



Stratham Police Department

STAFFING ALLOCATION REPORT

Chief of Police: Anthony King

MISSION:

Mission & Values Statement:

The men and women of the Stratham Police Department are dedicated to serving the Town of Stratham, and our residents with the highest degree of professionalism, and compassion. We are committed to promoting, and building strong community relationships in order to make Stratham a more caring, and safe place to live, work and visit. Through dedicated service, and while protecting all constitutional freedoms and enforcing the law impartially, we will serve the Town of Stratham and tirelessly strive to accomplish our mission.

Our Department Values:

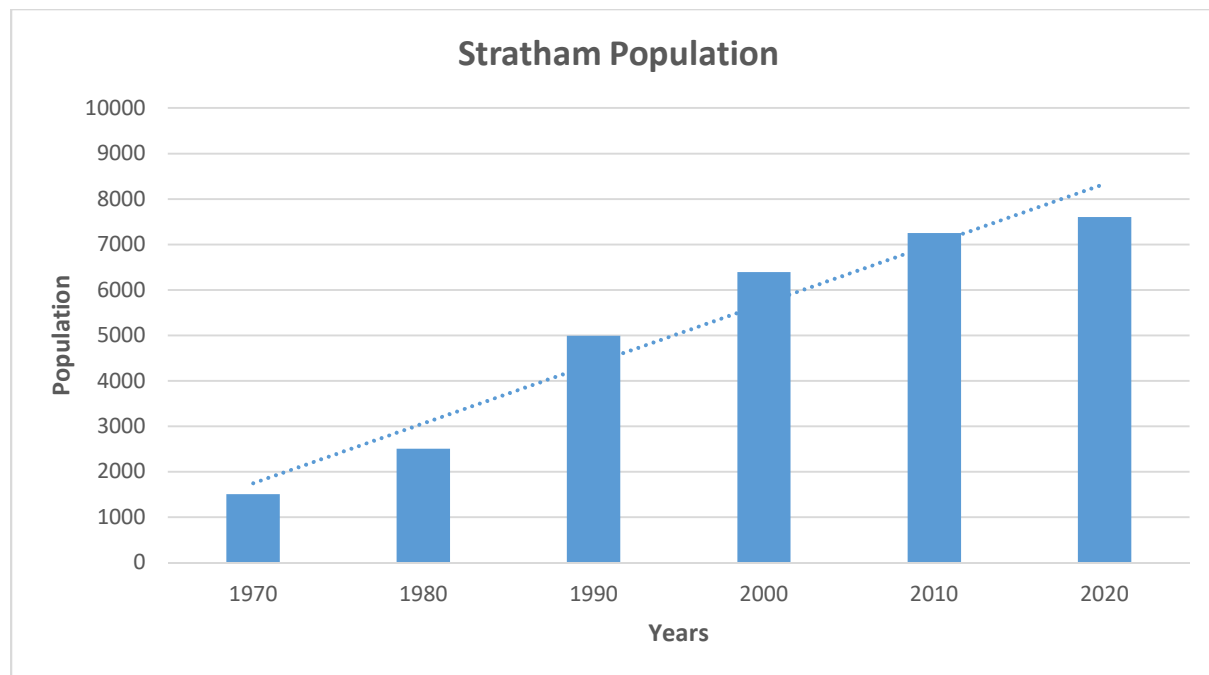
- **Integrity:** Adhering to moral and ethical principles at all times.
- **Professionalism:** Taking pride in our actions, duties, development and appearance.
- **Empathy:** Treating each individual with dignity, respect and fairness by understanding and sharing their feelings.
- **Leadership:** Inspiring others in the community to achieve goals by leading by example.
- **Courage:** Instilling trust and standing for justice in the face of danger.
- **Creativity:** Creating a trusting environment where people may develop and be willing to go beyond traditional expectations.
- **Teamwork:** Maintaining a working environment that respects individual opinion while building consensus to a common goal.
- **Accountability:** Taking responsibility for our actions at all times.

INTRODUCTION:

The size and style of a police department and the types of services that it provides are a reflection of the character and demands of that community. The challenge is to determine the appropriate allocation and deployment of officers to meet that demand. Once the personnel are allocated properly, the next questions focus on how they are “deployed.” The analysis that is necessary should attempt to build upon this discussion and answer the “how many” and “how to deploy” questions that are the essence of police operational and personnel resource decisions. The residents, business owners and visitors of Stratham have come to expect a certain level of policing that is professional, approachable and is connected to the community. With that in mind, this Staffing Allocation Report will attempt to ensure we are providing those expected services in the most fiscally responsible and efficient manner.

THE SERVICE POPULATION:

Stratham is a town in Rockingham County, New Hampshire, United States. The town had a population of 7,255 at the 2010 census, and an estimated population of 7,600, in 2020. It is bounded on the west by the Squamscott River and according to the United States Census Bureau, the town has a total area of 15.5 square miles, of which 15.1 square miles is land and 0.4 square miles is water. The highest elevation in town is 290 feet (88 m) above sea level, found on the summits of Stratham Hill and neighboring Jewell Hill. Stratham Hill Park and nearby Gordon Barker Town Forest offer a combined trail system for hikers and mountain bikers.



