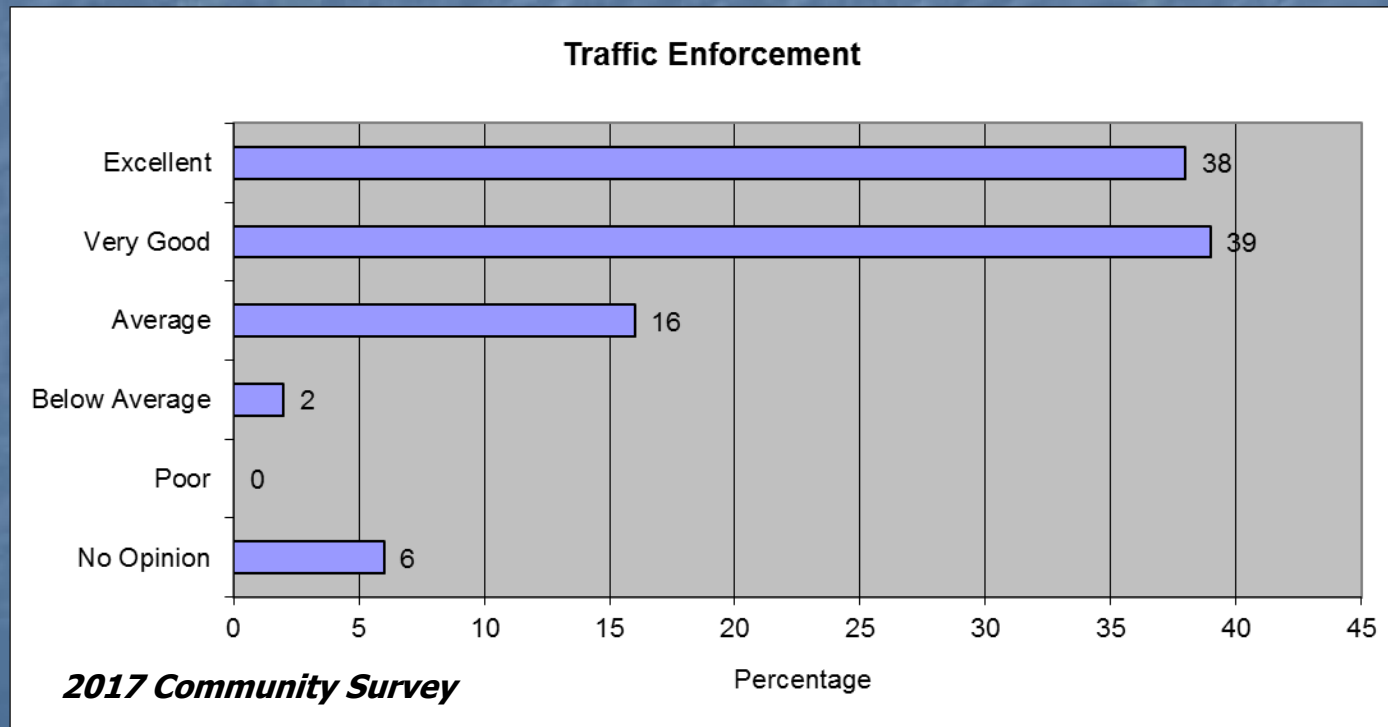
Goal #1: *continued...*

- In addition to citizen education and awareness, consistent officer visibility is crucial in deterring residential property crime
- Steady coverage of all three primary police patrol sectors is the most important component in accomplishing that task
- Full-Time Police Officer roster increased from 18 to 19 officers in FY18
- Additional patrolman increased uniformed patrol staffing and also allowed for restructuring of command staff and creation of third Sergeant position
- Staffing increase also facilitated development and implementation of new schedule to eliminate previous scheduling overlaps among Sergeants and maximize supervisory sector coverage
- Goal assumes fairly steady commercial crime rate, with improved sector coverage and officer visibility aimed at 15% sustained reduction in residential property crime by 2021
- 69 residential property crimes in 2017 (*lowest number in four years, and down 17% from 83 residential property crimes in 2016*)



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

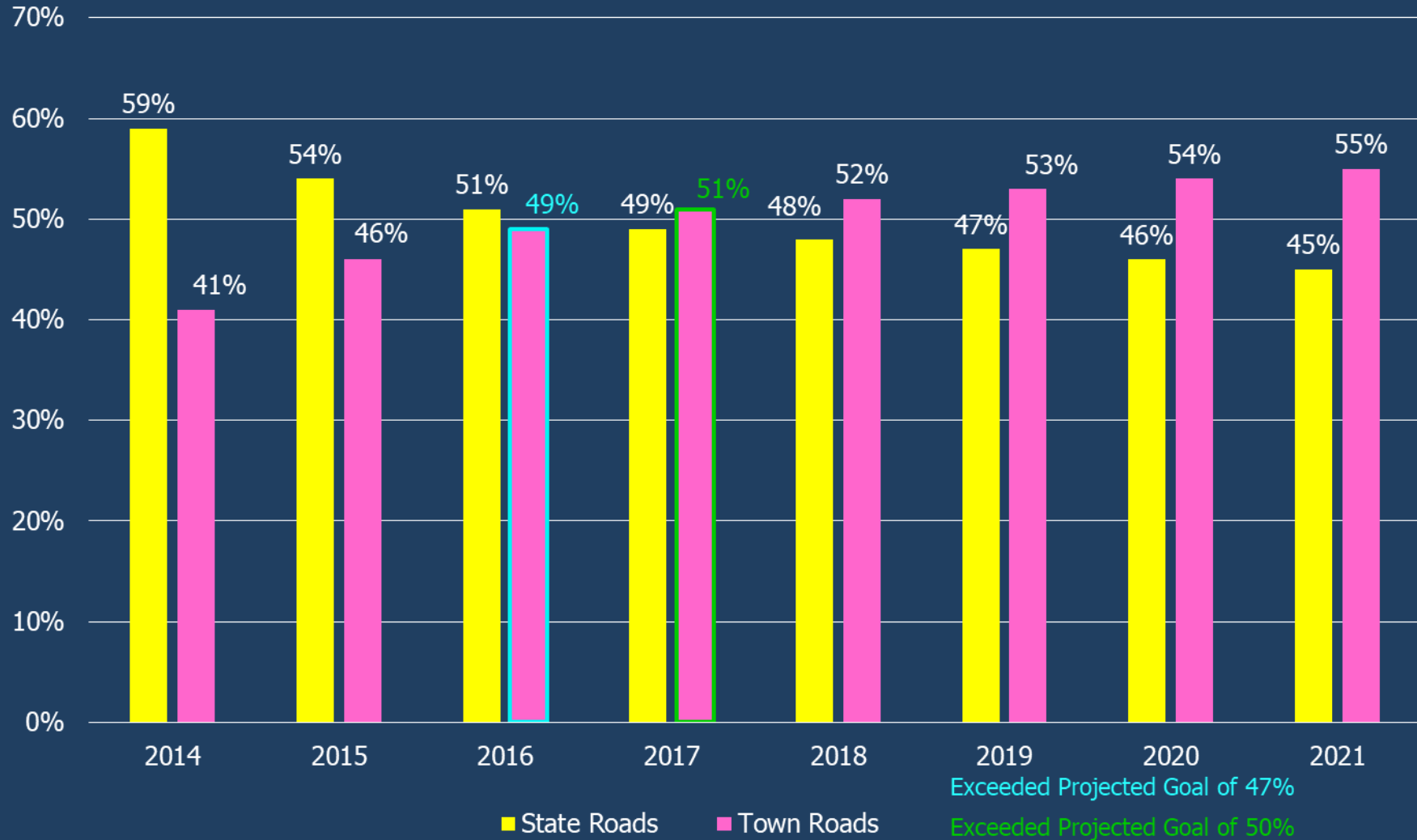
- Most recent public survey shows a 77% *Very Good – Excellent* rating for traffic enforcement
- Agency remains focused on increasing traffic enforcement visibility along town and neighborhood roads



