

**FINAL**

**ATKINSON POLICE DEPARTMENT  
ATKINSON, NEW HAMPSHIRE**

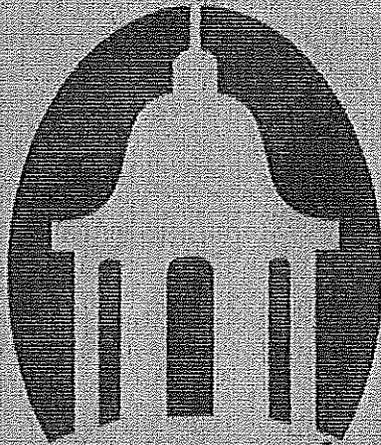
**MANAGEMENT LETTER**

**SEPTEMBER 2011**

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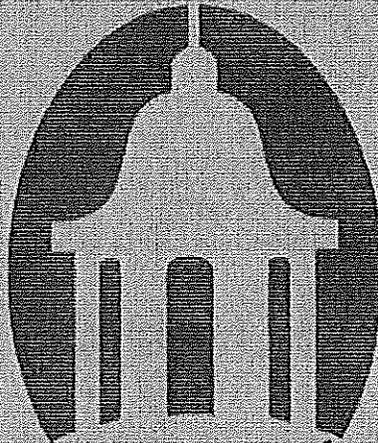
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**ATKINSON POLICE DEPARTMENT**  
**ATKINSON, NEW HAMPSHIRE**

**MANAGEMENT LETTER**

**Overview**

The Atkinson Board of Selectmen commissioned a general review of the operation of the Atkinson Police Department to assist them in understanding the needs of the department and helping to determine appropriate staffing levels and rank structure. The review was intended to "assist the community in determining and prioritizing any "next steps" toward minimizing risk/liability while providing for the optimal efficiency and effectiveness of the delivery of police services to the community."

**Facility**

Prior to 1994, the Atkinson Police Department was sited at the former two-room school house across the street from the current Town Hall. The original building on the current site was a church. The height of the old church gives the building a multi-story look but only the first floor can be used. A one-story addition was added and the building was utilized as a school until reconfigured into a space for the Police Department. The square footage is sufficient for a department of Atkinson's size for the short term. The police station is divided into many rooms and storage areas including offices for the Chief, the Lieutenant, and the Sergeant. There is an officers' room where there are lockers and desks, a supply room, a work station for part-time officers, two file rooms, the dispatch area, a squad room for training and meetings, a new file room, an evidence room, a room set aside for the Elderly Affairs Transportation Unit, a booking room, and a temporary holding room. There are storage sheds in the parking lot for files, cruiser equipment, and Elderly Affairs equipment.

A number of issues regarding the building were mentioned by police personnel during interviews. The number one problem is that the roof is leaking or has leaked in the past. The moisture saturated the contents of the materials above the paneled ceiling bringing foul odors and complaints of health impacts. The Town has undertaken steps to

alleviate these issues that are still on-going at the time of this writing. Members of the Board of Selectmen, who were all interviewed for this report, state that they are committed to resolving this problem. Members of the Police Department feel that the Town does not care about their health. One former employee reported that his headaches were eliminated when he left the Department. Employees who have read reports on the air quality issue state that there are three types of mold above the false ceiling and that fiberglass is being blown through the ventilation system. Employees who spend a great deal of time in the building, such as the dispatchers, have reported dizziness and upper respiratory difficulties. There are no shower facilities, lockers are inadequate, and the station offers inadequate accommodations for female employees. The building does not have a room for interviews and interrogations. [REDACTED]

[REDACTED] This is not a building that will accommodate a professional police department in the future.

A propane fueled generator was installed in 2009 to provide back up power. It had not worked for approximately two years and was not available when the police station lost power during an ice storm. Technicians had been to the site on multiple occasions, but the generator remained non-functional until an electrician recently got the generator to operate. Currently a trustee from the Rockingham County Jail cleans the police station. This free service costs the Department two hours per day to transport the trustee plus the cost of lunch daily. The Town has a cleaning contractor that could take over building maintenance chores at the police station. While there may be security issues with anyone from outside cleaning the police facility, these concerns are magnified when the individual doing the cleaning is a jail trustee. The Chief states that this is not an issue as the trustee is hand picked for the assignment. This trustee, besides doing routine cleaning, does painting and other functions that a cleaning contractor may not provide.

### **Fleet and Equipment**

The current fleet consists of:

1 2005 Ford Expedition	(58,105 miles)
1 2002 Ford Crown Victoria	(93,656 miles)
1 2005 Ford Crown Victoria	(90,429 miles)
1 2011 Ford Crown Victoria	(18,629 miles)
1 2007 Ford Crown Victoria	(97,913 miles)
1 2010 Ford Crown Victoria	(76,129 miles)
1 2000 Dodge Durango	(87,953 miles)
1 1998 Mercury Grand Marquis	(119,873 miles)

The lower mileage vehicles are utilized for patrol purposes. Two of the higher mileage vehicles are assigned to the Lieutenant and Sergeant positions. One higher mileage



vehicle is utilized for road construction details. The Dodge Durango was donated to the department by Rockingham Toyota in Salem, NH. The Mercury Grand Marquis is the Chief's vehicle. All police vehicles are fueled at a Mobile station on Route 125 in Haverhill where the Chief has secured a fleet discount. Cruisers are repaired and maintained by two local repair shops. Oil is changed in each patrol vehicle every two weeks and a complete inspection of safety systems is conducted at that time. All vehicles are purchased outright as the Department does not utilize a leasing option. The Department is able to purchase one vehicle per year out of the fees charged for assigning a cruiser to road details.

Vehicle safety and maintenance is a high priority for the Department, which is appropriately based on the age and mileage associated with the fleet. Six of the eight police vehicles have relatively high mileage. It must be remembered that police fleet cars do a great deal of idling that adds wear and stress to the vehicle well in excess of the indicated mileage. Keeping vehicles in the police fleet beyond their time is an economic and officer safety issue.

### **Records**

Records are maintained by law enforcement agencies for a number of legitimate purposes. Well kept records are required to comply with State and Federal statutes and rules, internal use, and the compilation of statistics. The analysis of incidents, arrests, and traffic crashes is an important task for administrators. These records can assist with long-term planning, allocation and distribution of staff, scheduling, and establishing justification for equipment enhancements or additional staff. Trends seen through records analysis can also point out the need for additional or remedial training, changes in equipment, or the need for a new or different approach to a community problem, and thus be an important tool in the budget development process. The Atkinson Police Department currently utilizes the Crime Star program as its records management system. It was stated that this program meets the basic needs of the Department, but there are functions that a more modern program could provide. Chief Consentino acknowledges that the Police Department could use a new computer program, but that the initial cost, as well as annual maintenance would be a significant investment. Many Police Departments in the area use Information Management Corporation (IMC); however, Crime Star and IMC are not compatible. This sometimes impedes the transmission of data between cooperating departments.

