

**Police Department Budget Request Analysis - 8/27/18**

		Salary Range		Midpoint	fringe rate
		Min	Max (step 10/11)		
Secretary	1	\$ 42,684	\$ 56,009		72.76%
Administrative Assistant		\$ 53,935	\$ 69,795	\$ 61,865.00	72.76%
Dispatcher	CL 15	\$ 44,601	\$ 58,489		72.76%
Police Trainee	PS 05	\$ 40,226	\$ 53,982		96.93% hazzardous duty
Police Officer	PS 11	\$ 53,540	\$ 70,449	\$ 61,994.50	96.93% hazzardous duty
Police Sargent	PS 14	\$ 60,656	\$ 81,178	\$ 70,917.00	96.93% hazzardous duty

	PS	Fringe rate	Fringe costs	Total	# needed	Grand total	comment
Estimated Promotion from Officer to Sargent (assume 5% *70K raise over officer)	\$ 3,522	96.93%	\$ 3,414	\$ 6,937	3	\$ 20,810.28	
Hire New Officers	\$ 53,540	96.93%	\$ 51,896	\$ 105,436	7	\$ 738,054.25	request is in addition to 3 trainees at Academy and PCN 52807 being recruited
Increase Student Workers	\$ 87,000	7.91%	\$ 6,882	\$ 93,882		\$ 93,882	
Clerical Position	\$ 61,865	72.76%	\$ 45,013	\$ 106,878	1	\$ 106,878	request is in addition to PCN 00108987 being recruited
						\$ -	
Other expense per person (computers, training, phones, cars)				\$ 7,986	7	\$ 55,902	
Overtime Reduction/shift differential						\$ 1,015,526	

How many hours of work with a budget of: \$ 87,000

student worker hourly rate	hours	student worker hourly rate	hours
\$10.10	8,614	\$ 15.00	5800

**Note 1: Please add \$40,000 for 2 police cars**

**Note 2: Potential overtime offset. Once fully staffed, the estimated total number of overtime patrol hours should be reduced by 1,664 hours. At an average hourly rate of \$50, the projected cost savings would be \$83,200 per year.**

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## New Officer Cost Breakdown

Item	Price	Quantity	Total
Police Academy - Basic Training Recruits	\$2,000.00	1	\$2,000.00
T-Shirt	\$6.00	4	\$24.00
Sweatshirt	\$14.00	1	\$14.00
Sweatpants	\$16.00	1	\$16.00
Shorts	\$12.00	4	\$48.00
Hooded Sweatshirt, no zipper	\$25.00	1	\$25.00
Cap w/logo	\$15.00	1	\$15.00
Cargo Bag Black	\$30.00	1	\$30.00
Knit Cap w/logo	\$8.00	1	\$8.00
POST Patch	\$3.00	1	\$3.00
Senior Flag Pin	\$4.00	1	\$4.00
Water Bottle w/logo	\$3.00	1	\$3.00
Black Tie	\$5.00	1	\$5.00
Terry Cloth Robe	\$45.00	1	\$45.00
Lettering-name (gym clothes)	\$20.00	1	\$20.00
Blauer Cruiser Jacket with Liner	\$210.00	1	\$210.00
Winter Hat	\$75.00	1	\$75.00
Summer Hat	\$65.00	1	\$65.00
Rainjacket	\$105.00	1	\$105.00
Vest, Yellow Police	\$58.00	1	\$58.00
Pants, Khaki	\$29.00	2	\$58.00
Short Sleeve Shirt, Khaki	\$27.00	2	\$54.00
Long Sleeve Shirt, Khaki	\$29.00	2	\$58.00
Taper 2"	\$15.00	4	\$60.00
CT Police Academy Shoulder Patch	\$0.00	4	\$0.00
Belt Silver Buckle	\$17.00	1	\$17.00
Name Tag	\$13.50	1	\$13.50
Elite Gun Belt	\$57.00	1	\$57.00
Belt-Medium	\$27.00	1	\$27.00
Elite Keepers BW	\$14.00	1	\$14.00
Elite Dbl Mag Pouch BW	\$29.50	1	\$29.50
G2L Light Holder	\$29.50	1	\$29.50
Elite Cuff Case BW	\$30.55	1	\$30.55
Basketweave Mace Holder	\$30.50	1	\$30.50
Peerless Hinges Handcuffs	\$41.95	1	\$41.95
Baton w/Foam Grip	\$127.00	1	\$127.00
Baton Holder	\$37.00	1	\$37.00
Elite Radio Holder BW	\$51.75	1	\$51.75
Blue Gun	\$53.95	1	\$53.95
ALS Duty Holster	\$94.00	1	\$94.00
Bulletproof Vest	\$860.00	1	\$860.00
Firearm		1	\$0.00 need price
Ammunition			\$0.00 need price
Firearm Cleaning Kit		1	\$0.00 need price

