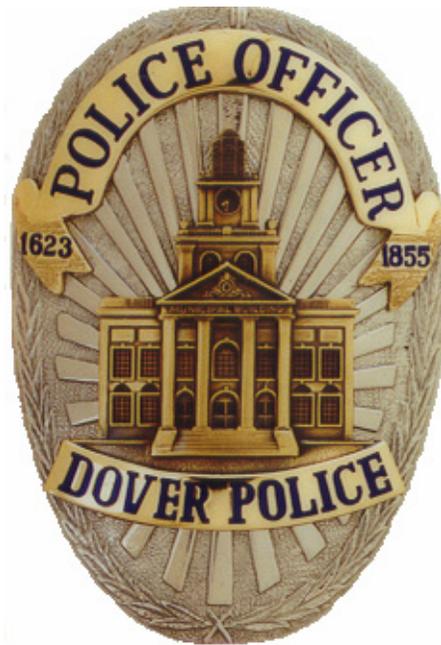


**DOVER, NEW HAMPSHIRE
POLICE DEPARTMENT**

STRATEGIC PLANNING COMMITTEE

**FINAL REPORT
2006-2012**



July, 2006

Introduction

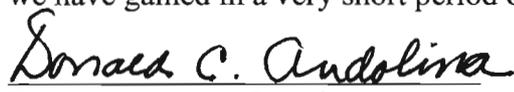
The members of the 2006 Strategic Planning Committee are pleased to present Chief Fenniman with this report. Thank you for this opportunity to serve our community!

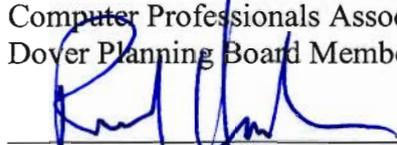
The Strategic Planning Committee spent a significant amount of time meeting with both the sworn and non-sworn employees of the Dover Police Department, and we are especially grateful for their cooperation and openness in showing us around, allowing us to ride along with them on patrol, and making time to thoughtfully answer all of our questions. It is abundantly clear to us that the Dover Police Department is the reliable, professional organization that we can all count upon because of the people who work there. The employees of the Dover Police Department have our utmost respect.

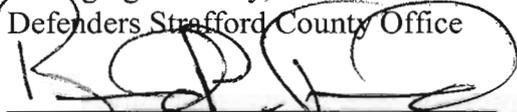
The 2006 Strategic Planning Committee Report represents the third such report produced since 1986 when the first Strategic Planning Committee was formed. As you will see, in many ways we have discovered that some findings of prior committees were still true regarding both strengths and weaknesses.

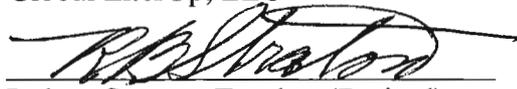
We feel that the citizens of Dover should be proud of our Police Department. The department has been internationally recognized for law enforcement excellence, and provides the highest level of service to the community; going far beyond the level of service provided by other similar size agencies. In the committee's view our Police Department is an exemplary model for others to follow.

Still, in reading this report you are certain to conclude that the department has reached one or more limitations which should not be ignored; for example the physical quarters from which they have operated out of since 1933. In closing we suggest that you consider learning more about your Police Department so that you too may gain the level of understanding and appreciation that we have gained in a very short period of time.

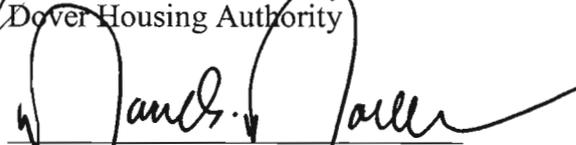

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**DOVER POLICE DEPARTMENT
STRATEGIC PLAN
2006-2012**

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DOVER POLICE DEPARTMENT STRATEGIC PLAN 2006-2012

EXECUTIVE SUMMARY



Entrance to the Dover Police Department (Circa 1952, and June 2006)

During the period from January to June 2006, the Dover Police Department embarked upon an effort to assess its current activities and future needs with the overall goal of determining the needs of the Police Department into the early years of the next decade.

The citizens Strategic Planning Committee conducted a nearly six month assessment of police department resources. The assessment focused on four primary areas which correspond with the four sections of this final report. The four focus areas are:

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

Administration and Management

With regard to the overall administration and management of the department, the Strategic Planning Committee noted:

- The supervisory staff of the department is currently understaffed. Despite a twenty (20%) increase in non-supervisory personnel (since 1985), the department is operating with the same level of management resources. As a result, their ability to effectively manage personnel is likely to diminish.
- The allocation of middle management positions (of concern to the 1997 iteration of the Strategic Planning Committee) has been addressed.
- 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 city-wide growth and if possible hire in advance of such growth, rather than in reaction to it.
- If the Police Department's workload expands further, there will be a need to closely monitor management/supervisory resources. First line (Sergeant and Lieutenant) positions should be added to keep supervisory resources at a level that is in line with the current deployment scheme.

Human Resources

With regard to the human resources function of the department, the Strategic Planning Committee noted:

- Current staffing levels stretch the department to its limits in providing quality services to the community.
- The Records Bureau is often overburdened by many citizen requests for various reports which must be responded to within statutorily mandated time-frames. Heavy request volume frequently requires the bureau to suspend normal operations in order to provide the requested reports in a timely fashion. Such interruptions usually have a negative impact to the bureau's normal departmental work schedule.
- Calls for service have increased steadily and are currently at levels that often lead to delays in non-emergency police response times.
- Training in high liability/low frequency force issues while adequate should be expanded to address post 9/11/01 concerns.
- Despite a notable decrease in the numbers of qualified candidates, the department should continue its efforts to hire only the best candidates, thereby avoiding any compromise to the quality and effectiveness of the service provided to the community.

Technology

With regard to the use of technology by the department, the Strategic Planning Committee noted:

- Formal, quarterly analysis of the department's hardware, software, and infrastructure should be instituted. Doing so will greatly enhance effective planning of resource utilization and replacement acquisitions.
- The department should take steps to secure the computer/network communications center and records bureau from natural or manmade events that could otherwise jeopardize the continuous operation of the department.
- The department should update and keep current replacement plans for all hardware, software, and law enforcement technologies.

- An effort should be undertaken to train more people within the agency so that they may have a complete technical understanding of the entire network. By doing so, untimely interruptions to network services can be minimized.
- The radio system in general and the portable radios in particular need to be upgraded to ensure reliable communication throughout the city with all local, State, and County agencies.
- Noted that the department was not making use of available search technology to harvest and convey data to a central point.

Police Services

With regard to the police services provided by the department, the Strategic Planning Committee noted:

- The department has met its previously stated goal of increased police/citizen interaction.
- Police services are perceived as being delivered in a consistent, professional manner.
- The department is recognized as a national authority in the areas of prevention and proactive policing efforts.
- The department seems to under promote the full range of activities and programs that it runs. An effort should be undertaken to keep the community informed regarding the full depth and breadth of the overall services provided.

Facilities Statement

Since the inception of the Strategic Planning Committee process in 1989, each iteration of the committee has insisted that the Dover Police Department make every effort to build a new facility. It is clear that new station is long overdue.

The department suffers with a substandard HVAC system, unresolved problems with ventilation and mold, leaking gray water pipes, electrical issues, ground water incursion concerns, and facility security issues.

The Dover Police Department is physically located in the basement of City Hall, where it has been since 1933. The current fourteen thousand square foot facility is bursting at the seams. The facility in and of itself is inadequate, with officers literally at work stations in the hallways. One would question if the OSHA standards of square footage per occupant would be in compliance without having to put every sworn officer in a cruiser and on patrol during a compliance inspection.

As recently as 1995, a space needs assessment was done by engineers at the request of the City of Dover. That study declared that the Dover Police Department needed between forty-five and sixty thousand square feet of space to provide adequate space for all employees and programs. The Strategic Planning Committee urges the City to take affirmative steps toward building a new police facility as soon as possible.

DOVER POLICE DEPARTMENT STRATEGIC PLAN 2006-2012

During the period from January to June 2006, the Dover Police Department embarked upon an effort to assess its current activities and future needs with the overall goal of determining the needs of the Police Department into the early years of the next decade.

To that end, the Dover Police Department established a citizen based Strategic Planning Committee whose purpose was to evaluate the operations of the Police Department with a goal of helping to establish the priorities and resources needed for policing the City of Dover as we move forward. The Strategic Planning Committee comprised of seven members representing a broad array of constituencies within the community. The committee included representatives from the business community, parents, retirees, public housing, and the legal community.

Meetings took place throughout the winter and spring of 2006, with an emphasis on presentations to the committee, and research by members into department operations. Members of the committee were give identification cards and were given unlimited access to the agency, the facilities, and its employees.

The citizens Strategic Planning Committee conducted a nearly six month assessment of police department resources. The assessment focused on four primary areas which correspond with the four sections of this final report. The four focus areas are:

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

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 in Dover over the next five to ten years. These factors included such things 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 in order to obtain information relative to the questions and issues pertinent to their area of focus.

At a final meeting held in late June committee members presented their findings which became the core of this final 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. It became clear during this review that the structure that is in place now is a case study in pushing management responsibility to its limit. The same number of Staff that was on the books in 1985 is commanding a force that has grown by 20% in the intervening years.¹ This is, in the first instance, a testament to the personnel that are hired by the Dover Police Department, and in the second instance a recipe for disaster. The Department has been fortunate enough to hire the “cream of the crop” as vacancies have occurred, and that, in turn, has meant that line personnel generally do not need to be as closely monitored as similar employees in other departments.

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.

Third Captain

While it may not be necessary to do so at this time, the department should keep an open mind toward bringing back a third Captain, especially if there is a surge in staffing levels. The Strategic Planning Committee simply believes that effective management (at the command level) will not be possible if such growth occurs.

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.² As noted in the question above, this is largely due to the quality of the employees and the abilities of their supervisors. The department relies heavily of the accreditation process to ensure that training/rule/regulations/procedures are institutionalized and kept current.

Accreditation

The police department is served well by the accreditation process.³ 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.

¹ Appendix 1- Chart comparing staffing in 1985 to current level

² Appendix 2- Organizational Chart

³ Appendix 3- Accreditation and Accreditation Benefits outline

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

Concern raised by 1997 SPC

Reading the findings from the 1997 iteration of the Strategic Planning Committee report, it appears than any (previously existing) issue of the agency being “too heavy” at the middle management level (Sergeants and Lieutenants) has been addressed.

- 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

While there is some evidence to suggest that the housing market is (as the time of this writing) cooling slightly from the highs of the past few years, it is clear to the Strategic Planning Committee that the City of Dover continues to grow at a rapid pace. The Department should anticipate that this growth will drive the need for more officers and first line supervisors.

Unfunded Mandates

The Dover Police Department should also attempt (to the extent possible) to anticipate and prepare for local, state and federal mandates that could rapidly burden present personnel. Rapidly complying with such mandates (as the department did in 2005 when given responsibility for the City of Dover’s Teen Center) can seriously tax existing resources, thereby degrading service delivery. The SPC wants to be clear in stating that this did not happen with the Teen Center consolidation, but that as mandates come down prioritization will be the key service delivery.

- 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 1985.⁴ The 1997 Strategic Planning Committee found that the management structure (at that time) could support “up to 45 sworn officers and possible expand more with minor impact.” A twenty percent (20%) increase in personnel has pushed management toward the edge of its ability to effectively supervise at the current level.

Should the Police Department’s workload expand further, there will be a need to closely monitor management/supervisory resources. The Strategic Planning Committee recommends adding first line (Sergeant and Lieutenant) positions to keep supervisory resources at a level that is in line with the current deployment scheme.

⁴ Appendix 1- Staffing Trends 1985-2006

HUMAN RESOURCES

Questions considered by the Strategic Planning Committee:

- 1. In your opinion, is the current staffing of the Dover Police Department appropriate for the size of the community and the services and functions that are being performed? If not, what should it be and why?***

Current Staffing Levels

Current staffing levels stretch the department to its limits in providing quality service to the community. It is clear that for many years now one of the keys to the Dover Police Departments success has been the flexibility and commitment of its employees to the mission. The second factor is the department's success in attracting volunteers and interns to augment the full time staff in areas such as data input and records management.

Mandated Response to Request Timelines

Even with the flexibility of the staff and the numerous volunteer hours logged each year, some bureaus within the department are clearly on the verge of having trouble complying with legal mandates, namely the time restrictions imposed by RSA 91-A, Implied Consent Form distribution, and the pistol permit application process.⁵ When flooded with such requests, the Records Function has to literally "let everything else stack up" to ensure the mandated time limits are complied with. The SPC suggests the Chief of Police investigate hiring a 40 hour/week secretary to help the Records Bureau from falling behind.

Increase in Call Volume (Patrol)

On the patrol side, calls for service have continued to increase each and every year since the 1997 SPC report.⁶ This has, despite the increase in the patrol ranks, led to delays in the police response to nearly all calls except emergencies. Analysis shows that the addition of a single officer to EACH patrol shift would help reduce response times to levels the City of Dover is more accustomed to.

Increase in Call Volume (Detective Bureau)

Growth within the City of Dover has also affected the Detective Bureau.⁷ Call volume, or more specifically "after hours" call volume has increased to a level that needs to be supported by additional hiring. The SPC suggests that the Chief of Police look into assigning another line detective, as well as an first line supervisor (Sergeant) to split time doing investigations and supervising detectives on the street.

⁵ Appendix 4- Records Bureau Activity

⁶ Appendix 5- Communications, Patrol, and Animal Control Activity

⁷ Appendix 6- Special Investigations, Legal and Victim Services, and Anti-Stalking Unit Activity

FY 2007 Budget Cuts

The SPC notes that FY 2007 budget for the police department effectively CUTS three patrol positions from the force. The SPC urges the Chief of Police to work to regain those “lost” resources as quickly as possible. Losses of this type are counterproductive, force more work on an already stressed workforce, and leave the department playing “catch-up” on a daily basis. Staffing at levels appropriate to the workload generated by of the community is critical.

Crime Rate vs. Patrol Cuts

The SPC noted that Crime Statistics in the U.S. for 2005 (published 6/2006 by the FBI), show that the New Hampshire crime rate continues to increase annually. In New Hampshire there was an increase in crime of 1.4% between 2004 and 2005. While crime is trending upward, the recently adopted budget will cut the overall Dover Police Department by three (3) patrol officers, a reduction in force of 5.66%). SPC members feel strongly that this trend cannot continue, as this is not in the best interest of the City and Citizens of Dover.

Looking forward, should the crime rate suddenly increase to the double digit levels of the 1970’s and 1980’s (or even rise to the levels of 3% and 5% increases reported in other geographic regions of the United States) the City of Dover could quickly find itself suffering from a 20% to 30% staffing deficit and facing the sudden need to hire and train new officers in a manner contrary to successful methodologies used in the past that have allowed the department to be as effective as it has been over the years.

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

Hiring Practices

The human resources practices of the Dover Police Department are recognized by those in the industry as among the best they have seen. Operating at this level is a testament to the manner in which the Dover Police Department has internalized the international accreditation process, adopted industry “best practices,” and constantly reevaluated its HR efforts in order to successfully recruit officers and support staff.

Over the past four years, there has been a significant drop off (nationally) in the number of qualified police officer candidates. The Dover Police Department HR function has experienced this drop off as well. It is a testament to the reputation of the Dover Police Department that it consistently attracts highly motivated, competent, recruits despite the drop in overall applicant numbers.

Training and Continuing Education

Training and continuing education cannot be underestimated. The department seeks to provide a level of training and education to its officers and supervisors that is unparalleled in this region. The result of these educational efforts can be seen in numerous areas, including crime scene response and employee retention.

- The department is one of only four in the State of New Hampshire that is authorized to respond and investigate capital offenses without New Hampshire State Police assistance.
- The department also boasts a strong employee retention rate especially during the critical 3-5 year service period. This can be attributed to the training and extra-duty assignments that are made available to line personnel.

High Liability/Low Frequency Use of Force Training

The SPC specifically notes that firearms training at the Dover Police Department is provided at a level that goes well beyond that mandated by the NH Police Standards and Training Council, and includes the types/kinds of dynamic shooting/scenario based and low light shooting training that a number of courts have found other departments negligent for not providing.

The SPC acknowledges that each and every police shooting (thankfully an extremely rare event in Dover!) must be evaluated on its own merits. Further, while it is clear that the Dover Police Department goes “above and beyond” the required level of training, there is significant data to suggest that even more deadly force training should be worked into the annual curriculum. Nationwide, police involved shootings attract a significant amount of media/public attention. This attention can be intrusive and long-lived and can easily distort the public image of a department (like Dover) which has taken years to nurture its professional reputation.

Times change; that became abundantly clear on 9/11/01. Whether the Dover Police are called upon to deal with a Homeland Security issue, a violent group or gangs like MS13 or the Bandito’s or even a despondent “man with a gun,” it is imperative that they have not only the “tools” to deal with the situation, but the training that will ensure they respond competently and appropriately to all threats.

The SPC strongly suggests the Chief of Police work to provide additional firearms training opportunities for the officers. As a low frequency, high liability area it deserves the extra attention. This suggestion is bolstered by research from organizations like the International Association of Chiefs of Police (IACP), National Sheriff’s Association (NSA), and the National Institute of Justice (NIJ) that have shown continuing education provides a return on investment that is two and three times that of “one off” training experiences.

Maintaining High Standards in the Human Resource Function

The SPC suggests that the Chief of Police continue to support the efforts of the Human Resource function and that steps be taken to ensure that despite the limited number of applicants available that the Department strive to hire “the best and the brightest” rather than a “warm body” for any openings.

Continuing Policy of Providing Training Opportunities

The SPC suggests that the Chief of Police continue to support the training functions of the department, as, based upon interviews with citizens and incumbent officers, it is a “value add” that benefits the City of Dover and the officers themselves by providing extra-duty

opportunities AND ensuring that the department can provide a competent highly-trained response to any type of LE emergency.

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

Investing in the Future of the Department

It is incumbent upon the department to continue to invest the time and resources necessary to effectively recruit entry level candidates. The same is true for its training and continuing education efforts. The “human capital” that the department puts on the street each day is its strongest asset and also its biggest liability. Proper industry standard hiring and training practices are critical to delivering the level of professional service the City of Dover has become accustomed to.

TECHNOLOGY

Questions 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?***

Current Management Information System

The current hardware and software and the infrastructure it runs on appears adequate at this time. The SPC notes that there are various application systems of different ages and types that are cobbled together into a “patchwork” of sorts that works well for the seasoned employees who have grown with the system and know where different related pieces of information are kept.

This patchwork of systems is labor intensive to keep synchronized and to have run smoothly, 24 hours a day, seven days a week. The systems used in Public Safety are expected to run non-stop, everyday, all day; and unlike financial and administrative systems in other branches of government, these systems cannot be “worked on over the weekend or holiday.”

Quarterly Monitoring and Change

The software systems that are in place are of very good quality and have been groomed to work best for all authorized users. The SPC suggests the Chief of Police institute quarterly monitoring of these functions to predict future needs, stay within best practices and to allow the IT staff to stay in contact with the most cost-effective and realistic options for the agency and the City.

Change can come from any number of directions and to the extent possible, should be anticipated and capitalized upon. State and Federal reporting requirements change with very short notice, and frequently require software upgrades and changes to accommodate them.

Similarly, hardware and programming standards are constantly changing, and it is imperative that the Dover Police Department take an active role in keeping abreast of these changes, selecting those enhancements which are realistic and necessary and also avoiding methods that have not shown promise.

Security of Computer/Network Communications Center

While cognizant of the space issues present in the Police Headquarters (this topic is covered at length later in the report) the committee is concerned that in these times of additional security concerns there is a window to the outside located at ground level which allows access to the computer and network communications center . The window quite literally opens the facility to possible natural or manmade scenarios that could cripple the departments' ability to deliver services at the required level, endanger the data bases and repositories, and severely impact service delivery until all systems could be restored.

The SPC also notes that the main men's bathroom facility for City Hall is located directly above the Computer Center. The SPC recommends that the Chief of Police endeavor to find a better protected location (if possible) for the Computer Center, or investigate securing the window AND supplying the Computer Center with sufficient protective covers (tarps) to mitigate damage from any potential (City Hall) related water incursion issue.

Scheduled Replacement of Technology

The SPC notes that the national average for industry is to replace 20% of all hardware and operating software as well as upgrade 20% of all service and application software on a yearly basis. This should, in principal, allow for a complete renewal of technology every five years. The Dover Police Department should establish a similar replacement plan going forward. An inability to "keep up," or make equipment changes on a similar timeline will severely limit the departments' technology growth.

