

# Manchester Police Department



## Multi-Year Strategic Plan 2009-2013



# Manchester Police Department

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Manchester, NH 03101



## **Chief of Police**

David J. Mara

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Captain Gerald Lessard-Investigative Division

Captain Frederick Roach-Administrative Division

Captain James Kinney-Legal Division/Professional Standards

Captain Kevin Kelley-Special Enforcement Division

Captain Jonathan Hopkins-Patrol Division

Captain Richard Reilly-Community Policing Division

## **Introduction**

The Manchester Police Department, serving the citizens of the largest city north of Boston, is recognized as one of the premier law enforcement agencies in the New England region.

The Manchester Police Department is one of only six departments in NH that has achieved full accreditation from the Commission on Accreditation for Law Enforcement Agencies. The Manchester Police Department was first accredited in 1990 and has continually strived to maintain high standards in the law enforcement community.

While looking to the future, it is imperative that the Manchester Police Department develop a long term, multi-year strategic plan that will consider factors such as increased population, additional workload demands on the department and anticipated capital improvements necessary for the department to maintain the level of service demanded by the community.

Manchester saw an increase of 7.9% in the population between the 1990 census (99,332) and the 2000 census (107,219). It is expected that the population will exceed the 110,000 plateau when the 2010 census is completed and the police department must be prepared to deal with the growth of the city.

As the city continues to prosper, the police department faces unique challenges in handling the problems that are inherent with the growth and expansion of the populous.

The information contained in this document represents a comprehensive five year plan that was formulated through a cooperative effort of Police Chief David Mara, Assistant Chief of Police Gary Simmons and the six Divisional Captains under their command.

Each operational component of the Manchester Police Department has been examined and analyzed and this plan will highlight those areas that the administration of the Manchester Police Department feels will allow the department to maintain its high standard of law enforcement service offered to the residents of the City of Manchester for years to come.

## Legal Division

*Submitted by Captain James Kinney*

The Legal Division is comprised of three separate units, Records, Prosecution and Sex Offender Compliance units. The following is a brief review of the duties of each unit and the projected needs each unit will require to maintain the excellent service necessary to meet the needs of the citizens and officers of the Manchester police department as we move forward over the next five years.

### **Prosecution Unit**

Currently the Division has three full time prosecutors assigned. Two prosecutors handle all responsibilities with the arraignment of adult offenders. This includes not only appearing at court to physically represent the department/state at arraignment, but also to prepare complaints, review all arrest reports/paperwork, negotiate pleas at court, file motions, review court related overtime requests, mediate motor vehicle summonses. A third prosecutor is assigned the sole responsibility of prosecuting all juvenile cases. The juvenile prosecutor handles all aspects of prosecution up to an including trial. The juvenile prosecutor is also called upon to assist the adult prosecutors when the work load becomes too much for the assigned prosecutors.

### **The Problem**

Over the past several years, Manchester has been fortunate to be able to add to the departments overall compliment of sworn police officers. Additionally the department has undergone a re-organization, ultimately putting a greater emphasis on community policing, more effective response to citizen calls for service and resolution of quality of life issues. Often times, some type of court action is required to resolve these issues, resulting in increased attendance at court. The department has also taken a strong stance on unlawful behavior at clubs and those that participate in drug related crimes. The result of this approach has increased the workload on the Legal Division and specifically the prosecutors.

A brief review of the number of criminal complaints filed at the Manchester District Court corroborates the need to adequately address the needs of the Legal Division. 2009 court statistics are not final year end numbers and only cover the period of January 2009 to September 2009.

**ADULT COMPLAINTS**

	<b><u>2007</u></b>	<b><u>2008</u></b>	<b><u>Change</u></b>	<b><u>2009</u></b>
# MV Violations	4750	5018	+268	<i>3652</i>
# DWI	448	472	+24	<i>491</i>
# Misd. Compl	4905	5694	+789	<i>4550</i>
# Felony Compl	1141	1187	+46	<i>959</i>
Total Crim. Compl	13502	14803	+1301	<i>11296</i>

**JUVENILE PETITIONS**

	<b><u>2007</u></b>	<b><u>2008</u></b>	<b><u>Change</u></b>
# Delinquent	440	546	+106
# Neglect	70	122	+52
# CHINS	90	94	+4

Presently prosecutors spend most of their day at court, once they leave the police station in the morning. The arraignment session is supposed to be conducted in the morning, but over the past several months the session has been going into the late afternoons. The problem not only affects the police department, as the MDC has started scheduling hearings that used to take place in the morning in the afternoon.

**Recommendation**

The Prosecution Unit will benefit from additional staff. It is recommended that **1 Sergeant** and **1 Officer** be added. The supervisory nature of the assignment(s), dealing with Attorney's, Judges and court staff while representing the city make the addition of a Sergeant the next logical step. The Sergeant can supervise the two officers and make decisions that should be left to a supervisor. The Lieutenant currently assigned to attend court every day can assist as needed, but more importantly can be utilized to perform other supervisory duties within the Division. Many of the supervisory duties related to prosecution can be deferred to the Sergeant, including monitoring officers appearing in other court rooms as witnesses.

The prosecution Unit has explored implementing a misdemeanor mediation program, similar to how MV citations are mediated. The successful development of this program would require the cooperation of the City Solicitor, MDC and the Public Defenders office. This would result in fewer trials and speedier resolution to the majority of misdemeanor cases. A similar program is in practice in other jurisdictions and although Manchester Police is in favor of the program, others have not been so enthusiastic. The recent increase in the number of trials may make this more palatable for the other agencies involved.

Return the prosecution of Juvenile cases to the City Solicitor's office. The Juvenile cases are becoming more complicated and the number of involved trials and certifications requires the educational background that an attorney should possess. The juvenile prosecutor could work as a liaison to the attorney to represent the department's interests, scheduling police witnesses and preparing trial paperwork. The Juvenile prosecutor could also be used to assist the adult arraignment prosecutors on a daily basis.

