

**Report of the
Lyndeborough, New Hampshire
Police Study Committee**

Presented to the
Board of Selectmen
Lyndeborough, New Hampshire

June 17, 2008

Report Produced with Assistance from

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Executive Summary

The Police Study Committee has dedicated itself to making a recommendation to the Board of Selectmen regarding policing in Lyndeborough.

This document is not a strategic plan; and its purpose is not to recommend a process to implement the final recommendation(s). Rather, the goal of this committee is to answer the basic question of what organizational structure/arrangement would optimally deliver law enforcement services to our community.

With a series of community dialogues in a variety of formats to assist in the development of this document, the discussion continually returned to the desire to have Lyndeborough maintain its own police department. As the committee explored a host of options to serve as potential answers to townspeople's dissatisfaction with the administration of the department in Lyndeborough, it became clear that it is not the policing format that is troubled; it is the management. The Police Department and the Board of Selectmen have not been able to work together harmoniously, impairing the effectiveness of both bodies to the detriment of the public. While there still remain a number of intangibles including finances, community fortitude to adequately support a full-service police agency, and inherent conflicting opinions within the community which were reflected on the Police Study Committee, the consensus of the Police Study Committee is that an independent Lyndeborough Police Department continues to be a viable, and in our opinion, preferable option.

The Committee wishes to thank everyone who contributed to this review, demonstrating that Lyndeborough's residents and municipal employees care deeply about the quality of life offered by living and working in our community.

Kevin Boette _____

Phil Brooks _____

Sean Magoon _____

Paul Martin _____

Burton Reynolds _____

Project Background

Throughout 2007, the Selectpersons of Lyndeborough had been disenchanted with the work product of their police chief, James W. Basinas. Ultimately Chief Basinas was suspended and subsequently terminated, followed by a series of lawsuits against the Town of Lyndeborough by Chief Basinas. These actions lead to numerous newspaper articles citing disagreements, court injunctions, employees' refusing to work with Chief Basinas, and neighboring community police agencies terminating mutual aid agreements.

Within this environment, a citizen's petition called for a Special Town Meeting to discuss and potentially eliminate the position of a full-time police chief. After several hours of lively discussion, the voters, by ballot action, decided to eliminate the position. In addition, a majority of the citizens attending the meeting made a request of the Selectmen to "form a committee composed of citizens who would be charged with an evaluation of Lyndeborough's law enforcement needs and to explore what types of structure would best suit those needs¹."

In February of 2008, the Board of Selectmen of the Town of Lyndeborough, NH, contracted with Municipal Resources, Inc, of Meredith, NH, to conduct an objective assessment of the Lyndeborough Police Department's management, operations and administration and to make substantive recommendations that would enhance the delivery of police services to the citizens of Lyndeborough.

In light of the work already underway, the staff of MRI has worked with the Police Study Committee in an advisory capacity, helping to gather pertinent data, and coordinating and helping to draft the report of the Study Committee's findings

¹ Town of Lyndeborough Annual Report 2007 p.33 Selectmen's Report

Lyndeborough History and Demographics

Lyndeborough was first settled in 1735 as Salem-Canada by descendents of soldiers from Salem, Massachusetts, who had fought in New England's first war with Canada in 1690. John Cram and his family were the first settlers, and they established a sawmill in the community in 1736. When the new provincial government in New Hampshire came into being in 1763, a portion of Salem-Canada was re-granted to Benjamin Lynde, who later became Chief Justice of Massachusetts. Although the town was incorporated as Lyndeborough in 1764, ironically, Judge Lynde never lived in the community and, in fact, may never have visited the community. However, he became prominent for his presiding over Suffolk County Court and the trial stemming from the Boston Massacre.

The town office building, known as Citizens Hall, opened in 1889; and it is listed on the National Register of Historic Places, as is the Lyndeborough Center Historic District which consists of the Congregational Church, circa 1830; Town Hall, circa 1840; and remnants of the Town Pound (1774).

The 2005 Census estimate for Lyndeborough determined that there are 1,762 residents. The largest population change occurred between 1970 and 1980 when a 36% increase was realized. Since that time, there has been steady growth as families look for affordable housing, good schools and a commuting distance to work that is considered reasonable. Lyndeborough's appeal lies in the fact that it is an attractive community with a strong sense of history, rolling fields and wooded sloping hills, and a citizenry that is committed to preservation and outdoor recreation. The community is grappling with maintaining these qualities while attempting to provide reasonably priced services that residents have come to expect and anticipate.

Police Study Committee

A Citizens' Committee

Following the 2007 special Town Meeting which was called to discuss the position of a full-time police chief, the Lyndeborough Board of Selectmen appointed the following citizens to the newly formed Police Study Committee:

Kevin Boette	15 Ridge Road
Phil Brooks	202 Pettingill Hill Road
Sean Magoon	851 Forest Road
Paul Martin	226 Putnam Hill Road
Burton Reynolds	13 Citizens Hall Road

February 28 Meeting: At the first meeting of the Police Study Committee (PSC), committee members were advised by the Board of Selectmen that “*the committee is to study various policing options that the Town could employ and then report to the Selectmen relative to the pros and cons of each.*” After a series of discussions regarding policing in Lyndeborough, the committee adjourned.

March 5 Meeting: The committee worked diligently on the design of a survey, focusing upon issues that were deemed important and relevant to the community. While there was awareness that the survey could not address each and every desired question, the attempt was to make inquiries that would offer valuable guidance while not predetermining the response. Overall, the survey was designed to provide a better understanding of the perceptions and wishes of the Lyndeborough citizens about policing in the community. Of critical importance was their desire to have the survey completed and ready for distribution at the Town Meeting on March 11. The survey mechanism used a rating system intended to rank the importance of the questions from 1 through 5, with 5 being the most important to the residents. If there was some misunderstanding or confusion over what box may have been indicated by the respondent, the PSC determined to interpret the ranking as neutral or “3.”

March 11 Town Meeting: The PSC distributed the document at the March 11 Town Meeting. Residents were asked to complete the survey at the Town Meeting so that the committee could analyze the results quickly. The PSC was very pleased that more than 250 surveys were completed at that meeting, demonstrating a significant level of community interest in rendering an opinion. At the conclusion of the meeting, the members determined

to review the completed surveys and return with the analyzed data for discussion at the March 20 meeting.

March 20 Meeting: Municipal Resources, Inc. (MRI) consultants Mike French and Dave Kurz introduced themselves. The Lyndeborough Board of Selectmen had retained the services of MRI to assist the community in conducting an objective assessment of the police department and to render recommendations regarding management, operations, and administration to enhance the delivery of police services to the community. With this in mind, it seemed logical to the PSC that MRI should take the lead in developing the report based upon the discussions and conclusions of the committee. This would allow the committee to focus upon community needs while MRI would provide technical details and perform research as requested. As the meeting progressed, there was agreement that future meetings should include opportunities to interview several key persons including Interim Administrator, Dick Darling; the Wilton Police Chief, Brent Hautanen; and the Lyndeborough police officers. Lastly, an email system was set up so that all members of the PSC, including Dave Kurz and Mike French acting as resources, could maintain contact.

The PSC also discussed the results of the community survey. Significant time was devoted to correlating the raw data into a usable product that accurately reflected the wishes of the community regarding policing in Lyndeborough. While it is understood that no survey will ever be so conclusive that every respondent would be completely satisfied, several topics stood out during the final analysis. The following is a matrix developed that ranks the questions in order deemed important by the survey respondents. Following the chart are capsulated findings for each question:

Survey Response Matrix

Topic	Rank	Respondent rating of desired police focus	Question number
Response to Emergencies	1	4.664	3e
Involvement with Schools	2	3.929	3a
Traffic Enforcement	3	3.911	3b
Visibility	4	3.874	3c
Head of police "hands-on"	5	3.861	4
Use neighbor's facility	6	3.813	5a
Property Checks	7	3.777	3d
Policing agreement with neighbor	8	3.714	5b
Important to have PD staffed	9	3.200	1
Expand current facility	10	2.656	2
Police coverage...just right	11	2.171	6a
Expense ...just right!	12	2.007	6b

Survey Response Summary

Question 1: *When you call or stop by the office, it is important someone be in the office to speak with you, keeping in mind you would always call 911 for an emergency.*

The average ranking for this question was 3.2, indicative of the desire of a small community to have intimate familiarity with the police who protect them. The citizens want someone to respond when they need assistance or have an inquiry. Additionally, there is clear indication that they want to know the officer's first name and, generally, those of his/her children. In essence, they desire a comfortable familiarity with the police department.

Question 2: *It is important to expand to some extent our current facilities.*

The average ranking of 2.6 placed this desire near the bottom of support from Lyndeborough residents. However, as the Emergency Services Space Needs Report of December, 2005, pointed out, there is a severe facilities challenge for the police department and the staff as they attempt to provide professional services to the citizens. While it appears that the desire of the citizens is to have a police department of their own, there seems to be a disconnect between that and the desire to provide the support necessary to exist independently. The response may have been indicative of a number of intangibles, including: recent frustration with the police administration and the numerous legal challenges; lack of awareness of police needs; or simply incomplete information about the existing space restraints. Whatever the motivation, any ranking below a "3" does not demonstrate immediate support. Should the Selectmen embrace continuing with an independent police department, a major task will be making the shortcomings of the police facility better known to the public and gaining consensus on steps to take in the future.

Question 3: *The following aspects of community policing are important:*

a. Involvement with the schools (DARE, etc)

The respondents' desire to see the Lyndeborough Police Department more involved with schools is not an unusual response. With a No. 2 ranking for desired value from the police, it is clear that significant efforts need to be focused in this arena. With a small staff attempting to be responsive to calls for service, there is both an opportunity and a need to become creative with the school district about officers being in schools, mentoring kids, and serving as a resource to the school administration. Given the high ranking of this question, it would appear that whatever is ultimately determined by the Lyndeborough Board of Selectmen regarding policing structure, it would behoove the next police administration to review options in this area.

b. Traffic enforcement

With a score of 3.9, it is overtly evident that the community desires traffic enforcement to be a primary focus of the police. It is clear that the original impetus for forming the department still remains paramount in the community. The responses point to a community that wants the police to focus their limited resources upon categories that by

definition require a higher compliment of police. Traffic enforcement requires dedication of time and resources that enables police to monitor high traffic areas with some frequency.

c. *Visibility*

One strategy of the policing profession is for the creation of a high visibility initiative so that citizens and visitors alike see the police active within the community by way of police cruisers in their neighborhoods and by other means such as crime preventive programs. The goal of this strategy is to improve the public perception that the community is aggressively patrolled and suspicious activity assertively investigated. With a high visual level of police activity, those with criminal intent go elsewhere where the ability to evade detection is greater. Conversely, when crime does not occur, many residents, already challenged by growth in the community and corresponding tax bills, see less need for police presence. It is clear that Lyndeborough is not anxious to absorb additional personnel costs at this time. Consequently, the reduction of crime in Lyndeborough must come from partnerships and innovation. The community should provide the police department with the resources to perform basic police functions adequately. However, the ability to competently investigate all criminal activity within the community is time consuming. Consequently, the agency should adopt a “generalist” strategy that provides training, support and latitude for the officers to carry their criminal investigations as far as possible while still maintaining the visibility that the survey highlights.

d. *Property checks*

The generalist strategy flows very well into this subsequent question regarding the Lyndeborough Police Department providing property checks as a means of property security service. Of the twelve questions, the concept of checking property, or in essence, the prevention of burglaries, was clustered in the middle of the respondents’ desires for policing services. Interestingly, home burglaries are predominately a daytime event when the house is expected to be empty with adults working and children in school. Ironically, these often random acts are considered one of opportunity and are generally prevented by an aggressive and highly visible police patrol. However, if they do occur, burglaries are considered to be an incredibly difficult crime to resolve successfully. Consequently, police strategically focus upon a combination of vigorous traffic monitoring, periodic property checks, and an active and sustained partnership with the community to prevent the incidence in the first place.

e. *Response to emergencies*

The vast majority of police calls in Lyndeborough can be categorized as “quality of life” issues such as crimes against persons, traffic complaints, and assisting the public. However, the community desire to have the Lyndeborough Police Department respond to emergencies was the highest rated of any question. Regardless of perception, emergency or not, each and every call for service requires appropriate police response. For definition purposes, a “call for service” is defined as any event or task that the public requests from the department. Regardless of the magnitude of the event or how the police view the situation, the Lyndeborough Police Department must respond and satisfactorily

address each issue. When reactions to service requests are delayed or ignored due to more serious incidents or a large volume of calls, there needs to be an assessment of the level of services the department can provide. If the backlog becomes too lengthy, clearance rates rise due to the Lyndeborough Police being unable to adequately investigate, or traffic accidents increase due to the agency's inability to perform directed traffic patrols, there must be preparation to make suggestions that may not be embraced by a community accustomed to personalized service. While MRI believes that that time is in the distant future, ultimately, without additional human resources, the Selectpersons will need to determine the level of service that the community can offer and afford. Conversely, there is a point at which the community would rather spend tax dollars on other priorities or simply enjoy lower taxes than pay for additional increments of safety and police response.

Question 4: *The head of the department should also do "hands-on" policing.*

In a community such as Lyndeborough, there is an expectation that the department head will be readily available, will routinely respond to calls, and will perform patrol activities in conjunction with administrative tasks necessary to manage the department. Consequently, it was not a revelation that the Lyndeborough community wants their department head to be visible and responsive.

Question 5: *In terms of interface with another community, the Selectmen should consider:*

a. Use of another Town's facilities (for booking, evidence, storage, etc.)

As these questions correlate closely with Question No. 2, it was clear that there is not a large desire to expand the current police area in Citizen's Hall. As this question ranked No. 6, there appears to be significant comfort level with the use of the Wilton facility for evidence retention and prisoner processing; however, the following question, although similar, ranked No. 8. The Lyndeborough Police Department is able to use the Wilton facilities purely at the convenience and whim of Wilton. It became clear during one PSC meeting that there is a limit to this neighborly gesture. Wilton Chief Hautanen highlighted that whenever a Lyndeborough Police officer uses the facility, a Wilton officer returns to the station. Taking a Wilton police officer away from their duties at the convenience of a Lyndeborough police officer is problematic. If after the space needs review for the police is completed and the Selectmen deem an arrangement with Wilton to be necessary for certain functions, the Police Study Committee suggests that a formal agreement be negotiated.

b. A closer cooperative arrangement of some type

The Police Study Committee concludes that the respondents are very comfortable with the current arrangement involving the use of Wilton's facility, but there is some apprehension and/or concern regarding the consolidation with a neighboring police agency as this question ranked 8th of the 12 questions. While this apprehension may be diminished as facts become known, the PSC acknowledges that there are a significant number of intangibles that simply may never be resolved even with a comprehensive

informational initiative. However, we concluded from this response, further solidified by the written comments on this subject at the end of the survey, that the public appreciates that there may well be some good reasons to combine with Wilton, but they do not see it as absolutely necessary in order for the desired level of policing to be achieved economically.

Question 6: *Currently the impact of the police department budget (\$190,000) on a property assessed at \$250,000 is \$4258/yr and provides an officer on duty 16 hours/day Monday-Saturday and 8 hours on Sunday. This coverage level and expense seem..."*

a. Coverage (1 = too little 2=just right 3=too high)

The vast majority of respondents agreed that the police coverage is "just right," making it clear that expanding hours of active patrol was not desirous at this point. A slight move towards "too high" was detected.

b. Expense (1 = too little 2=just right 3=too high)

The responses to this question ranked the police budget as "just right," highlighting the sentiment that residents value the existence of a police department **and** are willing to pay for the service.

Question 7: *What is the most important thing the Police Department can do for you?*

There were a variety of responses to this question with those that were mentioned at least several times included in the list below:

- Respond to emergencies
- Be available and "be there" when requested
- Provide protection to the community
- Be visible and interact with the community members throughout the Town
- Perform traffic enforcement
- Perform property and house checks
- Ensure the safety of Lyndeborough's elderly population
- Be professional in all activity
- Ensure that the police are part of the community by being involved
- Be honest, trustworthy, do not abuse authority and live in or near Town
- Make it a goal to know the names of townspeople
- Work closely with the schools
- Be proactive to Lyndeborough's needs
- Be available 24-hours daily

The common theme that the Police Study Committee gleaned from the respondents was a desire to have the Lyndeborough Police Department intimately familiar with the community while gaining trust and comfort from knowing the citizens, families, and nuances of the residents.

Question 8: Other comments

This section allowed for significant “venting” with statements such as “Let the police do their job,” “Teach them some manners,” “Hire a good Chief,” and “Explore working with Wilton.” Since the responses are diverse and comprise several pages, they have been added as an addendum to this report.

_____ end of survey summary _____

March 27 Meeting: The committee met again, approved the minutes from previous meetings, and discussed survey results. The committee decided that one survey was sufficient, rather than performing another survey as MRI had offered. The PSC discussed developing questions that MRI could research such as comparing communities of similar size and composition to determine how they provide policing. In addition, the group developed questions for their meeting with Dick Darling, the town’s previous Interim Police Administrator.

April 3 Meeting: The majority of the meeting was devoted to discussing the current status of the department with the previous Interim Police Administrator. Mr. Darling discussed his opinions about the Lyndeborough Police Department and indicated that an administrator would require about 20-hours weekly to accomplish administrative tasks. There was discussion pertaining to any future administrator having police authority. The advantage to the department would be that a certified administrator can “back-up” the officers on the more dangerous calls. In addition, there was significant discussion regarding the policing environment in Lyndeborough as it relates to the types and numbers of calls for service and what traits a new chief or administrator should possess to be truly successful in Lyndeborough.

Mr. Darling noted that he had already conducted lengthy discussions with Chief Brent Hautanen of Wilton about a potential consolidation of the two agencies. These discussions included a listing of the advantages and disadvantages to each community if police services were to be consolidated. The PSC expressed several concerns about how community policing may be performed differently in each town. There was an acknowledgement that even though immediately adjacent to each other, there are distinct and possibly irreconcilable differences between the communities that would surely impact the delivery of policing services. Mr. Darling made clear his belief that regardless of the extent of the PSC’s final recommendation to selectmen, it is critical that the town maintain a close working relationship with Wilton that allows Lyndeborough Police to continue to use their existing booking and evidence retention area unless Lyndeborough makes major and immediate renovations to the existing facility.

April 10 Meeting: The PSC discussed the progress of MRI affiliate, retired Goffstown Police Chief Mike French, in the development of policies, procedures and other management systems he is putting in place at the Lyndeborough Police Department. There was significant discussion regarding the terms “administrator,” “police chief,” “supervisor,” etc. Ultimately, the PSC determined that whichever term is used, the person should be a full-time, certified

police officer under the regulations of the New Hampshire Police Standards and Training Council. The PSC concluded that a certified officer could perform patrol and all prosecution related duties whereas a civilian, non-certified employee could not. Ultimately, a civilian administrator would be just as costly while not offering the same level of services as a full-time, certified police officer.

Considerable time was spent analyzing why department performance had been so different under a police chief versus an administrator. The consensus was that neither the title nor the authority differs in reality, and it clearly has more to do with the level of performance and the quality of the person in the position. However, it remains a perplexing challenge for a small town like Lyndeborough to attract and afford a well qualified manager. The PSC believes that one answer is to look for a person who has retired after 20 years and while technically retired, may have a desire to remain in policing at a less intense level.

