

## **Judge Sawako Gardner**

1. Task NH Police Standards with developing a state-wide accreditation program in accordance with the up to date best practices, similar to CALEA. This will address many of the individual training points to include implicit bias, de-escalation techniques and use of force.
2. Phase out part-time police academy. All police officers, whether they choose to work part-time or full-time must go through the full time police academy.
3. Improve efforts to recruit qualified diverse candidates for law enforcement.
4. Improve/expand mental health resources for law enforcement, and have available confidential mental health providers to access anytime during their career to maintain wellness.
5. Expand in-service training, and have Police Standards develop a schedule and available topics in accordance with best practices.

## **Mr. Joseph Lascaze**

1. Hire a qualified in-house specialist to teach cultural dynamics, implicit bias and cultural sensitivity training at PSTC.
  - Have guest facilitators who represent different minorities and who can share their experiences with law enforcement.
2. Increase cultural dynamics course hours to enable more in depth training on identifying implicit bias, racial prejudices (unconscious and conscious), and racial profiling in law enforcement.
3. Make cultural dynamics, implicit and racial bias training thematic and ongoing throughout all academy training, including in service and administrative level.
4. Review all current teaching methods, training (simulated, live, and textbook) for unconscious passive conditioning that results in the targeting or prejudicial view of people of color.
5. Offer a cultural engagement portion of training where recruits, as well as in service law enforcement personnel, interact with community members of different ethnic and racial backgrounds to:
  - Learn about different cultures, customs, differences and similarities
  - Examine the culture and mindset behind why interactions with law enforcement have been problematic for people of color
  - Explore cultural norms that are different from their own
6. Rework all cultural dynamics curriculum to reflect updated methodology and terminology.
7. Incorporate NH data about the disproportionate arrest and incarceration rates of Black and brown peoples as part of implicit bias training.

### **Attorney Julian Jefferson**

1. Increase the required minimum amount on “ongoing training” for all law enforcement officers to at least 16 hours.
2. Have standardized training that is required for “ongoing training”. Annual topics to include de-escalation, conscious/unconscious bias, and ethics. The authority to determine the amount of “standardized” hours and actual training to be determined by the Director of our statewide police academy. The Director shall seek input from all relevant stakeholders in the criminal justice system when making these determinations.

### **Ms. Ronelle Tshiela**

1. Increase the amount of training hours focused on the areas of racial bias and cultural dynamics.
2. Seek sufficient in house expertise in the areas of cultural dynamics and racial bias in order to provide effective training.

### **Office of Attorney General**

1. Training, specifically for SWAT teams, on mental health issues & de-escalation.
  - a. Embed mental health professional with SWAT teams.
2. Uniform training & standards for all SWAT teams. (State Police, individual departments and regional teams)
3. Dedicated attorney to teach at the academy with regular updating of materials.

## **Chief Eddie Edwards**

### **1. Standardizing the 8 hours of annual training will create an immediate impact and minimize cost.**

By clearly defining the current annual 8 hours of mandatory in-service training, there would be an immediate benefit to police officers. The standardized areas of in-service training would increase expected outcomes. There would be a limited financial impact to departments.

2-4 hours Implicit Bias and Procedural Justice

2-4 hours De-escalation and reporting of Police Misconduct

### **2. Scenario based training should be increased by NHPS&T and Law Enforcement Agencies.**

Research has revealed adult learners are autonomous and more likely to use life experience. The use of scenario-based training would greatly improve the delivery of courses such as implicit bias, de-escalation and procedural justice. As an example, scenario-based training would allow police instructors to measure an officer's comprehension of learned skills during other critical areas of training such as use of force.

### **3. The State Advisory Group should be reassigned to NHPS&T.**

The State Advisory Group members are volunteers who represent a cross-section of the community and professions. SAG is an advisory group for juvenile justice. Much of the SAG's work involves community representation and engagement. SAG developed two effective community police training programs; the Effective Police Interaction with Youth and the Mirror Project. SAG's Disproportionate Minority Contact (DMC) coordinator trains and certifies each instructor. The programs are specifically designed to reduce negative outcomes and increase trust between police officers and young people. The local community's input from SAG has proven to be the strength of both programs. The successes of these programs reflect the importance of scenario based training and careful selection of police instructors.

### **4. NHPS&T should establish a list of qualified instructors or part time instructors.** The instructors shall have a sufficient educational background, experience and expertise necessary to fulfill the demands of providing instruction to law enforcement officers. This approach will also ensure quality of instruction and limit the increase in cost to provide in-service scenario based training.

### **5. NHPS&T Council should increase police department compliance monitoring**

Compliance with NHPS&T Council mandates and standards are key factors to achieving accountability and public trust. NHPS&T staffing should be increased to enable annual compliance monitoring of law enforcement agencies. Conducting annual checks will verify

and increase compliance with NHPS&T rules.

6. **The NHPS&T Council should establish a statewide use of force policy.**

It has been reported that use of force by police officers continues to be a source of distrust for communities across New Hampshire. The policy would be reviewed annually as part of the 4 hours of use of force in-service training. In addition to understanding the force continuum and the laws and rules governing the appropriate use of force, the policy should include requirements to intervene and requirements to report misconduct.

