



Municipal Resources
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TOWN OF RINDGE, NH
INTERIM POLICE MANAGEMENT SERVICES
OCTOBER 2014

INTRODUCTION

On **May 1, 2014**, Municipal Resources, Inc. was contracted by the Town to provide Interim Police Management services while the Town undertook a police chief recruitment and selection process. Michael T. French, MRI police consultant and retired Goffstown, NH, Police Chief, was assigned. During the approximate four months of this assignment, Mr. French made a number of specific observations regarding the operations of the Rindge Police Department. When appropriate, Mr. French took action to resolve the issue, but other issues will require mid- or long-term planning for implementation processes. The following is a synopsis of Mr. French's observations and recommendations. This report is not intended to be critical of the Town, department, or other individuals, but rather to provide some basis for ongoing and future improvements to the organization.

COMMUNITY PROFILE

The Town of Rindge is small town on the southern boundary of Cheshire County, immediately north of the Massachusetts border. Incorporated in 1768, it retains much of its small town charm while providing many convenient locations for groceries, entertainment, banking, and a major retail area with a large box store, Wal Mart. The Town is home to Franklin Pierce University, and has 18 bodies of water of over ten acres.

The service area of the town is approximately 40 square miles, inhabited by 6,045 citizens, that does not include the students in residence at the University.

The Town follows the Town Meeting form of government with an elected three person Board of Selectmen that meets regularly to transact the business of the Town. A Town Administrator is the liaison between Town departments and the Board of Selectmen.

DEPARTMENT ORGANIZATION

The allocation of personnel for the department includes seven sworn officer positions and one civilian position. The personnel allocation is less now than it was in 2013, when the department had eight full-time sworn officers. Assisting the department on an on-call basis are five part-time sworn officers.

The department is organized along traditional lines for its size, with a Chief of Police, Sergeant, Detective, and Patrol Officers. It is unclear the exact supervision role that the detective plays, but he did attend the two-week supervisors school at NH Police Standards and Training shortly after appointment to the position.

There is a civilian Records Manager position responsible for the maintenance of all police records. This position also greets the public when they come to the police station to transact business during normal business hours. During the transition between Chiefs, the Records Manager was reporting to the Sergeant. Once established, the Records Manager should be reporting to the Chief of Police.

A part-time Police Prosecutor is a contract employee. The Prosecutor is a full-time officer with another agency, and is under contract with the Town of Rindge to handle all cases at the District Court level. The Prosecutor is also available for consultation on active cases. Assisting the Prosecutor is a part-time clerk. The clerk prepares all of the case files, maintains scheduling, produces subpoenas, and makes arrangements for dispositions to be placed into the department records management system.

The Animal Control Officer (ACO) is a part-time, non-sworn position responsible for all calls pertaining to animals including strays, injured animals, and unlicensed dogs. The incumbent in this position is a former Constable, but is no longer a current Constable. The Animal Control Officer uses his personal vehicle to perform this function, with mileage reimbursement. The ACO reports to the Sergeant.

A complete written description of the organization should be issued to all employees. An organizational chart should also be posted.

DEPARTMENT GOALS

On an annual basis, the Chief of Police should solicit input from department members and the Town Administrator/Board of Selectmen for the establishment of department goals for the following years. The Chief of Police should evaluate all of the suggestions received and then formulate and publish department goals. Each member of the department should receive a

copy of the annual goals, along with the goals being posted prominently within the building. These goals should be attainable and measurable. Ideally, information concerning department goals should be included in the department budget presentation.

A system to evaluate progress towards achieving the goals should be developed. The evaluation should be documented and adjustments made where necessary. Quarterly review of goals and objectives should be completed with input from all members of the department. An annual report of progress made towards goals should be part of the budget presentation process, as well as published in the Town's Annual Report.

Recommendations/Observations

With input from all members of the department, the Chief of Police should formulate and publish goals and objectives for the agency.

A system should be put in place to conduct a quarterly documented review of progress toward the established goals and objectives.

An evaluation of the previous year's goals, along with the publishing of the new year's goals, should become part of the annual report to citizens through the Town Report.

WRITTEN DIRECTIVE SYSTEM

Written Directives, also known as General Orders, Standard Operating Procedures, etc., should represent recognized best practice, department values, and mission statement. All department personnel should have a clear understanding of their roles and responsibilities, as well as a clear understanding of their discretionary powers in carrying out their duties.

A written directive can be in paper, electronic form, or a combination of the two. Clarity and rapid access to the information is essential to the effectiveness of the system.

The Rindge Police Department has a written directive system that is published in a written manual. The directives are also in the department service, but not easily located. The directives appear to have come from other agencies, and adopted by the department. Some of the directives contain information that is not specific to the Rindge Police Department. Department members indicate that they have made suggestions for change, but no action was taken on their suggestions.

A folder on the department server has a review date of 2012 when the directives were supposedly updated. A brief review indicates that not all of the directives were reviewed during this time.

Acknowledgement of receipt of a written directive, documented by a listing of officer radio call numbers, where the member would put their initials next to the number indicating they had seen the directive. There is no system for a receipt for the member to acknowledge receipt, understanding, and agreement to follow the directive as published. In addition, as radio numbers change, there is no way to really track which officers received which directive. This system was changed by the Interim Police Manager, with the development of a written receipt for the member to sign and return. A tracking system should be developed to assure that all receipts have been returned in a timely manner. An electronic receipt form can also be explored to reduce the amount of paper used and the associated storage issues.

The department should undertake a complete review of the existing written directive system using the Commission on Accreditation for Law Enforcement Agencies, Inc., (CALEA) standards as a guide. This review should include input from all members of the department and be documented through track changes. Using the standards from CALEA will allow the department to include best practices in their directive system and add directives covering topics or processes that are missing. Several key directives appear to be missing from the department manual. Topics such as dealing with persons with mental illness, bias based policing, and employee early warning systems are examples of important topics that should be addressed.

The department should take care to assure that directives do not become a simple paper exercise. For example, the current department "Use of Force" directive requires the member using force to file a use of force report. Missing from the directive; however, was a process to review the report, track the use of force by type and officer, and final action to be taken based on training needs, equipment needs, or policy failure. The Interim Police Manager arranged for the directive to be modified to document supervisor review, and a spreadsheet was developed to track these incidents by number.

Recommendations/Observations

Begin a complete review of the department written directive system using incumbent department members for comment. Use CALEA standards as a guide for best practices.

Place the current directives in a folder on all desktops and laptops for easy access.

Develop, publish, and train members on new directives in important topics such as Early Warning systems, Bias Based Policing, and Responding to Persons with Mental Illness.