Beta Testing of Software Applications

The SPC recognizes and acknowledges the efforts the department has made in soliciting Public Safety software vendors to allow the department to serve in the final testing and implementation site for advanced and enhanced applications at a reduced cost. While this has required considerable additional technical and staff member commitment from a limited staff, the return on investment (ROI) for these efforts has been excellent for the police department and the City of Dover. The SPC encourages the Chief of Police to pursue similar opportunities going forward. This entrepreneurial spirit will help the department remain in a leadership position and also serves to maximize budgeted expenditures.

Technology Leasing Program to Control Costs

Technology drives the need for hardware, communications, networking and software. Losing pace with technology should be avoided at all costs. The SPC suggests that the Chief of Police investigate short- and long-term leasing as an alternative to the purchase of hardware and software. A series of interrelated lease agreements might allow the department to realize increased flexibility, control obsolescence, and potentially offer improved budget control/cost savings. Such leases would help establish much needed hardware rotations, communications enhancement, and operating systems upgrades will serve the departments 24x7 enterprises of the future.

Information Technology Staff Redundancy

The SPC notes that there are only two people within the agency who have a complete technical understanding of the entire network and related components. This is a weakness in the system, as redundancy and replication is a recognized requirement for IT enterprises including key staff members as well. The department should immediately explore options to create more IT staff redundancy.

Outside Review of IT Function

Finally, the SPC encourages the Chief of Police to solicit IT professionals from the community to volunteer in evaluating the MIS function on a regular basis. Many corporations and institutions encourage their professional staff members to offer pro bono civic projects and community service. This type of outside review may serve to provide a fresh look towards trends and methodologies within the MIS functions and potential avenues to explore the streamlining of the infrastructure and overall technical enterprise.

- 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?***

Issues with Current Radio System

The department is currently operating on a non-digital network that has several "dead" spots from which cruiser and portable communications do not reach headquarters. The department is keenly aware of this safety hazard and is endeavoring to put a "fix" (a repeater system) in place that will rectify the situation. Federal licensing is the current hold up; the application was submitted some time ago.

Going Digital

There is a need for the department to go digital. A majority (80%) of the portable radios currently in use are digital capable, as is dispatch and all of the cruiser radios. Communications interoperability, especially since 9/11/2001, requires that all of the radios be digital capable before any switch over. The Chief of Police is urged to look for a funding source so that the switchover can be made. One suggestion from the SPC is to pursue a corporate sponsorship and better regionalization to attract the Federal funding which may still be available from the Department of Homeland Security.

Single Radio Protocol for Emergency Services

The SPC notes that in the post 9/11/2001 era, there is a slowly emerging single radio protocol for police/fire/emergency management. There is a need to get all agencies on the same plane so that communication can be easily facilitated in the midst of a significant, multi-jurisdictional incident. All signs point to a federal communications standard being mandated in the short term. The Dover Police Department should be prepared to adopt such a standard once it is disseminated.

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

Training/Equipment

The Dover Police Department has extremely well trained crime scene and accident investigation personnel that are capable of handling all manner of incidents.

The SPC notes that the crime lab, while purposely designed to limit the type/scope and nature of testing permitted, is undersized for the current work load. The Dover Police are on their own when it comes to processing items for latent prints. The State of NH Crime Lab will analyze prints that are provided to them, but do not have the resources available to develop the prints in the first instance. The Chief of Police is strongly encouraged to seek out more space for the crime lab.

Interviews with members of the crime scene and accident investigation teams indicate that all of their equipment is up to date, or being updated. A new crime scene response van is currently being built, and the accident investigation team has submitted a request tied to the next budget cycle for new accident scene measuring equipment.

Crime Lab Space Considerations

Members of the SPC that have knowledge comment that the end product of both the crime scene and accident investigation teams is very good, despite the restrictions imposed upon them by the facility when it comes to performing their functions. These SPC members feel that ever increasing enhancement of crime scene processing techniques and the deployment of related new technologies is increasing overall conviction rates and lowering the total cost of investigations and staffing overtime in Dover and across the Nation. The Courts and Citizen's are more and more relying on and having much higher expectations from crime scene investigative protocols and procedures with each new success that is disclosed. Failing to keep up the pace with these advances will naturally retard our progress and efficiency, which has allowed more effective budgets and realistic results.

- 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 to meet the demands of the foreseeable future?***

Acute Space Shortage

As a general statement, space within the existing facility is inadequate for the department as a whole. There is a particularly acute shortage of space within the Records Bureau.

Moving Toward a Paperless System

The SPC notes that while an effort is underway to make all records available in an interactive format, the goal has yet to be reached and the records management function is still operating primarily in the "paper" rather than "digital" realm. The Chief of Police is encouraged to

expedite the move to a paperless system, as it will help (but not eliminate) some of the space related issues within the Records Bureau.

Records Bureau Security

The SPC also notes that the same “windows to the outside world” situation exists for the Records Bureau as it does for the computer and network communications center. Even with the digitalization of records and the use of secure network access for records processing, the department will never be completely paperless. Certain key records will remain on paper due to evidentiary issues. This type of paper record/evidence will always present a security and retention risk. This risk is heightened especially when those records are placed in a facility as vulnerable as this one.

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

Using Available Search Technology

The SPC suggests that the department investigate the implementation of currently available enterprise search technology of the type that could access, harvest, and convey data from the existing disparate data sources within the varied application and databases the department currently uses. Google currently offers such an appliance that acts as an enterprise search engine which would allow the department to have access to all the data, all the time, using one search point and application.

The Global Justice XML Project

The Dover Police Department has successfully used entrepreneurial practices to be “make ends meet” over the years. The Dover Police Department’s participation in a preliminary part of Global Justice XML is an example of such a project. The goal of Global Justice XML is to take 32,000 disparate existing data elements and to create a uniform global data format for criminal justice, public safety and homeland security that will allow growth in the future and enhanced interoperability and information sharing within the public sector nationwide.

Dover Police Department’s participation in this initial Improving Crime Data (ICD) project will yield the department over \$21,000 in consulting fees this year. The Dover Police Department was one of only 15 agencies nationwide that was invited to join the project being organized by the University of Georgia and Georgia State University, under a grant from the US Department of Justice (DOJ).

The SPC recommends that the practice of participating in this type of research/development continue to be encouraged at the Dover Police Department.

LEADS Strategic Deployment Initiative

The SPC as a body is impressed with the departments’ strategic deployment initiative known as Law Enforcement Assisted by Data and Statistics, or LEADS.⁸ The initiative is only 7 months old as of this writing, and it is already paying dividends; though it is clear there

⁸ Appendix 10- Redacted version of monthly LEADS presentation

remains room for improvement. The SPC feels the LEADS would benefit from the use of what is termed a “higher level mapping of GIS related data” from the various DPD activities. The existing software is designed to look at incidents in terms of occurrences during specified time periods. Department personnel have already noted that incident trends are not confined to shifts. Using “higher level mapping” will give a broader view of what is occurring within the city so that department wide (rather than at the shift level) asset deployment can be enhanced. The LEADS program is a very important component in helping the police department keep current with the needs of the citizens and visitors to the city, while at the same time dealing with budget constraints that are forcing negative staffing trends.

State of the Department and Public Education Efforts

The department should consider providing the City Council with a “State of the Police Department” type report so that council members can be kept abreast of pertinent department issues.

Public education efforts regarding the trends being seen in the city should focus upward as well as outward. Members of City Government including elected officials need to be educated so that they possess a clear, objective understanding of inner workings of the police department and the current issues that it is dealing with. This type of educational effort should be offered (perhaps quarterly) so to specifically insulate the department from accusations regarding “pre-budget hype” that is often perceived as suspect by various council members.

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?*

Except as noted above, no. The department works hard to stay up to date and manage its resources carefully.

The SPC believes that the Dover Police Departments technical and administrative management teams have done a great job of differentiating between the true needs of the department and the things that would be nice to have. Addressing technology, the police department had taken measured steps. The existing practices and procedures are being deployed very well and should continue.

POLICE SERVICES

Questions considered by the Committee.

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

Quality of Services Provided

The overwhelming response from the SPC is that the Dover Police Department provides services that are more than appropriate for the city.

Mounted Patrol

The SPC notes that over the past five plus years the downtown horse patrol has become an important piece of the landscape that people can point to and rely on for a “people friendly” police presence that also serves to prevent crime. Further, the SPC notes that a significant portion of the upkeep for the horses and their equipment is borne by private donations. As a proven resource for the city and police department, the SPC feels that it is time for the horse patrol to be fully funded by the City of Dover.

Comparison of Services vs. Other Cities

The SPC urges the Chief of Police to strive to continue delivering the quality level of service that the City of Dover has come to expect from the police force. The SPC feels that a cost/benefit analysis surely shows that the City gets services well above the return on investment that is being made. This point is driven home when the City of Dover tax rate, city services, and police services are compared to similar size in New Hampshire, Maine, and Massachusetts.

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

Community Expectations

Yes, absolutely. The expectations from prior experiences by city residents and visitors are quite high, and that is a direct result of the type and quality of service the police department prides itself on delivering.⁹

To some degree, a number of the “behind the scenes” services provided by the department go completely unnoticed. The city “sees” the high profile patrols, the response of the crime scene or special services vehicles, while the low profile speed enforcement or surveillance activities that target the quality of life issues and make the City of Dover the place it is are invisible to a majority of the service community.

⁹ Appendix 7- Department Awards

¹⁰ Appendix 8- Community Outreach Bureau Activities and Programs

Similarly, outreach activities of the department that include community, housing, neighborhood, youth-focused and crime prevention programs have extremely high levels of recognition within their respective target areas, but remain virtually unknown outside the target segment. It is clear to the SPC that these programs are valuable and effective. There is extra value in sharing with the community as a whole that these activities are taking place, and a more significant effort in that regard is strongly suggested.

The SPC suggests that the Chief of Police work toward conducting more community outreach activities that would allow those interested to learn more about the department, beyond the obvious higher profile functions.

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

Community Outreach Bureau

The Dover Police Departments Community Outreach Bureau (COB) is internationally recognized for its approach to Alcohol Tobacco and Other Drug (ATOD) prevention and alternative enforcement activities.¹⁰

The SPC notes that the bureau enjoys a strong reputation with area schools and the community at large, which has had the side benefit of generating a significant amount of good will toward the police department. Committee members report that the youth of Dover appear to relate better to Dover officers than their peer group in other areas. The efforts made by Dover officers to personalize things have lead to a level of trust that is commendable.

The SPC suggests that the Chief of Police seek out new avenues to spread the word about the Outreach Bureaus efforts.

Diversification of Services

Overall, the SPC finds that the diversification of services provided is adequate. The Dover Police Department has branched out beyond crime response¹¹ and is being as proactive as possible in addressing issues before they require such a response. The SPC suggests that the Chief of Police maintain the current level of diversified service until such time as current programs are found to be ineffective and alternative programs can be brought to bear.

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?

Issue with Population Growth

In a word, no. As stated earlier in this report, the Dover Police Department is already dealing with appreciable delays in its response to non-emergency calls and the Records Bureau is

⁹ Appendix 7- Department Awards

¹⁰ Appendix 8- Community Outreach Bureau Activities and Programs

¹¹ Appendix 9- Crime Indexes and Statistics

frequently forced to set aside work in order to ensure compliance with requests that have turn-around times mandated by state or federal law.

Outdated Facility

The SPC notes that the Dover Police Department operates at the highest level as a matter of pride and duty, and cannot be stretched any further than it currently is. Services require resources first, and space second. Funding cuts negatively impact service delivery, as does the deplorable, outdated facility the police department has been saddled with.

The Dover Police Department is physically located in the basement of City Hall, where it has been since 1933. The facility in and of itself is inadequate, with officers literally at work stations in the hallways. One would question if the OSHA standards of square footage per occupant would be in compliance without having to put every officer in a cruiser and on patrol during a compliance inspection.

Physical Plant Issues

The department suffers with substandard HVAC system, unresolved problems with ventilation and mold, leaking gray water pipes, electrical issues, ground water incursion concerns, and facility security issues.

HVAC Systems

The HVAC systems installed in the late 1970's and early 1980's are incapable of properly heating or cooling the facility during times of peak need and are prone to frequent breakdown.

Ventilation

Poor/no ventilation in the gym and shower area along with long put-off facility repairs has led to a rampant mold problem in that area. The problem has become so significant wood rot is clearly visible to the casual observer.

Electrical

The advent of the computer age has taxed the departments' electrical system to the point of failure and brown-out on several occasions over the past two years. A "Band-Aid" approach to fixing the electrical problem promises still further issues going forward.

Humidity/Ground Water Incursion

Unresolved humidity and ground water incursion in an evidence room has forced the transfer of that evidence to the already overcrowded secure evidence storage area adjacent to the Crime Lab.

Physical Security

The current facility suffers from a number of physical security concerns. The SPC (in the Technology section, earlier in this report) has addressed the physical security of the Computer Center, and now notes that there are other areas of concern.

During "business" hours the department has a walk-up "window" whereby customers can come in and speak to a receptionist. The window is made of common window glass, and is

designed to slide open to allow the receptionist to talk with customers. The window provides no ballistic protection, nor does it bar access to the facility, as simply jumping through the waist-high window allows access to nearly every part of the police facility.

The Detective Bureau and the area occupied by the Command Staff also pose security concerns. These areas are generally low traffic areas, and they all have ground level windows that would provide easy access to the facility. Additionally, windows into Communications, the Captains and Chiefs office rest at street level and have no barriers to protect the occupants/visitors to those offices from vehicle incursion, posing a significant risk from accidental or intentional vehicle operation.

Fleet Security

The SPC has noted that Dover Police Department works very hard to maintain the current fleet of vehicles and their contents in top condition; available for service or support assignments. It is also obvious that this \$250,000 to \$300,000 in city assets spends all of the time parked on a public street, with minimal security. In the past the fleet has be scratched and dented by passersby, and in one case the windows of three patrol cars were shot out by someone with a BB gun. With this history, and given post 9/11/01 security concerns, the SPC suggests that efforts be undertaken to properly secure the fleet. The following story serves to highlight the problem with current fleet security.

In a recent Homeland Security Exercise in Michigan, members of an Army strike force (acting as the “bad guy” for the exercise) were tasked with penetrating the Michigan State Police facility perimeter. The strike force showed up in real police uniforms and real, totally functional police cruisers, which were fully armed with automatic weapons in the trunk. They easily passed through all of the check points and once inside made their strike. How did they get the cruisers? The strike force stole them from the Detroit Police Department, while they were parked overnight on the streets of downtown Detroit.

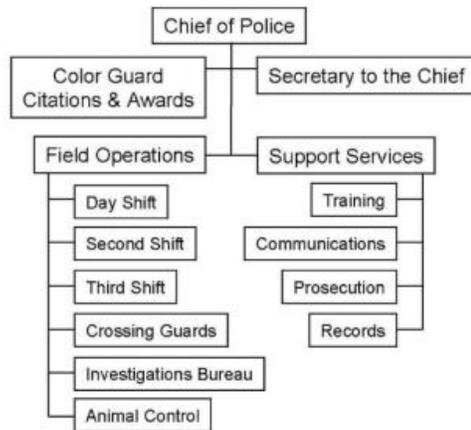
Finally, the avenue or walkway from Locust Street that leads to the front door of the police department provides unobstructed access for motor vehicles.

In summary, there is an acute need to find another “home” for the police department.¹² This was a suggestion of all previous iterations of the Strategic Planning Committee, but this committee feels it should mandate that the Chief of Police pursue all available avenues to secure a new location for the Dover Police Department as soon as possible.

¹² Appendix 12- Excerpt from the May, 2000 City of Dover Master Plan

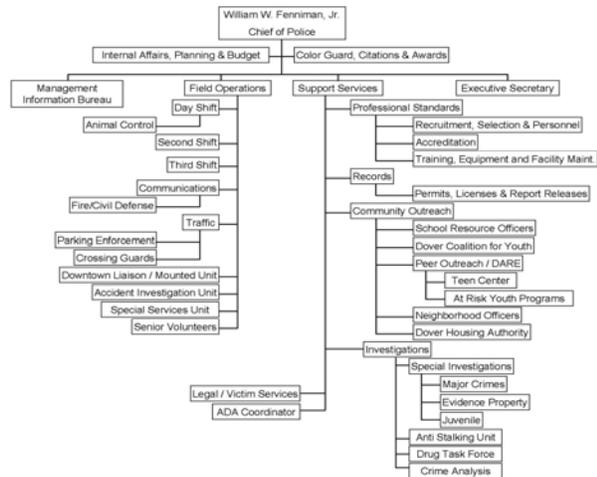
Supervisory Staffing Trends

1985



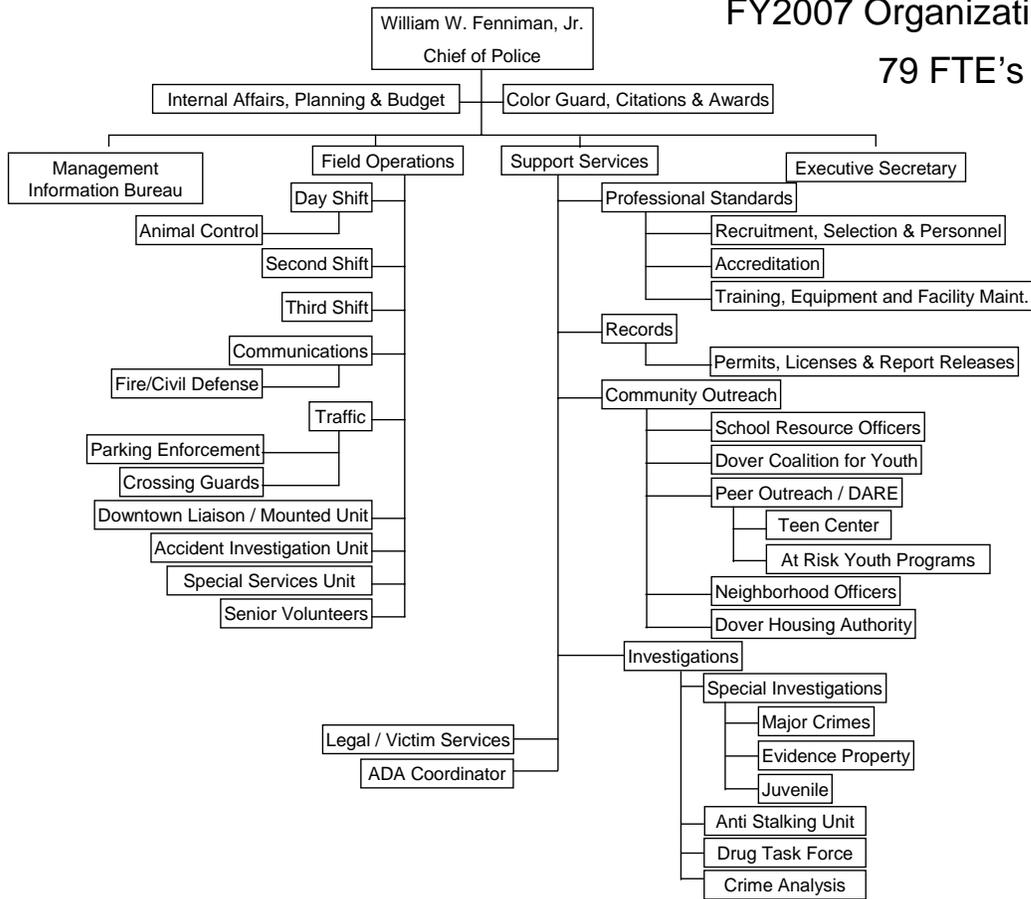
Chief	1
Capt	2
Lieut	4
Sgt	7
<hr/>	
Total	14

2006



Chief	1
Capt	2
Lieut	4
Sgt	7
<hr/>	
Total	14

FY2007 Organizational Chart 79 FTE's



Support Services Division

Professional Standards Bureau
CALEA Standards and Risk Management

Risk Issues: A quote from the Intergovernmental Risk Management Agency

“...the best defense to lawsuits charging police with acts such as false arrest, use of excessive force or violation of civil rights is that the officer was acting properly in accordance with established policies *and that those policies were approved by CALEA.*”

Accredited in:	1988	} Less than 40 agencies nationwide have been accredited as many times
Re-accredited in:	1993	
Re-accredited in:	1998	
Re-accredited in:	2001	
Re-accredited in:	2004	
On-site (December)	2006	
Accreditation due:	2007	

