

HUDSON, NH BOARD OF SELECTMEN

Minutes of the September 3, 2019 Workshop Meeting

1. CALL TO ORDER - by Chairman Morin the meeting of September 3, 2019 at 7:00 p.m. in the Selectmen's Meeting Room at Town Hall.
2. PLEDGE OF ALLEGIANCE - led by Selectman McGrath
3. ATTENDANCE
Board of Selectmen: Dave Morin, Roger Coutu, Marilyn McGrath, Normand Martin
Absent: Kara Roy
Staff/Others: Steve Malizia, Town Administrator; Police Chief Bill Avery; Captain Dionne, Captain Cayot; Lt. Bianchi; Ted Luszey; Sean Kelly - MRI
4. DISCUSSION
 - a) Discussion relative to Police Station Addition

Good evening members of the Board. Chief Avery stated also with me sitting in the back of the room is Sean Kelly who is a representative from Municipal Resources, Inc. (MRI) who did a feasibility study for the Hudson Police Department. I will be bringing him forth in a couple of minutes to address the Board about his interviews amongst the staff at the Hudson Police Department and his findings. Tonight I've given you all a booklet that we just received at about 4 o'clock this afternoon. It's the conceptual design of the construction project that we are going to be presenting to you here tonight.

Chief Avery explained the process started for the Hudson Police Department in February. Captain Cayot and I initially started meeting on this process on this project and started looking at our facility and where our future and current needs are with the Police Department. It was very readily available and noticeable to the two of us that we are definitely outgrown our current facility and we have probably outgrown this facility about 12 years ago. One of the initial things that we looked at was our female locker room where we have 10 lockers. Coming up in October, I'll be presenting two more female names to hire as police officers and we are running out of lockers. Our evidence room, our Detective Division, our crime lab, our roll call room, the administration area, our records, and our Legal Division are all in need of either relocating or expanding the facility. At the beginning of the project, I brought in Ted Luszey former Selectman and Chairman of this Board. Why did I bring in Mr. Luszey? Because of his past history of project management with other facilities that I was aware of while he was on Board of Selectmen and thereafter and his professional life. Mr. Luszey has been with me every step of the way, every meeting, every discussion, every report. He has been by my side advising me, advising Captain Cayot, and the rest of my staff as we proceed through this.

Chief Avery stated it was recommended from the get go that I reach out to a construction company to get some ideas and initially I reached out to NorthPoint Construction the owner and was quickly introduced to Scott Cornett who is one of their main project managers of the company. We began meeting with NorthPoint Construction and I forgot to mention earlier in the FY2019 budget, we had budgeted approximately \$30,000 to do a needs assessment and possibly a conceptual design and construction budget for this project. We had the funding to go ahead and do that. This project really ramped up in July where Mr. Kelly began his interviews and began putting his report together for me, Captain Cayot, Captain Dionne, and Lt. Bianchi. As we moved through the late spring, I brought in more of my staff to get involved with this project even so far as to meet with all of the employees during 101 interviews to get their input, had their supervisor's meet with them to get their input. Every step of the way we've reached out to all of the employees to get ideas. I want to make it known right here, I am not in the construction business. I know nothing about construction and that's why I'm relying heavily on Mr. Luszey, Mr. Kelly, and my staff to come up with ideas.

As we moved into the July months and we were able to obtain drawings which are here to my left - and if the cameras can zoom in real close to the map on the left-hand side - there's a red line that comes down

the side of the building. This red line will dictate where the new addition will start. It is 5,700 square feet and change and we are also looking at the same time to renovate about 9,000 square feet to our existing facility. Part of the building would be just one side at the current time would be covered the outside parking for 14 marked police cars. Why do we want it covered? Because during snow storms it's very hard to get our cruisers out. We spent hours upon hours cleaning out our rear parking lot with DPW workers and then shuffling cruisers back and forth. If we had a major emergency during a snow storm, it would take us time to get cruisers out. The Lieutenants and the Sergeants are tasked with snow blowing constantly during storms to keep the walkways clean. The officers pitch in, the detectives pitch in, the administration pitches in. It's all hands on deck during blizzards. This would at least free up 14 of our marked units, our first responders, to be able to get out onto the scene.

Chief Avery noted the other area we looked at very early on was when we met with NorthPoint Construction. We have employees that are not located within their teams or their divisions. I'll use the Legal Division as an example. Currently Tracy Carney our Legal Clerk is down here in this part of the facility. She is the only person from the Legal Division down in the records area where all the legal files are kept. Leiane Hewitt, our Attorney Joe Tessier, and our Police Officer Prosecutor Bryan Genovese are all the way down here. Our Victim Witness Advocate who needs extreme privacy to conduct her business is all the way on the other side of the facility in the back by the men's locker rooms. She had been moved roughly five times since February to try to piece together offices that we can by on a day-to-day operations. The orange area you see here will become - this is part of the current administration - that will become the Legal Division so it is right next to the Records Division and they'll be able to access the files on both sides of the filing cabinets that we have in there for those of you who are familiar with it. A big debate that I had and it's also because she was a Board of Selectmen Anne Seabury - everybody knows that room is named after Anne and was a very great person for this town and very nice to me personally but we are in need of space. We are proposing to take 2/3 of that room and turn it into office space. What type of offices? One of the offices will be for Captain Cayot and the polygraphs to conduct polygraph interviews. He needs complete silence. When he conducts these, that will be in this office. The other two offices will be public interview rooms. When somebody comes into our Police Department to file a report, they will come in through the lobby but then go into the Anne Seabury room. Why is that important? That is going to limit the amount of people for safety reasons that are coming through the Police Department on a day-to-day basis. We have several people that come in on a daily basis to file reports. We urge people to come in and file reports. It is a safety issue having people walking through our building to come to a public interview room. We're proposed to lock down this department. It would be a nice office but they would just go into this room.

