

City of Dover Police Department

Strategic Planning Committee

Final Report
2012-2018



November 2012

**DOVER POLICE DEPARTMENT
STRATEGIC PLAN
2012-2018**

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Message from the 2012 Strategic Planning Committee

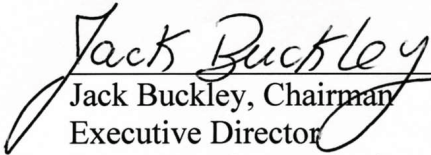
The members of the 2012 Strategic Planning Committee are pleased to present Chief Colarusso with this report. We have truly enjoyed this experience and the opportunity to serve the community.


The Strategic Planning Committee spent a significant amount of time meeting with the members of the Dover Police Department. We enjoyed the tours and ride alongs and we appreciate the staff that took the time to answer our many questions. It is very clear that the Dover Police Department's reputation as a highly skilled and professional organization is because of the people who work there. The employees of the Dover Police Department have our deepest gratitude and respect.

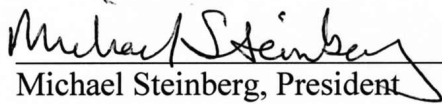
The 2012 Strategic Planning Committee Report represents the fourth of its kind. Some of the findings of the past committees, both positive and negative, remain today.

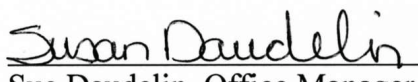
The Strategic Planning Committee believes that the people of Dover have many reasons to be proud of their police department. The department remains internationally recognized for law enforcement excellence and provides the highest level of service to the community. The Dover Police Department is known for exceeding the level of overall service provided by agencies of similar size making it an example for other departments to follow. Still, this report makes it clear that the department has reached some limitations which should not be ignored. The most obvious are staffing levels and the facility that they have occupied since 1935.

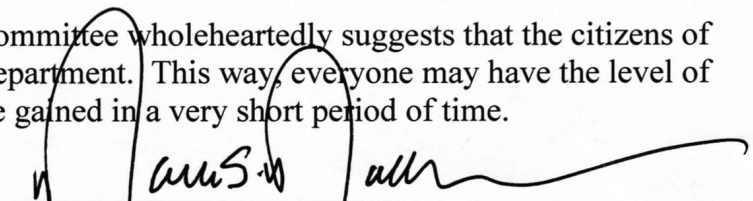
To conclude, the 2012 Strategic Planning Committee wholeheartedly suggests that the citizens of Dover learn more about the Dover Police Department. This way, everyone may have the level of understanding and appreciation that we have gained in a very short period of time.

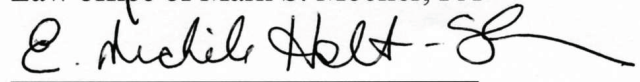

Jack Buckley, Chairman
Executive Director
Dover Housing Authority

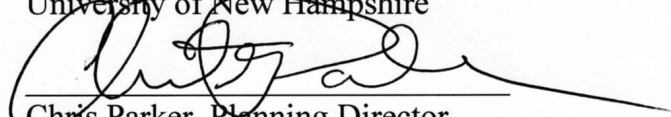

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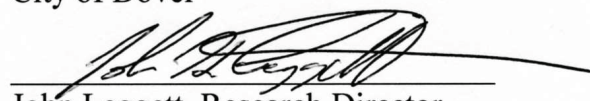

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DOVER POLICE DEPARTMENT STRATEGIC PLAN 2012-2018

EXECUTIVE SUMMARY



Entrance to the Dover Police Department (Circa 1952)

During the period from May through November of 2012, the Dover Police Department conducted an assessment of its current activities and future needs with the overall goal of determining the needs of the police department into the future.

To assist with that, the Dover Police Department established a citizen based Strategic Planning Committee. The purpose of the committee was to examine the operations of the police department with a goal of helping to establish the priorities and resources needed for policing the City of Dover into the future. The Strategic Planning Committee consisted of eight members representing a broad array of constituencies within the community. The committee included representatives from the business community, other city departments, school administration, public housing, parents, and the legal community.

The Strategic Planning Committee is well aware of the many recommendations made throughout this document. The committee is also keenly aware of the economic realities of implementing these recommendations. With that said, the two critical areas of need that must be addressed are:

- **Construction of a new police facility**
- **Increase in staffing**

The Strategic Planning Committee focused on five primary areas which correspond with the five sections of this final report. The focus areas are:

- Administration and Management
- Human Resources
- Technology
- Police Services
- Police Facility

Administration and Management

The supervisory staff of the department is currently understaffed. A new manager or captain should be considered. This new position would oversee the Standards Bureau, the Records Bureau and IT. The police department and the community are well served by the accreditation process. It is imperative that the department continue to pursue law enforcement excellence. To the extent possible the police department should anticipate citywide growth, especially in the downtown area. The department should also look at expanded service areas to increase revenue opportunities. These areas may be outside the city, and should include offering services to smaller communities.

Human Resources

Current staffing levels of both sworn police officers and civilian staff stretch the department to its limits in providing quality services to the community. At least two officers and one civilian staffer should be added as soon as possible. The low number of police officers has eliminated the majority of proactive and problem oriented policing that the department can do. The police department has reached the point of primarily reacting to calls for service and reports of crime rather than crime prevention through specific and targeted initiatives.

It is recommended that the police department increase its sworn force in the next several years to 52 officers. Additional civilian staff, especially in the Records Bureau, should be added.

Technology

The department has made great strides using technology throughout the organization and is seen as a leader in this area. The department should take steps to ensure that computer/network backups are completed in the most efficient and safe manner. This could be completed more than one time a day, using interim backups on a shift by shift basis, with one daily full backup. The department should look toward voice recognition software and touch screen hardware. These innovations could be used to reduce the time it takes officers to complete their reports.

Police Services

Police services in all areas are perceived by the public as being delivered in a consistent, professional manner. Adding police officers will help the department respond to emergency calls for service faster and reach its goal of responding to emergencies, on average, in less

than 4 minutes. The calls for service have increased over the years while the number of officers has decreased. This stretches the department's ability to maintain its high level of community responsiveness. It also can have an effect on the current staff's ability to maintain its high clearance rates.

The Mounted Unit is the only component of the patrol force that is able to focus on problem oriented policing while the rest of the department is essentially reactive.

The department's Outreach Bureau is effective. However, they are vulnerable to funding cuts as many of these efforts are supported by grant funds.

Police Facility

The facility that the police department currently calls home is grossly substandard and creates inefficiencies in workflow. The Dover Police Department has needed a new home for many years and it has now reached the point where the need is critical. The committee recommends that a suitable location be found and that a new facility be constructed with at least a 50 year life span.

DOVER POLICE DEPARTMENT STRATEGIC PLAN 2012-2018

Beginning in May of 2012, the Strategic Planning Committee began to meet in an effort to conduct an extensive assessment of its current activities and future needs.

Meetings took place throughout the spring, summer and fall of 2012. There were presentations by police department staff, tours of the police department's facilities, tours of other police departments, and research by members into department operations. Members of the committee were given identification cards and unlimited access to the agency, the facilities, and its employees. The Strategic Planning Committee focused on the five primary areas below:

- Administration and Management
- Human Resources
- Technology
- Police Services
- Police Facility

The Strategic Planning Committee was specifically tasked with looking at factors that could impact how the Dover Police Department should prepare to deliver policing services such as:

- Growth within the Community
- Changes in service requests, expectations, and needs
- Changes in technology

Between scheduled meetings, individual members with advanced knowledge or interest in specific subject areas conducted research and completed interviews with both citizens and department personnel. The purpose of this was to obtain information relative to the questions and issues pertinent to their area of focus. At a final meeting held in November, committee members presented their findings contained in this report.

ADMINISTRATION AND MANAGEMENT

Questions considered by the Strategic Planning Committee:

1. Does the existing organization and management structure meet the current needs of the Dover Police Department?

Department Structure

Yes, with some reservations. The existing structure works, but may not be the most efficient use of resources, as it has multiple overlapping areas intermingled. In 2011 a new parking manager position was created and now oversees the parking enforcement

officers. Efficiencies may be gained by relocating the parking bureau and traffic bureau to both be under the Support Captain, after records and standards/training are relocated to a new division (see Administration below).

Shared Services

Currently, the police department has information technology staff as well as custodial staff that mimic roles in other departments. The department should look at merging information technology staff with the City's information technology staff. Currently the two groups share office space, and work together, and both have access to a shared server room. The City IT employees have had background checks and are cleared to work with the police department's computer servers.

The custodial staff is currently separate from those that are assigned to City Hall. The PD requires security clearances for custodial staff. While these two functions should remain separate departmentally, management should review overlaps in training opportunities with those custodians assigned to the Community Services Department.

Management Structure

The SPC notes that the management structure, while it works for now, must be monitored closely as the department moves forward. Changes in technology, mandated legal requirements, or policing strategies could easily throw Dover Police Department's management/line officer staffing out of balance.

Administration

While it may not be necessary to do so at this time, the department should keep an open mind toward creating an upper management position to oversee the Standards Bureau. This new manager or captain would report directly to the Chief. This would allow the Chief to delegate some responsibilities to the Support Captain, who currently oversees the standards and training functions. These responsibilities could include oversight of the detective/investigation operations. Additionally, this new manager could develop long term strategic planning and implementation strategies for the department. This manager would also oversee the Records Bureau and IT unless IT is merged with the City IT department.

2. Is the existing staffing in the supervisory/management categories appropriate for the size of the agency and the functions that are performed?

Organizational Structure

The organizational structure of the department appears to be sound. As noted in the question above, a third captain or new manager should be considered to oversee Standards Bureau, the Records Bureau, and IT. This would allow for more long range planning and goal setting to be incorporated into day to day workloads.

Accreditation

The police department is very proud of its accreditation. This is understandable and is a focus for all aspects of the department. The SPC believes that this recognition is

imperative to the long term health and operations of the department. Law enforcement accreditation ensures that the department is operating optimally and should continue to support the agency goal of providing quality, professional, police services to the community. The accreditation also is a recruiting tool to ensure that the department attracts the best and brightest candidates for positions.

It is imperative to the department that it continues to pursue law enforcement excellence. Accreditation clearly is part of the equation.

- 3. Looking ahead, are there any trends that must be anticipated that would impact either the organizational structure or effect the amount of personnel resources that should be invested in supervision and management of the agency?***

Growth in the City

Dover experienced a sizable growth spurt since 2000. Dover's population rose by over 3,000 residents. Evidence exists to support the idea that this trend will continue in the current decade. Specifically growth will occur in the urban core. This is a result of the high potential for development within the downtown. Additionally, the commercial growth in Dover has remained consistent. Growth downtown will demand that the department reexamine how it staffs the downtown liaison positions and other specialty positions.

Unfunded Mandates

In 2005, the Dover Police Department was given responsibility for the City of Dover's Teen Center. This has been collocated with the outreach functions. Funding for the Teen Center has largely been grant based, and as federal and state budgets have been reduced there has been considerable downshifting in costs to local governments. Currently, the center is funded through the City's general fund. The Teen Center has suffered in this funding change. The department needs to evaluate services offered while striving to continue to provide this excellent low cost/high yield operation. In this evaluation, care should be made to only rely on grant or outside funding in areas that are capital based or won't impact long term operational budgets.

- 4. If growth in the Police Department's workload or in the community as a whole results in either expanded services being provided by the department or an increase in the size of the agency, can the agency be effectively supervised with the existing management/supervisory resources?***

Management Resources

The police department is currently operating with the same management resources it had available in 1985. The 1997 Strategic Planning Committee found that the management structure (at that time) could support "up to 45 sworn officers and possibly expand more with minor impact." Currently, that number is being pushed to a limit. It is imperative that if additional services are offered, such as offering patrol services to neighboring communities or similar workload increases, that the management structure be reviewed and expansion be built into the revised workload limits.

Regionalization

Annually, the idea of a regional, county based, dispatch system is discussed. The police department's dispatch center is currently handling Dover's fire and police calls. The department should monitor the annual discussions and determine if there is a revenue opportunity in offering dispatch services to neighboring communities. This analysis should be expanded to look at other services that might be offered to neighboring, smaller communities, who might benefit from Dover's training and experience. This in turn may drive the need to revise the command structure of the department adding a sergeant or lieutenant to oversee expanded services. The costs for any additional staffing would be covered by revenue generated for the provision of the service.

Conclusion:

The committee found that the department's structure is generally sound but that it could be improved. One recommendation that has come from the committee's review of the department's administration and management is the position for a third captain to share some of the duties currently assigned to the Support Services Division Commander and the Police Chief. Shared services such as custodial services and IT staff should be reviewed for efficiency and opportunities for merging with other city departments.

Without question, accreditation is a valuable tool for the continued success of the department. It provides for sound policies and procedures which keeps the department professional and cutting edge.

Lastly, the department should continue to review its management structure in light of growth in the city while monitoring regionalization efforts as a possible opportunity for revenue.

HUMAN RESOURCES

Questions considered by the Strategic Planning Committee:

- 1. Is the current staffing of the Dover Police Department appropriate for the size of the community and to provide the services and functions that are expected? If not, what should it be and why?***

No. The 2006 Strategic Planning Committee stated that the staffing levels were strained and that the city was growing. In 2012 this trend has continued. The city's population has risen to 30,000 people. The number of businesses, hotels, and residences has continued to grow while the Dover Police Department's staffing levels, both sworn and civilian, have continued to drop. It is imperative that the department add more officers. Otherwise, the community is at risk. The potential consequences of not keeping up with the city's growth have this committee very concerned. This is the fastest growing community in the State of New Hampshire, and the agency needs to be able to provide services accordingly.

Current staffing levels stretch the department to its limits in providing service to the community, and proactive policing is being compromised. The Dover Police Department only has enough staff to be reactive in response to calls, and does a very good job with prioritizing those calls for service. In order to patrol and strategically deploy the officers, however, the committee believes that the staffing level should be increased to approximately 52 sworn officers. This would enable an increase of staffing in patrol shifts and the Special Investigations Bureau. Increased patrol staffing would be a good first step toward a final goal of more problem-solving in specific neighborhoods and other areas within the city in need of focused policing.

2. *Are current human resource practices being performed in a manner that will ensure that personnel are effectively recruited, selected, trained, and evaluated?*

Regarding recruitment, selection, and evaluation; what the Dover Police Department does, they do very well.

