

**MINUTES**  
**SPECIAL MEETING OF THE BOARD OF DIRECTORS**  
**DECEMBER 16, 2008 – 7:00 P.M.**  
**LINCOLN CENTER HEARING ROOM**

**PRESENT:** Mayor Spadaccini, Deputy Mayor Peak, Secretary Pelletier, Directors Tweedie, Beckman, Zingler, O'Neill (7:15 p.m.), Kissmann and Farina

**ALSO:** General Manager Shanley

**MEETING CALLED TO ORDER:**

**Mayor Spadaccini** called the meeting to order at 7:01 p.m. All in attendance participated in the Pledge of Allegiance to the Flag, led by Mayor Spadaccini.

**Mayor Spadaccini** explained that this meeting is a continuation of ongoing service level planning meetings. Presentations will be made by the Police Department and Human Services. Although the meetings are being held in the formal meeting room, he hopes that Board Members and Department Heads will treat these meetings as more informal workshop type meetings.

**Mayor Spadaccini** stated that there is an Executive Session scheduled for discussion of Collective Bargaining and he suggested adding Property Acquisition to the agenda as well.

**Secretary Pelletier moved to suspend the rules to add an item, Property Acquisition, to the agenda. Director Tweedie seconded the motion and eight members voted in favor (O'Neill not yet present).**

**General Manager Shanley** introduced the Police Department presentation and pointed out page five of the handout costing out some of the non-core services that the Department offers. The Police Department is the Town's single most expensive operation, behind the Education Department.

**POLICE DEPARTMENT:**

**Deputy Chief Montminy** began by reviewing the organizational structure of the Police Department. There are 124 sworn members, 34 civilian positions, 6 part time positions and 37 school crossing guards. The Police Department operates the Town's 911 emergency center, which performs dispatch for Fire, Police, and EMS. The Chief of Police is the Town's traffic authority and licensing authority for weapons, raffles, and other permits.

**Deputy Chief Montminy** explained that the Police Department is organized into two divisions, Field Services and Support Services. He reviewed the Police Department's mission statement as well as its organizational chart. He also reviewed the various police functions included in the report distributed to Board members.

Patrol includes 24 hour call response, the CREST Team, and the Canine Team. CREST is a cooperative regional SWAT team staffed by several Towns. There are four Canine handlers and canines trained to defend their handlers and perform searches. Care and feeding of the canines as well as veterinarian bills are included in this area.

Investigations consists of a general investigation division with one Sergeant and two Detectives focusing on child and family matters and one Sergeant and three Officers focusing on narcotics. Investigations has two polygraph specialists in its employ. It is now a requirement to polygraph all new hires and polygraph exams are also used in criminal investigations. Having in-house experts speeds the process because they are always available.

Traffic Control consists of one Sergeant and three Officers, who work mostly days and some evenings. This division handles fatal or serious crashes and provides reconstruction services for accident teams.

Property is staffed by one Sergeant, one Officer, and two part-time civilians. This division takes in and catalogues all property received and provides for destruction as needed. It is also responsible for transport of items to the lab for testing.

Records is responsible for document maintenance, parking tickets, and alarm administration. In 2007 there were 1,520 alarm registrations and 3,177 parking tickets. This division also handles raffle, bazaar, and vendor permits. Last year the following permits were issued: 8 metal permits, 11 junk permits, 2 pawn permits, 1 amusement permit, 11 raffle permits, and 4 bazaar permits.

**Mayor Spadaccini** asked if the permit responsibilities are statutorily vested in the Chief of Police.

**Deputy Chief Montminy** believes the State Statute gives responsibility for anything pertaining to gaming to the Chief of Police or First Selectman.

**Deputy Chief Montminy** continued by discussing the responsibilities of the Records Division, which include reporting to the State Police and the Federal Bureau of Investigation on a monthly basis.

Training includes field training, mandatory state training, and firearms and weapons training. Previously 40 hours of state training was the requirement; that has recently risen to 60 hours.

