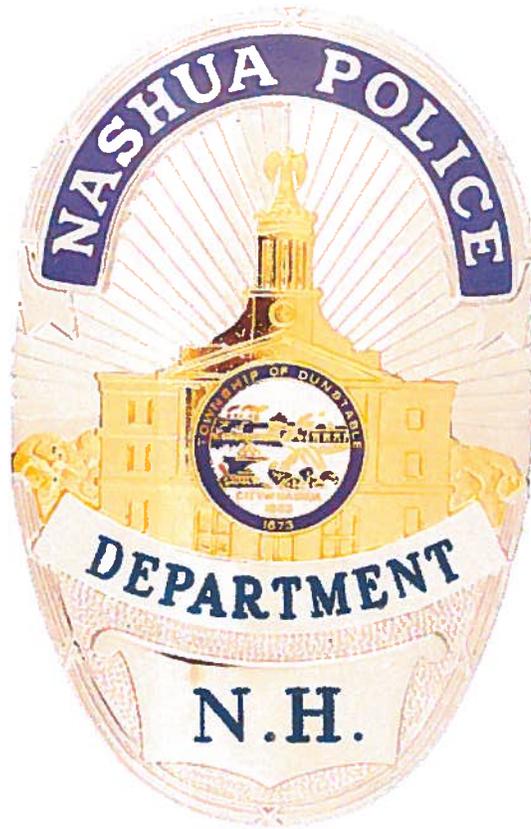


# NASHUA POLICE DEPARTMENT



## Workload Assessment

Updated: April 2014

# Nashua Police Department

Panther Drive; P.O. Box 785  
Nashua, NH 03061-0785  
Phone (603) 594-3500

Main Fax: (603) 594-3516  
Administration Fax: (603) 594-3615  
Detective Bureau Fax: (603) 594-3616  
Legal Bureau Fax: (603) 594-3571

**John J. Seusing**  
Chief of Police

April 9, 2014

Board of Aldermen  
City of Nashua

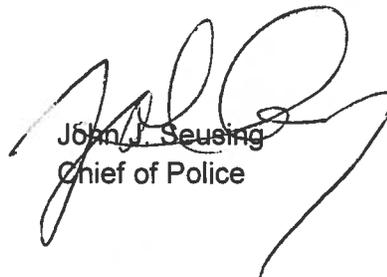
Dear Board of Aldermen:

Attached is the completed 2013 Workload Assessment report which includes staffing recommendations. The report is based on International Association of Chiefs of Police (I.A.C.P.) standards and utilizes actual Nashua Police Department data. In addition to the patrol assessment, a review was completed for the remaining bureaus. These assessments were completed in a more subjective manner by the respective Bureau Commanders. The purpose of a workload assessment is to assist with determining whether current staffing levels are sufficient to adequately address an agency's current workload, its policing philosophy, and the needs of the community.

The Nashua Police Commission, members of our Professional Standards Bureau, and I anticipate attending a future meeting with you to discuss our Workload Assessment report and our recommendations regarding staffing levels and the needs of the community in more detail and to answer any questions you may have .

I have provided you with a copy of the report for your review prior to our anticipated meeting. We look forward to discussing the report and our recommendations in more detail at that time. If you have any questions in the meantime, please feel free to contact me at any time.

Sincerely,



John J. Seusing  
Chief of Police



A NATIONALLY ACCREDITED LAW ENFORCEMENT AGENCY

# Table of Contents

<b>Mission Statement / Introduction</b>	<b>(page 1)</b>
<b>Uniform Field Operations Bureau</b>	<b>(page 5)</b>
I. Patrol Division	
II. Minimum Staffing Requirements for Patrol Division	
III. Patrol Staffing Analysis	
IV. Current Staffing in the Patrol Division	
V. How would additional Officers be utilized in the Patrol Division	
VI. Supervision	
VII. Summary of Staffing needs in the Uniform Field Operations Bureau	
<b>Professional Standards Bureau</b>	<b>(page 14)</b>
I. Recruiting Division	
II. Training Division	
III. Accreditation Division	
IV. Internal Affairs Division	
<b>Legal Bureau</b>	<b>(page 19)</b>
I. Domestic Violence Unit	
<b>Services Bureau</b>	<b>(page 21)</b>
I. Community Services Division	
II. Communications Division	
III. Records Division	
IV. Fleet Maintenance Division	
V. Building Maintenance Division	
<b>Detective Bureau</b>	<b>(page 30)</b>
I. Criminal Investigation Division	
II. Youth Services Division	
III. Proposal to Transfer Domestic Violence Unit to the Detective Bureau	
IV. Narcotics Intelligence Division	
V. Evidence Identification Division	
VI. Crime Analysis / Planning Research Division	
VII. Detective Bureau Secretarial Staff	
<b>Addendum A – Detective Bureau</b>	<b>(page 39)</b>
I. Criminal Investigation Division	
II. Special Investigation Division (formerly the Youth Services Division)	
<b>Addendum B – Narcotics Intelligence Division</b>	<b>(page 41)</b>

## **Table of Contents (Continued)**

**Recommendation from the Chief of Police**

**Nashua Police Department Organizational Chart**

**Nashua Police Department Sworn Officer Deployment Table**

**Uniform Field Operations Bureau – Sector Boundary Maps**

**Letters of review:**

Michael T. French (Chief of Police -Retired) Goffstown, New Hampshire Police Department  
Team Leader for the Commission on Accreditation for Law Enforcement Agencies (CALEA)

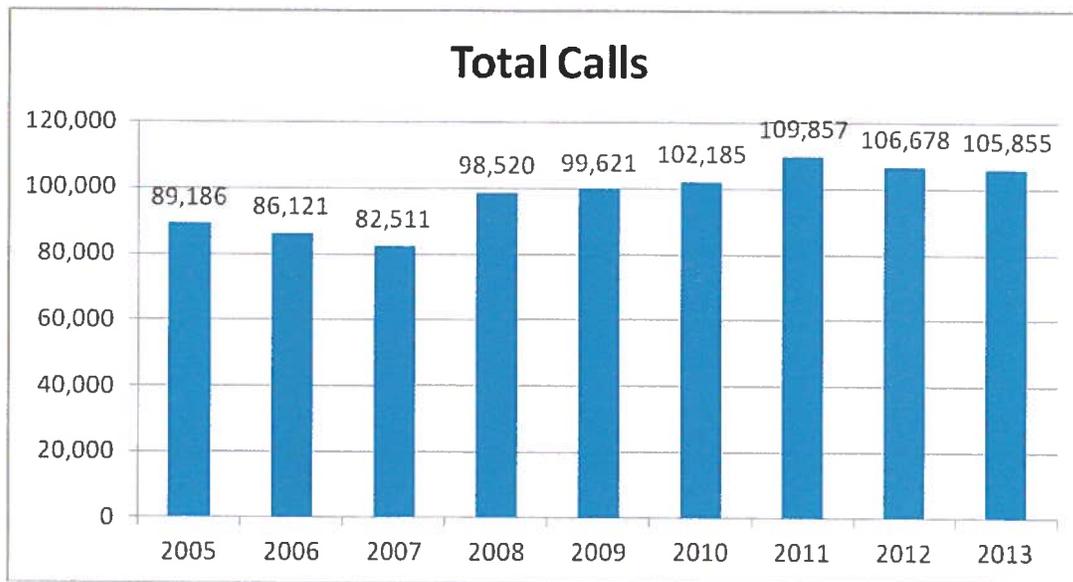
David L. Kurz (Chief of Police) Durham, New Hampshire Police Department  
Team Leader for the Commission on Accreditation for Law Enforcement Agencies (CALEA)

## **MISSION STATEMENT**

The Nashua Police Department strives to improve the quality of life in its community and to protect people and property in partnership with the citizens of Nashua.

## **INTRODUCTION**

The Nashua Police Department is a Nationally Accredited Law Enforcement Agency. The Department recently completed a workload assessment in an effort to determine if our current staffing is adequate to handle our annual call volume while providing the level of service the citizens of Nashua need and deserve. Currently, the Nashua Police Department has a Commission Authorized Sworn Strength of 179 officers. This sworn strength has increased by two officers over the past 10 years; however the department has experienced a significant increase in call volume since 2007. In addition to an increase in police reports completed, the increase in annual call volume is due in large part to an increase in proactive police activity such as motor vehicle stops, as well as the fact that the department is doing a better job of accurately accounting for officer's time by initiating call numbers when appropriate to do so. Examples of these calls include sexual offender registrations, sexual offender compliance checks, School Resource Officer activity, follow-up investigations by officers and community policing related activity.



## Definitions

**Authorized Strength:** The number of Nashua Police Department sworn officers that are authorized by the Nashua Police Commission. Although newly hired officers fill existing sworn vacancies and count toward achieving our authorized strength, they are not eligible to be assigned to a patrol function until they successfully complete their initial six month basic training. As a result, newly hired officers who have not completed their basic training are not considered “functional” officers and therefore are not counted in patrol staffing numbers. It is typical to fill sworn vacancies and reach authorized strength within approximately three months of the vacancy occurring; however, it takes another six months before this officer can fulfill his/her duties.

**Functional Strength:** The number of sworn Nashua Police Officers who have completed their initial six month basic training and are capable of fulfilling their duties. They are considered functioning officers and are counted in patrol staffing numbers. It is important to note that functional strength can change at any time during the year due to officers resigning or retiring from the department.

**\*Note:** It is extremely rare, if ever that the functional strength of the Nashua Police Department has matched the departments authorized strength. **Over the past five years, the average number of functional officers the department was down per year was 9.55 officers.** This number has fluctuated from a low of 2 officers, to a high of 15 officers during this five year timeframe. It is important to keep this fact in mind when considering an increase to the authorized strength of the Police Department.

**Calls or Calls for Service:** Throughout this report, reference is made to the term “calls” and “calls for service” that officers handle. These are common terms that are nationally accepted in the law enforcement community. They are used to describe both reactive and proactive police duties which require at least one police officer’s time to perform. They include the officer’s response to calls for service from citizens, as well as self generated police activity by officers.

## Workload Assessment

The recommendations for staffing are based on the information obtained from the calls for service that the Nashua Police Department handled during 2012. The number of calls for service in 2013 was within 1% of the total calls for 2012. Due to the similarity in call numbers between these two years, a separate workload assessment was not completed for 2013.

The International Association of Chiefs of Police (IACP) recognizes that unanimously valid standards pertaining to patrol staffing do not exist. Ratios such as the number of officers per thousand population are no longer accepted as a basis for staffing decisions. Establishing patrol allocation and deployment

requirements is a complex venture which requires reviewing extensive factors as well as a large body of accurate data. When defining patrol-staffing requirements, the IACP considers the following factors, the mix of which is unique to each region and department:

- Policing philosophy
- Policing priorities
- Police policies and practices
- Number of calls for service
- Population size and density
- Composition of population, particularly age structure
- Stability and transiency of population
- Cultural conditions
- Climate, especially seasonality
- Policies of prosecutorial, correctional, and probation agencies
- Citizen demands for crime control and non-crime control services
- Crime reporting practices of citizens
- Municipal resources
- Trends in the foregoing areas.

#### Policing Style/Philosophy

It is common practice to divide the time for patrol activity equally among three categories:

- A. One-third of an officer's time for response to calls for service (Responding to calls, arrests, motor vehicle stops, initial and follow-up investigations, evidence collection and processing, etc.)
- B. One-third of officer's time for crime prevention (Patrolling neighborhoods and business districts, community policing efforts, crime detection, etc.)
- C. One-third of officer's time for administrative duties (Roll call, report writing, training, equipment needs, meals, meetings, etc.)

#### Service Philosophy

An officer can be dispatched to each complaint or call made by a citizen. We can also choose to be discriminatory when dispatching. With the restrictions placed on budgets during this time many departments are faced with efforts to improve the quality of service, reduce response times, and develop new plans regarding crime prevention and community relations, without increasing patrol staffing.

The Nashua Police Department has chosen to divert non-emergency misdemeanor calls with no suspect, i.e. criminal mischiefs, thefts from motor vehicles, etc. to an in-house officer designated as Sector 16. Sector 16 is a

second shift only position located within the Records Division area. This officer is responsible for taking reports over the phone, and handling walk-in complaints at the police department. Providing this service allows officers to remain on the street to provide quicker response times and allow greater on-scene service levels.

### Response Time Standards

Absolute response times have not been established; however, response times have a major impact on manpower requirements. Although response times are not entirely staff driven, call prioritization is also critical in obtaining the desired response times.

### Supervision Style and Requirements

The Commission on Accreditation of Law Enforcement Agencies recommends, “a supervisor be responsible for no more than 12 officers or eight beats”. Fewer supervisors are needed when the police department has an experienced patrol force and supervisors. More supervisors are needed when the department has a younger, less experienced patrol force.

### Community Policing Roles

An officer’s role must be fully defined in order to incorporate time elements within the officer’s daily requirements. Community and problem solving policing is labor-intensive for patrol. However, community-policing roles are still considered a relatively new area for patrol with little historical information gathered to guide police departments.

### Calls for Service

2012:

The number of calls for service for the Nashua Police Department handled in 2012 was 106,647.

2013:

The number of calls for service for the Nashua Police Department handled in 2013 was 105,855.

### Motor Vehicle Stops

2012:

The Nashua Police Department conducted a total of 34,154 Motor Vehicle Stops in 2012 which are included in the calls for service for 2012.

2013:

The Nashua Police Department conducted 34,024 Motor Vehicle Stops in 2013 which are included in the calls for service for 2013.