Atkinson dispatchers construct a narrative log as a Word document from hand written notes taken during calls. They also enter each report generating call into the Crime Star program. In comparison, the Plaistow Police Department, which provides 128 hours per month of dispatch service to Atkinson, enters each call directly into their computer system and generates a log from these entrees. The Plaistow Police then sends monthly



statistics to the Atkinson Police for those activities occurring for the periods that Plaistow dispatches for Atkinson. Any statistical reports are a combination of the data received from both Departments. A number of employees reported a need for updated computers in Atkinson. Others mentioned that they believed many of the Crime Star updates have never been installed. Chief Consentino states that the computer program is completely up to date but that a newer program and hardware is needed.

The Chief requires officers to return to the station and write a narrative for any citizen interaction. He stated that if they get out of the car they need to write a report. There are three issues with this requirement. First, in MRI's opinion, it amounts to over reporting. Many such interactions need only be referenced by a log note. The Chief maintains that he wants to know about each citizen interaction and therefore requires the written narrative. Second, this narrative cannot be written in the cruiser, as could be accomplished with current police reporting software in most departments around the county. Thirdly, this requirement must be fulfilled by the officer unnecessarily returning to the station and taking time away from patrolling the community.

The police facility houses a great deal of hard copy records. A second file room had to be constructed recently due to the overflow from the original file room. Records are also stored in one of the sheds in the station parking lot. Officers related that they are directed to make hard copies of all reports even when the record exists in the computer.

The Police Department currently tracks assists to other public safety agencies under one category. This means that providing mutual aid to a surrounding community would be categorized in the same manner as assisting the Atkinson Fire Department. It was also determined that calls from Atkinson to other agencies for mutual aid are not tracked. The sending of sworn police personnel to other communities, as well as requesting the sworn officers of other departments to come into Atkinson, is an important element of policing with liability and economic implications. Some of these risks can be limited through a well worded mutual aid agreement. The number of times that Atkinson officers provide or request mutual aid should all be well documented.

### **Communications**

Radio communications are required for the entire one hundred sixty-eight hours of each week. This number of hours represents twenty-four hours per day, per the seven days of a week. Currently, dispatching is done by two part-time Atkinson Police dispatchers on the day shift, on a Monday through Friday basis. The remaining one hundred twenty eight hours of coverage are provided by the Plaistow Police Department on a contractual basis. The existing contract with Plaistow provides for twenty-four hour a day dispatching for the Atkinson Fire Department and sixteen hours per day for the Atkinson Police Department, plus weekends and eleven holidays. The current contract



is in place until October 11, 2012. The fee for this contract for 2011 is \$37,982. Annual contract increases are based upon the Northeast Urban Regional Consumer Price Index.

Plaistow Police Deputy Chief Kathleen Jones reports a great relationship with Atkinson Police. Plaistow Communications Supervisor Lucia Theberge reports that the communications piece between the two departments works well. Plaistow usually has only one dispatcher on duty. The one dispatcher is able to provide service to the two or three Plaistow officers and the Atkinson officer on duty. Plaistow has tracked calls for service and determined that a second dispatcher is usually needed on Tuesdays, Wednesdays, and Thursdays on the day shift. Plaistow is not handling Atkinson calls during this period. Plaistow Police dispatchers are given forty hours of initial training plus ongoing in-service training. Plaistow dispatchers keep current with required training for CPR & first aid, as well as the New Hampshire State Police Information System. Chief Consentino reports that the two Atkinson dispatchers receive regular in-service training and are certified to participate in the State Police Information System known as SPOTS. Plaistow uses a program entitled Crime Track and their log is generated through this computerized dispatch program. They forward this log monthly or as needed to Atkinson.

Some Atkinson officers questioned the training level of the existing Atkinson dispatchers and thought officers' needs on the road might be better served if Atkinson switched to being dispatched twenty-four hours a day by Plaistow. Atkinson Elderly Affairs telephone calls are currently answered by the Atkinson Police dispatchers. These are generally to set up rides to doctor's appointments or other chores. The Atkinson dispatchers then schedule the rides with the program's drivers. A very small number of Elderly Affairs calls get answered by the Plaistow dispatchers. Ms. Theberge reports that the seniors in Atkinson now know to call Atkinson during the day.

Atkinson has access to state and national law enforcement databases through Plaistow. Criminal Records cannot be faxed and have to be picked up in Plaistow.

All officers report that radio coverage is inadequate. While mobile radios (60 watts) in the cruisers can reach transmission sites, portable radios (4 watts), that have much less power, cannot reach the antennas or vice versa. The problem areas are well known and documented. An Emergency Communications Committee was formed in 2009 and submitted a 48 page report which stated that satellite receivers should be located behind the Town Garage and would adequately cover the identified dead spots in police and fire radio communications. No progress has been made on this recommendation or any other solution to the radio reception problem. It was also pointed out by officers and Chief Consentino that officers on a portable radio cannot be heard when they are inside the Atkinson County Club. This problem could be solved with the installation of a radio transponder on the property. The County Club is reported to have authorized



such an installation. Officers told a story of an Atkinson patrol officer radioing for assistance at the County Club. Plaistow never received the transmission. Luckily for the officer, an alert Salem Police officer heard the call and Salem responded to assist in quelling a fight at that property. There are additional radio dead spots at Route 111 at the Derry end of Town, as well as on Hall Farm Road, West Side Drive, and Providence Hill.

Officers reported good coverage with Verizon cell phones. Assigning a department cell phone to officers on patrol may be a partial solution to the dangers associated with the current poor radio network.

Prior to the early 1990s Atkinson used the Rockingham County Sheriff's Office for dispatching but changed to the Plaistow Police. The Sheriff's Office does not charge a fee for dispatching for communities within the county. All officers asked about the service provided by the Plaistow Police Department Dispatch Center had high praise for their level of training and the attention to the needs of officers on the road.

#### **Policies and Procedures/Rules and Regulations/Job Descriptions**

Necessity requires that every police department have a written set of directives outlining the policies and rules that will govern the police operation. Rules are required to standardize the work being performed, the appearance of officers, and the employee discipline delivery system. Policies are needed to guide officers in how the department wants various crimes, accidents, and incidents processed and resolved. It identifies expected performance levels, acceptable, and unacceptable actions by the employee. It identifies job descriptions, which are also included among the required directives to ensure that officers appointed to a specific rank or level of responsibilities are aware of all their duties. Together this set of written directives gives all persons with an interest or responsibility in policing in the community a definitive view of what is supposed to be done, how it will be done, and by whom. They exist to minimize the liability of the department, protect citizens and officers from unfair treatment, and provide a high level of service to the public.

MRI asked to review the current written directives of the Atkinson Police Department. This included the Policies and Procedures, Rules and Regulations, and Job Descriptions. Chief Consentino related that many of the existing documents were written in the 1980s. They were re-typed electronically in 2007. The Chief acknowledged that the policies were out of date and stated that an officer had been assigned to develop a new set of directives. This process is nearly complete. Reviewing the current policies would therefore be of little value. The new policy manual will contain a number of policies adopted from model documents provided by the New Hampshire Police Standards and Training Council. The Chief was asked if his new directives would be following the



standards of the Commission on Accreditation for Law Enforcement Agencies (CALEA). The Chief stated that if the model policies he is adapting from the State included those standards then Atkinson's would also have those standards. It was suggested to Chief Consentino that even if he was not currently interested in pursuing police accreditation, his policies should meet as many accreditation standards as possible to parallel national best practices and better manage risk. Some officers interviewed related that they were not sure that all the policies they had in their possession were current. They stated that there was no master copy available to officers in the station either on the computer or in hard copy.