Support Services Division

Professional Standards Bureau

Benefits of the Accreditation Process

- Stronger defense against lawsuits and citizen complaints**
- Greater accountability within the agency**
- Formalization of essential management practices**
- Establishment of fair and non-discriminatory personnel practices**
- Objective evidence of agency's commitment to excellence**
- Solidifies interagency cooperation**
- Boosts citizen and staff confidence in the agency**

Support Services Division

Records Bureau Activity

Records Bureau Processed Reports:		Records Bureau Other Activity:	
Arrest:	1,349	Pistol Permit:	117
Offense:	2,201	Parking Permit:	5,762
Accident:	994	Protective Order:	213
Incident: 1	8,325	Sex Offender Reg (SIB):	54
Records Bureau Data Entry:		Taxi License:	42
Parking Tickets:	8,499	Gun Law Record Search:	175
Field Inquiries:	507		
Check up:	352		
MV Warnings:	4,181		

Field Operations Division Patrol Activities

Dispatch	30,318
Police Calls for Service	22,869
Investigated Crimes (Part I & II)	2,182
Arrests	1,175
Investigated Traffic Accidents	994
MV Stops	4,711
Tickets	1,402
Warnings	4,190
DWI	81

Field Operations Division Animal Control Activities

3,059 licensed dogs in the City of Dover

The ACO handled 551 of the 1,448 animal related calls

Conducted 346 animal related investigations – which includes 130 unlicensed dog, animal bite, animal nuisance, animal welfare and animal cruelty cases

Follow up unlicensed dogs reported by Clerk (162 this year)

55 civil forfeitures for unlicensed dogs...53 paid...2 summonsed

7 “dog at large” tickets

5 “vicious dog” tickets

55 animals “collected” – verified license status and/or shots prior to release

Animal Control Officer is certified or licensed as:

**Animal Cruelty Investigator & Equine Cruelty Investigator
NH Wildlife Rehabilitator**

Field Operations Division

Communications Bureau Activities

2,521	Average calls for service per month
550	Average phone calls per day
42,158	Lobby hours handled per year
5,183	Fire calls for service
209	False alarm letters (last year)
54	Late notices on false alarms (last year)
801	Alarm renewals processed
90	Alarm activations per day
12,156	SPOTS message output per month
\$8,260	False alarm bills for 1 year

Support Services Division

Special Investigations Bureau

Activities

Special Investigations Unit

SIU Cases:

202 Felony
29 Misdemeanor
429 Other (suicide, death, intel.)
660 Total

Juvenile Activity:

110 Petitions
46 C&R
13 Diversion

Crime Scene Activity:

79 Scenes Processed
1,264 Pieces of Evidence Processed
2,131 Items in Evidence

Drug Task Force:

86 Dover Cases
20 Arrests

Crime Analysis:

Analyze all Part I & II crimes and incidents
to deploy personnel

Other Activity

24 Grand Jury per month

20 call-outs per month

Search & Seizure and Interrogation Training

Narcotics Enforcement & Identification Training

Community Programs: Women's Safety, Workplace
Violence, School Violence, Bank & Business Robbery
and Fraud Prevention, Narcotic Identification, Identity
Theft, Computer Crime Awareness

Committees: Children's Home, Juvenile Justice, AG
Sexual Assault

Child Advocacy Center

Strafford Domestic Violence Policy Board

Strafford County Drug Court Planning Committee

Strafford County Mental Health Council

Support Services Division

Dover Police Anti-Stalking Unit

ASU Investigators:

2 full time investigators

201 cases in 2005

Proactive:

Focus is Prevention

Protective order enforcement

Intervention prior to crime being
committed

Aggressive Investigation of offenses
and protective order violations

Threat Assessment:

Threats in school

Threats in businesses

Threats against public officials

Workplace Violence Prevention:

Businesses & all City Employees

Duties expanded to include
other types of cases

Victim Advocate:

Part time (30 hours)

Support Services Division

Anti-Stalking Unit
Activities

Cases

201 Total Cases:

10 Felony

57 Misdemeanor

134 Other

(DVP, Domestic Follow-ups, Threat Assessments for Schools & Businesses)

Support Services Division

Legal and Victim Services

Activities

Adult Arraignments: 1,043

Adult Hearings: 945

Adult Trials: 60

Motor Vehicle: 1,400

Juvenile Petitions: 145

Victim Advocacy: 953 (total contacts)

Police Department Awards

**1995 City Livability Award
For Crime Prevention and
Deterrence Programs - Presented
by U.S. Conference of Mayors**

**1991 Quality of Life Improvement
Award
For DHA Liaison Program - from
HUD**

**1992 Merit Award
For DHA Liaison Program - from
National Association of Housing
& Redevelopment Officials**

**Accreditation
First Nationally Accredited Police
Agency in NH (1988)**

**First State Accredited Agency
(1996)**

**1994 Administrator's Award for
Excellence
For Community Traffic Safety
Programs
From NHTSA**

**Explorer Post
Golden "E" Advisor of the Year and
Council Leadership awards**

Police Department Awards

(continued)

Youth-2-Youth

National Youth Advocate of the Year – Tobacco Free Kids – Kaitlyn Reilly

East regional Young Advocate of the Year – Emily Martuscello

National Youth Leadership Academy – Anti-Drug – LeAnne Leclair

**2005 National Association for Addiction Prevention – President's Special
Recognition Award**

**The National CDC's "Truth Unfiltered" Media Award for the Best Radio
PSA**

Traffic Safety

Lt. Simons 2005 IACP J.Stannard Baker for Lifetime Achievement

2004 NH Highway Safety

Support Services Division

Community Outreach Bureau
Activities

Prevention

- **Anti-Drug Classroom Presentations (for approx 330 5th grade students in 13 classrooms)**
- **Parents' Programs: 118 parents in 2005 received three two-hour classroom lessons**
- **Second Grade Safety Program (for approx 330 students in 14 classrooms)**
- **Fourth Grade Truth Program (for approx 330 students in 14 classrooms)**
- **Traffic Safety: 5 classroom presentations or assemblies for approximately 1,100 students and four traffic safety programs for the schools**
- **Christmas Basket Program: over 200 baskets**

Support Services Division

Community Outreach Bureau
Activities

Youth-2-Youth:

190 students from 4 schools

Teams of students meet weekly to work on more than 50 prevention projects to include the following:

- **School assemblies, other training and presentations**
- **Created and recorded 10 public service radio announcements (anti-drug/smoking/alcohol)**
- **Peer Outreach organized the haunted house (over 1000 attendees)**
- **Conducted drug prevention projects relating to legislative initiatives, such as the Party Host Law**
- **Compliance checks in stores for underage drinking and tobacco**

Support Services Division

Community Outreach Bureau Activities

School Resource Officers

- 46 cases of threats, fights, assaults and disorderly conduct**
- 0 drug distribution arrests**
- 1 possession of prescription drug arrests**
- 6 possession of controlled drug arrests**
- 5 summonses for possession of drug paraphernalia**
- 2 summons for possession of alcohol**
- 1 students placed in protective custody (under the influence of alcohol or drugs)**
- 16 tobacco summonses**
- 79 truancy actions resulting in court and/or school discipline**

Teen Center

Hours

- 2:30 to 6:00 Monday through Friday (high risk hours)**
- Now a school bus stop**
- Extended hours on early release days**
- Special activities**
- Adventure camps**
- Overnight camping**
- Friday night movie and pizza**

Grant Funding

- \$3,000 from Home Depot**
- New Hampshire Food Bank for afternoon snacks and drinks**
- Woman's Sports Foundation for Girls yoga and fitness programs**
- Additional funding currently being sought through United Way and other sources**

Teen Center

Attendance

- Over 70 registered students grades 6-12
- 17 youths per day (7 per day prior to police dept. managing the center)
- 1,700 youth visits between September 19th and March 31st

Note: Does not include evening programs and special events

Activities

- Homework Help & Computer Lab
- Rock climbing at Dover Indoor Gym
- Yoga at Dover Yoga Studio
- Frisbee Golf
- Fitness Training
- Hiking
- Friday night pizza and movies
- Other activities have included UNH sporting events, snow tubing, bowling
- Special summer programs will be held

Teen Center

Diversion

- 5 member committee reconstituted
- 14 juveniles referred since September 2005
 - 10 juveniles completed contracts
 - 3 juveniles in progress
 - 1 referred back to court for failure to complete
- New tracking system in place
- Community service program revitalized
- Close relationship with Juvenile Services Officer and Dover Juvenile Detective

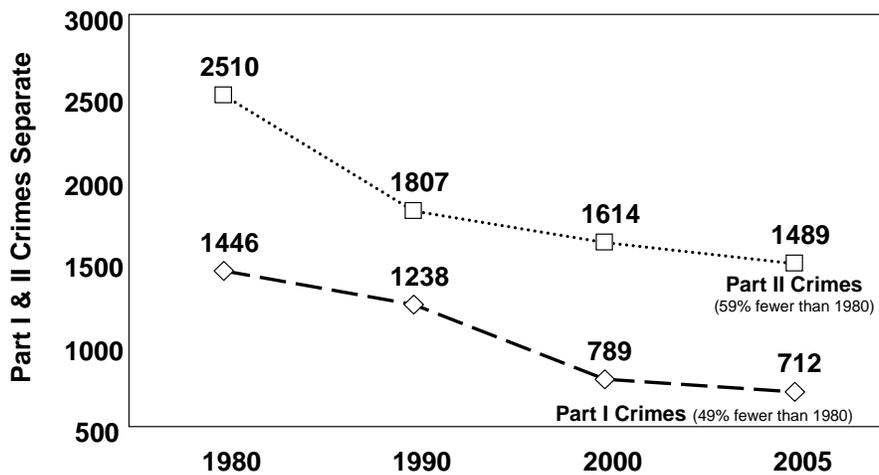
Crime Statistics 2004

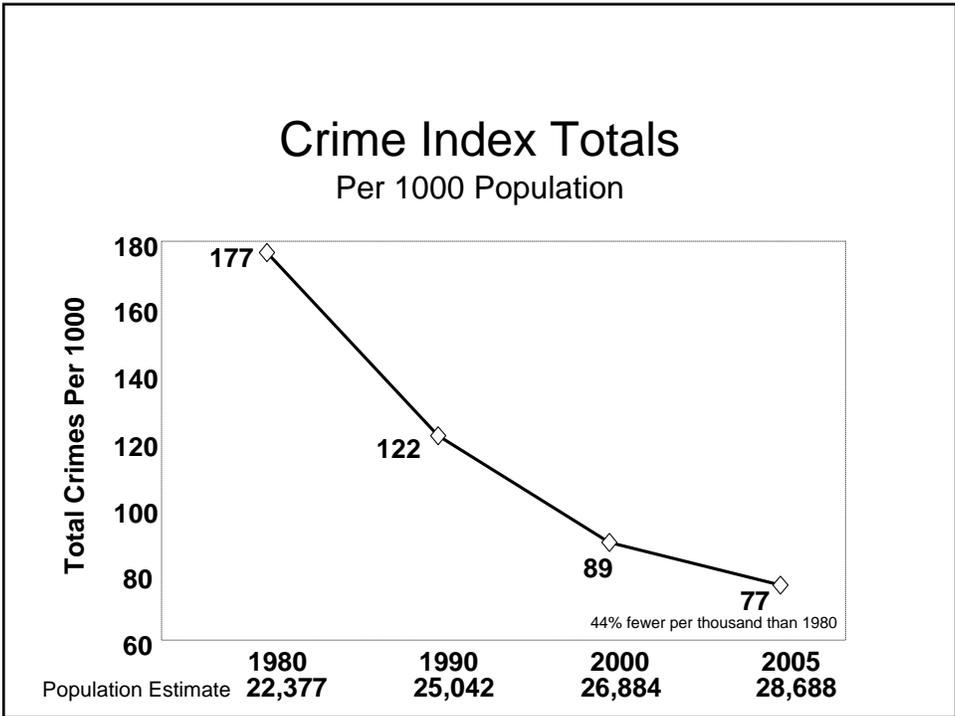
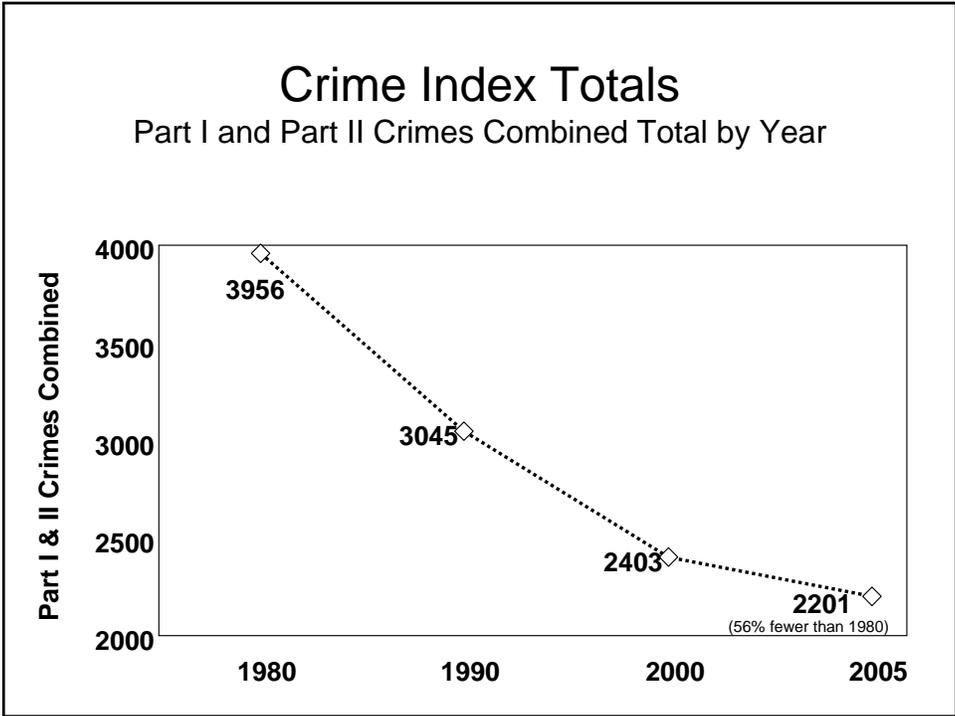
NH Cities with 10,000+ Population

City	Population	Total Crimes Per 1000	Crime Rank
Laconia	17291	40	1
Manchester	109870	37	2
Lebanon	12909	35	3
Hampton	15420	35	4
Rochester	29926	34	5
Claremont	13478	30	6
Portsmouth	21195	30	7
Amherst	11518	27	8
Concord	42207	24	9
Hooksett	12924	24	10
Derry	34787	23	11
Dover	28475	23	12
Goffstown	17513	21	13
Raymond	10082	19	14
Berlin	10215	19	15

Crime Index Totals

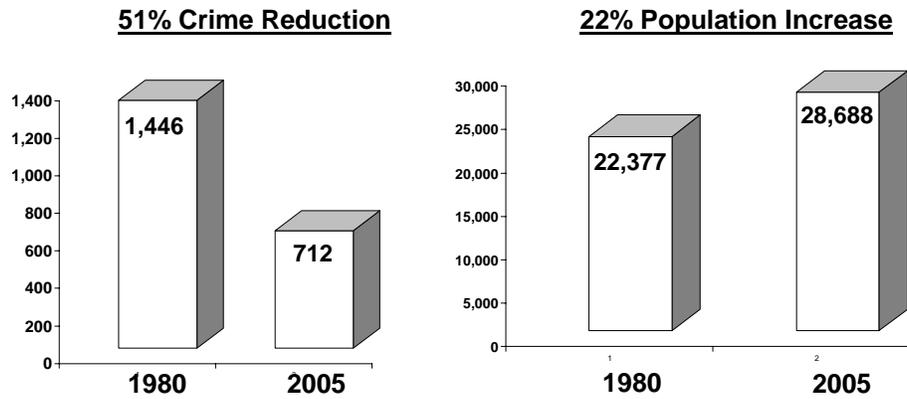
Part I and Part II Crime Separate Totals by Year





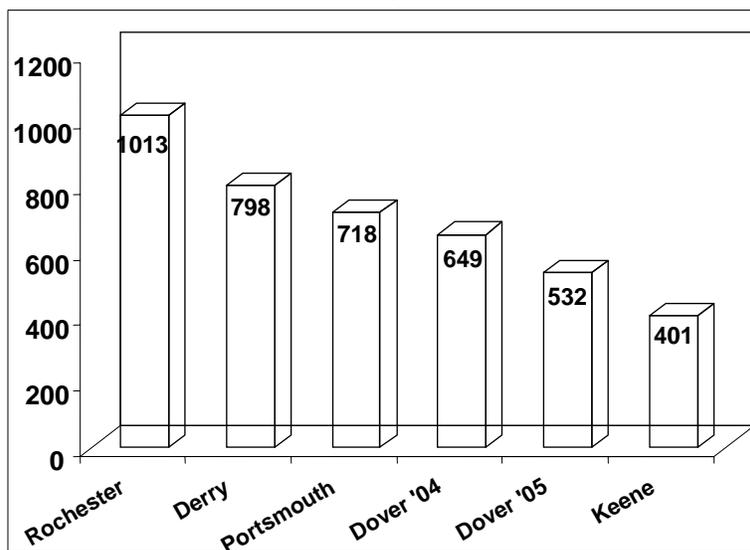
Crime Index Totals

Dover Crime Index



Crime Statistics 2004

Part I Crimes





May 2006

Dover L.E.A.D.S

Law Enforcement Assisted by Data and Statistics

Deirdre Loftus
Crime Analyst
Dover Police Department
Special Investigations Bureau

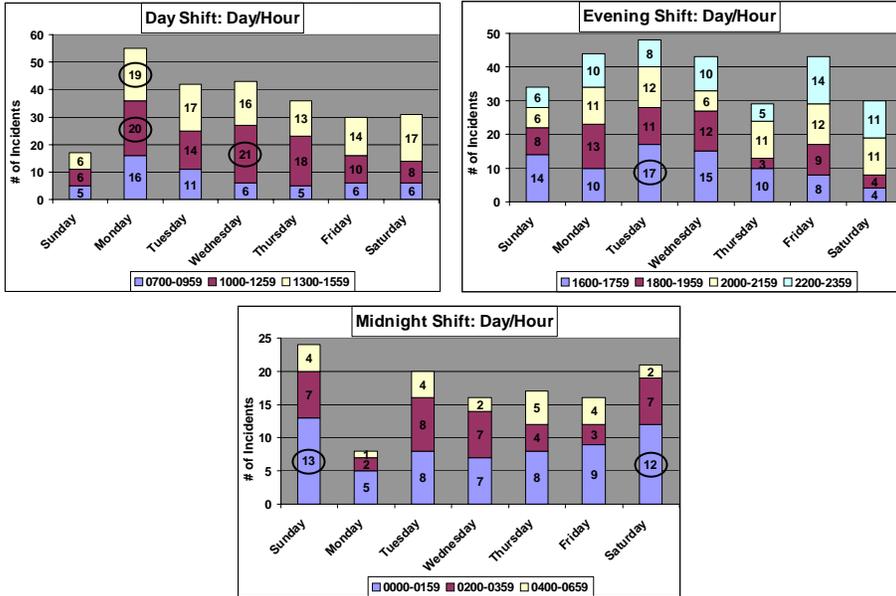
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Outline

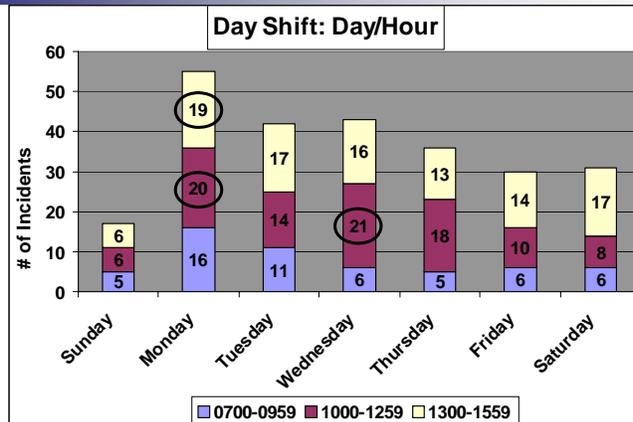
- Busy Days/Hours
 - Part I Crimes
 - Part II Crimes
 - Other Incidents
- Accident Locations
- Locations and Persons of Interest

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Busiest Days/Hours per Shift



