

David L. Kurz
Chief of Police

Police Department

2017

Organizational planning is the process of evaluating the goals and creating a realistic, detailed plan of action for meeting those goals. By combining the expectations of our customers, Town Council and residents, a management plan takes into consideration the short- and long-term. The basic steps in the management planning process involve creating a road map that outlines each task the Durham Police Department must accomplish to meet its overall objectives for the coming year.

Annual Report establishing goals for 2017 and a review of those established for 2016

DURHAM POLICE DEPARTMENT

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Executive Summary

The Durham Police Department is a full-service law enforcement agency committed to providing a large array of services to the community. While the basic foundation of those services are delivered through uniform patrol personnel, a smaller police agency such as Durham must design itself to be comprised of generalists capable of providing a wide array of services including traffic safety, community programs, and investigative case follow-up on a wide array of crimes all the while remaining responsive and committed to unexpected community demands or events. Through collaborative partnerships with multiple stakeholders throughout Durham and the University of New Hampshire community, success in delivering a competent and responsive array of police services can be assured and customized if necessary.

This annual report is designed to inform you as the Town Administrator for the Town of Durham, of the goals the police department has established for 2017, the status of goals and objectives that were established for the calendar year of 2016 as well as assembling police activity statistics during that period for your review.

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Statistical Activity

	Arrests	Assaults	Thefts	Noise events	Alcohol Offenses	DWI arrests	Accidents	Traffic Contacts	Calls for service
2005	562	66	147	109	270	57	263	2,768	21,774
2006	476	60	147	40	179	38	232	4,281	22,229
2007	460	59	110	36	243	42	242	5,459	23,903
2008	361	53	124	77	176	34	247	2,998	23,993
2009	447	54	88	105	175	42	174	3,544	25,633
2010	374	66	143	51	156	40	205	3,815	25,822
2011	502	64	120	84	218	59	191	4,747	25,374
2012	509	62	105	95	210	68	184	2,584	25,881
2013	498	61	104	52	209	44	210	3,032	26,658
2014	582	72	87	65	294	41	197	2,845	27,724
2015	525	54	61	37	251	69	241	2,740	28,417
2016	582	62	66	71	253	59	218	3,081	29,269
Percent change	10%	13%	8%	58%	1%	-15%	-10%	12%	+3.2%
average	489	61	108	68	221	49	217	3,491	25,556

Throughout the 2005 - 2016 reporting timeframe, calls for service have increased 22%. Routinely the annual increases have fallen within the 3% to 5% range. This past year was no different with a slight increase at 3.2%. Although identifying a specific reason for increases during any given year is difficult this year was definitively attributed to responses to off-campus student rentals of which many are attributed to self-initiated officer responses and full engagement of the high-visibility policing strategy. Officer retention remains a challenge due to resignations to accept other positions in law enforcement such as the FBI, a larger New Hampshire police agency and yet another to accept a police chief position in a neighboring community. Unfortunately, this year's increase is directly related to off-campus student housing in spite of our fully implemented Problem Oriented Police (POP) position which focuses entirely upon the

award winning “Good Neighbor” initiative. As you are aware, it has long been my premise that agency effectiveness will not be highlighted by the number of arrests made rather from the effectiveness and creativity of our initiatives. While the first year demonstrated a slighter lower than normal increase in demands for service at student rentals, this past year is noteworthy for the increase of 52% for the calendar year.

Ironically my focus upon the large student complexes and how they were being managed diverted my attention from the numerous smaller complexes that were escalating exponentially. The positive attribute of this increase is that 80% of the additional responses were the result of officer initiated actions thereby negating the need for Durham residents to contact police. This proactive approach is precisely where I have sought to have the department function. Having officers proactively quelling issues before they evolve into crisis is an outstanding characteristic of the agency. While there remains intense scrutiny on the new student housing complexes as the community assesses whether they present a positive opportunity or a policing nightmare sapping Town resources, it remains my contention that well-managed properties working collaboratively with the police administration will be a welcome addition to the taxable portfolio rather than a burden.

While reducing noise complaints from off-campus student rentals is important, the ancillary effects are that maintaining a status quo complement of police staff and not tasking the Town Council with additional employees remains possible with our proactive initiatives. I have repeatedly stated that the Town of Durham will never successfully arrest its way out of a problem. It will be a variety of initiatives such as engaging with the Planning Board to ensure that off-campus student housing is in appropriate locations and steadfast management plans are in place. Additionally, maintaining a consistent and robust working relationship with the management of the large student complexes remains imperative. These are the traits of community policing that will demonstrate success and allow for adaption of synergy if there is a need to adjust.