The writing of all policies and procedures should follow the Standards for Law Enforcement Agencies. These guidelines instruct that all policies, procedures, rules, regulations, directives and general orders should easily be accessible to all employees, should be in an arranged indexed and numbered system in either hard copy or electronic format, and have the ability to acknowledge receipt. It also requires a procedure to review proposed or revised policies, procedures, rules, and regulations prior to their promulgation to ensure they do not contradict other existing agency directives or applicable law.

#### **Citizen Complaints**

Chief Consentino was asked to provide access to the citizen complaint file in order for MRI to review the number and types of citizen complaints made against Atkinson police officers. The Chief responded that no such file existed. He stated that citizens of the community have not made any complaints against his officers.

#### **Elder Affairs Department**

The Chief of Police is also the Elder Affairs Director. While the two municipal budgets have been separated, there are still many documents in use that list the elderly transportation program as an operational division of the Police Department. The most recent Police Department organizational chart still lists the transportation program as a division within the Police Department. The Atkinson Police Department Roster includes Elderly Affairs employees. The address of the Atkinson Police Charitable Fund is the Police Department. Atkinson Police dispatchers receive calls from elderly residents requesting rides and then schedule those rides. Some interviewed police officers suggested that this program should be moved out of the police station.

Some of the vehicles currently in use by the Elder Affairs Department are old police cruisers. Because of their make, model, and markings, they have a tendency to look like low profile police cruisers. The only thing missing is emergency lighting on the roofs of the vehicles. There is a potential risk associated with these Elderly Affairs vehicles. A



citizen, in an emergency may, quickly but incorrectly, assess the vehicle as a police cruiser and assume that the driver is a sworn and trained police officer. It is suggested that over time that the Elderly Affairs Transportation Program differentiate their vehicles from those of the Police Department

While this consultant was interviewing Chief Consentino, the Chief received a call from a senior requesting assistance with selecting a plumbing contractor. The Chief pulled out a notebook and told the senior that four contractors had been approved by the Police Department. He gave the senior the names of two of the contractors. He advised the caller that s/he should tell the contractor that they were recommended by the Atkinson Police Department in order to receive a 10% discount.

While it could be said that the Chief was wearing the hat of the Elderly Affairs Director during this exchange, receiving this recommendation from the Chief of Police raises the potential for conflict of interest concerns. Using the name of the Atkinson Police to receive a discount on services may not be in the best interest of the Department or the Town. This service would be better handled by an Elderly Affairs Department not directly connected to the Police Department.

Chief Consentino and this consultant engaged in a conversation regarding the future of both departments. The Chief was asked to consider the sustainability of each entity at a time, in the future, when the two departments were not governed by one person. There is no question that the elderly transportation program is highly regarded and praised by many both locally and across the state. Many communities contact the Atkinson Police Department for information on how to replicate this service in their communities. However, there will come a day when the Chief of Police does not also serve as the Director of Elderly Services. It may be wise to consider making physical and operational changes at this time while the Director is passionate about the continuation of the program. The Chief responded that it was his hope that the next Chief of Police would also run the Elderly Affairs Department, as it was financially and organizationally prudent to govern the service in this manner. This consultant raised the fact that it would be much more difficult to recruit the next Chief of Police if that person was

expected to run both departments. The Chief feels that there is no need to separate the elderly transportation program from the Police Department. He feels that it is not broken and therefore is in no need of modification. He also pointed out that should the Elderly Affairs Department be separated from the Police Department, the cost of running the program will increase.

### **The Atkinson Police Charitable Fund**

In 2008, Chief Consentino and others established the Atkinson Police Charitable Fund as a 501 (c) (3). Some information about this Fund can be found on line. The Chief is listed



as president. According to the listed by-laws, all five trustees must be Police Department employees. Chief Consentino reports that he is the only Police Department member and the other trustees are employees of the Elderly Affairs Department. The address on the Fund is the Police Department. The most recent on line data for this Fund is for 2009. In that year, the total revenues were \$36,394, and total assets were listed at \$16,439. Considerable citizen interest exists on the internet regarding the operation of this charitable enterprise.

The by-laws of the fund, located on line, provide the following purpose and mission statement:

**ARTICLE II:**

**PURPOSE AND MISSION STATEMENT**

1. *To assist the elderly and those in need of the Town by financial means for items deemed necessary for their mental and physical well being and safety. The Association will work with the Senior Transport Division of the Atkinson Police Department as well as the Agencies of the Town and State in achieving its purpose.*
2. *To support the acquisition of equipment for the Police Department aimed at achieving excellence in policing and fostering public relations.*
3. *To support the activities of the Department's Dare Program. To sponsor (or co-sponsor) a Senior Citizen Program to help maintain their mental and physical well being which includes but not limited to:*
  - A. *Annual Flu Clinics*
  - B. *Bus Trips*
  - C. *Summer outdoor concerts*

It must be remembered that the establishment of this Charitable Fund has been approved by the New Hampshire Attorney General's Office. However, that being said, MRI has difficulty with this fund as presently constructed. First, the use of the words Atkinson Police in the name of the fund leads one to believe that it is a public not a private endeavor. The books of a public fund would be open to inspection by persons who donate funds or the population at large. Second, is a donation being made for the use of the Senior Citizen Program or to acquire equipment for the Police Department? Who decides how donated funds are allocated and to whom are they accountable?

**Calls for Service**

Three years of calls for service statistics were requested from the Department and data for 2008 through 2010 was generated. Total calls for service was 1741 in 2008, 1723 in 2009, and 1687 in 2010. These numbers represent an approximate 3% decrease over



this three-year period. A review of the attached four page document, **Calls for Service Three Year Comparison (Appendix A)**, indicates that Atkinson officers respond most often to calls for residential and commercial alarms, suspicious person reports, and assisting other agencies. They also respond to a number of motor vehicle accidents, thefts, and domestic disturbances, as well as calls for assistance from citizens and motorists. This document is of value in that it indicates trends as it pertains to specific calls for service. However, while it does list warrant arrests and motor vehicle arrests, it does not list other arrests. The total number of arrests made each year is an important statistic and should be incorporated into this report.

**Distribution of Calls by Shift**

	2009	2010	2 YEAR AVERAGE
MIDNIGHT SHIFT	263	250	15%
DAY SHIFT	582	658	37%
EVENING SHIFT	856	752	48%
TOTAL	1723	1687	1705

Based upon the statistics submitted by the Atkinson Police Department, the evening shift is the busiest of the three shifts. The day shift is second in the number of calls for service. The midnight shift is generating less than one call per shift and is therefore mostly concerned with watching the town, its businesses, public buildings, and residences as the community sleeps (see **Calls for Service Totals By Beat, Appendix B**).