## **WORKLOAD ASSESSMENT**

### **UNIFORM FIELD OPERATIONS BUREAU (PATROL DIVISION)**

#### **I. Patrol Division**

In the past, walking patrols, bicycle patrols and motorcycle patrols were filled on a regular basis, particularly on 1<sup>st</sup> and 2<sup>nd</sup> shifts. This was standard practice until 1997 when the Police Commission authorized sworn strength was 153 officers. In December of that year the department had a functional strength of 148 officers and the department handled 61,891 calls during the year. Although the department has gradually increased its authorized strength by 26 officers since 1997 to the current strength of 179 officers today, an increased annual call volume and growing demands on the department's resources necessitated the creation of several specialty units beginning in 1997. These units have been able to more effectively address the city's and the department's needs. Officers who had been assigned to the Patrol Division were needed to staff these special units which include:

- a. Problem Oriented Policing Unit (4 Officers, 1 Sergeant)  
\*The POP Unit is currently short staffed and is operating with only (3) officers and (1) Sergeant.
- b. Domestic Violence Unit ( 3 Officers, 1 Sergeant)
- c. School Resource Officers (5 Officers)
- d. Traffic Enforcement Unit (3 Officers)
- e. Burglary Unit (added 1 Patrol Officer to Detective Bureau)
- f. Firearms Training Unit (added 2 Officers)

The creation of these special units has proven to be an effective and productive use of manpower as the department continually works to fulfill its mission. However, the development and proper staffing of these units over the years coupled with the increase in call volume has led to a shortage of manpower assigned to the Patrol Division. Since the late 1990's, 20 officers (including 2 Sergeants) have been either removed from the Patrol Division to staff a specialty unit, or assigned to a specialty unit within the Patrol Division that does not count towards minimum staffing requirements. Although these specialty units are an important addition to the department, the Patrol Division of the Uniform Field

Operations Bureau experienced staffing losses upon their inception. The reassignment of these officers has made it very difficult for the department to fill additional patrol positions such as walking patrols, bicycle patrols and motorcycle patrols while meeting minimum staffing needs and avoiding coverage overtime. It is only during 2<sup>nd</sup> shift that minimum staffing requires that 1 officer be assigned to a bicycle patrol in the Railroad Square / Main Street area.

## **II. Minimum Staffing Requirements for Patrol Division**

Standard Operating Procedure (SOP) of the Nashua Police Department requires that deployment of personnel on the 3-Platoon System in the Patrol Division should consist of no less than:

### **a) 1<sup>st</sup> Shift:**

Seven days per week minimum staffing:

11 mobile units, no walking or bicycle patrols,  
1 Desk Sergeant, 1 street Sergeant.

- Cover booking officer position every Saturday, Sunday and Monday with an officer.

### **b) 2<sup>nd</sup> Shift:**

Sunday through Wednesday minimum staffing:

12 mobile units, 1 in-house officer (sector 16), 1 bicycle patrol and no walking patrols, 1 Desk Sergeant, 1 street Sergeant.

Thursday through Saturday minimum staffing:

13 mobile units, 1 in-house officer (sector 16), 1 bicycle patrol, no walking patrols, 1 Desk Sergeant, 2 street Sergeants.

- Cover booking position every Saturday and Sunday with an officer.

### **c) 3<sup>rd</sup> Shift:**

Sunday through Wednesday minimum staffing:

10 mobile units, no walking or bicycle patrols,  
1 Desk Sergeant, 1 street Sergeant.

Thursday through Saturday minimum staffing:

11 mobile units, no walking or bicycle patrols,  
1 Desk Sergeant, 2 street Sergeants.

- Cover booking position every day of the week with an officer.

\*Notes:

1. 3<sup>rd</sup> shift does not have a civilian booking specialist available to cover the Booking Officer position and covers this with a uniformed officer who would normally be assigned to street patrol. There are times when covering this position requires overtime pay due to minimum staffing needs.
2. 1<sup>st</sup> and 2<sup>nd</sup> shift does have a civilian booking specialist assigned to those shifts. However, when those civilians are on regular days off, absent, or on leave, this position is filled by a uniformed officer who is removed from street patrol duties. There are times when filling this position requires overtime pay due to minimum staffing needs.
3. Uniform officers who are scheduled for street patrol may also be re-assigned to fill shift vacancies in Dispatch and Communications for all three shifts due to regular days off, approved leave, training and sick days. This occurs to avoid coverage overtime in these positions.
4. The 3 uniformed officers who are members of the Traffic Enforcement Unit do not count towards filling minimum staffing routes.
5. Additional manpower that is available after meeting minimum staffing needs is assigned by the Bureau Commander or his designee as needed.

### **III. Patrol Staffing Analysis**

As part of the process of estimating the number of police officers that are required to handle any given level of service demand, it is first necessary to determine the average amount of time (work) that will be available from each officer. This involves making allowances for the amount of time “lost” due to regular days off, holidays, annual leave, sick leave and disability.

In generating the patrol availability estimate, the collective work records of eighty-nine (89) patrol officers who were assigned to patrol in 2012 were examined.

These records indicate that the average officer of this department utilizes 18.36 days lost in a year in addition to regular days off.

The availability estimates for 2012 under the 4/2 (four days on two days off) work sheet would have been 226.64 days or 1813.12 hours work for the year. (365 days minus 120 regular days off, minus 18.36 days "lost" equals 226.64 available work days or 1813.12 hours). The ratio of 1813.12 hours to 2920 (365 days x 8 hrs = coverage for 1 position) is the same as 1 to 1.6. Therefore, for every 1 position to be covered, 1.6 officers must be assigned.

The Nashua Police Department handled 106,647 calls in 2012. These calls were broken down as follows:

<b>1<sup>st</sup> shift</b>	<b>26,347 Calls plus 12,626 Motor Vehicle Stops</b>
<b>2<sup>nd</sup> Shift</b>	<b>27,984 Calls plus 12,372 Motor Vehicle Stops</b>
<b>3<sup>rd</sup> Shift</b>	<b>18,171 Calls plus 9147 Motor Vehicle Stops</b>

A review of all calls was completed by the Nashua Police Department's Information Technology Division and it was determined that the average time an officer spent on a call for service in 2012 was 39.32 minutes. The average time an officer spent on a call for service in 2013 was 40.44 minutes. According to the IACP the average motor vehicle stop takes 10 minutes.

As previously mentioned, the patrol officer's shift can be broken down into three equal parts, each of which accounts for one third of the patrol officer's day. The three parts are identified as:

- 1. Response to Calls for Service**
- 2. Crime Prevention**
- 3. Administrative Duties**

The IACP provides the following formulas for determining recommended staffing. The Nashua Police Department applied our own data to these formulas to complete the following calculations which were used to develop recommended staffing for each of the three Patrol Division shifts. *It is important to note that many times more than one officer is needed to respond to and remain at a call for service depending on the nature and seriousness of the call. The following information only captures the time of the "primary" officer handling that call.*

- Calls for Service (CFS) x 39.32 minutes divided by 60 minutes = CFS Hours
- Motor Vehicle Stops (MVS) x 10 minutes divided by 60 minutes = MVS Hours
- CFS Hours + MVS Hours = Total Service Hours (measured activity)

- Total Service Hours x 3 (converts to 1 patrol shift) = Total Hours
- Total Hours divided by 2920 (# of Hours required for one position) = # of positions.
- # of positions x 1.6 (To cover 365 days) = Total # of positions for one shift.

**First Shift:**

26,347 x 39.32 divided by 60 = 17,266 / 12,626 x 10 divided by 60 = 2104.3  
 17,266 + 2104.3 = 19,370.3 x 3 = 58,110.9 divided by 2920 = 19.9 x 1.6 = **31.8**

**Second Shift:**

27,984 x 39.32 divided by 60 = 18,338.8 / 12,372 x 10 divided by 60 = 2062  
 18,338.8 + 2062 = 20,400.8 x 3 = 61,202.4 divided by 2920 = 21.00 x 1.6 = **33.6**

**Third Shift:**

18,171 x 39.32 divided by 60 = 11,908.1 / 9147 x 10 divided by 60 = 1524.5  
 11,908.1 + 1524.5 = 13,432.6 x 3 = 40,297.8 divided by 2920 = 13.8 x 1.6 = **22.1**

Based upon the above calculations the Nashua Police Department's Patrol Shifts should be staffed as follows:

**1<sup>st</sup> Shift: 31.8 Officers**  
**2<sup>nd</sup> Shift: 33.6 Officers**  
**3<sup>rd</sup> Shift: 22.1 Officers**

**Total: 87.5 Officers**

According to the workload assessment, the Nashua Police Department needs 87.5 officers (rounded up to 88 officers) assigned to street patrol in the Patrol Division to be adequately staffed to service the volume of calls officers are consistently handling annually. This number does not include personnel needed to cover inside positions such as booking, communications and dispatch.

If the department did not increase the number of officers assigned to street patrol duties, it would be very difficult to add patrols to 1<sup>st</sup> and 2<sup>nd</sup> shifts in the Main Street area of the city.

#### **IV. Current Staffing in the Patrol Division**

In April 2013, the authorized strength for the Nashua Police Department was increased from 177 to 179 officers. As of 4/4/14, with an authorized strength of 179 officers, the department has a functional strength of 174 officers. One officer is still in his initial training (Off. Gobbi) and four recent sworn vacancies exist due to three officers leaving the department (Officers Seero, Moriarty and Rogan) and one officer retiring (Officer Collins). It is expected that these four vacancies will be filled in early May 2014. As of 4/4/14 there are **80** uniformed officers, including the 3 members of the Traffic Enforcement Unit assigned to the Patrol Division. This number does not include supervisors. The number of functional officers in the Patrol Division can change in various amounts at any time during the year. As of 4/4/14 officers are distributed between the three patrol shifts as follows:

<b>1<sup>st</sup> Shift</b>	<b>2<sup>nd</sup> Shift</b>	<b>3<sup>rd</sup> Shift</b>
Total: 26 Officers	Total: 31 Officers	Total: 23 Officers
0600-1400 hrs 10 Officers	1400-2200 hrs 10 Officers	2200-0600 hrs 9 Officers
0700-1500 hrs 16 Officers	1500-2300 hrs 21 Officers	2300-0700 hrs 14 Officers

When comparing the current staffing levels of the Patrol Division to the workload assessment findings, the Nashua Police Department is **7.5 (8)** uniformed officers below the recommended staffing level for the Patrol Division. If you were to take the 1 officer who is currently in his initial six-month basic training and fill the four vacant positions and have them all finish their initial training, then have all 5 of these officers assigned to the Patrol Division along with the 80 uniformed officers currently assigned to that Division (raising the number of officers in the Patrol Division to 85) the Patrol Division would still be **2.5 (3)** officers below the recommended staffing level.

- It should be noted that attaining the recommended staffing numbers would require the department's functional strength to equal the commission authorized sworn strength, a status that has not been attained in many years, if ever.

#### **V. How would additional officers be utilized in the Patrol Division?**

The workload assessment committee would propose the following options to address staffing needs. **Option A** is the minimum requirement necessary to meet the staffing needs identified in the workload assessment.

## **Option A**

Assuming that the Nashua Police Departments functional strength is equal to the authorized strength of 179 officers, the department should increase the authorized sworn strength and add (3) more officers to the Patrol Division, thus bringing the Patrol Division staffing to 88 officers.

- If the Nashua Police Department were to add (3) officers to the Patrol Division, the department would have the recommended number of officers to handle the volume of calls we service annually. The addition of these (3) officers MAY also allow the department to more consistently add downtown walking and bicycle patrols to 1<sup>st</sup> shift and a walking patrol to 2<sup>nd</sup> shift which would be prioritized assignments after minimum staffing needs are met.
- Add civilian booking specialists to cover 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> shifts. The booking officer position must be covered 24 hours per day, 7 days per week, and 365 days per year. Hiring civilians to cover this position will allow officers from all three shifts to be assigned to street patrol duties.
- Consideration should be given to adding at least 1 marked cruiser to the fleet.

**The following additional options offer examples of how further increases in staffing, above and beyond those identified in Option A could be utilized.**

## **Option B**

In addition to the number of officers requested in Option A, increase the authorized sworn strength of the Nashua Police Department by an additional (8) officers who would be assigned to the Patrol Division. This would be needed to allow the department to add 5 new positions (5 positions X 1.6 = 8 officers) which would result in the following:

- Add three positions to 1<sup>st</sup> shift, which would result in one officer being regularly assigned to a walking patrol on Main Street and two officers assigned to bicycle patrol in the Main Street and downtown area. Filling these positions would still depend on daily staffing availability for the shift, but would be prioritized after minimum staffing needs are met. Bicycle patrols should be a 2 officer assignment.
- Add two positions to 2<sup>nd</sup> shift, which would result in one officer being regularly assigned to a walking patrol route on Main Street and one additional officer to bicycle patrol (2<sup>nd</sup> shift currently has one bicycle patrol officer) assigned to the Main Street and downtown area. Filling these positions would still depend on daily staffing availability for the shift, but

would be prioritized after minimum staffing needs are met. Bicycle patrols should be a 2 officer assignment.

- The addition of walking patrols to Main Street coincides with the Main Street merchant's requests to see more foot patrols in the downtown area.
- To adequately staff these 5 new positions (5 new positions X 1.6 officers needed to cover each position) the Patrol Division would need to add (8) officers in addition to the (3) officers requested in Option A.
- Option A + Option B = 11 Officers.

