

**MEDFIELD POLICE DEPARTMENT INVESTIGATION REPORT**

**Investigation: Allegations of Unprofessional and Prohibited Conduct.**

**Part I**

October 17, 2022

**“Police officers must comport themselves in accordance with the laws that they are sworn to enforce and behave in a manner that brings honor and respect for rather than public distrust of law enforcement personnel. They are required to do more than refrain from indictable conduct. Police officers are not drafted into public service; rather, they compete for their positions. In accepting employment by the public, they implicitly agree that they will not engage in conduct which calls into question their ability and fitness to perform their official responsibilities.”<sup>1</sup>**

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<sup>1</sup> Police Commissioner of Boston v. Civil Service Commission, 39 Mass. App. Ct. 594, 601 (1996) (quoting Police Commissioner of Boston v. Civil Service Commission, 22 Mass. App. Ct. 364, 371 (1986)).

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## **INTRODUCTION**

This investigation report provides a summary of the findings and conclusions made regarding concerns related to certain Medfield Police Patrol Officers' and Patrol Sergeants' inappropriate and unprofessional on-duty conduct. Specifically, this investigation pertains to certain officers assigned to the midnight shift, 11PM-7AM ("midnight shift"), who consistently failed to perform the core and essential functions of their positions as required by their official Medfield Police Department ("Department") job descriptions and the Department's rules and policies.

## **SCOPE OF INVESTIGATION**

The scope of this investigation focused on the issue of whether certain Department Patrol Officers and Sergeants, when working the midnight shift, deliberately and willfully engaged in prohibited conduct by actively refraining from engaging in required conduct and job tasks. In addition to conducting witness interviews, this Investigator reviewed pertinent Department rules and regulations, policies, memorandums, and documents, as well as surveillance recordings for 64 tours of duty (512 hours) from the midnight shift.<sup>2</sup>

## **VIDEO SURVEILLANCE AUDIT PROCESS**

This Investigator audited surveillance video recordings for 64 tours of duty (512 hours) from the midnight shift. These video recordings reflected the midnight shift tours of duty with a date range extending from September 12-13, 2021, through March 20-21, 2022.<sup>3</sup>

- September 2021: 8 - Tours of Duty
- October 2021: 12 – Tours of Duty
- November 2021: 8 – Tours of Duty
- December 2021: 8 – Tours of Duty
- January 2022: 9 – Tours of Duty
- February 2022: 11 – Tours of Duty
- March 2022: 4 – Tours of Duty

The method used by this Investigator to audit the video surveillance consisted of viewing recordings as captured by the ***"FLIR Control Center"*** program, which is housed on a computer in the Department's Investigations Office, and documenting observations.

### **Primary cameras reviewed:**

- Outside Sally Port – View of rear lot for Sally Port & Vehicle Processing Bays
- Corridor 123-Facing Evidence – View of Staff Entry & Locker Room Entry
- Corridor 143 – View of entry to Dispatch, Sergeant Office and Patrol Room
- Outside Patrol – View of Parking lot

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<sup>2</sup> Video recordings reflected random tours of duty with a date range extending from September 12-13, 2021, through March 20-21, 2022.

<sup>3</sup> Internal surveillance footage not available until September 20, 2021.

- Outside Staff Entry – View of Police station staff entry from exterior of station
- Police Department Staff Entry – View of Department staff entry interior vestibule
- Staff Entry 120 – View of Department staff rear entry interior vestibule

#### **Secondary cameras reviewed:**

- Vehicle Processing Bay – Interior of bay
- Sally Port Bay – Interior of Bay
- Booking 123
- Booking Process
- Lobby to EOC – Corridor outside EOC
- Rear of Building/Radio Tower – Police parking lot
- Soft Interview – Interior of interview room at end of corridor (143)
- Vestibule – Main lobby of station

The FLIR surveillance system (“FLIR system”) allows manual operation of the fast forward mode that provides the option of increasing speed of a video watched. Speed is enhanced as required by operator allowing a range of speed enhancements, (1X, 2X, 4X, 8X, 16X, 32X, 64X). Additionally, recordings can be paused and reversed. The FLIR system allowed the ability to watch multiple cameras simultaneously displaying video from the same date and period, as well as single camera recordings on a full screen setting. These settings allowed for the seamless monitoring of activities of individuals moving to different interior and exterior areas of the police station. The FLIR system captured images of common areas both inside and outside the police station.<sup>4</sup>

#### **INDIVIDUALS INTERVIEWED**<sup>5</sup>

1. Chief Michelle Guerette
2. Sergeant Conor Ashe
3. Officer Garrott Ledbetter
4. Officer Paul Treggiari
5. Officer Francis Thisse
6. Officer Josh Souza
7. Officer William Bento
8. Retired Chief Robert Meaney
9. Attorney Justin Hanrahan
10. Stephen A Morreale D.P.A.
11. Lieutenant Christopher Kamborian

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<sup>4</sup> External surveillance camera(s) timer is just over two (2) minutes faster than internal camera(s).

<sup>5</sup> Sergeant Ryan Maxfield, Officer Terrance Teehan, Officer Michael Stanley were not interviewed.

## **BACKGROUND**

The instant investigation was initiated due to a confluence of events occurring in the Town of Medfield concerning the lack of visibility of patrol officers during the overnight shift. During the early Fall of 2021, Chief of Police Michelle Guerette (“Chief Guerette”) received concerns from the groundskeeper at the Medfield State Hospital that there was little to no visibility of police officers during the overnight hours on hospital grounds.

Chief Guerette became curious as to why officers on the overnight shift were not continuously patrolling the hospital grounds. Chief Guerette conducted multiple pre-dawn checks of the police station to address her concerns. During these checks, Chief Guerette observed police cruisers assigned to on duty officers were parked in the back lot of the police station in front of the bay doors when she arrived at the police station between 4:30AM-5:30AM.

Chief Guerette entered the police facility and checked the interior of the building looking for the officers who were on duty and operating the police cruiser(s) parked by the bays. Chief Guerette explained that she did not locate the officers, and when she left the building, the police cruisers were no longer parked in the rear lot. Chief Guerette did not check within the men’s locker room, as she is a female.

On November 27-28, 2021, at approximately 12:50AM, a serious motor vehicle accident occurred in Town. Thereafter, the Chief received feedback from community members related to a lack of visibility of officers on the midnight shift.<sup>6</sup> The Department’s investigation into the motor vehicle accident revealed that occupants of the vehicle were traveling from a large party, which was attended by minors at a residence, that is only 0.7 miles from the police station.

Chief Guerette became concerned about how the Department missed this large gathering. Additionally, Chief Guerette explained there was a recent break in at a jewelry store located on Main Street on November 06, 2021, at 01:49AM. Notably, the store is located only 0.4 miles from the police station.<sup>7</sup> Chief Guerette explained that these incidents, along with the feedback she was receiving from the community regarding a lack of officer visibility, caused her to become very concerned about officer activity on the overnight shift. Chief Guerette expressed her unease with these incidents occurring and the officers on patrol not discovering them.

On February 28, 2022, Chief Guerette instructed Sergeant Daniel Burgess (“Sergeant Burgess”) to document the mileage on the cruiser driven by the ranking officer on the midnight shift. Chief Guerette explained that Sergeant Burgess documented the mileage at 4PM and then again between 7

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<sup>6</sup> Reports # 21-128-AC & 21-22-AR.

<sup>7</sup> Sergeant Maxfield was the on-duty Sergeant on November 6, 2021. Based on the police station surveillance video, Sergeant Maxfield entered the men’s locker room at 00:57 hours. At 01:50 hours, Sergeant Maxfield exits the men’s locker room, exits the police station, retrieves his police cruiser from within the closed sally port, and deploys to the break-in at Absi Jewelers. At 02:33 hours, Sergeant Maxfield is observed backing his cruiser into the sally port bay and shutting the bay door. Sergeant Maxfield then returned to the men’s locker room at 04:03 hours, where he remained until 06:42 hours when he exited the men’s locker room.

and 7:30AM the next day.<sup>8</sup> A review of the miles documented showed the vehicle travelled a total of seven (7) miles during the midnight shift. Chief Guerette advised that forty to sixty (40-60) miles would be reasonable on a police cruiser properly patrolling the town on the midnight shift.<sup>9</sup> Chief Guerette explained the extremely low miles indicated to her that the midnight shift supervisor was not conducting active patrols continuously throughout the shift.