7. **The NHPS&T Council should establish a statewide policy to address law enforcement perjury.** Even though there are few instances of police perjury, absolute police integrity is the foundation to achieving public trust. The policy should outline the process for decertification in the event that a police officer specifically provided false testimony in any proceedings or misrepresented facts in official reports.

8. **The NHPS&T Council should establish a NH Law Enforcement Accreditation Commission chaired by the Director of Police Standards and Training.** The Accreditation Commission would be responsible for proposing statewide best policies and standardization of police procedures. The Commission would also work with NHPS&T compliance monitoring unit to ensure accountability. The Commission members should be appointed by the Governor and should have sufficient education and knowledge of police practices as well as expertise in law enforcement accreditation. The NHPS&T Council and Director should report annually the Commission's report card on NH law enforcement accreditation compliance.

9. **Annual mental health training and recognition.** As reported by the U.S. Department of Justice's Community Oriented Policing Services; Good mental and psychological health is just as essential as good physical health for law enforcement officers. The Law Enforcement Mental Health and Wellness Act provided recommendations that should be considered such as; **support programs to embed mental health professionals in law enforcement agencies, encourage department to allow retired law enforcement officers to make use of department peer support programs for a select period of time post-retirement or separation, crisis lines for law enforcement officers that are staffed by councilors with a law enforcement background, public information and wellness promotion campaigns.**

## **Lt. Mark Morrison**

1. Propose an increase to the annual mandatory training hours to maintain law enforcement certification from eight (8) hours to 32.

Training which may be performed at regular intervals to include the following subject matter:

- Implicit Bias and Diversity
  - Mental Health awareness
  - De-escalation
  - Juvenile Justice Issues
  - Community Policing
2. Recommend that any training on the topic of Implicit Bias and Diversity be developed with one or more community partner(s) from the NH NAACP, NH ACLU, NH Commission for Human Rights, or equivalent community partner(s). The actual training to be performed by Police Standards and Training Council (PSTC).
  3. Recommend all law enforcement agencies maintain policies consistent with nationally accepted best practices.
    - In the absence of accreditation by the Commission on Accreditation for Law Enforcement Agencies (CALEA), every agency should have a review of all policies and practices by a qualified advisor.
  4. Recommend a nationally accepted training such as National Association of School Resource Officers (NASRO) Basic SRO Course be required for any sworn Police Officer who is assigned to a School Resource Officer assignment, said training to be completed as soon as practicable with a preference for completion before beginning the assignment.
    - Require continuing education for SRO's in areas of Adolescent Mental Health and to pursue Advanced SRO Certification training.
  5. Recommend there be a Memorandum Of Understanding (MOU) between the school district and any police agency responsible for providing a School Resource Officer that specifically articulates the circumstances (such as a [Position Statement on Police Involvement in Student Discipline](#)) where a police response will be requested to prohibit police involvement in discipline events that do not involve a threat to school safety.
    - Adopt NASRO [Standards and Best Practices for the School Resource Officer Programs](#) and support the need for the standards to be used as a guide for new and existing SRO units and for the best practices to be reviewed and adopted by all law enforcement, school safety agencies and school boards, as recommended.

6. Recommend the development of a law enforcement officer continuing education training curriculum designed to ensure all officers, regardless of time in service, are equally trained on topics of implicit bias, mental health, community policing, juvenile justice, and de-escalation. This continuing education training would be required in years 5, 10, 15, 20, 25...).
- The continuing education program would not be required for agencies that are CALEA accredited.

**Mr. James McKim**

1. Hold mandatory yearly training on implicit bias, training on de-escalation techniques, and de-biasing exercises for all police officers in the state. This should be at least 8 hours of training.
2. Require all law enforcement officers to use body cameras. There must be clear and consistent statewide policies governing their use, including activation / de-activation, privacy issues and release of camera footage. All law enforcement agencies that do not already have such equipment, must immediately equip all officers and vehicles with dashboard cameras and body cameras. This equipment must be maintained and should not be turned off while the officer is on duty. Make sure the necessary infrastructure and support staff (including IT personnel) is funded.
3. Mandate collection and publication of demographic data pertaining to all law enforcement officer contacts with members of the public. Develop a state-of-the-art statewide data collection system with race and ethnicity identification that is standardized and mandatory for all law enforcement agencies related to use of force, traffic stops regardless of whether the person is arrested or otherwise detained, arrests, mental health and other related topics. This data should be used to help shape oversight and training efforts, be fully accessible to the public in easy-to-read formats and housed as a statewide database.
4. Require special training on racial bias in data analytics for anyone who analyzes the data collected pertaining to law enforcement officer contacts with members of the public.
5. Director Scippa spoke of a Policy Manual Review Team. Ensure that someone from the ACLU and/or other organization is on that team to bring a racial lens to the work.
6. Director Scippa spoke of a Policy Manual Review Team. Ensure that someone from the NAMI and/or other organization is on that team to bring a mental health/disability lens to the work.
7. Require the New Hampshire State Police to have any training materials on highway motor vehicle stops including materials that instruct officers to expand the scope of motor vehicle stops and/or seek the consent to search a vehicle or person without probable cause to believe a crime has been committed.
8. Establish a statewide model policy on the use of force for all law enforcement agencies and officers. The model policy shall:
  - a. establish a statewide definition for what constitutes the use of force.
  - b. define that use of force should only be authorized where it is necessary, reasonable and proportionate, as deemed by a reasonable person.
  - c. explicitly ensure that the color of the suspect not be a valid reason for an officer to claim force was used because the officer feared for his life.
  - d. deny recertification credentials for police officers if determined that their use of deadly force was unwarranted by federal guidelines.

