

---

# LBA Performance Audit Report Summary:

**Division Of State Police Field Operations Bureau - October 2010**

[Read the [full report](#) in PDF format - 662 KB]

---

The purpose of the audit was to assess whether the State Police Field Operations Bureau (Bureau) was operating efficiently and effectively. The audit period includes State fiscal years (SFY) 2009 and 2010.

The State Police was established by the Legislature in July 1937 to patrol State highways, enforce highway and motor vehicle laws, enforce criminal laws, and execute arrest warrants. The State Police has primary jurisdiction in towns with a population of less than 3,000 residents without a police force, shared jurisdiction in other towns with less than 3,000 residents, and has primary jurisdiction on all turnpikes and interstate highways. In 1961, the Department of Safety was created, incorporating the State Police as one of its divisions.

The Bureau provides uniformed patrol and Troop-level investigative services statewide and accounts for the majority of the State Police sworn personnel with 309 positions out of a total of 325 sworn personnel within the State Police. State Police Troopers may carry out law enforcement functions when they observe a violation of the law; are in pursuit of an investigation; or are asked to assist by local authorities, the Attorney General, or the Governor. The Bureau's primary function is to provide motor vehicle enforcement, criminal deterrence patrol, and criminal investigation. The Department of Health and Human Services' New Hampshire Hospital Police Force and the Division of Motor Vehicles' Highway Patrol and Enforcement Bureau were transferred to the State Police in January 2005 and February 2008, respectively.

The Bureau maintains seven Troop stations throughout the State and is administered by the Bureau Commander who reports to the Executive Major and the State Police Director. Each Troop consists of between 26 and 65 personnel and is overseen by a Troop Commander and Assistant Troop Commander. Troops also include investigative personnel depending on the level of criminal activity in the Troop's geographic area. Troops are supervised by Field Captains, who are each responsible for supervising two stations, with the exception of the Field Captain solely responsible for Troop G.

In SFY 2009, the Bureau expended approximately \$41.5 million on operations and received approximately \$42.1 million in revenue and transfers from other agencies. In SFY 2010, the Bureau expended approximately \$41.7 million and received approximately \$42.1 million in revenue and transfers from other agencies.

### **Results In Brief**

We found the State Police lacked a strategic plan articulating its mission, goals, and objectives, which inhibited its ability to gauge the effectiveness of its activities on its core responsibilities. Inadequate and nonintegrated information systems, fed by inaccurate and incomplete data, were incapable of informing deployment decisions and did not support management assessment of whether activities contribute to the accomplishment of its mission. Further, the State Police had not conducted a risk assessment to identify internal and external risks, nor did it have a finalized continuity of operations plan or an incident command system, exposing it to further risk in the event of a disaster.

We found State Police policies and oversight of off-duty Court attendance and extra duty details were inadequate and inconsistent, resulting in policy violations, while bifurcated information technology management controls resulted in no single point of accountability over basic management responsibilities.

We found opportunities for State Police personnel to be used more efficiently and effectively. We found Troopers spent an average of seven hours of on-duty time per week on patrol; Sergeants spent 53 percent of on-duty time on administrative functions which could be performed by civilian personnel, retirees, or auxiliary Troopers; and personnel in Troop G performed functions not directly related to commercial law vehicle enforcement. We also found a narrow span of control, duplication of responsibilities, and multiple layers of management within the State Police, inhibiting effective communication and efficient use of personnel. The State Police has also not reviewed personnel needs since the late 1990s and Troop and patrol boundaries have remained relatively unchanged in the past 30 years. Periodically reviewing personnel needs and aligning them with workload and customer expectations could allow the State Police to more effectively deploy its resources.