3110 – POLICE SERVICES

MISSION:
The mission of the Windham Police Department is to provide the citizens of the Town of Windham a safe, secure community in which the protection of life and property are the highest priority. The members of the Windham Police Department pledge to offer the highest quality police services by working with the residents of Windham and by maintaining a highly professional, well trained staff to accomplish the department's functions.

VISION:
To apply the principles and concepts of Community Policing in all the department does while providing the functions and services cited below.

Functions and Services Provided:

- *Accident Reporting and Investigation*
- *Animal Control*
- *Conflict Resolution*
- *Court Enforcement*
- *Crime Reporting and Investigation*
- *Crisis Intervention*
- *Critical Incident Planning, Preparation, and Management*
- *Dedicated School and Community Assignments*
- *Emergency and Non-emergency Response*
- *Traffic Law Enforcement*

In addition to the above functions and services the police department is also responsible for the management for all the records generated by the above services. The records staff is responsible for filing arrest and investigative reports, preparing copies of reports forwarded to the court for prosecution, preparing and submitting traffic summonses and documents, fielding requests for accident report information, maintaining the department's state issued documents and informational packets and forms. In addition, efforts have begun to assess the paper records which have accumulated over the last 40 years, to determine which records can be legally purged. Many of these records are sensitive and must be destroyed in a manner which insures confidentiality is maintained. The goal is to purge unnecessary records from the department's storage area, which is currently stretched to its limits.

SUCCESS:

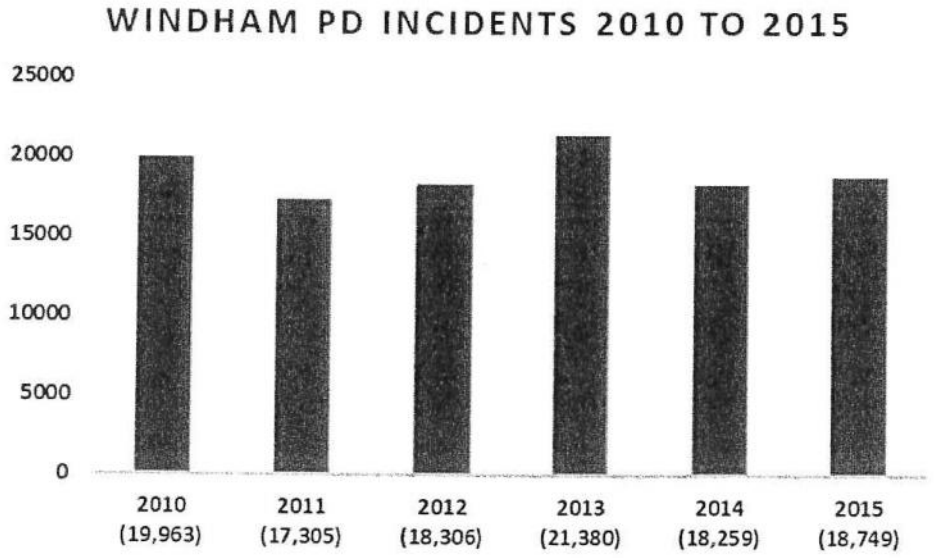
Defining success in law enforcement can be difficult. It is hard to measure the crimes and traffic violations which never occur because of the department's visible presence and ongoing enforcement. However, success in law enforcement is, in large part, determined by the satisfaction of the public it serves, providing a prompt response to calls for service, and working toward a positive outcome within its legal authority and resources.

MEASUREMENT:

Various measures are used by police departments as a way of gauging the level of activity, or demand for service, the nature of the activity, and effectiveness. The number of reported incidents provides a means of measure of the department's activity. Over multiple years, a comparison of the number of incidents can illustrate trends, whether a department is becoming more or less busy.

In 2015, the Windham Police Department responded to 18,749 reported incidents. These are documented calls for service received from the public, or officer initiated events such as traffic stops, property checks, and checking on suspicious situations. Incident volume continues to be fairly steady, averaging approximately 19,000 for the last six years.