Training and continuing education for police officers, however, is a concern as its need cannot be underestimated. The initial training process appears to be very strong; however ongoing training has been reduced over the years to a minimal level due to budget restrictions. The committee recommends that the Dover Police Department continue to find innovative ways to train. This should include more online learning in multiple areas. Additionally, the department needs more department-wide training in high liability, low frequency areas such as:

- Firearms
- Use of Force
- Emergency driving

Other critical training areas should be added such as:

- Interacting with Emotionally Disturbed Persons
- DWI detection
- Immigration Status/Foreign Nationals

The above-mentioned training should be conducted on an ongoing basis.

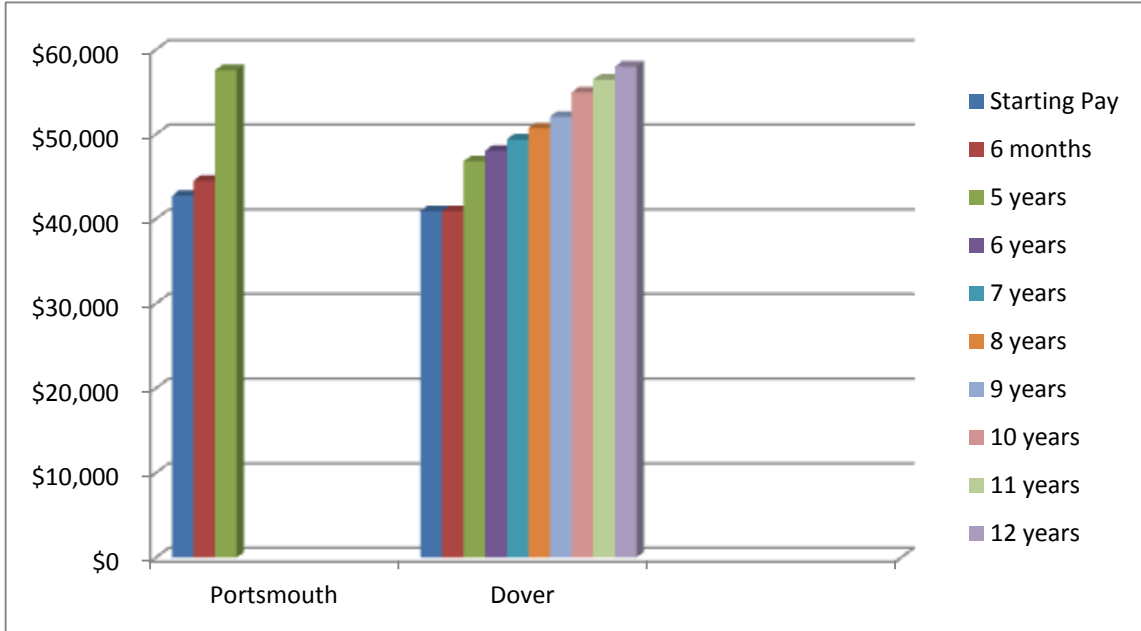
3. *Are there any changes that must be considered or anticipated in any human resource area?*

It is incumbent upon the department to remain competitive in the hiring and retention of qualified candidates. The Dover Police Department spends 6 months training new officers at a cost of approximately \$35,000. If the department is unable to remain competitive with other departments regarding salary and benefits, there is a high risk that the Dover Police Department will lose officers to other police agencies. Being a training ground for new officers so that they can move on to another community that pays a higher salary is not good policy. This is not an acceptable use of taxpayer money.

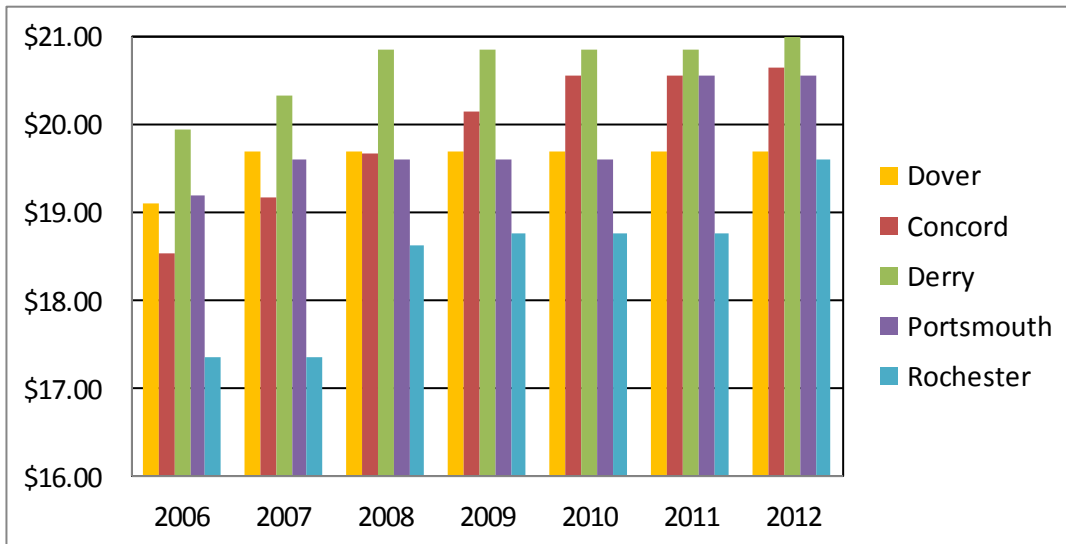
For instance, the starting pay for a newly hired Portsmouth officer is \$1,700 more than the starting pay for a Dover officer. This is illustrated in the chart below. Due to a substantial

raise after six months, by the end of his or her first year, a newly hired Portsmouth police officer is making over \$3,500 more than a Dover officer. Additionally, the Portsmouth officer will reach his or her maximum pay limit at 5 years, while it will take a Dover officer 12 years to attain the highest pay rate. This is clearly a disadvantage for Dover.

Comparison of Starting Pay and Progressive Pay Steps:
Portsmouth vs. Dover



Police Officer Starting Pay Comparison



Dover's current salary for police officers has remained stagnant while the salaries for other departments have risen. As the above graph illustrates, in 2006, the Dover Police

Department's starting pay was somewhat competitive when compared to the New Hampshire communities of Concord, Derry, Portsmouth, and Rochester. The Dover Police Department was behind only Derry and Portsmouth. By 2012, The Dover Police Department had been eclipsed by Concord, remains well behind Derry and Portsmouth and is only slightly ahead of Rochester.

In another example, the Dover Police Department recently advertised for a dispatcher position at the same time Portsmouth advertised for a similar position. In Portsmouth, a new dispatcher will make \$5,000 more per year than a Dover dispatcher. After just six months, the Portsmouth dispatcher will receive a raise and would now make \$7,000 more than the Dover dispatcher.

The Strategic Planning Committee recommends that the City of Dover Labor Policy Committee study this issue and ensure that the police department's pay and benefits remain competitive with the better police departments in the state. This needs to be addressed in the next round of contract negotiations.

Conclusion:

The Strategic Planning Committee has already stated in the Police Services section of this report that more sworn and civilian staff is needed. Although costly, the fact remains that policing a community is all about people providing services to people. There simply are not enough people at the Dover Police Department to address the demands of the people it serves. The future of the Dover Police Department should be about getting back to the past; which means adding sworn and civilian staff until they reach the staffing levels they once had.

TECHNOLOGY

Questions to be considered by the Strategic Planning Committee:

- 1. Is the agency's computer and management information system equipment adequate to meet current needs to perform required functions? Will this technology be adequate and appropriate for the foreseeable future?***

The department has done a good job of meeting baseline needs. Overall there is an effective use of technology and there is a strong commitment to investigating ways to minimize redundancy and improve workflow through the use of digital means. Server back-up procedures should be reviewed to ensure that they are accomplished in a redundant and optimal method, slowing down work as infrequently as possible.

- 2. Is the agency's radio equipment and system adequate to meet current needs and demands? Will this equipment be adequate and appropriate to meet the demands of the foreseeable future?***

The department will be purchasing, through the FY13 budget, new radio equipment for use in the dispatching of officers. The department offers digital dispatch services for both police and fire operations. Each operation has its own frequency, and while the

frequencies are not encrypted, they are monitored for appropriate use. Additionally, the dispatcher and officers can communicate over the phone and computer, which cut down the need for increased radio systems.

- 3. Is the department's crime scene and accident investigation equipment adequate to meet current needs and perform required functions? Will this equipment be adequate and appropriate to meet the demands of the foreseeable future?***

The crime scene and accident investigations equipment is impressive for its effectiveness and the way staff utilizes it. The lab area should be expanded when a new police facility is constructed, as this would expand the capabilities of the crime scene investigation staff. For the time being the technology used appears to be ahead of the curve.

- 4. Is the department's technology and equipment utilized for records management and storage adequate to meet existing needs and perform required functions? Will this equipment be adequate and appropriate to meet the demands of the foreseeable future?***

The department has made excellent strides in the past six years toward removing as much paper as possible from the records retention function. The digitization of the department's records retention and data dissemination is impressive and should be considered a model for other departments within the City of Dover and police agencies within the State of New Hampshire.

The department should lobby the state to update its practices to be more in line with the cities and towns. An example of this would be to allow paperless ticketing and access to driver records via electronic swipes of the security strips on driver's licenses.

- 5. Are there new technological developments that can be anticipated that will make existing practices, systems, or technology obsolete?***

There are applications on "smart" phones to allow for searching for information via the internet based upon voice commands. As this technology becomes more available and refined it should be investigated for use in the cruisers. An officer could use a voice command to read into the search field of a database the license plate number of a vehicle, thus not having to remove his or her hand from the steering wheel.

Touch screen technology has evolved and is becoming prevalent in telephones, computer tablets and televisions. This technology will be useful as the department continues to update the cruiser laptops to locate information and pan and zoom on maps and screens. It is also more efficient and effective in saving time compared to a laptop's diminished mouse capabilities. Additionally, as younger officers join the department this technology will be second nature to them.

The department should investigate the use of credit card swipe machines for the parking enforcement officers, so as they are issuing a ticket, payments could also be accepted on the spot, if desired. Furthermore, electronic payment should be accepted universally in

the department for making parking permit payments, records bureau payments and paying other charges that result from police services.

6. *Is there any existing and established technology that is not utilized by the agency that could be employed to make the agency more efficient or more effective?*

The department should investigate the use of voice recognition software for the writing of reports. Currently officers start reports in their cruisers, and then complete them in the headquarters. This work could be more efficient, if the officer could complete aspects of the reports via voice recognition software as the activities are happening. While the technology is not perfect, it is improving constantly.

The department should investigate the use of non-traditional outreach methods to maintain a presence in the community. This would involve drafting press releases for newsprint, television and radio, but also distributing directly to residents via electronic means. A caution should be made that the committee believes that outreach and education could be accomplished by non-traditional means, but the department should continue current practices regarding criminal complaints and investigations.

The department utilizes a records management system known as QED. This program manages reporting, dispatching and general operations of the department. While the software is effective and performs admirably for what the department needs, it does not effectively communicate with similar systems in other communities. A patch for this weakness, or an upgrade of the software to one which can communicate with surrounding communities should be investigated. This would allow for the sharing of information, in “read only” mode, between communities and would be useful for background checking completed by officers on patrol.

Conclusion:

Overall, the police department is in very good shape with respect to technology. It is critical that the department continue to investigate emerging technology in order to stay ahead of the curve. While it is often expensive, the latest technology can also increase productivity and efficiency.

POLICE SERVICES

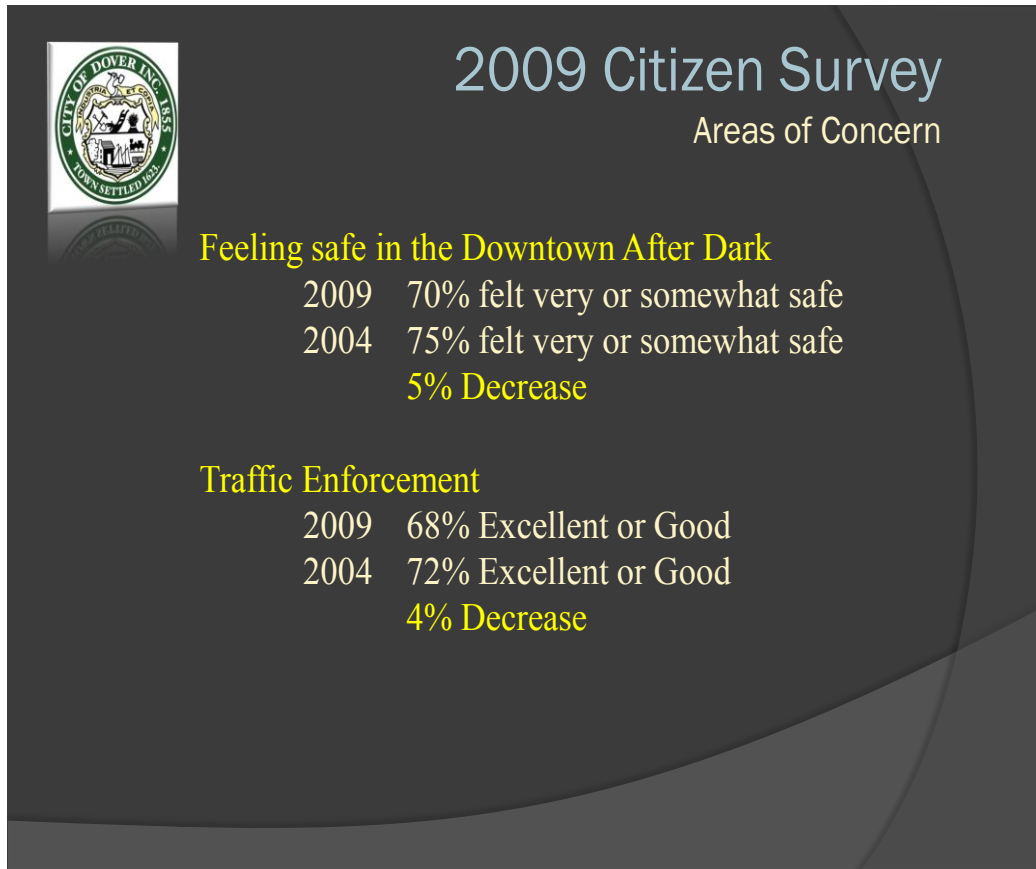
Questions to be considered by the Committee

