

RECOMMENDATIONS REPORT

Tamworth Police Advisory Committee
May 30, 2017

We submit the following report in response to the Select Board's charge that the Tamworth Police Advisory Committee develop recommendations about how the Board might structure the Tamworth Police Department based on input from the community as well as research into other communities' policing practices.

Sincerely,

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We would like to give a special thank you to the Tamworth Foundation
for their generous support for mailings and printings.

We would also like to thank the Cook Memorial Library for making it
so easy to use its excellent library meeting rooms.

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1.0 EXECUTIVE SUMMARY

1.1 *Introduction*

On March 23, 2017, the Tamworth Board of Selectmen (BOS) created the Tamworth Police Advisory Committee (PAC) at the behest of Town Meeting. The goal of the committee was to create recommendations to the BOS about how to structure Tamworth's policing based on input from the community as well as research into how other communities structure their departments.

In an effort to garner input from the community, the PAC made every effort to include the public in the discussion. Each of our meetings was posted on the town website and we made frequent reminders to the Tamworth Exchange. Three public listening forums were held and a town wide survey was distributed giving community members' multiple opportunities to provide input.

The PAC researched several other communities' policing practices, conducted interviews of area departments, members posed questions to the municipal consulting firm Municipal Resources Incorporated (MRI), the New Hampshire Local Government Center, and several town offices in the area. The PAC also interviewed personnel at the KA Brett School to determine the school's perspectives on policing in Tamworth.

In its work over the last two months, the single most repeated question has been, "How did we get into this situation?" A timeline has been included in this report and can be found on page 44.

Key Recommendation of this report:

A significant majority of the residents of the town want a local police department with some or all of its officers residing in town; however, the BOS should not rush into re-establishing the Tamworth Police Department. The BOS must be transparent in the process of rebuilding the Tamworth Police Department.

1.2 Recommended Steps for the Board of Selectmen

- Immediately contact Municipal Resources, Inc. and arrange for supervisory services to oversee the police department until a chief is hired.
- Extend the Sergeant's probationary period for an additional 6 months from the start date of the supervisor from MRI, ensuring that they can conduct a fair and professional job performance evaluation.
- Establish a policy that cruisers will be parked at the police department at the end of a shift.
- Contact town's liability provider to conduct a risk management review, to include the police policy and procedural manual.

To hire a Chief or part-time chief:

- Review the Tamworth Police Department Police Chief job description (SOP-03-19)
- Appoint a PAC member to establish independent group comprised of several members of the PAC and other town residents to review the applications for the chief position. Depending on the number of applicants, select three or four to recommend to the interviewing board.
- Establish an interviewing board of area Chiefs or supervisory law enforcement officials that will conduct the chief interviews and recommend an applicant to the Board of Selectmen.
 - Interviewing board should understand that in addition to strong qualifications, the best candidates will reside in town.
- BOS accepts the candidate or repeats the hiring process.

The Police Chief should:

- Review and update the Tamworth Police Department's Policy and Procedure Manual, review the Police Advisory Committee report and reference documents, and the risk management review.
- When hiring, note that in addition to strong qualifications best candidates will reside in town; or will reside within x miles of town as determined by the chief.
- Utilize the Great Bay College police exam program.
- Perform semi-annual police evaluations.
- Establish a policy on cruisers being used for travel between residency and the police department.

Final recommendations to BOS:

- Revise Police Policy Manual to include semi-annual evaluation of Chief of Police
- Consider possible incentives to encourage officers to live in town.
- Determine the protocol for contacting the Tamworth Police Department for non-emergency calls.

1.3 Options based on our Research

The preceding page represents the PAC's recommended course of action by the BOS. The following options add some detail to our recommendations. Please note that the PAC favors Option 1.

1.3.1 Option One

- Hire Municipal Resources, Inc. to provide a supervisory individual to oversee the police department. This individual would review the operating procedures, policies, department job descriptions and evaluations, as well as supervise the Sergeant. (The cost to provide these services would be approximately \$75 to \$85 per hour, plus travel time and mileage.)
- The Sergeant would remain as the full-time officer in Tamworth depending on performance and qualifications per job descriptions.
- Additional coverage would be sought through part-time officer shifts.
- MRI will advertise for a 32 to 40 hour a week Police Chief using the Tamworth Police Department Police Chief job description.
- New Police Chief would start hiring process for full-time police officers, based on Tamworth Police Officer Job Description.

Estimated Cost: No additional cost, already budgeted at 2017 Town Meeting

1.3.2 Option Two

- Immediately Contact the Carroll County Sheriff's Office and arrange for supervisory deputy to immediately take over the supervision of the Tamworth Police Department.
- Using the Tamworth Police Department job description, the BOS advertises for a 32 to 40 hour a week Police Chief.
- Complete the hiring practice outlined in page 18, which is estimated to take approximately 3 to 4 months.
- The Sergeant would remain as the full-time officer in Tamworth depending on performance and qualifications per job descriptions.
- Additional coverage would be sought through part-time officer shifts.
- New Police Chief would start hiring process for full-time police officers, based on Tamworth Police Officer Job Description.

Estimated Cost: No additional cost, already budgeted at 2017 Town Meeting

1.3.3 Option Three

- Immediately contact the Carroll County Sheriff's Office and arrange for supervisory deputy to immediately take over the supervision of the Tamworth Police Department.
- Wait until March 2018 when a five-person select board is seated and begin hiring process for a chief and patrol officers.
- The Sergeant would remain as the full-time officer in Tamworth depending on performance and qualifications per job descriptions.

Estimated Cost: No additional cost, already budgeted at 2017 Town Meeting

1.3.4 Option Four

- Dissolve the Tamworth Police Department.
- Wait until March 2018 when a five-person select board is seated and begin hiring process for a chief and patrol officers.
- This scenario relies on the Carroll County Sheriff's Office and the New Hampshire State Police to respond to **all** calls in Tamworth. At the current time, neither agency is charging the Town of Tamworth to respond to calls. It is unknown whether this could change. It is all dependent on how time consuming the responses become.

Estimated Cost: Unknown Cost and Coverage

1.4 Conclusion

The committee voted 6-1 for Option One. MRI is a fresh set of eyes that can provide as much or as little supervision day-to-day as required. MRI can conduct a review of the entire police department including policies, procedures, job evaluations and job descriptions. MRI has provided staff for the town previously and has worked with SAU 13 with positive results.

One evident conclusion drawn by the PAC is that law enforcement officers will not be lining up to protect and serve Tamworth before it is obvious that we have faced the reckoning that was in the spirit of the Town Meeting vote that spawned the PAC. We think that the Board's good will in creating this committee and that our subsequent work is a good start toward making this reckoning. There is hard work left to do, to develop the culture in which a Tamworth Police Department can thrive.

The above recommendations and options are the result of an often grueling, sometimes exasperating process, a lot of legwork, and a lot of reflection. We offer these recommendations sincerely, and ask that you take good care as you move forward.

2.0 RESEARCH

The following section is the result of both research originated by the Police Advisory Committee, and research prompted by community input. It forms the basis of our recommendations. The first section contains interviews with area departments. The second section involves discussions with a consulting group offering law enforcement services, and other communities' town offices. The third covers input from the Brett School staff, and topics raised at the public listening forums.

2.1 *Law Enforcement Interviews*

The Police Advisory Committee conducted interviews with the Sheriff and several departments in the area. The PAC was interested in learning about their pay scales, benefits, call volume, number of full-time and part-time officers, and trends in crime. We also asked supervisory officers if they would be willing to assist the Town of Tamworth by being a part of the interview process in the event the BOS chooses to rebuild the Police Department. All of the chiefs and Sheriff Richardi said they would be willing to sit on an interview board for the Tamworth Police Chief position.

2.1.1 Carroll County Sheriff Office

The PAC interviewed Sheriff Domenic Richardi about his department's coverage of Tamworth. Sheriff Richardi said that at this point he doesn't see a need to charge the town an additional fee for the coverage the Carroll County Sheriff's Office (CCSO) has provided. He stressed that he does not have any scheduled patrols in the town, but that his deputies respond to any calls in town if there is no Tamworth or mutual aid officer to respond, just as they do in any other town in Carroll County.

If the town wanted to have specific patrols in Tamworth Sheriff Richardi needs advanced notice, and with the busy summer season approaching and the extra patrols that are already needed in the county it may be difficult to provide regular Tamworth patrols. There are also certain parameters to the coverage the CCSO can provide. For example, any patrol scheduled for Tamworth would have to be at the beginning or the end of a deputy's regular shift at a minimum of four (4) hours.

Sheriff Richardi cautioned that providing full time coverage for the town could not happen quickly. He again stressed that the summer is a busy time for his department and the possibility of providing daily coverage of 12 to 16 hours was not an immediate possibility. If the CCSO was to be contracted by the town of Tamworth for a period of time, he would consider hiring new deputies in order to have the manpower to provide this coverage. It is probable that this would require months, many months if it required hiring new deputies who needed to attend the academy.

As stated above in Options 2 and 3, the CCSO would be able to provide a supervisory deputy to oversee the Tamworth Police Department. This deputy could spend several hours a week at the department, doing administrative duties and providing direct supervision to Sgt. Cooper. Sheriff Richardi did not see a need to bill the town for this service, unless it became extremely time consuming. Similar supervision was done for the Jackson Police Department last year.

Several residents have suggested that the Tamworth Police Department be disbanded and that we rely entirely on the CCSO and the New Hampshire State Police (NHSP) for law enforcement coverage of our town. While this might seem attractive, it is not practical. Area police departments have mutual aid agreements in which they cover the participating towns when that town's department is unavailable to cover their own call. To solely rely on mutual aid would put an unfair burden on other departments and could lead to ill will toward Tamworth. As discussed above, hiring the CCSO to provide 24/7 coverage would not happen quickly. Total coverage would similarly stress the NHSP. Troop E (Tamworth) has only recently returned to full strength, and NHSP is currently advertising to fill vacancies state-wide.

Sheriff Richardi feels that the Town of Tamworth does need its own department.

2.1.2 Interviews of Area Police Departments

The PAC interviewed the Chiefs of the Bartlett, Jackson, Ossipee, and Sandwich Police Departments. These departments varied in size from 2 to 9 full-time officers. The local department budgets ranged from \$250,000 to \$1.15 million. The Tamworth Police Department budget approved at the 2017 Town Meeting is \$230,142.

Most of the departments have 7-day coverage with their own officers. Their full-time officers are supplemented by part-timers in some instances and this enables them to have 7-day coverage. The Ossipee Police Department's size allows it to provide 24-hour coverage in their town with full-time and part-time officers.

Sandwich is the only department that requires a residency requirement. Its officers must live within 15 miles of the department. Several of the chiefs suggested that if Tamworth was adamant about having a chief or patrolman live in town, we may well need to offer higher salaries or incentives—property tax abatement, for example. Their salaries may need to be increased or they might be given enticements—property tax abatement, for example.

All of the departments have community involvement throughout the year. Several of the departments have lunch with the elementary school children, talk to the school children about substance abuse, cyber issues; one chief even plays an instrument in the school band. Some chiefs have held "coffee with a cop" days to allow the residents the opportunity to express their concerns and comments. Everyone agreed a police department that stresses community policing in small towns is vital.

All departments interviewed stated that Carroll County has suffered from the nation-wide opioid epidemic. They have seen a dramatic increase in drug use, arrests and overdoses, problems that have been steadily worsening over the past five years. The Chiefs also stressed that while the 2017 numbers appear to be trending down, it is far too early to tell if this trend will continue.

Each of the chiefs pointed out that as a result of the issues concerning the police department over the past year-and-a-half, the town of Tamworth and specifically the Police Department does not currently have a good reputation. The Bartlett and Jackson Police Departments have recently weathered tough times. Both departments are now enjoying stellar reputations and have recently hired new patrol officers after attracting several applicants for each position. All chiefs agreed that our department can be turned around, just as Bartlett and Jackson did, with the right chief.