With over 190 listed streets, the Town of Stratham is within miles of Interstate Route 95, and intersected by State Rt. 101; Rt. 108 and Rt. 33. Route. 108 and Rt. 33 are highly traveled roadways and “cut-throughs” to the City of Manchester, City of Portsmouth, and the Towns of Greenland, Hampton, North Hampton, Exeter, Newfields, Rye and Newmarket.

The commercial district along Rt. 108 houses shopping plazas, various businesses and eating establishments. The Town of Stratham is home to the only U.S. Lindt Factory, the Timberland Corporation and Bauer Corporation, which together total over 2,000 employees daily. The Town is also known for the historical Stratham Fair, a major event drawing thousands of people of all ages each year.

The Town is home to the SAU16 Cooperative Middle School which is the largest in the State of NH serving Exeter, Brentwood, Kensington, East Kingston, Newfields and Stratham. Stratham also houses the Stratham Memorial Elementary School, the Cornerstone School and Acorn School, all totaled serving a student population of approximately 2,500 per year.

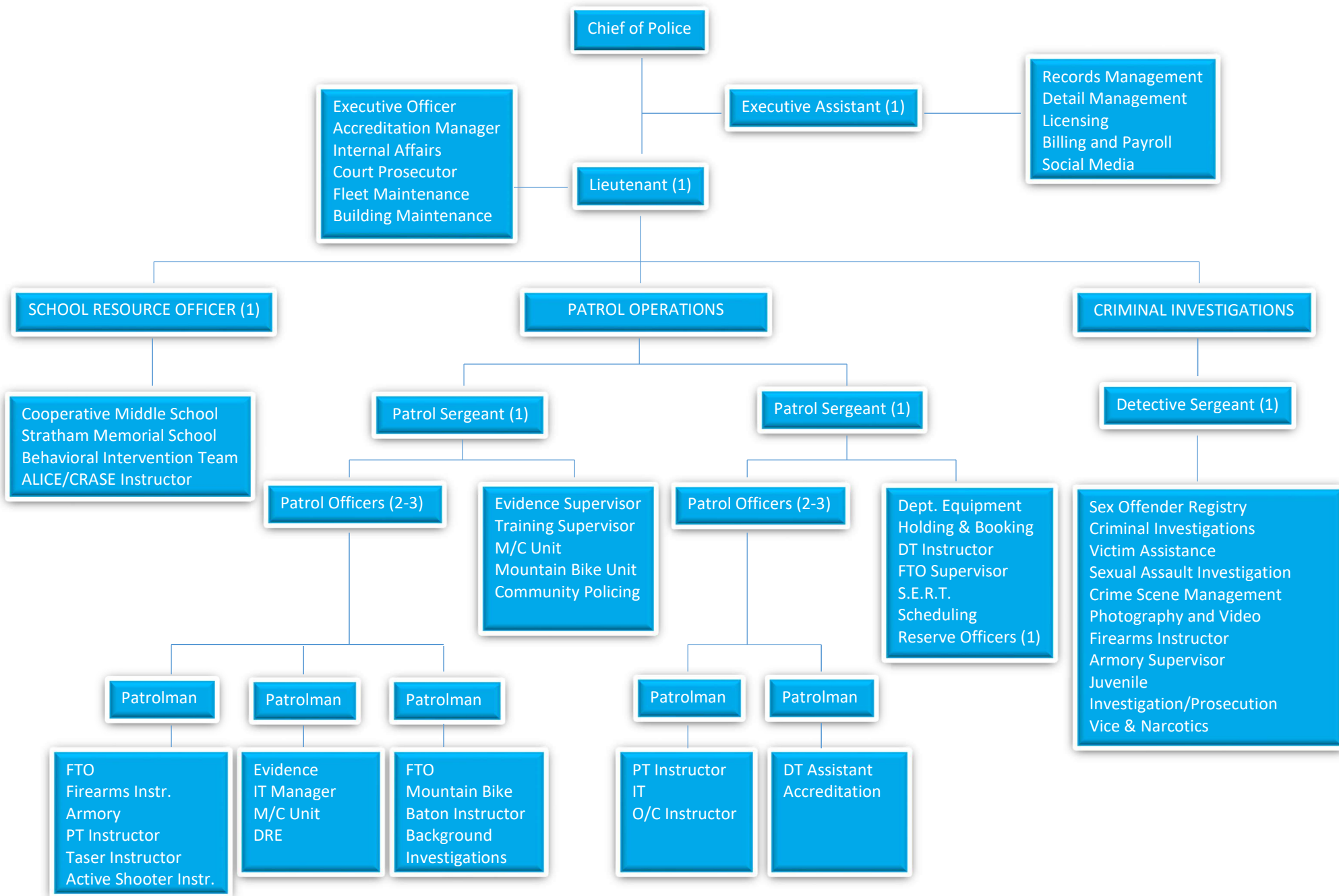
The most recent 2018 statistics in the table below were gathered from the Rockingham Planning Commission and the NH Department of Transportation. These (AADT) “annual average daily traffic” count numbers show the large amounts of daily traffic commuting through the Town of Stratham. While these are 2018 numbers, it is clear that the Rt. 108 corridor has seen a marked increase of traffic passing through the Town in both 2019, and 2020 as COVID restrictions were lifted.