1. *Does the department provide police services of the quality appropriate for a city of Dover’s size?*

Patrol

Professionalism

Overall the community views the department very positively. Past citizen surveys show a very high level of satisfaction from the citizens the department serves. ¹Additionally, a recent study shows that although the majority of Dover’s citizens reported that they feel safe after dark and believe the level of traffic enforcement is excellent or good, the percentage of these satisfied citizens has actually dropped from previous studies. Maintaining a high level of citizen satisfaction and sense of safety is imperative to the future of the city. ²



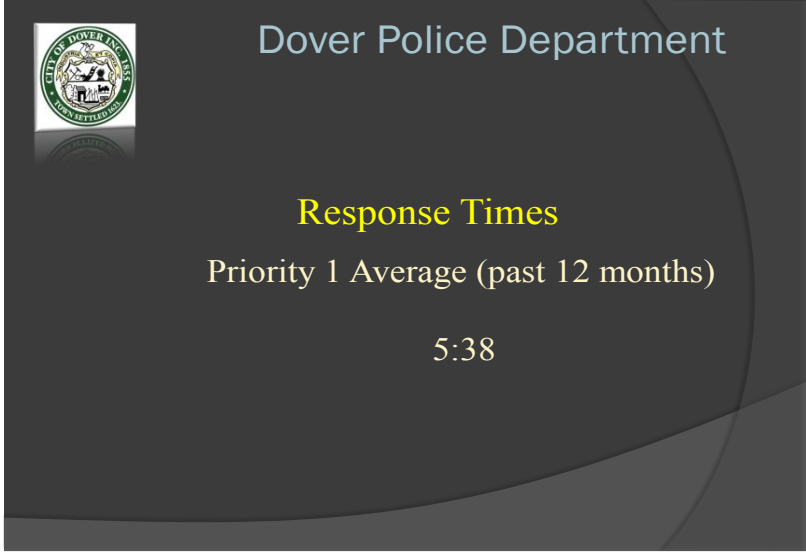
Response times

Response time is adequate at this point, but the agency should be able to respond to a Priority 1 call within 4 minutes. The agency is currently responding to these “emergency” calls in just over 5 minutes. The safety of the citizens of Dover will be in jeopardy if staffing levels are not increased. ³

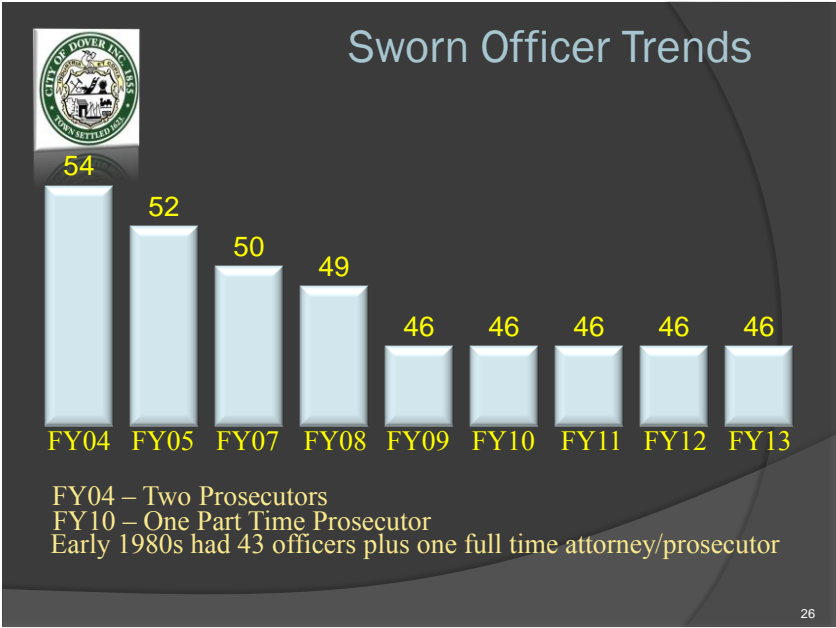
¹ Citizen Surveys – See appendix

² Budget Presentation - 2009 National Citizen Survey

³ Budget Presentation – FY2012-slide next page



By adding staff and ensuring that the minimum staffing level becomes 4 officers rather than the current minimum staffing level at 3 officers, the department would be able to lower response times. It does not appear that there is any other way to lower response times. Staffing has been reduced at a startling rate over the past 10 years, and is alarmingly close to the staffing level the agency had in the early 1980s.⁴ Clearly, the City of Dover has grown substantially since that time, yet the police services have been slashed, causing the agency to revert to reactive, rather than proactive, policing services.



⁴ Budget presentation FY 2013- Sworn Officer Trends

Quality of investigation and police patrol services

The quality of the investigation and patrol services is high; however most police services are currently reactive as a result of budgetary and staffing constraints. This clearly cannot continue. The citizens of the City of Dover are proud of their city and proud of their police department; and as a result they may not realize how challenged the agency is due to reduced staffing. The agency has boasted very strong community ties and has utilized proactive policing for many years. The repeated reduction in sworn staffing has reduced the agency to an almost completely reactive state. That being said, the committee commends the agency for providing quality service despite financial limitations. As the department boasts some of the highest clearance rates in the State of NH⁵, it is clear that the department strives for excellence.

It is the committee's position that the agency needs more officers or services will suffer and crime will increase. Dover is the fastest growing community in the state, adding 1,769 households, 4 hotels with 336 rooms,⁶ and over 5,100 workers; all between 2000 and 2011. The reduction in staff as noted above is certainly not on par with the growth within the city, and has reduced the agency's ability to be responsive to the community that it protects.



Growth

Commercial Growth 2000-2011 Coming Soon / In Progress


- Dover Waterfront Development
- WDH Expansion (789 Central Avenue)
- Gas Station/Convenience Store (Dover Point Road/Thornwood Lane)
- 67 Knox Marsh Rd. (Mixed Commercial)
- Community Trail
- Bill Dube expansion
- Howard Dental on Sixth St.
- FW Webb on Knox Marsh Rd.
- 120 Apartments in Cochecho Mill Building
- 42 Apartments in former Robbins Warehouse on Dover St.
- Frenelli's Dialysis Center on Sixth St.
- CPW/Heire Building on Venture Dr.

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⁵ Index Crimes for Selected NH Communities – See appendix

⁶ Budget Presentation FY 2012 – Growth

Based on all that growth, it is not a surprise that the police calls for service are up by 19.5%. ⁷ The increase in calls for service between 2004 and 2011 is illustrated in the below excerpt from the police department's 2011 budget presentation.




Police Calls for Service

2004	23,653
2005	22,361
2006	23,219
2007	24,253
2008	26,175
2009	24,910
2010	24,574
2011	28,276
2004 - 2011	+19.5%

21

However, the officers per 1000 residents statistic shows that Dover has actually slipped to the bottom of the list at 1.5 officers per thousand. As illustrated below, 1.5 officers per thousand residents is lower than the Strafford County average of 1.74 and the State of New Hampshire average of 1.98. ⁸



Police Protection Levels

Average per 1000 Residents 2012

Portsmouth	2.9	New Hampshire	1.98
Londonderry	2.8	Strafford County	1.74
Somersworth	2.1		
Manchester	2.1		
Nashua	2.0		
Salem	2.1		
Concord	2.0		
Hudson	1.9		
Rochester	1.9		
Derry	1.7		
Dover	1.5		

To Get to NH Average of 1.98
Dover would need 60 Police Officers.

To Get to Strafford County Average of 1.74
Dover would need 52 Police Officers.

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⁷ Budget presentation FY 2012 – Police Calls for Service

⁸ Budget Presentation FY 2012 – Police Protection Levels

The current staffing levels can also leave the agency at more risk. These risks include physical risks for the officers working the streets with minimal backup, and liability risks for the department. The committee would note that the cost of potential liability could far exceed what the city will pay for extra officers. As the agency succumbs to financial strain, training decreases, response times to emergencies increase, and the proactive patrols necessary to help deter crime all but disappear.

A recent report cited by the ICMA Center for Performance Measurement supports this statement.⁹ The study illustrates a negative correlation between the number of crimes reported and police initiated actions (proactive policing). In other words, as police departments are able to engage in less self-initiated activity, crime tends to increase.

Some types of self initiated activity include officers conducting traffic enforcement and checking on parks for criminal activity and buildings for evidence of vandalism and/or burglary. Self initiated crime prevention activities also include identifying a specific crime problem and then working with various stakeholders to find solutions to the problem. An example would be a spike in thefts from vehicles or burglaries in a certain neighborhood where the solution would include gathering statistics, meeting with residents, establishing a neighborhood watch, and assigning officers to patrol the area when the crimes are occurring. Working on quality of life and crime issues along with those directly impacted by the problems is one of the cornerstones of community policing but it is only possible when staff is available to do so.

Is there enough staff and time to be proactive rather than reactive?

NO. Simply said, there are not enough staff members for the agency to be proactive. The single proactive unit in the entire agency is the Downtown Liaison Unit, more commonly referred to as the “Mounted Patrol”. Even this unit, which used to have 3 officers, has been reduced to 2 officers.



⁹ Crimes per 1,000 population vs. percentage of police action – See appendix

The Strategic Planning Committee fully endorses the Mounted Patrol and its proactive function. However, the committee warns that the Mounted Patrol must make sure they keep an active volunteer force to support the unit and help the officers maximize their patrol time in the downtown area. If the horses are unavailable, the officers should use alternative methods of patrol, such as foot patrol or cruiser. The committee believes that the use of horses is important, as they are more visible and more approachable than an officer walking.¹⁰

The Strategic Planning Committee notes that a significant portion of the care for the horses and their equipment is borne by private donations and volunteers who assist with the training and upkeep of the horses at the stables. As noted in the Community First Voluntary Contributions Chart¹¹, the taxpayers of Dover contributed the highest total of donations in FY 2012 to the Mounted Patrol, which shows how important the unit is to the community.

As a proven resource for the city and police department, the committee feels that it is time for the cost for the care and equipment for the Mounted Patrol to be fully funded by the City of Dover.



The committee also believes that it is important that the department continue to engage volunteers to work with the Dover Mounted Patrol. In addition to providing care for the horses without cost, the use of volunteers provides a vital link between the department and members of the community. The volunteers have access to a portion of the agency

¹⁰ Mounted Patrol Mission - See appendix

¹¹Community First Voluntary Contributions - See appendix

and the officers assigned to the unit which can help to foster lasting relationships between the department and some of the members of the community.

The services provided are extremely important to the citizens of Dover, and having the unit's personnel continually wonder year after year about the stability of support for the program is simply not good practice.

Detectives

Clearance Rate

The clearance rate for Part I crimes is far above the national averages¹² as shown in the end of year 2011 UCR crime report, and is above most of the State of NH clearance rates as well.

Quality of investigation and police detective services

The detectives of the Special Investigations Bureau are well trained and highly skilled in what they do. They handle high level crimes, to include homicides. One area that suffers regarding quality of service, however, is in the area of cyber crimes. These crimes are sometimes being handled by other agencies; and sometimes not at all. The committee feels that the public would be surprised to find that the police



department is not staffed adequately to handle most complicated computerized crimes such as interstate credit card fraud, or to appropriately investigate sexual predators that may be victimizing children.

Victim witness services

The committee feels the quality of the victim witness services is appropriate for the needs of the city. Victim witness services are achieved through a variety of means. The program assists many victims and witnesses with court preparation, programs for victims, pre-trial meetings, updates on cases, return of property, and scheduling interviews. The victim witness service is a critical component of the department.

¹² 2011 UCR Part I & II Crime report – See appendix

Is there enough staff and time to be proactive rather than reactive?

Again, the agency works well with the staff available, but the situation could be drastically improved with the addition of at least one detective. Although the unit currently does some crime prevention education with various businesses and community groups, the detectives are mostly reactive. The committee would recommend the addition of a detective who is a computer crime specialist to seek out sexual predators in Dover, and to investigate ID thefts and other frauds where technology and/or the Internet are a major part of the crime.

Dispatch

Professionalism

The dispatch personnel are very professional and are good with the public. These dispatchers are often multi-tasking by answering the phones, speaking on the radio to police or fire units, and inputting vital information into the computer system. To be able to do all of that and still be a courteous resource for the members of the public that call or come to the police department's lobby is certainly admirable.

Quality of Assistance

The Dover Police Department provides quality training to their dispatchers. Adding one position to the dispatch center would allow the dispatch supervisor to conduct more supervision and management duties rather than providing direct dispatch service. The current dispatch supervisor is

relied upon too heavily to provide direct dispatch service. In addition to providing police and fire dispatch services, the dispatch supervisor is responsible for the maintenance of all equipment in the citywide communications network. This includes, but is not limited to, all portable and mobile radios, closed circuit television cameras and monitors positioned



throughout the department, the telephone system, radio base stations, and all equipment in the dispatch center itself. The dispatch supervisor is also tasked with all evidence requests for the recording of police telephone calls and booking videos. Additionally, the dispatch supervisor serves as the SPOTS terminal officer, the NCIC terminal agency coordinator, and the liaison for all SPOTS and NCIC related matters. SPOTS and NCIC are state and federal computerized criminal information sharing tools.

Records

Professionalism

As with the other units and bureaus, the Records Bureau is very professionally run. The personnel are good with the public and are knowledgeable in the job tasks and responsibilities.



Quality of assistance

The reductions and reorganization of civilian positions puts a tremendous strain on the Records Bureau and have forced the prioritization of tasks, such as Right to Know requests and pistol permit applications; both of which must be fulfilled within certain time frames by law. As with the sworn staff, there have been many cuts to the civilian workforce. Since 2004, 5 civilian positions have been lost, and two civilian positions have actually moved to different units. Due to staff reductions, the department has fallen behind in fulfilling these requests and in their ability to process records.

2. Does the department provide police services of the type expected by the community it services?

Patrol

The officers assigned to patrol regularly receive positive feedback on their performance when they have contact with members of the public.

Although not every person that the officers come into contact with is always perfectly satisfied, the vast majority have received the services that they expect when dealing with an officer. However, it is likely that the public expects proactive patrols and traffic enforcement which are difficult to conduct as staffing levels have declined.