While the committee discussed the concept of maintaining the existing Lyndeborough Police Department with patrol activities that provide sixteen (16) hours daily with eight (8) on Sundays, there were continued discussions regarding a more formal consolidated arrangement with Wilton. It was clear that there could be a number of positive outcomes from this arrangement, but there was also significant apprehension that the communities are simply too different in culture, philosophy, and inherent policing strategies. The PSC repeatedly returned to the question of whether there would be community support or the political will to seriously consider such a critical arrangement.

May 1 Meeting: Wilton Selectman Dick Rockwood and Police Chief Brent Hautanen graciously arranged to attend this meeting. Chairman Burton Reynolds explained to Chief Hautanen and Mr. Rockwood the role of the committee and that various policing options were being explored, including formal arrangements with Wilton. While there is the option to simply contract with Wilton for police services, there was a general consensus that consolidation offers more promise for success. The discussion evolved to the Temple-Greenville arrangement for policing and how ironic it is that this rare occurrence of communities coming together for policing services is in close proximity. A copy of the Temple-Greenville Memorandum of Agreement is attached as an addendum to this report (*see Appendix C*).

Chief Hautanen felt that a consolidated police department is a viable option for both communities, and he produced a handout that articulated some of the benefits, as well as the pitfalls, that such an arrangement would entail (*see Appendix E*). Chief Hautanen indicated that Lyndeborough would gain services such as 24-hour preventive police patrol while ensuring rapid response to any situation. He also made it clear that if the primary goal were to save money, he did not believe there would be success. Chief Hautanen indicated that “it would cost more to get more.” However, he concluded that each community would recognize improved efficiency as more resources would be available by combining their departments. While Chief Hautanen had prepared a budget, that document was not shared with the committee at this time. He mentioned that he foresaw an arrangement where there would be a 70% - 30% cost allocation for Wilton and Lyndeborough respectively. The chief made it clear that he would ensure that an officer was assigned to patrol the Lyndeborough

community continuously so that there would be familiarization with the police and community members. Chief Hautanen also indicated that he would have office hours regularly in Lyndeborough so that he could interact with the residents at their convenience.

Selectman Rockwood conveyed that it was his opinion that the Board of Selectmen in Wilton are essentially neutral on the matter of consolidation, but they would certainly engage in discussion with Lyndeborough to determine mutual benefits. He also articulated that he would expect that Lyndeborough would perform the “leg work” in researching not only the data but also the related agreements that may or may not be necessary. The PSC concluded that while the concept of consolidation may make sense from a “pure policing stance,” there would need to be a significant public education initiative. And to be successful, that campaign would need to show both communities that such an arrangement would not only be mutually beneficial, but that a merger was critical in order for either town to enjoy an effective policing presence into the future.

During the second phase of this meeting, the Police Study Committee met with a number of Lyndeborough Police Department members, including Kevin Maxwell, Donny Sawin, John Lenotte and Gary Potter, to gain insight from their perspective. The officers believe that things are truly going well, and they feel that they are providing responsive service to the citizens. PSC members noted, in fact, that many citizens had commented on seeing the officers more often than in the past. There was discussion regarding the new policies and procedures that are being implemented as well as the training being provided so that staff can understand and abide by the procedures. The officers discussed what patrolling the Lyndeborough community requires for resources.

The PSC asked the staff members to develop “a wish list” of things that would enable them to provide more and better services to the Lyndeborough community. Conversation shifted to the current computer software record system which is believed to be somewhat antiquated and does not interface with other programs such as IMC, the system that is widely used throughout New Hampshire. In addition, space requirements are extremely stressed but somewhat relieved by the arrangement with Wilton. One member believes a garage would be useful so that paperwork would be protected as officers walk to and from the police office in inclement weather. In addition this officer also felt that a garage would offer faster responses in the winter as the cruiser would be protected from icing and snow build-up. Radio requirements regarding Wilton being dispatched via MACC (Milford Area Communication Center) versus Lyndeborough Police Department being serviced via the Hillsborough County Communications Center were discussed as having a possible severe cost impact upon a consolidation initiative with Wilton.

While the officers spoke very positively of the professionalism and cooperation extended to the Lyndeborough Police Officers by the members of the Wilton Police Department, they clearly articulated that they believed the Lyndeborough Police should remain independent due to the various differences within the communities and the desire to remain focused upon Lyndeborough’s needs. Due to the size of Lyndeborough and the number of “back country roads,” they feel that patrolling by a consolidated police agency would be problematic and the visibility that they feel they are achieving of late would be lost. While the community

survey revealed that the citizens had concluded that police coverage “was about right,” the officers were concerned that this level of service would decrease over time as the costs for consolidation increased, leaving Lyndeborough paying for more and getting less. Indeed one of the negatives of a consolidation would be the lack of any savings which many who responded to the survey had assumed would flow from such an arrangement. Ironically, the PSC believes that Wilton is likely to be the community who will need to spend more in the future with Lyndeborough sharing in that expense but not necessarily gaining much from it.

As the officers relayed their opinions to the PSC, there was subsequent discussion regarding the current state of the policing environment. Prior to the citizen initiative to eliminate the position of police chief, the organizational structure consisted of a police chief, two additional full-time and approximately five part-time officers. The desired goal of the Board of Selectmen was to have this compliment of employees provide sixteen (16) hours of police presence daily from 7AM to 11PM and eight (8) hours on Sundays. While specific hours could and should vary, the Town looked to the police administration to develop and implement police coverage for at least sixteen (16) hours daily. Part-time officers were routinely utilized to fill gaps due to training and days off, and they worked many hours unsupervised by any full-time or command officer.

In a quest to determine what other communities of similar size, composition and rural nature are doing for policing, a survey of the Local Government Center’s analysis of New Hampshire towns was thoroughly researched. Focusing upon communities with populations of more than 1,000 but less than 1,900 residents, the matrixes below were developed.

It is important to acknowledge that this exercise does not provide data that is based on any scientific facts. While populations, police budget allocations, and number of police officers on staff are facts, they do not offer definitive answers to how many police are deemed appropriate for a given number of residents, why a budget of this amount is appropriate, or how strongly a community supports their organization. Each New Hampshire community has different needs and desires and varying degrees of ability to fund a police agency. Ascertaining the required complement of police officers for a municipal police department can be a subjective exercise. Due to a multitude of external factors, including the uniqueness of the community, expectations of service levels, and make-up of the population, there may be no definitive scientific formula to assist in arriving at “the proper number.” Comparisons to other communities are rarely relevant and are simply a reflection of the community’s vision for the police. Additionally, an officers-per-thousand formula is an erroneous exercise as it does not consider the composition of the population, which is a significant reason that population has never been deemed a singular basis to determine how many police are warranted in a community. As an example, 2,000 college students offer a significantly different policing environment than 2,000 active retired residents. In other comparisons, a community such as Lincoln has an extremely strong tax base with businesses and vacation homes that do not inject students into the local school district thereby driving up costs. Coupled with a large seasonal influx of tourists, it is no wonder that the number of full-time officers and Lincoln’s police budget tower above all the communities in the matrix.

In any event, the information provided by the matrixes do serve to demonstrate where Lyndeborough ranks with other communities of similar population in regards to police budgets, number of police, and police chief salary. Regardless of this data, ultimately it will be the residents of Lyndeborough who will balance their needs, desires and aspirations to support a full-service police department with their ability or desire to pay higher taxes to do so.

**Ranking by population of communities in New Hampshire
with less than 1,900 members**

Community	Population	Number of FT Police	Number of PT Police	Chief Salary	Police Budget
Middleton	1,849	2	5	\$48,534	\$233,847
Hancock	1,823	3	2	\$48,765	\$205,933
Greenfield	1,791	1	3	\$53,724	\$199,757
Lyndeborough	1,788	3	4	\$51,765	\$181,197
Sutton	1,786	1	3	\$47,765	\$282,924
Webster	1,774	1	2	\$43,456	\$186,152
Madbury	1,762	1	6	\$51,000 (30)	\$164,450
Cornish	1,708		2	\$15,444 (20)	\$61,140
Newfields	1,634	2	3	\$50,000	\$261,621
Bradford	1,578	2	4	\$31,250 (20)	\$257,876
Francestown	1,571		3	\$37,898	\$134,776
Rumney	1,557	1	6	\$48,800	\$163,614
Dublin	1,537	1		\$53,297	\$311,869
Temple	1,526				-0-
Bennington	1,505	1	3	\$63,500	\$196,406
Alexandria	1,487	1	3	\$45,950	\$130,339
Effingham	1,459		2	\$50,000	\$103,934
Freedom	1,423	1	4	\$51,000	\$218,926
Milan	1,374		3	\$43,879	\$176,223
Sandwich	1,366		2	\$51,434	\$185,037
Mason	1,312	2	4	\$51,522	\$257,703
Lincoln	1,309	7	3	\$68,716	\$710,567
Wilmot	1,285		2	\$46,000	\$116,239
Salisbury	1,266		2	\$22,464	\$63,000
Grafton	1,230		1	\$37,411	\$92,866
Woodstock	1,203	2	2	\$56,183	\$306,794
Danbury	1,175		2	\$25,288 (30)	\$76,485
Orford	1,173	1	1	\$46,350	\$130,613
Richmond	1,146		3	\$22,100 (25)	\$65,998
Harrisonville	1,110		2	\$45,987	\$62,831
Center Harbor	1,085	3	4	\$61,057	\$216,428
Jefferson	1,072		1		\$5,000
Springfield	1,061	1	2	\$44,000	\$111,350
Stoddard	1,000		1	\$9,988 (12)	\$41,600

Ranking by police budget for New Hampshire communities with similar population

Community	Population	Number of FT Police	Number of PT Police	Chief Salary	Police Budget
Lincoln	1,309	7	3	\$68,716	\$710,567
Dublin	1,537	1	2	\$53,297	\$311,869
Woodstock	1,203	2	2	\$56,183	\$306,794
Sutton	1,786	1	3	\$47,765	\$282,924
Newfields	1,634	2	3	\$50,000	\$261,621
Bradford	1,578	2	4	\$31,250 (20)	\$257,876
Mason	1,312	2	4	\$51,522	\$257,703
Middleton	1,849	2	5	\$48,534	\$233,847
Freedom	1,423	1	4	\$51,000	\$218,926
Center Harbor	1,085	3	4	\$61,057	\$216,428
Hancock	1,823	3	2	\$48,765	\$205,933
Greenfield	1,791	1	3	\$53,724	\$199,757
Bennington	1,505	1	3	\$63,500	\$196,406
Webster	1,774	1	2	\$43,456	\$186,152
Sandwich	1,366		2	\$51,434	\$185,037
Lyndeborough	1,788	3	4	\$51,765	\$181,197
Milan	1,374		3	\$43,879	\$176,223
Madbury	1,762	1	6	\$51,000 (30)	\$164,450
Rumney	1,557	1	6	\$48,800	\$163,614
Francestown	1,571		3	\$37,898	\$134,776
Orford	1,173	1	1	\$46,350	\$130,613
Alexandria	1,487	1	3	\$45,950	\$130,339
Wilmot	1,285		2	\$46,000	\$116,239
Springfield	1,061	1	2	\$44,000	\$111,350
Effingham	1,459		2	\$50,000	\$103,934
Grafton	1,230		1	\$37,411	\$92,866
Danbury	1,175		2	\$25,288 (30)	\$76,485
Richmond	1,146		3	\$22,100 (25)	\$65,998
Salisbury	1,266		2	\$22,464	\$63,000
Harrisonville	1,110		2	\$45,987	\$62,831
Cornish	1,708		2	\$15,444 (20)	\$61,140
Stoddard	1,000		1	\$9,988 (12)	\$41,600
Jefferson	1,072		1		\$5,000
Temple	1,526				-0-

Ranking by police chief's salary for New Hampshire communities with similar population

Community	Population	Number of FT Police	Number of PT Police	Chief Salary	Police Budget
Lincoln	1,309	7	3	\$68,716	\$710,567
Bennington	1,505	1	3	\$63,500	Bennington
Center Harbor	1,085	3	4	\$61,057	\$216,428
Woodstock	1,203	3	2	\$56,183	\$306,794
Greenfield	1,791	1	3	\$53,724	\$199,757
Dublin	1,537	2		\$53,297	\$311,869
Lyndeborough	1,788	3	4	\$51,765	\$181,197
Mason	1,312	2	4	\$51,522	\$257,703
Sandwich	1,366	1	2	\$51,434	\$185,037
Madbury	1,762	1	6	\$51,000 (30)	\$164,450
Freedom	1,423	1	4	\$51,000	\$218,926
Newfields	1,634	2	3	\$50,000	\$261,621
Effingham	1,459	1	2	\$50,000	\$103,934
Rumney	1,557	1	6	\$48,800	\$163,614
Hancock	1,823	3	2	\$48,765	\$205,933
Middleton	1,849	2	5	\$48,534	\$233,847
Sutton	1,786	1	3	\$47,765	\$282,924
Orford	1,173	1	1	\$46,350	\$130,613
Harrisonville	1,110	1	2	\$45,987	\$62,831
Wilmot	1,285	1	2	\$46,000	\$116,239
Alexandria	1,487	1	3	\$45,950	\$130,339
Springfield	1,061	1	2	\$44,000	\$111,350
Milan	1,374	1	3	\$43,879	\$176,223
Webster	1,774	1	2	\$43,456	\$186,152
Francestown	1,571	1	3	\$37,898	\$134,776
Grafton	1,230	1	1	\$37,411	\$92,866
Bradford	1,578	2	4	\$31,250 (20)	\$257,876
Danbury	1,175	1	2	\$25,288 (30)	\$76,485
Salisbury	1,266		2	\$22,464	\$63,000
Richmond	1,146		3	\$22,100 (25)	\$65,998
Cornish	1,708		2	\$15,444 (20)	\$61,140
Stoddard	1,000		1	\$9,988 (12)	\$41,600
Temple	1,526				-0-

Ranking by number of authorized police officers for New Hampshire communities with similar population

Community	Population	Number of FT Police	Number of PT Police	Chief Salary	Police Budget
Lincoln	1,309	7	1	\$68,716	\$710,567
Center Harbor	1,085	3	4	\$61,057	\$216,428
Lyndeborough	1,788	3	4	\$51,765	\$181,197
Woodstock	1,203	3	2	\$56,183	\$306,794
Hancock	1,823	3	2	\$48,765	\$205,933
Bradford	1,578	2	4	\$31,250 (20)	\$257,876
Middleton	1,849	2	5	\$48,534	\$233,847
Mason	1,312	2	4	\$51,522	\$257,703
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Milan	1,374	1	3	\$43,879	\$176,223
Webster	1,774	1	2	\$43,456	\$186,152
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Springfield	1,061	1	2	\$44,000	\$111,350
Grafton	1,230	1	1	\$37,411	\$92,866
Orford	1,173	1	1	\$46,350	\$130,613
Richmond	1,146		3	\$22,100 (25)	\$65,998
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Salisbury	1,266		2	\$22,464	\$63,000
Jefferson	1,072		1		\$5,000
Stoddard	1,000		1	\$9,988 (12)	\$41,600

One of the major questions that the Police Study Committee (PSC) wished to resolve was that of the level of police coverage. Operating a police agency that provides 24-hour, 7-day, weekly coverage requires a staffing complement with a minimum of five (5) full-time officers or a combination of full and part-time officers to meet that criteria. Anything less will not provide the necessary human resources to ensure 24/7 police coverage.

With that criteria determined, the only community within the population category of 1,900 to 1,000 that provides 24/7 coverage is the Town of Lincoln, and it is accomplished by employing only full-time certified staff. According to Chief Ted Smith, Lincoln's part-time officers are used only to supplement his full-time staff on weekends or during school vacation periods when calls for service skyrocket due to renters and weekend residents arriving in robust numbers.

On the opposite end of the spectrum, yet with similar seasonal challenges, the town of Center Harbor has a staffing compliment almost identical to Lyndeborough. On the northern shores of Lake Winnepesaukee, the Center Harbor Police experience a significant increase in visitors due to the proximity of the lake and the large influx of tourists during the summer. Chief Mark Chase indicated that he depends extensively upon the New Hampshire State Police to patrol and respond to calls after midnight. Chief Chase, working with the governing Board of Selectmen, has set a 15-hour patrol day, seven days per week. He overlaps patrol shifts for one hour, allowing for interaction with patrol officers and supervisors so that direction and guidance are accomplished. Center Harbor Police do not use part-time officers in the same manner as Lyndeborough. As with Lincoln, Center Harbor's part-time officers are scheduled to provide patrol duties as a supplement to normal staffing levels, not as primary response. However, one day a month, a part-time officer is routinely scheduled to work on the day that court arraignments and trials occur. This scheduling scenario allows full-time officers to focus exclusively upon court.

There are as many variations of these two examples as there are police agencies. Ultimately the amount of police coverage rendered to a community is determined by the willingness of the community to fund police and to provide them with the necessary tools.

May 14 Meeting: Committee met privately with former police administrator, Dick Darling. (*Meeting minutes attached in Appendix A.*)

Recommendations and Findings of the Police Study Committee

The PSC has been meeting since February of 2008 (*see Appendix A: Meeting Minutes*) to discuss recommendations pertaining to policing within the community of Lyndeborough. Discussions ranged from having no police department with State Police and/or Hillsborough Sheriff's deputies responding to calls for service, to maintaining some semblance of the pre-existing personnel structure, to consolidating services with a neighboring established police agency.

Ultimately the Police Study Committee rejected all concepts but the two primary strategies acknowledged below:

- Maintain a Lyndeborough Police Department
- Consolidate the Lyndeborough and Wilton Police Departments into one agency

Option 1:

Maintain a Lyndeborough Police Department

Maintaining the existing police department is deliberately placed as the primary recommendation for a number of reasons, including a sense of ownership and exclusive responsiveness to the citizens of Lyndeborough. Maintaining an independent Lyndeborough Police Department is viewed as the most optimal choice by the Police Study Committee as it makes the most allowances for community identity and the ability to design policing services to meet the needs of the residents. However, there are a number of challenges that require review, insight, and legal opinions to be rendered.

The Police Study Committee engaged in significant discussion about the issue of Police Administrator versus Police Chief and whether or not these are simply interchangeable titles performing the same function. With the citizen's vote at the Special Town Meeting held in December 2007 which resulted in the elimination of the position of Police Chief, the Police Study Committee did not feel qualified to provide what was deemed a technical legal matter that was best rendered by written legal interpretation. With that said, the PSC was unified in recommending to the Board of Selectmen that seeking an administrator or police manager who may have retired after a 20 plus-year law enforcement career was an extremely desirable option. Discussions with various experienced police administrators led the PSC to see the value in a more seasoned, mature and experienced manager to oversee the Lyndeborough Police Department. The PSC felt that administrative tasks and patrol duties could be successfully incorporated into a 30-hour work week to maintain the current service levels of 16 hours daily of police presence, except for Sundays when there would be eight hours of patrol. During all other hours, call-out for overtime and/or State Police-County Sheriff response would be a very feasible strategy.

However, with an independent Lyndeborough Police Department as the most desirable recommendation from the Police Study Committee, there remains a significant and immediate deficiency in the current facility's ability to support this option. Ironically, in December of 2005, a report was completed by the Lyndeborough Emergency Services Space Needs Committee to review and make recommendations regarding a wide array of emergency services, including police. That report contains a number of options for the Board of Selectmen to consider, including a recommendation to enter into a formal arrangement with Wilton to use their facility. This comprehensive study is included as an addendum to this report (*see Appendix D*) to demonstrate the thoroughness of the data and the importance of the recommendations to the ability of any Lyndeborough Police Department, whatever form it manifests, to exist and function properly.

