



Finance Committee Meeting  
September 20, 2010  
7:00 pm  
Oakham Town Hall

Members Present: Donna Derrico-Sands (DDS), Paul McNeil (PM), Lisa Hubacz (LH)  
Others Present: None

Meeting called to order at 7:00 pm.

Mail:

- Letter from New Braintree looking to share Police Chief Services (attached)
- Memo from Police Chief Haapakoski to Finance Committee requesting additional money for a full time officer position (attached)

Minutes:

DDS motioned, LH seconded to approve the following meeting minutes:

- May 28, 2009
- June 4, 2009

Motion passed unanimously

Discussed the Police Chief's request:

Discussed the information the Chief presented and the merits for and against budgeting for another full time officer.

Questions that came up:

- How exactly will the requested money be allocated?
- What impact will this have with the union and future costs to the department?
- What are the implications with potential unemployment costs?
- How does this figure in with New Braintree's request to share Chief Services?

We will request the budget/expense sheets to review police costs for next meeting

Next meeting scheduled for October 4, 2010 at 7:00 pm then to Board of Selectman's meeting at 7:30 pm. (posted for 10-4-2010 at 6:30 pm)

Finance Committee Meeting adjourned at 7:50 pm.

9/20/10 MEETING



**Office of the Select Board  
20 Memorial Drive  
New Braintree, Massachusetts 01531**

*Office Hours  
Monday through Thursday from 8:00 a.m. to 4:00 p.m.  
Closed at noon for lunch*

[www.newbraintree.org](http://www.newbraintree.org)

[SelectBoard@newbraintree.org](mailto:SelectBoard@newbraintree.org)

Robert E. Hunt, Chair  
Martin P. Goulet, Vice Chair  
Glenn B. Merkel, Clerk

Telephone (508) 867-2071  
Fax (508) 867-6316  
Katie J. Tyler, Administrative Assistant

September 14, 2010

Board of Selectmen  
Finance Committee  
Town of Oakham  
Post Office Box 118  
Oakham, MA 01068

Dear Members of the Select Board and Finance Committee:

The New Braintree Select Board has become aware that your Chief of Police might possibly be transferring his position to the Town of Rutland.

Our Board would like to know if you would be willing to meet to discuss the idea of sharing Police Chief services. Our shared school services have progressed extremely well, and we think this is a good time to investigate further avenues for cooperative effort.

Please feel free to write or call to suggest any dates that you might be willing to meet. For your own information, the New Braintree Select Board normally meets on the second and fourth Mondays of each month but I know the members will be open to other choices agreeable to your schedules.

We look forward to hearing from you.

Cordially,

Katie J. Tyler  
Administrative Assistant

/kjt

9/20/10 MTS

To: Oakham Finance Committee  
Fr: Chief Donald A. Haapakoski  
Re: FY-11 Police Budget  
Date: September 8, 2010

The main job of a police department is to prevent crime and the opportunity to commit crimes. This is accomplished by placing officers on duty to perform proactive patrols. Additionally, we are responsible for conducting criminal investigations, auto accident investigations, court prosecutions, and ensuring the free flow of traffic by enforcement, direction and education. We respond as first responders to medical emergencies, and provide other general police assistance to the townspeople. Police departments are proactive in their nature, as opposed to fire departments, which are reactive. The ability to prevent crime, respond to emergencies and enforce state and local laws are baseline services provided by any police agency.