Consider membership in the Northern New England Police Accreditation Coalition. This organization is a group of law enforcement officers and civilians from New Hampshire, Maine, and Vermont involved in Law Enforcement Accreditation. Participation in this group will allow the department to be exposed to free training, model policies and procedures, and approaches to best practices associated with law enforcement accreditation. The membership dues are \$50.00 dollars per year. The value of membership far exceeds that small expenditure.

PATROL SCHEDULE

The current allocation for the Town for the Rindge Police Department includes seven sworn officer positions that include the Chief, Sergeant, Detective, and four patrol officers. Supplementing the patrol function are five part-time officers. During the period of the Interim Police Manager, two sworn positions were vacant. Officer David Blake retired from full-time service on June 30, and an on-going recruitment process is in place to appoint a new Chief of Police. A new recruit was appointed and enrolled in the Police Academy to replace Officer Martin when he left the department to join another agency. The new officer entered the Field Training Program following graduation from the Academy on August 22, 2014. Efforts to fill Officer Blake's full-time slot fell short when the chosen candidate did not complete the selection process.

Prior to the arrival of the Interim Police Manager, information was received that the department had eight full-time sworn positions allocated through the budget process. Apparently, the former Chief went to the Town with a proposal to give up that eighth position in exchange for raises for the remaining officers.

The current schedule in place is a four/three, with officers working ten-hour days. Shift times start times are 6:00 AM., 4:00 PM., and 8:00 PM. This schedule provides the officers with an additional 17 days off per year over the more traditional eight hour schedules would provide. During the hours of 8PM to 2AM there are two officers working. The schedule does not allow for additional officer coverage during the evening commute hours, or the end of the school day. It does not allow for early evening follow-up of cases, nor does it allow for training at a reasonable cost.

The Sergeant works a fixed shift of Sunday through Wednesday, ten-hour days from 4pm to 2am. Currently, he is covering a patrol shift for the first four hours of the shift. This fixed shift does not allow the Sergeant to observe activities of the traditionally busier nights of Thursday through Saturday, especially when the University is in session. Further, while being the

primary coverage officer, the ability to function as a supervisor and perform other collateral duties is very limited.

The Detective has been plugged into the patrol schedule to cover an open slot. He is working through the rotation of days and nights. On-going follow-up of open cases, such as a sexual assault, is difficult to accomplish under this arrangement. In addition, the Detective is the primary evidence/property custodian. The ability to perform this essential collateral duty is severely hampered by assignment to a patrol coverage shift.

No initial steps were taken to change the patrol schedule since this was anticipated to be a short-term assignment. In addition, officers had already indicated their summertime vacation plans and any change would cause additional stressors to an already short-staffed department. Consideration should be given to a schedule that allows for more coverage at optimum times, and allows for the completion of much needed training and performance of proactive patrols, rather than just responding to calls for service.

No conclusions can be drawn concerning the proper deployment of sworn personnel in this department due to a lack of specific data concerning calls for service and proactive patrol activities. It has been discovered that self-dispatched calls are not documented through the dispatch center beyond the advisement of "responding to" and "clearing" calls. Such a method does not take into account initial receipt of the call, actions taken prior to response, and actions taken following completion of the call, such as report writing. In addition, it has been discovered that the Sergeant and the Detective do not complete daily activity reports. Prior police department administrations have told these individuals that such a report was not necessary. This has since changed, and both the Sergeant and the Detective are now completing daily activity reports. While daily activity reports can give an indicator of time spent on specific duties or calls for service, and proactive efforts, the current practice does not allow for a compilation of these statistics. Once the new Records Manager is trained, this is certainly a task that can be completed.

The Town of Rindge has 6,045 people based on the most recent census. This figure does not take into account the University population or the daytime influx of people to the retail area (Wal-Mart), etc. Currently, Rindge has 1.33 officers per 1,000 residents. Statistics published by the FBI indicates the average number per thousand residents in the Northeast for towns the size of Rindge is 2.2 officers per thousand residents. More accurate staffing allocation decisions should be made based upon actual workload, and officer and community safety concerns. In addition to responding to calls for service, officer workload includes time available in discretionary patrol time for preventative patrol, self-initiated stops, and time to advise a victim in how to prevent the next crime, or contact neighbors and businesses for follow-up investigations.

When the department is at full staff and when a more consistent method of documenting calls received at the police station, as opposed to going through County Dispatch, is finalized, the department will be in a better position to assess proper allocation levels. Items to take into consideration should include the time needed to proactively patrol the whole town, time necessary for calls for service response, time necessary for proper follow-up, time spent on self-initiated stops, arrests, and report writing. Consideration should also be given to the impact on the retail area of the community containing the box stores, and the seasonal impact of returning students to Franklin Pierce University.

The patrol function is the primary means through which police operate, and the most visible operational element of the police agency. The proper staffing and deployment of patrol personnel must be a priority in order for the department to deter criminal activity and provide services to the community.

The primary function of the patrol division should include, but not be limited to, the following:

1. Preventative patrol oriented toward prevention of crime, and accidents, discovery of hazards that effect public safety, and maintenance of public order.
2. Response to calls for service from citizens.
3. Investigation of crimes, offenses, accidents, incidents and conditions; including arresting violators.
4. Traffic direction and control.
5. Provision of emergency services.
6. Development of relationships with citizens, organized citizen groups, schools, the business community, and the police department.
7. Reporting of information as prescribed.

The general goals of the patrol function should include:

- A) The suppression and prevention of the opportunity for crime and the investigation of actual criminal activity.
- B) Increase the safety of the motoring public and pedestrians by reducing accidents through appropriate patrol and traffic enforcement procedures.
- C) Monitoring of traffic through the town to apprehend violators, and issue citations or warnings as appropriate.

- D) Continue in-service training to maintain proficiency and to increase the effectiveness and safety of employees in the work environment.

Recommendations/Observations

Initiate a system for the documentation of self-dispatched calls through the County Dispatch Center.

With input from the Officers, research the patrol schedule that provides the best coverage for the Town, while at the same time providing opportunity for time off and training.

When at full staff, develop a schedule for the Sergeant that allows interaction with all officers, coverage and direct supervision on weekend nights, and allows for the completion of collateral duties and assessments.

When at full staff, develop a schedule for the Detective that allows for consistency in the follow-up of major cases, time for evidence and property functions, and periodic interaction with all shifts. A five and two schedule with hours that allow contact with victims and witnesses, school officials, prosecutors, and the State Lab, such as 11 am to 7 pm is advisable.

