TOWN OF BARNSTEAD
POLICE DEPARTMENT
EVALUATION REPORT

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On March 18, 2016, I attended a meeting with the Board of Selectmen of the Town Of Barnstead. All members were present with the exception of Ed Tasker. During the course of this meeting I was asked to conduct a review of the Towns Police Department. This review was to encompass the following topics:

- Determine if proper training, certifications, etc. are up to date
- Evidence room
- Scheduling and shift coverage
- Policies and procedures
- Interview existing employees

During the course of the conversation the Select Board also asked me to perform the following functions:

- Audit outstanding cases. Calls that were never answered, not closed or any outstanding felony cases were given as examples.
- Body worn cameras. How are they to be used? How is the information stored?
- What staffing is actually needed for the Police Department?
- Evaluate the existing equipment, weapons, efficiency of the office.
- Is there a need for a holding cell and booking room?

The Town currently budgeted for and had approved a staffing level of four full time personnel and three part time personnel. There is also a part time Administrative Secretary employed by the police department. At the time of this meeting there were two full time and two part time police officers working for the town. The Police Chief and one full time patrol officer had both announced their resignations as of this meeting. The Police Chief had announced his retirement and the Full Time Patrol Officer had resigned to return to a previous place of employment. The Town had authorized the hiring of a full time certified police officer whom had previously worked for the Town. Given he had worked for the Town approximately two years ago, it was decided he needed little to no training to return to active patrol.

At the time of the Chiefs retirement the part time detective would be named as the Officer in Charge of the police Department. This part time officer having served as a full time police Officer and retiring with the rank of Lieutenant. He also has experience being a Police Chief in a part time capacity for several years, and working as a college professor teaching Criminal Justice.

At the time of the Police Chiefs departure the Barnstead Police Department was staffed by the part time Officer In Charge, limited to thirty-two hours per week by statute as a retiree from the State retirement system, a full time patrol officer, and three part time patrol officers with limited availability due to their current full time employment.

The Town had authorized the hire of a full time certified officer at this time. The OIC was actively working on the background investigation at this time. A second non-certified part time officer had been approved for hire and was awaiting the Board's approval.

The full time patrol officer is also the appointed field training officer. He is certified by tile New Hampshire Police Standards and Training Council as a Field Training Officer. The Police Department has a twelve week field training program. The officer is currently training a part time employee. The part time employee has completed approximately six weeks of the twelve week field training. Having one officer being responsible for all new hire training will be problematic. This officer can only train one person at a time. This will set back the hiring time of new personnel by three months per hire. In addition to the hiring time frames these officers may have to attend the police academy. The Academy is four months long, creating an additional time lag for police officers being able to work independently. A realistic time frame from hire to solo patrol function in an average department for an uncertified officer is six to eight months. Given the limited training ability available to the department at this time this would create a staffing issue in which hiring four full time personnel could take the town twelve to twenty-four months.

My first course of action was to request the Police Chief give me a tour of the existing facility. In doing so I would see the areas of concern to the Board as well as being given the opportunity to ask questions and meet with the existing employees. I met with the Chief in his office. We discussed the current condition of the building and a letter he had received from Primex with regard to safety concerns reported by Primex about having people processed or detained in the building.

Interview Room

In touring that facility I was shown the area that was to be designated as the interview room. The Select Board was concerned about the cameras being installed and functional in this room. The room is a large open room with several windows to the outside, a large fireplace and a great deal of clutter. The room would be more suited as a training or meeting area than an interview room. The cameras and DVR system were still sitting in their original boxes. I was told the Officer assigned to the installation of the system had been terminated by the Board and not allowed to return to finish the project. The Officer in question had lost their certification due to New Hampshire Police Standards and Training Council rules and could no longer serve as a police officer.

This room is not designed or proper for interviews of a criminal nature. The recording equipment would be better suited for a room meeting the standards set forth by modem best practices for interview and interrogation rooms or suites.

I was the shown the Supervisor's office and Administrative Secretary's office. The only other rooms on the first floor of the building are a kitchen area and a bathroom. The building has obvious issues with regard to age and condition the Town is aware of and will not be specifically discussed in this report. The most common complaint employees have about the building was its age and the lead levels in the water. The drinking water in the building is bottled as the levels are too high for human consumption.