The FY- 2010 state budget showed the Governor eliminating all Community Policing Funds. For years I have been incorporating \$11,299 CP grant funds to offset the actual cost of providing police services, while keeping expenses down. FY -2010's budget was reduced by \$13,000 in the salary account, and we lost a full time officer's position as a result. The total loss of operating funds is \$24,299 for FY-2010. Another \$3,000 was lost in Highway Safety Equipment Grant funding for FY-11 due to the Governor's cuts. These losses caused us to ramp up the use of part time officers to cover shifts. In doing so, we added tremendous liability to the department, and the town. This is because we are relying on undertrained, under experienced officers, who may only work once or twice a month, to carry a significant part of the workload. A fulltime officer attends a police academy graduating after he /she completes 840 hrs of instruction. Part time officers attend a part time police academy and graduate with 120 hrs of instruction. The main reason for the difference is that the part time officers are supposed to supplement fulltime staff, not supplant them. We obviously cannot afford the proper fulltime staffing levels, so we rely on part timers. As with the schools, there are certain state and federal benchmarks relative to staffing. The FBI suggests that a municipality should have 2.5 fulltime officers per 1,000 population. That means Oakham would have 4.83 FT officers. We have 2 officers in FY-2010, well below the federal standard. The average in Massachusetts is 1.9 fulltime officers per 1,000 population. This would be 3.69 fulltime officers; again we are below the standard for FY-2010. We did meet the state average in FY's 2005-2009. My goal is to protect the town and limit the liability incurred. One way is to restore the fulltime compliment to three fulltime officers.

There was a time where this department had only a Chief as the fulltime officer, supplemented by a handful of part time officers, working a few hours per week. Most of the time there were no police patrols, and this was one of the major complaints I received from the townspeople when I started with Oakham PD in 2002. I observed the operations of the department before I made any changes. I noticed that there was no structure, continuity or professionalism in the department. The opinions of the MA State Police, the courts and other communities were that Oakham PD was a laughing stock, not respected in any manner in this area. Slowly, over the years, we built the department into a fully operational fulltime police department. We gained the needed respect from the courts, State Police and other police agencies needed to perform our duties. Part time officers were used sparingly for many reasons. First of all they are not highly trained and could not complete in depth investigations. They are not available during the shifts and times we need

them to cover. Most have fulltime jobs, which makes it difficult for them to attend court hearings. Failure of an officer to attend a court hearing will result in that case being dismissed. This type of dismissal can result in lawsuits being filed for malicious prosecution against the department. This inability to handle the duties of police officers i.e.; making arrests, issuing citations, conducting investigations and testifying in court, makes the part timers less effective to the department. When the department was organized with the Chief and two fulltime officers, everything was handled in an efficient manner. The reliance on part time officers was minimal, and the town was getting the best utilization of the taxpayers money spent on this department. We are now sliding backwards again. The use of part time officers has increased due to last year's budget cuts. We are behind in some investigations, and any further cuts will devastate the operational functions of this department. Liability is something all of us have to recognize and be prepared to take positive action to protect the town.

To address the liability issue incurred by using part time officers, I have set aside 408 hrs of training for part time officers in the FY- 2011 budget. Part of the training will include re-qualifying with our firearms twice during the year. The state now mandates that all officers, fulltime, part time, reserve, etc. qualify two times per year with firearms. Training will also include re-certifying in CPR, First Responder and Automatic Defibrillation, and reviewing bi-monthly the department policy, procedures and police tactics. If we do not meet these basics, the town can be held liable in a civil suit action for failure to train and supervise. Judgments against municipalities in this area are extremely high, and the courts do not show leniency because a city or town indicates that it has a lack of funds to complete the proper training.

We need to attract and maintain quality officers and cut down on turnover in the department. High turnover wrecks havoc on police operations as the department will always be short staffed, consistently training and retraining officers, which in effect makes the department less efficient and effective. On the expense side we see increases in fuel costs, maintenance costs and supply costs. You can only cut so much from the expense side of the budget before you cripple the department and end up spending more in the long run to correct deficiencies.

The police budget is very tight to begin with; expenses are not overfunded. Equipment will not be able to be replaced or maintained when it breaks or wears out. Since July first we have experienced a failure of our portable BT machine, replacement cost \$1,700, a cruiser radio \$515, a well water pump at the station \$390 and a potential \$2,200 to repair the 2000 Crown Vic cruiser. There is no room in this budget for unforeseen emergencies or additional expenses.

Currently part time officers replace fulltime officers when they are on days off, taking leave time, in training or supplementing the shifts if more manpower is needed for calls, accidents and other emergencies. If a fulltime officer is sick, injured, or on leave time, his/her shift will not be replaced in every case. We must not forget that we do not have 24 hr patrol coverage with our current budget reductions in staff will add to response problems and officer safety issues.