### **Records Unit**

The records unit handles virtually every piece of paperwork that travels through the system. The unit is currently staffed with seven civilians. The Records unit supervisor is required to perform some of the most critical duties in preparing each day for court. Currently the supervisor's ability to supervise personnel is impaired by the fact that she is required to handle a large workload. Direct supervision of work product is significantly hampered. The increased number of officer initiated activity directly impacts the Records unit.

### **Recommendations**

Increase staff by 3 positions (enter dispositions, court orders, trial prep, copy files)

Implement a second shift (perform duties listed above)

Consider hiring part time employees to work off shift

Obtain new printer hardware to consolidate space and efficiency

Purchase scanner/copier for unit

Scan all case files and electronically send to City Solicitor

Consolidate all pre-trial cases in one file cabinet

Remove wall that separates traffic unit from records unit to provide needed space

Add a Fugitive Apprehension unit to the division to work on apprehending fugitives and serve urgent subpoenas. The unit could also be cross trained to assist in other matters related to the division.

### **Sex Offender Compliance Unit**

With over 400 registered sex offenders residing in Manchester, and increasing by the month, the addition of 1 officer is recommended. The increase in personnel will allow the unit to be more proactive in providing information to investigators and enable the SO Unit to more closely supervise the offenders.

## Investigative Division

*Submitted by Captain Gerald Lessard*

The Manchester Police Department's Investigative Division is comprised of several units. Each unit falls under the general supervision and authority of the Captain of Investigations. Each separate unit or subgroup therein, carries out its own mission required to meet its specific needs and fulfill departmental objectives relating to criminal investigations. Division Units include the Detective Unit, The Domestic Violence Unit, the Juvenile Unit, and the Evidence Unit. Moreover the Division manages the agency's transcription operations. Case assignments and work activity for the investigative components include follow-up investigation of major felony cases such as homicides, serious assaults, sex crimes, robberies, arsons, fraud and identity theft crimes, computer-related crimes, child abuse and neglect crimes, missing persons cases as well as a host of other criminal investigative work that requires extensive case follow-up.

### **Detective Unit**

Currently there are sixteen officer-rank detectives assigned to the Detective Unit with work assignments split between a day shift and a night shift. Call outs can, and do occur when investigators are needed at crime scenes during non-scheduled work hours. Nine detectives are assigned to the day relief and the remaining seven are assigned to the night shift (1500- 2330 Hrs.). In this grouping of investigators two day shift detectives are assigned to work financial crime investigations.

Additionally, the Division assigns one investigator to the FBI's Joint Terrorism Task Force, (JTTF) and has done so since Feb. 2005. This JTTF position is filled by a member of our investigative team on a full time basis, therefore this officer works exclusively on federal investigations in partnership with the FBI on homeland security issues. This detective, while assigned to the unit, works directly with the FBI at their Bedford, NH resident office. As such, this detective is not assigned case follow up, nor does he perform direct MPD criminal investigations.

Other assigned personnel include one division secretary, two administrative assistants and two evidence technicians. Under direct command of the Captain of Investigations additional supervision staff in the unit includes two lieutenants and two sergeants. The assigned supervisors work split shifts to cover respective day or night supervision responsibilities.

In normal operating periods the general investigation caseload (active/open investigations) fluctuates between 250-275 open cases. There are occasions, dependant on the frequency of major cases such as homicide incidents or other crimes requiring immediate and lengthy follow-up that the general caseload climbs above the 275 open- case mark. In general the average caseload for assigned investigators runs



between 15-20 cases. Incoming police reports are reviewed by divisional supervisors and assigned to investigators on a daily basis. Additionally, major crime investigations including homicides, shootings, stabbings, serious assaults, arsons and robberies are assigned as they occur and on a priority basis (similar to a medical triage, determined by order of priority/emergency status).

In general, detectives are assigned cases for follow up with each case varying on time required for case closure. Factors to be considered for work hours spent on a given case include severity of offense, evidence collection and preservation, the number of witnesses, suspects or persons of interest needing to be identified, located or interviewed and additional time spent preparing notes and case files. For these reasons, identifying a specific time frame required to bring an assigned case to a close is a difficult task. Additionally, although an investigator's objective is to close out assigned cases, all unit members are often tasked with additional duties that require attention and work time such as: conducting various administrative duties, handling questions from citizens via phone calls or walk ins, mandatory court attendance, Grand Jury presentations, attendance at training schools, involvement in community presentations, assisting other agencies etc., as well as case reviews in trial preparations, depositions and case proffers. Trial preparation in major cases often requires a significant investment of time for investigators.

In addition to conducting case investigations as a result of state statutes, our agency reviews and issues concealed weapon permits. Turnover on pistol permit applications, per state regulation, is fourteen days. Three detectives are assigned pistol permit review assignments on a part-time basis. Each gun permit review requires the investigator to conduct a background check on the applicant whereby Triple I and NCIC checks are completed. As of October 20<sup>th</sup>, 2009, 753 permit applications were reviewed by assigned staff. This work activity reduces an investigator's ability to follow-up on assigned criminal cases.

An apparent increase in fraud and identity theft cases as of late has created a backlog for the two investigators assigned to our fraud unit. At present, sixty cases out of the 265 open cases are fraud cases. These particular cases are often time consuming to build and follow-up on and with the recent increase, pose a challenge to assigned investigators to close cases in a timely manner.

In yet another staffing issue, two unit supervisors are currently assigned to conduct polygraph examinations (both pre-employment exams and investigative exams). To this end, conducting these polygraph assignments has created an additional burden on the supervisory staff.