However, the statistical data is clear that service demands have increased in all categories except two, DWI arrests and motor vehicle accidents. Arrests increased by 10%, assaults by 13%, thefts by 8% and traffic contacts by 12%. Clearly the police department had a very busy 2016.

I will continue to look to 1999 as the pivotal year for policing in Durham. In the aftermath of the University of New Hampshire’s hockey team’s appearance in the Frozen Four National Championship, unexpected celebratory riots occurred in Durham. Other sports related events such as the Boston Red Sox and the New England Patriots participation in their respective championship games, have been challenging the community ever since. In the aftermath of the first celebratory riot, a number of community strategy meetings occurred and as a result of those meetings, the police administration developed and implemented the philosophy of a “high visibility patrol” concept. This approach reconfigured shift schedules by employing a “4 and 3” work week consisting of 10-hour overlapping shifts thereby placing more officers on patrol activities without hiring additional personnel. In conjuncture with procuring additional police vehicles so that single officers were in one cruiser and not “doubled-up” with two officers, we were able to vastly increase police officer presence throughout the statistically high demand areas of Durham.

There are a number of dynamics within Durham that I monitor closely so that the organization identifies the emergence of new and/or shifting trends. I will continue to do so in 2017 by accomplishing the following:

- Over the past four-years there have been approximately 2,400 student beds constructed in a number of complexes including the Cottages, Lodges, Madbury Commons, Orin, Henderson and Pauli’s. While these beds have not added students to UNH they have essentially relocated them into the Durham community closer to the UNH campus. To adequately address

this shift, it remains critical for the department to be engaged with the landlords of Durham. One piece of data that has demonstrated itself to be true is that well managed properties will have fewer calls for service than those that do not.

<i>Location</i>	<i>Occupants</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>
The Cottages	619 +/-	24	31	34
The Lodges	486 +/-	19	34	43
Orion	197 +/-		5 (1/2 year construction)	29
Madbury Commons	525 +/-	1 (Greens/ construction)	1 (construction)	40

Given the density and composition of these large complexes I continued to report to you my pleasure in the level of calls for service and the continued cooperation with on-site management teams. However, my focus upon these properties resulted in my not detecting the significant escalation of police actions that were discovered when the year-end report was completed. As I researched the data to determine where this 58% increase came from and understand the dynamics of what was occurring with off-campus student rentals, I detected that smaller properties had significant increase in police response. It became evident that as I was focusing upon the large student complexes, so weren't the management teams who also controlled other properties. Additionally, while almost 80% of these additional calls were self-initiated by the officers proactively monitoring off-campus student housing, it is my hope that this error has been corrected allowing me to remain aware of which property is generating demands for service.

- In spite of the increase, the POP officer remains an essential strategy to lessen demands upon police responses to off-campus student rental properties. As a component of that strategy, the department will continue the program that notifies each landlord of police responses to their property with the added initiative of immediate follow-up by the POP officer. The "Good Neighbor Initiative has turned a promising program into a problem-solved enterprise. With the addition of the POP position I look for this program to become the hallmark of our overall strategy as we attempt to reduce frequency and severity of criminal activity.
- The strategy of employing physical arrests instead of issuing a hand-summons for alcohol violations will be continued in large part due to the findings of a research project by a UNH class which was recently published in a national police magazine as a National best practice research project. The findings of the research confirmed our hypothesis that physical arrests curtail recidivism and poor/criminal behavior is deterred when others witness an arrest. The overall strategy has maximized our personnel effectiveness curtailing requests to the Town Council for additional police officers to address escalating demands.
- The parental notification program, which informs the parents of any person under the age of 21 arrested within Durham of the event, will be continued.
- We remain poised to work closely with the Rental Housing Commission, if it reinstitutes itself, to proactively seek mutual objectives, strategies and development of applicable ordinances which will address the inherent lifestyle conflict of student rental housing and residential neighborhoods within the boundaries of Durham. The fact that there is no community outcry for resurrection of this commission is another positive attribute that student housing is situated in the appropriate location and not in pocket

- neighborhoods creating more calls for service.
- Continue to provide the Durham Planning Board with the Police Department's insight and opinions regarding new development occurring in Durham. History has demonstrated that the placement of infrastructure within Durham, issues of parking, safety and traffic all can be appropriately influenced as it pertains to the department and the services expected from new development.
 - Standardize the previously implemented 6PM to 4AM patrol shift specifically designed to address noise and rowdy behavior occurring within the residential neighborhoods. It will be my goal to create and sustain this shift which will function on Wednesday, Thursday, Friday and Saturdays and augment the evenings with five (5) patrol officers on duty during this statistically busy time.
 - Continue to collect data and ultimately demonstrate the value of the overall policing strategy that has been instituted by the Durham Police that is designed to address issues identified by the community and the Durham Town Council as problematic.