Detectives

As with the patrol officers, the public's general satisfaction with the Special Investigations Bureau is high as they have a successful clearance rate and have successfully solved many high profile crimes. However, it is likely that the public expects that the detectives are assisting with proactive activities that, in fact, they are doing very little of at this point. The victim witness advocate, as stated before, is a very valuable member of the department. Her core function is to help victims of crime navigate through the criminal justice system. She is constantly receiving positive feedback from those that she has worked with on cases. The committee believes that the victim witness advocate is certainly meeting the public's expectations

Records

This is an area where the public's expectations are often not in line with the realities of the Records Bureau's capabilities. Many members of the public have requests and expectations for information from the Records Bureau that is often not readily available. Many express frustration with the length of time they have to wait for a report request while others complain about having to pay a fee for the service. Increased staffing could greatly reduce the length of time it takes to process a request.

Traffic

The sergeant in charge of the Traffic Bureau is rarely utilized for traffic enforcement within that position, but rather does analyses, coordinates outside work details, and grant-funded details. Additionally, the sergeant is the department's representative to the Traffic Advisory Committee, and is tasked with coordinating traffic and parking for all major events within the city. When an officer is available from another unit, such as the school resource officer in the summer months, that officer may be assigned to the Traffic Bureau to perform traffic enforcement functions. The committee recommends adding an officer to the Traffic Bureau to assist with proactive traffic enforcement and accident investigation.

The committee recognizes that the most common complaint from the public to the police department is of speeding and other traffic offenses. The current patrol force doesn't have adequate time to patrol the many streets in Dover such that it will affect drivers' behavior.



Parking

The current staff and management of the parking bureau are very good. Enforcement levels are also good. The parking function should continue to look for technology to enhance the system and make it more convenient to park in the city of Dover. The Pay and Display meters have had the desired effect of making sure there is adequate parking in the downtown area. The parking bureau should continue to work closely with the parking commission and the city council to further enhance the parking opportunities within the city.



3. Does the department's community outreach function successfully target crime prevention and public safety needs?

The department does a very good job teaching area youth and families about the dangers of drugs and alcohol, as well as internet safety. Other areas of crime prevention could be enhanced greatly, however in order to do so, the department would require additional staffing.

One of these areas is through crime analysis. The previous Strategic Planning Committee lauded "LEADS", the department's crime analysis program. This program was based around a civilian crime analyst who worked full time. The analyst was able to pinpoint trends to direct enforcement and prevention forces. Since the last strategic plan was published, the position was eliminated due to lack of funds. The police department and the City of Dover should strongly consider reinstating the program. Other departments such as Rochester and Portsmouth have full time analysts. State Police has 2 analysts and a full time supervisor.

Crime Prevention

The Dover Police Department has many crime prevention programs, specifically targeted at the area's youth. Some of the youth awareness programs include:

Youth to Youth - Dover Youth to Youth is an after-school drug-prevention program coordinated by the Dover Police Department's Community Outreach Bureau. This award winning program encourages and empowers youth to be part of the solution to drug and alcohol abuse. Y2Y is open to students in 6th -12th grade. Three different teams of students meet each week with two adult advisors to plan prevention related activities.



Dover Housing Authority Officer – The Dover Housing Authority’s Police Liaison

Program puts a police officer at the large public housing facility at Mineral Park. This officer plans community programs, youth programs, crime prevention initiatives and generally responds to incidents and problems in that neighborhood – often intervening before a call to the police department dispatch center is initiated. This housing



complex has over 300 children and is one of the largest of its type in the State of New Hampshire. The officer works out of a police sub-station within the neighborhood.

School Resource Officer - A police officer is assigned to the Dover High School on a full time basis. This officer is responsible for deterring and preventing crime on school grounds and investigations into incidents that occur at the high school. The officer is also available as a source of information on legal issues for students, parents, and staff. The officer provides some classroom instruction on law and safety related topics. Like the DHA neighborhood officer, having the school resource officer in the high school allows for a quick response to incidents often before anyone calls the police department.

Dover Coalition for Youth - The Coalition is tasked with improving the quality of life in Dover for youth and families by bringing all of the elements of the community together to plan solutions to alcohol, tobacco and other drug problems.

Drug Free ID Program - The Drug Free ID Program is one means by which the business community gets involved. Students in middle school – who complete the requirements of the DARE program and sign a contract – receive a laminated photo ID which can be used for discounts at local merchants.



Dover Teen Center - The Dover Teen Center is a comprehensive crime prevention program which offers a safe and structured environment for the young citizens of Dover. The Dover Teen Center targets those teens that are considered “at risk” and prone to delinquency and substance abuse. It operates during the times when teens tend to be most at risk because they are unsupervised. The Dover Teen Center also provides internships for several

UNH students per semester. These interns connect with the teens, provide counsel, mentoring, and homework help.



4. If growth in the community results in an increase of the Police Department's workload, can the agency effectively continue to deliver services at the current level?

Clearly, the answer is no. As discovered by the committee, the department is already stretched to the limit at the current staffing level. Future growth will further strain the department's resources and ability to provide quality services to the public. The delivery of services at the current level would be impossible. Response times would certainly increase, and the officers would be responding to and investigating more calls and crimes. It is inevitable that the time needed to investigate crimes would increase.

In area departments of similar sized populations, Dover is ranked far lower in police officers per 1000 residents than any other.¹³ Dover is currently staffed at 1.53 officers per 1000 residents, while Portsmouth boasts 2.98 per 1000; nearly twice the officers available to serve their population.

Conclusion

The Strategic Planning Committee strongly believes that the agency's staffing numbers are inadequate. Unless the City Council makes the investment to increase staffing, the ability of the department to serve the community will suffer greatly. The committee's recommendation with regard to police services is to immediately hire two new officers and one full time (or two part time) people to staff the Records Bureau.

The committee also believes that the City of Dover should continue to invest in the Dover Police Department by hiring two officers each year until staffing is at 52 sworn officers.

¹³ Police Protection levels comparison – See appendix

That staffing level is near the 2004 levels and will meet the Strafford County average of officers per thousand.

Some other recommendations that are important are the reinstatement of the Crime Analyst and for the City of Dover to consider supporting the Mounted Unit by providing the funds needed for care and equipment for the horses.

If the above recommendations are not followed, services are sure to suffer. Some services such as investigations of worthless checks, nonviolent crimes, and civil complaints would have to be eliminated.

POLICE FACILITY

The final area that was examined by the 2012 Strategic Planning Committee is the police department's station. The committee reiterates the need for the Dover Police Department to develop a new headquarters. Dating back to 1989, previous committees have indicated the need for a new facility. Additionally, the need for a new police facility has been repeatedly stressed through professional studies; most recently the City of Dover Master Plan and Space Needs study by AG Architects of 2007 (see appendix), as well as the Planning Department/Lassel Architects Space Study of 2001 and the City of Dover Cost Containment study by Bennett Associates of 1993.

The department suffers with a substandard HVAC system, unresolved problems with ventilation and mold (pictured below), leaking gray water pipes, electrical issues (radios, flashlights and phones pictured below), ground water incursion, as well as facility security concerns that do not comply with standards of a modern police facility.



The Dover Police Department is physically located in the basement of City Hall, where it has been since 1935. The current fourteen thousand square foot facility clearly lacks space and should be a minimum of 28,000 square feet.

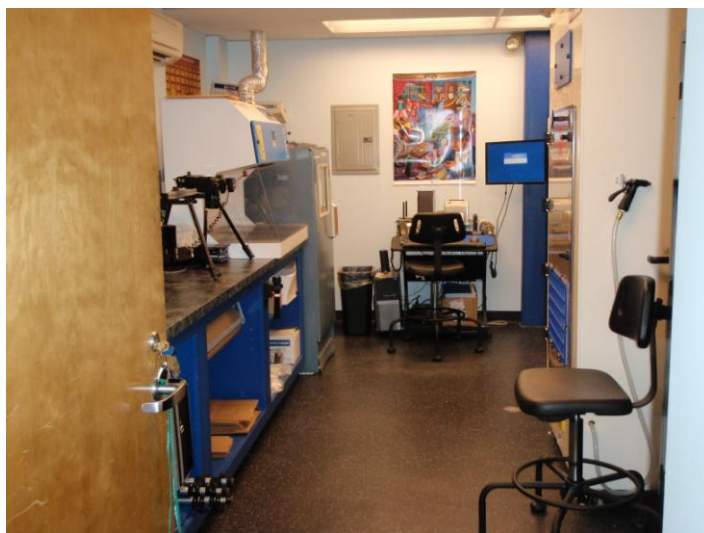
The facility is inadequate, with officers and other employees at work stations in the hallways (below).

Aside from structural deficiencies, the current facility layout is creating significant inefficiencies in work-flow. The booking process is untenable, particularly when accounting for booking restrictions when juveniles are arrested. The booking room also presents potential safety concerns because the officers are not physically separated from detainees during the booking process. In modern police facilities, they are separated.



Office space is cramped and crowded. This creates many distractions for the workers trying to perform their duties.

The lack of space in the current facility also significantly limits opportunities for revenue sources. One example of a possible revenue source would be using the Dover Police Department's crime lab (pictured below) to analyze evidence from other area towns and to charge a fee to do so. The cramped space in the existing facility makes it impossible to even explore the feasibility of this. These opportunities are areas in which the committee feels could greatly benefit the Dover Police Department.



Considerations for New Facility

The 2012 SPC suggests that the police department and relevant constituents conduct a feasibility study to locate the new facility. This feasibility study should focus on:

1. Utility of new location
2. Growth potential for future upgrades
3. Efficiencies of locations in relation to both internal and external needs
4. Twenty year growth plan for residents and businesses

No matter the location, the committee recommends the facility be constructed with a 50-year useful life-span to account for future growth with plenty of space around the facility and easy access by the public.

Recent New Police Facilities

Members of the 2012 SPC toured two relatively new police department facilities in Hampton and Rochester, NH. These facilities were constructed in 2006 and both cost approximately \$6 million. However, the construction date and cost is where the similarities end. Clearly, the design of these two facilities varies greatly and the resultant influence on staff morale was evident.

The Rochester facility did not produce as many workflow efficiencies as one would expect from a new building. It was evident that the design firm lacked a thorough knowledge of police workflow needs. Conversely, the Hampton station (pictured below) included a thoughtful design, if somewhat opulent feel.



The committee's recommendation is to ensure that the bid process and scoring assessment be weighted to design firm experience, rather than lowest cost. Given that the design should be for a 50-year life-span, it would be unwise to be penny wise and pound foolish.

Additionally, after hearing about several problems at both facilities during construction, the SPC recommends that a Clerk-of-the-Works is included in the cost of Dover's project. Including this position should help avoid many of the pitfalls discussed during our inspection of these two facilities.

Conclusion:

There is no question that the facility the Dover Police Department currently occupies is an inaccurate reflection of the progressive and modern police agency we have in Dover. The need for a new facility has been repeated often over the years by many different sources and this committee overwhelmingly agrees. The committee began its work with a tour of the facility and found it hard to believe that the department is able to function in its current home.

We are pleased that a new facility is a current item on the City of Dover's Capital Improvements Plan and cannot stress enough that it is time that the city devote the resources necessary to build it.

Local Government Center Patrol Officer Wage Analysis

Min
Salary

Max
Salary

2005

Population 25,000 and over		
Concord	18.00	24.09
Derry	19.17	24.44
Dover	17.67	26.63
Rochester	16.75	21.96
Population 15,000 - 24,999		
Portsmouth	18.60	25.04

2006

Population 25,000 and over		
Concord	18.54	24.81
Derry	19.94	25.43
Dover	19.11	28.42
Rochester	17.34	23.22
Population 15,000 - 24,999		
Portsmouth	19.20	25.85

2007

Population 25,000 and over		
Concord	19.18	25.66
Derry	20.34	25.94
Dover	19.69	29.28
Rochester	17.34	23.22
Population 15,000 - 24,999		
Portsmouth	19.60	26.39

2008

Concord	19.66	26.30
Derry	20.85	26.59
Dover	19.69	29.28
Rochester	18.62	25.45
Population 15,000 - 24,999		
Portsmouth	19.60	26.39

2009

Population 25,000 and over		
Concord	20.15	26.96
Derry	20.85	25.69
Dover	19.69	29.28
Rochester	18.75	25.63
Population 15,000 - 24,999		
Portsmouth	19.60	26.39

2010

Population 25,000 and over		
Concord	20.55	27.50
Derry	20.85	25.69
Dover	19.69	29.28
Rochester	18.75	25.63
Population 15,000 - 24,999		
Portsmouth	19.60	26.39

2011

Population 25,000 and over		
Concord	20.55	27.50
Derry	20.85	25.69

Dover	19.69	29.28
Rochester	18.75	25.63
Population 15,000 - 24,999		
Portsmouth	19.60	26.39

2012

Population 25,000 and over		
Concord	20.65	27.64
Derry	22.12	27.25
Dover	19.69	29.28
Rochester	19.29	26.37
Population 15,000 - 24,999		
Portsmouth	20.56	27.69

October 15, 2012

«Last_Name»
«Company_Name»
«Address_Line_2»
«City», «State» «ZIP_Code»

Dear «First_Name»:

The Dover Police Department is a professional law enforcement agency committed to providing the best service possible to members of the community. One way to measure service quality is to assess the impact and effectiveness of our employees in the performance of their duties. In order to assist us, you have been randomly selected from a list of persons who have had recent contact with the Dover Police Department. Please take a moment of your time to fill out the enclosed call for service evaluation form and return it in the self-addressed stamped envelope.

The results of this survey will be utilized to help us ensure the quality and level of service that you expect from your police department. Additionally, the survey will allow us to gain insight on issues, concerns and problems that you experience in your neighborhood and within the community. In addition to answering the survey questions, please feel free to include any other comments or concerns by using the back of the form.

Please understand that I am committed to ensuring that you receive the best possible service from the Dover Police Department. Thank you very much for taking the time to assist us in this endeavor by sharing your insight and comments. Your help is greatly appreciated.

Very truly yours,

ANTHONY F. COLARUSSO, JR.
Chief of Police

AFC/amc

Officer Piewiarzek

Nice Job!
APC

Dover Police Department

Citizen Contact and Call for Service Evaluation Survey

It is very important to us that we provide the best possible police service to our community. Our records indicate that you had recent contact with the police department. We would greatly appreciate it if you would take the time to complete this survey and comment on the quality of that contact and the employee (s) whom you encountered. Please return this survey in the enclosed postage paid envelope. If you need additional space, please use the back of this form.