Chief Guerette explained that the aforementioned issues, when examined together, corroborated the community's concerns and her observations about officer visibility. Chief Guerette was concerned that Patrol Officers and Sergeants working the midnight shift were not consistently engaged in the proper performance of their official duties as required by the Department's job description, rules and regulations, policies, and the expectations of the community.

### **SUMMARY OF VIDEO SURVEILLANCE AUDIT**

- Sergeant Conor Ashe ("Sergeant Ashe") worked twelve (12) tours of duty, which is equivalent to ninety-six (96) hours of work, of which he spent thirty-nine (39) hours in the Sergeant office, with the door closed, lights off, and twelve (12) additional hours in his police cruiser, which was parked in the police lot behind the generator, with the police cruiser lights off.
- Sergeant Ryan Maxfield ("Sergeant Maxfield") worked thirty (30) tours of duty, which is equivalent to two hundred and forty (240) hours of work, of which he spent one hundred and ten (110) hours in the men's locker room, and thirty-two (32) hours otherwise in and around the police station, including being inside his police cruiser, parked in the police lot behind the generator, with the police cruiser lights off.
- Patrol Officer Terrance Teehan ("Officer Teehan") worked thirty (30) tours of duty, which is equivalent to two hundred and forty (240) hours of work, of which he spent sixty-two (62) hours in the men's locker room, and sixty-seven (67) hours otherwise in and around the police station concealed from public view.
- Patrol Officer William Bento ("Officer Bento") worked four (4) tours of duty, which is equivalent to thirty-two (32) hours of work, of which he spent eighteen (18) hours in and around the police station concealed from public view.
- Patrol Officer Paul Treggiari ("Officer Treggiari") worked two (2) tours of duty, which is equivalent to sixteen (16) hours of work, of which he spent eight (8) hours in his police cruiser parked in the vehicle-processing bay with the bay door closed and in total darkness.
- Patrol Officer Michael Stanley ("Officer Stanley") worked thirteen (13) tours of duty, which is equivalent to one hundred and four (104) hours of work, of which he spent fifty-five (55) hours in and around the police station concealed from public view.
- Patrol Officer Garrott Ledbetter ("Officer Ledbetter") worked three (3) tours of duty, which is equivalent to twenty-four (24) hours of work, of which he spent eight (8) hours and forty-six (46) minutes in the men's locker room.

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<sup>8</sup> The vehicle in question was not used during the evening shift, 3PM to 11PM, as other vehicles were driven by officers during that shift.

<sup>9</sup> Town of Medfield is 14.6 Square Miles with a total of approximately 100 miles of roadways (280 lane miles).

- Patrol Officer Francis Thisse (“Officer Thisse”) worked (2) two tours of duty, which is equivalent to sixteen (16) hours of work, of which he spent three (3) hours and forty-six (46) minutes in the men’s locker room.

Observations from the surveillance video recordings reveal that Officers and Sergeants were not engaged in the proper performance of their duties as required by Department job descriptions, rules and regulations, and policies by concealing themselves in the Sergeant Office, men’s locker room, vehicle-processing bay, or in the rear parking lot of police station for extended periods.<sup>10</sup>

Based on interviews conducted, the rationalization advanced by officers retreating to the police station for extended periods focused on two specific themes: officer safety and the reactive culture of the police department.

### **OFFICER SAFETY**

Sergeant Ashe, Officer Treggiari, Officer Bento, and Officer Souza advanced opinions related to officer safety during their interviews.

Sergeant Ashe claimed that, from what he understood about the Department, Officers “stay around the station, and everybody knew where everyone else was, and that was a safety thing.”<sup>11</sup> Sergeant Ashe did not elaborate on safety matters affecting the Department or provide any examples of unsafe or dangerous situations.

Officer Treggiari explained that the Department has been a reactive police department on midnight shifts, and he opined that being in the station and sitting in the car was a safe space for him to sit.. He further explained that if a call came in, he would have already been in the car and off he went. Officer Treggiari believed that being in the police station was a safe space that allows for quick deployment. When asked why he parked his police cruiser in a location concealed from public view, Officer Treggiari explained there was a time when it was a “police safety thing on midnights.”<sup>12</sup> Officer Treggiari was asked to explain what he needed to be safe from, to which he explained, “*from people who do not like us.*”<sup>13</sup> Officer Treggiari confirmed that, to his knowledge, during the period in question, the Department had not received any threats against Officers or Sergeants.<sup>14</sup>

Officer Bento explained that Officers, including himself, parked their police cruisers and hung around the curtilage of the police station—specifically, the police station parking lot and the area by the vehicle bay processing doors. Officer Bento claimed that being in a police cruiser in the rear lot of the police station was safer than being parked in an open lot, and he advised that when an Officer is at the police station, the Officer is on camera, which enhances officer safety. Officer Bento further noted that the

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<sup>10</sup> Officers cannot protect the community and engage in the proper performance of their patrol duties, as required by job descriptions from within, or behind the police facility.

<sup>11</sup> Interview of Sgt. Ashe.

<sup>12</sup> Interview of Officer Treggiari.

<sup>13</sup> Interview of Officer Treggiari.

<sup>14</sup> Interview of Officer Treggiari.

police station is centrally located in Town, which allows for Officers to respond to calls. Officer Bento, when asked to discuss Officer safety issues, identified officers hanging around the police station or being out of service in the men's locker room as impediments to Officer safety. Officer Bento said he believes this is an Officer safety issue and it is not a safe practice for backup Officers to respond from the police station or from sleeping in the men's locker room on a cot. Officer Bento explained that the delay of getting gear on, then getting into the police cruiser and deploying, creates a long delay for response.

Officer Bento explained that only (2) two Officers were usually on-duty during the midnight shift, and, according to Officer Bento, "we always go on calls with a back-up."<sup>15</sup> Officer Bento claimed that when stopping a car, a Department supervisor would be dispatched to back him up. Officer Bento also explained that, normally, he would conduct traffic enforcement until 2:00AM or 2:30AM, and then he would perform his building checks. Officer Bento explained how a supervisor responding from the police station to back him up on stops caused a delayed response for back-up, or, sometimes, no response from his back-up unit at all. Officer Bento believed this was an officer safety issue, and he advised, therefore, when he works the midnight shift, he no longer conducts traffic enforcement in the middle of the shift, but he instead goes to the police station. Officer Bento believed the delay in back up created an unsafe condition for Officers.

Patrol Officer Joshua Souza ("Officer Souza") corroborated Officer Bento's safety concerns when he recalled one night where he pulled a vehicle over and the police dispatcher called the shift supervisor on the radio but did not receive a response from the Sergeant. Instead, he explained, the dispatcher was forced to utilize the men's locker room phone to reach the Sergeant assigned to the midnight shift. Officer Souza explained this was a serious Officer safety issue, as it created a delay in back-up response time.

Chief Guerette explained that she was never notified, formally or informally, that Officers or Sergeants had concerns related to Officer safety during the midnight shift, or that Officers believed they had to retreat to the police station to be safe. Chief Guerette explained that the Department issues body armor, high-capacity side arms, tasers, and other less-than-lethal defensive tools to enable Officers to protect themselves and the community.<sup>16</sup> Additionally, each police cruiser is equipped with a patrol rifle and state of the art communication equipment. Chief Guerette also explained she has not received any requests, formally or informally, from Officers for added safety enhancements, such as ballistic panels in police cruiser doors or for the authorization to deploy two Officer patrol units. Chief Guerette explained that she had not received complaints or concerns related to Officers believing they were experiencing fatigue or stress that was affecting Officer health, performance, or safety.