Dispatchers. Chief Avery indicated as you all know in this room, they work 8 hour shifts. They cannot leave that office unless they have three people in there and there's only a couple of shifts a week that we have three people in there. They're stuck in their office. Their breakroom is a microwave, a toaster oven, a refrigerator, and a water bubbler with a bathroom but it's right in front of the window from the public. They have no place to decompress, to relax, or take a break without standing in front of people in the public. There are some nights in our lobby it is like the deli line at Hannafords. There are people coming in to file reports and these women and one male can't take a break. They're stuck at these radios, the phones, and their computers. The public interview room will become a break room for the dispatchers. Another safety thing that was pointed out is we will be putting an emergency door so they can exit through to the outside part of the building. Currently right now they have one door that they can exit out to get to the main corridor in the Police Department and we want to make sure we have a secondary door here in case of an emergency they could escape.

Evidence room - Chief Avery said we are running out of space in the evidence room. We have cages there with weaponry. We are busting at the seams in there and I'm not so sure that we would make it another 10 years with our current evidence space. Detective Al Marcotte works many, many hours a week on just purging evidence on a daily basis. As you know when he's purging evidence that afternoon, more evidence is coming in.

Crime lab - for those who have seen our crime lab, we have a crime scene team and it's broken down into an A and B team. There are five people on each team. That room you could barely fit two people in there right now to work together as a crime scene team to fingerprint, or fumigate, or to lift DNA, or to work period. There is no room in the crime lab as we sit here today.

Chief Avery stated there is another Division in the yellow that's going to be going in. That will be a Narcotics Division. Obviously it will be private offices for the narcotic officers and there will be a separate computer lab. Why do we need a computer lab? As you all know, the technology is computer related. When we're investigating crimes currently, we are pulling cell phones we are pulling computers, etc., plus child pornography investigations, sexual assault investigations we are pulling computers. We need a private area where special trained detectives can go to that nobody else in the Police Department will see or can see. It has to be shielded from everybody within the agency except for the people that are working on these investigations. Currently the detectives put up a shade and hide behind it when they're having to go through these horrific crimes. It is not conducive to good solid investigations.

Women's locker room - will be down here which will be adjacent to the new administration area. The women's locker room will have privacy. Currently the women's locker room when our female employees come out of the shower, they have to get amongst their peers. They have no privacy in this room. It sounds weird but it is important to our female employees that they come out of a shower and they have no place to go change in private.

Roll call room - probably one of the most important rooms that we have within our facility it's the roll call and it will become the EOC room. Why is coming there? Because 2/3 of the Anne Seabury room I'm proposing to use for office space. We need a place in case we have a natural disaster some emergency in this town that we have to activate the EOC and my command staff are in this room together with town employees - the Finance Director, the IT Director, DPW, Board of Selectmen. It's very important that we have a place. Currently our roll call room has six chairs to listen to their Lieutenant and Sergeant brief the squad. On any given day and I can give you an example. Five months ago I came in to brief a group of officers on cruiser designs. I wanted to change the cruiser designs to save approximately \$800 per car. Our cars were black and white and wanted to change them to all black. I saw offices around the building, recruited it for our roll call, and we could not move in there. Literally could not move and we were standing hip to hip and people were standing all along the walls. No place for a big briefing. As you know, we do large scale drug investigations in this town. We have briefings before these raids go down. We need a place to be able to brief in the privacy and not out in the public. We have undercover people that will come to our building and they cannot be exposed to the general public which they currently are when we brief in the Anne Seabury room. So roll call is very important.

Another disruptive thing that happens to us is our mailboxes. Chief Avery explained every officer has a mailbox and every squad has a box and are all inside the roll call room. If Lieutenant Bianchi is briefing our officers for second shift and when day shift comes in off the street, it's disruptive. They're coming in and they're putting files in there. We're proposing a separate mailbox room so we're not getting disturbed during important briefings.

Storage - Our current break room that we have is going to be turned into a storage room. We will look for state of the art shelving. What do we need a storage room for? Files, equipment, uniforms, and the list goes on and on and on. We currently have no storage. The mezzanine is used currently to store some paperwork and is that conducive to good storage? No. We are in the process of purging files. I have somebody that works on that several hours a week but again as soon she purges X amount of files, they officers on the street are bringing in more files. It's a never ending battle.