**Reported Crime Statistics**

The Atkinson Police Department submits its crime statistics to the New Hampshire Attorney General's Office. MRI was given a two page document which lists the various crimes reported by the agency for the years 2003 through 2009. The highest numbers of reported crimes fall into the categories of simple assaults, theft from a motor vehicle, theft of motor vehicle parts, burglary/breaking and entering. There was a reported crime in each of these four categories approximately once per month in 2009 (see **Attorney General's Office Crime Statistics Reporting, Appendix C**).

**Investigations, Evidence, and Prosecution**

According to Chief Consentino, patrol officers take initial reports of reported crimes. Crimes that require additional follow-up investigation are forwarded to the Detective Sergeant. The Chief states that this position also takes care of a large number of walk-in



complaints. The evidence room was viewed by this consultant. There were a number of items in piles on the floor. The room had the appearance of not being regularly managed. There was plenty of available storage room on shelving. The evidence officer reported that he was not allowed to spend time on the evidence room, as it would have taken time away from his patrol duties. Department prosecutions are handled by an assistant county attorney assigned by the County Attorney's Office. Atkinson and five other area communities share the utilization of this assistant county attorney and pay the county a share of the cost. The Detective Sergeant acts as liaison between the department and the assistant county attorney.

### **The Patrol Function**

Atkinson is an overwhelmingly residential community with a small amount of light industry. There is also a small number of retail and commercial businesses. It has the Wood Lock Park recreational area which is an area that requires police patrols.

Common issues for Atkinson police officers include: speeding complaints, house alarms, business and vacation checks, and domestic disturbances. Officers mentioned an increase in motorcycle gang related activity in and around Atkinson.

The Atkinson Police Department deploys one officer on patrol during the entire twenty-four hour day. Under the current staffing plan, the Lieutenant and Sergeant work the day shift. The Chief usually puts his part-time hours in during the day shift as well. All three superior officers are salaried and put in additional hours as required. Officers on patrol have a business checklist and they document checking business and municipal buildings on the evening and midnight shifts. They also maintain a confidential "away list" of persons who request the police check their residences when they are away on vacation. The regular day shift patrol is supplemented with part-time officers a few shifts per week to patrol residential neighborhoods with an aim to reduce residential burglary incidents.

Chief Consentino has implemented an expectation that all patrol officers put 104 miles on their odometer during each shift. The thought behind this rule is to keep patrols moving and covering the maximum amount of street miles. MRI would suggest that this rule be revisited. The amount of road miles placed on the cruiser each shift would not seem to maximize officer efficiency. This rule discounts the importance of community policing efforts that require officers to park their cruisers and interact with the citizens. This could be done at the Wood Lock Park, at a retail business, or with a group of young people playing in a neighborhood. It would also appear to reduce the potential of officers being stationary and observing traffic for speeding or intersection violations. This type of enforcement action is needed to indicate police presence and reduce accidents at designated locations. While there may be tours of duty where a high number of miles are registered, quality directed patrols based upon computer



generated data might prove to have the same desired effect. At the same time, requiring officers to maintain high mileage totals might have a tendency to keep officers to the main roads and travelling at higher speeds in order to achieve the mandate. Reduced costs due to reduced fuel usage may result from eliminating or modifying this rule.

[REDACTED]

[REDACTED] Some officers also mentioned that they would like to see tasers, an electronic control weapon, issued to all officers. This seems like a reasonable request given the need to subdue an arrestee without the benefit of a second officer. Many departments have issued tasers to its sworn officers and original misgivings about this piece of equipment have been proven unwarranted.

#### **Prisoner Processing and Control**

When booking arrestees, Atkinson officers can take a digital picture but are still using ink to take fingerprints. Automated Fingerprint Identification Systems are used by many Police Departments to easily capture and transmit fingerprint impressions. The holding cell is electronically monitored and can be viewed by the officer while he is completing paper work or by a dispatcher if the arrest is made during the day shift, during the week.

Prisoners who are not going to be bailed are only kept at the Atkinson Police Department to complete booking. They are then transported to the Rockingham County Sheriff's Department in Brentwood. [REDACTED]

[REDACTED]

#### **Current Staffing Plan**

The topics of staffing and organizational structure are not only important to the agency for purposes of effectiveness but also to the community it serves for the purpose of



efficiency. In particular, when tax dollars are being expended, the governmental body must be staffed and organized in an optimum manner. In some organizations, tradition is a significant factor in how work is divided and distributed. Over several decades, the agency can continue to function in a manner that may have been effective in the past. The use of technology and other efficiencies can point to ways in which the individual employee's work and the agency structure might be modified to better obtain specific goals. Regular review of the organization and its mission can assist in achieving maximum worker efficiency and producing the best quality service with the least cost obtainable. Staffing is both an art and a science and requires not only hard data upon which to make decisions, but also a total understanding of the duties and responsibilities of the agency.

The Atkinson Police Department currently has a staffing plan that includes one part-time Chief of Police, one full-time Lieutenant, one full-time Detective Sergeant, and three full-time police officers. Patrol shifts and other duties are supplemented with part-time officers. There are also two part-time dispatchers who also complete clerical duties for the department.

Focusing on the patrol function, the above plan has full-time, academy trained officers working Monday through Friday on the three shifts. Weekends are staffed with part-time officers. Some part-time officers are retired, academy trained officers, while the remaining officers have received only a part-time certification and are limited to a total of thirteen hundred hours per year by State regulation.

This plan has no full-time officers staffing the weekend, only one officer on duty for most hours of the day as the Lieutenant and Sergeant are assigned to the day shift Monday through Friday. While the two superior officers would leave the station when required, there is very little street supervision of the patrol officers and no sworn officer back-up in Atkinson after 4PM during the week or on weekends. Part-time officers are brought in to work some day shifts during the week with a sole responsibility of patrolling residential neighborhoods.

### **Proposed Staffing Plan**

MRI would offer the following alternate staffing plan for the consideration of the Atkinson Police Department. MRI would propose that the Lieutenant and Detective Sergeant be replaced with two patrol sergeants. They would be assigned to patrol shifts as a second sworn officer. On quiet shifts, when the regularly assigned patrol officer was on duty, the Sergeant would have the ability to return to the station and accomplish various ancillary administrative and supervisory duties as delegated by the Chief. MRI would suggest that one Sergeant be placed in charge of patrol operations to coordinate the efforts of the three patrol shifts. The second Sergeant would be assigned as a case



manager to oversee all reports and investigations conducted by the Department. Although the possibility exists to assign a Sergeant to a specific shift, MRI would suggest that the two Sergeants work a split schedule of two evenings and two days per four day tour. This would allow them to observe activities during two different shifts and interact with a larger number of officers. Specialized duties such as the DARE program, Regional SWAT participation, and other functions that were formerly assigned to the Lieutenant would be re-distributed among all sworn members of the Department.

This plan would suggest two changes to patrol staffing. First MRI would propose placing all sworn full-time personnel on the so-called four and two system. This means that full-time police officers and sergeants would work shifts on four days in a row and have the next two days off. This is the prevalent staffing schedule for patrol officers in this geographical area and it provides for the second change which would be the addition of a fourth police officer. The attached chart, **Proposed Four and Two Work Schedule, Appendix D**, demonstrates a possible staffing plan for January 2012 utilizing the four and two system. The four and two system allows the fourth officer to work the days off of the midnight officer and the evening officer.

