

**MINUTES OF THE
BLUE RIBBON COMMITTEE ON OPERATIONAL EFFICIENCIES
PART II – POLICE AND FIRE DEPARTMENTS**

January 18, 2013

Conference Room A

8:00 a.m.

Members Present: Councilor Brad Lown, Councilor Tony Coviello, Councilor Jack Thorsen, City Manager John P. Bohenko, Dana Levenson, Steve Marchand, Paul Wentworth, John Golumb, Chief Stephen DuBois, Chief Christopher LeClaire

City Staff Present: Dave Allen, Bob Sullivan, Diana Fogarty, David Moore, Andrew Purgiel, Adam Cannon

Chairman Lown called the meeting to order at 8:01 a.m.

City Manager Bohenko opened the meeting with a discussion of the 2010 Operational Efficiencies Report on school and municipal departments. He stated that the efficiencies arising from recommendations from the school and municipal report has resulted in improved operations.

City Manager Bohenko gave examples of these including technology savings from getting joint software licenses between school and municipal departments and the recommendation of relocating school administrative offices to City Hall.

Councilor Thorsen stated that the first task is to find the sections to focus on for this report. He also asked the City Manager for a short memo on the results of the efficiencies realized from the original report. City Manager Bohenko stated that the City would provide an update.

Chairman Lown then asked if everyone liked the format of the original report. Councilor Thorsen then asked if the City could implement obvious efficiencies found by the committee immediately. He also recommended that the committee meet every three weeks. Mr. Marchand stated that if the momentum is there to move on an efficiency, it should be implemented. He requested that the committee avoid scheduling meetings on Fridays when EDC meetings are held.

Next, City Attorney Sullivan reviewed the City Charter with the committee. He stated that the City has a modified council/manager form of government. There is also a non-interference clause limiting members of the City Council from being directly involved with City staff and employees. This encourages policymakers to make policy, which is subsequently carried out by the City Manager.

The City Manager implements all policy enacted by the council, hires and directs employees for Municipal Departments, while the Police and Fire Departments have elected commissions performing those functions. He then explained that the City Council exercises its authority ultimately through the budget.

City Attorney Sullivan also reviewed the City Charter relative to negotiations and the City's unified approach for negotiations. City Manager Bohenko stated that the City Council also approves the collective bargaining agreements. City Manager Bohenko stated that the City Council also approves the collective bargaining agreements. City Attorney Sullivan followed saying that each department used to negotiate their own agreements. City Manager Bohenko then stated that the City retained the services of Jackson-Lewis to work with all collective bargaining agreements.

City Attorney Sullivan also noted that the charter specifies a consolidated HR department. Unique police department functions are handled by the police department. Common functions are handled by Human Resources. City Manager Bohenko noted that the Human Resources Department is taking on more of a role and may need additional help in order to ensure compliance with regulatory changes associated with the Affordable Care Act.

City Manager Bohenko then spoke about the City budget. He stated that the City Manager has clear responsibility with the budget. The City Manager may freeze expenditures and positions. Commissions put forward their own budgets, but the City Council has ultimate authority. The budget must be passed by the City Council by June 30th

each year or the City Manager's budget becomes law.

City Attorney Sullivan stated that the budget is overriding of everything as people are paid through an authorized budget. Final control of everything is affected by the budgetary provisions the City Council adopts.

City Manager Bohenko then stated that he has a goal for the City Council to work with all of the departments on efficiencies. He noted some of the stabilization funds implemented by the City Council helped limit the chaos of large payouts when employees retire.

Next, the committee discussed the existing synergies between General Government, Police and Fire Departments. City Attorney Sullivan stated it was important that each department work together and this has worked well with the City's unified legal department. An example would include the school department working on special ed and residency cases with the City.

Some of the additional synergies include Police and Fire working with the General Government departments on the following:

- Parking, Traffic and Safety Committee
- Event Planning
- CIP Planning
- Budget Process
- Parking Enforcement
- Job Classification and Classification Review
- Civilian Hiring
- Reception and Switchboard

After the discussion of synergies, the committee discussed areas for potential efficiencies. City Manager Bohenko stated that the Committee could, as an example, examine Finance or Human Resources. He also stated that the Committee could first learn about dispatch and decide whether it should go to the county dispatch.

Mr. Marchand stated that he had a similar conversation with the County. City Manager Bohenko said that it was important to look at the pros and cons of outsourcing.

Councilor Thorsen noted that he would like to address prior Police and Fire Department efficiencies including the police headcount review, Mr. Marchand's previous research on the subject, and the recent outside management review. Additionally, he stated that the Committee could review changes and see if there are any similar management studies of the Fire Department. After some discussion, it was determined that a police department presentation on the most recent study would be helpful.

Councilor Coviello stated that he wants to know what is and is not on the table with this Committee. He asked how deep the Committee could go and whether there would be barriers. He then listed four areas he wanted to examine right now including outsourcing EMS, consolidating the Police and Fire Departments in a new building, outsourcing background checks, and reconfiguring districts of police coverage.

Councilor Thorsen replied saying that everything is on the table to be considered. City Manager Bohenko replied seeking education in areas of interest would be helpful. Mr. Marchand said there will be a large range of topics and that there are things floating to the top of the list along with quick implementations. He implored the group to look at what items make the biggest difference in performance, quality and service. Additionally, Mr. Marchand stated that expenses associated with emergency medical services are a large enough that they warrant a look.

Councilor Thorsen then stated that there are some non-money efficiencies including how to process evidence and issues with aging cases due to fingerprinting turnaround time. He stated that capital equipment requests could be made for machines to do some forensic work here.

Following this discussion, the Committee set the next meeting date for Tuesday, February 5th, 2013 at 8:00 a.m. The

meeting will be in Conference Room A at City Hall and then the Committee will be provided with a presentation and tour of dispatch areas.

The meeting adjourned at 9:01 a.m.

Respectfully submitted,
Adam Cannon
Special Projects Manager