Animal Control responds to approximately 20 calls per day and has already responded to 1,658 calls this year. The Animal Control Division houses animals, holds at least one rabies clinic per year (vaccinating over 100 pets), and adopts out 84 dogs per year.

Dispatch answered 63,524 calls for service last year, with 10,226 being for fires and 53,298 being for emergency medical calls. It is also responsible for 911 calls, answering 8,238 calls last year.

**Director Farina** asked about the status of the new regional animal control facility. General Manager Shanley explained that a parcel of land has been chosen. When the facility is completed, Animal Control will not be responsible for the physical housing and care of the animals. It will become a budgeted item under contracted services.

**Deputy Chief Montminy** reviewed non-core services next.

Police Service Aides (PSAs) are civilian personnel that perform functions that do not need to be completed by a sworn officer. This allows Officers to dedicate more time to police work.

Manchester's Domestic Violence Outreach Team was one of the first and is one of the most responsive teams. One police officer partners with a civilian staffer and contact is made with each and every victim to provide follow-up services.

Information Systems is responsible for a police department that is becoming more and more technologically advanced. There are over 200 computers and 35 mobile data terminals within the Police Department alone. Officers no longer type or handwrite reports. They can query state and local databases and be provided with corrections photos, prior location information, maps, and warnings right in their vehicle.

Community Relations includes programs like DARE, block watch, and the Law and Order class. Monday through Friday, the Law and Order class is held at the Police Department. One officer educates over 800 students in 10 schools about DARE.

**Deputy Mayor Peak** noted that the DARE program has been around since the 1980s and asked if there is any evidence on the effectiveness of the program. He has heard that it is not an effective program.

**Chief Berry** explained that a program like DARE is very hard to measure. It is a very beneficial program. In the past all training was done in the fifth and sixth grades and was not reinforced at the middle school level. Now the program is continued and includes information on decision making and life choices.

**Deputy Mayor Peak** said his "gut feeling" is that community outreach programs are very helpful since they facilitate relationship building with the children. He asked if the Police Department has looked at the way outreach is done and if it is certain that it has been as effective as possible.

**Chief Berry** wouldn't want to lose community outreach. He has seen the effects of gangs and drugs. One of the best ways to reduce crime is to work community outreach and education into the educational system.

**Director Kissmann** thinks the DARE program is worth taking a look at. There are many other programs that are currently in use. Manchester is entering a time when it will have to start restricting funding. There is an active Youth Services Bureau in Town that fills in some of the needs. Manchester is using the Risk Watch Program in the school system, which addresses fire prevention, drugs and gangs. With so many programs and the need to reduce funding, we should look at some of the programs we are using.

**General Manager Shanley** asked Chief Berry to provide some of the academic research done on the DARE program to Board members.

**Secretary Pelletier** noted some recent Legislation that is going to affect the future of the Police Department in how it will house juvenile detainees. She asked if Chief Berry is aware of any funding sources or additional funding from the Department of Justice.

**Chief Berry** explained that in 2010 when the Legislation takes effect, it will tax our resources tremendously. Juvenile detainees will have to be kept separate from adults so more space will be needed inside the Police Department. Manchester will have to comply with yet another unfunded mandate.

**Secretary Pelletier** said that there have been many discussions about consolidation lately and she believes this is another example of an issue that will require consolidation, this time between the Youth Services Bureau and the Police Department. Programs like DARE may be hit. Money may not be eliminated, but rather spent in a different way.

**Chief Berry** said that the Police Department does work closely with the Youth Services Bureau. He believes the best way to reduce crime is to prevent it. He would rather intervene than take a reactionary approach.

**Director Zingler** noted that an upcoming change in Police Department personnel will reduce the number of Captains to two. He asked how grant management will be handled in the future and believes special attention should be paid to grant applications. Mr. Zingler asked for a statistical analysis of State and Federal grants received over the past five years.

**Chief Berry** believes a Lieutenant can handle grant applications. Most grants are received through the Traffic Division. The Department is unable to apply for many Department of Justice grants because Manchester's crime rate is too low. He has been looking at a federal partnership as a way of getting other available funding. Chief Berry receives information on a daily basis on crime statistics and Manchester fares better than most police departments throughout the country. He is working with surrounding towns to pair up and conduct operations.