- e. specifically prohibit shooting an unarmed person, a fleeing person or the shooting of a person in the back
  - f. Prohibit the use by police officers of knee holds, choke holds, or any technique, tactic or hold which restricts the circulation of blood or air in the body.
9. Ensure that there are at least 6 levels of steps, with clear rules on escalation for the Use of Force Continuum for any police department in the state.
  10. Require that prior to any promotion; candidates must demonstrate not only their understanding of but also their ability to follow fair and impartial policing practices as well as de-escalation and procedural justice.
  11. Seek Enactment of a Statute or Ordinance Establishing a Presumption for Summonses. Such laws would require that law enforcement officers issue court summonses for all misdemeanors and non-violent minor offenses rather than executing arrests for them.
  12. Establish a research effort to understand how the qualified immunity law should be change as it currently limits a citizen's ability to sue the police for misconduct and civil rights violations.
  13. Tie state grant money for local law enforcement to keeping statistics on motor vehicle stops.
  14. Ensure police departments do not obtain military-grade equipment or use military-style tactics on civilians.
  15. Reduce police department budget where appropriate to reallocate funds for mental health and other community based services.
  16. Remove uniformed, armed police from public schools and increase the presence of trained professionals to manage disciplinary matter.
  17. Prohibit "no knock" raids.
  18. Implement Citizen's Review Boards in municipalities where there are police unions or fraternal organizations. The implementation of these Civilian Review Boards would be led in conjunction with NH PSTC and the NH Attorney General's Office for oversight of 'use of force' incidents by law enforcement agencies statewide. This should include training for the members of these Boards. This will hold police departments accountable and build public confidence. See 1950s Governor's Executive Order on Civilian Oversight Boards for reference.
  19. Ensure that the state's Right to Know Law R.S.A. Ch. 91-A is not violated with regard to officer misconduct information and disciplinary histories. Incorporate use a national "Laurie List".



20. Ensure that Right-To-Know information is available free of charge so that people of color, many who are disproportionately poor, are more likely to be able to afford it. The public having to pay for public information collected with their tax dollars is unfair.
21. Enact statutes which require that all civil monetary awards in dispute settlements and court ordered judgments against states, counties, cities or towns be made public, in instances where a police shooting, police misconduct, police excessive force, racial, ethnic or gender discrimination is alleged. Additionally, the full cost of defending such cases must be made public. At the end of each calendar year, the governmental entity must publish the aggregate amount of any such awards in local publications.
22. Extend the length of the police academy beyond its current 16 weeks.
23. Improve and augment police academy training on diversity.
24. Provide supervisor/leader-appropriate training on how to oversee and coach officers around interactions with people of different races or abilities.
25. Create a State Police “Peer Unit” around race.
26. Create a State Police “Affinity Group” around race.
27. Expand in-service training requirements, standardize subject matter and mandate topics such as implicit and unconscious bias.
28. Expand police academy training to include history of police relations with minorities, prejudice and misconduct toward persons of color.
29. Improve and augment police academy training on communicating with hearing-impaired individuals.
30. Expand police academy training to include the consideration of race by police officers when deciding whether there is reasonable cause to detain someone or whether they consent to a search.
31. Improve and augment police academy training on de-escalation techniques.
32. Improve and augment police academy training on mental health/overall wellness of police officers (including ongoing psychological screenings).
33. Improve and augment police academy training on dealing with people with mental health and substance abuse issues.
34. Improve and augment police academy training on police ethics, including the duty to intervene.

35. Ensure all police officers receive the same amount of vetting and training, whether they work part time or full time after graduation.
36. Prohibit School Resource Officers from disciplinary activities in schools where there is state funding for schools. This will reduce the reliance of school districts on police officers to do the disciplining that should be done by educators as school aged children are not adults as highlighted by Attorney Anna Elbroch.
37. Withhold state funding from municipal law enforcement agencies that employ School Resource Officers whose official duties include student discipline.
38. Investigate why parent feel safer with uniformed police officers on-site in schools and make recommendations if there are other ways to serve that need.
39. Improve and augment police academy training for child abuse and sex crimes investigations.
40. Implement statewide mobile-crisis response teams to decrease police response to mental health crisis.
41. Improve and augment police academy training for crisis intervention training.
42. Increasing diversity of police academy teaching staff.
43. Implement statewide accreditation requirements for all police departments and ensure funding is available to do so. Funding sources to consider include those described in testimony by Martha Wyatt.
44. Establish a consistent, statewide standard for psychological background testing of police officer candidates. This would include updated standards and a specific component to identify racial, religious or gender bias that would result in candidate disqualification.
45. Establish new police officer recruitment processes that will address the critical need for diversity and high ethical standards for all New Hampshire law enforcement agencies.
46. Require prosecutors inform agencies when evidence is suppressed or a case is dismissed/abandoned in court.
47. Through NH PSTC, mandate the incorporation of 'ethical dilemma' scenarios for entry level police officer candidate oral board interviews, to also include 'use of force' scenarios, at all NH law enforcement agencies. These scenarios should include positive interactions with people of color or disabilities.
48. Implement a standardized, statewide policy for every NH law enforcement agency that addresses the proper identification and treatment of police officer Post Traumatic Stress Disorder (PTSD).