Goal #2: *continued...*

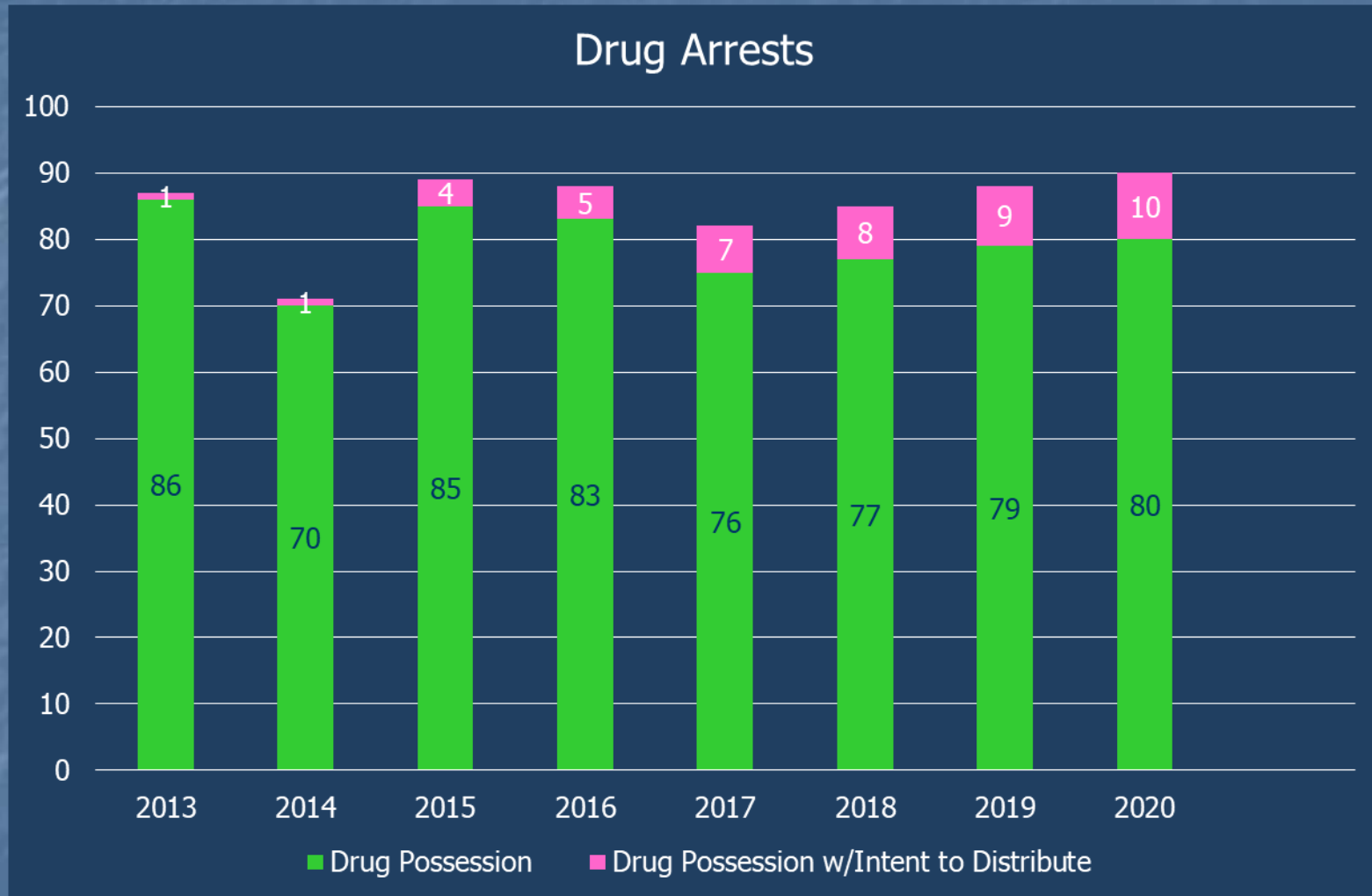
- Approximately 57% of department's traffic citations were issued on state roads from 2013 through 2015
 - Steady officer presence is required along major state roads due to enormous traffic volume
 - Route 101 and 101A alone account for 66% of total yearly motor vehicle accidents
 - Route 101 and 101A also account for 60% of total DWI and drug-related arrests
- Increased staffing and modified sector coverage aimed improving traffic safety along town roads with an initial increase in enforcement presence of 10-15% by 2021
- No-cost initiative using existing personnel begun in 2015
 - Efforts began to shift majority of traffic enforcement activity from state to town roadways
- New Officer Initiative implemented in 2018
 - Further and sustained improvements toward final goal anticipated following first full year of implementation