### **Option C**

In addition to Option A and Option B, increase the authorized sworn strength of the Nashua Police Department and assign an additional 3 officers to the Patrol Division which would allow the department to:

- Add 3 more officers to the Traffic Enforcement Unit. Traffic related issues remain a significant concern among the citizens of Nashua. The development of this unit coincides with Goal #3 in the Department's 2012 Five Year Plan, which includes measures to reduce vehicle and pedestrian related collisions within the city.
- With the increased size of the Traffic Enforcement Unit, the department would need to purchase one additional motor vehicle for this unit.
- Consideration may also be given to merging the Motorcycle Unit with the Traffic Enforcement Unit to create a Traffic Enforcement Division. In addition to handling motor vehicle enforcement, this division would also handle the majority of traffic accidents not investigated by the Accident Reconstruction Unit. Traffic accident investigations can be very time consuming and making this change would allow sector officers to spend more time on other patrol related tasks. From 2005 to 2013, the police department responded to an average of 3,809 traffic accident calls each year.
- Option A + Option B + Option C = 14 Officers

### **VI. Supervision**

As indicated previously in this report the maximum number of officers reporting to one supervisor should not be more than 12. At this time in the Patrol Division the number of officers reporting to one supervisor is often more than 12, particularly during 1<sup>st</sup> shift.

- Add a 5<sup>th</sup> Patrol Sergeant to 1<sup>st</sup> shift.

**VII. Summary of Staffing Needs: Uniform Field Operations Bureau  
(Patrol Division)**

1. Additional police officers and civilians needed in the Patrol Division:

**Option A** = Add 3 officers and

- Add two civilians (total: 56 hours/week) as 3<sup>rd</sup> shift booking specialists.
- Add 1 part time civilian (24 hours/week) 1<sup>st</sup> shift booking specialist.
- Add 1 part time civilian (16 hours/week) 2<sup>nd</sup> shift booking specialist.

**Option B** = Add a total of 11 officers plus civilian booking specialists.

**Option C** = Add a total of 14 officers plus civilian booking specialists.

In addition to options A, B or C:

2. Add 1 officer which is needed to return POP Unit to full staffing.
3. Add 1 Patrol Sergeant to 1<sup>st</sup> shift.

The following pages of this workload assessment will outline staffing assessments of the other four bureaus of the Nashua Police Department. These bureaus are identified as the Professional Standards Bureau, Legal Bureau, Services Bureau and Detective Bureau. It is not possible to conduct a mathematical workload assessment for these bureaus, similar to the one used for the Uniform Field Operations Bureau. However; the staffing analysis for these bureaus are based on the observations, assessments and recommendations of the Bureau Commanders and their respective supervisory teams.

## **PROFESSIONAL STANDARDS BUREAU**

The Professional Standards Bureau is comprised of four divisions that work closely with one another as well as other bureaus of the Police Department to ensure the proper recruitment, training and overall professionalism of the organization. The four divisions are the Recruiting Division, Training Division, Accreditation Division and Internal Affairs Division. The Professional Standards Bureau consists of a Captain, Lieutenant, Sergeant, a Recruiting Specialist, an Accreditation Manager, a Training Officer, (three) Firearms Training Specialists and a Secretary. Each of the members of the Professional Standards Bureau work an eight hour shift and follow a five day on, two day off schedule with the exception of the Accreditation Manager who works a four day on, three day off schedule.

### **I. Recruiting Division:**

The Recruiting Division is comprised of a Recruiting Specialist and a Sergeant. They are responsible for the advertising and administering of testing procedures for sworn personnel. They conduct interviews of all candidates that pass the entry test and complete background investigations on those candidates that are determined best suited to become police officers. At the conclusion of the background investigation they report their findings to the Divisional Supervisor and Bureau Commander. This is a very time consuming and labor intensive job which begins with the advertising campaign for an upcoming entry-level test and concludes with the new recruits being sworn in as a Nashua Police Officer. This process takes approximately six months to complete. The Recruiting Division holds recruit drives three times each year. This produces a continuous cycle of testing, interviews, and background investigations of police candidates.

In addition to the testing, interviews and background investigations of police officer candidates, the Recruiting Division also performs these tasks with civilian employee candidates. Often testing, interviews and background investigations are in various stages for different candidates at any given time. Each candidate selected to move on to the background phase of the hiring process may be eliminated at any point in the process due to information that when discovered causes the candidate to no longer be considered for employment. This occurs

fairly regularly with candidates in the background phase but ensures that the individuals that are ultimately hired by the Nashua Police Department possess the qualities that are desired.

The Recruiting Division is also responsible for conducting annual physical fitness tests on all sworn officers hired after 1990. The physical fitness test consists of a battery of tests designed to check the flexibility, strength, muscular endurance and cardio vascular condition of the officer. Each test takes approximately 45 minutes to complete. The recruiting specialist if requested may develop a recommended workout routine to assist the officer improve his/her level of conditioning. Currently 159 officers are tested annually.

At this time the Recruiting Division appears to be adequately staffed however there are periods throughout the year during recruiting drives where it would be beneficial to have extra personnel to assist with background investigations. In the past, members of the Detective Bureau who have been trained in background investigations have assisted with background investigations. Also, the Recruiting Division relies on the assistance of officers from other divisions and bureaus during recruit tests and job fairs.

## **II. Training Division:**

The Nashua Police Department's Training Division is comprised of a Training Officer, three Firearms Training Specialists and the Services Bureau Secretary, which is shared with the Training Division. The Training Division is responsible for arranging, coordinating, evaluating, monitoring and documenting all training for the Police Department and its members. In 2012, Nashua Police Department officers and civilian personnel combined attended 25,632.25 hours of training throughout the year. The Training Division assures that all officers and members of specialty units of the Department receive at least the minimum amount of training as required by the Nashua Police Department, CALEA Standards, as well as State and Federal guidelines. This training includes, but is not limited to a minimum of eight hours of in-service (non-firearms related) training, four hours of training in use of deadly and non-deadly force, as well as annual firearms qualifications. Additionally, every other year all sworn personnel are required attend an eight hour block of training to be re-certified in First Aid and CPR. Officers that are issued patrol rifles and less lethal weapons are required to be re-certified/qualified annually on those weapons systems as well. It should be noted that members of specialty units are required to attend additional training that is specific to their unit assignment.

The Training Officer registers members for schools, arranges for NPD to host schools, and makes travel and accommodation arrangements as well as providing subsistence funding for officers attending various training. Annually, the Training Division plans and implements an "in-house" Procedure School for all new officers hired the previous year. The Training Division also coordinates

ongoing refresher training for department personnel who hold instructor certifications for various topics. Specialty Unit training is monitored to assure minimum training requirements are met for each officer in the respective specialty unit. First Year Special Officers are monitored through their attendance at the New Hampshire Police Academy, Field Training Program, and Procedure School. The Training Division maintains records of all completed training for all department personnel, civilian and sworn.

The Firearms Training Unit, which is a component of the Training Division, is staffed with three Firearms Training Specialists (sworn Nashua Police Officers). This unit is responsible for all firearms and defensive tactics training for all sworn members of the Department. They are also involved in the research of new methods of training as well as the ongoing evaluation of new equipment to include the testing and evaluation of this equipment, then making recommendations regarding equipment upgrades. The Firearms Training Unit has a set schedule of mandatory training they follow as well as ongoing refresher training where a different topic is reviewed each month in a brief format with on-duty personnel.

The Services Bureau Secretary works closely with the Training Officer in scheduling and documenting training. This accounts for approximately 50% of the secretaries' job duties.

At this point the Training Division appears to be adequately staffed however there are times throughout the year when additional staffing is necessary. The Training Division relies on experienced Nashua Police Department Officers to serve as instructors to teach different courses in our training curriculum, thus temporarily removing the instructors from their normal assignments.

The Training Division has utilized a Training Officer for the past four years. Prior to this, the position was a supervisory one held by a Sergeant. The switch from a supervisor to an officer places additional responsibility on the Professional Standards Sergeant, who now supervises Recruiting, Training, and Accreditation. Consideration should be given to returning this position to one with supervisory authority to give the Training Division its own independent authority to resolve scheduling conflicts regarding training. This also lessens the supervisory burden on the Professional Standards Sergeant.

### **III. Accreditation Division:**

The Nashua Police Department was originally accredited in 1991. The department was reaccredited in 1996, 2001, 2004, 2007, 2010, and most recently in 2013. The Nashua Police Department is one of only ten departments in the state of New Hampshire that are internationally accredited. A commitment to accreditation serves as the framework by which a law enforcement agency demonstrates its adherence to professionalism and excellence.

The Accreditation Division is manned by the Accreditation Manager who works 32 hours per week. He is responsible for maintaining compliance with the 480 accreditation standards. This involves updating Department Standard Operating Procedures, Rules and Regulations, General Orders and Policy Statements. This ensures that necessary inspections and reports are completed and obtained for the files which serve to provide examples of our compliance with Accreditation standards. The Accreditation Division is also responsible for various analyses of Department processes. The Accreditation Manager has assumed the responsibility of being the facilitator of the department goals and objectives process.

The Accreditation Division is adequately staffed by having an experienced Accreditation Manager working 32 hours a week. However during the period of approximately four months prior to an assessment it is a benefit to have another employee assigned to assist in the preparation for the on-site assessment.

#### **IV. Internal Affairs Division:**

The Internal Affairs Division acts on behalf of and comes under the direct supervision of the Chief of Police. The primary responsibility of this Division is to carry out any assigned internal investigations by the Chief of Police. The personnel responsible for conducting these investigations are primarily the Professional Standards Bureau Commander and Divisional Supervisor.

In addition to conducting internal investigations this Division is also responsible for maintaining records of all complaints made against members/employees as well as the Department or its policies. Records are also maintained on Use of Force Reports, On-Duty Traffic Accidents by members/employees, Use of Sick Leave, Discipline and Performance Summaries citing "needs improvement". The maintenance and review of these records are used as part of our Employee Assessment System, which results in quarterly reports to the Chief Executive Offices as well as the Bureau Commanders. These reports outline any noted patterns or trends of members/employees that may indicate a need for intervention. Annual Analysis reports on Use of Force, Recruiting, and the Employee Assessment System are completed.

This Division is responsible for maintaining video/audio recordings of the "booking" process of each adult defendant and delinquent child detained within the police department. These are provided to our prosecutors, detectives, and other bureau commanders as needed to assist in investigations or prosecution of offenders.

The Division is also responsible for working with the City of Nashua's Risk Management Department and legal counsel to provide them with police reports, copies of policies and procedures, scheduling depositions and providing any

other materials that may be required concerning any civil suits brought forward against the Nashua Police Department and our members/employees.

The current number of personnel assigned to the Professional Standards Bureau has been generally adequate to perform all functions of the Bureau. However, the workload associated with civilian and sworn officer background investigations often increases at times throughout the year. During these workload peaks the current assigned personnel may be inadequate to complete the background investigations in an efficient and timely manner. Efficiency and timeliness are important because the entire sworn personnel recruitment process is based on future police academy enrollment dates.

In recent years the use of NPD Detectives to assist the Recruiting Division during heavy recruitment periods, has been helpful. We have also cross trained our Training Officer in background investigations allowing him to assist when needed with civilian background investigations.

## LEGAL BUREAU

In 2012, the Nashua Police Department arrested 4,616 people and issued a total of 5,942 written summonses. With regard to the arrests, they include all adults and juveniles both misdemeanors and felonies.

The basic Legal Bureau functions are:

1. All arraignments for felonies, misdemeanors and violations for adults and juveniles.
2. Probable Cause Hearings for adult felonies.
3. Dispositions, mediations and trials for all misdemeanors and violations for adults.
4. Dispositions, trials and certification hearings for all juvenile related felonies, misdemeanors and violations.
5. Answering all legal motions and conducting needed hearings.
6. Competency and dangerousness hearings for defendants with mental health issues.
7. Processing and serving all subpoenas for cases at the Nashua Circuit Court.
8. Transporting all prisoners to the various jails after arraignments.
9. Providing training on legal issues and law changes for the Nashua Police Department.
10. Responsible for preparing and maintaining case files including associated documents and court dockets.

The Legal Bureau is staffed currently with the following personnel.

1. One legal secretary.
2. One paralegal.
3. One part-time police officer that works four days a week and two full time police officers.
4. There is one part-time attorney who works thirty-two hours per week and one full-time attorney who works forty hours per week.
5. To run and oversee the Legal Bureau there is a captain, a lieutenant and one sergeant.
6. One civilian volunteer to compile the discovery for the Legal Bureau.

### **I. Domestic Violence Unit:**

The Domestic Violence Unit also comes under the umbrella of the Legal Bureau. This unit is supervised by a sergeant, and further staffed by three full-time police officers, one secretary and one full-time domestic violence victim advocate. Due to the caseload of the Domestic Violence Unit, it would be beneficial for the department to consider adding an additional domestic violence victim advocate. This would allow daily contact with victims during court proceedings as well as

following up with the victims after the incident, but before a court appearance has taken place.

The Domestic Violence Unit strives to assist victims of domestic violence get the assistance needed to stop the abuse. The goal is to break the cycle of violence, by not only assisting the victims but also holding the offender accountable. This mission is being accomplished through patience and persistence. The Nashua Police Department's Domestic Violence Unit strives to work with and educate the victims, train the officers, and aggressively prosecute the offenders. The Unit's Victim/Witness Advocate takes the time to explain the court process to the victim and ensure that their questions and concerns are addressed. The Advocate maintains constant contact with the victim throughout the process and beyond. The police officers assigned to the Unit are responsible for ensuring that any and all evidence necessary for prosecution is obtained. These officers also conduct follow-up investigations involving matters related to Domestic Violence.

In addition to these duties and responsibilities, the Domestic Violence Unit is responsible for training the members of the Nashua Police Department in matters surrounding domestic violence, sexual violence and stalking. The Domestic Violence Unit also gives presentations to outside organizations on these issues. These organizations include the citizen's police academy, civic organizations, schools and religious groups.

The department has worked hard to reach the authorized strength of officers. Due to having more officers, this has increased the amount of work generated by the Legal Bureau within the Circuit Court.

The staffing of the Legal Bureau has changed in the last year. In 2012, the bureau has had a full time police officer position removed and reallocated within the agency and has had the legal secretary placed on long term disability. Additionally, there had been a point in time some years ago where there was a second civilian volunteer assisting with discovery requests. That volunteer position no longer exists.