The four and two staffing schedule allows for seventeen additional days off per full-time officer over and above the current five and two schedule. MRI would propose that these additional one hundred and thirty six hours per year be utilized to reduce overtime and increase patrol coverage. Department meetings and training for each officer would be assigned from these hours. Additionally, ancillary duties such as being the evidence officer or the fleet officer could be accomplished with these hours rather than the assigned officer coming into the station during his normal patrol hours or on overtime. Additional cruiser patrols could be assigned with some of these hours based upon documented need at certain times of the week.

#### **Advantages of the Proposed Staffing Plan**

- Full-time officers working seven days a week.
- Part-time officers reduced from six to two regular patrol shifts per six day cycle.
- As Chief Consentino stated in the 2009 Town Annual Report: "The old days of filling shifts with part-time officers have become a thing of the past."
- Increases by one, the number of employees whose main obligation is to the Atkinson Police Department.



- Reduces the dependency on part-time officers who have other full-time employment obligations.
- Part-time officers can now be assigned in four or eight hour blocks to supplement patrols as data analysis prescribes, especially on shifts where a Sergeant is not working.
- Has a second officer, a supervisor, working four out of six tours on the evening and day shifts.
- Expands the availability of a supervisory officer to the public.
- Reduces administration time and increases supervisory and patrol time.
- Increases morale, invests in career development and fights boredom by having each patrol officer investigate their own cases with assistance from the two Sergeants.
- Increases the opportunities for training, as officers request specialized training for investigating crimes and accidents at a higher level of proficiency.
- Has supervisors working closely with patrol officers.
- Is the beginning of the move toward two officers on duty as future needs dictate.
- Reduces Atkinson's dependency on mutual aid from nearby departments and greatly reduces the amount of time required to get a backup officer to an incident.
- Has /sergeants working with both part-time and full-time officers.
- The Department would have the ability to flex the hours of the Sergeants as needs require such as working 6PM to 2AM on Friday and Saturday nights instead of 4PM to 12 Midnight.

#### **Funding and Fiscal Management**

Atkinson Town Bookkeeper, Sandra Levallee, reports that all payroll and bills are submitted to her by noon on Tuesdays. The Police Chief assigns the line code and signs each bill and payroll before submission. Ms. Levallee reports that the Police Department is always under budget at the end of the year. She reports good communications between the two departments. Time sheets with hours for each



employee are submitted from the Chief to Ms Levallee. Ms Levallee did request that she and the Chief work on a new time sheet format as she finds the one currently in use to be confusing. There is a need for more clarity on the time sheet due to different rates of pay and night shift differentials. The Chief does his own purchasing for the Police Department. Items costing between \$500 and \$5000 require three quotes. Items over \$5,000 must be purchased through the bid system. Items that require bidding are directed to the Town Administrator and the Board of Selectmen.

The Atkinson Police Department budget for 2011 totaled \$763,085.

\$624,854 is for personnel related expenses including salaries and overtime as well as expenses such as FICA, Accidental Disability Insurance, and New Hampshire Retirement.

\$14,731 is for training and education including training and instructor costs.

\$39,188 is for support services and includes telephone, printing, postage, new equipment, and uniforms.

\$5,524 is labeled Special Details and budgets for Town details.

\$17,325 for building related expenses including oil and electricity, food, and cleaning service.

\$4,343 is related to juvenile programs.

\$57,120 is for vehicle expenses which include maintenance and fuel.

A few individual lines of the Police Department budget appear to be slightly overfunded. This can happen when percentage increases are requested over a number of years. The Town Bookkeeper has stated that the Police Department routinely turns back approximately \$40,000 to \$50,000 to the Town at the end of each budget year which verifies the initial observation. This degree of funding amounts to 5% of the total budget and the Town may feel that the Department should have this built in flexibility in order to be prepared for unexpected expenses. Chief Consentino stated that he considers himself "very frugal". He budgets for what he believes he will need for the year, but returns unexpended funds to the Town rather than just spend his entire budget.



## Conclusion

The Atkinson Police Department should be organizing and planning for long-term service delivery enhancement and sustainability. This includes efforts in areas such as advocating for a new police facility, a new computer system, and resolving the long-standing issues related to radio system dead spots. It also involves making staffing decisions based upon analysis of hard data. It is crucial that the department move toward an acceptance of national best practices through a set of well-written policies/directives. All police personnel need to be trained on each new directive and a system must be in place to document receipt and understanding of policies and rules. MRI feels that the future of the highly regarded Elder Affairs Transportation Program would be better assured if it operated much more independently of the Atkinson Police Department. MRI also feels strongly that the Atkinson Police Charitable Fund represents a potential for future difficulties and that the operation and mission of this fund should be re-examined. Both the Elder Affairs Transportation Program and the Charitable Fund represent time and attention on the part of the Chief of Police/Elder Affairs Director that is currently needed to guide the Police Department toward a new level of police service delivery for the community. The Atkinson Police Department should seriously consider the staffing plan offered by MRI as a means to increase patrol coverage, as well as decreasing dependence on mutual aid and part-time officers.

## RECOMMENDATIONS

1. The Town should continue its efforts to eliminate any documented issues related to the air quality in the police station.
2. The Town should review existing studies on the police and fire radio systems and quickly initiate a resolution to acknowledge dead spots without delay.
3. The Town and the Chief should revisit the utilization of a jail trustee for building maintenance work. The costs for transportation and food, as well as security issues, should all be explored.
4. The Town should place a new police facility on its Capital Improvement Plan. Police buildings are expensive and require a great deal of planning. The process should be started in the near future.
5. The Police Department should initiate a review of the State Records Law for compliance. Hard copy records that can be destroyed should be shredded. An effort should be made to eliminate unnecessary records being stored, as well as the unnecessary printing and storage of current reports.



6. MRI would recommend the 2012 Police Department budget be prepared utilizing zero-based budgeting. Each line total should be backed up with historical data or calculations based upon actual projected costs.
7. MRI would suggest a wage and salary classification study to deal with not only the salary and benefits of full and part time Police Department employees, but also to look closely at the classification of all employees of the Department.
8. There is a legitimate need for weekly and monthly reports from the Police Department to the Board of Selectmen with information that would be helpful to the Board to know when making town-wide decisions. The content and format of these reports should be determined immediately and reports should be forthcoming on a regular basis.
9. MRI recommends the Police Department adopt the four and two work schedule for patrol personnel.
10. MRI would suggest that the Chief of Police be assisted by two Sergeants. The two Sergeants would be assigned to patrol shifts with ancillary administrative and supervisory duties to be accomplished when the second officer is working that shift.
11. MRI recommends that an additional patrol officer be added to the Police Department. This would reduce dependence on part-time officers and mutual aid. Full-time, recruit academy trained officers would be assigned to patrol shifts seven days a week rather than the current five days a week.
12. MRI believes that the Police Department should consider discontinuing the current practice of having Atkinson dispatch for forty of the one hundred sixty eight hours per week. Current clerical/dispatch staff should be converted to greeter/clerical staff positions.
13. The Atkinson Police Department should research the possibility of training and issuing tasers, an electronic control weapon, to sworn members of the department to increase officer safety when working alone.
14. The Town and the Police Department should review the number of police vehicles needed and develop a replacement plan based on demonstrated need.



