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# State of New Hampshire

DEPARTMENT OF SAFETY  
OFFICE OF THE COMMISSIONER  
33 HAZEN DR. CONCORD, NH 03305  
603/271-2791

JOHN J. BARTHELMES  
COMMISSIONER

September 1, 2015

Her Excellency, Governor Margaret Wood Hassan  
and the Honorable Council  
State House  
Concord, New Hampshire 03301

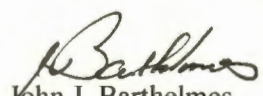
### Requested Action

Authorize the acceptance of the Department of Safety's Annual Report for the period July 1, 2014 through June 30, 2015 as required by RSA 20:7. Effective upon Governor and Council approval.

### Explanation

Attached please find copies of the Annual Report for the Department of Safety for the 2015 Fiscal Year as required by law. In the report you will find a section for each Division outlining the mission and accomplishments of each.

Respectfully submitted,

  
John J. Barthelmes  
Commissioner of Safety

# New Hampshire Department of Safety Annual Report 2015



# **ANNUAL REPORT OF THE NEW HAMPSHIRE DEPARTMENT OF SAFETY**

for the fiscal year ending June 30, 2015

## **THIS REPORT IS SUBMITTED TO:**

Governor Margaret Wood Hassan  
Councilor Joseph D. Kenney, District 1  
Councilor Colin Van Ostern, District 2  
Councilor Christopher T. Sununu, District 3  
Councilor Christopher C. Pappas, District 4  
Councilor David K. Wheeler, District 5

New Hampshire Department of Safety

Concord, NH

2015

# **STATE OF NEW HAMPSHIRE**

## **DEPARTMENT OF SAFETY APPOINTED OFFICIALS**

**John J. Barthelmes, Commissioner**

**Kevin P. O'Brien, Assistant Commissioner**

**Elizabeth A. Bielecki, Director of Administration**

**Richard C. Bailey, Jr., Director of Motor Vehicles**

**Colonel Robert L. Quinn, Director of State Police**

**Perry E. Plummer, Director of Homeland Security and Emergency Management**

**Bruce G. Cheney, Director of Emergency Services**

**Deborah A. Pendergast, Director of Fire Standards and Training & Emergency Medical Services**

**J. William Degnan, State Fire Marshal**

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## I am pleased to present the *Annual Report of the New Hampshire Department of Safety for Fiscal Year 2015.*



On behalf of myself, our management personnel and the dedicated men and women who make up the Department of Safety, I express for all of us a sincere appreciation to you, Governor Hassan, the Executive Councilors and members of the General Court for your support.

In recognition of dedicated and loyal service to the State of New Hampshire, I personally extend grateful appreciation to all employees at the Department of Safety who, through their continued hard work, have made possible the many successful results documented in this report.

I also thank all county and local emergency personnel for their continued cooperation and commitment to public safety, and the town and city clerks' offices for their collaboration with the Division of Motor Vehicles as municipal agents in the registration of motor vehicles.

Respectfully submitted,

John J. Barthelmes  
Commissioner



### **JOHN J. BARTHELMES**

#### *Commissioner of Safety*

John J. Barthelmes was sworn in by Governor John H. Lynch as Commissioner of Safety on April 6, 2007.

Commissioner Barthelmes is a life-long law enforcement officer. He began his career in 1976 as a state trooper assigned to patrol duty at Troop F in northern New Hampshire. In 1983, he was promoted to sergeant and assigned to the Major Crime Unit as an investigator. In 1989, he was promoted to lieutenant in command of the Major Crime Unit.

In 1993, Commissioner Barthelmes was named captain and commander of the Investigative Services Bureau, in charge of the Narcotics Investigation Unit, Special Investigations Unit, Major Crime Unit, Missing

Persons Section, Auto Theft Section, Criminal Intelligence Section and the State Police Forensic Laboratory.

Governor Steven E. Merrill appointed Commissioner Barthelmes Colonel of State Police in 1996. He was subsequently reappointed by Governor Jeanne Shaheen.

In 1999, Commissioner Barthelmes left state service to join the New England High Intensity Drug Trafficking Area, based in Methuen, Mass., a federal effort to coordinate drug enforcement in the region. He was deputy director and then director of that program.

Commissioner Barthelmes is a 1975 graduate of the University of Massachusetts, with a B.A. in psychology, and a 1993 graduate of the FBI Academy in Quantico, Va.

## INTRODUCTION

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The Department of Safety is the third largest department of State government, with 1,009 full-time, 175 part-time, and 386 non-classified uniformed and civilian employees deployed throughout the State.

The Department affects the lives of all New Hampshire residents by enforcing criminal, motor vehicle and boating laws, and providing for fire safety, emergency communications and disaster planning. Established by the New Hampshire General Court in 1961, the Department consists of the divisions of Administration, Motor Vehicles, State Police, Homeland Security and Emergency Management, Emergency Services and Communications, Fire Standards and Training & Emergency Medical Services, and Fire Safety.

The activities of each division are described in detail in separate chapters of this report.

**The Commissioner of Safety** is appointed by the Governor and confirmed by the Executive Council to provide executive leadership and direction to the Department.

The Commissioner and Assistant Commissioner serve co-terminous four-year terms.

The Commissioner's Office consists of the Commissioner and the Assistant Commissioner. All seven divisions report directly to the Commissioner.

The Administrative Rules Unit, the Legal Unit and the Public Information Officer report to the Commissioner of Safety.

The Bureau of Hearings, the Grants Management Unit, the Division of Emergency Services

and Communications, and the Information and Analysis Center are responsible to the Assistant Commissioner, who also serves as the Department's liaison to the New Hampshire General Court. More than 600 bills that affect public safety are filed in the Legislature in a typical year.

The Assistant Commissioner also handles labor relations as a member of the Governor's Collective Bargaining Team for management.

**The Information and Analysis Center** (NHIAC) is a clearinghouse for information and intelligence on natural and human-caused threats to the State of New Hampshire, its people and the environment. Its goal is to function as a focal point of two-way communication among all its public safety and private sector partners.

It is a cooperative effort between the divisions of State Police and Homeland Security and Emergency Management and is housed at the State Incident Planning and Operations Center on the grounds of the New Hampshire Fire Academy.

All hazard information and intelligence that comes to the NHIAC is evaluated and analyzed for indications of possible terrorist or other illegal activity. The information is then shared with the appropriate law enforcement, emergency management, critical infrastructure, or private sector organizations. The intent is to prevent activity that would threaten the safety and security of New Hampshire citizens.

The center monitors information from a variety of open and classified sources. It uses that information to provide alerts, warn-

ings, notifications, and situational awareness reports developed within or received by the NHIAC.

The center was created by legislation passed in May 2010 and began operations in August of that year.

**The Bureau of Hearings**, established by RSA 21-P:13, is composed of four units: Administrative Adjudication, Criminal Prosecution, Litigation, and the Motor Vehicle Industry Board.

To ensure that the Bureau's decisions are made in a fair and impartial manner, it is a separate entity, and therefore is not attached to another division. It is responsible for conducting administrative hearings, criminal prosecution in select circuit courts, litigation of hearings appeals, and conducting hearings of the New Hampshire Motor Vehicle Industry Board (NHMVIB).

The Bureau is managed by the Administrator of Hearings who chairs the NHMVIB and oversees Prosecution, and the Chief Hearings Examiner who acts as the litigation attorney.

Thanks to a generous grant from the New Hampshire Highway Safety Agency, the Bureau has implemented a program of hearings by video conference. This allows individuals to participate in a hearing online by use of a computer and web camera. This has saved tremendous amounts of travel time and expense for individuals required to appear at hearings.

In many cases, this has given deserving citizens restoration of their driving privileges sooner. Moreover, this program has saved police officers many hours and the expense of driving to Concord, which has resulted in more available patrol hours for those officers.

Bureau attorneys provide legal training in a variety of settings. For example, the Chief Hearings Examiner recently conducted training with New Hampshire court personnel concerning commercial driver licensing laws. The bureau administrator regularly lectures at training programs at New Hampshire Police Standards and Training on administrative hearing procedures.

***The Criminal Prosecution Unit*** is composed of four attorneys and three paralegals. The Unit prosecutes criminal cases in select circuit courts for the State Police and other Department of Safety law enforcement agencies throughout the State.

The Unit prosecutes the trial of misdemeanor cases in 15 of the State's busiest circuit courts in the regions of State Police Troops A, B and D. In each of those regions, there is one attorney prosecutor and one paralegal. The fourth attorney is responsible for prosecuting cases from Troops C, E and F. In addition, the Unit provides legal training and other legal assistance to the Department's law enforcement agencies. The Unit prosecutes thousands of criminal complaints every year.

Attorney prosecutors ensure the most effective case preparation and presentation of serious cases like those involving assault or driving while under the influence. This work includes presenting cases in court, filing and responding to legal motions, obtaining documents necessary to prove cases, issuing subpoenas and preparing witnesses for trial, and directing additional investigation.

Moreover, prosecutors reach negotiated dispositions of

cases with defense attorneys that result in resolution before trial. This drastically reduces trial costs and allows troopers to spend more time on patrol.

The Unit is committed to providing the highest quality prosecutorial services to all of the Department's law enforcement agencies.

***The Administrative Adjudication Unit*** consists of seven attorneys or hearings examiners who conduct all administrative hearings for the Department of Safety covering the entire State of New Hampshire. Hearings are open to the public.

The Unit is supervised by the Chief Hearings Examiner with the support of nine legal assistants. Hearings are decided pursuant to statutory and administrative rule authority, which governs the adjudicative process.

Administrative decisions have the force of law, but unlike court proceedings, are conducted informally in an office setting and are based on a preponderance of the evidence legal standard.

The due process clauses of the New Hampshire and U.S. Constitutions entitle citizens to hearings to review the loss of an important privilege, like the ability to drive. The majority of hearings involve the suspension or restoration of driver's licenses. For example, an individual with too many motor vehicle convictions is subject to suspension for demerit points.

The accumulation of serious motor vehicle convictions will subject a license holder to mandatory habitual offender certification with an associated license suspension for a term of one to four years.

Also, under the implied con-

sent law, individuals found driving while impaired by alcohol or drugs who refuse a chemical test or who test over the legal limit are subject to a mandatory license suspension. A substantial number of hearings are also scheduled in order to implement the federal regulations relating to holders of a Commercial Driver's License (CDL). This is a particularly important area of public safety that is monitored closely by the U.S. Department of Transportation.

Finally, drivers under age 20 who are convicted of motor vehicle infractions are subject to license suspension under the original license suspension law. This single area accounts for the largest number of hearings held each year.

Hearings involve subjects besides driving. The scope of hearings is vast, and the bureau holds hearings involving all areas that are regulated by the Department. Examples of areas regulated by the Department include inspection stations, mechanics, automobile dealer licensing and suspension, abandoned vehicles and towing issues, security guard licensing and suspension, fireworks and explosives licensing and suspension, and specified public waterways.

An individual may appeal a hearings examiner's decision to the Superior Court in most instances, and the Supreme Court in others. On appeal, the court will not conduct a new hearing but will review the written record for errors of law.

After the conclusion of each hearing, the hearings examiner provides a written report with findings of fact and rulings of law and, where necessary, a legal analysis supporting those findings. Some reports are provided to the person



at the conclusion of the hearing and, in more complex cases, the reports can be completed in as much as 30 business days after the hearing is concluded.

**The Litigation Unit** is responsible for representing the Department in the New Hampshire superior courts in the appeal of administrative hearing decisions. Currently, the Chief Hearings Examiner handles appeals with the help of a legal assistant. This entails the preparation of comprehensive legal briefs and arguing cases in court.

**The New Hampshire Motor Vehicle Industry Board** is responsible for resolving disputes between motor vehicle dealers, manufacturers and distributors. Established by RSA 357-C for the enforcement of the provisions of that chapter, the board is comprised of six individuals with expertise in the automobile business.

In order to ensure fairness, they may not, however, have a current financial interest, or work in the industry. Members are appointed by the Governor and Executive Council. Members are chosen from different areas of the State in an attempt to create a geographic balance of membership.

In addition, the board is one of several operated under the authority of the Commissioner of Safety, who acts as the chair of the board or designates a chair. Currently, the administrator of hearings is designated by the Commissioner to act as the board's chair. A legal assistant in the Bureau acts as the board's clerk.

The board holds public meetings and conducts hearings based on requests submitted by automobile dealers, distributors,

or manufacturers. Board hearings, like administrative hearings, are open to the public and are conducted based on statutory law and the board's administrative rules. The board issues written decisions, which may be appealed to the Superior Court.

**The Grants Management Unit (GMU)** reports directly to the Assistant Commissioner and is responsible for searching for, applying for, administering, and reporting on federal grants and other sources of funding for the Department of Safety. It also handles audit preparation for federal and State projects. Over the previous year, the GMU was responsible for 417 sub grants between local and State agencies grant awards, as well as grants from the Federal Motor Carrier Safety Administration (FMCSA), U.S. Department of Justice (US DOJ), and National Telecommunications and Information Administration (NTIA). More than \$34 million in grants was or is now currently in the active administration phases during this timeframe on behalf of the Department and various statewide stakeholders who benefit from these funds.

The GMU currently has more than five authorized full-time positions available with more than 1.5 FTE positions vacant due to lack of funding. In addition to grants for all divisions of the Department, the Grants Management Unit handles the majority of pass-through federal grants for cities, towns and counties from the U.S. Department of Homeland Security and FEMA (DHS-FEMA). The Unit also handles administering the J-One grants which fund the information sharing project for local law enforcement. This proj-

ect continues to make progress in linking local and State law enforcement, Corrections, the courts, and parole officers to allow for secure exchange of critical, up-to-date information in an electronic format. The Unit has been and continues to be integral to this project's administration and federal compliance.

The GMU is administering the majority of Federal Motor Carrier grant funds on behalf of the State Police. These grants buttress commercial vehicle enforcement and related safety initiatives statewide. These grants totaled over \$1.27 million this past year. In the past year, the GMU also administered National Telecommunications and Information Administration (NTIA) grants, the Public Safety Broadband Planning Grant (\$1 million), the Sex Offender Registry Grant, and the DNA Lab grants from the U.S. Department of Justice (\$852,000). The GMU Administrator continues to be active with the Statewide Interoperability Coordinator (SWIC) on various initiatives and committees that integrate communications with funding. An ongoing objective of the GMU is to fiscally and administratively support communications interoperability among public safety agencies thus increasing the ability of first responders from different agencies and disciplines to communicate by radio during emergencies. Investments in this area have totaled more than \$31 million since 2003.

The GMU applied for and administered more than \$130 million in various federal funding sources over the past 13 years. Since Homeland Security grants to State and local governments began in 2003, New Hampshire has re-

ceived nearly \$114 million for that specific program. Eighty percent of these funds went to local first responders, by law. These grants provide equipment for local and State first responders, funding to conduct exercises and training related to preparedness, response and recovery, as well as targeted funds for overtime patrols, various forms of communications interoperability, and Information and Analysis Center support. The Homeland grants are primarily directed to potential high-threat target areas for chemical, biological, radiological, nuclear, and explosive (CBRNE) threats at the county, and local levels. These federal grants are also used to improve New Hampshire's all-hazards emergency preparedness. This includes increased capacity to respond to hazardous materials incidents, local active shooter terrorism events with an emphasis on law enforcement response, medical surge and mass prophylaxis capabilities, intelli-

gence gathering and information sharing, infrastructure protection, and disaster preparedness.

*The Legal Unit* is comprised of two attorneys assigned to the Commissioner's Office. It is responsible for providing legal services to all divisions and programs within the Department of Safety. The staff also assists the New Hampshire Department of Justice in litigation involving the Department of Safety. The duties of the Legal Unit include advising management on the legal issues concerning policy and procedures, administrative rulemaking, operations, personnel issues, labor-management issues, contracts, civil liability, intergovernmental agreements, Right-to-Know requests and other issues.

The Legal Unit is also charged with representing the Department in administrative and certain judicial proceedings.

*The Public Information Officer* (PIO) provides information

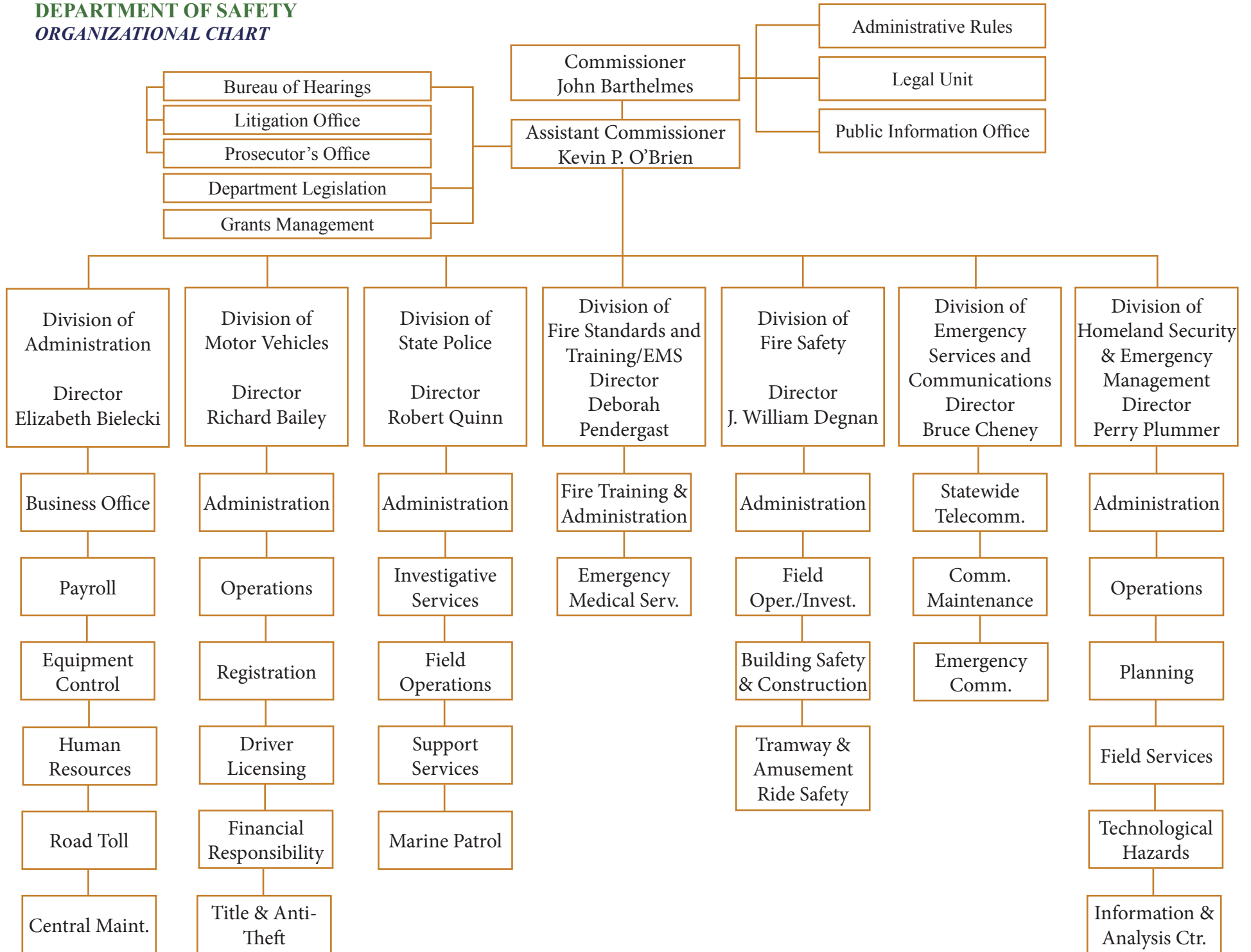
to the public and news media on Department of Safety policies and activities.

Responsibilities include the coordination, preparation and distribution of news releases; development, design, writing and editing of a variety of publications and other department materials serving as informational tools to the public; and dissemination of prepared materials to new and traditional media outlets.

The Public Information Officer also monitors the news media and assists news organizations during incidents and emergencies. The PIO develops communications strategies for promoting public safety in New Hampshire, including the creative use of social media resources.

*The Building Code Review Board* receives secretarial services from the Assistant Commissioner's secretary. The Board's chair is appointed by the Commissioner.

**DEPARTMENT OF SAFETY**  
**ORGANIZATIONAL CHART**



# DIVISION OF ADMINISTRATION



*Director Elizabeth A. Bielecki*

## MISSION STATEMENT

*The mission of the Division of Administration is to provide the highest quality support services to the Department of Safety and its divisions in the areas of revenue collection, expenditure reporting, and management of human resources, budgets, and assets.*

## In fiscal year 2015, the Division of Administration...

- processed more than \$300 million in highway funds, general funds, and other dedicated funds;
- provided human resources functions to the Department's more than 1,500 full-time and part-time employees;
- collected more than \$181 million in Highway Fund revenue;
- processed more than 1.8 million pieces of incoming mail;
- processed more than 2 million pieces of outgoing mail;
- fulfilled license plate and validation decal orders for 226 municipal agents and 14 remote DMV substations throughout the State; and
- provided printing services resulting in the production of 1 million documents.

## DIVISION OF ADMINISTRATION

*The Division of Administration* consists of the Business Office, including Accounts Payable, Accounts Receivable, Human Resources and Payroll; Equipment Control, including the Warehouse, Mail Room, Plate Room, Automotive Garage, and Reprographics; Road Toll, including Administrative and Audit Bureaus; and Central Maintenance.

The primary responsibility of the Division of Administration is to provide support for all other divisions within the Department of Safety. Support activities include: budget development and management; accounting for purchases of goods and services; processing of accounts payable and accounts receivable; providing human resources for the department, which involves assisting the divisions with hiring and personnel issues; processing of payroll; maintaining control of all fixed assets (i.e., both acquisition and disposition); maintenance of remote buildings and facilities; and maintenance and repair of the department's fleet of vehicles.

*The Business Office* is responsible for coordinating, operating budget and capital budget development, and financial management and reporting for the Department of Safety.

The Business Office coordinates and processes each division's requests presented to the Governor and Executive Council and the Joint Legislative Fiscal Committee for approval. The Business Office provides support to each division by aiding with the compilation of

required documentation, by reviewing the documentation for accuracy, consistency, and adherence to state rules and regulations, and by ensuring these requests are submitted to the Department of Administrative Services in a timely manner.

*The Accounts Payable Section* processes all department invoices, requisitions, purchase orders, and encumbrances, and develops interagency transfers for warehouse supplies and automotive repairs.

*The Accounts Receivable Section* is responsible for the receipt of all departmental revenues and billings. The Section processes more than \$300 million annually in highway funds, general funds, and other dedicated funds. A portion of the revenue is collected through credit cards. The Department of Safety experienced an increase in credit card transactions due to the increase in online services offered to the public. The Business Office supports this endeavor as online services are increased and assists the divisions with the development of online payment options.

*The Payroll Section* helps monitor the timecards for all Department of Safety employees, ensuring accurate payment of wages. The department employees fall under multiple and differing collective bargaining agreements and sub-agreements, and the Payroll Sec-

tion ensures that employees receive correct bi-weekly paychecks and accruals of leave in accordance with those agreements.

*The Human Resources Section* is tasked with all human resources functions for the Department of Safety's more than 1,500 full-time and part-time employees, including the coordination of recruitment, appointment, compensation, promotion, transfer, removal, and discipline of classified department employees. The Section also ensures the background investigation process is completed for all positions and reviews updates to job descriptions. The Human Resources Section administers the employee benefit programs, the new hire orientation process, and continues to expand the wellness education programs with the help of representatives throughout the department. The Section works to properly administer the collective bargaining agreements, personnel rules, and manage FMLA, ADA,

<b>PERSONNEL DATA</b>		
<b>Positions Filled</b>		
Total Full-Time		1,009
<i>Unclassified Full-Time</i>	11	
<i>Classified Full-Time</i>	997	
<i>Temporary Full-Time</i>	1	
Part-Time		175
Non-Classified		386
<b>Total Positions Filled</b>		<b>1,570</b>
<b>Budgeted Positions - Filled and Unfilled</b>		
Total Full-Time		1,121
<i>Unclassified Full-Time</i>	12	
<i>Classified Full-Time</i>	1,108	
<i>Temporary Full-Time</i>	1	
Part-Time		175
Non-Classified		386
<b>Total Budgeted Positions</b>		<b>1,682</b>

USERRA and workers compensation programs. In addition, the Section establishes, maintains and manages personnel records for all department employees.

*The Road Toll Administration's* mission is to collect motor fuel revenues in the most cost effective manner and achieve the highest level of voluntary compliance with the New Hampshire Motor Vehicle Road Toll Law, primarily through education, audit, and enforcement initiatives.

The Road Toll Administration collects more than \$181 million in Highway Fund revenue (\$126 million unrestricted and \$55 million restricted), including the administration of the Unified Carrier Registration (UCR) Program. In fiscal year 2015, the Bureau had approximately 170 motor fuel distributors and 60 motor fuel and petroleum product transporters resulting in 2,760 monthly returns processed annually. Effective January 1, 2015, the Bureau extended the road toll fees to alternative fuels—primarily compressed natural gas, liquefied natural gas and propane. There were 10 alternative fuel dealers licensed during the fiscal year.

