

# PC 2013/12/04

## Rochester Police Commission Rochester, NH 03867

James F. McManus, Jr., Chairman  
David E. Winship, Jr., Commissioner  
Bruce K. Lindsay, Commissioner

### MINUTES OF THE POLICE COMMISSION MEETING

The Rochester Police Commission held their regular monthly meeting in City Hall on December 4, 2013. Present at this meeting was Comm. McManus, Comm. Winship, Comm. Lindsay, Chief Allen, Dep. Chief Dumas, Capt. Toussaint, Capt. Boudreau, Attorney Grossman, Chaplain Lachapelle and recording Secretary Warburton; as well invited guests, members of the department, the public and the media.

The meeting was called to order at 7:00 P.M.

Comm. McManus noted the appointment of Commissioner Bruce Lindsay representing Wards 5 & 6, who had been appointed by the Council on November 19, 2013 following the untimely passing of Commissioner Bemis in October.

A. Pledge. All participated in the Pledge of Allegiance.

B. Prayer. Chaplain Lachapelle led the opening prayer.

C. Roll Call. The clerk called the roll marking all Commissioner's present.

#### 2. PUBLIC COMMENT:

There was no public comment.

#### 3. ACCEPTANCE OF MINUTES:

##### A. November 6, 2013 – regular meeting

**Comm. Winship MOVED to accept the minutes of the November 6, 2013 regular**

**meeting as submitted. SECOND by Comm. Lindsay and PASSED unanimously.**

**4. OLD AND UNFINISHED BUSINESS:**

There was no old business for discussion.

**5. NEW BUSINESS:**

**A. Oath of Office –**

1. Patrolman Marc Cilley. Chief Allen noted some of Marc's qualifications, including that he is a certified police officer with four years experience working for the Milton Police Department. He is a native of NH, growing up in Farmington. He has served with the Farmington Fire Department as a firefighter and first responder. He is a Veteran - US Marine Corps; rank of Sergeant and was a military police officer, serving our country on foreign soil supporting Operation Iraqi Freedom. He is also a certified DARE Officer, certified breath operator and a defensive tactics instructor.

Officer Cilley took his oath as a patrolman from Attorney Grossman.

2. Patrolman Craig Forrest. Chief Allen noted some of Craig's qualifications, including that he is a part time certified officer. He is a native of Massachusetts. He graduated Magna Cum Laude from Roger Williams University and has shown leadership skills in prior work experience. He also has a keen interest in Hockey – we might be able to use him for our annual PD v Fire Hockey game that benefits Gerry's Food Pantry, or the CHaD battle of the badges. He is slated to head off to the full time academy in January.

Officer Forrest took his oath as a patrolman from Attorney Grossman

Chief Allen shared **The Five C's of Law Enforcement Leadership** and how that translates to a new officer and beyond in ones career.

The standards an officer has to uphold are much higher than what is expected of the average citizen in society. Police Officers go through several interviews, including with me, the Deputy Chief and the Police Commission. They must also go through a polygraph exam, a psychological exam, a medical exam and if they pass all those things they are hired. This is a very in-depth and comprehensive process. We only hire the best of the best and we look for certain qualifications and characteristics that citizens expect of their police department.

**Courage** – A fundamental requirement of police work. Police officers have to have courage; the courage to go into situations most would run away from. So not only the courage to do that but also the moral and ethical courage to make proper decisions; to know when and when not to take someone's freedom away, when and when not to use deadly force, decisions they will make every day of their career. As officer's progress through the careers courage has additional meaning including the ability to make correct and ethical decisions when confronted with an issue. Following a promotion to higher rank, it also means dealing properly with those they supervise

**Character** – is a set of qualities that makes somebody or something distinctive. When used in law enforcement individuals are morally viewed as having character traits others can count on or are positive traits that they would want in a colleague or a leader. When we send them out we know they have the ability to be trusted by the citizens of the City, the ability to engage and build relationships as we have outlined in the Department's strategic plan along with our mission and value statement. Character is developed in how one response to events or challenges and is developed and earned over a long period of time. "Choose the harder right instead of the easier wrong."