Basement

Walking down the stairs to the lower level of the building must be done cautiously. The ceiling is very low and if not careful someone could strike their head. The Chief pointed out no one other than town employees uses this stairwell and there is a second entrance to the basement from the

garage area. At the bottom of the stairs in the Patrol Officer's room. The room was very neat and clean. There are two work stations each with a computer.

I could see the body worn camera docking station sitting on top of a filing cabinet. I asked the Chief to explain how the officers use the cameras and how the recordings arc uploaded to the server. He stated, in accordance with policy, each officer has a camera assigned to them. At the end of their shift they are to place the camera in the docking station. This process charges the batteries and automatically uploads the data to the server. I asked him if this process is followed by the officers. He stated it is followed for the most part. He said there are occasions where an officer may have worked an extended shift and they will go home and not place the camera in the recorder. He stated it was rare and he is not aware of a time this had created an issue with not having recordings when needed.

There was a room across the hall from the patrol room. The wall was lined with filing cabinets. The Chief stated this room was file storage. The next room was identified as a locker room and equipment storage. In the center of the room was a locker, the back wall had additional lockers. There was a pile of uniforms and leather gear on a shelf located in the back corner of the room. Directly to the left of the door was a large tan file cabinet. The Chief identified this as an equipment cabinet.

Inside the cabinet was a variety of equipment. The top shelf was open without front wall to the drawer. I could see holsters, empty firearms boxes, pepper spray and various other small uniform items. The second drawer down contained old or broken portable radios and four unopened firearm boxes. The four boxes contained brand new, never issued pistols. The bottom drawer contained various Tasers and Taser accessories.

The unfinished area referred to as a hall way to the evidence room was cluttered with items for disposal or destruction. These items are no longer serviceable equipment or trash items left over from years of storage. There are cameras in this area aimed at the evidence room door for security purposes. Directly off of this room is what was identified as an evidence processing room. Upon opening the door there was an overwhelming odor of urine and what I can only describe as a decaying animal carcass. I did not see any such carcass, but the odor was offensive and rendered the room uninhabitable. There is an obvious rodent problem in this building. There are sticky pad mouse traps scattered around the basement and evidence room, some of which contained completely decomposed mice.

Evidence Room

The first issue with regard to the evidence room is the lack of an evidence control policy. An evidence control policy defines who has access to the evidence room, how evidence is to be collected, documented, stored, and retrieved. The purpose of this policy is to establish guidelines for maintaining the integrity of the evidentiary chain of custody and maintenance of items and/or property in the possession of the department in either a criminal or non-criminal capacity.

The evidence room is separated from the rest of the building by a locked door. This is the only conventional entrance to the room, and a steel grate which is covering a hole in the wall. There is

a camera mounted to the ceiling. Inside the evidence room is one large open area. The windows to the outside have been sealed with cinderblock. Inside the evidence room are two cameras generally covering the evidence storage areas containing sensitive evidence. With regard to the evidence storage, there are several large bins in the room. They are stored for the most part on shelves. There are numerous bags of evidence for several different cases located in each bin. There is no organization of evidence meeting any recognized practice. Evidence should be separated by case, and type of evidence in such a manner as to avoid possible cross contamination.

There are also several firearms located in the evidence room. Some of these firearms are very well documented as to ownership, reason for seizure, and which case they are associated with. Others have no documentation associated with them. Several of these firearms are damaged by rust, and obvious neglect. These is no documentation indicating what the status and condition of these firearms was at the time they were taken into custody. It is the responsibility of the department to maintain these firearms in some circumstances and any resulting damage due to neglect would be the fault of the department. This could result in the Town being financially responsible for the repair or replacement of said items.

There is also a great deal of property and evidence that is no longer needed for any legitimate law enforcement function. As a result, some of the property may need to be returned to the rightful owner, destroyed as a result of a court order or repurposed as ordered by the court. A complete inventory should be conducted of everything in the room. Court orders for destruction should be obtained for any property in the room that can legally be destroyed. Any property that can be returned should be as soon as possible. Any other property where an owner cannot be identified, the department should seek relief from the court granting authorization to repurpose, auction, or destroy the property.

The other problem as previously mentioned is the infestation of mice. It is entirely possible for mice to gain access to the evidentiary items in the room. At a minimum they could cause damage by gnawing on items. There is also the possibility of mice eating some evidence, either destroying it completely or contaminating it beyond use. Custody and control of evidence is a major responsibility of any police agency.