The current Services Division room which is where Jeri Cloutier our Victim Witness Advocate sits is right outside the men's locker room. We are proposing to turn that room into a nice breakroom. Currently we have a breakroom and it's adequate. We have 5 or 6 chairs in the breakroom but we need more space. There are often times during the day there could be 15 employees what want to eat lunch. Some of them cannot even sit down and eat lunch. They have to go into the roll call room to utilize that room to eat or a couple of them have to go out to the picnic table during the nice weather. We are proposing to move the breakroom into the Services Bureau which is a larger room and we'll be able to equip this with a TV, comfortable chairs, and a place for them to sit and enjoy their lunch.

Overall Chief Avery stated we're looking at a spring build if this was to pass the voters, and pass this Board, and pass the Budget Committee. We're looking at a spring build and currently the budget is at \$4.6 million

what we're proposing. Because it's a spring build and we're looking out about two years from now or a year and a half before we actually start the construction, I do expect the cost of the project to keep rising because of the economy, the tariffs, and what not in the United States that we're dealing with currently. Probably a ball park figure is around \$5 million when this is all said and done. Again we are not asking for a taj mahal. We are simply asking for needed space so my staff, for the public to be able to use, for us to be able to work efficiently day in and say out.

The last part Chief Avery wanted to talk about is the security of the Police Department exterior security. We currently have a sign that says "Do Not Enter" in the rear of our building. Is that proper security? One day we caught a gentleman behind our parking lot where all of our employees cars are parked taking pictures of our cars. Not only of our marked cars but of our employees cars. That is a major safety concern for us. We're proposing to put a gate in to stop people from coming in to the rear of the building and our officers will be exiting out another secured gate next to the sally ports. No more will we be bringing prisoners in through the back parking lot where our employees park and going into our sally ports and out. They will come in through the sally port the front way and if they're transporting them to either court or Valley Street Jail, they'll buttonhook and exit that same way. We're proposing to fence in that whole rear parking lot to make sure that our female staff that leave after hours 11 o'clock at night or later, most times it is later - they're briefing the dispatchers afterwards. They're not sworn personnel and I don't want them out there if it's not safe to leave the building at night. Currently it's a concern. Thankfully our guys that are on second shift, the guys on midnights are coming on so there's a shift change there. Obviously if something happened the officers would be there. I think I owe it to my employees to make sure that they're safe when they're coming and going from the Hudson Police Department especially in this day and age. That basically concludes what we're looking at for the addition and some renovations to our current facility. I would at this time like to turn the presentation over to Mr. Sean Kelly from MRI to discuss his report.

Good evening Selectmen and thank you for having me. Sean Kelly understanding is that you've seen my report. Rather than me go through it by (inaudible). You tell me how you would like me to proceed.

Chairman Morin asked for a general overview.

Sean Kelly explained Chief Avery asked us to come in and take a look at the special needs of the current facility. My partner on this job was the President of our company Mr. Allen Gould. Between the two of us, we have combined close to 80 years of law enforcement service and town government. We have a basic idea of what would be a good idea or a good plan for a police department. What we don't have and we couldn't possibly understand is the unique needs of this community today. Though we took a very comprehensive tour of the facility and saw a number of things that we'll take about in just a moment, one of the key ingredients of this was the input from the employees. We talked to about 40 percent of the employees - every rank, every job classification, men, women, patrol officers, detectives, sergeants, clerks, dispatchers, and then combined that with our direct observations of the facility. If you went down there today, one of the things that you would notice right away is that every possible usable place has things stored. One of the things that really stuck out in my mind was the number of employees that there's space underneath the desk in front of you tonight, the space around their legs and their feet is being used to store the goods and materials that they need on a day-to-day basis to deliver police services. This is true in every work space that we went into and we went into every work space.

Some of things that Chief Avery talked about with regard to evidence, and records, and some of the security features of the building that exist today. Mr. Kelly noted there are impositions that we all have in law enforcement that are no less on the Hudson Police Department. For instance when Chief Avery was talking about records, there are some records that have to be retained indefinitely. When you're back filling with new records every day, that gets to be onerous. The department is flat out of space. When I talked to the clerks that are responsible for those things, they talk about a constant every day effort to reduce the amount of records that are being retained. As soon as they're able to be destroyed, they destroy them. That doesn't stop those records that have to be retained forever from building up. They're out of room. They're flat out of room on records.

Chief Avery talked about evidence. Sean Kelly stated evidence right now in the current state is my perspective is not ideal. They've had to split evidence in the building when they should have a centralized

evidence. The function should be better monitored by electronic means. The officer that is tasked with evidence has done a miraculous job under the conditions that they're working with and has purged out as much evidence as possible but like records, some of that evidentiary property has to be retained forever virtually far beyond anybody in this room in government service. Seventy years from now, there are still pieces of evidence that are being brought in there today that have to be retained by the Hudson Police Department. As the Chief described when you're bringing in new evidence every day that becomes a problem.