2016 Ossipee Police Department Wage Analysis

| | CHIEF | LT | SERGEANT | CORPORAL | OFFICER | NUMBER OF OFFICERS |
|-------------------|----------------|------------|----------------|------------|----------------|--------------------|
| MOULTONBOROUGH | \$44.67 | N/A | \$33.18 | \$28.45 | \$23.08 | 10 FT/1PT |
| WOLFEBORO | \$42.18 | \$36.94 | \$30.94 | \$29.47 | \$27.29 | 13 FT |
| TUFTONBORO | \$40.50 | N/A | \$30.83 | \$26.88* | \$26.88 | 4 FT |
| WAKEFIELD | \$39.55 | \$35.14 | \$30.48 | N/A | \$24.97 | 11 FT/5PT |
| FREEDOM | \$36.85 | N/A | \$33.19 | N/A | \$20.00 PT | 2 FT/6PT |
| OSSIPEE | \$36.72 | \$32.01 | \$28.63 | \$25.66 | \$23.46 | 9 FT/2PT |
| EFFINGHAM | \$32.15 | N/A | \$26.80 | N/A | \$20.00 PT | 2 FT/4PT |
| Tamworth** | \$30.04 | N/A | \$28.19 | N/A | \$22.07 | |

Source: Chief James Eldridge, Ossipee Police Department

* Denotes slightly different rank

**PAC included this row for comparison (Source: Town of Tamworth)

2.2 Municipal Resources, Inc.

The Police Advisory Committee interviewed Al Gould, owner of MRI and a retired Police Chief, concerning services they could provide to the town. Mr. Gould indicated that his company could provide a retired police chief who could provide supervision for the department. He suggested that it should be a couple of days a week initially. They could also review the standard operating procedures, policies, job descriptions and evaluations for the department.

The cost involved in providing these services would be approximately \$75 to \$85 per hour, plus travel time and mileage.

Another suggestion was that they could provide a mini assessment of the police department, and this could be done in conjunction with Sgt. Cooper. They would review the calls, the standard operating procedures, and job descriptions. This should only take two days, provided all of the information is ready to be reviewed. The cost would be approximately \$3,000.

2.3 Research Prompted by Community Input

2.3.1 Community Policing

Many listening forum attendees expressed a desire for the Tamworth Police Department to be a community police department again.

Community Policing appears to have been written for a community such as Tamworth. In small towns, the police are a crucial part of their community. They have to wear many hats and rely on the public's help at all times. As small town cops, they have to know the town, the townspeople, what they do, and where they do it. The police are the most visible employees of the town and are often tasked with answering questions and calls normally directed to other

"The police, at all times, should maintain a relationship with the public that gives reality to the historic tradition that the *police are the public* and the *public are the police*; the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare." *Sir Robert Peel's Nine Principles of Policing*¹

departments that may only be open limited hours. Many small departments don't refer to it as community policing but as "Community Caretaking," the police and the community working together to get the job done.²

At 2800 full-time residents, Tamworth is not a large town, what it lacks in population it makes up for in events and activities. Tamworth is home to one of the area's most successful farmers' market and it attracts shoppers from all over the valley and Lakes Region. Dozens of people also travel to the Town House from surrounding towns to enjoy the Contra Dances. A favorite destination of residents and visitors alike is the Remick Museum that holds monthly events and hosts dozens of schools throughout the year for field trips. Relatively new additions to the village, The Tamworth Lyceum and the Tamworth Distillery and

Mercantile have rejuvenated the downtown and it has become a year-round destination. Every summer Tamworth Village welcomes back the actors of the Barnstormers Theater as they gather for the summer season. At the same time, the Other Store swells with customers coming for meals, ice cream, gifts, or hardware. Every winter, hundreds descend on Chocorua Lake to attend the Outing Club's Annual Sled Dog Races. Tamworth needs a police department that appreciates all our community has to offer.

¹ Sir Robert Peel's Nine Principles of Policing." *The New York Times*, The New York Times, 15 Apr. 2014

² "Community Policing in a Small Rural Town... IACP Community Policing Blog."

2.3.2 Meeting with KA Brett School Personnel

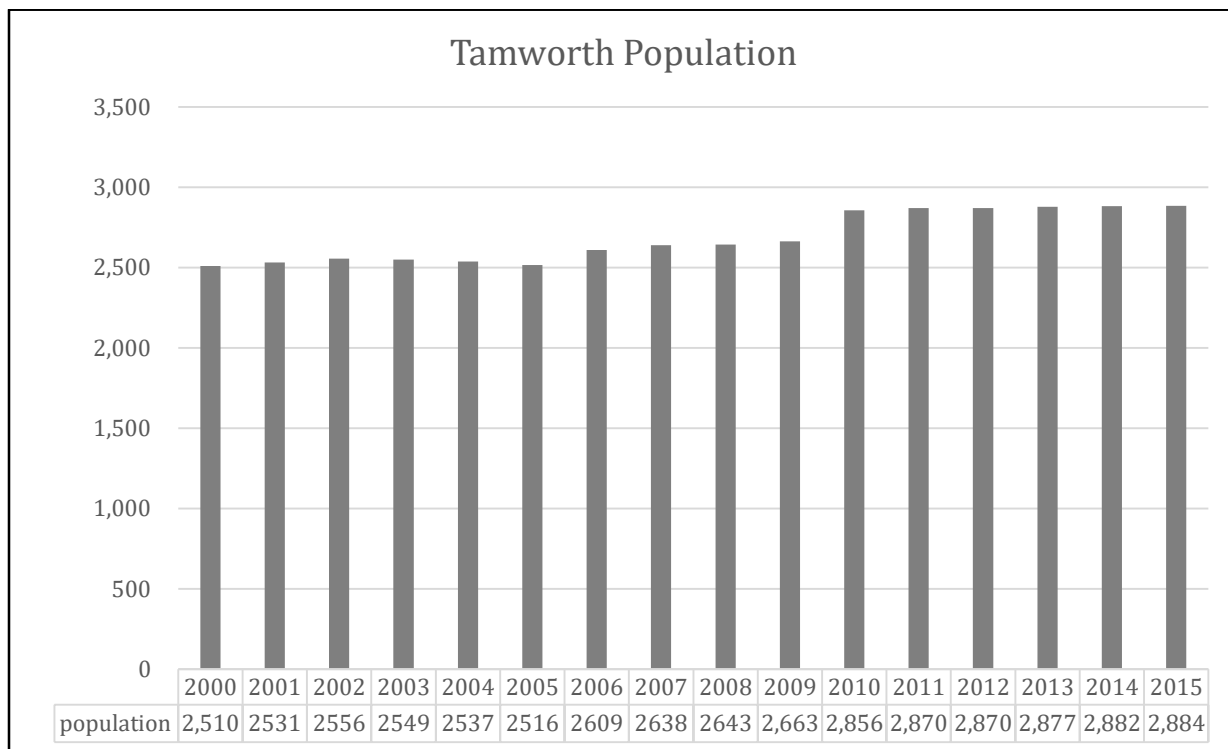
The Police Advisory Committee met with the KA Brett School Principal and Guidance Counselor to get input from the school regarding the role of law enforcement in the school setting.

While not specifically requesting an in-house Resource Officer, school officials identified particular law enforcement duties and responsibilities that could be best served by local authorities. These include but are not limited to: emergency response, criminal investigations (both student and guardian), Children in Need of Service (CHINS) investigation and liaison, residency and truancy checks, and external safety patrols.

In the past Tamworth Police officers have also participated in the following activities. While not considered mandatory, they are considered important to the overall well-being of the community:

- Representation on School Board and School Safety Meetings
- Town Emergency Management liaison
- Participation at school events
- Connections with town school age children through frequent school visits
- Mentoring “troubled” children

Both noted that the Brett School also holds the largest concentration of people in town on a regular basis and that if there ever were a target in town that it would be the school.



<https://www.nh.gov/oep/data-center/population-estimates.htm>

2.3.3 Residency Requirements

Until 2016 the Tamworth Police Department had two officers who resided in town. Residents enjoyed the face-to-face contact with these two officers around town in various public places and at various public events. At the public forums and in the surveys, there was a resounding call for town residency to be a requirement for future police hires.

According to the New Hampshire Municipal Association the New Hampshire Supreme Court has held that requirements for municipal employees infringe on the fundamental constitutional right to travel. Such a restriction is lawful only if the municipality can show that the “restriction is necessary to achieve a compelling state interest” and is narrowly drawn to achieve its purpose. In two cases in Manchester the residency requirements for school employees were held invalid. However, in Seabrook, the residency restrictions for police officers were upheld because the town of Seabrook demonstrated the need for especially prompt emergency response because of its nuclear plant, greyhound track and limited beach access.

Donnelly v. Manchester, 111 N.H. 50 (1971) and *Angwin v. Manchester*, 118 N.H. 336 (1978)
Seabrook Police Assoc. v. Seabrook, 138 N. H. 177, 179(1993)

Several state Supreme Court decisions have ruled that an employee cannot be required to live within the jurisdiction of the city or town. The residency requirements in Ohio³ and Wisconsin⁴ have been struck down and there is a case pending in Pennsylvania.

As stated above, in the four towns we interviewed, only Sandwich has a residency requirement. Officers must live within 15 miles of the police Department. The Chief and the Sergeant live within this radius and each takes a vehicle home and is required to return to duty if called upon.

2.3.4 Police Commissions

New Hampshire towns have the authority to establish Police Commissions pursuant to NH RSA Title VII, Chapter 105-C. Section 105-C:1 reads as follows:

105-C:1 Establishment Authority. - Any town which adopts this chapter may establish a police commission, consisting of 3 commissioners, who shall have been residents of the town for at least 3 years immediately preceding the date of their election or appointment.

³ *Lima v. State*, 122 Ohio St.3d 155, 2009-Ohio-2597

⁴ *Milwaukee Police Association and Michael V. Crivello, Plaintiffs-Respondents-Cross-Appellants-Petitioners, v. City of Milwaukee, Defendant-Appellant-Cross-Respondent*.

Several members of the community are in favor of establishing a Police Commission in Tamworth to oversee our department. A Commission has pros and cons.

Pros

- Independent oversight of the police department separate from the BOS. Three elected officials that would be chosen by the voters whose sole duty is to “appoint such police personnel, including police officers, staff, constables and superior officers, as they deem necessary and to fix such persons’ compensation. The commissioners shall make and enforce all rules necessary for the operation of the police force in the manner most beneficial to the public interest.” (105-C:4 Duties; Powers)
- The commission would consist of three independent residents who would be elected to the board. State statute will help prevent conflicts of interest: “No person holding office as a selectman, treasurer, collector of taxes, auditor, highway agent, or head of a police department shall be elected or appointed as a police commissioner under this section.” (105-C:3 Establishment.)
- Residents would elect the commission, or the Governor’s Council would appoint the commission, thereby avoiding the problem of BOS members who voted to fire our previous chief in 2016 choosing the police commissioners.

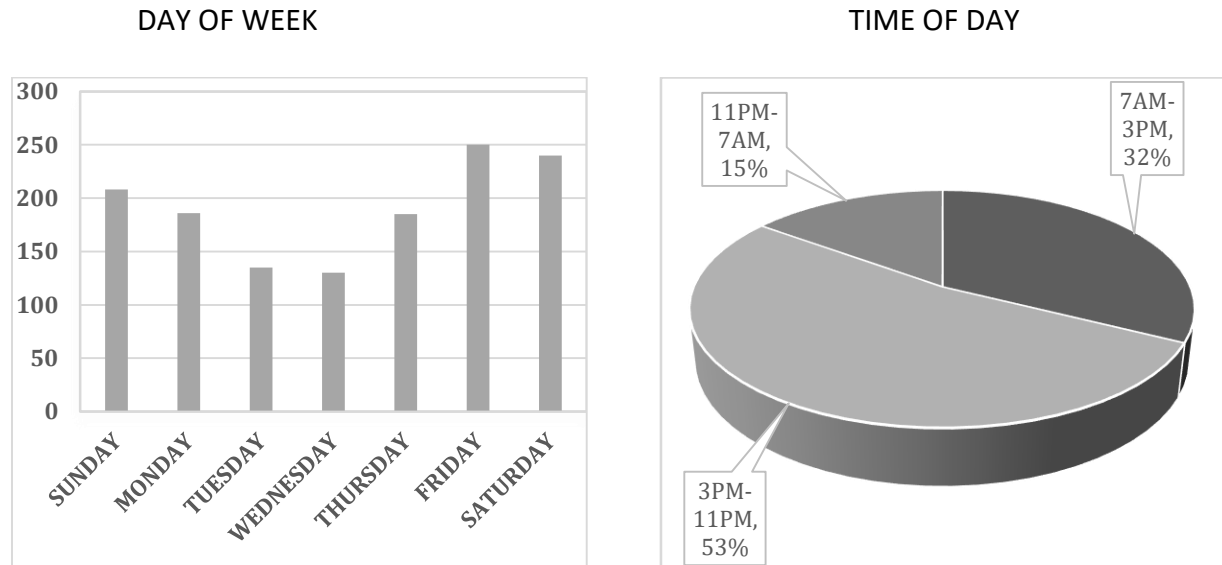
Cons

- One perception is that the town policing problems are the result of the BOS involving itself in the day-to-day activities of the police department. Would a commission do the same?
- We could risk micromanagement.
- Of late, too few residents have run for town or school office.

