

Thank you Attorney General MacDonald/Deputy Attorney General Young and the members of the Commission, many of you I know from working with over the years. It's good to see all of you.

My name is Janet Hadley Champlin, I'm a retired New Hampshire Police Chief with 30 years of law enforcement experience. It is my belief that the core of the issues before you boils down to Ethics. Racism, sexism and all prejudices stem from this, and like a disease, it must be identified and eradicated. You cannot 'train' away these traits, we must adhere to higher standards in the first place, and hold officers accountable throughout their careers. The issue of training cannot be separated from the issues of proper recruitment, standardized best practices that officers must be held accountable to, and proper retention of good officers. Each of these builds upon the other and are completely intertwined.

In 1983 when my career began, I was the first woman hired as a police officer for the Cheshire, CT Police Department, an agency of 38 officers at that time, all white males.

It was readily apparent to me as a young 22 year old, that law enforcement as a para-military profession, run predominantly by straight white males, had along with it a culture of racist and sexist officers. I worked with some officers over the years who never should have been hired in the first place, and I worked with some who were exemplary and became mentors to me. In law enforcement, those officers who never should have been hired in the first place can have a devastating effect on not only the agency they work for, but the community and its citizens they are supposed to be serving.

I'm proud to have served 20 years at the Portsmouth, NH Police Department, where as Captain of Detectives, part of my duties were to conduct internal investigations of officers when complaints were made. Some officers were exonerated and the complaints were patently false, often made by an arrestee who was looking for a way to have their criminal charges dropped or to get a quick pay out for a threatened lawsuit. However, some internal investigations resulted in the resignations of officers, and in one case, a criminal arrest and conviction of an officer.

As a Captain, I had the honor to attend the three month FBI National Academy in Quantico, VA for law enforcement executives from all over the United States and the world. Among my female colleagues and colleagues of color, there wasn't one that didn't experience either racist, sexist or homophobic based discrimination or prejudice from within law enforcement at some point during their careers.

In 2015, I became the Chief of Police for the town of Bartlett, NH, where I now live. The prior two Police Chiefs in the town, with a combined tenure of 35 years, both committed crimes while they were working. Both were investigated, arrested, convicted and served jail sentences.

Corruption and lack of ethics in law enforcement is a deep betrayal, and tears down the morale of the good officers in a department. It absolutely destroys the trust of the community, a trust

that if it was ever there in the first place, takes years to rebuild, if it can be rebuilt at all. It is a disease in our profession that cannot be left unchecked and untreated.

As the role of the police has evolved, officers have to be part social worker, teacher, counselor and clergy. Thankfully, most officers will never shoot their gun at another human being during their career, but they will spend much of their time with the ever increasing population of persons with acute mental illness and drug addiction issues.

When I graduated from the police academy in 1983, neither I nor any of my classmates were fully prepared for what being a police officer entailed. Most of us went into law enforcement with a strong desire to help people and to make our communities and society a better and safer place for everyone. But no police academy, no matter how many training hours they teach, can fully prepare a new officer for what the job is really like:

The first time making an arrest of a man who had just severely beaten his wife, so severely this time that their child called 911, only to have the wife physically interfere with the arrest, and the child in tears pleading with the officers not to arrest either parent.

The first time being spat in the face, being punched and pushed, being literally attacked by an intoxicated, drugged or mentally ill person who wants to kill you. And being called every profane name you can think of, and some you can't, all while maintaining your own calm and control.

Having to tell a woman that the man that she loved and trusted with her 5 year old child was actually raping her child every time she left them alone together.

Sitting across the interview room table from a pedophile while he confesses to his crimes, all while maintaining your own composure, knowing full well that like most pedophiles, there have been many other child victims, and that even if convicted, he will never be given a sentence long enough, and nothing will ever atone for what has happened to those children.

Having to knock on the door of a home to tell a mother or father that their son or daughter is dead, that they've been killed in an accident, by suicide, or they've been murdered. Having to collect blood soaked evidence at crime scenes, touch dead bodies, attend autopsies, witness the aftermath of horrific accidents and suicides.

Having death threats made against you by people who have the criminal background and the means to do it, and having the constant worry not just about your own safety, but for your family's safety.

Having people you've arrested make up false accusations against you and posting these on the Internet, and there's nothing you can do about it.

Arresting a rapist, knowing that he is guilty, building a case for trial, working with the victim so that she has the strength and courage to testify at trial, only to have some jurors decide the victim shouldn't have been wearing the clothing she wore the night of the attack, that somehow because of what she wore, this caused the rape to happen.

Getting to know children in our communities whose parents have neglected them either due to drug addiction, alcoholism, or mental illness, and seeing these same children through the years in Family Court and then eventually, often times inevitably, in adult court.

Interviewing potential witnesses who you know are lying to you, interviewing suspects of crimes who you know are lying to you, and knowing they will continue to lie to their defense attorney, to lie in court, and to a judge. And even more than that, interviewing a police officer during an internal investigation, often an officer that you have worked alongside with for many years, and knowing they are lying to you as well.