Develop a system for the monthly tracking of officer activity based on a compilation of daily activity reports. When the department is at full staff and a more consistent method of documenting calls received at the police station, as opposed to going through County Dispatch is finalized, the department will be in a better position to assess proper allocation levels. Items to take into consideration should include the time needed to proactively patrol the whole town, time necessary for calls for service response, time necessary for proper follow-up, time spent on self-initiated stops, arrests, and report writing. Consideration should also be given to the impact on the retail area of the community containing the box stores, and the seasonal impact of returning students to Franklin Pierce University.

Make more use of the part-time officers for shift coverage, and fill-in at times when activity is anticipated to increase. University check-in days are one such example.

Schedule the use of Highway Safety Grant Patrols as a force multiplier, especially Thursday through Saturday nights.

Establish a directive that indicates that department shift coverage takes precedent over outside detail coverage.

FACILITY

The department operates out of a single story structure that was originally a Post Office. It has been converted for use by the department. The facility is old and even though the officers did some painting in the past, it can certainly use a complete facelift on the inside. New carpet and paint would help. The well water causes significant staining to the plumbing and is not suitable for drinking. The building is a single story building with no basement. Windows are at ground level and are the basic single pane windows commonly found on older homes. These windows need repair or replacement. In the summer months, air conditioners are installed in some of the windows. The exterior of the facility is vinyl siding. In several areas, the siding has come off allowing hornets and yellow jackets to make nests. This is especially prevalent on the rear of the building. The front exterior is well maintained with flowers and plants attended to by the local garden club.

Several years ago, there was a plan for the development of a Public Safety Complex for Police/Fire/EMS. The plan was not moved forward for a variety of reasons. The current condition of the police department with its lack of storage, safety concerns, and workspace restrictions, along with the condition of the current fire station suggests that a new plan for upgraded or new facilities for both of these public safety functions should be considered. Including an Emergency Operations Center, in a new building, for use during natural and man-made disasters and other major situations may allow the Town to apply for grant assistance through Homeland Security.

The building has an alarm system from ADT that is not being used. One keypad is inside the rear door and the other is inside the Chief's office. Attempts were made to determine the status of the system with limited success. Town building maintenance is the responsibility of the Director of Public Works. Contact has been made with the Director of Public Works to further explore the status of the system.

The agency receives numerous walk-in requests for service from citizens. When the department is not occupied, citizens need a way to determine the availability of the on-duty officer. Although most individuals have cell phones, some do not, and cell phone service in the area is spotty at times. A dedicated phone or intercom system with County Dispatch will allow citizens an immediate connection with dispatch to arrange for officer response or to answer questions. Quotes have been received for the installation of this device with the information made available to the Director of Public Works for consideration.

The inside of the facility is small. The Chief does not have a private workspace, but rather an office shared with the detective. This situation should be corrected as the Chief's office in smaller agencies tends to be the location of personnel and other internal files not designed to be readily accessible to other personnel.

The facility has no interview room. Interviews are now conducted in the entrance foyer or open work areas. A private interview area is a must. This is especially pertinent due to a recent audit by the NH Division of the Office of Juvenile Justice. A representative from Manchester visited the facility, and based on interpretation of the rules, stated that the only area that a status offender (person under 18 who is a runaway or incorrigible) could be placed pending release was the front foyer of the building. The processing area is not appropriate, based on his interpretation on the rule, because there is a cell, and a handcuff bar. He stated that the mere presence of these devices makes the area inappropriate for status offenders. An interview room without a lock on the door would be appropriate.

Shortly after the Interim Police Manager assignment began, the front door locking mechanism was changed from a double key system (key on inside and outside) to a single key on the outside and a throw knob on the inside. This was done to be in compliance with Fire Code, and to allow ease in using the front door to greet the public. The officers were also instructed that the rear entrance was for police employees and detainee entry only. Prior to this change, the public was instructed by way of signage that if no one was available at the front they were to walk around to the back and knock on the door.

The detainee processing area contained traffic control devices, including poles, and a large bank of flashlights and chargers mounted on the wall. Since these items could be used as weapons against an officer, they have been moved to a more suitable location.

The officer's equipment lockers are located within the detainee processing area. This is not good practice since firearms should not be in the detainee processing area. One of the evidence rooms is also within the detainee processing area, along with the temporary property/evidence lockers. Again, not best practice, and a more suitable area for the lockers, and at the very least the temporary property/evidence lockers, should be found to avoid firearms and other evidence being in this area with detainees.

Observation of an officer bringing a detainee to the facility showed a potential officer safety issue. The officer arrived at the station and came into the facility to secure his firearm in the gun locker. The detainee remained in the back seat of the cruiser. The officer then returns outside to the cruiser to bring the detainee inside. This process has the officer back outside without a firearm. A procedural change or relocation of the gun locker may help this situation. In addition, consideration should also be given to a carport on the side of the building near the rear door for a more defined detainee entry area. This is important especially in inclement weather. Ideally, a sally port would be best, but it is recognized that is a long-range goal.

The detainee processing area has one cell with a bed/bench in it. It is believed that this cell is rarely if ever used. Since the County Jail is within a reasonable driving distance, it may make sense to convert this cell area to a small interview room. Further, the door separating the

processing area and the main facility could be moved to a point where the temporary property/evidence lockers are no longer in the detainee processing area.

The detainee processing area contains an audio/video recording system. The procedure involves the officer notifying the detainee that the proceedings are being recorded. The Sergeant is notified that the recording has been made and it is then transferred to disc to be placed into evidence. The system works well with the exception of purging the recordings when the case is over. Notification from the prosecutor to the evidence officer upon completion of the case should be made.

Cameras are also installed on the exterior of the building. These cameras provide on-going recordings of any activity outside the building. Most recently, these cameras assisted in identifying a vehicle involved in the theft of the sign mounted to the building. The investigation is on-going with a person of interested being pursued.

Recommendations/Observations

The building alarm should be repaired and made functional. At the very least, the evidence/property room should be alarmed.

Install energy efficient windows that include a consideration toward safety/security.

Re-arrange workstations in the Chief's Office, detainee processing area, and patrol reporting writing area.

Arrange for installation of the exterior phone/intercom for connection to County Dispatch.

Move the officer's equipment lockers out of the detainee processing area.

Establish a suitable interview room.

Re-configure the area to place the temporary property/evidence storage lockers outside the detainee processing area.

Re-locate the gun locker used to store officer sidearms when they have a detainee to a better location so that the officer is not exiting the building with a detainee unarmed.

Consider a carport attached to the rear door side of the building.

