

# **THE COLCHESTER POLICE DEPARTMENT**

## **ADMINISTRATIVE AND OPERATIONAL RECOMMENDATIONS FOR GROWTH AND DEVELOPMENT**

**May 1, 2002**

### **PREPARED BY:**

**Leslie W. Williams Jr., Director  
Law Enforcement Council  
401 W. Thames Street, Unit 2401  
Norwich, CT 06360**

## INTRODUCTION

At the request of the Town of Colchester, the Law Enforcement Council is submitting recommendations for the future growth and development of the Colchester Police Department both administratively and operationally. No in-depth study was made of the Colchester Police Department. The recommendations are based upon information developed via interviews with the First Selectman, the State Police Resident Trooper Sergeant, the State Police Troop "K" Commanding Officer, the Chairman of the Colchester Police Commission as well as Commission members, the Colchester Police Department Union President and a review of the Colchester Police Commission Ordinance, a standard Resident Trooper Contract, the Colchester Police Department Rules and Regulations and the State Police Resident Trooper Administrative and Operations Manual.

Each town department, including the Police Commission, has been requested to develop a Strategic Plan for submission to the Board of Selectman and, ultimately, the townspeople for their consideration, which would lay the groundwork for the towns future development. As part of their plan, the Police Commission would like to include an outline of the process and required steps that the town would have to take to develop its own police department. Currently, the town participates in the state's Resident Trooper Program and any development must be in accordance with the provisions of that contract.

The recommendations contained in the report are simply suggestions on how the town can improve the administrative, operational, and supervisory functions within the police department, as well as development toward future independence. These recommendations should strengthen the relationship between the town police officers, the Police Commission, the First Selectman, the resident state troopers, and improve the delivery of police services to the citizens of Colchester.

## RECOMMENDATIONS

Based upon information developed this report will identify a **PROBLEM** area, suggest a **GOAL** to improve or reduce the problem, and then provide support information to assist in understanding how the goal relates to overall development of an independent police department. The Problem areas are not listed in any order of importance.

**PROBLEM:** Patrol Coverage

**GOAL:** *To provide twenty-four hour a day, seven days a week police coverage by Colchester Officers.*

**DISCUSSION:** Assuming sole responsibility for the delivery of police services to the citizens of Colchester will require the town to recruit, hire and train a sufficient number of qualified personnel to insure complete patrol coverage of the town on a 24/7 basis. The ultimate question is how many officers would that coverage require? The answer to this simple question is extremely complex and, . . . it *depends!* Depends on the expectations of the Police Commission, the Board of Selectman and the citizens of the town. Depends on the officers abilities, the level and quality of supervision received, and numerous other variables including: demands (calls) for police services; frequency of preventive (random) patrol expected; officer safety (backup); complaint response time; administrative responsibilities; contracted work schedule and other conditions negotiated and included in the union contract; unfunded state (POST and Legislative) mandates. The list could go on and on. However, the absolute minimum number of officers needed per shift should be **two (2) on patrol**. Additionally, shift supervisors would be required, desk officers on each shift or civilian complaint/dispatchers, to handle routine and emergency police headquarters operations.

Presently the department consists of six officers who cover the town between the hours of 0700 to 0300 (7 AM to 3AM). Three officers work the day shift (0700 – 1615), two are assigned to the evening shift (1500 – 2330), and one works a late evening shift (1800 – 0300). Two of the day shift officers are heavily involved in school and youth activities, teaching DARE and coordinating other youth programs. When not committed to these activities they are assigned to patrol.

In order to determine the total number of officers needed to cover the town on a 24/7 basis with a minimum of two on each shift, an “*Assignment – Availability Formula*” can be employed. To determine the number of officers necessary to staff a patrol, it is necessary to find out in hours what is potentially available and what is actually available due to the loss of officers’ time because of several factors. The potential available hours for each officer is simply 365 days a year of eight-hour tours of duty (365x8),

3 3 2  
6 6 4

or 2920 hours. The factors that reduce this availability are regular days off, vacations, training days, sick days, holidays, Personal leave days, and any other loss of time that may impact on the availability factor. The table below shows the calculations for one officer.