The Road Toll Administration is also responsible for New Hampshire's administration of the International Fuel Tax Agreement (IFTA). The IFTA, a multi-jurisdictional agreement, establishes and maintains the concept of a single fuel use license and administering base jurisdiction for each licensee. In fiscal 2015, approximately 1,900 IFTA accounts, each filing quarterly returns, resulted in 7,600 returns processed annually. During the year, the Bureau implemented a new IFTA tax processing system

<b>DEPARTMENT REVENUE AND EXPENDITURES</b>	
<b>(AS OF JUNE 30, 2015)</b>	
<b>Revenue</b>	
Restricted Highway Funds	\$240,467,371
Unrestricted General Funds	\$9,482,241
Federal Program Funds	\$16,734,747
Restricted Revenues, Dedicated Funds and Other	\$55,849,290
<b>Total Revenues</b>	<b>\$322,533,649</b>
<b>Expenditures</b>	
Permanent Personnel Services	\$55,291,501
Special Payments, Overtime and Holiday Pay	\$6,355,545
Current Expenses	\$5,761,032
Transfers to OIT	\$5,846,512
Rent	\$2,524,329
Intra-Agency Transfers	\$1,939,626
Equipment New/Replacement	\$4,435,073
Capital Project Expenditures	\$5,129,898
Telecommunications	\$4,745,902
Indirect Costs	\$1,645,646
Debt Services	\$2,380,624
Temporary and Temporary Full-time Personnel Services	\$3,679,936
Benefits	\$30,091,222
Pensions - Retirement	\$8,307,850
Travel in-State	\$2,820,679
Grants to State Agencies and Local Communities	\$14,416,719
Travel Out-of-State	\$217,318
Contracts for Program Services	\$2,996,593
State Match & Admin Costs	\$12,922
Miscellaneous	\$3,073,819
<b>Total Expenditures</b>	<b>\$161,672,746</b>
<i>Source of revenue and expenditures: N.H. First (unaudited)</i>	

called the IFTA Processing Consortium (IPC). The IPC is a shared joint venture processing system with the states of California, Connecticut, Maryland, Michigan and Kentucky. In the upcoming fiscal year, licensees will have the ability to file these returns electronically.

The Bureau also collects approximately \$17 million in Oil

Discharge and Pollution Control (ODPC) fees on behalf of the Department of Environmental Services. There are approximately 250 ODPC licensees that file monthly returns resulting in 3,000 returns processed annually.

In fiscal year 2015, the Bureau also assumed responsibility for the administration of the Inter-

national Registration Plan (IRP), in order to provide convenience and one-stop shopping for the commercial motor carrier industry. The IRP is a registration reciprocity agreement among the U.S. states and the Canadian provinces that provides for payment of registration fees on the basis of fleet miles operated in various jurisdictions. Under the terms of the agreement, one jurisdiction will collect the apportioned fees and divide them among other IRP jurisdictions based on a percentage of mileage traveled in each jurisdiction, vehicle identification information and maximum weight. During fiscal year 2014, there were approximately 3,100 active IRP accounts and 10,400 registered vehicles. On average, \$710,000 in monthly fees were collected. Approximately \$237,700 in apportioned fees remained in New Hampshire after distributions to other states were completed. Transactions for IFTA and IRP are processed in Concord and Twin Mountain.

**The Field Audit Bureau** is responsible for auditing the motor fuel distributor licensees, IFTA licensees, and motor fuel and petroleum products transporter licensees; IRP registrants; and oil discharge and pollution control licensees for the Department of Environmental Services. In fiscal year 2015, the Bureau performed 191 audits of the various licensees. In addition to the audits, the Field Audit Bureau processed 2,876 off road and retail dealer refunds total-

ing \$1,644,695.

**Equipment Control** includes the Warehouse, Mailroom, Plate Room, and Automotive Garage sections.

The Warehouse maintains fixed and mobile assets for the Department of Safety, both acquisition and disposition, and is responsible for the annual inventory reporting of those assets. Mobile asset responsibility includes management and reporting for a fleet of approximately 1,000 vehicles, boats, trailers and Off-Highway Recreational Vehicles (OHRVs). The Warehouse also designs, stores, and distributes forms and printed materials for the department, and stores and distributes consumable supplies to all department locations throughout the State.

The Mailroom sorts approximately 1.8 million pieces of incoming mail annually and distributes the mail throughout the department. The Mailroom also processes and mails more than 2 million pieces of outgoing mail annually.

The Plate Room is responsible for ordering, receiving, and distributing license plates, validation decals, and inspection stickers needed for vehicle registration. Order fulfillment is made to 226 municipal agents, typically town and

city clerks, and 14 remote DMV substations throughout the State.

The Automotive Garage provides repair and maintenance services for department vehicles, and provides vehicle towing services for the department and other agencies when available to do so.

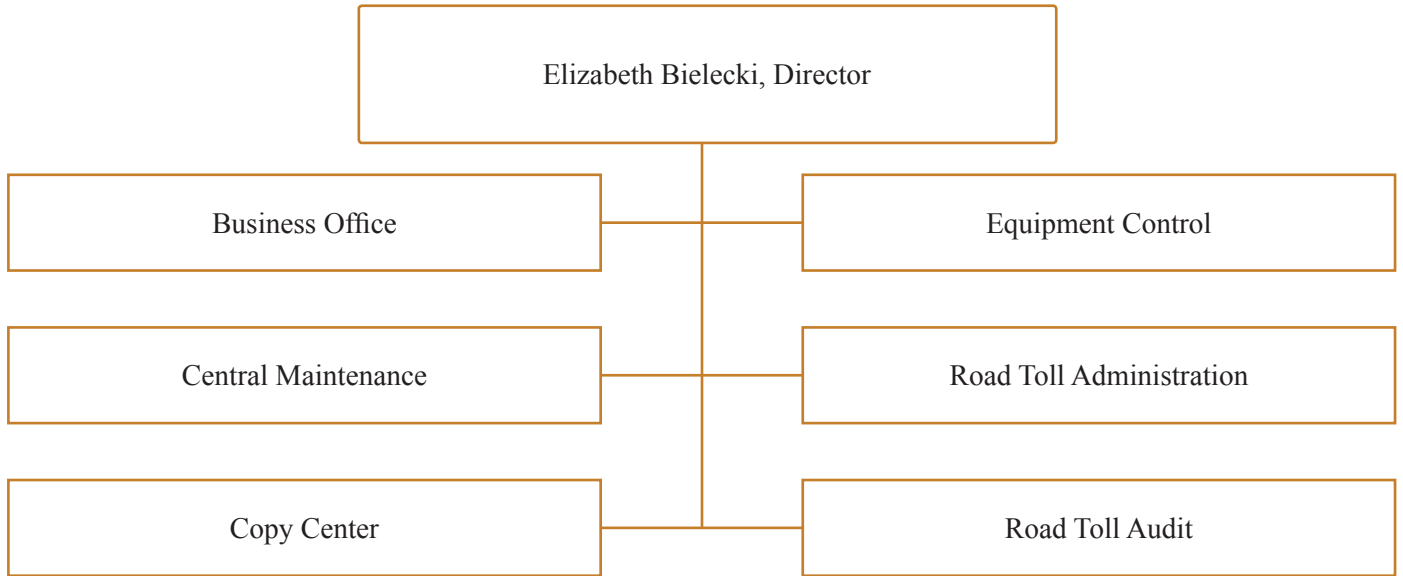
**The Reprographics Unit** produces more than 1 million documents per year. The Unit also microfilms or scans all documents related to the Division of Motor Vehicles' registration, licensing and title transactions, as well as the documents from the Road Toll Bureau and the Division of Fire Safety.

**Central Maintenance** provides 24-hour support for both owned and leased properties utilized by the various divisions. Central Maintenance coordinates and oversees building maintenance and renovations ranging from major capital budget construction projects to designing and building office fit ups, to providing landscaping and lawn care services.

Central Maintenance also supervises generator maintenance, permit acquisition for underground storage tanks, preventive maintenance of mechanical equipment, and coordinates energy efficiency projects for the department.

<b>PHYSICAL PLANT AND EQUIPMENT COST</b> (ACQUISITION COST AS OF JUNE 30, 2015)	
Physical Plant	\$62,949,395
Equipment	\$40,811,609
<b>Total</b>	<b>\$103,761,004</b>

**DIVISION OF ADMINISTRATION**  
**ORGANIZATIONAL CHART**





# DIVISION OF MOTOR VEHICLES



*Director Richard C. Bailey Jr.*



## MISSION STATEMENT

*To enhance public safety on the roadways of New Hampshire by ensuring that our drivers, vehicles, and service providers are properly credentialed and by providing resources for the maintenance of our roadway infrastructure.*

## In fiscal year 2015, the Division of Motor Vehicles...

- processed 89,108 traffic citations or complaints;
- averaged 1,500 customer calls and 750 customer e-mails to the Call Center daily; and
- used the Crash Management System to reduce the manual entry of crash data by 18.3 percent.

## DIVISION OF MOTOR VEHICLES

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*The Bureau of Driver Licensing* is responsible for the issuance of driver credentials, non-driver credentials and the physical production of the voter ID card. During fiscal year 2015, nearly 342,000 cards were produced and mailed to New Hampshire residents by way of multiple processes. Perhaps the most significant process is a renewal, of which 177,000 residents renewed in person at one of our 15 locations or via our on-line renewal process.

Part of the issuance process for many residents includes vision, knowledge and road testing. The knowledge testing is handled by our computer automated touchscreen testing system. The system was put in place during the 2011 fiscal year and has been a tremendous tool for both the applicants and the staff. The testing system has consistently issued over 100,000 exams per year and accomplishes this task 75 percent faster on average and with more accuracy than our old practice, pencil to paper.

The Driver Licensing Bureau also plays a vital role in public safety through our road testing program. As new applicants apply for their first license or a license upgrade, skills testing is a key factor in public safety. Through various methods of skills and road testing, motor vehicle operators, motorcycle riders and commercial drivers are put through a battery of knowledge, skills and road exams to determine fitness to operate safely. While following strict guidelines, administrative rules, and State and federal laws, 28,799 skills and

road tests were performed last year.

The Driver Licensing Bureau is currently undergoing a modernization effort which includes the replacement of our more than 30-year-old computer operating system. As this massive effort has consumed a lot of our time, efforts and energy, we are particularly proud of the level of customer service maintained. The staff participation and enthusiasm for this project during the busiest year in history is something every citizen can be proud of.

*The Motorcycle Rider Education Program* celebrated its 25th anniversary last year. The program provides training for new and experienced motorcycle riders. This training is provided using the curricula developed by the Motorcycle Safety Foundation (MSF) located in Irvine, California. These courses are the Basic Rider Course, Intermediate Rider Course and the Experienced Rider Course. The program maintains 10 training sites throughout the State, as far north as Whitefield, as far south as Keene, and in the east, our newest site established in May of 2014, Durham. Instruction is provided by 39 certified MSF Rider-Coaches. Three full-time staff members coordinate the program and also provide information to the riding public with regards to licensing options. A Rider-Coach Preparation Workshop will be conducted in July of 2015 to certify more coaches. Quality assurance visits to courses are held on a regular basis. The Basic Rider Course curriculum has been updated by the MSF. Rider-Coaches have attended an update on the changes to become familiar with the new curriculum so as to provide a seamless transition for the

students.

Outreach to the riding public includes the use of THE REV, a motorcycle training simulator which is used to engage the public in a discussion of the benefits of training prior to riding. The program had a presence at a large, early season motorcycle event and continues to be offered at ongoing events to discuss training with the riding public.

As of June 1, approximately 1,600 students have been enrolled this riding season. Interest in the Experienced Rider Course has been higher than usual. The program has placed an emphasis on reaching out to the older, experienced rider to encourage training. Statistics show this demographic is involved in the majority of fatal motorcycle crashes. It is hoped to add the Returning Rider Course to the program offerings in the near future to further assist this demographic in being safe.

Federal grants will allow for a media campaign to promote motorcycle safety and will also provide funds to purchase materials and equipment to assist the program to provide safe training to the public.

*The Driver Education Unit* provides oversight and support to 14 public high schools, four private high schools and 69 commercial driver education schools. There are approximately 268 driver education instructors who each have taken and passed the nine-credit driver education instructor curriculum that is offered through Keene State College and a comprehensive written and driving test administered by the Driver Education Unit. The Driver Education Unit also oversees the driver education curriculum, instructor certification,

professional development approval, and secondary school approval. The Driver Education Unit has conducted 29 classroom audits this year.

New Hampshire RSA 263:19 requires all 16- and 17-year-olds who apply for a driver's license to complete an approved driver education program. Approximately 15,700 students participated in driver education during the past year through a high school or commercial driving school. Driver improvement and point reduction programs are also approved and inspected by the Driver Education Unit. There are currently 12 approved driver improvement programs.

***The Bureau of Financial Responsibility*** administers and enforces motor vehicle statutes that have a direct effect on an individual's driving record history and the status of driver license and vehicle registration privileges. It is the central site for data gathered from all law enforcement agencies, circuit and district courts, superior courts, and out-of-state motor vehicle agencies. The Bureau is responsible for receiving, processing and maintaining records for all information entered to an individual's driving record to include convictions, suspensions and revocations, restoration dates, and crash involvement. In addition to these tasks, the Bureau is also responsible for responding to customer inquiries related to the various tasks and actions performed by the Bureau. During this period, the members of the Bureau responded to 129,016 of the 135,378 telephone inquiries that were presented.

The Bureau was staffed by 27 full-time employees and three

part-time employees during fiscal year 2015. The Bureau is divided into nine sections with each specializing in a specific area of expertise.

***The Imaging Section*** transfers original documents and information related to suspension and revocation actions, convictions and crash involvement to a computerized document imaging and retrieval system.

***The Driving Records Section*** processes requests received from businesses, law enforcement agencies, courts and individuals for New Hampshire driver records, crash reports and various suspension and restoration notices within the parameters covered under the New Hampshire Driver Privacy Act. The Bureau of Financial Responsibility continued to work with the Bureau of Operations to resolve issues related to customers seeking to purchase a copy of their own driver record report.

***The SR22/Alcohol Section*** processes SR22 Certificates of Insurance forms, SR26 Cancellation of Insurance forms, certificates of completion for the Impaired Driver Care Management Program, and certificates of completion for the various State-approved defensive driving programs. In addition, this Section verifies the accuracy of the documents established by motor vehicle laws and administrative rules.

***The Plea by Mail Section*** processes traffic complaints and citations received via paper and electronic formats (i.e., eTicketing) that have been issued by local and State law enforcement agencies. During fiscal year 2015, a total of 89,108 traffic citations/complaints were received and processed by the

Bureau.

The Bureau continues to benefit from the eTicket program with the New Hampshire State Police, which began in April 2012. During fiscal 2015, a total of 37,453 traffic citations/complaints were processed electronically reducing the manual effort needed to receive, file and enter the information into the DMV database by approximately 42 percent. This Section processes payment of fines as well as not-guilty pleas. Payments are processed via check, cash or credit card transactions. Similar to the eTicket program, the online ticket payment option, continues to grow in popularity as an average of 2,086 accepted transactions were processed per month in fiscal year 2015.

***The Court Processing Section*** processes conviction and default information received from State circuit, district and superior courts for both minor and major offenses. Major offenses and convictions include driving while impaired, conduct after an accident, operating after suspension or revocation, and reckless operation. During fiscal 2015, this Section was heavily engaged with the Department of Information Technology, the Administrative Office of the Courts, and the New Hampshire State Police on Phase I of the eDisposition Project which is intended to allow the various New Hampshire Circuit Courts to return "all" dispositions on motor vehicle cases to the Division of Motor Vehicles electronically. At present, each of the New Hampshire courts (superior as well as circuit) return all dispositions to the Division via paper.

***The Out-of-State Section*** processes information received

from out-of-state courts as well as other state departments and registries of motor vehicles. Information received includes convictions, defaults, and suspension information.

**The Crash Section** processes information obtained from operator and uniform police crash reports. Information related to reportable and non-reportable crashes is captured for statistical purposes. The Section also maintains records and generates suspensions resulting from uninsured motorist crashes, defaulted agreements, and civil judgments awarded by the New Hampshire courts. Since the implementation of the electronic receipt of crash information, known as the Crash Record Management System (CRMS) that began as a pilot project with State Police in April 2013, the number of paper crash reports that require manual entry of information into the database has been reduced by 18.3 percent.

In addition to the above mentioned areas of expertise, the Bureau also oversees the administration two grant funded programs, one known as the Fatal Accident Reporting System (FARS) Program and the other known as the Ignition Interlock Device Program.

As described earlier, in addition to the day-to-day tasks and assignments, members of the Bureau of Financial Responsibility continued to be involved with several modernization projects related to the current computer system and the VISION Project, which represents the development of a new computer operating system that will replace the existing 30-year-old computer system, IDMS.

#### ***The Fatality Analysis Re-***

**porting System (FARS) Program** is a national data collection system that contains information on all fatal motor vehicle traffic crashes in the U.S. with at least one fatality. The State of New Hampshire Department of Safety, the Division of Motor Vehicles, the New Hampshire Highway Safety Agency, and the National Highway Traffic Safety Administration work together to ensure that complete, accurate, and timely traffic safety data is collected, analyzed, and made available for decision-making at the national, State, and local levels. Analyzing reliable and accurate traffic records data is central to identifying traffic safety problems and designing effective countermeasures to reduce injuries and fatalities caused by crashes. Substantive identification of fatalities under FARS often comes from Police Accident Reports (PARs) and Collision Analysis & Reconstruction (CARs). Detailed information on the circumstances of the crash and persons and vehicles involved may be obtained from a variety of sources, including State and local police departments, the Bureau of Driver Licensing, vehicle registrations, the Department of Transportation, emergency medical services, the Office of the Chief Medical Examiner, the State Forensic Laboratory, and the Department of Vital Records. FARS data is used to identify problems, evaluate safety countermeasures and facilitate the development of traffic safety programs at national and state levels.

**The Ignition Interlock Device Program** was formally established in October of 2012. The program is federally funded and, at present, is staffed by one part-time employee who works with

the two State-approved interlock providers. The employee is notified whenever an interlock is installed or removed. The State employee also receives daily violation reports from the interlock providers for those individuals who fail the breath test(s) or have any other violation.

As a member of the Bureau of Financial Responsibility, the program Coordinator works closely with the Bureau of Hearings and the Prosecution Unit to monitor individuals who were given a New Hampshire court or Department of Safety ordered conditional restoration of privileges requiring an ignition interlock device (IID) installed in any vehicle they operate, for a minimum of one year (RSA 265A:36-I-a). The driver must provide a breath sample with an alcohol content of less than .020 before the vehicle may be started. The IID will require a random retest every 15 minutes of travel time to ensure there is no consuming of alcohol beverages while driving.

Each of the individuals in the program are required to submit to a physical examination of the vehicle by the interlock provider, data is downloaded and the device is recalibrated to ensure accurate readings. The data provides information of any attempt to circumvent or tamper with the device and any violations that may have occurred. The coordinator examines the data for violations. Attempts to tamper with the device or attempts to start the vehicle with illegal alcohol content are investigated and reported to the Bureau of Hearing or the sentencing court for a hearing or adjudication which may result in a fine or an extension of the interlock order.

On September 26, 2014, RSA 265-A:38-a, the Ignition Interlock Device Removal Protocol, was enacted. This law, while increasing the workload for the department, has closed a loophole through which individuals were able to remove their devices without the State's knowledge. The new law has allowed the State to catch scofflaws who were subverting the system.

The Division continually monitors the program and looks for ways to improve quality and public safety for the State. On January 1, 2016, a number of small amendments to the law will take effect, further improving the program.

**The Bureau of Operations** oversees the telephonic and in-person interactions between the Division of Motor Vehicles and customers.

The Bureau was created to improve and enhance customer service by providing an integrated, one-stop shopping experience for DMV customers. This is accomplished through cross-training employees who previously specialized in only one DMV function thus allowing employees to process many different types of motor vehicle transactions. As a result, customers are able to complete all of their motor vehicle transactions at one location. The Bureau of Operations also assists other bureaus in providing support with the cash vault, dealer and inspection station renewals, and data entry of backlogged work for several bureaus.

At the start of fiscal 2015, all operations personnel at the 14 offices throughout the State were cross-trained, allowing staff to provide all of the motor vehicle services at all of the 14 offices. To

better serve the residents of our northern region, the Berlin office was replaced in November with an updated office in Gorham.

By the close of fiscal year 2015, the Bureau of Operations was staffed by 72 full-time positions and 22 part-time positions.

**The Contact Center** Unit averaged 1,500 customer calls and 750 customer e-mails daily. In April 2015, phase II of the call management system was implemented. Phase II added a call handler feature to improve customer call flow to appropriate, knowledgeable resources. The Contact Center average abandonment rate for fiscal year 2015 was 9.4%. The overall average abandonment rate for all DMV phone queues for fiscal year 2015 was 7.9%.

The information counters are the first point of contact for customers entering the Concord, Dover Point, Manchester, Nashua and Salem offices. Information counter staff assist with questions pertaining to all aspects of the DMV. They inspect documents to ensure paperwork is complete, administer vision screening for driver licenses, and provide direction to the service counter best suited to complete transaction(s). Notably, during December of 2014, the Concord information counter area was extensively renovated to improve efficiency and visibility. The customer experience improved significantly with new counters for DMV forms and closed-circuit televisions with informational loops. The improvements were the initial step in renovating and restructuring all of the customer counters at the Concord location.

**The Bureau of Registration** oversees the registration of any type

of vehicle, trailer and boat required to be registered, with the exception of Off-Highway Recreational Vehicles (OHRVs) and snowmobiles. The Bureau is responsible for the collection of the appropriate fees in accordance with the provisions of the State motor vehicle and boating laws. The purpose of the registration requirement is to protect the public and to facilitate vehicle identification in the case of a collision, theft, or violation of law.

The Bureau of Registration was staffed by 18 full-time and four part-time staff during fiscal year 2015. The Bureau of Registration acts as support staff to the Bureau of Operations. The Bureau is also responsible for the registration of boats and the regulation of all New Hampshire Boat Registration Agents; overseeing all dealers and inspection stations; and managing the Municipal Agent Program.

Over the past year, the vanity plate application process was revised. Now, all vanity plate application requests are centralized to the Concord Registration Bureau. In fiscal 2015, the Bureau sent out 15,706 approval letters, 150 denial letters and 667 not available letters. Currently, approximately 3,000 applications are waiting for a final determination. The Bureau is re-programming the computer system to simplify the application process and reduce wait time.

**The Municipal Agent Program** authorizes municipal agents (MAs), mostly town and city clerks' offices, to issue vehicle registrations in most towns and cities. The director, subject to approval by the Commissioner of Safety and the governing body of a city or town, may appoint municipal officials as agents to issue, renew

or transfer motor vehicle registrations. At the close of this fiscal year, all 226 municipal agents were online and connected to the State computer system through the Municipal Agent Automation Project (MAAP) and performing registration transactions in real time. The duties of staff in this program consist of monitoring compliance with New Hampshire laws, administrative rules and procedures. The Municipal Agent Program provides the required training for municipal agents and their staffs. Division staff will attend and participate in workshops and conferences held statewide and hosted by the New Hampshire City and Town Clerks' Association. The Municipal Agent Program and the Bureau of Registration also work in conjunction with the Department of Information Technology (DoIT) to assist with the implementation and monitoring of computer programs connecting municipal agents to MAAP. The Municipal Agent Program also operates the Agent Help Desk. The Agent Help Desk answers telephone calls, e-mails and faxes from all 234 towns and cities throughout New Hampshire, as well as the 170 authorized boat agents. In addition to the other duties of the program such as municipal agent and boat agent training, the Agent Help Desk answers an average of approximately 2,000 calls per month.

The Bureau continues to work with DoIT and the municipal agents to improve connectivity to MAAP by using a Virtual Private Network (VPN) connectivity versus hard lines. There are currently 138 towns fully online with a VPN connection. There are 47 towns currently migrating to a VPN con-

nection.

***The Boat Registration Unit*** works in conjunction with the Division of Safety Services in the registration of all vessel or boat registrations. Boat registrations are renewed annually and expire on December 31 of each year. As of December 31, 2014, there were more than 94,000 boats registered. At the close of fiscal year 2015, there were 170 authorized boat agents and 14 State locations available to process boat registrations. There were five new agents added this fiscal year.

Over the past year, the Boat Registration Unit has created a Moodle online course for third-party software boat agents to take rather than having to come to the Concord office for a class. This has allowed our staff to continue processing the boat registrations received in the mail by the offline boat agents. Also, clerks from the town offices do not have to travel for a half-day boat training class.

***The Walking Disability Unit*** is responsible for overseeing all applications for walking disability privileges. The Walking Disability Unit consists of one part-time staff member in the Concord office. All applications for walking disability plates and permanent placards can now be completed at all DMV substations that process registrations. At the close of fiscal year 2015, there were 108,318 permanent placards and 3,602 temporary placards issued.

***The International Registration Plan (IRP)*** provides for the registration of vehicles that travel in two or more member jurisdictions. It is a registration reciprocity agreement among U.S. states and Canadian provinces that provides

for payment of license fees on the basis of fleet miles operated in the various jurisdictions. Under the terms of the agreement, one jurisdiction will collect the apportioned fees and divide them among the other IRP jurisdictions according to a formula based on percentage of mileage traveled in each jurisdiction, vehicle identification information, and maximum weight. During fiscal year 2015, there were approximately 3,100 active IRP accounts and 10,400 registered vehicles. On average, \$710,000 in monthly fees were collected. After apportioned fees were distributed to other states, approximately \$237,000 remained in New Hampshire. Transactions for the IRP are processed at the Concord and Twin Mountain offices only.

In fiscal year 2015, the Concord IRP office moved locations and is now within the same office as the Road Toll Bureau. Customers are now able to complete all necessary transactions with both offices at the same location, thus receiving more effective and efficient customer service.

***The Inspection and Dealer Units*** oversee the authorized motor vehicle dealerships and inspection stations throughout the State. During fiscal year 2015, the Dealer Program monitored the operation of 1,998 dealers (i.e., 917 new and used, 36 automotive recycling, 60 motorcycle, 392 repair, 158 transport, 166 utility, 164 wholesale and 105 bonded dealers). The Inspection Program monitored the operation of 2,264 inspection stations, including 250 fleet, 15 glass replacements, 96 municipal and 1,903 public inspection stations.