**Commitment** – a pledge made by one party to another. A police officer makes a commitment to the department, the community and to the other officers they are going to be working with on the job. They also make a commitment to the oath they take to uphold the Constitution of the United States and to the State of NH.

**Compassion** – Police officers see much suffering and misfortune. People don't generally call the police because they are happy. They call because they have a problem or a concern they need help with. You can become hardened to the misfortune of others as a defense mechanism to avoid the stress of coping. Becoming hard in these situations, officers lose the desire to alleviate the suffering. Training new officers so they do not lose the ability to have compassion for others is important.

**Communication** – Communication is a critical function, but a difficult concept at which to be an expert. People think of communication as simply a method of imparting a thought or direction to others. An often overlooked part of communication is listening. Officers need to be able to communicate with people and de escalate conflict and violence, but what is even more important is that most people just want us to listen to their concern and what they have to say.

## B. Recognitions and Awards

1. Employees of the Year. Chief Allen noted that the employees of the year were

nominated by their peers.

a. *Communications – Specialist Kayla Rohloff.* Kayla has been with the Department for just under a year. She has been a quick study and maintains a professional environment. Her co workers have complimented her on handling major calls. She exemplifies the Department mission statement and can be relied upon to get things done.

b. *Support – Secretary Florence Alley.* When including her three months of temporary service, Flo is approaching 21 years of service to the City and Department. She is the senior secretary in the prosecution unit. She has adapted well to changes in the organization, including multiple bosses and prosecutors and is responsible for training new staff to the unit. The workload in the unit is intense. To date in 2013, more than 2000 arrests have been processed through prosecution. Flo is an integral and invaluable member of the team with a top notch work ethic and dedication to the Department. She has major daily contact with the courts, prosecutors, defense attorneys, defendants and victims. Flo participates in Department events such as Torch Run for Special Olympics, Fueling Dreams for Special Olympics and the annual PD v Fire Hockey Game.

c. *Police Officer – Det. Joseph Rousseau.* Joe has served the City and Department for eight years. He has served as a member of our National Guard and is currently assigned as a Detective, working property crimes. He is a certified polygraph examiner and fitness test examiner. Area departments have recognized him for his assistance with polygraphs. He has been recognized by attorneys' in both criminal and civil cases for his work ethic and dedication to ensuring people are held accountable. Further he is very knowledgeable in computers and works to make functions that officer's use daily easily accessible.

2. Blair Memorial Award – Det. Sgt. Anthony Deluca. The Blair award was created in 2002 in honor and memory of Chief Ted Blair. We usually see awards for lifesaving, valor, bravery or teamwork, which are all important recognitions. But this award honors our Chief who was a career police officer, who loved the city of Rochester and helping people. This honors compassion, commitment, duty and dedication to your fellow man, a consistent display of respect for others, honesty and integrity in all that an officer does. These were all traits exhibited by Chief Blair, who passed away in 1995, just seven short months after taking office.

He was the type of person that not only made you feel like he was a great leader but also made you feel like you were a good police officer. He left his mark on the Department and the community. For those of us fortunate enough to have worked with him we miss him still and remember him with fondness. It's an honor and privilege to have Ted's family here to help us with this award each year.

Sgt. Deluca has just completed his 19<sup>th</sup> year with the Department. He is the holder of numerous accolades in his file from citizens, business leaders and his own staff. He currently serves in the investigations bureau. He has been an integral part of our regional tactical unit and has prepared lesson plans for active shooter training for businesses, city offices, and he has taught courses to recognize fraud. He has presented at the Department Citizen Police Academy and has worked closely with our Explorer Program. Tony has proven leadership and supervisory skills.