The Legal Bureau has seen an increase in the number of motions filed by defense attorneys and these motions take a lot of work to research and complete. We try to use the two attorneys as much as possible to assist with these motions, but they are usually tied up in court. It is therefore difficult to find the time to address these motions that are crucial to successful prosecutions.

There is an urgent need to replace the position of the civilian volunteer in the Legal Bureau with an additional full-time secretary or "discovery technician" position. The current volunteer situation is not conducive to efficiently handling these discovery requests in a manner that meets the standards of the police department.

## **SERVICES BUREAU**

The Services Bureau of the Nashua Police Department is comprised of five different divisions that provide support services to all of the bureaus within the department. The five divisions are the Community Services Division, Communications Division, Records Division, Fleet Maintenance Division and the Building Maintenance Division.

The Services Bureau is commanded by a Captain who is the Bureau Commander, and a Lieutenant who is the Divisional Supervisor. The Bureau has a Secretary that is shared with the Training Division and a part time File Clerk that is shared throughout the building. The sworn supervisors oversee all five divisions within the bureau. These Supervisors and the Secretary work eight-hour shifts and follow a five-day on, two day off schedule. The part time File Clerk works a four-hour day with a four-day on, three-day off schedule.

The Services Bureau would be able to increase effectiveness through the addition of a first-line supervisor. Currently, the Services Bureau has 41 assigned department members. In the past, the Communications Division had a first-line supervisor assigned however that is no longer the case. The Records, Building Maintenance and Fleet Maintenance Divisions have civilian supervisors however in most instances those supervisors primarily perform managerial duties along with task specific duties. As a result, supervisory and leadership issues frequently become the responsibility of the Bureau Commander or the Lieutenant. Even when taking into account the civilian supervisors, span of control becomes a concern for the two sworn supervisors. Some of the Services Bureau personnel primarily operate in the field, such as the senior Relations Officer and Youth Relations Specialist, making supervision more challenging. Members of the Communications Division work all three shifts, and although supervisors assigned to the Patrol Division are involved in supervising members of the Communications Division, Services Bureau supervisors are tasked with overall supervision, hiring, and at times training of the Communications personnel.

### **I. Community Services Division:**

The Community Services Division consists of one Youth Relations Specialist, a Crime Prevention Specialist, a Community Policing Coordinator, an Outside Detail Specialist and a Senior Relations Specialist. These personnel report directly to the Captain and Lieutenant and work eight-hour shifts and follow a five-day on, two day off schedule with the exception of the part time Outside Detail Specialist who works an eight hour day with a four day on, three day off schedule.

The Youth Relations Specialist is a sworn officer assigned to work with the Police Athletic League (PAL) to assist in fostering and improving communications

between the police and the youth of the City of Nashua. This is done through the officer's involvement in PAL events held throughout the city and programs offered at the PAL Community Center including the Youth Safe Haven Program. The Youth Relations Specialist provides mentoring and counseling to "at risk" youth in the inner-city of Nashua. The officer counsels many of the City's youth in areas such as substance abuse, gang prevention, drug abuse, alcohol abuse, and peer relations. The officer performs a multi-faceted approach to community policing by taking part in Neighborhood Watch groups, community events, and school activities. There were previously two officers assigned to this position; however the second officer retired in 2011. Due to staffing situations within the Uniform Field Operations Bureau this officer's position has not been refilled.

The Crime Prevention Specialist assists in the fostering and improving of communications between the police and the community by developing, coordinating, and presenting crime prevention programs in the city. He is trained in recognizing and appraising crime risk situations and targets programs based on analysis of local crime data. Other responsibilities include initiating positive action to remove or reduce crime risks to all citizens and proprietors, conducting security surveys, organizing crime prevention groups and conducting speaking engagements regarding safety and crime prevention issues. The Crime Prevention Specialist participates in Crime Watch meetings and activities throughout the City. He acts as a liaison with community groups and participates in a variety of organizations to include the Crime Line. The Crime Prevention Specialist has the responsibility of being the Department's Grant Manager. He is responsible for researching new grant opportunities, submitting the grant applications, and providing the required reporting to Federal, State and Local agencies. This officer is also responsible for the coordination of the scheduling of grant funded patrol details such as Click it or Ticket program, Speed Enforcement, Pedestrian Crossing, Red Light Violation detail, DWI Hunter, Operation Safe Commute and School Bus Violation patrols.

The Community Policing Coordinator is a civilian position that oversees and coordinates the Nashua Police Department's Community Policing Program. This is done through enhancing public relations with the community and media, and acting as a representative of the department at community policing and public information based meetings and activities. The position requires knowledge of local, state and federal programs designed to enhance the Nashua Police Department's community involvement. His duties entail coordinating Community Policing activities within the City, interacting with the business community and 22 active neighborhood crime watch groups. He attends monthly meetings and follows up on issues of concern raised by the businesses and neighborhood groups. Other duties include participating in civic organizations, develop new partnerships for the department, and holds memberships on related boards, commissions and groups designed to promote community policing. He is responsible for coordinating the Citizens Academy, is a member of Crime Line, and distributes Community Policing reports to various Bureaus and city entities to

ensure that the concerns of the public and our officers are addressed.

Along with the Community Policing duties, the Community Policing Coordinator is a member of the City's Emergency Management Team. In conjunction with the Emergency Management Director, he facilitates the delivery of local government, community, and mutual aid resources, and provides needed assistance and relief to disaster victims and the community-at-large.

The Senior Relations Specialist is a sworn position that assists in fostering and improving communications between the police and the senior citizens of the City of Nashua. This position is vital for the department as it represents the fastest growing population in the city. She maintains close relationships with senior citizen agencies, facilitates and instructs crime prevention activities, and coordinates various safety programs geared towards the senior citizen community. The position is responsible for attendance at monthly meetings and following up on issues of concern raised by the senior citizens and neighborhood groups. The Senior Relations Specialist is responsible for coordinating the Senior Citizen's Academy and is currently coordinating the first Rape Defense System training for seniors.

The Outside Detail Specialist is a part time civilian position that is responsible for the coordination of outside details. He documents outside detail jobs by receiving telephone calls from businesses and individuals wanting to hire police officers. The Outside Detail Specialist accepts telephone calls from officers to establish overtime eligibility so that they can be assigned to outside details. He assigns or cancels officers that work outside details due to last minute calls from businesses, individuals, or police officers. He verifies all outside detail slips turned in by police officers before forwarding them to the Services Bureau Captain for review prior to being forwarded to payroll. Because this is a part time position either the Senior Relations Specialist or the Crime Prevention Specialist assist with these duties when the Outside Detail Specialist is on day(s) off, which normally occurs every Friday.

The current number of personnel assigned to the Community Services Division is adequate to perform the various functions of the Division. The Community Services Division is not requesting any additional equipment.

## **II. Communications Division:**

The Communications Division is the largest division within the Services Bureau. The Services Bureau Lieutenant oversees this Division and the authorized strength is 21 civilian employees to include, 9 Dispatchers and 12 Communications Technicians. One of the dispatchers is also assigned the responsibility of Shift Leader. The Dispatch and Communications Technician positions are essential positions and must be filled 24 hours a day, 7 days a

week, 365 days a year. Personnel assigned to this area work an eight hour shift and follow a four day on, two day off schedule.

The Shift Leader has the responsibilities of both a Dispatcher and a Communications Technician, while also assuming the duties of the Shift Leader. The Shift Leader primarily works as a Dispatcher on a specific shift. The position is responsible for providing adequate leadership, guidance, and coordination for the Division personnel in delivering services on a particular shift in order to ensure that normal day-to-day operations are properly directed and controlled.

The primary responsibility of the Dispatchers is officer safety. The Dispatcher is the lifeline to the officer on the street. The dispatcher is responsible for dispatching police officers to handle all service calls and recording motor vehicle and subject stops. They also are required to alert officers responding to hazardous calls with the necessary information relating to the nature of the call so that it will enable them to take precautions and to advise the officers when such information is not available. This information may be transmitted to the officers via the radio, the computer aided dispatch (CAD) and the mobile data system. The officer's status is continually monitored and logged into the CAD System when their status changes or is updated. Dispatchers are also responsible for answering telephone calls, fulfilling officer's requests such as license/registration status, wanted/missing person status and entering and canceling all NCIC information that is provided by the Officers. In 2013, two dispatchers have been hired, leaving one remaining vacant dispatch position. Our intent is to attempt to fill the remaining opening as soon as possible.

The Communication Technician is a call taker that receives both 911 Emergency calls and Business calls. The Technicians evaluate the urgency of each telephone call and determine whether an emergency or non-emergency response is required, enter the pertinent information into the CAD system and transmit it to the Dispatcher. If further information is received that is relevant to an incident, they are responsible for updating the information in CAD. The Technicians transfer calls that are non-service related to the appropriate personnel throughout the facility, give directions, and answer request(s) from the public. They are responsible to monitor the closed circuit television system that monitors the cellblock area and the facility, update hot sheet information, track court issued paperwork and domestic violence orders that are distributed to the officers on the street. They also monitor the Deaf Phone (TDD) and the National Weather System (NAWAS) phone.

The minimum staffing requirements in this Division includes; two dispatchers on duty at all times for all three of the eight-hour shifts. It also requires that three Communications Technicians be assigned to first and second shifts, while the third shift requires two Communications Technicians.

The Communications Division is requesting no other additional equipment or personnel.

### **III. Records Division:**

The Records Division is comprised of one civilian Records Manager, four Records Technician I positions, and two Records Technician II positions. The Records Division is responsible for the security, retrieval, and release of reports and criminal records. The Division maintains all of the permits, licenses, restraining orders and warrants under federal, state and city guidelines. The Records Division personnel work eight hour shifts and follow a five day on, two day off schedule. The Records Manager, two Records Technicians I and one Records Technician II are assigned to first shift. One Records Technician I and one Records Technician II are assigned to second shift and one Records Technician I is assigned to third shift. There is one authorized/unbudgeted Records Technician I position for third shift that is unfilled at this time. The Services Division has expressed a need to have this position filled, to assist in the daily duties and responsibilities within the Records Division.

The Records Division Manager is accountable for directing, organizing, controlling, and planning all of the operations and functions of the Records Division. The Manager ensures compliance with State, Federal, and City requirements, and Department Rules and Regulations as they relate to law enforcement records. The Manager maintains the efficiency and productivity of record keeping, accuracy of NIBRS and LEOKA reporting, schedules training and work assignments, ensures compliance with civilian labor contracts, evaluates subordinates, and assists Department personnel, the public, and other departments and/or agencies with inquiries and requests as needed. The Manager also assures that Central Records information is accessible to operations personnel at all times and that juvenile records are separate from adult records (this task specifically involves the department's records being accessible to the public under "New Hampshire RSA 91-A; Access to Governmental Records and Meetings").

The Records Technician I positions are responsible for providing assistance to the public when entering the Police Department Facility. They provide information as requested, log visitors into the facility, and enter calls for service into IMC for officer assistance requests in the lobby. They print arrest reports, compile arrest packages for the Legal Division, enter summons information, found property reports, and automobile accident information into IMC. They enter warrants into the Information Management Corporation (IMC) Records Management System (RMS) and the New Hampshire Wanted system through the State Police Online Telecommunications System (SPOTS). These Technicians also file, validate, and maintain arrest warrant files, with the court, internally, and with private citizens. They file cases and the juvenile court docket. They are also responsible for entering, filing and maintaining restraining orders, processing record checks for

pistol permit applications, Federal firearm licenses, Licenses to sell firearms, class III weapons permits and collector of curios/relics. Records Technician I personnel file court dockets and paperwork, record and file court ordered annulments, notices of decision and various additional tasks such as processing mail, FBI transcripts, and entering Superior Court data into IMC.

The Records Technician II positions act as support for the accurate recording of NIBRS and LEOKA data in the IMC system. They ensure the quality of reports (approx. 900 monthly) to include the proper linking of warrants, offense reports and arrest reports along with the accuracy of mandatory fields for NIBRS compliance as it relates to the report narratives. They compile monthly arrestee information to merge, correct, and add information to the master name file in IMC. Additionally, they record obituary information into the master name record and update any "exceptional clearance" information as it relates to incident reports. They ensure runaway returns are removed from IMC and NCIC. The Records Technician II purges and seals juvenile records from the IMC system in accordance with current State/Federal guidelines. This position also acts as coverage for the Records Technician I personnel and their duties.

The Services Bureau has expressed a need to fill the unbudgeted third shift Records Technician I position. Funding this position would alleviate the workload on the third shift Records Technician as well as provide Records Division coverage on scheduled days off and vacations. Currently, per diem personnel are hired to allow for coverage. Additionally, this position could assist with the master-name file and the manual entry of index cards into IMC. Currently the Department utilizes overtime and per diem employees to cover for shift openings and master-name corrections.

The Services Bureau is also requesting that a Records Technician I position be added to either the first or second shift, in order to respond to the department's compliancy needs involving NIBRS and LEOKA data, adding information into the master name files and juvenile name files in IMC, and for reducing financial costs of hiring per diem personnel. At this time, the Records Division is not requesting any additional equipment.

#### **IV. Fleet Maintenance Division:**

The Fleet Maintenance Division consists of a civilian Fleet Maintenance Supervisor, one Assistant Fleet Maintenance Supervisor, one Mechanic First Class position, and one mechanic second class position. The personnel assigned to this area work eight-hour shifts and follow a five day on, two day off schedule. The Fleet Maintenance Division is responsible for the Department's fleet of 83 motor vehicles (including four motorcycles), along with the department's boat and eight various trailers. The Division ensures that the equipment is maintained in a high state of readiness and is safe to operate. The Division is also responsible for the installation and upkeep of specialized (safety, protective, and emergency)

equipment such as light bars, siren consoles, radios, cellular phones, computers, scanners, cages, fire extinguishers, flares, first aid kits, logos, lettering, etc. They perform the State of NH Inspections on all of the vehicles and are responsible for maintaining the cleanliness of the fleet and garage facilities.