One of the things that was absolutely evident to me as I was going through the facility to kind of identify what the current state was was that this request for a new facility is not due to negligence. This is a very well cared for building. The people obviously take a great deal of pride in it. It is very well maintained. It is clean. Even the jam packed work spaces are neat and orderly as they can be. There is nothing to suggest to me that you'd be throwing bad money after bad behavior. This is a department that is very evidently proud of their facility and they're making the best of it. It's too small. They just don't have enough space to do their work.

Mr. Kelly said I don't want to reiterate some of the things that Chief Avery already spoke of unless you want to hear from me also. As we were going through the building and Chief Avery described this to some degree, one of the things that we found was that the use of people's time was not being maximized simply because of the design structure of the building. For instance, a patrol officer the majority of their time is spent on patrol car or in the roll call room. A detective - the majority of their time theoretically is spent investigating and reporting on crimes within their ordinary work space. A patrol officer doesn't necessarily need to be close to records but a detective who's constantly looking up old cases to compare Johnny Jones against Johnny Jones or looking for victim services. Things that are document heavy. Those detectives shouldn't have to pack lunch and bring a passport to get records 15 times a day. It should be easily accessible. When we were making our recommendations to Chief Avery, some of the things we tried to do and NorthPoint has done a very nice job putting them together in this graphic here is cluster work spaces together that make better use of the space but also of the employee's time.

One of the things I'm sure you saw in my report was a heavy emphasis on victim and witness privacy rights. This is an area that I'd ask you to put yourself in the shoes of the potential victim or witness. Would you want your son or daughter to be exposed to a suspect or the public when they're having one of the most difficult nights or days of their lives. In the current conditions at the Hudson Police Department, that is a likely event. It's an avoidable event through this project and I think it's an important aspect of it. Juvenile privacy rights is critical. The liability to the community, and I'm talking about the financial liability to the community is extraordinary when you start talking about juvenile matters that are supposed to be under law retained extremely privately and under the current conditions may not be simply because of the condition of the police department. They don't have the availability of the space needed to assure those privacy rights.

Chief Avery talked about the locker space. Mr. Kelly said this is a litigious society that we live in. Right now I know from having interviewed all of these people and my familiarity over the years with the professionalism of the Hudson Police Department and the extraordinary efforts that they go to recruit and retain quality employees. One of the things that you're running up against and Chief Avery touched on it is the fact that you have female employees not just sworn officers but every job classification that are on the outside looking in. What happens if you have an incident occur and a female employee is not treated the same way as another employee? You're exposing yourself to liability. This is an avoidable thing through this project.

Chief Avery talked about the communications center. First of all, Sean said let me comment about your dispatchers. What a great bunch of people. Over the course of my long career, I can't tell you how many times I've just been in awful circumstances and having that calming voice on the other side of a radio or picking up the phone for me is literally life saving. Your dispatchers do their job very well in conditions that are not ideal. As Chief Avery described for you, they are physically compressed into a space that is too small for the tasks that they do right now. As technologies emerge and the social expectations of our police expand, the space that they have now is becoming more compressed. I know that seems strange. The size of a radio 30 years ago versus the size of a radio today but now they're also monitoring 100 video cameras. They're taking calls where a crash 30 years ago - one person might get to a phone down the

road and call 911. Now every car that's passing a crash, 2 to 3 people it seems like, are calling 911 and they're getting hammered by this. They never have any relief. Never get a break and yet when they pick up that phone, they continue to behave professionally. They need an opportunity to decompress during the stress and if they can simply step out by this design here into another room and get away from their desk for a minute while another dispatcher answers their calls, it's worthwhile.

Now that communication's center under its current conditions, there's a few things that need to be done. The HVAC system for instance draws air from outside of the dispatch center. In the case of fire, I've been assured that dampers would collapse the HVAC system and it wouldn't draw from outside but currently smoking from cooking in another part of the building comes into the dispatch center. They don't have a place to store their property. It ends up getting left around. They don't have which is an NFPA standard that you don't comply with currently. They don't have a second means of egress. In other words if there was an emergency and their way out of that building was blocked, they'd be stuck. They have no way to get out of that room currently so a second door must be installed. The front glass that Chief Avery referred to does put them in a fishbowl but that's kind of what the job is. They're greeting the people that come in the front door. That's part of the job but what's not part of the job is if there was every somebody so aggressive that they were essentially for the lack of a better term "assaulting" that front window, there's a safety barricade that can be put down over that window to protect them. They have to stand in front of the window to pull it down. They have to expose themselves to danger to prevent the danger from occurring. That's a change that I think can be made as part of this project.

Sean Kelly recommend that the current fire safety system be evaluated further. We simply don't have the engineering skills to do an engineering assessment of your fire safety system but anecdotally we're hearing stories of your very capable man in charge of the facilities having to bang on the pipes to get the rust loose in order to purge the system first. That doesn't seem to me like it's idea for your fire system. As part of this process if you had an engineering study done of your fire safety system, that would be recommended.