Sgt. Deluca said he's received other awards in the Department and has been very grateful, but this award is the one to get. This is the Oscar.

### C. Monthly Reports

1. Operations - Patrol. Capt. Boudreau noted that two of the six wards (4 and 6) held meetings this period. The biggest issue was quality of life on Pine Street. The Ward officers are working on neighborhood complaints and doing extra patrols. One of the issues that grabbed attention last month was the theft of the tractor. We have made an arrest in that case.

Off. Blair is fitting in nicely at Housing. He is changing up his schedule some and worked a few nights including handing out Halloween candy and making sure kids at Coldspring participate in Teen Night.

The Honor Guard is slated to participate in the upcoming Christmas parade, as well as a 21-gun salute with the Veteran's Council in honor of Pearl Harbor Day.

We had K9 tracks and searches this period. Off. MacKenzie also attended community events including the grand opening of tractor supply and a demo to children at the East Rochester School.

We had a busy month in the DDACTS area with 207 hours spent there. Almost 300 of the 691 traffic stops for the month were in the DDACTS area. We are making our presence known.

Chief Allen elaborated some on the time spent in the DDACTS area, which is inclusive of the downtown. This has garnered some attention these past couple of months with concerns of our time spent down there. Those 207 hours are not just in the square. Also covered is the ½ mile radius of the downtown and surrounding neighborhoods. We are targeting that are because that is the highest level of activity and accidents for the area.

For those that have the perception we don't have the resources and are not spending significant time in our downtown area that is not accurate. This is illustrative every month of the time we spend there. Foot patrols, cruiser patrols, traffic work, its not just one mode of how we police. It is a multi-faceted approach to address issues occurring in that area.

2. Operations, Support. Capt. Toussaint noted the Communications Center is in a bit of trouble in terms of being understaffed. We are allotted 10 positions in there and are short four. We have six folks doing the work of ten. We have spent a significant period of the month of November with candidate interviews and backgrounds working to fill those positions. People have washed out of the process. The process may not be as stringent as selecting an officer, but it still has to be a top quality person. Our saving grace, which is unfortunate for patrol, is the two officers on light duty who have been working in the center full time. We are pushing hard and hope to be up to staff by our next meeting.

Comm. McManus asked is there a study, this number of officers means we need x amount of dispatchers per shift, or can it vary? Is there something that tells us? I know budget drives some of it. He asked if the hospital still pays for one position.

Chief Allen said the standards we've established are three minimum on evenings, 3 on days and 2 on midnights. We don't always achieve that because of open positions. The hospital does still pay for one position. But we also lost a position in the budget process between FY10 and FY11. We are using the supervisor to fill in those gaps. What that does is it takes away from his abilities and responsibilities to supervise. He can't move his schedule around to appropriately supervise all ten on three different shifts when filling in on a regular basis.

Comm. McManus asked are those number a federal standard or your standard?

Chief Allen replied its based on our community service demands and what we feel we need to ideally run the center appropriately.

Comm. Lindsay inquired if the budget is shared between the two Departments?

Chief Allen said the Center has its own budget that is overseen and monitored by the Police Department. The two Chiefs work closely on the overall management of the center. It is directly under the police department and is managed day to day by police personnel.

2. Administration. Dep. Chief Dumas said our first projection for FY14 will be completed early next week. Preliminarily we are monitoring a couple of lines. We had to

do a transfer into the vehicle supply lines to purchase tires. We've gone through an inordinate amount this year. There have been alignment issues on the Crown Vics. When we built the budget last year we factored tires at \$100.00 per tire, but they are costing us \$115.00 and \$125.00 respectively for the Crown Vics and the Chargers.

Dispatch, despite being down four positions, the overtime line is in relatively good shape. The per diem folks and the light duty folks have kept us solvent.

Overall, new hires as of right now, tonight, we are full staff in open patrol positions. This is expected to change as Portsmouth PD is doing a background on one of our officers. He is a good officer and has served us well. He has nothing bad to say about the Department/City. The factors to go are that Portsmouth is offering a little more money and has more people to support the operation per shift, so there is less of a work/caseload on individual officers.