The Fleet Maintenance Supervisor is responsible for planning, developing, directing, and managing the personnel, resources and the activities and operations of the Fleet Maintenance Division. He is also responsible for scheduling repairs, writing bid specifications for new vehicle purchases, maintaining product information files and service bulletins so that all division personnel can be kept apprised of maintenance problems, warranty claims, service trends, and changes in the laws affecting maintenance responsibilities. The Supervisor acts as a liaison with manufacturers of fleet vehicles, various dealerships, supply vendors, and auto body repair firms to rectify problems, order supplies, coordinate repairs, and to conduct cost and/or price surveys. He is also responsible for locating and purchasing automotive parts, coordinating warranty service and vehicle body repairs.

The Assistant Fleet Maintenance Supervisor is a fully qualified Auto Mechanic 1<sup>st</sup> Class who is responsible for supervising the Auto Mechanics and assumes the duties of the Fleet Maintenance Supervisor in his absence. As an Auto Mechanic 1<sup>st</sup> Class, the Assistant Fleet Maintenance Supervisor is responsible for performing master mechanic level maintenance, troubleshooting, repair, installation or replacement of major and minor component parts of all motorized (diesel and gasoline) vehicles and equipment. The position performs regular and emergency maintenance repairs to department vehicles. Which include, but are not limited to, inspecting work on completion, performing any repairs to all vehicles and designated equipment assigned to the Nashua Police Department. Installs, troubleshoots, maintains, repairs, and replaces specialized equipment installed on Nashua Police Department vehicles and equipment such as; light bars, siren consoles, scanners, cellular phones, radios, protective cages, lettering, logos, decals, remote door opening systems, temperature monitoring systems, and computers.

The Auto Mechanic 2<sup>nd</sup> Class is responsible for performing minor and routine maintenance/repairs to the Department's fleet to include minor/scheduled automotive maintenance, minor emergency repairs, various cleaning duties of the Department fleet, maintaining the required service and maintenance records, along with performing local taxi inspections. The mechanics are also responsible for maintenance and repairs to the Department's mobile radios, assist in snow removal operations in Department parking lots, maintains the inventory and replenishes the required Department equipment in police vehicles as required.

The Services Bureau is requesting a full time Auto Mechanic 1<sup>st</sup> Class be added to the first shift staffing of the Fleet Maintenance Division for the following reasons:

- The fleet, which is comprised of 83 vehicles, includes various makes, models and manufacturers.
- Due to the size of the fleet it is very difficult for the personnel to keep up with the daily services and repairs.
- Vehicles have become much more complex therefore making it much more time consuming to diagnose and complete repairs.
- Adding to the division's duties are the inspections of all the local taxicabs.
- The addition of the department's storage warehouse has increased the total size of the parking area for snow removal and another emergency generator to the division's maintenance responsibilities.
- Fleet maintenance personnel schedules are spread out over a seven-day period creating manpower shortages especially on Sundays, Mondays, Fridays, Saturdays, holidays and employee vacation periods.

The Services Bureau is also requesting a full time Vehicle Detailer Position be added to the first shift staffing of the Fleet Maintenance Division for the following reasons:

- The fleet has increased to over 80 vehicles including trailers and continues to increase annually.
- At this time, the division has one volunteer Vehicle Detailer that works four hours per day approximately four days per week. (this employee is available through the Nation Able Network Program) and is unable to drive vehicles in and out of the garage, thus making it the responsibility of the mechanics to supply vehicles to him
- Due to the fleet's size, it is difficult for the mechanics to stop their own work and wash/clean the vehicles properly, and maintain their own work.
- A full-time detailer would not only be used for cleaning vehicles, but would be used for completing errands for the division, picking up and dropping off vehicles for dealer warranty work, and obtaining vehicle estimates. This would allow the other fleet maintenance personnel the ability to remain in the repair garage and be more productive in their assigned tasks.
- In previous years, a full time Vehicle Detailer has been part of the Fleet Maintenance Division's personnel.

At this time, the Fleet Maintenance Division is not requesting any additional equipment.

#### **V. Building Maintenance Division:**

The Building Maintenance Division consists of one civilian Building Maintenance Supervisor, two Custodian II positions, and one Custodian I position. The Division personnel work eight-hour shifts and follow a five day on, two day off schedule. The Division is responsible for the repair, safety, sanitation, and appearance of the building and grounds maintenance. This service is provided

to the main Nashua Police Department facility and the Department's offsite locations. The Maintenance Supervisor is responsible for supervising, assigning tasks to the maintenance staff, and evaluating employees. He is also responsible for the upkeep of the Department's facilities and provides basic carpentry skills to repair or modify the building(s) facility. He also provides basic electrical skills to maintain electrical needs, provides basic plumbing skills and maintains the HVAC system. The supervisor assists the professional tradesmen in trouble-shooting repairs, locating issues, and installing and repairing equipment including the Fire Alarm System. The supervisor prepares the Divisions annual budget, contacts vendors for quotes, schedules maintenance, and maintains applicable accreditation standards pertaining to the holding facility and the emergency electrical back-up power system.

The Custodian II is responsible for providing basic plumbing, electrical, and carpentry duties as well as general building and grounds maintenance. The general building maintenance includes cleaning, dusting, washing, sweeping, vacuuming, polishing, painting, trash collection, disinfecting, and spraying insecticides in a timely manner. Additional duties included washing, buffing, stripping, and waxing of floors. The Custodian II also provides basic carpentry skills to repair or modify the building(s) facility, provides basic electrical and plumbing skills and assists professional tradesmen in trouble shooting repairs. The duties also include assisting the Custodian I with their duties during absences or when vacancies occur.

The Custodian I position is responsible for the general maintenance of assigned areas within the police facility. The Custodian I cleans and sanitizes assigned area's to control any health hazards. Other duties include transporting trash and found property, provides pick-up and delivery service of office supplies/furniture and maintains an inventory of supplies and basic tools. They supply, deliver and pick-up mail, supplies, and printing as needed. The Custodian I may furnish training to new employees and perform other related duties.

The department lost one Custodian I position in 2006 due to budget cuts. It is requested that this position be added in order to keep up with the workload of maintaining the building and grounds.

## **DETECTIVE BUREAU**

The Detective Bureau is responsible for the investigation, crime scene processing, arrest, and prosecution of offenders involved in felony level crimes. The Bureau also works with outside law enforcement agencies, to include State and Federal agencies. The Bureau is occasionally assigned to investigate misdemeanor level offenses, which may be sensitive in nature, or need the time and resources a detective can dedicate to any specific case.

The Detective Bureau of the Nashua Police Department is comprised of five divisions, including the Criminal Investigation Division, Youth Services Division, Narcotics Intelligence Division, Evidence Identification Division, and the Crime Analysis/Research and Planning Division. The Detective Bureau consists of the following personnel: the Bureau Commander (Captain), three Lieutenants, five Sergeants, 29 Detectives and five School Resource Officers (SRO). There are also seven civilian positions within the Bureau, consisting of a Crime Analyst, Secretarial Supervisor and five Secretaries.

### **I. Criminal Investigation Division:**

The Criminal Investigation Division is tasked with investigating felonies in which the suspect(s) and victim(s) are both adults. This division is tasked with dealing with the majority of the felony investigations being reported to the department. The most prominent manner in which the division is called into action originates from members of the Uniform Field Operations Bureau taking an initial report documenting information. The information is forwarded to a detective, through his supervisor, and then furthered by the assigned case detective.

The Division consists of one Lieutenant, who is the division supervisor, two Sergeants, who are first line supervisors and twelve (12) Detectives.

Detectives primarily work during first and second shifts, however both these shifts are subject to "call back" if certain crimes should occur during the third shift time period. Detectives work eight hour shifts and follow a four-day on, two-day off schedule. Five general assignment detectives are assigned to work 1<sup>st</sup> shift and five general assignment detectives on second shift. Two detectives are assigned to a specialized Burglary Unit and typically work second shift. One detective is assigned to conduct fraud investigations and works first shift, Monday through Friday.

The following crime statistics represent only a portion of the serious crimes that occurred throughout 2012: 376 Burglaries, 51 Robberies, 92 Aggravated Assaults, and 1 Negligent Homicide. The 'general assignment' detectives each carry a case load of 15 to 30 cases. The fraud investigator typically has in excess of 40 cases assigned to him. The Burglary Unit detectives have primary responsibility for all burglaries. This unit has a case load of 150+ cases.

The fraud investigator is responsible for investigating the vast majority of bad check and forgery cases. This detective also investigates business fraud, credit card fraud as well as internet fraud cases. The detective in this position often works with federal agencies as well as the NH Attorney General's Office. In 2012, Nashua Police received 237 complaints that would fall into the category of crimes assigned to the fraud investigator.

The Burglary Unit has two detectives who are responsible for the investigation of all burglaries within the City of Nashua. Burglary reports are reviewed by CID Sergeants and immediately assigned to the Burglary Unit. These detectives work closely with the NPD Crime Analyst and other regional law enforcement agencies in order to maximize the exchange of burglary intelligence data. In January of 2013, two detectives were assigned to work in partnership with the Information Technology Division and the Crime Analyst to fully implement the Nashua Police Department's Pawn and Secondhand dealer web based transaction reporting system. The goal of this new reporting system is to make it easier for detectives to locate and recover stolen property and to streamline the reporting process. This has been an ongoing project and it is hoped that full compliance from local pawn businesses will soon be a reality. Once all businesses are trained in the system's use, there will be an ongoing need to monitor compliance. This responsibility will likely need to be outsourced to another Bureau.

It is recommended that the authorized strength of CID be increased by one detective. The additional detective would be assigned to work in partnership with the fraud investigator.

The Detective Bureau oversees the activation of the police department's **Crime Scene Investigation Unit**. This specialty unit is responsible for the processing of major crime scenes for any and all physical evidence that may have been left by the perpetrator, the victim and any witnesses. The Crime Scene Investigation Unit is utilized at various major crime scenes, including: homicides, sexual assaults, shootings/stabbings, robberies and similar incidents requiring extensive crime scene evidence collection that may be beyond the capabilities of the average patrolman or detective. The unit consists of nine (9) members, including two (2) Sergeants who are the first line supervisors. The divisional supervisor for this unit is the Criminal Investigation Division's Lieutenant. This unit's main task is the photographing, documenting and processing of the crime scene to develop forensic evidence such as blood spatter, hair and fiber evidence, fingerprints and any additional evidence that may be used towards the identification and subsequent prosecution of a perpetrator.

To help accomplish its mission, this unit utilizes a crime scene evidence collection vehicle. This is a self-sufficient vehicle that provides a platform for conducting crime scene investigations. The vehicle contains all of the equipment

necessary to properly process a major crime scene. This vehicle is maintained in a state of constant readiness to facilitate a quick and capable response when needed. The crime scene evidence collection vehicle is also regularly utilized by the Accident Reconstruction Unit.

## **II. Youth Services Division:**

The Detectives in the Youth Services Division are responsible for investigating offenses committed by or against juveniles, primarily at the felony level. Most of the investigations involve physical or sexual assaults committed against juveniles.

The Division consists of one Lieutenant, who is the division supervisor, two Sergeants, who are first line supervisors, seven Detectives and five School Resource Officers (SROs).

There are a total of four detectives assigned to 1<sup>st</sup> shift and three assigned to 2<sup>nd</sup> shift. The detectives work eight-hour shifts and follow a four-day on, two-day off schedule and are subject to “call back” during the 3<sup>rd</sup> shift. SRO’s also work eight hour shifts, but follow a five day on, two day off schedule. Each detective carries an average of 15 cases. Although this is less than the caseload of a CID Detective, juvenile cases are often more time consuming.

In order to better serve the citizens of Nashua and their youth, YSD Detectives receive special in-service training relating to cases such as child abuse, assaults, neglect, abandonment, or any other instance that endangers the welfare of a child. Additionally, they receive training in the investigation of violent crimes, property crimes, and gang-related crimes.

Youth Services Detectives work closely with the Division for Children Youth and Families, Juvenile Probation Officers, Judges, the Nashua Youth Council and other support organizations such as the Child Advocacy Center of Hillsborough County. Often, a juvenile offender who commits a delinquent act (crime) is diverted from the court system to a court intake program designed to impact a juvenile’s unwanted behavior early in his/her life. By doing so, the juvenile receives more personalized attention and guidance through these programs in the hopes that he or she will not re-offend.

YSD is also responsible for managing Nashua residents who are part of the state mandated sex offender program. This important function is assigned to one detective who spends nearly 90% of his/her time working on this program in a proactive and reactive nature. The time required to participate in this program has grown each year since its inception in 2008. Detectives conduct five to six random checks, or home visits, per week. This allows for each of the approximately 160 Nashua registered sex offenders to be checked twice annually. The city consistently maintains a total of 160 registered offenders, even as daily totals may fluctuate due to offenders moving to or out of Nashua. In

2012, a total of 271 compliance checks were performed and a total of five arrests were made due to non-compliance.

The Division has one detective who investigates Internet or Cyberspace predators, as well as those who possess or distribute child pornography via the Internet. Along with reports and related interviews, the scope of these investigations requires a detective with specialized training and skills to legally obtain and preserve computerized evidence from various sources. This detective's assignment often includes:

- Seizure of computers, storage devices, answering machines, cell phones, personal digital assistants (PDA's), removable media, thumb drives, diskettes, compact flash and memory cards, digital cameras, digital tapes, zip cartridges, compact discs and DVD's.
- Preserving, acquiring and recovering media and data stored digitally.
- Recovering data that has been deleted, hidden or altered.
- Accessing encrypted data, recovering passwords and/or circumventing schemes designed to prevent access.
- Verifying and validating digital information and the integrity of original media.
  