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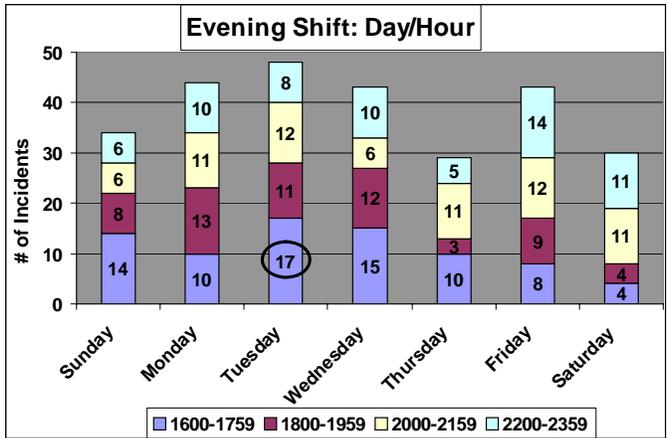
April:

- **Busiest Day:** Monday (43)
- **Busiest Times:** Monday 10am-1pm (17);
Wednesday 10am-1pm (17);
Saturday 1pm-4pm (17)

May:

- **Busiest Day:** Monday (55)
- **Busiest Times:** Monday- 10am-1pm (20);
1pm-4pm (19);
Wednesday- 10am-1pm (21)

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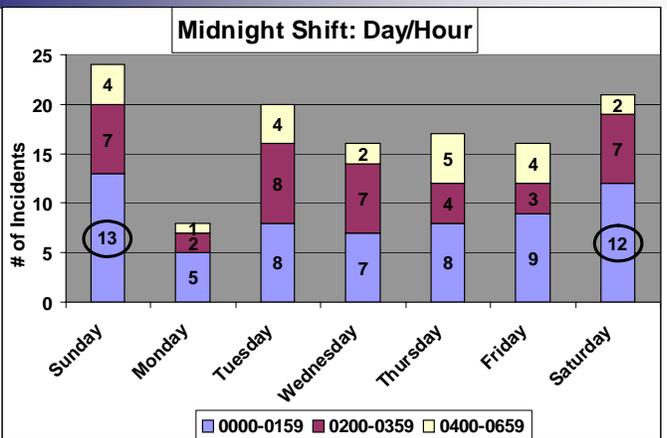
April:

- **Busiest Days:** Tuesday (35); Wednesday (36); Saturday (35)
- **Busiest Time:** Tuesday 6pm-8pm (14)

May:

- **Busiest Days:** Mon (44); Tues (48); Wed (43) & Friday (43)
- **Busiest Times:** Tuesday- 4pm-6pm (17)

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April:

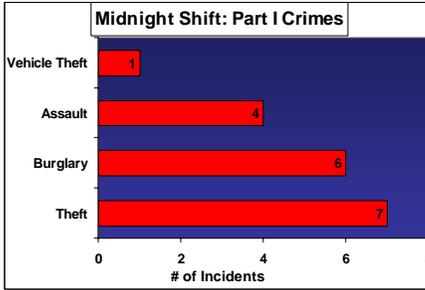
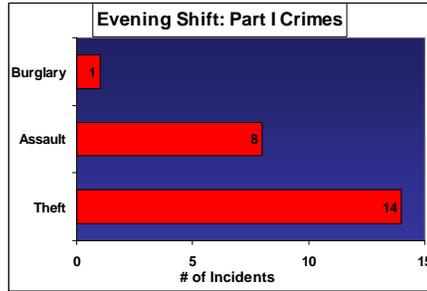
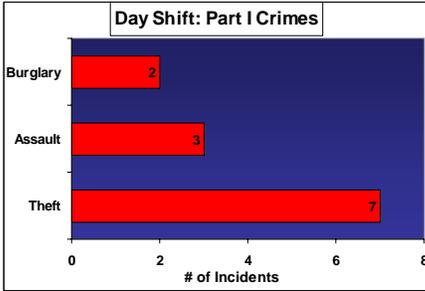
- **Busiest Days:** Saturday (40)
- **Busiest Times:** Saturday 12am-2am (25)

May:

- **Busiest Day:** Sunday (24); Tuesday (20); & Saturday (21)
- **Busiest Times:** Sunday 12am-2am (13); Saturday- 12am-2am (12)

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Part I Crimes



April Statistics:

- Day Shift: Theft=11; Assault=5; Burglary=1
- Evening Shift: Theft=7; Assault=14; Burglary=1
- Midnight Shift: Theft=10; Assault=4; Burglary=2; AFSA=1

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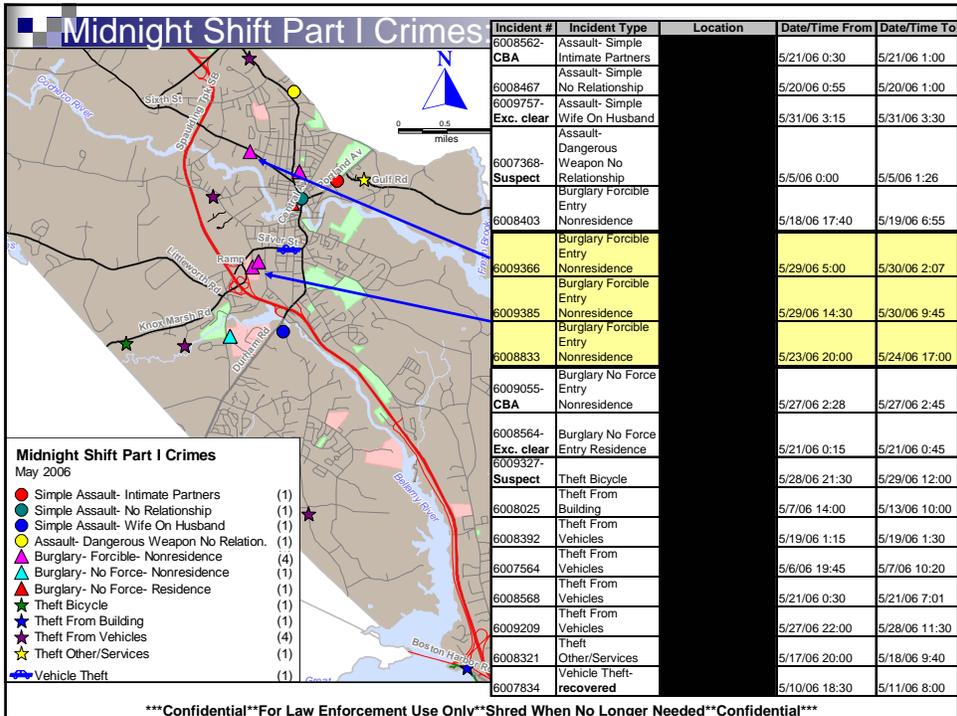
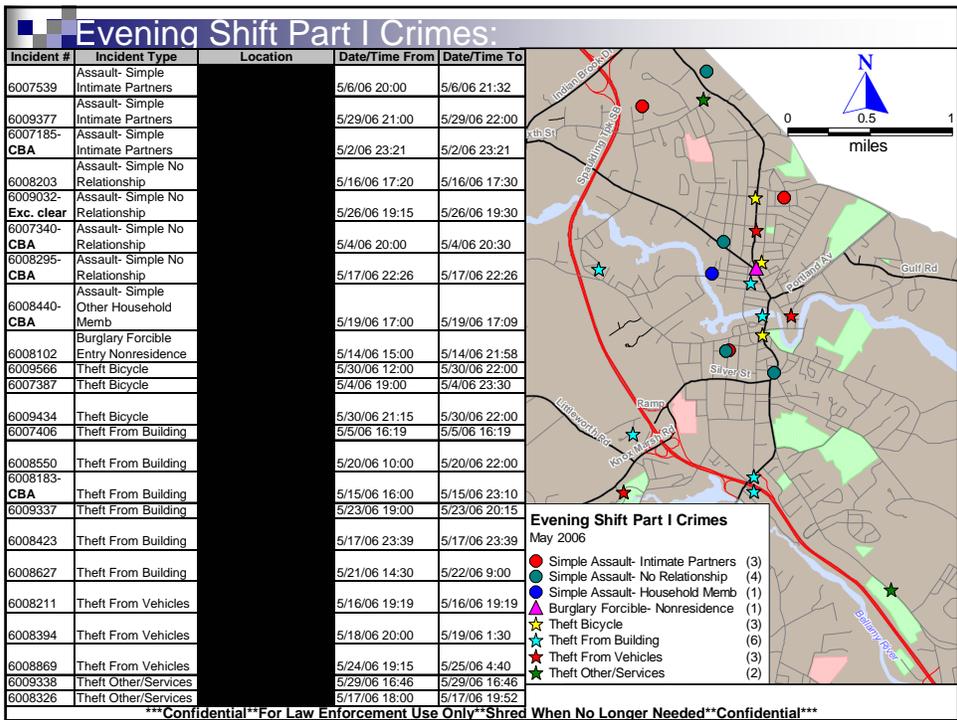
Day Shift Part I Crimes:

Day Shift Part I Crimes
May 2006

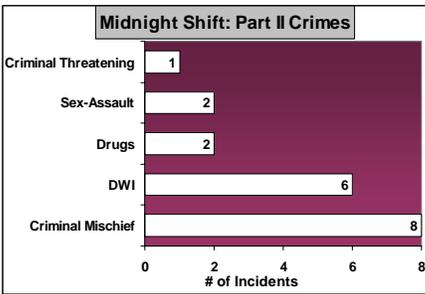
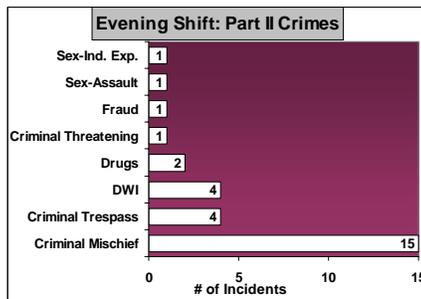
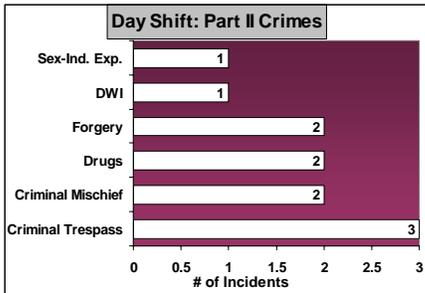
- Simple Assault- Husband On Wife (1)
- Simple Assault- Intimate Partners (1)
- Simple Assault- No Relationship (1)
- ▲ Burglary Attempt- Forcible- Residence (1)
- ▲ Burglary Forcible- Residence (1)
- ★ Theft From Building (2)
- ★ Theft From Vehicles (1)
- ★ Theft Other/Services (2)
- ★ Theft Shoplifting (2)

Incident #	Incident Type	Location	Date/Time From	Date/Time To
6009084-CBA	Assault- Simple Husband On Wife		5/27/06 13:10	5/27/06 13:10
6007999-CBA	Assault- Simple Intimate Partners		5/13/06 10:03	5/13/06 10:03
6007396-CBA	Assault- Simple No Relationship		5/5/06 11:15	5/5/06 11:15
6008350-CBA	Burglary Attempt- Forcible Entry Res.		5/18/06 14:37	5/18/06 14:37
6008658	Burglary Forcible Entry Residence		5/22/06 7:15	5/22/06 16:15
6009484	Theft From Building		5/1/06 9:00	5/7/06 9:00
6007115	Theft From Building		5/1/06 14:40	5/1/06 16:40
6007964	Theft From Vehicles		5/12/06 12:00	5/12/06 14:30
6009393	Theft Other/Services		5/25/06 11:00	5/26/06 11:00
6009383	Theft Other/Services		5/1/06 12:44	5/28/06 12:44
6007773-2 susp.	Theft Shoplifting		5/10/06 10:41	5/10/06 10:41
6008820-CBA	Theft Shoplifting		5/24/06 13:44	5/24/06 13:46

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Part II Crimes



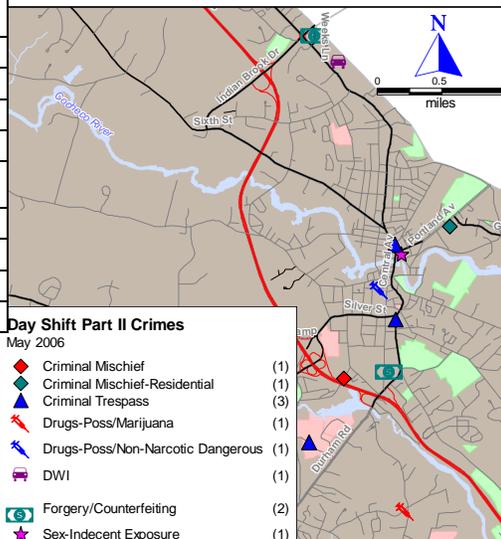
April Statistics:

- **Day Shift:** Criminal Mischief=6; Criminal Trespass=1; Fraud=1; DWI=1
- **Evening Shift:** DWI=7; Criminal Mischief=12; Criminal Trespass=2
- **Midnight Shift:** Criminal Mischief=16; DWI=4; Drugs=1

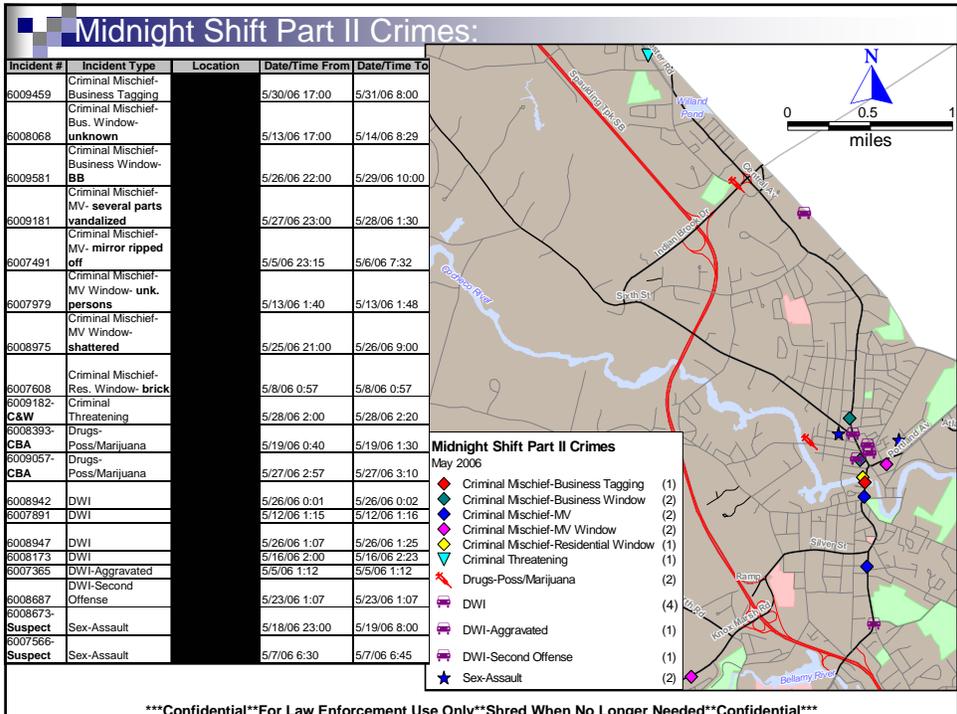
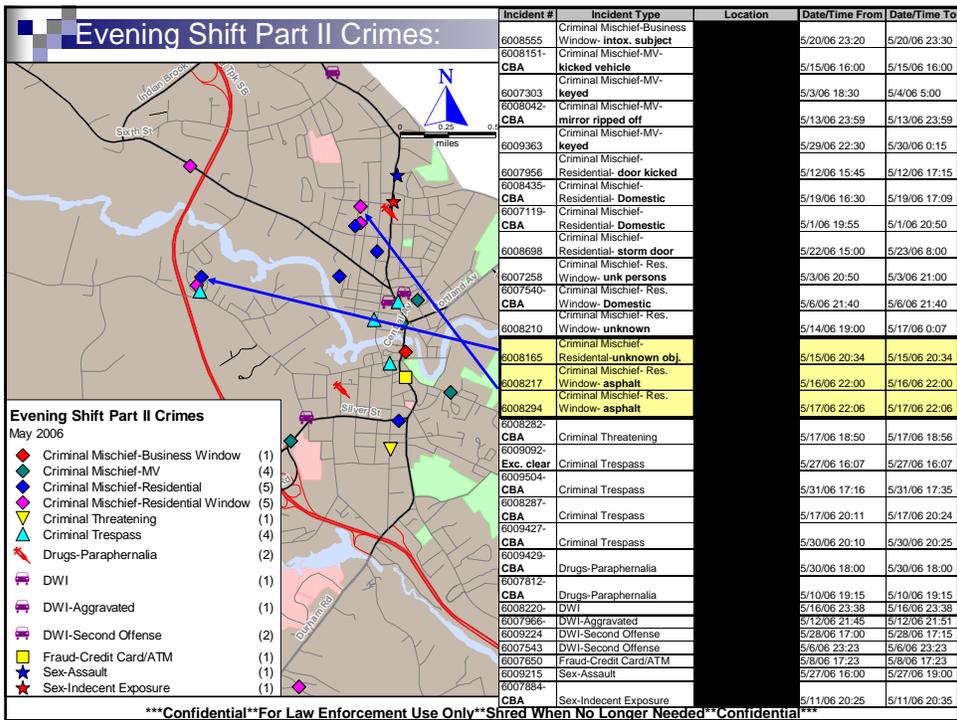
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Day Shift Part II Crimes:

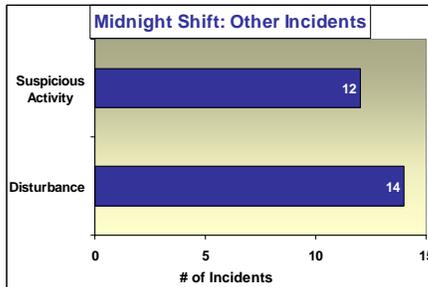
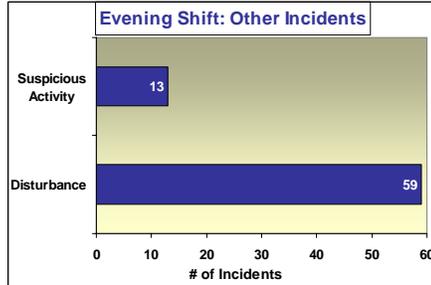
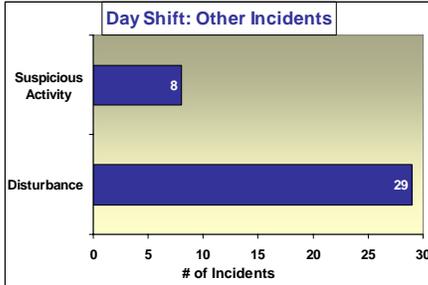
Incident #	Incident Type	Location	Date/Time From	Date/Time To
6009403	Criminal Mischief-bicycle taken, returned damaged		5/29/06 14:55	5/29/06 15:05
6007085	Criminal Mischief-Residential-vehicle drove on lawn		5/1/06 12:00	5/1/06 12:00
6007082-C&W	Criminal Trespass		5/1/06 7:00	5/1/06 7:00
6008811	Criminal Trespass		5/22/06 10:00	5/22/06 10:00
6009395-CBA	Criminal Trespass		5/30/06 13:20	5/30/06 13:50
6008507-CBA	Drugs-Poss/Marijuana		5/20/06 13:42	5/20/06 13:42
6008129-suspect	Drugs-Poss/Non-Narcotic Dangerous		5/15/06 11:58	5/15/06 11:58
6007792-CBA	DWI		5/10/06 15:40	5/10/06 15:50
6008014-suspect	Forgery/Counterfeiting		5/12/06 12:28	5/13/06 14:24
6008420	Forgery/Counterfeiting		5/18/06 12:00	5/18/06 14:08
6009378-CBA	Sex-Indecent Exposure		5/30/06 9:10	5/30/06 9:10