Incidents Reported to Windham PD, 2010-2015



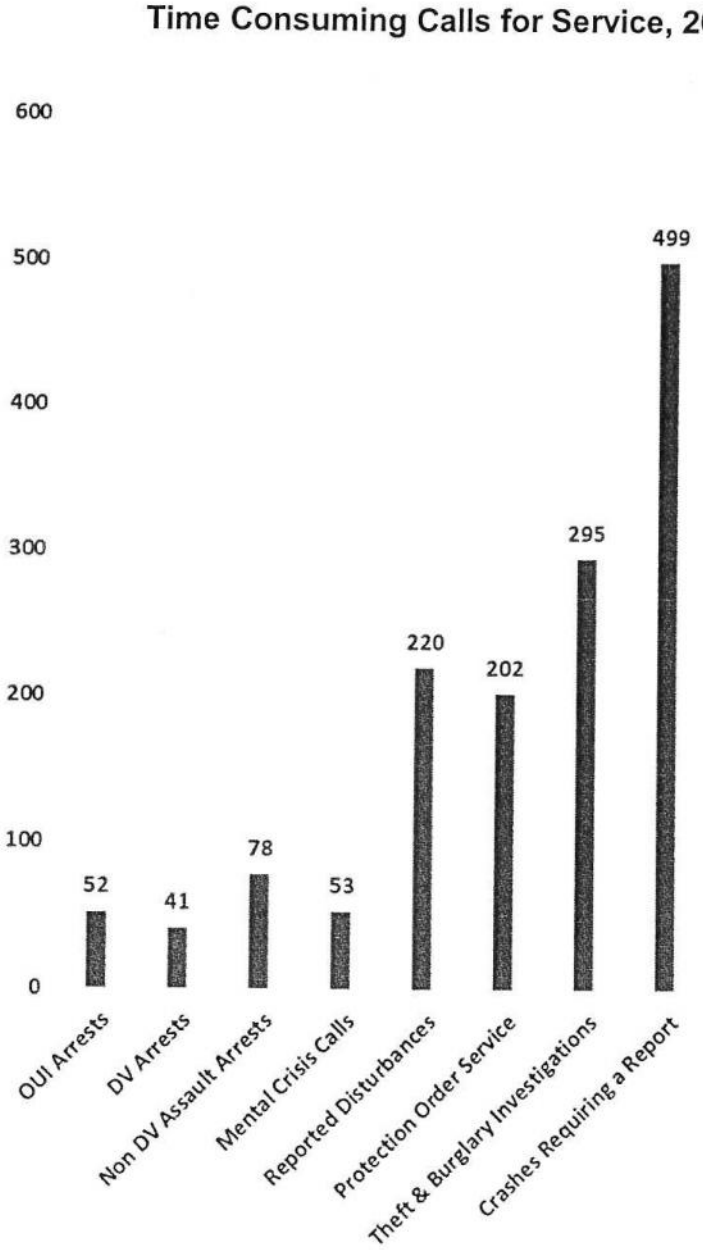
Most of what the department currently does is "reactive" police work, responding to incoming calls for service. As time and resources allow, the department also makes efforts to be "proactive". Proactive enforcement involves focusing on a specific problem or concern and taking steps to reduce the commission of criminal activity before members of the public are victimized by it. For example, the department has an officer assigned the DEA Task Force, contributing to efforts to reduce the influx of dangerous drugs like heroin, fentanyl, and crack cocaine at the source, and less at the user level.

The department also participates with other Cumberland County agencies in grant-funded underage drinking details in an attempt to reduce alcohol abuse by underage teens. Both these efforts are driven by the department's determination and belief that substance abuse is an underlying factor in many, if not most, of the calls the department responds to each year. Substance abuse, much like community based mental health care, has increaseingly become the "last resort" responsibility of public safety.