- Working closely with the New Hampshire Internet Crimes against Children Task Force (ICAC). As a member of this task force, this detective may respond outside of Nashua to assist the team with conducting in-depth investigations regarding online child pornography and internet solicitation cases.

This detective is regularly assigned to assist other detectives with their investigations involving computer/electronic devices in addition to working his own assigned caseload.

The School Resource Officer's primary duty is to ensure the safety of the students at the two High Schools as well as the three middle schools during school hours. The school resource officers also investigate misdemeanor level offenses occurring at the schools. The Nashua Police Departments School Resource Officer program is clearly one of the largest and most successful school based policing programs in the area. The program has proven quite successful creating a positive bond with the youth of the community. The School Resource Officers work closely with the Nashua School District and administration in each school. The five School Resource Officers are also members of the National Association of School Resource Officers.

### **III. Proposal to Transfer Domestic Violence Unit to the Detective Bureau:**

Domestic related felonies are the primary responsibility of the Domestic Violence Unit (DV Unit), which is assigned to the Legal Bureau. Since the DV Unit does not have mandatory staffing, they may not be available to handle a felony investigation that has just occurred. In the absence of the DV Unit, members of the appropriate Detective Bureau division are assigned any domestic related felony. Accordingly, this means detectives and the DV Unit are both responsible for working a domestic felony incident, but scheduling will dictate who gets the assignment. At a minimum, all DV Unit felony cases are reviewed by Detective Bureau supervisors.

One suggestion in streamlining this system is to move the DV Unit out of the Legal Bureau and merge it with YSD. This new YSD/DV Division would be responsible to:

- a. Investigate all Domestic Violence FELONY offenses.
- b. Investigate all Child abuse allegations.
- c. Investigate ALL felony level sexual assaults (AFSA, FSA).
- d. Investigate All felony level offenses against the elderly.

The following are considerations on why this move may benefit the Department:

1. By merging DVU with YSD we would be able to add three detectives to the Detective Bureau without impacting UFOB as is the normal staffing concern. Personnel could be reassigned within the Bureau so we are not taking three new detectives and assigning them to the same division.
2. While this would increase the current caseload in YSD, the increase would be offset by the additional three detectives.
3. Alleviate the already overburdened CID caseload. CID currently has 12 detectives, including the Bad Check/Fraud Detective and the two Burglary Detectives. By taking ALL of CIDs Domestic Felony and Sexual Assault cases, it would lessen the average detective's caseload.
4. Create a group of detectives with highly specialized skills. Under this proposal, a Detective in the YSD/DVU would obtain intense training on how to deal with these unique cases. A detective needs to be trained on how to effectively connect with these victims despite the victim's common response on being uncooperative. Similarly, child victims of physical or sexual abuse need to be handled differently and with more training than other children.
5. By adding more detectives to YSD, we would now be able to allow the lone Department's qualified Computer Forensic detective to work exclusively on the specific types of cases that require extensive forensic work.

6. The Victim Witness Advocate and a single Domestic Violence Officer would still be assigned to the Legal Bureau to handle victim contacts and routine misdemeanor case review. These employees would continue to assist victims in an identical role to what they do now. This should not affect the current "Domestic Violence Against Women Act" grant that pays for the Advocate and ½ of the DV Officer's position.

7. This would leave YSD with an additional Sergeant position formerly held by the DV Sergeant. The Department could reassign this first-line supervisory position either within the Detective Bureau or in another bureau as needed.

#### **IV. Narcotics Intelligence Division:**

The Narcotics Intelligence Division (NID) is responsible for the investigation of violations of the Controlled Drug Act (NH RSA 318-B:2 to 318-B:30). The division also investigates all vice and organized crime cases.

In 2012, the Division conducted a total of 271 undercover drug investigations, which resulted in 93 felony-level arrests with the majority of these arrests involving the seizure of *cocaine, heroin, prescription drugs and crack cocaine and marijuana*. This total number of arrests is 16% higher than in the 2010 workload assessment.

The Narcotics/Intelligence Division is largely dependent on the seized assets of drug dealers. The Nashua Police Department will receive a percentage of the sale of these assets and the money will be used to fund future investigations. The funds are also used to maintain the unit's abilities to do daily operations as most of the unit's expenses are not city budgeted items, including off-site rental and utilities, purchasing of undercover vehicles and maintenance, phone purchases and usage, training for detectives, and purchasing equipment needed to safely carry out the unit's functions.

The Narcotics Hotline and the police department's website may be used to report any suspected drug activities. Citizens are urged to report any information concerning illegal drug activity and may do so anonymously. The Hotline and website can also be used to report any type of criminal information that a citizen feels the police should know about. The success of the Narcotics/Intelligence Division depends upon the assistance it receives from everyday citizens and Nashua Police Officers.

## V. Evidence Identification Division:

The Evidence Identification Division is responsible for the custody, cataloging and storage of every piece of physical property that is seized or collected by the police department's personnel. This property is labeled as either physical evidence, property held for safekeeping, or as found property.

The Youth Services Division's Lieutenant is the division supervisor and a YSD Sergeant is the first line supervisor for the Evidence Identification Division. There are a total of two detectives assigned to this division as Evidence Specialists. These detectives work eight-hour shifts and follow a five-day on, two-day off work schedule.

Evidence Division personnel are responsible for maintaining the chain of custody and transactions of more than 97,000 individual pieces of property stored within the Department's storage facility. An excess of 6,000 pieces of additional property items get submitted to the Division on an annual basis.

Evidence detectives annually transport approximately 1,800 pieces of evidence to the State of New Hampshire's Forensic Lab, Toxicology Lab or Health and Human Services Lab in Concord to be analyzed in connection with various crimes that occurred in Nashua.

In addition, these Detectives are responsible for completing the following duties:

- Reviewing evidence documentation for accuracy.
- Completing data entry into the Division's barcode tracking system.
- Researching and reviewing disposed cases for the release of property.
- Returning property to the rightful owner.
- Destroying drugs, contraband, and biohazard items from disposed cases.
- Conducting "criminal records checks" for the release of firearms.
- Filing and storage of all original *digital media evidence* created by department personnel, including digital images, CD and DVD discs.
- Completing quarterly and annual evidence audits.
- Maintaining crime scene collection supplies and the Crime Scene Vehicle.
- Producing additional copies of photographs, CD's and DVD's for the Attorney General's Office and the County Attorney's Office.
- Responding to felony-level crime scenes for evidence collection.
- Processing physical evidence for fingerprints.
- Maintaining the department's photographic and crime scene equipment.

- Providing training to all NPD officers on the proper techniques for locating, seizing and packaging evidence.

Due to several of the time-consuming functions performed by this division, the Detective Bureau is requesting an additional Detective to assist with the everyday responsibilities of the Division. Specifically, help is needed to reduce the increasing amount of evidence/ property stored within the department. This can be done by additional manpower available to return items to owners once cases have been resolved and/or the proper destruction of drugs, contraband and biohazard items from disposed court cases.

## **VI. Crime Analysis / Planning Research Division:**

The Nashua Police Department is committed to creating a culture that emphasizes proactive community policing through the systematic analysis of data and through the assessment of policing efforts. Examining the complex nature of problems and evaluating the effectiveness of prevention and crime reduction strategies will help ensure that the Department reaches its overall goal to best serve the Nashua community.

“Crime Analysis” is the unit within the agency responsible for providing information that will help the agency prevent, reduce, and solve crime and disorder. Crime Analysis collects data from a wide variety of sources and uses statistical techniques, data querying and aggregation methods, crime mapping applications, and qualitative research methods to turn this raw data into information that the police department can use.

Crime Analysis also exists to assist Nashua residents and prospective Nashua residents with their crime and disorder concerns.

The Crime Analyst is committed to developing systems that ensure timely and accurate analyses in a collaborative effort between police and the public that will result in the prevention and reduction of crime and disorder.

Currently there is one Crime Analyst who works five eight-hour shifts and follows a five-day on, two-day off schedule.

Currently this division is staffed by one civilian employee. The Detective Bureau is not requesting any additional personnel for the Crime Analysis Division.

## **VII. Detective Bureau Secretarial Staff:**

The Detective Bureau’s Secretarial Supervisor oversees all functions conducted by each of the five secretaries. In addition, she is personally responsible for:

- Preparing Subpoenas and Court Notices; Contact with the Hillsborough County Attorney's Office regarding subpoenas, court dates, and records;
- Processing requests and inquiries by outside law enforcement agencies;
- Scheduling of Detectives and Secretaries;
- Attendance Records;
- Preparation and update of Time Coming Spreadsheets;
- Approval/Denial Letters for Pistol Permits and Peddler's Licenses;
- Management of the Detective Bureau's administrative workload.

The Detective Bureau's five Secretaries are responsible for completing the following general duties:

- Transcription of Supplemental Reports and Daily Activity Logs
- Preparation of Hastings case packages
- Preparation of inclusion materials for case packages
- Criminal Records checks
- Reviewing and updating the Court Docket
- Prepare letters to DMV requesting license-related photographs
- Prepare letters to outside law enforcement agencies for records and additional information
- Transcription of victim, witness and/or suspect statements

Individual duties for each bureau's assigned secretaries include:

- Processing of Pawn slips (CID)
- Processing and tracking of the Court Diversion Program (YSD)
- Processing of Juvenile Arrest Packages (YSD)
- Research drug related intelligence from Field Interview Reports, the NID Hotline, e-mails, outside phone calls and letters (NID)
- Data entry of Lab Analysis Reports and Evidence Examination Reports(NID)
- Tracking and processing of the drug destruction log (NID)

The Detective Bureau is not requesting any additional secretarial staffing at this time.

## **Addendum A:**

### **DETECTIVE BUREAU**

On December 30, 2013, the Nashua Police Department completed a restructuring within the Detective Bureau. Included in this realignment was the incorporation of the Domestic Violence Unit into what was formally known as the Youth Services Division. The following addendum has been completed in an attempt to accurately update the Nashua Police Department 2013 Workload Assessment describing the Detective Bureau. This addendum will breakdown each of the divisions and, if applicable, describe the changes within each. It will also discuss the manpower needs for each division after the restructuring. Although the main functions of the Detective Bureau have remained the same, some of the units and the responsibilities have changed. Upon completion of the restructuring, the Detective Bureau of the Nashua Police Department is now comprised of four divisions, including the Criminal Investigation Division, Special Investigation Division, Narcotics Intelligence Division, and the Crime Analysis/Research and Planning Division. The Evidence Identification Division now falls under a unit status under the Criminal Investigation Division.

The Detective Bureau consists of the following personnel: The Bureau Commander (Captain), three Lieutenants, six Sergeants, 30 detectives, and five School Resource Officers. There are also two Domestic Violence Specialists and eight civilian positions within the Bureau, consisting of Crime Analyst, Secretarial Supervisor, five secretaries, and one Victims' Advocate.

#### **I. Criminal Investigation Division**

As part of the restructuring, the Criminal Investigation Division (CID) has changed in several areas. As stated previously, the Evidence Identification Division is now a unit within the Criminal Investigation Division. CID now consists of one Lieutenant, three Sergeants, and 16 detectives. Within CID, there is now a Fraud Investigation Unit consisting of two detectives whose responsibilities remain the same as stated in the 2013 Workload Assessment. The Burglary Unit maintains its two detectives. The Evidence Identification Unit still consists of two detectives. There has been a creation of a Computer Forensics Unit which now falls under CID. This unit was created in line with our 2013 Goals and Objectives and consists of two full-time detectives and the remaining detectives continue as general investigators.

Given the recent changes to those units and the resulting shift in responsibilities, a sergeant's position was created to oversee the Computer Forensics Unit, the Fraud Unit, and the Evidence Identification Unit. This sergeant's position was formally part of the Domestic Violence Unit. As a result of the type of work that each of the specialty units within CID is now responsible for, they are scheduled

to work a five day on and two day off schedule. The Burglary Unit and general detectives in CID continue to work a four day on, two day off schedule during first and second shifts. The only other change of significant note was the distribution of cases now being worked by each division. The Criminal Investigation Division will now be investigating all computer forensic crimes which were formally investigated by the Youth Services Division. These crimes include seizure of computers, storage devices, answering machines, cell phones, personal digital assistant (PDA), removable media, thumb drives, diskettes, compact flash and memory cards, digital cameras, digital tapes, zip cartridges, compact discs, and DVD's, and also preserving, acquiring, recovering media and data stored digitally, recovering data that has been deleted, hidden, or altered, accessing encrypted data, recovering passwords, and or circumventing schemes designed to prevent access, verifying and validating digital information in the integrity of original media and, finally, working closely with the New Hampshire Internet Crimes Against Children Task Force (NHICAC). As a member of said task force, these detectives will be tasked to respond outside of Nashua to assist the team with conducting in-depth investigations regarding on-line child pornography and internet solicitation cases. This assistance is reciprocated should an investigation fall under our jurisdiction. Although part of CID, these detectives will regularly be tasked with assisting the Special Investigation Division, as well as the Narcotics Intelligence Division and any additional requests from the Uniform Field Operations Bureau.

## **II. Special Investigation Division**

In the 2013 Workload Assessment, reference is made to the Youth Services Division which dealt primarily with crimes against juveniles, crimes committed by juveniles, or crimes involving gang members. With the realignment, the division is now titled the Special Investigation Division (SID) and their responsibilities are as follows:

All juvenile investigation responsibilities remain as they were. In addition to those, the Special Investigation Division will handle all sexual assault felonies and all domestic violence related felonies. Domestic Violence Specialists will also review every domestic violence case which comes into the Nashua Police Department and respond accordingly in assisting the victim through the entire process. This role, which will now be completed by two Domestic Violence Specialists, replaces the role of the three Domestic Violence Unit officers prior to December 30, 2013. Although losing one of the Domestic Violence Specialists in this unit, these two officers will no longer be investigating felony level offenses. SID incorporated the civilian position of Domestic Violence Victims' Advocate in the hope that she will be able to make contact with more victims early on in the process prior to going to court. The final Domestic Violence position was incorporated into SID. SID will continue to maintain a detective responsible for managing all sex offenders in the City of Nashua.