There were 3,788 Part I Crimes reported to the Manchester Police Department in 2008. This reflects a 5.2% increase in reported Part I crimes from the previous year. Included in these reported Part I crimes is a double homicide. Murder investigations

generally require substantial work activity of a time consuming nature. To date in 2009, we have investigated, or continue to investigate three homicides. Major crimes are the main focus and most time consuming investigations worked on. As a result of these priorities this creates a significant challenge to keep up with a burgeoning caseload for general investigations. Although all general investigators work death investigations, lead investigator responsibilities on Homicide cases are assigned to Detective Supervisors. This is due to the complex nature of these cases, the need to assign and direct work activities and the ongoing liaison work with the Attorney General's Office, which is necessary in these particular assignments. Consequently the need to assign Unit supervisors to lead responsibilities does create a burden on the supervisory staff in consideration of their other duties involving case reviews, personnel evaluation responsibilities and shift operations work.

### **Domestic Violence Unit**

The Domestic Violence Unit presently consists of three investigators on the day shift with one investigator specifically assigned to sexual assault investigations. There are also three officers assigned to the Domestic Abuse Response Team (D.A.R.T), who work the evening shift. There is one full time victim advocate that works with the arraignment prosecutors and makes initial victim contact on behalf of the Department. Presently, we have two prosecution advocates assigned to the prosecutor's office. One advocate is full time and the other is part time. These advocates take the case over from the arraignment advocate, to ensure victims' services are continued. Two clerks also support the unit, one at the courthouse and one at the police department. One Sergeant supervises the Unit. The Domestic Violence Unit is part of a wider Manchester/Hillsborough County Domestic Violence initiative that started in 1996. The project is a collaboration of four agencies, the Manchester Police Department, the Hillsborough County Attorneys Office, the Department of Corrections-Probation and Parole, and the YWCA Crisis Service. The common goal is to combat domestic and sexual violence. The Grants to Encourage Arrest Program supports the project, through the Office on Violence Against Women. Monies are also provided through the S.T.O.P Violence Against Women Act. Block grant, which is awarded by the New Hampshire Attorney General's Office.

In 2008, the Manchester Police Department responded to 2,446 reports of domestic and sexual violence and made 1,103 arrests in those reported cases. Although a dedicated sexual assault investigator was added to the unit in November of 2007 under the Grants to Encourage Arrests Program. The Domestic Violence Unit was able to feel full effect of this addition in 2008. With the addition of this detective the investigations of the adult sexual abuse cases are more streamlined and are handled with more consistency and effectiveness. All of the Domestic Violence Unit investigators are responsible for following up on domestic and sexual violence related reports involving adults. Additionally, the unit investigates non-domestic violence related calls

regarding Stalking. The DART unit responds to domestic and sexual violence calls for service. They also monitor defendants who have been charged with domestic related crimes and have court orders to refrain from contacting their victims.

The DART unit conducts random home visits with victims to ensure that Defendants are in compliance with court orders and provide any additional services victims may need. DART members also carry a caseload and investigate reported acts of domestic violence where an arrest has not been made at the time of the report. Additionally, the three advocates also generate added follow up once they contact victims and learn of new information required for successful prosecution of the case.

### **Juvenile Unit**

The Juvenile Unit has seventeen members currently assigned. The Unit consists of seven school resource officers (SROs)-one for each middle and high school, three child abuse investigators (C.H.A.S.E.), and three detectives assigned to delinquency crimes. We also have one investigator that is assigned to computer related (ICAC) crimes as they relate to children. All investigators, with the exception of the SRO's, work a rotating schedule to cover nights, weekends and holidays. The Unit is supported by one civilian position and supervision of the Unit rests with a Sergeant and a Lieutenant.

Concerning other matters pertaining to workload, the Lieutenant is a Board member of the Child Advocacy Center (CAC) and a member of the CAC Multi-Disciplinary Team (MDT). These positions provide administrative and financial oversight to the CAC both on a local and county level. Additionally, the Lieutenant assists with juvenile court as the prosecutor and is a member of the Manchester Chamber of Commerce. The Sergeant completes first-line supervision responsibilities such as case assignments, scheduling, and dealing with compliance issues.

Other non-supervisory unit members also participate in various meetings and advisory committees. These have included a number of community-based meetings in conjunction with the Attorney General's Cyber Crime Initiative, Internet Crimes Against Children task force (ICAC), and the New England Electronic Crimes Task Force. One investigator of the Unit serves as a member of the Board of Directors for the Office of Youth Services, another serves on the New England USPCA regional K-9 association and two members serve on the Special Reaction Team.

C.H.A.S.E. investigators remain responsible for almost all child physical and sexual abuse investigations. The most complex of these cases are assigned to the C.H.A.S.E. team, while those cases with less complexity and/or those that can be closed with few interviews are given to the other investigators.

### **Evidence Unit**

Two evidence technicians are currently assigned to the unit's evidence room. The assigned evidence technicians have a broad range of responsibilities that includes recording, storing, retrieving and when necessary, disposal of MPD evidence. Additionally evidence personnel are responsible, when the situation requires, to conduct research on cases for court hearings and or for circumstances requiring property being returned to owners or for conducting evidence destruction work. Evidence technicians also respond to major crime scenes for direct evidence collection on an as needed basis, mostly for major crimes such as homicides. 8,937 items were taken into evidence by the MPD in 2008 with all items requiring some work activity by evidence unit technicians. Additionally, the evidence technicians fulfilled 613 requests for evidence (to officers or attorneys for court purposes). Moreover, evidence technicians researched and purged 466 items from evidence storage during their 2008 work year.

### **Transcription Service**

Additional staff includes two Administrative Assistants who are responsible for typing investigative reports and verbatim transcriptions and, when requested, personnel background investigation reports. All vary in length, with many being multiple-page documents. The unit's two Administrative Assistants typed a total of 7,886 pages in 2008. In recent years there has been a noticeable increase in the demand for interviews to be transcribed. Requests are often made from prosecutors to have case notes transcribed; as a result both agency Transcriptionist have had an increase in their respective workloads.

