

Rindge Police Department
MRI Report Response Action Plan
May 2015 Update

Introduction

In October of 2014, Municipal Resources, Inc. (MRI) completed an assessment of the Rindge Police Department as part of their contract to provide Interim Police Management services while the Town undertook a Police Chief Recruitment and Selection Process. The assessment and subsequent report included observations made by the Interim Police Manager, Michael T. French, as well as recommendations on how to correct deficiencies and improve operations.

As the newly appointed Chief of Police, I have thoroughly reviewed the MRI Report and have found the report to be factual and thorough. I believe the recommendations made in the report are reasonable and based on the present minimum needs of the department. The minimum needs of the department are intended to address safety, liability, and efficiency concerns. In addition, the needs highlight the importance of professional development efforts for all members of the organization to enhance expertise and the quality and type of law enforcement services we deliver to our primary customers, the residents and visitors of the Town of Rindge.

The original MRI Report Response Action Plan was developed in November of 2014. Hence, six months have now passed and I believe it is important to share our progress and demonstrate our dedication to moving the PD in a positive direction. This update serves three primary purposes. First, it demonstrates that Town's decision to utilize MRI was a wise choice. Second, it demonstrates that unlike previous assessments, this assessment is being taken very seriously and progress toward fixing deficiencies is being documented and tracked. Third, it serves to hold the Chief of Police accountable to address the concerns and recommendations.

Below, the MRI Report concerns and recommendations are listed with progress notes for each point following. For each corrective action or project, I have listed a tentative implementation time frame. I have also listed a percentage of the work completed for each point.

Although we will look to the past for lessons learned, it is our intention to focus on the future and implement necessary changes to move the Rindge Police Department in a positive and progressive direction. It is our pledge, as the servants and protectors of the community, to set a goal of perpetual improvement as we strive for excellence in our noble endeavor.

MRI Concerns/Recommendations and RPD Response

#	Concern/ Recommendation	Progress Notes	Start Date/ In progress/ Done	% done
Topic 1 – Department Organization				
1.1	Reassess span of control within the PD and create an organizational chart.	The department organization has been redesigned and posted so that the Chief of Police, in addition to the overall supervision of the employees, directly oversees the Administrative and Investigative Services Sections. The Sergeant oversees Patrol Services and Animal Control.	Done	100%
Topic 2 – Department Goals				
2.1	There should be published, attainable and measurable goals and objectives for the PD Annually.	The primary goals for 2015 are: <ol style="list-style-type: none"> 1. Address, correct, and implement the changes and suggestions made in the MRI report. 2. Enhance recruitment and retention to reach our full staffing allocation. 3. Utilize technology to enhance the efficiency of reporting incidents and collecting relevant data. 4. Increase proactive patrolling. 	Done	100%
Topic 3 – Written Directives				
3.1	General Orders and Standard Operating Procedures need to be reviewed, updated, and tracked to ensure we are following national best practices.	Our General Order and Policy review has begun. This is expected to take at least a full year to complete a comprehensive review and re-write.	In progress.	5%
Topic 4 – Patrol Schedule				
4.1	A system for documenting self-dispatched calls for service is needed.	We are developing a new daily reporting form and a new automated data base to capture this information.	In progress.	90%
4.2	The shift schedule needs to be assessed for coverage, efficiency, and flexibility.	We have developed and implemented a new shift schedule based on a full staffing model. It is presently in flux due to an officer being on Transitional Duty.	Done	100%