**Mayor Spadaccini** asked to what degree civilian staff is used for non-core functions and suggested it might be worthwhile to use civilians to teach the DARE class to elementary school students or to do routine report writing.

**Chief Berry** explained that Management Partners suggested using the individual at the front desk to take information over the phone and provide a case number for insurance company purposes. He would like to do this but would need more PSAs. Contractual issues are involved here as well. The Board of Directors has approved funding for Police Cadets in the last three budget periods, but contractual issues have prevented the use of Cadets thus far.

**Director O'Neill** asked if the Police Department has ever applied for funding from a foundation or a university to study an innovative prevention program. She suggested having PAL apply for funding since it is a non-profit agency. She would like to see prevention explored more.

**General Manager Shanley** reminded the Board of the significant effort made with the Weed and Seed grant, which was very heavy on the prevention side.

**Director O'Neill** suggested developing a pilot program to train other communities as another way to attain funding. She is trying to develop a revenue stream for the Police Department. We do have services we can offer other communities.

**Director Kissmann** is aware that one Manchester Officer is assigned to the Federal Government and asked if the Federal Government compensates Manchester for that person's salary.

**Chief Berry** explained that State and Federal asset forfeitures account for the largest revenue of the police department.

**Deputy Chief Montminy** further explained that Manchester pays the salary and benefits for that Officer, but the Federal Government pays overtime costs and Manchester gets a share of any seizures.

**Director Kissmann** suggested using more civilians for the supervision of the Explorer program. He remembers seeing an Officer supervising the Explorers wrapping presents at the mall and suspected the Officer was on overtime. He is aware that the Police Department is responsible for many areas and is supportive of the work it does, but believes there are certain areas that need to be straightened out.

**Chief Berry** agreed with Director Kissmann. He does not want to eliminate services but thinks things can be done better. It is his goal to maintain services and minimize costs.

**Mayor Spadaccini** wondered if a parking ticket amnesty day would be a good idea. Deputy Chief Montminy thought that would be a great idea. Although the Police Department has turned the collection of unpaid tickets to the Tax Collection office, there are still a large number of uncollected parking tickets.

**Mayor Spadaccini** suggested instituting a fine or penalty for commercial properties with multiple false alarms. General Manager Shanley stated there is an item on January's agenda to begin discussions on that matter.

**Secretary Pelletier** said that grants only last for a certain amount of time and we must streamline and prioritize. She sees eight areas associated with overtime costs and asked if any of that overtime could be offset by the use of Constables, PSAs, or Police Explorers.

**Chief Berry** is aware that on the West Coast, in places like Seattle and Portland, Police Departments are utilizing retired police officers on a part time basis.

**Director Zingler** remembers the Board of Education talking about records storage and the need to rent storage space. He asked if the Police Department is running into the same difficulty. Deputy Chief Montminy explained that most records are now in digital format. Chief Berry added that there is a space problem with evidence storage.

**Director Tweedie** reviewed some of the subjects discussed and said he foresees the need for programs to get bigger. In the present budget situation, the programs need to grow with less money. He wondered if we could deal with the need for lower paid employees or volunteers during contract negotiations.

**Chief Berry** agreed that once we get into contract negotiations, these are things we need to look at. We are in an economic situation we have never seen before. Communities need to get

creative and innovative. Now may be the best time to deal with the contractual problems; unions are beginning to understand the problems.

**Deputy Mayor Peak** believes we may have to look at finding ways to do fewer things and reduce overtime costs. We are going to have to say we are okay with not doing some things. The Board of Directors needs to give feedback to Town staff.

**Director Farina** asked why Field Training was listed in the non-core costs. Deputy Chief Montminy explained that it was one program where costs could readily be identified. Officers are certified in Field Training and spend one month with a recruit. The Officer agrees to do a daily report on the recruit's progress for a stipend since this is over and above the Officer's regular duties.