### **Overall Unit Recommendations for Strategic Five Year Plan**

- Officers and civilians assigned to the Investigative Division continue to provide a high level of service to the members of the community we serve. However, in consideration of current workloads and the increasing demands placed on all staff members, it's clear that additional staff members will need to be added to our contingent within the next five years in order to maintain successful division operations. Also, in consideration of our agency's current and active Community Policing Programs, with the assignment of additional Detectives plans should be considered to assign Sector Detectives to conduct follow-up on crimes committed in certain sectors (Sector crime investigations).
- Critical needs exist in consideration of our compliment of Fraud and Identity Theft and Financial Crime Investigators. In a city with 108,154 residents and our community being the largest in the state with a diverse offering of businesses and financial institutions within city boundaries, current trends in such crimes would suggest its unlikely fraud crimes will decrease. To meet current and future needs, another fulltime investigator should be assigned to fraud and financial crime cases.

- In review of general caseloads for assigned Detectives with consideration given to the number of major cases assigned (to include homicides, shootings and serious assaults) staff increases will be needed to keep up with demands in general investigations. To this end, and at minimum, both the day shift and the night shift compliment in the Detective Division should be increased by one Detective to ensure caseloads are reduced to a reasonable level.
- Reinitiate the agency's successful Career Development program by assigning selected patrol officers to work a six-month training period in an investigative unit. Assigned officers could work general misdemeanor crimes thereby gaining knowledge on case follow-up and investigations, while freeing up fulltime investigators to work on felonies and major cases. Additionally this program would help administrators identify candidates for fulltime positions to investigative roles as they become available.

To address current and future needs in the Domestic Violence Unit strong consideration should be given to:

- Adding another investigator to the sexual assault unit due to the very high caseload currently held by the Detective assigned to this work. The Sex crime investigator works as many as seventy of these cases per year. Such cases are very time consuming and labor intensive.
- Moreover for optimum operations we should add an additional investigator to the DV Unit to alleviate/eliminate the current need to assign DART officers a regular caseload. It would be best that the DART unit revert back to their original purpose of responding to DV calls for service and handling these calls from start to finish. This would also help to reduce many of the time consuming DV calls for service that the patrol division currently handles. Due to the high number of DV cases that need to be assigned the DART officers carry a full caseload like any other investigator thus reducing their ability to be out on patrol to respond to DV calls.
- Also it will soon be necessary to train at least one DV investigator to be specialized and proficient in computer and cell phone investigations as they relate to cyber stalking, as trends suggest cyber stalking cases will only increase as a result of the public's increased use of computer and cell phone device communications.

To address current and projected needs in evidence collection, storage and cataloging programs the following points need to be considered:

- Evaluate current storage locations redesign all evidence areas/obtain an evidence storage warehouse.

- Purchase a Bar coding system.
- Contract with a licensed firearm dealer for storage of seized weapons to include service fees passed on to defendants.
- Add personnel to the evidence office to focus on purging; with this addition staff member to be assigned to the night shift.
- Assign personnel to work with the AG`S Office on purging closed homicide cases (all cleared homicide case evidence is current held at an off-site facility vault).

Specific to Juvenile Unit operations the following is recommended:

- If and when feasible, consolidate all units of the Investigative Division in one area – DV, Juvenile, Detectives – to improve operational efficiency. Although investigative responsibilities would remain unique to each detective's assignment, benefits of this change would no doubt include cross-training, increased info-sharing and an efficient use of resources during periods of high demand (i.e. first critical hours of homicide investigations).
- Increase the compliment of Child Abuse Sex Exploitation Investigators by one (additional detective) to better serve the needs and high demand of the unit.
- Provide specific and individual work stations for each investigator eliminating the need to share equipment thereby increasing efficiency of the unit.
- Create a position to work human trafficking cases with federal authorities as trends suggest these crimes are increasing nationwide. As such, and with the proliferation of such cases it is expected numerous grants will be available to agencies that have programs to address these crimes.
- Expansion of both the Child Abuse and Sexual Exploitation Unit and Computer Forensics Unit to address projected caseload increases.

Transcription Service:

- As noted previously, in recent years there has been a noticeable increase in the demand for interviews to be transcribed. Requests are often made from prosecutors to have case notes transcribed; as a result both agency Transcriptionist have had an increase in their respective workloads with the unit's two Administrative Assistants typing a total of 7,886 pages in 2008. No staff increases have taken place for these work assignments and need exists to do so at this time. At minimum, an additional part-time Transcriptionist should be hired within a year with consideration to add another fulltime Transcriptionist soon thereafter to meet needs.

## Special Enforcement Division

*Submitted by Captain Kevin Kelley*

The Special Enforcement Division consists of four units, the Special Investigations Unit (SIU), the Special Weapons and Tactics Team (SWAT), the Street Crime Unit (SCU), and the Gang Unit. This Division was created in July of 2008 as part of the reorganization plan created by the Chief. Each component falls under the general supervision of the Captain of the Special Enforcement Division and carries out its own primary mission required to meet its specific needs and fulfill departmental objectives. The following is a brief synopsis of the duties of each unit and the projected needs each unit will require to maintain its current service over the next five years.

### **Special Investigations Unit (SIU)**

There are currently ten investigators assigned to the unit with two Sergeants overseeing daily operations. Work shifts are varied between day and night shift, with four members assigned to various Task Forces. One investigator is assigned to the F.B.I. Operations Safe Streets Gang Task Force, one officer is assigned to the State of N.H. Attorney Generals Drug Task Force, and one is assigned to the D.E.A. HIDTA Task Force.