***The On-Board Diagnostics and Safety Inspection Program*** is

a decentralized program with more than 1,900 DMV-licensed vehicle inspection stations throughout the State. Safety and emissions test results for approximately 1.3 million on-board diagnostics (OBD) qualifying vehicles are reported electronically to the State through a sophisticated computer-based system. In addition to assuring that New Hampshire remains compliant with EPA emissions regulations, this system provides valuable benefits to our State's motorists. Inspection technicians must specify the exact reason(s) for failing a vehicle, or list what items would need repair in order to pass the safety inspection. The vehicle's emission system reports the OBD status of the vehicle and any conditions requiring diagnosis and repair. This record helps to protect consumers from fraudulent additional charges for unnecessary repairs.

The DMV's computerized reporting and analysis system can identify inspection stations with a history that indicates possible inspection fraud. This feature has proven useful in prosecuting inspection fraud cases.

The OBD program regularly provides technical assistance to many of the State's licensed inspection stations and works closely with industry groups such as the New Hampshire Automobile Dealers Association and law enforcement agencies. The Economic Hardship Waiver Program was designed to provide New Hampshire residents who cannot afford necessary emissions repairs with an opportunity to apply for a waiver that exempts their vehicle from emissions testing for one inspection cycle. The applicant's vehicle must have passed the safety inspection

and failed the emissions test; the applicant must provide a written estimate for the needed emissions repairs and an explanation detailing the reasons for requesting the waiver.

***The Pupil Transportation Unit*** oversees more than 100 public school bus companies. This Unit is responsible for conducting criminal and motor vehicle background checks on more than 4,500 school bus drivers employed in the State.

In addition to safety inspections by an official inspection station, school buses are mechanically inspected once each year by a State-certified school bus inspection mechanic before they are authorized to carry passengers. State-certified school bus inspection mechanics have attended the DMV inspection school. Each mechanic must perform a field test prior to being certified. The Unit oversees the inspection of over 3,200 school buses. This Section is an integral part of the investigation of all school bus crashes and thoroughly investigates complaints regarding school buses and school bus drivers. This Unit works in conjunction with local police departments and other State agencies.

The Unit also participates at the State Emergency Operations Center in the event that school buses are needed for an emergency evacuation. The unit supervisor, a state trooper, is responsible for coordinating this task with the bus companies. Vermont Yankee drills and Seabrook Station drills are conducted on alternating years.

The unit supervisor is also responsible for the training and certification of school bus drivers and school bus driver instructors in

the State. Once every other year, a thirty-two hour class is taught for the school bus training certificate.

The unit supervisor also audits the school bus companies to ensure compliance with the administrative rules governing school bus transportation (i.e., Saf-C 1300). The audit requires a review of driver files and periodic inspections of school buses.

***The Bureau of Title and Anti-Theft*** processes all new and duplicate title applications for motor vehicles and trailers purchased through private or commercial sale and are responsible for determining vehicle ownership. Title Bureau personnel enter data regarding title applications for each vehicle sold through State-authorized dealerships, re-financed vehicles and salvaged vehicles. Each title application is carefully reviewed for accuracy and possible fraud.

The New Hampshire Title Bureau partners with the National Motor Vehicle Title Information System (NMVTIS), which shares title information among participating states and jurisdictions to ensure issues, such as brands and odometer discrepancies, are not omitted.

The Bureau works together with the Division of State Police on criminal investigations involving title fraud and forgeries, and works with federal, State, county and local law enforcement agencies to identify stolen vehicles. The Bureau assists in cases of insurance fraud, dealer violations, consumer complaints, odometer fraud, counterfeit titles and statutory liens, and illegal shipments of stolen vehicles to foreign countries.

The Bureau holds weekly classes for new and established

dealers, educating them on the rules and laws pertaining to completing title paperwork and transferring ownership. The Bureau works closely with the Registration Section to educate municipal agents and other DMV partners through monthly and yearly classes.

The Bureau processes all reports of abandoned motor vehicles and vehicles with mechanic and storage liens to ensure the owners' rights are represented and fraud does not occur.

Bureau supervisors hold hearings for dealers who fail to comply with title rules, and customers who are found to have committed fraud.

The Bureau is currently managed by a supervisor and an assistant supervisor. The Bureau was staffed by 23 full-time personnel and three part-time personnel during fiscal year 2015 .

The Title Bureau is always seeking ways to improve customer service. To provide the best possible customer service, the Bureau has expanded the ability for customers to process duplicate title applications in all DMV substations. In the past, only the Concord office could process duplicate titles. The Bureau has continued to train new staff members on conducting dealer and municipal agent training. All employees are trained and are capable of taking incoming calls from customers, dealers, city and term clerks. Cross-training has been instituted across the board to ensure great customer service. These changes will help to provide all customers are helped in a timely manner. The Bureau has also cross-trained select staff members to help in the Operations Bureau at the registration and licensing

counters.

The Title Bureau has made online training available to substation staff focusing on how to enter dealer applications into our system. This process reduces the issuance time for titles. Out-of-state dealers and all new lien holders now have the ability to take online training regarding the preparation of a New Hampshire title application. This training improves customer service for our partners. The Bureau has completely revamped the mail return process to help streamline all mail returns. The Bureau has also developed a new tracking system for daily and monthly data on backlogs.

*The Training Unit* provides all DMV employees with mandatory and non-mandatory professional growth training. All new DMV employees must attend the following mandatory classes: DMV New Hire Orientation, Customer Service at the DMV, State Employee Code of Ethics, Privacy Act/Confidentiality, Money Handling Policies at the DMV, and Fraudulent Document Recognition which includes an in-person class and up to 9.5 hours of online instruction and testing. Every employee must take refresher classes once every three years either in person or via online interactive classes.

Personnel in a leadership or supervisory position must also attend Interviewing Skills, and Performance Reviews.

All classes are created in-house and specifically for the needs and circumstances of DMV personnel. The curriculum content is based on employee needs as identified by management, supervisors and employees, and is designed with the unique circumstances of

DMV employees in mind to help the learning and application of various business skills. Examples of professional growth classes include Communication Skills, People Skills, Change, Management, Stress Management, Coaching and Mentoring, and Business Writing.

During fiscal year 2015, 839 employees attended professional growth classes and mandatory classes. Additionally, 61 municipal agents, their vendors, and other State employees were given Driver Privacy Protection Act training. In 2015, this class moved to a web-based training so that attendees do not have to travel and DMV employees do not have to teach the class. After-hours classes and site delivered trainings were offered for various classes. Computer training classes were given to other agencies such as the Bureau of Public Works of the Department of Transportation.

New initiatives during this period included computer skills training classes for Microsoft Office 2010 (e.g., Word, Excel, PowerPoint, and Outlook) for all DMV employees, and for other Department of Safety employees by request, to prepare for the new driver license application, VISION. Many online classes were also created, demonstrating a specific DMV process (e.g., registering a vehicle, or using an application). Several refresher classes are now offered online rather than in-person thus saving on travel time. A total of 900 state employees from various agencies attended various classes.

*The Audit Section* is an independent, objective unit providing oversight and strategic planning designed to add value and



improve efficiencies by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of risk management, control and governance of the New Hampshire Division of Motor Vehicles.

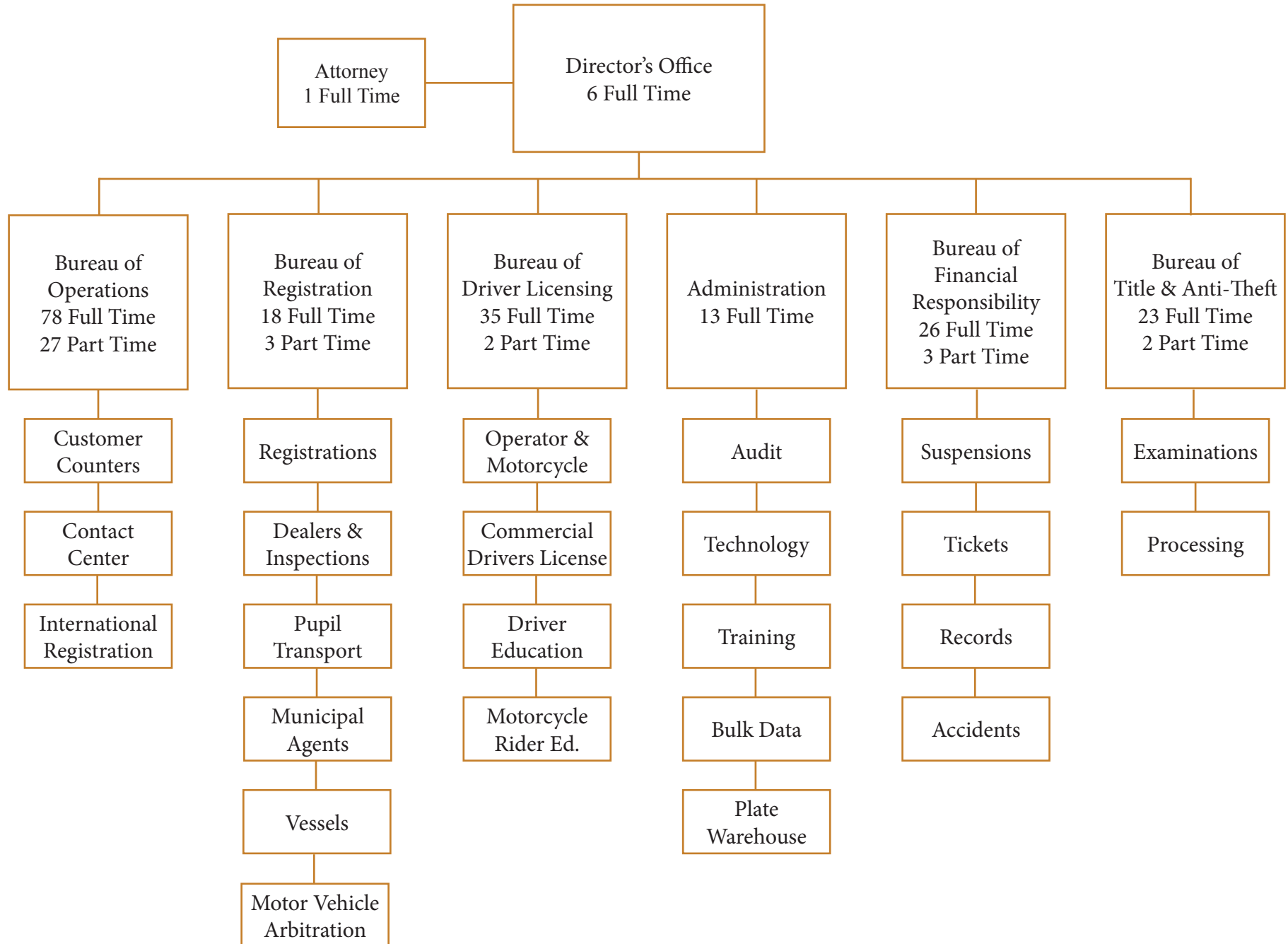
The Audit Section is responsible for the preparation and oversight of the Division's bienni-

al budget, oversight of municipal agent compliance requirements, and develops and administers DMV policies and procedures to ensure effective and secure financial operations. Other essential functions include performing municipal agent and substation audits, oversight of DMV federal grant awards, and the department's bulk

data contracts.

In the past fiscal year, 226 municipal agent offices were audited. The Audit Section continues on course to visit each of the two hundred twenty six municipal agent locations annually.

**DIVISION OF MOTOR VEHICLES**  
**ORGANIZATIONAL CHART**



# DIVISION OF STATE POLICE



Colonel Robert L. Quinn



## MISSION STATEMENT

*Dedicated to providing the highest degree of law enforcement service throughout the State of New Hampshire while maintaining the traditions of fairness, professionalism and integrity.*

### In fiscal year 2015, the Division of State Police...

- stopped 141,255 motor vehicles;
- arrested 1,497 impaired drivers;
- conducted 7,663 criminal investigations;
- investigated 6,841 vehicle crashes;
- conducted 12,261 commercial vehicle inspections and weighed 104,937 commercial vehicles; and
- received the Governor's prestigious

Lean Award for the Most Productive Event Involving Two State Agencies, the Department of Safety's State Police and the Department of Health and Human Services' Child Care Licensing Unit.

## DIVISION OF STATE POLICE

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The New Hampshire State Police was created by an act of the Legislature on July 1, 1937, the fifteenth such force in the United States. At its inception, the State Police consisted of 43 officers supported by eight civilian employees.

As a state law enforcement agency, State Police patrols New Hampshire's state highways, toll roads and interstates, enforcing state criminal, motor vehicle and other public safety laws. The Division has concurrent jurisdiction in towns under the population level of 3,000 and primary jurisdiction on all interstate highways. Division members are empowered to carry out law enforcement functions in all other locations when they observe a law violation, are in pursuit of an investigation or a violator, or are requested to assist by local authorities, the Attorney General or the Governor.

The Division of State Police is organized into three bureaus, Field Operations, Investigative Services and Support Services. In addition, there are three units, Executive Security, Forensic Laboratory and Professional Standards, that report directly to the Office of the Director.

Headquartered at the James H. Hayes Safety Building in Concord, the Division of State Police operates from seven troop stations around the State, in addition to a Marine Patrol facility and New Hampshire Hospital, and provides a visible law enforcement presence across New Hampshire.

Colonel Robert L. Quinn served as Director of the Division

of State Police during the 2015 Fiscal Year.

*The Field Operations Bureau* is responsible for overseeing the daily operations of seven field troops comprised of uniform patrol personnel and troop-level investigators. Additionally, the Bureau is responsible for the oversight of personnel assigned to Marine Patrol and New Hampshire Hospital Campus Police. Areas of responsibility are divided into Field Areas I, II and III.

The primary function of the Field Operations Bureau is to provide patrol services. These patrol services are provided throughout the State to all communities. Communities with small or part-time police departments may request assistance to provide full, twenty-four hour police service. The purpose of standard patrol services is to seek voluntary compliance with the motor vehicle statutes and to serve as a deterrent for criminal activity. Investigation of criminal activity within each troop area is the responsibility of both the uniform troopers and the detectives assigned to the barracks. Specialized marine law enforcement services are provided on all inland and coastal waterways with an emphasis on safe boating and homeland security. New Hampshire Hospital Campus Police Officers maintain a secure environment within a 125-acre parcel containing 33 state buildings and a daytime population of over 3,000.

In addition to standard patrol services, the Field Operations Bureau provides various specialized services. The Special Services Section of the Bureau is responsible for overseeing the following units: Crash Analysis and Reconstruction

Unit, Crisis Negotiation Unit, Drill Team, Drug Abuse Resistance Education, Drug Recognition Expert Unit, Explosives Disposal Unit, K9 Unit, Motorcycle Unit, Public Relations Unit, and Special Enforcement Unit. Additionally, the Special Events Response Team and Special Weapons and Tactics Unit are administered through the Field Operations Bureau. The troopers who staff these special units are selected and assigned geographically throughout the State for the purpose of providing the highest level of service and timely response.

**Troop A** - Headquartered in Epping, Troop A's geographical area of responsibility includes Rockingham and Strafford counties, located in the southeastern region of New Hampshire, and borders of Massachusetts and Maine. Interstate 95, the Spaulding Turnpike, Route 101 and Route 125, along with the 46 towns and cities that surround these roadways, are among the busiest and most populated in our State. The population increases dramatically during the busy tourist seasons.

During the fiscal year, Troop A troopers stopped 33,891 vehicles, arrested 366 impaired drivers, investigated 1,320 motor vehicle crashes, and conducted 1,435 criminal cases.

**Troop B** - Headquartered in Bedford, Troop B is responsible for providing police services throughout Hillsborough County and a portion of Rockingham County as it relates to Interstate 93 and its bordering communities. The area includes 31 towns and the cities of Manchester and Nashua, as well as 146 miles of highway in the most populated area of the State.

During the 2014 fiscal year,

Troop B troopers stopped 22,944 vehicles, arrested 289 impaired drivers, and investigated 1,505 traffic crashes, five of which were fatalities. Criminal arrests and investigations totaled 1,181.

**Troop C** - Headquartered in Keene, Troop C is responsible for providing police services through

out Sullivan and Cheshire counties. Located in the southwest corner of the State, the troop provides law enforcement coverage to 38 communities. There are 18 towns in which troopers are the primary law enforcement entity. In addition, troopers are frequently requested by full-time police departments to

provide patrol coverage and investigative assistance.

During the 2015 fiscal year, Troop C troopers stopped 16,577 vehicles, arrested 189 impaired drivers, investigated 293 traffic crashes and conducted 1,345 criminal investigations.

**Troop D** - Headquartered in



**ABOVE:** The Drill Team is the ceremonial and Honor Guard Unit for the Division of State Police. The Drill Team participates in public and private events such as parades, sporting events and civic ceremonies. At many of these events the Drill Team is used for the presentation of the National Colors. The Drill Team is also the primary Unit used for police memorials and funerals. Each year the Team is seen by well over 100,000 people throughout New Hampshire and New England. During the fiscal year, the Drill Team participated in 24 events across the State.

Concord, Troop D is tasked with providing 24-hour patrol coverage to 28 towns and two cities within Merrimack County. In addition, Troop D covers Interstate 93 from the Hooksett Toll Plaza to the Ashland town line and all of Interstate 89, from Bow to the Vermont state line. This encompasses approximately 230 miles of interstate highway through four counties (i.e., Merrimack, Sullivan, Grafton and Belknap) that Troop D personnel patrol on a 24-hour basis.

Merrimack County, centrally located within the State of New Hampshire, is a composite of rural, suburban and metropolitan areas. Troop D personnel are actively involved in all aspects of law enforcement and many of the communities within the troop geographical area rely on Troop D personnel for police services. The State Capital is located within the area under the responsibility of Troop D and the troopers are tasked with being the primary law enforcement provider to many of the state facilities, properties and agencies. These include the State House, Governor's Mansion, State Prison, New Hampshire State Hospital and the New Hampshire Technical Institute. Troop D personnel engage in multi-jurisdictional efforts with various federal, state, county and local agencies.

During the fiscal year, Troop D troopers stopped 32,457 vehicles, arrested 156 impaired drivers, investigated 2,997 traffic crashes, and conducted 1,103 case investigations.

**Troop E** - Headquartered in Tamworth, a large gateway to the northern regions of New Hampshire, Troop E is responsible for providing professional police services throughout Belknap

and Carroll Counties. This area encompasses 29 towns and the City of Laconia which has a population of over 16,000 residents. The geographical area of Troop E includes the Lakes Region which has the largest lake in New Hampshire, Lake Winnepesaukee, and the Mount Washington Valley Region which includes many skiing destinations, state parks, notches and other scenic byways. These attractions result in an influx of tourists and vacationers especially during the summer months.

During the fiscal year, troopers initiated 13,140 motor vehicle stops, responded to 103 motor vehicle collisions of which one was fatal, arrested 380 impaired drivers and handled 463 other criminal investigations.

**Troop F** - Headquartered in Twin Mountain, Troop F is responsible for providing police services throughout Coos and Grafton Counties. The area comprises 39 percent of the State to include 3,610 square miles of rural and rugged terrain. Within this boundary lie 74 towns and unincorporated places, 60 miles of interstate, 3,000 miles of state and local highways and hundreds of miles of back country roads. New Hampshire shares 42 miles of international border with Canada to the north. This region also hosts more than 7 million vacationers who visit this part of the State during the year.

Of the 74 towns and unincorporated areas in this region, State Police personnel have primary jurisdiction in 47 towns and 12 unincorporated areas, each having a population of less than 3,000 residents. Because of the low resident populations in the many towns which make up Troop F, and be-

cause many of the police departments in these towns are small or part-time departments, State Police personnel handle more than 50 percent of all emergency calls for service in 44 of these towns. In many towns, State Police handles as much as 100 percent of the calls for service.

During this fiscal year, Troop F troopers stopped 22,246 motor vehicles, arrested 117 impaired drivers, investigated 629 traffic crashes, and conducted 2,136 case investigations which resulted in 542 arrests.

During the fiscal year, troopers worked with the United States Border Patrol to prevent the illegal smuggling of drugs and people across the Canadian border.

**Troop G** - Headquartered in Concord. Troop G enforces all State criminal and motor vehicle laws and rules as well as federal regulations governing commercial vehicles and State weight and size laws. Troop G is comprised of three primary sections: Commercial Motor Vehicle Enforcement, Field Enforcement and the DMV Task Force.

The DMV Task Force assists the Division of Motor Vehicles (DMV) in maintaining the integrity and security of operator, motorcycle, and commercial driver's licenses throughout the State; oversees the licensing of all commercial driving schools as well as certification of driver education instructors; oversees a document verification section headquartered in Concord responsible for verifying foreign documents presented by non-US citizens; routinely conducts commercial vehicle and school bus road skill examinations and supervises the Pupil Transpor-

tation Program which is responsible for the oversight of the State's school bus industry.

During the fiscal year, the DMV Task Force, certified 147 individuals as school bus instructors and commercial driving school instructors, licensed 76 driving schools and prosecuted 77 administrative hearings pertaining to school bus drivers and driving schools. Troop G personnel presented 20 Teens and Truck Presentations and investigated numerous school bus crashes. Troopers also generated 36 administrative actions regarding private driver's licenses as they pertained to fatal or serious personal injury crashes and 34 administrative actions in concert with the Federal Motor Carrier Safety Administration regarding unsafe motor carrier companies and/or individual hazardous commercial drivers. Troop G investigators assigned to the DMV Task Force conducted 74 criminal investigations during the fiscal year.

The Field Enforcement Section enforces the laws and rules governing the operation of 2,011 authorized New Hampshire auto dealerships and 2,263 official automotive inspection stations throughout the State. Personnel conduct classroom instruction and practical examinations of persons seeking certification as automotive safety inspectors, enforce the laws and rules governing approximately 11,000 currently certified automotive safety inspectors statewide, as well as conduct physical examinations of vehicles deemed by insurance companies to have been salvaged. Troop G personnel locate and serve notice to persons eligible to be deemed as habitual offenders; locate persons and retrieve driver's licenses and registration plates from those that have been suspended or revoked; prosecute all administrative hearings pertaining to vehicle accidents that resulted in death or serious injuries and further represent the State's interests upon

subsequent petitions of drivers of such vehicles to have their driving privileges restored.

During fiscal year 2015, the Automotive Equipment Inspection (AEI) Program continued to be very successful in conjunction with Field Enforcement Troopers. The cooperative effort resulted in 1,195 audits of dealerships and inspection stations and 596 follow-up audits conducted for the purpose of ensuring compliance and 916 mechanic certifications. Troop G has successfully partnered with the New Hampshire Auto Dealers' Association to offer nine all-in-one inspection certifications to include; automobile, motorcycle, bus and heavy trucks. This partnership allows for an accelerated and cost effective option for applicants seeking certification. Troop G personnel, in conjunction with the Division of Motor Vehicles, also held 24 monthly automobile inspection classes. Troop G serviced 227 special dealer requests and 187 special inspection requests.



**LEFT:** Representatives of the State Police Motorcycle Unit get a green flag from Daren, the Drug Abuse Resistance Education (D.A.R.E.) program mascot. D.A.R.E. has been a part of the New Hampshire community since 1989. The Division of State Police is responsible for overseeing the entire program throughout the State and works with D.A.R.E. America to ensure the proper delivery of the program.

In fiscal year 2015, Troop G troopers were tasked to serve 959 habitual offender notices at the request of the Department of Safety Hearings Bureau and worked in conjunction with DMV to conduct 1,914 salvage inspections at various locations throughout the State.

The Commercial Motor Vehicle Enforcement Section has troopers dedicated to the enforcement of State laws and federal regulations which govern the transportation of persons, hazardous materials and goods by commercial vehicles operating on the roadways of our State. Troopers are also responsible for the enforcement of State laws that pertain to maximum commercial vehicle weight limits on roadways and bridges. Troop G personnel utilize two primary fixed-scale facilities to perform commercial vehicle inspections and weighing of commercial vehicles. Troopers also utilize semi-portable scale trailers and portable scales at roadside locations throughout the State. The CMV Enforcement Section has troopers assigned exclusively to the New Entrant Program, which provides educational and technical assistance for new commercial motor carriers. The combined efforts of the troop during the year produced 12,261 commercial vehicle inspections and the weighing of 104,937 commercial vehicles. Of the inspections conducted, 1,951, or 16 percent of the total number of Troop G's inspections, were conducted at non-peak hours between 6 pm and 6 am. Troopers attached to the New Entrant Program conducted 201 motor carrier company safety audits as well as industry outreach

and monthly overview training. Troop G conducted 26 compliance reviews resulting in 596 violations.

During the year, troopers discovered 22,373 commercial vehicle violations in addition to 3,620 out-of-service violations where either the driver or vehicle was forbidden to continue operating. Troop G also has specially trained troopers who conduct dyed fuel testing of special fuels to ensure all applicable State and federal taxes have been paid. During fiscal year 2015, Troop G troopers inspected 2,154 vehicles for fuel tax violations.

**The Canine Unit** - The teams, comprised of a specially trained trooper and dog, are geographically assigned to all troops within the State. All teams are trained and certified to New England State Police Administrators Compact (NESPAC) standards. The Canine Unit provides in-service training for canine teams from Plymouth; Londonderry; Pittsfield; Middleton; Plaistow; Laconia; Manchester; Bow; and St. Johnsbury, Vermont. State Police canine handlers continue to respond to a large number of calls for service, public relation demonstrations, school searches, prison searches, and search and rescue missions. During this reporting period, the State Police Canine Unit was involved in more than of 500 missions.

*Narcotic Detection* - The Canine Unit's Narcotics Detection teams were called upon on numerous occasions to conduct school searches in several communities throughout the State. These teams also assisted counterparts in local and federal law enforce-

ment agencies. Teams conducted searches in the state prisons and county jails to assist in combating illicit narcotics from entering the corrections facilities. Teams also continued to assist the Narcotics and Investigations Unit with investigations involving the sales of narcotics and currency searches.

*Patrol* - Patrol canine teams were called upon to locate missing persons, evidence of crimes, and to search for wanted suspects. Many of these calls were from local communities throughout the State. The canine teams were instrumental in the successful apprehension of suspects wanted for serious crimes and for locating evidence of those crimes.