## **Addendum B:**

### **Narcotics Intelligence Division**

As part of the 2013 restructuring which occurred in the Detective Bureau, we reviewed the workload assessment to ensure the information was current. The following is an explanation of the request for a total of three (3) additional detectives. In 2013, there were a total of 286 undercover drug investigations conducted by the Narcotics Intelligence Division. This figure has consistently increased every year from 2010. A total of 74 felony level arrests were made by the Narcotics Intelligence Division during 2013. The number of arrests decreased from 2012, however, it should be noted that from August through December, 2013, the Division was operating with one less detective due to a Family Medical Emergency Leave Act issue. This put significant restrictions on the ability of the Narcotics Intelligence Division to conduct undercover investigations, as manpower was limited. During 2013, there were a total of 480 drug arrests. Since 2010, drug arrests have significantly increased every year. A major factor in the increase is the escalating problems with opiate-based drug addiction; both prescription and heroin. These issues have a direct relationship with a majority of our crimes demonstrating the need to increase the unit personnel.

As we examine the current staffing levels in the Narcotics/Intelligence Division, we note a majority of all felony level crimes the Detective Bureau investigates have a drug component. For example, a majority of the burglaries investigated in 2013 were involving suspects who were trying to support drug habits. A majority of our fraudulent credit card and check cases are committed by drug addicts trying to support their habits. We had a significant increase (33%) in robberies in 2013 which are believed to have been drug-related in nature. These types of offenses are regularly investigated by the Detective Bureau in a reactive manner. That means that the crime is committed, officers and detectives respond and try to work backwards to solve the case. Narcotics investigations are run just the opposite. The undercover officers complete the drug investigation in a proactive manner by targeting known dealers and catching them as they commit the crimes. An increase in staffing would allow us to investigate more of these crimes and hopefully decrease the other crimes.

The Narcotics Intelligence Division, as it is organized right now, does not have enough detectives to keep up with the amount of drug investigations and actionable drug intelligence we receive. It is requested that we add an additional three (3) detectives to this Division. The additional detectives would be broken down as follows:

One (1) detective would be coming into the Unit as an investigator/intelligence officer. The primary purpose of this investigator's job would be to debrief any and all subjects arrested on drug-related or other criminal-related offenses. The

interviews would be conducted with the purpose of obtaining intelligence relating to drugs, burglaries, robberies, and any other crimes. Under current operating procedure, this is extremely difficult as the responsibility falls on the Unit Sergeant to conduct interviews. Due to the volume and other responsibilities, this Sergeant can only interview people briefly on drug intelligence information. It is our belief that we are sacrificing an enormous amount of intelligence on other crimes which could be solved. By having this officer in place, we would be able to provide a more profound array of intelligence to other detective divisions to solve crimes. It would also free-up the current Narcotics Supervisor to be on the street more to allow for more undercover operations to take place. A drug supervisor must be out on any and all undercover operations and, as a result, time spent away from the street interviewing subjects limits the amounts of investigations they can oversee.

The additional two (2) detectives in the Unit would be utilized two ways. First, they would fill any gaps required during officers being on days off, vacation time, schools, or court testimony which would allow for a continuous flow of drug investigations. The additional detectives would be able to provide increased surveillance which could further street-level investigations to higher distribution level dealers. More importantly, if we increase personnel we would task seasoned investigators to work primarily on longer-term investigations involving higher-level dealers. It is often difficult to complete this, as the detectives are inundated with street-level dealers which take up a tremendous amount of time and resources. The seasoned investigators would work primarily on identifying larger suppliers of narcotics in Nashua, while working in concert with the new intelligence officer and the Department's Crime Analyst Division. These detectives would then be able to efficiently coordinate with the Drug Enforcement Administration High Intensity Drug Trafficking Area (HIDTA) and the Federal Bureau of Investigation Safe Streets Gang Task Force to further the investigations and stop the drug supply before it gets to Nashua.

Finally, with the addition of three detectives, we would be able to effectively have multiple teams working concurrently. Often times, narcotics investigations are put on hold because the team is waiting for another investigation to go forward. With the additional members, we would be able to work multiple teams simultaneously or at least have other unit members preparing for the next operation while the first is being completed. The increase in detectives would allow us to increase our effectiveness and make us more efficient.

# Nashua Police Department

Panther Drive; P.O. Box 785  
Nashua, NH 03061-0785  
Phone (603) 594-3500

Main Fax: (603) 594-3516  
Administration Fax: (603) 594-3615  
Detective Bureau Fax: (603) 594-3616  
Legal Bureau Fax: (603) 594-3571

**John J. Seusing**  
Chief of Police

April 9, 2014

Board of Police Commissioners  
Nashua Police Department

Dear Police Commissioners Maffee and Valade:

Attached is the completed 2013 Workload Assessment report which includes staffing recommendations. The report is based on International Association of Chiefs of Police (I.A.C.P.) standards and utilizes actual Nashua Police Department data. In addition to the patrol assessment, a review was completed for the remaining bureaus. These assessments were completed in a more subjective manner by the respective Bureau Commanders.

A careful review of our current staffing allocation was also completed in order to determine if we could better utilize existing sworn positions that are currently assigned nontraditional police duties.

We have identified three sworn positions that could be replaced with civilian personnel: the Senior Relations Officer, the Terminal Agency Coordinator (TAC) Officer, and the part-time Legal Officer. By creating new civilian employee positions for these three nontraditional police duty positions, these three sworn officers could be assigned to the Patrol Bureau. This recommendation would be more cost effective than hiring three additional officers to fill the assessment recommendations for the Patrol Bureau.

Based on the report and taking into consideration the current needs of our community specific to the issue of illicit drug dealing, drug addiction issues, and the adverse impact it has on our community, I am recommending the following proposal:

**1. Increase staffing of sworn officers as follows:**

- Increase Patrol staffing by three (3) sworn officers
- Increase Narcotics Intelligence Division staffing by three (3) sworn officers
- Increase the Problem Oriented Policing (POP) Unit by one (1) sworn officer.  
(This increase will return the Unit to its original staffing levels)



A NATIONALLY ACCREDITED LAW ENFORCEMENT AGENCY

**2. Reassignment of sworn positions to Patrol Bureau / Creation of new civilian positions:**

The following sworn reassignments will allow for three (3) sworn officers to be reassigned to patrol duties.

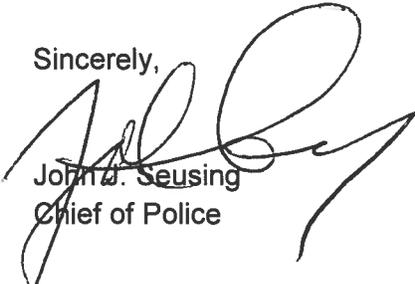
- Senior Relations Officer (sworn position reassigned to Patrol). Replace with a part-time civilian Senior Relations Specialist. Approximate cost: \$40,000
- Terminal Agency Coordinator Officer (TAC) (sworn position reassigned to Patrol). The TAC Officer duties would be added to existing civilian positions. Approximate cost: \$20,000.
- Part-Time Legal Officer (sworn position reassigned to Patrol) would become a full-time position and reassigned as a patrol officer. Approximate additional cost for officer: \$15,000.
- The part-time Legal Officer duties would be replaced by a part-time civilian Legal Bureau Specialist. Approximate cost: \$30,000.
- Authorize funding for the currently authorized civilian 3<sup>rd</sup> shift Detention Specialist position. Currently sworn officers on 3<sup>rd</sup> shift are required to fill the Detention Specialist position seven days per week. Approximate cost: \$43,000.

With the increased staffing outlined in #1 and the reassignments outlined in #2 above, the Commission would need to increase the authorized strength by a total of four (4) sworn officers from the current authorized of 179 officers to 183 authorized officers. The approximate salary cost for each additional officer would be \$50,000.

Of note, the Patrol Assessment report recommended adding a minimum of three (3) sworn officers and filling the civilian Detention Specialist position with a civilian employee.

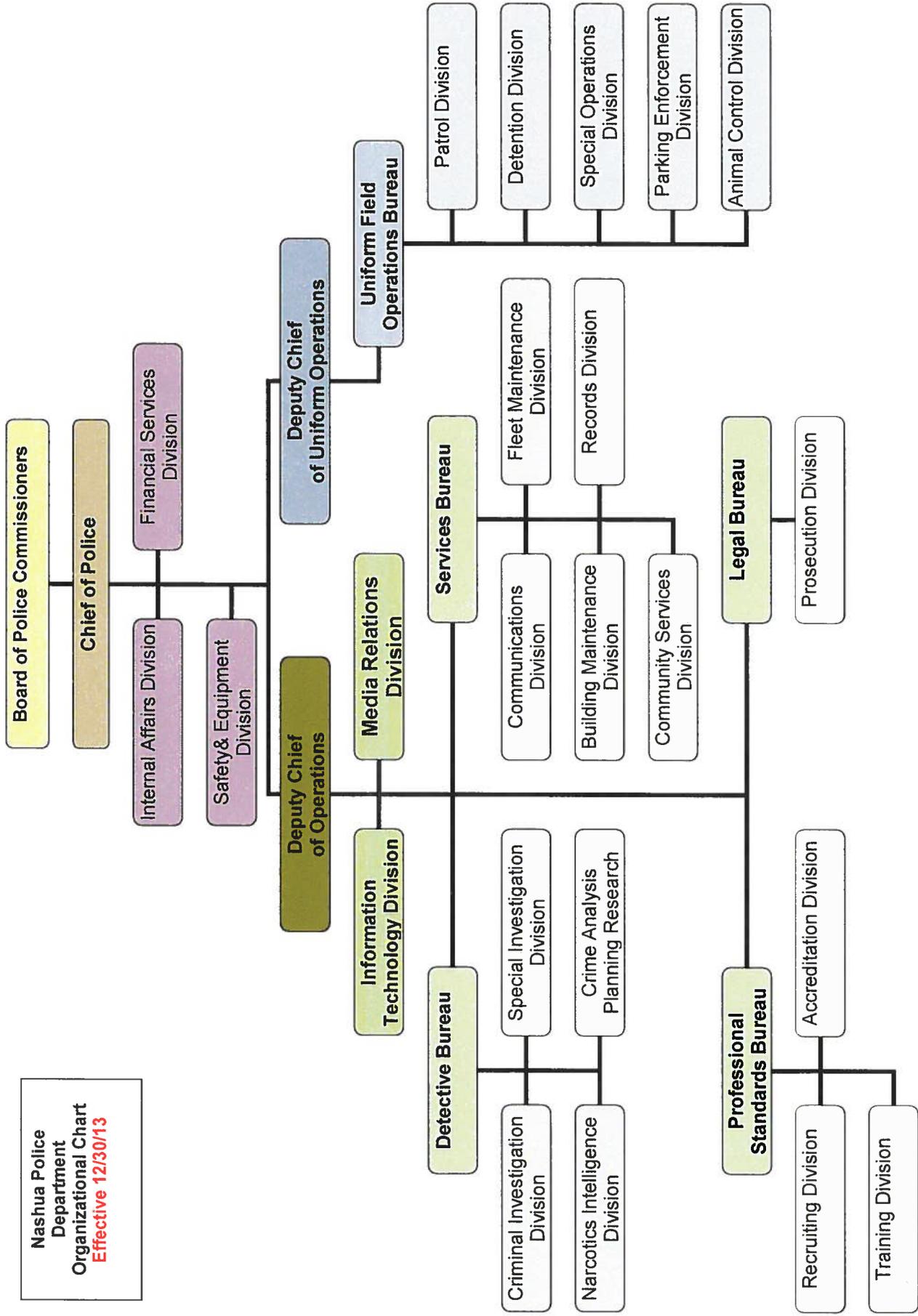
The Workload Assessment report also outlines suggestions for additional sworn positions (Options B & C) and the associated benefits. I believe that my proposal meets the minimum Workload Assessment recommendation of increasing our Patrol Bureau and addresses an urgent need in our community specifically an ever increasing drug problem and its severe impact to our community. It also takes into consideration the financial impact this would have on our taxpayers.