There are currently six undercover officers working full time out of our Manchester off site location. These investigators work full time on Manchester related drug investigations. Over the past year, we added an investigator to the unit who works Monday through Friday and assists with the administrative duties within the unit. His normal duties include, but are not limited to, interviewing suspects arrested on drug related charges, grand jury presentations, proffers involving State and Federal drug offenders, monthly accreditation reports and criminal intelligence gathering. This addition has been instrumental to the overall success of the unit over the past year.

Other assigned personnel include one Army National Guard representative who assists with data collection and criminal intelligence gathering. Under direct command of the Assistant Chief additional supervisory staff includes a Lieutenant as well as the aforementioned Captain. The Division Lieutenant assists the Captain with administrative duties, nuisance properties; prostitution related crimes and overall supervision of SIU as well as the other units within the Special Enforcement Division. The Special Enforcement Division currently does not have an administrative secretary assigned to the Division. The workload is split between the Investigative Division Administrative Assistant Secretary as well as the Patrol Division Administrative Assistant Secretary.

**Recommendation:**

During the 2009 year, SIU has compiled a record number of arrests and seizures unprecedented in MPD history. With the current drug issues society faces today, it is imperative that we continue to aggressively combat and deter individuals involved in the illegal firearms and drug trade. With that in mind, I would propose the following additions to the Special Investigations Unit over the next five years....

1. One full time Administrative Secretary handles these duties. Duties would include, but not be limited to, record and file keeping, roster upkeep, transcription of reports and the handling of drug intelligence calls.
2. One additional "administrative" detective to assist our current Detective (Beland). Detective Beland currently handles a variety of tasks, to include proffers, court appearances, record and file upkeep, grand jury, drug intelligence gathering, indictments, accreditation reports and the compilation of unit statistics, i.e., drug arrests and seizures.
3. One additional undercover detective to add to the current complement. We currently have 6 undercover officers working in the City of Manchester, with an additional 4 assigned to various Drug Task Forces. With the amount of activity within the City and the amount of officers we have assigned to the various Task Forces, I would request that this officer be added to our current "Manchester" complement.

**Street Crime Unit (SCU)**

The Street Crime Unit began operations in July of 2008. The unit initially consisted of three officers working Tuesday – Saturday evenings from 1800 - 0230 hours. The officers primarily work in a plain clothes capacity and operate unmarked vehicles.

Under the direct supervision of a Sergeant and overall command of the Special Enforcement Captain, the Street Crime Officer is responsible for identifying problems within the community, creating possible solutions for these problems and implementing the solution. The assignment is proactive and they also assist other members of the Department in problem identification, problem solving solutions and carrying out those solutions.

The unit is currently shorthanded as one of its three members was promoted last January, leaving only two officers on assignment. Over the past summer, our two Street Crime Officers worked in conjunction with the MPD/NHSP gang detail. This four month detail consisted of two MPD Officers and two NHSP officers working full time within the City of Manchester. Over this four month span, the proactive approach utilized by these six officers resulted in 126 arrests, ranging from Prostitution, Drugs, False prescriptions, OUIL, Criminal mischief, Disorderly Conduct, Assault, Criminal Threatening and Possession of Stolen property. Additionally, these officers "shut down"



several nuisance/drug houses over the summer, to include 26 Colby Street. The Gang detail ended in September and the Street Crime Unit is back to its previous complement of 2 officers.

**Recommendation:**

It is imperative that the Street Crime Unit raise its complement over the next five years to at least 6 total officers. As previously mentioned, six officers worked together this past summer in a plain clothes and full uniform capacity with excellent results. In order to continue to be proactive in our approach, I feel this would be the perfect number for the unit. This would allow the unit to run at full capacity, regardless of the situation, and would also allow for vacation, training, sick time, etc.

**SWAT**

The Manchester Police SWAT team is a collateral duty team which consists of three units, the Entry Team, the Crisis Negotiations Team and the Sniper Team. Currently, there are thirty officers assigned to the team. The resourcefulness of the Manchester SWAT Team and the fact that the vast majority of our activations are preplanned permit us to operate effectively with our current missions. However, in the event of a large and/or complex situation we may not have sufficient manpower to staff all contingency plans. The utilization of the armored vehicle, team vacancies, vacations, court, training sick leave and injuries to team members could leave them understaffed.

**Recommendation:**

Over the next five years, I would give future consideration to gradually expanding the size of the tactical team by at least three members. As mentioned previously in this report, team vacancies, vacations, court, sick leave and injuries to team members have left us in a position where we could be left understaffed. I feel these concerns would be alleviated with the addition of at least three members to the team over the next couple of years.

I would also consider working towards making the position of Assistant SWAT Commander a full time position in the Special Enforcement Division. The position description should include administrative, training and operational tasks with emphasis on ensuring that the team and team members are always in a state of readiness to meet known and anticipated missions. With the current collateral duty status of our Assistant SWAT Commander, it has placed a burden on the patrol division, especially when preparing operational plans and administrative tasks. The position should also work towards team compliance with the NTOA National SWAT Standards.

## Patrol Division

*Submitted by Captain Jonathan Hopkins*

The Manchester Police Department is a proud organization and respected throughout New Hampshire and New England for its professionalism and dedication to fighting crime. The Manchester Police Department is a model for cooperation with outside agencies. We have officers assigned to work with Federal, State, and Local agencies. These officers act as liaisons to these agencies and help keep the lines of communication open which is advantageous to information sharing and cooperation.

The restructure of the police department has allowed for a department wide integration of the community policing philosophy. The Patrol Division has spearheaded this effort and it is paying off. Officers are assigned to the same area and units for an extended period of time, whenever possible. This allows officers to get to know the people in their patrol areas and helps them to familiarize themselves with businesses and problems in the area they patrol.