Percentage of Citations Issued on State vs. Town Roads



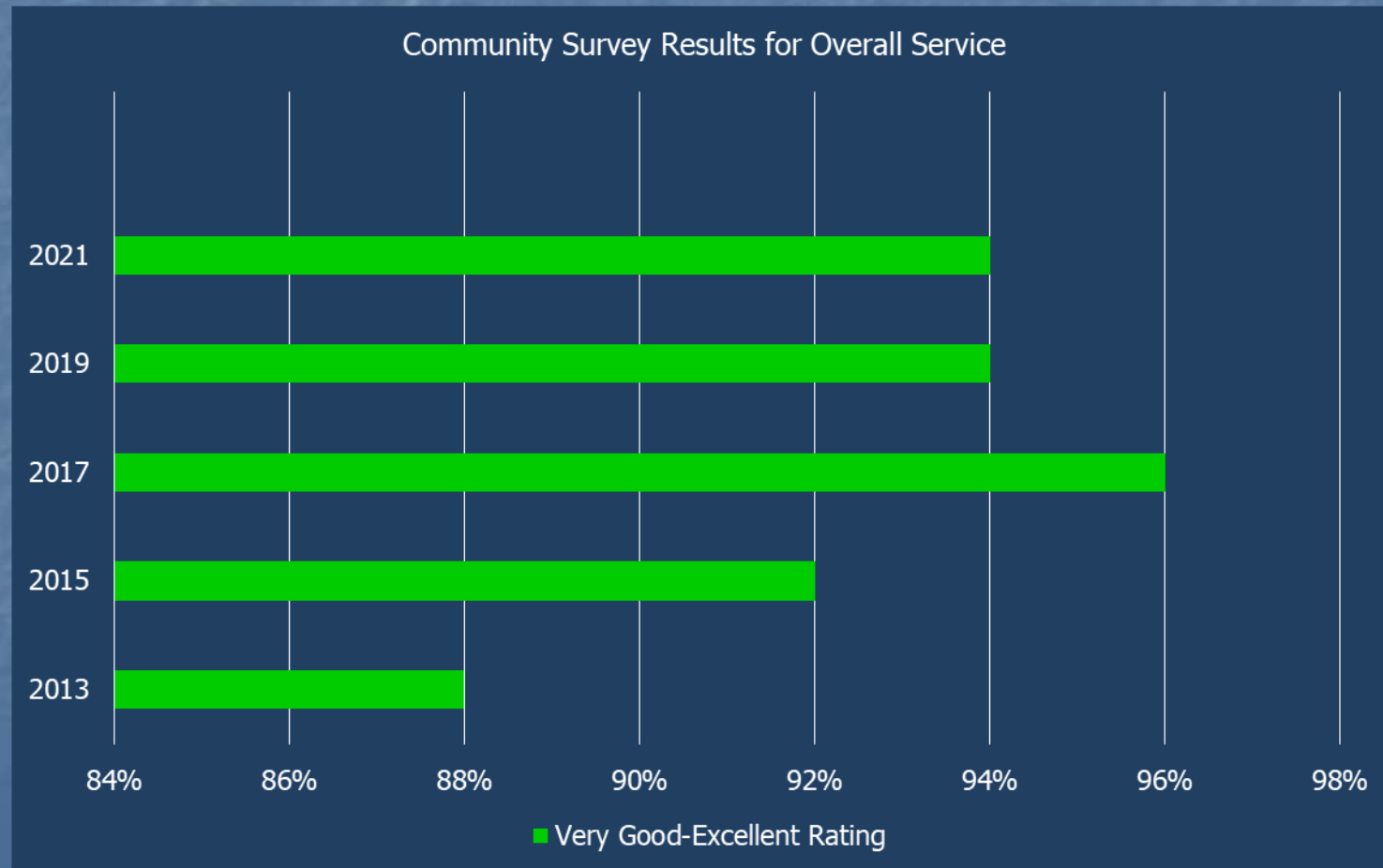
Goal #3: Reduce the availability of illicit drugs