This section is specific to your recent police contact or call for service.

The nature of your contact was: **Disturbance** Case #12002608 Date of Call: 02/03/12

- How would you rate the attitude and helpfulness of the **dispatcher** who assisted you?

Excellent Good Fair Poor No contact

- How would you rate the skills and abilities of the **dispatcher** who assisted you?

Excellent Good Fair Poor No contact

- How would you rate the attitude and helpfulness of the **police officer** who assisted you?

Excellent Good Fair Poor No contact

- How would you rate the skills and abilities of the **police officer** who assisted you?

Excellent Good Fair Poor No contact

- How would you rate the overall performance of the police department in this case?

Excellent Good Fair Poor

- How could we have improved our service in this case?

~~Of all the towns I lived in I really am impressed with the Dover police the most they are kind & considerate.~~

Please use this section to offer more general comments and suggestions

Do you have additional comments or suggestions for improvement in our procedures, practices or level and quality of service?

Yes No

If yes, please explain

~~There was a specific officer who helped my family I wish I could remember his name~~

Do you have any concerns over safety and security issues within our community?

Significant concerns Moderate concerns No concerns

If yes, please describe the nature of your concerns and any suggestions for resolving the problem.

Dover Police Department

Citizen Contact and Call for Service Evaluation Survey

It is very important to us that we provide the best possible police service to our community. Our records indicate that you had recent contact with the police department. We would greatly appreciate it if you would take the time to complete this survey and comment on the quality of that contact and the employee (s) whom you encountered. Please return this survey in the enclosed postage paid envelope. If you need additional space, please use the back of this form.

This section is specific to your recent police contact or call for service.

The nature of your contact was: **Suspicious Activity** Case #12003189 Date of Call: 02/11/12

- How would you rate the attitude and helpfulness of the **dispatcher** who assisted you?
Excellent Good Fair Poor No contact
- How would you rate the skills and abilities of the **dispatcher** who assisted you?
Excellent Good Fair Poor No contact
- How would you rate the attitude and helpfulness of the **police officer** who assisted you?
Excellent Good Fair Poor No contact
- How would you rate the skills and abilities of the **police officer** who assisted you?
Excellent Good Fair Poor No contact
- How would you rate the overall performance of the police department in this case?
Excellent Good Fair Poor
- How could we have improved our service in this case?

Please use this section to offer more general comments and suggestions

Do you have additional comments or suggestions for improvement in our procedures, practices or level and quality of service?

Yes

No

If yes, please explain

Do you have any concerns over safety and security issues within our community?

Significant concerns

Moderate concerns

No concerns

If yes, please describe the nature of your concerns and any suggestions for resolving the problem.

Dover Police Department

Citizen Contact and Call for Service Evaluation Survey

It is very important to us that we provide the best possible police service to our community. Our records indicate that you had recent contact with the police department. We would greatly appreciate it if you would take the time to complete this survey and comment on the quality of that contact and the employee (s) whom you encountered. Please return this survey in the enclosed postage paid envelope. If you need additional space, please use the back of this form.

This section is specific to your recent police contact or call for service.

The nature of your contact was: **Criminal Mischief** Case #12004581 Date of Call: 02/26/12

- How would you rate the attitude and helpfulness of the **dispatcher** who assisted you?
Excellent Good Fair Poor No contact
- How would you rate the skills and abilities of the **dispatcher** who assisted you?
Excellent Good Fair Poor No contact
- How would you rate the attitude and helpfulness of the **police officer** who assisted you?
Excellent Good Fair Poor No contact
- How would you rate the skills and abilities of the **police officer** who assisted you?
Excellent Good Fair Poor No contact
- How would you rate the overall performance of the police department in this case?
Excellent Good Fair Poor
- How could we have improved our service in this case?
Everything went well.

Please use this section to offer more general comments and suggestions

Do you have additional comments or suggestions for improvement in our procedures, practices or level and quality of service?

Yes

No

If yes, please explain _____

Do you have any concerns over safety and security issues within our community?

Significant concerns

Moderate concerns

No concerns

If yes, please describe the nature of your concerns and any suggestions for resolving the problem.

Index Crimes in Selected New Hampshire Communities

The following table shows crime rates in New Hampshire communities with 10,000 or more residents for the most recent five years for which data is available. For most areas this includes the years 2006 through 2010. All of the data here is taken from the United States Bureau of Justice Statistics reports for Part I offenses (Index Crimes). Note that some local agencies did not report crime statistics to the New Hampshire Department of Safety in 2010.

Table 3

Rates are the number of reported offenses per 100,000 population, averaged over the most recent five (5) years available										
	Population	Violent Crime rate	Murder and nonnegligent manslaughter rate	Forcible rape rate	Robbery rate	Aggravated assault rate	Property crime rate	Burglary rate	Larceny-theft rate	Motor vehicle theft rate
Amherst	11,828	64.3	1.7	5.1	13.5	44.0	1,629.1	190.8	1,394.2	44.2
Bedford	21,289	60.0	0.0	12.2	16.0	31.8	1,315.5	171.7	1,104.4	39.5
Claremont	13,110	234.9	0.0	45.8	30.7	158.5	3,098.0	355.0	2,630.1	113.0
Concord	42,471	203.9	0.0	36.7	58.0	109.3	2,769.8	374.9	2,324.3	70.6
Derry	34,157	207.8	1.2	22.8	42.8	141.1	2,180.2	451.0	1,581.7	147.5
Dover	28,736	81.5	2.1	15.3	29.3	34.9	1,929.5	200.4	1,683.9	45.2
Durham	13,316	100.2	0.0	39.3	7.8	53.2	1,184.1	167.9	996.5	19.6
Exeter	14,838	67.4	1.3	20.2	5.4	40.5	1,034.0	159.1	841.2	33.7
Goffstown	17,738	48.5	0.0	7.9	7.9	32.7	1,642.9	298.7	1,314.9	29.3
Hampton	15,425	129.7	0.0	31.1	37.6	61.0	2,432.9	338.5	1,989.4	105.0
Hanover	11,101	68.4	1.8	43.2	5.4	18.0	1,772.8	136.8	1,614.4	21.5
Hooksett	13,814	65.0	0.0	20.3	20.2	24.6	2,312.1	341.0	1,898.8	72.3
Hudson	24,909	116.4	0.0	23.3	17.7	75.4	1,652.4	277.8	1,255.6	119.0
Keene	22,591	227.4	0.0	48.7	57.6	121.1	3,392.5	373.2	2,913.3	106.1
Laconia	17,077	319.9	1.2	64.4	55.0	199.3	4,273.2	642.1	3,488.4	142.8
Lebanon	12,718	175.9	0.0	59.7	25.2	91.0	3,510.9	276.8	3,174.4	59.7
Londonderry	25,091	95.7	1.6	13.5	19.2	61.4	1,402.7	235.2	1,061.4	106.1
Manchester	109,167	412.5	2.3	51.2	151.5	207.4	3,244.5	703.7	2,340.6	200.2
Merrimack	26,684	18.0	0.8	0.0	6.0	11.3	1,035.5	132.0	867.5	36.0
Milford	15,122	164.0	0.0	27.7	34.4	101.8	1,848.3	293.3	1,473.0	82.0
Nashua	86,958	207.4	1.4	29.2	52.4	124.4	2,739.3	450.4	2,153.5	135.4
Pelham	12,708	66.0	0.0	14.2	17.3	34.6	1,544.6	391.3	1,019.1	134.2
Portsmouth	20,495	179.4	2.0	37.0	43.8	96.6	3,110.1	339.4	2,655.7	115.0
Raymond	10,246	154.3	0.0	54.7	17.6	82.0	1,932.6	253.8	1,587.0	91.8
Rochester	30,594	239.8	0.0	46.5	43.0	150.4	3,120.0	450.4	2,539.9	129.7
Salem	29,398	92.3	0.7	15.0	42.9	33.7	3,175.5	232.7	2,231.0	711.9
Somersworth	11,889	287.3	1.7	55.6	55.4	174.5	2,924.0	518.0	2,335.3	70.7
Windham	13,304	85.7	0.0	28.3	13.4	43.9	1,157.6	296.9	795.6	65.1

Figures 11 and 12 show the above data in chart form, for both violent and property crime rates. Manchester, New Hampshire's largest city, has the highest violent crime rate, although it should be noted that Manchester's violent crime rate of 412.5 is below the U.S. average.¹¹ Laconia has the highest property crime rate (4,273.2) among New Hampshire communities with 10,000 or more residents – and that rate is above the national average.¹²

In communities with a population above 20,000, Dover ranks 11th out of 13 in Part 1 Offenses. In communities with a population above 10,000, Dover ranks 20th out of 28 in Part 1 Offenses.

¹¹ For the years 2005 to 2009 the U.S. violent crime rate was 459.3 per 100,000 persons.

¹² For the years 2005 to 2009 the U.S. property crime rate was 3,255.1 per 100,000 persons

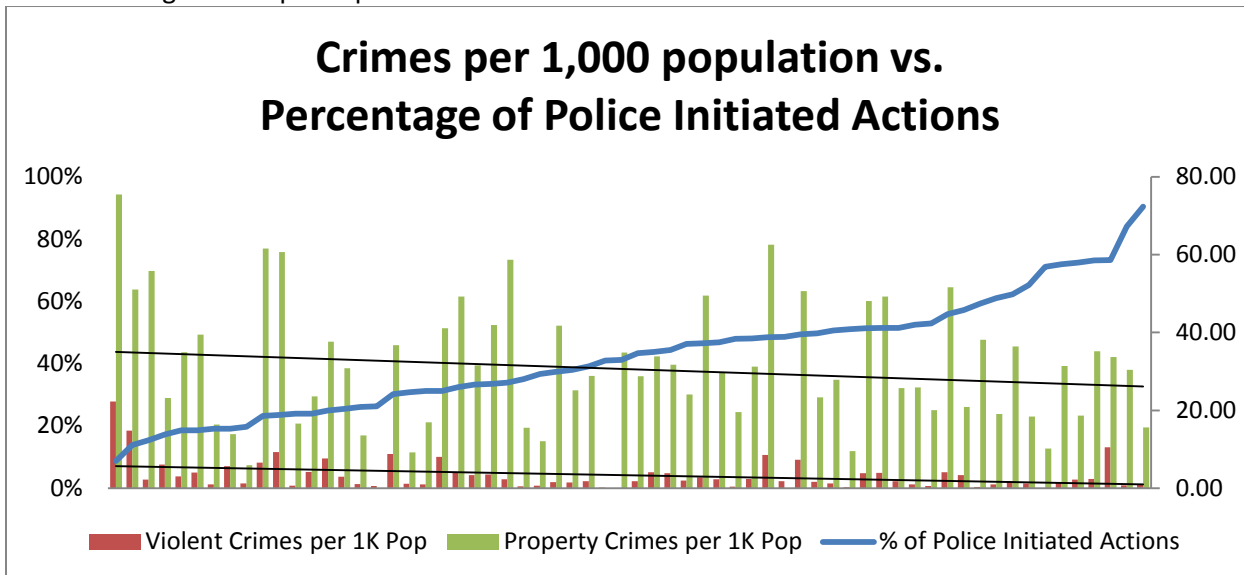
CPM Memos to Managers

Police Services: How do police-initiated actions affect crime rates?

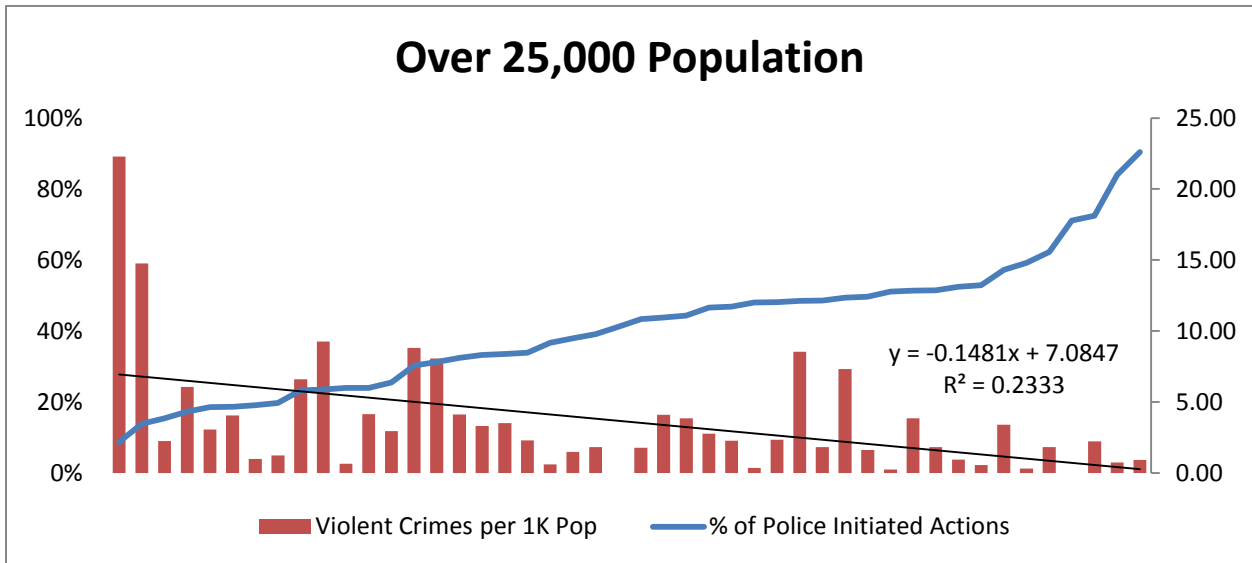
The [ICMA Center for Public Safety Management](#) (CPSM) recently conducted a study for the police department in Annapolis, Maryland. The goal was to determine the effectiveness of the department and identify opportunities for improved performance. Through the creation of a crime map, CPSM discovered that police-initiated actions were uncommon and concentrated on major thoroughfares. This was despite the fact that crime was shown to be more prevalent in the public housing sector. Based on CPSM’s recommendations, foot patrols were implemented in Annapolis public housing and a 13-member “flex team” was created to specialize in public housing.

CPM Data and Results

Following this Annapolis study, the Center for Performance Measurement analyzed current data on police-initiated actions among all CPM participants.