The Manchester Police Department is taking a proactive approach to policing by trying to address crime before it happens. Uniformed patrol officers and supervisors have been aggressively ferreting out illegal activity. The police department is not waiting for crime to happen. We are aggressively attacking the criminal element before it takes a foot hold in the city. In 2008 the Manchester police department made 8966 arrests, stopped 26,303 vehicles and issued 8966 summons for violations. In the first ten months of 2009 the department made 7482 arrests, stopped 24,578 vehicles and issued 7482 summons for violations. At the same time in 2008 officers handled 100,613 calls for service, in the first ten months of 2009 officers handled 87,523 calls for service.

The number of calls for service and other requirements such as report writing, case follow up, and warrant preparation has meant that officers are spending less time engaged in Community Policing and Proactive Enforcement. Also not being able to stay at full minimum compliment in patrol has had an adverse effect on our enforcement activity.

Currently the following manpower needed to fill the minimum patrol vacancies is 102 officers. Over the last year the patrol division has averaged around 96 officers. The following is a break down by shift of the number of officers needed:

Midnights	33 officers to fill 17 positions daily
4 to 12	36 officers to fill 18 positions daily
Days	33 officers to fill 17 positions daily

During 2008 the midnight shift responded to 19,271 calls for service, the day shift 39,034 and the 4 to 12 shift 38,732.

The city of Manchester continues to grow in population. As this growth continues businesses will expand and traffic congestion will increase. The result of this is that officers will be spending more time handling calls for service and less time doing Community Policing and Proactive Policing. The patrol division is setting fourth goals for the next five years that will address the increased demands on the patrol division.

The first goal of the patrol divisions five year plan is to maintain the 102 officer minimum needed to properly staff the patrol division. It is very important for the safety of our citizens and officers that the number of current patrol units assigned to the streets does not decrease. Keeping the division at this minimum number off officers allows for us to meet this goal while taking into account vacations, sick leave, injury leave and other unforeseen absentness of officers. Being able to stay at this minimum number will also cut back on overtime needed to fill positions.

The second goal of the patrol division is to increase our compliment to the original 112 officers. This would allow us to add a fourth shift to cover our busiest call volume time between 1800 hrs and 0300 hrs. This was done during the summer of 2009 and was very successful. The shift was very productive and proactive with a high number of arrests, contacts with citizens, and motor vehicle stops. It also improved our response time to calls by having extra units on the street. Officers on regular route assignments were allowed to do more proactive policing because the extra units assisted in handling call volume giving them more time to patrol. It should be noted that we were able to draw manpower for this shift from other shifts and by adding 6 school resource officers to fill in where necessary. A shift this size could not be done with patrols current compliment with out disrupting other needs of the division.

The third goal of this patrol division is to add officers to the Traffics Enforcement Unit. Adding two officers to this unit would have great benefits. Many of the complaints the department receives are traffic related. Officer assigned to this unit will often work on these problems along with the officer assigned to the route the problem is in. Increasing the number of enforcement officers will allow able to work on these problems will allow route officers to work on other issues in their areas.

The fourth goals is of the Patrol Division is to increase the number of Reserve Officers to the full compliment of 20. As of November of 2009 there are 12 officers in this program. These Reserve Officers have proven to be a great resource. They have been used to delivery subpoenas and other paperwork freeing up route officers to patrol there sectors. The Reserve officers have also done Grand Jury Presentations and assisted detectives in processing evidence. A full compliment of Reserve officers would be a great help to patrol.

Over the next five years the patrol division needs to grow so that it can maintain the level of service that is currently given to the citizens of Manchester. It also needs to grow and or maintain a minimum number of officers so the department can continue to implement department wide Community Policing and continue our Proactive approach to preventing crime.

## Administrative Division

*Submitted by Captain Frederick Roach*

### Training Division

The Manchester Police Department Training Division consists of four police officers who concern themselves and are tasked with the overall training and equipping of police officers and civilian employees as well as the recruitment and selection of these individuals.

The hiring of police officers continues to be a monumental labor intensive and time consuming task. Routinely, in order to hire three or four qualified applicants we must go through numerous candidates. The vast majority of the background investigation work is done by the members of the Training Division.

Regardless of the actual number of police officers hired, the process through which we continue to put these officers puts a significant strain on the resources within the Training Division. Currently, newly hired police officers attend an eleven week in-house in addition to attending the state academy. When you consider the fact that the Manchester Police Dept historically hires two or three groups of officers each year one can easily see that the Training Division dedicates 40 to 60 percent of the year to training recruit officers.

We are also looking to acquire property at the Youth Development Center land on River Road to use as an off-site training facility. This is a major project that requires the acquisition of a building and the renovation of the building to meet our needs.

If the department is able to acquire the building, we would utilize the building as a local and regional training facility which will allow the department to conduct training that was not possible in the police headquarters building due to space constraints.

### Communications Division

The Communications Division continues to be understaffed at personnel levels below the allotted complement resulting in increased overtime costs to staff the division. The long term goal is to achieve a full complement of Emergency Services Dispatchers, authorized at 16, and reduce overtime costs at the same time. Retention of the Emergency Services Dispatchers is also critical. A comprehensive study of pay and additional benefits may be necessary to attract qualified candidates who are willing to make a long term commitment to the agency.

## **Construction of a new Police Station**

The existing Manchester Police headquarters is nearly 50% undersized and unable to house the necessary sworn and civilian personnel required for a modern law enforcement agency. An effort is underway to find the necessary funding to design and build a new, modern facility that will meet the needs of the police department and the residents of Manchester.

Under the direction of Chief Mara, the department has actively begun the process and at the current time, the city government and the police department are coordinating efforts to start the project. Obviously, funding for the project is a major obstacle. This is a project that will hopefully be completed in the next five years.