49. Establish Emergency Health Resource units across the state in support of municipal law enforcement that cannot afford them.
50. Consider developing a statewide metric for ration of education spending to criminal justice spending.
51. Establish a mentoring program with retired officers.
52. Move the SAG from DHHS to Police Standards & Training as per Chief Edwards' recommendation.
53. Ensure the Police Standards & Training Council includes that someone from the ACLU and/or other organization is on that team to bring a racial lens to the work.

**Mr. Kenneth Norton**

1. No later than September 15, 2020 the Director of NH Police Standards and Training shall initiate emergency rulemaking to allow Police Standards and Training the authority to determine and mandate completion of specific training programs as part of the annual recertification process for law enforcement in NH. The Director shall adopt such rules by December 15 2020.
2. Beginning January 1, 2021, the number of hours of training required for police officer recertification in NH (exclusive of firearms qualification, first aid and CPR certificate renewal, and defensive tactics refreshers) will be twelve hours annually. Beginning on January 1, 2023, the number of hours of training required for police officer recertification in NH (exclusive of firearms qualification, first aid and CPR certificate renewal, and defensive tactics refreshers) will be sixteen hours annually.
3. Beginning on January 1, 2021, all police officers in the state of NH must complete an 8 hour training, approved by NH Police Standards and Training, in implicit bias and cultural responsiveness as part of their recertification process for 2021. This should be accomplished with the assistance of advocacy groups that represent the viewpoints of communities that have traditionally had adversarial relationships with law enforcement.
4. Beginning on January 1, 2021 all police officers must complete a minimum of 4 hours of approved ethics trainings annually as part of their recertification process. NH Police Standards and Training will be responsible for reviewing and publishing a menu of approved ethics training.
5. Beginning on January 1, 2021 all police officers must complete a minimum of 4 hours of approved de-escalation training annually as part of their recertification process. NH Police Standards and Training will be responsible for reviewing and publishing a menu of approved de-escalation training.
6. Consistent with recommendation 5.6 of the President's Task Force on 21<sup>st</sup> Century Policing, NH Police Standards and Training should make Crisis Intervention Training (CIT) a part of both basic recruit, and in-service officer training.
7. The University of New Hampshire or other college within the NH University system should collaborate with NH Police Standards and Training to develop specialized training and/or a graduate/post graduate certificate program in the special mental health needs of Law Enforcement/First Responders including, trauma, depression, and substance misuse, in order to enhance the skills/understanding and availability of licensed mental health professionals in NH who can provide treatment/support to our first responder community.
8. The University of New Hampshire or other college within the NH University system should collaborate with NH Police Standards and Training to develop specialized training and/or a

graduate/post graduate certificate program for mental health providers who collaborate with law enforcement in responding to people in a mental health crisis such as mobile crisis response teams and SWAT teams, in order to enhance the skills and increase capacity of mental health providers trained to assist law enforcement in responding effectively to high profile incidents involving individuals who are a danger to themselves or others. Individuals who participate in this program should be covered under NH RSA 153-A:17.

9. Consistent with recommendation 5.8 of the President's Task force on 21<sup>st</sup> Century Policing, NH Police Standard and Training should ensure that basic recruit and in-service officer training include curriculum on the disease of addiction.
10. Consistent with recommendation 5.9 of the President's Task force on 21<sup>st</sup> Century Policing, NH Police Standard and training should implement training for officers that covers policies for interactions with the LGBTQ population, including issues such as determining gender identity for arrest placement, the Muslim, Arab, and South Asian communities, and immigrant or non-English speaking groups, as well as reinforcing policies for the prevention of sexual misconduct and harassment.
11. All participants in basic training offered through the NH Police Standards and Training Academy shall receive instruction in communication techniques for individual who are deaf and/or hard of hearing. The training shall include a presentation by an individual who is deaf or hard of hearing.
12. NH Police Standards and Training should develop a special School Resource Officer Certification Program. Officers serving as School Resource Officers in NH should have a minimum of 40 hours of specialized training prior to beginning their school assignment, and 10 hours of training on an annual basis while the assignment continues. The training should cover issues of a. child and adolescent development and psychology, b. positive behavioral interventions and supports, c. conflict resolution, d. peer mediation and other restorative justice techniques, e. children with disabilities or other special needs, and f. cultural competency.
13. NH Police Standards and Training should offer ongoing training to develop and strengthen a network of law enforcement peer support in NH consistent with NH RSA 153-A:17-a.
14. By December 1, 2020, the Director of Police Standards and Training shall submit to the Governor, President of the Senate, and Speaker of the House, a report detailing the anticipated administrative, infrastructure and any capital costs anticipated in applying for accreditation through the Commission on Accreditation of Law Enforcement Agencies (CALEA). During the 2021 NH Legislative session, the Director of Police Standards and Training shall formally request the funds needed to pursue CALEA accreditation. Pending legislative approval, NH Police Standards and Training shall initiate the process of CALEA accreditation by August 1, 2021 with a goal of completing the accreditation process by

December 31, 2023. Once CALEA accreditation is achieved, it shall be maintained on an ongoing basis.