Policy and Procedure

I was provided an electronic copy of all of the Barnstead Police Department's policies and procedures. I read and reviewed all of the documents. It is clear these documents were created using another established police department's manual, which is not an unusual practice. Some of the language clearly represents a much larger department. These issues are very minor and could be corrected in minutes. For example, there is reference to a training committee. I asked the Chief to identify his training committee. He stated the Chief, Sergeant and Field Training Officer are intended to make up the training Committee. The confusion in this policy is made clear by adding the definition of the "Training Committee".

After reviewing the policy manual it is clear the policies and procedures are consistent with current police best practices. These policies were adopted by the Chief with the cooperation of a police agency currently accredited by the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA). It would appear as though the break down in the policy and procedure

issue is the Chief never presented these new documents to the Board of Selectmen. This is an issue disputed by the Chief and as evidence he presented several policies in the Town Policy Manual where the language directly mirrors that of the Police Department's policy.

Interview of existing employees

The Board expressed concern with regard to why Officers were leaving the Town. One of the members made reference to a rumor of an officer leaving due to a "hostile work environment". I contacted the full time officer (by phone) that was working at the agency at the time of the request for assistance.

I asked the Officer if they ever felt they were working in a hostile work environment or if they were ever harassed. I was told "absolutely not -there was never a time when they felt harassed". The primary complaint was "the Chief and Sergeant are extremely lazy and they were not doing their investigations". The officer continued by saying communication was bad. As an example the Officer told me "I heard the Chief was leaving from someone in Town - he wouldn't even talk to me about it."

I asked if there was anything the Town could have done to make them stay. I was told "No, I would have left eventually any way". The Officer went on to say there were several things taking place that made them feel uncomfortable about how the future was looking. The Officer said the Chief hired a former officer back and moved him directly into the Sergeants Office. This officer was very offended by the fact a person was brought in from the outside and was obviously being promoted over them without being given an opportunity to apply for the position.

The Officer stated they had met with the Board and had been told the returning officer had been subjected to a modified background investigation. They also stated this officer was the only other person that had applied for the Chiefs position when the current Chief was hired. This officer then said "there is something wrong with the board of selectmen - they need to stop the micro-management". "The hiring practices in this town are just bad."

The general feeling was the former Sergeant was too close to members of the community and allowed his personal relationships to dictate how the law was enforced. There were no specific cases mentioned other than to say a lot of issues reported were never followed up on. There were complaints of log times not matching up. Specifically there was no correlation to the Belknap County Dispatch times and the Barnstead Police Department times.

One Officer said, "I didn't really want to leave, but the general direction of the Town made me". I asked, "What would you say the Board of Selectmen should know" and I was told, "The Towns' reputation is making it very difficult to hire good people. The public opinion of the Town and town politics are preventing people from applying". Further, "The current part-time officer in training was not provided with proper training and his training program should be started over".

The remainder of the comments were with regard to the Sergeant. Court paperwork was not being delivered to the Court in a timely manner, reports were not being completed and in some cases not even started. The final comment made by one officer was, "there is only so much you can accomplish through community policing, sometimes people have to be arrested and

prosecuted". The Sergeant was "in my opinion incompetent or possibly unwilling to do that". I asked for this officer to contact me if they thought of anything else I should be aware of.

Other employees had information to provide as well. With regard to evidence I was told Officer Pitman was in charge of evidence. When he left the department there was never anyone assigned as an evidence officer. It was also a very common perception the Chief and Sergeant spent too much time with the military surplus program. It was stated on numerous occasions the surplus program took priority over the needs of investigations.

Another issue reported was the Sergeant was assigned to conduct background investigations. The sergeant had never been trained in or certified by Police Standards to conduct background investigations. I also was informed the Sergeant left three boxes of paperwork on his desk when he left. It was unknown what was in these boxes. The general belief of the current employees is the benefits and salary is too low to attract quality personnel. One officer stated "you will only get the leftovers and people with baggage applying here".

Training and certifications

A review of training files indicates all training and certifications are current. There is currently one certified field training officer employed by the department. This is a problem that has been discussed previously. Mention was made by the Officer-in-Charge that he would get a second officer certified as a field training officer. Given the lack of experience and training of the latest hire, coupled with the lack of knowledge of the town, there is little likelihood the new hire would be prepared or equipped to be a training officer in the near future. A police officer should have a minimum of four years of experience, giving them the opportunity to learn the profession under supervision. New officers will make mistakes in law and judgement. It is best to allow this to happen under supervision rather than to have an inexperienced officer pass along these mistakes to a trainee. Best practices suggest training officers should have a minimum of three years of experience before training others.