- 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



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 and 2017

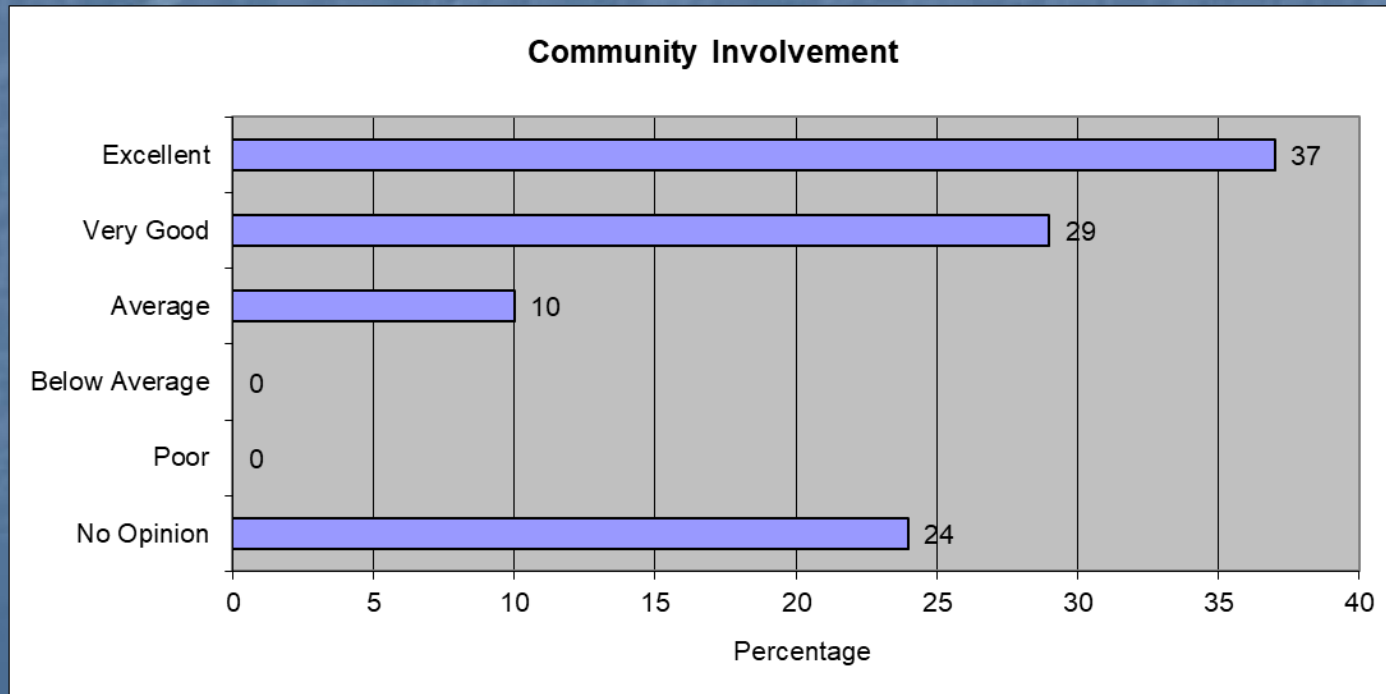


Goal #4: *continued...*

- Agency seeking to maintain an approval rating of at least 90% or higher
- Existing police station not reflective of the Department's professional policing model and lags substantially behind peer agencies
- Facility modifications will ensure maintenance of professional standards and improvement in overall level of service
- Renovating existing structure and incorporating space vacated by EMS will bring infrastructure in line with best practices and amenities of comparable municipalities
- Bids for final design services have been sought from four architectural firms, and the Police Station Renovation Committee will be meeting this month to discuss those bids and make a recommendation to the Board
- The Committee will also be discussing construction estimates from several builders which are in the process of being submitted and will report to the Board regarding those estimates
- FY19 initiative resulted in establishment of Police Station Renovation Capital Reserve Fund (CRF) with an initial investment of \$200,000
- *Continued CRF funding to be sought for FY20 at level to be recommended by Police Station Renovation Committee in coming weeks*

Goal #4: *continued...*

- Alongside infrastructure considerations, community involvement has been identified as an area for development as the agency seeks to continually improve its overall level of service
- Most recent survey shows growth opportunity in the *Average* and *No Opinion* categories regarding the agency's level of community involvement
- No-cost initiative underway in the form of increased community engagement via the Amherst Police Association

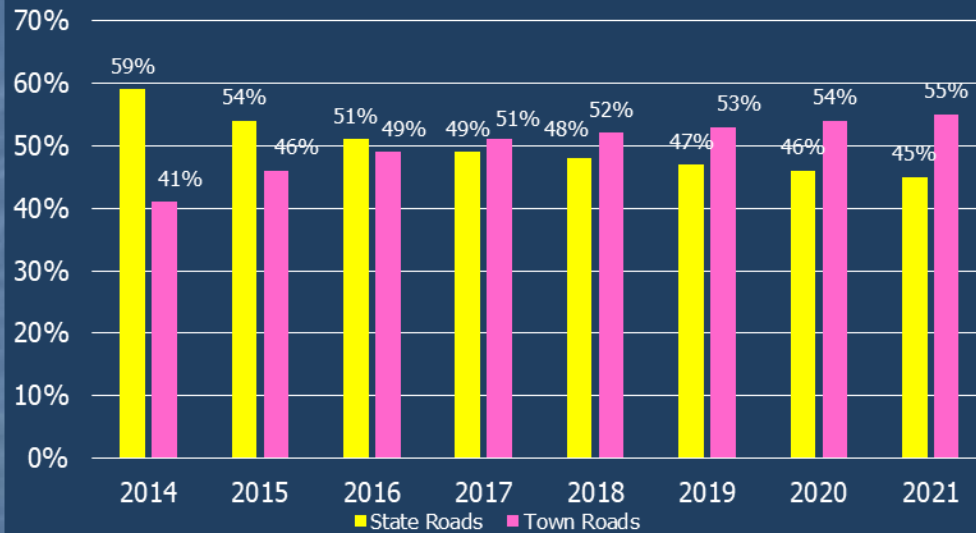


Goal #4: *continued...*

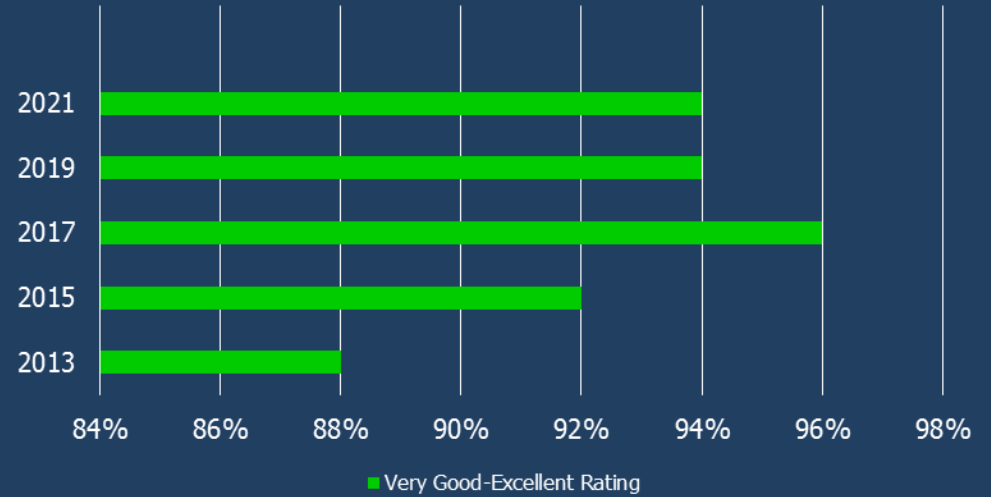
- The Amherst Police Association (APA) is recognized as a nonprofit corporation through the NH Department of State and is comprised of all sworn personnel as well as the agency's executive assistant
- The APA is funded through membership dues, charitable donations, and fund-raising efforts, and reports annually to the Registrar of Charitable Trusts – Office of the New Hampshire Attorney General
- Incorporated in 1986, the APA remains available to provide death benefits to families of members who died in the line of duty, and relief to injured or retired members in need of assistance
- More broadly speaking, the APA was chartered to also promote the occupation of law enforcement through grants, gifts, and scholarships as deemed appropriate by the organization
- The annual John T. Osborn Memorial Scholarship has been the cornerstone of those charitable efforts since 1992
- In the last year, the APA has begun to increase charitable initiatives in the form of supplemental D.A.R.E. program funding, the Officer Nathan T. Berry Police Cadet Academy Scholarship, cemetery wreaths for our fallen veterans, and most recently a donation to the Vietnam Memorial Moving Wall
- Increased APA profile represents a no-cost, community-based initiative slated for progressive development through 2021