15. By December 1, 2020, the Commissioner of the NH Department of Safety shall submit to the Governor, President of the Senate, and Speaker of the House, a report detailing the anticipated administrative, infrastructure and any capital costs anticipated in applying for accreditation for the NH State Police NHSP through the Commission on Accreditation of Law Enforcement Agencies (CALEA). During the 2021 NH Legislative session, the Commissioner of the NH Department of Safety shall formally request the funds needed to pursue CALEA accreditation. Pending legislative approval, the NH State Police shall initiate the process of CALEA accreditation by August 1, 2021 with a goal of completing the accreditation process by December 31, 2023. Once CALEA accreditation is achieved, for NHSP, it shall be maintained on an ongoing basis. Upon completion of CALEA certification for NHSP, the Department of Safety should begin the accreditation process for NH Marine Patrol.

## Director John Scippa & Chief Charlie Dennis

1. NHPSTC should **conduct a Job Task Analysis** for entry level police officers and entry level corrections officers and based on those findings, conduct an overall review of the present Academy curriculums. Based on curriculum changes founded in the JTA, an extension of the length of the police academy beyond its current 16 weeks may be warranted. (Major funding necessary if done by an outside company, UNH Justice Works prepared to complete this in the Spring of 2021).
2. NHPSTC needs to **leverage technology** and be allowed to purchase and deploy a robust database management system and on-line learning platform for the **twofold purpose** of, 1) **maintaining a full record over the course of an officer's career** of their training completion, any incidents of sustained misconduct, movement from one agency to another and/or decertification, and 2) to **develop and deliver standardized on-line training to all NH law enforcement** in an efficient and economical way. (While this would have major financial impact, this money was appropriated and now sits in our capital reserve budget. We would need permission of the Governor's office to proceed with the expenditure of the fund and with the understanding that annual funding would be necessary to maintain the system.)
3. To have the ability to meet the training needs of all New Hampshire Police Officers, NHPSTC needs to **increase NHPSTC training staff** by way of hiring instructional design staff members as well as more Law Enforcement Training Specialist. Presently, there is a gross disparity of resources at NHPSTC as compared to the NH Fire Academy resources. (Major financial support would be necessary to accomplish this goal.)
4. NHPSTC will improve and augment police academy **training on diversity** by conducting a review of the present lesson plan on cultural dynamics and amend it to properly address the topic. (Minor financial impact.)
5. NHPSTC should improve and augment police academy and in-service **training on implicit bias and procedural justice** by adopting the International Association of Chiefs of Police, (IACP) recognized Fair and Impartial Policing training or similar type training. (Minor financial impact to NHPSTC to develop and certify pool of instructors.)
6. NHPSTC should consider an **increase in the number of mandated annual in-service training hours**, with standardized subject matter made mandatory in such topics such as implicit bias, de-escalation and prevention and or reporting of police misconduct. This increase should be adjusted incrementally over the next three years from the present 8HR +4HR+ firearm qualification to 32 hours total training inclusive to NHPSTC mandated and

local option training. Annual mandated topics should be agreed upon by NHPSTC, NHACOP and NHPA. (Major financial impact to both NHPSTC and all police departments.)

7. NHPSTC should include **NH v Ernest Jones** and any other State court decisions where race or protected class was a matter the court considered while reaching its decision. These cases should be part of the lesson plan in those relevant topic areas that are already delivered. (Minor financial impact to NHPSTC.)
8. NHPSTC should improve and augment police academy and in-service **training on de-escalation techniques** by adopting the Police Executive Research Forum's Integrated Communication and Tactics training, (ICAT) or similar training. (Minor financial impact to NHPSTC.)
9. NHPSTC should consider implementing **on-going 3 year psychological screening** and align it with the present 3-year mandated fitness test. (Major financial impact for both NHPSTC and all police agencies statewide.)
10. NHPSTC should improve and augment police academy **training on police ethics** by re-instituting the Ethics block of instruction. (Minor Financial Impact to NHPSTC.)
11. NHPSTC should improve and augment police academy and in-service **training on the duty to intervene** by adopting the Georgetown University's Active Bystandership Law Enforcement (ABLE) training, (formally known as EPIC training) or similar training. (Some financial impact for NHPSTC to create an instructor pool to deliver this training continuously in both academy and in-service settings.)
12. Recognizing that certain NH police agencies need to rely on part time police officers, NHPSTC should **consider re-evaluation of the Part Time Police Officer certification process** and consider extending the length of such training and give certain consideration to what law enforcement functions part time officers be allowed to perform. (No financial impact to NHPSTC but major financial impact to those communities that presently rely on part time officers to provide services.)
13. NHPSTC should set forth **mandated "certification" for NH School Resource Officers** that would include that such officer must complete NASRO training, Mirror Project training and Effective Police Contact with Youth prior to assignment. Further, certain annual in-service hours to maintain SRO "certification" should be identified and mandated by NHPSTC. (Financial impact to both NHPSTC and to those agencies that use SROs.)