During the 4,802 traffic stops conducted by Windham PD Officers in 2015, the Windham Police Department issued 1,240 traffic citations for 1,331 offenses, and 1,613 warnings for 1,710 offenses (some citations and warnings are issued for multiple offenses). Each year the department seeks federal grants for traffic enforcement focused on OUI, speeding, and seatbelt violations. Many of the 1,240 citations issued in 2015 were issued during these details, when officers can concentrate solely on traffic enforcement without having to divert their attention to ongoing calls for service. It is believed that vigilant traffic enforcement will reduce serious traffic injuries and deaths. Strong traffic enforcement has also been identified in recent studies conducted by the Town of Windham as a factor in improving the quality of life in town.

Looking at the nature of the department's incidents, and considering which ones are more demanding of officers' time, provide insight into where the department expends its resources. Not all incidents require the same level of time commitment from the department's officers. In 2015, the department responded to a variety of calls which require the attention of the responding officer(s) for at least an hour or more. Some of the calls listed below can require one or two officers' complete attention for between one and three hours, before the officer(s) may be available to respond to another call.

3110 – POLICE SERVICES



TOWN of WINDHAM
FY 2016-2017 MUNICIPAL BUDGET

3110 – POLICE SERVICES

MISSION GAP:

The Police Department has determined that the most pressing mission gap at this time is staffing. In November 2015, a long time School Resource Officer (SRO) submitted his resignation to further his career with a different police department. Staffing of the SRO position is mandated per a memorandum of understanding maintained between the town and RSU 14. A process was undertaken to find a suitable replacement for the SRO position, and when that was completed, a vacancy in the patrol schedule was the result. This has left the afternoon shift running on minimum manpower of three officers (generally two patrolmen and one sergeant) during six of the seven evenings, between 4 PM until 8 or 9 PM, depending on the evening.

The department is currently in the process to fill the department's open position. Although the department has identified several good candidates, none of them have MCJA Basic Law Enforcement training. Factoring in the rest of the hiring process, attendance at the next scheduled MCJA class which starts in late August of 2016, and then the department field training program after academy graduation, and it is realistic that the department's next officer will not be fully prepared to fill the open position until March of 2017.

Authorization to hire a second candidate would allow the department to reinstate the 27th position the council had approved in a previous budget, and initiate a second officer from the current applicant pool into this long training process. This would provide the necessary staffing to allow the department to engage in more of the proactive enforcement referenced above, in addition to the reactive work the department performs, participate in the training required to maintain the high quality of police work the department currently provides, allow for use of benefit time earned by the staff, and provide relief for patrol supervisors from patrol response related functions.

As an example of successful proactive work, last summer the department teamed up with Gorham PD to try to have an impact of the increasing heroin, fentanyl, and cocaine problem occurring just within the two towns. Each town provided an officer for ten weeks to work as a team to try to slow down the influx of drugs at the dealer level. In order to make that officer available during that time period, the SRO position was reassigned to patrol during the same time period. The project was very successful, leading to the arrest and prosecution of seventeen defendants in the ten week period, and providing information for the department's officer assigned to the Federal DEA task force to continue to build cases with. While the department hopes to put a similar program into place this coming summer, being just one officer short will make that a challenge.

TOWN of WINDHAM
FY 2016-2017 MUNICIPAL BUDGET

3110 – POLICE SERVICES

ACCOUNT DETAIL

41010	Salaries and wages for positions as authorized: Chief of Police (1.0 FTE) Police Lieutenant/Executive Officer (1.0 FTE) Sergeants (5.0 FTE) Detectives (2.0 FTE) Patrol Officers (18.0 FTE) Total FTE count, sworn law enforcement personnel: 27.0 Secretary/Administrative Assistants (2.0 FTE) Total FTE count, non-sworn: 2.0 NOTE: Includes all hourly differentials such as EMT, educational attainment, veterans of force stipends and holiday pay as required by the current bargaining agreement with the Maine Association of Police. Also includes longevity bonuses for eligible non-union employees.
41020	Holiday premium pay, overtime pay, vacation coverage, sick leave, mandatory training coverage, compensatory time coverage, SummerFest, OctoberFest, weather events and canine home care.
41100	Attendance by sworn personnel at court hearings. This cost is partially reimbursed by courts.
42030	Polygraph and psychological tests for new recruits and lab testing pre-employment physicals, immunizations, credit checks & backgrounds, canine team vet, kennel and grooming services.
42070	Advertisements to recruit new personnel.
42090	For attendance at professional development seminars, academy training, in-service training, tuition reimbursement and web-based mandatory training.
42100	Mileage reimbursement, courthouse parking and other travel-related expenses
42210	Repair and certification of radar sets.
43010	Lethal and non-lethal training and safety supplies, photo and evidence gathering supplies, printed materials and office supplies, canine team food and supplies
43030	Criminal codes and traffic laws, PDR's, and maps
43050	Uniform replacement and cleaning costs, detective clothing allowances
43220	Light bars, sirens, portable radios, replacement mobile radios, computers, etc.