Vision Dashboard

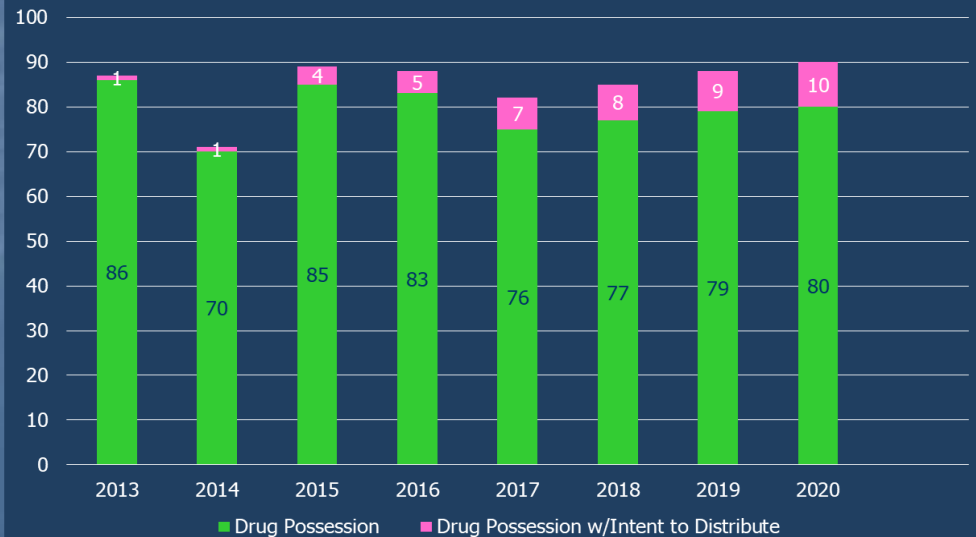
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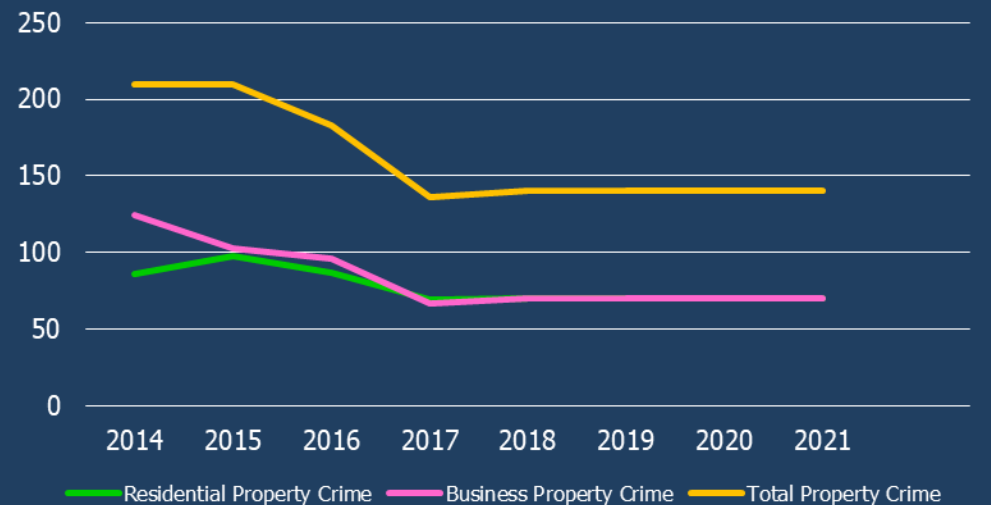
Community Survey Results for Overall Service