The Officers interviewed failed to provide examples of specific hazards, threats, or situations occurring in the Town, which would justify Officers and Sergeants retreating to the protection and

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<sup>15</sup> Interview of Officer Bento.

<sup>16</sup> The occupation of a Police Officer is a stressful and sometimes dangerous profession. Officers are issued firearms, body armor and less than lethal defensive tools to aid them in the performance their duties. Individuals entering this occupation understand the dangers of the service and take an oath to accept the tremendous responsibilities of the position and to perform their duties to the best of their abilities.

security of the police station to enhance their personal safety.<sup>17</sup> Additionally, if there were dangerous or threatening situations occurring within the Town, it would be the responsibility and obligation of the Department to protect the community from the identified threats—not to avoid dangerous situations or hide from them.

Based on statements from Officers Bento and Souza, the most prevalent and concerning Officer safety issue affecting Department Officers relates to the delayed and non-existent back up response created by certain Officers who consistently remove themselves from their patrol duties to hide in the police station for extended periods.

### **REACTIVE CULTURE OF POLICE DEPARTMENT**

During their interviews, Sergeant Ashe, Officers Treggiari, Bento, Souza, Ledbetter, and Thisse advanced opinions related to reactive culture of the midnight shift.

Sergeant Ashe claimed the midnight shift was always a reactive shift; however, March 2020, during the onset of the pandemic, is when he first officially heard he was to, “shut it down.” Ashe recalled that was the message he received from the Sergeants when he was a Patrol Officer. Sergeant Ashe stressed, “we’re not going out looking for warrants, if we have to go grab someone for a domestic, or a public safety issue, or if someone crashes and it’s an OUI and people are hurt, and we have to do something about it; absolutely we will handle that the way we used to.”<sup>18</sup> Sergeant Ashe expressed his opinion that this is not the time or place to go out and make case law, to go looking for ways to get into people’s cars to try to find drugs, or doing that type of stuff. Sergeant Ashe emphasized that this is how the Department operated from March 2020 until a month or so before his interview, at which point the Department’s rules apparently changed.<sup>19</sup>

Sergeant Ashe said he was an Field Training Officer (FTO) for the Department and he attended the requisite FTO Training.<sup>20</sup> When asked to discuss what the FTO Training course identified as being important to the FTO program, Sergeant Ashe explained it is the documenting of Policy & Procedure, documenting to create a paper trail of deficiencies if an Officer did not meet standards, and creating follow-up documentation to address why an Officer did not make it. Sergeant Ashe advised that he did not provide training on the midnight shift, and he explained how he trained officers on the evening shift. He also explained that when he started as an FTO, two (2) things were happening in the country: Police Reform and a lot of anti-police sentiment, and the COVID-19 pandemic. Sergeant Ashe said he trained Officer Bento, Patrol Officer Michael Downing (“Officer Downing”), and, he believed, Officer Ledbetter. Officer Bento was the first Officer he trained. Sergeant Ashe recalled he instructed Officer Bento that he could go out and stop a million cars if he wanted to, but that there was no expectation for him to do or not to do it because no one was going to look at his statistics or how

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<sup>17</sup> Other than Officer Treggiari’s vague statement; *“from people who do not like us.”*

<sup>18</sup> Interview of Sgt. Ashe.

<sup>19</sup> Sergeant Ashe was referring to a Memo from Chief of Police Guerette to Sergeant Ashe and Sergeant Maxfield addressing lack of activity on overnight shifts.

<sup>20</sup> Sergeant Ashe and Sergeant Maxfield both attended the Justice System Training and Research Institute; Field Training & Evaluation Program held at Roger Williams University.

many cars he stopped. Sergeant Ashe told Officer Bento there was no reason to put himself in jeopardy by stopping cars and potentially receiving a citizen complaint. Sergeant Ashe explained that unfortunately, Officer Bento was coming along at a bad time to be a police officer, explaining, “it’s a reactive profession now, that’s the job, the nature of job in Medfield.”<sup>21</sup>

Sergeant Ashe’s performance as an FTO, and his instructions to Officer Bento, are in conflict with the Department’s FTO Program, the Department’s official position on Officer performance and service delivery during the COVID-19 pandemic, and the expectations of the Chief of Police. The Department’s FTO program manual describes a comprehensive, proactive, and intense 8-week training experience designed to expose new Officers to the complex challenges of policing. Each phase of the FTO training program promotes the proactive and thoughtful performance standards a recruit Officer must show proficiency in, per Department policies, rules and regulations, and the best practices of the industry of policing to successfully complete their probationary period.

Additionally, on March 5, 2020, Chief Guerette, issued a memorandum addressing the police Department’s COVID-19 response. This memo addresses dispatch responsibilities and the expected patrol response and focuses on screening calls for service to determine risk of exposure, the proper use of PPE, and the requirement to immediately report if an officer believes they were exposed to someone with COVID-19. The instructions issued do not suggest, infer, or support that Officers should not be performing or limiting their activity. Additionally, Chief Guerette sent a two (2) page letter to the residents of Medfield articulating the Department’s temporary protocols during the pandemic. Paragraph two (2) of this letter states: “The very nature of policing requires that officers must have contact with the public. Our role in the community is essential and we will continue to be visible and proactively patrol the Town to maintain law and order. I assure you our officers will continue to respond to emergency calls for service without interruption. I have listed the modifications to our routine operations and some guidelines to enhance safety within the community.” The modifications listed were police station accessibility, traffic safety, firearms licensing, food delivery to police station, and solicitor permits. Chief Guerette did not list a reduction of patrol or investigative services as part of the Department’s pandemic response.<sup>22</sup>

Sergeant Ashe was promoted to the rank of Sergeant in 2021. Sergeant Ashe took part in an assessment center as part of the promotional process. During the assessment, candidates are asked to answer how he/she would handle a situation where an Officer is caught sleeping in a cruiser and a citizen took photo of the officer and posted it on social media. Sergeant Ashe recalled he answered that scenario by saying the Officers’ actions were a mistake, not malicious, and that the Officer was embarrassed. Sergeant Ashe explained the Officer had no prior discipline and Sergeant Ashe addressed the scenario as a learning lesson for the Officer, and that the Officer would not do it again. Sergeant Ashe explained the Officer’s behavior was not malicious; it was unintentional, not deliberate, not criminal or corrupt. Sergeant Ashe was asked if there was a difference “between falling asleep and going to sleep,” and he advised yes. Sergeant Ashe explained that falling asleep is accidental, you are trying to do the best you can, while going to sleep is shutting the radio off and having guys cover your

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<sup>21</sup> Interview of Sgt. Ashe.

<sup>22</sup> Letter to Residents. “See Attachment 1.”



calls. Sergeant Ashe explained that he worked in another department where people said, “do not call me tonight, I’m off the air.”<sup>23</sup>

Sergeant Ashe attended the Massachusetts Police Training Committee (“MPTC”) Five (5) Day Front-Line Leadership Training. Sergeant Ashe was asked if they discussed officer productivity during the training, and Sergeant Ashe claimed, “not really,” it was mostly “tactical table games.” When asked if the training included supervising, setting expectations, and messaging to employees, Sergeant Ashe said it did not. Sergeant Ashe was asked if the training went over enforcing the rules and regulations of the Department, to which he said he was sure they did, but he could not recall.<sup>24</sup>

As a supervisor, Sergeant Ashe was asked if he condoned bad behavior on his shift. Sergeant Ashe said he did not. Sergeant Ashe was also asked if he condoned sleeping on his shift, to which Sergeant Ashe explained, “[he] was not trying to find it.” Sergeant Ashe was informed that ignoring conduct was condoning it, and he was asked if he was actively and intentionally ignoring it. Sergeant Ashe explained that he is intentionally not trying to find it, and that as long as an Officer answers the radio and goes on calls, the rest of an Officer’s time is for them. When asked if he ever communicated with the Chief of Police that this was his expectation for his shift, Sergeant Ashe said he never had any conversations with her about the expectations for his shift. Sergeant Ashe was asked if he had a problem with going to sleep versus falling asleep. He explained he did not have a problem with it. When asked, what he thinks the Chief of Police thinks about it, Sergeant Ashe advised that up until a month before his interview, he would not think it is an issue. When asked why people going to sleep would not be an issue for the Chief of Police, Sergeant Ashe explained it has been going on before his time, guessing for many, many years, and no one else seemed to have problem with it.