Additionally, the PSC asked MRI to review existing literature regarding space assessments as they pertain to police facilities. Frankly the establishment of a "standard" remains a major challenge in the police profession. However, the basic formula for determining space needs via an analysis is the determination of square footage allocation per occupant or for certain rooms, offices, workstations, etc. The available literature does not support specific parameters that would state, "the police chiefs' office must be 5,000 square feet" or "the evidence retention area should be 60 square feet," etc. The fact of the matter is that facility sizes vary with each police department due to demographics, organizational philosophy, functional needs, and tax-base support. While there are some minimum standards set by law and/or accreditation, each pertains almost exclusively to jail and holding cell size requirements. MRI does not recommend that any facility built or renovated for the Lyndeborough Police Department have a prisoner retention cell in any capacity. There are alternatives, such as a secure handcuff rail, that would better meet the needs of the Lyndeborough Police. However, it should be noted that when there is new or renovation construction of existing structures, this action routinely activates a number of New Hampshire and Federal requirements concerning circulation area standards, such as the Americans with Disabilities Act and relevant BOCA fire codes.

Simply put, there are no absolute standards for offices, workstations, locker rooms or evidence retention areas. Each individual agency and community must examine their needs while attempting to keep in mind the standards utilized throughout other governmental offices in the community. It is not an unimportant consideration to maintain harmony within Citizens Hall.

Conducting a needs analysis requires an understanding of future policing trends, as well as specific department needs and preferences. If the community takes the path to hire an architect or consultant to assess potential alternatives to large scale renovations, there must be consideration for the following issues:

- Build for the future, anticipating agency needs as the community grows. Construction costs today will undoubtedly be cheaper than tomorrow.
- Anticipate space needs for evidence storage capacities, officer training and meetings, and adjacency needs for each component such as secretarial staff.

- Identify current, future and potential shared uses such as custodial services or access to various parts of the facility as various boards and community members meet.
- Consider parking of police vehicles, staff parking and storage needs for evidence retention of a vehicle.
- Finally, with the rapidly changing information technology environment, there will be continuous impact on design needs, space requirements and equipment specifications for police use. Lyndeborough may want to consider the combined development of a police facility that will house communication closets and allow for a potential Emergency Command Post, all of which will require extensive wiring capabilities.

MRI concluded, as the December study did, that the space needs of the Lyndeborough Police Department are not insurmountable. Considering the acute needs of the department enables the potential for spaces that have multiple uses. For instance, the administrator, chief or supervisor requires a room for conducting work with the added need for privacy and secured storage of personnel records. This office can double as an interview room for victims of crime where privacy and confidentiality are critical. There should be a common area for lockers that allow the officers to retain equipment and apparel. While separate areas for men and women are ideal, the size of the department can allow for a common locker room with privacy or changing areas provided by nearby restrooms.

A significant need for the Lyndeborough Police Department is a secure area where general evidence can be stored. This limited access room/area should provide space for weapons, narcotics, and cold storage via a small refrigerator. The other need is an area where officers can complete reports and process prisoners and/or meet the public for whatever issue. In addition the vast majority of interaction with those under arrest, especially in a community such as Lyndeborough, will involve processing of arrest reports, bail forms, and other demographic information. A simple handcuff rail or ring secured to a wall or floor provides security for the officer and the arrestee, thereby reducing liability and exposure for the officer as he or she attempts to complete the multitude of forms. Arrests of those charged with significant offenses or persons who are aggressively resisting the officer should be transported to the Wilton facility or the County Jail where adequate facilities and personnel are readily available. While communities with ample financial support may have individual areas for each task, all of these tasks can be performed by the officers in a single, multi-purpose area.

Option 2:

Consolidation of the Lyndeborough and Wilton Police Departments into one agency

Consolidation is defined by Webster as “the process of uniting: the quality or state of being united; *specifically*: the unification of two or more corporations by dissolution of existing ones and creation of a single new corporation.”

“The political and social pressures linked to the desire for local self-government offer the most significant barrier to the coordination and consolidation of police departments”²

The Police Study Committee recognizes that there must be significant political will from the Lyndeborough and Wilton legislative bodies for each to agree that the law enforcement services within the confines of the two communities should come from one source. If that political decision is reached, it is imperative to have a well-conceived transition plan in place that will consider the ramifications of such a consolidation and respond accordingly. That document would focus upon the mechanics of the transition, not the political implications or the Memorandum of Agreement that will be critical to determine the ultimate resources necessary to meet each community’s expectations and desires. While this report does not have the luxury of reviewing the parameters of a Memorandum of Agreement that does not yet exist, or the possible financial impact of a consolidated agency upon both communities, there remains a clear picture of what police services in Wilton and Lyndeborough would look like and what equipment and infrastructure would be required to support those services.

Facilities – In order for a consolidated police department to work cohesively and efficiently, all police personnel and activities would need to be housed in a single facility. The Wilton Police facility is more than adequate for this consolidated department. The existing Lyndeborough Police facility in Citizen’s Hall would serve as a substation for officers to write reports, interview witnesses, or meet those that did not desire to travel to the Wilton facility. In addition, Brent Hautanen the Wilton Police Chief indicated that if such a consolidation were to occur, he would publicize office hours at the current Lyndeborough facility so that he would be accessible to Lyndeborough residents. It should be noted that the existing Lyndeborough Police facility is so challenged for space and security that Lyndeborough Police personnel are using the Wilton facility for prisoner processing and storage of evidence on a daily basis.

Personnel – The three full-time staff members employed by the Lyndeborough Police Department should be added to the existing Wilton staff for a total compliment of ten (10) officers under a consolidated agency. Wilton offers an established and proven hiring practice that could be combined with a mutually agreed upon compensation and salary structure.

Governance – The issue of governance is one of the core challenges in any consolidation of police agencies. It would be critical for the Board of Selectpersons in both communities to agree upon a method that ensures that neither town perceive that they have lost control or oversight of the police working for them. Whether that would equate to another organizational layer, such as a governing board, between the police chief and the two Boards of Selectpersons would need to be resolved.

Value Added – This is another perception challenge for both communities in determining whether a consolidation would add to the collective quality of life in both communities by improved programs or service levels.

² President’s Commission on Policing in America, 1967

Cost Savings – To determine if there would be cost savings after an initial investment of transition costs would also warrant discussion and further research. The vast majority of literature on the subject suggests that if cost savings are the primary driving factor for consolidation, there will be significant disappointment at the outcome. However, the fact that becomes clear for both communities is the premise that there will be an enhancement of existing services for little or no additional costs. Lyndeborough would have 24/7 police patrol and response while Wilton would be able to expand officer availability and patrol activities without an expenditure of additional funds.

There will undoubtedly be expenses incurred to achieve uniformity between the two departments. For example, each agency has different colored vehicles with a variety of letter schemes. Weapons and leather equipment will need to be coordinated as will a determination of uniforms worn by the two departments, which currently have subtle and not so subtle differences. However, the more thorny issues involve the intangibles such as perceived loss of identity, or that Wilton is taking over the community, and that looming in the future are higher costs with less control and input.

In summary, a combined police department would clearly provide some benefits, but each would come at a cost. There are obviously many technical issues to be worked through that would require an extensive effort by everyone involved plus significant public education. To be embraced and successful, the Police Study Committee feels there must be compelling evidence supporting a merger from each community's perspective. We did not find that to be the case; and therefore, we did not make this our preferred choice.

Appendix A

POLICE STUDY COMMITTEE
Minutes of February 28, 2008
Citizens Hall 7PM

Committee Members

Sean Magoon
Kevin Boette
Phil Brooks
Paul Martin
Burton Reynolds

Others Present

All members of Board of Selectmen

- Burton Reynolds made Chairman and is responsible for taking minutes.
- Board of Selectmen was invited to clarify the committee “charge” and to provide guidance. The Board will not typically attend committee meetings.
- The committee is to study various policing options that the town could employ and then report to the Selectmen relative to the pros and cons of each. The committee will work on developing a set of criteria each option would be judged against.
- To assist in the selection of these evaluation criteria and to gain public input in general, the committee will prepare a handout for voting day and Town Meeting day that will allow the public to provide answers to key questions about their expectations for the department as well as offer suggestions.
- There was discussion about the various means that can be used to gain information and share it including some public forums.
- The committee members briefly explored possible policing alternatives.
- There was discussion as to the range of people the committee needs to speak with eventually to assist in better understanding what the department needs are so those are taken into consideration when the options are explored.
- Next meeting will be on Wednesday, March 3, 2008 at 7:30PM at Citizens Hall.
- Kevin is to work on a Mission Statement and all members are to focus on developing the questions for the public handout.

Meeting was adjourned around 8:30PM

Prepared by: Burton Reynolds

POLICE STUDY COMMITTEE

Minutes of March 5, 2008

Citizens Hall 7:30PM

Committee Members

Sean Magoon – absent, illness

Kevin Boette

Phil Brooks

Paul Martin – absent, calling hours

Burton Reynolds

Others Present

None

- Main focus was to develop the questions for the public handout.
- Handout to be ready for both voting day on Tuesday, 3/11 and Town Meeting day on Sat., 3/15.
- Handout to have a space for the person's name so we can contact them for further input if needed but it will be optional
- Ranking will be from 1-5 with 5 being strongly in favor.
- Although Sean could not make the meeting he did email his suggested questions.
- In going through each member's suggested questions, many were in the same vain though worded differently. Much consistency and agreement on questions.
- Besides specific questions to rank, it was decided to have two open questions at the end for those who wanted to make a comment. One will be simply "other" and the specific one is "what is the most important function the police department performs?"
- Minutes from the 2/28/08 meeting were approved with amendment.
- The Mission Statement prepared by Kevin was approved with minor change.
- Discussed how and when committee should present at Town Meeting
- Next meeting will be on Thursday, March 20, 2008 at 7:30PM at Citizens Hall.

Meeting was adjourned around 8:30PM

Prepared by: Burton Reynolds DRAFT

POLICE STUDY COMMITTEE
Minutes of March 20, 2008
Citizens Hall 7:30PM

Committee Members

Sean Magoon
Kevin Boette
Phil Brooks
Paul Martin
Burton Reynolds

Others Present

Mike French and David Kurz from Municipal Resources, Inc.

- Dave spoke to the role of MRI. They will work with and be a resource for the Committee. Both are police chiefs. They will bring the technical details of policing to the table as the committee considers various options.
- MRI has developed a generic survey to gain public input relative to police department expectations and offered to share it with members to see if we wanted to use it to supplement the one already in place. The committee decided to examine it.
- MRI has offered, as part of their contract with the town, to take the lead in writing the committee report. That sounded good to the committee members.
- The group reviewed the tasks of gaining public input and then looking at various policing arrangements that would best meet the needs and desires of the community.
- When we are further along, there should be a community night where we share some thoughts and gain additional feedback.
- Members discussed some of the more obvious options. MRI will begin looking at those. They will also look at what some other towns our size have for a department structure plus the amount of coverage they try to provide.
- A list of people we wish to interview was covered. It will be up to the committee to decide which interview meetings MRI should attend.
- It was decided to interview Dick Darling first and that would involve just the committee members. Burton to contact Dick and get back to everyone with the date.
- Because MRI will be so closely collaborating it was agreed they would be included on all emails, etc. It was also agreed that there would be no separate emails between members but everyone would be copied at all times.

Meeting was adjourned around 9:15PM.

Prepared by: Burton Reynolds DRAFT

POLICE STUDY COMMITTEE
Minutes of March 27, 2008
Citizens Hall 7:30PM

Committee Members

Sean Magoon

Kevin Boette

Phil Brooks – not present

Paul Martin

Burton Reynolds

Others Present

None

- Approved minutes of 3/5 and 3/20/08
- Reviewed survey results: very good return & lot of comments.
- Looked at a possible new survey at suggestion of MRI. Not inclined to try another survey given success of the original. Also feel the original addressed the key issues. The MRI survey gets more into how well the department is performing and while that is important, we did not see that knowing more about that would assist us in our mission.
- Developed some questions in preparation for our meeting next week with Dick Darling. Paul will be out of town.
- Members are to develop some questions for MRI and those would be emailed after the meeting next week so we could talk about them with MRI at the 4/9 or 4/10 meeting.
- Next meeting will be on Thursday, April 3 at 7:30 with Dick Darling.
- Meeting adjourned at 8:30PM.

Prepared by: Burton Reynolds

POLICE STUDY COMMITTEE

Minutes of April 3, 2008

Citizens Hall 7:30PM

Committee Members

Sean Magoon

Kevin Boette

Phil Brooks

Paul Martin – not present

Burton Reynolds

Others Present

Dick Darling

- Main purpose of this meeting was to speak with Dick Darling as he had been an interim police administrator during portions of 2007.
- Dick had found that it took no more than 20 hours/week to do the administrative functions required by the department.
- Explored differences between a “chief” and an “administrator”.
- An administrator could have policing powers if the person filling the role was willing to perform those functions and kept up their certification.
- Talked about the advantages/disadvantages to have a chief or administrator who is of experienced and possibly retired from another agency (20 years in policing) vs. a less experienced person in either role.
- Types and number of calls for service.
- When or the types of serious situations where the town can call on others (State Police or another department) for assistance
- Dick and the Wilton chief did discuss the two towns merging for the purposes of police coverage. Wilton chief has all the notes. A preliminary budget was put together. Both saw positives in such an approach and had an interest in discussing with their Boards of Selectmen.
- Explored what is meant by “community policing” and whether what Wilton wanted from their department would be much different from Lyndeborough.
- If Lyndeborough is to stay independent there will have to be a discussion about facility needs because what we have now is not adequate. A study was done by a previous committee and that outlines space issues to consider.
- After Dick left the committee decided each member should make a list of the items we have yet to focus on and prioritize them.
- Next meeting will be next Thursday, April 10 at 7:30PM and will include Mike French and Dave Kurz from MRI.

Meeting Adjourned at 9:10PM

Prepared by: Burton Reynolds

POLICE STUDY COMMITTEE
Minutes of April 10, 2008
Citizens Hall 7:30PM

Committee Members

Sean Magoon
Kevin Boette
Phil Brooks
Paul Martin
Burton Reynolds

Others Present

Mike French and Dave Kurz from MRI

- Mike is currently working part-time at the police department and one of his tasks is to put improved operating systems/procedures in place.
- Talked about the administrative functions and the time they might take.
- Irrespective of the term used, chief or administrator, it was agreed the leader of the police department should be a certified officer.
- Would like to look at any other departments that have tried a merger and the degree to which they were successful. What do most other departments our size look like in terms of structure?
- Spent some time, again, discussing the pros and cons of newer vs. more seasoned head of department. Dave will make this a topic in the committee report to the Selectmen as we all feel this is an important consideration.
- Noted the information shared by officer Maxwell on the types of typical calls for service. Mike felt an "officer activity" form might be of value in capturing activity on any given shift.
- What facilities will be needed will depend on the option chosen and there will be an expense tied to it. The report done by a recent facilities study committee was shared with Dave and Mike. Except to the degree a court case may have provided guidance, such as evidence storage, there are no standards for a police facility per se.
- Partnering with Wilton to some degree, such as what we do now in terms of booking and evidence storage for instance, is seen as very likely no matter the department structure finally adopted.
- It was recognized that even should combining with Wilton be an option recommended for consideration, it would take time for it to come to fruition and there needs to be a good plan for our operations while that process ran its course.
- The committee does want to explore a closer relationship with the Wilton police department. Mike is to arrange a meeting, hopefully on April 24th, with the Wilton chief. One or both of the MRI consultants would attend. They are also to work on some questions for that meeting.
- Before the meeting we would like to receive whatever notes were produced from the previous meetings between Dick Darling and the Wilton chief.

- Contract is the key: what services are to be provided and at what cost. The concept of community policing, what each community would be expecting out of this philosophy, was not seen as a problem issue.
- A list of tasks with a timeline was worked out: meet with Wilton chief on April 24th, meet with Lyndeborough police officers on May 1st, public hearing on May 15th at 7PM, draft report from Dave by June 5th, goal of a final report by June 17th. No meeting next week.

Meeting was adjourned at 8:48PM.

Prepared by Burton Reynolds

POLICE STUDY COMMITTEE
Minutes of May 1, 2008
Citizens Hall 6:30PM

Committee Members

Sean Magoon
Kevin Boette
Phil Brooks
Paul Martin
Burton Reynolds

Others Present

Mike French, MRI
Dave Kurz, MRI
Brent Hautanen, Wilton Police Chief
Dick Rockwood, Wilton Selectman
Kevin Maxwell, Donny Sawin, John Lenotte, and Gary Potter – Lyndeborough Officers

1st Session: Wilton-Lyndeborough Department

- Purpose of this session was to explore the factors involved in a combined department arrangement. Wilton's police chief, Brent Hautanen and Wilton Selectman Dick Rockwood joined us for this discussion.
- Currently the Wilton department allows Lyndeborough to use the Wilton facility for booking purposes and evidence storage. What if the two department were combined totally?
- One option would be to simply contract with Wilton for police services.
- The option we focused on was a cooperative arrangement.
- It was acknowledged that there are very few of these (but there is one close by: Temple-Greenville). In general, here in New England, there is a preference to have your own department and have total control.
- If a combination were to be seriously entertained, a copy of the Temple-Greenville agreement should be obtained and carefully reviewed.
- Chief Hautanen felt a combined department was a viable option. He prepared a handout listing advantages and disadvantages for both Wilton and Lyndeborough.
- Lyndeborough would be gaining improved coverage among other pluses thus any merger should not be explored with the idea that it would save the town money as it would not. There would be an increased cost associated with a cooperative arrangement. The chief had prepared a very general budget but we did not go through it. If costs were apportioned on the basis of population, as is done for the ambulance and the recycling center, costs would be split about 70% Wilton and 30% Lyndeborough.
- Chief Hautanen's view of staffing was that: on each shift, one officer would be assigned to Lyndeborough, and generally the idea was to have certain officers typically assigned to duty in town so they would get to know people and the

reverse would be true as well. The chief would also have hours in town on a routine basis.

- The current police office space at Citizens Hall would be sufficient for the sub-station activities envisioned.
- Selectman Rockwood said the Wilton Selectmen are neutral on this topic and would be willing to entertain a proposal but Lyndeborough would have to do the "leg work".
- Everyone appreciated that approval by the residents for a merger would require substantial public education. The focus would likely be on coverage and cost. There needs to be a strong positive for both towns to justify working on this option as a solution.

2nd Session With Lyndeborough Police Officers

- Talked about calls for service, miles put on the vehicles, how things are going generally (which was good).
- Felt there was a need to make SOPs (standard operating procedures) more Lyndeborough specific and then be trained on those. The Selectmen have Mike French tasked with doing just that at the present time.
- Officers were asked what they needed to better serve the community: in terms of equipment there were no requests, felt a garage for the vehicles would allow a faster response in winter, improved computer software (IMC vs. Crimestar), and an additional officer on at certain times (perhaps Friday night and Saturdays for instance).
- Discussed the challenge of having Wilton dispatched by MACC Base and Lyndeborough by County.
- Officers were unanimous in recommending the department be kept independent though all spoke very highly of the cooperation they always receive from Wilton.
- If we remain independent, felt it was important the person in charge be a sworn officer.
- They felt the officer interaction with the public is different in the two towns (that community policing aspect of the job). We covered this topic in previous meetings and were told the two towns were similar enough that this would not be an issue but these officers feel it would be.
- Concerned about how large Lyndeborough is geographically and how that might impact the ability to truly provide better coverage even in a cooperative arrangement.
- We noted that in the survey, the public told us coverage was about right and the cost was about right.
- Concern was expressed that with a cooperative arrangement the future costs would likely be driven by needs in Wilton much more than in Lyndeborough.