Administrative Assistant

The Police Department employs one Administrative Assistant. This position is part time, with office hours of 9:00 in the morning to 3:00 in the afternoon. This person acts as a receptionist, dispatcher, and administrative assistant to the chief, file clerk and performs minimal janitorial services for the police department. In my time at the police department I observed the Administrative Assistant perform a number of tasks normally associated with office work. I also observed her emptying waste baskets, cleaning the kitchen area, cleaning the floors and taking trash out of the building. In discussing the position with her I asked what training she has received. The answer was none.

The problem she identified with her position was the work hours. The Town of Barnstead is a "bedroom community". Most of the residents of the town leave town for work in the morning and have started their day before the Administrative Assistant's in the office. On the opposite end of the day, she has left the office long before most people will have returned home for the day. Her observation is most people are frustrated when they come to the police station and there is no one there to answer the door or let them in the building. She also stated she believes she needs training in order to become more efficient in her job tasks.

The Town has clearly posted office hours on the police department indicating when the "Office Hours" are. In order to better serve the community and make the officers more accessible to walk up traffic at the police department, the town could install an emergency phone on the outside of the building. This would allow those people arriving at the police department to speak with the Belknap County Dispatch Center while at the police department. This type of system has been very 'successful for a number of smaller communities which do not have a twenty four hour receptionist.

The administrative assistant should receive training in the use of the department's records keeping software. The department, like most in this state, uses IMC Records and Dispatch. There are two training avenues available, the first would be to contact the provider and request either an individual or group training end users class. The second option would be to request informal training on the system from a larger agency or the Belknap County Sheriffs' Department.

Given the demand placed on this position, the work volume and expectation of professionalism the Administrative Assistant's position should be a full time position within the department. The Administrative Secretary has an extremely large work load and responsibility. The Town should be providing janitorial services for this building rather than expecting an already over taxed employee to perform extra duty.

Mutual Aid

In order to get a clear picture of the efficiency of the department 1 researched the use and reliance on mutual aid. Due to staffing the department with a maximum of four full time personnel there have been many instances of other community police departments being left responsible for the law enforcement functions in the Town of Barnstead.

I discussed this situation with the Chief of the Pittsfield Police Department. He states it is a daily occurrence for the Barnstead Police Department to request his agency cover their Town for all emergencies because they have to leave town for various reasons. He cites Court, Meetings, Doctors appointments and other various reasons for him being asked to provide coverage. Chief Cain did not have documentation as to how many times he had been asked to cover the Town, but he was able to provide hard numbers with regard to how many times his Officers handled calls in the Town of Barnstead. As a result of this conversation I researched the data regarding neighboring communities responding to Barnstead to cover calls. The chart below is based on actual numbers for the year 2015 as documented in the computer aided dispatch program at the Belknap County Sheriffs' Department and those numbers provided by Chief Cain.

In addition to these Towns responding, I received information that the Towns of Strafford and Chichester had responded to assist with calls.

Outside Police Departments handling calls in Barnstead in 2015		
Agency	Mutual Aid Response	No Barnstead unit on duty
Pittsfield	71	10
Alton	100	66
Belmont	3	
Gilmanton	31	14
Totals	205	90
Barnstead responded to these outside agencies 30 Times total		

These were often emergency situations requiring immediate police services. Calls involving assault, domestic violence, motor vehicle accident involving injury and various other emergencies. During these instances the only on-duty unit was out of town, or someone was placed on call after midnight. The numbers are slightly misleading in the sense the Barnstead unit may have been dispatched from home while on call and responded to the scene. This would give the appearance a Barnstead Officer handled the call, when in reality the call could have been as much as an hour old by the time the Officer responded.

Response Times

The next area I researched was officer response times. This information was taken directly from the Belknap County Sheriff's Department Dispatch records. Given this agency dispatches for the Town of Barnstead twenty-four hours a day these are the most accurate unbiased records.