CT Criminal Law	\$25.95	1	\$25.95
CT Motor Vehicle Law	\$25.95	1	\$25.95
Emergency Medical Responder Text	\$99.88	1	\$99.88
Binders	\$2.56	3	\$7.68
Paper (ream)	\$3.12	3	\$9.36
<b>Grand Total</b>			<b>\$4,686.02</b>



# Police Department

## Central Connecticut State University

1615 Stanley Street, New Britain, CT 06050

Chief of Police Gregory B. Sneed

 (860) 832-2398

**FAX** (860) 832-2379



### 1. Historical Perspective:

In 1988, Central Connecticut State University had **24** sworn police officers in the department. Their patrol responsibilities were confined to the interior boundaries of the college campus. Their community engagement programs were minimal.

Noteworthy, in 1988, the department was not accredited and the Clery Act had not yet been established.

In 1988, the department also included 5 civilian staff members.

#### a. 1988 Department Personnel:

- One Police Chief
- One Lieutenant
- One Detective Sergeant
- One Sergeant (dispatch, community service, training)
  
- One Detective
- Three patrol Sergeants
- Sixteen Officers
  - One officer assigned on a rotation basis to Detective Division

**Total: 24 officers**

#### b. 1988 Patrol Shifts were comprised of:

- One Sergeant
- Five officers

**c. Additional Staffing:**

- In 1988, the Department had three civilian dispatchers, one University Assistant and one full-time Administrative Assistant

**2. 2014**

I was hired as the Chief of CCSU Police Department in 2014. At that time, the authorized strength of the police department was 24 officers. However; the department was operating with 22 officers including the Chief.

Over the next few years, due to attrition, hiring freezes and reallocating finances, our authorized staffing level dropped to 22 officers and we are currently operating with 17 officers including the Chief of Police.

**3. 2018 Department Staffing Levels:**

Authorized strength of the agency has been decreased from 24 to 22.

**a) 2018 Department Personnel**

- One Police Chief
- Two Lieutenants (One oversees the administrative units such as records, training, dispatch, accreditation, Clery, etc.; one oversees patrol and detective units)
- One Sergeant Community service, training
- One Detective
- Two patrol Sergeants
- Ten officers (**three are out on leave**) (**one new retiree**)
  - **Totaling 17 Officers**
  - **Total available Officers; 12 including the Chief**
  - An additional three officers have been hired, elevating our number to 20. These three will graduate from the Police Academy in December 2018. They will not complete their In-Service training until March 2019.
  - It is important to note, that in an attempt to be fiscally responsible, once the department's full-time accreditation, Clery and record's manager retired, we attempted to have the police department's Clerk Typist assume the role of

administrative assistant, budget analyst, accreditation, Clery and Record's manager. This process does not work.

**b) 2018 Patrol Shifts:**

- No road supervisor on day shift with four officers
- One sergeant and four patrol officers on 2<sup>nd</sup> shift.
  - NOTE: Three of these officers are out on extended leave.
- One sergeant and two patrol officers on 3<sup>rd</sup> shift

**4. Growth of the university**

Since 1988, the university has grown:

- In acreage (on and off campus)
- This increase of acreage and jurisdictional oversight requires that officers cover significantly more area without additional resources.
- The amount of buildings on campus
- The amount of community members
- The amount of community based programs officers are involved in.

**New Buildings since 1988 (Not listed in any particular order):**

- New Buildings and Grounds
- Early Childhood Development
- Vance Academic
- ITBD
- Charter Oak State College
- Social Science Hall
- Fine Arts
- Engineering Center
- Welte Garage
- Vance Garage
- Mid Campus
- James Hall

## **Student Living Population**

According to CCSU's Master Plan for 1998, approximately 23% of our 7,426 full-time students resided on campus, 1,714 (pg. 40).

In 1998, the CCSU police department had approximately 21 police officers.

In fall of 2017, the enrollment for the campus is approximately 11,880 and approximately 2279 resided on campus, while the police department's force had diminished to seventeen, excluding the chief.