Mr. Kelly indicated I discussed this part of it as discretionary - not mandatory but boy wouldn't it be nice kind of thing is what we don't talk about in police work nearly enough and it's finally start to emerge is the health and wellness of our officers and our dispatchers and other staff. Officers don't have the opportunity to decompress. In a community as lovely as Hudson is, the fact is is that the officers aren't there because people want to pass out roses amongst one another, they're there to intervene on your behalf at times when it's awful. There are instances where Hudson Police officers are going from call, to call, to call, to call and they don't have an opportunity to decompress. A sergeant might start to wonder why Officer Kelly is having six hours into the shift boy Kelly you're getting grumpy buddy. They need to decompress. If we can have a break room where they're actually able to take a break and separate themselves from their duties and decompress for a little while, I recommend it.

Sean Kelly said I put it in the report because I think it's an important piece of the social norming that we're seeing. When in office as Governor Maggie Hassan made an executive order that rest facilities, locker facilities as employers the State must provide people with facilities based on their gender identity. Not what I say you are but what you say you are. That is becoming part of the very ordinary social conversation. In conversation with our liability insurance providers, they talk about some of the highest ticket liability items that municipalities in the State of New Hampshire are facing today are based on gender identities, transgenders, the gay, lesbian, bisexual, transsexual communities. They're trying to live their lives and their employers are not taking care of them and there's opportunity to do that here and reduce your risk of liability.

We talked about a little bit about some of the privacy issues. I think that goes toward the detectives very much. One of the things that Chief Avery talked about was the need for separate space for computer forensics. Mr. Kelly said I can't emphasize the need for that enough. That is an area of police work that boggles my mind. I can't believe how complex what would ordinarily crime. What's that? Twenty years ago now is made so complex by the existence of this confounded form that we all have tucked in our pocket or the computer that's on our desk. These detectives are being asked to do awful work. In order for our prosecutors to successful prosecute these horrific crimes that are being committed against children and some adults of course that are now recorded on either audio or video, or have been captured in the form of pictures on computers, and every form of electronic storage device, these detectives are being asked to look at every single one of those pictures. Sometimes hundreds of pictures so that they can go in front of

a jury and describe it. God bless them and thankfully we have these types of men and women in our communities that are willing to do this work. Related to this, they have to do it in privacy. They have to be able to do it so that a child victim of pornography doesn't suddenly inadvertently get exposed to people that shouldn't see it.

Sean Kelly thought Chief Avery's description of the flow of people in and out of the patrol roll call room currently is spot on. The disruption that I've observed during our visits to the police station it wasn't a single instance. It was multiple times where at roll call we were seeing the disruption to a sergeant or a lieutenant that's trying to tell the oncoming shift about what was going on and the off going shift, they're starting to wind down. They're trying to decompress. They're boisterous. They're finally getting some relief, and they're in their gear, and this and that, and other things happening at the same time where these other police officers are trying to figure out what's going to be their day like. The fact that Chief Avery has proposed that this be a multi-function room not just a roll call room but the fact that it would be also available for emergency operation center. Fabulous use of that space. Fabulous.

Mr. Kelly indicated that's kind of an overview. I probably went far longer than you cared here. Do you have any questions from me about some of the things that you heard?

Chief Avery added when the building was initially constructed and we moved in in July 11, 1995, the building was supposed to be 28,000 square feet and because of cuts back in 1995, they reduced the square footage to the building 13,900 square feet. There was supposed to be a second floor. There is currently a mezzanine on our second floor so we cannot go up in this facility. I remember moving in there and the architecture company Castle and Bowes told that we will outgrow this facility in approximately 12 years because they were cutting out that second level. They were exactly right. Even with the new addition, we're only going up to \$19,000 and change square footage. So we're still not to where we projected to be in 1954 when Chief Gendron took on this project. For any of the viewers at home, I probably will not even be with the Hudson Police Department when this project comes to fruition. I certainly don't want my staff to have to take on this project. In two, three, or four more years, it's going to be even more expensive. The price is just going to keep going up. Our staffing levels are never going to go down. Crime keeps happening every single day. Arrests keep happening; violent crimes keep happening so I never see a future Chief or Captain coming in front of the five of you and saying we can reduce our staff now. I just never see it happening. It's only going to keep growing as the population of Hudson keeps going. I would like to close it on that end and obviously the two of us or any of my staff that is here will take any questions that you may have.

Chairman Morin said you just opened for one of my questions. Is this going to be enough room and how long do you expect this to last? Chief Avery said if we were to do this entire project, at least 15 to 20 years we could get through - at least.

Second, Chairman Morin indicated you named some things that you're going to do for dispatch for safety but you didn't name a lot. Is it going to meet all the standards? Sean Kelly said the recommendations that we made would comply with NFPA Standards which is the National Fire Protection Association Standards as well as industry best practices.

The last thing Chairman Morin had is how big is the Seabury room going to be once this is done if you put the other offices in there. Chief Avery said two-thirds of it will remain. There will still be a meeting room for the general public. I should say it now Mr. Chairman, one of the things that really bothers me and I've mentioned it to several of you in the past, we allow the general public to come into this room and use this room at no charge. They have TVs in there. They have a grease board. You can run a PowerPoint presentation. Our IT Department assists us in putting up two TVs and the very next day I'm briefed that the TV got damaged at some point this week. I believe it was literally the next day. I have a large contingency of families in there for a swearing in ceremony and I come into the room and the carpets are all stained. Covered. Mr. Clarke works his tail off to keep that building as perfect as he can. The people that are using this room are not taking care of this room. Under no circumstances am I recommending shutting this building down but I will probably be adding cameras to the Anne Seabury Room to make sure that the people that are using it are showing it the respect that it deserves.