There are many reasons that have been established justifying the need for a new building:

- The existing building is not designed as a “Critical Facility” with proper accommodations to ensure the facilities continue to operate in the event of a major emergency.
- The existing building does not have adequate land area for secure parking of police vehicles and future expansion.
- The existing building is not centrally located at the center of the city’s population, requiring greater response times.
- The existing building lacks space for the personnel making it impossible to increase the number of sworn and civilian employees necessary for a city the size of Manchester.
- The existing facility has numerous safety and security concerns, including secure parking, lack of secure storage for bulk evidentiary items and a booking facility that lacks modern security features.
- There is a lack of “community space” where community meetings and other public functions can be held.

## Community Policing Division

*Submitted by Captain Richard Reilly*

Prior to crafting a five year strategic plan for the Community Policing Division to begin in 2010, it is important to briefly describe the staffing and operational characteristics of the Division as it was during the conception of this strategic plan.

The Division has recently completed the first full year as having "division strength" within the complete framework of the Manchester Police Department. Although we are the smallest Division in terms of the number of personnel assigned to it, the Division commands an equal share of department-wide policy making, problem solving, and other administrative responsibilities. The aforementioned responsibilities are principally shared among the Captains of the five other Divisions; Investigations, Legal, Special Enforcement, Patrol and Administration.

The arrangement has proven to be far more effective than the previous system during which Community Policing was a Unit within the Patrol Division. During that time, Community Policing lacked direction and was often used to bolster shortages in the Patrol Division's ranks and answer routine calls-for-service.

A lack of direction existed because of the premise that Community Police Officers had no pre-determined communities or neighborhoods to attach themselves for the purpose of developing valuable relationships. Answering routine calls-for-service or staffing assignments in other roles prohibited Community Policing Officers from loitering on problems for extended periods of time to achieve long term call-reducing solutions.

The Community Policing Division at the conclusion of 2009 consisted of a Crime Prevention Unit, Mounted Unit, Area Patrol Operations, and the Manchester Police Athletic League.

Among those areas of operation, responsibilities included; the administration of the Citizen's Police Academy, Crimeline Liaison Officer, elderly services, Weed and Seed representation, multi-cultural relations, Neighborhood Enhancement Team (NET) representation, and neighborhood watch group liaison activity.

The Division during this time participated in the Homeless Day Center Project, Mayor's Graffiti Task Force, and all-terrain vehicle patrols of undeveloped lands, alcohol sales compliance operations, second hand dealer compliance, and community policing grant management.

Because it has only been one year since the inception of this new format, it can be argued that the Community Policing Division has concluded the first year of a five year plan. This past year however was an opportunity to observe our successes and

identify our weaknesses to complete the task of preparing a five year plan for the Division.

It is simple to boast of our successes over the past year, of which there are many. It not however an easy task to admit and document our weaknesses so they can be improved upon and turned into positive outcomes. It is from these weaknesses that this five year plan is derived.

### **Goals and Objectives**

#### **Goal 1:**

The Community Policing Division will establish a Lieutenant's position to complete the chain-of-command and will provide an effective span-of-control over a staff that will grow by eight patrolmen during the targeted period (2010-2015).

#### **Goal 2:**

The Community Policing Division will restore a patrolman's position committed to the task of elderly services.

#### **Goal 3:**

The Community Policing Division will establish a patrolman's position committed to the task of Community Watch Group Liaison.

#### **Goal 4:**

The Community Policing Division will add five patrolmen to "Area Patrol Operations" during this period, bringing the total number of officers in each area to three.

#### **Goal 5:**

The Community Policing Division will add one patrol position to the Crime Prevention Unit, bringing the total number of personnel in that Unit to two.

#### **Goal 6:**

The Community Policing Division will improve upon the current "community cell phone" operations by providing each officer with a "Blackberry" or other similar device. Twenty five such devices will be needed to supply 22 patrolmen and three supervisors.



**Goal 7:**

Community Policing will have established a multi-day training program titled *Community Policing: The Manchester Initiative* to be offered to both front-line and command level officers from all law enforcement agencies.

***In the pages that follow, specific details of the individual goals are described:***

***Goal 1:***

*The Community Policing Division will establish a Lieutenant's position to complete the chain-of-command and will provide an effective span-of-control over a staff that will grow by eight patrolmen during the targeted period.*

The proposed expansion of the Community Policing Division will require the Division to improve upon span-of-control and overall efficiency. In October 2009, the Division was staffed by one first line supervisor, a sergeant, and one command level officer, a captain.

The sergeant was required to supervise 14 patrolmen, many of which had very different tasks and were spread out geographically throughout the city. In this case, the captain was often required to become involved in what would ordinarily be first line supervisory responsibilities. This is a very taxing situation as long-term planning and other department wide decision-making suffered.

With the addition of eight patrolmen to the Division during this planning period, the span-of-control will need to be maintained for the aforementioned reasons. A lieutenant will serve as the Division commander in the absence of the captain and will share first line supervisory responsibilities with the sergeant.

This would result in the span of control never exceeding 11 to one. I would however anticipate that the sergeant would assume a larger span-of-control in order to relieve the lieutenant so he/she may perform the tasks expected of a mid-management employee. This may include scheduling personnel or planning operations.

***Goal 2:***

*The Community Policing Division will restore a patrolman's position committed to the task of elderly services.*

The Elderly Services Officer has historically been a part of the 'former' Community Policing Unit when Community Policing was attached the Patrol Division. As a result of organizational changes in the department and limits in the number of department personnel, this position was eliminated.

It is clear to this administration that the elderly are unique victims because they are more vulnerable to fraud, physical and mental abuses, and neglect. It is also understood that the senior population in Manchester is growing. Seniors today are living much longer than previous generations.

Manchester seniors are not unlike many seniors throughout the country. Most of them consider the fear of crime or victimization as one of their predominant concerns. Fear of crime can immobilize the elderly who may shut themselves in their residences and shun all outside contacts with people. This is not only contrary to our mission to improve quality of life, but can also be detrimental to the local economy.