The budget is coming up and we are on schedule to meet the deadlines before us. We are to have all entered by January 3, and are set to meet the City Manager on January 28. The process is the same as last year with issues and options and to keep within 1.5%.

We met yesterday on our capital improvements projects to prioritize our needs and wants. We are prioritizing the cruisers, motorcycle leases and 2 front line and 2 backline cruisers and maybe a third backline cruiser in line with our replacement program.

The cruiser radios we talked about his the past two years and moved it to FY15. The current radios are from a grant and are more than ten years old. They've been out of production for two years and parts are no longer being manufactured as of this year. We've replaced one in FY13 and one in FY14 at approximately \$3500.00 per radio. We have 21 radios in the fleet. While they don't all need to be replaced right away, the majority of them do. This is a big ticket item.

The ComLog recorder in communications records the radio traffic on the primary lines. We've had some issues with this this year. It is old and no longer supported and frankly is just about being held together with gum and duct tape. It will cost between \$18-20,000.00 to replace.

The outdoor range is used every year. We are looking to upgrade that. It is required for our annual training. The building is dilapidated and we are looking to update the targets to a more modern system. This is currently a want, not quite a need, but it could get there.

Finishing the third floor of the PD is also on our list. We are looking to use that for

an expanding training/community room. It is wired and roughed in for expansion.

Comm. McManus inquired about storage of files and paperwork we need to keep. There is no more room to go left or right, only up.

Chief Allen replied that our big need for that room is an expanding training room that can accommodate more people. Our lecture hall doubles as a training room and community room. It gets a lot of use by organizations in the community. It is not a big room and has limited seating capacity. We want to modernize that capacity and upgrade the audio video capabilities to do more host training and regional training, along with a larger community room. We have outgrown the size of our current room.

Comm. Lindsay asked if the first three items are paid through cash.

Chief Allen said it depends on the dollar figure. If the cost is not large enough to bond, it is paid with cash.

## **6. CORRESPONDENCE:**

Members of the Department, including the following were recognized this month. Keene Police Chief Meola thanks the Department for assistance with their annual pumpkin festival. Sgt. Emerson is thanked by a resident for his response and handling of an incident. Off. Leccacorvi is thanked by a victim for exceptional handling of a case. Det. Frechette is recognized by Erin Jasina and Kay Drought of NH Legal Assistance for his work at the Family Justice Center. Off. Josh Ouellette was nominated for the 2013 Blair Award. Sgt. Emerson was nominated for the 2013 Officer of the Year. Off. Seckendorf was nominated for the 2013 Officer of the Year. Secretary Karen Bonneau was nominated for the 2013 Support Person of the Year. Off. Murphy received a positive letter from a student at the high school for the work he is doing at that location.

## **7. INFORMATION:**

- Information Other; enclosed with Agenda: No discussion.
- Other.

1. Street Light at May and Upham Streets. Comm. McManus noted that light needs to be moved to the other pole. It is very dark there this time of year. He asked this be forwarded to the Public Safety Committee. Chief Allen noted that the Dep. Chief sits on that committee for the Department.

2. Staffing. Comm. McManus said it still disturbs me that these guys come on and



they are going steady from start to end of the shift. They don't have time to breathe, they are right out straight. Guys are getting burned out. Can you take someone off a shift or bring in more bodies? I know you are looking at this. The Commission is going to have to look at this. Those guys are overworked.

Chief Allen said I'm glad you opened that door for discussion. What has happened is we've been down available personnel over the past several months by eight people, due to resignations, retirements, TAD. The end result is that we don't have enough personnel for the boots on the ground work. We only have a certain number available to sign for the shift matrix. Although we have the largest number of officers concentrated on a particular shift, it still is not enough to handle the service demands. Calls for service continue to increase every single year, particularly in the area of priority one calls. Those generally require a two-officer response. These are the most serious calls and take the most time and resources to investigate and complete a report. We have seen a spike in priority 1 calls.