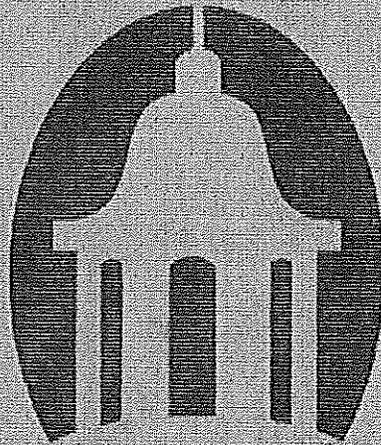
15. The 1998 Mercury, currently in the Police Department fleet, should be eliminated. The Chief should assign himself another vehicle from the existing fleet.
16. The prisoner holding area should be reviewed [REDACTED].
17. The Department should study the potential of booking prisoners at another law enforcement agency. [REDACTED].
18. Based upon crime statistics submitted to the State Attorney General's Office, the Atkinson Police Department would be well served to have follow-up investigations undertaken by patrol officers in most cases.
19. The Chief should revisit the mandatory writing of reports by officers following any interaction with citizens.
20. The expectation that each officer will drive a certain number of miles per shift should be re-examined.
21. The Department should work toward obtaining a new computer system that includes the ability to access Department databases and write reports in the cruiser.
22. The Department should consider having cell phones available for patrol officers as a temporary aid until the radio system is improved.
23. The new policy manual should be placed into service as soon as possible. Master copies should be available at the police station in hard and electronic versions. Officers should receive training on the new policies before their effective date and should acknowledge their understanding in writing.
24. All policies should be reviewed and updated on an annual basis. Standards recommended by the Commission on Accreditation for Law Enforcement Agencies should be gradually imbedded into each policy as it is reviewed.
25. Chief Consentino should consider breaking the current Atkinson Police Charitable Fund into two separate funds. One would be for an Elderly Affairs mission and the second for a Police Department mission.



26. Long-term planning should now be taking place regarding the long-term sustainability of both the Atkinson Police Department and the Atkinson Elderly Affairs Department.
27. As additional vehicles are rotated into the Elderly Affairs Transportation Program, consideration should be given to marking them in a manner to differentiate them from low-profile police cruisers. This is needed to eliminate the potential for a citizen mistaking an Elderly Affairs vehicle for a police cruiser and expecting the driver to be a sworn and trained police officer.
28. In order to avoid any appearance of conflict of interest, the vetting and recommendation of contractors for the elderly in Atkinson should not be conducted by the Atkinson Police Department.
29. The Town and the Police Department should consider combining the purchasing of items used in common to secure lower costs. All Town Departments could purchase fuel or office products from a negotiated contract.
30. The Atkinson Police Department should initiate a method to track incoming and outgoing mutual aid calls. This is an important facet of operating a police agency and these statistics should be documented.



# ***APPENDIX A***



Municipal  
Resources  
Inc.

**ATKINSON POLICE DEPARTMENT**  
**27 ACADEMY AVENUE**  
 PO BOX 321  
 ATKINSON, NEW HAMPSHIRE 03811

Date : 08/17/2011  
 Page : 1  
 Agency : APD

**Calls For Service Three Year Comparison**

Call Type Description	Period: January 1 to December 31				
	Year: 2008		2009		2010
	# cfs	# cfs	% +/- 2008	# cfs	% +/- 2009
0001 Alarm Residence	198	159	-19.70 %	176	10.69 %
0002 Alarm Business	70	77	10.00 %	58	-24.68 %
0003 Assault	6	9	50.00 %	9	0.00 %
0004 Well Being Check	0	12	100.00 %	28	133.33 %
0802 Unattended Death	11	3	-72.73 %	2	-33.33 %
0805 Attempted Suicide	4	2	-50.00 %	5	150.00 %
1050 Motor Vehicle Accident	93	70	-24.73 %	73	4.29 %
1318 Stalking	2	1	-50.00 %	0	-100.00 %
1340 Harassment	36	23	-36.11 %	17	-26.09 %
1350 Reckless Conduct	3	1	-66.67 %	2	100.00 %
1397 Criminal Threat	7	6	-14.29 %	10	66.67 %
173 Violation of a Restraining Order	3	2	-33.33 %	5	150.00 %
179A Minors with Alcohol Related Offenses	0	7	100.00 %	2	-71.43 %
200 Fish and Game Violations	0	0	0.00 %	1	100.00 %
2110 Extortion	0	1	100.00 %	0	-100.00 %
2202 Burglary	6	12	100.00 %	14	16.67 %
2240 Criminal Trespass	4	6	50.00 %	4	-33.33 %
2303 Shoplifting	0	0	0.00 %	2	100.00 %
2304 Larceny	2	0	-100.00 %	1	100.00 %
2325 Theft	54	49	-9.26 %	54	10.20 %
2406 Recieve Stolen Property	0	1	100.00 %	0	-100.00 %
2411 Unauthorized Use Of Vehicle (Joy Riding)	0	1	100.00 %	0	-100.00 %
2501 Forgery	1	0	-100.00 %	5	100.00 %
2604 Fraud / Identitiy Theft	11	10	-9.09 %	12	20.00 %
2610 Fraud	5	8	60.00 %	7	-12.50 %
264D Car off Road - No report	9	9	0.00 %	9	0.00 %
265A Driving While Intoxicated	4	3	-25.00 %	1	-66.67 %
265D Reckless Operation	18	5	-72.22 %	5	0.00 %
2902 Criminal Mischief	70	40	-42.86 %	30	-25.00 %
318 Possession of a Controlled Drug	0	5	100.00 %	0	-100.00 %
3605 Indecent Exposure	0	0	0.00 %	1	100.00 %
3805 Contributing To Delinquency of a Minor	0	0	0.00 %	1	100.00 %
3812 Domestic Dispute	50	49	-2.00 %	45	-8.16 %

