



AUGUSTA POLICE DEPARTMENT

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Police Chief

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Augusta, Maine

04330



Memorandum

To: William Bridgeo, City Manager

From: Chief Robert C. Gregoire

Date: 12-31-13

Re: IACP Study – Update

Bill,

The city contracted with the IACP to conduct a comprehensive study of the management and operations of the Augusta Police Department in fall of 2010. The study was completed and distributed in January 2011.

Below is taken from the IACP study.

PRINCIPAL FINDINGS AND RECOMMENDATIONS

The men and women of the APD produce and process an impressive volume of work. The city and community are and have been receiving more than satisfactory return on investment. Credit goes to department leadership, command, and members of the workforce, sworn and non-sworn. Commitment to serve the community well is easily noted. Functioning in a fixed staff environment for at least the past five years, adjustments have occurred in resource allocations – shifts to field activity. Accordingly, functional erosion has occurred, internally, the fiscally-driven elimination of the Juvenile Officer/Crime Prevention position being of most concern to us.

The five-year absence of resource augmentation and other factors we do not know about has left an organization devoid of critical functions and practices such as crime analysis, research, intelligence-led policing, and problem-solving. The department is not preparing for the

revolutionary impact that social media technology and practices are having in society in general and policing in particular. Some of these are present only as collateral, secondary considerations. Realistically, without measurable staff augmentation, some of the opportunities that have been lost cannot be retaken in the foreseeable future. Some can.

Promotional opportunities have been and remain very limited, an often insurmountable demotivator in small organizations. "New Normal" is a term/euphemism that has gained currency across state and municipal governments to capture the reality that service, staff, and infrastructure cuts must be made now and that the immediate future promises little, if any, turnaround. A number of states are planning bankruptcy proceedings. Even wealthy counties and cities are attempting to cope with unprecedented deficits. Augusta is not an exception. The APD has already flat-lined in staffing. Even remaining at its 55.5 position level, and continuing the current business model, institutionalized pension and healthcare costs present the city with rising costs. This fiscal reality must suffuse APD decision-making going forward. It has been foremost in framing this report.

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The report provides 51 recommendations. However, no department could implement them in their entirety nor do they all meet with police department approval. Ten priority recommendations were noted by the IACP assessment team. The progress noted below is the result of a department wide effort and commitment.

Workload Restructuring

1. Reduce the workload of APD's first responders and their field supervisors.

The Augusta Police Department has not been able to reduce workload substantially as crime and calls for service remain constant and at times increases.

- Prior to the report, APD was the primary responding department for crimes committed on state property. Shortly after being appointed Chief, I met with the Chief of Capitol Police to reduce APD's response to state property to include state office buildings and the Riverview Psychiatric Center. Currently APD only responds to these locations to assist Capitol Police and is not the primary responding department.
- I also met with the Kennebec County Sheriff to discuss our response to county property to include the two (2) courthouses in Augusta. We were also the primary responding department for those locations. Now APD responds only to assist the Sheriff's Office on county property and the court houses.

- Supervisors are authorized to allow officers to take some complaints over the telephone. Prior practice was to have all complaints made in person to an officer.
 - The patrol schedule was changed. The new schedule created longer overlaps of shifts. More officers are on-duty at the same time during the peak hours. The workload is more evenly distributed with more officers working.
 - A "patrol investigator" program was adopted. A patrol officer is assigned to the Detective Division for 3 months. This officer will follow up cases for the patrol division that cannot be efficiently investigated by a patrol officer in the field. This reduces the workload in the patrol division and enhances the professional development of the officers involved.
 - A dispatcher position was added that now allows for 2 dispatchers to be working at all times. Previously a single dispatcher would work during a majority of the night shift.
 - We have partnered with GetCrashReports.com to reduce the workload of clerical staff. This is an online service that citizens can obtain crash reports through a web site and print out the report. Every on line purchase saves our staff from the processing and reproduction request as well as mailing fees.
 - The supervision of School Crossing Guards. The supervision of School Crossing Guards has historically been the responsibility of the Police Department. This responsibility will be transferred to the School Department in the fall of 2014.
- 2. Reexamine the return-on-investment (ROI) from Parking Enforcement Officers.**
- Even though parking district personnel are supervised by the police department they are funded by the Augusta Parking District. They are not police officers and cannot be used for any other purpose other and parking district business.
- 3. Employ VIPS throughout the agency.**
- Deputy Chief Mills has done an excellent job implementing VIPS (Volunteers in Police Service). We generally have two student VIPS from Thomas College each semester. We also have had other volunteers working in the department. Volunteer assignments depend on the individual's capabilities. Assignments include data entry, filing and research.