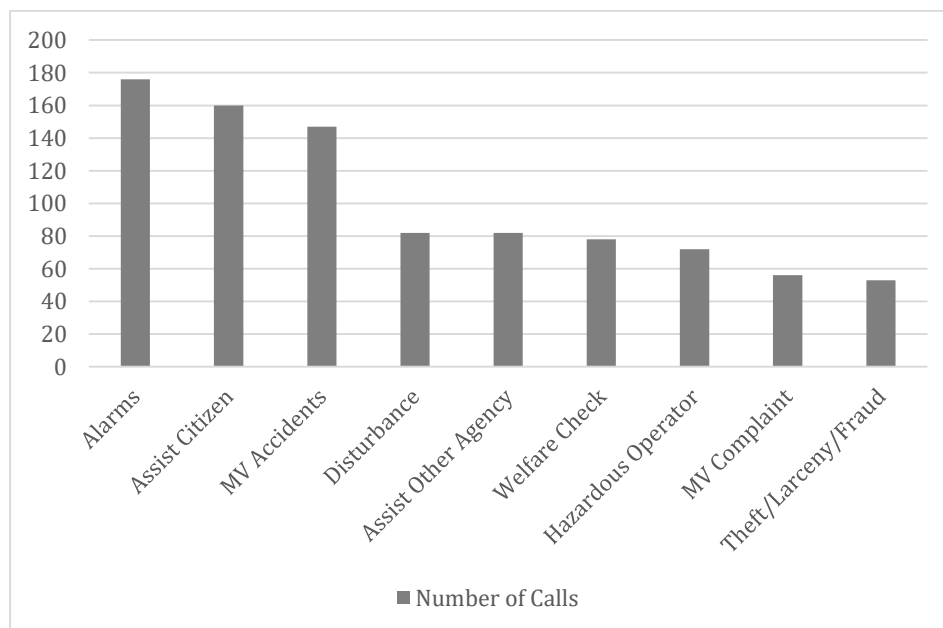
In New Hampshire, the majority of cities and towns do *not* have police commissions. Those that do are large departments and include Conway, Wolfeboro, Rochester, Manchester, Newington, Nashua and Portsmouth.

3.0 THE TAMWORTH POLICE DEPARTMENT

3.1 2016-2017 Call Analysis*



2016-2017 Top 10 Types of Calls



* Source:

January 2016-March 2017 Carroll County Sheriff's Office
January 2016-March 2017 New Hampshire State Police

3.2 Size of Department

All of the chiefs interviewed told the PAC that the size of a police department is determined by the call volume, not the population of the town. The International Association of Chiefs of Police (IACP) states; “Ready-made, universally applicable patrol staffing standards do not exist. Ratios, such as officers-per-thousand population, are totally inappropriate as a basis for staffing decisions.”⁵

It should be noted that 18 months ago the department had 3 officers and provided coverage 7-days a week. It was the feeling of the chiefs interviewed that 3 officers would be adequate for Tamworth at this point.

3.3 Patrol Officer Hiring Process

The New Hampshire Police Standards and Training Council has adopted Administrative Rules pursuant to RSA 541-A:3 under authority of RSA 188-F:22-32- d, concerning the hiring of correctional officers and patrol officers. In these rules the process of hiring a police officer are fully detailed, from minimum qualifications, background checks, physical examination to training academy procedures. The full report can be found in the Resource Section of this report.

The NH Police Standards and Training Council only schedules two full-time academies each year. The following is the last class for 2017 and the two scheduled for 2018:

| DATES | PAPERWORK SUBMISSION DEADLINE | FITNESS TEST |
|--------------------------------------|--------------------------------------|---------------------|
| August 28, 2017 to December 15, 2017 | July 31, 2017 | August 14, 2017 |
| January 2, 2018 to April 20, 2018 | December 4, 2017 | December 19, 2017 |
| April 30, 2018 to August 17, 2018 | April 2, 2018 | April 16, 2018 |

This could pose a problem in hiring a new patrol officer who has not been to the academy.

3.4 Great Bay Community College Police Testing

The Tamworth Police Department is a member of the Great Bay Community College Police Testing Alliance. They hold at least 3 test dates each year for prospective candidates for the position of police officer. The Tamworth PD should utilize this exam in the search for patrol

⁵ “Officers per Thousand and Other Deployment Myths.” *Center for Public Safety Management, LLC*

officers. The test is a standardized test that includes math, cognitive, and personality sections. Tamworth will be provided a list of the candidates and their scores, and based on this list can contact prospective candidates for further testing. There is no cost to the participating department other than possibly providing a proctor on the day of the exam.

3.5 Retaining New Officers

Police departments around the country are desperately losing manpower with a decreasing number of officers and recruits. Law enforcement is becoming less of a desirable career choice due to diminishing pay, high risk, and, of course, a recent bad rap—a trend that could put public safety at risk, say policing experts.⁶

In small departments one of the drawbacks is the lack of opportunity for promotion. In larger departments, there are more shifts available and specialized jobs, i.e., Juvenile Officer, Narcotics Unit, School Resource Officer, Vice Unit etc. Officers are afforded the opportunity to work in these different areas and gain experience. In a small town, the officer wears multiple hats and is often forced to do more than one job. The salary level at a small department can make recruiting difficult as well as the lack of promotional opportunities in a two or three-man department.

The Millennial Generation, a demographic cohort of individuals born between the 1990s and early 2000s, is the age group that most new police officers will be hired from. This generation is more likely to change jobs every 1 to 3 years than any generation in history. As a generation, they want a clear career path with advancement opportunities and they are not against changing a career path altogether if they don't get this. In consequence, both the hiring process and officer retention will be challenging. We cannot deny these trends, and we should be prepared that we could lose officers; however, we should also do what we can to create a professional department that will make officers think twice before leaving.⁷

In our interviews with other departments, it was suggested that additional training opportunities be given to the patrol officers. Not just at the NH Police Standards and Training, but at other trainings offered by other agencies. This would empower them to enhance their resume for potential promotions, within the department or elsewhere. They also suggested that any salary offered to the patrol officer has to be competitive and have built in step increases.

⁶ Ali, Safia Samee. "Police Shortage Hits Cities and Small Towns Across the Country."

⁷ Harris, Greg. "4 Truths You Need to Know About Millennial Job Hopping."

3.6 Chief of Police Hiring Process

The PAC researched several departments in New Hampshire that have advertised and hired new Police Chiefs, either full-time or part-time. Based on this research, we recommend the following additions to the Chief of Police job description (See Index of Resource Material):

- Any prospective shall have excellent oral and written communication as well as the demonstrated experience to both lead the department and confront issues facing small towns.
- They should have certification by the Police Standards and Training Council or the ability to obtain certification within one year of the date of hire.
- Experience in budgeting and grant writing.
- Willingness to move to the Town of Tamworth or within a 10-mile radius of the town.
- Must pass a psychological exam, polygraph and background investigation.

The PAC found that job postings for a Police Chief and patrol officer(s) should be placed in following publications in order to reach the largest law enforcement community. We highly recommend advertising beyond the Mt. Washington Valley.

1. Manchester Union Leader
2. Conway Daily Sun
3. Carroll County Independent
4. NH Associations of Chiefs of Police
5. www.policejobsinfo.com
6. www.indeed.com
7. www.policeone.com

3.7 Part-time Chief

A new trend in New Hampshire has been for cities and towns to hire part-time chiefs to run their departments. More often than not the part-time chief is a retired law enforcement officer from another town in New Hampshire. This new breed of police chief brings experience, connections and expertise from their previous job, and they are able to hit the ground running in their new position.

Many towns have sought part-time chiefs because of the lack of qualified applicants for a full-time position, i.e. the Webster, Canterbury, Bartlett, and Jackson Police Departments. Others

have sought a part-time chief to save money. With a part-time police chief, the town or city does not have to contribute 29% of the employee's salary to the retirement system.^{8 9 10 11 12}

In our interviews hiring a part-time chief was repeatedly recommended. By installing a part-time chief in Tamworth, we would be gaining immediate recognition of that experienced law enforcement officer by area departments. The new chief would bring their own reputation and knowledge in the running of a local police department, something that we currently lack. The new chief would be able to rebuild the department's reputation, and within two to three years, the chief could move on having prepared the department for its next supervision. We could then consider hiring a full-time chief.

If the town were to hire a part-time chief, it doesn't come without risks. Currently HB 561-FN is pending in the NH Legislature. It states:

relative to contributions by retirement system employees for certain full-time positions changed to part-time or interim employment relative to enforcement of provisions concerning retired members working part-time after retirement.

According to supporters, this bill addresses a loophole within the current retirement system. Retirees are able to "double dip" by collecting their pension and still working a new job within their field as a 32-hour part-timer. At this time, the bill has been passed and adopted by the house with amendments, and been re-referred by the Senate. There is no time table as to the future voting on this particular bill.¹³

3.8 Employee Evaluations

Employee evaluations are a valuable tool for employers and employees alike. Evaluations can motivate employees to perform better by helping them understand what they need to improve on. Evaluation can also help employers and employees set clear goals. Employers can reward those employees that have excelled in their work—with, for example, merit pay or bonuses. Evaluations can also provide the evidence that an employee is not performing at the standards required for their job.

The Police Advisory Committee found that on 11/19/15, the Board of Selectmen discontinued conducting evaluations of town employees with the exception of probationary employees. An evaluation was to be conducted on probationary employees at the end of their probation.

⁸ Wolfeboro's Sgt. Chris Keaton Named New Chief of Police in Bartlett." *Wolfeboro's Sgt. Chris Keaton Named New Chief of Police in Bartlett*,

⁹ Reed, Elodie. "Webster Going Part-Time: Police Chief Search Continues." *Concord Monitor*, 8 July 2016

¹⁰ www.conwaydailysun.com/newsx/118626-bartlett-names-hadley-champlin-interim-police-chief.

¹¹ www.conwaydailysun.com/newsx/129367-perley-becomes-new-jackson-police-chief.

¹² Correspondent, DAN SEUFERT Union Leader. "Canterbury Looks to Hire Part-Time Police Chief

¹³ Reid, Nick. "Bill Cracks down on N.H. Retirement System 'Double-Dippers'." *Concord Monitor*, 29 Jan. 2017

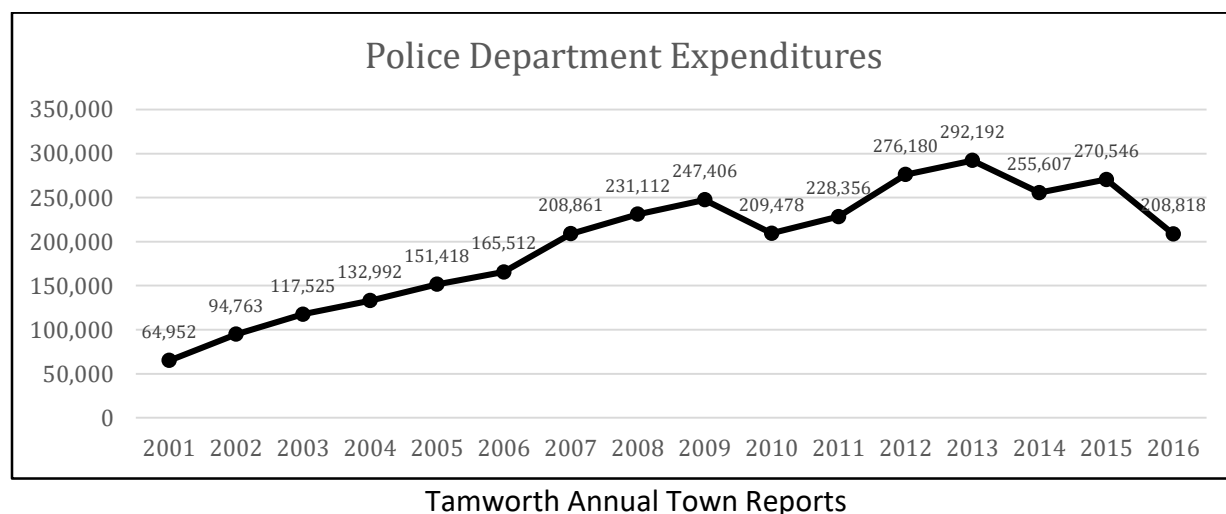
The PAC has been unable to find an evaluation for Sgt. Cooper as of this date. His probationary period ended at the end of April 2017 and was extended by the BOS until June 25, 2017. The Town of Tamworth does have Performance Evaluation Protocols in the Police Department Policy and Procedure Manual (page 75). These evaluations are from the New Hampshire Local Government Center and are more than adequate to conduct an evaluation of Sgt. Cooper.