**Calls For Service Three Year Comparison**

Call Type Description	Period: January 1 to December 31					
	Year: 2008		2009		2010	
	# cfs	# % +/- 2008	# % +/- 2009	# % +/- 2009	# % +/- 2009	
4101 Liquor	1	0 -100.00 %	0	0.00 %	0	0.00 %
4840 Parole / Probation Violations	0	1 100.00 %	0	-100.00 %	0	-100.00 %
5204 Explosives	2	0 -100.00 %	0	0.00 %	0	0.00 %
5240 Fireworks violation	3	1 -66.67 %	0	-100.00 %	0	-100.00 %
5311 Disorderly Conduct / Disturbance	6	2 -66.67 %	3	50.00 %	3	50.00 %
5320 Intoxication	5	1 -80.00 %	6	500.00 %	6	500.00 %
5405 Motor Vehicle Complaints	37	34 -8.11 %	25	-26.47 %	25	-26.47 %
5409 Parking Violation	0	2 100.00 %	0	-100.00 %	0	-100.00 %
5411 Traffic Offense-Citation	2	1 -50.00 %	1	0.00 %	1	0.00 %
5412 Motor Vehicle Arrest	2	9 350.00 %	7	-22.22 %	7	-22.22 %
5433 Traffic Accident-Private Property	1	1 0.00 %	1	0.00 %	1	0.00 %
5434 Traffic Accident-Non Reportable	2	1 -50.00 %	1	0.00 %	1	0.00 %
5435 Traffic Accident-Hit and Run	1	1 0.00 %	0	-100.00 %	0	-100.00 %
5442 Road Rage	0	2 100.00 %	2	0.00 %	2	0.00 %
5450 School Bus Offenses	0	1 100.00 %	0	-100.00 %	0	-100.00 %
5499 Aircraft Crash	1	0 -100.00 %	0	0.00 %	0	0.00 %
5525 Protective Custody	3	1 -66.67 %	1	0.00 %	1	0.00 %
5598 Littering-Illegal Dumping	10	15 50.00 %	4	-73.33 %	4	-73.33 %
5602 Shooting Incidents	11	11 0.00 %	5	-54.55 %	5	-54.55 %
5711 Computer Crimes	0	4 100.00 %	2	-50.00 %	2	-50.00 %
5730 Prowler	2	1 -50.00 %	7	600.00 %	7	600.00 %
6260 OHRV Complaint	2	3 50.00 %	3	0.00 %	3	0.00 %
632B Sexual Assault	0	0 0.00 %	6	100.00 %	6	100.00 %
633C Criminal Restraint	1	0 -100.00 %	0	0.00 %	0	0.00 %
638C Issuing Bad Checks	14	12 -14.29 %	12	0.00 %	12	0.00 %
641A Falsification of Official Matters	0	3 100.00 %	0	-100.00 %	0	-100.00 %
7302 Neighborhood Disputes	9	10 11.11 %	17	70.00 %	17	70.00 %
7303 Noise Disturbance	11	40 263.64 %	15	-62.50 %	15	-62.50 %
7305 Unwanted Person	8	8 0.00 %	6	-25.00 %	6	-25.00 %
7644 Assist Other Agency	204	244 19.61 %	257	5.33 %	257	5.33 %
7707 911 Hangup/Abandoned/Open Line Calls	60	46 -23.33 %	49	6.52 %	49	6.52 %
7801 Lost Property	8	10 25.00 %	14	40.00 %	14	40.00 %
7802 Found Property	9	10 11.11 %	8	-20.00 %	8	-20.00 %

**Calls For Service Three Year Comparison**

Call Type Description	Period: January 1 to December 31					
	Year: 2008		2009		2010	
	# cfs	% +/- 2008	# cfs	% +/- 2009	# cfs	% +/- 2009
7901 Missing Person	3		9	200.00 %	8	-11.11 %
7903 Juvenile Runaway	3		3	0.00 %	5	66.67 %
8111 Juvenile Offense	10		20	100.00 %	18	-10.00 %
8201 Assist Citizen	67		52	-22.39 %	39	-25.00 %
8202 Assist Motorist	32		23	-28.13 %	28	21.74 %
8203 Building Check	2		5	150.00 %	1	-80.00 %
8205 Community Policing	5		2	-60.00 %	1	-50.00 %
8206 Directed Patrol	4		1	-75.00 %	11	1000.00 %
8209 Animal Complaint	50		30	-40.00 %	45	50.00 %
8210 Building Check	7		1	-85.71 %	0	-100.00 %
8212 Fingerprint-Other Employment	3		9	200.00 %	20	122.22 %
8220 Return Property	3		9	200.00 %	1	-88.89 %
8224 Property Damage	22		6	-72.73 %	16	166.67 %
8300 Civil Stanby Resident	0		3	100.00 %	2	-33.33 %
8301 Civil standby/issue	32		30	-6.25 %	24	-20.00 %
8302 VIN Inspection	26		38	46.15 %	32	-15.79 %
8305 Suspicious Person/Vehicle/Incident	119		160	34.45 %	154	-3.75 %
8306 Abandoned Vehicle	11		12	9.09 %	18	50.00 %
8307 Welfare Check	45		36	-20.00 %	14	-61.11 %
8308 Message / Mail Delivery	3		3	0.00 %	3	0.00 %
8309 Open Door/Window/Gate	26		34	30.77 %	20	-41.18 %
8320 Motor Vehicle Unlock	11		20	81.82 %	11	-45.00 %
8321 Traffic Detail	1		0	-100.00 %	0	0.00 %
8324 Paperwork Relay	1		1	0.00 %	0	-100.00 %
8325 Road Hazard / Service Request	29		16	-44.83 %	33	106.25 %
8330 Request Officer	15		24	60.00 %	14	-41.67 %
8331 Police Information	55		48	-12.73 %	76	58.33 %
8332 General Service Request	2		4	100.00 %	6	50.00 %
8910 Warrant Arrest	3		7	133.33 %	6	-14.29 %
9001 Paper Service	46		48	4.35 %	34	-29.17 %
9002 Attempted Paper Service	7		1	-85.71 %	0	-100.00 %
9005 Parking Violation Complaint	3		3	0.00 %	3	0.00 %
9008 Vehicle Maintenance	0		2	100.00 %	0	-100.00 %

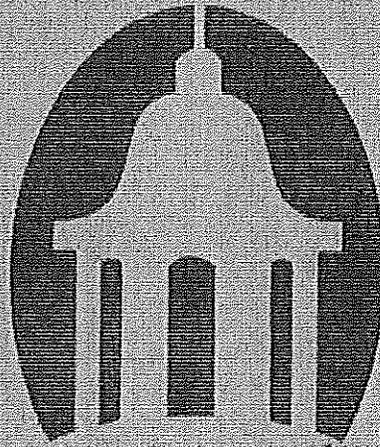
**ATKINSON POLICE DEPARTMENT**  
**27 ACADEMY AVENUE**  
 PO BOX 321  
 ATKINSON, NEW HAMPSHIRE 03811

Date : 08/17/2011  
 Page : 4  
 Agency : APD

**Calls For Service Three Year Comparison**

Call Type Description	Period: January 1 to December 31					
	Year: 2008		2009		2010	
	# cfs	# cfs	% +/- 2008	# cfs	% +/- 2009	# cfs
9009 Motor Vehicle Stop	12	16	33.33 %	11	-31.25 %	
9996 IEA	1	1	0.00 %	2	100.00 %	
<b>Total all Calls For Service</b>	<b>1741</b>	<b>1723</b>	<b>-1.03 %</b>	<b>1687</b>	<b>-2.09 %</b>	

# ***APPENDIX B***



Municipal  
Resources  
Inc.