*Cadaver Detection* - The cadaver detection teams assisted the Major Crime Unit with several investigations, including cold cases. The Team also assisted NH Department of Fish and Game with searches for missing persons.

*Crowd Control* - The Canine Unit provided crowd control support at the annual Motorcycle Week in Laconia and was utilized at several colleges and communities during large events.

*Public Relations* - Canine teams were involved in numerous public relations demonstrations throughout the State and several large-scale events to highlight the abilities of the dogs and to educate the public.

**The Collision Analysis and Reconstruction (CAR) Unit** - In December 2013, the Technical Accident Reconstruction (TAR) Unit was renamed the Collision Analysis and Reconstruction (CAR) Unit to comply with industry standards. Additionally, five members of the Unit were as-



signed to administrative status at Headquarters to allow for full-time personnel in response to the increasing complexity of cases. The nine part-time unit members are assigned strategically throughout the State for the purpose of providing a strong support role to assist state and local officers in collision investigations. CAR unit members have specialized training in the field of motor vehicle collision reconstruction and crash investigation. Specific training during this fiscal year included Crash Data Retrieval Certification, Advanced Reconstruction Techniques, Motorcycle Crash Reconstruction, Friction & Statistics, Motorcycle Braking and Sliding, and Spin Analysis.

During the fiscal period from July 1, 2014 to June 30, 2015, unit members collectively conducted 62 investigations. Of the 62 investigations, 24 have resulted in various felony and misdemeanor offenses, including negligent homicide, manslaughter, second degree assault, reckless conduct, vehicular assault, and negligent driving. Other investigations are still pending litigation in superior and circuit courts throughout the State. In addition, the CAR Unit has assisted in two officer involved shootings and one plane crash. The CAR Unit responded to two triple fatal collisions during this time period.

**The Crisis Negotiation Unit** - The Crisis Negotiation Unit (CNU) responded to 12 calls for service in this fiscal year, which is an increase of three calls compared to the prior fiscal year reporting period. The nature of the calls ranged from suicidal and barricaded subjects to assisting in riot control at Keene State College and several

other high-risk incidents.

The CNU's highlights during this fiscal year included peacefully negotiating the end of a standoff with an armed suicidal man with mental health issues in the Town of Rumney. The CNU also aided in the peaceful resolution of a standoff with a man who brandished a firearm during a road rage incident and then barricaded himself in his residence in the Town of Mason. While the majority of requests for the CNU were the result of an activation of the SWAT Unit, the CNU continues to receive calls independently. Specifically, during this fiscal year the CNU responded to six calls for service as the primary means of resolution, which is an increase of four calls compared to the prior fiscal year reporting period.

**The Drill Team** - The State Police Drill Team is the Ceremonial and Honor Guard Unit for the Division of State Police. The Drill Team participates at public and private events such as parades, sporting events and civic ceremonies. At many of these events the Drill Team is used for the presentation of the National Colors. The Drill Team is also the primary unit used for police memorials and funerals. Each year the Team is seen by well over 100,000 people throughout New Hampshire and New England.

Between July 1, 2014 and June 30, 2015, the State Police Drill Team participated in 24 events around New Hampshire. The Team presented the colors at many annual events, including several division related events such as the State Police Alumni Night at Fisher Cats Stadium, the Annual DARE Race, and the state police award and promotional ceremonies.

nies.

The Drill Team has been participating in many of these events for 20 years or more. These yearly events include the Special Olympics Summer and Winter games. This is one of the Team's favorite events where it experiences a great reception. The Team also participated in all the graduations at Police Standards and Training Council for new police recruits. Some of the other regular events are the NASCAR races in Loudon, the New Hampshire Congressional Awards, the New Hampshire Police Memorial, and the 100 Nights of Remembrance held at the State Veteran Cemetery.

Several events stood out this year. In October of 2014, the Team was asked to present the colors at the memorial dinner for State Police Sgt. James Noyes. Sgt. Noyes was killed in the line of duty on October 3, 1994 during a SWAT call. The Drill Team was honored to be a part of this event.

In October, the team was also part of the opening ceremony for the Vietnam Veterans Traveling Wall Memorial. The memorial travels around the country and offers a day dedicated to public safety personnel. The Drill Team participated in this event several years ago when the wall came to the Haverhill Fairgrounds. In November, the Team was asked to present the colors at the Boston Celtics' New Hampshire Day. This was a first time the Team presented at this event, and it hopes to be invited back again this coming year.

The Drill Team had some changes in personnel this year. After several years on the Team, Sgt. Ronald Taylor and Trooper Shawn Torsey left the Team to dedicate

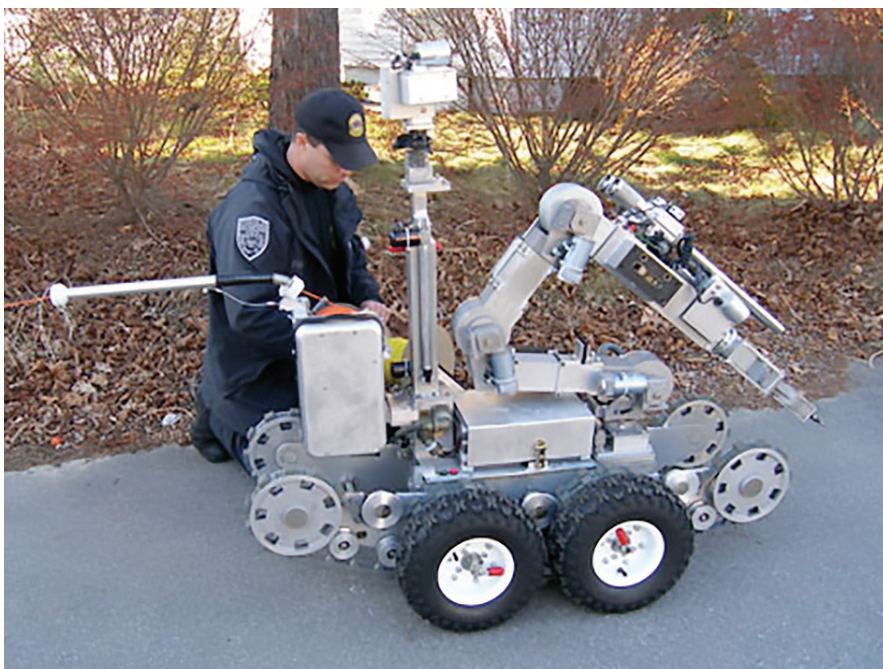
more time to their other division duties. Trooper Joe Villers was again called up by the New Hampshire National Guard. Trooper Villers has had numerous deployments and the Team wishes him the best and a safe return.

Three troopers from around the State filled the spots of those three troopers that departed from the Team. Trooper Michelle Montville from Troop A, Trooper Megan Walsh from Troop D and Trooper Jordan Kopko from Troop F all joined the Team. Their enthusiasm for the Team has been great and their training has been going well.

Finally after a long absence, Trooper Drew Keith from Troop C came back to the Team. Trooper Keith had been fighting an illness and his presence was missed. Trooper Keith has been on the Team for many years and it is great to have him back.

With new team members and some new enthusiasm, the Team is looking forward to another great year presenting the National Colors and representing the New Hampshire Division of State Police in the coming year.

**The Drug Abuse Resistance Education (D.A.R.E.) Program** - The Drug Abuse Resistance Education (D.A.R.E.) Program has been a part of the New Hampshire community since 1989. The Division of State Police is responsible for overseeing the entire program throughout the State and works with D.A.R.E. America to ensure the proper delivery of the program. State Police D.A.R.E. personnel are responsible for planning and conducting the training of new D.A.R.E. officers in the Northeast Region and maintaining the certifications of current New Hampshire



**ABOVE:** The Explosives Disposal Unit takes custody of and disposes of all found, abandoned, forfeited, and seized materials and devices containing explosives, explosive materials, or explosive chemicals. Members of the Explosives Disposal Unit are trained to conduct post-blast investigations, provide technical support to investigators in the area of explosives and hazardous devices, and testify in court as persons with special knowledge in the field.

D.A.R.E. officers.

There are approximately 87 D.A.R.E. Officers in New Hampshire. The program was presented in 90 schools with the K-4, elementary and middle school programs delivered to nearly 8,000 students.

The New Hampshire State Police and the New Hampshire Motor Speedway hosted the 24th Annual State Police D.A.R.E. Classic 5K Road Race in August of 2014. The event raised approximately \$10,000.

**The Drug Recognition Expert Unit** - The Division of State Police has been participating in the Drug Recognition Expert (DRE) Program since 1991. The DRE's are highly trained troopers skilled in the detection of drivers impaired

by alcohol and drugs. During fiscal year 2015, the DRE Unit conducted more than 100 evaluations for prosecution. The Division currently has 35 drug recognition experts and five drug recognition expert instructors and are awaiting their field certification.

Due to the increase of drug proliferation, the DRE Unit hopes to add a number of troopers to help meet the growing demands of providing expert services relative to the apprehension of impaired drivers and conducting a wide variety of alcohol and drug impairment training for law enforcement agencies and other civic organizations.

**The Explosives Disposal Unit** - The Explosives Disposal Unit takes custody of and disposes

of all found, abandoned, forfeited, and seized materials and devices containing explosives, explosive materials, or explosive chemicals. Members of the Explosives Disposal Unit are trained to conduct post-blast investigations, provide technical support to investigators in the area of explosives and hazardous devices, and testify in court as persons with special knowledge in the field. The Unit also has explosive storage magazines for the safe storage of explosives and explosive materials that are seized in criminal investigations, or are otherwise in the custody of public safety agencies. The Explosives Disposal Unit has certified explosive detection canine teams available to respond anywhere in the State.

The Explosives Disposal Unit maintains a fully equipped emergency response vehicle designed for the total containment of up to 10 pounds of C-4 plastic explosives, and also designed to safely contain chemical, biological or radiological hazards that may be encountered.

There were 319 requests for service during the fiscal year, a slight decrease from the 334 recorded in the previous fiscal year. This is due to a reduced vigilance on the part of the public as time has passed since the Boston Marathon bombing. There has been an increase in protection missions related to the beginning of the presidential election cycle within New Hampshire. The Unit continues to see increases in requests to provide training to both police and fire departments within New Hampshire.

**The Marine Patrol** - Headquartered in Gilford, Marine Patrol is charged by statute to enforce the State's boating laws and rules,

provide educational opportunities for the boating public, and install and maintain the State's aids to navigation. Marine Patrol routinely patrols approximately 975 public bodies of water. Its jurisdiction includes any public body of water greater than 10 acres in size which includes lakes, ponds and rivers. Marine Patrol also routinely patrols the Atlantic Ocean, Hampton Harbor, Rye Harbor, Great Bay and its estuary.

During the fiscal year, Marine Patrol personnel certified 2,664 new recreational boat operators, issued 4,714 mooring permits and 578 water event/slalom course permits, and investigated 37 reportable boating accidents. In addition, over 3,000 aids to navigation were maintained, including navigation lights on bridges.

**The Motorcycle Unit** - The Motorcycle Unit continued to be a valuable asset through numerous public relations events, directed enforcement patrols with local agencies, and high traffic volume events. During the riding season, Motorcycle Unit members were assigned to the Special Enforcement Unit and operated within their respective troop areas as needed.

**The New Hampshire Hospital Campus Police** - The New Hampshire Hospital Campus Police members provided police coverage to the Hugh Gallen State Office Complex, which includes the New Hampshire Hospital, through the enforcement of Federal, State, and local laws, and internal policies and procedures. Additionally, personnel provide general and specialized services to customers by providing a safe and secure environment that allows patients and residents, employees, volunteers,

and visitors to deliver and receive quality services. On a typical business day the campus population ranges from 3,000 to 4,000. New Hampshire Hospital Campus Police personnel coordinate with various non-profit and local organizations in planning events that use the campus as the venue, focusing on traffic and crowd control. The events bring thousands of additional people to the campus.

Campus Police Officers responded to 13,132 calls for service during the fiscal year, including 765 psychological emergencies, 70 missing person or escapee incidents, 52 threats, 144 domestic violence order services, 74 sex offender registrations, 18 arrests, and 128 court transports.

**The Peer Support Unit** - The Peer Support Unit consists of seven counselors who are sworn members of the New Hampshire State Police. Its mission is to provide confidential emotional support to prevent debilitating stress and promote emotional wellbeing among all division personnel and their families 24 hours a day.

**The Public Relations Unit** - The Public Relations Unit offers the citizens of New Hampshire presentations, lectures, seminars, informational campaigns and demonstrations presented by state police personnel.

There were 245 requests fulfilled during this fiscal year.

**The Special Enforcement Unit** - Since 1980, the Special Enforcement Unit has been of service to the citizens of New Hampshire. The Special Enforcement Unit's primary mission is to monitor traffic and enforce motor vehicle laws with the goal of making the highways safer. This is accom-

plished through the use of a Cessna airplane, marked and unmarked cruisers, and police motorcycles. A Bell helicopter is used to assist in searches for missing and wanted persons, drug surveillance, presidential and vice-presidential security, public relations events, observation of disaster damage, and aerial photography of traffic collisions, crime scenes and natural disasters.

In fiscal 2015, the plane flew 187 traffic enforcement missions throughout the State, equating to approximately 554 hours of flight time resulting in 5,787 reported events. These efforts helped to remove some of the most aggressive drivers from New Hampshire's roadways. Out of the total, 25 were for speeding offenses over 100 MPH and 387 were for speed offenses over 90 MPH.

In fiscal 2015, the state police helicopter flew 51 hours during search and rescue and other law enforcement missions. The Special Enforcement Unit also made 46 arrests.

**The Special Events Response Team (SERT)** - The Special Events Response Team (SERT) consists of approximately 40 troopers trained in crowd control formations and mobile field tactics. Historically, the Team is activated and assigned in the towns of Durham, Keene and Plymouth during sporting championship events. The Team also responded to a riot at the Keene Pumpkin Festival in October of 2014.

**The Special Weapons and Tactics (SWAT) Unit** - The Special Weapons and Tactics Unit (SWAT) is tasked with resolving critical, high risk incidents that are beyond the capabilities of the pa-



**ABOVE:** Trooper Kevin Devlin's new partner and one of the newest K-9 recruits, Wyatt. Wyatt, a Plott hound, is being trained for tracking and cadaver detection. Canine teams are comprised of a specially trained trooper and dog and are geographically assigned to all troops within the State.

trol unit. The SWAT Unit will respond whenever their expertise or knowledge is needed, 24 hours a day, 365 days a year. Unit members maintain a high state of readiness through their training, dedication and professionalism. The SWAT Unit consists of approximately 25 troopers assigned to troop stations and other duty assignments throughout the State.

**The State House Security Unit** - The mission of the New Hampshire State Police State House Security Unit is to provide high-level security to the state house complex, including the State Capital Building, the Legisla-

tive Office Building and the State House Annex. Unit members work with a variety of other agencies to include the State Police Executive Security Unit, the General Court Protective Services Unit, the Concord Police Department and the U.S. Secret Service. The coordinated effort has insured the safety of those who have worked and visited the complex since the Unit's inception in 1998.

**The Investigative Services Bureau** directs and coordinates the Division's investigative operations through its specialized units: Major Crime, Narcotics and Investigations, Terrorism and Intelligence, and Polygraph.

**The Major Crime Unit** - Located within the Investigative Services Bureau, the Major Crime Unit was created out of the necessity for highly trained, task-specific investigators assigned to handle the most egregious and sensitive offenses. Specialized sections within the Unit include: Crime Scene Services, Computer Crime, Cold Case, Family Services, Amber Alert, Missing Persons, and a Department of Corrections Liaison.

Unit personnel serve in partnership with other law enforcement agencies on a variety of joint projects, including the New England State Police Information Network (NESPIN), Violent Criminal Apprehension Program (VICAP), Northeast Regional ViCAP (NERV), Violent Crime Linkage Analysis System (VICLAS), Homicide Assessment & Lead Tracking (HALT), Child Abduction Serial Killer Unit (CASKU), and the National Center for Missing and Exploited Children (NCMEC).

**The Narcotics and Investigations Unit (NIU)** - The

Narcotics and Investigations Unit investigates all drug and vice-related crimes while maintaining a staff of undercover personnel and specialized equipment, including a state-of-the-art wiretap facility. The activities performed by the Unit include undercover and controlled buys of illegal drugs, including marijuana, cocaine, crack-cocaine, and heroin. Working in collaboration with the other law enforcement agencies, some members of the Unit are assigned to task forces, including the New Hampshire Attorney General's Drug Task Force, the DEA Tactical Diversion Squad, DEA HIDTA and FBI Safe Streets.

The Unit investigated a total of 81 cases during the fiscal year. These cases involved marijuana, cocaine, crack cocaine, MDMA, heroin, oxycodone and other prescription drugs.

During this past fiscal year, NIU continued to see an increase in heroin trafficking in New Hampshire. Attention has been focused on working with local and federal partners to stem the tide of heroin and opiates being brought into our communities. NIU has participated in a number of joint operations with the Manchester Police Department, the NH Drug Task Force, New England HIDTA and the DEA Tactical Diversion Squad. These operations have led to the successful dismantling of several drug trafficking organizations responsible for bringing heroin and fentanyl into New Hampshire. NIU continues to focus on New Hampshire's heroin epidemic. Along with conducting undercover covert operations, NIU is also actively participating in discussions surrounding new strategies of education, prevention, treatment and recovery.

The Drug Diversion Section is responsible for investigating all diverted prescription medication cases and crimes such as doctor shopping or passing fraudulent prescriptions. Drug Diversion investigated 28 diversion cases. These investigations resulted in the arrest of 17 individuals. Additionally, Drug Diversion provided training and made presentations to eight police departments and medical facilities.

The Marijuana Eradication Program involves members of the Unit working in cooperation with local jurisdictions in an effort to eradicate growing marijuana. A total of 12 grow sites were located and 482 plants were identified and eradicated. These cases led to the arrests of 11 individuals.

**The Polygraph Unit** - During fiscal 2015, the Polygraph Unit was composed of three active

certified examiners assigned to the Major Crime Unit, two assigned to Troop C, and one assigned to the Cold Case Unit. Aside from their normal duties, these examiners provided an extremely valuable investigative tool to various entities and agencies within our State, including local, county, state, and federal law enforcement agencies, as well as the Department of Corrections, the Office of the Attorney General, the Office of the United States Attorney and the various county attorney's offices throughout the State. The Polygraph Unit administered 102 examinations during the fiscal year.

**The Terrorism Intelligence Unit** - As part of the New Hampshire Information and Analysis Center (NHIAC), it is the responsibility of the New Hampshire State Police Terrorism Intelligence



**ABOVE:** Lieutenant Matthew Shapiro explains during a press conference the dangers of using a cell phone while driving. The New Hampshire Hand's Free Law took effect on July 1, 2015.

Unit (TIU) to collect and analyze intelligence information relating to criminal and terrorist activity and to coordinate the dissemination of this intelligence among state, federal, county and local law enforcement agencies, ensuring compliance with the guidelines set forth within 28CFR, Part 23 of the Code of Federal Regulations and New Hampshire statute RSA Chapter 651-F.

The Terrorism Intelligence Unit consists of a state police sergeant, who serves as the director of the NHIAC, two troopers, and two intelligence analysts. All personnel in this Unit are assigned to the NHIAC with the exception of one trooper who is assigned to an FBI task force.

**Intelligence/Information Liaison** - The Terrorism Intelligence Unit maintains links to local, state and federal law enforcement agencies throughout the nation and

world, including the FBI's New Hampshire Joint Terrorism Task Force (JTTF) and the United States Attorney's Anti-Terrorism Advisory Council (ATAC).

The Intelligence Unit continues to be the Division's liaison with the Financial Crimes Enforcement Network (FinCEN), the National White Collar Crime Center (NW3C), the Regional Information Sharing System (RISS) through the New England State Police Information Network (NESPIN), the El Paso Intelligence Center (EPIC), the International Criminal Police Organization (INTERPOL), Law Enforcement Online (LEO), the Homeland Security Intelligence Network (HSIN), and the Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI) in conjunction with FBI's eGuardian portal.

In fiscal 2015, the Unit continued its presence in the New

Hampshire office of the FBI by assigning a trooper to the FBI's Joint Terrorism Task Force (JTTF). The New Hampshire JTTF is responsible for the investigation of all terrorism-related activity within the State.

The Terrorism Intelligence Unit continues to maintain contact with the United States Department of Homeland Security (DHS), through the Homeland Security Information Network (HSIN). This communications system delivers real-time interactive connectivity among state and local partners and with the DHS Homeland Security Operations Center.

The Terrorism Intelligence Unit is also an active participant of the New England State Police Administrative Compact's (NESPAC) intelligence working group and hosts bi-monthly law enforcement analyst working group meetings.

The Terrorism Intelligence Unit receives information from numerous law enforcement sources across the country and reviews this information to determine the relevancy to New Hampshire law enforcement. Depending on the relevancy, information is then disseminated to the appropriate stakeholders, stored or discarded if it does not meet the storage requirements of 28CFR Part 23 or NH RSA Chapter 651-F. The Unit also reviews New Hampshire motor vehicle foreign-national driver license applications. Once reviewed, any information is forwarded to the immigration and customs enforcement officials for further review.

The Terrorism Intelligence Unit (TIU) is charged with processing intelligence reports and Law Enforcement Name Search (LENS) reports dealing with in-



**ABOVE:** Money, guns, and drugs seized by members of the Narcotics and Investigations Unit during a large-scale drug investigation having ties to a Canadian smuggling ring. The Unit investigates all drug and vice-related crimes while maintaining a staff of undercover personnel and specialized equipment, which includes a state-of-the-art wiretap facility.

dividuals involved in criminal activity. All arrest reports by state police personnel are processed by the Unit as well. Tips and leads regarding criminal activity or wanted subjects are monitored and reviewed by the Unit. Tips and leads are phoned in or sent to the Investigative Services Bureau via the state police web portal. The Terrorism and Intelligence Unit is responsible for vetting the information and forwarding the information to the appropriate jurisdictions for investigation.

The Terrorism and Intelligence Unit continues to develop and maintain the Law Enforcement Information Network Exchange (LINX), a central, computerized criminal intelligence/information management system designed for the purpose of assisting State and local law enforcement agency personnel in ongoing multi-jurisdictional investigations and prosecutions.

During this period, the Unit continued to provide LINX User Training to local and county officers as well as state police division members. To date, 288 officers representing 79 agencies and 200 state police division members have been trained and have access to the LINX system.

Two of the primary missions of the Terrorism Intelligence Unit are sharing information and handling requests for service in the form of case support for law enforcement investigations at the state, local and federal level. These responsibilities are conducted in association with the duties of the Information & Analysis Center (see IAC section for additional information).

The Information and Analy-

sis Center, of which the Terrorism Intelligence Unit is a component, takes seriously both its statutory and its moral obligation to ensure that any criminal or terrorism intelligence information received is subjected to a stringent verification process before it is entered into a database, that there is a criminal predicate involved, and that the information is reevaluated periodically and deleted when it becomes stale or has been proven not to be useful.

Activities are guided in this regard not only by the provisions of 28 CFR 23, but also by RSA Chapter 651-F, New Hampshire's more stringent personal privacy statute. Whichever statute provides the most protection for personal privacy in a particular case is the one that takes precedence.

Oversight of the IAC is provided by the Assistant Commissioner of the Department of Safety, the Advisory Council on Emergency Preparedness and Security (ACEPS) and its Intelligence Subcommittee, and periodic briefings to a group of individuals consisting of legislative representatives and representatives of the Attorney General's office and the New Hampshire Branch of the American Civil Liberties Union. In addition, the Assistant Commissioner of Safety conducts an annual in-depth review of the IAC to verify its compliance with the statutes and regulations that govern its operations.

**The Support Services Bureau** provides many of the behind-the-scene services necessary to keep the Division functioning. The Bureau is comprised of auxiliary troopers, Communications Maintenance, Criminal Records,

Fleet Maintenance and Equipment Supply, Headquarters Communications, the National Crime Information Center, Permits and Licensing, and Recruitment and Training.

#### **The Auxiliary Troopers**

- The auxiliary troopers are certified part-time sworn troopers who provide services by assisting Division members with public relations events, communications, patrol, traffic control, and select background and criminal investigations.

#### **The Communications Maintenance Unit**

- The Communications Maintenance Unit is responsible for the installation, programming and servicing of two-way radio voice and data communications equipment owned or operated by all divisions within the Department of Safety and other state agency partners including the Department of Resources and Economic Development and the Department of Fish and Game.

As part of the Broadband Technologies Opportunity Program (BTOP), technicians worked closely with NH Public Television and UNH Engineering to complete the installation of communications equipment to support a new over-the-air data transport system known as Datacasting. This system will utilize the New Hampshire Public TV Channel 11 broadcast signal to transmit important alert information directly to New Hampshire state police cruiser laptops. The alert information is received in the cruisers by a special broadcast television receiver device attached to the cruiser laptop units through a newly developed dual band receiver antenna. Currently, there are eight test cruisers outfitted with these new devices and initial tests involving the reception of alert no-

tifications and various photographs have been somewhat successful. Once completed, the Datacasting project will become an additional feature of the State Emergency Alert and Notification Systems.

Another project associated with the BTOP Project is the upgrade of the statewide radio dispatch network fault management software package from NetBoss Technologies. This package relays fault data and operational statistics from communications equipment located at most local and remote mountaintop communications sites contained within the statewide radio dispatch network. These statistics allow technical staff to ensure that network quality and system uptime meet operational parameters. A future enhancement underway will include an email notification system capable of sending alerts to designated system managers, supervisors, and on-call technicians as part of a rapid system repair and recovery response strategy.