4.3	Improve the schedule for the Sergeant so that it is more flexible and allows for more direct supervision of officers.	Our present schedule requires our Sergeant to work a set patrol shift. We will need to increase our staffing allocation to 8 so we can take him out of the set schedule.	Not feasible at this time.	0%
4.4	Improve the schedule for the Detective so that he has adequate time for investigations and time for evidence and property custodian functions.	Our present schedule requires our Detective to work a set patrol shift due to an officer being on Transitional Duty. The officer's anticipated return to full duty is in December of 2015.	Not feasible at this time.	0%
4.5	A new daily and monthly reporting system is needed to properly assess calls for service and apply them to allocation models.	As noted in 4.1 we are almost done creating the new daily and monthly reporting system. We will then collect data and reassess the allocation model.	In progress.	50%
4.6	Make better use of part time officers for shift coverage, special events, and training to reduce OT.	Our overtime expenditures for the 1 st quarter of 2015 are approximately ½ of last year's numbers primarily due to the utilization of part time officers.	Done (On-going)	100%
4.7	Utilize Highway safety grant as a force multiplier.	The current staffing situation does not provide officers enough extra time to perform the grant requirements. A highway safety grant was not pursued for 2015.	Not feasible at this time.	0%
4.8	Establish a directive that indicates that department shift coverage takes precedent over outside details.	Directive issued.	Done	100%
Topic 5 - Facility				
5.1	Address ADT Alarm issues.	The ADT Alarm system will be incorporated into the Evidence Storage Pod that is presently being outfitted.	3 rd Qrt 2015	0%
5.2	Install energy efficient windows that also enhance security.	This project was scheduled for June of 2016 but has been postponed to help offset the cost of repairs to the Fire Department's roof.	Postponed until 2016FY	0%
5.3	Rearrange workstations in the Chief's Office, detainee processing area, and patrol report writing area.	Separate offices for the Chief and Detective have been created. The detention area has been redesigned and we chose to leave the report writing area the same.	Done	100%
5.4	Install an exterior emergency phone so citizens can be immediately connected to County Dispatch.	Completed. The new phone acts as an intercom for the PD and a direct line to Cheshire County Dispatch if no officers are at the station.	Done	100%
5.5	Move officer's lockers out of detention area.	Completed. A new locker room has been created by combining the old one	Done	100%

		with the second evidence storage area. New steel security doors have been installed to separate the lockers from the detention area.		
5.6	Establish a suitable interview room.	Completed. The front office was divided to create a new interview/juvenile detention room complete with audio and visual recording equipment.	Done	100%
5.7	Move temporary property/evidence storage lockers out of detention area.	Not necessary. Although their location is not optimal, the lockers are still secure and the cost of moving them cannot be justified at this time.	Not needed.	N/A
5.8	Relocate gun lockers to enhance security and officer safety.	The area to build a shelving system for newly purchased gun lockers has been created outside of the detention area. Shelf construction should start soon.	In progress.	50%
5.9	Build a carport outside of detention area entrance.	We agree this is needed but it is not financially feasible at this time.	Not feasible at this time.	0%
5.10a	Install new carpeting.	We agree this is needed but it is not feasible at this time.	Not feasible at this time.	0%
5.10b	Add a water filtration system.	A system has been identified and should be installed soon.	In progress.	50%
5.10c	Install new toilets and sinks.	New toilets and sinks have been purchased and will be installed as soon as the water filtration system is installed.	In progress.	50%
5.11	Construct a new Public Safety Facility	This is a <u>critical</u> project for the long term sustainability of the Town of Rindge's public safety efforts. All facility improvements to the current station should be viewed as temporary fixes. Discussion have been initiated with the Building Committee to start the project process.	3 rd Qrt 2015	0%
Topic 6 – Training and Employee Development				
6.1	Place enhanced focus on personnel development to develop specialization within the department.	Specialized training for both sworn and civilian staff members, in various areas under the law enforcement umbrella, has been occurring for the last four months to help accomplish this goal. The use of part time officers to offset the cost of sending full time officers to training has been maximized.	Done (On going)	100%
6.2	Create a selection process for Field Training Officers and consider an hourly wage adjustment for the FTO while they are training.	The selection process will consist of an administrative review and an interview with the Chief and Sergeant. A wage adjustment for trainers will be requested in the 2016 Budget Process.	In progress.	50%