An evaluation of Sgt. Cooper's performance should be used to determine his continued employment with the town. Sgt. Cooper is currently the only police officer in town and therefore is not in a supervisory role and probably should be evaluated with the Non-Supervisory Performance Evaluation. The evaluator for this would be the department head. Since Sgt. Cooper has no supervisor at this time, we recommend that the BOS require MRI or the CCSO to complete an evaluation within a specified amount of time. The BOS would then sign off as it should not be responsible for nonsupervisory evaluation.

3.9 Board of Selectman Oversight

While all of the departments have oversight by their respective Board of Selectman (BOS), it varied by town. The Tamworth Police Department routinely reports to the BOS at their regular meetings. One town has a monthly department head meeting and approximately every third month at least one member of the BOS will attend. Another Chief has a point of contact on the BOS and when the Chief needs something or wants to relay information to the BOS he contacts this individual. One Chief will relay information via email to the BOS. Many attend BOS meetings, but most do so as residents rather than as officers.

The PAC questioned the departments interviewed for this report and they all stressed that the day-to-day decisions of the department are made by the Chief of Police. The BOS has control over the budgetary items for the department and should not get involved in shift scheduling, cases, ticketing and other matters involving citizens. We believe that the Tamworth BOS would do well to heed this advice and not micromanage the police department.



4.0 COMMUNITY INPUT

4.1 *Listening Sessions*

To garner input from the community, the Police Advisory Committee conducted three public listening forums. These well-publicized sessions were open to all members of the community. Our informal motto was, “You talk. We listen.” The purpose of these sessions was to give all members of the community the opportunity to voice concerns and opinions about, and desires for, policing in Tamworth. At each forum, the facilitator announced that members of the community were welcome to attend regular PAC meetings, or to call or email the chair.

Approximately 110 residents attended the PAC listening sessions. It was clear from these sessions that the community wants a local police department and would like the members of that department to reside in town. It was also clear that the residents want the BOS to be transparent in the hiring process, and to get it right, even if it takes longer.

What follows are statements made by the approximately 110 residents who attended the PAC listening sessions held April 17, 19, and 23. Residents were informed the listening sessions were for them to share their input with the PAC Steering committee who would in turn share their comments, questions and concerns with the Board of Selectpersons (BOS). The statements are just that – people’s feelings, observations, and perceptions – not factual.

Planning:

- Don’t rush to hire more police officers. Take small steps.
- It’s easier to add officers than to take away positions.
- We should not move ahead until there is a decision by the Select Board not to undermine the police department. Tamworth is reacting to this situation and looking only at the immediate future. A build out plan would give us an idea of what the population is going to be in the future so we can plan ahead.
- May need to take a step back, not just fill a spot.
- Past politics regarding the TPD should be left alone.
- Establish a citizens advisory group. Needed after 18 months of chaos.
- Look at our summer population numbers to plan for coverage.
- County sheriff covers state road route 113 and state police cover routes 16 and 25. We need town police to be available for the town.
- Our situation is similar to the towns of Jackson and Bartlett. They hired retired police officers to be the chief, limited to 32 hours/week because they are retired and cannot work more than that. They bring experience and can help build a department while we are working on this. They would know they are hired only to help with the process and wouldn’t expect long-term employment.
- Our PD is broken. The problem is with the BOS and town office. Need clear roles to not undermine the PD.
- We need a citizens’ advisory committee if we are going to have a police department in town. They would assist the BOS and oversee the PD.
- I’d like to see data from the CC Sheriff and States – how often they are called to Tamworth, what for, etc.

- PD, fire dept. and rescue should all be in contact to coordinate for public safety as well as public health and the jail.
- I would like the BOS to post a time line of the process of hiring – make this public for residents to build trust. • Who is on the hiring committee?
- The hiring committee should include a group of citizens who are appointed to a police commission.
- State Police officer noted Tamworth could always reach out to State Police for patrols while we structure our own. Described concern that the opiate crisis will drive more burglaries. Noted it is helpful to State Police if they have deeper knowledge of the town and people—put them in a better position to know and speak up for the population. Noted that people with mal-intent seek out towns without a police dept.
- Requested that the PAC seek and verify the facts and stats on police need based on population and analyze the calls received at the PD and the times and types of times and types of calls. Suggested the International City Management Association as a good resource.
- Is our station (building) adequate for the needs/regulations? • How much autonomy will our officers have given demands, time restraints and regulations? • Expressed the need for a Cruiser Policy.
- Fulltime police are more capable when responding to a medical emergency. They know responders and have training, which may enable them to alleviate a problem while rescue comes.
- Stressed the value of local officers/residents and questioned: Can we make an investment to add \$5,000 extra to have officers move to or live in town. Create hiring criteria-- a hiring bonus.
- Asked whether an active, community-based force is effective in early intervention/prevention? What role should a police dept. have in prevention, not just response? • Two years ago our dept. was good. Selectmen and town officials broke the dept. Town needs to have a reasonable board of selectmen ready to support a PD. Need to decide what we want and what we are willing to pay for. A full department cost will be near 1/2 million dollars. We can't afford that now. Quick response is not viable in a rural area. We need "community policing." Hiring process recently has been inadequate. We need a clearer process.
- Tamworth is often in a reactive mode. We are there now. Suggests a build-out plan to help predict needs. Advocates for a local police department to react to local issues and emergencies. They know the people and the responders. They are interconnected. • Is it possible to have 2 or 3 towns share expertise among officers?
- Have report describe what expertise is being shared to and with other towns.
- There is opposition to rushing through the PD structuring process.
- We need to prevent the absence of having a PD from happening again. We also need to move away from the town's current reputation of a mismanaged PD.
- We should wait until the select board changes before we spend money on developing a new force.
- The steering committee report should include: 1) an articulated plan on how to resolve this current problem, 2) Outline of what reforms are possible, 3) take into account the reputation of our town's problem between the BOS and PD and include reforms as recommended by the steering committee. A contract with the sheriff's department is a Band-Aid and furthers the negative reputation of the town of Tamworth. Lastly, in the past the SAU hired a consultant, I believe from the MRI (municipal resources...). Because of the history involved with the BOS and PD, the BOS should consider a consultant as an option.

Scope

- What role can the PD take in prevention of crime?
- Resident would like to be made aware of the role of the police officers to know
- The TPD should not be involved as immigration officers. The speaker does not want to have the close-knit community involved in immigration issues.
- With increase in the heroin and opioid crisis, dealers look for weak links. They know which towns don't have a police presence.
- Must communicate well with fire and rescue departments.
- Would like our PD to post information on the Tamworth Exchange (as part of community policing) as does Sandwich PD on the Sandwich Exchange (i.e., road conditions, safety information, etc.)
- There has always been a TPD and it is important to have a town PD.

Calls for Assistance

- What calls for assistance does the TPD receive, and when do they occur?
- When we had a police force the response time was fast.
- The Rescue Squad arrived first in response to a recent emergency.
- It took 20 minutes to respond to a recent domestic violence call recently. Ossipee and Sandwich responded to the call in Tamworth first.
- There was no response from a TPD phone request regarding a suspicious vehicle.
- Calls to report break-ins are responded to by the sheriff's department because the Tamworth police have not been available.
- Response to security system false alarms is now made by the sheriff's department rather than by the town police.
- State PD barracks are not manned regularly.
- In a medical emergency, call 911 first, not the police department.
- Someone tried to gain access to my house. I feel less safe without a staffed PD.
- Calls from Ski and Beach resident re: noise from rental property nearby. Caller contacted owner of rental property twice with no positive resolution. Finally, at 2AM, resident called state police who responded within 5 minutes.
- Resident's home alarm went off. Called for assistance, sheriff's dept. arrived 2 ½ hours later. Resident said, "I was informed they arrive as available when covering other towns."
- Are TPD phones set up to directly relay calls to the CC dispatch when there is no officer on duty?
- Another event: April 2nd – 7:00am -1:00am – 4 alarms went off. Officer arrives/deputy from Bartlett had to be routed to another place. Back-ups are not readily available. How long will it be before something major happens? I see the police as being like the male lion defense of the pride. Dan is probably the most knowledgeable person to organize the police department. Sandwich: 1,300 residents has 2 fulltime & 2part-time police officers. Ossipee has 9 full-timers.
- Reports of numerous false alarms at the Distillery and Lyceum. Since Dan has been gone, there has been no response from local police. Sheriff's dept. responds, whether 2:00am or 6:00am.
- A recent accident on Page Hill Road. Rescue responded. Took a long time for sheriff to respond. Question: How much stress is Tamworth putting on the sheriff's department?
- There's not going to be a quick response when we live in such a rural area.

Visibility

- Madison police are seen more frequently than Tamworth police.
- We need a police presence.
- Could we develop a neighborhood watch program?
- I appreciate Officer Cooper's work to try to cover what he can but one cop is not enough for what we need. We need them to be doing patrols.
- Our taxes are sky high and we have no police patrolling.
- We live in a rural setting and response time reflects that.
- Drivers speeding on 113 near Brett School. Resident spoke with Officer Cooper and BOS. Cooper's presence (weekdays) decreased speeding but problem continues on weekends.
- We need to have coverage on the weekend.

Staffing

- People are scared because there are no police in town.
- Criminals will find towns first that don't have police forces. People feel unsafe.
- The police department should be open as a safe haven for children and others needing help. Having a town PD is very important to address domestic violence and suicide.
- Local police officers can and should administer first aid quickly.
- Advocates for local police dept. They interact with the rescue and fire squads. They have trained together and worked together. If the local police are familiar with the people on the scene things go a lot more smoothly. If we are relying on the state and county, they don't have that relationship. Interconnectedness.
- Does having an active, local PD lead to more prevention of crime and help community development?
- There need to be fire, rescue, and police departments in every town.
- Tamworth does need a police dept. but it needs to be a functioning police department.
- Need a chief, a sergeant and a part time patrol officer.
- The town absolutely needs a chief to lead the department.
- There is a big need in Tamworth for an officer on the weekends and nights. That is the most important time.
- There should be a fair rotation of all staff, with everyone taking turns doing night duty.
- Tamworth does not pay enough. As soon as they get trained they leave. Having them stay is important if they are going to know the community.
- Utilize retired chiefs of police as Jackson and Bartlett did. They have the experience to get the police department organized, prefer to work only 32 hours a week to preserve their retirement benefits, and are not concerned about the uncertainty of the future of Tamworth's police department.
- There needs to be more than one officer in Tamworth to keep the town safe.
- Does the TPD station meet current state and federal requirements?
- Are there state requirements regarding PD officer to citizen ratio?
- What do police associations recommend for a PD to citizen ratio?
- The International Association of Chiefs of Police recommends 4 officers for a town the size of Tamworth.
- The International City Management Association recommends 1.8 to 2.5 officers per 1,000 residents.
- 2.4 officers per/1,000 citizens are recommended.
- A neighborhood watch might alleviate some of the gaps created from having a small PD.
- People watch out for each other here. It is an informal "neighborhood watch".
- Tamworth is using the resources of the greater community by not having a town PD.