Install new carpeting. Consider water aeration/softening system to make the well water more useable, and reduce staining of the sinks and toilets. Improvements to the water system may allow for a reduction in the purchase of bottled water.

Consider a Public Safety Complex to meet the on-going needs of Police/Fire/EMS services. Including a functional Emergency Operations Center may allow the Town to apply for grants through Homeland Security to assist with construction.

TRAINING AND EMPLOYEE DEVELOPMENT

Employee development is directed not only toward improving the performance of incumbent personnel, but also toward creating a pool of employees qualified to serve as specialists, supervisors, and executives. Employee development includes career development and management development. Appropriate employee development may also serve to retain quality personnel.

The Probationary Period should be an integral part of the selection process. The Town of Rindge's personnel Policy indicated a probationary period of ninety (90) days. In the police and fire service, this is not a long enough period to evaluate the future performance of an inexperienced recruit. New recruits that are not certified must attend the academy that is currently 14 weeks long (in 2015 the NH Police Academy for new recruits increases to 16 weeks). Although there is an evaluation conducted at the academy, it does not allow for observations to be made during street patrol or response to calls for service. A recommendation was made by the Interim Police Manager to the Town to change the Personnel Plan to indicate that entry-level probationary periods for police and fire employees be 12 months. This recommendation was accepted by the Board of Selectmen with a change to the Personnel Plan published on August 15, 2014.

The Rindge Police Department has adopted a formalized Field Training Program from NH Police Standards & Training Council that includes specific phases of instruction, as well as daily observation reports. Once the recruit is released from Field Training and assigned solo status, there is no system for an on-going evaluation of performance. Currently, there is no process for the selection of Field Training Officers, nor is there formal training for the trainer. The recruit is assigned to a senior officer for training with the beginning shifts being on the overnight shift. Assignment to this shift allows the recruit to be exposed to activity, as well as some time to read and become familiar with the department policy and procedure.

In-service training beyond weapons, firearms qualification, and Electronic Control Weapon (Taser) is essentially non-existent. At the beginning of the assignment as Interim Police Manager it was determined that the Board of Selectmen had imposed a prohibition of all training with the exception of the minimum required by the state. It is believed that this prohibition came as a result of two weeks of overtime being expended to cover attendance by the Detective at a First Line Supervisor Course at Police Standards and Training. It is unclear

why the Detective was enrolled in this class other than to say a detective may be supervising others during major investigations. Through discussions with the Board of Selectmen, the prohibition was lifted, so long as shift coverage for training would be by part-time officers whenever possible.

Individual officer training files are not centralized. When a certificate of completion is received, it is put in the member's personnel file. There is no system to maintain these records so that a history of training received can be viewed at a glance. The Records Management System (IMC) in use by the department does not contain an available Administration Module that would track these training results and hours efficiently. If the Administrative Module is cost prohibitive, a spreadsheet for each officer could be developed to track the records. It should be mandatory after attendance at training for officers to submit any certificates and an evaluation of the course to the supervisor. Submission of these documents should be required before any reimbursement is made.

The department has been submitting the required documentation to the NH Police Standards and Training Council for the mandatory required training to maintain certification. These records are not centralized and instead are kept by the instructor. Instructors should not be maintaining individual records. All records of training should be maintained in a centralized administrative file.

Annual firearms and weapons qualifications have been administered by a certified firearms instructor. The department has met the minimum requirements of the NH Police Standards & Training Council of qualifying each officer annually on the firing range, along with the required four hours of classroom on the Use of Force. Qualification with the Urban Rifle that is available to officers should also be accomplished at least annually. There is little effort to provide training in night, low light level, or adverse weather conditions, such as cold or snow. Since two-thirds of an officer's duty shifts occur under less than full-light conditions, such training is highly recommended.

It appears that the entire current department efforts are spent simply maintaining minimum levels of competency. The department's training and employee development goal should not be to just meet the minimum standards, but should exceed the standards set by the NH Police Standards & Training Council rule. The department must provide education and training designed to bring all officers who participate to their full potential as generalists, specialists, supervisors, or future administrators. The department should develop and implement a comprehensive personnel development plan designed to further officer's and non-sworn member's career development, and to increase the scope of their present or future roles with the department. The Chief of Police, with the input and assistance of each individual department member, should develop an overall training program for each individual member of the department with realistic goals based on department needs and member interest.

Annually, the Chief of Police should develop a training program using supervisor input and skill assessments to ensure that all personnel are meeting the minimum training needs of the assigned position. Since a police officer will react in the manner in which he/she has been trained, practical hands on exercises should be conducted periodically for all personnel in order to develop proficiency and teamwork. Defensive driving, simunition training, defensive tactics, verbal judo, and high-risk car stops are examples of tasks in which a police officer should remain proficient.

Training should be conducted in-service, in conjunction with other area departments, at the Police Academy, or other educational institutions available to the department. On-line and webinars may also be good sources of supplemental training. In cooperation with the local Fire Department, the Police Department should also integrate incident command training into its annual training schedule relating to joint Police/Fire operations involving bomb scares, hazardous material containment, motor vehicle crashes, structure fires, and Homeland Security and Terrorism activities. This cooperative training initiative will not only enhance an understanding and appreciation of joint agency roles and responsibilities, but will also contribute to a coordinated and professional emergency response plan for each department.

Recommendations/Observations

Personnel development should be directed not only toward improving the performance of current members, but also toward creating a pool of personnel qualified to serve as specialists (detective, School Resource Officer, etc.), supervisors,, and administrators.

Sufficient funding must be made available to accomplish the training/employee development goals of the department. When possible, shift adjustments and/or the use of part-time officers should be considered to reduce the need for overtime expenditures.

The department has no set standard or process available for the selection of Field Training Officers. An assignment as important as Field Training Officer should assure that the most qualified senior officer is chosen for this assignment. An application to include submission of a resume and letter of intent is suggested. The selection process should include an interview as well as an administrative review of the officer's past performance appraisals is used to consider selection of a Field Training Officer. To recognize this important responsibility, an adjustment to the hourly wage of the trainer could be offered when the function is actually being performed. A uniform insignia such as a "FTO" pin could also be issued to be worn by the officer that has been trained and accepted this important responsibility.

There is no formalized method within the department to monitor or evaluate a recruit officer's progress for the remainder of the probationary period after being assigned to solo status.

Entry-level recruits should be evaluated at least quarterly during the probationary period to measure progress and assure future success.