**Director Farina** asked why overtime costs are needed for biweekly staff meetings. Deputy Chief Montminy explained that the Police Department operates 24 hours a day. Senior staff is expected to attend staff meetings and sometimes meetings are held outside of certain staff's regular working hours.

**Director Farina** questioned the scheduling of car seat installations and wondered if the way South Windsor schedules theirs may save money. Chief Berry explained that he just cut back on car seat installations although we do get a lot of requests for installations.

**Deputy Chief Montminy** added that PSAs have been trained in car seat installation and Manchester has begun holding day long clinics.

**General Manager Shanley** believes this is an example of mission creep. Over time, responsibilities get added and departments do much more than they used to. There are many great things that we do, but before we hit core services we need to look at non-core services.

**Deputy Chief Montminy** continued his presentation on non-core services. School Guards are responsible for 34 school posts. The Police Activities League is a non-profit organization that serves 350 youth. Community Policing consists of one supervisor in the schools and four officers. One supervisor and four officers make up the Police Area Representatives unit as well.

The Board of Directors took a brief recess at 8:39 p.m. and returned at 8:50 p.m.

## **HUMAN SERVICES:**

**Mary Roche Cronin**, Director of Human Services, reviewed Human Services' mission statement, developed as part of the strategic planning process. She reviewed programs and services that go with core areas beginning with Administration.

Administration consists of four core service areas. Information and referrals consists of daily requests for information. Project Management is the oversight of the various programs offered by Human Services, such as VITA and the Children Youth and Families Master Plan. Grants Management is the oversight of the many grants applied for and received by Human Services. Grants include the VITA site grant, CDBG, community agency grants, School Readiness Grants, CNA Program, Emergency Food & Shelter Grant, and the Neighborhood Assistance Act Tax

Credit Program. Support Services provided include the School Readiness Nurse and the maintenance of the General Assistance Files.

The Senior, Adult and Family Services Division includes 13 core service areas: Information and Referrals, Social Work and Case Management, Municipal Agent for the Elderly, Renter's Rebate Program, Dial-A-Ride, Recreation Program/Camp Waivers, CHOICES Insurance Counseling, response and assistance to fire victims, State Administered General Assistance Grant, Conservator Program, Continuum of Care Working Committee, Seasonal Sharing Program, and the Friendly Visitor/Friendly Shopper Program.

The Senior Center's core service areas include Social Services, Health and Wellness, Social and Recreational, the Food and Nutrition Program, and Transportation.

**General Manager Shanley** said he would like to spend some time discussing both the Food and Nutrition Program and the Transportation Program. Currently, the Town of Manchester is providing a meal program that is also available through CRT. Through CRT meals would be delivered to the Senior Center and Federal funding would be available. He estimates a savings of approximately \$50,000 per year.

**Ms. Roche Cronin** stated that there has been a dramatic increase in costs that has impacted the meal program.

**Secretary Pelletier** asked if Human Services has worked with the Board of Education in the form of cost sharing. Ms. Roche Cronin said the two departments have worked together, but since the needs of the two populations are so different, it hasn't worked as well as she had hoped. She has worked with the Health Department nurses to develop a balanced meal plan specific to the senior population.

**Ms. Roche Cronin** explained that there are three different bus services available in Manchester. The ADA service only serves disabled citizens, has a thorough screening process, does not serve all of Manchester, and is provided outside of Manchester's operations. Dial-A-Ride is used for doctors appointments and can travel outside of Town. The Senior Center bus goes to and from the Senior Center for programs and meals, provides transportation to grocery stores and other large stores, and also does some special event transportation.

**General Manager Shanley** added that the Senior Center has one frozen position it will need to unfreeze if this service continues to operate.

**Secretary Pelletier** asked for an explanation of the difference between Dial-A-Ride and the Senior Center bus.

**Eileen Faust**, Senior Center Director, explained that the main focus of Dial-A-Ride is grocery shopping and medical appointments. The Senior Center bus provides transportation to and from the Senior Center as well as transportation to some of the stores Dial-A-Ride does not cover. It is also used for special programming and is loaned to YSB, the Recreation Department, and used for drills.