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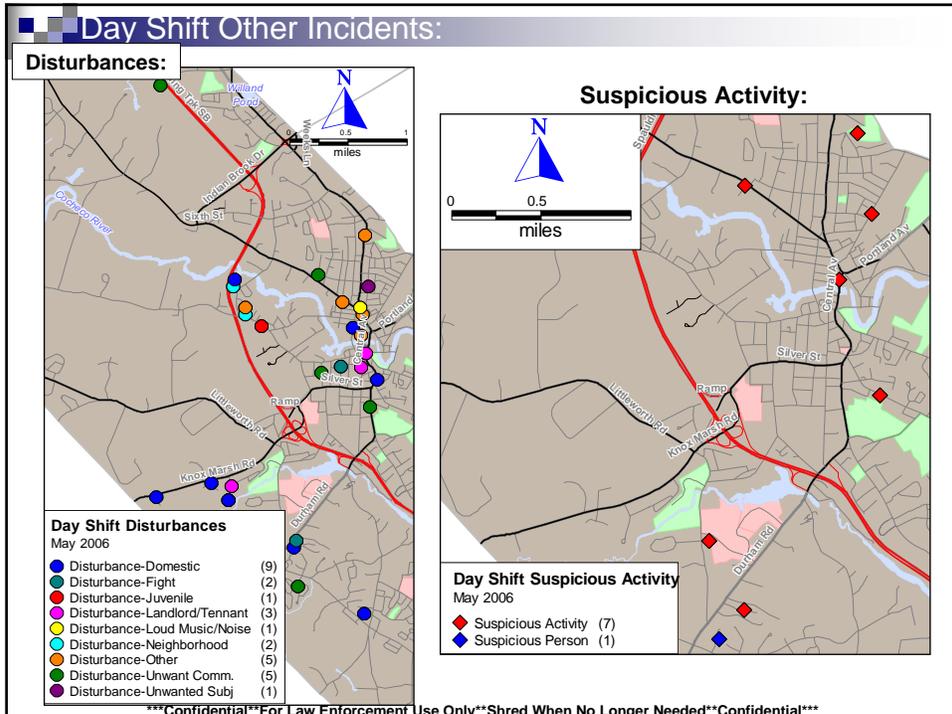
Other Incidents



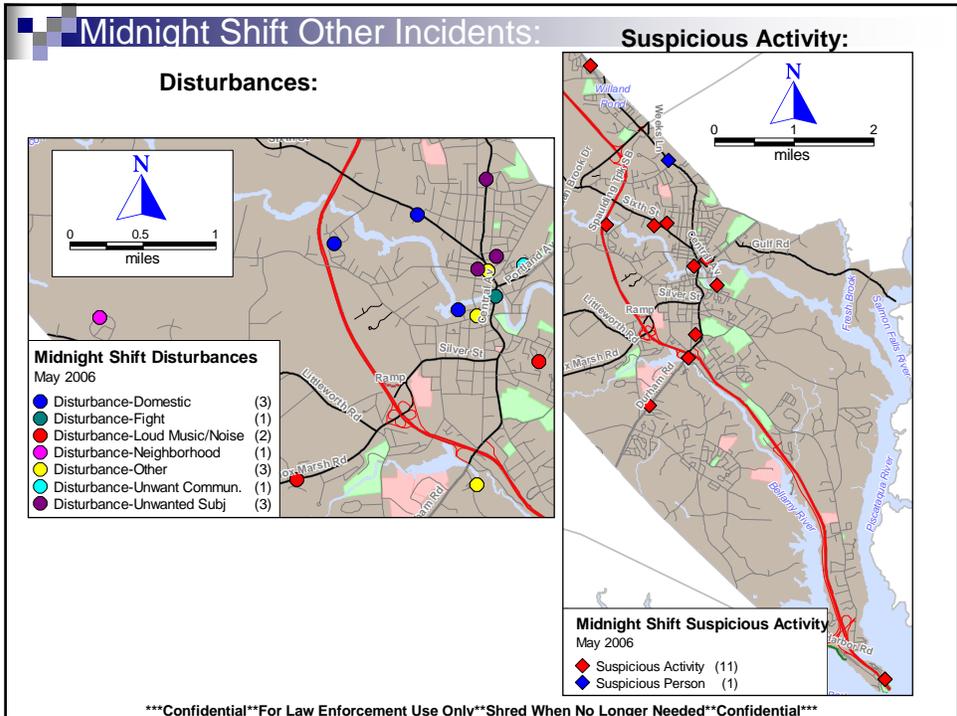
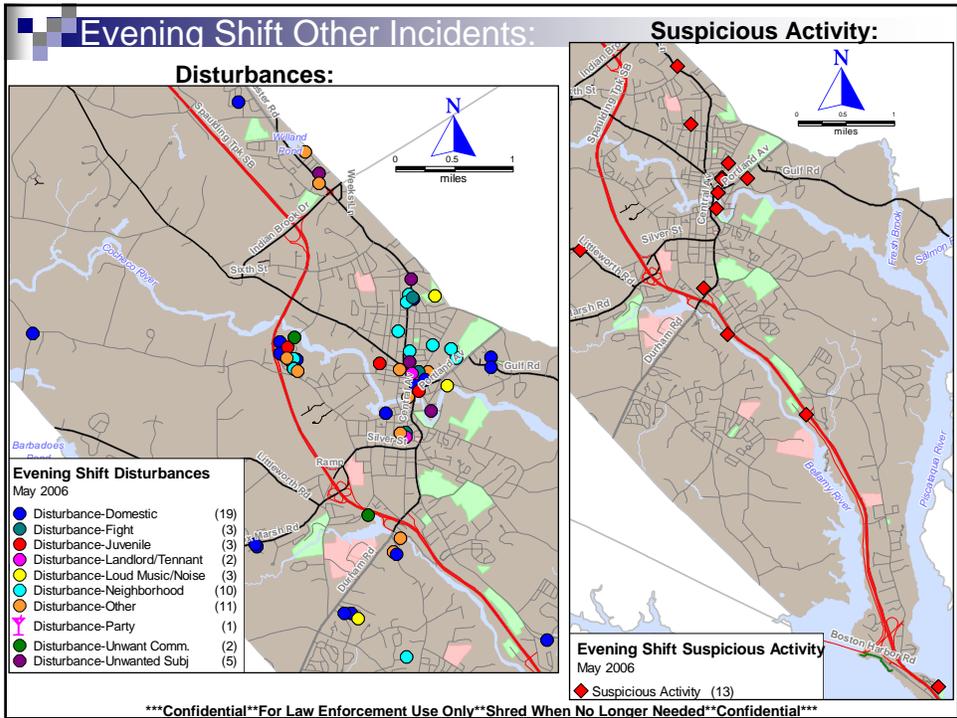
April Statistics:

- Day Shift: Disturbances=35; Suspicious Activity=15
- Evening Shift: Disturbances=38 Suspicious Activity=9
- Midnight Shift: Disturbances=19; Suspicious Activity=6

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Top Accident Locations

Day Shift

Durham Rd
Indian Brook @ Rt. 16
New Rochester Rd
Rt. 4 Scammel Bridge
Washington St

Evening Shift

Chestnut St
Weeks Crossing

Midnight Shift

Chestnut St

*Location that appeared on the April list of Top Accident Locations for that particular shift.

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Locations and Persons of Interest

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Address Redacted

Incident Type	Date/Time Reported	Incident #	Shift Occurred	Summary
Assist-Other	5/4/06 20:34	6007347	Evening	claimed that approached him outside his residence and was threatening him. There has been an ongoing neighbor dispute between of Apt. # and of Apt. # stemming from claiming that she was bit by 's dog.
Disturbance	5/5/06 21:49	6007466	Evening	pulled into the parking lot where she encountered and another argument ensued. claimed that approached her and was harassing her, while claimed that almost ran him over with her car.
Disturbance-Other	5/9/06 2:51	6007680	Midnight	Another disturbance between and .
Welfare Check/911 Trace	5/31/06 4:03	6009449	Midnight	called 911 to report that he had been assaulted by his wife and then hung up before being transferred. was contacted and informed officers that she and her husband had an argument.
Assault Other Assaults-Simple Wife On Husband	6/3/06 15:20	6009757	Midnight	made a report regarding the allegations from the above incident. stated that during an argument with his wife, she threw hot pizza on his chest causing burns to his skin . He then stated he did not wish to press charges. has reportedly moved in with her parents in at the time of this report.

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Address Redacted

Residence of

Photo Redacted

DOB:

Incident Type	Date/Time Reported	Incident #	Shift Occurred	Summary
Criminal Mischief-Residential Window	5/16/06 22:04	6008217	Evening	Someone threw a brick or piece of asphalt through the victim's window.
	5/17/06 22:06	6008294	Evening	Asphalt was again thrown at the victim's house breaking two windows. A tall, skinny, black male with a gap in his teeth, identifying himself as came to the door shortly before the damage occurred and was asking for . The description was said to fit that of .
Suspicious Activity	5/22/06 19:30	6008671	Evening	Green Honda pulled up to the residence (white female driver). A black male came to the door and asked for . Two other males (1 black, 1 white) were standing by the fence.

•The victim in the above incidents has reported seeing a **purple Hyundai Tiburon** near his residence during one of the criminal mischief incidents.

•This vehicle was also seen at a criminal mischief incident at (6008165)

• of owns a purple Tiburon and is believed to be involved in these incidents.

• is also a suspect in an assault (6008203), along with .

• was the victim of a stabbing assault from last summer of which (no relation to) was involved.

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Photo Redacted

DOB: [Redacted]
Address: [Redacted]

- [Redacted] was arrested for weapons possession on 5/28/2006. (6009186)
- He has known mental health issues and was committed to the State Hospital for Psychiatric Evaluation.
- 13 firearms were relinquished to property control.
- [Redacted] has since been released and has called Detective Burt requesting his firearms back.
- [Redacted] was informed that he needed to obtain a court order.

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Persons of Interest

Offenders/Suspects:

Name	DOB	Address	Arrested?	Related Case
[Redacted]	[Redacted]	[Redacted]	yes, 6/13/2006	6010387
[Redacted]	[Redacted]	[Redacted]	yes, 6/13/2006	6010387
[Redacted]	[Redacted]	[Redacted]	yes, 6/14/2006	6010387
[Redacted]	[Redacted]	[Redacted]		6010387

Known Associates of Offenders:

Name	DOB	Address	Associated with:
[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]

Other Persons of Interest Contacted during Surveillance:

Name	DOB	Case	Contact Location	Date/Time Contacted
[Redacted]	[Redacted]	6012913 (CAD)	Woodman Park- field near tennis courts	6/6/06 23:17
[Redacted]	[Redacted]	6012913 (CAD)	Woodman Park- field near tennis courts	6/6/06 23:17
[Redacted]	[Redacted]	Field Contact Card	Garrison School- rear yard	6/9/06 1:20
[Redacted]	[Redacted]	Field Contact Card	Garrison School- rear yard	6/9/06 1:20
[Redacted]	[Redacted]	6013276 (CAD)	DHS	6/11/06 1:05
[Redacted]	[Redacted]	6013276 (CAD)	DHS	6/11/06 1:05

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Photo Redacted

Photo Redacted

Photo Redacted

COPY

December 29, 2005

«Last_Name»
«Company_Name»
«Address_Line_1»
«Address_Line_2»
«City», New Hampshire «ZIP_Code»

Dear «First_Name»:

I am writing to invite you to participate as a member of the Dover Police Department Citizens Strategic Planning Committee.

As the New Year begins, it has become apparent that due to the passage of time, changes within the community, the development of new technology and other unforeseen events there exists a need to update the goals and modify the recommendations made by the first Dover Police Department Citizens Strategic Planning Committee in 1996.

In 1996, the Dover Police Department convened a group of volunteer community representatives to serve on a strategic planning committee. These committee members, twelve in all, represented a broad cross section of the community and included representatives from the business community, City Council, the elderly, parents, public housing and the legal community.

A review of the recommendations of the original committee clearly established the value of community involvement in the development of the police department. The recommendations of the original committee became central to the planning strategies of the police department.

I anticipate that the new committee, through three or four morning meetings, will take a fresh look at the operations of the police department, with a goal of helping to establish the priorities and identify the resources necessary for the policing of Dover over the next five to ten years.

Your participation on this committee would be greatly appreciated and as such I look forward to hearing from you and hope that I can count on your participation when we convene the committee in January.

At your earliest convenience, please contact me if you will be able to assist us. Thank you for your consideration and I look forward to hearing from you.

Very truly yours,

WILLIAM W. FENNIMAN, JR.
Chief of Police

Borrin, Eric D.

From: Fenniman, William
Sent: Monday, February 13, 2006 1:15 PM
To: 'Don Medbery'; ' (mmoeller@mmoellerpa.com)'; 'Jack Buckley (jack@doverhousingauthority.org)'; 'Randy Hawkes'; ' (btisserand@comcast.net)'; 'Wayne Clapper'
Cc: Colarusso, Anthony; Estee, Brian P.; Borrin, Eric D.
Subject: Strategic Planning Committee

Thank you all for agreeing to serve on our Strategic Planning Committee. My staff and I look forward to your input. I would like to propose scheduling our first meeting on Friday March 10, 2006 at 8am. here at the Police Department.

If you will be unable to make it, please let me know. I am trying to coordinate everyone's schedule so that we have the best attendance possible.

I look forward to hearing from you in the near future. If you have any questions in the meantime, please don't hesitate to ask.

Bill

Fenniman, William

From: Sue Medbery [lodgeloghomes@comcast.net]
Sent: Thursday, February 16, 2006 8:50 AM
To: Fenniman, William
Subject: RE: Strategic Planning Committee

Dear Chief,

Will be there on March 10th at 8 AM God willing and the Cocheco don't rise. Don Medbery

From: Fenniman, William [mailto:bill.fenniman@ci.dover.nh.us]
Sent: Monday, February 13, 2006 1:15 PM
To: 'Don Medbery'; ' (mmoeller@mmoellerpa.com)'; 'Jack Buckley (jack@doverhousingauthority.org)'; 'Randy Hawkes'; ' (btisserand@comcast.net)'; 'Wayne Clapper'
Cc: Colarusso, Anthony; Estee, Brian P.; Borrin, Eric D.
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I look forward to hearing from you in the near future. If you have any questions in the meantime, please don't hesitate to ask.

Bill

March 7, 2006

To: Chief William Fenniman

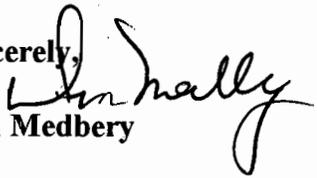
From: Don Medbery

Re: Dover Police Strategic Planning Commission

This letter is to inform you that with sincere regret I cannot serve on the Strategic Planning Commission without conflict. I am contemplating litigation regarding the adverse affects the planned reopening of the Tolend Land Fill Dump have already had on our land/property values and our quality of life.

I wish you and all the members much success in your quest to improve the safety of the Dover Citizens.

Sincerely,


Don Medbery

A concerned Dover Citizen

MAR 7 2006

MAR 7 2006

Fenniman, William

From: Wayne Clapper [wayneclapper@comcast.net]
Sent: Wednesday, February 15, 2006 9:43 PM
To: Fenniman, William
Subject: RE: Strategic Planning Committee

Hi Bill,
March 10 at 8am works for me.
See you there,
Wayne

From: Fenniman, William [mailto:bill.fenniman@ci.dover.nh.us]
Sent: Monday, February 13, 2006 1:15 PM
To: 'Don Medbery'; ' (mmoeller@mmoellerpa.com)'; 'Jack Buckley (jack@doverhousingauthority.org)'; 'Randy Hawkes'; ' (btisserand@comcast.net)'; 'Wayne Clapper'
Cc: Colarusso, Anthony; Estee, Brian P.; Borrin, Eric D.
Subject: Strategic Planning Committee

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If you will be unable to make it, please let me know. I am trying to coordinate everyone's schedule so that we have the best attendance possible.

I look forward to hearing from you in the near future. If you have any questions in the meantime, please don't hesitate to ask.

Bill

Borrin, Eric D.

From: Fenniman, William
Sent: Tuesday, January 10, 2006 2:19 PM
To: Borrin, Eric D.
Subject: FW: Dover Police Department Citizens Strategic Planning Committee

-----Original Message-----

From: Mark Moeller [mailto:mmoeller@moellerpa.com]
Sent: Tuesday, January 10, 2006 2:19 PM
To: Fenniman, William
Subject: Re: Dover Police Department Citizens Strategic Planning Committee

Bill:

I received your letter of December 29, 2005 inviting me to participate on the new Dover Police Department Citizens Strategic Planning Committee. I would be honored to participate on this worthwhile committee. I continue to be a strong supporter of your department, and your need for a new facility.

I wanted to get this to you today, and will follow with a letter this week. Let me know when and where the committee will be meeting.

Regards, Mark Moeller



Mark S. Moeller

Professional Association

680 Central Avenue, Suite 103, Dover, New Hampshire 03820

Telephone (603) 749-7500

Fax (603) 749-7502

January 11, 2006

Chief of Police, William W. Fenniman, Jr.
Dover Police Department
46 Locust Street
Dover, N.H. 03820

Re: Dover Police Department Citizens Strategic Planning Committee

Dear Chief Fenniman:

Thank you for your letter of December 29, 2005 inviting me to participate as a member of the Dover Police Department Citizens Strategic Planning Committee. I gladly accept your invitation, and would be happy to participate as a member of this committee.

As a recent candidate for Dover City Council, I took the time to meet with various city departments so I could better understand their needs and goals. You were kind enough to meet with me, and to give me a tour of the facilities you presently occupy in the basement of City Hall.

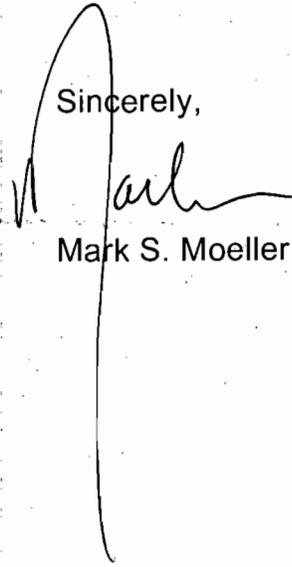
I was extremely impressed with the sophisticated computer system and software your department has designed to monitor problem areas throughout the city, and to monitor the location of your on-duty officers. At the same time, I observed that your department has outgrown the facility you now occupy, forcing many of your staff to work in cramped quarters and poor ventilation.

I would welcome the opportunity to be a member of your new strategic planning committee, which will take a fresh look at the operations of the police department with the goal of helping to establish new priorities and identify the resources necessary for the policing in Dover over the next five to ten years. I would like the opportunity to review the recommendations of the original committee of 1996 to give me some idea of what the original committee accomplished.

Chief Fenniman
January 11, 2006
Page Two.

I will look forward to hearing from you, and would be more than happy to participate in three or four morning meetings. Please let me know when and where the meetings will be.

Sincerely,

A handwritten signature in black ink, appearing to read 'Mark S. Moeller', with a long vertical flourish extending downwards from the end of the signature.

Mark S. Moeller

MSM/Imm

**Bernard P. Tisserand
2 Isaac Lucas Circle
Dover, New Hampshire 03820**

January 9, 2006

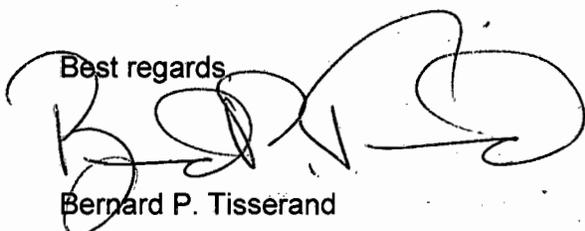
Chief William W. Fenniman, Jr.
City of Dover, New Hampshire
Police Department
46 Locust Street
Dover, New Hampshire 03820-3783

RE: Dover Police Department Citizens Strategic Planning Committee

Dear Chief Fenniman,

It is a great pleasure to have received your invitation to join other members of our community to be on this committee. I would be proud to assist in any way possible and look forward to participating in this effort.

Best regards,



Bernard P. Tisserand

Tuesday, March 28, 2006

Chief William Fenniman,
Dover NH Police Department
Dover NH 03820

Dear Chief Fenniman:

Thank you for the opportunity to serve on the Police Advisory group. I look forward to working with that team in fully meeting its goals and objectives as you have laid them out.

When appropriate, I would welcome the opportunity to meet you and to take a tour of the present facility.

During the meantime, I thought that it would be useful to you for me to provide a brief resume or profile indicating my various work experiences. Should you have any questions please don't hesitate to ask.

Thanks again Chief.

Sincerely,



Donald Andolina
59 Littleworth Road
Dover NH 03820

Fenniman, William

From: Randy Hawkes [rhawkes@nhpd.org]
Sent: Tuesday, February 14, 2006 9:05 AM
To: Fenniman, William
Subject: RE: Strategic Planning Committee

i'll see you then
randy

From: Fenniman, William [mailto:bill.fenniman@ci.dover.nh.us]
Sent: Monday, February 13, 2006 1:15 PM
To: 'Don Medbery'; ' (mmoeller@mmoellerpa.com)'; 'Jack Buckley (jack@doverhousingauthority.org)'; Randy Hawkes; ' (btisserand@comcast.net)'; 'Wayne Clapper'
Cc: Colarusso, Anthony; Estee, Brian P.; Borrin, Eric D.
Subject: Strategic Planning Committee

Thank you all for agreeing to serve on our Strategic Planning Committee. My staff and I look forward to your input. I would like to propose scheduling our first meeting on Friday March 10, 2006 at 8am. here at the Police Department.