Meeting was adjourned around 9:10PM

Prepared by: Burton Reynolds

POLICE STUDY COMMITTEE
Minutes of May 14, 2008
Citizens Hall 7:30PM

Committee Members

Sean Magoon
Kevin Boette
Phil Brooks – absent
Paul Martin
Burton Reynolds

Others Present

Mike French, MRI
Dave Kurz, MRI

PUBLIC HEARING

- Purpose of this meeting was to obtain any further input from the public beyond what was expressed in the surveys taken back at election time in March.
- Only two members of the public attended: Jessie Salisbury and Walter Holt though there were some town employees and officials.
- Walter felt “less was best”, department should work with people, have good communication with public, be effective but low key, would like a chief that lived within 10-15 miles of town. Was not in favor of merging with Wilton. Felt continuing to work on the mutual aid basis was fine. Felt there might be too many differences between the two towns in their needs and that would lead to complications and disagreements.
- Jessie was in basic agreement. Felt most townspeople still wanted their own police department.
- Committee member Paul Martin said it looked like the committee recommendation would be to keep a department very much like what we had so the whole exercise had been a waste of time and money. He felt chief Basinas should be allowed to come back.
- Jessie, who writes for a local newspaper, said she had heard little support for bringing back the prior chief.
- The public hearing portion of the meeting was closed at 7:50PM.
- Committee members talked about the need to look at space requirements if the town was to keep an independent department. MRI consultants are to look at the previous space need study that addressed this issue and outline what square footage was needed beyond the room now used.
- It was noted that when Citizens Hall was last updated an addition off the back was investigated. Phil Brooks should know the details as he was instrumental in getting the hall update completed.
- Burton felt the option to merge with Wilton was attractive but to be viable, both towns needed to see compelling evidence that only a merger was going to bring to each town the type of policing they desired.

- Dave Kurz will work on a report draft to be to committee members by June 5th. They will provide feedback. If it looks like a meeting of the committee is needed to bring the report to final form one will be held the week of June 12th. The goal is to present the report to the Selectmen at their June 17th meeting.

Meeting was adjourned at 8:15PM

Minutes prepared by: Burton Reynolds

Appendix B

Police Study Survey results 11 March 2008

These are the results of the PSC survey sheet from the town election day 11th March 2008. People were asked a series of questions and asked to rank importance 1 - 5. Where people used checks and x instead they will be interpreted as a 3. Comments will be left on the forms and discussed as a group. Where there was no input by a person the space was left blank. There is no big trend in the comments.

Ave Score

Question 1: When you call or stop by the office, it is important someone be in the office to speak with you, keeping in mind you would always call 911 for an emergency.

3.200 3 3 2 5 4 2

Question 2: It is important to expand to some extent our current facilities

2.656 2 4 2 4 4 2

Question 3: The following aspects of community policing are important:

a. Involvement with the schools (DARE, Etc.)

3.929 4 5 4 5 5 2

b. Traffic enforcement

3.911 3 5 4 5 5 2

c. Visibility

3.874 3 5 4 5 5 2

d. Property checks

3.777 4 4 4 5 5 2

e. Response to emergencies

4.664 4 5 4 5 5 4

Question 4: The head of the dept should also do "hands-on" policing

3.861 3 3 3 5 5 4

Question 5: In terms of interface with another community, the Selectmen should consider:

a. Use of another town's facilities (for bookings, evidence storage, etc.)

3.813 3 5 4 4 4 2

b. A closer cooperative arrangement of some type.

3.714 3 1 4 1 1 4

Question 6: Currently the impact of the police department budget(\$190,000) on a property assessed at \$250,000 is 4258/yr and provides an officer on duty 16 hours/day Monday-Saturday and 8 hours on Sunday. This coverage level and expense seem:

a. coverage (1=to little 2=just right 3=too high)

2.007 2 2 3 2 2 3

b. expense (1=to little 2=just right 3=too high)

2.171 2 2 3 2 2 3

Question 7: What is the most important thing the Police Department can do for you?

Question 8: Other Comments

TOWN OF LYNDEBOROUGH - POLICE STUDY COMMITTEE
SURVEY RESULTS THROUGH MARCH 26, 2008

Please Rank each of the following questions using this scale

1-Strongly Agree 2- Disagree 3-No Opinion 4-Agree 5-Strongly Agree

1. When you call or stop by the office, it is important someone be in the office to speak with you, keeping in mind you would always call 911 for an emergency.

Total number of responses: 235

Average Score: 3.17

<u>Answer</u>	<u>Number</u>	<u>Percentage</u>
1	16	6.81%
2	64	27.23%
3	49	20.85%
4	77	32.77%
5	29	12.34%

2. It is important to expand to some extent our current facilities.

Total number of responses: 228

Average Score: 2.65

<u>Answer</u>	<u>Number</u>	<u>Percentage</u>
1	45	19.74%
2	68	29.82%
3	49	21.49%
4	54	23.68%
5	12	5.26%

3. The following aspects of "community policing" are important:

- 3a. Involvement with the schools (DARE, etc.).

Total number of responses: 234

Average Score: 3.93

<u>Answer</u>	<u>Number</u>	<u>Percentage</u>
1	10	4.27%
2	13	5.56%
3	29	12.39%
4	114	48.72%
5	68	29.06%

- 3 b. Traffic enforcement.

Total number of responses: 234

Average Score: 3.91

<u>Answer</u>	<u>Number</u>	<u>Percentage</u>
1	5	2.14%
2	14	5.98%
3	37	15.81%
4	118	50.43%
5	60	25.64%

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SURVEY RESULTS THROUGH MARCH 26, 2008

3 c. Visibility

Total number of responses: 236

Average Score: 3.88

<u>Answer</u>	<u>Number</u>	<u>Percentage</u>
1	5	2.12%
2	12	5.08%
3	45	19.07%
4	119	50.42%
5	55	23.31%

3 d. Property Checks

Total number of responses: 234

Average Score: 3.78

<u>Answer</u>	<u>Number</u>	<u>Percentage</u>
1	5	2.14%
2	18	7.69%
3	44	18.80%
4	123	52.56%
5	44	18.80%

3 e. Response to Emergencies

Total number of responses: 239

Average Score: 4.67

<u>Answer</u>	<u>Number</u>	<u>Percentage</u>
1	4	1.67%
2	0	0.00%
3	7	2.93%
4	50	20.92%
5	178	74.48%

4. The head of the department should also do "hands-on" policing.

Total number of responses: 233

Average Score: 3.82

<u>Answer</u>	<u>Number</u>	<u>Percentage</u>
1	8	3.43%
2	16	6.87%
3	63	27.04%
4	70	30.04%
5	76	32.62%

TOWN OF LYNDEBOROUGH - POLICE STUDY COMMITTEE
SURVEY RESULTS THROUGH MARCH 26, 2008

5. In terms of interface with another community, the Selectmen should consider:

5 a. Use of another town's facilities (for bookings, evidence storage, etc.).

Total number of responses: 202

Average Score: 3.82

<u>Answer</u>	<u>Number</u>	<u>Percentage</u>
1	15	7.43%
2	7	3.47%
3	36	17.82%
4	85	42.08%
5	59	29.21%

5 b. A closer cooperative arrangement of some type.

Total number of responses: 213

Average Score: 3.7

<u>Answer</u>	<u>Number</u>	<u>Percentage</u>
1	21	9.86%
2	7	3.29%
3	44	20.66%
4	83	38.97%
5	58	27.23%

6. Currently the impact of the police department budget (\$190,000) on a property assessed at \$250,000 is \$258/year and provides an officer on duty 16 hours/day Monday - Saturday and 8 hours on Sunday. This coverage level and expense seem:

6 a. COVERAGE

Total number of responses: 225

Average Score: 2.02

<u>Answer</u>	<u>Number</u>	<u>Percentage</u>
too little	38	16.89%
just right	145	64.44%
too high	42	18.67%

6 b. EXPENSE

Total number of responses: 215

Average Score: 2.18

<u>Answer</u>	<u>Number</u>	<u>Percentage</u>
too little	21	9.77%
just right	134	62.33%
too high	60	27.91%

TOWN OF LYNDEBOROUGH - POLICE STUDY COMMITTEE
SURVEY RESULTS THROUGH MARCH 26, 2008

7. What is the most important thing the police department can do for you?

NOTE: Karen Hews would like to attend one meeting: 654-2564.

40 Respond to emergencies

21 Be available. / Be there.

15 Protection / Protect us.

12 Visibility and knowing people in town.

8 Traffic control.

5 Property checks

4 Checking on the elderly.

3 Visibility in all sections of town.

3 Be professional.

3 Make selves known in community / Community involvement

3 Protect and serve.

2 Be honest, don't abuse post, live near or in town.

2 Know town residents by sight or if possible name.

2 Be involved with community especially with kids at LCS.

2 Be proactice to the towns needs and be actice in the community.

2 Be available 24 hours per day.

Enforce quality of life laws.

Bring trust and respect with all members of the community

Do their job in an honest, ethical and fair manner to the best of their ability.

Avoid the pettiness of small town politics.

Keep our community safe from crime and violence.

Be sympathetic, approachable and available

Interface with schools and general public.

Be accountable

There is practically speaking no reason to maintain a department for a town this small.

Maintain public safety taking into consideration that Lyndeborough is not Nashua sized.

Providing adequate protection doesn't necessarily mean a F/T chief is needed.

Take me seriously, be just and unbiass to all. Which they have been.

Get it so we don't have to depend on other towns.

Assure safety of town residents.

Follow through on criminal investigations.

Break-in investigations.

Issue pistol permits.

Enforce current laws

Hire Jim B. back so he can continue to do a great job as he has in the past.

The summer soccer program is great,

Integrity

Someone in charge no the selectmen

Be amazingly competent & compassionate small town cops. (I helped on capture a

wayward steer escapee, another was the first responder when heart block felled my

mother, and the whole force was aware and quick to respond when the bipolar husband

of a friend threatened to "teach me not to interfere.)

Get a Chief

Work with our kids.

Retain "small town" profile.

TOWN OF LYNDEBOROUGH - POLICE STUDY COMMITTEE
SURVEY RESULTS THROUGH MARCH 26, 2008

Stay in town.
Stop making sorry excuses.
Friendly.
Know the people they are here to serve like the past sergeant and chief did.
Get their heads on straight and work as a team and look at the whole picture before running out.
Control their budget and make use of existing or shared facilities.
Patrol blind areas
Respond when called - day or night.
They don't have to be there when you call or stop, but should be able to contact you by phone within an hour during business hours.
Police speed, crime & unlawful snowmobiling, trespass.
Treat every citizen equally and fairly.
To know the laws of our town.
Combine with Wilton
Work for towns people, not special interest in Citizens' Hall.
Be competent.
Patrol town, keep eyes and ears open.
They never patrol my side of Lyndeborough (near New Boston). Be more visible.
Do their job the best they can.
Do their job. Don't think we need more than 1 or 2 police people for a town this size.
Mediate complaints between neighbors.
Remember we are still a small town.
Take care of our town.
Its job. Not just talk!
Issue pistol permits and then mind their own business.
Educate kids (DARE)
Keep burglaries down.
Not be swayed (threatened) by ex-selectman who have an axe to grind and arrest citizens falsely (to defame & derail them).
Don't be a good ole boy & to truly follow SOPs fairly with every citizen.
Work with people in town.
It would be nice to have Chief Basinas back.
Informal Q&A meetings
Be a role model for children and adolescents.
Be small, compassionate caring police force.
Teach citizens' to protect themselves & property better.
Fiscal responsibility.
Nothing
Spend more time in town, instead of other communities. I've seen cruisers as far east as Nashua on a regular basis.
Stop harrasing traffic.
In town department with officers who will respond.
Fire all the officers who illegally took leave last fall. Keep Basinas out. Start over with a new slate
Follow standard laws/Rules. Stay honest. Have a sense of humor.
Not try to build an empire.
Have posted hours of operation, where someone is available, rather like the Town Clerk.

TOWN OF LYNDEBOROUGH - POLICE STUDY COMMITTEE
SURVEY RESULTS THROUGH MARCH 26, 2008

Be honest reliable & there when I need them. Lyndeborough must have a police depart.
respected by other towns & our own officers.
Check on people and property - watch children.
Community Policing
Stay out of the newspaper.
Do not merge with Wilton.
Enforce state law efficiently. Dig in and do the job even if the officer disagrees with the
consequences.
I was very disappointed that officers walked off the job - I think we need a whole new dept.
Maintain law and order.
Be respectful

8. Other comments:

Keep the cruiser in town.
The operation of the Police Department under Administrator Dick Darling epitomizes what
a small town police department should be.
With all of the publicity our town has received in regard to no coverage/little coverage, I feel
we will begin to attract criminals.
Let the police to their job.
The police department should be run by police, not the public or BOS.
We miss the chief he was good fair, honest and did a terrific job when allowed to do his job.
We should have been able to vote for him by proxy if we were not in town that Saturday.
With all that has gone on w/ the PD I believe you all have done the best job possible. Many
times people who have no expertise are the first to tell others what to do & express
their (loud & wrong) opinions. Administrator Dick Darling did a great job!
It seems like they are going a good job. Lets hope things get running in good order!
Work with Wilton.
Encouraging firearms skill & awareness would be good.
I prefer an administrator no chief.
Down with Basinas & Volinsky.
The department is doing very well with having a parttime administrator and fulltime police
officers - coverage is a lot better than when we had a fulltime chief.
Teach them some manners. This is our town-not theirs. We pay them, we do not need "if
you ain't cop, you're little people attitude".
The selectmen should perform better background checks to prevent the recent police chief
and new hire from Milford from reoccurring.
It would be helpful to have more information-information about job performance of the
previous Chief Basinas. I also would like a better breakdown of budget over time, # of
officers & cost for 24 hour coverage.
I have no complaints. The town is safe & well-protected.
Stop harassing traffic.
No faith with current dept.-who knows if they will walk again if they don't like something.
They should have been fired.
No Gung Ho cops!
The officers we have right now are great!

TOWN OF LYNDEBOROUGH - POLICE STUDY COMMITTEE
SURVEY RESULTS THROUGH MARCH 26, 2008

Combining with another town would provide more coverage at a lower cost and should be a top priority.

Good luck!

Use Wilton facilities. No new station.

I think that the town needs to include kindergarten in public school and the town residents should vote for an expansion on the school. The Babes & School land being held at the church should be in a better situation. Our church is under need of much repair and is not healthy for the children.

Wrong for police to strike. It was a violation of court order. Those that went on strike should be fired.

A part-time chief or administrator or shared administrator (Wilton) seems to be the best options for our small town. The old police administration (Basinas & company) was too top heavy with 2 captains, a sergeant, and detectives.

Look into working as joint police dept. with Wilton in future.

We are much better off without J. Basinas. I'm fine with an administrator vs. "chief".

The police budget is too high for such a small town. We've always gotten by with less over the years.

Fewer speeding traps, more vandal patrol.

Lyndeborough does not need its own police dept.-consider an arrangement with Wilton or other close-by town.

Doing a good job.

I think joining with Wilton is a great idea!!

The selectmen need to be overhauled over this past disgrace to the town!!

My hat goes off to the selectmen. The whole thing was tremendously draining and embarrassing.

Do not utilize Brent Hautenen as a chief of police. He does not listen to his officers. He is more concerned about making a name for himself than performing fair policing.

The current police officers are doing a fine job considering what a few townspeople are saying yet have no idea what it takes to be an officer.

I felt James Basinas was not treated right. The people of Lyndeborough have a right to know what his infraction was. Too many small town politics-we all should be treated equally. No one is more valuable than anyone else.

I think there should be less focus on traffic violations and more on other types of criminal activity & in community services - the soccer for kids is a great example!

We should consider more use of an on-call police for overnight and off peak times.

Stop hiring incompetent chiefs.

No police officer should be spending more time in the office than out. The time on duty needs to be segmented to various demands such as: patrolling, helping individuals face to face, paperwork (with paperwork being low on priority list).

I am disgusted with way the selectmen have handled this and turned it into the mess that it is. Look at merging department with another town. Too much redundancy cost everyone more \$

Appendix C

INTERMUNICIPAL AGREEMENT
FOR PROVISION OF POLICE SERVICES PURSUANT TO RSA 53-A

This agreement made and entered into between the Town of Greenville, (hereafter '**Greenville**') a NH municipality, organized and existing by virtue of the laws of the State of New Hampshire, by its duly elected Board of Selectmen, having a place of business in Greenville, County of Hillsborough and State of New Hampshire, and the Town of Temple, (hereafter '**Temple**') also a NH municipality, ***organized and existing by virtue of the laws of the State of New Hampshire***, by its duly elected Board of Selectmen, having a place of business in Temple, County of Hillsborough, and State of New Hampshire, and the Chief of Police of the Temple-Greenville Police Department.

Recitals

- Whereas, **RSA 105:13** authorizes two municipalities to enter into agreements with each other for the provision of and performing of police functions and services that either municipality is authorized to perform, exercise or render and,
- Whereas, ***Temple and Greenville are both communities which are authorized to provide and perform such services, and,***
- Whereas, the employment of police officers and the provision of police services to the citizens of a community is one of the municipal functions that the legislature of the State of New Hampshire contemplated as an appropriate subject for a cooperative inter-municipal agreement when it authorized municipalities to engage in such agreements pursuant to **RSA 53-A**; and,
- Whereas, The towns of Temple and Greenville currently have an active, staffed and qualified joint police department.
- Whereas, It is the desire of the Governing Boards of both **Greenville** and **Temple**, as well as the ***Chief of Police of the Temple-Greenville Police Department, (who is the chief law enforcement officer of the towns of Temple and Greenville)***, to ***continue the*** agreement whereby the towns of **Temple** and **Greenville** will provide for and perform police functions and services within the limits of both communities, pursuant to the conditions and limitations more particularly specified herein.