Year	Location	AADT
2018	NH 101 WB Exit 11 Off ramp (NH 108 NB)	6,024
2017	Route 108 (50 yards south of Raeder DR)	20,574
2017	Route 108/Route 33	10,943
2017	Route 108 SB (leaving the circle)	10,736
2017	Route 33 (East of Traffic Circle)	13,874
2017	Route 33 (at Greenland Town line)	14,694

AUTHORIZED STAFFING LEVELS:

The Stratham Police Department is a full-service law enforcement agency responsible for providing police services to the Town of Stratham with approximately 7,600 residents, and significant commercial base. The Police Department currently has eleven (11) sworn full-time police officers, two (2) part-time police officers and administrative staff who provide police coverage 24 hours a day, 7 days a week. We have a strong commitment to working with the community in order to prevent crime and help solve community problems.

For the past ten years, the staffing of full-time officers for the Stratham Police Department has fluctuated from between nine (9) to the current compliment of eleven (11). The Chief of Police and Lieutenant primarily serve in an administrative capacity while also responding to calls for service as call volume and available manpower dictates. The Department has one full-time Detective Sergeant, and while not optimal, he occasionally fills in for vacant patrol shifts due to our current staffing levels. One patrolman is dedicated as a full-time School Resource Officer at the middle and elementary schools, thereby leaving a total of (2) Sergeants and (5) Patrolmen who are tasked with conducting patrol operations 365 days a year. **See ORGANIZATIONAL CHART on the following page.**



CURRENT STAFFING AND ALLOCATION:

ADMINISTRATIVE:

CHIEF OF POLICE (1):

The Chief of Police is the chief administrative officer of the Stratham Police Department and the final departmental authority in all matters of policy, operations and discipline. He exercises all lawful powers of the office and issues such lawful orders as are necessary to ensure the effective performance of the department.

Through the Chief of Police, the department is responsible for the enforcement of all laws coming within its legal jurisdiction. The Chief of Police is responsible for planning, directing, coordinating, controlling and staffing all activities of the department. He is also responsible for its continued and efficient operation, for the enforcement of rules and regulations within the department, for the completion and forwarding of such reports as may be required by proper authority and for the department's relations with local citizens, the local government and other related agencies.

The Chief of Police is responsible for training of all officers/employees of the department. The Chief of Police shall have general charge of the station house and all property of the Stratham Police Department.

LIEUTENANT (1):

The Lieutenant serves as second in command of the Stratham Police Department.

The Lieutenant is an administrative officer who has both administrative and operational authority. He shall have authority as defined by the Chief of Police in matters that include, but are not limited to policies, procedures, rules, regulations, operations and discipline. The Lieutenant will have authority to draft, make and introduce policies, procedures, rules, regulations and operational directives as necessary and as directed by the Chief of Police. The Lieutenant exercises all lawful orders and powers of a sworn law enforcement officer and shall issue such lawful orders as are necessary to ensure the effective performance of the Stratham Police Department.

The Lieutenant is responsible to support and assist the Chief of Police in the administration of the Stratham Police Department. These duties may include, but are not limited to: planning, directing, coordinating, controlling and staffing all activities of the department. The position is also responsible to assist the Chief of Police in the department's continued and efficient operation, which includes, but is not limited to the enforcement of rules and regulations within the department.

The Lieutenant will assist or represent the Chief of Police in his responsibilities of training personnel and maintaining control and charge of police property, equipment and such duties and responsibilities as defined by law or policy.

ADMINISTRATIVE ASSISTANT (1):

While not a sworn position, the Administrative Assistant reports directly to the Chief of Police and provides administrative assistance to both the Chief and Lieutenant. The Administrative Assistant is responsible for a multitude of tasks that manage data and information for the entire department, including: maintaining all personnel files, with constant updates; processing and completing the department payroll; conducting detailed, lengthy research regarding various budgetary and operational topics; screening incoming calls to the Chief and Lieutenant; maintaining agency operational files; making appointments and other scheduling. This position requires excellent communication skills; the ability to complete complicated calculations and research; and skilled operation of computer and other technology.

PATROL DIVISION:**PATROL SERGEANTS (2):**

A Sergeant not only occupies the first level of supervision in the Stratham Police Department, but also responds to calls for service. Accordingly, the Sergeant is normally the Shift Commander who has been designated by the Chief of Police to command a shift. Notwithstanding the Chief of Police or Lieutenant, the Shift Commander is responsible for the immediate supervision and control of all officers under their commands and are personally responsible for their efficiency and effectiveness as officers of the Stratham Police Department.