The graph above depicts UCR Part I crimes reported per 1,000 population for Fiscal Year 2010, sorted by increasing percentage of police-initiated actions. As you can see by the two trend lines, there is a slight negative correlation between UCR Part I crimes reported and the percentage of police-initiated actions. As you would expect based on the case study, as the percentage of police-initiated actions increases, violent and property crimes decrease. This relationship is even stronger for jurisdictions with populations greater than 25,000 (see below).



This general trend of a negative correlation can be seen in Fiscal Years 2008, 2009 and 2010. However, the trends are not always consistent and it is important to note that there are many factors that can contribute to the output data. While one might assume that more focus on community policing and a higher percentage of police-initiated actions help to deter crime, it may be just as logical that jurisdictions with lower crime rates have more staff time available for police-initiated actions. Thus, as in the Annapolis case study, it is important to consider not only the total number of police-initiated actions, but also where they occur, and then evaluate whether changes in staffing have affected crime rates. Crime mapping is a valuable tool for both citizens and police departments to monitor crime and police actions in their area. Several CPM participants use crime mapping tools to track crime type and location. Olathe, Kans., and Peoria, Ariz., both have crime mapping applications available to the public that allow for greater citizen engagement as well as effective police patrol.

Reference

- Police Figure 15-07 UCR Part I Crimes
- [Crime Prevention in Annapolis, Maryland](#)
- [Olathe, KS Makes Available Crime Mapping Online](#)
- [Peoria, AZ Launches Crime Mapping Program](#)

Mounted Policing

Mounted Units are commonly utilized for their effectiveness and efficiency in crowd control. The efficacy of a mounted officer in a crowd control situation is staggering. Most estimates show that a horse and rider can do the job of 10-20 officers on foot, oftentimes with greater success and less injury to the officer or the perpetrator. Additionally, the unit also participates in speed and traffic enforcement, parking enforcement, search and rescue operations, block club get-togethers, parades, festivals, and other special events around the city.

While the above mentioned duties are essential, the primary function of the Police Mounted Unit is support of patrol operations. This is necessitated due to the make-up of our city. We do not regularly experience large riot situations or large crowds, with the exception of special events and festivals.

The main focus of this support is neighborhood patrol. All of our neighborhoods benefit from having mounted patrol, but in varying ways. From a criminal standpoint, the Mounted Unit responds to certain areas of the city through citizen or command staff request, and also through proactive placement.

Given the nature of patrol on horseback, it is advisable that mounted officers respond to street level criminal concerns. Many of these concerns can be characterized as "quality-of-life" crimes. These crimes and types of behavior reflect negatively on a neighborhood. They increase the perception that a neighborhood is unsafe. Criminals are emboldened and good citizens are discouraged. Some types of behavior that would be considered as quality-of-life concerns consist of urination in public, vagrancy, disorderly conduct, noise complaints, traffic offenses, littering, vandalism, drug dealing, public intoxication, theft, loitering, and trespassing.

While officers on patrol in squad cars have a wide range of mobility and are expected to answer calls-for-service, mounted officers can stay in a small geographic area and are not usually subject to dispatched calls. This means that if a certain grid is identified as experiencing a high number of quality-of-life street level crimes, mounted officers can set up shop in the neighborhood for hours, days, or even longer. The effect can be dramatic. Contemplate the advantages to the senses of the mounted officer: He can hear more of the sounds in the neighborhood than an officer in a squad car with the window rolled up. He can see more from his vantage point on top of his mount. He can smell more effectively, whether it be the odor of burnt marijuana or the odor of a possible house fire. He can speak more with members of the community, as staying in the area and moving about on horseback gives a degree of accessibility to the citizen. He can also move with greater ease in and out of streets, alleys, parks, and yards.

Often times the mere presence of mounted officers in these types of neighborhoods has a deterrent effect on crime. Mounted officers project professionalism due to their uniform and mount, not to mention their skill on horseback. Being especially visible, it does not take long for word to get out to the criminals that they are not welcome. They are no longer free to act with impunity. Citizens can see that their police do care about their neighborhood, and are enheartened to see that their officers are on their side. Enforcement, whether in the mode of presence, advisement, citations, or arrests make the neighborhood a safer place to live. The goal

is to not only give a small reprieve to a neighborhood, but also to assist in setting it on a path of greater security and providing a framework for its flourishing.

It goes without saying that interaction with children may be one of the most important things a mounted officer can engage in. Children and citizens who may not normally interact with police will do so with a police officer on a horse. We go to great lengths to establish positive community relations with our youngest of citizens, especially those who are disadvantaged or immigrants from areas of the world where police are viewed in a much different light. Answering questions, smiling, laughing, and making ourselves available for photos...these are all ways of creating a bond with the people we serve. While our uniforms and mode of transport may harken back to bygone halcyon days of police history, it is evident that the existence of this unit in its current form leads to greater realization that, in the words of Sir Robert Peel, "...the police are the public and the public are the police

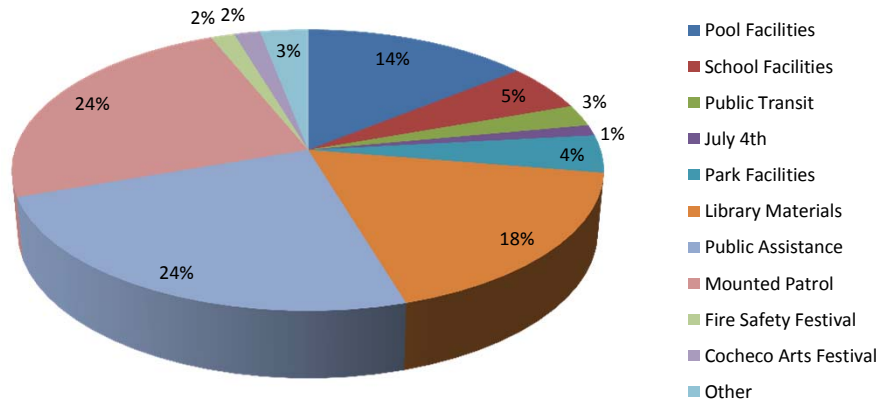
Community First Voluntary Contributions

City of Dover, NH

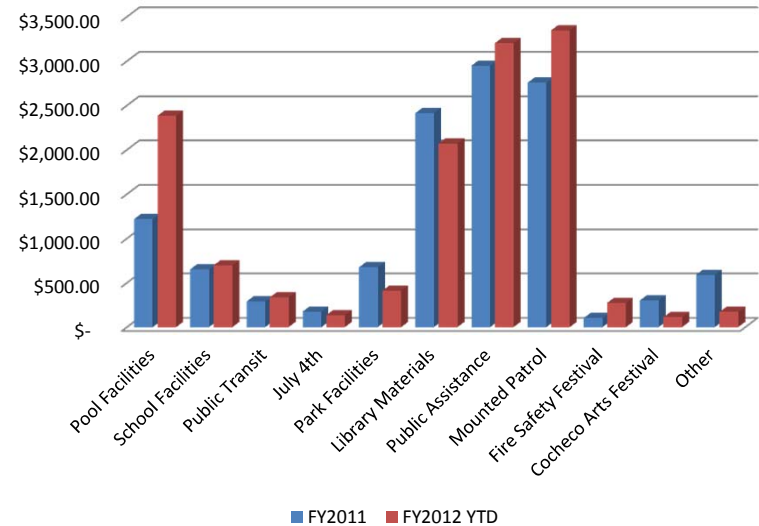
As of May 23, 2012

Fiscal Year	Contributions	Designated Contribution Areas										
		Pool Facilities	School Facilities	Public Transit	July 4th	Park Facilities	Library Materials	Public Assistance	Mounted Patrol	Fire Safety Festival	Cocheco Arts Festival	Other
FY2011	\$ 12,123.00	\$ 1,217.33	\$ 652.00	\$ 288.00	\$ 176.00	\$ 675.00	\$ 2,413.00	\$ 2,949.33	\$ 2,756.34	\$ 103.00	\$ 302.00	\$ 591.00
FY2012 YTD	\$ 13,140.01	\$ 2,383.25	\$ 697.25	\$ 336.25	\$ 134.50	\$ 411.25	\$ 2,071.75	\$ 3,202.76	\$ 3,346.25	\$ 274.50	\$ 111.25	\$ 171.00
TOTAL	\$ 25,263.01	\$ 3,600.58	\$ 1,349.25	\$ 624.25	\$ 310.50	\$ 1,086.25	\$ 4,484.75	\$ 6,152.09	\$ 6,102.59	\$ 377.50	\$ 413.25	\$ 762.00
Envelope Cost	\$ (7,240.00)											
NET	\$ 18,023.01											

Total Contributions Since Inception



Contributions by Fiscal Year





Data Source Last Updated On:
November 05, 2012 4:07 pm

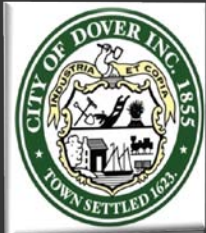
Dover Police Departmental Monthly Report

A

2011 UCR Part I & II Crime

Crystal 2008

December	2011 Monthly	2010 Monthly	2011 YTD	2010 YTD	+(-) % Diff.	2011YTD Clearance Total	2011 YTD Clearance Percent	2010 YTD Clearance Total	2010 YTD Clearance Percent	Percent Clearance State/Nat.
Part I Crimes										
01 Murder/Nonnegligent Manslaughter	1	0	1	0	100	1	100	0	0	88/62
02 Rape By Force	2	0	7	3	133	1	14	1	33	32/41
03 Robbery	3	0	12	15	(20)	9	75	7	47	48/25
04 Assault	13	15	141	188	(25)	101	72	157	84	66/55
05 Burglary	10	1	90	60	50	20	22	15	25	17/13
- Residence	9	1	64	43	49					
- Non Residence	1	0	26	17	53					
06 Larceny/Theft	42	36	484	428	13	80	17	80	19	24/18
07 Auto Theft	0	0	15	11	36	0	0	3	27	29/13
- Auto	0	0	12	8	50					
- Trucks & Busses	0	0	0	0	0					
- Other Vehicles	0	0	3	3	0					
09 Arson	1	0	2	2	0	1	50	1	50	39/18
Part II Crimes										
10 Forgery & Counterfeiting	2	3	19	21	(10)	3	16	4	19	
11 Fraud Including Bad Checks	3	5	52	63	(17)	12	23	20	32	
12 Embezzlement	0	0	6	12	(50)	2	33	7	58	
13 Stolen Property (Buy/Sell/Receive)	2	1	11	9	22	11	100	8	89	
14 Criminal Mischief	32	18	336	374	(10)	62	18	73	20	
- Business	7	8	64	52	23					
- Government	0	0	21	17	24					
- Motor Vehicle	13	6	132	185	(29)					
- Residential	6	2	68	76	(11)					
15 Weapons Possession	1	1	7	6	17	6	86	6	100	
16 Prostitution	0	0	0	0	0	0	0	0	0	
17 Sex Offenses (Except 02 & 16)	0	0	15	19	(21)	5	33	6	32	
18 Drug Offenses	13	6	159	142	12	144	91	134	94	
19 Gambling & Bookmaking	0	0	0	0	0	0	0	0	0	
20 Offenses Against Family	0	0	0	1	(100)	0	0	0	0	
21 DWI	10	7	105	96	9	105	100	94	98	
22 Liquor Laws	5	3	66	69	(4)	62	94	67	97	
24 Disorderly Conduct	5	0	36	38	(5)	35	97	35	92	
25 Vagrancy (Loitering)	0	0	0	0	0	0	0	0	0	
26 All Other Offenses	30	23	374	431	(13)	317	85	389	90	
Hit & Run with Personal Injury	0	0	1	4	(75)					
29 Runaway (Juveniles)	0	2	43	25	72	29	67	19	76	
Part I Crimes	72	52	752	707	6	213	28	264	37	
Part II Crimes	103	67	1186	1281	(7)	764	64	843	66	



Police Protection Levels

Average per 1000 Residents 2012

Portsmouth	2.9
Londonderry	2.8
Somersworth	2.1
Manchester	2.1
Nashua	2.0
Salem	2.1
Concord	2.0
Hudson	1.9
Rochester	1.9
Derry	1.7
Dover	1.5

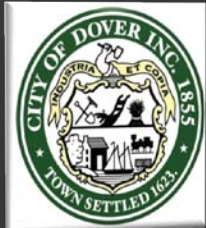
New Hampshire	1.98
Strafford County	1.74

To Get to NH Average of 1.98

Dover would need 60 Police Officers.

To Get to Strafford County Average of 1.74

Dover would need 52 Police Officers.



Comparable Patrol Coverage

<u>City</u>	<u>Population</u>	<u>Average Shift</u>
Derry	33,109	2 Supervisors & 4 Officers
Dover	29,987	1 Supervisor & 3 Officers
Rochester	29,752	2 Supervisors & 5 Officers
Hudson	24,467	1 Supervisor & 3 Officers
Keene	23,409	1 Supervisor & 4 Officers
Bedford	22,500	1 Supervisor & 3 Officers
Exeter	14,306	1 Supervisor & 3 Officers

All departments add officers for late evening early morning coverage.

