

MINUTES
POLICE AND FIRE COMMISSION
Thursday, August 7, 2014
City Hall, Room 310
5:00 PM

MEMBERS PRESENT: Commissioners Rod Goldhahn, David Nelson, Barbara Dorff and Nancy Schopf

EXCUSED: Commissioner Jim Coates

OTHERS PRESENT: Police Chief Tom Molitor, Fire Chief David Litton, HR Operations Manager Melanie Falk and HR Generalist Jen Smits

1. Roll call.

The meeting was called to order at 5:00 pm by President Goldhahn. Roll call was taken as noted above.

2. Approval of the minutes from the meeting of the Police and Fire Commission held June 5, 2014 and approval of the minutes from the special meeting of the Police and Fire Commission held May 29, 2014.

Comm. Goldhahn requested a motion to approve all of the meeting minutes, as submitted. Motion made by Comm. Nelson, second by Comm. Dorff. Motion carried.

3. President's Report.

Comm. Goldhahn welcomed two new commission members, Comm. Nancy Schopf and Comm. Barb Dorff. He asked both to give a brief biography.

Comm. Nancy Schopf shared she has been living in Green Bay since 1975. She was a Business Education teacher with the Wisconsin Rapids school district and moved to Green Bay where she was with Bay Port High School for 5 years and Ashwaubenon school district for 13 years. She went to the Green Bay Chamber of Commerce to start the Partners in Education program with 10 area school districts and was with that program for 20 years. She is now a retired community volunteer giving her time to the YWCA Women's Empowerment Center mentoring women with their resumes, working with the Green Bay Area Drug Alliance with the Police Department and also with the Start Smart of Brown County Board. Her home town is Sturgeon Bay, WI.

Comm. Barb Dorff shared she has been living in Green Bay for 24 years. She is currently Executive Director of Pupil Services for the Green Bay Public Schools. This is her 37th year as an educator. She was a Counselor K-12 in a number of districts for 21 years. Then she went into administration where she started at Preble High School as an Associate Principal, Red Smith as a Principal, and then Executive Director of Learning/Student Services before her current role as Executive Director of Pupil Services. She is involved with school security with the counselors and social workers, alternative education, homeless students. She works with a lot of the support systems for the children in the district. She works closely with the Police Department with the SROs (School Resource Officers). She supervises them on behalf of the district; meeting with them every month, so she is very familiar with the SRO program. She has two children, two grandchildren, and two beagles.

Former Comm. Elizabeth Kostichka asked Comm. Goldhahn to pass along her thanks for being on the commission for these years. With the cancellation of the July meeting, she was unable to say her farewells. When her term was up, she considered her work schedule and made the decision to step down. She enjoyed her time on the commission, and the commission thanks her for her service to the community in this capacity. She will continue to serve our community in her other volunteer services

4. Communications.

a. Budget Status Report

b. Budget Spreadsheet

Comm. Goldhahn noted the Budget Status Report shows all recruiting and PFC has gone over budget as was expected.

HR Operations Manager Melanie Falk reported that at the August 5, 2014 Finance Committee meeting, the Finance Committee authorized a transfer of \$21,000 from the contingency fund to the recruitment line item based on the anticipated needs of recruitments through the end of this year. A note has been made to address a potential increase to this line item because of the volume of anticipated retirements and increased costs.

Comm. Goldhahn requested a motion to accept and place communications on file as received. Motion made by Comm. Schopf, second by Comm. Dorff. Motion carried

5. Autism Training Recommendation.

This item was tabled to a future meeting. The individual who was going to present was no longer available on this date.

6. Request to approve the Battalion Chief promotional process and timeline.

Fire Chief David Litton addressed the memo outlining the Battalion Chief testing process. Three individuals have notified Chief Litton verbally that they will be retiring at the end of the year. The Chief is requesting to begin the testing process now so that the process can be completed in time for the new Battalion Chiefs to shadow current staff. At least six weeks of shadow time is needed. Two candidates remain on the current eligibility list, and with the Commission's approval will be promoted. The third vacancy will need to be tested for and there may potentially be a fourth vacancy next year. The number of individuals that will apply is unknown.