We do have mutual aid agreements with area towns, but these towns are also facing cuts, so they cannot be relied upon for assistance in every case. The Mass State Police have had their overtime cut and no new recruit classes have been hired in three years. They are over 300 troopers short as of January 2010 with an expected 400 more poised to leave due to retirements in 2010. There has

been discussion of closing barracks in towns (Brookfield & Belchertown) to pool their troopers in the more active areas and re-evaluating the mission of the state police. Troopers assigned to special units have been reassigned to patrols leaving the investigations units shorthanded. This has a direct effect on Oakham, as we will not be able to rely on the state police for back up or handle a call if we are unable to respond. Recently, I had occasion to call MSP for back up on domestic call. I was told they would send a cruiser, but the trooper was 35-45 minutes out. This was at 10:00am during the middle of the week. Anyone knows that in any altercation it is unsafe for one officer to respond. Waiting 45 minutes for back up makes the situation worse as the victim could be seriously injured or worse by the time help arrives. On Sunday night Sept. 5, 2010 a woman called to complain about some suspicious activity at her home. We had no officers available or on duty to respond. The MSP were called to handle the call. We learned the next day that they never showed up on the call and the woman was outraged that Oakham PD did not respond when she called. This is just the beginning of the problems and complaint that we will be seeing as the department gets stripped of more and more manpower. We are stretched to the limit. We are looking to add three part time officers soon but, that will not solve the problem. We need to do that and replace the second fulltime officer to get back on an operational level.

The police department handled 4,848 calls/incidents in 2009 of which 107 calls were handled between 12am and 8am. These were, for the most part, call outs as there are no patrols on duty during these hours. In 2009 our busiest days have been Friday, Saturday, Sunday and Monday. Tuesday thru Thursday is a little slower, but not by much. Our court appearances have increased as more arrests have been made. As of April 1, 2010 we are out of lock up fees in the budget because of the high amount of arrests. We have many cases of fraud, larceny and ID theft in town. These cases are very complex to investigate and prosecute. They take personnel, technology and time to investigate. On the other end of the spectrum, domestic disturbances and assaults are rising. These are the most dangerous types of calls we handle. Area towns such as Hardwick, Rutland, Barre and Holden have had armed robberies and home invasions in the past few months. Oakham has had brazen house breaks where homes were entered and one even had all the copper pipes were removed in broad daylight! Through professionally training officers working with the area task forces, we were able to arrest and prosecute the people responsible for these crimes.

Oakham issued 21 domestic violence restraining orders in 2009 (a 57% increase over 2008). Not only are they dangerous calls but they are extremely time consuming to investigate and follow up on with the on call judges. Crime will not stop; our work level will not decrease because the economy is bad. Oakham has not been affected as severely as the cities and larger towns but actually, the crime rates and workloads are increasing as times get worse. We have seen a substantial increase in narcotics complaints and investigations in 2009 and an equal increase in the use and sale of heroin in Oakham and the surrounding towns. We have been working with drug/crime task forces made up of city, town, state and federal officers to combat this new problem. All of this activity takes time, money and personnel. I know it may be hard for you to see Oakham as having these problems, but we are not exempt from what is happening in everyday American cities and towns. Criminals are mobile, 20 minutes on Rt. 122 puts them in Worcester. This is evident to us as we have made arrests involving people from all over the state, not just Oakham or our surrounding towns during the past year.

Below, you will find a breakdown of the cost of adding back the second full time officer for the balance of FY-11.

**Current schedule:** 32 hrs/week part time officers @ \$14.00/hr. \$448/wk/ 35 weeks=\$15,518

**Proposed:** 40 hrs/ week fulltime officer @ \$19.20/hr. \$768/wk/ 35 weeks=\$26,800

Amount to be added: **\$11,362 for balance of FY-11 for salary only.**

**Alternative proposal:**

If we replaced the second fulltime officer with a 32 hr fulltime officer, that cost would be \$5,986 for the balance of the year.