**POTENTIAL HOURS AVAILABLE** 2920.0

- Regular days off (137 based on 5/3x 8 hours)	1096.0
- Vacation (10 days x 8 hours)	80.0
- Training (5 days x 8 hours)	40.0
- Sick days (7 days x 8 hours)	56.0
- Holidays (14 days x 8 hours)	112.0
- Personal leave (4 days x 8 hours)	32.0
- Funeral Leave (? days x 8 hours)	?
- Injury Leave (? days x 8 hours)	?
- Military Leave (? days x 8 hours)	?
	<hr/> 1416.0

*Reduced Availability: - 1416.0*

**ACTUAL HOURS AVAILABLE = 1504.0**

**AVAILABILITY FACTOR IS** determined by dividing Potential Hours  
by the Actual Hours Available ( $2920.0 \div 1504.0$ ) = **1.94**

Note: Factors such a sick days, funeral leave, injury and military leave should be based on the department average time taken by all personnel in these categories.

The table shows the "Assignment Availability Factor" to be 1.94. This means that 1.94 officers must be assigned to each shift for each officer needed to cover that shift. For example, to cover 6 patrols per twenty-four hour period (2 each shift) you would need ( $1.94 \times 6 = 11.64$ ) 12 officers.

So to achieve the stated goal, the town would need to double the present size of the department. Where existing officers are used for non-patrol related activities (i.e. School Resource Officer) an additional officer would have to be hired or the hours devoted to that activity identified and worked into the "Reduced Availability" deduction. For long range planning, the Commission can identify when it wants to be able to provide 24/7 coverage, and incrementally hire officers to reach that goal.

A word of caution regarding the hiring process for new officers; once approval is given to begin the selection process, candidates interviewed, physical assessments conducted, physical and psychological exams administered, background investigation conducted, 19-week training academy course, and 400 hours of field training completed, it is close to a

year before an officer is ready to staff a shift and begin working on his/her own.

**PROBLEM: Career Ladder (Promotions)**

**GOAL:** *To establish a four (4) level promotional career path within the Colchester Police Department.*

**DISCUSSION:** As the department grows in numbers of officers and responsibilities, the need for supervisory personnel and specialized functions also increases. There is also a need within any organization for professional growth and development for its employees. Hiring and retaining good qualified personnel is a battle being waged by everyone, especially law enforcement. The generation now being recruited by police departments, Generation "X'ers," as they have been called, has very different views of employment than their predecessors. Career paths are portable, switching careers or jobs is of little concern; they want to have fun while they work; they want to be valued for their contributions; they want to gain new skills; participate in professional training and development; want to contribute more than time to their job; they want to feel that what they do matters; they want to be recognized for their efforts. Money is not an important aspect in their job priorities. Small departments like Colchester have a tough task in holding onto their personnel. However recent POSTC (Police Officer Standards and Training Council) regulations (effective 10/01) limit a certified officers' ability to jump from one department to another as was happening quite frequently at the expense of the smaller departments. To the "X'ers," the grass always looks greener on the other side of the fence, or more aptly put, the opportunities always look better in another department. Unfortunately, for smaller departments, their perception is correct. There are more opportunities for growth, development and diverse job assignments in larger departments. However there are some things that the department can do to compete with the larger more diverse departments.

Establishing a clear career path, with some diversity in job assignments, can be used to move toward independence as well as to provide officers with some incentive to remain with the Colchester PD. Presently, the only promotion above the entry-level officer that is being utilized is Officer First Class. Criteria for this position are clearly established in Article XII, Section 7, of the current Collective Bargaining Agreement. The Agreement also provides criteria for the ranks of Corporal and Sergeant (Section 3). An additional rank of Detective would complete a diverse promotional program that could be implemented on a gradual basis as staffing levels are increased.