6.3	Create a method to track a new officer's progress during their probationary period after they have been released from the FTO Program.	A basic Probationary Officer's Quarterly Evaluation Report will be developed and implemented to help track their professional development.	2 nd Qrt 2015	0%
6.4	Exceed minimum training standards.	As noted in 6.1 this is now occurring and it will continue to be our standard.	Done (On going)	100%
6.5	Develop a method to centralize, document, and track training.	This will be done utilizing a Microsoft Access program. It is presently under development.	In progress.	25%
6.6a	Incorporate career development /training goals into the annual appraisal system.	This will be done with our next employee appraisal process in July of 2015.	3 rd Qrt 2015	0%
6.6b	Assess individual and overall training needs of the department and establish an annual training calendar.	Individual and overall training needs have been assessed. A loose training schedule has been established and a formal annual schedule is being developed.	In progress.	50%
6.7a	Enhance Homeland Security and Terrorism Training.	Web based training in this area is being explored.	3 rd Qrt 2015	0%
6.7b	Enhance Incident Command Training for all PD members.	Web based training in this area is being explored.	3 rd Qrt 2015	0%
6.7c	Conduct joint training with the Fire Department in reference to critical incident response.	This has not been planned or scheduled yet but it is part of the long term training plan. The Fire Chief is in full support of this idea.	4 th Qrt 2015	0%
6.7d	Conducted joint training exercises with the schools and FPU.	This has not been planned or scheduled yet but it is part of the long term training plan.	4 th Qrt 2015	0%
Topic 7 – Recruitment and Selection				
7.1	Involve all members of the PD as recruiters and offer incentives for identifying and soliciting quality applicants.	Every member of the PD is now considered a recruiter and creative incentives are being offered for those people bringing quality applicants forward.	Done (On going)	100%
7.2	Expand advertisement for open positions.	We now advertise on state and national websites as well as social media.	Done (On-going)	100%
7.3	Establish a Student Intern Program through FPU.	Whereas there is merit to this idea, we presently do not have any worthwhile projects that an intern could assist with completing.	We will explore this again in the future.	0%
7.4	Establish a records retention schedule for unsuccessful candidates.	We are now retaining records for 2 years and then shredding. We also track applicants' names and when they applied.	Done	100%

7.5	Personnel files need to be updated and rearranged to meet HIPAA requirements.	All personnel files are going to be reformatted and updated.	3 rd Qrt 2015	0%
Topic 8 – Evidence and Property Control				
8.1a	A complete inventory of the evidence/property should be completed as soon as possible.	Detective Seppala and Officer Malynowski completed Property and Evidence Training on May 1, 2015. A complete inventory is beginning immediately. This process is being done simultaneously with 8.1b and 8.4. We optimistically anticipate this process taking 18 months to complete.	In progress.	5%
8.1b	Evidence/property that is no longer needed for prosecution or has exceeded legal requirements should be returned or destroyed.	This process is starting in conjunction with 8.1a.	In progress.	5%
8.2a	Minimize access to the evidence room.	Presently 3 people, Det. Seppala, Officer Malynowski, and Sgt. Anair have access. We will remain at three until we complete our forfeited firearms trade-in process as Sgt. Anair is spearheading this project. We will reevaluate how many key holders are needed when that project is completed.	4 th Qrt 2015	0%
8.3	Sensitive items such as guns, drugs, money, and precious jewels should receive enhanced security.	These items have all been consolidated into secure property room within the PD.	Done.	100%
8.4	The PD should obtain more storage space for evidence and property.	The PD has purchased a storage pod and it has been placed directly behind the station. It is presently being wired for electricity and a dehumidifier. Shelving and an additional level of internal security is also being added.	In progress.	80%
8.5	Reinforce the written directive concerning the timely return of property to owner.	This is being done in conjunction with 8.1b and the policy will be reviewed and amended as needed.	In progress.	5%
8.6	The Chief should arrange for a public auction for reusable department and town property that is no longer needed per RSA 471-C: 13.	This will be done in conjunction with 8.1a and 8.5 once the inventory process is completed or we have enough property to auction to justify the expense.	2 nd Qrt 2016	0%
8.7	The temporary storage lockers should be moved	Whereas this is a good idea for convenience, it is not necessary as the items are secure and our budget does	Not feasible at this time.	0%

	out of the detainee processing area.	not allow for convenience changes at this time. This will be considered when planning the new facility.		
8.8	The department server should be moved out of the evidence room and into another secure location within the building.	Whereas this is a good idea for convenience, it is not necessary as the items are secure and our budget does not allow for convenience changes at this time. This will be considered when planning the new facility.	Not feasible at this time.	0%
8.9	In cooperation with the Prosecutor the department should move towards using photographs of evidence as opposed to storing physical evidence for minor crimes.	A meeting was held with Judge Runyon in November of 2014 to discuss this procedure. This process has been implemented and will be reevaluated based on the outcomes of future cases.	Done.	100%
8.10	The department should not be in the business of collecting restitution from the defendants.	This has also been addressed with the court and the process will not change on their side. The PD however will now only accept money orders made out to the victim to receive the restitution. We will then log the payment for tracking purposes and forward the check to the victim.	Done.	100%
Topic 9 – Records Management				
9.1	The Records Manager must be given the time and tools to organize the department records.	Nick Roy has done an outstanding job of organizing department records. He has also been sent to several different training seminars to assist him in developing our data bases, spread sheets, and Microsoft Access programs. This will help ensure we are efficiently and accurately tracking and reporting crime statistics.	Done. (On-going)	100%
9.2	Consideration should be given to paperless reporting.	This process is utilized whenever possible based on our current IMC configuration. Additional IMC upgrades to enhance this effort are available but are cost prohibitive at this time.	Not feasible at this time.	100%
9.3	Continue to work on the lap top connection process.	We have updated all of our lap tops and added increased RAM. The final connection is stalled by Spaulding Hill due to efficiency concerns.	In progress.	90%
9.4	Develop a Case Management System so that supervisors and officers know the status of cases.	This is already in place as it is a function within our IMC system. A review and audit process is being developed to ensure cases and all necessary documentation is completed.	In progress.	50%
9.5	Require officers to submit original reports in a timely	Completed in November of 2014.	Done.	100%