The data collection started on January 1, 2015 at 0000 hours and ended on December 31, 2015 at 2400 hours. The average response time for all officers for all calls recorded in that time period was 20.42 minutes. Taking the same date range, but only searching those calls taking place between the hours of midnight and 0800 the response time increases to 38.49 minutes. If the hours are shifted slightly to 0200 - 0800 hours the response time increases again to 48.69 minutes.

Average Response time	20.42
2400-0800 Average	38.49
0200 - 0800 Average	48.69

These time frames are not chosen at random. The department has for some time been placed in an "on call" status starting at midnight and ending at eight at o'clock in the morning. These extended response times leave the Town with zero police coverage requiring an officer to respond from home.

The size of the Town and its geographic location in the County lend itself to extended response times during the day as well. Even with an officer on duty there could be instances where the response times could be extended. If an officer is in the City of Laconia for court, at the jail with an arrest, dropping an animal at the humane society or any other number of reasons officers have to leave Town during the normal course of their duties. The chart below gives several examples of response times an officer may be face with. These times are all traveling one way.

Response Times		
From	Minutes	To
Laconia District Court	30-35	Police Department
Belknap County Jail / Sheriff's Dept.	35 - 40	Police Department
Town Line on 28	12	Police Department
Province Road	20	OSG Paintball
Blueberry Station	8	North Barnstead Road
Gilmanton Road (Town Line)	15	Rt. 126 Town Line
N Road (Town Line)	26	Scout Reservation
Town Line Rt. 107	20	OSG Paintball
Concord Humane Society	31	Police Department
Laconia Humane Society	40	Police Department
State Lab	30	Police Department

These are just a few examples of how an Officer patrolling alone can leave the Town without coverage for extended periods of time. The chart also represents how under the best of travel conditions it can take an extended amount of time to respond to locations within the Town without ever leaving it.

Arrest, Processing and Detention

Based on the data collected, the Town of Barnstead made 101 arrests in 2015. All of these people had to be transported to an outside jurisdiction in order to process them and meet with a bail commissioner. PRIMEX has evaluated the Police Department for safety. PRIMEX has deemed the Police Department as an inappropriate place, due to safety and security concerns, to process and detain arrestees. As a result of these safety concerns, all persons needing fingerprints, identification cards, arrestees or other people needing to be detained are transported to a police department outside of Barnstead.

The two primary Police Departments utilized for this purpose are the Town of Alton and the Town of Pittsfield. Regardless of which agency is used for processing, all persons being held for bailor intoxication must be transported to the Belknap County Jail. In talking with the Officers this process is sometimes challenging. Relying on an outside agency requires waiting for an officer from that agency to be available to give them access to the building.

The drive time from the Barnstead Police Department to the Pittsfield Police Department is approximately eight minutes. The booking time reportedly runs approximately forty-five minutes to an hour. This takes the Officer off the road for one to one and a half hours when using the Pittsfield Police Departments booking room. If the person needs to be transported to jail the round trip with processing at the jail adds an additional hour and twenty minutes. This process of arresting one person strips the Town of coverage for approximately three hours. This example does not take into consideration an officer have to wait an extended period of time in those situation where the Pittsfield Officer is busy handling calls in their own community.

The Board of Selectmen asked if the Barnstead Police Department needed a booking room and holding cell. Based on police best practices, citizen and officer safety, efficiency and effectiveness, the answer to the question is yes. The police department should have a safe and secure location in which to process and temporarily hold arrestees. This location needs to be secure and separate from the normal office work space. The holding cell and booking area would need to comply with State and Federal regulations. There would also need to be the ability to keep minors sight and sound separated from adults.

Calls for Service

In 2015 the Barnstead Police Department utilized Tritech (IMC) Dispatch for purposes of tracking calls for service. The police department has a series of codes in the system for tracking and recording events that they are required to respond to or provide a service for. Examples of calls for service range from criminal activities, motor vehicle stops, or incidents that may involve no crime, but did require a police presence. The police department reported 7,206 calls for service to the Town for the annual report. An audit of the department's dispatch system revealed the department created 8,304 calls for service.

In order to track the number of incoming telephone calls into the department a call for service was created every time a call was received. In 2015, 999 telephone calls were received directly by the department. Subtracting these telephone calls from the total calls for service results in 7,305 calls for service. It is unknown which of the calls for service were removed to reach the final reported number.