TOWN of WINDHAM
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3110 - POLICE SAFETY

acct	description	FY 2015 actual	FY 2016 approved	FY 2016 ytd (12/31)	FY 2017 preliminary	FY 2017 manager	FY 2017 council
41010	Compensation	1,607,781	1,563,554	759,331	1,655,708	1,616,246	1,616,246
41020	Premium Compensation	231,410	210,000	119,085	220,000	220,000	220,000
41030	Part-time Compensation	-	-	-	-	-	-
41100	Compensation for Court time	16,429	18,000	5,248	18,000	18,000	18,000
42030	Professional Services	7,887	8,000	1,184	9,000	9,000	9,000
42070	Advertising	548	500	0	750	750	750
42080	Postage	474	1,025	250	1,000	1,000	1,000
42090	Training/Conferences	10,938	18,200	9,472	23,000	23,000	23,000
42100	Travel/Meals	7,497	8,500	3,693	9,200	9,200	9,200
42110	Memberships	300	650	548	1,850	1,850	1,850
42210	Electrical Equipment Maintenan	2,115	3,100	35	3,100	3,100	3,100
43010	Supplies & Materials	15,148	19,200	15,713	20,000	20,000	20,000
43030	Books, Maps & Publications	1,456	1,800	1,456	1,800	1,800	1,800
43050	Clothing	25,698	27,500	16,805	32,000	32,000	32,000
43220	Other Equipment	10,846	10,000	3,861	11,000	11,000	11,000
		1,938,526	1,890,029	936,681	2,006,408	1,966,946	1,966,946

3120 – PUBLIC SAFETY COMMUNICATIONS

MISSION:
This division of the police department's budget provides for communications equipment and services, data support contracts, and Windham's contract with the Cumberland County Regional Communications Center for public safety dispatch services.

SUCCESS:
Providing necessary communications services and resources in a reliable and effective manner.

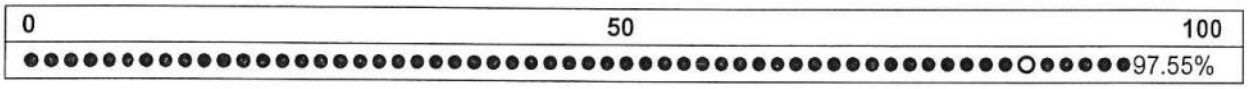
MEASUREMENT:
Involvement by representatives of the police department and fire-rescue department on the CCRCC board of directors, committees or groups working on resolving problems and reviewing quality data for the center.

The State of Maine requires each PSAP (9-1-1 call center) to conduct quality assurance reviews on 100 medical calls. The CCRCC also conducts monthly quality assurance reviews on fire and law calls. Each employee is required to conduct a self-review, and each supervisor is required to conduct a review on each employee that they supervise. For the month of February, there were 192 calls which went through a quality assurance review.

The CCRCC has set a benchmark of 85% accuracy for Emergency Medical Dispatch (EMD) calls. If a dispatcher's accuracy falls below that benchmark, the dispatcher must go through remedial training. In February 2016, CCRCC posted an accuracy rate of Agency Score: 97.55% on its medical calls.

The average time to dispatch a law call for the month of February was 96 seconds; the average time for a fire call was 87 seconds.