NOW THEREFORE, the parties, each in consideration of the mutual promises and obligations assumed by the other, agree as follows:

1. **Attorney General Approval Contingency** – Notwithstanding any provision herein, it is clearly understood and agreed that the within agreement shall have no binding effect and shall not be operative unless and until the same has received the written approval of the Attorney General, as required by the provisions of RSA 53-A: 3, (V).
2. **Town Meeting (Legislative Body) Approval Contingency** – *The Selectmen of Temple and Greenville, and Chief of Police of the Temple-Greenville Police Department represent that they intend to present a warrant article seeking such ratification to their legislative body at the annual town meeting scheduled for March, 2008.*
3. Duration – ***The term of this agreement***, (subject to the mutual termination clause set forth in ¶4, below), shall be **five (5) years**, commencing on April 1, 2008 and terminating on March 31, 2013.
4. **Mutual Right of Termination** – Either party to this agreement, acting through their respective Board of Selectmen, may without cause and in its own discretion, cause this agreement to be terminated AT THE END OF A FISCAL YEAR provided notice of such decision to terminate is sent by the terminating party to the other at least six (6) months prior ***to the end of the fiscal year***. Upon such **notice**, the terms hereof shall continue to be in place during such notice period and the rights of the parties shall be established, on termination, in the manner provided below for termination and/or dissolution.
5. **Purpose** – The purpose of this inter-municipal agreement is to provide for emergency and traditional police services to both of the party communities in a manner that will fully empower the police officers operating pursuant to this agreement to perform and discharge their responsibilities in each community as completely and fully as if they were solely employed therein and to provide for the sharing of the cost and management of such services in a fashion that is efficient and beneficial to the citizens of both party communities.
6. **Organization, Representation and Administration** –
 - A. **Cooperative Board** – There is created herein, a board, (hereafter the ‘**Joint Police Board**’) consisting of four (4) members, selected in the manner specified below, which shall, subject to the limitations relative to personnel decisions specified below, be responsible for the orderly and routine management of the department. The board shall be presided over by a chairman, chosen by the ‘**Joint Police Board**’ at the first regular meeting following the election of ***selectmen*** of the respective party towns.
 - B. **Membership of Cooperative Board** – The ‘**Joint Police Board**’ shall consist of two (2) members from each of the Boards of Selectmen in the

respective party towns, which shall be selected by each of the respective select-boards. Membership on the '**Joint Police Board**' shall be coterminous with the term(s) of the selectmen members on their respective boards of selectmen and continued maintenance of qualification for the position of selectmen shall be a mandatory requisite for membership on the '**Joint Police Board**'. The selectmen of the party towns shall NOT be entitled to delegate or appoint any non-selectmen to serve in their stead on the '**Joint Police Board**'.

- C. **Quorum** – A quorum of the '**Joint Police Board**' shall consist of three (3) members and the affirmative votes of at least three (3) members of the '**Joint Police Board**', acting at any properly called meeting of the '**Joint Police Board**' shall be required to approve any resolution or action by the '**Joint Police Board**', except as specified below.
- D. **Meetings** – *The '**Joint Police Board**' shall meet regularly once per month.* Special Meetings of the '**Joint Police Board**' may be held at the call of the chairman on no less than 24 hours *public* notice. All meetings shall be subject to and comply with **RSA 91-A**, the so called 'right to know' law.
- E. **Personnel Matters, Appointment and Discipline of Officers and Chief**
The parties hereto acknowledge that they have been advised that NH law, as currently written, does not appear to allow the selectmen to delegate their duties and responsibilities with regard to the appointment and supervision of a chief of police, police officers and the disciplining of the same, to a third party or board, other than through the creation, by the municipality, of a police commission. It is expressly acknowledged herein that the parties hereto do NOT intend that this agreement create, establish or maintain a police commission, as that function is addressed in **RSA 105-C**. Thus, it is established hereby that the '**Joint Police Board**' established herein, whenever it renders a decision or takes an action that deals with the appointment, termination, or disciplining of a chief of police or police officer, (whether part-time or full-time), as well as the making of any decision regarding an employment policy or procedure that would normally be considered a 'personnel' or employment related decision, shall be required to approve such decision **unanimously**. The intent of this section is to insure, thereby, that any such decision shall also ***constitute, by inference, a consensus of a majority*** of each of the board of selectmen of the party towns. If the joint police board is not unanimous in its decision on such matters, then the issue shall be considered by the full Board of Selectmen for each municipality. A majority of each board shall be required to implement any such decision.

- 7. **Financing of the Cooperative Undertaking** – The parties agree that the following shall govern the financial operation of the entity created hereby.

- A. **Borrowing and Debt**: - It is expressly understood and agreed that the ‘**Joint Police Board**’ has no power to borrow funds, issues bonds or notes and may not make any decision that subjects either the entity created hereby or its member towns to any expenditure that would be considered long term debt, (i.e. intended to incur obligation to pay beyond the end of the current budget year).
- B. **Budget Year** – It is acknowledged that each of the towns that are party to this instrument operate on a calendar year budget cycle and, therefore, it is expressly understood and agreed that the within cooperative entity shall also be governed by a calendar year budget cycle.
- C. **Budget Preparation** – The parties to this agreement hereby acknowledge that each of their respective communities operates on a traditional town meeting protocol and that neither of them utilizes an ‘official’ budget committee, (as contemplated in **RSA 32**), or operates under the so-called ‘official ballot law’, (known as ‘**SB2**’), and that if either party town should adopt either or both of those forms of government that the within section will have to be re-negotiated in order to conform the within process to any changes that either of those provisions would entail. The budget process for the within agreement shall conform to the following:
- (i) A proposed **annual** budget for the joint police function contemplated hereunder shall be prepared by the Chief of Police and shall include all anticipated income and expenses for the ensuing budget year. To the extent possible the Chief shall include estimates of increases in revenue and expenses for all the years in any five year cycle of this agreement but it is expressly understood that such shall be advisory and informational only, as to any years other than the current year.
 - (ii) The budget prepared by the Chief shall be available to the ‘**Joint Police Board**’, no later than December 1 of any given year. The ‘**Joint Police Board**’, shall consider the proposed budget and shall finalize and approve the same budget for the Joint Police entity created hereby no later than December 31st of said year, at which time they shall forward the budget amount attributable to each of the member towns to the respective boards of selectmen for inclusion in their respective warrants. The parties agree that neither board of selectmen, in considering said share of said budget shall modify the amounts to be raised from the joint undertaking.
 - (iii) It is expressly understood that the proportionate amounts referenced herein shall be inserted into the respective budgets being presented by the boards of selectmen of the member towns

as part of their operating budgets. It is acknowledged by all the parties hereto that a NH annual town meeting is legally empowered, pursuant to RSA 32:10, (I) (e), to cast a vote prohibiting the expenditure of money for a certain item. In the event that the town meeting of either member town elects to 'zero out' or fail to appropriate their share of funds for the continued operation of this joint venture in this fashion, this agreement shall terminate 30 days after the adjournment of the meeting at which such vote is taken. Nothing herein shall absolve either party town of the responsibility for their fair share of expenses incurred up to the point of termination.

- (iv) To the extent required by law, all requirements for the preparation of budgets and compliance with applicable state regulations governing the same shall continue to be met.

D. **Administration of Financial Matters** – The parties agree that the Town of Greenville will utilize its staff and facilities to conduct the clerical, payroll, and other administrative functions associated with the joint police function created hereby. No additional fee will be charged by Greenville for the provision of these services, it being understood that the same has been adequately considered and provided for in the calculation of the proportionate operational share of the cost of this function.

E. **Calculation of the Proportionate Operational Cost** – The budget cycle will follow the annual calendar year cycle and if the agreement is terminated as a result of the budget vote at an annual town meeting, the party town so terminating shall remain responsible for any and all proportionate costs up to the actual termination date as set forth in § 7-C, (iii), above. Alternatively, if the agreement is terminated as a result of the vote of a Board of Selectmen of either member town, pursuant to §4 of this agreement), then the termination date shall be the end of the fiscal year FOLLOWING THE **notice** required in §4. The parties acknowledge that they have determined an appropriate formula for sharing the cost of the operation of this entity for the entire **five (5)** year term of this agreement. Said formula is hereby established as 62% for the **Greenville** share and 38% for the **Temple** share.

The parties agree that the proportion set forth above shall be reconsidered at the conclusion of each **five** year term of this agreement. Nothing shall prevent the member towns from renegotiating this proportion during the term but barring such renegotiation, it is anticipated that the above formula will govern each member town's contribution and responsibility for financing the joint undertaking.

- F. Mechanism for Payment - Since Greenville is the member town that will administer the financial affairs of the entity, Temple will pay to Greenville its proportionate share for the services provided for hereunder in the following manner. Payment shall be made monthly in installments of 1/12 of the Temple proportionate share within 15 days of the receipt of a monthly bill from Greenville.
- G. Disposition of Fund Balance – Greenville shall maintain accurate separate records reflecting all income and expenses related to the joint police function set forth herein, *which shall be subject to annual audit by the auditors for Greenville, and open to be audited by Temple at Temple's request.* In the event that the records reflect a fund balance, (surplus), *or deficit*, at the conclusion of the budget cycle, said fund balance *or deficit* shall be treated as a fund balance OR DEFICIT for the Town of Greenville. However, the proportionate share of said balance *or deficit* that is represented by Temple's share of the same shall constitute a credit *or debit* toward the amount of Temple's payment obligation in the ensuing year.
8. Authority of Officers – *Officers employed by the joint undertaking shall be hired by the Selectmen in both member towns and sworn to their duties by the Town Clerks of both towns.* It is understood that any officer performing law enforcement functions and services pursuant to this agreement shall have the same authority and exercise the same powers in both towns and their continued employment shall be deemed to constitute the authorization of the Selectmen of either town to provide police services and perform any and all acts normally incident to the function of a police officer.
9. Ordinances and Fees – Any ordinances prevailing in either town now in effect concerning "procedure in the event of false alarms" shall be enforced by the police retained hereunder. Fees and other charges collected as a consequence of any ordinance or process typically in place in either town shall be paid to Greenville. Greenville may include such funds as part of their general fund balance or take such measures to create a special revenue fund, pursuant to RSA 31:95-c or any other applicable statute, as Greenville deems appropriate. The decision by Greenville as to how to dispose of these funds shall not require any approval from Temple.
10. Liability and Worker's Compensation Coverage – It is understood that each town will maintain its liability *coverage* and *Greenville* will provide worker's compensation coverage sufficiently to insure that there are no gaps in coverage and that all required coverage is provided. If, in the process of addressing risk management it is necessary to adjust this agreement to accomplish that goal, the

parties shall cooperate to do so. Similarly, both member towns shall see to it that they continue to provide indemnification of officers pursuant to RSA 31:105, and shall be required to provide the mandatory indemnification identified in RSA 31:106, in the same proportions established above.

11. Equipment and Property – The parties shall *maintain the* complete and comprehensive inventory of all equipment and premises that *were* contributed by either member town to the joint undertaking as of the date of the inception of *the original* agreement. A copy of said inventory shall be attached to this agreement when signed. Any equipment or property acquired after the inception of the agreement with a value of more than \$500.00 shall be inventoried, listed, evaluated and the ‘**Joint Police Board**’ shall assign a useful life and anticipated depreciation schedule to such property at the time of acquisition.
12. Termination and Dissolution – Upon the termination of this agreement for any of the reasons set forth herein, the property and equipment of the joint undertaking that was pre-owned and contributed shall be returned to the member town contributing the same to the extent that is possible using the inventory created pursuant to the previous section. There will be no financial adjustments due either party for those items. However, any *jointly* acquired property listed in accordance with the forgoing section shall be disposed of in one of the following methods:

The property sold at public auction and the net proceeds distributed to the member towns in accordance with their proportionate share at the time; or

The property may become the property of Greenville in return for the payment to Temple of an amount constituting the then proportionate share of the depreciated value of the same.
13. Status of Police Personnel and Chief on Termination of Agreement – The parties agree that, in the event of termination of this agreement, that any police officer or Chief employed at the time of termination may elect to be employed by either Town, as they deem appropriate. However, as to any such police officer, any such choice is subject to the approval of the Board of Selectmen of the selected Town and the language of this section shall not be interpreted to provide any guarantee by the Town of continued employment or any guarantee by any such police officer that they will remain in the employ of either town. However, as to the Chief of Police employed at the time of termination, it is agreed that the Chief, likewise, may elect to be employed in either town, subject to employment for a Chief being available in both Towns. If employment is not available in both Towns, the Town of Temple shall, in recognition of the statutory conditions of employment which Chiefs of Police enjoy pursuant to RSA 105:2-a, permit the Chief to be reinstated on any terms or conditions that were in place at the time of his previous sole employment by the Town of Temple.

Dated at _____ this _____ day of _____, *2008*.

Town of Temple Board of Selectmen

Temple-Greenville Chief of Police

Town of Greenville Board of Selectmen

Temple-Greenville Police Department
Equipment Inventory Items over \$500.00
Prior to May 2, 2005

	Temple		Greenville
Computers:	1 E Machine (2001) 1 HP Printer 1 Toughbook (2003) 1 Clunker		2 Dells (2005) 1 NCMEC Dell 1 Toughbook (2003) Several Clunkers 1 2005 HP Printer 2 Laser Jet Printers Crimestar
Data Base			
Cruisers:	99 Nissan Pathfinder 02 Nissan Pathfinder		03 Crown Victoria 05 Nissan Pathfinder
Handguns	4-Smith and Wesson 9mm 45 (501 and 502 own their Duty weapons)		3- Smith and Wesson 9mm 45
Radar Units	2 cruiser mounted 1 hand held		2 cruiser mounted
Radios-Hand Held	4		2
Radios Mobile (cruiser mounted)	2		2

	Estimate 2007	Actual 2007	Estimate 2008	Increase
Part Time Wages	\$21,153.00		\$26,266.00 Based on 28 hours per week	\$5,113.00
Full Time Wages	\$150,063.00		\$165,751.00 Full year for 507	\$15,688.00
Chief's Wages	\$62,038.00		\$63,899.00	\$1,861.00
Administrative Wages	\$22,901.00		\$26,652.00 Full year for 500B	\$3,751.00
Overtime	\$8,240.00		\$8,487.00	\$247.00
Health Insurance	\$54,812.00		\$63,034.00 Est. 15% increase	\$8,222.00
Dental	\$1,950.00		\$2,243.00	\$293.00
Other Insurance	\$2,290.00		\$2,634.00	\$344.00
FICA	\$5,463.00		\$6,094.00	\$631.00
Medicare	\$3,834.00		\$4,107.00	\$273.00
Retirement	\$18,969.00		\$22,082.00 Full year at new rate	\$3,113.00
Janitorial Supplies			\$450.00 Added at request of	\$450.00
PSNH			\$2,150.00 Greenville BOS	\$2,150.00
Heating Oil			\$2,500.00	\$2,500.00
Tuition Reimbursement	\$500.00		\$500.00	\$0.00
Uniforms	\$2,500.00		\$2,500.00	\$0.00
Telephone	\$2,000.00		\$6,000.00 See attached worksheet	\$4,000.00
Professional Services	\$1,000.00		\$1,000.00	\$0.00
Vehicle Maintenance	\$5,000.00		\$5,000.00	\$0.00
Equipment Rental	\$1,200.00		\$1,200.00	\$0.00
Dues	\$500.00		\$500.00	\$0.00
Cruiser Fuel	\$10,800.00		\$12,000.00	\$1,200.00
Office Supplies	\$1,500.00		\$1,500.00	\$0.00
Postage	\$150.00		\$250.00 Increase in court cases	\$100.00
Books	\$200.00		\$200.00	\$0.00
Departmental Supplies	\$1,200.00		\$1,200.00	\$0.00
Equipment	\$3,000.00		\$3,000.00	\$0.00
Equipment Repairs	\$500.00		\$500.00	\$0.00
Training	\$2,000.00		\$2,000.00	\$0.00
Dispatch Services	\$14,308.00		\$17,885.00 As billed by County	\$3,577.00
Total	\$398,071.00		\$451,584.00	\$53,513.00
Greenville Share 62%	\$246,804.02		\$279,982.08	
Temple Share 38%	\$151,266.98		\$171,601.92	

*Includes \$ for vacation/sick time
- added Mike F.T.*

Appendix D

**Findings and Recommendations
of the
Lyndeborough Emergency Services Space
Needs Committee**

December 19, 2005

Prepared by

Jim Button
Dick Darling
Jim Preftakes
Burton Reynolds
Bob Rogers

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Introduction

In September of 2005 the Lyndeborough Board of Selectman formed a committee to study the space needs of the three emergency services (Ambulance, Fire, and Police) serving the town of Lyndeborough. The committee consists of the following members:

Jim Button
Dick Darling (Police Chief, Hollis)
Jim Preftakes (chair person)
Burton Reynolds
Bob Rogers

Scope

This committee should review the physical plant needs for emergency services (fire, police, and possible future ambulance) and develop a general building plan to meet the needs now and for the next 20 years.

The committee shall elect a chair and keep minutes of all meetings. All meetings shall comply with the provisions of NHRSA 91-A.

The committee shall prepare a written report to the Board of Selectman by no later than December 15, 2005. The report should include, but not necessarily be limited to:

1. Recommendations of the physical plant needs of emergency services.
2. Recommendations of possible use of present town buildings.
3. Recommendations of possible use of town-owned land.
4. Recommendations of general building(s) sizes and department configuration.
5. Recommendation of general location of building(s)
6. Comparison of estimated costs for viable plans.

Approach adopted by the committee to addressing the charge

At the first meeting of the committee, Jim Preftakes agreed to chair the committee and Burton Reynolds agreed to keep the minutes of the meetings. Minutes will be submitted to Neil Cass, in the town office, on a weekly basis to become a part of the public record. Neil will also be posting the meeting time and place in compliance with NHRSA 91-A.

The committee agreed that the first step in this process should be to visit each of the existing emergency service facilities and interview the department heads as to the present condition and suitability of the facility for the task, and for their views on future space / facility needs for their departments. Meetings with each of the department heads were scheduled at their respective facilities for second meeting.

After completing the visits / interviews, the committee reviewed the information and underwent an assessment process in order to formulate the conclusions and alternatives that will be elaborated on in the balance of this report.

The committee wishes to point out that many variables influence the emergency services needs of the town, and the facilities that serve those departments. As such, our recommendations become less specific beyond 5 years, and very general beyond ten years.

Lyndeborough Emergency Space Needs Committee Report

It is important to point out that the committee's charter does not include forming any evaluation of or recommendations for the operations of any of the emergency services departments. However it is important for the committee to understand how the departments function in order to assess their space needs. Anything in our findings that may be perceived as a recommendation for how the individual department functions is strictly related to our position on how to best approach the space needs issue.

It is also noted that the Town Offices, Highway Department and Central School were not included in the original charter but as we progressed it became clear that these departments also have a role in the emergency services provided to the town. Although the committee did not interview the department heads, consideration was given to their needs based on our understanding of their direct role and the interdependencies between all of the departments engaged in emergency services.

Ambulance

Department overview

Full time (24X7) ambulance service is provided for the town of Lyndeborough by the Wilton Lyndeborough Temple Volunteer Ambulance Association. The association is an independent entity serving the towns of Wilton, Lyndeborough, and Temple. The association was formed in the 1970's, operating out of a garage bay in the Wilton town hall. It was originally a totally volunteer operation.

Today the association has a full time paid director, Carol McEntee, and six Paramedics who are paid on a per-diem basis. The balance of the membership is volunteers at various levels of licensure. The Director indicated that the number of volunteers has decreased over the years, with the majority of the remaining volunteers coming from the town of Lyndeborough.

In the mid 1980's the association purchased current base, a commercial building and land on Rt 31 between Wilton and Lyndeborough. The 36 by 62 foot building was reconfigured to accommodate the following:

- A Vehicle bay adequate for housing two ambulances
- A meeting / training room
- Administrative office
- Restroom / shower facility
- Kitchenette
- Bunk room with sleeping accommodations for two
- Large storage and physical plant room in a dry basement

The facility is also equipped with a large emergency diesel generator with 275 gallons of fuel storage capacity.

Site visit and interviews:

During our visit to the ambulance facility the Director indicated that the current facility is adequate for the current needs and is located such that it is approximately equidistant between the longest potential run to Temple or Lyndeborough with Wilton within those bounds. She also indicated that current trend indicates a drop in volunteer availability during the week day hours, creating a greater dependency on full

Lyndeborough Emergency Space Needs Committee Report

time, paid staff. The current 6 Paramedics are paid on a per-diem basis; the volunteers are reimbursed at a flat rate per call.