**ATKINSON POLICE DEPARTMENT**  
**PO BOX 321**  
PO BOX 321  
ATKINSON, NEW HAMPSHIRE 03811

Date : 08/17/2011  
Page : 1  
Agency : APD

**Calls For Service Totals By Beat**  
01/01/2009 to 12/31/2009

Beat	Description	# Calls For Service	% Calls
01	Beat #1	5	0.29 %
02	Beat #2	355	20.60 %
03	Beat #3	2	0.12 %
DS	Day Shift	578	33.55 %
DWIP	DWI Patrol	8	0.46 %
ES	Evening Shift	501	29.08 %
MS	Midnight Shift	261	15.15 %
SP	Special Patrol	13	0.75 %
<b>Total Calls For Service</b>		<b>1723</b>	

8-4 582  
4-MID 856  
MID-8 263

**ATKINSON POLICE DEPARTMENT**  
**PO BOX 321**  
 PO BOX 321  
 ATKINSON, NEW HAMPSHIRE 03811

Date : 08/17/2011  
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 Agency : APD

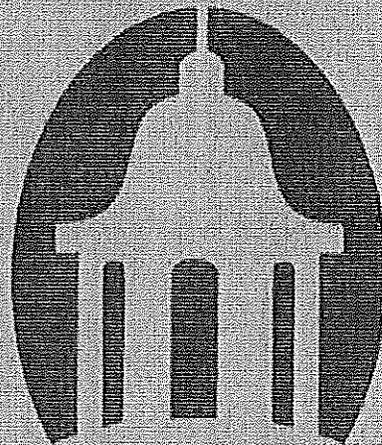
**Calls For Service Totals By Beat**

01/01/2010 to 12/31/2010

Beat	Description	# Calls For Service	% Calls
01	Beat #1		
02	Beat #2	6	0.36 %
03	Beat #3	390	23.12 %
DS	Day Shift	1	0.06 %
DT	Detail	652	38.65 %
DWIP	DWI Patrol	2	0.12 %
ES	Evening Shift	16	0.95 %
MS	Midnight Shift	362	21.46 %
SP	Special Patrol	249	14.76 %
		9	0.53 %
<b>Total Calls For Service</b>		<b>1687</b>	

8-4 658  
 4-MID 752  
 MID-8 250

# ***APPENDIX C***



Municipal  
Resources  
Inc.

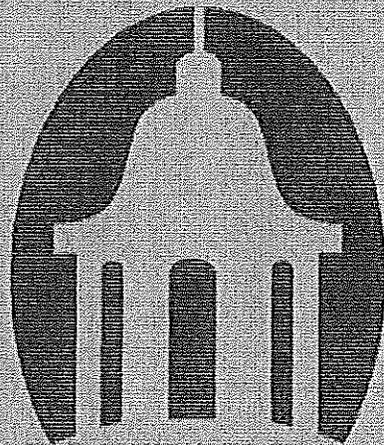
ATTORNEY GENERAL'S OFFICE  
CRIME STATISTICS REPORTING

Town of:	2003	2004	2005	2006	2007	2008	2009
(09A) Murder and Nonnegligent Manslaughter							
(09B) Negligent Manslaughter							
(09C) Justifiable Homicide							
(100) Kidnapping/Abduction		-		1			
(11A) Forcible Rape		1	1				
(11B) Forcible Sodomy							
(11C) Sexual Assault With An Object							
(11D) Forcible Fondling		2					
(120) Robbery	1						
(13A) Aggravated Assault				1		1	2
(13B) Simple Assault	5	5	7	7	14	10	12
(13C) Intimidation							
(200) Arson					2	1	
(210) Extortion/Blackmail							
(220) Burglary/Breaking & Entering	4	8	2	12	13	12	11
(23A) Pocket-picking							
(23B) Purse Snatching							
(23C) Shoplifting	2	3	2		1		
(23D) Theft From Building	6	4	4	4	5	7	3
(23E) Theft From Coin Operated Device							
(23F) Theft From Motor Vehicle	15	17	20	20	31	19	12
(23G) Theft of MV Parts/Accessories	6	11	14	15	11	10	11
(23H) All Other Larceny	3	1	2	3	1	6	4
(240) Motor Vehicle Theft	3	2	3	4	2		
(250) Counterfeiting/Forgery				3	1		1

ATTORNEY GENERAL'S OFFICE  
CRIME STATISTICS REPORTING

Town of:	2003	2004	2005	2006	2007	2008	2009
(26A) False Pretenses/Swindle/Confidence Game	2		2	5	4	3	2
(26B) Credit Card/Automatic Teller Fraud	6	5	8	2	12	3	5
(26C) Impersonation	1	1		1			
(26D) Welfare Fraud		1					
(26E) Wire Fraud							
(270) Embezzlement							
(280) Stolen Property Offenses				3	2		
(290) Destruction/Damage/Vandalism of Property							
(35A) Drug/Narcotic Violations	4	5	6	4	3	2	5
(35B) Drug Equipment Violations							
(36A) Incest							
(36B) Statutory Rape	1		1	1			
(370) Pornography/Obscene Material							
(39A) Betting/Wagering				1			
(39B) Operating/Promoting/Assisting Gambling							
(39C) Gambling Equipment Violations							
(39D) Sports Tampering							
(40A) Prostitution							
(40B) Assisting or Promoting Prostitution							
(510) Bribery							
(520) Weapon Law Violations							

# ***APPENDIX D***



Municipal  
Resources  
Inc.

ATKINSON, NH  
POLICE DEPARTMENT

PROPOSED  
FOUR AND TWO  
WORK SCHEDULE

PROPOSED SCHEDULE  
FOR  
JANUARY, 2012

SHIFT	SUN	MON	TUE	WED	THUR	FRI	SAT	
12 to 8	P1	P1	P1	P1	P4	P4	P1	
8 to 4	PT	P2	P2/S1	P2/S1	P2/S2	PT/S2	PT	
4 to 12	P4/S1	P4/S1	P3/S2	P3/S2	P3	P3	P4/S1	
12 to 8	P1	P1	P1	P4	P4	P1	P1	
8 to 4	P2	P2/S1	P2/S1	P2/S2	PT/S2	PT	P2	
4 to 12	P4/S1	P3/S2	P3/S2	P3	P3	P4/S1	P4/S1	
12 to 8	P1	P1	P4	P4	P1	P1	P1	
8 to 4	P2/S1	P2/S1	P2/S2	PT/S2	PT	P2	P2/S1	
4 to 12	P3/S2	P3/S2	P3	P3	P4/S1	P4/S1	P3/S2	
12 to 8	P1	P4	P4	P1	P1	P1	P1	
8 to 4	P2/S1	P2/S2	PT/S2	PT	P2	P2/S1	P3/S1	
4 to 12	P3/S2	P3	P3	P4/S1	P4/S1	P3/S2	P3/S2	
12 to 8	P4	P4	P1					
8 to 4	P2/S2	PT/S2	PT					
4 to 12	P3	P3	P4/S1					
P1	4 AND 2 SYSTEM MIDNIGHT SHIFT					P = POLICE OFFICER		
P2	4 AND 2 SYSTEM DAY SHIFT					S = SERGEANT		
P3	4 AND 2 SYSTEM EVENING SHIFT					PT = PART-TIME OFFICER		
P4	4 AND 2 SYSTEM 2 MIDNIGHTS AND 2 EVENINGS							
S1	4 AND 2 SYSTEM 2 EVENINGS AND 2 DAYS							
S2	4 AND 2 SYSTEM 2 EVENINGS AND 2 DAYS							