When you talk about burn out on that shift in particular officers going call to call to call with little downtime in between, it wears on you. Stress increases on those officers. Additionally it delays our response times to the lower priority calls. We are looking at more creative ways to address this. Because we are down so many people we have asked the communications center to push the online crime reporting system that we have in place as a way to impact response times. We can try to push those calls to our less busy shift such as midnights to alleviate some of that, but you can only skin a cat so many ways. We have officers in other areas of the Department such as the specialty positions but they have an important job to do as well. We have to balance the needs of the community and the resources to manage everything.

You can only handle so much of those service demands before you start to overload the staff. That is what is occurring on that shift. We do recognize it. We are concerned about it. We are really trying to get people hired and trained as quickly as we can. But that doesn't mean they are available right away. Once hired, you are in the in-house training for six weeks, the academy is fourteen weeks, and the FTO program is ten weeks. So at minimum you are six months before being released to solo patrol.

Chief Allen said I commend the men and women out there responding. They are doing a phenomenal job. We do more with less than any department in the state and I appreciate the work they do. Staffing will be an issue we need to address in this upcoming budget.

Comm. McManus said speaking of staffing, is there a federal or state mandate if you have  $x$  amount of miles you will have  $x$  amount of officers. Is the number of calls always in that? Is there a way to increase the number of bodies?

Chief Allen said this year we've done a workload analysis. There are other methods to determine levels such as population based. I don't think those are the best way to determine what your needs are. I was able to get info on doing a computer analysis of what our needs are at the ICMA conference I want to in the fall. This is the best determination of how and where we should be that we've ever done.

3. Commission. Chief Allen said that he wished to thank Comm. McManus and Comm. Winship, whose terms are ending. This is your last meeting and I want to publicly thank you both for your years of service. It has been a pleasure working with you and I will miss you both.

Comm. McManus said I served with you and with David Dubois. I was on the hiring committee for the new Chief. I had some folks on the council that thought we should go outside for this position. But if we can't move someone up through the ranks then something is wrong. I'm proud that we hired you. You've been an excellent choice. On behalf of myself and Comm. Winship, you've done an excellent job and I wish you many years of success.

Comm. McManus said that he is a native of the City and served 28 years on the City Council, as well as just over six years on the Police Commission. Now I can take a break, travel and do other things. It has been a pleasure. He thanked the commanders for their hard work. He closed saying, "I don't think you've seen the last of me."

#### **8. NON-PUBLIC SESSION: (Pursuant to: RSA 91-A:3)**

**Commissioner McManus MOVED to enter a nonpublic session at 8:33 P.M. pursuant to RSA 91-A: 3, paragraph II, section A (personnel) and section E (legal.) SECOND by Comm. Winship. The motion PASSED by roll call vote 3 – 0 with Comm. Winship, Comm. Lindsay and Comm. McManus voting in the affirmative. The non-public session closed at 9:25 P.M. on a MOTION by Comm. McManus, SECOND by Comm. Winship and PASSED unanimously.**

#### **9. MISCELLANEOUS:**

Following the non public session the Commission took the following action:

**Comm. Winship MOVED to award merit increases on the respective anniversary dates to Sgt. Brinkman, Chief Allen, Dep. Chief Dumas, Capt. Toussaint, Capt. Boudreau, Lt. Thomas, Lt. Bossi, Lt. Pinkham, Lt. Gould, Sgt. Cost, Off. Funk.**

**SECOND by Comm. Lindsay and PASSED unanimously.**

**10. ADJOURNMENT:**

**Comm. McManus MOVED to adjourn. SECOND by Comm. Winship at 9:30 P.M.**

Respectfully Submitted,

Rebecca J. Warburton,  
Secretary