14. NHPSTC should work with stakeholders and oversee the development of a **model SRO MOU** to be used by police departments and SAUs that clearly define the roles, expectations and prohibitions of how the SRO will work in the school setting and specifically with regard to the SRO's role in student discipline for non-criminal matters. (Minor financial impact to NHPSTC.)
15. NHPSTC should oversee, develop and implement a **state level accreditation process** that could be accessible to all police departments. (Major financial impact to NHPSTC. We would need to hire more staff to implement this as proposed. Possible minor financial impact to those agencies that participate in the process.)
16. NHPSTC should seek **CALEA accreditation as a Training Academy**. (Major financial support necessary for this, a NHPSTC staff member would need to be hired specifically to manage the process and funding would need to be included in the budget to pay CALEA fees.)
17. NHPSTC, in conjunction with NHACOP, NHPA, NHTA and other NH Police Organizations, should develop a **state standardized policy on the Use of Force** to include the new legislation that was just passed concerning the prohibition of choke holds and the reporting of police misconduct. (Time needed and minor financial impact to NHPSTC.)
18. NHPSTC, in conjunction with NHACOP, NHPA, NHTA and other NH Police Organizations, should develop a **state standardized Police Code of Conduct** that every police officer would sign off on and be held to upon their certification as a police officer. (Time needed and minor financial impact to NHPSTC.)
19. NHPSTC should amend our administrative rule POL 301.05 Background Investigations to mandate the background investigation to **specifically vet the candidate in the area of having** demonstrated outward bias of a protected group by way of past history, behavior, affiliation with a subversive group, social media posts and other objective sources to help determine the overall fitness for duty the candidate possesses and to consider those findings in the overall decision to hire the candidate. (Time needed to make rule change and minor financial impact to NHPSTC.)

## **Director Ahni Malachi**

1. To support by recommendation the re-establishment of a State Level Police Agency Accreditation Program so directed and instituted by the NHPTSC.
  - a. To encourage statewide Law Enforcement Agencies to use allocated training funds to offset costs from the NHPTSC budget by contracting with the NHPTSC instead of a third-party vendor. Thus, allowing the NHPTSC to fully vet and determine which outside resources are best for the standards and training of New Hampshire Law Enforcement Officers and to implement a variety of methods to stretch every dollar for in service and other necessary training.
2. To support by recommendation the use and establishment of the NHPTSC as the statewide standard bearer for all elements of Academy and in-service training. The NHPTSC will also be responsible for the incorporation of new modules in the improvement of Law Enforcement efforts to effectively police in New Hampshire. The amount of time allotted for in-service training should also be increased to accomplish new guidelines, cover increased curriculum, and to meet new and improved goals. Said body will determine the most effective means by which to increase the training time and which modules will be increased based on proven metrics and will provide oversight and training for, but not limited to the following areas:
  - a. The creation, implementation, and training pertaining to a statewide ‘standards of conduct’ policy for all Law Enforcement.
  - b. Training curriculum and the establishment and use of group problem solving, experiential learning, and role-playing learning strategies in the delivery of training at the Academy and for ongoing in-service training for all Law Enforcement.
  - c. De-Escalation and Use of Force continuum procedures, polices, and training.
  - d. EPIC/ABLE (or otherwise appropriate) training for use relative to internal Law Enforcement Departmental standards and to foster improvement with statewide communities.
  - e. The creation, implementation, and training of a statewide ‘Use of Force Guiding Principles’ policy for all Law Enforcement.
3. To support by recommendation Dir. Scippa and the NHPTSC in their work with UNH Justiceworks to complete the Job Task Analysis (JTA) as previously agreed.
4. To support by recommendation the provision of the NHPTSC to determine the efficacy of the Part Time Police Training Academy.
  - a. If it is deemed irrelevant upon review of the NHPTSC, then determine proper procedure to disband. A full report to include but not limited to metrics and efficacy will need to be added to a file of closing documents if needed for future re-evaluation.
  - b. If it is deemed relevant by the NHPTSC, then determine proper training needs, expectations, and goals for ongoing continuity of services currently providing as well as any future increase in service(s) deemed necessary.