	fashion and make copies for working case files.			
9.6	An internal system for the issuance and tracking motor vehicle citations should be developed.	This will be done through the use of a tracking spread sheet and possibly IMC.	3 rd Qrt 2015	0%
9.7	Begin the process of purging old records from the bins stored at Town Hall following State statute regarding record retention.	This is beginning immediately. We are in the process of clarifying state statute to determine what we can electronically scan vs retaining hard copies. Tina Eaton will be assisting with process.	In progress.	10%
Topic 10 – Fiscal Management				
10.1a	Develop a vehicle replacement schedule that allows for the best vehicles to be assigned to front-line patrol function.	This will be done for all fully marked patrol vehicles and a replacement schedule is already in place.	Done.	100%
10.1b	Evaluate the vehicle take home program for the detective.	This program is presently suspended due to staffing issues and the fact that our detective is presently filling a patrol shift. When full staffing is achieved, the detective will move to a detective schedule and the program will be re-initiated.	Done.	100%
10.2	Assign one of the officers to be responsible for Fleet Management as a collateral duty. Develop a tracking system for all repairs so subsequent budgets may be funded accurately.	Officer Griffin has been assigned to this task and he will work with Nick Roy to establish the tracking system.	In progress.	50%
10.3	Develop a documented salary step system that includes provisions for additional compensation based on merit and longevity.	A salary survey is underway to compare overall State of New Hampshire salary averages for all positions, both sworn and civilian, in the PD. We will also more narrowly compare ourselves to nearby jurisdictions and similar towns. The goal is to establish entry and top level salaries for each position that are 5% above comparable averages and then establish a merit based step system correlated to a time line to reach top level pay. Incentives for longevity, education, physical fitness, and special assignment will also be considered.	In progress.	30%
10.4	Properly fund the overtime and part-time officer budget line items.	The FY2015 budget was developed with all of MRI's recommendations in mind. The requested budget included \$65000	Done.	100%

		for overtime and \$27000 for part time officers. The adopted budget was \$60000/\$27000. We will reevaluate this on an annual basis.		
10.5	Create and fund a Quartermaster Program.	The FY2015 budget funded \$6855 towards this program.	Done.	100%
10.6	Equip officers with cameras and fingerprint kits for processing crime scenes.	Each officer now has a camera and each patrol vehicle now has a fingerprint kit.	Done.	100%
10.7	Acquire AEDs for each vehicle.	We are presently working with Rindge FD to procure these through a grant.	In progress.	25%
10.8	Remove blue lights from animal control officer's vehicle.	This is under review for legality.	In progress.	50%
Topic 11 – Crime Prevention				
11.1	Reinitiate Crime Prevention and Community Involvement efforts to include business checks.	Business checks are being done routinely. Crime prevention efforts have increased through a directive to perform more proactive patrolling. Community involvement is also increasing through our participation in many community events.	Done. (On going)	100%
11.2	Crime prevention tips and other safety information should be displayed on the PD web page.	The PD web page has been dramatically improved and now includes both crime prevention tips and safety information. We have also launched a Facebook page to share information.	Done. (On going)	100%
11.3	The PD should present safety and crime prevention programs.	This is being done upon request. Crime Watch presentations are our most common events.	Done. (On going)	100%
11.4	Department representation at Crime Watch meeting should be a consistent assignment.	The Chief of Police is the primary liaison for the Crime Watch.	Done.	100%
11.5	The PD should partner with the Criminal Justice Program at FPU for additional assistance with Crime Prevention Efforts.	This is being considered for the 2015/16 academic year.	3 rd Qrt 2015	0%

Respectfully submitted,

Todd A. Muilenberg

Chief of Police
Rindge Police Department