Recommendations:

Immediate Needs:

The ambulance facility is fully adequate for the present. There do not appear to be any immediate needs to mitigate.

Out to five years:

The Director indicates that over the coming years as the number of volunteers declines that provisions for sleeping quarters will have to be added to the existing building to accommodate a 7 x 24 paid staff. Currently there are two bunks available for those who either wish to stay at the facility during their twelve hour shift or to accommodate a duty team during hazardous weather conditions.

Beyond 5 years:

Although the committee does not anticipate any specific needs or major changes in the service between 5 and twenty years, this should be reconsidered if and when a new town emergency facility goes into the planning stages in 5-10 years. At that time, there may be a desire to allow space in a new facility to house an ambulance in town.

Financial considerations:

The Ambulance Board of Directors should be notified that if the need for major renovations and / or an addition is needed to accommodate the sleeping quarters described above is realized, and if funding will be requested from the member towns that they must communicate this need as far in advance as possible to allow the best financial alternatives to be considered. Also, if the financial need apportioned to Lyndeborough meets the criteria for inclusion in the Capital Improvement Plan (CIP) (amounts of \$20,000 or more), a request will need to be made to that committee recognizing that there is approximately a six year lead time needed to fit it into the Capital Improvement Plan to prevent a spike in capital spending.

General Comments:

The dedication of the ambulance staff is admirable, and the governing board has supported them well, but consideration should be given to more formal town input, including a town appointed member of the ambulance board.

The present service is an independent entity with which Lyndeborough contracts for services. There may be long-term benefits to a multi-municipal agency allowing opportunity for voter input.

Fire Department

Department overview:

The current Lyndeborough Fire Department was organized in 1947 and stands today. The department is all volunteer and although membership has had ups and downs over the years, the current membership of 21 active members represents an "ideal" size for the current mission.

The current fire station was built in two stages on land provided to the town by the Sherman family. The land was deeded to the town with a provision that if the land is ever NOT used for a fire department, the

Lyndeborough Emergency Space Needs Committee Report

land would automatically revert back to the current owner of the original parcel. In 1947-48 the original 30 by 40 foot building was constructed. The building consisted of two equipment bays, an upstairs space to be used for meetings and training, a single bathroom and a utility room.

In 1972 a 32 by 40 foot addition was added to house a new engine that was donated to the town. The new addition consisted of two equipment bays and an unfinished second floor space.

Over the years, the members have raised funds and refinished the upstairs over the older half of the station to provide a meeting area and kitchenette. Insulation, sheetrock and a 13 X 13 office for the officers has been added to the originally unfinished space over the newer half of the station. A hose tower was added in the early 80's to allow the wet fire hose to be hung and dried.

Over the years the emergency responsibilities of the fire department have grown from fire suppression to include many other activities such as providing a medical first response service, primary response responsibility for HAZMAT incidents, first response for auto accidents (medical response, fire suppression, and HAZMAT). The fire department forms the cornerstone for many of the emergency response plans for the town. These additional responsibilities have presented the department with many challenges in the form of equipment and training needs.

Site visit and interviews:

Chief McQuade provided a tour of the facility to the committee and pointed out that all four of the department trucks do fit into the station. However there is not much room left over for equipment storage and no room for a forestry vehicle. The department used to have a forestry jeep provided by the state but turned it in when it was not longer possible to get replacement parts. They did not request a replacement due to space limitations in the existing station.

The Chief feels that the Fire Department can continue to function in the current facility for another 6 to 10 years if the following issues are addressed: (this list is not necessarily in priority order)

- 1) The station should have an independent emergency generator and transfer switch installed so that the station can continue to operate during power outages. Currently this is accomplished by pulling a generator off of one of the trucks and running essentials such the radios off an extension cord. This is not acceptable
- 2) The Chief pointed out that there is not adequate space in the existing station for many of the training exercises that the department has to provide to meet ongoing training requirements for the membership. In the summer months, they pull the trucks out onto the tarmac and use the truck bays but in the winter this is not an option because;
 - a. the trucks are too long to fit between the closed station doors and the edge of RT 31, creating a safety issue
 - b. the trucks can not be left outside in freezing weather too long without running or the pumps and plumbing will freeze
- 3) The training area upstairs is acceptable for many types of training but is too small where equipment is needed in the exercise
- 4) There is not adequate parking for the membership either for regular meetings or for emergency responses. They are limited to parking on the existing lot, an area ten feet from each side of the building and on the Library lot. Parking on the library lot causes issues when the library is open for business
- 5) There is not adequate street lighting near the station on Rt 31. Someone is going to be killed by a motorist while crossing the street from the library some night

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- 6) There needs to be a traffic control light that can be controlled from within the station to stop traffic while trucks are exiting from, or returning into the station. Currently a member has to stand on RT 31 and try to stop traffic to allow the trucks in and out. Many motorists do not stop!
- 7) Finish the upstairs meeting rooms by installing finished flooring and a permanent heat source to make them usable in the winter months
- 8) Replace the original windows with energy efficient ones to save energy and reduce operating costs
- 9) A second means of egress should be installed in the south side of the upstairs space if these spaces are to be safely used for meetings and training
- 10) The station will need a new roof within the next few years. There is already some leakage
- 11) Provide some means of controlling the humidity in the equipment bay area. Currently it is difficult to get the protective clothing and other equipment to dry in the existing space

The Chief indicates that a majority of the call volume continues to occur along the RT 31 and Center Road corridors in town. However, growth in the North and East of town will eventually raise the need for some permanent presence closer to those parts of town. Note: Some citizens on the north side of town have encountered issues with maintaining homeowners insurance since they live more than five miles from any fire station. As insurance companies continue to limit risks by tightening requirements, this could become a larger issue in town.

Recommendations:

Immediate

- 1) Install a sufficiently sized generator including provisions for a 5 day fuel capacity
- 2) Install a permanent heat solution in the upstairs meeting rooms
- 3) Install finished floor in upstairs meeting rooms
- 4) Install a system to dehumidify the building, particularly the vehicle and equipment bays
- 5) Improve outside lighting around station and parking areas
 - a. Replace existing street light with high output, energy efficient model
 - b. Install new street light on the existing utility pole at south end of station
 - c. Install a new daylight activated street / area light at back of Library parking lot to illuminate the lot at night as this is where most of the members have to park when responding to a call
- 6) Install a traffic control light that can be controlled from within the station. This will address a major safety problem at the current location

2 – 5 years

1. Install a second means of egress from upstairs meeting rooms
2. Replace windows with energy efficient units

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3. Replace the roof.
4. Establish a building committee to develop detailed plans leading up to a warrant to build a new building to serve as either a new central station or a substation somewhere more centrally located within the town.

Beyond 5 years

Build a new central station or a substation suitable for housing fire (including a forestry vehicle), police and a provision for ambulance somewhere more centrally located in the town.

Financial Considerations:

The current capital reserve fund for station renovations contains \$83,000. One option is to make the Selectmen “agents for the fund” on the March warrant to allow the improvements outlined in the report to be funded over time using these funds rather than impacting the operating budget. The other option is to develop a warrant for March 2006 and have the voters approve taking funds out of the account. This option requires that the costs be known for all of the work items to be completed.

When these projects are complete, an article to change the “purpose” of the fund should be placed on the ballot. It is not known whether the police / fire complex will ever come to be or where it would be located. More likely is at least a fire substation located in the Center. For this reason, the best name for the new fund would probably be the “Fire Substation” fund. The CIP shows no new money going into this fund until 2008. Between now and then, get agreement on the building specifics and develop cost estimates and a timeline so a more realistic capital reserve fund can be plugged into the CIP.

General Comments:

Police

Department overview:

The Lyndeborough Police Department responds to calls for emergency service, suspicious activity, criminal activity, criminal investigations, motor vehicle accidents, medical calls, fire emergencies, rescue calls, etc. The department consists of a full time Chief, a full time Sergeant and six part time officers including a Prosecutor, Clerical officer and Patrol officers. The 2005 budget provided funds for 112 hours of coverage each week, which is not full 24x7 coverage, or 168 hours.

The Police Department is currently housed in one 17 by 20 foot room on the ground floor of Citizens Hall. This is an open room with no dividers for privacy. There is limited desk space which is shared among the officers. File space is limited and the space for evidence storage is very limited.

The department currently has three vehicles, two ATVs and a trailer, all of which are kept outside of Citizens hall in an unsecured area.

Site visit and interviews:

The committee met with the Sergeant for a tour of the facility and a description of the typical duties performed by the department. The Sergeant also outlined the procedures for arresting and booking suspects in the current environment as well as the issues with proper storage of evidence. These two areas alone represent significant risk to the arresting officer and possibly to the suspect. It also leaves the

Lyndeborough Emergency Space Needs Committee Report

town to liability. The other issue is the inadequate evidence storage which could lead to the inability to prosecute cases. Lastly, the current space does not provide for the required level of confidentiality, particularly with regard to juvenile cases, again exposing the town to undue liability.

The committee met with the Chief on several more occasions to discuss in more detail space conditions, current procedures, and requests and options to mitigate the problems.

The Chief indicates that there is a formal mutual aid agreement for emergency assistance with the Wilton Police Department and a good will agreement to share their facility for bookings. The State Police Troop B facility is another backup booking facility open to the town's use.

The Chief presented several proposals to the committee for space options; each incorporated the following functional areas:

- 1) **Chief's Office....**Certainly the Chief, as the head of the department, needs his own office, where he can meet with anyone and everyone who may need to speak with him/her. Most Chief's offices are not huge, but big enough to accommodate a desk, a computer table, a few stuffed chairs, and some other office furniture.
- 2) **Interview/Conference Room.....**There needs to be a space where victims, witnesses, and suspects can be interviewed, and their confidentiality be protected. Some consideration should be made to place this room in the schematics in such a way that it could have its own entrance. This is not necessary, but certainly desirable. It seems plausible that an Interview Room could double as a Conference Room, or perhaps some office space that would double as the Prosecutor's Office. This room should be as antiseptic as possible, since distractions like paintings, pictures, photos, and other "things" tend to distract from the interview process, particularly with children.
- 3) **Squad Room.....**This room would serve as the "office/work space" of the patrol officers, and should be large enough to accommodate at least two officers, and their work stations, at the same time. This room also serves, in most departments, as a storage space for regularly used department forms that can be readily available for officers as they do their reports, and restock their brief cases.
- 4) **Evidence Room/Area.....**This space needs to be as secure as possible, since CHAIN OF CUSTODY is a huge issue with the courts. Officers during trial have to be able to prove that any evidence was stored in such a way, and in such a space, as to guarantee that no one could tamper with it. Cement block walls, with a steel door, is the way most departments handle this. With a department the size of Lyndeborough, the space could be of minimum dimensions. Either a part of this room, or a gun safe placed within this room, could serve the problem of firearm storage.
- 5) **File Storage.....**Since Police Departments are obligated to save criminal files for ever and ever, a DRY storage area needs to be provided that would also be secure. Security of files does not rise to the same level as evidence, but it is certainly important that only the police have access to this area.
- 6) **Reception Area....**There should be a lobby, where the general public can approach someone and state their business, and then perhaps be "buzzed in" to the interior of the station if that is necessary. Obviously, this area does not need to be very big, but is important. It is awkward and undesirable if people can come in off the street, and walk

Lyndeborough Emergency Space Needs Committee Report

right into the interior of the station where confidential matters are being conducted and discussed.

- 7) **Garage/Sally port.....**A two bay (preferably a two and a half bay) garage should be a part of this project if at all possible. Since the station is not manned 24/7, the cruisers are particularly vulnerable to vandalism, and in a rural area like Lyndeborough, if their cruisers are out of commission, the Police Department is out of business.
- 8) **Armory** An area for the safe and secure storage of weapons and ammunition.
- 9) **Detention Area** A secure area where suspects could be safely detained during the booking process, including waiting for the bail officer to set bail. This area must be secure enough to prevent the suspect from breaking out or being broken out and yet provide for their personal safety. In the case of juveniles, this area must have provisions for privacy as well.
- 10) **Booking Room** Relatively small room where suspects could be safely “booked”. To help insure the safety of the booking officer and the suspect, this room contains only those articles necessary for the booking process. Any furniture must be constructed and secured in such a way to prevent it from becoming a potential weapon.
- 11) **Personal Storage Area** Provisions for the staff to store personal belongings such as coats, uniforms, etc.
- 12) **General Storage** The “mop and broom” closet type of storage necessary in any office space.

With the exception of item 7, the garage / sally port, the Police Department is attempting to accomplish all of the tasks outlined above in the current 17 by 20 foot space! This is neither practical nor safe for the officers, citizens there on Police business, or for the other town employees sharing Citizens Hall.

The committee arranged to tour the Wilton Police Department facility. The following information is taken from the minutes of the meeting / tour held at that facility:

The committee wanted to see what a modern facility included and the space allotted to various purposes. Wilton has 24 hour coverage, 6 full-time and 3 part-time officers for a population of 3,500.

Outline of building facilities:

- Phone on outside of building for emergencies when office is not open
- Entryway for waiting. Can’t enter office area without being “buzzed” in
- Clerical person looks into entryway via bullet-proof glass.
- 4 offices, largest being 12X14 (chief, 2 sergeants, 1 officer)
- Records storage area plus additional storage upstairs
- 2 storage closets
- evidence room – should be alarmed separately and should have a “pass-thru” window
- mechanical room plus an electrical room for server, etc.

Lyndeborough Emergency Space Needs Committee Report

- squad room is the officer's report writing room, mailboxes, work schedule board
- 6 lockers and a shower - keep weapons in their lockers along with uniforms, etc.
- small kitchen
- booking room has a cage
- off booking room are 2 cells
- beyond cell area is sally port large enough for 2 cars
- building has a monitoring system
- design is such that you could bring a person in for booking without having to enter the rest of the station premises
- use of booking area and cells by Wilton is light – would have ability to accommodate additional use
- upstairs is conference room/training area plus additional storage

Need but don't have:

- 1) generator so they have electricity when power is out
- 2) impound lot

After a careful review of the operation of the Police Department, their current call volumes, and current space allocation, the committee agrees that this department has the greatest current space need of any of the town emergency service departments. The committee recommends the phased implementation as detailed below.

Recommendations:

Immediate:

1. The Selectmen should move as quickly as practical to establish a formal written agreement with the Town of Wilton to use the Wilton Police Station for ALL bookings and short term detention. This is too important to rely on a 'good will' agreement and we would expect it to cost some money year over year which should be added to the annual Police operating budget. The motivation for this recommendation is based on several factors:
 - a. Suspects arrested in Lyndeborough are often arrested and booked by a single Lyndeborough officer without immediate back up available. This is a potentially dangerous situation for the officer, the suspect, and anyone else in the building at the time
 - b. The current facility is not only inadequate for bookings, but is dangerous in that there are too many objects in the room that can become weapons in the hands of a suspect
 - c. The current facility affords no privacy during the booking process, a real issue in the case of juvenile offenders
 - d. The current facility does not have a suitable place to detain booked suspects until bail can be established
 - e. The number of bookings in Lyndeborough does not justify building the special facilities necessary for safe and effective bookings

Lyndeborough Emergency Space Needs Committee Report

- f. Apart from the Wilton facility, there is a booking and detention facility available to surrounding towns at the State Police Troop 'B' facility in Milford that could be used as a backup to the Wilton facility if that one was temporarily unavailable.
- g. Apart from having the proper physical facilities for booking and temporary detention, both Wilton and Troup 'B' would also provide the necessary backup personnel during the booking process.

Present to 5 years:

The committee has looked at several options for providing a near term remedy to the Police space needs. These options include purchasing land and building a new Police station somewhere in town, renting commercial space configured to meet our needs, adding onto Citizens Hall.

We are proposing an addition to Citizens hall as the best all around solution that would address the space issue for up to ten years or more. Here are the primary reasons that we selected this option:

1. Building an addition onto Citizens Hall to accommodate most of the functions on the list above. This option could probably be realized in the near term and provide adequate space for the Police Department out to the point in time when a combined Police Station / Fire Substation project could be considered in the "beyond 5 year" time frame. Since the proposed addition is two stories, the upstairs half of the space would be available immediately to the town for other purposes. If the Police Department ever moved to a new location, the space being vacated could easily be reconfigured to meet other town office needs. A more comprehensive description of the proposed addition is included in Attachment A.
2. Renting space would only be an effective option for a very short term need and affords no long term return on the investment to the town.
3. A new building is not feasible at this time because the town does not own a suitable piece of land to locate it and there is no space in the Capital Improvement Plan (CIP) for such a project for several years. This option should be reserved for consideration along with a Fire substation project in the "beyond five year" time frame.
4. Out sourcing the entire Police operation to Wilton as a combined cooperative department. The committee feels that such a decision is beyond the scope of our charter. This option should be considered as part of a long term strategy, again in the "beyond five year" time frame.

The committee recommends that a new committee be formed within the next year or two to begin long term planning for the future of the Police Department and to engage in building planning process along with the Fire Department because any project of that scope will need several years lead time with the CIP.

Beyond 5 years:

The committee recommends that construction of a new Police facility be considered along with the new Fire Substation project in order to gain the greatest synergies for land acquisition, construction costs, etc. However, the committee also feels strongly that a thorough exploration of a cooperative Police Department with Wilton should be investigated as an alternative to any further new construction.

Financial Considerations:

There is nothing in the current CIP to fund additional space for the department. But we feel strongly there is a need for more space and that need is immediate. There are two funding options: pay for it in one year or bond over several years. The more expensive the addition, the more unlikely funding it in one year

Lyndeborough Emergency Space Needs Committee Report

becomes. A bond schedule for a three year and a four year bond assuming an \$180,000 cost is part of the report (Attachment C).

It should be noted that as currently designed, the CIP is basically flat for 2007-2010 and the plan usually calls for small increases every year so there is some room for limited additional spending without causing a more than usual tax increase due to capital spending. The other option is to either reduce or drop something currently planned for funding in the 2006 CIP.

General Comments:

As noted, our choice is to propose an addition to Citizens Hall. While we have suggested an approximate size and estimated a cost, it will be left to others to develop a final plan with exact costs.

Town Offices

The town offices located in Citizens Hall were not part of the original charter for the committee but there are a few factors that we feel should be mentioned in the context of the report.

In the case of a town wide emergency the town office would serve as the command center for the town. The Selectmen and the Lyndeborough Emergency Planning Committee (LEPC) would have to coordinate the several internal and external agencies responding to the emergency as well as issue official press updates. These activities would be best carried out from Citizens Hall provided that emergency power and communications could be maintained for the duration of the emergency.

Although the Central School is the designated evacuation site for the town, Citizens hall would serve as the overflow site.

Recommendations:

Immediate:

- 1) Install a sufficiently sized generator to provide enough power for all current needs plus additional capacity to accommodate the proposed addition, including provisions for a 5 day fuel capacity.
- 2) Install an uninterrupted power supply system (UPS) adequately sized and maintained to provide uninterrupted power to computers and communications equipment for the necessary period of time required for the emergency generator to startup and begin to provide power to the building. These systems provide a secondary benefit of filtering out voltage spikes common on the electrical supply system during the summer thunderstorm season that can damage or destroy computers and communications equipment.
- 3) Install emergency radio and cellular phone capabilities so that Citizens Hall could function as the emergency command center for the town during an emergency.