INDICATOR: EMERGENCY MEDICAL DISPATCH ACCURACY RATE, FEBRUARY 2015



O Benchmark at 85%

TOWN of WINDHAM

FY 2016-2017 MUNICIPAL BUDGET

3120 – PUBLIC SAFETY COMMUNICATIONS

ACCOUNT DETAIL

42030	Software for connection to state teletype system, Spillman support contract, TLO (on line investigative tool), and costs for IACP NET, etc.
42060	Costs for 14 lines, 1 teletype circuit, 26 cell phones, 2 smartphones, toll calls, and 13 Air cards for remote data access.
42210	Preventive maintenance and repair for base stations, mobile radios, portable radios, closed circuit television monitors/cameras, standby radio, Exacom digital recording system, digital cameras, camcorders, UPS battery packs, flashlights, maintenance of teletype switch, copiers, maintenance of patch panel, computers, telephones, fax machines, and microwave systems. **This account adjusted to $8,000 to correct an oversight. See FY2016-2017 budget amendment digest, correction S03.**
42260	Annual cost of contract for public safety dispatch services from the Cumberland County Regional Communications Center.

TOWN of WINDHAM
FY 2016-2017 MUNICIPAL BUDGET

3120 - PUBLIC SAFETY COMMUNICATIONS

acct	description	FY 2015 actual	FY 2016 approved	FY 2016 ytd (12/31)	FY 2017 preliminary	FY 2017 manager	FY 2017 council
41010	Compensation	-	-	-	-	-	-
41020	Premium Compensation	-		-	-	-	-
41030	Part-time Compensation	-		-			
42030	Professional Services	12,688	17,565	6,232	13,500	13,500	13,500
42060	Telephone	15,832	21,000	7,378	25,200	25,200	25,200
42090	Training/Conferences	-	850	-	-	-	-
42100	Travel/Meals	-	200	-	-	-	-
42210	Electrical Equipment Maintenan	7,974	8,000	2,011	-	-	8,000
42260	Contracted Services	319,611	329,139	164,570	339,014	339,014	339,014
43010	Supplies & Materials	-	250	-	-	-	-
43030	Books, Maps & Publications	-	200	-	-	-	-
43220	Other Equipment	-	-	-	-	-	-
		356,105	377,204	180,190	377,714	377,714	385,714

3140 – ANIMAL CONTROL

Each municipality is required by state statute to appoint someone to be responsible for the enforcement of certain laws, and handling certain situations, related to animals. In Windham, the Animal Control Officer (ACO) works under the direction of the police department, and in conjunction with the town clerk's office. The ACO is responsible for the enforcement of state statutes and town ordinances related to care and ownership of domestic animals, protection and care of stray domestic animals, and assisting the Town Clerk with the facilitation of dog licensing.

In 2015, Windham Public Safety (the ACO or a police officer in the ACO's absence) responded to 916 animal problem calls, up from last year's 912. These include, but are not limited to; dog at large calls, sick wild animal calls, animals left in vehicles in parking lots during warmer temperatures, and reports of animal cruelty and or abandonment.

The cost of any training attended by the ACO to maintain the officer's certification, and increase the officer's knowledge and skills, is currently paid out of the police department's training budget as there is no training money allocated in the animal control budget. The responsibilities of the ACO position have become more diverse and technically challenging. Cruelties to animal complaints are more common, and the ACO must be kept informed on the current legal aspects of conducting this type of investigation.

In addition, some of these calls cannot always be constrained by a time frame. There are situations where once the response is initiated; it must be followed through to completion. Consequently, the department requests funding for emergency overtime compensation.

3140 – ANIMAL CONTROL

ACCOUNT DETAIL

41010	Annual salaries and wages for positions as authorized: Animal Control Officer (1.0 FTE) Total current authorized full-time positions (1.0 FTE)
41020	Emergency Call-Out and hold over time (Overtime)
42030	Agreement with Animal Refuge League Veterinary treatment of animals whose owner is unknown Contracted ACO for emergency call out and vacation coverage
43010	Supplies, uniforms and materials for the animal control officer