- For approximately the last two years, we were without a lieutenant who was out on medical leave.
- For approximately the past year one officer has been out on administrative leave.
- For approximately the past year, another officer has been in and out of work on medical leave
- For the past four months, another officer has been out on medical leave
- Officer Richardson retired in August of 2018
- Leaving a total of 13

## **Staffing**

In part, as a result of the decreased staffing levels, the department spent approximately **\$250,000** in overtime in 2017.

**Forecasting the next six months and utilizing the existing staffing levels, we are projected a need to replace 2,358 hours of personnel time, equating to approximately \$118,000.**

With the current staffing levels, to maintain the minimum of two officers on every shift, we project that we will spend approximately \$118,000 in overtime over the next 6 months.

We have three police trainees in the police academy. The academy is 22 weeks long. Our recruits are expected to graduate from the academy in

December 2018. Once they graduate, they will need to go through a Field Training test period for 10 weeks. Upon completion in March of 2019, they will be certified to work on their own.

**Forecasting savings realized by having the three new officers, on average we are replacing/hiring to fill eight (8) shifts x 26 pay periods, which equates to 208 shifts a year.**

Sometime after March 2019, we will send the three new officers to training to become bike certified (mandatory training to ride a bike as a police officer). Once done, these officer will be assigned to the patrol division where one of their assignments will be as bike officers. Bike officers are more readily visible to our community, thus giving them the appearance of being more approachable. Bike officers have the ability to maneuver in areas of the campus that the police cruisers are incapable of traversing. Due to staffing, the bike patrol has not been utilized regularly.

## **5. Summary:**

As depicted above, the university has grown significantly in acreage, structures, and community members significantly over the past 30 years while the police department size has vastly decreased. The demands, expectations, public exposure and training responsibilities on today's police officers/departments have grown immensely.

While the campus and officers responsibilities have grown significantly since 1988, the Police Department staffing level has decreased. The circumference of patrol area has expanded beyond the borders of our main campus, as we patrol our off campus facilities (day care and ITBD) as well as honoring our mutual aid agreement with the city of New Britain. This agreement was reached as a result of the growing student population residing in off campus residential areas. The department must be rebuilt and maintain adequate staffing levels or we will fall short of meeting our mission objectives.

To accomplish this, Mr. Sullivan and I have worked together to produce a proposed staffing level for both sworn and civilian positions. The priorities need to be focused on increasing supervision and clerical staffing.

Historically there has been an insufficient amount of first line supervisors (sergeants) to oversee the officers in the field. Presently, we have one supervisor assigned to each patrol shift. This practice has been occurring prior to 1988.

A review of the records show that on average, once you deduct training time, vacation, sick, personal leave etc. a sergeant works approximately 190 days a year. This leaves approximately 175 days a year where the department is without first line supervision.

When supervisors are on scheduled days off, the department utilizes an Officer's In Charge (OIC) structure. In this structure, a patrol officer is assigned as a supervisor for the day. Prior to their days off, the sergeant designates an officer to be OIC in the sergeant's absence. This system dictates that peers supervise peers for a day, only to return back to their role as an officer the next day. It also knowingly places untrained (with respect to the role of supervision) officers, in the role of supervisor.

This practice exposes the police department and the university to charges of vicarious liability and failure to supervise. OIC's have never been trained or attended any of the mandatory first line supervisor's schools required by POSTC of any supervisor. This system also allows those who under other circumstances, may have never achieved the rank of supervisor, to have complete oversight of ensuring the Chief's edicts, department's mission, values and code of ethics are being adhered too.

Today's police officers are expected to be subject matter experts in areas such as crises conflict resolution, leaders in our community, counselors, mentors, as well as active participants in community events, attending programs, developing relationships and building bridges of communication with the community we serve. In addition to these and many other responsibilities, the CCSU PD has entered into a mutual aid agreement with the City of New Britain PD and has engaged our surrounding campus community to address off campus concerns. The CCSU PD has done this exceptionally well in all of these areas, in spite of the existing staffing levels.

As shown in item 3 above, we are operating at a total 14 sworn personnel, 11 of which are assigned to the patrol division.

As a result of a retirement, we will be operating with 5 dispatchers by November 2018, one below minimum staffing requirements.

We have not had a full-time administrative assistant or records/ Accreditation/Clery compliance person since January of 2018.