- TPD is not responding to building alarm calls. There is no need to fund the TPD if the sheriff's department and state PD can take care of our situations.
- Comfortable without a town police department but wants to know how the sheriff's department and state police feel about covering the town.
- There are only six sheriff's department cruisers for all of Carroll County.
- State PD can take care of town needs if there is trouble with the town PD
- Ask the state to patrol town roads. This may address the risk of mal-intentioned folks from taking advantage of the PD void in town.
- If we can't have officers that are able to respond to emergencies, having a nonresident police force does not seem to be of high value.
- What is the state and police associations recommendations for number of Police officers per # of residents?
- We need a full time chief and staff the department with part time officers. They should live close enough to meet certain response time.
- I want the town to use the existing budget to fund two full time and three part-time officers.
- What would it cost to contract with the sheriff's department seven days a week for coverage from 7AM to 11PM (knowing we would lose the local connection of a TPD).
- Would prefer a smaller, well-trained and well-paid staff versus more members and less pay.
- Nation-wide difficulty hiring police officers now. State police get a response of about 200 applicants and get that down to about 5 possible candidates.
- We may have to forego having officers living in town and expand the response time radius given the shortage of qualified applicants.
- I believe there are only 6 active state police for the county—a huge area.
- We need a PD with at least 3 fulltime people, perhaps some part-time.
- Are there state requirements for number of police per population? Is there a State Police Assoc. that makes such recommendations?
- A good and efficient police department requires extra training. To represent actions in court, training is needed. Court cases are not followed through. Need someone to prosecute. If we have officers to do it right; it will be expensive. Our taxes are already sky high. Well-trained police must be paid well.
- There is need for nighttime and weekend coverage from the TPD.
- Day and night shifts should be rotated between officers frequently.
- Seasonal population fluctuation needs to be considered when deciding on the size of the PD.
- I've lived here all my adult life. We've always had an efficient police force here and I believe that we need a police department here. We've always had that and we should now.

School Resource Officer

- Hire a part time, 9 month, resource officer for the school rather than more officers for patrol. • No benefits necessary.
- Having a resource officer at low pay and no benefits will result in no applicant.
- Having a school resource officer would be a waste of time. It should be part of the police officers' jobs to make the rounds of the school and be aware of any problems.
- The resource officers in the past may have been from the State Police.
- Another town had a resource officer for a K-8 school but it was for less than 32 hours. We should look into what time amount would be needed.
- School resource officer is not needed. Local officers can visit/connect with school. Dan and Dana did that.
- DARE should be reestablished at the school.

Qualifications

- A good and efficient police force takes more than just a police academy graduate. Special training is needed for prosecution. The cost is prohibitive.
- The town does not pay a fee for attendance at the police academy but does pay the officer's salary and benefits for the sixteen weeks they attend.
- The police academy is held three times per year. There is sometimes a waiting list. It may be a year before a new officer can be on their own on the road.
- Should have certified police officers. To be full time in the state of NH you must graduate from the police academy.
- Personnel management skills with are needed.
- Must care about the town.
- Must be capable of handling emergency situations.
- Must be able to write and administer grants.
- Must have emergency medical training.
- Do we need a detective?
- What range of training does the PD need?
- The hiring process was a problem.
- Conflict resolution, good communicator, ability to de-escalate tense conversations.
- Self-aware.
- Must be trained (or willing to be trained) in dealing with domestic violence, abuse, drug and alcohol use, etc. Trained in issues that impact and are present in the community.
- We want a chief who is invested in the town.
- Have experience in prevention work.
- I would feel more comfortable to have police officers in town that can respond quickly to medical events and triage until medical staff provides.

Residency

- Having non-resident officers does not work well.
- Concern over travel and response time for non-resident officers.
- Residency requirement is key.
- Residency should be required within a certain time of being hired.
- Residency within 5 minutes of the town line would be acceptable.
- No one wants to get into law enforcement due to low pay. A mileage restriction will reduce the number of applicants.
- We need professional policing which means an academy graduate. If we have a residency requirement and no academy graduates in town, we will get someone very young when what we need is experience.
- We live in a rural area, which means it is going to take a lot of time to get to you. Police officers, especially the chief, should live in town.
- It should be community policing; showing up on weekends.
- The officer needs to live in town to have greater presence in the community. The officer needs to know most of the residents.
- The cost of an officer living in town vs. commuting from further needs to be accounted for.
- Can we invest extra in the salary of an officer if they live in town (incentivize)?

- Living locally should be a hiring criteria.
- Cruisers need to stay in town.
- The chief, especially, must live in town
- Tamworth may not be able to have a local police officer if there isn't a large enough pool to choose from locally.
- Schools should encourage students to join the PD.

Vehicles

- What happened to the TPD vehicles?
- Taking the cruiser home costs how much vs. leaving it at the station?
- Be clear about the policy of use of the cruisers.
- I'm an opponent of the cruisers going out of town. We don't let plow drivers take their plows home. Why should we let police officers take their cruisers home?

Recruitment

- We are not going to attract anyone to come if it's in the news that we are potentially going to eliminate police dept. What kind of message are we putting out there?
- What is needed to bring additional officers to the TPD?
- If someone lives within 5 minutes of the town line I wouldn't make him or her move, but they should live close. We could have part time coverage in addition to a chief. We lost Dana because he did 5 and ½ years on night duty, and we should have a fair rotation of all staff so one person isn't on nights all the time.
- No one wants to get into law enforcement anymore. Mr. Cooper is the only officer that applied and he lives in Wolfeboro. Good luck getting people to take the job here, with a part time officer. Putting mileage restrictions on an officer will be a barrier to finding officers to hire. The town is too big to expect the state police or sheriffs to cover.
- If you end up hiring someone who's green, there's 3 academies run per year. 16 weeks of academy training (salary is paid during training). If someone's hiring a green person, it's a year until they can get on the road by themselves.
- Our reputation works against us in our ability to hire or keep people.

Sheriff's Department

- See what arrangement can be made with the county sheriff's department.
- How much stress is being put on the sheriff's department by not having a police force?
- Will the sheriff's department be able to handle prosecutions for the town?
- The sheriff's department is raising its rates.
- Questions: How do the county and state feel about covering us? Can they keep up?
- Sheriff's Dept. is raising rates.

State Police

- The State Police already patrol Routes 16, 26 and 113.
- Tamworth is too populous to have state police cover.

Cost Analysis

- What do you want and how much do you want to pay for it? If you want a full-fledged police department, it is going to cost a lot. Do we need it now?
- Cost of outsourcing needs to be weighed.
- If you are going to have a police department, it should be done properly. If you want a good police force you are going to have to pay for it. You cannot expect people to work for low pay and no benefits.
- If we hire a complete force, we may not get the results we desire.
- Clarify needs vs. wants.
- See how much it would cost to have three deputies from the sheriff's department.
- Do an analysis to see how much it would cost to pay sheriff's dept. and state police instead of TPD
- Speaker has had alarms go off numerous times over the years. Tam PD never arrived; always the state PD. A town PD is a waste of money.
- Until we decide what to do, and after, State PD has a precedence for providing interim coverage.

Oversight

- There should be some oversight by a citizens' advisory committee as well as the Select Board.
- How much autonomy does the officer have to define their role in the community?
- Supervision should come from the Select Board. There should be standards and reviews. That process may flow through a chief. Anyone who works in the town should be under the same situation.
- The current chaos has little to do with the police dept. but has to do with the Select Board and their management. Should study Select Board.
- A lot of our problems have been due to select board but in the end they will have the final say.
- There has been some undermining. Would like to see more reasonable decision making from the board of selectmen.
- Where is the supervision from the Board of Selectmen?
- Need a structure where the police department is not interfered with.
- A police chief needs autonomy.
- I'd like to see an open, non-adversarial relationship between a chief of police and the BOS. The chief would have to have a good education and training and be skilled in conflict resolution.
- The BOS has accountability over all departments and speaks through the head of each department as part of its management process. This role should be clarified.
- Given the history we need to clean up our mess and we may need outside help from someone or organization that is not invested in it. Maybe have a hiring committee in addition to the BOS.
- If we have our own force, we need formal supervision and accountability from selectmen, as all town employees ought to receive. Need assurance that selectmen are aware of issues and of what's going on within the force.
- If we have our own force, we need supervision and accountability. People should be reviewed and assessed just like other town employees. People should understand what their jobs are and what's expected from them. The police should not be treated differently from other town employees.

Missing Voices

- The people who need the police department the most are not here: domestic violence victims, drug users.

Other

- Would like to have clearly painted crosswalks in town for safety.
- We as citizens need to support local PD by showing up for meetings like this!
- I'm concerned of the cost of the MRI. Look at their track record of how they did or did not help towns of our size. They have been helpful with cities but not small towns.
- I never really feel welcome at selectmen's meetings.

Public Hearing

- There should be a public hearing once the Police Advisory Committee report is released and people have had a chance to look at it.
- People don't know who to call when they can't reach the TPD. We need education of who to call when and for what. When to call Carroll County Sheriff or 911 or state police.
- Would the BOS hold a listening meeting with us (citizens) where we all sit in a circle, have a moderator and have the BOS listen to our concerns – have a level playing field.
- What can we as residents do to support you (Officer Cooper) now?

4.2 Community Survey

The Town Meeting's request for a Police Advisory Committee included the call for a survey to find out what the citizens wanted. In order to meet the end of May deadline for the report, the survey was conducted simultaneously with the PAC's other research. Surveys were sent to 1,438 postal patrons on May 8th, with responses due by May 19th. We tried to publicize this as widely as possible: postings to the town webpage, the Tamworth Exchange, town wide mailings, articles in the *Conway Daily Sun* and *The Carroll County Independent*, and by placing large signs in a variety of places in town. There were three ways to participate: by mail, drop off boxes at the town offices and two libraries, or on-line. Additional blank surveys were available at the drop off boxes. A total of 359 responses were received, which is a 25% response rate, based on the number initially mailed.

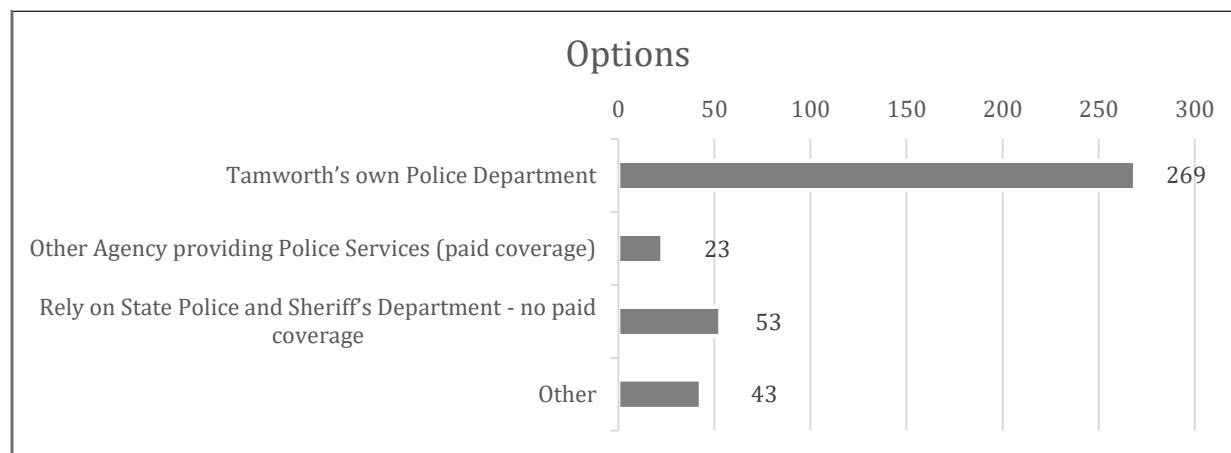
Two questions were asked: the first about service options for the Police Department, and the second about priorities, or user requirements. The choices presented were derived from Listening Sessions. Both questions allowed the respondents to fill in their own options.

A clear majority of respondents favored service from Tamworth's own Police Department. But more than 30% disagreed, or had reservations. The highest priority services were "Response time when called" and "Being visible in town". Statistics presented are based on the total number of options selected, not the number of surveys.