- c. The NHPTSC will be responsible for all disciplinary and other corrective action(s) as assessed through the guidance of the NHPTSC in coordination with other statewide Law Enforcement Departments.
5. To recommend the strengthening of and providing for proper training of School Resource Officers (SROs) in K-12 educational settings. The recommendation should include but not limited to the following statewide training provided by the NHPTSC:
  - a. Creation of a robust selection and training process to attract officers that desire to work with youth.
  - b. Create and train all Department of Education (DoE) personnel on the proper use and boundaries of SROs thereby giving the SRO the opportunity to refuse inappropriate requests from school administration as well as a way to document and/or report such requests for referral and training for DoE personnel.
  - c. Provide clear information to parents and students about the role of an SRO and their approved interactions with students.
  - d. Standardized youth and community specific training for SROs to encourage understanding and familiarity of the people being served; along with appropriate mental health and gestational information on youth development and acceptable youth behavior(s).
    - i. Youth focused training should also be created and provided to inform SROs about appropriate discretion to ensure reasonable flexibility is given to the SRO while remaining effective in their role.
    - ii. Data should be collected and reviewed relative to student and community interactions to:
      1. Better understand school/community issues
      2. Encourage a continuation of positive interactions
      3. As well as to address negative trends through evaluation and training
    - iii. Appropriate disciplinary measures to be taken if needed by the NHPTSC with appropriate information to be released to the public as to the issue, the corrective action(s) taken, and any community resolution that is needed to rebuild trust through transparency.
6. To support by recommendation and funding, Dir. Scippa and the NHPTSC in their current work relative to “Communication Skills”, “Use of Force” and “De-Escalation” training and future training during the recruit academy and a continuum of in-service training programs.
  - a. A full review to include the updating of current “Use of Force” guidelines and curriculum should be accomplished to ensure currently established best practices are up to date and are in use statewide.
7. To support by recommendation the currently offered “Mental Illness Dynamics” instruction delivered in the recruit academy.
  - a. Continue to offer the current concepts with an emphasis on updating information as new guidance and techniques on dealing with citizens with mental illnesses become

available and are reasonable and feasible to incorporate into recruit training and ongoing in-service opportunities.

8. To support by recommendation the inclusion of integrating “Communications, Assessment, and Tactics”, “Crisis Intervention Training,” and other appropriate trainings to provide robust educational opportunities in these areas of instruction for recruit and in-service training.
9. To support by recommendation the inclusion of the EPIC/ABLE: Ethical Policing is Courageous model developed by the New Orleans Police Department to reinforce established New Hampshire Law Enforcement standards of police conduct thereby gaining and retaining public trust and empowering officers to intervene as necessary along with other proactive policing methods.
10. To support by recommendation the improvement and increase of the current amount of training in the area of ‘Implicit Bias’ and ‘Procedural Justice’ by interweaving this element as a theme across all training efforts by the NHPTSC.
  - a. Providing informative and inclusive definitions of the above terms to allow for comprehensive understanding of the topics being addressed, covered, and assessed in the future.
  - b. In so doing, a baseline is created and agreed upon relative to all communities which could be or have been affected by the terms ‘implicit bias’ and ‘procedural justice’. To create a level playing field in the area of communication is important to the internal as well as external community member.
11. To support by recommendation the NHPTSC in their efforts to obtain and implement updated and comprehensive training namely the Fair and Impartial Policing Training Model recognized by PERF, the IACP and the 21<sup>st</sup> Century Policing Blueprint. This methodology would be taught to recruits, in-service officers, supervisors, command staff and in an informational way to the general public.
12. To support by recommendation the continued use of “visor cards” and other opportunities to connect with the deaf and hard of hearing community.
  - a. Continued training reminders to all Law Enforcement officers to carry and/or have available communications implements to assist in this effort while out in the field.
  - b. To potentially include training in role-playing activities with deaf and hard of hearing citizens in a traffic stop scenario. This effort could be expanded to other members of the disability community to increase field competency and experience.
13. To recommend all third-party service and equipment vendors (i.e. curriculum, trainers, etc.) must send initial outreach information to the NHPTSC for initial screening. Once information has been reviewed, third-party vendor/service provider is provided web information on the location of RFP documents for equal access.

- a. Non-profit, for profit, and grant participants will all go through this process of vetting and information gathering to allow the NHPTSC to retain names and contact information to be included in a resource list.
  - b. The NHPTSC can determine if the state Procurement Department is better suited to provide assistance and oversight throughout the vetting/information process and receive ongoing support from them relative to the RFP process as well.
14. To recommend the NHPTSC continue to look for federal, state, and local grants that will provide for additional financial support for training, equipment, and outreach opportunities for Law Enforcement across the state.
  - a. This creates the potential to receive assistance from or be a party to current and future grant research/grant applications by the NH DOJ to assist in needed areas.
15. To recommend no more than monthly, no less than quarterly “briefings” to all appropriate Law Enforcement members so determined by the NHPTSC, Commissioner Quinn of DOS, the Chiefs Association, and any other committees or councils deemed necessary.
  - a. This group is to meet virtually or in person to discuss best practices, updates, changes, new training, and other strategies so as to maintain best practices and service continuity across the state.
  - b. This “briefing” serves as an opportunity for collaboration and to build unity across all Law Enforcement agencies in New Hampshire.
16. In closing to my list of recommendations for the LE ACT Commission, I hereby request the creation of a study committee(s) to examine and report back on the following topics discussed during testimony before the Commission. This request is inclusive of but not limited to the following topics:
  - a. To establish a study committee relative to the appropriate process, methods, and means to collect comprehensive non-biased data during police interactions (such as traffic stops, arrests, etc.) with citizens in New Hampshire.
  - b. To establish a study committee relative to the understanding of the racial, ethnic, and other demographic analysis of incarcerated persons in New Hampshire and the reasons for their incarceration (federal prisoner, out of state person housed in NH, mental illness, etc.).
  - c. To establish a study committee relative to the use of qualified immunity and effective outcomes in New Hampshire.
  - d. To establish a study committee relative to the use of choke holds and effective outcomes in New Hampshire.
  - e. To establish a study committee relative to the effective provision of mental health service responders instead of Law Enforcement responses to 911 emergency calls in New Hampshire.
  - f. To establish a study committee relative to the variety of disproportionality and the determining factors in New Hampshire policing. This topic is reflective of