In 2008, the police department lost its CALEA accreditation. In 2012 and 2013, the University was found in violation of the Clery Act and was fined approximately \$100,000. Those fines were affixed to the University in 2017. The police department is responsible for gathering and submitting the Clery statistics.

Since the police department has been operating with a part-time clerical position, not full-time Clery or Accreditation Manager since January of 2018, these process can be at risk again.

**Conclusion:**

The police department is in a critical state with respect to personnel. As I have mentioned in the past, to continue to operate as we should and to provide the programing and community involvement we need, the department overall strength needs to be increased.

As department members retire, there needs to be a high priority placed on expediting the recruitment and hiring process.

Lack of available working supervision is a critical matter.

Since I arrived in 2014, I have attempted to hire to replace attrition and increase the number of working supervisors so that a road supervisor was working on every patrol shift.

I have attached to this report a summary report which I authored in March of 2018; "Establishing Appropriate Staffing Levels for Campus Police." This document summarizes segments of a report conducted by Sue Woolfenden

Q.P.M, PhD and Bill Stevenson, PhD conducted for the Community Oriented Policing services, U.S. Department of Justice.

Utilizing the average of variables discussed in their document, the yield of 32 officers is the optimal number of officers our department should have. However, understanding the financial constraints, a more realistic number would be 27 officers, which would put us at parity with SCSU.

Without an accreditation and Clery manager, our department risks losing compliance with both evolving mandates. This position needs to be addressed immediately.

Finally, although we need these positions, many of them have been removed from our budget line or reallocated, or were not included or considered in our fiscal request for this year.

#### **Areas of weakness:**

- As of August 8, 2018, we are operating with 17 officers including myself. In March of 2019, our staffing will increase to 20 with the three new recruits.
- We need an additional 4 officers to attain our allotted staffing level of 24 officers.
- Based on the National Staffing Standards for Campus Public Safety (below chart) 32 officers is the optimal number. However, given financial constraints, a more realistic number would be 27 officers, which would put us at parity with SCSU.
- With the pending retirement of one dispatcher, we need to fill that position.
- We need to promote/hire three additional sergeants.
- Accreditation, Clery and Record management are key areas in the police department and are areas where we do not have a full-time worker. These areas are necessary to stay compliant.
- A full-time Administrative Assistant to help with purchasing, budget compliance, and other office assignments is an area that needs to be addressed.

## National Staffing Standards for Campus Public Safety

Submitted by Chief Sneed  
March 20, 2018

Generally accepted standards for defining police staffing ratios based on population do not apply to the campus environment. After contacting several universities, CCSU PD found that campus environments vary greatly in the way they determine their staffing levels. Municipality studies on personnel generally use population size, density, and calls for service, that accounts for allotted days off and hours worked to determine staffing levels.

In a study conducted by Sue Woolfenden and Bill Stevenson (2011) entitled, *Establishing Appropriate Staffing Levels for Campus Public Safety Departments*, it is made clear that unlike municipality studies, “There is no similar ‘Student-to-CPSD Staff Ratio’ that is generally accepted...” (7).

This is illustrated in the comparative review of authorized sworn personnel at other Connecticut Universities shown below.

Please note: Universities below are listed in order of geographical size and number of buildings:	
Connecticut University	# of Authorized Sworn Personnel
University of Connecticut (Patrols only, assigned to main campus)	54
Central Connecticut State University	22
Southern Connecticut State University	27
Western Connecticut State University	18
Eastern Connecticut State University	17

The following summary highlights a few of the notable areas of considerations when staffing campus police. It will conclude relevant tables from the Woolfenden and Stevenson study.

### **Community Oriented Policing**

The CCSU PD has embraced the principles and philosophies of Community Orientated Policing. CCSU PD engages in neighborhood patrols and takes part in numerous university activities, programs, and lectures. In addition, CCSU PD hosts several successful programs such as safety fairs, holiday food and toy drives, and the CCSU original “Coffee with a Cop”.

A department of CCSU PD’s size typically takes part in one to five community policing activities a year. CCSU produces over 20 annually, far exceeding the average.

Based solely on the Woolfenden and Stevenson study, considering this variable the staff level should be 54 officers.