The Sergeant is charged with ensuring compliance with the department's regulations while handling all minor infractions and reporting any violations to their immediate superior. Sergeants shall be responsible for the proficiency, discipline, conduct, appearance and strict attention to duty of all officers under their supervision.

PATROL OFFICERS (5):

The Patrol Division is the "backbone" of the Stratham Police Department and primarily a law enforcement operation. It is a generalized function in which officers engage in a wide variety of activities, including, but not limited to: enforcing traffic and criminal laws, answering complaints, conducting investigations, community relations, transporting prisoners, report writing and crime prevention activities. Patrol officers respond to both commercial and residential alarms and are often requested to do welfare checks on citizens, as well as handle animal control issues.

The officers themselves initiate many calls normally handled by the Patrol Division. These include, but are not limited to: speed and traffic enforcement, building, residential and neighborhood checks, community outreach and general assistance to the public.

INVESTIGATIONS:**DETECTIVE SERGEANT (1):**

The Detective Sergeant is independent of uniformed patrol and is assigned to conduct all forms of criminal investigations. This position is responsible for grouping crime patterns, tracking property, reviewing evidence submitted to the crime lab and identifying suspects from

surveillances, street stops, parolee lists, witnesses, pawn records and confidential informants. He follows-up on most criminal incidents reported to the department and initiated by Patrol. The effectiveness of this function has a direct causal impact on the presence of crime in the community.

SCHOOL RESOURCE OFFICER:

SRO (1):

One sworn officer is assigned full-time as the School Resource Officer. The SRO acts as a liaison to each of the public schools in the Town which includes The Cooperative Middle School and Stratham Memorial Elementary School. The SRO conducts staff training and grade specific education classes on safety and personal responsibility to a population of approximately 2,000 students and staff members. The SRO is the investigating officer for juvenile related issues for school aged children in the community and coordinates the police department's role in DCYF investigations. In the summer months, the officer is assigned to fill vacancies in patrol as well as participate in any scheduled school activities.

SCHEDULING AND DEPLOYMENT:

Patrol is generally the most visible, and most available resource in policing and the ability to harness this resource is critical for successful operations. From an organizational standpoint, it is important to have uniformed patrol resources available at all times of the day to deal with issues such as proactive enforcement and community policing initiatives.

It is equally important to ensure that our officers are scheduled and deployed in a manner that promotes officer safety. Even routine calls for service may require more than one officer/car. As an example, an accident with lane blockage or injury requires more than one officer to adequately mitigate. Other high-priority calls for service require more than one officer to ensure the safety of the employees. An example of some of those calls would be domestic disturbances, mental health situations, suspicious persons, alarm calls and arrest situations. Providing adequate levels of staffing to cover the call volume and to provide for a reasonable level of officer safety are the two main priorities.

Vacancies from patrol occur from planned and unplanned events. Planned events are typically training, earned time off, medical leave, and light duty assignments due to injury, where the agency chooses to run short. Unplanned events are caused by sudden illness, emergency days and bereavement leave. Backfill from planned events typically comes from the filling as overtime or the temporary re-assignment of the detective and SRO during the summer months. Stratham is unusual in that planned patrol vacancies are also occasionally filled by senior administrative staff- the Chief and Lieutenant.

The following chart represents current patrol shift allocations and administrative functions within the Stratham Police Department.

P= Patrolman (5 current patrolmen)

S= Supervisor (2 current patrol supervisors)

Shift	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
DAYS							
6am-4pm	P1	P1	P1	P1	P2	P2	P2
				P2			
COVER							
10am-8pm	-	-	-	-	-	Vacant- Filled by OT	P3
EVENING							
4pm-2am	S1	S1	S1	S1	P4		
	P3	P3	P3	S2	S2	S2	S2
NIGHTS							
8pm-6am	P4					P4	P4
		P5	P5	P5	P5		
ADMIN							
Chief	X	X	X	X	X	Scheduled M-F 7a-3p	
Lieutenant	X	X	X	X	X	Scheduled M-F 8a-4p	
SRO	X	X	X	X	X	School Schedule 6:45-2:45	
Detective Sgt.	X	X	X	X		Scheduled M-F 6a-4p	
Administrative Assistant	X	X	X	X	X	Scheduled M-F 8a-4p	

CALLS FOR SERVICE:

The Town of Stratham is a safe place to live, but there is crime here, as well as substantial activity. On average, the Police Department will total approximately (120) arrests per year while averaging (4,200) motor vehicle citations, which include both written and recorded verbal warnings. We respond to an average of (183) accidents and (300) emergency medical calls, and will handle over (250) animal control calls yearly. Our officers are spending approximately 2-3 hours out of their normal shift to patrol the neighborhoods and interact with the public with another 1-2 hours being spent conducting property and business checks.