race/ethnicity, mental illness, and other factors that may exist through the discovery allowed by this study.

## **Commissioner Robert Quinn**

1. The NH State Police will immediately begin seeking in-person and on-line training opportunities/webinars, which address topics relating to diversity and implicit bias, to build upon the Unconscious Bias Training that 32 Troopers attended in 2016. The organization will mandate that all Troopers and Civilian Staff complete a recognized block of instruction relating to cultural diversity/implicit bias annually.
2. The NH State Police will continue to develop and implement new and innovative recruitment strategies, through a variety of available mediums, which will focus on attracting a diverse candidate pool for both Trooper and Civilian positions and ensuring that potential candidates who have a history of biases that would conflict with the organizations mission of providing fair, impartial and professional service will not be considered for employment.
3. The NH State Police will continue to provide leadership to the New England State Police Administrators Conference (NESPAC) to facilitate Women's Leadership within police organizations. The agency is committed to hosting the New England-wide event here in New Hampshire in 2022.
4. The NH State Police will continue to expand the use of the agency's on-line training platform, which is currently utilized for remote training and policy distribution purposes throughout the remainder of 2020 and throughout 2021. The organization will partner with entities and organizations, such as has been done in years past with the National Alliance on Mental Illness (372 Sworn Members of the NH State Police completed this on-line training in 2018) to produce learning modules that will educate Troopers and Civilian Staff in de-escalation techniques and how to provide the highest level of public safety service to all community members.
5. The agency will seek funding and conduct research into on-line training companies that specialize in the production of police CALEA and IACP-certified "Best practices," which can be accessed by all State Police Employees, while internal modules are being developed by the agency to be populated on the State Police On-line Training Server. This bifurcated approach to on-line training, utilizing both an outside vendor's services, so that numerous modules of instruction can be readily accessed immediately with a contractual agreement, while an internal, robust curriculum specific to State Police is being produced, represents a "Gold standard" in exhausting all on-line training opportunities available.
6. The New Hampshire State Police will seek out and work collaboratively to distribute webinar opportunities to members of the organization, so that additional training and learning can take place during regular work hours. These webinar opportunities will supplement both internally-created and contracted on-line learning environments and these webinars can often be access at little to no cost.
7. The NH State Police will further build upon the community outreach efforts and youth leadership development initiatives that have already been established. Additionally, the

organization will provide for an annual training, whether in-person or on-line, which addresses community policing concepts and “Best practices.” This training should also include topics relating to basic etiquette and the development of proper interpersonal skills. The organization will continue to work collaboratively with a variety of cultural groups, religious organizations, non-profits, and other entities to ensure that the agency’s goal of delivering exemplary public service to all community members is realized.

8. NH State Troopers will continue to participate in grant-funded “Critical Incident Training,” which is focused on addressing those suffering from mental illness, officer safety, and employing de-escalation techniques to reduce use of force situations. Thus far, in 2019 and 2020, 77 Troopers/Sworn Division Members have attended the scenario-based training, which spans multiple days and a total of 225 Troopers/Sworn Officers within the organization are expected to complete this training over a three-year period.
9. Due to the unique opportunity that NH State Troopers and Civilian Staff enjoy, when considering that NH State Hospital Security is a branch within the organization, expertise from hospital security staff and hospital clinicians will be sought to further provide insight into de-escalation and dealing with those suffering from mental illness and substance abuse disorders. This additional training can be provided through the State Police On-line Training Portal at relatively no cost to the organization.
10. The NH State Police will implement newly-created “Standard Operating Procedures,” which are CALEA Compliant and through which the organization contracted with an outside vendor several years ago to collaboratively produce. These policies are expected to be distributed Division-wide during the remainder of 2020 and through 2021 and are a critical component to the agency’s goal of becoming nationally accredited.
11. The NH State Police will continue to work towards the goal of having a licensed psychologist partner with the organization for purposes to assist in de-escalating critical incidents.
12. The NH State Police is committed to dedicating more personnel to support the NH Police Cadet Academy, which is currently sponsored by the NH Troopers Association. This measure will foster stronger police/youth relationships and will assist with long-term recruitment solutions.
13. The NH State Police will continue to support the efforts of the NH Police Standards and Training Academy by continuing to provide Troopers/Sworn Officers to instruct courses and to augment the training platforms that the police academy provides for.