Initially it is suggested that two corporal positions be created and assigned as follows:

**Administrative Corporal** – May work an administrative schedule as assigned by the Resident Trooper Sergeant and in addition to normal patrol duties, would insure that shifts are properly staffed, time sheets submitted and proper employee records maintained. This corporal would work closely with the Resident Trooper Sergeant on budget matters and the Department's overall work schedule. Additionally, this position would be given the responsibility of scheduling special duty jobs, such as road construction, fairs, school dances, school sporting event, and private duty jobs. Care and maintenance of police vehicles and associated records regarding vehicle speedometer calibration, oil changes, emissions testing, and calibration of RADAR units would be included in this corporals responsibilities. The Administrative Corporal would be designated the Department Training Officer and be responsible for scheduling Recertification training, annual firearms training, along with maintaining individual officer's training records. Most of these responsibilities involve "Colchester Police" specific activities. Additionally, this position would provide some administrative control and support in the absence of the resident troopers and provide some administrative continuity when a new resident trooper is assigned. In all matters, the Administrative Corporal would be responsible to the senior resident trooper or the resident trooper sergeant.

**Patrol Corporal** - This position would assist and guide other officers in routine operational and administrative matters. Patrol Corporals would be responsible for insuring that all paper work associated with police services during their shift is submitted. This is a "working position" meaning the Corporal will have a patrol responsibility, which includes investigating incidents (events) as assigned by the troop. In conjunction with the Resident Trooper Supervisor, Corporals would have the authority to approve investigative and operational overtime as required on their shifts. In all matters corporals would be responsible to the senior resident trooper or the resident trooper sergeant.

Once the department has sufficient personnel to cover the town on a 24-hour a day, seven days a week capacity, (12 officers) an Administrative Sergeants position could be created.

**Administrative Sergeant** - When 24/7 is operational, position responsibilities of the Administrative Corporal would be assigned to the Administrative Sergeant, and the Corporal rank would revert to a "Patrol Corporal." The Administrative Sergeant, in addition to the duties described above, would have additional responsibilities

associated with the 24/7, i.e. handling all work schedule matters (shift assignments, overtime, vacations, special duty, training etc.), reviewing reports prior to submission to the resident trooper for endorsement, insuring reports are processed and submitted to Troop "K" as required, and assume responsibility for the day-to-day administrative matters within the police station. In all matters the Administrative Sergeant would be responsible to the senior resident trooper or the resident trooper sergeant.

With 24/7 coverage, patrol officers will become involved in a greater number of investigations. Lengthy investigations will force officers to reduce random patrol time. At this time the creation of a detective position would be advisable.

**Detective** - This position would be responsible for following up on investigations that patrol is unable to conclude by the end of their tour of duty, or cases that will require a significant amount of time to complete or, where leads would take the patrol officer out of town. A case management system could be established as well as a policy concerning what cases would be referred to or assigned to the Detective.

The above promotional recommendations must be phased in over a period of time, during departmental expansion, so that the positions can evolve to their full potential. Sudden implementation would create confusion and not allow proper consideration be given to the full development of each position. The duties and responsibilities listed with each position recommended are only suggestions as to what *might* be included in their job assignments. Planning will be the key to successful implementation. Decisions must be made as to what specific administrative duties will be assigned to the Administrative Corporal and later, the Administrative Sergeant, as well as the Corporals and the Detective. Planning should include the Resident Trooper Sergeant (Troopers), the Police Commission, and the Commanding Officer of Troop "K".

Another key to expansion is to remember that the 12 patrol officers will represent the backbone of the 24/7 department. Promotions should not be made at the expense of the patrol force, but in addition to them. Those 12 officers will become the nucleus of the independent police operation. Selection and training of those personnel will be critical.

A "selling point" to new officers would be that they have an opportunity to be part of something new and exciting with tremendous opportunity for professional growth and development by getting in on the ground floor of a "new" police department. A slogan like "Come grow with us!" could be employed.

**PROBLEM: Department Rules and Regulations Manual**

**GOAL:** *To integrate the State Police Resident Trooper Program Administrative and Operations' Manual with the Colchester Police Department Rules and Regulations.*

**DISCUSSION:** This area represents a source of confusion for the Colchester officers and the Police Commission. Consider that the officers are employees of the town of Colchester, subject to the policies and procedures adopted by the town and in some cases represent conditions of employment. Those same officers are required to function in accordance with the provisions of the State Police Administrative and Operations Manual (A & O Manual). There is considerable unnecessary duplication in the two documents. In the long term, an independent police department will have a detailed administrative and operations manual, however under the existing Resident Trooper Contract, Colchester officers are required to adhere to the operational directives contained in the A & O Manual. A cursory review of the towns Rules and Regulations for the Police Department revealed the following areas of duplication:

<u>Section</u>	<u>Title</u>	<u>Duplicated in</u>
6.8	Grievance Procedure	Union Contract
8.40	Use of Force	SP A & O Manual
8.41	Use of Weapons	SP A & O Manual
12	Use of Force/Weapons	SP A & O Manual
15.2	High Risk Pursuits	State Regulation (A & O)
18	Arrests & Treatment of Prisoners	SP A & O Manual
21	Property Seizures	SP A & O Manual
26	Pursuit Driving Policy	State Regulation (A & O)

The town has the authority to promulgate rules and regulation for their officers in areas such as: personnel rules; general rules of conduct; physical standards; uniforms and equipment; town property, including care and maintenance of police vehicles and equipment; general protocol; order of command; and commendations. Existing State Police Procedures as promulgated in the A & O Manual must control anything related to operational or investigative aspects of the department. The town manual could adopt sections of the A & O Manual simply by reference to avoid duplication. If the town found it necessary to further define, restrict or regulate officers' conduct or procedures, they could be published as additions to A & O provisions. The town should not adopt regulations that *conflict* with the A & O, but it is felt that they could further define specific provisions if absolutely necessary.

An Index and Table of Contents of the Resident Trooper A & O Manual can be found in Attachment B to this report. It is suggested that the Police Commission undertake the task of accomplishing this goal by reviewing

the Town Manual and referencing duplicate provisions in the A & O Manual and eliminating any conflicts found.

**PROBLEM: Unity of Command**

**GOAL:** *To establish a firm chain of command, reinforced by the Police Commission, First Selectman, and the Resident Trooper Sergeant.*

**DISCUSSION:** The five member Police Commission "...shall have the authority and responsibility for the general supervision and management of the . . . police officers . . . and the property and equipment used in connection therewith." (Ordinance 214, Section 214.4) The contract between the State of Connecticut, Department of Public Safety, Division of State Police and the Town of Colchester requires that "The town shall delegate to the Division of State Police the authority to supervise and direct the law enforcement operations of . . . police in the Town. All town police officers . . . shall be subject to the applicable provisions of the current Administration and Operations Manual . . ." (Section I) Attached to the contract is Section 15.3.2 of the A & O Manual, titled "Resident State Trooper Program", which provides a seven page synopsis of how the dual system should work. (See Attachment A for a copy of Section 15.3.2) Section XXIII of the Town Police Rules and Regulations Manual, "Order of Command" explains the separation of powers and operational concept by describing two aspects of Department operations as "*General Administrative Management*" (Section 23.2) and "*Law Enforcement Activities*" (Section 23.3) and outlines the chain of command in each area of responsibility. If these concepts are not fully understood and reinforced by day-to-day action on the part of all persons involved problems will quickly develop and result in confrontations between the Commission, Resident Troopers, and Town Officers.

Another area of potential conflict exists with the Union Contract. The agreement, between the Connecticut Council of Police Unions No. 15 AFSCME, AFL-CIO, Local 26393T, and the town specifies in Article V, Section 2, "Unless superceded by the expressed terms of this agreement, the Town and the Union shall recognize and adhere to all provisions of law, . . . , the Town of Colchester Police Rules and Regulations Manual, . . ." No where in the agreement is the A & O Manual mentioned. Does this mean that the Union does not recognize the A & O Manual as a governing document nor recognize any of its provisions as binding on any of the police officers? However, the Resident State Trooper is recognized as the first step in the grievance process. Some agreement must be achieved between the Town and the Union concerning recognition of the A & O Manual. Perhaps the Resident Trooper contract between the Town and the State is sufficient to satisfy the requirement of Section 2. If the Colchester

Police Department is operating under the provisions of the A & O Manual, disciplinary actions will arise from violation of provisions contained in that Manual so recognition by the Union is imperative. Although the Union Contract is between the Union and the Town, any matter brought directly to the Commission for discussion should be routed through the Resident Trooper Sergeant so he or she is aware of *any* police issue brought before the Commission. Formal grievance matters will be brought directly to the Resident Trooper as per contract. The Resident Trooper Sergeant and the Police Commission must act together on all labor issues. Communication is vital and reinforcement of the chain of command is critical.