Present to 5 years:

No specific recommendations.

Beyond 5 years:

If the Police Department moves to a new facility in the future, that space could be reconfigured to accommodate town office needs and possibly the Lafayette Artillery and their cannon.

General Comments:

The Lyndeborough emergency management plan should be reviewed annually and updated if needed.

Highway Department

The Highway Department is located in a separate facility on Locust Lane on the site of the old Glass Factory Quarry. The facility consists of one block and frame building approximately 45 by 85 feet that provides two bays closed in, heated and used as a shop, a construction trailer parked in one of the open bays, used as an office, and three additional open bays used for salt and other storage. There is also a new metal building adjacent to the existing building which provides closed shelter for the vehicles. There is both gas and diesel fuel storage on site. Sand and other construction materials are stored on the lot near the buildings. The Highway Department has a 5,000 watt generator which is adequate to power the shop, trailer, water pump, fuel pumps and building heat, and radio equipment. Currently the Highway Department is the ONLY town facility that can run completely on generator power and maintain full communications capabilities.

The Highway Department was included in this report because that if the roads can not be kept open during an emergency, none of the other emergency services will be able to function.

Recommendations:

Immediate:

No specific recommendations.

Present to 5 years:

No specific recommendations.

Beyond 5 years:

No specific recommendations.

General Comments:

Lyndeborough Central School

The Lyndeborough Central School (the school) serves the community in multiple roles. The one of primary interest to this committee is the role as the primary designated emergency shelter for the town in the event that parts of the town might have to be evacuated during an emergency situation. The use of the school under these conditions falls under the jurisdiction of the LEPC but this committee wishes to point out the following items that we see as space related.

- 1) Even though a generator has been purchased to provide emergency power to the school, it has not been installed.
- 2) In the case of an emergency that would require housing residents of the town for an extended period of time (a day or more), the school does not have adequate facilities to store or prepare meals for the people seeking shelter there.

Recommendations:

Immediate:

Get the generator that is currently sitting in storage at the Highway department installed and operational, including storage for five days of fuel.

Present to 5 years:

Direct the LEPC to work with the school board to include a kitchen renovation and food storage area into the up-coming school addition project. The additional expense should be a very small percentage of the overall project cost, and FEMA grant funding may be available to offset a portion of the expenses.

Beyond 5 years:

No specific recommendations.

General Comments:

While the School Board has been considering a new school, on a new site, they have made the decision to remain at the current site. This removes the option of some town departments moving to the current school building.

Summary and General Observations

After reviewing all of the information provided, the committee would like to point out that each of the departments involved directly or indirectly with emergency services for the town of Lyndeborough has done an outstanding job of utilizing the space available to them. In some cases, more than others, the department's space needs require immediate attention. The situation with the Police Department is the direst and should be addressed first as outlined above.

The town does not currently own any piece of property in town suitable for a Fire Department Substation or Police Department building. Any future building projects **MUST** include land acquisition in a suitable location for the purpose of the building. For example, a Fire Department substation should ideally be located more to the geographical center or northeastern part of town for maximum coverage.

The following is a summary of the detailed information presented in the preceding sections:

A. Land Acquisition

The report encourages the Selectmen to look for opportunities to purchase land or lots that would be well situated to serve fire and police. Enactment of RSA 41:14-a would give the Selectmen the authority to acquire land or buildings. We would encourage placing such an article on the 2006 warrant. A further step would be getting approval to spend a set amount of money for such a purpose. There is no cost to this provision as the cost would come about only when the Selectmen invoked the purchase process allowed under RSA 41:14-a and expended funds. Having the authority to act and having at least some funding would place the town in the position of being able to act expeditiously instead of waiting until next town meeting or asking the court for a special meeting. Attachment D contains the text of RSA -41:14 a and c.

B. Emergency Management

The Central School is our designated site for housing a group of townspeople in an emergency. That facility is in need of the improvements outlined in the report to be a functional location in this regard. Where the school is currently looking to renovate a portion of the building and put on an addition, this is the perfect time to incorporate these emergency services needs into the plan. These costs would simply be part of the bond.

C. Ambulance

When we spoke with the Director, she felt a modest addition might be needed in the future. The Ambulance Board should be placed on notice that if they do need an addition and if they will not be funding it from either donations or fees but rather from at least some public funds, they should communicate this need as far in advance as possible to allow the best financial alternatives to be considered. Also, if it meets the criteria for inclusion in the Capital Improvement Plan (that would be a cost to Lyndeborough of \$20,000 or more), a request will need to be made to that committee recognizing that there is an approximate 6 year lead time needed to fit it safely into the plan so it will not cause a spike in spending.

D. Fire Department

The current capital reserve fund for station renovations has \$83,000 in it. One option is to make the Selectmen “agents for the fund” on the March warrant to allow the improvements outlined in the report to be funded over time using these funds rather than operating budget monies. The other option is to develop a warrant for March 2006 and have voters approve taking funds out of the account.

This option is fine if we are sure of the costs involved.

When these projects are complete, an article to change the “purpose” of the fund should be placed on the ballot. It is not now known whether the police/fire complex will ever come to be and if it does where it will be located. More likely is at least a fire substation in the Center. For this reason, the best name for the new fund would probably be fire substation. The CIP shows no new money going into this fund until 2008. Between now and then, get agreement on the building specifics and develop a cost estimate and timeline so a more realistic capital reserve fund can be plugged into the CIP.

E. Police Department

There is nothing in the current CIP to fund additional space for the department. But we feel strongly there is a need for more space and that need is immediate. As noted, our choice is to propose an addition to Citizens Hall. While we have suggested an approximate size and estimated a cost, it will be left to others to develop a final plan with exact costs. There are two funding options: pay for it in one year or bond over several years. The more expensive the addition, the more unlikely funding it in one year becomes. A bond schedule for a three year and a four year bond assuming a \$180,000 cost is part of the report. It should be noted that as currently designed, the CIP is basically flat for 2007-2010 and the plan usually calls for small increases every year so there is some room for limited additional spending without causing a more than usual tax increase due to capital spending. . The other option is to either reduce or drop something currently planned for funding in the 2006 CIP.

Attachments

Attachment A: Proposed use of space in addition

The following list of spaces proposed for the Police Department addition are intended to key to the schematic drawing of the proposed floor space illustrated Attachment B. Note that the purpose of this list and that the drawings in Attachment B is to show proposed addition to Citizens Hall meets the space requirements of the Police Department in a reasonable and cost effective manner. *These drawings ARE NOT suitable for construction bids. A separate building committee must develop a detailed set of building requirements and drawings to be used for that purpose.*

First Floor

- 1) **Reception Area**....A lobby, where the general public can approach someone and state their business, and then perhaps be "buzzed in" to the interior of the station if that is necessary. The primary purpose is to prevent people from coming in off the street, and walk right into the interior of the station where confidential matters are being conducted and discussed.
- 2) **Chief's Office**....A separate office for the Chief where as the head of the department, he can meet with anyone and everyone who may need to speak with him/her. The Chief's offices should be large enough to accommodate a desk, a computer table, a few stuffed chairs, and other similar office furniture.
- 3) **Interview Room / Prosecutor's Office**....Provides a space where victims, witnesses, and suspects can be interviewed and their confidentiality protected. The Interview Room may also be used as the part time Prosecutor's Office.
- 4) **Squad Room**.....This room serves as a multi-purpose space satisfying the following needs for a department of our size;
 - a. **Office/Work Space** Provides a work space for the patrol officers, and should be large enough to accommodate at least two officers, and their work stations, at the same time. This room also serves as a storage space for regularly used department forms that can be readily available for officers as they do their reports, and restock their brief cases.
 - b. **Armory** A gun safe located in this room will provide for the safe and secure storage of weapons and ammunition.
 - c. **Personal Storage Area** Individual steel lockers will provide the officers secure space to store personal belongings such as coats, uniforms, etc.
- 5) **Conference Room** This is a multi-purpose space intended to serve the following purposes:
 - a. A space for the Chief to hold department meetings.
 - b. General meeting room available to the staff to meet with vendors or members of the public for any reason. Prevents the need to bring members of the public or suspects into the squad room. Also provides the Chief an area to meet with groups too large to fit comfortably in his office.

- c. Over flow interview room when an incident involves multiple suspects or when suspects must be separated for any of a number of reasons.
- 6) **General Storage** The “mop and broom” closet type of storage necessary in any office space.
- 7) **Evidence Room.....**This specially constructed room provides a secure storage space for evidence, helping to insure the CHAIN OF CUSTODY. A gun safe should be included in this room for the safe storage of potentially dangerous evidence such as guns, explosives, or drugs. In the event that someone breaks into the room, the safe provides a second line of defense against the loss of these dangerous items. This room should be specified to be of masonry construction, including the ceiling, and fitted with a heavy duty steel door that closes and locks automatically. A pass through should be provide to allow evidence to be deposited into the room without the need to open the room door.
- 8) **File Storage.....**Provides a secure area separate from other town office file areas for the storage of criminal files. If / when this space is exhausted, additional space on the second floor of the addition could be partitioned off to provide additional file storage space.

Second Floor

Initially the second floor of the addition is intended to be left in a semi-unfinished state. It will be accessible from doorways installed at the back of the existing stage on the second floor of the hall. A door and stairway to the outside are proposed in the initial plan to satisfy the life safety requirement for a second means of egress. The formal building committee may wish to incorporate the stairway into the interior space of the Police Department though. The initial construction should include finished drywall interior, insulation, heat, fire suppression (sprinklers), necessary lighting, and perimeter electrical service to meet existing building codes

Reuse of existing space now occupied by the Police Department

The existing 17 by 20 space should be reconfigured to provide a conference room available to the public and the town office employees to conduct meetings, a town office file room which will allow the existing files to be moved out of the current building inspectors office so that he can have enough space to operate efficiently, and a storage closet.

Garage

The committee recommends construction of a detached garage large enough to house Police vehicles, including the ATVs. We feel that is very desirable to protect the town’s investment in these vehicles from the elements and the potential for theft or vandalism. If this garage were to be built, one bay of the garage should be separated for the others to provide secure storage for a Fire Department forestry vehicle.

A major obstacle to constructing this garage is both the additional cost and possible lack of space on the existing Citizens Hall lot to accommodate it. Please refer to the plot plan in Attachment E for details.

Estimated Costs

The total construction cost of the proposed 26 by 40 feet, or 1040 square feet per floor addition and renovations to Citizens hall would be about \$180,000 dollars. Attachment C indicates the current bond rates and two possible payment schedules, including the impact to the tax rate, if a bond were raised next year for this project.

The following assumptions are important when considering how the price was arrived at:

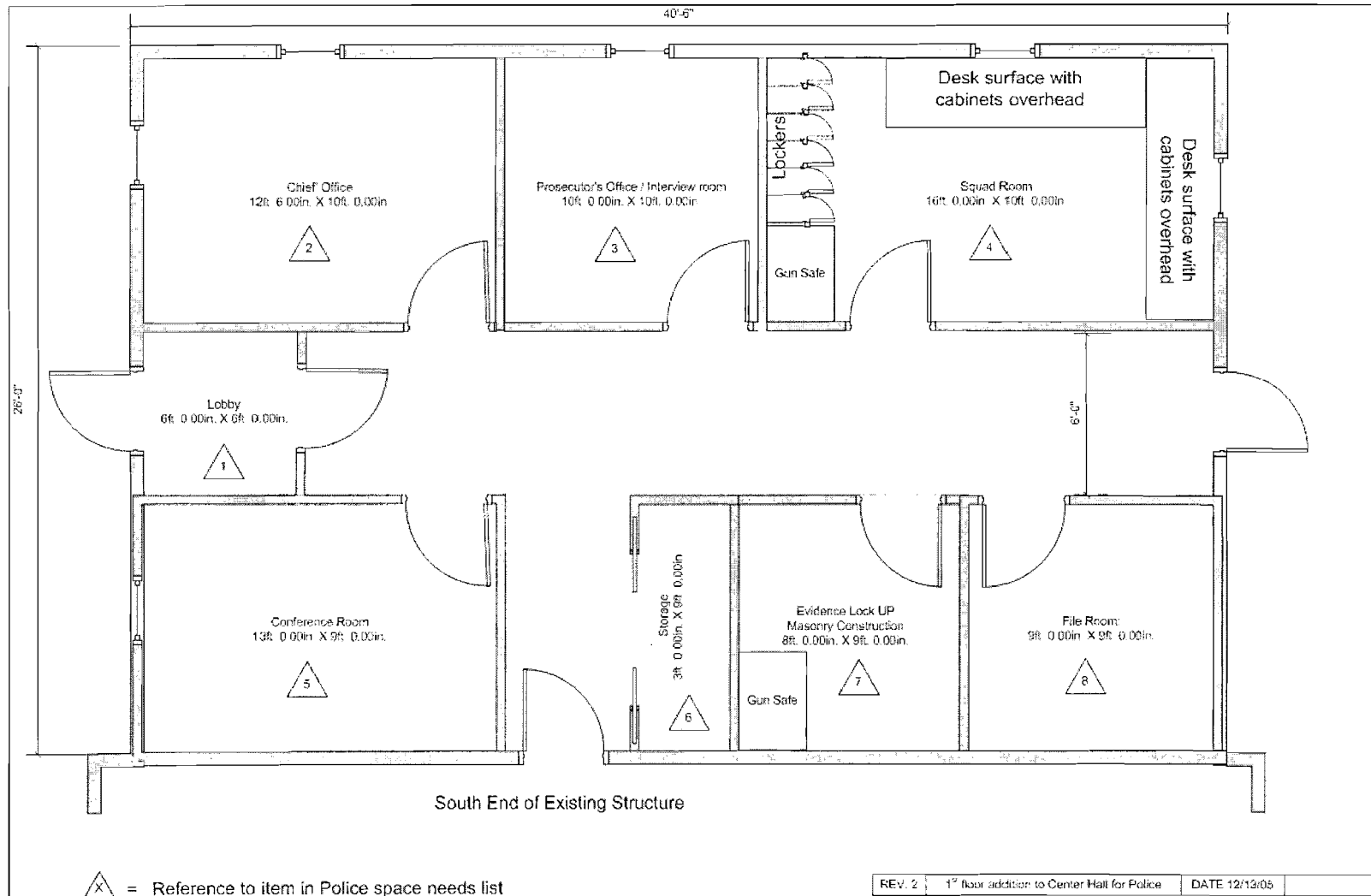
- 1) The proposed addition will fit on the existing lot and not require the purchase of any additional property.

Lyndeborough Emergency Space Needs Committee Report

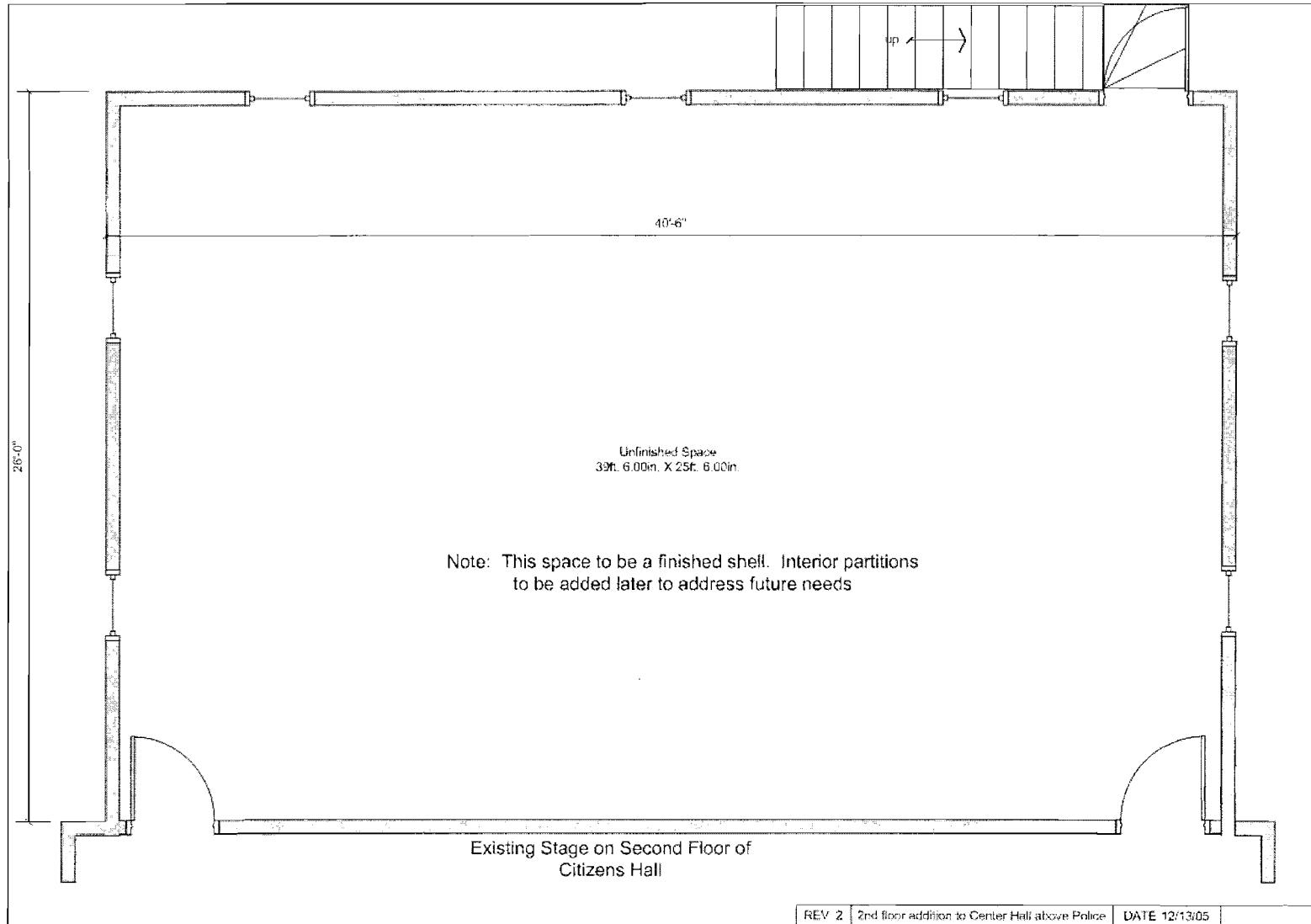
- 2) The addition will be constructed “slab on grade” off of the south end of the existing Citizens Hall building and will require little or no additional excavation. The possibility of incorporating a basement into the design was discussed but the committee felt that the issues with ledge and ground water under the existing building make a basement not practical. However the building committee that is ultimately responsible for detailing this project may wish to revisit this option.
- 3) The addition will tie into existing utility services in the current building.
- 4) Because the upstairs of the addition will be an open “shell” with minimum finish, a cost ration of 75% or ~\$126/ft is attributed to the ground floor and 25% or ~\$42/ft to the second floor.
- 5) The required renovations to the existing space that will be vacated by the Police will cost no more than \$5,000.
- 6) The addition will be designed so that there are no interior load-bearing walls. This will allow for an inexpensive reconfiguration if and when the Police Department moves to a different location sometime in the future.
- 7) The cost of acquiring the necessary additional land and construction of the proposed garage is NOT part of this estimate.