Chief Robert Meaney (“Chief Meaney”) retired in 2018 after serving the Department for twelve (12) years. Chief Meaney indicated that he never personally encountered officers sleeping or had supervisors bring the matter to his attention. Chief Meaney distinguished an Officer sleeping from an Officer dozing off, explaining that Officers do not go to sleep when on duty, an Officer might dose or nod off for a couple of minutes when parked, however, this was not intentional and of course it happened occasionally on midnights. Chief Meaney recalled that when he served as a Sergeant for the Wellesley police department, he disciplined two officers whom he discovered were sleeping on duty when they were parked in the Massachusetts Bay Community College parking lot. Chief Meaney explained that he would never condone sleeping on duty or let it go unaddressed. Chief Meaney claimed he never personally saw or heard of Department Officers setting up cots in the men’s locker room or concealing themselves in the vehicle sally port bays or behind the station concealed from public view. When asked if he knew of Officers bringing pillows on patrol with them, he advised that he had no knowledge of such conduct occurring, nor did he hear rumors of such behavior.

Chief Meaney explained that, as Chief of Police, he expected Officers to be actively on patrol during all shifts. Chief Meaney also acknowledged that midnight shifts were quiet, however, Officers were expected to check their beats completely once at the beginning of the shift and again prior to sunrise. According to Chief Meaney, in between these checks, he expected Officers to patrol roadways and

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<sup>23</sup> Interview of Sgt. Ashe.

<sup>24</sup> Syllabus for MPTC (Massachusetts Police Training Committee) Five Day Front-Line Leadership Training. See Attachment 2.

report streetlights out, street signs and stop signs missing or in need of repair, and to look for disabled motor vehicles, possible Operating Under the Influence drivers (OUIs), and constantly run their beats to identify other issues which would require an Officer's attention. Chief Meaney advised he did not expect an Officer to drive one-hundred and fifty (150) miles on patrol, but he expected Officers to patrol border to border of their sections of the Town, hitting primary and secondary roadways. Chief Meaney further explained that Officers are required to perform many public safety functions other than addressing crime and answering calls when on patrol. For example, he explained, Officers are supposed to be in community actively looking for anything out of the ordinary, and those functions could not be done from inside the police station.

Chief Meaney was asked if the Officers could have been sleeping in or hanging around the locker room of the new building during his time as Chief of Police, to which Chief Meaney said anything was possible, however, he had no knowledge of it. Chief Meaney explained that he never would have condoned such behavior and he would have addressed it. Chief Meaney advised current Deputy Chief of Police, Larz Anderson ("Deputy Chief Anderson") was then the midnight shift Sergeant and he would have immediately and without hesitation brought the matter to Chief Meaney's attention if he knew it was occurring.

Chief Meaney was allowed to view an image of Sergeant Maxfield and Officer Treggiari having a conversation in the rear lot of Department police station.<sup>25</sup> Chief Meaney was asked if he could tell what was under Sergeant Maxfield's arm, and Chief Meaney replied, "looks like a pillow." Chief Meaney said it was unacceptable. Chief Meaney explained that as a taxpayer in Medfield, he assumes Officers are driving around the community all night and not sleeping or hiding in the police station.

Sergeant Ashe explained the Department's call volume is very low, so if officers do not miss a radio call sleeping is not an issue and he was not concerned.<sup>26</sup> Sergeant Ashe was asked if he thought he had an obligation to see if his subordinate employees were alert. Sergeant Ashe confirmed his concerns focused on whether an Officer missed a call on the radio, and he explained that if he was not able to get ahold of them, he would have a big problem with that. Sergeant Ashe was asked, as a supervisor, if he thought it was okay to set up a bed (cot) in the men's locker room and literally curl up and go to sleep for four (4) or five (5) hours. Sergeant Ashe responded and emphasized that as a supervisor, he was okay with that. Sergeant Ashe explained that as long as an Officer answers the radio and goes to the call and handles the call, he had no problem with what they did with their time in-between calls, they could do what they wanted to do.

Sergeant Ashe was again asked to confirm (for clarification), that if Officers are unconscious, he did not have a problem with it as long as they wake up for the radio. Sergeant Ashe confirmed that he did not have a problem with Officers sleeping, sleeping in a bed in the men's locker room all curled up, unconscious, and that it was all okay as long as they responded to the radio.<sup>27</sup>

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<sup>25</sup> Photo of Sergeant Maxfield holding a pillow when conversing with Officer Treggiari. See Attachment 3.

<sup>26</sup> Interview of Sergeant Ashe.

<sup>27</sup> Interview of Sergeant Ashe.

The Department contracted with Attorney Justin Hanrahan (“Attorney Hanrahan”) of Hanrahan Consulting Services to provide testing and an assessment for the Sergeant promotional process in 2021. Attorney Hanrahan was asked to explain why he used a scenario involving an officer sleeping during the Sergeant assessment. Attorney Hanrahan said he used scenarios involving situations that supervisors would be expected to address. The issue of an Officer sleeping on duty was a concerning and important matter, which involved public perception of the police, officer safety, and professional performance. Attorney Hanrahan explained the scenario is designed to elicit answers to address the prohibited behavior and prevent them from occurring again, and also that addressing an Officer falling asleep on duty is relevant topic for police supervisors. Attorney Hanrahan explained that he has used variations of the scenario related to officers sleeping on duty for Sergeant Assessments twelve (12) to fifteen (15) times over the years, and that he believes it is a legitimate concern supervisors need to address. Attorney Hanrahan was asked whether an individual involved in an assessment center for promotion to police supervisor answered the question by saying, “they did not care if an officer was sleeping on duty as long as they answered their radio and went on their calls,” would be considered an acceptable response. Attorney Hanrahan said that it would not be an acceptable answer.

Sergeant Ashe explained that as a Sergeant, he believed his job was to prevent guys from screwing up on calls. When asked who told him or signaled to him that this is the way it is, Sergeant Ashe claimed it was an “intuitive thing, no one told [him] this is okay to do, but if you work somewhere in a short amount of time, you get the vibe of the shift.”<sup>28</sup> Sergeant Ashe explained that he came in and observed the way things were done and how things operated here. According to Sergeant Ashe, he was not going to suddenly come in and be a reformer. Sergeant Ashe explained that, from what he understood, people stay around the police station, and “everybody knew where everyone else was, and that was like a safety thing, that’s kind of the way it went when I started.”

Officer Treggiari, when interviewed, justified sitting in his police cruiser, parked in the vehicle-processing bay, in total darkness, concealed from public view, as the way the culture of the Department is on the midnight shift. Officer Treggiari was asked if he believed it is wrong for him to sit in the sally bay, concealed from public view for close to 5 hours.<sup>29</sup> Officer Treggiari explained that it is the culture of the Department, and Officer Treggiari did not believe his conduct was inappropriate. Officer Treggiari explained that the Department has been a reactive police department on midnights, and being in the police station and sitting in his police cruiser were safe spaces to sit, as if a call came in, he was already in his police cruiser and off he went. According to Officer Treggiari, being in the police station was safe space that allows for quick deployment. When asked if being reactive was in line with what he understood was the Chief’s expectations for this Department, Officer Treggiari said, “No, not based on what we have already discussed.” Officer Treggiari was asked if he believed the Chief of Police knew he was in the vehicle processing bay for up to five (5) hours. Officer Treggiari explained he did not know if the Chief knew he was in there for that time, but the midnight shift has

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<sup>28</sup> Interview of Sergeant Ashe.