**Diane Wicks**, Case Management Supervisor, added that Dial-A-Ride can be expanded, but it may be more expensive.

**Secretary Pelletier** asked if the budgeted \$115,000 covers salaries and fuel for the Senior Center transportation. Ms. Faust answered that it covers salaries, fuel, and repairs. There is one full-time driver, one vacant position, and three part-time drivers.

**Ms. Faust** stated there are 200 citizens who use the Senior Center bus. Dial-A-Ride provides services to 453 citizens.

**General Manager Shanley** stated that the 200 people served by the Senior Center bus could be served by Dial-A-Ride with an expanded contract. When we look at the Senior Center budget, there is little to pull out except the programming itself.

**Director Kissmann** thinks the Senior Bus is very important but he can see putting restrictions on its use. He is aware that the bus is used for shelter at fires in addition to its other uses and does not think it advantageous to purchase a bus solely for emergency services.

**Director Farina** asked for an explanation on the different ages served at the Senior Center. He thought a Senior Citizen is defined as 65 years old and older.

**Ms. Faust** explained that the definition of a Senior Citizen is rather fluid. Evening and weekend programs are provided for people 55 and over, daytime programs are available to those 60 and older. The Government sometimes defines a Senior Citizen as 62 and over and sometimes 65 and over. AARP starts its membership at 50 years of age.

**Director Farina** asked for statistics on the ages of people that participate in programs. Ms. Faust answered that records are not kept by age, but there are fewer younger seniors, probably because they are still working. She estimated that the average age of program participants is mid-70s.

**Director Kissmann** asked if the programs at the Senior Center are restricted to Manchester citizens. Ms. Faust answered that retired Town employees and Manchester citizens can participate in all programs. A few programs allow out-of-town acceptance, but are fee-based courses.

**Director O'Neill** asked if the food program General Manager Shanley introduced is similar to Meals on Wheels.

**Ms. Faust** explained that several agencies provide food programs. The one Manchester would use would be through CRT. Food is prepared at a kitchen in Hartford and a specially equipped truck would bring the food to the Senior Center.

**Mayor Spadaccini** commented that the Housing Authority provides some services similar to the Senior Center and suggested consolidating similar programs or exploring cost sharing. Ms. Wicks said she works on a regular basis with their Resident Services Coordinator and they are very conscious of not duplicating services.

**Mayor Spadaccini** would like to explore the possibility of combining or streamlining the bus services to derive cost savings.

**Deputy Mayor Peak** agreed that the two areas the Manager suggested are worthy of exploration. A savings of \$50,000 was estimated for the change in the food program. He asked if \$115,000 would be savings with a change in the transportation program. Some programs are provided at a relatively low cost by the private sector. He gave the example of the fitness center provided by the Recreation Department. He asked if there are any other services provided in the marketplace that could be obtained at a relatively inexpensive cost to our citizens.

**Ms. Faust** thinks programs have to be looked at in a larger context. There are three core areas within the Senior Center, but they overlap. Social and recreational programs bring people in the door, allowing for other services, such as social service programs. Health and wellness is a very large piece of the whole picture.

**Deputy Mayor Peak** compared this concept to the Police Department's community relations efforts. Seniors come in for activities and are then identified for other programs or risks. He asked, if savings needed to be found, which areas would be best to concentrate on.

**Ms. Roche Cronin** thought she could make some recommendations regarding the usage of the Senior Center. Some days have fewer participants so programming could be changed accordingly.

**Secretary Pelletier** said that during the budget process last year, the Board was provided with decision packages on things that could be added to a Department's budget. This year, the Board would like to see decision packages on streamlining or eliminating services. She suggested looking at the programs offered and consolidating some that may already be offered in the community. She asked if it is necessary to provide Conservatorship Services. It is up to a Judge to appoint an Attorney; the Town is not mandated to provide this service. She asked if it really is a core service.