Essentially, all of the department's training efforts have been to simply meet minimum standards set by the NH Police Standards & Training Council. The department should not be satisfied with the minimum, but instead should strive to exceed these standards. By exceeding standards, employee satisfaction improves and the department benefits from having officers that are trained to be generalists, specialists, and future supervisors.

Training records are not centralized. A system must be developed to track the training and any re-training that is necessary. The current Records Management System (IMC) has a module available to do this efficiently, but the department has not purchased that module. As an alternative, a spreadsheet can be developed to essentially accomplish a training records management system.

Annually, as part of the performance appraisal system, employees, and supervisors should meet to discuss and agree upon a documented career development/training goals for the individual employee. These goals should be attainable and meet the needs of the department and the individual employee. With this information, and the overall assessment of training needs for the entire department, the Chief of Police should develop a documented training plan and calendar to address the training needs of individual employees and positions.

Training covering Homeland Security, Terrorism intelligence/activity recognition, and Incident Command is severely lacking. Steps should be taken to arrange this training using classroom and available web based training. Joint training with the Fire Department will help individuals understand their roles and responsibilities in critical incidents. Table top and live training exercises with the schools and the University should be conducted and critiqued.

RECRUITMENT AND SELECTION

A task as important as the selection of law enforcement personnel must be approached very carefully. The process is generally identified as a key activity in determining the operational effectiveness of a law enforcement agency.

The goal of any police department hiring process should be to hire and retain the very best candidate. The successful candidate is one that demonstrates the knowledge, skills, and abilities that best represents the personality of the Rindge Police Department and its style of policing. Recognizing that today's hiring decisions can impact the department and the Town for many years to come demonstrates the critical need for a strong and effective hiring process.

The composition of the department should be representative of the population they serve. The Commission on Accreditation for Law Enforcement Agencies, Inc., (CALEA) has set an acceptable percentage of women in the sworn officer classification in law enforcement agencies at 14% of the total number of allocated positions in the sworn ranks. The Rindge Police Department far exceeds this percentage at 28% and should be commended for their efforts in this area.

The department conducts recruitment activities only to fill an actual or anticipated vacancy. There are no on-going recruitment efforts at this time. The recruitment process had involved simply a placing of advertisements in print media and on the Town web site. Much more should be done to advertise the position opportunity. During the assignment as Interim Police Manager, a "position open" page was developed and placed on the web sites. In addition, the position opportunity has been sent to the Crime Watch Group in hopes that the members of this group may know of a candidate that would be a good fit for the department. The position available posting will also be sent to other civic groups, in addition to the traditional advertisement in local newspapers. It should be recognized that persons seeking positions use technology more often for their job search than the printed newspaper. Efforts to take advantage of web sites that offer the publication of employment opportunities should be used. Web enabled sites such as the NH Police Association, the Police Academy newsletter, [NH Jobs. Com](#) and [Monster. Com](#) are examples of sites that could be used. Active recruitments should also target Franklin Pierce University.

The department conducts its own recruitment efforts. If a regional testing program is available, it would be cost effective to participate in such a program. Not only is some of the initial advertising cost absorbed by the regional testing program, a larger pool of candidates is available for additional consideration.

Franklin Pierce University has a Criminal Justice Program as part of their curriculum offering. Establishment of a Student Intern Program not only gives students an opportunity for study in the field, it also provides the department an opportunity to identify a right candidate for future employment consideration. Student Interns can also be a source of additional project assistance while earning a grade from the University.

The current members of the department should be an important part of any recruitment effort. As active members, they are in an excellent position to promote the department to the right candidate. Members should be provided with some sort of incentive (day off) if they bring to the department a candidate that successfully completes all portions of the selection process and is ultimately hired to fill a vacant position.

The current selection process does not include a written test. If the department joins a testing alliance program, the written testing phase of the process will be corrected. If they do not,

consideration should be given to some sort of written examination, as the ability to comprehend written material and write reports is an important skill to be a successful police officer.

The physical fitness assessment is based on the entry level standards set by the NH Police Academy and is administered by the department at Franklin Pierce University. Following this assessment, those candidates that pass are then scheduled for an interview. Currently, this interview is conducted by the administration (chief and sergeant) of the department, using a scoring sheet adopted from another agency. Often times, departments use a traditional oral board style of interview with specific scoring sheets containing measurement criteria based on job descriptions and those traits that have been demonstrated necessary for a candidate to be successful as a police officer. The department should consider developing a traditional oral board style for the interview process that includes citizen participation, and volunteers from other departments if possible.

Following the interview process, the top candidate is subjected to a background investigation using the requirements from NH Police Standards & Training Council as guidance. The candidate is required to complete a comprehensive Personal History Statement that forms the basis for investigative activities. Background investigations are documented and become part of the successful candidate's personnel file upon appointment. There is no procedure outlining the retention schedule for application and other documents associated with unsuccessful candidates. The retention of these documents should be a long enough to satisfy the time period for any challenge to the process by unsuccessful candidates.

Before the next phases of the selection process, the candidate is given a written Conditional Offer of Employment. This Conditional Offer outlines the additional phases of the selection process that must be completed. These phases include medical examinations, psychological screening, and a polygraph examination. All of the examinations or assessments are completed by licensed or certified individuals approved by the department. Costs associated with the examinations or assessment is the responsibility of the department.

All documentation regarding the selection process for the successful candidate is placed within the Personnel File maintained by the department. The Health Insurance Portability and Accountability Act of 1996 (HIPAA) requires that any and all documents related to medical inquiry, testing results, or treatment must be securely maintained separate from other documents with provisions made to avoid unauthorized disclosure. Generally, this means that these documents be placed in a secure envelope or file with a tracking system established to document disclosure. This level of separation is not currently being done. All of the personnel files should be examined by the police chief, and medical records separated from other documents.

Recommendations/Observations

The department should be commended for exceeding the standard set by The Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) , regarding the employment of women in the sworn classification. CALEA has set an acceptable standard of 14% women in the sworn ranks of a department. The Rindge Police Department far exceeds this number by employing 28% women in the sworn classification.

Recruitment efforts only occur to fill an actual or anticipated vacancy. These efforts are limited to publishing advertisements in local newspapers and on the Town web site. All members of the department should be actively involved in recruitment activities. An incentive for the successful recruitment of a candidate that is ultimately hired should be explored.

The current position available posting was sent to the Crime Watch group for distribution to their members in the hope that someone in the community knows a candidate that would be a good fit for the department. This effort should be expanded to other civic groups in the community. This effort should be in addition to the publication of the position available advertisements in local print media. Also, since the generation the department is recruiting uses the internet for their job search, expansion of posting position sheets should include NH Jobs.com, NH Police Association, NH Police Academy, Franklin Pierce University, and possibly the web site from the Insurance Pool representing the Town.