If you will be unable to make it, please let me know. I am trying to coordinate everyone's schedule so that we have the best attendance possible.

I look forward to hearing from you in the near future. If you have any questions in the meantime, please don't hesitate to ask.

Bill

Fenniman, William

From: Mark Moeller [mmoeller@moellerpa.com]

Sent: Monday, February 13, 2006 5:14 PM

To: Fenniman, William

Subject: RE: Strategic Planning Committee

Bill: Friday, March 10, 2006 8:00 a.m. looks fine. I'll be there. Mark Moeller

-----Original Message-----

From: Fenniman, William [mailto:bill.fenniman@ci.dover.nh.us]

Sent: Monday, February 13, 2006 1:22 PM

To: 'Mark Moeller (mmoeller@moellerpa.com)'

Subject: FW: Strategic Planning Committee

Thank you all for agreeing to serve on our Strategic Planning Committee. My staff and I look forward to your input.

I would like to propose scheduling our first meeting on Friday March 10, 2006 at 8am. here at the Police Department.

If you will be unable to make it, please let me know. I am trying to coordinate everyone's schedule so that we have the best attendance possible.

I look forward to hearing from you in the near future. If you have any questions in the meantime, please don't hesitate to ask.

Bill

Fenniman, William

From: Bernard Tisserand [btisserand@comcast.net]
Sent: Monday, February 13, 2006 5:02 PM
To: Fenniman, William; 'Don Medbery'; mmoeller@mmoellerpa.com; 'Jack Buckley'; 'Randy Hawkes'; 'Wayne Clapper'
Cc: Colarusso, Anthony; Estee, Brian P.; Borrin, Eric D.
Subject: RE: Strategic Planning Committee

March 10th at 08:00 is just fine.

See you then.

Bernard

From: Fenniman, William [mailto:bill.fenniman@ci.dover.nh.us]
Sent: Monday, February 13, 2006 13:15
To: 'Don Medbery'; ' (mmoeller@mmoellerpa.com)'; 'Jack Buckley (jack@doverhousingauthority.org)'; 'Randy Hawkes'; ' (btisserand@comcast.net)'; 'Wayne Clapper'
Cc: Colarusso, Anthony; Estee, Brian P.; Borrin, Eric D.
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If you will be unable to make it, please let me know. I am trying to coordinate everyone's schedule so that we have the best attendance possible.

I look forward to hearing from you in the near future. If you have any questions in the meantime, please don't hesitate to ask.

Bill

Borrin, Eric D.

From: Fenniman, William
Sent: Tuesday, March 07, 2006 10:33 AM
To: '(btisserand@comcast.net)'; 'Don Medbery'; 'Jack Buckley (jack@doverhousingauthority.org)'; 'Mark Moeller (mmoeller@moellerpa.com)'; 'Randy Hawkes'; 'Wayne Clapper'
Cc: Colarusso, Anthony; Estee, Brian P.; Borrin, Eric D.
Subject: Upcoming meeting
Attachments: 2006 Agenda #1.doc

Good day all !!

Attached is the agenda for Friday's Strategic Planning meeting. I look forward to seeing you then.

Bill

COPY

March 28, 2006

Mr. Donald Andolina
59 Littleworth Road
Dover, New Hampshire 03820

Dear Mr. Andolina:

Thank you for agreeing to serve on the 2005-2006 Dover Police Department's Strategic Planning Committee. I am honored that you have committed to this process which we feel is very important not only for our organization but also for the citizens of Dover.

As we get started in the process, I have attached the prior Strategic Planning documents and updates as well as an Organizational Chart and FY06 Budget for the Police Department. I would anticipate that we will begin getting you up to speed in the next few days so that you are ready to go at our meeting on Friday, April 7.

In an effort to coordinate schedules, I would ask that you email me an address that you would like us to correspond with you at so that I may facilitate the scheduling of our meetings at a time that is mutually convenient for the majority of the members. I can be reached at bill.fenniman@ci.dover.nh.us.

If you have any further questions before we begin, please don't hesitate to contact me. Once again, thank you for your help.

Very truly yours,

WILLIAM W. FENNIMAN, JR.
Chief of Police

WWF/kfd

COPY

March 28, 2006

Mr. Robert Straton
46 Rutland Street
Dover, New Hampshire 03820

Dear Mr. Straton:

Thank you for agreeing to serve on the 2005-2006 Dover Police Department's Strategic Planning Committee. I am honored that you have committed to this process which we feel is very important not only for our organization but also for the citizens of Dover.

As we get started in the process, I have attached the prior Strategic Planning documents and updates as well as an Organizational Chart and FY06 Budget for the Police Department. I would anticipate that we will begin getting you up to speed in the next few days so that you are ready to go at our meeting on Friday, April 7.

In an effort to coordinate schedules, I would ask that you email me an address that you would like us to correspond with you at so that I may facilitate the scheduling of our meetings at a time that is mutually convenient for the majority of the members. I can be reached at bill.fenniman@ci.dover.nh.us.

If you have any further questions before we begin, please don't hesitate to contact me. Once again, thank you for your help.

Very truly yours,

WILLIAM W. FENNIMAN, JR.
Chief of Police

WWF/kfd

Borrin, Eric D.

From: Fenniman, William
Sent: Wednesday, April 26, 2006 9:57 AM
To: ' (btisserand@comcast.net)'; 'Don Andolina (dandolina@comcast.net)'; 'Jack Buckley (jack@doverhousingauthority.org)'; 'Randy Hawkes'; 'Wayne Clapper'; 'Mark Moeller (mmoeller@moellerpa.com)'
Cc: Colarusso, Anthony; Estee, Brian P.; Borrin, Eric D.
Subject: Strategic Planning Meeting

Due to some scheduling conflicts with some members of the Committee as well as some of my personnel, I would like to move our next meeting to Friday May 12 at 8am.
As you know we will going over all PD programs and traveling to our different operational sites.

Borrin, Eric D.

From: Fenniman, William

Sent: Wednesday, June 07, 2006 8:44 AM

To: Police_ShiftCmdrs; Mutter, Jeffrey; Loftus, Deirdre; Borrin, Eric D.; Colarusso, Anthony; Estee, Brian P.; ' (btisserand@comcast.net)'; 'Don Andolina (dandolina@comcast.net)'; 'Jack Buckley (jack@doverhousingauthority.org)'; 'Mark Moeller (mmoeller@moellerpa.com)'; 'Randy Hawkes'; 'Wayne Clapper'

Subject: LEADS

The monthly LEADS meeting will be Thursday June 15 at 8am. All Strategic Planning Committee members are invited to attend.

As previously stated, the SPC meeting will be Friday the 16th at which time we will go over the draft report. Which will be sent to you shortly.

Borrin, Eric D.

From: Fenniman, William

Sent: Tuesday, May 23, 2006 7:23 AM

To: '(btisserand@comcast.net)'; 'Don Andolina (dandolina@comcast.net)'; 'Jack Buckley (jack@doverhousingauthority.org)'; 'Mark Moeller (mmoeller@moellerpa.com)'; 'Randy Hawkes'; 'Wayne Clapper'

Cc: Borrin, Eric D.; Colarusso, Anthony; Estee, Brian P.

Subject: LEADS

Just a quick reminder that the monthly LEADS meeting will be this Thursday at 8 am. All are welcome to attend.

The next meeting of the Strategic Planning Committee will be Friday June 2 at 8 am. I hope to have the process wrapped up by June 16.

If you have any questions, please don't hesitate to contact me.

Bill

DOVER, NEW HAMPSHIRE POLICE DEPARTMENT

2006 STRATEGIC PLANNING COMMITTEE

AGENDA March 10, 2006 8:00 AM

- I. Introduction and Purpose of Strategic Planning Committee
- II. Introduction of Committee Members
- III. Overview of Process
 - A. Administration and Management
 - B. Technology
 - C. Human Resources
 - D. Police Services
- IV. Tour of Police Department
- V. Determine next meeting date
- VI. Adjournment



DOVER POLICE DEPARTMENT

Dover, New Hampshire
Memorandum

TO: Strategic Planning Committee/File
FROM: Sergeant Eric D. Borrin
RE: Minutes- Strategic Planning Committee Meeting (3/10/06)
DATE: March 10, 2006

Present: Chief William W. Fenniman, Jr., Captain Brian Estee, Captain Anthony Colarusso, Mark Moeller, Randy Hawkes, Bernard Tisserand, Jack Buckley, Wayne Clapper, Sgt. Eric Borrin

- Chief Fenniman introduced the Committee members
 - Wayne Clapper- President Egg Clearing House
 - Jack Buckley- Exec. Director Dover Housing Authority
 - Randy Hawkes- Head of NH Public Defenders Strafford County Office.
 - Mark Moeller- Practicing Attorney (Civil/Criminal/Domestic)
 - Bernard Tisserand- Principal, Global InterOp LLC and a Law Enforcement Technology and Network Security Specialist
 - Don Medbery- Chief Fenniman informed the committee resigned the Committee prior to the first meeting.
- Introduction of Captain Estee (Field Operations Division Commander) and Captain Colarusso (Support Services Division Commander).
- Introduction and Purpose of Strategic Planning Committee
 - Process will involve looking at the various pieces of the agency, the “ins and outs” of the why we do what we do. The committee will work toward providing feedback as we review the agency.
- Chief Fenniman gave an overview of the agency and led an agency tour.
 - Chief Fenniman reminded the committee to feel free to ask questions of anyone at anytime. The committee was provided with contact

numbers so that they could contact staff directly, rather than go through channels.

- Overview of Accreditation
- Overview of Strategic Deployment Initiative
- Reminder: Committee members are welcome to attend the next Strategic Deployment Presentation on 3/23 @ 8:00 AM (Chief's Conference Room)
- Next meeting will be held on Friday March 24, 2006 @ 8:00 AM and will cover the Administration and Management Functions of the Agency.

**DOVER, NEW HAMPSHIRE
POLICE DEPARTMENT
2006
STRATEGIC PLANNING
COMMITTEE
AGENDA
March 24, 2006 8:00 AM**

- I. Call to Order
- II. Approval of Minutes from March 10, 2006 meeting
- III. Presentations on Administration and Management Functions of the Agency
 - A. Management Information Bureau
 - B. Communications Bureau
 - C. Traffic Bureau
 - D. Records Bureau
 - E. Community Outreach Bureau
 - F. Special Investigations Bureau
 - G. Legal/Victim Services Bureau
- IV. Presentation on Human Resources Function (time permitting)
- V. Determine next meeting date
- VI. Adjournment



DOVER POLICE DEPARTMENT

Dover, New Hampshire
Memorandum

TO: Strategic Planning Committee/File
FROM: Sergeant Eric D. Borrin
RE: Minutes- Strategic Planning Committee Meeting (3/24/06)
DATE: March 24, 2006

Present: Chief William W. Fenniman, Jr., Captain Brian Estee, Captain Anthony Colarusso, Mark Moeller, Randy Hawkes, Bernard Tisserand, Jack Buckley, Wayne Clapper, Sgt. Eric Borrin, Sgt. Mutter, Sgt. Malsbury, Lt. Simons, Officer Speidel, Diana Wingren, Barbara Wentworth, Lt. Fenton, Foster's Reporter Tom Kressler.

- Chief Fenniman called the meeting to order at 8:00AM
- Presentations on Administration and Management Functions
 - Captain Estee (Field Operations Division)
 - Q&A from Committee Members regarding staffing levels, shift assignments, downtown liaison unit, quality of life at DHA, positive comments regarding mounted patrol
 - Captain Colarusso (Support Services Division)
 - Sgt. William Malsbury (Legal/Victim Services Bureau)
 - Q&A from Committee Members regarding: Complimented by Attorney Moeller and Attorney Hawkes for doing a good job prosecuting cases/representing DPD.
 - Lt. Mike Fenton (MIS Bureau)
 - Q&A from Committee Members regarding: Uninterrupted Power Supplies, 24 hour operation. Comment from BT regarding the need to regionalize information. Lt. Fenton advised that DPD has received a grant to provide output info to a regional source through Georgia State. Comment from BT and MM that there is

a need to standardize the information. Q from WC regarding database security.

- Barbara Wentworth (Communications Bureau)
- Officer Marn Speidel (Traffic Bureau)
 - Q&A from Committee Members: No help asked for/received from NHSP on Accident Reconstruction. The DPD Traffic Accident Reconstruction team is self-sufficient.
- Diana Wingren (Records Bureau)
- Lt. William Simons (Community Outreach Bureau)
 - Q&A from Committee Members: How much of bureau activity is supported by grants? A: 80% of bureau activities supported by non-city funds.
- Sgt. Jeffrey Mutter (Special Investigations Bureau)
- Sgt. Eric Borrin (Professional Standards Bureau)
 - Q&A from Committee Members: What is the status of your firearms facility? A: Limited use of Somersworth Range
- Next Meeting will be April 7, 2006 @ 8:00 AM
- Meeting adjourned at 10:00 AM

**DOVER, NEW HAMPSHIRE
POLICE DEPARTMENT
2006**

**STRATEGIC PLANNING
COMMITTEE
AGENDA**

April 7, 2006 8:00 AM

- I. Call to Order
- II. Approval of Minutes from March 24, 2006 meeting
- III. Presentations on Technology Functions of the Agency
 - A. Management Information Bureau
 - B. Communications Bureau
- IV. Determine next meeting date
- V. Adjournment



DOVER POLICE DEPARTMENT

Dover, New Hampshire
Memorandum

TO: Strategic Planning Committee/File
FROM: Sergeant Eric D. Borrin
RE: Minutes- Strategic Planning Committee Meeting (4/7/06)
DATE: April 7, 2006

Present: Chief William W. Fenniman, Jr., Captain Brian Estee, Captain Anthony Colarusso, Mark Moeller, Randy Hawkes (left at 0845), Bernard Tisserand, Jack Buckley, Wayne Clapper, Donald Andolina, Robert Straton, Lt. D. Mike Fenton, Brian Bortz, Barbara Wentworth, Sgt. Eric Borrin.

- Chief Fenniman called the meeting to order at 8:05AM. The Chief introduced Donald Andolina and Robert Straton to those assembled. Mr. Andolina and Mr. Straton are the newest members of the Strategic Planning Committee. Both contacted Chief Fenniman over the past two weeks to request appointments to the Committee. Welcome Mr. Andolina and Mr. Straton!
 - Presentation on Technology Functions of the Agency (by Lt. Fenton and Brian Bortz)
 - History of IT development at Dover PD
 - Description of current technology in use
 - QED WebPartner
 - Questions regarding security of data and voice transmissions
 - Questions regarding cost of scrambling voice transmissions
 - Conversation regarding Incident Command System and use of plain language. DPD doesn't feel that there is a need to scramble voice communication at this point.

- Demonstration of Automatic Vehicle Locator system (AVL) [discussion about the system]
- Demonstration of daily journal
- DPD systems run both the QED Forge System and the new QED WebPartner system. We are a Beta site for the QED Law Enforcement programs.
- Demonstration of the reporting system (user interface)
- Discussion of systems supported including:
 - Computer Aided Testing
 - Document Imaging System
 - Inventory Management
 - Personnel Records Management
 - SPOTS CAD CFS Interface
 - MS Office Suite
 - Crime Line
 - ODBC Interface (Crime Analyst Data Import)
- Information Technology focus for the next 5 years
 - Upgrading of mobile communications
 - Currently the speed of getting data to/from cruisers is a problem
 - The expectation is that we can increase transfer speed by 3X in the next two years
 - Would like to move to a Biometric (or similar) identification system for computer security (depending on cost) especially as passwords can be broken easily.
 - Completion of E991 interface (scheduled for 2006-2007)
 - Working on identifying a reliable voice recognition system (perhaps 3-4 year out) that can be used for report writing in the cruisers.
- Presentation on communications system history (by Barbara Wentworth)
 - Analog vs. Digital Communication
 - Currently we can talk to anyone in the state for interoperability (limited to dispatch and cruiser based digital radios [see below]).

- DPD currently has a “voter” 4 tower system that means that portable radios communicate with dispatch and that in many cases other officers cannot hear the broadcasts of other officers.
 - This causes dispatch to relay messages, and prevents timely information transfer.
 - For the future, we are working on a repeater system to replace the voter system. This would allow everyone on the system to monitor transmissions in real time.
 - DPD doesn't have enough digital capable radios at this time. DPD has 26, needs 48 total. [Discussion about cost of radios (around \$3k each)] DPD purchased all of the current radios under a grant, and there is no further grant \$ available. Discussion about corporate partnership program potentials.
- Strategic Deployment Meeting April 20, 2006 @ 8:00 AM all are welcome to attend.
- Next Meeting will be April 21, 2006 @ 8:00 AM
- Meeting adjourned at 9:25 AM

**DOVER, NEW HAMPSHIRE
POLICE DEPARTMENT
2006**

**STRATEGIC PLANNING
COMMITTEE**

AGENDA

April 21, 2006 8:00 AM

- I. Call to Order
- II. Approval of Minutes from April 7, 2006 meeting
- III. Presentations on Human Resources function of the Agency
 - A. Overview
 - B. Review of Dover Police Association (Patrol) Contract
 - C. Review of Dover Police Administrators Association (Supervisors) Contract
- IV. Determine next meeting date
- V. Adjournment



DOVER POLICE DEPARTMENT

Dover, New Hampshire
Memorandum

TO: Strategic Planning Committee/File
FROM: Sergeant Eric D. Borrin
RE: Minutes- Strategic Planning Committee Meeting (4/21/06)
DATE: April 21, 2006

Present: Chief William W. Fenniman, Jr., Captain Brian Estee, Captain Anthony Colarusso, Sergeant Eric Borrin, Donald Andolina, Randy Hawkes, Mark Moeller, Robert Stratton. Mr. Clapper and Mr. Buckley advised they would not be attending due to other commitments.

The meeting opened with a discussion regarding the L.E.A.D.S (Law Enforcement Assisted by Data and Statistics) strategic deployment initiative. Several committee members have sat in on the past two L.E.A.D.S. meetings and expressed that they were impressed by the initiative itself and the manner in which the meeting was conducted and information was shared among the staff present.

1. Presentation by Chief Fenniman regarding Human Resources

- Staffing Table and breakdown of primary assignments.
 - We have around 86 people (full and part-time combined)
- Staff (Management)
 - Remains at 14, as it has for the past 21 years
- Review of Patrol and Management Contracts (Collective Bargaining Units)

2. Discussion regarding the perceived differences noted by Committee Members between employee/management relations at Dover PD and Rochester PD

- Chief Fenniman emphasized that the preservation of management rights is critical to the success of Dover Police Department.

3. Discussion regarding recruiting goals/standards

- DPD recruits at the local and national level and has branched out into online recruiting over the past 5 years.

- DPD participates in a regional testing process with around 30 other cities and towns in Southern Maine and Central/Eastern NH.
 - The current starting salary @ DPD for police recruits is \$38,688. Combined with good benefits and plentiful career development paths (DARE, SRT, Mounted, Motorcycle, etc.) DPD have been fortunate in recruiting good candidates.
 - As a rule of thumb, most police departments feel that if they can keep personnel for the first 3-5 years, they will stay for the duration of their career.
4. Discussion regarding the quality of leadership at Dover Police Department
- Chief Fenniman said that it is the first line supervisors who are the conduit for delivering management directives to the line officers, and that they should be commended for doing such a good job.
5. Considerations
- There are 56 sworn officers (authorized strength). Currently 54 slots are filled. Two slots are being kept open in anticipation of the annual budget process.
 - There has been a lot of pressure on the patrol function over the past 5 years, as DPD has continued to focus on our successful community outreach efforts. Looking ahead, Chief Fenniman feels that DPD will need another four officer's total to join the ranks; one for each of the patrol shifts, and one to be assigned to Detectives.
6. Overtime
- Shift OT is very limited, about \$236,000 a year (which equates to 3.1% of the total DPD budget)
 - Sick leave is less than 2 days per person, per year even though employees are contractually granted 10 days per year.
 - Chief Fenniman explained the difference between patrol overtime and detail overtime.

The next meeting will be held on May 5, 2006 @ 0800 in Chief's Conference Room.