Once again the department struggled with staffing voids created exclusively by resignations as officers left to join other larger police agencies, the FBI and another to become police chief in a neighboring town. We juggled, adjusted and eliminated patrol shifts so that we could maintain a focus upon statistically busy periods. With a full-staff, the police department has demonstrated its capacity to perform at a high level that meets the community's demands and expectation for quality law enforcement service. At full-staff there is the ability for a more reactive policing strategy but when personnel are not available the department shifts from a reactive mode rather than a distinctly proactive preventive mode with the resulting statistics decreasing in most crime categories and increasing in proactive categories such as detecting DWI. Additionally on any Thursday, Friday and/or Saturday night, the most challenging for the department, officers have created opportunities to curtail criminal activity by this proactive, preventive approach. There is compelling rationale to believe that department is achieving success through innovation and efficient use of resources that allows the community to view the agency at its optimal strength with the capacity to address the influx of student during the academic year of the University of New Hampshire. It remains my commitment as custodian of the Durham Police to focus upon providing resources to the community so that our mission continues to be one where we respond when called and react when necessary. While we will remain vigilant and continuously seek improved methods of distributing police resources in a cost-effective manner, we will also remain focused upon doing so in an empathetic and professional style.

Arrest Data

Although I have explained the nuances of arrest data in Durham in the past, it warrants detailed explanation as it is unique and not typical of a municipal police agency. As you may recall, in response to inquiries from past Town Councils about the demographical information of those arrested in Durham, i.e., are they UNH students or not, the Durham Police Department began assimilating arrest data in three separate categories. In the first instance, arrest statistics are accomplished by weekly activity, secondly by the UNH academic year and finally, by the calendar year mirroring the Town's financial operating budget. Each category allows for a better understanding of the demands facing the department during these periods.

During the recent recession, the New Hampshire State Police were unable to permanently assign a Trooper to the Durham area as they had in the past. However, when we expect events that may challenge the resources of the Durham Police, they have graciously assigned troopers to Durham. Additionally, the New Hampshire Liquor Enforcement Agency has continued to monitor alcohol sales, misrepresentations and other specialty violations, albeit with reduced frequency in Durham. When available, these combined State resources often allow the Durham Police to focus upon the impacts of the alcohol

abuses in residential neighborhoods.

The arrest statistics at the beginning of this report reflects activity during January 1st through December 31st for **ONLY** the Durham Police. As Chief, I have stipulated that if an arrest is made by any outside law enforcement entity within the jurisdictional boundaries of Durham that information must be forwarded to us for record keeping purposes. The data below is cumulative of all arrests by **ANY** law enforcement officer functioning in Durham including arrests on the University of New Hampshire campus.

Durham PD Arrests	UNH Police Arrests	All other law enforcement agencies	Total arrests within Durham
562	569	50	1,181

UNH Students	No affiliation with UNH
665 (56%)	516 (44%)

The remaining portion of this document provides an opportunity to examine our progress towards obtaining our goals and objectives established for the past year. As I have articulated in the past, the Durham Police perform the planning and goal setting function on a multitude of levels to include a confirmation that the department is in a position to carry out those goals as determined by the Durham Town Council annually:

- Our annual internal planning session was held in January and focused upon working conditions, equipment replacement, yearly training initiatives as well as annual goal setting; it also highlights our designed mentoring and coaching philosophy. An additional meeting was held last August 25th that provided an update to our annual SWOT exercise as well as formulating patrol strategies for the upcoming UNH academic year.
- There is a concerted effort to embrace and ensure that the agency is fully engaged in the Guardian philosophy of policing rather than a Warrior mentality. This was one of the significant recommendations of the White House's "Policing in the 21st Century whereby law enforcement should embrace a guardian — rather than a warrior — mindset to build trust and legitimacy both within agencies and with the public".
- Continue monitoring the UNH initiative to provide Durham and UNH police with a geospatial animated display of arrest data on campus and in Durham. This technical mapping ability commenced two-years ago with some success. This program, at no cost to Durham, can provide both police departments with an enhanced way to look at a map of campus and Durham and see how the patterns of arrests by offense change geospatially over time.
- Within the past several years there have been a number of police shootings that while "lawful, look awful". Others are not only problematic but overt criminal acts in my assessment. Police managers across the country are attempting to understand the basis for these illegal acts under the guise of law enforcement authority. Many believe it is policy failure, abysmal hiring/selection practices,