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*

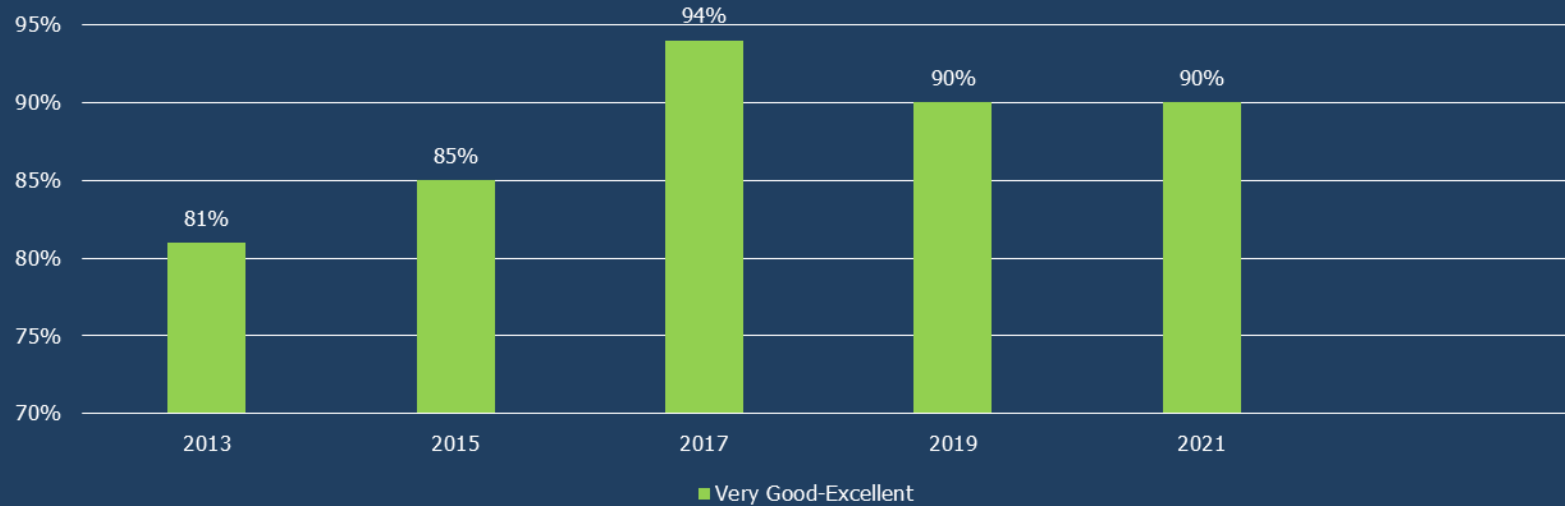
Inputs Needed to Reach Desired Goals

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

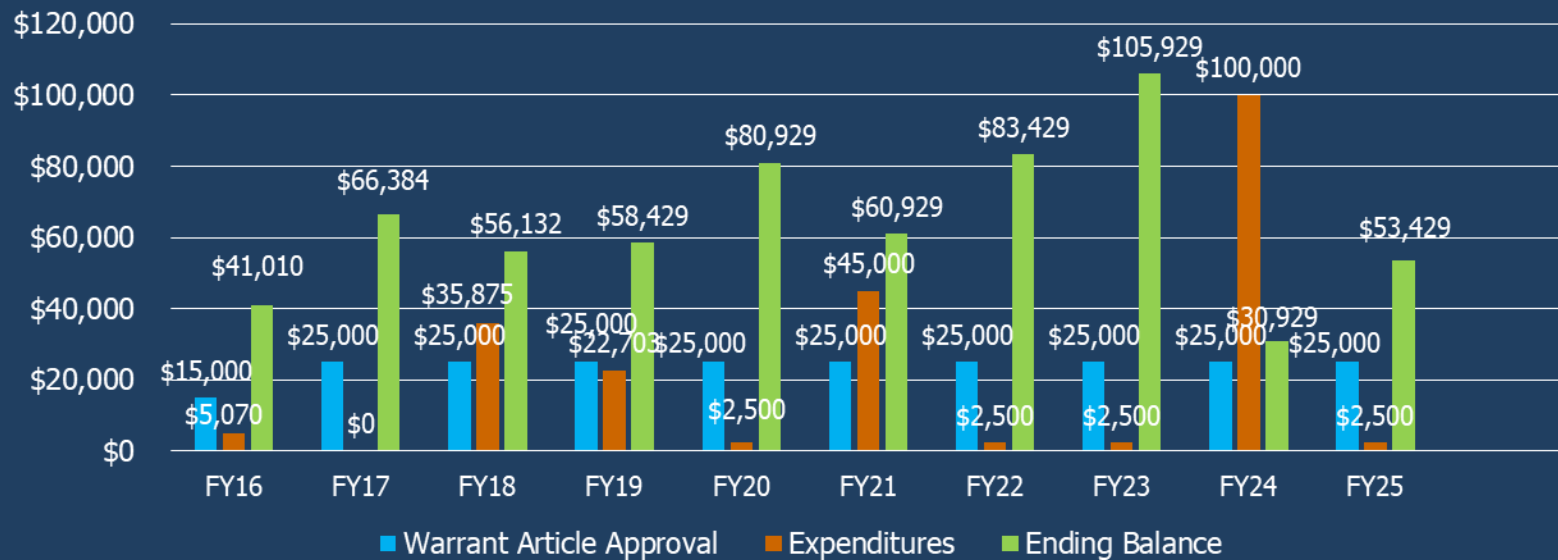
- Goal #2: Maintain communications infrastructure to provide continued quality public safety services to the community
 - *Inputs: Continued voter support for yearly Communications Center Capital Reserve Fund warrant articles, prioritized schedule for equipment replacement/upgrade, regular systems maintenance*