**Table 7. Percentage of CPSDs who believe they have insufficient staff to undertake the range of Community Policing Activities they would wish by student enrollment**

Staff	<10 Staff	<20 Staff	<30 Staff	<40 Staff	<50 Staff	<75 Staff	<100 Staff	>100
Student Enrollment								
<500	33	33	50	—	50	—	—	—
500 – 2499	49	53	38	0	100	0	—	14
2500 – 4499	53	54	33	25	75	100	50	0
5000 – 9999	42	61	62	35	0	25	50	—
10000 – 14999	75	54	62	64	20	0	100	0
>15000	63	91	50	56	67	25	11	—
<b>Overall</b>	<b>48</b>	<b>58</b>	<b>51</b>	<b>42</b>	<b>50</b>	<b>23</b>	<b>29</b>	<b>9</b>

**Shift Relief Factor**

Using the formula provided by Woolfenden and Stevenson, based solely on work hours, allotted time off, sick and vacation days, and officer shift replacement, the average amount of officers needed is 27.

Shift Relief Factor (SRF)		
Scheduled Days Off Per Year (5 on - 2 off cycle)	2 days x 52 weeks =	104 days
Lost Time Per Year (vacation, sick days, etc)		30 days
Total Days Off =		134 days
Total Hours Off =	134 x 8 hrs per day =	1,072 hours
SRF = (365 x 8 hr shift) / (365 x 8 hr shift) - 1072 hours		
SRF = 2920 / (2920 - 1072)		
SRF = 2920 / 1848		
SRF = 1.58		
Total officer hours required per week (17 officers x 40 hrs) =		680
Total number of officers required =		680 x 1.58
		1,074.4 hours / 40 hours
		27 officers

**Buildings**

Woolfenden and Stevenson state the number of buildings, off campus calls for service, campus size, institutional expectation, faculty/staff, and enrollment on and off campus are critical variables with respect to the number of officers. Over the next few years, CCSU is projected to reach 76 buildings. Based solely on these variables, our staffing should be at 24 police officers.

**Table 3. Average CPSD staffing variables to number of buildings**

# of On-Campus Buildings	Average # of CPSD Staff	Average # of CPSD Officers
<10	18	13
10 – 50	21	16
51 – 75	28	22
76 – 100	32	24
>100	76	62

**Average Student, Faculty Staff to Average Officer**

Based solely on the variables of enrollment, faculty, and staff for a university of our size, the average number of police staff was 30 and the average number of police officers was 23.

**Table 2. Average staffing levels and student enrollment**

	AveragenumberofCPSDEmployees			Average number of officers		
less than 500	4.0	3.8	4.0	2.0	3.0	8.0
500 – 2499	2.7	16.6	25.3	2.2	10.5	22.2
2500 – 4999	7.5	21.4	28.0	5.9	16.3	22.1
5000 – 9999	17.2	35.3	22.1	16.1	29.1	16.9
10000 – 14999	22.2	60.5	30.4	16.6	49.0	23.6
15000 or more	31.7	80.8	72.5	26.7	55.8	53.0