poor leadership and/or poor policy adherence. Regardless of the impetus I believe it is imperative that the Durham Police take affirmative steps to ensure that this organization acts appropriately and lawfully in each and every encounter with the community not just when response to resistance is necessitated but in everyday simple interactions. Consequently I have undertaken a total review of the department's use of force policies; ensuring training is comprehensive and parallels outside training which will instill a commitment to the dignity of the policing profession that ensures we approach all of our tasks and interactions from a guardian heart and mindset. Additionally we have undertaken the initiative to train our officers in "de-escalation" whereby in some instances it may be appropriate for the officers to slow the scene down and possibly retreat while maintaining security.

- As has been my practice, I will continuously meet with you, the Town Administrator, to establish and confirm obtainment of the goals for the agency and keep you abreast of the varying dynamics that may impact the agency.

II. A review of the status of our external goals for the year 2016 depicts the following:

Reduce the incidence of Crime in Durham:

Our goal remains to reduce the number of criminal offenses within Durham by 1% each year. While this goal may not appear lofty, the reality of policing within the host community of the University of New Hampshire and an annual expansion of the student population often equates to simply maintaining status quo. It is not uncommon for the department to experience positive accomplishments in some areas while significant challenges in another. The analogy is that when we address one category and symbolically squeeze the balloon, another area often emerges as the new challenge. While there is an understanding that realistically we will never be 100% successful in dissuading crime from impacting Durham, the goal remains and should! As an example, the incidents of theft have been decreasing steadily from the high of 147 in 2005 to 2016's reports of 66 represents a 55% decrease. Additionally another category identified as problematic in 2010 was Driving While Intoxicated (DWI) where only 40 arrests were made. Through concerted efforts, that number increased by 38% to 59 arrests in 2016.

Through our Good Neighbor initiative, we have focused significant attention upon our residential neighborhoods and the challenges they were experiencing with off-campus student rentals. As a result of a number of factors including close cooperation with the Durham Planning Board, Code Enforcement, Fire Department as well as the Durham Landlord Association, noise complaints have decreased dramatically by 56% from data in 2005. While it was noted that there was a sharp increase in noise complaints, our ability to eliminate such incidents with a variety of neighborhoods in Durham has seen positive progress with the introduction of student rentals in the appropriate locations and supported by the POP officer as the agency transforms from reactive to proactive. Data supports that we remain successful in our ability to detect and arrest persons committing criminal acts within the community as demonstrated by the arrest data during this same period of 2010-2015. It is obvious that the organization is comprised of proactive officers who continue to use their energy and enthusiasm to enhance investigative capabilities with the goal to maintain the agency's high clearance rate, which is the department's ability to solve crimes.

Increase/maintain the quality of service and customer satisfaction: Our most recent

community survey was completed in 2016. During this period, the approval rating for the department increased significantly from good to excellent to 96% excellent ranking reported in previous surveys. While I had expressed concern regarding service demands being so high and officer time being so limited that it may manifest itself by a decrease in community approval, we were able to balance resources and adequately address community expectations. In any scenario, our commitment to a *customer-oriented-service-delivery-system* is and will remain the foundation of all that we do as an organization.

Increase the availability of grants and alternative funding sources: Grants and the support they provide are often based upon national challenges that may be viewed as topical. Homeland Security has simply dominated the Federal Grant process and while the department has benefited with some equipment, without high profile targets within our boundaries, Durham will remain in a tenuous position to qualify when compared to many other communities in New Hampshire.

Maintain Accredited Status: Simply put, accreditation is the manner in which this agency conducts its everyday business and the Durham community has come to expect no less. As you are aware, the Durham Police were designated as an agency of “Excellence” at our last review by the Commission a label that places the department among the best of accredited departments in the Nation! Additionally, we are only one of 20 law enforcement agencies with fewer than 25 employees to be accredited within the United States. In April of this year assessors from CALEA will once again arrive in Durham to inspect our organization. In the aftermath, they will issue a report based upon their observations and recommend, or not, to CALEA that Durham be reaccredited for another three-years.