Establishment of a Student Intern Program with the Criminal Justice Department at Franklin Pierce University should be explored. Student Interns serve at the agency for a set number of hours during a semester. They are evaluated by department members for a grade and often times provide an additional labor force for projects. The department has the opportunity during these programs to identify viable candidates for employment upon graduation.

The department should establish a time period for retention of records associated with unsuccessful candidates. The time period must be long enough to satisfy any appeal time period and when concluded, the records should be shredded from department files. Candidate names should be added to the department Records Management System for tracking purposes.

The personnel files of current employees should be rearranged to meet the requirements of HIPAA. This means that all documents associated with medical examinations, psychological assessments, and injuries must be maintained in a manner that prevents unauthorized disclosure. A sealed envelope with a tracking system to identify the reason for viewing the contents should be developed.

EVIDENCE AND PROPERTY CONTROL

The property and evidence control function should allow for the security and control of all property coming into the custody of the department. This includes evidence, abandoned and found, and lost property. This function is critical in supporting successful prosecution, facilitating timely return of property to its rightful owner, and establishing public trust in the department.

Additional security measures should be taken for high-risk, sensitive, or other property requiring enhanced security. Drugs, money, jewelry, and firearms are examples of items requiring enhanced security.

Drugs should be packaged in tamper proof packaging whenever possible, with documentation required for the receipt, transfer, and return to the property room recorded. Written reports should be submitted detailing the circumstances under which the property has been received, and a complete description of the property outlined.

The Rindge Police Department has a written directive describing the evidence control function. There are three officers with access to the evidence rooms. None of these officers have attended any training for the management of the evidence property function. Best practice outlines documented inspections/audits including announced and unannounced inspections/audits that should be conducted to protect the integrity of the system. No documented inspections have been conducted.

A temporary evidence property locker system is in place for the storage of property when a property custodian is not on duty. As mentioned in the facility section of the report, this locker system is within the detainee processing area and should be moved.

Two evidence rooms are within the agency. One is within the detainee processing area and the other is in a hallway near the officer report writing area. Each of these rooms is completely full with no real organizational system observed. Neither of the rooms is alarmed. At the beginning of the assignment for the Interim Police Manager, it was observed that there was a combination of department owned property and evidence co-mingled within these evidence rooms. This situation was corrected with the exception of the department records management server. The department server should be moved to another secure location within the building. In its present location, access to the evidence room by unauthorized persons is likely when an outside vendor must repair or perform preventative maintenance on this server. There is one more room that contained department property and evidence located off-site in the Town Hall. This room also contained department records. Items of evidence and department property have been removed from this room with a motion for destruction pending in the court.

At the start of the Interim Police Manager assignment, arrangements were made for the primary evidence officer to begin purging property from the room that was no longer needed for prosecution or that had met statutory requirements for retention. This was being accomplished by using part-time officers for street coverage, allowing for consistent work on evidence to occur. This arrangement was short lived, however, as Officer David Blake announced his retirement from full-time service requiring his spot in the schedule to be covered.

Observations throughout the assignment found evidence improperly stored. These items were turned into the Sergeant and properly placed into evidence.

It appears that with the exception of the situations noted above, that current department members are following proper procedures concerning the storage of evidence. What is not happening is the timely return or destruction of property once all legal requirements have been satisfied. Each of the evidence rooms contains very old evidence.

Using a significant amount of space is alcohol and items associated with shoplifting cases. A discussion with the Prosecutor revealed that some of these items are being held pending final disposition of cases that have been continued pending good behavior of the defendant. It is recommended that the department explore the use of photographic evidence wherever possible.

Items requiring an additional level of security, such as firearms, are not being stored properly. It is suggested that guns be stored within locked areas within the evidence rooms. Currently, they are stored on a shelf. Arrangements with the Security Department at Franklin Pierce University for old lockers to be used for this purpose are in process.

There is no area available for the secure storage of large items of evidence and vehicles. At times, departments are required to hold vehicles as evidence for long periods of time. Although local towing companies may perform this service there is always a fee associated with it, and the chain of custody may be in question. The department should explore a memorandum of understanding with another agency or with the County Sheriff's Office for this service.

It was learned, by accident, that in some cases the department is collecting restitution from defendants and then forwarding the restitution to the victims. This is not a function of law enforcement. The function of collection and disbursement of restitution is the responsibility of the Court System.

Recommendations/Observations

A complete inventory of the evidence/property in custody of the department should be completed as soon as possible. Evidence/property that is no longer needed for prosecution, or has exceeded legal requirements, should be returned or destroyed.

Three members with access to the evidence room is too many. One should be removed from direct access. If the Sergeant is removed from direct access to the evidence room, it will provide a level of supervision between line officers and the Chief. Members responsible for the evidence/property control function should attend training on property room management as soon as possible.

Sensitive items such as guns, drugs, money, and precious jewels should receive enhanced security within the property room as soon as possible. A locking fire retardant file cabinet may be suitable for some of these items.

The department should obtain additional storage by renting a "POD" or refurbishing the out building that currently houses the kennels.

The department should reinforce their written directive concerning the timely return of property to its owner. Generally, the return should be accomplished soon after 180 days of all legal requirements being met. The return of property must be documented by a signed receipt. Non-contraband abandoned or lost property, regardless of value, may be sold at public auction after the 180 days, with the proceeds turned into the Town Treasurer. Generally, firearms are not sold by the Town, but rather destroyed in order to remove any possibility of a firearm having once been in the custody of the Town, being used for any inappropriate or illegal activity. The NH State Police will usually provide this service.

The Chief of Police should arrange for a public auction for department and town owned property that is no longer needed pursuant to NH Revised Statute Annotated 471-C:13.

As mentioned in the facility section of this report, the temporary storage lockers should be moved out of the detainee processing, or in the alternative, a wall and door should be constructed to separate these lockers from the detainee area.

The department server should be moved out of the evidence room and into a secure location within the building so that there is no department property stored with evidence.

In cooperation with the Prosecutor, the department should move towards the use of photographs as evidence especially in cases of alcohol possession or misdemeanor level shoplifting cases. In addition, motions for destruction or return of property should be filed in all

cases involving negotiated dispositions. In that way, property can be moved out of the department's possession in a more efficient manner.

The department should not be in the business of collecting restitution from defendants. This is the responsibility of the Court System.