During fiscal 2015, the most significant project was the continuation of a plan to increase the two-way radio coverage capability of the statewide communications infrastructure in Cheshire, Hillsborough, Rockingham, and other counties as funds permit. This will be accomplished by adding multiple communications sites in strategic locations within the county areas. The goal of the improvements is to eliminate identified coverage problem areas and provide better remote access to voice communications, driver licensing data, and vehicle report information.

**The Criminal Records Unit** - The Criminal Records Unit maintains the State's Criminal History Record Information (CHRI)

repository, the Automated Fingerprint Identification System (AFIS), and the Uniform Crime Reporting (UCR) System.

*Central Repository* - During this reporting period, 127,897 CHRI requests, 102,242 court dockets, 5,644 annulments, and 76,113 criminal and applicant tenprints were processed by the Central Repository.

Through the summer and early fall of this fiscal year, criminal records personnel and department of information technology personnel worked with a vendor to identify requirements for preparing and soliciting a request for proposals for a computerized criminal history system upgrade. A vendor has been selected, and the upgrade is in progress with an anticipated completion in the last quarter of fiscal year 2016.

During this reporting period, the Criminal Records Unit was selected to participate in the Governor's on-line forms initiative, nForms, which enables the public, particularly businesses, to populate a CHRI form on-line, a time saving effort when making multiple CHRI requests.

*Lean Award* - On December 5, 2014, at the third Annual Lean Network Awards Forum, held at UNH in Durham, the Department of Safety received the Agency Lean Event award for Project of Special Event for the joint LEAN event between the Criminal Records Unit and the Department of Health & Human Service's Child Care Licensing (CCL) Unit. The results of that Lean event have fostered open communication between the two agencies and improved service in terms of quality and efficiency in processing child care licenses,

CHRI checks, and the licensing of CCL agencies.

*Automated Fingerprint Identification System (AFIS)* - From fall through the end of fiscal year 2015, the Tri-State AFIS Committee (i.e., NH, ME and VT), in concert with their AFIS vendor, negotiated a service plan to upgrade the existing AFIS, with a technical refresh after seven years. The upgrade, slated for completion by the end of fiscal 2016, will enable the Tri-State AFIS to participate in the many initiatives of the Next Generation Integrated AFIS offered by the FBI.

*Uniform Crime Reporting* - During this reporting period, the Uniform Crime Report (UCR) Section has received from the state, county, and local law enforcement agencies 53,517 crimes reported within the 44 National Incident Based Reporting Systems (NIBRS).

During the last month of this reporting period, the new NIBRS repository installation was completed and is currently in the testing stage. The improved functionality is capturing data that the old legacy system would have failed to detect. The new system will also seamlessly integrate with our crime reports analysis web-site.

All but two municipalities are now reporting either NIBRS or summary reports.

**Fleet Maintenance and Equipment Supply** is responsible for the testing, bidding, procuring, issuing and maintenance of marked and unmarked vehicles for the Division of State Police. Fleet Maintenance is responsible for the oversight of regular maintenance performed at the Department of Safety's automotive garage and



any maintenance performed at independent facilities. The Unit is also responsible for procuring, issuing and maintaining an inventory of all division uniforms and equipment.

*The Headquarters Communications Unit* is currently located at the Department of Safety's Incident Planning and Operations Center (IPOC). Communications personnel are responsible for dispatching all personnel assigned to Headquarters, Troop B, Troop D, Troop G, Marine Patrol, the Bu-

reau of Liquor Enforcement, the Office of the State Fire Marshal, the Department of Resources and Economic Development (DRED), and Fish and Game. The Unit has also absorbed shifts of coverage for Troops A and C. The Unit is also the after-hours provider for other state agencies such as the Bureau of Emergency Management, the Attorney General's Office, and the Medical Examiner's Office, and maintains electronic lines to the National Weather Service Alert System, Emergency Alert System,

and the Seabrook Station and Vermont Yankee nuclear power facilities.

The center is also responsible for receiving all nationwide law enforcement electronic messages, including the data entry system for both the National Criminal Information Center (NCIC) and the National Law Enforcement Telecommunications System (NLETS). This also includes entering information from state and local agencies into the State Police On-Line Telecommunications Sys-



**ABOVE:** The Marine Patrol is headquartered in Gilford and charged by statute to enforce the State's boating laws and rules, provide educational opportunities for the boating public, and install and maintain the State's navigation aids. Marine Patrol routinely patrols approximately 975 public bodies of water.

tem (SPOTS) and NLETS, including the NCIC State database for In-State Misdemeanor Warrants and Domestic Violence Petitions (DVP). With the implementation of the Computer Aided Dispatch (CAD), the center can provide an immediate printout of all calls received within the Division.

During this fiscal year, Headquarters Communications has been running short-staffed. Team members have assumed additional shifts to cover vacancies and ensure the safety and welfare of all the citizens within New Hampshire as well as our personnel. True professionalism can be seen in all of the communications specialists and supervisors within the Division of State Police.

***The National Crime Information Center (NCIC) Unit*** continues to play an integral role in the exchange of data between the law enforcement community and the Federal Bureau of Investigation (FBI). The mission of the NCIC Unit is to develop and disseminate knowledge about crime, criminal justice information, and deviance through collaboration with our law enforcement partners so we may maximize our resources and technological advances.

Criminal justice agencies across the State are afforded the ability to access the State Police On-Line Telecommunications System (SPOTS). The transmission of this data is over a secure network and provides the most up-to-date information on those being sought by police. The system is currently deployed to 150 criminal justice agencies across the State.

During fiscal year 2015, unit personnel provided specialty instruction to 420 students from

law enforcement and criminal justice agencies throughout the State, including dispatchers, police officers, administrative personnel, new recruits, corrections officers, and court personnel. Unit employees must ensure that SPOTS certifications for approximately 4,500 sworn and civilian personnel are maintained and current. In addition to being trained, an agency wishing to gain access to SPOTS via a desktop or laptop must obtain a license for the software. The Unit currently manages 687 Open Fox Messenger licenses, a 16 percent increase over last year.

Personnel continue to see an increase in the number of warrants being issued by superior and circuit courts. With home invasions, robberies and thefts on the rise, person and property file entries into NCIC have also seen an increase of 14 percent over last year.

Upon request, the Unit assists agencies by providing investigatory data in the form of off-line searches. Data recovered during these off-line searches have, in many cases, contributed to the successful prosecution of criminals at large. In fiscal 2015, 489 requests for off-line searches were received and processed, a 16 percent increase from the previous fiscal year.

***The Permits and Licensing Unit*** performs background checks on individuals applying for non-resident concealed pistol licenses, armed and unarmed private investigator licenses, armed and unarmed security guard licenses, armed and unarmed bail bondsman licenses and for certificates of competency for the use of explosives. The Permits and Licensing Unit, in conjunction with the State Of-

fice of the Fire Marshal, inspects and authorizes non-permissible fireworks displays throughout the State. This specific function was transferred over to the State Office of the Fire Marshal on January 1, 2015. The Unit also issues licenses for explosives and fireworks storage facilities throughout the State. These storage licenses are issued only after successful inspections are performed by personnel from the State Police Explosives Disposal Unit. During this reporting period, the Permits and Licensing Unit issued 11,330 licenses. Of those, 8,923 were for non-resident concealed pistols. In addition, 240 licenses for the sale, use, purchase, transport and storage of explosives and fireworks were issued. The Unit is also responsible for the licensing and auditing of all private investigator, security guard and bail bondsman agencies throughout the State. During this period, 2,041 individual armed and unarmed licenses were issued after background checks, and 99 agency licenses were authorized to do business.

The State Police Gun Line is operated within the Permits and Licensing Unit and received 44,189 calls from Federal Firearms Licensed dealers requesting background checks on New Hampshire residents purchasing handguns during this fiscal year. This was slightly above the 2014 totals and represents over a 50% increase in the volume from 2008. In addition, the New Hampshire court system requested 481 background checks on pending motions for the return of firearms after a seizure. The Permits and Licensing Unit performed more than 56,000 background checks during fiscal year

2015.

*The Recruitment and Training Unit* facilitated in the hiring of competent, well-trained troopers. The Unit also streamlined the processing and subsequent hiring of hospital campus police officers, civilians, and part-time marine patrol officers.

In order to select the very best candidates for assignment as a state trooper, the Recruitment and Training Unit conducts applicant testing three times per fiscal year. The initial testing phase consists of a physical agility assessment and written examination, an oral board interview, followed by a polygraph examination, psychological examination, physical examination, drug screening, and an interview with the director.

New state troopers train extensively during their first year of service. Training includes attendance at the New Hampshire Police Standards and Training Council's 14-week police academy, and a three-week state police in-house academy referred to as Field Proficiency Training. Troopers successfully satisfying Field Proficiency Training are assigned a patrol responsibility and participate in a 50-day field training program, and then as a probationary trooper on solo status. Close supervision and evaluation are critical during the initial phase of a trooper's career and the Unit is closely involved in the development of an employee through the Field Training Officer Program.

To continue to best serve the citizens of New Hampshire, each division member must attend at least eight hours of in-service training annually. Additional training courses organized by the Training Unit include: firearms and use-of-

force training, defensive driving, criminal interview and interrogation training, prosecution training, and search and seizure training. The Unit also serves as a representative to the training committee of the New England State Police Administrators Compact.

*The Sex Offender Registry Unit* is responsible for maintaining the database of all registered sex offenders within the State of New Hampshire. Offenders are now required to register with their local police departments either quarterly or semi-annually. In addition, they are required to report any change in their personal information within five business days, including temporary addresses, vehicles, telephone numbers and e-mail accounts. That information is sent to the registry for daily updates. The NHSP Sex Offender Registry receives an average of 250 forms per week to be entered. Those updates are made on a weekly basis to the state police public website. This information includes a current warrant list and updated information on Offender's Against Children (e.g., Megan's Law), including the photographs of offenders available to the public. There is a monthly average of 250 offenders who are non-compliant either because they failed to report as required or the information was delayed in being sent to the registry.

Offenders must pay an annual \$50 registration fee. If an offender is indigent, he or she may request a hearing through the Department of Safety Bureau of Hearings which requires attendance by state police personnel. There are more than 100 offenders who fail to pay their registration fee each month. The Bureau of Hearings is beginning to require offenders to

report in for a hearing requiring a license suspension when they do not comply with that requirement. In addition to the registration requirements, the Division of State Police is also statutorily responsible for verifying the address of every sexual offender twice a year. This is done by certified mailings and in-person compliance checks by troopers. The Unit attempts over 5,500 verifications each year.

The Sex Offender Registry is also responsible for determining the reasonably equivalent offense for out-of-state criminal offenders who move into New Hampshire. If an offender does not agree with the determination made by the Sex Offender Registry, the offender can request a hearing to dispute that determination. The sworn personnel assigned to the Unit handle an average of 200 hearings a year for either fee waiver requests or equivalent offense dispute and additionally testify in Superior Court on all failure to register charges or any others that require evidence to be presented from the registry.

The Sex Offender Registry continues to grow annually as new offenders are released from prison, move into the State or are located in New Hampshire and notified of their registration requirements. At the end of the fiscal year, there were a total of 5,886 offenders, an increase of 258 offenders since July of 2014. Of the total number of offenders, 2,720 are actively registered throughout the State of New Hampshire and a total of 2,382 offenders are on the list for Megan's Law.

The sworn member of the Unit also takes an active role in the process of new legislation and testifies for the Department of Safety regarding how new laws would

affect registration. As those new laws go into effect, the Sex Offender Registry must stay current with those changes and assist local police departments in complying with them. Since July 1, 2014, this Unit has conducted five registry update trainings for local jurisdictions and State Police.

***The Executive Security Unit*** is responsible for the protection and transportation of the Governor and the First Family. The Unit also strives to provide protection and assistance for visiting dignitaries to the State.

During the fiscal year, the Executive Security Unit continued its associations with the National Governors' Security Association, an important alliance for security updates on local and national levels as well as for sharing information on National Executive Protection Standards.

***The Forensic Laboratory*** is the sole provider of traditional forensic laboratory services in New Hampshire. The Forensic Laboratory routinely receives and analyzes evidence from over 200 city and town police departments, several state law enforcement agencies including the State Police, 10 county sheriff's departments, numerous city and town fire departments, and, upon occasion, federal law enforcement agencies conducting criminal investigations in the State.

The Forensic Laborato-

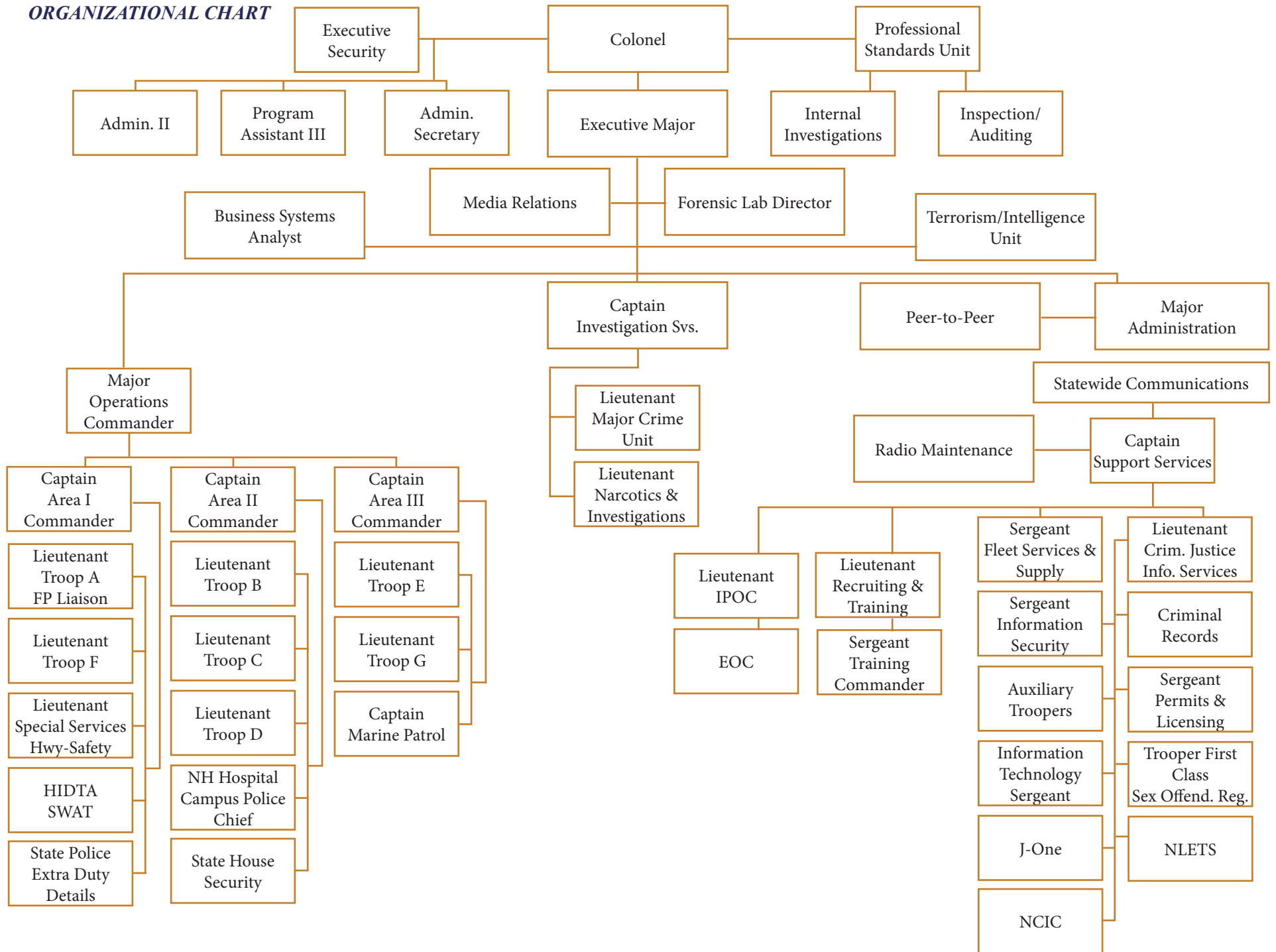
ry is nationally accredited by the Association of Crime Laboratory Directors – Laboratory Accreditation Board (ASCLD/LAB) and in January 2015 achieved ISO 17025/International Accreditation through this organization. The Forensic Laboratory is comprised of two main laboratory facilities, the Criminalistics Group and the Toxicology Group. Technical services currently offered by the Criminalistics Group include firearms and toolmarks, latent impressions (i.e., fingerprints, palmprints, footwear and tire track), serology, DNA, digital evidence, trace, and controlled substances examinations. Technical services currently offered by the Toxicology Group include blood and breath alcohol testing as well as the analysis of controlled substances in urine, blood and other biological samples. Staffing levels include 46 criminalists, administration and support staff that together enable the Forensic Laboratory to be a state-of-the-art facility with highly trained and experienced specialists in each discipline.

During fiscal year 2015, the Forensic Laboratory continued identifying new methods of analysis for the myriad of chemical substances that are used both therapeutically and illicitly. Synthetic cannabinoids (e.g., K2, Spice, etc.) and other designer drugs (e.g., those marketed as “bath salts” and plant food) were submitted with

increasing regularity to the laboratory. Many of the substances were determined to be non-actionable in the legal sense due to minute differences in chemical structure. A legislative bill including changes to the State's law regarding the listing of these compounds was passed and signed by the Governor to assist in this effort. Heroin and Fentanyl submissions continue to increase every quarter of the year. The addition of a Liquid Chromatography/Mass Spectrometer in the Toxicology Group has greatly assisted the throughput of impaired driving cases. While case activity continues to increase, the Forensic Laboratory staff has maintained the central mission of processing cases and providing analytical results of the highest quality to New Hampshire's law enforcement agencies.

***The Professional Standards Unit*** of the Division of State Police is responsible for maintaining the Professional Standards of Conduct Manual; conducting administrative investigations regarding complaints made against division members, generated both internally and externally; and investigating and reviewing all use-of-force incidents and pursuits. The Professional Standards Unit is responsible for ensuring that all division members adhere to the laws of the State as well as the professional standards of conduct.

**DIVISION OF STATE POLICE**  
**ORGANIZATIONAL CHART**



# DIVISION OF HOMELAND SECURITY AND EMERGENCY MANAGEMENT



Director Perry E. Plummer

## MISSION STATEMENT

*We serve as the personal representatives of the Governor of New Hampshire and coordinate State resources during declared emergencies, and serve as the Governor’s liaison to the federal Department of Homeland Security and FEMA, the Federal Emergency Management Agency. We maintain a constant “lean forward” posture to ensure that the State receives timely awareness of actual and potential human-caused and natural disasters and maintains the capability to respond to them whenever and wherever they occur. This is accomplished through liaison with the federal Homeland Security Intelligence Network and with state, local and regional law enforcement, monitoring information from a variety of classified and non-classified sources, constantly updating disaster planning in conjunction with local emergency management directors and public and private sector representatives, maintaining strategic caches of supplies needed in case of various emergencies, conducting programs to identify and protect the State’s critical infrastructure, conducting training and preparedness exercises, educating the public regarding preparedness and response to terrorist acts and disaster, staffing the emergency operations center and directing mitigation efforts, administration of state and federal disaster aid programs and conducting after-action reviews of the State’s responses to disasters and terrorist incidents.*

## In fiscal year 2015, the Division of Homeland Security and Emergency Management...

- obtained \$6 million in public assistance grants from FEMA for local communities;
- activated the State Emergency Operations Center 23 times;
- awarded close to \$1.3 million in grants from New Hampshire’s Performance Grant Program to the State, local governments, educational facilities, non-profit agencies and communication dispatch centers including:
  - \$400,000 from New Hampshire’s Emergency Management Performance Grant Program to enhance school building security;
  - 126 grants averaging \$13,000.00; and
- launched the NH Alerts smartphone app, an expansion of the State’s emergency notification system.

## DIVISION OF HOMELAND SECURITY AND EMERGENCY MANAGEMENT

*The Division of Homeland Security and Emergency Management (HSEM)* is responsible for coordinating New Hampshire's response to major natural- or human-caused disasters. While HSEM leads the response to natural disasters, the Division takes a supporting role during public health emergencies or law enforcement incidents.

HSEM's staff of 42 full-time and 11 part-time employees forms the core of the State's emergency response organization and operates the State Emergency Operations Center (SEOC). During

major disasters, the SEOC is augmented with liaisons from a variety of State, federal and private sector agencies.

HSEM is organized into six functional areas: Administration, Operations, Planning, Technological Hazards, Field Services and Communications.

Administration includes the director, assistant director and financial administrators. Administration provides the overarching leadership and direction for the Division. By statute, the Director of Homeland Security and Emergency Management reports to both the Governor and the Commissioner of Safety.

*A Presidential Disaster Declaration* was issued on March 25, 2015 in response to a January blizzard that had significant

impacts to state and community infrastructures in Hillsborough, Rockingham and Strafford counties. The blizzard occurred during the period of January 26, 2015 to January 28, 2015.

HSEM will be able to obtain approximately \$4.6 million in public assistance grants from FEMA for expenses associated with damages, mitigation, emergency management and snow removal. At the close of fiscal year 2015, a final determination by FEMA regarding the total amount of public assistance grants had not been determined.

*The Operations Section* monitors day-to-day incidents, activities and events within New Hampshire that could require a State response. The Section maintains and operates the State Emer-



**LEFT:** A Contact Team consisting of mutual aid and State Police clear hallways during an Active Shooter Drill in search of suspected active shooters. For fiscal year 2015, 50 exercises were supported with \$558,500 in grant funds. Image used with permission from Frame of Mind Photo.

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gency Operations Center (SEOC) with a staff of 10 full-time employees. The SEOC serves as the command and control center for the State during an emergency and supports interagency coordination and statewide executive decision-making authorities.

In fiscal 2015, the SEOC was activated 23 times in response to disasters, special events and exercises or drills, including 15 unplanned and scheduled events and eight exercises.

The Operations Section also is responsible for the Division's fleet vehicles, mobile communications, duty officer program, logistics, safety, Emergency Management Assistance Compact (EMAC), International EMAC, WebEOC, updating, posting and publishing the Emergency Support Function roster, the Radiological Instrumentation and Calibration (RIMC) Shop and assuring that HSEM maintains a high degree of preparedness and readiness.

The Operations Section manages and coordinates emergency response efforts and the response to requests for aid from local authorities upon depletion of their local resources. The Emergency Support Functions within the SEOC are comprised of State, federal, public and private sector partners and other entities that are represented at the SEOC during activations to ensure enhanced coordination of the State's response.

WebEOC is the State's disaster management system utilized to manage large-scale events or disasters and to support or increase public safety information sharing. This is accomplished by providing real-time situational awareness to all entities involved with an inci-

dent. WebEOC is used as a gateway to share information between the SEOC and local, state and federal public safety entities and critical infrastructure partners.

The RIMC shop provides for the maintenance, calibration, distribution and training for all state issued radiological equipment for the purpose of protecting New Hampshire citizens against the harmful effects of ionizing radiation.

***The Technological Hazards Section*** is responsible for New Hampshire's Radiological Emergency Response Program. This Section is staffed by four full-time employees and one part-time employee.

Its mission is to coordinate the efforts of federal, state and local governments with planning, training, and exercise guidance for radiological emergency response.

These coordination efforts are necessary to ensure that adequate capabilities exist to prevent, protect, respond to and recover from radiological accidents involving the two nuclear power plants, Vermont Yankee and Seabrook Station.

These two nuclear power plants impact several communities in Cheshire and Rockingham Counties and one community in Hillsborough county, with regard to emergency evacuation planning.

The Seabrook Plant has 17 New Hampshire towns in its radiological emergency planning zone, and three additional evacuation host communities.

Vermont Yankee has five New Hampshire towns in its radiological emergency planning zone and one additional evacuation host community.

Entergy Inc. announced this past year the decommissioning of Vermont Yankee at the end of 2014. The Section has been working with our partners and other state agencies regarding the effects of the shut-down on the State as a whole and the southwest portion of the State in particular. Various meetings and informational gatherings have been held throughout the process to ensure that the citizens of New Hampshire have ample opportunities to provide input and to gather information regarding the plant closing and its impacts.

***The Field Services Section*** is responsible for outreach to local communities. The Section provides technical and organizational assistance in preparing for, responding to, mitigating and recovering from natural, manmade, technological or nuclear disasters and emergency situations. The Section is staffed with nine full-time personnel who serve the 234 New Hampshire communities.

Section representatives function as liaisons with local communities during activations of the State Emergency Operations Center. Section representatives establish and maintain communications with affected communities, pass along event-related information, and ensure resource requests are handled properly.

Program assistance and promotion is provided by the Field Services Section during normal operations through the support of agency programs and assistance to communities and other agencies with a variety of items.

Local Emergency Operations Plans (LEOPs) establish a framework for local governments to provide assistance in an expe-



## INTRODUCING



### NEW HAMPSHIRE DEPARTMENT OF SAFETY LAUNCHES FREE EMERGENCY ALERT MOBILE APP

The New Hampshire Department of Safety announced in January the launch of its NH Alerts mobile app, a free tool that notifies users of hazards in the area based upon cellphone location. The NH Alerts app was developed by the Division of Homeland Security and Emergency Management with federal grants.

“The NH Alerts app takes emergency notification to the next level,” State Homeland Security and Emergency Management Director Perry Plummer said. “Anyone with the NH Alerts app on their phone will know about safety issues in their area, from accidents and road closures, to hazardous weather and active shooters. We can now send messages directly to those people who are in the path of danger. I strongly encourage everyone to download this app.”

The NH Alerts app provides warnings via an audible alert. The types of alerts received are completely customizable allowing the user to determine the frequency with which warnings are received. The NH Alerts app works with iPhone® and Android™ cellphones and is currently available via links on ReadyNH.gov. The NH Alerts app is free to anyone including visitors from other states.

ditionous manner to save lives and to protect property in the event of a disaster. The purpose of LEOPs is to facilitate the delivery of all types of emergency response activities and to help deal with the consequences of significant disasters. The LEOP outlines the planning assumptions, policies, concept of operations, organizational structures and specific assignments of responsibility to the local departments and agencies involved in coordinating the local, state and federal response activities.