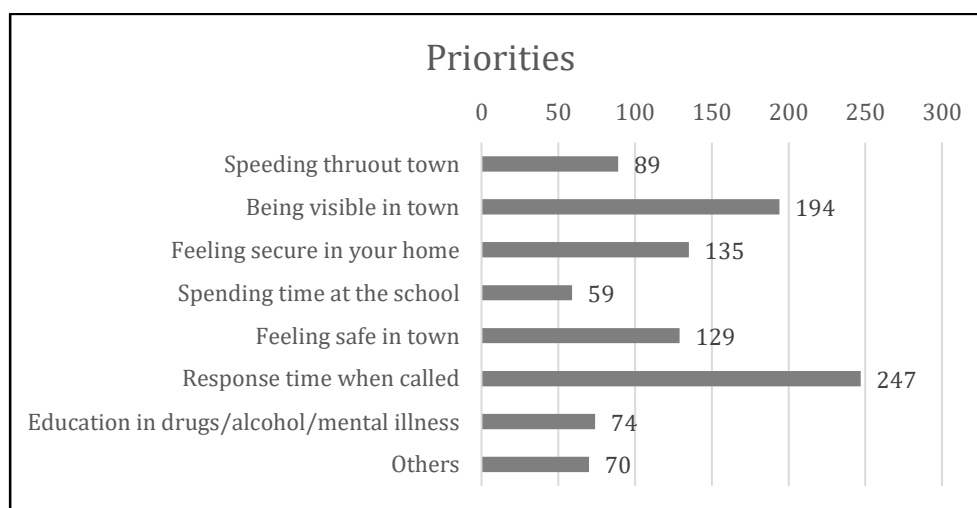
Survey responses included 522 comments, which have been transcribed, and included here verbatim. There are a number of quite insightful opinions, representing a variety of viewpoints. Comments represent views of the respondents, not the PAC.

Charts of Survey Results

| Options | | |
|--|-----|--------|
| Tamworth's own Police Department | 269 | 69.33% |
| Other Agency providing Police Services (paid coverage) | 23 | 5.93% |
| Rely on State Police and Sheriff's Department - no paid coverage | 53 | 13.66% |
| Other | 43 | 11.08% |



| Priorities | | |
|---|-----|--------|
| Speeding throughout town | 89 | 8.93% |
| Being visible in town | 194 | 19.46% |
| Feeling secure in your home | 135 | 13.54% |
| Spending time at the school | 59 | 5.92% |
| Feeling safe in town | 129 | 12.94% |
| Response time when called | 247 | 24.77% |
| Education in drugs/alcohol/mental illness | 74 | 7.42% |
| Others | 70 | 7.02% |



Survey Comments

Options

- I feel the current system in place works well.
 - As long as they are capable and well-trained.
 - do this until Tamworth hires a full time chief
 - Don't rely on another agency for your protection. This will not result in any increase of their presence or availability because all law enforcement agencies are deficient in needed numbers. In the past five years the numbers of police officer in the US has declined by 5000+.
 - Goal: Transition to our own PD
 - It is important to have a police presence within Tamworth. If we don't have a dedicated force, our insurance rates will likely go up for Home and/or Auto as well. I know that a certain level of Fire is needed for home owner's insurance.
 - New Chief to pick Dept.
 - Only if it's going to be done right with sufficient daily coverage by the department.
 - Our own department would build the respect and appreciation of those who serve.
 - The cost savings (if any) are not worth the time variables when dealing with contracted (paid coverage) and/or no paid coverage.
-
- A town ought to take care of itself. Tamworth might become a truly independent town
 - Chief living in Town
 - Chief must be resident or w/in 4-5 mi radius
 - Chief should live in Tamworth
 - Have the chief live in town, he/she creates new department not selectmen
 - I don't believe there should be a required residency for the police since this is such a skilled service and our labor pool within the town is so limited we will not find suitable candidates. There should be outline other requirements (distance to police station or town limits) that could cover this concern.
 - I think we need a police chief who lives in our town!
 - Importance for living in or within a certain radius of Tamworth is important due to the uncertainty of State and County vehicle locations at any given time.
 - Invested Officers who are Tamworth residents when possible
 - It would be appreciated if 1 or more police officers lived in the Town of Tamworth.
 - Local officers not "out of towners"
 - Local people, local problems, local solutions, no outsiders needed
 - Local police force please J
 - Must live in town or within 7 miles of town.
 - Police living in town is a must
 - Someone who knows the town
 - (State Police & Sherriff Dept.) Let them live in town!
 - To live locally
 - To live locally
 - TPD Chief and officers should live within town if possible. Cruisers should not be used for to and from work unless officers live in town or within 5 driving miles of police station.
 - We should keep local people for our police force. They know the town and its people best. They are involved in the community instead of being outsiders with their own agenda.
-
- During no patrol times, TPD officer not on duty, Troop E and CC SO notified for coverage.
 - I'd like a combination of T police with state/sheriff backup. You should price out a package that gives us a local face 12-8 with longer evening weekend hours, and backup during other hours and during vacations.
 - If other agency is depending on response time back to Tamworth – spreading Sheriff + State PD to thin.

- Or a combination with others. I would favor an analysis of the combined needs of the surrounding towns to determine if shared expertise and excellence could be combined – opiate addition or treatment in all of the surrounding towns as well. A combined multi-town may be more effective and cost efficient.
- PD seamlessly integrated with our other Public Safety Services “Town, County, State”
- Sheriff Dept. coverage coordinated with vacant hours by TPD
- Since State and County does investigative work, TPD should use time effectively in talking with citizens where ever and whenever possible. Visibility is not the same as one on one interaction. Patrolling should be an extension of this idea, building trust and allaying suspicion. Because citizen's initiated the PAC, a citizen's rep as part of ongoing contacts between the BOS and TPD might be useful in giving an additional perspective to ongoing work and duties of the TPD. Out of context here - After acquiring a Police chief, analysis of need for further police in addition to the current officer should be presented with rationale to the public before BOS makes a final decision,
- Oversight, as appropriate and needed by Sheriff's Dept. in addition to Selectmen worked out on a collaborative basis.
- (State/Sherriff no paid coverage) To give Town time to do hiring of new Chief Correctly!!!
- As a note, we feel that it would be next to impossible to have Andy of Mayberry and Barney Fife be our police force. That is the sort of policing that best fits our town. That being said, why waste the taxpayer's money? We live very close to the State Police dispatch area.
- Either Option: Other Agencies Not Paid, Sherriff and State Police Paid
- Eliminate Dept. as it stands now, start with new chief who lives in town and let that person rebuild dept. NOT the Selectmen. Look what 2 of the remaining selectmen did to the last department
- I do not believe we need a town police department – Having Troop E in town is all we need
- I do not feel our town needs a police dept., be as we were once before (15-20 years ago). Of course we want most of what is list above, but we can have that protection with the other depts.
- I don't think we need local police Troop E is so close I live on Turkey Street, my family has been here for years. Save the tax money Taxes are high enough here.
- I don't feel that we need a police department in Tamworth.
- I think we should lose the PD and re-evaluate the impact in 1 year.
- I would like to have the State Police and Sherriff's Dept. with paid coverage.
- If the State Police were not so close, I would want a town cop.
- No Tamworth Police Dept. There seems to be too much favoritism and “good old boy” system & attitude.
- no town department
- None of the above; we do not need you in this location that is overlapped by above-mentioned State Police, who are better-trained. Or by the Sherriff, who is also useless.
- Our town is not that large, hasn't grown from days when we only used the sheriff and state police
- There's more than enough other units to respond to us
- Town police department is too much liability. Even after shutting down, it may cost us ONE MILLION +
- We already pay for the State Police, Sherriff and State Fish and Game.
- 2 Full time officers and 1-part time
- 2 full-time, one part time
- 3 officers 24-hour coverage!
- Chief and Part-timers. Reasonable mix is possible.
- Chief one patrol, two part-time
- Consider additional part-time officers versus full-time officers. This would bring no (or fewer) costs for benefits (insurance, etc.) allowing for more staffing options.
- Considering the work load entailed for the officers, having less than 3 is ineffective. We should work to expand the force to a minimum of 3 with one being a fully trained and experienced Chief of Police. I am sure Selectman Poirier is well-versed in the qualifications needed for any individual seeking to fulfill this position.

- Have our own police, but not over-doing it. One full-time, two part-time is enough.
- Having full 3 time officers (including the chief) and some additional PT on nights/weekends to help create a work life balance for the staff and again provide a visibility to the town would be ideal.
- I feel that three police officers were the perfect number for Tamworth
- I'm definitely in favor of a two or three-person Police Department
- multiple officers for patrolling the town
- One Chief, two PT for special events
- One full time chief, one part-time officer
- Tamworth PD: 2 officers + part time chief
- Tamworth's own +other agency + No Chief
- Volunteer officers working on a part time basis would allow for community policing.
- Would want only one Chief and one Part-Time Officer. A suggestion that was successful is a "Neighborhood Watch" under the jurisdiction and control of the Police Chief. (Will discuss more detail at the forum)
- (Tamworth PD) I don't feel I have enough information about costs & resources for other Police services.
- ?Do they (other services) have time to cover Tamworth?
- But I'm willing to listen to pros and cons of options.
- Definitely
- I don't understand the option of unpaid backup. You should price out a combined package that makes sense both in terms of having local police that we all know and not paying more than necessary for overnight coverage.
- I'm not informed to make a choice.
- I'm not sure

Priorities

- All of the above
- All of the above
- All of the above.
- Feeling safe in town encompasses most of the above.
- It is almost impossible to make three choices, when it is clear that a Town, the physical size of Tamworth, with an ever-growing population and increasing tourism, owes it to its people and their businesses to have its own Police Department to provide for their safety. We must not depend on the State Police, our neighboring towns, or a hired security business to give us the care we have the right to expect.
- Being a part of community, allowing people to know him/her, and know that they are looking out for crime
- Being available to meet with Citizens
- Being present at Village events
- Community Policeman
- Community Policing
- Community policing is an interesting model and could do some good, but my observation of various people's response to the speeding issues in town earlier in April is that it started to create a sense of "vigilante" justice/moral superiority that shouldn't be encouraged. In short, folks involved in community policing should be trained with clear guidelines.
- Department working with other Town Departments, e.g. Fire & Rescue
- Feeling secure in home and in town are results of "response time" and of course being visible aids this, and the outcome should improve speeding issues. Time at school and education/social issues involve both the school and the larger social services.
- forums with citizens in concentrated areas, including mobile parks and White Lakes

- Handling situations in a way that de-escalates, and does not put people with mental illness, deaf people, or racial minorities disproportionately at risk. Sensitive to own implicit biases. Good Public Relations/communications, and Customer Service. I feel like I know the Sandwich Police Department better than Tamworth's, because they're so good at this (posting on the "Board", friendly visit). I want a Police Department that makes everyone in Town feel safer.
- Helping address disputes and citizen's needs
- I think our town department should focus on community-building and wellness matters largely, and we should rely on the sheriff and state for the speeding and security issues
- I would like to see a police department which worked cooperatively with other town entities such as the Farmer's Market and the Barnstormers.
- It is great to have officers who know most of the people in town and know what the issues are in town.
- Knowing and being known by police.
- knowing police personally
- knowing police personally
- Knowing Residents and the issues based in Town. Have a commitment to the well-being of the Town and Town Members.
- Knowing the Community, in order to anticipate people/areas of trouble and to be a referral resource for those in need – whether drugs/abuse/etc.
- Outreach to people and organizations. A policeman well-trained in First Aid, especially Mental Health emergencies.
- Patrol known party & rendezvous spots e.g. Chocorua Lake
- Police presence is what is most important – so is family protection and safety.
- Providing a positive, local presence and community connection.
- The character and the structure of our Town requires understanding, not just the words "Community Policing" which does not say anything about our unique needs, and living patterns, lifestyle, age patterns, or change factors in New Hampshire.
- The department should embody everything about the community not just be a service.
- The police department needs to have a presence in our community. Know names, know families, be involved. Develop respect and earn back trust.
- Visible in Town. Friendly, with citizen oversight
- 24/7 protection for the citizens of the town.
- Availability when called
- Being on call, it's a 24/7 job
- Department staffed so there is someone answering the phone
- One on one w/a "local" police officer when a problem arises. Being able to recognize your local police whether in uniform or plain clothes. No local police means higher crime in Tamworth.
- Visible patrol cars
- We need police presence in Tamworth & Chocorua
- We need the presence.
- Weekend (Fri, Sat, Sun) coverage
- Litter and trash on road and on property
- medical first response
- Need for police presence when serving eviction notices
- Need for safe escort in cases of child custody
- Other than the police visibility at the school when kids arrive, I have seen almost zero police presence in town last couple of years. To me, lack of Police seems to not have had adverse effects.
- Should have a leader who is knowledgeable of Court procedures; trained for DV and children issues.
- Vehicle stops and domestic intervention are some of the most dangerous things law enforcement does. Asking a 1-man force to perform all the duties of a law enforcement agency is foolish.