As an organization, it is important to understand that the elderly frequently exercise their influence in the community. While it may be self-serving, the elderly can favorably impact department planning. This may include budgetary and staffing concerns to equipment acquisition. To be even more current, their influence and support can be harnessed to promote our plans to construct a new police department.

It will remain the mission of this officer to provide the best possible service to the senior community through the use of communication, education, and crime prevention. The officer will also work closely with and provide support to allied social services agencies that provide assistance to seniors.

### ***Goal 3:***

*The Community Policing Division will establish a patrolman's position committed to the task of Community Watch Group Liaison.*

In March of 2008, the Department enjoyed relationships with 45 community watch groups. The number of watch groups in September of 2009 is 60. A small number of these groups meet regularly while a majority meet in person occasionally – taking advantage of frequent internet communication.

Although the number is disputed, it was estimated by the Health Department's Weed and Seed Watch Group liaison, Tracey Degges, that there are as many as 2000 city residents associated with a watch group – either as watch group captain or an occasional associate of a group.

The Watch Groups have been very supportive of the Manchester Police Department in terms of communicating resident concerns, organizing community walks, and coordinating major crime prevention oriented events such as National Night Out.

An officer dedicated to this function is essential to maintaining fluid communications and promoting growth and participation among the membership. I

would also expect that this officer will aid in the coordination of large community policing events such as National Night Out and be the Director of the Manchester Citizens Police Academy.

***Goal 4:***

*The Community Policing Division will add five patrolmen to "Area Patrol Operations" during this period, bringing the total number of officers in each area to three.*

Community Policing Area Patrols are staffed with 2 officers per geographical area. Five areas (A through E) are staffed with two while MHA West and MHA East are staffed with one officer each.

At this reporting time, the two officers assigned to their areas work in the same work group and share days-off. This assures officer safety and promotes a team approach to problem solving. On the teams days-off, the area is not covered, although the officers in the neighboring area are working and can cover any community needs in the assigned officer's absence.

In order to provide daily coverage for each sector, one additional officer needs to be assigned to an area. This brings the total number of officers to three per area. They will be assigned to certain work groups that will result in at least two of these officers working everyday. This is not unlike the current scheduling done for the prisoner transport assignment or units 2-3-4 in patrol.

This proposed arrangement will provide for daily coverage in each of the five community sectors. The number of MHA officers will not change.

***Goal 5:***

*The Community Policing Division will add one patrol position to the Crime Prevention Unit, bringing the total number of personnel in that Unit to two.*

The Crime Prevention Unit contained within the Community Policing Division is currently staffed by one patrolman. This is an enormously valuable program to the Department as it concerns public relations, visibility, and crime reduction.

The program includes workplace violence prevention programs, women's safety clinics, Officer Friendly program, Eddie Eagle Gun Safety program, home and business security surveys, crime prevention demonstrations, and drunk driving among teens prevention. This officer is also the Crimeline liaison and is responsible for the Crime-of-the-Week.

The Community Policing Division is interested in expanding this program by adding a second officer to fulfill the many requests for the aforementioned programs.

It is also imperative the number of programs provided is increased. For example, we currently provide for two woman's safety clinics per year. With an additional crime prevention officer, I would expect to run no less than four clinics.

I would also expect to be more aggressive by providing for more security surveys for businesses and residences. Furthermore, a security survey should be offered to victims within 48 hours of the crime. This provision will allow for this task to be completed.

An unforeseen benefit of adding one officer to this program is the training and experience that is very essential for this position. It is inevitable for the officer assigned to this program to be promoted or retired. It is essential that we maintain a seamless transition of personnel to continue this valuable and labor intensive program.

***Goal 6:***

*The Community Policing Division will improve upon the current "community cell phone" operations by providing each officer with a "Blackberry" or other similar device. Twenty five such devices will be needed to supply 22 patrolmen and three supervisors.*

The success or failure of the Community Policing Division is based upon the ability for it to communicate effectively with the neighborhoods that are served. The department issued cell phones have been proven to be a valuable tool to both the officer and the community.

Many community problems are being resolved before they become a concern for other department assets. That being said, it would be prudent to consider expanding this program to provide efficient and speedy electronic communication to the community and members of the Division.

It can be stated that mobile texting, and portable e-mail access via a device similar to the present-day "Blackberry" is the future. Society prefers e-mail and this trend will strengthen over the years. This Department and this Division needs to remain current.

***Goal 7:***

*Community Policing Division will have established a multi-day training program titled Community Policing: The Manchester Initiative to be offered to both front-line and command level officers.*

The Manchester Police Department has a goal to be the "center" for New Hampshire Law Enforcement in reference to policy-making and training opportunity. It

is the Department's goal to be renowned for its innovative techniques and commitment to community policing principles.

That being said, the Community Policing Division will assemble a 2 – 3 day community policing training program. The purpose will be to provide trainees an opportunity to learn about the Manchester model and share some of the successes and pitfalls associated with our program and present other community policing programs that may be brought back to the trainee's agency.

The program will be offered to frontline personnel; however supervisory level officers will be strongly encouraged to attend. A course description may include; area patrols, security surveys, starting a citizen's police academy, elderly services program, Crimeline, personal safety programs, and promoting the importance of collaboration with agencies not considered law enforcement.

It can be anticipated that the class size will be limited to 20 participants. Field trips into the community will be done during the program to demonstrate our successes and describe some ongoing issues and concerns.

Promoting this program outside this agency will serve to highlight our progress as an agency and aid in achieving our ambition to be recognized as one of the most progressive departments in the region.

### **Conclusion**

The seven components of this strategic plan are reasonable and essential to sustaining organizational growth and providing a system through which other more broad components of the Manchester Police Department's overall strategic plan may prosper. It is a well constructed plan and it conforms with the mission statement of the agency.

If this agency can prevail in uncertain and unpredictable economic conditions, I recommend an unrestricted pursuit of each of the aforementioned goals contained within this plan.