Public and Individual Disaster Assistance is aid to state or local governments to pay part of the costs of rebuilding a community’s damaged infrastructure. Public Assistance may include debris removal, emergency protective measures and public services, and repair of damaged public property. Individual disaster assistance is financial or direct assistance to individuals and families whose property has been damaged or destroyed as a result of a federally declared disaster and whose losses are not covered by insurance. It is meant to help with critical expenses that cannot be covered in other ways.

**The Business and Finance Section** is responsible for budgeting, purchasing, accounts payable, accounts receivable, and financial reporting for state and federal funds as well as coordinating human resources and payroll for the Division. This Section is staffed with two full-time personnel.

**The Planning Section** carries out critical administrative and management functions related to federal grants for hazard mitigation, assistance to local emergency management efforts, and disaster aid. The Section also operates an

emergency planning program for New Hampshire schools and provides financial and technical support for exercises by state and local first responders. The Planning Section is responsible for the development and annual update of the State Emergency Operations Plan, Recovery Annex, State Hazard Mitigation Plan, the State's Preparedness Report and the Threat Hazard Identification and Risk Assessment (THIRA).

The National Preparedness Goal identifies and defines five mission areas, prevention, protection, mitigation, response and recovery, and 31 associated core capabilities necessary to prepare for the specific types of threats and hazards posing the greatest risk to the Nation. The THIRA is used to provide a methodology for identifying capability targets for each state.

The State Preparedness Report (SPR) is an annual self-assessment of state preparedness sent to the Federal Emergency Management Agency (FEMA). Currently, an SPR is required from any state or territory receiving federal preparedness assistance administered by the Department of Homeland Security (DHS).

The Homeland Security Exercise and Evaluation Program (HSEEP) is the responsibility of HSEM. HSEEP provides technical assistance and grant funding to develop, design, and conduct all-hazards, multi-discipline exercises for local communities and state agencies. The program has one full-time exercise training officer who manages the program. A portion of the State Homeland Security Grant Program is allocated each year towards exercises.

The grant program provides 100 percent reimbursement for exercise related costs such as overtime for first responders. These grants are only for local communities, that without such funding would not be able to conduct exercises. Technical assistance is provided to communities in assessing their exercise needs and development of exercises. In fiscal year 2014, over 25 communities and organizations were provided technical assistance with exercise programs. To date, 30 communities and organizations have received technical assistance with a total projected 75 for fiscal year 2015. Technical assistance requests in fiscal year 2016 are projected to exceed 100 requests.

In fiscal year 2014, exercises were supported by the exercise program with more than \$250,000 in grant funds. For fiscal year 2015, 50 exercises were supported with \$558,500 in grant funds. Fiscal year 2016 is projected to have 75 exercises with \$350,000 in grant funds.

The Emergency Preparedness Training Program provides all-hazards, multi-discipline training opportunities. The Program Coordinator works with local communities, state and federal agencies, non-governmental and volunteer organizations, and the traditional first responder to help identify training gaps.

More than 3,000 first responders were trained with 48 classes scheduled during fiscal year 2015 through collaboration and partnership building with organizations such as Fire Standards Training & EMS, the New Hampshire Chiefs of Police Association, Police Standards and Training, Volunteer NH!, and the New Hampshire

American Institute of Architects (AIA). Course topics ranged from Community Emergency Response Team (CERT), EOC Operations & Planning, Disaster Management for Public Services and Tactical Incident Dispatcher.

The School Readiness Program conducted 190 elementary, middle, and high school security assessments in fiscal 2015. The staff has also assisted school districts with Incident Command System (ICS) training and Emergency Operations Plan (EOP) development. The staff works closely with the Department of Education in collaboration on federal program enhancements such as an upcoming on-line EOP tool which will be used in the 2015-2016 school year.

The Emergency Management Performance Grant exists to assist state and local governments and other eligible agencies in preparing for all hazards. The EMPG Program has a 50 percent federal and 50 percent local cost match (i.e., cash or in-kind) requirement. In fiscal 2015, the EMPG Program awarded close to \$1.3 million in grants to state and local governments, as well as to non-profit agencies and communication dispatch centers.

New Hampshire made \$400,000 of the year's EMPG funds available to enhance school building security. The purpose of these dedicated funds was to assist with the purchase and installation of school emergency notification software for school and law enforcement devices. The software will enhance communication between police departments and schools under a potential threat by enabling users to click an icon to open an immediate real-time con-

nection with the closest law enforcement officers. There were 125 grants awarded between July 1, 2014 and June 30, 2015, averaging approximately \$13,000.00 each.

Hazard Mitigation is the effort to reduce the loss of life and property by lessening the impact of hazard events that usually cause disasters. Mitigation is accomplished through planning initiatives and the implementation of actions and projects. Planning allows communities and the State to determine hazards and their severity, analyze risks and vulnerabilities, as well as determine and develop strategies to lessen vulnerabilities and risks as identified. Successful planning allows for a strong foundation of actions and projects that will lessen the likelihood of disaster events, lessen the impacts of hazards, and create a more resilient community.

Hazard Mitigation is performed through two specific pro-

grams, the Hazard Mitigation Annual Program, and the Hazard Mitigation Grant Program.

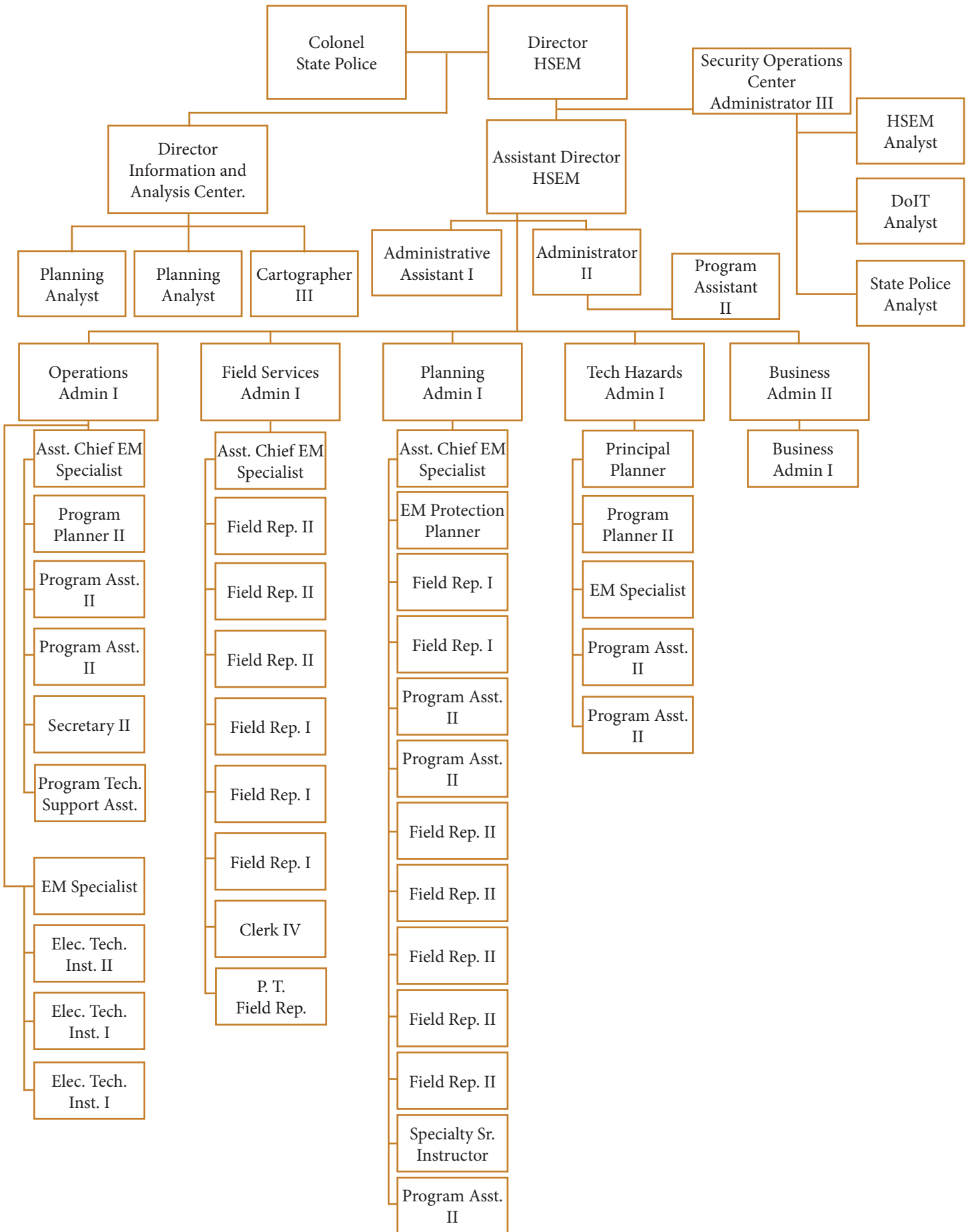
The Hazard Mitigation Annual (HMA) Program consists of two types. The first is Pre-Disaster Mitigation (PDM). PDM is a 75/25 percent match that is utilized to help fund local community hazard mitigation plans, fluvial erosion plans, and climate adaptation plans. Currently the State of New Hampshire has 231 out of 234 communities with a Local Hazard Mitigation Plan. The second program under the HMA is the Flood Mitigation Annual Plan (FMA). FMA is also a minimum of a 75/25 percent match that assists with flood mitigation activities such as acquisition of property, elevation and drainage improvement projects.

The Hazard Mitigation Grant Program (HMGP) is directly derived from a presidentially declared disaster. HMGP funds are allocated by FEMA to the State

based on 15 percent of the total of damages to public infrastructure from the disaster. Currently, the Hazard Mitigation Program has an estimated \$10 million in grant funds.

*The Communications Section* is responsible for functioning as the State Alternate Warning point for receiving and relaying alert and warning messages. These alerts and warnings can originate from the National Weather Service, nuclear power plants (i.e., Vermont Yankee or Seabrook Station), FEMA and other entities. The Communications Section is staffed by a section chief, but volunteer support is available through the New Hampshire Amateur Radio Emergency Services and the New Hampshire Telecommunications Emergency Response Team. The Communications Section also monitors public safety radio traffic and the operational status of the State's communications infrastructure.

**DIVISION OF HOMELAND SECURITY AND EMERGENCY MANAGEMENT**  
**ORGANIZATIONAL CHART**



# DIVISION OF EMERGENCY SERVICES AND COMMUNICATIONS



Director Bruce G. Cheney



## MISSION STATEMENT

*To serve as the communications link between the public and public safety agencies.*

### In fiscal year 2015, the Division of Emergency Services and Communications...

- had one of the lowest telephone surcharges in the country, currently at 57 cents per month per active line;
- performed 1,102 exigent requests for law enforcement;
- performed 743 requests for judges to issue emergency orders;
- located emergency sign language interpreters for law enforcement 24 times;
- processed 505,158 E9-1-1 calls consisting of approximately 75 percent wireless calls and 25 percent VoIP and landline calls;
- utilized TTY (teletype for the deaf) 13,441 times; and
- provided quality assurance by reviewing 6,147 medical cases and 11,099 police and fire transfers with an average score of 99.62 percent.

## **DIVISION OF EMERGENCY SERVICES AND COMMUNICATIONS**

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*The Division of Emergency Services and Communications*, under the leadership of Director Bruce Cheney, consists of the Bureau of Emergency Communications, which operates the State's Enhanced 9-1-1 Emergency System, along with affiliated mapping, technical, and administrative roles; the Bureau of Statewide Telecommunications, which provides the State's Voice over Internet Protocol (VoIP) Telephone System; and the Bureau of State Police Communications Maintenance.

*The Bureau of Emergency Communications* (BEC) provides instant access to police, fire and emergency medical assistance from any wired, cellular or VoIP telephone in the State. The New Hampshire E9-1-1 System provides a nationally-accredited, state-of-the-art emergency service response to residents and visitors to the State. It continues to have one of the lowest telephone surcharges in the country, currently at 57 cents per month per active line.

*The Administration Section* is tasked with budget and financial transaction oversight, multi-facility and vehicle fleet maintenance, public relations, workforce development, human resources, projects and planning, general support of the Division's sections (e.g., PSAP, IT, Mapping/GIS, Special Projects, and State Police Communications Maintenance Bureau), and legislative interaction. Activities include ordering, payment processing, inventory control and auditing, E9-1-1 surcharge receipt and tracking,

expenditure tracking, Governor and Council contract preparation, and various human resources functions. Public relations includes graphics support for many division and department initiatives, production of the Division's semi-annual newsletter, Supplemental ALI database maintenance, providing facility tours, outreach presentations to schools, community groups, and other dispatch agencies, and a host of other communication projects such as Department Lean events.

The Administration Section continues to focus on becoming more efficient and productive by implementing tighter integration of project management best practices and improved communications both internally within the Unit and externally with division sections and other key constituents. The "Path" database, wherein all major section projects and key areas of staff responsibility is tracked and monitored as to project management needs (e.g., resources, contracts, authorization, time, etc.) continues to rapidly develop and be refined in order to best capture and communicate successes as well as identify areas to improve upon.

Legislative support includes reviewing and making recommendations for administrative rule changes, responding to legislative service requests, and researching and testifying on behalf of the department on areas of E9-1-1 concern.

The maintenance staff takes care of fleet and facility maintenance needs, including mechanical, safety, cleanliness, and aesthetics at the Laconia and Concord facilities, as well as sites such as the IPOC garage which houses the Division's main communication

response vehicles, and remote sites where communication apparatus are located. The maintenance staff assures repairs and maintenance needs are up-to-date on all equipment, including generators, communication trailers, and vehicles that may be pressed into service on a moment's notice.

*The Operations Section* has two call centers, known as Public Safety Answering Points (PSAPs), located 26 miles apart and offer redundant systems with robust reliability. These PSAPs are distant enough from one another to ensure survivability of one location in all but the most catastrophic situations. Should one facility become inoperable, all calls will be answered at the secondary facility.

The two PSAPs processed 505,158 9-1-1 calls in fiscal year 2015 consisting of approximately 75 percent wireless calls and 25 percent VoIP and landline calls. TTY was utilized 12,026 times, the majority for open lines. Due to the recent implementation of Short Message Service (SMS), Text to 9-1-1 service, statistical data is still being gathered. Based upon the information that's currently available, approximately 400 SMS messages are anticipated annually.

The Operations Section performs a large and growing number of functions and support services. In fiscal year 2015, Operations performed 1,102 exigent requests for law enforcement. An exigent request is a life-threatening situation or one in which imminent harm is anticipated where the only information available might be a phone number. The supervisor enters the phone number into an online database known as the Local Number Portability Enhanced Analytical

Platform (LEAP). LEAP provides the service provider who is then contacted for subscriber information. In the case of cellular phones, supervisors also request location information of the handset and last use. Prepaid cellular phones pose particular challenges. Often, the phones cannot be located by the provider and subscriber information may be fictitious or missing.

E9-1-1 also performed 743 judge requests. These are situations that arise outside of normal business hours where law enforcement requires access to a judge in an emergency situation. The Division is the primary contact for the court system in many areas of the State.

Among the provided services, Operations also locates emergency sign language interpreters for law enforcement, the courts, hospitals, etc. Operations performed this service 24 times in fiscal year 2015. In past years, the PSAP supervisors were tasked with manually calling over 100 interpreters to fulfill a request. In fiscal year 2014, the call request was automated resulting in a significant time savings and thereby making the process very efficient.

When a hospital in southern New Hampshire goes on diversion status, the Division is the contact agency. Reasons for diversions range from Emergency Department saturation to Cardiac Cath Lab shutdown. Once contacted with the diversion request, section staff notify a predetermined list of surrounding dispatch agencies and ambulance services that might bring patients to those hospitals. Each diversion request is good for 3 hours per the New Hampshire Hospital Association. If an extension is requested, a new round of

phone calls is required. A round of phone calls is also required when the hospital comes off diversion status. The Division performed this service 10 times in fiscal year 2015.

The Division serves as the contact point for emergency services requiring a foreign language interpreter. In order to facilitate those requests, the Division utilizes Language Line Services. This process was completed 1,046 times in fiscal 2015; requesting 47 different languages. Spanish was requested the most at 610 times. Arabic and Mandarin were the next closest with 71 calls and 53 calls respectively. The majority of the interpreter requests were to process 9-1-1 calls, but many were to assist the emergency services community (i.e. local police departments, fire departments, etc.).

The statewide Emergency Notification System (ENS) was introduced in fiscal year 2012 to both PSAPs and the State. E9-1-1 supervisors are able to generate a recorded telephone message, e-mail or text to a user-defined geographic area at the request of pre-authorized government officials in emergency situations. This system will automatically call and play a customized message for landline telephones and cellular phones that have subscribed to the service. In fiscal year 2015, the system was used 15 times.

Additionally, PSAP call records are maintained by the Division for a period of one year and may be requested by public safety agencies, the legal system, and the public. Once the appropriate paperwork has been filed, the audio recording is prepared and copied to compact disc. In fiscal 2015,

813 requests for PSAP call records were received.

The Quality Assurance Team reviewed 6,147 medical cases with an average transfer time of 90.91 seconds. The supervisors reviewed 11,099 police and fire transfers with an average score of 99.62 percent. Transfer times from cellular phones averaged 35.85 seconds and transfer times from landline phones averaged 19.04 seconds.

The Training Unit conducted three 16-week classes for new hires along with one 24-hour Communications Training Officer Certification class during fiscal 2015. Local dispatch agencies were among those who attended those sessions. There were 32 monthly continuing education programs offered for all shifts in both PSAPs. As a result of the Text to 9-1-1 service that the Division implemented, the Training Unit developed and carried out 12 training classes.

In April of 2015, the Division attended the New Hampshire Emergency Dispatchers Association (NHEDA) Annual Training Conference. Three separate presentations were given by division staff during the event to highlight the Division's critical functions. During the three-day event, one of the Division's communications training officers received the 2015 NHEDA Trainer of the Year award.

***The Data Operations Support Section*** is comprised of three different units dedicated primarily to the maintenance of the E9-1-1 Telephone Automatic Location Information (ALI) Database and the E9-1-1 Geographic Information System (GIS) Database. These two databases are mission-critical to the operation of E9-1-1, especial-

ly in locating cellular calls and are essential for the migration to Next Generation 9-1-1 (NG9-1-1). They are also the basis of the statewide Emergency Notification System. These units, Mapping and Database and Community Relations, have separate, dedicated tasks but most workflows require daily interactions between them.

Since 1994, the Mapping Unit of the Data Operations Support Section has utilized Global Positioning System (GPS) technology and GIS software to provide addressing systems and emergency response maps for communities across New Hampshire. The use of this technology and equipment has enabled this agency to provide accurate location information for wireless Phase II locations. Phase II allows 9-1-1 call takers to receive both the caller's wireless phone number and their location information. The call is routed to a call center either based on cell site, sector, or on caller location infor-

mation.

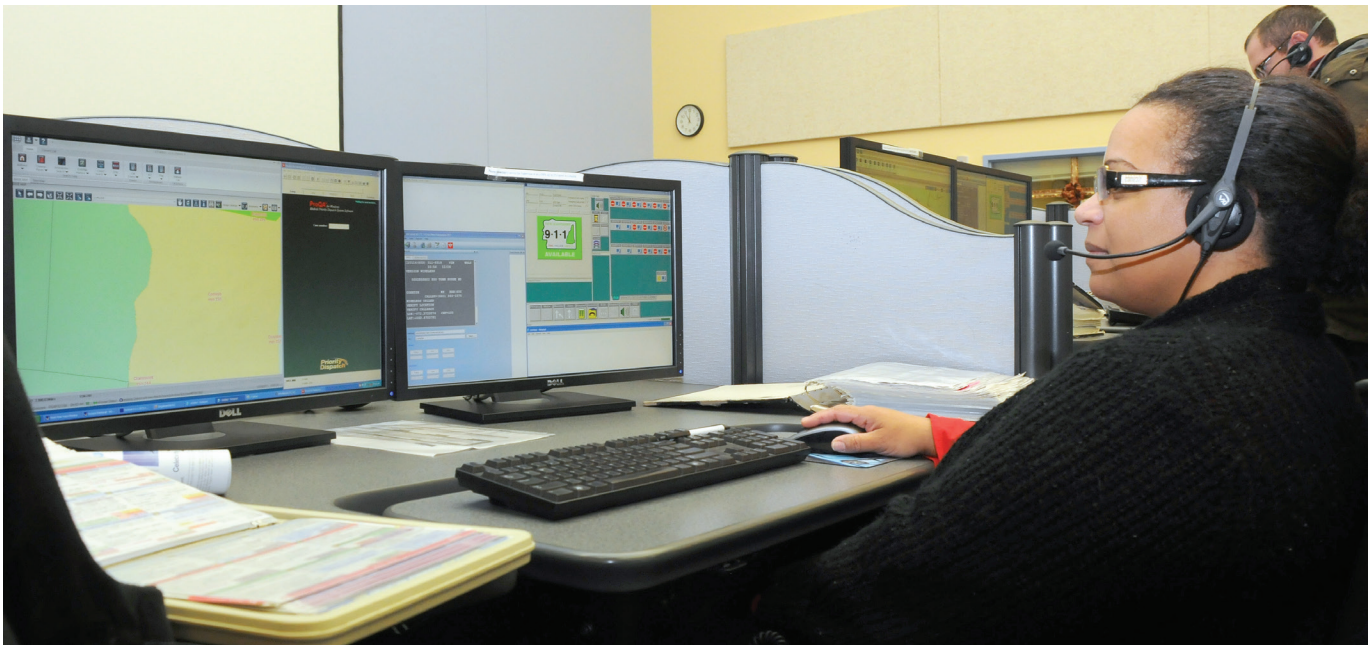
The E9-1-1 GIS database currently contains more than 526,000 locations of addressable attributes such as houses, businesses, hospitals, police stations, fire stations, campgrounds, etc. In fiscal year 2015, the Data Operations Support Section added more than 90,000 points to the database bringing the total number of fully collected cities, towns and unincorporated areas up to 238. This data now includes highly detailed information for all multi-tenant structures in the State. NG9-1-1 standards dictate that there is one GIS site feature for each address and that it has a sub-address component, which includes designations such as unit, apartment and suite. Currently, the DESC has collected this NG9-1-1 detailed address information in 111 communities.

The Data Operations Support Section continues to encourage cities and towns to change duplicate and similar sounding street

names as well as to change addresses that are confusing or inconsistent and has made great strides to that end.

The Database Unit maintains the ALI Database and works to increase the accuracy of phone subscriber listings, their locations and the associated table of Emergency Service Numbers (ESN) that directs emergency calls to the appropriate police, fire and EMS dispatch agencies. The Unit compares telephone subscriber records against a Master Street Address Guide (MSAG) that is constantly checked for internal consistency and compares data to correct discrepancies.

Maintenance of the ALI Database requires processing and quality checking service order activity from over 20 different local telecommunications providers in New Hampshire. In fiscal year 2015, the Database Unit processed over 5,000 service order files for a total of over 400,000 individual



**ABOVE:** EMD Lisa Boone-Grantham answers 9-1-1 calls in the Concord call center.



transactions.

Together, the Mapping and Database Units have been preparing to maintain and support a critical NG9-1-1 component called the Emergency Service Routing Function and Location Validation Function (ECRF/LVF). The ECRF/LVF is a server that stores all of the GIS data and performs two main functions; determine the correct dispatch center to route a live 9-1-1 call to and validate the address location of a fixed-location telephone when it is added or changed in the provider database. The ECRF/LVF can validate not just community name and road name, as is done today, but can validate a specific address and even a sub-address such as 'Apartment 1'. The ECRF/LVF is critical to NG9-1-1 and Data Operations will need to create new workflows to support the same level of service and correction that it provides for ALI Discrepancies and TN Database issues today.

The Community Relations Unit is responsible for maintaining relationships with local officials at 234 municipalities and 80 local dispatch centers. DESC representatives work on varied projects from GIS data collections, ALI discrepancy resolutions, address conversions and data quality assurance and quality control procedures. All interactions from the DESC to local officials are directed through these representatives.

The staff from all three units continues to assist in the management and implementation of the statewide Emergency Notification System (ENS). Utilizing data from the GIS and ALI Database, the DESC operates an emergency alerting system which is available to every municipality in the State.

Authorized officials have the ability to send out geographically targeted emergency messages either by calling a PSAP supervisor to initiate a message or by applying for direct access to the system and logging in to the system directly. The DESC not only maintains this system but also provides training classes on a regular basis and assisting end users with troubleshooting any issues regarding accessing the site. To date, 108 municipalities have signed up for the system.

**The Technical Support Section's** primary function is to maintain and support the Enhanced 9-1-1 call center along with the seventy-one remote ANI/ALI workstations deployed over the frame relay WAN which connects to all dispatch agencies in the State. In addition, the Technical Support Section is responsible for support of the administrative LANs, coordination with all vendors, support of building access systems and coordination with municipalities regarding pertinent Enhanced 9-1-1 system information such as Emergency Service Numbers (ESN). During fiscal year 2015, the Section upgraded to Arc GIS 10, migrated the Public VIEWW systems to new hardware and software, installed the GeoCortex solution, upgraded RSA appliances for secure NHVIEWW, upgraded the Net clock systems, increased the security of computer networks by deploying new firewalls, assisted with the migration of DOS VoIP systems to the statewide cluster, set up a temporary call center to support the Courts during a temporary closing of their facilities, and upgraded our system's backup solutions.