<sup>29</sup> On December 2-3, 2021, Officer Treggiari was concealed from public view in the vehicle-processing bay for 4 hours and 43 minutes. On February 12-13, 2022, Officer Treggiari was concealed from public view in the vehicle-processing bay for 3 hours and 20 minutes.

been that way. When asked if he believed Chief Guerette knew this was occurring on midnight shifts, Officer Treggiari responded that he did not believe the Chief knew because the Chief works days.

Officer Treggiari was asked to recall the letter he received from Chief Guerette, dated January 22, 2020. This letter was an official notification that his probationary period was being extended.<sup>30</sup> The letter focused on Officer Treggiari's unsatisfactory performance with self-initiated activity and providing a timely response when backing officers on priority calls.<sup>31</sup> In this letter, Chief Guerette spelled out six (6) specific areas required for Treggiari to improve his performance:

- Required to provide immediate back up to officers responding to any call other than routine performance of their duties.
- Required to conduct building checks including the state hospital during hours that criminal activity is likely to occur, specifically in the overnight hours.
- Reports are to be reviewed by a supervisor for content, thoroughness and accuracy.
- Will perform regular traffic enforcement posts with measurable activity consistent with the laws of the Commonwealth of Massachusetts while exercising appropriate discretion.
- Assigned a shift that provides necessary supervision to ensure accountability.
- Performance review to occur every 60 days throughout the probationary extension.

This letter clearly indicated that Chief Guerette was requiring Officer Treggiari to be proactive in the daily performance of his police duties. Officer Treggiari was asked if he believed there was time limit on what the letter required from him or was it what the Chief expected from him to continue to do as an Officer for this Department. Officer Treggiari explained that he felt those were baselines for how to act in this Department. When asked if he had regressed back to a reactive patrol philosophy, Officer Treggiari claimed he did not regress, and, in his mind, he had improved himself during the time he has been here. Officer Treggiari explained that his building checks were completed, he checked the Town lines, checked buildings, and patrolled his route. When asked if he believed parking in the vehicle processing bay for hours with the door shut fell in line with the expectations of this letter, Officer Treggiari responded, "to an extent, no." When asked if sitting in the vehicle processing bay in complete darkness was considered a proactive patrol strategy, Officer Treggiari replied, "[T]hat's a reactive [strategy]."

Officer Bento claimed that when he worked midnight shift, he did not hang around the police station and he instead went out and did the job. Officer Bento indicated he was expected to do the best job he can and he held himself to that standard. Officer Bento suggested that on the midnight shift, the job is different; Officers are in more of a reactive mode and they are not very proactive, but Officers are expected to be alert and available in the station or in a police cruiser. Officer Bento was asked about a tour of duty on September 17, 2021, which he worked in a two-officer unit with Officer Stanley. Officer Bento explained he had no idea why he was assigned in a police cruiser with Officer

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<sup>30</sup> Letter to Officer Paul Treggiari from Chief Michelle D. Guerette; January 22, 2020. See Attachment 4.

<sup>31</sup> Chief Guerette received written complaints from Patrol Officer Chris Bonadies and Patrol Officer Michael Stanley alleging Officer Treggiari's lack of urgency when performing his police duties which resulted in delayed and insufficient back up, his failure to engage in situations involving potentially dangerous individuals, and an overall complacent attitude towards the performance of his duties which creates serious officer safety concerns. See Attachment 5.

Stanley. Officer Bento explained that he believed had to ride with him because Officer Stanley just returned from military duty. Officer Bento explained that he was not a certified FTO. When asked about Officer Stanley sitting in the police cruiser parked in the rear lot for an extended period, while Officer Bento was inside the police station, Officer Bento explained, “it’s common practice.”<sup>32</sup> Officer Bento explained the midnight shift patrols and performs building checks until 0200 hours, and there are no other expectations for Officers. Officer Bento advised that it is acceptable for Officers to hang around inside or outside the police station, and that Officers “shut it down and don’t go looking for trouble.”<sup>33</sup>

Officer Bento was asked to describe his perception of Officers hanging around the station or being out of service in the men’s locker room. Officer Bento said he believes it is an Officer safety issue, that it is not a safe practice for a backup to respond from the police station or sleeping in the men’s locker room on a cot because the delay of getting gear on, then getting to police cruiser and deploying is a long delay. Officer Bento explained that approximately three (3) to six (6) months before his interview, he was working a shift with supervisor, and he was engaged in a conversation with the Sergeant and walked with the Sergeant into the men’s locker room.<sup>34</sup> Officer Bento advised that as their conversation continued, the Sergeant started to set up a cot in the men’s locker room. Officer Bento explained that the Sergeant moved two (2) benches to make room for the cot, which he retrieved from an unassigned locker. Officer Bento advised that the Sergeant set up a mattress pad, sheets, and a bed pillow with the cot. Officer Bento stated he left the men’s locker room in total disbelief.

Officer Bento described the cot as black in color with a pad on it, and he explained it looked like a camping cot, similar to chairs that pop open. Officer Bento explained the Sergeant was not trying to hide it. Officer Bento observed that the cot and sleeping equipment were in an empty locker in the men’s locker room, and that the Sergeant opened the locker and removed a blanket and bed pillow. Officer Bento explained that while the Sergeant was setting up the cot, the Sergeant said nothing to him about it. At this Investigator’s request, Officer Bento drew a diagram of locker room showing how the cot was set up.<sup>35</sup> Officer Bento said that when he works midnight shift, he stops performing traffic enforcement in the middle of shift and goes to the police station because he believes the delay in back up creates an unsafe condition.

Officer Souza was asked to discuss his patrol strategy when deploying on the midnight shift. Officer Souza recalled that Sergeant Ashe advised him to hit commercial properties, meaning to check commercial properties. When doing these building checks, Officer Souza explained he would use the police cruiser spotlight to illuminate the buildings to look for breaks. After conducting a round of building checks, he would then monitor and patrol high traffic commercial areas of Town by checking industrial lots for criminal activity. Officer Souza explained that he knew these areas were targets for catalytic converter thefts. Officer Souza advised that his primary duty was to patrol the Town, and he

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<sup>32</sup> Interview of Officer Bento.

<sup>33</sup> Interview of Officer Bento.

<sup>34</sup> Officer Bento was interviewed on March 30, 2022.

<sup>35</sup> Diagram of locker room prepared by Officer Bento. See Attachment 6.

was “kind of told,” allegedly by Sergeant Ashe, that the midnight shift is a reactive shift and Officers wait for calls. Officer Souza recalled Sergeant Ashe also told him to hold off on calling in building checks until after 12:01AM so the credit for the checks would be logged on the new day. Officer Souza explained that Officers park their police cruisers and are awake and ready to respond to calls. Officer Souza acknowledged that monitoring and checking Town owned buildings, such as schools, the Town hall, and Department of Public Works (DPW) buildings, was expected of Officers.

Officer Souza explained he would review the prior shift logs for activity, as well as the white board for complaints, to direct enforcement efforts. Officer Souza advised that there was not a formal roll call at the beginning of a given shift. Officer Souza said he patrolled the Route 109 Route 27 intersection, and he would park at Town hall, as it was highly visible and a central location for quick response deployments. Officer Souza explained this location was good to observe traffic violations and engage in traffic enforcement. According to Officer Souza, he was a new Officer and he wanted the Chief of Police to notice that he did a good job so he would log his traffic enforcement post and it was clear that he was performing his duties. Officer Souza claimed that, on his own initiative, he started to log his building checks because he wanted to prove to the Chief of Police that she made good decision hiring him, and he believe it showed him actively doing his job. Officer Souza claimed that prior to his arrival, logging building checks was not routinely done. Officer Souza advised that at some point he discussed with Chief Guerette why he believed logging the building checks was a good practice.