The bottom line is, in any matter concerning the police department, The Commission must work through the Resident Trooper Sergeant and force officers who attempt to violate the chain of command to use it. Any circumvention of the chain (order) of command leads to confusion, misinformation, morale problems, rumors and a breakdown in the formal lines of communication. Usually frustration with the formal system of command forces people in the chain of command to try and circumvent it. Instead of solving a problem, such action adds to the problem and leads to a spiral of distrust, which could severely damage the departments' ability to perform its primary mission, public safety.

Organizational chains of command are established so that each individual in an organization knows who their supervisor is, whom they take orders from and whom they are accountable to. The people in the chain are expected to solve problems that may arise at or below their level. If they cannot solve the problem, they bring it to the next level for solution, etc., until it is resolved. When issues are brought to your attention from someone other than the next person below you in the chain of command, refuse to address it until it is brought to your attention via the established chain. The only exception to this would be if it were a personal problem and the subordinate asked for permission to circumvent the chain. If you expect the chain of command to work for you, you must reinforce its use at every opportunity. People make the system work!

**PROBLEM:** Police Commission Role

**GOAL:** *To identify an interim role for the Police Commission to lead the development of an independent police department.*

**DISCUSSION:** The Police Commission is given a simple command by the citizens of Colchester. Supervise and manage the police function. The five electors of the Town who "applied" for the Commission and who were appointed by the Board of Selectman for a three-year term, serve without

pay. All five are conscientiously trying to do the job mandated them by the citizens of Colchester but appear frustrated by apparent obstacles which are created by a system they are trying to work under. Their job is to manage the police department that must legally coexist within the present resident trooper contract. Not only is it frustrating to the Commission, but also to the officers who appear to be caught in the middle.

One project that the Commission has undertaken has been to update the Rules and Regulations of the police department. At the Commission meeting on March 25, 2002, a discussion took place regarding the town's use of force policy. Apparently the policy was sent to Attorney Elliott Spector, a noted police trainer and police policy expert for review. Use of force is an area clearly covered in the State Police A & O Manual and any policy adopted by the town cannot conflict with provisions of the Manual. In any use of force matter Colchester officers will be held to the standards contained in the A & O Manual. As previously recommended, the Commission should attempt to integrate the town Rules & Regulations with the A & O Manual. Not a very appealing job, however one that is necessary and would go a long way to remove the appearance of dual procedures for the police officers. Attorneys in both criminal and civil actions could easily exploit conflict between the two documents or policies.

In order to achieve the stated goal, it is suggested that the Commission begin by prioritizing the recommendations contained in this report and do the political things necessary to reach the stated goal. "Political things" include working with other town committees and boards in developing a timetable to insure systematic development of the police department. Operational and administrative matters associated with the actual delivery of police services should be left to the resident trooper supervisor. That supervisor should work very closely with the Commission in the overall process. The Commissions' role is to guide and direct the achievement of the goals stated in this report.

## **ADDITIONAL**

### **RESOURCES:**

The Connecticut Police Chiefs Association (CPCA) has established a *Municipal Police Support Committee* to assist departments like Colchester in assessing their suitability for a fulltime police department. The goal of this Committee is to respond to requests from chief executive officers and local legislative bodies to provide information on the benefits and requirements of establishing a local independent municipal police department. The Committee, consisting of present chiefs of police, represents an independent, experienced group of professionals available to assist municipalities struggling with the issue of future direction of their police department.

The Town of Colchester can request the assistance of the CPCA in developing their plans for independence. The Committee will tailor its study to the needs of the requesting community, but generally they will look into the following areas:

- ***Legislation Needed To Create a Local Department***  
– Ordinance changes, referendum etc.;
- ***Assessment Of Department Needs*** – what is present today and what is immediately needed;
- ***Resources Available From Other Sources*** – shared dispatching, lockup, records, training;
- ***Budget*** – projected costs of future development;
- ***Table of Organization*** – showing organization structure;
- ***Union Contract Changes and Consideration.***

Request for this assistance may be directed to:

Chief Jack Solomon, President  
Connecticut Police Chiefs Association  
342 North Main Street  
West Hartford, CT 06117-2507