Comm. Goldhahn noted that two members of the PFC were requested to serve on the interview team. Comm. Goldhahn asked if more are available and would like to be on the team or observe part of that process, are they welcome to? Chief Litton stated that they are certainly welcome.

Chief Litton explained that in the past, candidates who were on duty were pulled off duty for the promotional process testing. Chief Litton would like the interviews and assessments to take place when the candidates are off duty. He wants to avoid any stress or tardiness due to a call. The plan is to test candidates the day before they go to work so they are able to get enough sleep and be refreshed for the testing. The testing process may take up three days depending on how many candidates participate.

Chief Litton stated that the test is currently being constructed; he has asked current Battalion Chiefs for their input. A question was asked if there will there be established evaluation criteria for interview questions. Chief Litton stated that there will be objectives and a grading system.

Evaluators will be given an orientation before the test and will learn what to look for. This will include information regarding tactical exercises, so that evaluators without fire service training can identify the expected outcomes and keep the scoring objective.

Comm. Goldhahn requested a motion to approve the recommendation. Motion made by Comm. Dorff, second by Comm. Schopf. Motion carried.

7. Request to approve revised Patrol Officer recruitment process and the recruitment timeline to establish the 2015 eligibility list.

HR Generalist Jen Smits addressed the memo outlining the recommended revisions to the Patrol Officer recruitment process. Revisions apply primarily to the minimum education as well as the written exam.

The current education requirement is an Associate's Degree in Criminal Justice or a Bachelor's Degree or greater in any field. Chief Molitor and Human Resources are recommending that the minimum education requirement be changed to 60 college credits or an Associate's Degree. Ms. Smits stressed that these are minimum requirements so if a candidate has a Bachelor's Degree or Master's Degree they certainly would not be excluded due to that. The revised minimum education requirements are in accordance with the Wisconsin Law Enforcement Standards Board (LESB) which sets professional requirements for law enforcement. The goal is to expand the pool of candidates and attract candidates of varying personal and professional backgrounds to apply and be considered.

The current written exam was developed by IPMA-HR, and focuses mainly on law enforcement technical skills. The recommendation is to use a test prepared by a company called Ergometrics that evaluates technical skills as well as behavioral traits such as team orientation, ethics, customer relations, etc. This recommendation is due to a large number of candidates that were removed from the eligibility list recently at the final step in the process due to behavioral concerns. The Chief and Human Resources are hoping to identify those behavioral issues very early in the process and then pursue those candidates whose behaviors, ethics, etc. are in line with behaviors valued by the Green Bay Police Department.

Comm. Goldhahn referred to the memo where Ms. Smits noted the Fire Department uses this written exam from Ergonomics and asked if other police departments in the state use this recommended test and if they have a history with positive results. Ms. Smits discussed the great success with the last fire recruitment. Chief Molitor added that he likes the program and shared that scenarios in the demo he reviewed were spot on. One of the areas where people fall is in ethical decision making, and the hope is to wean those candidates out early in the process. The Chief and Human Resources will be working on behavioral dimension filters, which is the same approach that Fire Chief Litton used in the past and worked well.

A question was raised as to the format of the test. Ms. Smits responded that as with the IPMA-HR test, this test will be held in a collective format at NWTC. NWTC has a large lecture hall and the scenarios can be projected on a screen. Candidates answer questions on paper after seeing those scenarios. Another question was asked as to how long the test is. Ms. Smits responded that she was unsure. (Following the meeting, it was determined that the test administration time is approximately 2½ hours.)

Comm. Goldhahn clarified the cost of the exam, which is approximately \$1,500 more than the IPMA-HR exam. This additional cost is per exam process, and not per person. This means a onetime expense of \$1,500 to save \$1,200 per person for pre-employment exams given to candidates who are removed late in the process. Comm. Goldhahn stated that this makes

sense because candidates have previously been removed much later in the process which is costing a lot of money.