RECORDS MANAGEMENT

The central records function is essential to the effective delivery of law enforcement services. A record should be made of actions taken by law enforcement personnel whether in response to a request for service or for self-initiated actions. If two or more people report the same incident, only one case report should be required, but listing the multiple reporter/witnesses.

When the Interim Police Manager assignment began, the position of Records Manager was not occupied. Mandatory functions were being done by a part-time person that was shared with prosecution. Despite her best efforts, many items went undone or lagged behind. Observations of this workspace revealed an area in complete disarray with numerous items left undone. Steps were taken to address this situation as soon as possible. In addition, it was noted that the "Master Name Index" in the records management system was not completely up to date. Steps to correct this situation have begun, but completion of this process will be significant, as it has been neglected for a number of years.

There is no system currently in place to account for the status of reports. Also, there is no case management system in place to track the on-going progress of investigations. It has been learned that officers were allowed to keep the original reports with them until the case is closed. Original case files dating back to 2012 were found in officer/detective work areas. This situation is being corrected with the officers being instructed that all original reports must be turned into the central records function upon report completion. Retention of working copies is allowed until the completion of the investigation. A case management system should be developed with status updates provided to the supervisor every seven days. A simple spreadsheet tracking the status of cases can be developed with status indicators of "open", "open suspended", or "closed" used to track these investigations.

Numbered motor vehicle citation forms issued by the Court for department use were found left out in the open in the officer work area. Strict control of these documents has been mandated by guidance provided several years ago from the Attorney General's Office that requires an accounting of these forms. The citations have since been moved to the control of the Sergeant, but a system of documented issuance to the officers with documented return once a citation has been served to the public should be developed.

The department has laptop computers that up until the beginning of August were not being used. An attempt was made to connect with the County Dispatch so that the officers would have access to the State Police On-Line Telecommunications System (SPOTS) and live computer aided dispatch, using funds from the Forfeiture Account as the funding source. This attempt was unsuccessful as the County infrastructure needs repair. This part of the project is on hold, but officers have been instructed to begin writing reports in the cruiser, and then transferring them to the server using the WI FI when in close proximity to the building. Doing small reports in the cruiser should allow the officer to remain visible and on street patrol more often. When the County system has been repaired, the department should connect to this system.

Reports are printed after completion for supervisor approval. Once approved, the report is then forwarded to the Records Manager for filing. The department is running out of space so it may wish to explore a paperless system where reports remain in the system and are approved electronically. Using this method, the only reports that would need to be printed are for the Prosecutor to use at court, discovery to defense attorneys, and insurance requests.

The old records stored at the Town Hall may be able to be reduced by following the State Statute concerning the retention of police records. Sifting through these files will be extremely labor intensive.

The main drive on the department server should be cleaned out. There are pictures and other personal documents from previous police department administrators on this drive that are taking up space and of no use to the department.

Recommendations/Observations

The Records Management function has been ignored for a considerable amount of time. The selection of Nick Roy as the new Records Manager has paid dividends already as he has put a semblance of order to this area. The Records Manager must be given the time and the tools to continue this work.

Consideration should be given to a paperless reporting system. The Records Management System (IMC) supports this approach.

Continue to work on completing the lap top connection project.

Develop a Case Management System so that supervisors and officers know the status of cases to adequately respond to victim requests and allow for proper deployment of resources.

Require officers to submit original reports in a timely fashion. Original reports should not be retained by the officer for any period of time. Copies for working case files can be made. When complete, the working copies should be turned into the central records system.

A system should be developed for the issuance and tracking of motor vehicle citations. A system is required to track the receipt of the citations by the officer and then to track the status of the citation by number after it has been issued to a defendant. Voided or damaged citations must also be returned and accounted for in the inventory.

Begin the process of purging old records from the bins stored at Town Hall. Follow the State statute regarding records retention.

FISCAL MANAGEMENT

Fiscal Management relates to the budgeting, administration, purchasing, and inventory control of agency owned property. The budget process for the Town includes development of a draft budget for review and discussion with the Town Administrator before submission and review by the Board of Selectmen and the Budget Advisory Committee. Virtually all funding for Town services comes from property taxes. As such, significant scrutiny of all funding and expenditures is likely from not only Town government officials, but also the citizens at large. Any proposed budget moving forward must balance the needs of the department to provide quality emergency service with the impact on citizens' property tax bills. Whenever possible, the department should seek to obtain grants for equipment and personnel needs. It must be recognized, however, that grant funding should never be seen as a mechanism to supplant the basic funding needs of a professional law enforcement agency.

Working with the current budget during the assignment it is clearly that some of the budget lines were underfunded. The overtime budget line does not appear to be sufficient to address holiday pay, vacation leave coverage, and/or sick time coverage. In addition, Town Events such as the Memorial Day Parade, Town, State, and Federal Election coverage, and the July 4th Fireworks Celebration Display come out of the overtime line, but do not appear to have been addressed when developing the budget request. Finally, the Town road re-surfacing (paving) detail requiring traffic control coverage for two officers over several days was paid by overtime that did not appear to have been budgeted properly.

The Town has a Revolving Detail Fund that is funded through outside detail work paid by outside vendors. An outside detail rate has been set by the Town that covers the officer's pay and administrative costs, such as retirement contribution. Some of the department overtime mentioned above came out of this fund. Additional research will need to be completed to determine if this is a proper use of the Revolving Fund.

The salary, and/or rate of pay for officers, is established by the Board of Selectmen. The Town does not have a pay plan that would include steps. There is no plan in place for salary increase when an officer completes probation, or after completing specified years of service. There is no incentive within the patrol classification for recognition of additional responsibility such as Field Training Officer or Senior Officer that may take on additional supervision functions. Finally, there does not appear to be a pay plan that includes the opportunity for increases based on merit.

Uniforms and equipment are the responsibility of the department. Officers receive a basic issue of daylight and nighttime uniform with the associated equipment. It appears that there has been some problems with replacement of worn uniforms in the past. Several officers indicated that they would ask previous police department administrations for replacement pants and were told “no”. They were told “no” so often that they often would make the purchase on their own. The department should establish a quartermaster system whereby after initial issue, worn or damaged equipment would be replaced when the officer shows the need. In the alternative, officers could receive a uniform allowance and be responsible for the replacement themselves.

The fleet now consists of four marked police vehicles and one unmarked police vehicle. At the start of the assignment, there were three marked vehicles and two unmarked vehicles. One of the unmarked vehicles was assigned to the Chief and the other was assigned to the Detective, as a take home vehicle. It is not known exactly why the detective has a take home vehicle other than to be available for call out with the required equipment readily available, and because this is how it was done in the past. The previous police administration had ordered a replacement for the detective that was a SUV style vehicle in a different color. Following discussions with the Town Administrator and the Board of Selectmen, the decision was made to fully outfit the vehicle as a patrol vehicle. Assignment of the best vehicles to the patrol function makes good sense.