Of particular interest, the Stratham Police Department frequently utilizes mutual aid to respond to calls when no Stratham Officers are available. Mutual aid is occasionally requested to supplement a response to in-progress emergencies when too few officers are available. The Greenland, Exeter, Newfields and

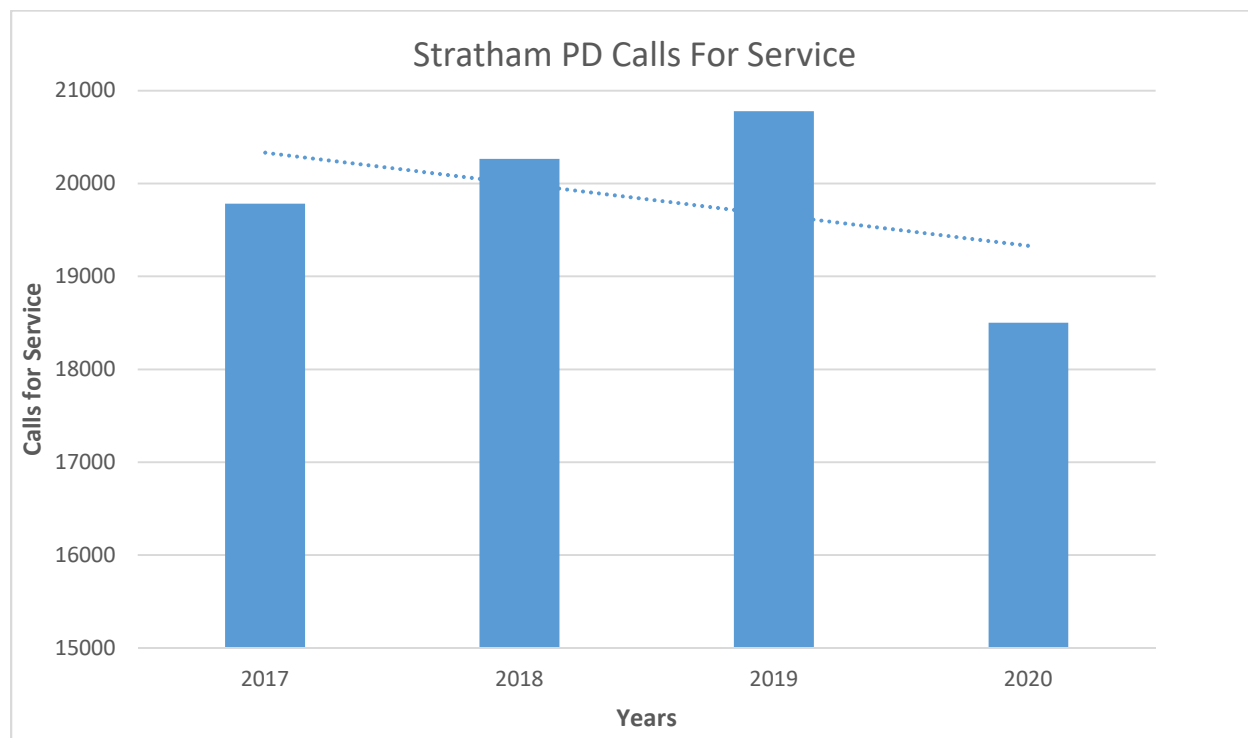
North Hampton Police Departments are our most requested mutual aid response partners. In 2018, there were a total of (255) instances where the Stratham Police Department either assisted, or requested assistance from these mutual aid communities. In 2019, there were (246) mutual aid calls for service recorded.

Today, calls for service are obligated functions to which our officers must adequately respond to, or proactively initiate. Many of these calls are not necessarily “high-priority” or criminal in nature, but the police are responsible to resolve the issue brought to light. Not only does the community expect our officers to resolve the issue to an acceptable level, they further expect that we do it in not only a professional and efficient manner, but with compassion and understanding.

When speaking of activity calls for service, the following is a list of the most common types which Stratham Officers respond to, as well as average times spent on task:

CALL FOR SERVICE	TIME ON TASK
Traffic Accidents	1-2 hours
Vehicle Stops	5-15 minutes
Residential or Business Alarms	15-20 minutes
Medical Emergencies	30-45 minutes
Animal Complaints	30-45 minutes
Assist Citizens	15-30 minutes
Neighborhood Checks	10-15 minutes
Business Checks	5-10 minutes
Domestic Disturbances	1-2 hours
DWI	2-3 hours
Mutual Aid	45-90 minutes
Arrests	2-3 hours

The following chart shows the calls for service for the Stratham Police Department from 2015 through 2019.



NOTE: The decrease of 2020 statistics were a direct result of COVID mandated safeguards put into place. For example; traffic enforcement and direct community interactions were decreased during this time.