- A lot of speeding on the Brett School and on Rte. 113, and thru South Tamworth Rte. 25.
 - Along with above, high visibility traffic enforcement will save lives
 - Also speeding through town, being visible in town, spending time at Brett school, and education in drugs and alcohol. (Listed all of the options)
 - Be more proactive with traffic issues like speed traps on Page Hill, Depot Rd. and other local "race tracks"!
 - I'm not saying start giving tickets, but maybe give a good warning.
 - Let the State and the County take care of Route 16 and Route 25. Spend time in Town.
 - Most of our citizens do not realize that most all "Town Roads" have a maximum speed of 35 MPH.
 - Patrol Page Hill. It has become a busy road.
 - Putting out the flashing lights in downtown area
 - Speeding in a 35 mph zone on the stretch union hall rd. (old Rte. 25)
 - Stay off Routes 16 & 25 & patrol Town roads
 - The flashing speed sign in Chocorua Village frequently, we need it.
 - They should be patrolling town roads and not the state roads
 - Use remote cameras to capture the roadside polluters, DWIs, and be alert to drug sales taking place in remote locales around town.
-
- Arrest druggies.
 - Drug Enforcement
 - Education and Drugs ** if this also means that our police must be / stay educated in these areas.
 - Keeping the Drug Epidemic out of our Town
 - Need for police to be available to counsel students in schools in matters related to drugs, DUI. how children can protect themselves against abuse, and how to take action if they feel threatened.
 - Provide drug education to the children at school. DARE Program. This way the children see the police in school daily.
 - Support for addiction and drug-related issues.
 - With Drug Problem, we need police. We bought a car in Rochester NH, and there was a conversation about the Drugs in Tamworth
 - With the opioid epidemic, it's important to have officers who know families and the problems they are facing so that they can lead people to a positive result.
-
- Also work with children.
 - ensuring the safety of our students in and around the school zone.
 - I think the most value the Police could provide in this town is support/guidance for the young kids in town who get into trouble.
 - It is good to have Police Department visit school on occasion to get acquainted with the children.
 - Our children getting to know our police.
 - Should be at school each morning
-
- Burglary, Domestic Violence, Assaults: All Happen Here
 - Criminal activities, i.e. Burglary, Hard Drug Activities, etc.
 - Domestic abuse, keeping an eye on business during off-hours. People running Stop Signs.
 - four wheel and other off-road vehicles
 - General law enforcement
 - I feel that high visibility is one of the largest deterrents of any crimes in the community
 - Presence in residential areas will also deter residential crimes
 - protect townspeople from theft and crime
 - Work weekends and at night. This is when crime actually happens.

General Comments

- As an assistant camp director at a local children's camp, I like having the local police officers respond to problems over the sheriff's department and state cops... they seem more invested in helping you and have more understanding of the camp/ the senior staff/ and it makes for a better working relationship with the town.
- I have had no problems since moving to Tamworth a year ago. I am however in a little development so I am thinking I am pretty unaware of the greater needs of the town. My priorities are to feel safe in my own home/neighborhood (which I do) and if there is trouble that someone is there to help in a reasonable amount of time for an emergency. Knowing the police officers is honestly just a nice added touch. I am sure the sheriff's officers and state troopers are all very nice but they do come across (to me anyway) as working with the masses (vacationers, lots of different people etc...). I know my neighborhood has a special needs little boy and I have two little foster kids with some emotional challenges. I think it would be nice to have a local police officer that knew these families/kids in case they ever got lost or went missing or needed support for whatever reason. As a special needs teacher in Bartlett, I often introduce some of my most significant special needs students (or students who may need to call 911 due to domestic abuse in their homes) to the local police chief or officer. I think that connection helps both the families and the police officers if they have that connection ahead of time. The kids are not scared to call 911 if needed and the police officers have a bit of a prior relationship with the child/family so they are often able to de-escalate the child quicker than a total stranger (local sheriff - state cop). I know the Bartlett police have been called multiple times on weekends on a few of my students and it certainly helps that the chief (now retired) and police officers knew these children and their families and were able to locate these children, or de-escalate these children to help keep them safe. Thanks for asking our input!
- I just moved to Tamworth a year ago from Freedom and have honestly had no issues or concerns so far... I felt safe in Freedom, knew the police officers, and they knew me (in a good way :) I am just going from the experience I knew living in Freedom.
- I work with a number of police agencies throughout New England from what see his performance is better than what I see on a day to day basis. I think we should provide the resources to make the role safe and effective and maintain the small town character.
- I've lived in Tamworth for 15 years and each and every time I have called our own PD the response time was immediate – Day and Night. The members of our PD have always been kind, considerate, respectful. They really care about the people of this town and go above and beyond to Serve and Protect. I have the utmost respect for all they do!
- In 13 years, I've called the Tamworth Police twice. The first time was for a stolen bicycle, I was told I'd likely never see it again. The second was to report frequent suspicious activity of neighbors, I was told "we're aware... you have some weird neighbors." I'm looking for presence, competence, security, & follow-through. Thanks!
- No controversies within the department itself
- Our Police Dept. does a wonderful job!
- Tamworth Police have been wonderful with our school-aged kids by showing a positive side to police.
- We (our home) have been broken-into 2X in ten years. Syringes found on our street. More presence is needed!
- We are relatively new to Tamworth (almost 5 years). I don't know what happened in the with the firings, etc. and the motives or issues in regards to it. However, I do feel that at times the people of Tamworth have been aggressive at times with our current employee. I don't know him and have never met him have only seen interactions on line through the taped meetings. I give him some credit as not everyone would hang in there as long as he has.
- We need to treat what we have with respect. He is human and working under less than desirable conditions. If we choose to critique everything he does, we need to prepare for his exit.

- All of the above is what all residents should expect from a community police department. Bring back Chief Poirier and Dana Littlefield and let them fix the department that Roberts and Pierce broke!
- Dana Littlefield has been a huge loss to the community. He took pride in being part of this community and he is missed.
- Good Job for Sgt. Cooper to get "MOONERS". We were not there; wonder how many will say they saw this.
- Hire Dana Littlefield as our Chief!
- If anyone cares, my comment is that Dana Littlefield lives in Tamworth, knows the people and the community, we already paid a whacking lot of money for his training, why not make him our police chief?
- John Roberts should be banned from ever being a Selectmen again!
- The Committee is a joke. Bring back Poirier and Littlefield and let them fix it. We want what we had, not higher taxes. Get rid of what we have now, Cooper needs to go. What a waste of taxes.
- The Town should investigate John Roberts for his collusion in hiring Colby, and furthermore possible extortion of town funds along with Pearce.
- The unfortunate firing of Penny Colby will keep the best candidates from applying for police positions.
- (It would be nice to know the costs of running a town PD vs. relying on the sheriff and state PD to make a more informed decision.)
- Survey responses appropriate dependent upon cost. School should provide security separately.
- The cost of entering into agreements with other police departments/sheriff's department will be no less than having our own. We may as well have our own force.
- It would have been useful if We knew The types of calls in The last three years, so you could have shared our needs for Police activity - It's what We need as well as what We want.
- Objective Police review board established, non-selectmen.
- Police should recommend actions to Board of Selectmen and encourage implementation
- I feel we should have a small PD w/1 full time & 2 or 3 part time. With our current PD (1 person) there has not been a noticeable increase in crime. We need to be prudent w/ expenses but have a police dept. I think it can be worked out. Reading the PD report in the Annual Warrant I question the stats used – they seem a bit puffed up & also counted more than once. I respect the integrity of almost all the police officers that are working & have worked in Tamworth we need to have a smaller dept., although one that is not overly larger. And btw does the current policeman employed currently have all his certifications needed. If we have fewer police we need the best ones we can get.
- I'd like to feel like the police department is not power-hungry.
- If we have Police Dept. they should be visible 24/7, not in the station Mon thru Fri 9 to 5. I live on Pease Hill Rd. + I have never seen a patrol car. But I do see speeding cars, beer cans, etc.
- Keep the Selectmen out of the process of finding a new chief. Let an outside independent company present them with qualified people. No more just filling the position with a warm body.
- Our town has NO police presence currently! This needs to change!
- Why bother to ask, selectmen repeatedly stated at 5/14/2017 meeting, that police force would be a full force by 7/1/2017, so they have already decided, regardless of what the taxpayers want!!
- Focus on people and programs, and not more cruisers.
- The Seven Blanks are trite and so incomplete and show little understanding of any Town Police needs. Did anyone look at a current book?
-This feels like token-ism so that you can say that the community was involved.
-Where is the context?
-Where is the research?
- We have few neighborhoods. It's a ?----ect? with lots of open space, and spread-out houses. Then there is the Summer Pattern and so forth and so on.

- Allow cruisers to go to officers' home. Mileage determined from town line to home, unless for an emergency response
- If Officer lives in Town, no cruisers leave Town other than for Court and Training. Being available for calls. Unless Department is back up to 3, Carroll County and State will still have to cover calls. One-Man Department should be abolished.
- Take home cruisers should only be for officers living in town. Otherwise they commute to the PD and pick up the cruiser.

- Respecting the rights of people and the right to freely assemble, especially.
- Taxation is out of control, 50% of property not taxed 100% needs to be sold in order to pay for town services. We are totally out of financial and cultural balance.
- Town Democrats by voting habits sanction illegal criminal aliens, drug trafficking, and sanctuary cities.
- Local Republicans do not attend local functions and the Lyceum and Barnstormers nurse's fundraisers because "local" talent attacks Republicans as part of their programs.
- Transparency
- Not harassing otherwise law abiding citizens
- Not contributing to the failed war on drugs
- Not contributing to furthering a "police state"

- Thank you to Committee and Volunteers
- THANKS!
- Thank you.
- Thank you!

4.3 *Brainstorms from Concerned Residents*

Following the final listening forum, PAC also posted the following invitation to the Tamworth Exchange: "Please write a ten or twenty-minute brainstorm of what you'd like to be in the recommendations report." We have endeavored to include the ideas from these brainstorms in our Steering Committee discussions, and these have influenced our report. These are the brainstorms received.

Person 1

1. To have a liability/risk review of the Police Department concerning policies, procedures, job descriptions, etc. They have a liability company who will come in and do this already or they can hire an outside agency. Additionally, it wouldn't hurt to have other depts. Done either!!
2. The Selectmen voted 2 years ago not to do performance evaluations on anyone anymore. I think it should be a strong recommendation that performance reviews be done. the Town Police Manual states one will be done at 6 months and at the end of a probationary period. I think this should be done. Additionally, the reviews that the Town use to use are good tools and could be used to address issues as well. As we have found out. termination is a lot easier if you follow procedures and have documentation to back up your rationale for termination.
3. Another suggestion is the format for the Public Forum on the report. To tactfully let the Selectmen know that a lot of individuals in town do not feel welcomed at their meetings. That the people would like to have a level playing field when the public forum takes place.

4. To show that at present we have learned that many this may be a very long process to build up a police department that the people of the Town believe in. the reputation that the town has now regarding a police department is dismal at best.
5. I also think that the Con's that we developed and the hiring procedure that we discussed at our meeting and that are in the minutes need to be placed in the report as well.

Person 2

I believe that in a town where the taxes are as high as they are in Tamworth, police presence should definitely be more visible/noticeable.

Person 3

If we elect to have no police, I suggest we do it on a trial basis of one year and see what issues come up.

Person 4

Sense of two meetings I have attended is that Tamworth does want a town based PD.

Ideally it would have a reasonable budget (currently about \$230,000 authorized at 2017 Meeting). Funds should be used for personnel primarily; not to acquire extra vehicles.

Ideally it would have staffing based on that of similar communities, and whatever formula helps to calculate this sort of thing. Coverage should be flexible hours, and more than 7 AM to 3:30 PM Mon through Fri; however, does not need to be 24/7.