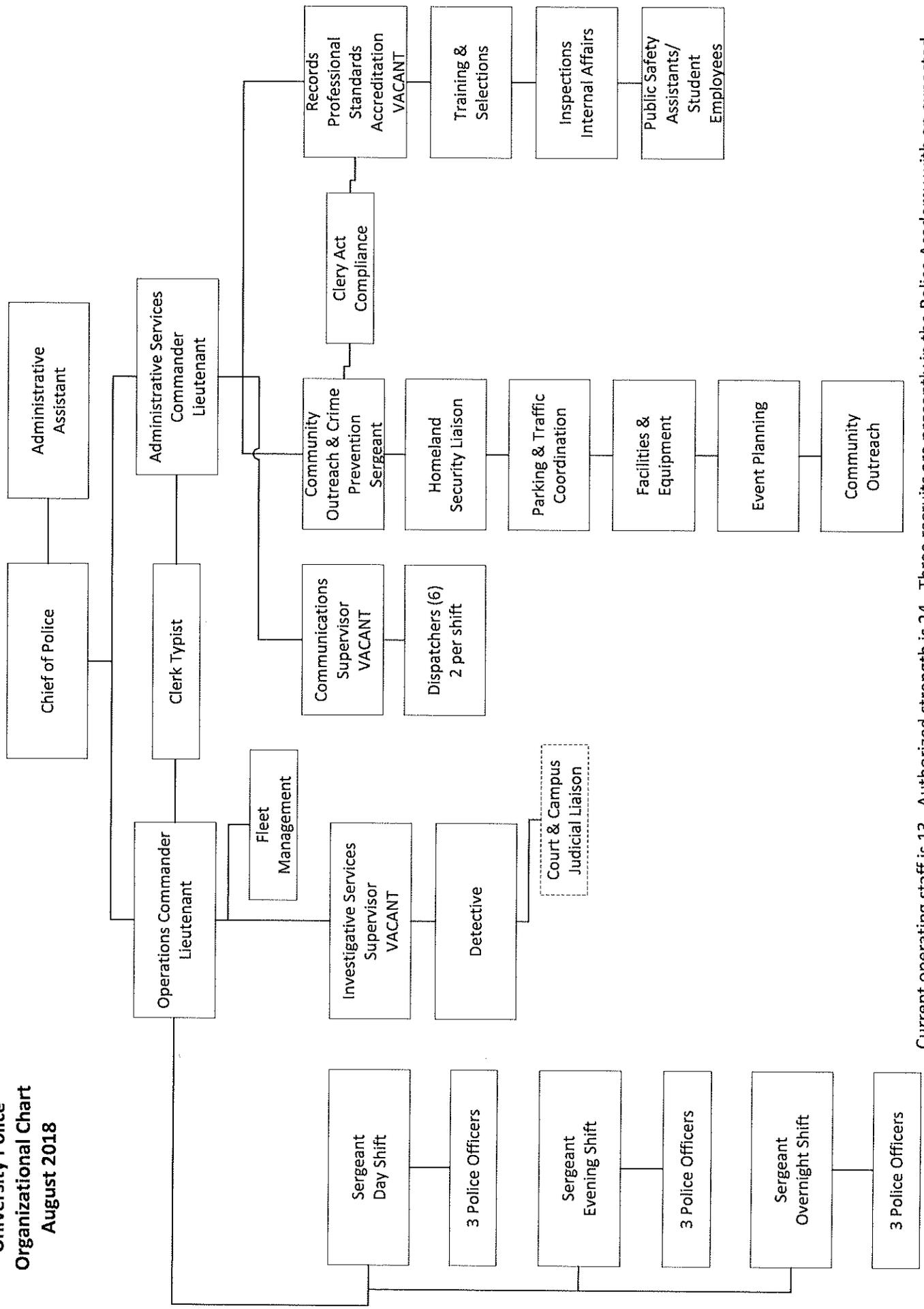
**Conclusion**

The average of the variables discussed in this document yield 32 officers as the optimal number. However, given financial constraints, a more realistic number would be 27 officers, which would put us at parity with SCSU.

**Bibliography**

Woolfenden, Sue and Bill Stevenson. 2011. *Establishing Appropriate Staffing Levels for Campus Public Safety Departments*. U.S. Department of Justice, Office of Community Oriented Policing Services, NCJ 235948.

**University Police  
Organizational Chart  
August 2018**



Current operating staff is 13. Authorized strength is 24. Three recruits are presently in the Police Academy with an expected graduation date of December 2018. Probation period ends March 2019.

# Bernard R. Sullivan

## Education:

Graduated Hartford Public High School 1960  
Graduated Hartford Police Academy 1964  
Manchester Community College 1974-1975  
U.S. Secret Service Dignitary Protection School 1974  
Fellowship American Leadership Forum 1984-1985. Admitted as Senior Fellow 1985  
National Executive Institute of the Federal Bureau of Investigation. Completed 1985

## Experience:

2006 to present Security Consultant

2013-2014 Appointed by Governor Malloy to serve as Vice Chair of the Sandy Hook Commission charged with reviewing the massacre at Sandy Hook Elementary School and make appropriate recommendations to prevent such incidents.

2000-2006 Executive Vice President TBI Construction.  
CEO of a construction management firm overseeing approximately 400 million dollars construction including the Downtown Waterbury Development project consisting of a magnet school, a garage, and the historical restoration of the Palace Theater.

2004-2006 Appointed president of Tunxis Management Company.  
CEO of a property management company acting as a third party manager of approximately 3 million square feet of low and midrise office buildings as well as retail and a small airport.

1992-2000 Chief of Staff to the Speaker of the House. CT General Assembly.

Had direct oversight of approximately 80 employees including legal, press and constituent services. On behalf of the Speaker, evaluated directors of non-partisan staff offices and made appropriate recommendations.

Served as Liaison to Governor's Office and all Commissioners in Governors Cabinet.

Assisted in the organization of the first independent Capitol Police Force.

1991-1992 Durational Chief of Police at Central CT State University.

Developed process and participated in hiring of permanent Chief. Developed Departments first Operations and Administration Manual.