Chief Molitor and Human Resources are also recommending some minor modifications to the physical agility test. A review was done of the Wisconsin LESB standards as well as a survey of comparable Wisconsin police departments to ensure proper evaluation of the essential functions of the position.

Ms. Smits stated the remainder of the recruitment process remains the same. It was recommended that the Commission approve the timeline as outlined in the memo. If approved, the application period begins on Saturday, August 9, 2014. Discussion followed regarding application screening criteria and the frequency of the recruitment processes, which are typically conducted annually.

Comm. Goldhahn requested a motion to approve the recommendation. Motion made by Comm. Schopf, second by Comm. Nelson. Motion carried.

8. Report from the Chiefs.

Fire Chief David Litton stated that through the Green Bay School District, Comm. Dorff will be conducting training with Fire Department personnel on the ALICE program which is the school district's program for dealing with an active shooter, school evacuations and lockdowns, etc. This will be over the course of three days and will likely be filled with a lot of questions, but this is moving in the right direction after recent events at East High School. These events are taking place and preparation is beneficial.

The Police and Fire departments participated in a tabletop exercise related to emergency events at Lambeau Field. Police, Fire, FBI, and State of Wisconsin personnel participated in a walk through scenario of a mass event. Many great lessons were learned. Training personnel are working together with the Packers to amend and adjust some of the programs. Going forward, the Fire Department will work closely with the Police Department on tactical EMS, embedding some of the Fire Department medics into the PD units if there was an event such as an active shooter. The past tactics were to wait for SWAT to go through their process. Over the last five years, it has been found that people have died because they haven't received medical treatment immediately. This is moving towards putting tactical EMS into effect with the Police Department to work cooperatively.

Chief Litton reported that the Fire Department is working on formulating their budget. In addition, union contract negotiations began recently. Chief Litton reported that management is looking at the promotional language in the contract. Currently, most promotions are made on the basis of seniority. However; Chief Litton feels that this does not always provide for the best leadership, so management is working to change that process. This seniority-based system has been in Green Bay for many, many years, so Chief Litton is not expecting a drastic change, but he is hoping to make a small step towards change. This will involve input from the Commission as the Commission regulates and deals with the promotions.

Chief Litton explained that he has more input regarding the promotion of Battalion Chiefs than of Captains and Lieutenants. Captains and Lieutenants are promoted strictly by seniority. When asked if Battalion Chiefs are administrative or management positions, Chief Litton explained that they are operations positions in charge of all of the operations during the day. Two Battalion Chiefs are on duty each day; one on the west side and one on the east side. If there is a fire on the east side and all of the stations go, the east side Battalion Chief would be there running the incident. When asked about the Police Department's promotional processes,

Police Chief Molitor explained that there are promotional procedures for Captains and Lieutenants.

Police Chief Tom Molitor further discussed the table top exercise; he felt it was extraordinary. The exercise identified many places where training needs to be drilled down from the supervision down to the officer at the gate because if an incident occurs just outside of gate there are steps that need to be taken, such as determining whether to lock people in or lock people out and what the necessary functions are. When some of the details have been addressed, another table top exercise will be held to see how far they have come. Packer game day is an enormous undertaking of complexity because all of the different roles must be able to work collaboratively. Preparing for the possibility of bad things happening allows the departments to think through the process and start anticipating the necessary resources needed. This is why this training is so important. Comm. Dorff raised a question as to whether commissioners are able to go to these trainings. Chief Molitor stated that he believed commissioners could go; he doesn't believe any of this information is secretive. Comm. Dorff stated she thought the training may be beneficial in her current role with school security. Chief Molitor stated that if beneficial, he will make sure commission members are invited unless there is something that is ongoing secret.