Or call CPCA Headquarters @ 860-586-7506

## CONCLUSIONS:

This report puts forth some suggested goals for the future growth and development of the Colchester Police Department. Everyone involved in the operation and administration of the police function in the town has shown a tremendous interest in doing what is best for the citizens of the town. There is genuine concern for the professional development of all personnel associated with the department. However, the growth and development of the department must be in accordance with the existing Resident Trooper Contract. Where there is conflict, the Resident Trooper Contract is binding. The State Police Department, including the Commanding Officer of Troop "K", the Resident Trooper Sergeant and the present Resident Troopers, all realize that the future of policing in the town of Colchester, be it resident trooper with Colchester officers or an independent Colchester Police Department, rests with the town. The State Police stand ready to assist the town regardless of which direction it chooses to go.

The Law Enforcement Council (LEC) stands ready to assist the Town of Colchester in developing position descriptions and promotional lists for the positions recommended. We have considerable experience in developing and administering valid, job related written and oral examinations for our member police departments. Colchester's Collective Bargaining Agreement, Article XII, Section 5, specifies the three phases of any promotional examination administered by the town, along with the weights of each phase. The phases are consistent with procedures used by the LEC. We also conduct region wide entry-level written examinations and develop an agency employment list of qualified candidates. We are prepared to assist Colchester in the initial selection process as needed.

**15.3.2**  
CALEA 3.1.1

**Resident State Trooper Program**

**a. Suitability of the program must be determined**

Before entering into an agreement with a town to provide resident troopers for that town, the following requirements must be considered:

- (1) **Feasibility studies shall be conducted**  
Feasibility studies shall be conducted before the department enters into a contract agreement when a town official requests a resident trooper.
- (2) **Resident trooper appointments**  
The commissioner may provide program services by assigning one or more troopers, regardless of rank, as resident troopers, who will retain all rights and privileges granted under current labor contract agreements.
- (3) **Jurisdictional issues**  
Primary responsibility for delivery of police services in a resident trooper town resides with the Division of State Police as long as a resident trooper is assigned to the town.

CALEA 3.1.2

**b. Chain of command**

It is essential that each person involved in a resident trooper program understands their duties.

- (1) **Resident troopers will use the following command structure:**
  - (a) District commander;
  - (b) Troop commander;
  - (c) Resident trooper supervisor;
  - (d) Resident trooper;
  - (e) Town police officer.
- (2) **Resident troopers shall supervise all town police officers**
- (3) **The chief executive officer (CEO) of a resident trooper town shall have direct access to the troop commander, the resident trooper supervisor and resident troopers.**

**c. Communications must be effective**

The successful delivery of contract services depends largely on establishing effective communications at several levels between town officials and department commanders, supervisors and troopers.

- (1) **The troop commander and the town CEO shall meet at least once within each calendar quarter of the year to discuss problems and ensure the effective operation of the resident trooper program.**
- (2) **The troop commander will ensure that effective communications are maintained between the troop commander and resident troopers.**

- (3) Whenever a new resident trooper is assigned to the town or a new town CEO assumes office, a meeting will be held to establish reporting requirements and agree upon a schedule of regular contact.
  - (4) Whenever a troop commander, town CEO or resident trooper is replaced, a meeting of all parties shall be scheduled by the troop commander as soon as possible after the change occurs.
  - (5) At the time of renewal of a resident trooper contract, the town CEO and troop commander shall meet to evaluate their resident trooper program.
    - (a) Any evaluation should include clearly agreed upon arrangements concerning ownership, use and maintenance of equipment and facilities.
    - (b) Agreements shall include responsibilities related to equipment and facilities if the contract is terminated.
  - (6) As part of an annual evaluation of resident troopers, the troop commander will meet with town CEO for input regarding resident trooper performance and to review all community service and community improvement projects.
  - (7) There shall be regular and on-going communication between the resident trooper and town police officers regarding law enforcement problems in the community.
  - (8) The town CEO will be supplied with all information related to the resident trooper program, including a copy of this manual section.
  - (9) Resident troopers shall maintain contact with the troop and must be available for calls for service directed from the troop, as required.
- d. Resident trooper program supervision
- (1) **Resident trooper supervisors**
    - (a) A sergeant whose primary responsibility is to supervise all troop resident troopers shall be assigned as the resident trooper supervisor by a troop commander who provides four or more resident troopers.
    - (b) Troops with less than four resident troopers shall assign a sergeant, whose duties will include the supervision of the resident troopers along with other assigned duties.
  - (2) **Scheduling**

Scheduling shall consider the needs of a town, good law enforcement practices and the rights of all employees as specified by labor contract agreements.