STAFFING MODELS:

PER CAPITA STAFFING:

The standard measure for the number of police in a region is expressed as “officers per thousand”, or a police to population ratio. The “Full-Time Officers” data from the FBI’s Crime in the United States 2018 report for Group VI (cities under 10,000 populations) revealed:

- The median ratio across the United States is 3.8 per 1000 inhabitants.
- Northeast with a population of under 10,000, the rate of sworn officers was 3.1 per 1,000 inhabitants.
- In the New England region with a population under 10,000, the rate of sworn officers was 2.9 per 1,000 inhabitants
- In the State of New Hampshire, the police to population per 1,000 is 2.2 officers.
- **Currently, Stratham has a 1.45 officer to population ratio per 1000**

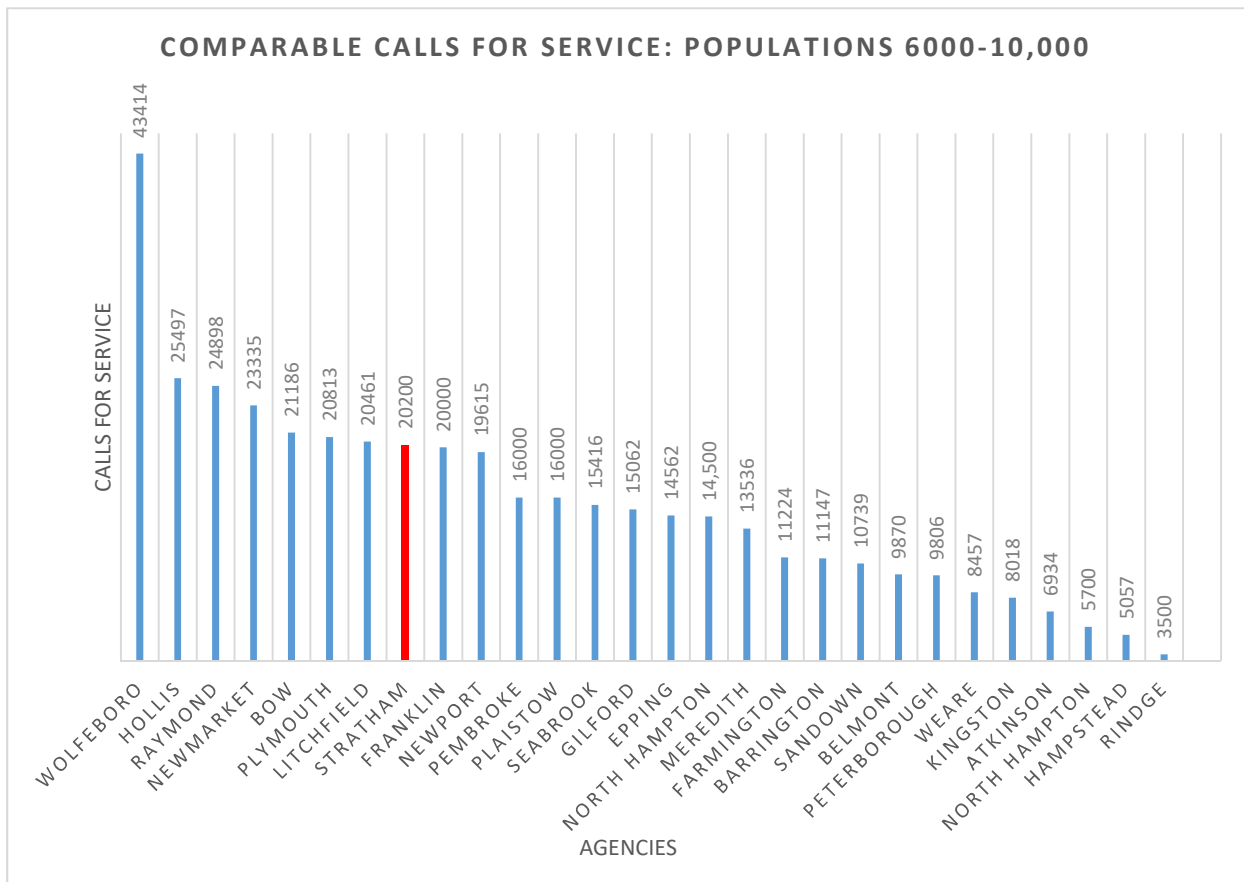
- **To meet the New Hampshire ratio of police officer per 1000 populations, the Stratham Police Department would need 16.72 officers. To meet the New England ration Stratham would need 22 officers.** Many communities rely on this model to make staffing decisions. As easy as it is to comprehend and apply, this model can be equally inefficient and unreliable based on the current budgetary constraints of the community. While it is understood that 16.72 officers is not sustainable at this particular juncture, it nevertheless does reveal a need to increase staffing to meet the growing demands of the Town.

REGIONAL COMPARISON:

The following tables show comparable communities to Stratham with populations ranging from 6,000 to 10,000. Each agency was contacted and provided their populations, calls for service, square mileage of their jurisdictions and full-time staffing levels of sworn officers. **The results showed an average of 14.74 officers per 6,000-10,000 population.**