Capacity Building

- 4. Development an information-supported analytics capability. Crime analysis, Compstat, and problem solving capabilities.**
- It is difficult to build capacity when the study indicates in most areas of the department we have reached capacity and recommend a workload reduction.

- We have implemented a weekly internal intelligence bulletin. Everyone has an opportunity to submit information to the Criminal Investigative Division to be reviewed and posted on the bulletin. The bulletin is distributed to all officers and communications personnel.

5. Intensify the level and scope of community engagement and criminal justice/social service partnerships.

- Again it is difficult to intensify anything when you are at capacity.
- I have worked diligently in improving the department's relationship with other law enforcement organizations and city schools.
- We have done several speaking engagements and training sessions for local businesses for security and personal safety.
- We have had two officers trained to be RAD (Rape Aggression Defense) Instructors. We have conducted trainings for city personnel. Future plans are to make this training available to female students at the high school.
- We applied for a grant for two school resources officers (SRO) but were not selected to receive the limited grant funds. I still believe it is imperative that the City of Augusta has a SRO and will continue to work to make that happen.
- We have partnered with RaidsOnline.com to provide a crime mapping service to the community. Anyone can log on the RaidsOnline.com to review reported crimes and offenses in Augusta.
- We have initiated an Augusta Police Department Facebook page. This allows us to distribute police department information out to the public. This also allows us to solicit information from the public. We have been able to solve several crimes by placing information on the Facebook page.
- We have actively worked to build a relationship with local media. We provide timely media releases and encourage local media to contact the department with inquiries.

Workforce Protection and Development

6. Reexamine the personnel performance evaluation practices.

- The performance evaluation for officers, supervisors and dispatchers has been changed. I obtained personnel evaluation forms from a CALEA (The Commission on Accreditation for Law Enforcement Agencies, Inc.) certified agency and modified it to fit our department's needs and expectations. The evaluation was reviewed by the collective bargaining units involved as well the HR directors. We have been using them for two evaluation periods and they are better received and allow for better performance documentation and review.

7. Establish the positions of senior sergeant in the Patrol Division.

- I did not agree with this recommendation as I did not see where it was necessary or was a benefit to the department. The supervisor's bargaining unit was also not in favor of this recommendation. It would not create promotional opportunities and more likely create organizational problems. However, this may be re-examined in the future as we constantly evaluate our structure for maximum efficiency and performance.

8. Establish a Senior Dispatcher Position

- A "Lead Dispatcher" position was developed. It affords a promotional opportunity to the dispatch personnel as well as relieving some of the tasks that were formerly completed by the Division Commander. The position was titled "Lead Dispatcher" as much of the collective bargaining agreement terminology was based on seniority. Seniority is based on years of continuous service and the Lead Dispatcher may not necessarily be the senior dispatcher.

9. Enroll middle managers and commanders in 21st Century Leadership development programs.

- In 2011 we began sponsoring leadership training as very little is offered in Maine. We sponsor a leadership development course twice a year at the department. The training, FBI Law Enforcement Executive Development Association (FBI LEEDA). FBI LEEDA offers three separate 40-hour courses; Command Institute, Supervisor Leadership and Executive Survival. We have had 19 officers attend one or more of these trainings to include patrol officers and detectives. All supervisors have had a least one of these courses and several have attended more than one.
- Officers and supervisors have also been sent to other supervisory and leadership courses as they become available.
- We have increased command staff involvement in the Maine Chiefs' of Police Association. More supervisors attend these meetings to develop relationships and contacts from other agencies. Executive training is also available and attended by command staff.

10. In addition to building crime analysis, Compstat, Problem Solving and related data-dependent Predictive Policing capacities, the APD is encouraged to consider implementation of the following programs and practices, going forward, when time and resources permit.

- **Early Juvenile Intervention.** A return to the early intervention strategy once employed by the Juvenile/Crime Prevention Officer.

- We have not been able to dedicate an officer to do this. Our last Juvenile/Crime Prevention position was discontinued in 2003. Due to the ever increasing demands in the patrol division the officer was returned to patrol.
- We did obtain a Teen Driving Grant. This includes partnering with the high school to bring teen driving awareness course to the school.
- **Police Corrections Partnerships:** broaden and more formalized work with county probation and parole and the Maine Department of Corrections (the prison department?)
 - We have no resources to dedicate an officer for this purpose. We do work closely with probation and parole to conduct community inspections of probationers living in our community.
- **SARS – Suspicious Activity Report.** All police agencies can contribute to homeland security (local and national) by “feeding” fusion centers and receive mission critical feedback.
 - We submit information regularly to the Maine Information and Analysis Center (MIAC). Maine’s “fusion center.”

