

**Town of Auburn  
Board of Selectmen & Police Commission  
August 16, 2016**

**Selectmen Present:** James Headd, Richard Eaton & Dale Phillips

**Police Commissioners Present:** David Dion and Dennis McCarthy

**Also Present:** Alan Gould, Bruce MacDougall and Neal Ouellette from Municipal Resources, Inc., Police Chief Edward Picard, Lt. Ray Pelton, Detective Sergeant Chip Chabot, Dan Carpenter, Mary Ann & John Rolfe, Mike & Linda Dross, Dennis & Pauline Vieira, Michael Rolfe, Russell Sullivan, Tom Gonyea, Scott Norris, Paula Marzloff, Mike DiPietro and Town Administrator William Herman

Mr. Headd called the meeting to order at 7:00 PM and led the audience in the Pledge of Allegiance.

**Presentation of Police Department Organizational and Risk Assessment:**

Mr. Headd opened the meeting by introducing Alan Gould, President of Municipal Resources, Inc. (MRI) for a presentation of the Organizational and Risk Assessment Review of the Auburn Police Department. Mr. Headd noted the Board of Selectmen, Police Commissioners and Police administration have had the report for approximately two weeks, so he asked Mr. Gould for a summary of the efforts.

Mr. Gould introduced himself and Chiefs Bruce MacDougall and Neal Ouellette who comprised the team responsible for the Auburn review. He indicated the review had included interviews with a number of elected and appointed municipal officials, an extensive review of relevant statistics, policies and department documentation; an inspection of the police facility, cruisers and equipment, and interviews with department personnel. All of this lead to documentation in the form of the report that includes observations and recommendations for potential improvements.

The report is broken down into specific areas including organizational design; hiring/retention/promotion; supervision; policy and practice review; training; police facility; prosecution, evidence & property control; prisoner handling & holding; citizen complaints & internal investigations; fiscal management; vehicles, uniforms & equipment; use of technology; perceptions of the Auburn Police Department, and Conclusions. The report includes approximately 100 recommendations for the department and Town to consider.

Mr. Gould noted MRI has been in business for 25 years and performs similar work for communities in Maine near the Canadian border to as far south as Pennsylvania and

South Carolina. He indicated the work in Auburn had been a pleasure for the team to be involved.

Mr. Headd asked if any of the Selectmen or Police Commissioners had any comments or questions about the report.

Mr. McCarthy reported he has read through the report at least twice and has been highlighting items and making notes. He felt the job done was excellent and the report provides great ideas and direction for the Town to move forward with. It was his hope the Board of Selectmen and Police Commissioners will work together to implement the recommendations of the report, although he noted several items will involve additional financial resources and that overall it is not a quick fix. But he felt the report provided a very good road map to the future for the Auburn Police Department.

Mr. Dion echoed Mr. McCarthy's comments. He felt the team was very fair in their review and observations and the report is very well presented and takes a positive approach, which he appreciated.

Mr. Gould noted they never intend for a review and report to be negative. They also prefer to provide short, medium and long-term recommendations for improvements. As a team they fully agree this should always be a long view approach to implementation, not a quick fix.

Mr. Headd noted the report emphasizes the direction should be to move towards more full-time officers and less reliance on part-time police officers. He wondered if they could outline what the difference is between full and part-time officers. Mr. Gould and Mr. Ouellette responded noting that to the public, there is no difference between a full or a part-time officer. They wear the same uniform, drive the same cruiser, carry the same gun, make the same arrest, etc. However, in New Hampshire, a full-time police officer goes through a 16 week (640 hours) Academy on a full-time basis, in addition to ongoing annual training requirements. A part-time officer is provided with a total of 400 hours of training on a nights and/or weekend basis over a longer period of time. Yet, they perform the same job and functions. They emphasized there is a greater liability to the individuals and to the Town based on the level of training, particularly if something happens that results in a court case.

Mr. Eaton felt it was a very good report and agreed that it provides a good road map to go by moving forward. He hoped the Police Department would start prioritizing the recommendations in order to be able to make progress in an orderly manner. He felt it is going to be a very good tool for the Town.

Mrs. Phillips also felt it was a very good report and addresses items that have been discussed for years in a straight forward and professional manner. She agreed with the Police Commissioners and other Selectmen that it is a good road map moving forward.

Mr. Gould noted just because the report is finished, MRI can be an ongoing resource to Auburn moving forward. He said as the Town works on various items, they can always contact MRI to clarify what specific items are being discussed or recommended. Mr. McCarthy asked if it would be possible to receive an electronic version of just the various recommendations contained in the report. He felt it would be easier for the department to begin a prioritization effort if they could work from such a document. Mr. Gould said they would compile such a document and forward it to the Town.

Mr. MacDougall noted the report recommends the Town transition to a full-time force over time. They are not recommending an immediate turnover, but to move in that direction as deemed appropriate. He re-emphasized that to the public, there is no difference between a full-time or part-time officer as has been said, but that there is a difference both in training and hours of availability. Lt. Pelton noted of the 11 part-time officers Auburn currently has, seven of them are full-time certified officers with six of the seven being retired full-time officers. Mr. MacDougall indicated if managed right, a department's part-time officers could be the pool of future full-time officers.

Mr. Ouellette also indicated that one means to address some of the training concerns of full-time versus part-time officers is to have all part-time officers attend the in-service training that full-time officers are required to take annually.

Mr. Dion noted the Police Commission has generally agreed to move in the direction of reducing the part-time force and moving more to a full-time force, but they wanted to do it by attrition. Mr. MacDougall stressed the goal should be to have all patrol shifts covered by full-time officers.

Lt. Pelton reported they felt the review process went very well and the department was able to learn things in the process. He indicated the command staff was currently working with the Chief in going through the recommendations and developing a plan for implementation. He felt the plan would be brought forward to the Police Commission and, as appropriate, move forward to the Board of Selectmen and Budget Committee.

Mr. Vieira said he had read the entire report and felt the review and recommendations were very good and thorough. He encouraged the Police Commission and the Board of Selectmen to tackle all of the recommendations and not only a few, although he agreed they had to be prioritized and done over a period of time.

Mr. Carpenter reported in 2015 the Police Department asked for a fourth full-time officer and the Budget Committee had been told the part-time officer ranks would be reduced as a result. He has learned by tonight's discussion that since 2015, the part-time ranks have only been reduced by one when it had been felt at least three positions would be eliminated. He felt that transition was not happening very fast. Mr. McCarthy agreed the Police Commission will need to work on that and that they may not be able to work on an attrition basis.

Mr. Dross asked didn't the Town just hire an additional full-time officer in order to fill shifts that part-time officers were not filling? Lt. Pelton reported the Town did just hire an additional full-time officer, but it was to replace the former Captain's position that was vacant. The hiring of the additional officer was to ensure that there would be two full-time officers on duty on all day shifts. Mr. McCarthy also noted that was one of the recommendations in the MRI Report to eliminate the Captain's position following Captain Bartis' retirement and to replace the position with a full-time patrol officer position.

With no further questions or comments, Mr. Headd thanked Mr. Gould, Mr. MacDougall and Mr. Ouellette for their efforts for the Town of Auburn, and for participating in this public meeting.

**Adjourn:**

***Mr. Headd moved to adjourn; Mr. Eaton seconded the motion. All were in favor, the meeting was adjourned at 7:25 PM.***