Health insurance: Family plan est.; \$15,250. Towns share 70%= \$10,677/yr.  
35 weeks share=\$7,186

**40hr officer/35 weeks total cost w/ health insurance=\$18,548**

**32hr officer/35 weeks total cost w/ health insurance=\$13,172**

9/20/10 mts

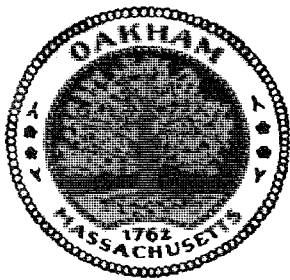
TOWN OF OAKHAM  
 CAPITAL EQUIPMENT REQUEST  
 5 & 10 YEAR PLAN

Department: POLICE DEPT

| Quantity | Item Description (make and model) | Addition or Replacement | Trade-in (Description) | Justification / Impact                                   | Estimated Cost | Priority Order (1,2,3..) | Fiscal Year to be Purchased |
|----------|-----------------------------------|-------------------------|------------------------|--|----------------|--------------------------|-----------------------------|
| 1        | 2007 CROWN VIC CRUISER            | REPLACEMENT             | 2005 CROWN VIC CRUISER | THESE CARS AVERAGE 41,000 MILES PER YEAR/120,000 AT 3YRS | 27,500.00      | 1                        | 2008                        |
| 2        | RADIO UPGRADES                    | ADDITIONAL              | NONE                   | REPLACE TWO CRUISER RADIOS WITH UPDATED SYSTEMS          | 2,600.00       | 2                        | 2008                        |
| 1        | 2008 EXPLORER CRUISER             | REPLACEMENT             | 2002 CHEV. BLAZER      | THIS VEHICLE WILL BE 6 YRS OLD WITH OVER 100,000 MILES   | 33,000.00      | 1                        | 2009                        |
| 1        | FT OFFICER                        | ADDITIONAL              | NONE                   | THIS SLOT IS NEEDED TO COMPLETE 24/7 COVERAGE            | 42,000.00      |                          | 2009                        |
| 1        | 2008 CROWN VIC CRUISER            | ADDITIONAL              | NONE                   | DEPT WILL NEED A 3RD CAR FOR 24/7 PATROLS                | 28,500.00      | 1                        | 2010                        |
| 1        | COMPUTER UPGRADES                 | UPGRADE                 | NONE                   | UPGRADE WILL BE NEEDED TO THE IMC RECORDS SYSTEM         | 15,000.00      | 2                        | 2010                        |
| 1        | 2010 CROWN VIC CRUISER            | REPLACEMENT             | 2007 CROWN VIC CRUISER | THIS CAR WILL HAVE OVER 100,000 MILES / 3YR REPLACEMENT  | 29,500.00      | 1                        | 2011                        |

NOTES:

- 1). The Justification / Impact Section is to be used to give your detailed reasons why a piece of equipment or vehicle should be included in the Budget. Give as much supporting material as possible including the impact of not being budgeted for the requested item.
- 2). Priority Order means if you have more then one request for a fiscal year and you had to choose what you wanted, what number would be first, second, third etc.
- 3). Fiscal Year Purchased - fill in the year you are requesting the equipment for (FY 07, FY 08, etc)



Town of Oakham  
**Oakham Police Department**

Oakham Public Safety Complex, Barre Rd.

P.O. Box 32, Oakham, Ma. 01068

Telephone (508) 882-3347

Fax (508) 882-5208



Donald A. Haapakoski  
Chief of Police

I am pleased to say that the Oakham Police Department has made tremendous progress in restructuring its staff and professionalizing over the past four years. We have increased our ability to cover patrol hours, handle complex investigations, and provide safety programs for our school children, as well as being available for our citizens when they need advice and assistance on various issues. The restructuring was a five-year plan, now entering its last phase. The operations and structure of this department in the FY-07 budget will allow the department to operate effectively and efficiently.

Over past years, the Oakham Police Department did not maintain consistent patrol coverage. Often state police were called in to respond to calls when an officer was not on duty. Currently, we utilize the state police for back up and specialized assistance. Patrol coverage has increased from 2,100 hours per year in 2002, to over 6,300 hours in 2005. The Oakham Police Department covers 16 hours per day on patrol. The police chief handles all calls after midnight, which allows the town to be protected 24 hours per day.