In reviewing all calls for service I audited the records kept by the Belknap County Sheriff's Department dispatch center. In total the County dispatch center created 2783 calls for service for the Barnstead Police Department. This creates a difference of 4,423 calls for service as reported. I was asked to determine why there was such a discrepancy in the numbers.

The Town Annual Report lists 35 categories for calls for service in 2015 as reported by the police department. The audit of the system revealed 75 categories. I reviewed each category and drew a sample of calls from the month of January in an attempt to determine what these call categories represented and the necessity of having them in the system. The first title that caught my attention was labeled "UNKNOWN". I could not find any such calls in the system for the month of January, nor could I track any of the 15 reported calls for service with that title. It is possible the calls originally were created without knowing what the final reason would be entered as, and when a determination was made a different call was created. I created a chart of the following calls for service created in January 2015 in an attempt to clarify the purpose for recording them. The calls in questions were:

- Assist Other Agency/Department
- Assist Citizen
- Police Information
- Administrative action

Call Reason	Reported	Actual	Difference
Assist Other Agency/Department			
Talked about a background Check	1	0	
Welfare Check	4	4	
[redacted](???)	1	0	
Phone call about meeting	1	0	
Highway Dept. move vehicles due to storm	2	2	
Court for [redacted] Case	1	0	
Fax Machine not working	1	0	
Assist Pittsfield with call coverage	1	1	
Request for reports	1	0	
Accident	1	1	
Assist Fire/Rescue	3	3	
Assist with an arrest	1	1	
Received a request for information	1	0	
	19	12	7

When researching the title "assist other agency" the first issue 1 detected was the misuse of the category. One of the areas reported was when assisting the Barnstead Fire Rescue. This is a trackable category that already exists and should have been recorded in this location. Other calls were not so easy to distinguish their legitimacy. Narratives are vague and provide no substance to allow for trackable data. Receiving a telephone call about a meeting does not need to be tracked as a call for service. In light of the fact all incoming telephone calls are given a call for service one could question if this type of call is being recorded twice. One call for service lists "a person's name" in the narrative, but there is no information in the call to indicate what action was taken or narrative of the call.

Administrative Action	Reported	Actual	
FedEx or UPS / Bayring / Cybertron	15	0	
Subject called / Missed call	41	0	
Calling Each other / Chief Checking in	15	0	
Call from Town Hall	10	0	
Property Check	1	1	
Came to see Chief / Officer	6	0	
Detail Question	2	0	
Return Firearms	1	1	
Test CFS	1	0	
Dog Call	2	2	
Pistol Permit	1	1	
School Report	1	1	
Question	1	1	
	97	7	90

Administrative Action was by far the most difficult to decipher. There were several calls for service drawn for Federal Express and UPS delivering packages. I can think of no legitimate reason to claim this as a call for police service. A call for service is drawn every time service providers visit the police department. There were several for no reason other than Bayring or Cybertron was in the building performing maintenance or repair. Of the 97 calls created in this category it would appear as though only 7 of them required documentation of any kind. Again, there are calls for service for Officers calling into the station to talk to each other and the chief calling in to "check in". These are telephone calls that are already recorded as incoming calls and are not something that would need to be tracked for another purpose.

If it were decided there was a legitimate need to track these situations, there should be a stricter requirement to provide documentation within the call for service making it possible to determine what was discussed or the need for such documentation. Based on the limited information it is possible some of these could have been recorded in other areas and may have been duplicated in other categories.

Based on my research it is clear the department needs to discuss its record keeping and eliminate unnecessary documentation. The reason given for this excessive drawing of call numbers was to document "everything we do". There is a belief the Board of Selectmen does not see the value in having a police department and the decision was made to document every move officers made. In this attempt to prove the worth of the agency, whether intentional or not, it appears as though the outcome was a "padding of stats". These examples are not all inclusive of my findings, but provide enough insight as to illustrate the issue.

The next area I researched was with regard to the Town's need for midnight patrol shifts. In researching this I looked at the last four years of calls for service. I used the data collected and recorded by the Belknap County Dispatch center. This data best represents the call volume for emergencies reported directly by victims and witnesses that call into the dispatch center or though the State of New Hampshire E911 system. The data collected indicated that the four year average for calls received between midnight and 0800 hours is 18%. This information indicates that Town would benefit from having a patrol officer on duty during these overnight hours.