ADDITIONAL ACCOMPLISHMENTS from recommendations in the full report

- **Transformational leadership concepts and strategies are deliberately employed.**
 - As you can see from the information in this memorandum, transformational leadership is active in the department. This is a common discussion topic during supervisory staff meetings.
- **Department’s Mission Statement –** The report indicated that the Mission Statement was not readily distributed or known to the members of APD.
 - The mission statement is in our Standard Operating Procedures.
 - The mission statement is prominently posted in the lobby. (2’x 3’ sign)
 - The mission statement is also on each monthly internal newsletter.
 - The mission statement is part of the police training program (new employees).
 - A question on the mission statement is used in the promotional and transfer processes.
- **Internal Communication -** A monthly department newsletter is distributed to all employees. The newsletter keeps all members informed on what is happening throughout the department and the city.
- **Standard Operating Procedures (SOPs)**

- We obtained a manual from a CALEA (The Commission on Accreditation for Law Enforcement Agencies, Inc.) certified agency in Maine to compare to our current manual.
 - We used this manual as a blueprint to improve our manual.
 - To date we have rewritten and distributed 34 policies. We have four policies pending distribution and many more need to be rewritten.
 - All mandatory policies have been rewritten and are up to date.
 - We have developed an index combining like policies and procedures.
- **Excess Capacity in the Criminal Investigative Division (CID)**
 - Beginning January 1, 2014 CID title will be changed to Support Services Division. This title better fits the division's purpose and place within department now that some responsibilities have been reassigned.
 - Since the IACP study;
 - Responsible with the follow up on juvenile crimes and civil violations. This division reviews all juvenile crimes and civil violations.
 - Responsible for the registration of sex offenders. An officer assigned to this division is the department's liaison with the State Bureau of Identification who manages the Maine Sex Offender Registry.
 - Supervises the patrol investigator described above in #1.
- **Career Development – Training and Development**
 - We have transitioned to a new training model for new hires. We formerly used a Field Training Officer (FTO) model but now use a PTO (Police Training Officer) model.

“The goal of the PTO program is to provide a foundation for lifelong learning that prepares new officers for the complexities of policing today and in the future. This approach is very different from traditional police training methods, which emphasize mechanical repetition skills and rote memory capabilities; by contrast, the focus of the PTO program is on developing an officer's learning ability as well as leadership and problem-solving skills. Although applied skills (e.g., weaponless defense, shooting, and defensive tactics) are essential, they constitute only one set of skills for contemporary policing. In addition to the advantages already mentioned, the PTO approach is also highly flexible, able to be tailored to each agency's needs; furthermore, because of its flexibility, it may be adjusted to meet future police training challenges.” Police Chief magazine 2007.
- **Recruitment, Selection and Promotion**
 - Aggressively recruit female applicants.
 - In 2011 when the report came out we had one female police officer. She has been with for many years

- Currently we have 3 female police officers and at one time had 4 (10% of the police officers) female police officers.
 - The sergeant promotional process rewritten and amendments added to collective bargaining agreement. This process has been well received by those participating in the process.
 - Since 2011 we have had great success in recruitment of new officers. Our last 4 new hires have been certified officers. Three from other departments and one a "tuition student" from Thomas College. The Maine Criminal Justice Academy has a program where they partner with Thomas College and Husson University and the student attends the academy during their last year of college.
- **False Alarms**
 - We have actively enforced the city ordinance on false alarms. We have seen a reduction of the repeat false alarm offenders. However, more and more citizens and businesses are installing alarms so it is difficult to compile data to determine if there has been an overall reduction of false alarms.
- **Special Response Team**
 - We did obtain State Certification of the Special Response Team.

Other noteworthy accomplishments not in the study.

- **Blue Star program**
 - We now display a Blue Star at the road entrance of the department for our members serving in the military overseas.
- **Honor Guard program**
 - We have a more regiment and active Honor Guard that has participated in the Law Enforcement Memorial ceremonies as well as the 4th of July parade.
- **Monthly supervisor meeting**
 - A voluntary supervisors' meeting is held monthly. Even though it is voluntary, attendance is outstanding as the meetings are productive. Supervisors enjoy attending the meeting to provide input and feedback.
- **History of APD**
 - We are currently researching the history of the department. We have very little historical data on the police department. We have reached out on Facebook and local media. We have had good participation from the community who has brought in pictures and items to the department. It is my hopes to have officers become interested in our history and become part of it.