Officer Souza was advised of a recording the police station surveillance system captured on January 10-11, 2022, at approximately 05:55 hours. The recording showed Officer Souza standing outside of the men’s locker room waiting hesitantly to enter it. Officer Souza was asked why he was hesitant to enter the men’s locker room and he reviewed the video of him hesitating to enter. Officer Souza explained that he was contacted by [REDACTED]. According to Officer Souza, [REDACTED] tried to get ahold of the shift supervisor, but failed to contact the supervisor after attempting to contact him via the radio and his cell phone. [REDACTED] then sent Officer Souza a text message, and Officer Souza explained that he returned to the police station and [REDACTED]. He stated that he asked [REDACTED] where the shift supervisor was, and according to Officer Souza, [REDACTED] did not know. Officer Souza explained that he then went to the men’s locker room and tried to enter, but the door was jammed shut and he could not open it. According to Officer Souza, this is what the video captured. Significantly, Officer Souza advised that the men’s locker room door does not have a lock.

Officer Souza explained that he then walked away from the men’s locker room confused, as he never experienced the door not opening before. Officer Souza then returned to the men’s locker room as he was questioning himself that perhaps he did not push hard enough to open the door. When he returned to try to open the men’s locker room door once again, the Sergeant who was inside of the men’s locker room opened the door. At that point, Officer Souza observed the men’s locker room lights were off, which he believed was odd since a motion sensor activates the lights. Officer Souza advised he then entered locker room and used the bathroom. While in the men’s locker room, Officer Souza told the Sergeant about the [REDACTED], and he was advised by the Sergeant that if anyone was [REDACTED], he wanted to know about it.

Officer Souza recalled that the walkway from the locker room door to the urinal was clear, however, he recalled that he had to use his flashlight to illuminate the ground as he walked because of the darkness. Officer Souza recalled that the Sergeant in the men's locker room was not wearing his duty belt. Officer Souza explained that the Sergeant was awake but he opined that the Sergeant seemed groggy and not fully orientated. When asked if the Sergeant was sleeping, Officer Souza explained the Sergeant appeared to have been sleeping. Officer Souza stated that he avoids the locker room so he would not have to witness other Officers sleeping. Officer Souza also explained that he never experienced the locker room door being jammed before and he could not recall ever entering the locker room without the lights going on immediately and automatically.

Officer Ledbetter said that he was never told not to sit in a police cruiser parked stationary when behind the police station. Officer Ledbetter believed doing so was an accepted practice. When asked if it was accepted practice to hang around inside of the police station for two (2), three (3) hours or more, Officer Ledbetter responded that he did not work the midnight shift. Officer Ledbetter admitted he had knowledge of Officers engaging in the practice of hanging around inside the police station or outside the police station in their police cruiser parked for hours. He explained that it has been like that since he started, and it has “always” been like that. Officer Ledbetter said he could not attest to the activities of Officers who work on the midnight shift.<sup>36</sup>

Officer Thisse is a recent graduate of the Boylston Police Academy 28<sup>th</sup> ROC (“police academy”), which took place during the Fall of 2021. Officer Thisse was asked if the police academy discussed proactive and reactive policing, and 21<sup>st</sup> Century Policing and their meanings. Officer Thisse explained that while he was going through the academy, police officers were under the heaviest of scrutiny, and the COVID-19 pandemic was ongoing. According to Officer Thisse, the police academy instructors were telling recruits to be more hands off and to stay out of the hair of potential liability. Officer Thisse said the instructors explained how everyone was “out gunning for the police right now, legislatively speaking,” and that there is a difference between how it is now and how it was back in “their war time” when there were not rules. The gist of what Officer Thisse recalled was that in Massachusetts, Officers have to be very precise and Officers walk on eggshells. Officer Thisse recalled the recruits received instruction to be cautious but not to hold back. He explained that he was told interactions with the public were important and Officers needed to work at developing a better image. When asked if he received any instructions to be reactive when performing patrol duties, Officer Thisse said they were never told to be reactive and the patrol job is to patrol, however, he explained, there may be certain circumstances where an Officer may hold back. Officer Thisse recalled the first time he heard of the term reactive in policing was at the police academy. According to Officer Thisse, the police academy instructors talked about variables, such as Sunday shifts, and different variables within the Town that affect patrol operations. Officer Thisse stated that obviously as a Patrolman, the job is to patrol, and no one was saying what was being inferred—to hold back or anything like that.

Officer Thisse explained that he first started his field training with Detective Michelle Manganiello (Detective Manganiello”) in September 2021. According to Officer Thisse, he received training in administrative specific topics, which he defined as “everything but the patrol-based stuff.” When asked if Detective Manganiello ever communicated to him that he was expected to be reactive, Officer

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<sup>36</sup> Interview of Officer Ledbetter.

Thisse said she did not. When asked if he ever had conversations with Chief Guerette about her expectations of Patrol Officers, Officer Thisse advised “yes, I am sure I did.”<sup>37</sup> Officer Thisse could not remember Chief Guerette’s philosophy about being proactive versus reactive. Officer Thisse, however, went on a ride-a-long with Chief Guerette, and during that ride-a-long, they discussed the vast difference between big city policing and small-town policing, which are essentially different worlds of policing. When Officer Thisse was asked if Chief Guerette discussed with him that her expectation was not to patrol, he replied “absolutely not.”<sup>38</sup>

When asked to discuss what Sergeant Ashe communicated to him about his expectations for patrolling, Officer Thisse expressed that he could not put words in anyone’s mouth, but the gist from everyone was that they were in a low call volume Town, and going out hunting was not the best method of policing in this Town. Officer Thisse explained that “basically, what we do was left up to us,” and he could not say there were specific expectations, “that was essentially up to us.”<sup>39</sup> Officer Thisse claimed that every Officer does things their own way, and it was up to the Officer on how they wanted to handle their patrol duties. Officer Thisse reviewed the Patrol Officer job description for the Department. When asked if he had seen it before, Officer Thisse stated, “I’m sure I’ve seen it,” and then after reviewing the job description document, he advised, “yes.”<sup>40</sup> When asked if it laid out basic expectations for the duties of a Department Patrol Officer, Officer Thisse acknowledged that it reflected the basic expectations for the duties of a Patrol Officer in Medfield or any department.

Officer Thisse recalled that when working his last field training shift on midnights, he went to the men’s locker room with the Sergeant. When asked how much time they spent in the locker room Thisse responded, “a while, it was during the dead hours, we did spend a night on patrol one night and there were no cars.” Officer Thisse was specifically asked what they were doing in the men’s locker room. Officer Thisse explained that it was “the same thing we did in the patrol room, dispatch or Sergeant Office.”. According to Officer Thisse, Officers were “just kind of hanging out talking about patrol, talking about life, talking about the union, they did so much talking in so many different places that it was hard to recall exactly.”

When this Investigator explained to Officer Thisse that he and the supervisor were in the men’s locker room for three (3) hours and forty-six (46) minutes, Officer Thisse advised that amount of time was longer than what it seemed like. Officer Thisse acknowledged that it makes sense, based on judging the times they patrolled the front end and back end of shifts. This Investigator explained to Officer Thisse that the time of 06:25AM was the time when they left men’s locker room. Officer Thisse said that was “late, normally [they] would be patrolling by 05:30AM to do [their] back-end patrol.” When asked if he thought the Chief of Police knew that he and the supervisor spent almost four (4) hours in the men’s locker room, Officer Thisse said that he was under the impression that this is just the way things went, and since it was just acceptable from everyone, he assumed Chief Guerette knew, especially since there were cameras everywhere. It was pointed out to Officer Thisse that he was fresh

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<sup>37</sup> Interview of Officer Thisse.

<sup>38</sup> Interview of Officer Thisse.

<sup>39</sup> Interview of Officer Thisse.

<sup>40</sup> Interview of Officer Thisse.



out of the police academy and actively going through his field training. This Investigator also pointed out to him that nothing jumped out to Officer Thisse as odd, given that entire shift was in the men's locker room for three (3) hours and forty-six (46) minutes, which is equal to almost fifty percent (50%) of the shift, and no one was patrolling the streets of Medfield. When asked if this scenario coincided with the training he received, Officer Thisse said; "it didn't not."<sup>41</sup>

This Investigator consulted with Dr. Stephen A. Morreale ("Dr. Morreale"), a former chair and Full Professor of Criminal Justice at Worcester State University, to discuss modern styles of policing relevant to this investigation.<sup>42</sup> Dr. Morreale indicated there are essentially two ways to police: proactively or reactively.