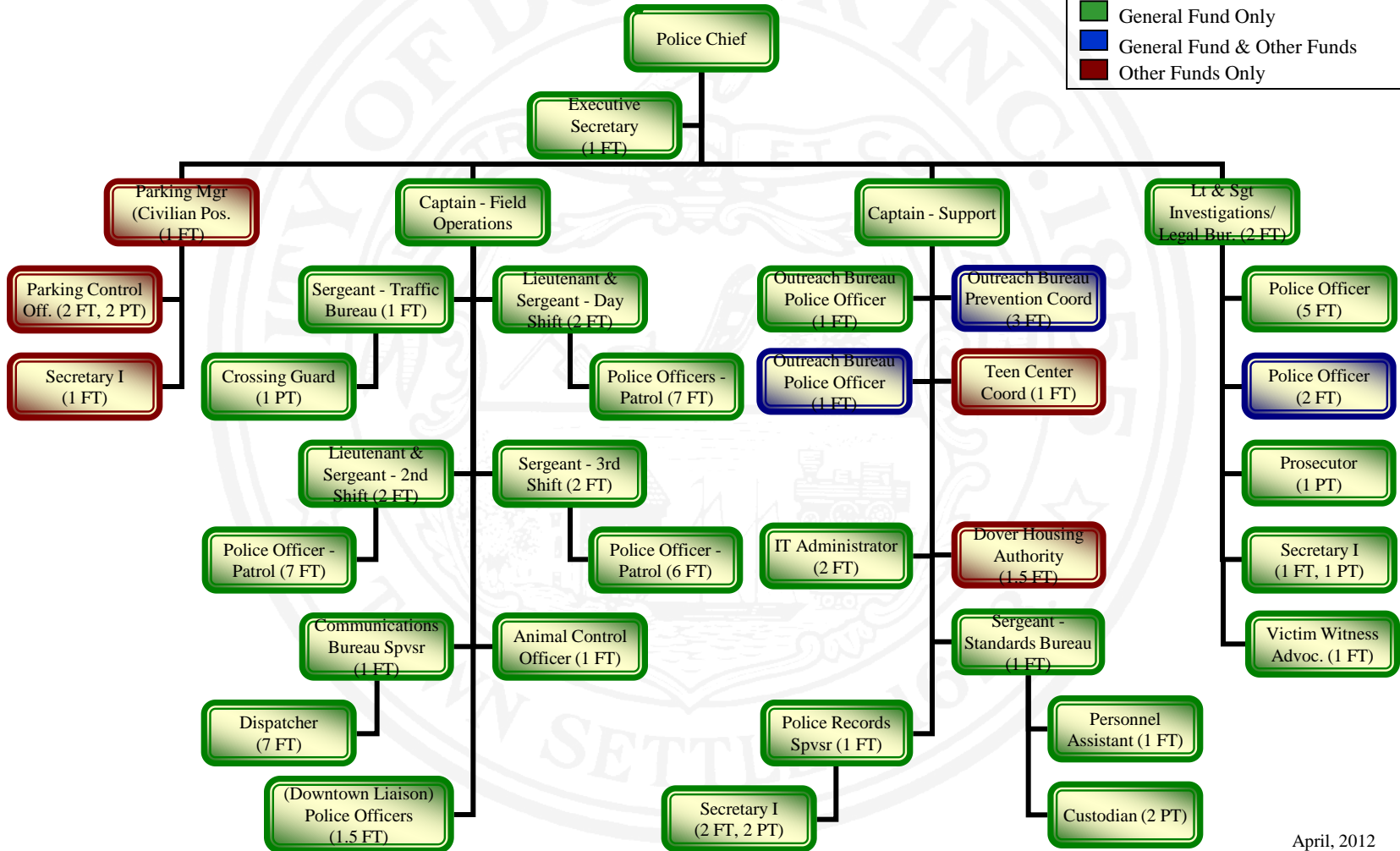


ORGANIZATIONAL STAFFING CHART CITY OF DOVER, NEW HAMPSHIRE

Police Department ACTUAL FY2012

Finance Source:

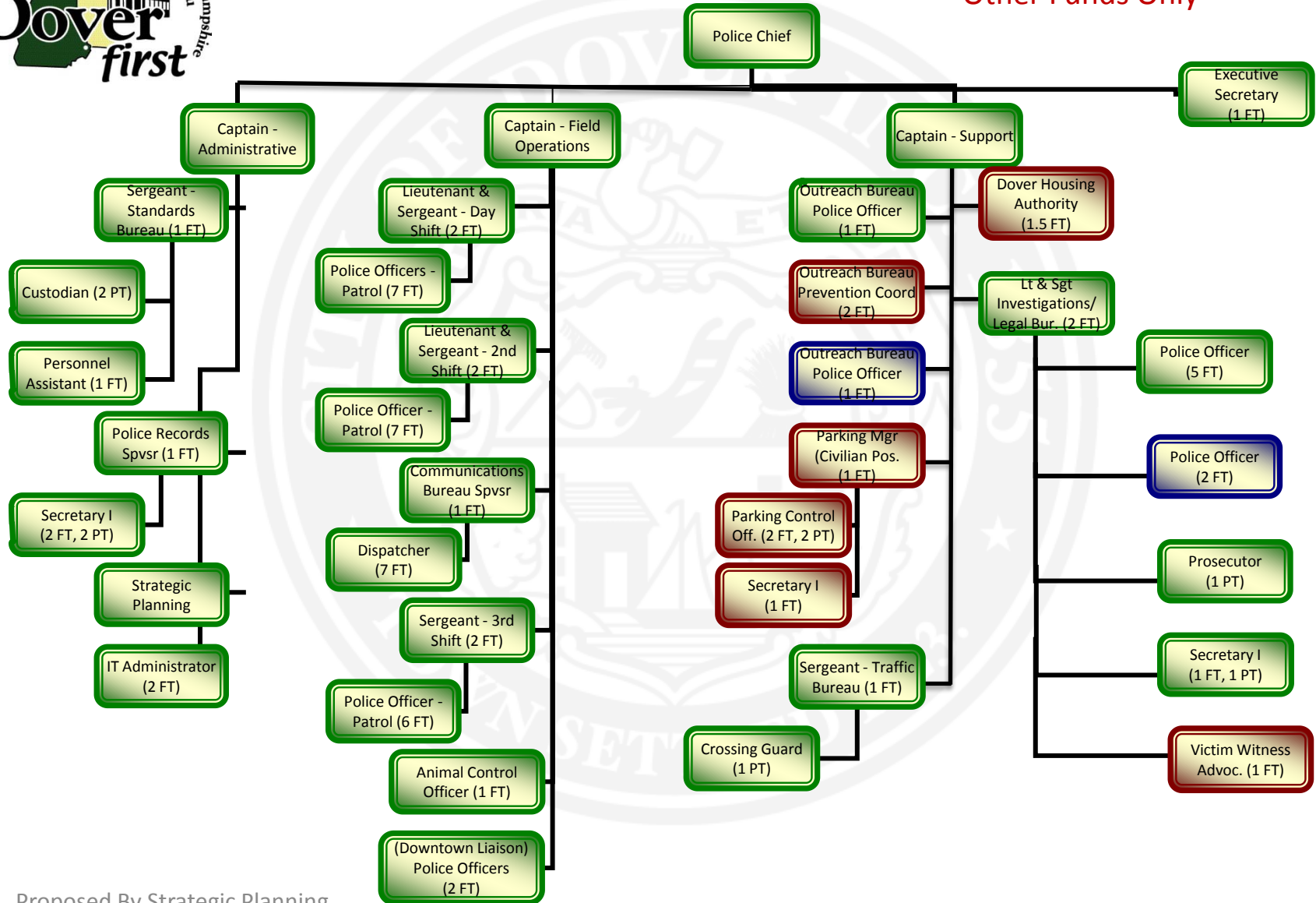
- General Fund Only
- General Fund & Other Funds
- Other Funds Only





Police Department

Finance Source:
 General Funds Only
 General Funds & Other Funds
 Other Funds Only



**POLICE DEPARTMENT
Dover, New Hampshire
STAFFING TABLE**

EFFECTIVE DATE: July 1, 2012– October 7, 2012

FIELD OPERATIONS DIVISION

Capt. Breault, Division Commander

0700 - 1700 SHIFT

Lt. Beaulieu, SHC
Sgt. Collopy, ASHC
Off. Kennedy
Off. Levin
Off. Lilyestrom
Off. Dunne
Off. Pieniazek
Off. Plummer
Off. Travaglini

DOWNTOWN LIAISON

Off. Murch
Off. Caproni

ANIMAL CONTROL OFFICER

Kathy Ladisheff

1600 – 0200 SHIFT

Sgt. Malsbury, SHC
Sgt. Gould, ASHC
Off. Gebers
Off. Petrin
Off. Yerardi
Off. Russell
Off. Choi
Off. Gore

2200 – 0800 SHIFT

Lt. Martinelli, SHC
Sgt. Harrington, ASHC
Off. Keefe
Off. Letendre
Off. Feliciano
Off. Carlson
Off. Collis
Off. Worrick

TRAFFIC BUREAU

Sgt. Speidel, O.I.C.
Louis Flanagan, Crossing Guard

COMMUNICATIONS BUREAU

S/Disp. Wentworth, O.I.C.
Disp. Shepherd
Disp. Nelson
Disp. Hooks
Disp. Dwyer
Disp. Cleary
Disp. Salantri
Disp. Schrempf

SPECIAL ASSIGNMENT

Off. Mask (light duty)
Off. Lazos (PSTC)
Off. Seymour (PSTC)

SUPPORT SERVICES DIVISION

Capt. Terlemezian, Division Commander

PROFESSIONAL STANDARDS BUREAU

Sgt. Anderson, O.I.C.
Ann M. Clark
Samuel Tweedy, Maintenance
Henry Mayo, Maintenance

RECORDS BUREAU

Diana Wingren, O.I.C.
John Carmichael
Joan Janis
Martha Heaphy
Kerry Boston
Michael Cicchese

MANAGEMENT INFORMATION

D. Michael Fenton, O.I.C.
Brian Bortz

COMMUNITY OUTREACH BUREAU

Dana Mitchell
Off. Joslin, DHA
Off. Meyer
Off. Tarmey, SRO
Steve Pappajohn, Teen Center Director
Stephanie Retrosi, Prevention Specialist
Vicki Hebert, Coalition Coordinator

INVESTIGATIONS BUREAU


Lt. Dolleman
Sgt. Pettingill
Det. Burt
Det. Pike
Det. Kilbreth
Det. Nadeau
Det.
Det.
Lisa Jacobsen, Secretary

LEGAL BUREAU

Brian Estee
Patti Powers
Lisa Lawson

SECRETARY TO CHIEF

Melissa Young

Per: 
ANTHONY F. COLARUSSO, JR.
Chief of Police

City of Dover - Police Station Program Summary

AG Architects Project No. 07-533
11 April 2007

Room Name	Current SF	Proposed SF	Comments
Public Entry			
Entrance Lobby	255	260	Public entrance, waiting for 4-6 persons, windows to Records and Communications, bullet-proof construction
Interview Rooms	160	200	Access from Lobby for non-secure interviews, provide privacy with exterior window view, 3-4 persons, round table, phone, low key, two rooms 10'x10', allow for public fingerprinting (employment)
Toilet	0	60	Handicap access
Public Entry Subtotal	415	520	
Records			
Reception	47	50	Greet public (first contact), intimate feel, control access from a secure location
Records Office	575	1,000	Document all work; open office layout, 5 desks now, need 7-8; workstations with computers, scanners (3 minimum) adjacent to but visually separate from Reception, space for volunteers
Imaging and Printing	0	80	Copier, shredder (noise), paper storage; locate adjacent to/within Records Office
Records Room	0	400	Scanning eliminates most paper files, store remaining files. Locate adjacent to Imaging
Closet	0	100	
Supervisor Office	0	180	Provide direct visual contact with Reception and Records Office; close proximity to Communications Bureau; privacy, staff issues
Special Supply Room	0	100	Forms
Staff Toilet	25	60	
Records Subtotal	647	1,970	
Traffic Bureau			
Office, Commander	122	140	Commander meets with public
Work Office	0	100	4 part-time enforcement officers, in and out, provide (3) work counters
Storage	155	100	Store meters/equipment
Storage - Barriers	111	150	Presently in garage
Vehicle Storage		500	Presently off site at River Street/Armory; Convincer -- crash simulator, Smart Trailer; Cones, PEO Truck
Sign Work Space		200	Paint signs, service meters
Traffic Subtotal	388	1,190	
Communications Bureau - Secure			
Dispatch Center	250	450	Secure area, bullet-proof construction; view to Entry Lobby, 2 work stations (2 utilized 80%)
Staff Toilet	12	60	Provide phone hook-up, access to Dispatch
Supervisor Office	176	180	Secure area, monitor calls, supervise Dispatch
Kitchen/Break Area	27	80	Quick meals, access to Dispatch
Storage	46	45	Radio equipment
Closet	0	40	Supplies
Emergency Operation Center (EOC)	0	0	Presently in City Council Chambers, consider new location at new Fire Station(?)
Communications Subtotal	511	855	

Room Name	Current SF	Proposed SF	Comments
Information Technology			
Computer Room	232	250	Secure area (no windows), services presently combined with City Hall, increase to 4 equipment racks plus 3 racks for hub and routing, avoid plumbing above, AC critical
IT Office	196	200	2 persons; desk, shelves, filing cabinet, fire-proof file cabinet for software; work bench for computer repair
Storage Closet	0	80	Secure; parts, temporary equipment, boxes 4-6 stations
IT Training Room	0	180	
IT Subtotal	428	710	
Emergency Operation Center (EOC)			
EOC	155	0	Currently located in City Council Chambers; should be in a separate building -- consider locating at new fire station; long counter with communications equipment; radio and computer links; requires space for equipment and emergency personnel, with adjacent space for media and personnel not directly involved with the Center
EOC Subtotal	155	0	
Detectives			
Drug Task Force Office	0	0	3 persons, off-site
Commander's Office	96	225	
Detectives	530		
Special Investigators		600	5 persons, work stations
Anti-Stalking		210	2 persons
Support Staff		150	1 person
Future Staff		360	3 additional persons long term
Legal and Prosecution	224		Locate near Detectives and Records
Prosecutor Office	0	225	1 counsel
Victims' Advocate Office	0	180	1 person, private and sound control for comfort of victims
Legal Secretary	0	150	1 person
Conference Room	0	300	Consultations
Storage Closet	0	100	
Interview Rooms	191	250	Two rooms, with observation
		180	Interview with soft relaxing atmosphere for victims
Conference Room	0	150	Small conferences
Lab	193	400	
Drying Room	0	25	Dry clothes, bag and drying room
Evidence Storage			
Evidence Room 1	92	400	Gun storage, high security for narcotics, jewelry, cash
Evidence Room 2	92	300	180 SF off site pod at Eagle Storage -- security concern
Holding Room	61	120	Refrigerated samples
Property Storage		1,000	180 SF; off site pod at Eagle Storage, bulky items, bicycles, found property; locate at Police Station for efficiency