Chairman Morin said thank you and that leads into my question also. Do we want to keep that room as part of the police station and a secured area and here's my concern. If you use your roll call for EOC and we're in some type of emergency which means you're probably going to have more officers on and you're going to have a very detailed briefing. At this point if you're using your room as EOC where you're going to have that briefing if you keep that as your briefing and turn the Seabury Room into the EOC, then we don't run into those problems. Chief Avery believed if we use those offices Mr. Chairman, the EOC would not fit in that room. It will still be two-thirds but if I look at all of the town employees that need to be in that command center during a disaster, God forbid we have one, we'll probably need the entire Anne Seabury Room to fit in there and to be able to all of us do our jobs. My command staff, Chief Buxton's command staff, you people. There's going to be a lot of people in there. Chairman Morin is fully aware of that but again I'm also looking at your operations during some type of disaster where you're going to have to brief your own people and if we're using your room looking around, there's really no other space you could put your people for that briefing. We're going to cut into your operations. Chief Avery said yes for that period of time I agree but the amount of times that that takes place Mr. Chairman I think we can get by. We'll have conference rooms that we could use. We could line them all up in the Detective Bureau with Lieutenant Bianchi and give a quick briefing there. I think we can get by it. Personally, Anne Seabury and Mr. Malizia knows her and you all know her in here, a very good person and very nice to me and to the people in this town and I do want to keep that room the Anne Seabury room as I sit here today.

Chairman Morin said trust me it wasn't changing the name of the room. I'm just looking and if you're having problems like that, there are a lot of other rooms that we have if we need it for the public. If you needed the space where you're telling us you need space and that room is so important what we just heard, that's why I brought it up that's all. Chief Avery said we discussed and I appreciate your bringing it up Mr. Chairman. We discussed it at length what else we could do in there. There are several options we could use - use it for storage. At the end of the day, I think we all came back - and this is not just Chief Avery - this is my entire staff that that's named after Anne Seabury for a reason. We wanted to keep it that way. Selectman McGrath indicated she'd be very proud.

Selectman McGrath had a couple of comments. I've talked to you and I've talked to Captain Cayot. I'm fully in support of this project whether it's an expansion of this facility or whether it's building a new facility you need the space. The town needs the space. We rely on the Police Department to keep us safe. You need adequate space to do your work. I took a tour of the Police Department when I first got on the Board of Selectmen and there were two key areas that stick with me. One was the evidence room and they did a phenomenal job. It looked very neat, everything was in its place. You could pick out and I questioned the Chief at the time about there had just been a report that I had seen about rape kits that had gotten lost in another department and another community. I was questioning that and he was able to point out exactly where in the room those were kept and how they were categorized. For me who doesn't tour police stations, it was impressive particularly in light of the report that I had just seen.

Reading your report, Selectman McGrath wrote a few bullet points that stuck out to me. This is in no particular order just as they entered my head. The bollards in front of the building so that it would be a protective mechanism so someone couldn't drive into the building. That seems to be happening all over the place. People driving into restaurants and into buildings. I don't understand it myself because it just seems to be a recent phenomena but its happening a lot. That stood out to me as a safety aspect. The other thing that stood out in the report was the HVAC and the conditions and what I would think wouldn't be conducive for safety reasons, for health reasons that the air quality isn't what it should be and not only that the heating and the cooling system. That was another thing that stood out.

The other thing and you mentioned it in your brief was the decompression room for the officers. Selectman McGrath thought too is very important because we hear little bits and pieces of conditions that they have to face on whether it's a crime scene or an accident scene. I walk away and I think to myself I could never do it. I would be awake for days after some of the conditions that they have to face. I think that that's an important component of this building that we should ensure that there is a decompression room where the officers can go and sit down, take a break, relax, try to decompress before they have to head home to their families. That was another thing. The fire safety system was another aspect that stood out.

The other question Selectman McGrath wanted to ask was about that there's attic space and whether or not that can be used for any of the record retention. Chief Avery said yes we currently store records in the mezzanine. Thankfully we have a lock on the door so we do store records up there. Is it ideal? No it's not. Just for the employees have to walk all the way outside through the boiler room, down the whole back of the station, and then up a very steep flight of stairs. The records clerks, my Executive Assistant, everybody in the Legal Division make trips up and down those stairs. I was told early on in this project that a mezzanine is not designed to store and bear heavy weights. We don't know if it was designed to be able to store up there. Recently we had a trash day if I could call it that where we cleaned out old stuff - light bars from 20 years ago and we've reduced the amount of equipment and items that are up in the mezzanine. After speaking with the professionals that know about construction - I'm kind of glad I did because one of them said I would not have been shocked if one of those cabinets come down through your mezzanine and into your building. It kind of hit home to me after he said it. We do have storage up there yes we do but there's pipes all in the ground. There's condensers, generators...Selectman McGrath said it's really not conducive for storage. Chief Avery didn't believe so.