Most of the marked vehicles are equipped similarly, although some still have the old “Car 54” equipment that is no longer supported. As these components fail, they will need to be replaced with current equipment funded through the budget. Some of the patrol vehicles have dash cameras. These units have not functioned in a long time. A decision will need to be made to either repair, and continue using, or remove them from the vehicles.

The vehicles contain basic equipment for patrol. None of the vehicles have cameras for taking photographs at crime scenes or fingerprint dusting kits. They also do not have Automatic External Defibrillators (AED) available. Information was received that the department had these devices previously, but they were turned back into the Fire Department for an unknown reason. It has been proven that AEDs save lives, and the sooner the device is used, the better the chances of victim survival. Since the department is the only department in town that is on-

duty 24 hours per day, it makes perfect sense for this tool to be available to patrol officers. Information from the Fire Department reveals that Cheshire County is in the process of submitting a grant to outfit all departments (police and fire) with this valuable tool. Absent success with the grant, the Town should consider other funding sources such as the Red Cross or local business and civic groups. If alternative funding sources or a direct donation of the equipment is unsuccessful, the Town should budget for the purchase of at least two of these units.

The Animal Control Officer is a civilian position that uses his personal vehicle for calls with mileage reimbursement. This personal vehicle is equipped with a radio and a blue light mounted on the roof. New Hampshire State Statutes prohibit the use of blue lights by persons other than sworn law enforcement officers. Since the Animal Control Officer is not a sworn officer, display and use of a blue light is against State Statute.

Recommendations/Observations

Develop a vehicle replacement schedule that allows for the best vehicles to be assigned to the front-line patrol function. As vehicles are rotated out of front-line use, they can be used as support vehicles or traded. Determine if the vehicle take home program for the detective is to continue. If the program does continue, a directive will need to be developed to outline the specific use and restrictions associated with an authorized take home vehicle.

Assign one of the officers to be responsible for Fleet Management as a collateral duty. Develop a tracking system for all repairs so that subsequent budgets may be funded accurately.

Develop a documented salary plan that includes provisions for additional compensation based on merit and time in grade. Additional compensation should be available for those officers that assume additional responsibility such as Field Training Officer.

Properly fund the overtime budget line and the part-time officer budget line. Vacation coverage, sick time coverage, mandatory training, and Court appearances must be determined by hours and then an average of the hourly overtime figure needed to cover these shifts added to the overtime budget line.

Develop a quartermaster system for the maintenance and replacement of uniforms and equipment. Require that the officer turn in worn or damaged equipment when requesting replacement. If a quartermaster system is not appropriate, a uniform clothing allowance should be provided to each officer. Officers should not be paying for required equipment out of their own pockets.

Equip the first line responding units with cameras and fingerprint kits. By having this equipment readily available, patrol officers can process scenes during the initial investigation. Complex or major scenes should still be the responsibility of the Detective. Scenes that exceed the capabilities of the department should be referred to the State Police Major Crime Unit.

First responders should have ready access to Automatic External Defibrillators. If the County Grant request is unsuccessful, steps should be taken to purchase these devices locally. Once obtained, on-going training should be provided to the officers.

The blue light on the Animal Control Officer's personal vehicle should be removed. If a warning light is desirable, State statutes are very specific on the lens color allowed. Green, the color for private security is probably best.

CRIME PREVENTION AND COMMUNITY INVOLVEMENT

The prevention of crime in a community requires the cooperation of the citizens and a coordinated department response. Even the smallest of departments must seek to find a reasonable balance between being reactive and proactive. Small departments are probably better equipped to prevent crime because of the officers' close ties with the community.

The Town of Rindge is fortunate to have a very active, informed Crime Watch Group. The group is organized, has an independent budget, and meets regularly to share information. Whenever possible, a member of the department attends the monthly meetings. A more formal liaison should be established in the future.

Crime Prevention and Community involvement efforts initiated by the department are essentially non-existent. Most of this non-involvement can be attributed to just trying to cover the shifts and calls requiring creative scheduling, flexibility, and at times, overtime. When personnel are running from call to call, writing reports, and conducting follow-up investigations, there is little to no time for proactive prevention activities. Short staffing is not the only reason given for the lack of crime prevention efforts. Incumbent personnel have stated that previous police department administrations have told them not to do certain activities since the Town will not properly fund them. After hours business checks is one such example. Business checks have been reinstated, but certainly more can be done.

The officers have a desire to be more involved in the community and the schools. When at a better staffing level, visits to the school during the school year, open premise inspections and dialog with area merchants, and cooperative presentations with the Crime Watch Group are all

functions that could be accomplished now. Crime Prevention tips on the department web site should also be considered.

In the future, the department should consider community involvement/crime prevention efforts such as an Open House, Citizen Ride-a-longs, Halloween Safety, Bike Safety, and National Night Out are but a few of the programs that should be considered.

Observations/Recommendations

Police Department initiated Crime Prevention and Community Involvement efforts are virtually non-existent at the present time. Officers need to move beyond the past police department administrator's statements about these functions and become more of a partner with the community. The after-hours business checks should be expanded whenever possible.

The department should post crime prevention tips and other safety information prominently on their web site.

The department should consider presenting safety/crime prevention programs whenever possible. Since Halloween is coming up soon, a Halloween/Trick-or-Treat Safety effort could be put forth. This may involve extra patrols during trick-or-treat hours with officers passing out "glow sticks" and/or candy in the neighborhoods.

Department representation at the Crime Watch meetings should be a consistent assignment. Having the same officer in attendance provides continuity to the information provided and received, as well as gives an officer added responsibility.

The department should partner with the Criminal Justice Program at Franklin Pierce University for additional assistance with Crime Prevention efforts.

CONCLUSION

The Rindge Police Department is a young department whose members are striving to provide the best service possible to the community. The department has had several Chiefs of Police or administrators over a short of period that has resulted in an inconsistent vision for the future.

Current department members were found to be professional, hardworking individuals that would benefit from additional training and mentoring in the development of their careers. Systems should be put in place that hold all members of the department accountable for their actions and provides recognition when appropriate for exemplary service.

The new Police Chief must set a vision for the future with established goals and objectives that are evaluated on a regular basis to determine progress toward attainment. The Chief must be engaged, willing to work alongside employees when necessary, and most critical a mentor to the younger members of the department to help them attain their full potential in service to the community.