TOWN	# F/T OFFICERS	POPULATION	SQ MILES	CALLS FOR SVC
Atkinson	13	7,015	11.3	6,934
Barrington	11	9,193	48.53	11,147
Belmont	18	7,306	32.3	9,870
Bow	13	7,949	28.42	21,186
Epping	20	6,980	26.22	14,562
Farmington	14	6,923	37.53	11,224
Franklin	19	8,601	29.1	20,000
Gilford	17	7,196	53.71	15,062
Hampstead	9	8,657	14	5,057
Hollis	15	7,945	32.3	25,497
Kingston	8	6,333	20.9	8,018
Litchfield	13	8,657	15.4	20,461
Meredith	13.5	6,415	54.21	13,536
Newmarket	15	9,500	14.17	23,335
Newport	16	6,366	43.67	19,615
North Hampton	12	4,494	14.4	14,500
Pembroke	12	7,227	22.97	16,000
Peterborough	13	6,625	38.11	9,806
Plaistow	19	7,729	10.64	16,000
Plymouth	14	6,779	28.7	20,813
Raymond	18	10,000	29.58	24,898
Rindge	8	6,273	40	3,500
Sandown	7	6,451	14.44	10,739
Seabrook	27	9,869	9.6	15,416
Stratham	11	7,600	15.6	20,200
Weare	11	9,076	59.88	8,457
Wolfeboro	14	6,389	58.46	43,410

(Wolfeboro calls for service represent combined police, fire and EMS)



WORKLOAD ANALYSIS:

A workload analysis is designed to assist police administrators in determining officer availability which in turn, will reveal the number of patrol officers required to meet the demands of the community, while also allowing the police department to succeed in its mission. While there are many different formulas, no one formula will produce a perfect result based on the individual make-up and needs of an individual community. It nonetheless can at a very minimum, show the need for either augmenting or reducing manpower in a police department.

The following workload analysis, utilized by Municipal Resources (MRI) in 2019 will show that even though an officer is compensated by the community for (52) weeks of employment, the reality is that officers are not always available for their normal patrol functions. All time was tracked accordingly through our in-house records management system for the year 2019-2020.

Yearly officer availability:

40 hours of work per week x 52 weeks **2080 hours**

Vacation Time:

On average, officers will use an average of 100 hours of accrued vacation time. **100 hours**

Remaining: **1980 hours**

Sick Time:

On average, officers will use an average of 62 hours of sick time.

62 hours

Remaining: 1918 hours

Personal Time:

Officers will use 20 hours of personal time

20 hours

Remaining: 1898 hours

Training:

During the year, officers will complete an average of 60 hours

60 hours

of training including departmental, roll-call and P.S.T.C. mandated

Remaining: 1838 hours

Court Time:

On average, officers will attend 10 hours of court time

10 hours

Remaining: 1828 hours

Holidays:

Officers are allowed (10) ten holidays or (80) hours which are taken as days off or hours worked.

80 hours

Remaining: 1748 hours

Community Outreach:

Officers perform a variety of community outreach tasks that are

40 hours

Patrol related such as events, presentations, or calls. On average

Remaining: 1708 hours

This normally accounts for 40 hours of an officer's time.

Mutual Aid:

This accounts for times officers respond out of the area or

18 hours

require additional assistance. With (246) total mutual aid calls

Remaining: 1690 hours

in 2019 and an average of 30 minutes per call, this accounts

for 18 hours of uncovered time.

As mentioned earlier, while there are many different formulas available, there is no one perfect fit that fits into every operating budget. One common strategy is to separate an officer's day into three (3) equal parts which include the following:

- Obligated work which accounts for an officer addressing calls for service or needs of the community

- Report writing or administrative paperwork which an officer will perform on almost every action performed such as log entries, arrest reports, incident reports, field interviews, warrants, complaints, supplemental reports and evidence entry.
- Preventative patrol which accounts policing activities aimed at deterring criminal activity such as general patrol, traffic enforcement and community engagement.

With this “1/3rd” principal in mind, the above remaining 1690 hours/3 = 563 hours which transitions into:

- | | |
|-----------------------|------------------|
| • Obligated work | 563 hours |
| • Report Writing | 563 hours |
| • Preventative Patrol | <u>563 hours</u> |
| | 1690 hours |

At the current compliment of officers, there are seven (7) officers assigned to full-time patrol duties in the Town of Stratham, two (2) sergeants and five (5) patrolmen:

Seven x 40 hours/week x 52 weeks equates to 14,560 hours

If each of those seven officers is compensated for 2080 hours per year, those officers can adequately cover those 14,560 hours but as shown, the officers cover 11,830 hours (1690 x 7). This creates a gap of 2730 hours (or 1.3 officers) that are not filled by patrol duties, nor does it address the scheduled patrol shifts that are essential for minimally providing services to the Town of Stratham.

RECOMMENDATIONS:

Based on the findings of this report and with budgetary considerations in place, it is recommended that the Stratham Police Department hire one full-time officer in 2021 and another full-time position in 2022. The proposed first officer would fill (40) hours of scheduled time where there is a single officer. The second proposed officer in 2022 would fill the other (40) hours of scheduled time where there is a single officer. This would ensure that a minimum of two officers are being scheduled at all times. These positions will focus on not only responding to calls for service in the patrol function, but to enhance interaction with the community at large while continuing the level of service which the Town enjoys, and has come to expect. ***For clarification, please refer below to section C; Officer Safety.***

RATIONALE:

The first step in developing the personnel budget is to ensure the department’s manpower allocation is accurate. If the department does not have enough officers and support staff, it will not be able to achieve its mission. At the same time, having too many officers will severely impact the governing authority’s overall budget. This may lead members of the community and the governing authority to question the need for the officers and lose faith in the leader’s ability to responsibly use the taxpayer’s money. Many factors affect the staffing levels of a law enforcement organization including the community conditions and service requirements, operational philosophy and budgetary considerations.