Staffing

In looking at what is necessary for staffing the Barnstead Police Department, one must take into consideration the Town of Barnstead itself. Every community is different and as such will have different needs. The Town's population, square mileage, investigations and annual calls for service are the primary factors to consider when discussing actual staffing needs.

The per-capita approach to staffing as recommended by the FBI as published by the Bureau of Justice Statistics (BJS) provides a cut and dry approach to staffing. Departments across the country look to officer-to-population ratios as an easy method to determine appropriate staffing. The International Association of Chiefs of Police (IACP) published a directorate with regard to per-capita staffing. The IACP "Perspectives" article presents Bureau of Justice Statistics data on local police department officer-to-population ratios. The source is a 2003 BJS study that reports the average ratio of full time officers per 1,000 residents. According to the article the ratio of full-time officers per 1,000 residents should have a ratio of 2.5 full-time officers per 1,000 residents.

Another approach to staffing is an authorized/budget-based staffing method. This approach to staffing is based on what the community can afford. This model has never proven to fit staffing levels based on what the actual community needs. This method is very simple, it is based on financial numbers rather than activity and services both needed and provided by the police department. The danger here is that staffing decisions can become politicized or predicated on an artificial figure. "The ability of a community to pay for services in previous years, or a change in political administrations, is not necessarily a sound foundation on which to make police staffing decisions."

The least common method would involve staffing decisions made on actual workload. It relies on actual levels of demand for police services and matches that demand with the supply of police resources. "This approach relics on an examination of calls for service received by a department, and these calls are modeled to understand demand and supply. This approach also has shortcomings in that it relics almost exclusively on demand through 911 calls and ignores other elements of community demands placed on a department." The downfall of this method is the demands on the department outside of calls to 911 are not factored into the actual needs of the community.

In order to determine the actual call volume for the police department I researched the previous year's calls for service as recorded by the Belknap County Dispatch Center. These calls for service arc representative of all emergency calls either called in through the State of New Hampshire's E911 system or direct calls made to the Dispatch Center. The calls also contain

self-initiated activities requiring law enforcement action. I also reviewed the calls for service as maintained within the internal records of the Barnstead Police Department's computer aided dispatch system. There was a wide discrepancy in the numbers for calls for service between the two agencies records. This has been addressed in the record keeping section of this report.

I also took into consideration the investigation requirements as a result of more complex cases being investigated by the current part-time Detective. The follow-up investigations into serious crimes involving harm to persons and property occupy a great deal of the Detectives' time, leaving this person incapable of effectively assisting with patrol functions, and in some cases devoting appropriate time to sensitive cases due to the sheer volume of cases being presented.

After considering all of this information I conducted a staffing survey of like sized communities within Belknap County. I also conducted a survey of like sized communities outside of Belknap County. It is important to remember for recruitment and retention purposes, police officers are not restricted by community size. For this reason the Town of Barnstead is competing for viable candidates with agencies of all sizes and pay scales within this State.

Taking all relevant information into account and considering the town's desire to provide adequate police services, the data would suggest the Town of Barnstead's minimum staffing should include seven (7) full time police officers. The department rank structure should consist of a Chief Executive Officer, or Chief of Police who is responsible for the administrative and overall functioning and supervision of the police department. One Sergeant, second in command, and responsible for day to day supervision of the patrol staff, training and to assist the Chief with overall function of the Police Department. The Department should be staffed at minimum with one full time detective, and four full time patrol officers.

If possible, the Department should employ part time patrol officers capable of working with minimal supervision. This would provide for adequate patrol coverages in those instances when officers are on vacation, in training, injured or on sick leave.

While there is never a guarantee in law enforcement the police chief would not have to perform a law enforcement function, having this minimum staffing level would prevent the Police Chief from being required to perform regular patrol function.

Scheduling

In order to provide for optimum coverage of the town, I would suggest instituting a schedule that has Patrol Officer work four ten hour days with three days scheduled off each week. There are numerous studies demonstrating that a four, ten hour shift schedule provides for a healthier work environment.

Closing

It is apparent the Town has reached a point of crisis with the Police Department. The Board of Selectmen have requested studies and discussed alternatives to their law enforcement needs. This report along with past reports have identified several issues that exist, leaving the Town exposed to a great deal of liability. The Town of Barnstead must decide if it is in the best interest of the community to invest the financial resources necessary to build and maintain a professional, efficient police force, or to contract the law enforcement services to another agency.