In addition to the daily sup-

port requests from both inside and outside of the agency, a few of the major projects completed include:

**Deployment of new computers to Local Dispatch Agencies** - Computers at the local dispatch agencies were outdated. The hardware was incapable of handling the system requirements of the latest version of Valor CAD and MicroData software. Additionally, due to their age, support requirements for these older systems were consistently more frequent and fixing problems was getting more difficult because spare equipment was not available. Valor CAD is the software used to send information to local dispatch agencies throughout the State. This system provides the platform for sending and receiving ANI/ALI data. The MicroData xTrakker solution is the GIS/ mapping solution used for map display in both of the PSAPs and at remote dispatch agencies. This map display assists with locating callers in need of assistance. We deployed 77 systems to 48 local dispatch agencies.

**System Virtualization** - During fiscal 2015, the Division further advanced the deployment of virtualized systems taking older systems offline and rolling those systems into the virtualized environment. Additional equipment and licenses were purchased and implemented, adding robust functionality. The Division continues to see increased benefits from this conversion including, but not limited to, additional survivability, performance increases, consolidated management, reduced power consumption and an extended equipment use cycle.

**WAVE Radio over IP system** - The Technical Support

Section assisted with the initial installation and configuration of server systems and the network for a pilot test of the WAVE radio over IP system currently utilized by Emergency Support Function 2. This system enables users over multiple, varying, disparate systems and various radio frequencies to communicate directly with each other. It allows the Division to leverage existing commercial carrier networks, Wi-Fi networks, other data networks with internet gateways, as well as more conventional existing radio communications systems. This pilot may be the solution to solve the problems with interoperability and also may reduce overall costs.

#### **Text to 9-1-1 Deployment**

- the Division coordinated with Telecommunications Systems, Inc. to setup and configure a system for SMS text handling called GEM911 to be utilized in both Laconia and Concord PSAPs. The technical staff provided system training for our 9-1-1 supervisors and 9-1-1 Training Unit. The Section then coordinated testing of the system with the wireless carriers for go-live with SMS texting of emergency service requests to NH 9-1-1 PSAPs. The Division has, to date, activated with AT&T, Verizon Wireless, Sprint, and T-Mobile. It has not yet turned on with U.S. Cellular.

**Request for Proposals (RFP)** - During fiscal 2015, the Division submitted two RFPs to acquire systems for supporting the future of 9-1-1 emergency service requests and calls. One of the RFPs was for the networks necessary to deliver 9-1-1 emergency service requests and calls and the eventual transfer to local agen-

cies using today's call handling systems and the possible future or Next Generation (NG) system. The current network contract supporting this is due to expire in October of 2015. The second RFP is for a NG9-1-1 compliant system to replace the current 'end of life' call handling systems or Customer Premise Equipment (CPE). This system will be designed to meet currently established NG9-1-1 standards as well as for standards still not yet established by the industry. The Division is currently in the selection process for both of these RFPs.

Moving into fiscal year 2016, the Section is preparing to deploy upgraded medical dispatch software which will require integration and upgrades to portions of the Valor CAD system. We will complete both RFP processes, begin deployment of acquired solutions, continue to harden and further utilize our virtualized environment and go live with the remaining wireless providers for Text to 9-1-1 service.

**The Special Projects & NH VIEWW Section** collects geographic data throughout the State to support the delivery of emergency services at the regional and local levels. The Unit maintains and updates electronic mapping data layers that are integrated in the location identification software utilized in the two PSAPs. The data is used by the EMDs to accurately locate wireless E9-1-1 calls for processing to the local public safety dispatch centers. The Unit maintains an inventory of comprehensive maps for the PSAPs which include highway reference maps, high incident areas such as Lake Winnepesaukee

and popular recreation areas in the White Mountain National Forest, including OHRV maps.

The Unit maintains location verification for each registered cellular telephone tower in New Hampshire. Verification and maintenance of this information is critical to the accurate location identification of a Phase I cellular E9-1-1 call. This is an ongoing task as new cellular towers are installed throughout the State.

Revisions to previously created comprehensive maps for large dispatch and regional response areas continue to be developed and expanded. These regional maps include information such as hiking trails, recreation areas and emergency helicopter landing areas, in addition to the standard road networks and transportation features.

These comprehensive maps assist both Emergency Medical Dispatchers in locating callers using E9-1-1 as well as local dispatch and response agencies in directing appropriate resources to the scene of incidents. They have also proven to be a valuable resource for emergency planning and preparation activities.

Each year, the Unit revises special event map products and data sets for events such as NA-SCAR races, Motorcycle Week and other events that draw large crowds. During fiscal 2015, this service was expanded further to include other public gathering event areas throughout the State.

The Unit works with the New Hampshire Trails Bureau to continue its efforts to map snowmobile trails which includes all groomed snowmobile trails in Coos, Grafton and Carroll coun-

ties totaling more than 3,000 miles and will continue developing data on the lower half of the State in fiscal 2016. Trail junctions and other important locations such as 24-hour accessible wired phones, emergency helicopter landing zones and landmarks continue to be addressed according to E9-1-1 addressing standards and are added to the geographic database. The use of all-terrain vehicles (ATVs) on snowmobile trails is increasing. The Unit is working with stakeholders to utilize existing snowmobile mapping standards and trail names to ensure that a trail used in the winter for snowmobiling has the same name as an ATV trail in the summer, thus reducing confusion among first responders. Validated ATV trail data is approaching 1,000 miles. The Unit is planning to continue this work with the Trails Bureau and local agencies in Grafton, Carroll and Belknap counties during the coming fiscal year.

The continually operating Geographic Information System (GIS) maintained by this Division enabled the Division to assist the New Hampshire Division of Forest and Lands in migrating their fire tower mapping needs into a modern GIS based platform in fiscal 2015. This project underscores the positive results of interagency cooperation benefiting state, regional and local public safety agencies in

their missions of continued efficiency and service to the citizens and visitors of New Hampshire.

The Special Projects Unit utilizes current emergency response data and location information to assist the Division of Homeland Security and Emergency Management (HSEM) in revising its radiological emergency response plan maps. The plan maps provide emergency responders with detailed maps of important town features such as municipal buildings, traffic control points and evacuation routes in areas surrounding the Seabrook Station and Vermont Yankee nuclear power plants.

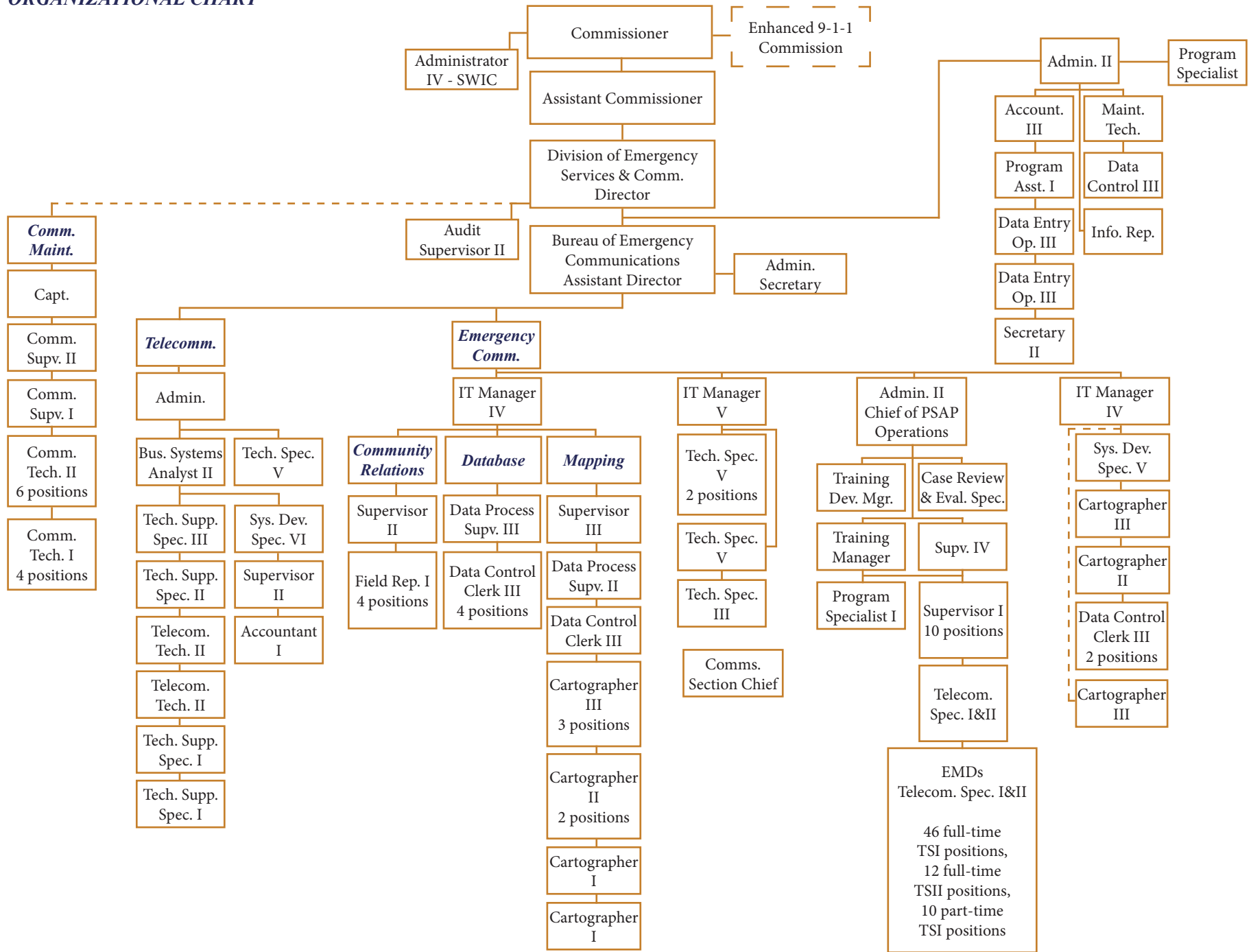
The Unit also continues to assist HSEM with digital and paper displays of response relevant data during Emergency Operation Center (EOC) activations and provide a geographical situational awareness function during those activations in addition to a sustained mapping effort.

The Unit continues to develop New Hampshire Visual Information and Emergency Watch Web (NHVIEWWW), a web-based interactive mapping interface. In addition to continued deployment across the Department of Safety, NHVIEWWW has been deployed to Department of Correction's field personnel and has been extended to support the geographic display of statewide hazard mitigation related

data, highlighted in the Governor's Institute for Community Design in January, 2015. NHVIEWWW leverages substantial geographic data collected and maintained by the Division to reveal location information. It contains the foundations for reporting and notification to identified public safety groups for increased situational awareness. The system incorporates tools for public safety officials to use for planning and response purposes. The NHVIEWWW platform is also allowing agencies to share and maintain geographic data for daily operational use through a single map interface.

The statewide school safety and security mapping project which produced a consistent, multi-scale paper map set of each of the 485 public schools in New Hampshire during fiscal 2013 continues to be maintained as part of Governor Hassan's School Safety and Security Initiatives. The Division is preparing to provide updates in accordance with the fiscal 2015 statewide imagery collection to capture all changes to school building footprints since the last collection in fiscal 2010. The map sets are being utilized by local public safety agencies for school safety planning and exercises.

**DIVISION OF EMERGENCY SERVICES AND COMMUNICATIONS**  
**ORGANIZATIONAL CHART**



# DIVISION OF FIRE STANDARDS AND TRAINING & EMERGENCY MEDICAL SERVICES



Director Deborah A. Pendergast

## MISSION STATEMENT

*“We are committed to training, educating and certifying emergency and community responders to protect the citizens and visitors of New Hampshire” ‘Professionalism, integrity and respect’*

## In fiscal year 2015, the Division of Fire Standards & Training and Emergency Medical Services...

- established and maintained 24 HeartSafe Communities with Automated External Defibrillation devices in published, fixed locations;
- Assistance to Firefighters’ Grant making possible purchases of training materials for both firefighters and EMTs;
- was awarded an 85 percent match
- experienced a continued demand for sign-ups for various classes at the Richard M. Flynn Fire Academy and increased usage of the Raymond S. Burton Training Facility in Bethlehem, NH.

## **DIVISION OF FIRE STANDARDS AND TRAINING & EMERGENCY MEDICAL SERVICES**

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*The Division of Fire Standards and Training & Emergency Medical Services* is focused on ensuring accessible, high quality and cutting edge training to more than 10,000 municipal, volunteer, and on-call fire and EMS responders statewide, as well as licensing EMS providers, ambulance services, and instructors. The Division continually researches best practices and ways to improve the comprehensive statewide EMS system, thus ensuring the highest quality of out-of-hospital emergency medical care for everyone within the State. This process of continual review and improvement saves lives.

Since October 2013, Director Deborah Pendergast has led the Division. The Division is comprised of two major functional bureaus, the Bureau of Fire Training and Administration and the Bureau of Emergency Medical Services. These bureaus are linked together by their service to the citizens of this State, each with a separate and distinct mission of keeping New Hampshire citizens, visitors and emergency providers safe.

The North Country Raymond S. Burton Fire and EMS Training Facility opened in August of 2014. The facility has a burn building with an accompanying water supply cistern. Over 1,500 hours of volunteer labor also assured that a 50-seat classroom, a field office and an equipment and decontamination bay were completed. Two bathroom facilities

were finalized with new fixtures donated by local businesses.

The Division's budget for fiscal year 2015 was \$7,088,464, a 1.7 percent reduction of the fiscal 2014 budget. The Division does not use General Funds or tax dollars as part of its budget. Rather, the Division is funded through a fee charged to insurance companies for motor vehicle records. The fee provides all of the funding for this Division, the Fire Marshal's Office, and a percentage of the Division of Homeland Security and Emergency Management's budget.

Evaluations and audits are used to ensure all programs and courses conducted or overseen by the Division are of the highest quality and meet the recommended standards. The Peer Review and Auditing Program has been expanded with numerous audits conducted statewide for both Fire and EMS classes. Although these are time consuming, they are vital in ensuring students receive the highest possible level of education.

*The Bureau of Fire Training and Administration* oversees all New Hampshire fire and rescue certifications and training programs, both on-site and in the field. This Bureau also oversees all support services required to fulfill our mission, including clerical services, facility upgrades, general maintenance, and maintenance of a transcript database.

Training programs span all 10 counties, with approximately 65 percent of the programs occurring in the field and the remaining 35 percent held at the Division's campuses in Concord and in Bethlehem.

As a result of the federal fiscal year 2013 Assistance to

Firefighters Grant (AFG), a federal grant being awarded to our Division, we had the funds to purchase a mini pumper and 34 sets of firefighter turnout gear for \$237,000. A number of much needed replacements, repairs and upgrades to the props and facilities were made, including upgrades to the HVAC systems in the dorms and classrooms, bedding replacements, and new paint and ceiling tiles. Upgrades and repairs were made to the Class B fire training building and to the administration building HVAC system. The Division continues to work with the Aeronautical Division of New Hampshire Department of Transportation, our Federal Aviation Administration liaison, to obtain Federal funding for repairs to our Aircraft Crash Rescue Facility and props. Our Aircraft Crash Rescue Facility is one of only two in the Northeast and crucial to the training needs of many airports and municipalities.

*Fire Fighter Entry Level Testing Procedures* are conducted by the Division and the test results are used by fire departments throughout the State. Candidate testing includes a general knowledge written test to measure a candidate's ability to read, comprehend, and solve simple math and technical problems indicating that they are able to learn the basic skills of fire training and education. Following a written exam, a candidate must pass the nationally recognized Candidate Physical Ability Test (CPAT). Although the physical agility test does not require any prior firefighting education or background, it does require the candidate to successfully complete an agility course of eight specific tasks that are highly relevant skill

sets for firefighting.

Enrollment to compete in this testing process continues to be high as 343 signed up for this year's exam, although this was down 24 percent from the previous total. Also, fiscal 2015 saw a 100 percent increase in females on the list, from five to 10, and a 35 percent increase in paramedics, from 23 to 31, on the list. Once candidates pass both the written and physical agility tests, they are placed on a statewide list depicting their contact information and certification level for both fire and EMS. Overall, there was an increase of 4 percent of Firefighter II with EMT certifications on the list.

This list is then distributed to all participating fire departments. The program is funded by a \$150 testing fee assessed to each candidate.

**Federal Grant Funding** came available when the Division was notified by Senator Kelly Aoytte's office that it was the recipient of a federal fiscal year 2014 AFG grant award by the Department of Homeland Security and FEMA. This grant is intended to enhance the safety of the public and first responders regarding fire and fire-related hazards. The grants are awarded directly to fire organizations and also to EMS organizations that are unaffiliated with

a hospital to enhance their ability to protect the health and safety of the public as well as first responder personnel.

The total grant award was \$439,102 with a FEMA share of \$382,456.

These funds will be used for a new medium-duty training ambulance with mobile simulator lab; a high-fidelity female obstetric mannequin with fetus or newborn; two commercial quality smoke training machines, one each for the Burton North Country and the Flynn facilities; four thermal imaging cameras, one for the Burton facility; and 42 new self-contained breathing ap-



**LEFT:** A student observes live fire during a training exercise at the NH Fire Academy in Concord, NH.

paratus with masks and cylinders. This equipment will replace old, worn equipment and will enhance our current training capabilities.

During fiscal 2015, other State Homeland Security Grant Program (SHSGP) funds were used by the Fire Academy in order to continue offering specific technical rescue courses including Rescue Skills, Rescue Systems I & II, Technical Trench Rescue, Technical Rope Rescue Operations, Technical Confined Space Rescue, and Swift Water Rescue.

The New Hampshire Fire Academy continues as a licensee of the International Association of Fire Fighters (IAFF) Fire Ground Survival Program and, as such, continues to offer this life-saving course both on and off campus to our State's first responders. Additionally, current Hazardous Materials (HazMat) team members are offered a much-needed 16 hour refresher program. Both of these training programs are supported by the use of SHSGP funds made

available to the Academy. Other HazMat programs such as operations, decontamination and initial technician programs are scheduled to help fill some of the training gaps identified.

***The Bureau of Emergency Medical Services*** is responsible for managing the training, testing, and licensing of EMS providers, units, instructors, training agencies, and EMS vehicles, including wheelchair vans. Bureau activity continues to be on the increase. EMS is focused on patient safety. The Division continually researches best practices and ways to improve the comprehensive statewide EMS system, thus ensuring the highest quality of out-of-hospital emergency medical care for everyone within the State. This process of continual review and improvement saves lives.

***The Trauma and EMS Information System (TEMSIS)*** is a statewide electronic patient care record system that provides a critical record keeping service. This

system is a secure, web based, mandatory electronic reporting system that is provided free of charge to every licensed EMS service in New Hampshire. The information entered in the system is available to the EMS services, hospitals, and state and national EMS stakeholders with appropriate legal protection for personal health information. This year, there were 295 New Hampshire EMS services with more than 5,300 EMS providers who entered 215,479 EMS incident records. Currently, there are nearly 1.64 million records logged in the system. These records show the value of the Division's EMS system.

***The New Hampshire Trauma System*** is managed by the Bureau of EMS. Hospitals, ambulance services and first responder groups throughout the State work alongside the Trauma Medical Review Committee and the New Hampshire Bureau of Emergency Medical Services (NHBEMS) to meet and exceed established standards



**ABOVE:** The Aircraft Rescue & Fire Fighting simulator in action during a training burn. The Aircraft Crash Rescue Facility is one of only two in the Northeast and crucial to the training needs of many airports and municipalities.



for trauma care. The Trauma System will undergo a comprehensive evaluation by the American College of Surgeons in the next year.

New Hampshire currently recognizes four levels of hospital assignment within the trauma system, the American College of Surgeon's Levels I and II and New Hampshire's Level III and IV. Members of the Trauma Medical Review Committee, the NHBEMS, and participating hospitals work together to continuously improve the delivery of care to seriously injured persons in New Hampshire. The program continues to be successful and there are 11 hospitals with current trauma level designations, including one Level I designation, three Level II designations, six Level III designations, and one Level IV designation. The committee works with many other hospitals in various stages of the process and has committed to reengaging all New Hampshire Hospitals for formal participation in the New Hampshire Trauma System.

***The New Hampshire Patient Care Protocols*** provide all EMS providers with medical direction and the program is overseen by the Medical Control Board and the Bureau of EMS. These protocols are living documents developed and drafted by the Protocol Committee of the New Hampshire Emergency Medical Services Medical Control Board. Keeping these protocols up-to-date and relevant takes continuous time and effort. At the option of the Bureau of EMS and the Medical Control Board, the protocols can be edited and updated at any time. However, they are formally reviewed, edited, and released every two years. The next edition is scheduled for release in

July 2015.

***The Automated External Defibrillation (AED) Project*** is one of the Bureau of Emergency Medical Services' most successful projects. AED devices are known to significantly improve the chance of survival in a patient experiencing a cardiac arrest. In July 2002, the New Hampshire Legislature passed Automated External Defibrillator laws regarding intent, definitions, training, limited liability and an AED Registry, to encourage the availability and use of AED devices throughout the State. Therefore, one of the many NHBEMS goals is to increase accessibility to AEDs in all sections of the State

The New Hampshire AED Registry is a database of AEDs located in fixed locations and is a collaborative effort between an AED purchaser and the Bureau, created to record AEDs located in New Hampshire. The AED Registry assists in contacting AED owners in the event of device recalls and providing updated AED-related information.

The Bureau also provides the New Hampshire Bureau of Emergency Communications (NH 9-1-1) with the AED location information for inclusion in their call screen database. When the 9-1-1 Emergency Medical Dispatcher (EMD) receives an emergency call from the assigned phone number, this system prompts the EMD to tell the caller about the location of the AED if the emergency is a potential cardiac arrest. There are currently 3,466 AEDs registered throughout the State.

The New Hampshire Bureau of Purchase and Property, Department of Administrative Services,

has established a statewide contract to provide reduced pricing on AED equipment. This AED direct purchase opportunity is available to any New Hampshire organization.

The Bureau also teamed up with the New Hampshire Affiliate of the American Heart Association to develop a HeartSafe Communities Designation Program for local communities. The intent is to promote and recognize the availability of accessible AEDs statewide. To date, there are 24 HeartSafe communities in the State and several communities in process to begin participation in the program.

***New EMS Bureau Initiatives*** are underway in several areas.

**(a) National Continuing Competency Program** is an active program with the National Registry of EMTs to reduce the number of recertification hours and focus recertification content. The main advantage of this program is the reduction of hours for providers entering the program and more control over the content topics for recertification. This is very similar to the refresher-by-continuing-education option already accepted in the State.

**(b) The Bariatric Project** was developed using \$264,000 of federal grant funding and includes an equipment cache and training throughout the State to allow our emergency medical responders to safely transport bariatric patients. This equipment has been purchased and distributed to the 10 counties in the State at each cache site.

**(c) Mobile Integrated Health (Community Paramedicine) Project** has a goal to fill gaps in the health care system including plans and programs developed by the NH Bureau of EMS for local

EMS agencies to make home visits, create prevention programs, or coordinate referrals in addition to the traditional service of patient transport.

This project potentially makes the change from hospital to home easier and more convenient by providing home visits, monitoring patients' medications and weight, and coordinating with the primary care physician. This could be an ideal expansion in service as many fire and EMS departments already have the required levels of training and are well integrated into the community.

As integrated service providers, local EMS responders participating in the project are with their potential patients where they live and work on a daily basis providing an excellent opportunity to evaluate environmental impacts on patients, particularly those in rural environments.

This approach has many advantages for residents and for the service agencies who can adapt.

However, there are challenges to the change in approach. While great efficiencies and quality of service can be provided in terms of urgent care, preventative care, or primary care, assuring that the approach is available in the rural and urban or suburban areas of the State presents logistical challenges.

Another challenge will be the cost of resources needed to provide these services. In some cases, services may be paid for by insurance or the hospital providing the service; however, there is no allowance if EMS treats the patient on site, only when they bring the patient to the emergency room.

Residents see value in having better educated and trained EMS thus resulting in a demand for greater partnership between EMS and the healthcare system that goes beyond mere transportation.

**(d) Ahead of a Challenge.**

On February 22, 2015 the *New Hampshire Sunday News* published a Reuters' article titled, "Too Few Heart Attack Patients Get As-

pirin on the Way to Hospital."

Referencing a study published in the February issue of *Emergency Medicine Journal*, the author wrote that half of patients in the United States do not get doses of aspirin on the way to the hospital, a potentially lifesaving treatment.

The New Hampshire Bureau of Emergency Medical Services (NHBEMS) identified this issue in 2011. The Bureau found that only about 30 percent of patients with cardiac chest pain had documented aspirin administration. The question was whether the patients actually did not get aspirin or whether the administration of the drug was not recorded properly. The Bureau found that poor data resulted primarily from how and when the aspirin was recorded, rather than lack of treatment by EMS providers.

In New Hampshire, heart attack patients typically call for an ambulance using the E9-1-1 system. As part of the State's EMS system, operators are trained in a

**RIGHT:** Students perform practical skills during a Pre-Hospital Trauma Life Support class held at the NH Fire Academy in Concord, NH.



national protocol to advise callers to take aspirin in the same circumstances paramedics use to administer aspirin. However, since EMS providers did not directly administer the aspirin, they had not been recording that patients actually had received aspirin.

By October 2014, a comprehensive improvement plan was developed. The plan included communicating recording standards and monthly progress directly to every EMS provider and service, reviewing every EMS report when aspirin was not recorded, reporting results regularly to the EMS Medical Control and Coordinating Boards, and providing online education.

Through the first quarter of 2015, this focused effort showed results: a recorded administration rate of aspirin to 85 percent for New Hampshire patients with an emergency cardiac event.

New Hampshire is known nationally as a leader for our EMS system. The efforts and excellent care by our EMS providers, services and E9-1-1 call takers continues to support that reputation.

**(e) The Naloxone (Narcan) Project** is a high-priority program in the face of the narcotic public health emergency. The Bureau works with the Governor's Office and her Task Force on this project to facilitate the availability of Naloxone, a potentially life-saving drug for those experiencing an opioid induced overdose, and training in the administration of the drug for all levels of emergency medical responders and responding police

officers. To date, nearly all basic EMTs, advanced level EMTs and paramedics can now administer Narcan in the field.