It is necessary to conduct an analysis of the police department's staffing allocation based on the above mentioned facts and statistics, as well as, current employee concerns, personal observations and past experiences. The following are the highlighted reasons for the recommendations:

A. Comparison Analysis: To be thorough in my approach, I chose to conduct three separate analyses in order to remain as objective as possible while showing a clear need for additional patrol officers that would not only enhance our delivery of services, but also address budgetary concerns as well. In review:

- The Per Capita Method revealed that the national and New Hampshire averages are similar with 2.2 officers per 1000 population. This would show that Stratham, which currently is 1.4 officers per 1000, would need 16 officers to be adequately staffed.
- The Regional Comparison method identified twenty-seven (27) communities which compared to Stratham serving populations from 6,000-10,000. It should be noted that Stratham was 6th in total calls for service and an average of all these communities revealed that Stratham would need 14.7 officers to be adequately staffed.
- Lastly, with the Workload Comparison formula, this revealed that Stratham would need to add 1.3 officers to be adequately staffed, solely based on hours not currently being filled by patrol officers. In addition, this does not take into effect scheduled patrol shifts which would be required to fulfill those minimal, and growing service requirements to the Town.

B. Existing gaps in our ability to respond to the demands of the community: With current staffing levels and an increasing calls for service base, the need for additional manpower is evident.

- Increasing call volume and time on task simply forces our officers to become more reactive than proactive. One thing this police department has excelled in is how it connects with the community, and how positive relationships have been created and maintained. Officers will be forced to spend less time interacting with the community, as well as being proactive in neighborhood checks and targeted traffic enforcement.
- As previously mentioned, in 2018, there were a total of (255) instances where the Stratham Police Department either assisted, or requested assistance from these mutual aid communities. In 2019, there were (246) mutual aid calls for service recorded. This means that officers were not able to respond adequately to those calls for service with existing manpower, and needed assistance due to the nature of the call. On the other end of the spectrum when responding out of town to assist another community, the Town of Stratham is often left uncovered or undermanned.
- One of the most frequent complaints in the Town of Stratham is in reference to speeding vehicles, distracted driving, school bus violations and other traffic problems. As much as we try to target high traffic areas, our current manpower does not allow us to monitor these areas for lengthy blocks of time. Although the speed trailer and other speed measuring devices have been helpful in responding to specific complaints, it does not solve the

problem. In October of 2019, the Police Department received grant funds specifically aimed at traffic issues such as drunk driving, seat belt violations for passengers under 18 years of age, school bus violations, etc. In order to meet our obligation to the grant, we are required to fill specified, mandatory dates assigned by the State. Some of these shifts will have to go unfilled due to patrol scheduling conflicts and this could jeopardize future grant awards.

C. Officer Safety: With current staffing, there are a total of **(76) scheduled hours out of the week where there is a lone patrol officer**. While officers are often called upon, and even expected to perform dangerous tasks on a solo basis, this does not negate the need to ensure we provide our officers with as safe a working environment as possible. By ensuring our officers are provided the most up-to-date training, equipment and appropriate staffing levels, we put them in a position to not only be safe, but to succeed in serving the town in the most efficient and professional manner.

- The overnight hours of 2am-6am are staffed with a single officer totaling (28) hours per week. While there is obviously less activity and public interaction during these hours, any serious call requiring more than one officer will require outside assistance, and places that lone officer in peril until help arrives.
- The day shift is scheduled with a single officer from 6am-4pm, except for the Thursday shift which the schedule allows for two. This accounts for (48) hours per week, and while the Chief of Police and Lieutenant often respond to calls for service, this cannot be relied upon due to their administrative functions. On weekends, which are statistically less active, two 10am-8pm shifts are scheduled to assist both the day and early evening shifts in order to ensure there are two officers working.
- With a reallocation of personnel to ensure adequate coverage on the evening shift Monday through Friday, this ensures that there are three (3) officers from 4pm-2am. The evening shift is historically the busiest time of the day for call volume.

One highlighted reality is that the residents of Stratham have come to expect a certain level of police service that is professional, caring, accountable and timely. Currently, there is a positive, supportive connection between the community and department that is often the goal of any law enforcement agency. With the detailed increases of population, daily traffic, businesses and calls for service highlighted in this report, it is imperative that we as a department continue to provide that level of service which is not only expected, but deserved. Despite the substantial increases over the past several years, the future also holds the possibility of expansion in not only the population, but with business interests along the 108 corridor which only confirms the need to plan accordingly.

In order to maintain this level of service to an acceptable and efficient level, the police department will continue to evaluate its staffing allocations on a yearly basis.

Respectfully submitted,



Anthony King, Chief of Police