Dr. Morreale explained that in proactive patrol, police officers deploy with a plan or focused purpose to address crime, disorder, and fear in the communities they serve. Using crime data, statistics and knowledge of their community, proactive policing requires officers to engage in activities that deter crime, reduce disorder, reduce citizen's fear of crime, and enhance the quality of life of the community by delivering high value services that build community trust in a police department. Proactive policing strategies include Community Policing, Problem Solving, Directed Patrol, Predictive Policing and tactics which improve the efficiency and effectiveness of police officers.

Dr. Morreale explained that in reactive patrol, police officers deploy with no specific focus or strategy and patrol a sector until they receive a call for service or observe a violation or situation that requires a police response. Reactive patrol, also known as random patrol, is retrospective, and according to Dr. Morreale, is not the most effective or efficient use of police resources.

Dr. Morreale, was advised of the observations made related to specific Officers on the midnight shift of the Department, specifically:

- Officers consistently spending 3-5+ hours of their tour of duty parked with cruiser lights off in an area of the police facility concealed from public view.
- Officers / Sergeant consistently spending 3-5+ hours in the police station's men's locker room where cots, foam mattresses, air mattresses, blankets, and pillows were discovered in unlocked, unassigned lockers. Dr. Morreale was informed that one Officer interviewed made a statement relating to seeing a Sergeant setting up a cot and mattress.
- Officers backing their cruiser into the Sally-port Bay, closing the bay door and concealing themselves from the public when remaining in their cruiser in pitch dark for 3-5+ hours.
- A Sergeant consistently spending 3-5+ hours in the Sergeant Office within the police station with lights off and door closed.
- A Sergeant's statement that as long as the officers answer radio and go on calls, he does not care if they are sleeping.

Dr. Morreale was asked to describe what model or style of patrol would the observed behaviors he considered. Dr. Morreale explained that the activities described above were a "Dereliction of Duty."

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<sup>41</sup> Interview of Officer Thisse.

<sup>42</sup> Curriculum Vitae and Biography Dr. Morreale. See Attachment 7.

According to Dr. Morreale, the common expectation of police officers in a modern American Police Department is that they are available and visible in the community, and they are actively on patrol. Additionally, police officers cannot protect the community and engage in the proper performance of their patrol duties from within the police facility—their conduct defies logic. Dr. Morreale explained the supervisors should be setting an example, not sleeping or enabling Officers to engage in this behavior. Dr. Morreale advised that given the tenor of public sentiment, this is the worst time to bring this disrepute to the community.

Dr. Morreale, upon reviewing the syllabus for the MPTC 5 Day Front-Line Leadership Training, confirmed that in his professional opinion, the training provided instruction on how to be a proactive and effective leader, not a manager of the status-quo.

On August 29, 2021, Chief Guerette issued Department Policy # 4.15b: Department Mission and Goals.<sup>43</sup> This policy lists six (6) goals of the Department. The first three (3) goals address operations and articulate Chief Guerette's expectation that Department Officers are to perform their duties in a proactive and professional manner. The policy does not include a disclaimer excluding the overnight shift from adhering to this mandate. Specifically, the policy states that Officers are required:

1. To identify criminal activity and pursue and apprehend criminal offenders.
2. To maintain a proactive patrol and investigation force and thus reduce the opportunity to commit crime.
3. To facilitate the movement of people and vehicles through analysis and commitment of traffic enforcement resources.

Each of the Officers interviewed advanced their beliefs that the Department's culture promoted and supported a reactive approach to patrol operations and the delivery of police services. Their opinions are not credible and are instead based on tainted ideologies communicated unofficially between certain Officers. Most important to this issue is what the Officers interviewed have attempted to justify as "*reactive policing*". Specifically, the Officers attempted to justify sitting in the police cruisers parked in the police station rear lot, or sitting in the men's locker room, the vehicle-processing bay, or the Sergeant Office for multiple hours, all while concealed from public view waiting for a call to come in. This interpretation of "*reactive policing*" does not meet the industry standard and it is more accurately defined as a Dereliction of Duty.<sup>44</sup>

Additionally, Chief Meaney confirmed that during his 12-year tenure as Chief, he did not condone, support, or enable Officers to hang around the station, and he expected Officers to actively be on patrol on all shifts. Chief Meaney reinforced the belief that police Officers are supposed to be active in the community, looking for anything out of the ordinary and that could not be done from the police station.

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<sup>43</sup> Policy #4.15b: Department Mission and Goals was issued with the updated Police Department Policy and Procedure Manual, effective date August 29, 2021. Officers signed an acknowledgement form (which is attached) upon receiving the manual. See Attachment 8.

<sup>44</sup> Dr. Stephen A. Morreale, a former chair and Full Professor of Criminal Justice at Worcester State University.

The Department is a modern public safety agency that consistently promotes proactivity from its members as a core and essential values. The standard for police Officers and Sergeants to perform their duties in a proactive and professional manner is a common thread consistently reinforced by:

- The Expectations of Police Chief, Elected Officials, and the Community;
- The Police Department Mission and Goals;
- Police Department Policy
- Police Department Rules
- Police Department Job Descriptions:
  - Officer in Charge
  - Sergeant
  - Patrol Supervisor
  - Patrol Officer
  - Training Officer
- E-mails from Chief of Police
  - Memorandum on COVID Response
  - Email to Sergeants
- Public communications from Chief Guerette to Medfield Community.
  - Letter to Residents
  - Annual Report
  - Safety Committee Minutes

Additionally, the Chief of Police dedicates vast resources to the training of Officers, to include.

- MPTC Police Academy
- Comprehensive Field Training Program for Recruit Officers
- Certified Field Training Program for Training Officers
- MPTC Leadership Training for Supervisors

It is undisputed that the Department promotes and expects proactive and professional performance from its members. The attempt by certain Officers and Sergeants to advance an argument as a way to rationalize that their unprofessional and unauthorized conduct is the result of a reactive department culture lacks credibility and is unfounded.

### **LOCKER ROOM SEARCH**

On March 4, 2022, at 19:15 hours Chief Guerette and Deputy Chief Anderson conducted a search of Sergeant Maxfield's departmental locker. Sergeant Maxfield was present, along with Police Union representative, Officer Treggiari. Chief Guerette filmed the search, and the video depicts the following:

- Sergeant Maxfield following Deputy Chief Anderson into men's locker room, and Officer Treggiari was following behind Sergeant Maxfield.
- Sergeant Maxfield went to his assigned locker, unlocked it and stepped aside allowing Deputy Chief Anderson access to examine the interior of the locker to include the lower storage

drawer and its contents. This locker contained uniforms, clothing and equipment used by Sergeant Maxfield to include his issued firearm and radio. Sergeant Maxfield was allowed to remove any personal items contained within his locker. Sergeant Maxfield, upon request, turned over his firearm, magazines, badges, ID card, radio, and keys to the police station. Sergeant Maxfield was instructed to remove the lock from his locker as it was to be secured with a departmental lock.