Meeting adjourned at 9:05 AM

FIELD OPERATIONS DIVISION

Introduction

Captain Brian P. Estee
Commander, Field Operations Division

Division Description

As its name implies, the Field Operations Division encompasses the department's operations performed in the field/on the street, to ensure the responsible enforcement of all laws and ordinances, the prevention of crime and the maintenance of peace and order within the community. The Field Operations Division is comprised of the following bureaus, shifts and other specialized functions:

- Communications Bureau (aka Dispatch)
- Patrol First Shift / 0700-1700 hours
- Patrol Second Shift / 1600-0200 hours
- Patrol Third Shift / 2300-0900 hours
- Parking/Traffic Bureau
- Downtown Liaisons (Mounted Patrol)
- Animal Control
- Special Services Unit/Accident Reconstruction Team

Division Personnel

The Communications Bureau is staffed by a civilian supervisor and civilian dispatchers. The Parking/Traffic Bureau is staffed by a sworn officer and civilian enforcement personnel. The Patrol Shifts are all staffed by sworn personnel. Animal Control is a civilian position supervised by a sworn Patrol Supervisor. The Mounted Patrol is staffed by sworn officers, supported by a number of civilian volunteers.

Additional Responsibility (F.O.D. Commander)

- On call 24 hours to provide direction to FOD personnel and respond to any major incident
- Media liaison relative to criminal activity, arrests and other items pertaining to the Field Operations Division.
- Serve on committees
- Oversee and manage internal investigations relative to any complaints made against the police department.

SUPPORT SERVICES DIVISION

Introduction

Captain Anthony F. Colarusso, Jr.
Commander, Support Services Division

Division Description

The Support Services Division provides a wide array of services in support of the department and the community. The Bureaus under the Support Services Division are as follows:

- Special Investigations Bureau
- Legal/Victim Services Bureau
- Professional Standards Bureau
- Records Bureau
- Community Outreach Bureau

Division Personnel

Each Bureau is staffed based on duties, responsibilities and workload. More details will be provided by each Bureau Commander.

Additional Information

In addition to direct supervision of Bureaus:

- On call 24 hours and shares calls with Special Investigation Commander.
- Interviews all candidates for Police Officers as well as some civilian positions.
- Designs and implements promotional process for the department.
- Overall Grant Management.
- Americans with Disability Act Coordinator.
- Serve on Committees.

PROFESSIONAL STANDARDS BUREAU

Introduction

Sergeant Eric D. Borrin

Commander, Professional Standards Bureau (2002-Present)

- Responsible for the planning and management of the CALEA accreditation process. Direct responsibility to ensure the continuance of CALEA accredited status for the agency.
- Responsible for management of all other Professional Standards Bureau Functions (below).

Bureau Description

Professional Standards Bureau: Acts as a “one stop” shop for a number of interrelated functions including hiring, training, continuing education, personnel file maintenance, policy writing and compliance, equipment procurement and distribution, and building maintenance.

- The recruitment, selection, and hiring processes for police officers.
- Management and implementation of the recruit training (Field Training) process.
- Implementation and management of the written and computerized directive systems within the agency.
- Development and publication of policies and procedures within the agency.
- Development and implementation of court defensible firearms and use of force training programs.
- Development, implementation and/or coordination of in-service and specialized agency training programs.

Bureau Personnel

- The Personnel Assistant (35 hours/week) is the Bureaus only other regularly staffed position. This non-sworn position is primarily responsible for the planning, development and implementation of operational programs along with the maintenance of personnel records in accordance with policy and directives.

SPECIAL INVESTIGATIONS BUREAU

Introduction:

- Sergeant Jeffrey Mutter, Commander Special Investigations Bureau
- Responsible for the supervision of all personnel assigned to the SIB including;
- Evidence /Property Control Officer- Timothy Burt
- Juvenile Detective- Janine Harrington
- General Detective- Lance Watkinson
- Anti-Stalking Detectives- Brad Gould & Brant Dolleman
- Assigned DTF Detectives- Michelle Murch, Patrick Kilbreth, John Lepkowski
- Civilian Crime Analyst- Deidre Loftus
- Secretary – Lisa Jacobson

SIB Function, Duties & Responsibilities;

- Primarily investigate all assigned misdemeanor and felony crimes including; assaults, sexual assaults, fraud and theft, domestic violence and stalking related crimes, juvenile delinquency, and homicides. SIB detectives and personnel provide investigative and technical assistance as necessary to patrol officers as well as other local, state, and federal law enforcement agencies. Detectives and specially trained officers process crime scenes as assigned, often using specialized equipment.
- Detectives also conduct public presentations to private and business community forums in the areas of general safety, identity fraud, and domestic violence and stalking related issues.
- SIB Commander also has independent responsibilities including; managing a special funds account for SIB operations, contact for other local, state, and federal law enforcement agencies, liaison to the County Attorney's office and the Attorney General's office.

COMMUNICATIONS BUREAU

Introduction

Barbara Wentworth
Communications Bureau Supervisor

Bureau Description

Receive all emergency and non-emergency telephone calls for Dover Police and Fire as well as emergency after hour calls for Community Services.

Dispatch Dover Police and Fire (including EMS services) to emergency and non-emergency calls for services and Rollinsford Fire Department.

- Handled over 30,000 calls for service in 2005

Use of State Police On-Line Telecommunications System (SPOTS)

Use of National Crime Information Center

Alarm Monitoring

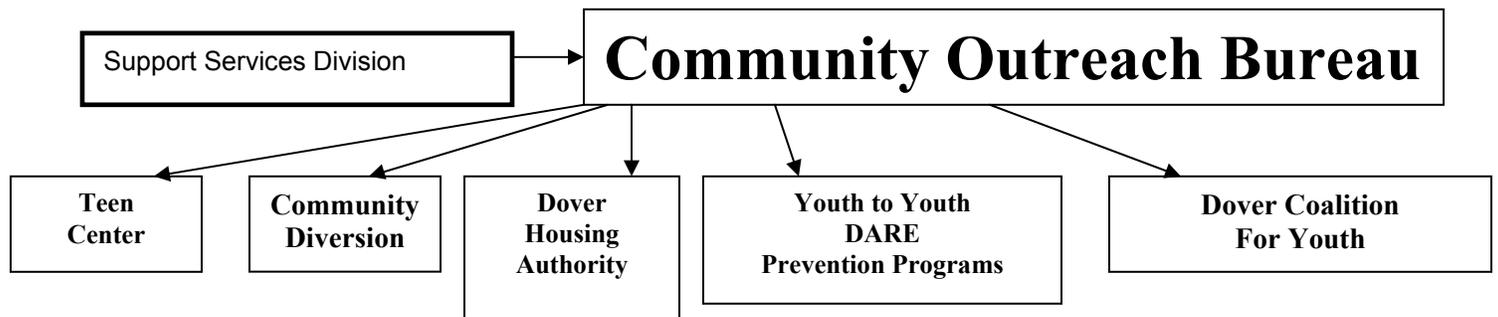
Cellblock/Booking monitoring and security

Walk-up Traffic during non-business hours

Bureau Personnel

One Supervisor
7 Full-time dispatchers
1 Part-time dispatcher

The dispatch center is staffed 24 hours a day with two dispatchers on the day and evening shift and one on the midnight shift.



Community Outreach Bureau: Conducts a variety of prevention programming in the schools and community. Includes 2nd, 4th and 5th grade DARE program, Youth to Youth, Project Safe Neighborhood Gun Safety Program, Dover Business Drug Free ID Card program, Underage Drinking Initiatives, traffic safety programs.

- 1 FT supervisor. Responsible for department grant writing and reporting.
- 1 PT prevention coordinator 34 hrs/wk
- 2 PT interns. 10/hrs/wk each. One being on a 100% grant.

Teen Center: Provides a safe and comfortable space for students in grades 6-12 as well as directed activities designed to foster personal responsibility, mutual respect and self-esteem. DTC is open from **2:30-6:00** M-F. Includes homework lab, adventure programs, and computer learning center. Coordinates Diversion Committee and provides substance abuse and social issue counseling.

- 1 FT civilian coordinator supplemented by rotating unpaid UNH interns.
- 1 PT Social Worker 4 hrs/wk

Dover Housing Authority: Provides directed law enforcement and youth programming in the public housing area. Inc

- 1 FT Neighborhood Officer (80% grant from DHA)
- 1 FT Youth Liaison Officer (100% grant from DHA)

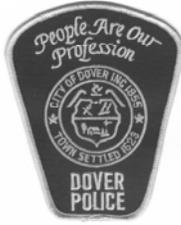
Dover Coalition for Youth: Coordinates community wide prevention programs.

- 1 FT civilian coordinator. (100% federal grant)
- 2 PT youth group advisors 10/wk/each (100% federal grant)

School Resource Officers: Handle school based issues, truancy and diversion program supervision.

- 1 FT Dover High (25% support through Title 4 grant)
- 1 FT Dover Middle School (25% support through DHHS grant)

Student Risk Survey, youth athletic programs, compliance checks, fingerprinting program, Dover Night Out.



Strategic Planning Committee

Management Information Bureau

Lt. Michael Fenton
Brian Bortz

History

- First step in computer technology occurred in late 1977 when we tried to access a new Honeywell Mini Computer purchase by the City of Dover.
- Police personnel started entering data via a punch card machine which was then fed into the mini-computer.
- This project ended in a dismal failure for both the City and the police. Sadly, this scenario was common to most small to middle sized police agencies throughout America. Only the largest urban cities had both the money and resources to implement police computer operations.

History



- In early 1980, the Dover Police Department purchased a Tandy Model I Personal Computer w 8K RAM
- Within three months we were producing single 24 hour CAD Incident Journals. Only one day's activity could fit into the file size supported by this PC. Now we support over five years worth of activity!
- 1981 Introduced WordMarc Word Processing and a Local Area Network (LAN)

History



- Late 1970's: Shared Interface with City's Honeywell Mini Computer – Ended in total failure never producing any results
- Early 1980's: Tandy TRS80 PC's – Productive & Affordable
- Mid1980's: NCR UNIX Multi-User System
- Early 1990's: SCO UNIX Multi-User System
- Mid 1990's: Implementation of a Novel File Server for Police and City
- 2000: Combination of SCO UNIX Systems and Microsoft Operating Systems
- 2003: Started Crimeline Server Support (In Development)
- 2003 Dynamic Mobile Police Reporting Via a Cellular Network
- 2005 OLB with Digital Photo Capture
- 2006 February AVL Introduced (Beta Development)
- 2006 Incident Mapping
- 2006 E911 Interface
- 2007 CAT Conversion to WebPartner
- 2007 AVL In Mobile Vehicles
- 2007 Police Reporting w/ Scanned Attachment Support

Hardware

- 52 Supported LAN Workstations
 - All PC's running either Windows 2000 Pro or Windows XP Pro
 - PC's are on a replacement rotation of ten units per year based on life expectancy of five years



Police Applications QED's WebPartner

- CAD (Computer Aided Dispatch - CFS Tracking, E911, AVL)
- GEO Code/Street Directory
- Daily Police Journal
- Records (Master name Index (MNI))
- **NIBRS Police Reports**
 - Dynamic data entry into police reporting system database
 - Forced validation of police reports prior to submittal for review
 - Supervisory On-line review of reports
 - Records Bureau validation of all reports and attachments
 - Immediate review of all reports by police personnel
 - Edit restrictions once reviewed/approved
 - Paperless System excluding OLB w/immediate arraignments
 - Auditing of reports

Police Applications QED's WebPartner

- NFIRS Fire Reports
- Citations
- Warrants
- Restraining Orders
- OLB
- Case management
- Stolen Property
- Evidence/Found Property (Undergoing Conversion to VER (Virtual Evidence Room))
- Automated State Reporting of Crimes

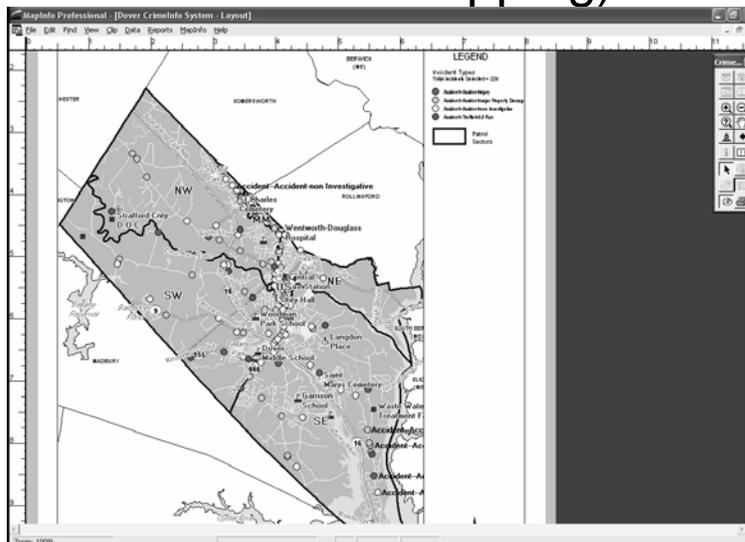
Police Applications VER – Virtual Evidence Room

- VER (Virtual Evidence Room) Currently being installed and tested

Police Applications CodeOne

- Case Management
- Court management
- Personnel
 - Firearms
 - School/Training
 - Issued Equipment
 - Personnel Events
 - CAT Score Postings
- Police Accounting
- Police Inventory

Police Applications CrimeInfo Mapping)



CAT (Computer Aided Training)

- Weekly computer based training allowing:
 - Personnel to read a weekly assigned lesson plan via any workstation at their convenience;
 - Take a written exam after completing the lesson plan
 - Show immediate results of the exam by informing the user the reason why the answer selected was either correct or incorrect
 - Post their score for annual or year to date departmental averages
 - Post the exam score to the user's personnel file

Cardinal Parking Ticket System

- Server Based Storage of all parking tickets
- HandHeld Parking Ticket Data Entry

DIS (Document Imaging System)

- Alchemy: Current (Digital Archiving of Police Records in the process of being replaced)
- Docutron: Under going data conversion from the Alchemy System to Docutron due to excessive maintenance cost for Alchemy

(MDS) Mobile Data System

- MDS made up of (PacketCluster & CAD Acuity PC Anywhere)
- SPOTS Access (allow access to the State Police On-Line Telecommunications System)
- Real Time Messaging (Vehicle to Vehicle & Vehicle to HQ Communications)
- CAD CFS Interface
- Announcements (transmit message of interest to all users)

Supported Microsoft Office Suite & Other Applications

- Word
- Excel
- PowerPoint
- Publisher
- Access
- FrontPage
- Outlook Email
(Microsoft Exchange Server)



Miscellaneous Applications

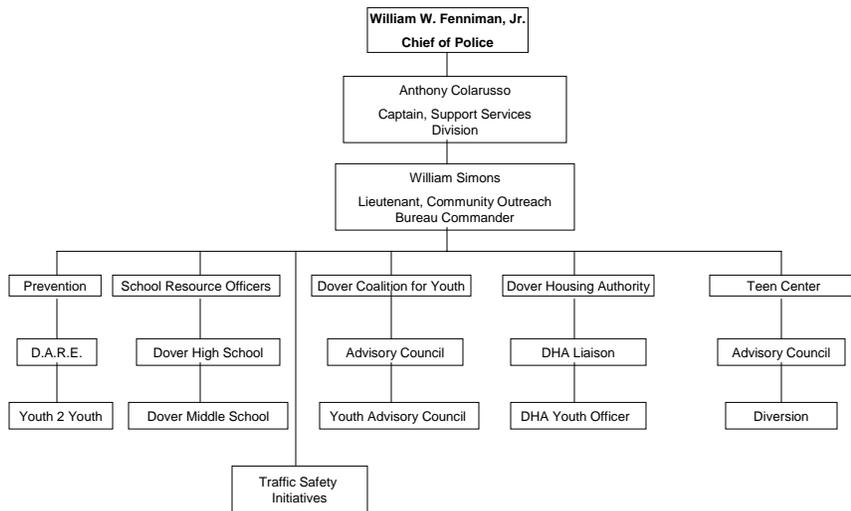
- CrimeLine (Assist with Hardware/Software Maintenance & Upgrades)
- ODBC Interface (Crime Analyst Data Import)
- ARW Accident Reconstruction
- TAS – Traffic Analysis System (Traffic Bureau)
- Lexis-Nexis New Hampshire Law
- Lexis-Nexis Law Enforcement Solutions
- VINassist

Dover Police Department

Community Outreach Bureau

Chief William W. Fenniman, Jr.

Organizational Chart



Mission

Bring together Law Enforcement, Schools, Community and Parents to help provide a drug free environment for our children.

D.A.R.E.

- **Dover Middle School**
 - ✓ 9 week program
 - ✓ Fifth Grade
 - ✓ Sixth Grade Alcohol Lessons
- **Three Elementary Schools**
 - ✓ Second Grade Safety
 - ✓ Fourth Grade TRUTH
- **Saint Mary's Academy**
 - ✓ Second Grade Safety
 - ✓ Fourth Grade TRUTH
 - ✓ Fifth Grade D.A.R.E.



D.A.R.E.

- Graduation
 - 325 students
- D.A.R.E. Breakfast
 - 200 + Citizens Attend



- UNH Men's and Woman's Hockey Teams deliver drug free message

D.A.R.E.

- Materials funded statewide by the N.H. Masons



Youth 2 Youth



- After School Activity
- Six teams
- 150-200 members

Focus is on:

- Presentations
- Legislative Initiatives
- Enforcement
- Media
- Community / School Awareness
- Youth Athletics



Presentations

- Pride Conference
- Eastern States
- Bermuda
- TREND
- CADCA
- UDETC
- Local Communities
- National Conference on Tobacco or Health



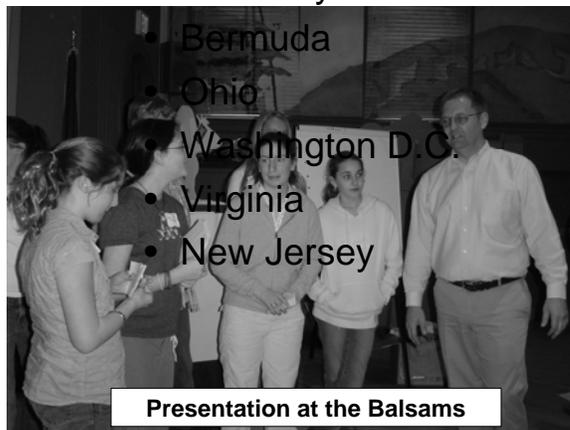
Presentations

- Samantha Skunk
- Truth about Alcohol;
Lyndsey's Story
- Parent Program
- History of Lies
- Road Show
- Targeting Media



Presentation Locations

- New Mexico
- California
- South Dakota
- Florida
- New York
- Louisiana
- Pennsylvania
- Missouri
- All of New England
- Kentucky
- Bermuda
- Ohio
- Washington D.C.
- Virginia
- New Jersey



Legislative Initiatives

- Zig Zag project
- Party Host Law
- Youth Seat Belt Law
- Smoke Free Dining
- McConnell Center Ordinance
- Skate Park Ordinance
- Self Extinguishing Cigarettes



Legislative Initiatives



Enforcement

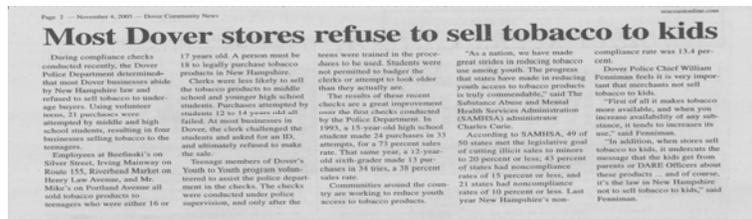
- Tobacco Compliance Checks
- Alcohol Compliance Checks

Dover, Somersworth stores fined for selling alcohol to minors

DOVER — Ten stores in Dover and Somersworth were recently fined for failing a round of alcohol compliance checks made by police on Jan. 26.

Officials were dismayed earlier in the year by Dover's near 50 percent failure rate when underage volunteers were sent to over 20 stores to attempt to purchase alcohol. The sting in Dover resulted in 10 individuals being summonsed for prohibited sales of alcohol. Only one clerk in Somersworth was summonsed following a check of all 18 stores in the city that sell alcohol.

The New Hampshire State Liquor Commission's Bureau of Enforcement recently took action against nine of the 10 stores in Dover and the one store in Somersworth at a meeting on April 12.