#### 1989-1991 Commissioner of Public Safety, State of CT

Called upon by Governor William O'Neill to take over Department after incumbent was fired due to the discovery of illegal recording of Attorney and clients.

Reconfigured all telecommunication systems to avoid future inappropriate activity.

Managed an agency with 1600 employees. Did a complete reorganization to assure clear lines of authority and responsibility. Streamlined agency reducing staff by 12 percent, reduced overtime cost by 17 percent while maintaining 100 percent efficiency.

#### 1989-1989 Director of Corporate Security ITT Hartford.

Oversaw all security functions nationwide. Initiated a reduction of 5 percent in operational costs.

#### 1982-1989 Chief of Police Hartford CT

Asked by City Manager to assume Command of the Department when the incumbent Chief was forced to resign after 18 months of service. The Department was at an all-time low in its relations with the community.

Oversaw an agency with 625 employees. In seven years never exceeded annual budget. Surpassed all affirmative action goals.

Oversaw the development of an independent Management Information System and implemented computer aided dispatch as well as on line records and booking systems

Added bi-lingual personnel in the communication division to assure 24 hour language capability. Reduced the use of firearms in apprehensions by 75 percent.

Developed mounted Police Unit to patrol city parks.

Invited participant at Community Policing summit hosted by Harvard University.

Invited participant with the International Chief of Police Association in a Technical exchange with the Peoples Republic of China Police Force.

#### 1964-1982 Hartford Police Department

1964 to 1969 Patrolman. Worked various patrol assignments including foot beats, cruisers and the detention facility.

1969-1971 Assigned as Detective worked various investigative assignments including Vice and narcotics, burglary Squad and Detective Division.

1971-1976 Promoted to Sgt. Served in various assignments, one year special assignment to CT State Police Organized Crime unit. One Year Supervisor in Internal Affairs, one year supervisor in Vice and Narcotics Div. One Year as Co-Intelligence Division responsible for dignitary protection and organized crime investigations.

1976 Promoted to Lt. Remained as CO Intelligence Division.

1978 -1980 Assigned as CO Crimes Against Persons Division, oversaw all major crimes investigations including murder, rape, robbery and kidnapping.

1980-1982 Promoted to Captain assigned as Watch Commander.

1982-1989 Appointed as Chief of Police

**Commendations:**

During my 27 year career in policing, I received numerous awards including the Chiefs Medal of Valor as well as awards and commendations from the Director of the US Treasury, US Attorney, the FBI and the Secret Service.

## GREGORY B. SNEED

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### Professional Profile

An engaging leader that understands how the combination of knowledge, skills and abilities of human capital will ensure that an organization will reach the highest levels of performance.

A professional strategic leader with successes in City and College Campus environments, large scale city wide events, community policing philosophies and principles, officer training & mentoring; as well as, workforce planning and development.

A 28 year veteran who has spent his career committed to improving the lives, liberties and freedoms of the residents and visitors to the City of Middletown and Eastern Connecticut State University and Central Connecticut State University.

### CCSU Chief of Police & Public Safety Director 3/14-present

Overall command of the CCSU Police Department including oversight and supervision of superior officers and all personnel to ensure compliance with all applicable regulations, laws, requirements, department and university policies. Responsible for drafting, reviewing, updating policies and procedures. Prepares and monitors the annual department budget oversees all purchases including capital equipment, fleet and facilities; coordinates construction of facilities with Building Committee and contractor(s). Analyzes and evaluates public opinion and attitudes regarding the department; responds to and resolves complaints from citizens regarding department staff and/or activities. Represents the department and acts as a liaison to other university and city officials, as well as the public and other agencies. Addresses labor relations; answers grievances and testifies at Labor Board Hearings; maintains knowledge of and administers CBA and personnel policies.

### ECSU Police, Deputy Chief 4/11-3/14

Assist the Chief with management and operation of the department and staff and acts as the Chief in his/her absence. Responsible for drafting, reviewing and updating policies and procedures. Coordinates traffic and parking lot operations, including the selection and supervision of parking lot cameras; registration of all vehicles on campus; the collection of fines. Oversee operations of the Records Unit. Oversee operations of the Dispatch Center. Oversee Patrol and Training operations. Oversees the operation of the campus shuttle bus service, including the supervision of the drivers and administration of the contract. Assist the Chief with Internal Affairs investigations. Serves as the department's liaison with federal, local and state agencies; the community on and off campus and various unions, which represent department personnel. Responsible for service contracts and ensuring the care of life and safety equipment. Oversee Field, Investigative and administrative operations of the police department. Review all Freedom of Information request.