Vision Dashboard

Communications Center Caller Satisfaction Rating



Communications Center Capital Reserve Fund

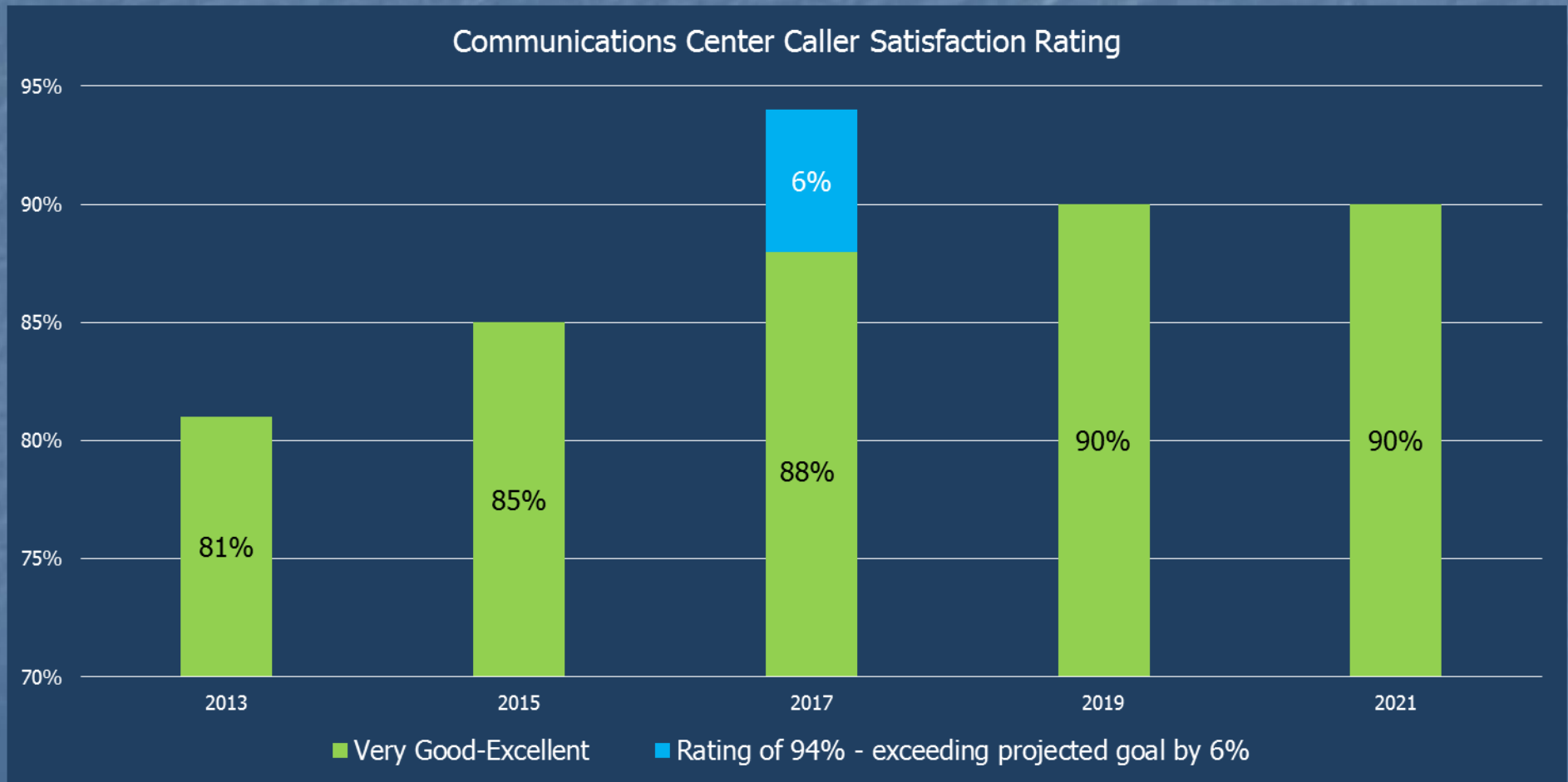


Goal #1: Maintain Caller Satisfaction Rating \geq 90%

- 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% over last two years
- 2017 survey showed an increase in that same rating from 85% to 94%
- *Goal to maintain rating of 90% or better – to be next evaluated in 2019 community survey*

Goal #1: *continued...*

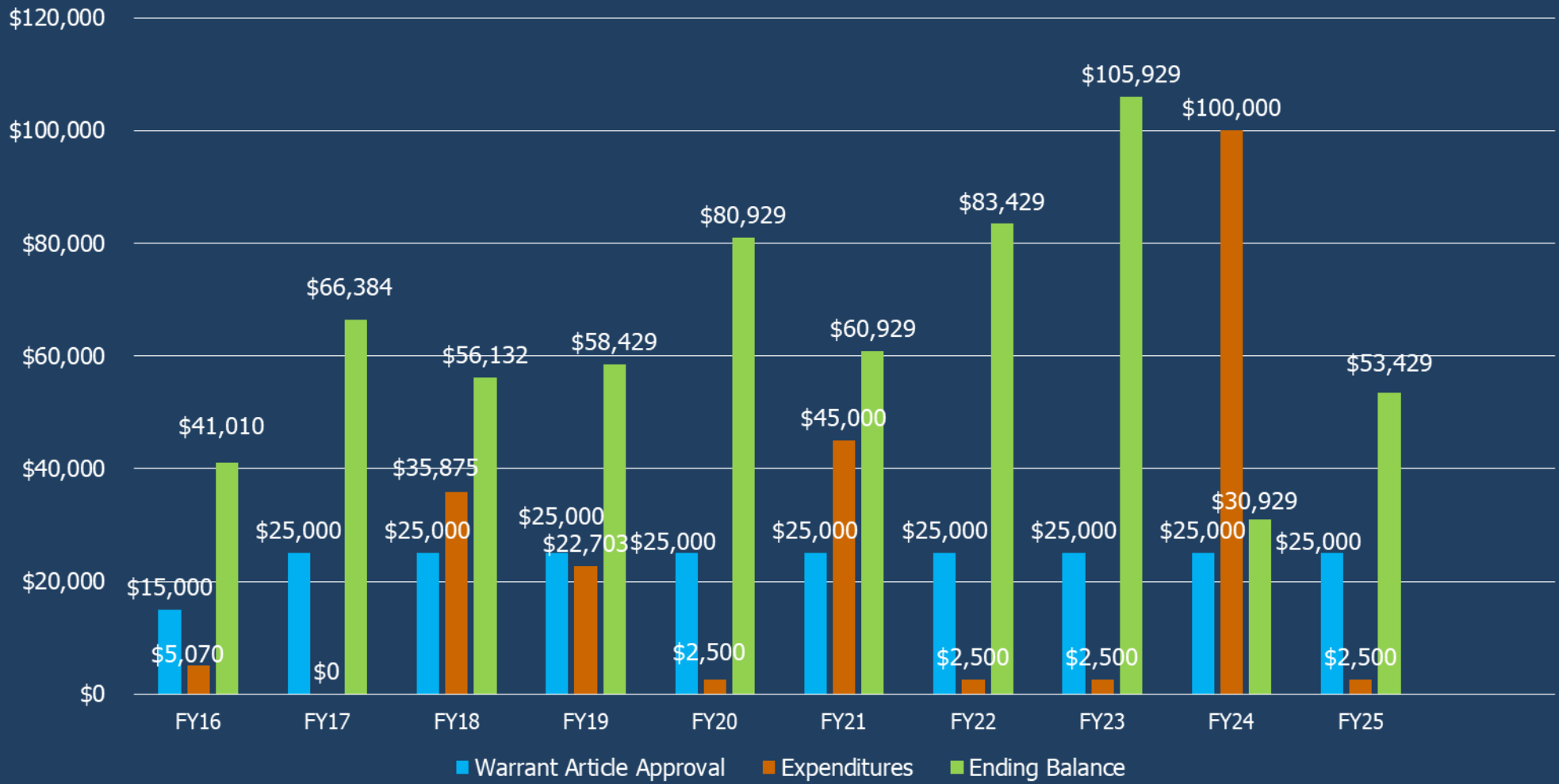
- 2017 survey showed an increase in that same rating from 85% to 94%, exceeding projected goal of 88%