Comprehensive Equipment Replacement: During 2016 we were able to upgrade all mobile radios in the marked police vehicles. Although we were very fortunate to have leveraged a host of very expensive equipment through the Car 54 program, we are now replacing this 12 year old equipment with new speed radars, light bars and other ancillary cruiser equipment a comprehensive structured phased-in plan gradually over the next three years.

This year marks the end of Durham Police history with the Ford Crown Victoria as all vehicles will be replaced with the more energy efficient Taurus 6-cylinder.

Provide High Quality Training for Personnel: The implementation of a training committee has provided a formal mechanism that enables the police administration to determine relevant training that satisfies the need of the department while correlating the career development path of each officer. Additionally, exposing officers to the nuances of designing appropriate training is mentoring and coaching at its best! The committee continues to work diligently to establish goals and has been extremely successful in the detection and acquisition of grants, inexpensive training opportunities and other in-service opportunities that results in skilled officers providing high quality service to the community. While we continue focusing and maximizing training hours during the slower summer or winter periods when the necessity to fill vacant shifts is lessened due to workload demands, if quality free training is available, we will take advantage.

Regardless, training remains a critical component of the agency’s strategy to ensure high caliber programs are being provided to all staff members.

Increase Diversity of Agency Personnel: The fact that the agency remains diligent to our goal to attract and retain qualified protected classes at the Durham Police Department continues to reap results with 25% of the agency comprised of women police officers.

The department remains committed to maintaining a working environment that fosters growth and equal opportunities for capable, hardworking employees who want to succeed.

Maintain an acceptable workload for police officers: We have established an overtly subjective goal which is designed to keep the community aware when demands upon an officer’s time exceed the ability to deliver services in a professional and responsive

manner. The produced data is based upon simple mathematical formulas that determine how many calls an officer undertakes each year. Coordinate that data with the results of the community survey that rates customer satisfaction and a guide can be assumed. It will remain my goal to ensure that the Durham community remains satisfied with the service delivered by their police department.

In addition, the following items were completed:

- **Parking in Downtown Durham:** The department has worked diligently to ensure that visitors to the downtown business district have parking readily available. Prior to my arrival as Police Chief, there was no organized parking program. Since that time, significant planning has gone into creating a system, evaluating and revamping the entire scheme by totally converting to a kiosk, pay and display system. The kiosk pay and display enables debit, credit, coins and paper money to be used to pay for parking. Parking throughout Durham is now controlled by 26 kiosks devices. While the machines offer significant flexibility, the maintenance and oversight of these technical wireless devices required the hiring of Sandra Hebert as a full-time parking enforcement specialist. She is augmented by two part-time employees whose hours mirror the academic year of UNH and focuses exclusively upon parking enforcement.
- **Council initiatives:** The police administration presented a number of ordinances that were designed to enhance enforcement capabilities as it related to parking throughout the community.
- We successfully created a RFP for design and renovation of the existing police facility and are currently in the marketing phase as we work to inform all residents of the justification for the addition and renovation.

III. A review of the status of our internal goals for the year 2016 depicts the following:

The items highlighted in this area are the goals established and met by the officers and staff during a departmental meeting in January 2016.

- Completed a total inventory of the evidence held by the department. As Sandra Hebert is also our accomplished evidence tech while remaining a part-time position thereby allocating the detective workload in a more efficient and cost effective manner, the reduction of staff and reviews of positions will become more critical.
- Completed the process of determining exact cost for the addition and the renovation of the existing police facility. It remains my goal to enhance much needed space for a women's locker room, increase the evidence retention area, and create viable storage space necessary for record retention. Present reasons for and justification of the expenditure to the Durham voters at the March 2017 voting for approval commencing construction in the Spring of 2017.
- Implemented the concept of Problem Oriented Policing via our COPS grant. The program favorably impresses the community with our goals demonstrating exceptionally successful data that the proactive approach is lessening calls for service to noise complaints to off-campus housing.
- Continue to work in cooperation with Strafford County law enforcement agencies to seek mutually beneficial initiatives such as the Accident Reconstruction Team and the

Strafford County Tactical Response Team. These resources will allow for the highly technical and competent responses to situations that would be beyond the capability of the Durham Police without these partnerships.

IV. A review of the status of our Administrative goals for the year 2016 depicts the following:

Sustain a positive work environment: The department is staffed with incredibly gifted personnel who need to be challenged, involved with the day-to-day nuances and ultimately respected by administration for their innate value to the organization. It seems that every year has challenging aspects due in large part to economic realities of doing more with less while addressing an increasing workload. 2016 ended with a combination of factors including the resignation of Detective Sergeant Michael Bilodeau who was appointed Police Chief in neighboring Newington. The selection process has activated and while several capable candidates will be identified, his resignation creates a disruption until all are trained and ready to assume patrol duties as a Durham officer.