Sincerely,

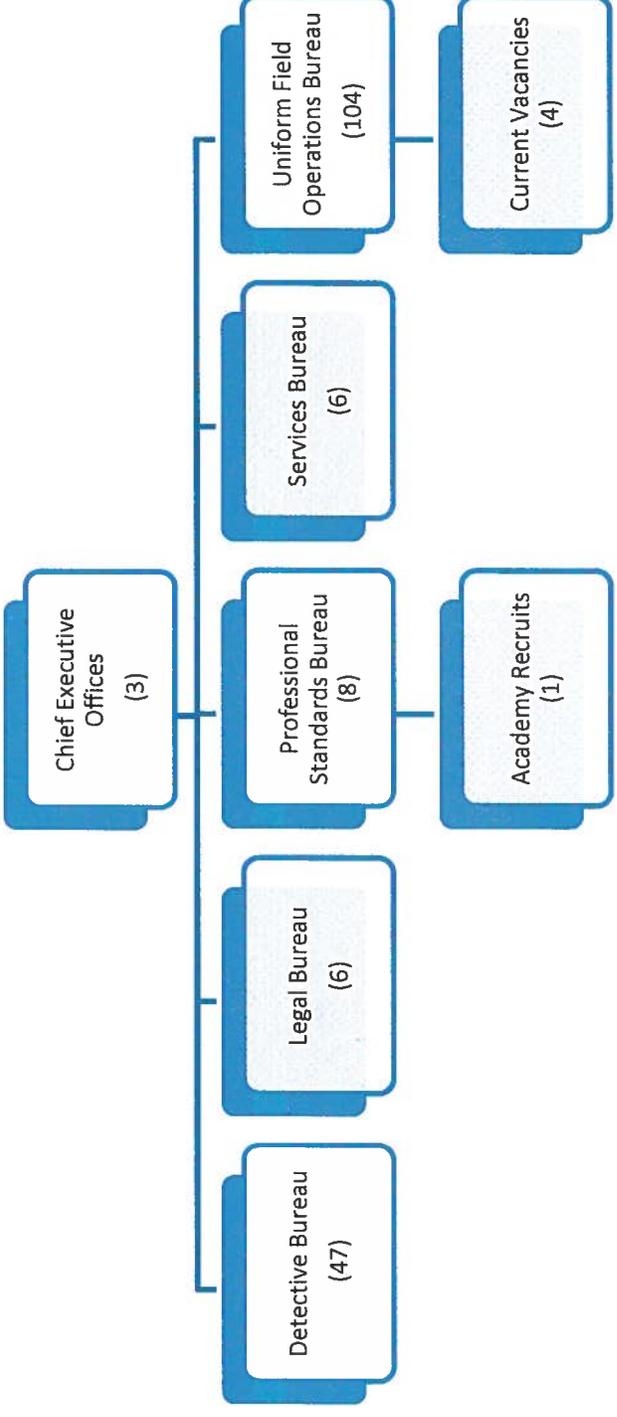


John A. Seusing  
Chief of Police

**Nashua Police Department  
Organizational Chart  
Effective 12/30/13**

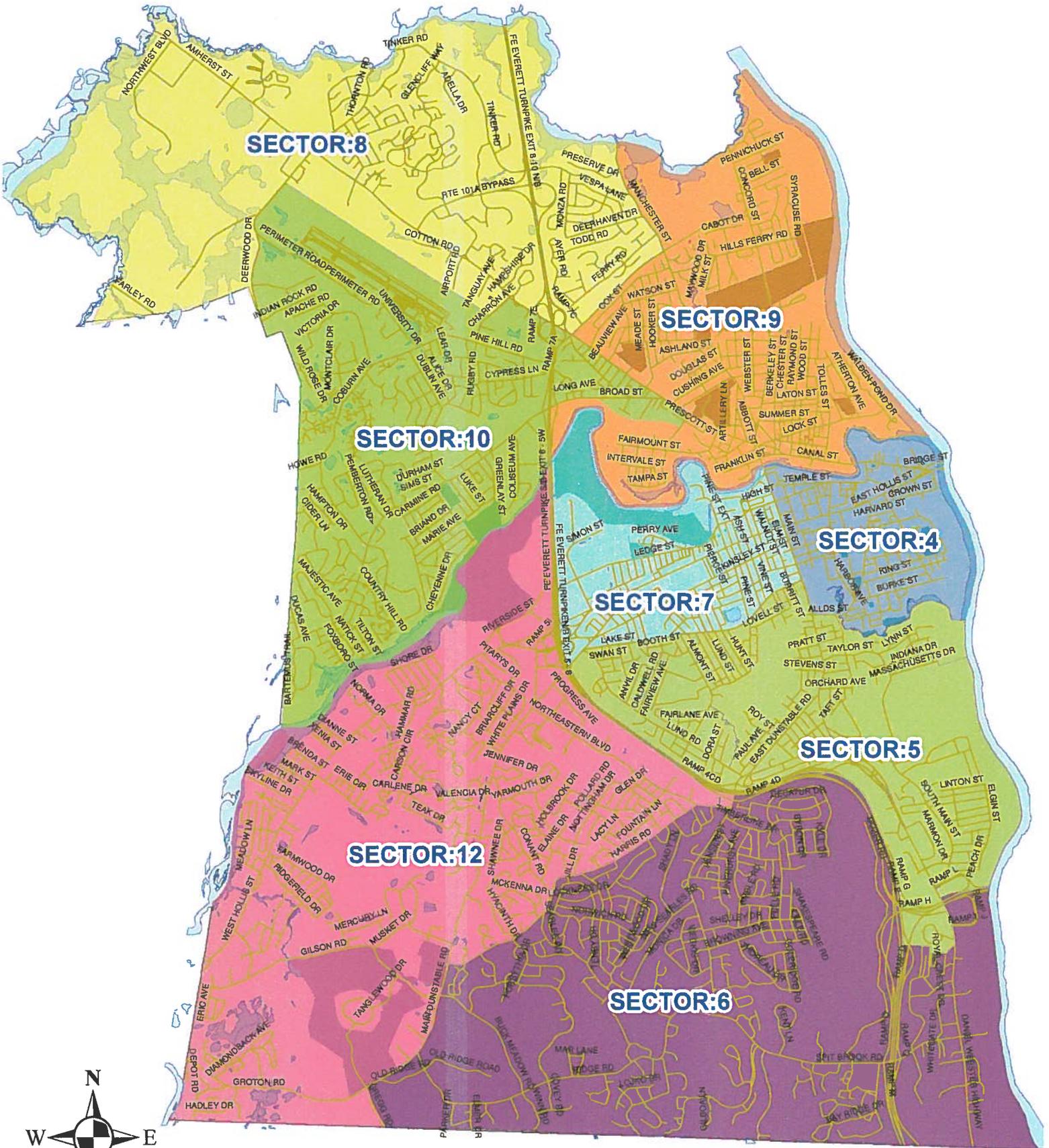


# Nashua Police Department Sworn Officer Deployment table

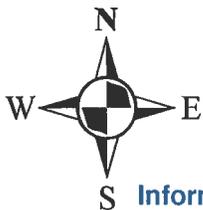
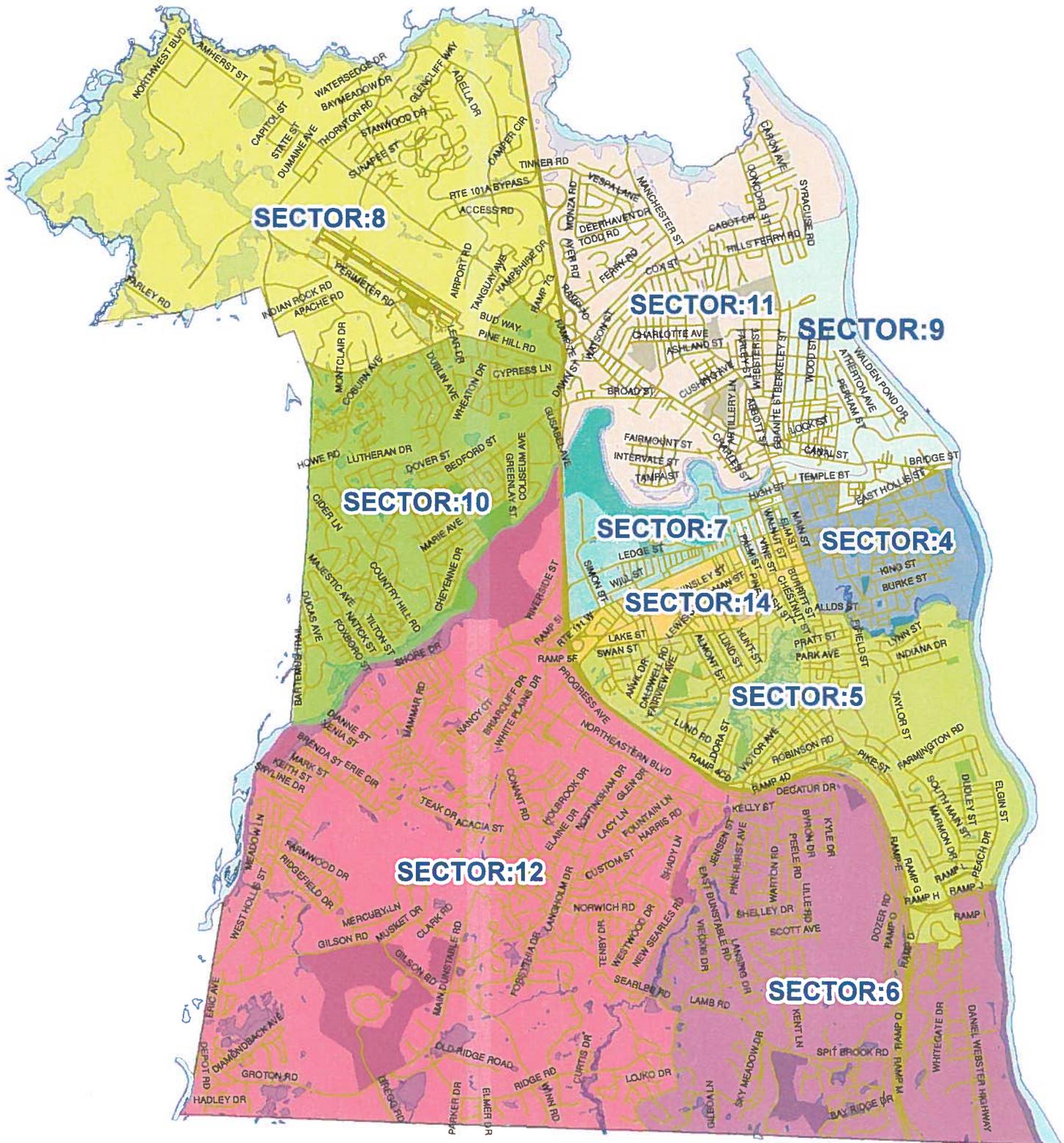


Chief Executive Offices (3)	Academy Trainee (1)	Vacant Positions (4)	Services Bureau (6)
<b>Detective Bureau (47)</b>	<b>Legal Bureau (6)</b>	<b>Professional Standards Bureau (8)</b>	<b>Services Bureau (6)</b>
Captain	Captain	Captain	Captain
<u><b>CID (20)</b></u>	Lieutenant	Lieutenant	Lieutenant
Lieutenant	Sergeant	Sergeant	1 Community Services
3 Sergeants	1 Part Time	1 Recruiting	1 Grant
2 Burglary Unit	2 Officers	1 Training	1 Senior
2 Evidence Unit		3 Firearms Training Unit	1 Terminal Agency Coordinator (TAC)
2 Forensic Unit			
2 Fraud Unit			
8 General Detectives			
<u><b>NID (8)</b></u>			<b>Uniform Field Operations Bureau (104)</b>
Lieutenant			<u><b>1st Shift (32)</b></u>
Sergeant			Captain
1 High Intensity Drug Trafficking Areas (HIDTA)			Lieutenant
1 Federal Bureau of Investigation: Safe Streets Task Force			4 Sergeants
4 General Detectives			2 Traffic Unit
			24 Officers
			<u><b>2nd Shift (42)</b></u>
			Captain
			Lieutenant
			6 Sergeants
			1 Traffic Unit
			3 Problem Oriented Policing Unit
			30 Officers
			<u><b>3rd Shift (30)</b></u>
			Captain
			Lieutenant
			5 Sergeants
			23 Officers

# 2011 FIRST/THIRD SHIFT SECTOR MAP



# 2011 SECOND SHIFT SECTOR MAP



Provided By:  
Information Technology

April 17, 2013

William Pease  
Accreditation Manager  
Nashua Police Department  
0 Panther Drive  
Nashua, NH 03062

Dear Bill,

It was my pleasure to review the 2013 Workload Assessment for the Nashua Police Department. The assessment is well done using contemporary calls for service time/personnel analysis. I believe the assessment supports recommended staffing and reassignment needs of the Nashua Police Department.

In my position as Police Chief and CALEA Team Leader, I have had the opportunity to review many workload assessments. Your methodology of using a time study is clearly valid. You may want to consider, in the future, including the use of a geographical study which would help identify the proper use of proactive patrol time with the goal being adequately patrolling all areas of the city at least once per shift.

Sincerely,



Michael T. French  
Police Chief (Retired)  
CALEA Team Leader



DAVID L. KURZ  
*Chief of Police*

## DURHAM POLICE DEPARTMENT

86 DOVER ROAD  
DURHAM, NH 03824-3333

Bus. (603) 868-2324  
Fax (603) 868-8037  
Email: [police@ci.durham.nh.us](mailto:police@ci.durham.nh.us)

RENE H. KELLEY  
*Deputy Chief*

DAVID HOLMSTOCK  
*Captain*

March 18, 2013

William Pease, Accreditation Manager  
Nashua Police Department  
Panther Drive  
Nashua, NH 03062

Dear Bill:

I wanted to thank you for the opportunity to review your 2013 Workload Assessment document and render my opinion on the process and your conclusions. As you know I have accomplished a number of these workload analyses with the knowledge that they are an attempt at measuring the immeasurable! Working with IACP or Municipal Resources Inc. to come to some conclusion as to the "right" number of employees required to accomplish the mission is difficult at best. Ironically, I have never met an agency CEO who proclaimed that they have too many officers. And the simplicity that often is used by our peers, i.e., "we require 2.0 officers per thousand" is ridiculous at best and deceitful at worse!

This is one of the reasons I thoroughly enjoyed your methodology. Your approach by including the unavailability of an employee, even though the organization compensates them for 52 weeks a year, is often overlooked in these types of analysis. Your study successfully articulates this reality.

I wanted to congratulate you on such a comprehensive analysis that allows you to articulate the number of staff required to successfully address the unique needs of the Nashua community. I would be remiss if I did not convey my kudos for including all components of the organization, including civilian staff. It has been my experience that this is rarely attempted in workload assessments.

Sincerely,

David L. Kurz  
Chief of Police

A NATIONALLY ACCREDITED LAW ENFORCEMENT AGENCY