**(f) The Active Shooter Protocol Project** is a task force formed to implement a program giving additional training and equipment that allows our EMTs and Paramedics to enter the 'warm zone' in school shootings and other active shooter situations. The task force has completed a Best Practices Guide and has identified a training program, funded by the US Department of Homeland Security, which will be offered beginning at the end of August to New Hampshire emergency responders.

*In fiscal 2015*, the Division initiated a First Responders College and Job Fair, continued to host both the week-long Fire Explorer Program in conjunction with the Daniel Webster Council, B.S.A. and Camp Fully Involved, which

is a week-long camp for young women who are interested in entering the fire service, produced a NH Guidebook for New Fire Chiefs, hosted legislative campus tours, and held the Annual Fallen Firefighter Memorial Observance in addition to participating in many other State agency programs.

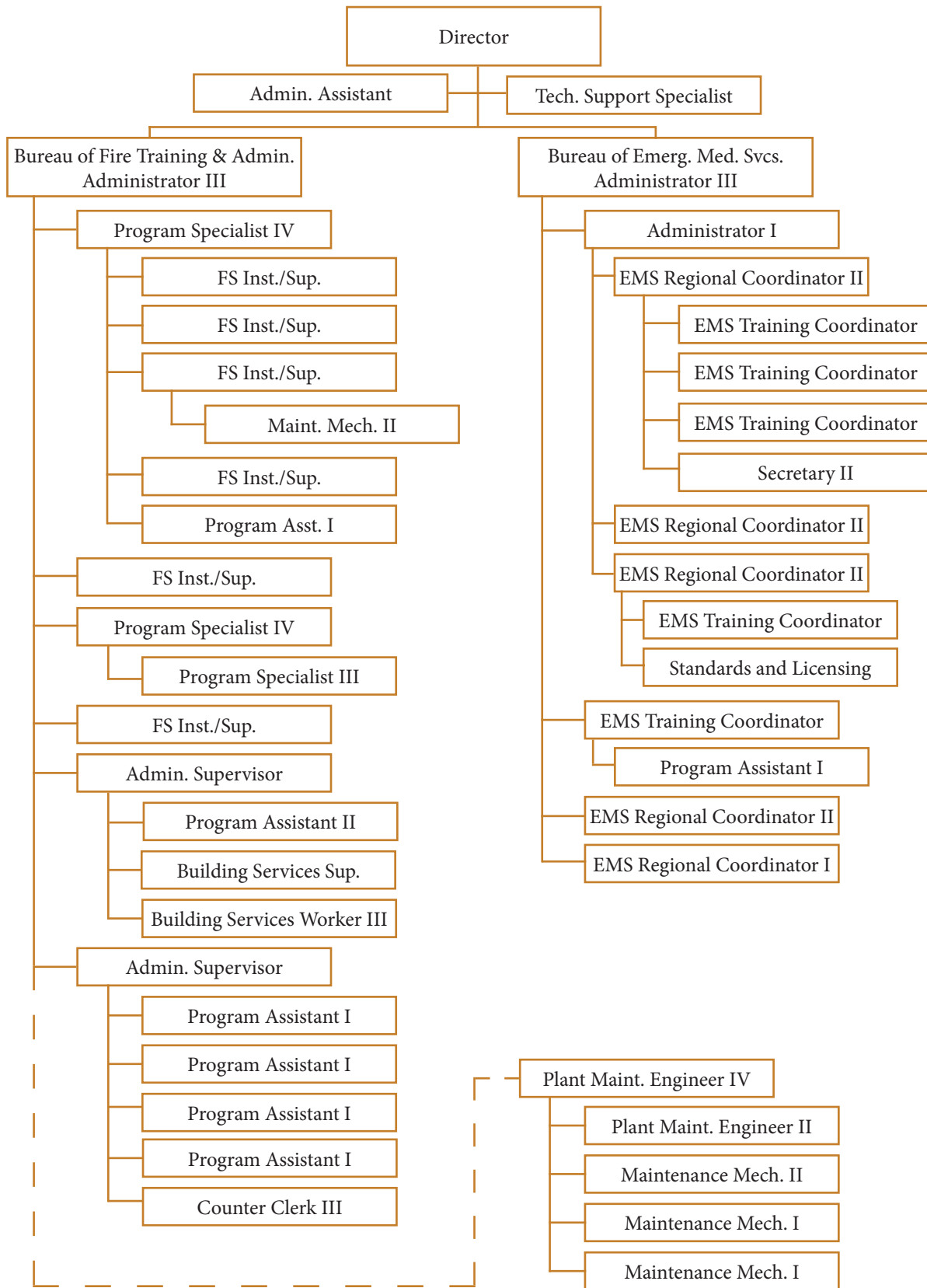
*Going forward*, the Division will focus heavily on the health and safety of its students and the first responder community as a whole and will continue its research in this area.

Recognizing that volunteer recruitment and retention is of great concern nationwide and in New Hampshire specifically, the Division is working on ways to address this important issue. Along with this, the Division is also exploring ways to promote the fire and EMS services as a career.



**ABOVE:** The NH Fire Academy's fire apparatus spraying water onto the fire training structure at the Raymond S. Burton North Country Training Facility in Bethlehem, NH.

**DIVISION OF FIRE STANDARDS AND TRAINING & EMERGENCY MEDICAL SERVICES**  
**ORGANIZATIONAL CHART**



# DIVISION OF FIRE SAFETY, OFFICE OF THE STATE FIRE MARSHAL



Fire Marshal J. William Degnan



## MISSION STATEMENT

*It is the mission of the Division of Fire Safety, Office of the State Fire Marshal, to prevent deaths, injury and property loss by promoting a safe fire, building and hazardous materials environment for the citizens and visitors of New Hampshire through education, engineering, investigation and enforcement.*

## In fiscal year 2015, the Division of Fire Safety, Office of the State Fire Marshal...

- conducted 740 fire and life safety inspections;
- responded to 126,442 calls during the fiscal year and 3,260 fires;
- conducted more than 1,200 inspections of amusement park rides and tramways;
- investigated 74 amusement park rides and tramways incidents; and
- issued 293 modular housing labels, ensuring that modular building components are constructed in accordance with the State of New Hampshire Building and Fire Codes.

## **DIVISION OF FIRE SAFETY, OFFICE OF THE STATE FIRE MARSHAL**

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*The Division of Fire Safety, Office of the State Fire Marshal* is responsible for the protection of the public and the State's fire service with coordinated efforts in code enforcement, public education, hazardous materials, and fire incident investigation, thereby reducing the loss of life and property due to fire, building collapse, explosives incidents, and other emergencies in the State of New Hampshire. The Division is divided into three bureaus: the Bureau of Investigations, the Bureau of Building Safety & Construction, and the Bureau of Administration & Business Operations. J. William

Degnan served as the Director and State Fire Marshal during fiscal year 2015.

*The Bureau of Investigations* is comprised of the following sections and units: Fire & Explosion Investigations, Fire and Life Safety Inspections, Accelerant Detection Canine, Hazardous Materials, Fireworks Safety & Enforcement, Public Education, and Data Analysis.

The Bureau of Investigations is responsible for investigating all fires, building collapses, and non-automobile carbon monoxide releases which cause death. In addition, the State Fire Marshal's Office is required to assist any fire chief requesting assistance, and provides assistance to state and local law enforcement agencies, the Attorney General's Office, county attorney's offices, and local gov-

ernment boards.

The Fire Investigation Unit is split into two districts containing seven individual regions across the State. Two district chiefs supervise seven investigators who are each responsible for a region of the State. These fire investigators are sworn law enforcement officers who specialize in fire origin and cause investigations and criminal investigations involving arson and other crimes. They also lead investigations into fatal fire deaths, building collapses, explosions, and carbon-monoxide related incidents.

The Bureau of Investigations responded to and investigated a total of 163 fire related incidents during fiscal year 2015, 18 of which were death investigations. Investigators continued to work collaboratively with our fire and law enforcement partners; lo-

**RIGHT:** The Fireworks Safety and Enforcement Unit continues to develop and provide training programs for public safety officials relative to fireworks laws, regulations and inspections.



cal, state, and federal agencies to successfully resolve criminal cases and hold those responsible accountable for their actions. There were numerous arrests and successful convictions in both circuit and superior courts in connection to incendiary fire investigations and related crimes and violations of the fire and life safety code.

Continuing education and training remain an important and required initiative for investigators. Investigators frequently attend both fire service and law enforcement training on a wide variety of topics provided in cooperation with the National Fire Academy; St. Anselm's College – Arson Seminar; Bureau of Alcohol, Tobacco, Firearms and Explosives; and training provided by the New Hampshire Police Standards and Training Council and the New Hampshire Fire Academy. These training opportunities allow the investigators to keep up with current trends involving fire origin and cause investigations as well as criminal investigations techniques. Fire investigators are called upon to testify as expert witnesses and much effort is spent on obtaining and recertifying credentials.

In addition to receiving training, FMO personnel routinely provide in-service and awareness level fire investigation training to local and state law enforcement and fire service agencies. This year, in cooperation with the Boston Field Division of Alcohol, Tobacco, Firearms, and Explosives (ATF), FMO personnel assisted with and instructed at a three-day Arson for Prosecutors training program. This program was attended by 48 prosecutors from around New England, 17 of which were State, county, and

local prosecutors from all parts of New Hampshire. The program was a tremendous success.

The U.S. Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) continues to detail a special agent/certified fire investigator to the Fire Marshal's Office – Bureau of Investigations. This special agent is part of the Team and assists investigators with cases that involve federal jurisdiction as well as cases that involve the use of firearms and explosive devices.

There are six part-time inspectors assigned to the Bureau of Investigations who conduct fire and life safety inspections on state buildings and assist local fire departments with any fire and life safety code inspections or code interpretations. Collectively, the investigators and inspectors conducted 714 total fire and life safety inspections.

***The Accelerant Detection Canine Unit*** is part of the Bureau of Investigations and consists of two accelerant or ignitable liquid detection canine teams. K9 Molly, a yellow Labrador retriever, and her handler, District Chief Dubois, are located in Coos County. K9 Andre, a black Labrador retriever, and his handler, District Chief Southwell, were located in Belknap County. Andre retired on January 31, 2015. Both canine and handler are certified as a team through the Maine State Police Accelerant Detection Canine Program and are re-certified annually. These canines work on a food reward basis, and therefore the canines and their handlers train at different hours of the day and night, 365 days a year. During fiscal year 2015, the canines assisted FMO investigators on 26 department cases, and have been

to numerous other incidents and fire scenes to assist other agencies with cases and training. During the year, they were both active with public demonstrations for schools and professional organizations throughout the State.

***The Special Operations Section*** contains two units. They are the Hazardous Materials Unit and the Fireworks Safety & Enforcement Unit. This Section is supervised by a district chief who provides both field and administrative support to both units.

***The Hazardous Materials Unit*** provides technical assistance and guidance to the Regional Hazardous Materials Teams and communities throughout the State. It also assists communities with the development of hazardous materials emergency action plans; transportation, manufacturing, usage, storage and disposal questions regarding hazardous materials; and general hazardous materials questions.

Hazardous materials reporting through the Federal EPA TIER II system is collected and compiled to assist communities with hazardous materials response preplanning and training. The Unit assists state and local fire inspectors as they inspect buildings for fire and life safety code violations involving any hazardous materials issues. The Section provides technical assistance to fire investigators in cases where hazardous materials are involved.

The HazMat Unit assists federal agencies with technical expertise on known or potential hazardous materials involved in Chemical, Biological, Radiological, Nuclear, Explosive, (CBRNE) or Clandestine Laboratory activ-

ities. All unit members are federally recognized as members of the DEA Clandestine Laboratory Enforcement Team, a multi-agency response team. The Hazardous Materials Unit administers numerous outreach programs to police, fire, and emergency medical services, as well as other government agencies, private businesses and industries regarding hazardous materials awareness.

***The Fireworks Safety and Enforcement Unit*** is responsible for conducting inspections, investigations, and other enforcement activities relative to the use, handling, storage, transportation, and sales of fireworks. The Fireworks Safety and Enforcement Unit also licenses

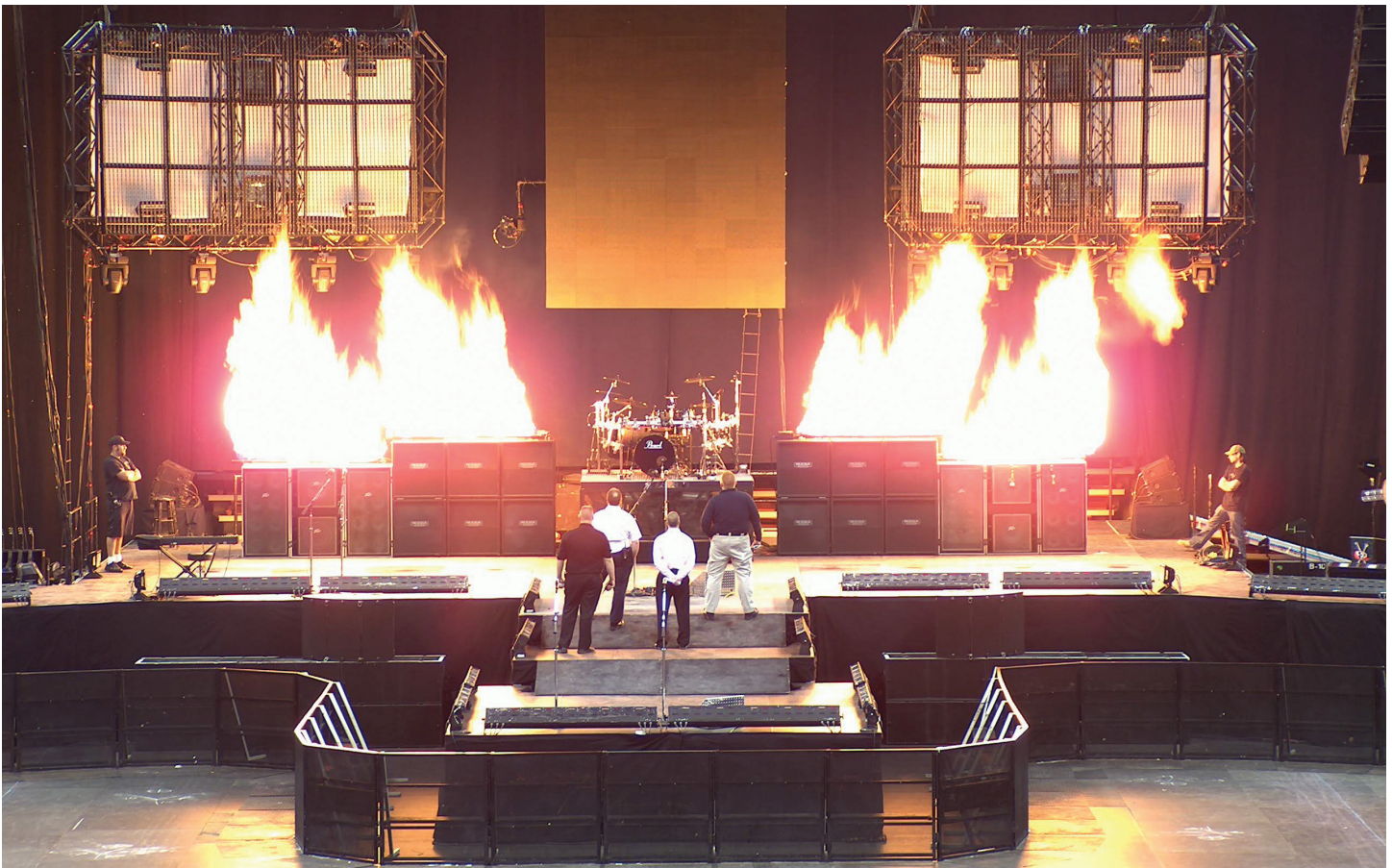
and permits anyone utilizing pyrotechnic, flame, or special effects before a proximate audience, and approves permits for those events.

The Unit continually works in cooperation with a number of federal, state and local agencies when conducting enforcement activity, including the U.S. Consumer Product Safety Commission, Bureau of Alcohol, Tobacco, Firearms and Explosives; Federal Aviation Administration; New Hampshire State Police; and many local fire and police agencies. The Unit works with organizations like the National Fire Protection Association on developing codes and standards for the safe use, handling, storage, transportation, and sales of

fireworks.

The Unit continues to develop and provide training programs for public safety officials relative to fireworks laws, regulations and inspections. One of the Unit's programs is Display Fireworks Emergency Response Training (DFERT). Developed and conducted with New Hampshire licensed professional pyro technician's, this program demonstrates to public safety officials the dangers involved with professional style fireworks and pyrotechnics and provides classroom lectures and practical examples on how to properly conduct inspections.

The Unit continues to be an active participant in a working



**ABOVE:** Investigator Wyman conducts a Proximate Audience Inspection.



group of state fire marshal investigators from around New England and the State of New York. The purpose of the group is to discuss fireworks incidents and enforcement activities, share information, and to discuss code and rule requirements on a national, regional or state level.

In January 2015, following an efficiency Lean Improvement project, the Commissioner of Safety reassigned the licensing and permitting responsibility for display fireworks and retail stores to the Division of Fire Safety. Project team members determined that it would be more efficient to have all fireworks related permitting and licensing in a single location to ensure the best customer service.

The Unit investigated several incidents involving injuries or fires caused by fireworks or their use. Some of these incidents included injuries caused by the use or handling of consumer fireworks. These injuries have been found to be significant, life changing events for those involved. On July 4, an incident resulted in two adults suffering injuries with one of them seriously injured from a consumer firework reloadable mortar shell exploding inside the launch tube after it had been accidentally inserted upside down. One adult was holding the launch tube in the palm of his hand when the explosion occurred. Also, on July 4, the Unit investigated two professional display incidents where members of the audience were injured from fallout from the fireworks display.

**The Public Education Section** consisted of two public educators during fiscal year 2015. Together, they managed a variety of public fire and life safety education



**ABOVE: Sparky at Concord National Night Out.**

components for the Division. As coalition members with numerous groups, fire and life safety education messages continue to reach new heights and avenues. Fire and life safety resources and support were provided to local fire departments, public educators, public health professionals, elder service providers as well as many other service organizations interested in fire and life safety education. A variety of grant opportunities were taken advantage of with the intent of enhancing the safety of not only the public but firefighters as well.

A combination of new and established programs helped meet the fire and life safety education outreach needs of not only the citizens of New Hampshire, but fire departments as well. Our safety trailers and fire safety displays appeared at safety fairs and events organized by a variety of organizations and departments. During these events, the Division provided fire and life safety handout information and integrated education

into all event-related activities. Safety equipment and trailers are routinely maintained by a part-time equipment technician.

Throughout the year, fire safety messages were kept in the forefront of citizens by providing public education topics through media resources that the Division utilizes. The use of public media outlets not only allowed safety messages to reach a greater number of citizens but made them aware of events and safety facts to keep their homes and lives safer. Outreach efforts included social media messages, website upkeep, continued production of an elementary school newsletter, and participation in other organizations' newsletters. A number of press releases and public safety announcements were produced and distributed as well as proclamations signed by the Governor.

The Division continued to work with fire departments statewide to encourage the use of the various educational programs supported by the Fire Marshal including *Fire Is...* and *Learn Not to Burn*®, to name a couple. Our sprinkler and public education trailers, as well as the Hazard House Simulator and other loan equipment and displays continued to be highly utilized not only by the educators attending events, but by fire departments throughout the State conducting their own events. Training opportunities including educational seminars, workshops and conferences were attended. These opportunities allow the educators to keep up with current trends and then utilize information to enhance statewide educational outreach programs.

The Education Division con-

tinued to develop new curriculum materials and pamphlets as well as introduce new fire prevention resources. Over the course of the year, the production of Safety Educator, a fire and life safety education fact newsletter, was continued and increased in distribution. This newsletter is distributed to students in pre-kindergarten through grade four and their families, with the assistance of superintendents, principals and teachers. The third Annual Fire and Life Safety Calendar Contest was held with an award going to winning third grade students throughout the State. This contest had involvement and participation from many students and was well received.

**The Data Analysis Unit** is responsible for operating the New Hampshire Fire Incident Reporting System (NHFIRS), an integral part of the National Fire Incident Reporting System operated by the U.S. Fire Administration. The NHFIRS system collects incident data from fire departments across the State which provides details on the types of incidents that fire departments respond to. It also helps the Division look at what types of fires are occurring in New Hampshire. The Data Analysis Unit conducts training for fire departments on how the system works. One of the enhancements to the system this year was the release of the data entry browser interface (DEBI) which allows departments to enter data on any computer platform as long as they have an internet connection. The Unit conducted four training sessions for fire departments.

New Hampshire fire departments responded to 126,442 calls for service during the fiscal

year. Of these 126,442 responses, 3,260 fires occurred and caused \$27,487,334 in property loss. These fires resulted in 50 civilian injuries.

**The Bureau of Building Safety and Construction** is established by RSA 153:27-38 and responsible for the administration of Fuel Gas Fitting and Plumbing License Programs. In addition the Mechanical Safety and Licensing Section is responsible for the administration of the Oil Heating, Water Treatment and Fire Protection Certification programs.

**The Mechanical Safety & Licensing Section** is established by RSA 153:27-38 and responsible for the administration of Fuel Gas Fitting and Plumbing licensing programs. In addition; the Mechanical Safety & Licensing Section is responsible for the administration of the Oil Heating, Water Treatment and Fire Protection Certification Programs.

The new Mechanical Safety Board has continued to develop rules for the administration, education for licensure or certification, continuing education for licensure, and corrective proceedings for licensees. The new Saf-Mec 100-500 rules are currently in effect and reflect reduced licensing fees. The consolidation of plumbing and mechanical licensing has streamlined similar processes and reduced response time for field inspectors regionally across the State.

**The Mechanical Safety Section** has five full-time field inspectors and a chief inspector who respond to consumer complaints and perform licensing and compliance inspections. The Licensing Section has a licensing supervisor and full-time clerk who together

process applications and renewals.

The Mechanical Safety Inspection Team works diligently on licensing compliance, providing municipal assistance to code and fire officials, working with the Department of Health and Human Services (DHHS) and the Department of Environmental Services (DES) on drinking water and food safety, and working with our partners in the propane industry to ensure proper odorant levels are present for the consumer. Mechanical Safety has been working closely with the rapidly expanding compressed natural gas industry to ensure that safety measures are in place for this growing technology in the State.

This Section also continues to support the Bureau of Investigations with incidents involving propane explosions and carbon monoxide death investigations.

**The Modular Housing Program** is established by RSA 205-C to ensure that modular building components are constructed in accordance with the State of New Hampshire Building and Fire Codes through a system of approved third party inspection agencies and a certification process. This provides local enforcement agencies with assurances that all concealed construction comply with applicable codes.

In fiscal year 2015, the Section issued 293 modular housing labels constructed by 64 different manufacturers and registered seven third-party inspecting agencies.

This past fiscal year, the Section responded and investigated consumer complaints as well as provided assistance to local building officials with modular issues.

***The Engineering and Plan Review Section*** is comprised of a section chief and two part-time reviewers. The Section is responsible for ensuring that all state-owned buildings, NHDHHS licensed facilities, University System of New Hampshire, Community College System and public school projects are designed and constructed in accordance with the State Fire Code on state-owned properties and on municipal projects when requested. This Section also inspects for and issues certificates of occupancy for state-owned buildings.

The Section is continuing the process of instituting an electronic plan transfer and review systems that will provide for reduced review time and eliminate costly printing and handling costs by the applicant. It will also substantially reduce the document storage space needed for the agency.

When requests for variances or waivers to the fire code are submitted to the State Fire Marshal, this Section provides the technical research required by the State Fire Marshal so that he may render an informed decision.

This Section continues to meet regularly with the University System and several other state agencies on their new projects to provide technical assistance through the entire design and construction process.

Technical assistance and

code interpretation services are also provided to local building officials and fire departments upon request, totaling over 1,500 requests in fiscal year 2015.

***The Tramway and Amusement Ride Safety Section*** is established by RSA 225-A to oversee the safe and enjoyable use of the State's ski industry resources. It was further expanded to ensure compliance with safety regulations for the carnival and amusement ride operators in New Hampshire established by RSA 321-A.

One of the primary functions of this group is to oversee the design review, registration, inspection and compliance with the laws, rules and safe operating procedures for all mechanical ski lifts, tramways, portable and fixed tows.

Tramways and Amusement Ride Safety also oversees the registration, inspection and compliance with the laws, rules and safe operating procedures for any mechanical amusement rides while staying current with the ever changing forms of amusement rides the industry puts forward.

In fiscal year 2015, inspectors conducted 632 amusement ride registrations and 178 tramway registrations. Overall, more than 1,200 inspections were conducted. In addition to inspections and registrations, this Section investigated 44 tramway incidents and 30 amusement ride incident reports.

***The Bureau of Administration & Business Operations*** contributes to the daily operations of the Division of Fire Safety by providing administrative support to the field personnel as well as human resources management and financial management for the Division. The administration is responsible for all purchasing and inventory, and responds to information requests in the form of reports, statistics, and website updates. The Bureau is also responsible for assisting the State Fire Marshal in preparing the division budget and presenting it to the Commissioner of Safety and the legislature. In preparing the fiscal years 2016 and 2017 budgets, the Division was able to maintain essential programs while being fiscally responsible by submitting a flat budget for fiscal year 16 and only a 3 percent increase in the fiscal year 17 budget. Changes were made to the organizational structure of the Division to provide for a more lean and efficient process for supervisors and employees to manage the various projects and programs within the Division. The Bureau provided employees with the ability to receive online computer program training to enhance their abilities while saving costs for tuition and travel. Another cost savings measure implemented this year is the ability for online virtual meetings, saving on fuel cost and travel time for staff meetings.

**DIVISION OF FIRE SAFETY, OFFICE OF THE STATE FIRE MARSHAL**  
**ORGANIZATIONAL CHART**