Through all these challenges, it is imperative that the police administration sustain an atmosphere whereby all employees recognize the value of their contributions and maintain a strong desire to work for the Durham community in spite of the workload.

Continue “coaching” staff: As the top three administrators of the department are eligible for immediate retirement, it has remained incumbent for senior staff to educate, mentor and expose all staff to the nuances of managing and leading a police department.

It is critical that we build confidence and enhance the abilities of staff to see the “big picture” thereby benefiting the community in the process. For the past several years there has been a concerted effort to expose capable supervisors of the nuances of leadership and upper-management of a modern police agency. Investing in staff and promoting their self-worth will allow them to perform at the highest possible levels.

Maintain and/or enhance a positive relationship with the UNH Police: Relationships and cooperative initiatives have never been more positive. In this unique policing environment it is critical that when our collective mission dovetails and that we continuously seek opportunities to work together.

Maintain communication with Town Administrator: Continually keep the Town Administrator informed of the activities of the department, prevent surprises and eliminate the necessity for him to be concerned with minute details.

Remain vigilant with expenditures and to remain within budget: It is the goal of this administration to anticipate issues before they become problems, deal with crisis situations as they arise, and minimize the impact upon the community while remaining within the allocated budget and fiscally responsible. Monthly reports from the Business Office correspond with those that we maintain at the department. Both reports have us well within the “bottom-line” for expenditures and slightly ahead for revenue when adjusted for expenditures and revenue. We will continue to monitor the expenditures of the budget.

V. Ensure that the department remains in a position to support and implement the goals and visions of the Durham Town Council

I have remained knowledgeable of the Durham Town Council’s updated *Core Purpose and Goals Statement* to glean what goals specifically related to the Police including the following:

Dialogue with UNH to Problem Solve On Issues of Mutual Interest

- Continue to be an active part of the collaborative planning that will mitigate negative UNH student impact upon off-campus neighborhoods.
- Continue to provide resources to the Durham Town Council as they evaluate the financial impact of UNH upon the services provided by the police department.
- Continue to work with the Durham Town Council to seek legislation and other strategies, including enhancements to the UNH Judicial System, which will prevent inappropriate behavior and civil disturbances
- Continue to provide solutions, monthly revenue reports and enforcement relating to the challenges of parking within the Durham community.
- Continue to serve as the Chairperson of the Traffic Safety Committee ensuring that it functions as an advisory group to the Durham Town Administrator. Continue to analyze the potential impact of UNH initiatives,

VI. On Going Projects

- **Police Facility:** With a needs assessment of the police facility and conceptual drawings for an addition to the rear of the existing facility completed, the Council provided funds to acquire working drawings that would make the project “shovel ready”. It is my hope that the facility construction estimates will be achievable and allow for the construction of an addition that will serve the community for the foreseeable future of 30-40 years enabling the department to function from this building.
- **Mutually Beneficial Projects with UNH:** Seek new opportunities to engage UNH research expertise in determining cost effective ways of delivering police services to the community.
- Ensure that current staff is provided opportunities for succession of the leadership of the agency. Provide leadership training with the goal of a solid cadre of staff prepared to achieve promotions.
- **Firearms Range:** Work with the planning board to construct a firearms range on property immediately adjacent to the Public Works facility.
- **Police Leadership:** Continue working with IACP and the United States Department of Justice in the capacity of a subject matter expert pertaining to the management of smaller law enforcement agencies via lecture, producing articles and mentoring new police chiefs as requested.
 - **Pedestrian Activity:** In 2015, there were 10 pedestrian accidents which is an all-time high since I began correlating this data in 1996. During 2016

there were 5 pedestrian accidents with one fatal accident when an intoxicated visitor to Durham was struck by a truck as the pedestrian walked in the middle of the road at 4:00AM. With additional housing units and the encouragement to walk and/or bicycle to and from the UNH campus, it is clear that countermeasures and a strategy focusing upon pedestrian activity within Durham must continue to be a major goal of this agency in 2017.

- **Use of Force:** Conduct a total review of current use of force policies and determine their continuing relevance, applicability to the Durham policing environment and legality. Recognizing that force employed by police may be “lawful but awful”, determine if there are alternative training and practices that can be employed by the Durham Police to reflect our guardian approach to policing.

If you have any questions regarding this report, feel free to contact me.