Attachment B:

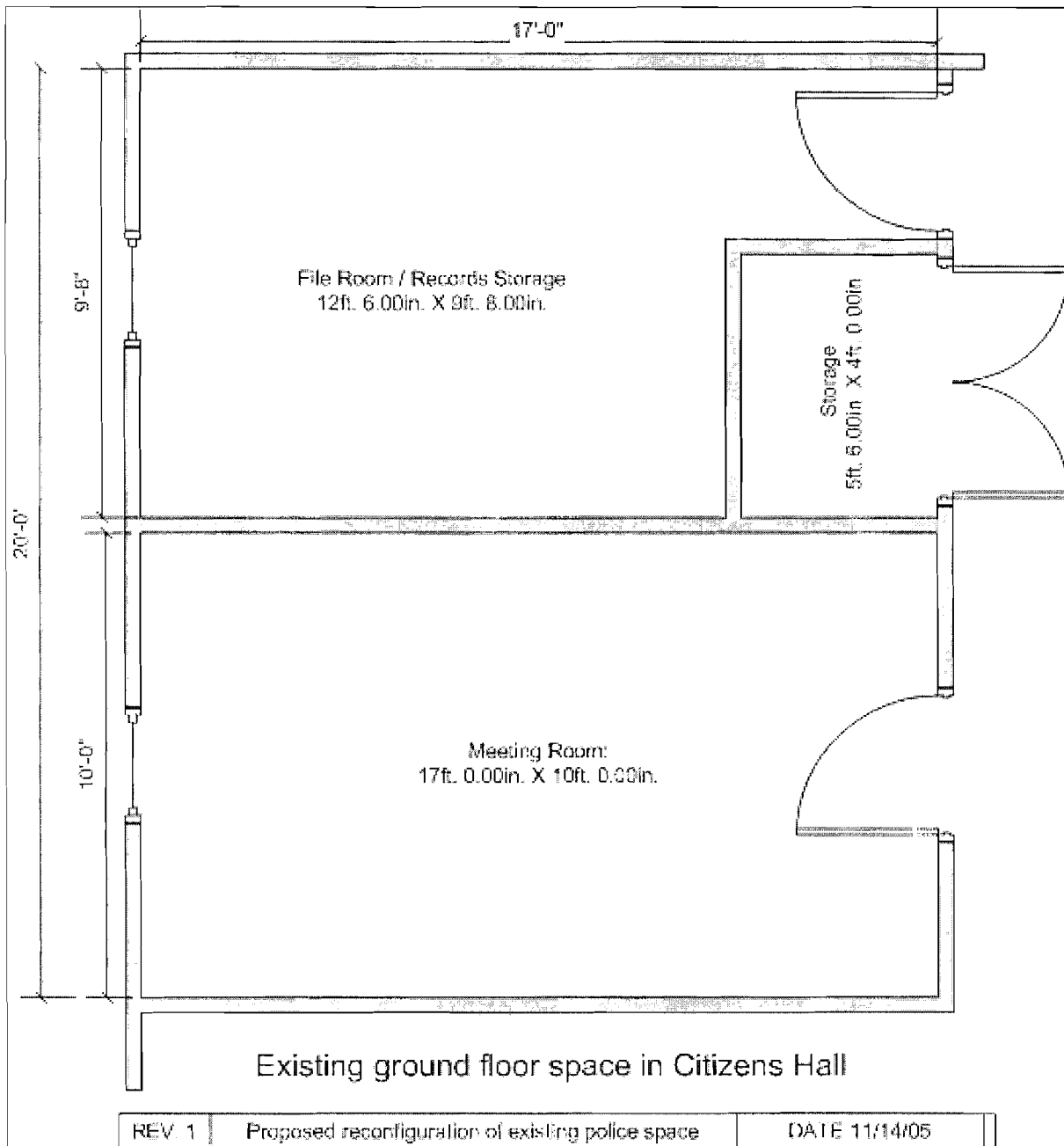
Proposed 1st floor plan for Citizens Hall addition



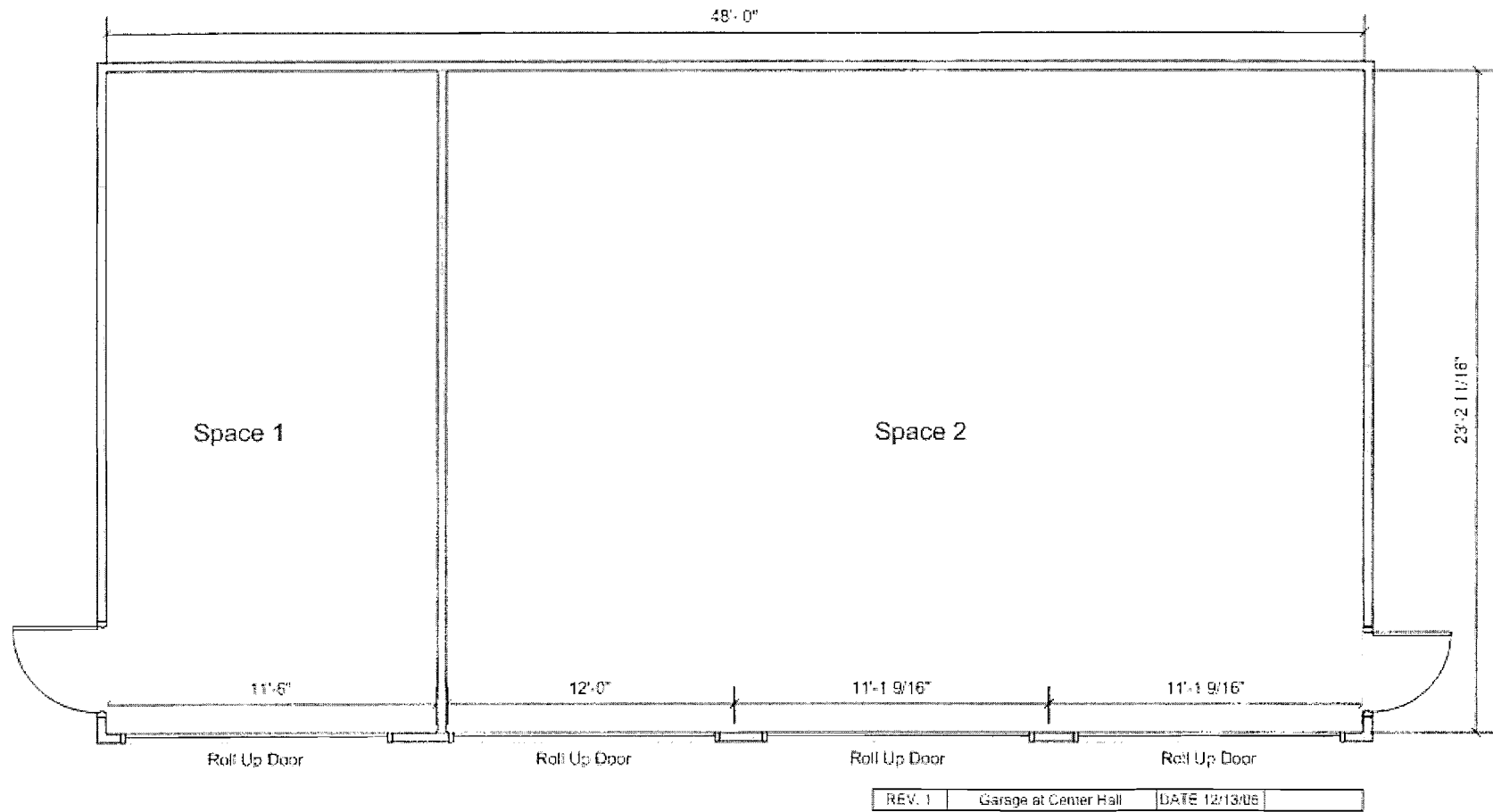
Proposed 2nd floor plan for Citizens Hall addition



Proposed Reuse of Existing Police Space in Citizens Hall




Proposed Garage at Citizens Hall



Attachment C: Bond Estimates

Four Year Bond

<div style="text-align: center;">  NEW HAMPSHIRE MUNICIPAL BOND BANK </div>									
LEVEL PRINCIPAL									
4 YEAR ESTIMATED DEBT SCHEDULE FOR									
TOWN OF LYNDEBOROUGH									
2004 ASSESSED VALUATION:		\$124,811,930							
ESTIMATED YEARLY INCREASE:		0%							
DATE PREPARED:		12/05/2006							
BONDS DATED: Spring 2006		08/15/2008							
INTEREST START DATE: 206 Days		07/20/2006							
FIRST INTEREST PAYMENT:		02/15/2007							
NET INTEREST COST:		4.2470%							
DEBT YEAR	PERIOD ENDING	PRINCIPAL OUTSTANDING	PRINCIPAL	RATE	INTEREST	TOTAL PAYMENT	FISCAL YEAR TOTAL PAYMENT	ASSESSED VALUATION	EST. TAX RATE INC.
	02/15/2007				\$4,356.25	\$4,356.25			
1	08/15/2007	\$180,000.00	\$45,000.00	4.260%	3,825.00	48,825.00	53,181.25	\$124,811,930	0.43
	02/15/2008				2,888.75	2,888.75			
2	08/15/2008	135,000.00	45,000.00	4.250%	2,888.75	47,868.75	50,737.50	124,811,930	0.41
	02/15/2009				1,912.50	1,912.50			
3	08/15/2009	90,000.00	45,000.00	4.250%	1,912.50	46,912.50	48,825.00	124,811,930	0.39
	02/15/2010				956.25	956.25			
4	08/15/2010	45,000.00	45,000.00	4.250%	956.25	45,956.25	48,812.50	124,811,930	0.38
TOTALS			\$180,000.00		\$19,656.25	\$199,656.25	\$199,656.25		
25 TRIANGLE PARK DRIVE, SUITE 102 • CONCORD, NEW HAMPSHIRE 03301 • (603) 271-2506 or 1 (800) 393-5422 • FAX (603) 271-3937 E-MAIL: nhmbb@aol.com • WEBSITE: www.nhmbb.org									

Lyndeborough Emergency Space Needs Committee Report

Three Year Bond



NEW HAMPSHIRE MUNICIPAL BOND BANK

LEVEL PRINCIPAL

3 YEAR ESTIMATED DEBT SCHEDULE FOR

TOWN OF LYNDEBOROUGH

2004 ASSESSED VALUATION: \$124,811,930

ESTIMATED YEARLY INCREASE: 0%

DATE PREPARED: 12/05/2005

BONDS DATED: Spring 2006 08/15/2006

INTEREST START DATE: 205 Days 07/20/2006

FIRST INTEREST PAYMENT: 02/15/2007

NET INTEREST COST: 4.2480%

DEBT YEAR	PERIOD ENDING	PRINCIPAL OUTSTANDING	PRINCIPAL	RATE	INTEREST	TOTAL PAYMENT	FISCAL YEAR TOTAL PAYMENT	ASSESSED VALUATION	EST. TAX RATE INC.
	02/15/2007				\$4,358.25	\$4,358.25			
1	08/15/2007	\$180,000.00	\$60,000.00	4.250%	3,825.00	\$3,825.00	68,181.25	\$124,811,930	0.55
	02/15/2008				2,550.00	2,550.00			
2	08/15/2008	120,000.00	\$80,000.00	4.250%	2,560.00	\$2,560.00	65,100.00	124,811,930	0.52
	02/15/2009				1,275.00	1,275.00			
3	08/15/2009	60,000.00	\$60,000.00	4.250%	1,275.00	\$1,275.00	62,550.00	124,811,930	0.50
<hr/>									
TOTALS			\$180,000.00		\$15,831.25	\$195,831.25	\$195,831.25		

25 TRIANGLE PARK DRIVE, SUITE 102 • CONCORD, NEW HAMPSHIRE 03301 • (603) 271-2585 or 1 (800) 393-6422 • FAX (603) 271-3937
E-MAIL: nhmbb@aol.com • WEBSITE: www.nhmbb.org

Attachment D: RSA 41:14-a & RSA 41:14-c

TITLE III TOWNS, CITIES, VILLAGE DISTRICTS, AND UNINCORPORATED PLACES

CHAPTER 41 CHOICE AND DUTIES OF TOWN OFFICERS

Selectmen

Section 41:14-a

41:14-a Acquisition or Sale of Land, Buildings, or Both. —

I. If adopted in accordance with RSA 41:14-c, the selectmen shall have the authority to acquire or sell land, buildings, or both; provided, however, they shall first submit any such proposed acquisition or sale to the planning board and to the conservation commission for review and recommendation by those bodies, where a board or commission or both, exist. After the selectmen receive the recommendation of the planning board and the conservation commission, where a board or commission or both exist, they shall hold 2 public hearings at least 10 but not more than 14 days apart on the proposed acquisition or sale; provided, however, upon the written petition of 50 registered voters presented to the selectmen, prior to the selectmen's vote, according to the provisions of RSA 3 9:3, the proposed acquisition or sale shall be inserted as an article in the warrant for the town meeting. The selectmen's vote shall take place no sooner than 7 days nor later than 14 days after the second public hearing which is held.

II. The provisions of this section shall not apply to the sale of and the selectmen shall have no authority to sell:

- (a) Town-owned conservation land which is managed and controlled by the conservation commission under the provisions of RSA 36-A.
- (b) Any part of a town forest established under RSA 31:110 and managed under RSA 31:112.
- (c) Any real estate that has been given, devised, or bequeathed to the town for charitable or community purposes

Source. 1994, 197:3. 1997, 38:1. 2001, 187:2, eff. Sept. 3, 2001. 2005, 80:1, eff. Aug. 6, 2005.

**TITLE III
TOWNS, CITIES, VILLAGE
DISTRICTS, AND
UNINCORPORATED PLACES**

**CHAPTER 41
CHOICE AND DUTIES OF TOWN OFFICERS**

Selectmen

Section 41:14-c

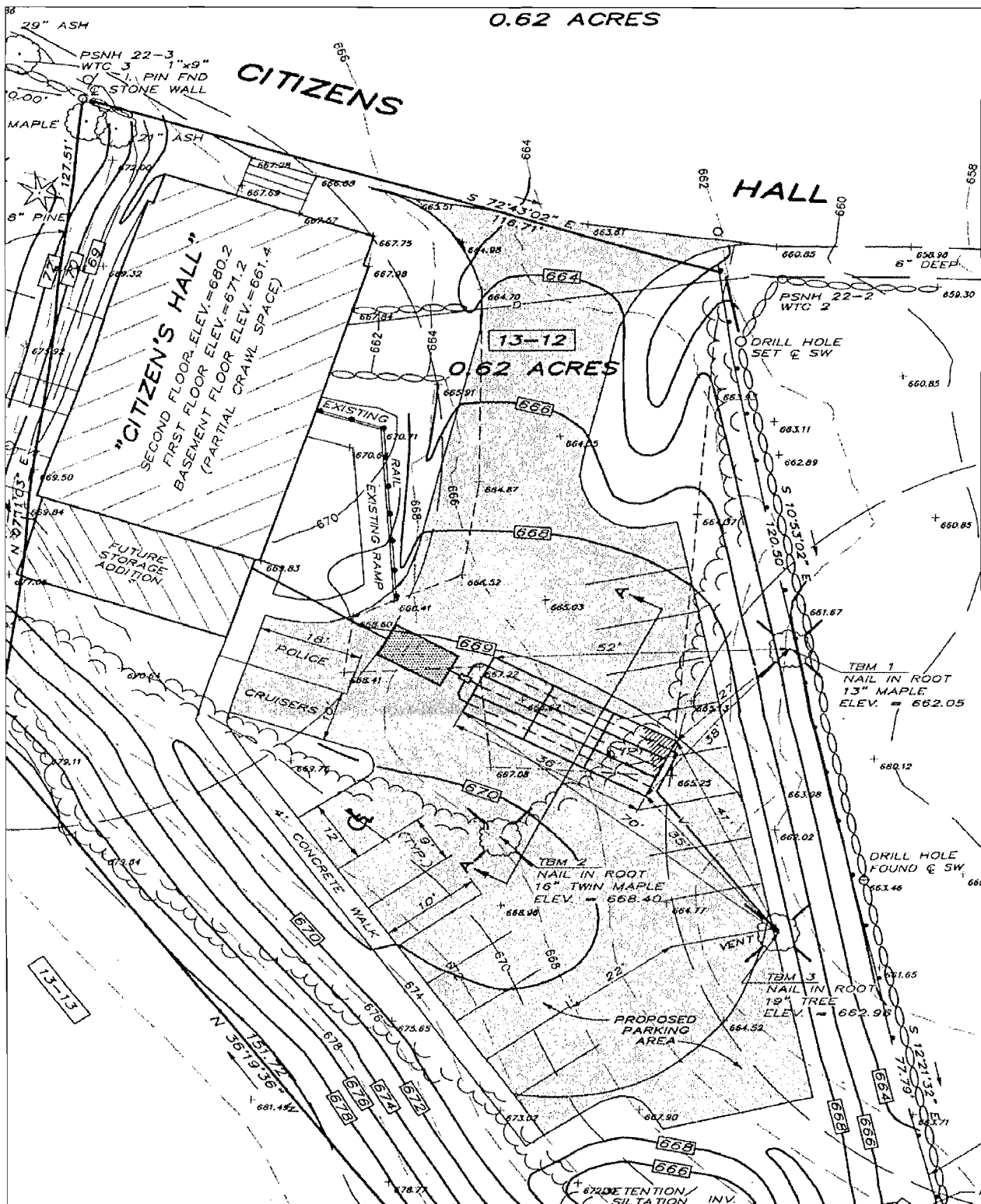
41:14-c Adoption Procedure. —

I. Towns may adopt the provisions of RSA 41:14-a at any duly warned meeting. Once adopted, these provisions shall remain in effect until specifically rescinded by the town at any duly warned meeting.

II. Towns with 10,000 or more inhabitants may adopt the provisions of RSA 41:14-b at any duly warned meeting. Once adopted, these provisions shall remain in effect until specifically rescinded by the town at any duly warned meeting.

Source. 1994, 197:3. 2001, 187:3, eff. Sept. 3, 2001.

Attachment E: Citizens Hall Plot Plan



Not to scale

Appendix E

WILTON-LYNDEBOROUGH POLICE DEPARTMENT

Advantages/Disadvantages of Merger

Town of Lyndeborough:

Advantages of merger

- New state of the art facility/no new construction costs
- Increase in coverage to 24hrs with active patrols
- Recruit better applicants because of ability to pay more
- Shared costs of equipment
- More consistent training
- Better service with possibility of expanded services in the future at reduced costs
- Sharing of specialized services
- Gain more equipment and personnel for zero or significantly reduced costs
- Upgrade to IMC records system with mobile data capability and NIBRS reporting
- Reduction of costs as Town grows
- Built-in escape clause
- Opportune time for Lyndeborough – no Chief in residence

Disadvantages of merger

- Perceived loss of identity – “not my PD/not my Chief”
- Perception that Wilton is taking over
- Initial start-up costs (equipment, uniforms, etc.)
- Budget increase

Town of Wilton:

Advantages of merger

- Increased coverage – 2 officers on all shifts
- Gain more full-time personnel @ significantly reduced costs (department needs to grow now and in future)
- Stabilization in costs/budget increases – additional monies in budget
- Gain more equipment at no costs
- Better possibilities for expanded services
- Elimination of duplicate services
- Built-in escape clause
- Consistent training – more advanced training

Disadvantages of merger

- Perceived loss of department identity
- Additional management responsibilities
- Larger coverage area
- Some increased expenses