In 2003, the Oakham Police Department implemented a new computer records system. Prior to this, there was no accurate method to compile department crime statistics. Currently, we have crime rates and workload figures for the years 2004 and 2005. For example, in 2004 the department investigated 193 criminal cases, 26 of which involved felony crimes. There were 29 arrests/criminal court hearings. In 2005, the department handled 295 criminal cases, of which 55 were for felony crimes, and there were 46 arrests/criminal hearings. This represents a 35% increase in the department's workload in one year.

As you can see, the department is getting busier as we respond to community needs and complaints. This higher crime rate should not be interpreted as Oakham having a crime wave, but it shows that the town is growing and becoming more active. Our growth, and that of surrounding towns, has a direct impact on our day-to-day police operations. Our self-sufficiency as a police department has increased our effectiveness in providing police service to the residents of Oakham, and has enhanced our relationships with area police departments, the state police, district attorney's office and trial court, as well as federal law enforcement agencies. The day-to-day police department operations involve interactions with most of these local agencies.

The Town of Oakham has a population of approximately 1,933 residents, with increases during summer months. The home building in the town continues to grow, as well as surrounding towns, all of which have a direct impact on the police department's daily activity. The FY-07 budget addresses this growth, and provides for professional police service for Oakham's residents.

The Oakham Police Department has been successful in securing law enforcement grants over the past year. We received \$5,400 from the Executive Office of Public Safety's Governor's Highway Safety Bureau for participation in the Click It or Ticket, You Drink You Drive You Lose, and Road Respect campaigns. Also, we received a community-policing grant for \$11,299 from the Executive Office of Public Safety. Finally, we shared a \$12,000 grant with the fire department, awarded by the Executive Office of Public Safety's Homeland Security Office. We used that grant to upgrade our portable radios and interoperability with area towns' communication systems. While these grants are helpful in reducing the burden on the town's tax base, we cannot rely on them for all our needs. The awarded amounts in these state grants are subject to change yearly, and we are not guaranteed to receive an award, nor are we guaranteed to receive the same amount as the previous year.

I would like to thank the Board of Selectmen, Fire, Highway and School Departments, the Town Hall Employees, Boards and Committees, as well as the townspeople for their continued support of the Oakham Police Department.

Sincerely,  
Donald A. Haapakoski  
Chief of Police

9/20/10 mts

### Police Dept Budget Comparison FY 2010

|                             | Current       | Revised                | Variance - 1 yr          | Variance - 35 weeks |
|-----------------------------|---------------|------------------------|--------------------------|---------------------|
| Chief Salary                | \$ 63,606.00  | \$ 63,606.00           | \$ -                     |                     |
| Full Time Officer           | \$ 39,963.00  | \$ 39,963.00           | \$ -                     |                     |
| 2nd Full Time Officer       | \$ -          | \$ 39,963.00           | \$ 39,963.00             |                     |
| Court Pay, Call Outs, etc   | \$ 12,000.00  | \$ 12,000.00           | \$ -                     |                     |
| <b>Part Timers</b>          |               |                        |                          |                     |
| 32 Hrs Weekly               | \$ 23,296.00  | \$ -                   | \$ (23,296.00)           |                     |
| 448 hrs vill in for FT      | \$ 6,272.00   | \$ <del>6,272</del>    | \$ <del>(6,272.00)</del> |                     |
| 156 - 3 hours weekly        | \$ 2,184.00   | \$ 2,184.00            | \$ -                     |                     |
| 40 hrs safety classes       | \$ 560.00     | \$ 560.00              | \$ -                     |                     |
| 312 Hrs call outs           | \$ 4,368.00   | \$ 4,368.00            | \$ -                     |                     |
| 408 hrs training on cpr etc | \$ 5,712.00   | \$ 5,712.00            | \$ -                     |                     |
|                             |               | \$ <del>2,800.00</del> |                          |                     |
| Health Insurance - 2nd FT   | \$ -          | \$ 10,677.00           | \$ 10,677.00             |                     |
| Total Police Budget         | \$ 157,961.00 | \$ 168,356.00          | \$ 21,072.00             |                     |
| Health Insurance            | \$ -          | \$ 10,677.00           | \$ 10,677.00             |                     |
| Total                       | \$ 157,961.00 | \$ 179,033.00          | \$ 21,072.00             |                     |