Most police officers over a long enough career will experience many, if not all of these things. I know I certainly have.

During my 30 year career I've either directly or indirectly been involved in thousands of arrests. I know that all of the people arrested were guilty, and many of them were guilty of numerous other crimes that they were never arrested for. Not all of them were found guilty, and indeed our criminal justice system is a source of frustration at times for everyone, including the police, and especially for victims of crime. Our 'due process' most certainly doesn't apply to many victims of crime.

From 1992 to 1996 I worked undercover narcotics for the NH Attorney Generals' Drug Task Force while I was a detective at the Portsmouth Police Department. Drugs were coming into New Hampshire from the same places they come today, and there are more drug addicted people in our society now than ever before. Drug addiction is also a disease that we can not 'arrest our way' out of. Children are very often the direct victims of these crimes, due to their parent or parents drug addictions and drug dealing.

Drug dealers and users who are convicted and have to pass a urine screening as part of their Probation routinely fail these urine tests over and over, with little to no accountability. Prisoners in our jails will tell you that they can still get drugs in jail, it's just a little more difficult. But they still can get them.

There are arrestees who continually break conditions of bail and are not held accountable by judges. Officers and victims of crime see this every day in court rooms all over this country. Our criminal justice system is broken. And all of this adds to the difficulties and frustrations police officers face every day in law enforcement.

And as a result, I've seen many good officers over the years go through personal turmoil, becoming alcoholics, committing suicide. Throughout a law enforcement career, the job takes

an emotional and mental toll that is incalculable. We do a terrible job of taking care of the mental and emotional health of our good officers, and this has a direct effect on the community the officer serves. This factor must also be a part of treating the disease of corruption.

The following are twelve recommendations for the Commission to consider. Ten of these I have already submitted in writing, however after listening to testimony over the past weeks, I have added two more:

1. Establish new police officer recruitment processes that will address the critical need for diversity and high ethical standards for all New Hampshire law enforcement agencies.
2. Through the NH Police Standards and Training Council, mandate all NH law enforcement agencies, as part of their background investigations of police officer candidates, to specifically include assessment of racial, religious or gender discrimination, resulting in candidate disqualification.
3. Establish a consistent, statewide standard for psychological background testing of police officer candidates. This would include updated standards and a specific component to identify racial, religious or gender bias that would result in candidate disqualification.
4. Through NH PSTC, mandate the incorporation of 'ethical dilemma' scenarios for entry level police officer candidate oral board interviews, to also include 'use of force' scenarios, at all NH law enforcement agencies.
5. Incorporate an 'Ethics' course as part of the core curriculum for new recruits at the NH PSTC Academy, and require this course for police officers of every rank and at every agency, as part of annual in-service training and ongoing certification.
6. Implementation of a standardized, statewide policy for all NH law enforcement agencies regarding 'use of force' that addresses prejudices and resulting abuse of power. These policies must include the culpability of officers who know of misconduct by another officer and do not report it, or do not take immediate action to intervene if they are a witness to it.
7. The implementation of a Civilian Review Board led in conjunction with NH PSTC and the NH Attorney General's Office for oversight of 'use of force' incidents by law enforcement agencies statewide.
8. The implementation of a standardized, statewide policy for every NH law enforcement agency that addresses the proper identification and treatment of police officer Post Traumatic Stress Disorder (PTSD).
9. Improvement of the database at the NH PSTC that will specifically track problem officers who move, or attempt to move, to and from law enforcement agencies within the State.

10. The creation of more civilian positions within law enforcement agencies, specifically to assist police with citizens who have mental health issues, and to include: drug addiction, domestic violence, child abuse and neglect, juvenile delinquency and victim/witness advocacy.

11. The abolishment of the part time police academy. All police officers should receive the same amount of vetting and training, whether they work part time or full time after graduation. Would any of us go to a doctor or dentist who only completed a part time medical or dental school? And yet police officers have the ability to take away a persons freedom, and to take another human life if need be.

12. The abolishment of the 'Laurie List', now called the 'Exculpatory Evidence Schedule'. I know of no other profession where there is a secret list like this. If an officers behavior, conduct and credibility rises to this level, they should be fired. There should be absolutely no place in law enforcement for them.

To make the systemic changes needed to address these important issues is a tall order in a very short amount of time given to this Commission. Realistically, it is an important beginning. We must demand higher standards in recruitment, training, evaluation and retention of police officers in order to serve the community and our profession in the way both deserve.

It's often been said that as a police officer if I ever met you it's likely you were the victim of a crime, a suspect of a crime, or a witness to a crime. But that is not all that a police officer does, and even after seeing the worst of humanity, it is rewarding to have had the opportunity to make a positive difference in people's lives and perhaps have changed someone's life and the community for the better. Many good officers I know who have retired feel the same way.

In closing, I still believe, just as I did in 1983, that law enforcement is a noble and honorable profession, one that I'm proud to have been a part of. But we must demand excellence and hold officers to that standard and expect nothing less. We owe it to the good officers of the future who have yet to serve, for the ones now serving, to all the victims of crime, to all of our communities, and to our society at large. I thank you all for your time.