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

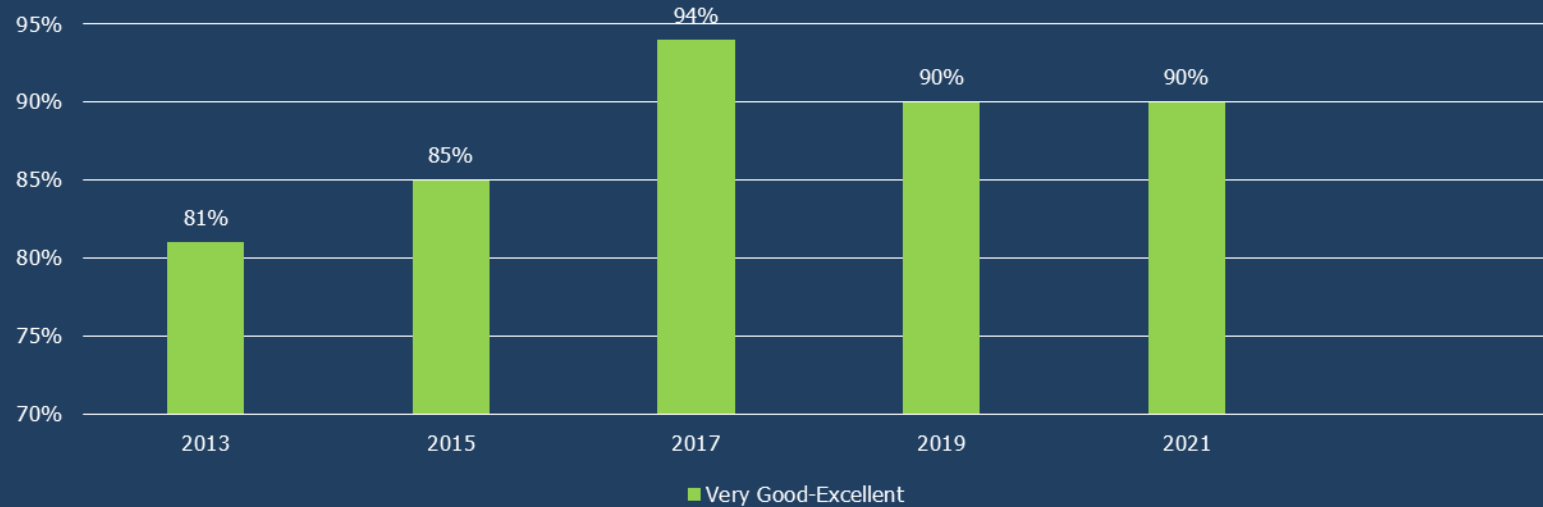
- Amherst Public Safety Communications Center represents starting point for effective response, coordination, and deployment of emergency services
- Maintaining current communications technology is also essential to ensuring safety of first responders and fortifying cross-agency interoperability
- Communications Capital Reserve Fund (CRF) established to address major repairs and long term equipment replacement
- \$75,000 expended on major repairs and federal grant matches in last four 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 2021 (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 FY19 by a margin of almost 2:1*

Communications Center Capital Reserve Fund

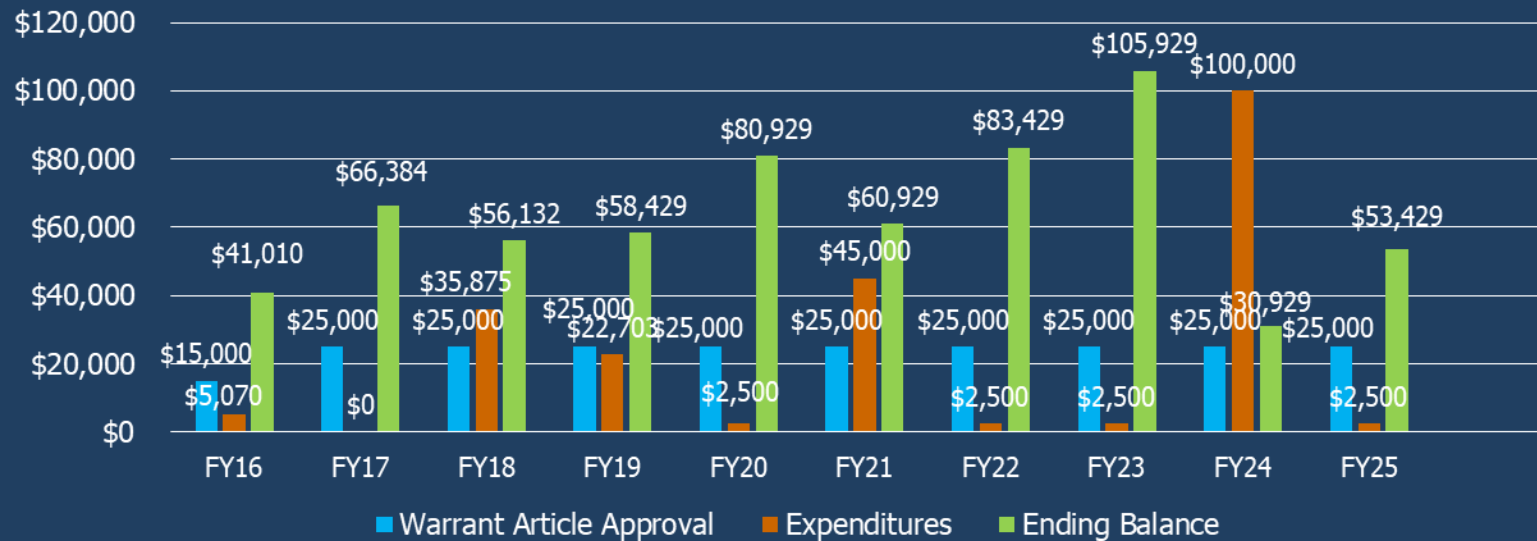


Vision Dashboard

Communications Center Caller Satisfaction Rating

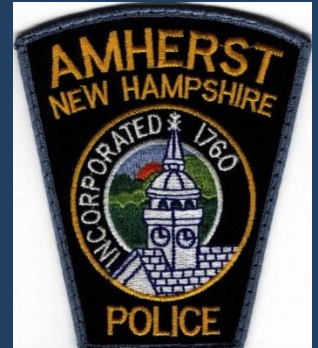
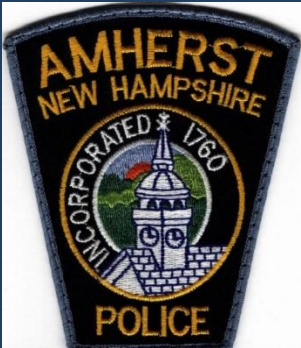


Communications Center Capital Reserve Fund



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