**General Manager Shanley** believes he can provide decision packages in advance of the budget process, but is hoping for feedback from the Board members. In Human Services, there will be a growth in demand for services. Even if a program is eliminated, it is unlikely there will be overall savings. The demand for services is going to be greater than we have ever seen.

Director Zingler left the meeting at this time (9:50 p.m.).

**Ms. Roche Cronin** reviewed the seven core services of the Youth Services Bureau. They include Diversion, Life Skills and Youth Development, Employment and Vocational, Community Service, Teen Center and Outreach, Early Childhood Services, and Administrative Functions.

**Deputy Mayor Peak** has heard the Youth Consultant say that Towns have a tendency to focus their resources on a small percentage of youth with chronic problems and recommends focusing on all youth. The Recreation Department targets all youth. The YSB focuses on those needing more attention. Mr. Peak posed the question of whether or not services could be combined between the two departments, specifically the hiring process.

**Ms. Roche Cronin** explained that the employment program is grant funded, has very specific requirements, and is run by CREC. She stated that the YSB does not run recreation programs; its goal is positive youth development.

**Secretary Pelletier** sees the populations of Recreation and YSB as different and thinks the programming needs of YSB take priority over the Recreation Department. The participants at YSB have already hit a plateau; money needs to be put into these programs to keep the kids out of jail. She is looking for direction and asked what the core services are and what should absolutely not be touched. She suggested it would be helpful to see a ranking of importance. Ms. Pelletier would also like to see what will happen with the Legislative changes. We need to be looking down the road to see if we will satisfy the requirements.

**Ms. Roche Cronin** explained that the Health Department has many statutory requirements and is responsible for highly skilled and technical areas. She reviewed the area of Community Health, listing the many program responsibilities.

**Mayor Spadaccini** asked if the usage of the flu clinics has risen or dropped. Ms. Roche Cronin stated that the usage has dropped. There have been no problems meeting demands. Mayor Spadaccini asked how important this program is in the future since flu clinics are readily available in the community.

**Maryann Lexius**, Director of Health, explained that flu clinics are the most classic public health service. Many others have started participating because of the reimbursements that can be received. Unlike other area clinics, Manchester provides a sliding scale. The flu clinic is the foundation for rallying of volunteers, nurses, and medical reserve corps. It is an opportunity to practice for a public health emergency.

**Director Farina** asked Ms. Lexius to elaborate on restaurant inspections. She explained that every restaurant is inspected on a regular basis. The inspection schedule is dependent upon menu offerings. Restaurant inspections are the largest program demand.

**Secretary Pelletier** has heard complaints about licensing and waiting periods and asked for an explanation.

**Director Kissmann** has been involved with many events and said that people have ample opportunity to come in and get the necessary paperwork. Letters are sent three months ahead of time. Some organizations have a tendency to wait until the last minute.

**Ms. Lexius** added that two weeks is required to professionally manage information and coordinate inspections. Other Departments, such as the Fire Department, Police Department, Planning Department, and Zoning Enforcement are also involved. Food safety is very important and rushing the process may become a liability.

**Director Kissmann** complimented Ms. Lexius on Manchester's Health Department. He asked why Manchester isn't listed on the restaurant inspection list available through the Hartford Courant's website. Ms. Lexius explained that the way Manchester keeps its data is not compatible with that database. She agreed that it is in the public's interest to have that

information available and is participating in a Digital Health Department project through the Office of Policy and Management.

**Mayor Spadaccini** thanked both Departments for their participation in this process. He noted the Holiday Meet and Greet to be held at Town Hall on Thursday, December 18 from 5:00 to 7:00 p.m.

**Director Tweedie made a motion to go into Executive Session to discuss Labor Negotiations and Real Estate Negotiations. Director Farina seconded the motion and eight voted in favor. Executive Session began at 10:45 p.m. and adjourned at 11:35 p.m. No votes were taken.**

**Secretary Pelletier moved to adjourn and Director Kissmann seconded the motion. Eight members voted in favor.**

**Adjournment:** 11:35 p.m.

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**APPROVED:**

**ATTEST:**

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**Secretary, Manchester Board of Directors**