PD personnel should be qualified, and interested in community activities/presence. The PD should be interested in the detection and prevention of crime, but also outreach and education for all residents. Some communities have "morning phone checks", "take back programs" for expired/unwanted meds, "coffee with a cop", and school presence. Living IN town not a must, but must get to know the community. Driving home in town vehicle when off the clock is NOT ok.

PD personnel must be able to coordinate effectively with all other public safety agencies: Town FD, EMS, Sheriff and State deputies.

PD staff must also be flexible and capable of maintaining necessary records, reports, clerical duties; and scheduling vehicle maintenance; as well as caring for office space routine cleanliness.

Management: 1] Internal: manage budget, including requests for appropriation and long-term budget needs. Maintain financial records as requested by BOS, and present same as needed. Have standards for quality evaluation and monitoring, and present results of same as needed/requested.

2] External: accountable to BOS and here a more transparent and professional process is needed, as well as sharing such process with the townspeople.

Person 5

I attended the listening session at the Cook Library and found it most informative hearing the different viewpoints of our citizens. I have pondered those comments along with my personal views and would like to share with you the following thoughts:

1. The Selectmen and the Police Department - I was most concerned that candidates did not want to apply for a job in Tamworth because of its reputation with the police. If the Selectmen are an issue, then it seems that relationship should be scrutinized carefully. It is well and good to say that we

just need to elect people who would be reasonable, fair and just, but there is no guarantee of that happening. Do the Selectmen have total oversight over the Police Department?

I think policemen should be hired after an intensive interview process to meet the appropriate qualifications and then given the autonomy to fulfill their jobs independently. Certainly there should be oversight of their performance, but this process should be specifically defined. I wonder whether keeping a Police Advisory Committee would be helpful to avoid any power struggles.

2. I join those who feel it is important to have policemen living in the Tamworth community both for proximity in cases of emergency as well as for understanding and familiarity with the town, its people, and its issues.
3. We have certainly coped fairly well without a large police department, but I watched the County Commissioners discuss the use of the Sheriff's department and their reluctance to have Tamworth rely on that department without adequate compensation. Also it is vital, I believe, to have local policemen who know the community and those people/areas in which problems arise so that calls can be assessed with some prior knowledge of situations.
4. I definitely think it is a good idea to have a police department in Tamworth. When there is a need, you want someone who knows the community. However, I do want to see the town become a "Police State", and more officers creates more expense, which is a big concern with the already extremely high taxes in the town. Perhaps we do not need 3 full time officers. It seemed a reasonable and wise idea to have a plan to grow the department slowly, seeing what the needs are and how many officers are required - full or part-time - to meet these needs.
5. Mention was made of having an officer's presence at the school. I was unclear as to what that entailed. It seems important to have a police presence at the opening and closing of school days, but I see no reason to have a police officer at the school all day. Having a policeman available in the town should be enough in case there should be an issue at the school.

These are a few thoughts I have been mulling over and humbly submit to your committee. I think the Police Advisory Committee was an excellent idea and the process you have followed a fine approach for dealing with this problem. I thank all of you for all the time, effort and thought you have put into this most important task.

Person 6

I suggest contracting with the sheriff's dept. for coverage 24/7. Any town police we have had has never even 24/7. When do bad things happen - 10am - not likely! When we have a town police person, part of their time they're doing paper work. If we were under the sheriffs' department, it would probably be done a lot more efficiently. I think the committee/select board should sit down with the Sheriff and see what might be worked out. Several towns use them. I believe Eaton and Albany.

4.4 Other Concerns

During the course of preparing this report, the following issues were mentioned on multiple occasions. We would be remiss not to include them.

- We understand that the BOS decided at a recent meeting to resume conducting evaluations of town employees. The PAC was going to strongly suggest just such a course. Evaluations will not only benefit the employee but the town as well.
- We are concerned that policies and procedures across town departments are not being followed.
- Community members question how often the BOS enters nonpublic session and they felt that nonpublic sessions make the BOS lack transparency.
- Community members expressed frustration that they bring issues up to the BOS or the Town Office but that these issues do not get followed up on.
- Community members requested more information via social media presence by the town and town departments—the Tamworth Exchange, Facebook, etc.
- Community members would like the town website more user friendly and updated more frequently.
- Community members report feeling unwelcome at BOS meetings.
- Community members want more professionalism from the BOS.
- Community members have appreciated the opportunity to speak to an independent group about their police department.
- Some suggested that the BOS consider having another committee look at other town departments and conduct similar reviews.
- An extremely high number of alarm calls are handled each year by the Tamworth PD. This is not unique to Tamworth. While this might seem like a police issue, because nuisance alarms waste police time, the BOS should adopt municipal policy to improve the situation.

5.0 APPENDICES

5.1 *Index of Resource Material*

- Canterbury Chief of Police Ad
- Chapter 105-C Police Commissions
- Determining Police Staffing & Deployment
- HB-561-FN
- Listening Sessions Report
- Miscellaneous Job Postings
- Moultonborough police officer post 2015
- Moultonborough Nuisance Alarms
- Moultonborough Patrol Officer job description
- Moultonborough STO Job Description
- Moultonborough Chief Job Description
- Moultonborough Sgt. Job Description
- NH PSTC Administrative Rules for Patrol Office Hiring
- Ohio Case-Residency Requirements
- Seabrook Police Association v. Town of Seabrook
- Tamworth Non-Supervisory Evaluation
- Tamworth Supervisor/Department Head Evaluation
- Tamworth PD Police Chief Job Description (9/28/10)
- Wisconsin Case-Residency Requirements

5.2 Tamworth Police Employee History



5.3 *Tamworth Police Department Timeline*

| | |
|--------------------|---|
| 1987-1990 | Chief, 2-5 Specials |
| 1991 | Chief Roger Watson retires |
| 1992-2000 | Acting Chiefs, part-time patrol officers(Specials) |
| 2000-2005 | Chief Dan Poirier, part-time patrol officers(Special) |
| 2005 | Sergeant Frank Suprenard hired |
| 2006 | Sergeant Suprenard resigns |
| 2006 | Patrol Officer Anthony Castaldo hired, attends FT Academy |
| 2007 | Sergeant Shawn Varney hired |
| May 2008 | Patrolman Anthony Castaldo resigns |
| June 2008 | Patrol Officer Penny Frechette (Colby) hired |
| December 2009 | Sergeant Shawn Varney resigns |
| April 2010 | Patrol Officer Penny Frechette (Colby) promoted to Sergeant |
| January 2010 | Patrol Officer Dana Littlefield hired |
| December 2015 | Sergeant Penny Colby files grievance lawsuit |
| January 1, 2016 | Chief Dan Poirier placed on administrative leave |
| January 1, 2016 | Sergeant Penny Colby named acting Chief |
| January 7, 2016 | Tamworth Chief of Police position advertised |
| January 28, 2016 | Chief Dan Poirier returns as Chief |
| February 1, 2016 | Chief Dan Poirier retires |
| February 10, 2016 | Patrol Officer Dana Littlefield resigns |
| February 25, 2016 | Sergeant Penny Colby sworn in as Chief |
| April 25, 2016 | Town of Tamworth pays \$5,310 and settles first Colby lawsuit |
| April 2016 | Sergeant Greg Cooper hired |
| September 24, 2016 | Chief Penny Colby fired |
| October 13, 2016 | Penny Colby files lawsuit |
| December 8, 2016 | Penny Colby files second charge of discrimination |
| January 5, 2017 | Penny Colby rehired as Chief of Police |
| January 12, 2017 | Chief Penny Colby resigns |

Source: Tamworth BOS Meeting Minutes
Tamworth Annual Report

5.4 2016 NH Municipal Association

| | CHIEF | LT | SERGEANT | CORPORAL | OFFICER | PT OFFICER |
|-----------|--------------------------|---------------------------------------|-----------------|-----------------|-----------------|-----------------|
| ALTON | \$79,342.93-\$103,524.53 | \$35.21-\$45.94 | \$31.56-\$41.18 | \$29.84-\$38.93 | \$23.78-\$33.51 | \$19.13-\$24.96 |
| AUBURN | \$63,170-\$92,026 | N/A | \$21.86-\$31.85 | N/A | \$17.58-\$25.61 | \$16.53-\$24.08 |
| BOW | \$37.76-\$44.91 | \$29.56-\$35.94 | \$25.51-\$31.04 | N/A | \$22.02-\$28.15 | ----- |
| NEWBURY | \$1,750/WEEK | N/A | \$28.77 | N/A | \$22.78-\$25.21 | ----- |
| TILTON | \$85,079 | \$79,275(CAPT) | \$71,244 | \$31.65 | \$22.05-\$30.13 | ----- |
| WAKEFIELD | \$65,579.16-\$82,255.29 | \$56,022.83-\$73,081.42 (CAPT or LT.) | \$23.58-\$30.40 | N/A | \$19.29-\$24.90 | ----- |

5.5 2014 Town of Tamworth Wage, Salary, Benefits Survey

| | POLICE CHIEF | SERGEANT | OFFICER |
|---------------|--------------|----------|---------|
| ASHLAND | \$32.69 | \$24.52 | \$18.27 |
| BRISTOL | \$33.16 | \$25.88 | \$20.12 |
| CAMPTON | \$33.77 | \$26.88 | \$18.53 |
| CANAAN | \$30.25 | \$29.10 | \$24.57 |
| CENTER HARBOR | \$33.48 | \$26.86 | \$23.11 |
| EFFINGHAM | \$29.71 | \$24.76 | \$18.00 |
| FREEDOM | \$34.62 | \$25.24 | \$19.16 |
| GILMANTON | \$33.76 | \$27.10 | \$22.01 |
| GORHAM | \$29.08 | - | \$21.21 |
| GRANTHAM | \$36.08 | \$24.50 | \$18.74 |
| HOLDERNESS | \$33.17 | \$24.34 | \$20.92 |
| LINCOLN | \$40.15 | \$28.38 | \$19.16 |
| MADISON | \$32.38 | \$25.59 | \$21.43 |
| NEW DURHAM | \$31.23 | \$22.40 | \$18.39 |
| NEW HAMPTON | \$28.50 | \$24.85 | \$18.81 |
| NORTHFIELD | \$30.29 | \$24.85 | \$18.81 |
| OSSIPEE | \$34.61 | \$26.99 | \$22.12 |
| PLAINFIELD | \$31.75 | \$25.20 | \$21.65 |
| RUMNEY | \$24.87 | \$15.00 | \$18.42 |
| TAMWORTH | \$29.10 | \$24.54 | \$19.74 |
| TILTON | \$38.94 | - | \$25.21 |
| WAKEFIELD | \$35.10 | \$24.41 | \$19.45 |

5.6 2010 Population Data

| | Bartlett | Jackson | Ossipee | Sandwich | Tamworth |
|-----------------------|-----------------|----------------|----------------|-----------------|-----------------|
| Total | 2,788 | 816 | 4,345 | 1,326 | 2,856 |
| Males | 1,389 | 420 | 2,178 | 651 | 1,413 |
| Females | 1,399 | 396 | 2,167 | 675 | 1,443 |
| Median Age | 49.0 | 54.3 | 47.4 | 53.2 | 47.6 |
| Under 5 | 85 | 19 | 186 | 36 | 142 |
| 5 To 19 | 439 | 95 | 738 | 199 | 449 |
| 20 To 34 | 353 | 68 | 573 | 111 | 376 |
| 35 To 54 | 813 | 236 | 1,290 | 374 | 889 |
| 55 To 64 | 527 | 181 | 715 | 299 | 479 |
| 65+ | 571 | 217 | 843 | 307 | 521 |
| Square miles area | 74.8 | 66.8 | 70.9 | 91.2 | 59.8 |
| Persons / square mile | 37.3 | 12.2 | 61.3 | 14.5 | 47.7 |

<https://www.nh.gov/oep/data-center/census/index.htm>

| | Bartlett | Jackson | Ossipee | Sandwich | Tamworth |
|---------------------------------|-----------------|----------------|----------------|-----------------|-----------------|
| HS Graduate | 96.5% | 99.6% | 86.8% | 97.3% | 92% |
| Bachelor Degree or Higher | 50.7% | 61.0% | 16.0% | 52.3% | 23.3% |
| Individuals Below Poverty Level | 10.8% | 6.1% | 22.0% | 6.3% | 10.7% |
| Median Family Income | \$64,464 | \$71,528 | \$57,788 | \$65,556 | \$56,371 |

<https://www.nhes.nh.gov>

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