Selectman McGrath closed out her remarks by saying I'm a strong proponent of this project. It's needed by the community. It's needed by this department and it's needed by the officers that keep us all safe. Chief Avery said thank you very much.

Selectman Martin asked is this design I see here on this page is that the whole new addition right here? Chief Avery said yes it is. Selectman Martin said I see part of that addition is flat roof so is there a way to make that whole flatness go the whole way so you have a full upstairs on the addition? Ted Luszey said for an additional cost sure because this is based on a flat construction also. There's no piers put in the ground in order to support the second floor. The reason that's actually flat and the way you've seen it too is those two little white bumps are the HVAC handles on the outside of the building to get rid of as much heat so it's not inside an enclosed attic like the one that's there today. Selectman Morin said the reason why I asked that question is if we did a two-story addition to that police station, I've look this over for four hours on a Friday night. If you had a second floor in this addition, you could bring your locker rooms upstairs. If it could be done and hour administration upstairs and you'd have more room on that bottom floor to grow over the years and maybe even get 15, or 25, or 30 years out of the station. Chief Avery said the initial plan was to go out and up. In speaking with the professionals that know about the construction when you go up, we have limited space in the back of our parking lot to expand out but when you go up, you lose valuable square footage. You need two staircases. You need an elevator. You need a mechanical room. So you're going to lose a lot of square footage just by putting in that second floor. Again after consulting with the professionals and speaking with all the gentlemen involved in this project and I shouldn't forget Jillian from NorthPoint Construction and Claire. The recommendation was to keep it at one story and the cost. Mr. Kelly indicated the elevator is the biggest cost.

Selectman Coutu said to Sean I just want to for the record clarify a couple of things because it is a live broadcast and this will be rerun several times. Could you tell us please how you came about being involved in this project? Sean Kelly explained our company Municipal Resources Incorporated was contacted by Chief Avery and we were asked if we would available to do this work. Selectman Coutu said typically this is a function within your company that you would do for any municipality making such a request, am I correct? Mr. Kelly agreed. Selectman Coutu said prior to commissioning you to do this report, how many times would you say that you had been in our Police Department if at all. Mr. Kelly said since the mid '90s before this project probably as many as ten times prior. Selectman Coutu said for guidance and advice on other matter other than construction of the addition. So this was a unique request. Sean Kelly said why I was here is I've been involved with the Commissioner on accreditation for law enforcement since the mid '90s. Starting with Chief Gendron and every since, I've been here multiple times as a police partner on best practices and CALEA accreditation matters. Selectman Coutu asked and your years of experience in police matter. Mr. Kelly stated 31 years. Selectman Coutu asked and your company. I know you said this before in total your company. Mr. Kelly indicated the company has been in business for about 30 years and the two people and myself and our President Alan Gould the combined government experience - he was also a Police Chief and Town Administrator in excess of 70 years.

Selectman Coutu stated our request for this service was unique in the sense that we've never requested that you come in and do a study of this particular municipal building or any other for that matter. Correct?

Sean said that's correct. Selectman Coutu said you didn't come and solicit us. We went to you and said basically we need help. Come and look at this and tell us what we're doing wrong and how we can better improve our space. Mr. Kelly said yes Sir. Selectman Coutu said one of the things that I noticed - I've been in and out of the building a lot more than ten times I can tell you that in my 12 years experience as a Selectman. I've been in and out of there quite a few times. The one thing that as a person who's managed people the better part of his life the thing that I notice more often than not and I think you touched upon it and its been rehashed here several times in both your report and that of the Police Chief. There's a lot of man hours wasted at the Police Department. There's a lot of people walking up and down hallways that shouldn't have to walk up and down hallways if things were readily accessible. That is evident almost every single time I go into that building and I go into the back area down to the administrative offices, and walk by the detectives. I walk by IT personnel. I walk by Records, clerical staff, and you make your way down the hallway and there's always people going up and down hallways looking for this and looking for that. Not only is this project cost effective for us, it's going to save us a lot of man hours and people will be able to stay in the space they're supposed to occupy and be a lot more productive that they lose that productivity not because they don't make their best effort in providing a maximum level of productivity, the aesthetics of the building as it sits today takes that away from them because they're always shagging after something. I use the word "shagging" because basically that's what it looks like they're doing but technically they are doing their job. It's just taking them a little longer to do because things are not organized in a fashion which would make their job a lot more proficient and for them to be able to use less man hours and get in the case of detectives perhaps one or two more investigations done per week than what they can do today because of the structure.