Media

- Sticker Projects
- Radio
 - Interviews
- Newspaper articles
- Public Service Announcements



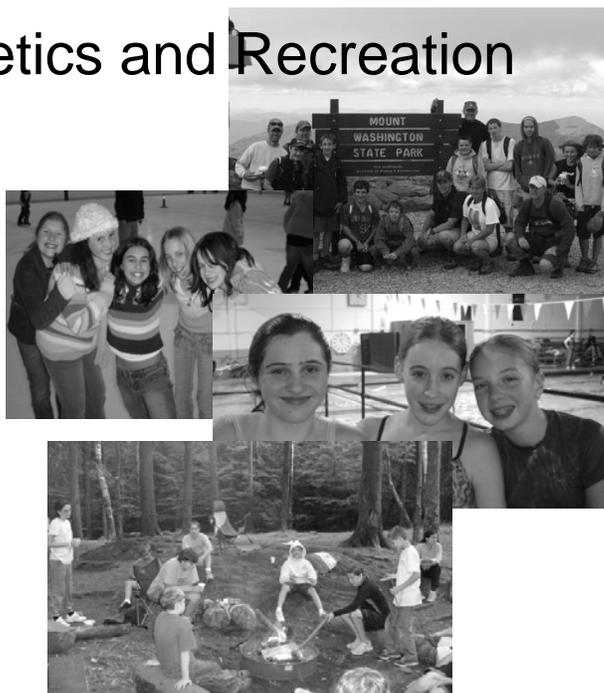
Community / School Awareness

- Summer Program
 - Beach Project
 - 308 Project
- Jump up Day
 - Fifth Grade Roadshow
 - Drug Free Field Day
- Simulated Tobacco Project



Youth Athletics and Recreation

- Floor Hockey
- Hiking
- Ice Skating
- Roller Skating
- Tubing
- Rock Climbing
- Pizza Bowls
- Movies



Youth Athletics and Recreation



Midnight Madness

- An overnight "lock in" at DMS
- Features speakers and drug free activities all night.

Canobie Lake

Davis Farm Mega Maze



Youth Athletics and Recreation

HAUNTED HOUSE

- Major fund raiser for Youth 2 Youth
- Drug free message
- 2,000 + attendance

Youth to Youth program sponsors haunted pyramid

Dover Youth to Youth is holding its seventh annual Haunted House on Oct. 22 and 23 at the McConell Center. The theme of this year's "Spooky Spectacular" is "The Haunted Pyramid".

Entrance to the haunted pyramid will be from the Dover Library parking lot, located behind the parking lot. There, where there is plenty of free parking.



Y2Y Awards

- The PRIDE America 2002 Youth Advocate Group of the Year Award
- Campaign for Tobacco Free Kids 2000 Youth Advocacy Group of the Year Award
- Community Anti-Drug Coalitions of America's Youth Advocate of the Year Award in 1999
- 2001 Smoke Free NH Alliance "Shoulders of Atlas Award"

Dover youth award

DOVER — The Association for Addiction Professionals (NAADAC) will honor Youth to Youth of Dover on Tuesday, citing the program's positive accomplishments and constructive leadership. NAADAC president Mary Woods



Y2Y Awards

- The New Futures "Merit Award" for 2001
- The 2002 Fulcrum Shield Award presented by the US Secretary of Defense for top Youth Prevention Group of the Year
- The 2002 NH Broadcasters Assn. Public Service Campaign of the Year Award
- The NH Broadcasters Assn. Public Service Announcement of the Year Award in 1996, 1999, & 2000
- The CDC's "1998 Truth Unfiltered" Media Award for best radio PSA

Y2Y Awards

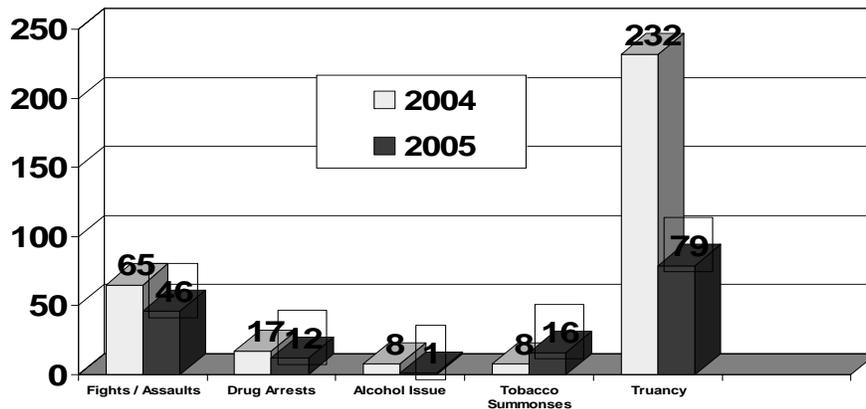
- 2005 National Addiction Professionals Association Award
- 2004 NHTSA Region 1 Traffic Safety Award
- 2006 Eastern Region Youth Advocate of the Year
- 2006 National Youth Advocate of the Year

Dover High School Resource Officer

Title IV - \$12,500.00

- Resource Officer – Criminal Investigation
- Truancy – Tobacco Officer / prosecutor
- Second and Fourth Grade D.A.R.E
- Seat Belt Challenge
- Hiking Program
- Victim's Inc. Training
- School District E.O.P. member

Dover High School Resource Officer Police Summons and Arrest Activity



The rise in Tobacco summonses correlates to a female Dean of Students

Dover Middle School Resource Officer

Partial Grant \$18,000.00

- 2nd, 4th, 5th, & 6th grade classroom programs
- Middle and Grade School disciplinary actions.
- Coordinates Parents Program
- Coordinates D.A.R.E. activities:
 - DMS & SMA Graduations
 - Culmination Party
- Leads 3 Y2Y teams.
- Coordinates many Y2Y activities such as:
 - Hiking Program
 - Summer Program
 - Jump-up Day
 - Midnight Madness

Dover Coalition for Youth

Drug Free Communities Grant \$100,000.00



- Breakfast of Champions
- Dover Night Out
- Kid's Cabinet
- Community – Corporate seminars
- Student Risk Behavior Survey

Dover Night Out



Dover Housing Authority Liaison Officer

100% Grant Funded

- On-site, full time Police Officer
- Crime Prevention / Enforcement
- Neighborhood Watch
- D.A.R.E.
- DHA Bike Parade
- Youth Community Service Coordinator
- Applicant / Eviction Hearings

Dover Housing Authority Youth Officer

100% Grant Funded

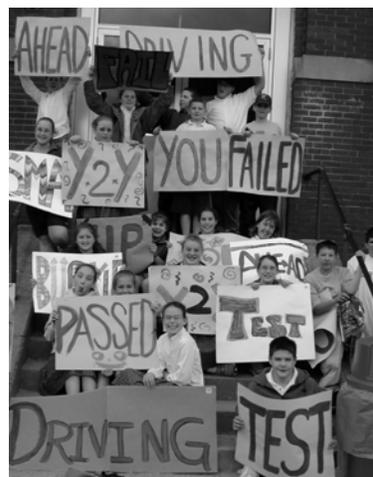
- DHA Activities
 - Homework Lab
 - Basketball Program
 - Movie Making Program
- Boys Group
- Second, Fourth, and Fifth Grade D.A.R.E
- Hiking and Fishing Programs
- DHA Midnight Madness
- MBNA Home Safety exhibit
- Quantum Opportunities
- Woodman Park School:
 - Homework Lab
 - Boys Group
 - Home School meet and greet
 - Department tours

Other Community Outreach Activities

- Safety Programs
- Education programs
- Convincer
- Christmas Basket Program
- Tours



Driving Test Ahead



Safety Programs

- Seat Belt Convincer
- Senior Safety Presentations
- Bicycle Helmet Presentations
- Crime Watch
- KEYS Program
- Project Safe Neighborhoods

Dover youths want peers to buckle up

By COLIN MANNING
N.H. Statehouse Writer

CONCORD — More aside special interests, take more lobbyists and get ready lawmakers. Dover Youth to Youth is at it again.

The after-school drug and alcohol prevention group will be spearheading another legislative effort before the New Hampshire General Court in the upcoming session.

The teen group, affiliated with the Dover Police Department, helped push through the "party host" law during the last two-year session of the Legislature. Dover Youth to Youth's efforts on that popular initiative, which makes it illegal for an adult to host an underage drinking party, has received praise from lawmakers and law enforcement officials across the state.



Education Programs

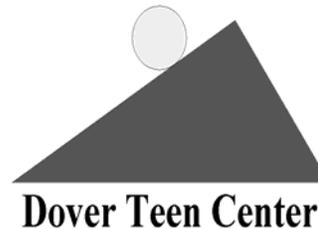
- Traffic Safety Class Room Programming
- Variety of presentations to PTA groups.
- Victims Inc. - Death Notification Training
- Woman's Safety Program
- MySpace/Internet Parent Programs

Christmas Basket Program

- Dover Police Charities, Dover Housing Authority.
 - Local Businesses. (Cumberland Farms, Hannaford, WTSN, Saunders Fruit)
- 200 baskets each year.

Dover Teen Center

- Staffing
- Hours
- Activities
- Funding
- Diversion



Teen Center Staffing

Current Staff - 44 hrs

- 1 FT Director
- 1 per diem Social Worker
- 4 UNH Interns
- Supplemental Staff from Community Outreach
- Future Americorps Staff Member

Previous Staff - 110 hrs

- 3 Full Time Staff
- Full Benefit Packages



Teen Center Operations

- Monday through Friday 2:30 – 6:00 pm
- Does not include weekend and night time activities.
- Teen Center on the school bus stop route.
- 2:30 – 4:00 is homework time.
- 4:00 – 6:00 is activity time.
- A Registered Partner of the NH Food Bank to provide snacks at Teen Center.

Teen Center Activities

- Rock Climbing
- Geocaching
- Yoga
- Frisbee Golf
- Outdoor Games
- Hiking
- Fitness walking
- Adventure Camps
- Pizza and a Movie
- UNH Events
- Snow Tubing
- Extreme Bowling
- Camping

Teen Center

Funding

- \$3,000.00 Home Depot Grant.
- Several Other Grants Pending (United Way)
- NH Food Bank



Teen Center Diversion

Pre-Police Control

- Very few referrals
- No feed back on outcomes of referrals
- No organized plan for referrals
- Diversion Board resigned

Post Police Control

- 300 % increase in referrals
- Extensive feed back
- Extensive work program plan
- Regular meetings for the 5 board members

City of Dover, N.H. Master Plan



Community Facilities and Utilities

May, 2000

Submitted by:

Appledore Engineering, Inc.
600 State Street, Suite D
Portsmouth, N. H. 03801

CITY OF DOVER MASTER PLAN
COMMUNITY FACILITIES AND UTILITIES CHAPTER
2000

The City of Dover gratefully acknowledges the contribution of the following citizens who volunteered to serve on the Master Plan Committees. Their time and effort was crucial to the planning process.

MASTER PLAN STEERING COMMITTEE

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Reuben Hull
Pete Lavoie
Erv Sparkman
Margaret Stevenson

Debra Dineen
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Community Facilities and Utilities

Goals and Objectives

Overall Goal: **The City of Dover should strive to effectively meet the municipal, social, educational, and utility service needs of its residents and businesses in a responsible and efficient manner. When the delivery of such services is in the City’s interest, consideration should be given to regional cooperation.**

Public Facility Goal **Plan for, finance and develop an efficient system of public facilities and services to accommodate anticipated growth and development.**

Objective 1: Promote a pattern of growth and development that allows for cost effective delivery of services consistent with the needs of the City.

Objective 2: Assure that the public health and safety of the City’s residents are met.

Objective 3: Program public facility improvements through a Capital Improvement Program (CIP) that is based upon the policies and actions from this Master Plan and an appropriate system of priorities.

Objective 4: Encourage public/private cooperation in planning for and financing improvements to the City’s public facilities.

Objective 5: Encourage educational programs that use a variety of community resources including conservation lands, historic resources, community facilities and local businesses.

Objective 6: Conserve financial and environmental resources through waste reduction and recycling.

Utility Goal **Provide a high quality, well-maintained system of public and private utilities that accommodates future development and is consistent with the City’s growth policies.**

Objective 1: Operate, maintain and upgrade the City’s water, storm water and sewer facilities within the existing service area consistent with the health and safety needs of the City’s residents at a reasonable cost in accordance with the City’s operating budget and Capital Improvement Plan.

Objective 2: Extension of utilities into areas outside existing utility service areas shall be assessed with the goal of providing efficient, cost effective services taking into consideration the secondary costs to the City (such as schools, fire, police, recreation and environmental impact).

Objective 3: Work cooperatively with private utility companies in the planning and development of facilities to ensure that Dover’s residents are properly serviced.

Objective 4: Where practical and feasible, encourage the placement of utilities underground that allows for future expansion and long-term capacity.

Objective 5: Program public utility improvements through a Capital Improvement Program that is based upon the policies and actions from this Master Plan and an appropriate system of priorities.

Community Facilities

Introduction

The City of Dover and its employees are recognized as providing a high level of effective services. The Dover government is a large, complex organization delivering a wide and diverse range of services to the residents and businesses of the City. City business is conducted by the City Council managing about half of the budget and the School Board managing the rest with only bottom line funding approval by the Council. By definition it is a bureaucracy and, like most other bureaucracies, our City government and its activities has evolved over time to meet the new demands placed on it by growth. Sometimes that growth has been slow and steady and sometimes it has been very rapid such as we are currently facing as we enter the new millennium. In either case attention has sometimes been focused on meeting the new needs rather than finding ways to deliver existing services in the most efficient way. The City and School budgets have been developed separately without first setting limits for combined growth and identifying areas of mutual need and possible joint efforts to hold costs down. This has resulted in adding new people, facilities, equipment and activities at ever-increasing costs. Efforts at last minute budget cutting to hold cost down have sometimes been misdirected to things such as deferring necessary maintenance or new programs, which eventually resulted in higher costs. Dover needs to change that approach to managing its business.

The residents and businesses of Dover are entitled to a major effort toward the City government “reengineering” its organization and its processes to achieve the most efficient delivery of services. Toward that end this plan calls for a number of specific actions designed to begin the process. They include:

- Implement a “Performance Improvement Program” by the City and School Administrations;
- Establish an annual summit between the City Council and School Board to coordinate efforts;
- Conduct a feasibility study of merging the existing Police Department and Fire and Rescue Service into a combined Public Safety Department;
- Establish an ad hoc committee to evaluate the potential benefits of combining City and School building and grounds maintenance; and
- Consider developing and adopting an impact fee ordinance to charge new development a fee that is directly related to the fiscal impact to City services. Impact fees could be collected for municipal facilities for schools, fire, police, recreation, water, and sewer.

The “reengineering” effort will be focused on elimination of non value added or minimal value activities and rebuilding the critical processes to have them function in a more efficient and effective manner. These efforts will not be allowed to result in a reduction of the high level of personal and property safety or essential services now provided. In fact it is expected to increase those levels at a reduced cost.

In future budget processes, City Departments and the School Administration will strive to offset the delivery of new services with elimination of, or improvement to, existing processes and programs. The City Council and the School Board will hold the City Manager and the School Superintendent responsible to meeting this challenge. Through this approach, Dover will come to be recognized as a leader in a model for efficient, effective and affordable government.

Fire Protection and Emergency Management

Police Department

The Dover Police Department is currently housed in a 14,000 sq. ft. space in the basement of City Hall where it has been since 1933. In this space are all offices and storage as well as a cell block. Since that time there have been a number of interior renovations attempting to make the space more efficient and to take advantage of changing policies and technologies. At present there are 64 full time employees and 12 part time. There is one chief, two captains, seven lieutenants, six sergeants and 35 officers.

Since 1988, the department has been an internationally accredited law enforcement agency with its most recent accreditation awarded in 1998. The department is now one of less than 51 such enforcement agencies to attain this status for the third time.

Organization

The department is organized into two major divisions—Field Operations and Support Services. Field operations personnel provide “first contact” services with the public and include patrol officers, first line supervisors, or public safety dispatchers. The support service personnel serve in a variety of support functions and include detectives, DARE officers and neighborhood officers.

The department currently operates a Comprehensive Community Policing and Drug Prevention Program that is supported by federal grants. This program is focused on early intervention and interaction with the youth of the community in an effort to continue to maintain a low crime rate in the City while projecting a positive image of the police. At present, the department is concentrating on two neighborhoods — Woodman Park and Mineral Park. As part of this program there are bike patrols and education programs in the schools. The department’s bike patrol runs during the spring and summer months and includes an officer in the downtown area. There are four certified bike patrol officers in the department.

In general, the department deploys its personnel in four ways: on foot, in patrol vehicles, on bicycles and on horses. In the spring of 1998 in an effort to increase the department’s visibility within the community, an experimental mounted patrol was initiated. Initial feedback from the community has been positive.

A Special Response Team of ten trained officers has also been instituted to deal with incidents involving high risk arrests such as narcotics, felony or hostage taking. This group has also been trained for search and rescue.

Police Activity

Much of the police department’s activity is generated through the police dispatcher. In 1997 the department received 90,583 telephone calls or the equivalent of 250 per day. The department is also responsible for dealing with incidents in the station lobby as well as radio/computer transmissions. In 1997 there were 253,328 radio transmissions, 175,590 state computer transmissions and over 1650 security alarms received through department alarm monitors. The average response time to incidents for both 1997 and 1998 was 28 minutes. Activities requiring criminal investigations are categorized as Part I and Part II. Part I activities are the most serious crimes as defined by the FBI such as murder, arson or armed robbery. Part II investigations are lesser crimes and are defined as criminal mischief. The department has been successful in maintaining a below average crime rate, in part due to its community-oriented programs that are directed at reducing crime and delinquency

Other department activity over the past two years involved the following:

Category	1997	1998
Patrol mileage	239,102	231,768
Accidents	962	893
Criminal Investigations		
Part I	976	835
Part II	1398	1318
<i>Total Part I & II</i>	2,766	2,468
Motor Vehicles	2322	1818

Accidents

During 1997 there were 962 reported automobile accidents while in 1998 there were 893 reported accidents, a decrease of 69 accidents. For both years the highest concentration of accidents was during the 8 hour period from 11 am to 7 pm. During that period 556 accidents were reported or 57% of the total in 1997; 473 accidents or 53% of the total for 1998. For both periods the highest number of accidents were reported for Weeks Crossing and Washington Street. The figure below identifies areas where there were 5 or more accidents in both years.

Location	1997	1998
Alumni Drive	14	15
Back River Road	12	8
Broadway	11	27
Central Avenue	282	276
Chestnut Street	8	6
Dover Point Road	28	45
Durham Road	7	7
Henry Law Avenue	5	5
Knox Marsh Road	9	11
Littleworth Road	5	8
Locust Street	10	8
Main Street	20	16
New Rochester Road	20	17
Portland Avenue	10	7
Scammel Bridge	10	13
Silver Street	13	15
Sixth Street	7	14
Sixth Street Connector	20	5
Sixth/Whittier	7	7
Tolend Road	9	9
Washington Street	26	22
Weeks Crossing	27	22

Activity by Reporting Area

The following figure presents police activity by geographic reporting area:

Area	1997	1998
Northeast	3855	3648
Northwest	3490	3414
Miracle Mile	1795	1718
Upper Square	2409	2451
Lower Square	1647	1571
District Court	279	323
Headquarters	1422	1611
Southeast	5487	5495
Southwest	5515	5702
Housing Project	1224	1233
Other	747	565

Space and Personnel Needs

At present the Police Department is operating in a facility that is undersized and insufficient to meet the needs of the agency or the community. There is a lack of both work and storage space. As the City continues to grow this situation will become more problematic. Future growth will also require a level of personnel to accommodate this growth.

Recommendations

1. Establish a police facility in consideration of the National Standards for Police Space with consideration being given to re-location into existing available buildings in the downtown area. The existing station only marginally meets the existing needs of the department that is “over-utilizing” available space.
2. Establish a vehicle replacement program based upon the expected life cycle of the front-line police cruisers and other police vehicles that is programmed into the Capital Improvements Program. Any retired patrol vehicles should continue to be used in less demanding roles throughout the various City departments.
3. Upgrade and update the department’s impoundment area to provide for indoor and outdoor space for evidentiary purpose of storage and investigation. Such an area should be included as part of the new police facility.
4. Continue to pursue federal grants for community policing and other programs that are appropriate to the departments needs.
5. Continue to provide both school-based education programs relative to crime and safety and well as neighborhood outreach programs for crime prevention.
6. Establish a task force to evaluate the potential for the delivery of more cost effective services through integration of both the Police Department and Fire and Rescue Service into a combined Public Safety Department.
7. Consider adopting an impact fee ordinance for the Police Department that would enable the City to collect fees to offset the fiscal impact of new development.