    - (a) After consulting with the town CEO, the troop commander shall devise a work schedule for resident troopers.

- (b) Resident troopers shall wear the department uniform of the day during regular working hours unless given specific permission by the troop commander to work in civilian clothing.
- (c) Extended or major crime investigations will be turned over to the district major crime squad or troop CI unit, but the resident trooper shall be used as a resource during any their investigations within the town.
- (d) Except during an emergency, troop commanders shall not permit assignment of a resident trooper to duties outside the contract town and, further, the town CEO shall be notified whenever the resident trooper is called out-of-town for other duties.
- (e) Resident troopers on duty shall not normally leave the boundaries of the town without permission from the troop commander.
- (f) Troops will not furnish special coverage for resident trooper absences due to regular day leave, vacation, sick leave of less than 5 days duration or for specialized training. Patrol coverage for the town shall be provided by the troop.
- (g) When no resident trooper is working and it is necessary to assign a patrol trooper to an incident in a resident trooper town, any investigation of the incident shall be conducted by that patrol trooper.
- (h) Resident troopers shall engage in community service and community improvement projects which meet the needs of both the town and the department. Crime prevention, safety education, drug and alcohol abuse prevention and similar programs intended to enhance the quality of life in the town will be addressed.

CALEA 61.4.1a

e. **Town police officers**

Town police officers represent a substantial personnel resource to the town and the department.

(1) **Training**

- (a) If a town police officer is to be used effectively, state mandated training through Police Officer Certification and Training (POST) program standards must be maintained.
- (b) Compliance with POST requirements is the responsibility of the town CEO.

(2) **Use of town police officers**

- (a) Based upon operational needs, the nature and extent of the duties of town police officers will be established by the troop commander, after conferring with the town CEO.

- (b) Telephone requests for all police services will be routed to the troop.
  - (c) Reports, forms and procedures shall reflect established department policies and procedures and will use department incident numbers.
  - (d) The resident trooper is responsible for the timely submission, accuracy and completeness of all town police officer reports.
  - (e) Town police officers shall conform to applicable A&O Manual and other department directives.
    - 1. An A&O Manual copy shall be retained at the Resident trooper's office which shall be available for use by each town police officer.
    - 2. Orders and directives issued by the town shall not conflict with the department A&O Manual, general orders, or special orders.
    - 3. Any appearance of conflict shall be brought to the attention of the town CEO and the troop commander immediately by the resident trooper for resolution.
  - (f) State Police rules regarding firearms and radio use shall be monitored to keep town police officers in good standing with the department.
- (3) **Insurance coverage**
- (a) In-service training undertaken pursuant to Section 7-294 e. C.G.S., shall be performed only while a town police officer is on-duty and insured by a town insurance policy.
  - (b) Troop commanders will contact all town CEOs to inform them that the department will not provide in-service training for a town police officer unless the town maintains adequate insurance coverage.
- (4) **Town police officer patrol schedules**
- (a) Patrol scheduling of police officers will normally be performed by the senior resident trooper, taking into consideration the needs of the town, good police practices, requests by the town CEO, and any rights of the town police officer as specified in existing labor contract agreements.
  - (b) The town CEO will schedule town police officers to work special duty jobs, i.e., road construction jobs, fairs, and similar functions.
  - (c) Town police officers shall use radio call numbers assigned by the troop with the letter "C" as were previously used for constables.