Selectman Coutu noted one of the things I'm concerned with Chief is we sometimes, not often, have used the Anne Seabury Room for shelter. Will we be able to provide if there was a need for any additional shelter could the new roll call room be made available for shelter if necessary or I believe the request when we've had to have people in shelter I remember a few years back we had people down at the Community Center. We haven't had that many in the Anne Seabury Room. Chief Avery said I have opened it up this year during that week long heat wave and I believe we had two people come in and use it. There's plenty of room and obviously if there was an extreme emergency and we had elderly, or children, or adults that were struggling with the heat, we'd do anything possible Sir to make sure that they were comfortable. Selectman Coutu understood that. I know you would go above and beyond and you'd transport people. You'd do whatever is necessary. That's the nature of our Police Department. I think that people readily see that.

Captain Dionne said the Anne Seabury Room as it sits today I believe has a standing room fire code of 105 people. So at two-thirds that's what would be remaining, I would imagine standing room is 70 people. Shelter wise, I think the Anne Seabury Room is still very adequate.

Captain Cayot asked to address the last topic we were talking about the wasted time. We did look into this a little bit. We only looked at the Legal Division interviewing the staff who are working for the Legal Division right now. A very conservative number. I was told you're supposed to look it over 20 years. Over a 20 year period in speaking with them, they would waste 17,264 hours walking back and forth getting files which at their current salaries would be approximately a half a million dollars over that 20 years of wasted time. Selectman Coutu said I'm glad you looked into it. I didn't know you looked into it. What I'm doing here is not trying to grandstand. What I'm trying to do is I'm trying to educate the public. There are a lot of things in our community, and I'm sure some of you would agree with me if not all of you, that are on a wish list. This is not a wish. This is an absolute - if I've ever in my 12 years sitting here seen something come before me that is an absolute in the terms of necessity, this is it. There are other. They don't take the priority. I've been a strong advocate of doing something about this building. Our staff is jammed in this building but we can make do. This is not a question of making due. This is a question of public safety, personnel safety, personnel decontamination, piece of mind, getting people situated where under a stressful situation there's an ability to be able to decompress them or they decompress themselves so that they can take a deep breath and be able to go back to work because once we're in a crisis situation, it doesn't end like that. Sometimes it's ongoing. We all know in police work when you get called to a home and there's a standoff, it could be an hour. It could be two days. Why? Because there are public safety concerns. There's the evacuation of neighbors. There's the protection of people that may still be the home that we know or we don't know and unaware of. There's the mental stability of the person who is holding down the fort more or less. At any given moment, any given movement, a gun aiming out a window could take down any one of

our units. All of these things are factors but to have to work in an environment that is compressed and continues to make the job even more stressful is what we're trying to erradicate. We're trying to stretch out the building.

Selectman Coutu indicated somebody made a comment - I don't know if it was you Sean or the Chief in regards to something I believe Selectman Martin said. Take a look at the meeting room which would be H34, 36, and 39. The roll call room. Behind that what is that white space? Is that just outside area? Chief Avery said it would be sidewalk, and some gravel, curbing, and then our actual roadway leading to our sally ports. Selectman Coutu said that would be part of a roadway. Chief Avery indicated just beyond that if you look at the current structure of the facility see where it bumps out (looked at the map on the screen and pointed out the areas). We have our generator right outside Dan Clarke's boiler room. This is stone here and then we have a curbing. Don't forget our driveway coming in is not out here at this time. It's closer to this curbing and we have parallel parking that Jay Twardowsky put in for us from Public Works and parked along here. Our officers come in and then into the sally ports with detainees or arrestees.

Selectman Coutu said there's a lot of things as you're coming forward Selectman Luszey. Ted - I hope you don't mind my using your first name. You know I respect you. We've been friends for quite a while now. I respect this is not a political thing for you. You've worked on your own church, in our municipality, the Senior Center, the fire stations - the new one and the rehab over here. You may have had other projects that you've been involved in. You like doing this. This is not a hobby now. This is what I thought was going to be a hobby a few years ago has now turned into a little more than a hobby. Those of you in the audience who know former Selectman Luszey, he's a former member of the Budget Committee - 19 years, and you were a Selectman for 7 years. Private sector and public sector. People who know you, know you to be a fiscal conservative. You've evaluated all of this and worked with the design and trying to structure not just offices and rooms, it affects people. Trying to minimize the amount of walking space, trying to make life more comfortable for the people who work within the confines of these four walls however they're configured. At some point, it becomes a square. Give me your thoughts on that perspective?

Ted Luszey explained in terms of the whole layout, I think we have come to a layout that provides the most productivity enabler if you will for the people in this building. We moved a lot of things around in order to - there's a term in industry called "LEAN". It's all about getting things closer, together to minimize wasted movement equals time, equals money. That's what we've done here. We've made sure we grouped the people that need to talk to one another together. We made sure that the records or the equipment that they need to do their job as clustered together to minimize that, plus we also did some things

b) Resignation of Executive Assistant

Chairman Morin to recognize Town Administrator Steve Malizia.

Motion to authorize the Town Administrator to advertise and post for the Executive Assistant's position.

5. ADJOURNMENT

Motion to adjourn at _____ p.m. by Selectman _____, seconded by Selectman _____, carried

Recorded by HCTV and transcribed by Donna Graham, Executive Assistant.

David S. Morin, Chairman

Roger E. Coutu, Selectman

Marilyn E. McGrath, Selectman

Normand G. Martin, Selectman