Chief Molitor reported on the use of force on the North Washington Street call. This was a very serious incident, and it has been determined to do a thorough investigation and analysis in the aftermath even before there was a complaint. Through a very exhaustive investigation and analysis, it was determined that the Officer had acted within policy and within his training and experience. This case was then sent to the Department of Justice (DOJ) Training and Standards Bureau, who sets the standards for use of force in the State of Wisconsin for all officers, and they reviewed the report. The DOJ Training and Standards Bureau cleared the Officer of any excessive force and stated that he followed the doctrine laid out in the Defensive and Arrest Tactics (DAAT) manual. With both the investigation and clearance from the DOJ Training and Standards Bureau in mind, Chief Molitor exonerated the Officer from wrongdoing in that case. Chief Molitor shared that the investigation and analysis indicated that, as a department, refreshers or additional training hours would be beneficial in the areas of communications and in dealing with crowd control/angry mob type issues. This has been scheduled for the January in-service.

Chief Molitor stated that he has noticed a remarkable increase in the amount of individuals the Police Department is dealing with on the street related to mental illness. The Police Department is going to step up training on dealing with people who are emotionally disturbed or have any sort of issues that would present as an emotionally disturbed person. This will also be incorporated into the January in-service.

Chief Molitor reported on changes to the five month field training program for new officers. During the June PFC meeting, this training was discussed. During the first month of training, the Police Department has added more of an identification of strengths and weaknesses. Weaknesses are worked on to get the Officer up to par prior to getting into the car with an FTO and becoming pressured by having failure points that could have been addressed before hand. A question was asked on what an FTO is. Chief Molitor responded that these are Field Training Officers. Chief Molitor stated that the field training program includes 4-5 steps which takes five months for a new Patrol Officer to complete. Some of the trainers went to the Milwaukee and Madison Police Departments to see how they were conducting training and brought back some great suggestions which have been implemented. One of the suggestions was very rigorous physical training along with the learning. Chief Molitor is very impressed and has heard a number of people within the department and at City Hall who are very

impressed with how well mannered and polite these officers are. A question was asked if these FTOs are regular Officers or a trainer. Chief Molitor answered that they are regular officers with specialized training in DAAT, firearms, SPEAR, which is another defensive tactic, and several other disciplines needed to administer training. FTO's are experienced officers.

- 9. Review of Patrol Officer candidates. The Commission may convene in closed session pursuant to Sections 19.85(1)(c) and (f), Wisconsin Statutes, to consider employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercise responsibility. The Commission may thereafter reconvene in open session pursuant to Section 19.85(2), Wisconsin Statutes, to report the results of the closed session and consider the balance of the agenda.**

Comm. Goldhahn read the closed session statement. A motion was made by Comm. Nelson with a second by Comm. Dorff to go into closed session. Motion carried

A motion was made by Comm. Schopf to return to open session with a second by Comm. Dorff. Motion carried. Out of closed session Comm. Goldhahn reported that six Patrol Officer Candidates were reviewed. None of those qualified to be considered for employment with the Green Bay Police Department.

10. Bills.

- a. Tyre & Childs Invoice 1070 \$990.00**
- b. Gannett Invoice 0008087996 \$88.64**
- c. Tyre & Childs Invoice 1073 \$1,980.00**
- d. Personnel Evaluation, Inc. Invoice 08203 \$1,250.00**
- e. Prevea Invoice 90462 \$210.00**
- f. Prevea Invoice 90620 \$2,655.00**
- g. Prevea Invoice 10167 \$235.00**
- h. Personnel Evaluation, Inc. \$1,500.00**

Comm. Goldhahn requested a motion to approve the bills. Motion made by Comm. Dorff, second by Comm. Nelson. Motion carried.

11. Set date of next meeting.

The next meeting will be held on September 4, 2014, at 5:00 pm in Room 310

With no other items on the agenda, Comm. Goldhahn requested a motion to adjourn the meeting. Motion made by Comm. Nelson, second by Comm. Dorff. Motion carried.

The meeting adjourned at 5:48pm

Respectfully submitted,

Lindsay Kiesow, Recording Secretary

APPROVED: _____
Rod Goldhahn, President