(5) **Hiring town police officers**

Resident troopers involved in the hiring of town police officers shall be guided by regulations developed by the Connecticut Police Officer Standards and Training Council (POST) (See also POST Regulation 7-294e-16);

(a) **Lateral entry appointees to police officer positions**

Whenever a town appoints a candidate from another law enforcement agency to a full time or part time position in their resident trooper program, upon selection of the candidate, the town must satisfy the following requirements:

1. Submit the POST form, "Requirements For Lateral Entry Appointment of Connecticut Certified Officers" to the POST Certification, Assessment And Audit Division which requests acceptance of the training and experience of a candidate accepting a conditional offer of employment by the resident trooper town;
2. Lateral entry candidates must submit to:
  - [a] A background investigation (Sec. 4.1.2);
  - [b] Filing of fingerprints to SPBI and the FBI for criminal record checks; and
  - [c] Polygraphic examination of standardized questions provided by the POST Council to the agency administering the examination.
3. Each lateral entry candidate shall be provided with a personnel file which contains:
  - [a] All training records transmitted from the previous employer for the current three year police training and certification time period.
  - [b] Copies of submitted applicant materials;
4. The candidate must be certified in the use of the issued firearm.
5. In addition, concerning lateral entry appointee records:
  - [a] Announcements to hire town police officers must be drafted in accordance with guidelines established by the town human resource or personnel unit.
  - [b] Each application received will be forwarded to the town senior resident trooper for a review and submission of written recommendations.

EFFECTIVE  
10/01 MUST MEET  
ENTRY LEVEL REQUIRE-  
MENTS, INCL. ABILITY  
PHYSICAL & WRITTEN EXAMS

6. **Oral interviews shall be conducted according to town procedures.** It is recommended that an oral board should consist of least three persons such as a state police trooper or sergeant; the mayor or first selectman or a designee; and a resident trooper.
7. Background investigations for each candidate shall be conducted by the resident trooper pursuant to A&O Manual Sec. 4.1.2.
8. A final list of eligible candidates shall be presented to the mayor or first selectman for consideration.

**(b) Non-police candidate appointments of town police officers**  
Whenever a candidate is conditionally hired to attend training for initial certification as a police officer, the following procedures shall be used:

1. Each candidate must file an application with the town to fill the position advertised.
2. The candidate must satisfy all hiring guidelines established by POST which include but are not limited to:
  - [a] Filing a written application;
  - [b] Submitting fingerprints to SPBI and to the FBI for criminal history record checks;
  - [c] Passing a written examination and oral interview;
  - [d] Passing a psychological examination;
  - [e] Passing a department background investigation;
  - [f] Passing polygraphic examination;
  - [g] Passing agility and flexibility tests;
  - [h] Passing controlled substance screening tests; and
  - [i] Passing a medical examination. (See Sec. 7-294d (b) CGS)
3. Applicant processing can be accomplished by the resident trooper or a private screening service hired by the town according to POST standards. (See POST Certification Division form entitled, "Entry Requirements For Appointment") Both forms are available from the Police Officer Standards and Training Council, Connecticut Police Academy, 285 Preston Avenue, Meriden, CT 06450-4891.

(6) **Town police training records**

- (a) Training records shall be maintained for each town police officer by the resident trooper.
- (b) POST rules and regulations shall be followed to maintain certification in good standing, with POST representatives reviewing training and experience records of each police officer every three years for recertification purposes.

(7) **Town police officer personnel files**

- (a) Each town police officer's personnel file shall be maintained in a locked and secure place and shall be accessible only to the town resident trooper, mayor or first selectman.
- (b) Police officer personnel files shall contain data in the following sections:

- 1. **Section 1**  
A face sheet containing personal data including family information and emergency notification data and the expiration dates concerned with mandated training.
- 2. **Section 2**  
Copies of all reports and records concerned with training and education.
- 3. **Section 3**  
Letters of commendation, performance evaluations, observation reports and/or any complaints or internal investigation reports filed or retained pursuant to labor contract agreements.
- 4. **Section 4**  
Personal uniform and equipment inventory forms, or forms signed regarding notice of rules or regulations, and other notices. Also miscellaneous items required or appropriate according to state or local statutes, town ordinances and rules, or as permitted or required by applicable labor contract agreements.

(c) **Management of Section 2 of town police personnel files**

- 1. Upon completion of a review by POST officials for the previous three years of training and experience, that section shall be stapled together and remain within Section 2.
- 2. Training records for the next three years will then be collected in loose form for the next scheduled review.