**Middletown Police, Acting Deputy Chief**

8/09 – 7/11

2<sup>nd</sup> in command of the Police Department who oversees and supervises superior officers and all personnel to ensure compliance with all applicable regulations, laws and requirements. Prepares and monitors the annual department budget (\$10,000,000); oversees all purchases including capital equipment, fleet and facilities; coordinates construction of facilities with Building Committee and contractor(s). Analyzes and evaluates public opinion and attitudes regarding the department; responds to and resolves complaints from citizens regarding department staff and/or activities Represents the department and acts as a liaison to other City officials, the public and other agencies. Assists the Chief with labor relations; answers grievances and testifies at Labor Board Hearings; maintains knowledge of and administers CBA and personnel policies.

**Patrol Division Commander, Captain**

11/05 – 8/09

Commander of 3 Lieutenants, 10 Sergeants and more than 70 Patrol Officers on 3 shifts with sub-divisional involvement including Crisis Negotiators, Marine, SWAT, Traffic, Explorers and Crossing Guards. Budgetary consultative recommendations submitted to the Deputy Chief for more than 5 active divisions to ensure fiscal responsibility within my span of control. Collaborative interactions with 2 unions both Police and Civilian; as well as neighboring Police Agencies, Wesleyan Public Safety and faculty. Liaison between the Police Department, Community Agencies and Business Owners Analysis of complex police problems in the moment and in the future to work towards an effective and reasonable course of action.

**Professional Standards Commander, Captain**

07/04 – 11/05

Investigated issues involving officers' and civilian staff's work place behavior or alleged violations of policy or law in order to make recommendations based on the findings of fact. Liaison between City Attorney's office and Police Department. Oversight of the training division to include the recertification process for all civilians, officers, Sergeants, Lieutenants, Captains, the Deputy Chief and Chief of the Police.

**Lieutenant of Professional Standards Division**

07/03 - 07/04

Organized, planned and scheduled the training of current and new policies.  
Recertification for 100+ sworn officers and civilian personnel.  
Researched and implemented new training venues, topics and methods.  
Maintain a \$60,000.00 training budget within fiscal limitations.

Lieutenant of Patrol Division	03/95	-	07/03
Sergeant of Patrol Division	07/92	-	03/95
Detective of Major Crimes	11/90	-	07/92
Detective of Family Services Unit	11/88	-	11/90
Patrol Officer	10/85	-	11/88

## **Educational Accomplishments**

Central Connecticut State University, New Britain, CT  
Course work completed for Master's Degree (Thesis pending)  
Major: Criminal Justice May 2016

Charter Oak State College, New Britain, CT  
Bachelor's Degree with Honors  
Major: Public Safety Administration January 2009

Tunxis Community College, Farmington, CT  
Associate's Degree with Honors  
Major: Criminal Justice May 2006

FBI National Academy, Quantico, VA  
Upper Level Management – Law Enforcement June 2004

## **Selected Representation of Police Oriented Training**

Crisis Intervention Team C.I.T.  
FBI Law Enforcement Executive Development Training  
Commander, Critical Incident Management, S.W.A.T.  
Commander Hostage/Crisis Negotiator

## **Member or past Board of Directors**

Firearms Arming Committee for Connecticut Community Colleges  
Tunxis Community College Criminal Justice Program Advisory Board  
CT Chapter of National Organization of Black Law Enforcement Executives, V.P.  
Charter Oak State College Board of Director  
HealthyFellows Mentor  
Men Achieving Leadership, Excellence and Success, (M.A.L.E.S.) Mentor  
Minority Recruitment Mentoring Committee  
Student Intervention Team, S.I.T.  
Middlesex County, 10 year Plan to End Homelessness Executive Council  
Downtown Business District & North End Action Team (NEAT)  
Child Safety Day Committee

## **Selected Accomplishments**

2017 Winner Hartford Jazz Society's Emerging Jazz Artist  
2014 100 Men of Color Award  
Reoccurring guest lecture at CCSU Introduction to Criminal Justice  
Oversaw the creation of the 4 Department multi-jurisdictional Tactical Response Team  
Partnership with Homeland Security to create a Virtual Video & Site Assessment of the Campus  
Community Service Award A.M.E. Zion Church