TOWN of WINDHAM
FY 2016-2017 MUNICIPAL BUDGET

3140 - ANIMAL CONTROL

acct	description	FY 2015 actual	FY 2016 approved	FY 2016 ytd (12/31)	FY 2017 preliminary	FY 2017 manager	FY 2017 council
41010	Compensation	16,975	35,476	11,382	37,160	37,160	37,160
41020	Overtime Compensation	-	500	165	750	750	750
42030	Professional Services	27,007	26,500	6,195	26,500	26,500	26,500
43010	Supplies & Materials	283	500	23	500	500	500
		44,264	62,976	17,765	64,910	64,910	64,910

3210 – POLICE SAFETY VEHICLE MAINTENANCE

MISSION:
The mission of this division of the police department's budget is to maintain its fleet of patrol and other department vehicles in safe and reliable operating condition in support of the department's overall mission.

SUCCESS:
See the discussion for budget account 2510.

MEASUREMENT:
See the discussion for budget account 2510.

MISSION FACTORS:

In 2012 a new look to the traditional law enforcement cruiser was introduced. The Ford Motor Company added an all-wheel drive utility body style to its range of vehicles designed for law enforcement use. The police department extensively researched the benefits of various manufacturers' police vehicles, and specifically the utility body style. It determined that the added room enabled not only the officer to have more mobility and room, but it gave the necessary space that has been increasingly used up with the added equipment necessary for the police officers to conduct their patrol function. This also provided extra room for anyone that needed to sit in the back seat of a police patrol vehicle (PPV).

Over the last three years, the police department has transitioned all of its front line PPVs into the Ford Police Interceptor Utility. Since this transition, the overall reviews from the patrol officers that use these on a daily basis have been very positive. All of the claimed and anticipated benefits from having more room for the officer, passengers, and equipment to being able to safely and successfully navigate the roads during some of the worst winter weather have been affirmed and surpassed.

Changes in vehicle technology and ability to trouble shoot mechanical error codes and malfunctions have created unforeseen challenges for mechanics. Windham's public works mechanics have found with these challenges that there has been an increased need for outside dealership labor. This is in part due to the high costs of required diagnostic work, along with the release of the diagnostic equipment and programming that is not available from the manufacturer for two to three model years. A typical front line PPV is on the road for approximately two years.

Some of the overall general maintenance has decreased. The brakes on the Ford Utility are lasting longer. On the average the front brakes are being replaced at 40,000 miles in comparison to 16,000. The rear brakes are being replaced on the average at 80,000 opposed to 30,000.

The cost per tire has raised approximately $40 over the previous PPV Chevrolet Impala. There has been better wear life on the tires, but the overall costs of tires have consistently risen 5% to 10% from year to year.

3210 – POLICE SAFETY VEHICLE MAINTENANCE

ACCOUNT DETAIL

41010	9% of public works mechanics' wages
42200	Costs for engine overhauls, valve jobs, transmission overhauls, alignments, bodywork, Insurance deductibles, etc.
42210	For alternator and starter repair work.
43140	Unleaded gasoline (25,200 gallons @ $1.68/gallon).
43200	Petroleum products and other fluids used in maintaining public safety vehicles.
43240	Tires for public safety vehicles.
43250	Parts, supplies other than fuel, fluids, and tires.

TOWN of WINDHAM
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3210 - POLICE SAFETY VEHICLE MAINTENANCE

acct	description	FY 2015 actual	FY 2016 approved	FY 2016 ytd (12/31)	FY 2017 preliminary	FY 2017 manager	FY 2017 council
41010	Compensation	1,026	12,319	0	12,319	12,319	12,319
41020	Overtime Compensation	339	250	0	400	400	400
42200	Outside Vehicle Maintenance	15,310	12,000	758	13,000	13,000	13,000
42210	Electrical Equipment Maintenan	-		0			
43140	Gas Products	72,309	57,960	20,422	42,336	42,336	42,336
43200	Petroleum Products	-		9	-	-	-
43240	Tires	6,912	7,000	4,133	7,500	7,500	7,500
43250	Vehicle Maintenance	18,116	20,000	7,646	20,000	20,000	20,000
		114,011	109,529	32,968	95,555	95,555	95,555