Room Name	Current SF	Proposed SF	Comments
Impound Lot/Vehicle Storage		1,800	1,200 SF off site now at Mast Rd, presently 6 vehicle capacity outdoors; require 2 vehicle indoor capacity, 8 outdoors, with secure area to process crime vehicles; locate adjacent to Police Station for efficiency and best practice
		800	Indoor spaces 2 vehicles, 1 for evidence use, 1-2 for storage Option 2 is to locate off site at Mast Rd.
Detectives Subtotal	1,479	7,925	
Booking and Holding Facility - Secure			
Finger Print Area	285	100	
Booking	included	80	
DWI Processing	included	120	Breathalyzer
Toilet	32	60	
Holding Cells			Adjacent to interview rooms and detectives, transport prisoners to County or Concord in lieu of cells, utilize County for planned operations
Men	141	80	Separate men from women, Holding
Women	120	80	
Adolescents	70	0	Juveniles will not be in Holding
Safety and Monitoring	0	200	
Booking and Holding Subtotal	648	720	
Sally Port - Secure			
Vehicle Parking	387	700	One vehicle capacity, two preferred with Drive-Through, prisoner processing, secure/bullet resistant area, direct access to booking and cells, secure devices and doors, remote from public entry; presently garage motorcycle
Sally Port Subtotal	387	700	
SRT Area			
Ready Room	0	250	SRT Briefing Room 10-12 persons; computer with mapping, multi-purpose conference room, work area w/desk(s). Utilize locker room for 10 lockers.
Equipment Storage	0	200	180 SF; presently off-site at River St., slows response time
Command Vehicle		800	Mobile Command, prefer on-site, presently 800 SF at River St.
SRT Subtotal	0	1,250	
Patrol Services			
Shift Commander	250	300	Leutenant and Sergeant per shift, 6 total; 3 desks, 1/shift; improve privacy for confidentiality; printer and copier
Consultation Room	0	100	Debrief officers in private
Report Write Up Area	100	250	4-6 work stations; store radios, mailboxes, access Department forms
Briefing/Conference Room	163	300	Adjacent to Commanders, 3-5 persons + officer(s) for briefing
Closet	100	100	Storage for jackets, uniforms, raincoats
Equipment Storage	195	250	Weapons and equipment storage vault
Evidence Drop-Off	20	100	Officer drop-off
Animal Control	24	80	Work station, writing reports, files
Patrol Services Subtotal	852	1,480	

Room Name	Current SF	Proposed SF	Comments
Administration			
Chief	300	325	Desk, service files, shelves; conference table with seating for 6, adjacent to Conference Room
Coat Closet	0	25	
Conference Room	400	600	Capacity for 20, private, display capabilities, small counter and sink, adjacent to Secretary
Storage Room	0	50	Supplies, chair storage
Executive Secretary	264	225	Work station, waiting area with 2 seats
File Room	included above	150	Store personnel files/financial info -- 7-8 file cabinets, table to review files
Supply Storage	0	50	
Division Commanders	325	360	2 commanders, separate offices, adjacent to Chief; desks, file storage, 2 guest chairs
Staff Toilet	30	100	Include shower
Administration Subtotal	1,319	1,885	
Professional Standards			
Office-Professional Standards	153	225	Testing and certification of staff, accreditation of officers, layout table with computer access
Office-Personnel/Training	0	0	
Training Storage	135	150	Storage Closet
Professional Standards Subtotal	288	375	
Gym/Locker Rooms			
Men's Locker Room/Changing	297	750	Increase to 75 full size lockers
Men's Showers, Toilets	95	200	
Women's Locker Room/Changing	111	250	Increase to 25 full size lockers
Women's Showers, Toilets	94	100	
Exercise Room	440	800	Aerobic equipment, fitness training, stretching
Rank Officer Lockers/Changing	340	400	
Gym/Locker Rooms Subtotal	1,377	2,500	
Custodial			
Janitor Closet(s)	250	200	Sink basin, mop and bucket, trash containers, supply shelving, cleaning equipment
Custodial Subtotal	250	200	
Special Programs			
Community Outreach	0	180	Presently at McConnell Center, work space for 2 officers, 2 civilians, 1 Army National Guard
Outreach Supervisor	0	120	Sergeant Office, presently at McConnell Center
Multi-Media Room	0	350	Laptop setup with projector, 8 person capacity, interface with direct feed computer interface in cruisers; interface with communications rooms; capable of creating optical media shows, sound copy area, radio program production
Multi-Purpose Room	0	1,200	Multi-purpose room, 50-60 person capacity, chairs/tables/mats, quarterly training; outside entry for other uses, hosting meetings; Option 2 to locate at City Hall
Storage Rooms	0	450	Equipment storage, presentation/PR materials; Option 2 to locate at City Hall
Kitchen	0	120	Kitchenette, storage and food prep; Option 2 to locate at City Hall
Food Storage	0	150	Food storage; Option 2 to locate at City Hall
Special Programs Subtotal	0	2,570	

Room Name	Current SF	Proposed SF	Comments
Lunch Room			
Lunch Room	0	240	Capacity 3 tables, 4 persons each; counter, cabinets, microwave, sink, refrigerator
Lunch Room Subtotal	0	240	
Delivery Area			
Delivery Room	0	50	Delivery drop-off – UPS; adjacent to Records and Information Technology
Delivery Area Subtotal	0	50	
Mechanical			
Mechanical/Electrical Rooms	1,100	800	Presently serves City Hall and Police Station
Mechanical Subtotal	1,100	800	
Miscellaneous			
Substation – Dover Housing Authority	0	0	450 SF off-site
Crime Scene Vehicle	0	800	14' box truck presently off site. Locate at Police Station, needs to be indoors due to chemicals
Surveillance Vehicle	0	0	Van, keep off site
Large Command Vehicle	0	0	Included with SRT Area Station
Task Force Personnel	0	0	State Agency located off site
Peacekeeper	0	800	Large car located at River St. Prefer on site for access
Horse Stables	0	0	Presently located at Cocheco St.
Teen Center Outreach	0	0	Located at McConnell Center, good location
Computer Lab			
Table Room			
Arts Room			
Offices			
Firing Range	0	0	Ideal on-site to avoid travel and overtime, presently utilize facility at Pease; mandatory 3x/year, qualify new officers, extra training, average 30x/year; SRT trains 2x/month, average 45x/year; consider County facility for Towns/Cities
Miscellaneous Subtotal	0	1,600	
Subtotal Net SF	10,244	27,540	
30% Circulation and Walls		8,262	
Total Estimated Gross SF	15,314	35,802	



City of Dover FY2012 Proposed Budget

Dover Police Department

Presented to the City Council by
Anthony F. Colarusso, Jr., Chief of Police



Support Services Division

Outreach Bureau

Records Bureau
Standards Bureau
Grant Management



Support Services Division

Dover Teen Center – Calendar Year 2010

The Dover Teen Center is a safe, structured afternoon destination for teens during the time of day when they are considered most at risk.

Total number of registered participants = 279 (this is an increase of 200 registered participants in 4 years).

Average daily visits = 28 participants per day.

- 2009 average is 22 participants per day.
- 2008 average is 21 participants per day.

•Steady increase in number of registered participants and number of users per day since the Dover Teen Center was transferred to the Police Department.



Support Services Division

Dover Teen Center Activities (1 of 2)

- Daily Homework Help – TC Staff provides quiet space and any assistance with homework/projects.
- Daily Snacks – TC provides a variety of afterschool snacks.
- Daily Mentoring and Role-Modeling – TC Staff is present and involved in participants' world.
- Snack Specials/Meals – Once per week, a snack special (pizza, hot dogs, chicken nuggets, tacos, pancakes) is highlighted.
- Music Enrichment Events – “DoverPalooza” shows –which highlight 4-5 local bands
- “TC After Dark” shows – which highlight 1-2 acoustic performers and “open mic”.
- Provides internships for 9 UNH students per semester majoring in Social Work, Sociology, Psychology. The interns connect with the teens, provide counsel, and homework help.



Support Services Division

Dover Teen Center (2 of 2)

- Arts and Crafts Events – Holiday card making, Model Rocket building/launch, picture frames, “TC Art Series” (theories/styles with painting) etc.
- Sports Trips– Trips to UNH athletic contests (Soccer & Basketball), NH Fisher Cats games (baseball)
- Active/Outdoor Programming – Disc golf, Capture the Flag, Kickball, Flag Football, Street Hockey, Basketball, Geo-Caching
- Recreational Programming – Bingo, Ping-Pong, Air Hockey, Billiards
- Movie Afternoons – Latest releases with snack specials, on a large projection screen.
- Brain Challenges – “Olympics of the Mind” – bridge building, float building and “protect your egg” challenge.
- Vacation Week Programming (Winter Break week, February and April)
- Summer Program – “TC Summer Zone” – outdoor adventure trips, community projects.



DoverPalooza Concerts





Teen Center Basketball Team



Halloween Corn Maze Event



Teen Center "Community Bucks" Raffle Day



Dover Holiday Parade



Teen Center Science Challenge



Support Services Division

Youth to Youth Activities

Youth to Youth is currently 70 students. Teams meet weekly and work on approximately 20 community awareness projects throughout the year. Other work the group does includes:

- Training Presentations
- Public Service Announcements/Radio Ads
- Legislative Initiatives
- Presentations at National Underage Drinking Conference
- Santa's Castle Presentation to the Public
- Eastern States Conference in Rhode Island
- Midnight Madness



Support Services Division

Youth to Youth – Reduction of 34 hr. Coordinator

- Students would be reduced in half to approximately 30-35 students.
- Students would be exposed to less training, fewer events and enriching opportunities, especially those involving travel, due to the loss of the coordinator.
- Youth to Youth participation in the 4 day Eastern States Conference would be discontinued due to the staff time involved in the supervision at the conference and processing the applications.
- Midnight Madness would be discontinued.
- Santa's Castle would be discontinued.
- Legislative trips would be curtailed from at least 6 per year to 1-2 per year which limits the students' ability to observe and participate in the legislative process.



Support Services Division

Youth to Youth – Reduction of 34 hr Coordinator

- Gear Exchange, an event that attracts 300-400 people, and Logo Lampoon, an art contest that has 300 students participating per year would both be discontinued as they are staff/labor intensive.
- The large community awareness campaigns and demonstrations would be reduced from two per year to one at the most.
- Smaller community presentations, (PTA, Kiwanis, etc.) would be limited from approximately 12 per year to 6-7.



Support Services Division

Youth to Youth – Reduction of 34 hr Coordinator

- Dover school presentations would be cut nearly in half.
- 2nd grade medicine safety presentation normally given to all second graders (approximately 300 students) in the three elementary schools would be reduced to one or two schools.
- 4th grade classroom presentations on tobacco – normally given to all fourth graders would probably only reach half of the classrooms.
- Alcohol awareness/consequences presentation at STA would be eliminated.
- PSA/radio ads would be reduced from 6-8 to about 3-4 per year meaning that less students are able to get the experience of making the ads and there will be less of them playing on the air.

Community Awareness



Legislative Efforts



School Skits



Presentations



Radio Ads

Y2Y students have
Created 60+
original radio spots



Field Operations Division

Patrol
Communications
Downtown Liaison
Animal Control
Traffic Enforcement



Field Operations Division

Downtown Liaison Activities (1 of 2)
"Mounted Patrol"

Activities

- Highly Visible Officer Presence
- Liaison with Merchants
- Pedestrian Safety
- Enforcement of Parking Ordinances
- Enforcement of Alcohol Laws
- Loitering Enforcement
- Patrol of Parking Lots
- Railway Trespass Enforcement
- Skateboard/Skate Park Enforcement
- Community Trail Liaison



Field Operations Division

Downtown Liaison Activities (2 of 2)
"Mounted Patrol"

Special Events

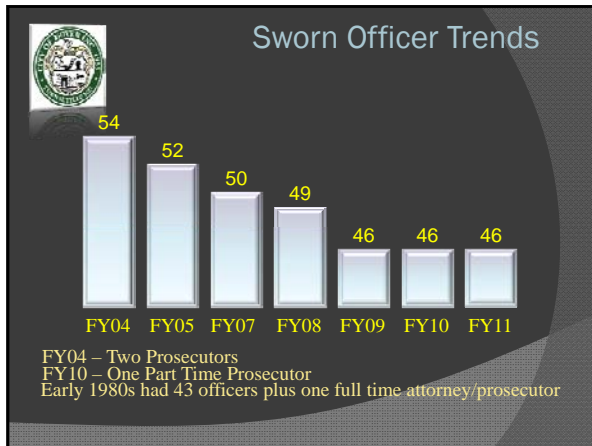
- 4th of July Celebration & Fireworks
- Apple Harvest
- Central Towers Events
- Children's Museum Events
- Cochecho Arts Festival
- Dover Clean Up
- Durrell/Winter Street Neighborhood Watch
- Holiday Parade
- Pet-A-Palooza
- Mounted Patrol Open House



Field Operations Division

Downtown Liaison Activity – Past Six Months
"Mounted Patrol"

Parking tickets/warnings	8
Bike violation warnings	13
Motor vehicle warnings	56
Crosswalk warnings	88
Motor vehicle assists	8
Arrests	3
Public Peace warnings	4
Trespass warnings	10
Assistance	15
Welfare checks	3
Motor vehicle accidents	4
IEA	1
Disturbance	2



Police Protection Levels
 Average per 1000 Residents 2011

Portsmouth	3.1
Londonderry	2.8
Somersworth	2.1
Manchester	2.1
Nashua	2.0
Salem	2.1
Concord	2.0
Hudson	1.9
Rochester	1.9
Derry	1.7
Dover	1.5

New Hampshire 2.1

To Get to Median of 2.0
 Dover would need 60 Police Officers.

Comparable Patrol Coverage

City	Population	Average Shift
Derry	33,109	2 Supervisors & 5 Officers
Rochester	29,752	1 Supervisor & 5 Officers
Hudson	24,467	2 Supervisor & 5 Officers
Keene	23,409	1 Supervisor & 4 Officers
Bedford	21,203	1 Supervisor & 3 Officers
Dover	29,987	1 Supervisor & 3 Officers
Exeter	14,306	1 Supervisor & 3 Officers

All departments add officers for late evening early morning coverage.

Dover Police Department

Response Times

Priority 1 Average (past 12 months)

5:38

Dover Police Department

Response Times

Priority 2 – 12:02
 Priority 3 – 14:58
 Priority 4 – 30:57

Police Calls for Service

2004	23,653
2005	22,361
2006	23,219
2007	24,253
2008	26,175
2009	24,910
2010	24,574
2004 – 2010	+3.9%



Dover Police Department

Crimes 2004 to 2010

2004	2,263
2005	2,049
2006	2,210
2007	2,239
2008	2,214
2009	2,070
2010	1,989



Trends

Proactive Traffic Enforcement

<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
5,058	7,256	9,312	7,991	7,220