- Chief Guerette asked Sergeant Maxfield what other lockers he used. Sergeant Maxfield advised, “[T]his is the one I used to have here,” and he walked to an unlocked locker and opened it, which was empty (locker #012). Chief Guerette asked Sergeant Maxfield if he currently had access to any other lockers and, if he had any access to any lockers that were currently locked. Sgt. Maxfield answered, “[T]hat are locked, no.” Chief Guerette then asked Sergeant Maxfield which other lockers he used. Sergeant Maxfield replied, “so my attorney said not to answer any questions, there wouldn’t be any questions, so, this is the locker I used to have, and that’s my locker now, this is what was assigned when I first got here.”
- Before Sergeant Maxfield left the men’s locker room, Chief Guerette asked Deputy Chief Anderson to open an unlocked locker for her (locker # 010). When opened, locker #010 contained a metal coat hanger that was inserted in the latch instead of a pad lock. The locker also contained a folding camping style cot, color blue (labeled RIO SMART COT). Deputy Chief Anderson removed the cot and opened it up. Chief Guerette requested Deputy Chief Anderson retrieve latex gloves prior to continuing the search. Upon donning the latex gloves, Deputy Chief Anderson removed from a police uniform sweater and a light blue blanket with a “MEDFIELD” logo on it. Locker #010 and the bottom storage drawer held no other items.
- Chief Guerette then asked Deputy Chief Anderson to open another unlocked locker (locker #011). When opened, locker #011 was full of uniform shirts with Sergeant stripes and other uniform parts. Chief Guerette asked if it was known whose locker this was, and Officer Treggiari stated, “to my knowledge, no Chief.” An examination of the contents revealed a small stack of Department business cards belonging to Sergeant Maxfield. Deputy Chief Anderson, upon examining the locker contents, identified the multiple uniforms as Sergeant Maxfield’s based on the dry cleaning tags. A blue INTEX inflatable mattress with a built in electric fast fill pump was in the bottom of the main locker cabinet. A white memory foam folding mattress was located in the lower locker drawer.
- Deputy Chief Anderson then examined the interior of another unlocked locker (locker # 018). This locker contained a grey folding COLMAN cot and a foam mattress. The lower locker drawer contained a quilt, two memory foam bed pillows, and a large black gear bag with the name “MAXFIELD” stenciled on it. The gear bag contained a grey pillow and a black fleece blanket.<sup>45</sup> The packaging for the COLMAN cot was also in the lower locker drawer.

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<sup>45</sup> The cots and bedding found in the unassigned lockers matched the description Officer Bento provided of the sleeping items he saw Sergeant Maxfield setting up in the locker room.

- Chief Guerette advised Sergeant Maxfield that Deputy Chief Anderson was going to escort him out of the building so he could retrieve his ID.

Following the locker room search, Deputy Chief Anderson submitted a report that inventoried the items recovered from lockers 10, 11 and 18.<sup>46</sup>

**The following twenty-four (24) items were retrieved from the respective unassigned lockers:<sup>47</sup>**

**Locker #10:**

1. Blue folded cot, light blue blanket
2. Blue “Smart Cot” - set up
3. Light blue blanket with MEDFIELD logo

**Locker #11**

4. Sergeant Uniforms
5. Dry Cleaning ID for Sergeant Ryan Maxfield
6. Dry Cleaning slip for Sergeant Ryan Maxfield attached to Hi-Visibility garment
7. Business cards for Sergeant Ryan Maxfield
8. Blue inflatable mattress- folded
9. Blue Inflatable mattress- expanded
10. INTEX built-in air pump
11. Memory Foam folding mattress within locker bottom drawer
12. Memory Foam folding mattress- unfolded

**Locker #18**

13. Locker with rolled up foam mattress and grey folding cot
14. Folding grey cot found in locker
15. Folded grey cot (Coleman Pack-Away)
16. Foam mattress found within locker
17. Foam mattress -expanded
18. Lower storage draw containing black gear bag and quilt
19. Lower storage draw holding black gear bag (quilt removed) exposing two memory foam pillows
20. Black gear bag containing a pillow with grey pillowcase
21. Grey pillow – removed from gear bag
22. Contents of black gear bag – 2 memory foam pillows, one pillow with grey pillowcase, quilt
23. Black blanket- removed from gear bag
24. Black gear bag with the name MAXFIELD on it.

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<sup>26</sup> Report of Deputy Chief Anderson. See Attachment 9.

<sup>47</sup> Photos of items retrieved from lockers. See Attachment 10.

## **RELEVANT DOCUMENTS REVIEWED**

### **1. RULE: REQUIRED CONDUCT:**

- Attention to Duty- All officers shall at all times be alert and vigilant in the performance of their duties and respond prudently but decisively when police action is required. Recreational reading will not be permitted while on duty.
- Mutual Protection – All officers shall come to the immediate aid, assistance, or protection of their fellow officer who, in the performance of their duties, require such aid and assistance.
- Devotion to Duty – All officers, while on duty , shall devote their full time and attention to the service of the department and to the citizens of the community. They shall remain awake and alert at all times while on duty.

### **2. RULE: PROHIBITED CONDUCT:**

- Conduct Unbecoming an Officer -The commission of any specific act or acts of immoral, improper, disorderly, or intemperate personal conduct which reflects discredit upon the officer himself, upon his fellow officers or the Police Department.
- Incompetence – An officer shall maintain sufficient competency to perform his duty and to assume the responsibilities of his position. Incompetency may be demonstrated by but not limited to the following:
  - a. A lack of knowledge of laws required to be enforced on a daily basis.
  - b. An unwillingness or inability to perform assigned tasks.
  - c. The failure to conform to work standards established for the officer's rank, grade, or position.
  - d. Repeated poor evaluations or repeated infractions of the rules and regulations.

### **3. POLICY: Department Mission and Goals (Policy # 4.15b)**

### **4. MEMORANDUM: Covid-19 Coronavirus Response**

### **5. JOB DESCRIPTIONS:**

- Officer in Charge
- Sergeant
- Patrol Supervisor
- Patrol Officer
- Training Officer

## **CONCLUSIONS**

Based on the findings of fact above, there is sufficient credible evidence that certain Officers and Sergeants of the Medfield Police Department engaged in unprofessional and prohibited conduct in

violation of the Department's Rules and Regulations, Policies, and Job Descriptions.<sup>48</sup> Specifically, this Investigator concludes as follows:

- Officers and Sergeants knowingly and willingly engaged in a continued pattern unprofessional behavior not condoned, supported, or authorized by departmental rules, job descriptions or the Office of the Chief of Police.
- Officers and Sergeants deliberately and willfully engaged in prohibited conduct, when actively refraining from engaging in required conduct and job tasks.
- Sergeants deliberately, and without authority reduced the level of patrol services delivered to the community on the 11-7 shift.
- Supervisors and Officers working in the capacity of OIC failed to engage in the core and essential tasks of a supervisor to include:
  - Provide active supervision and guidance to subordinate officers.
  - Ensure officers under their command were performing their duties in accordance with departmental rules, policies, and job responsibilities.
- Officers and Sergeants failed to engage in core and essential tasks of a police officer to include:
  - Proactive traffic enforcement.
  - Crime prevention and control.
  - Detect and mitigate roadway hazards and conditions that directly or indirectly affect roadway safety.
  - Proactively perform duties in a manner consistent with training, job descriptions and department rules and regulations.

For further detailed information, this Investigator references the individual investigation reports for each of the individual Officers and Sergeants.

Respectfully Submitted,

Steven B Carl

Steven B. Carl

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<sup>48</sup> Investigation Report Part II provides narrative and conclusions for individual officers.

## **Attachments**



## Attachment 1



Michelle D. Guerette  
Chief of Police

Town of Medfield  
**Police Department**  
Medfield, Massachusetts 02052

Headquarters  
112 North Street  
Phone (508) 359-2315  
Fax (508) 359-6926

Dear Medfield Residents,

In light of this COVID-19 pandemic, the Medfield Police Department is enacting several new protocols for the delivery of police services. These temporary measures, while affecting internal operations, will begin effective March 16, 2020 and continue until further notice. I am sharing these changes to policy to assure the residents that police services will continue to be provided with modifications designed to create a safe environment for all those who live, work, and travel through the Town of Medfield. We are working closely with Town officials to ensure that updates are provided regularly through the Town website as they become available.

The very nature of policing requires that officers must have contact with the public. Our role in the community is essential and we will continue to be visible and proactively patrol the Town to maintain law and order. I assure you that our officers will continue to respond to emergency calls for service without interruption. I have listed the modifications to our routine operations and some guidelines to enhance safety within the community:

Police Station Accessibility – Until further notice, we are asking the public to refrain from entering the police station lobby unless an emergency situation exists. If you have a routine question or report, please contact our business line at 508-359-2315 and an officer will speak to you to resolve your issue. Please continue to utilize 911 for all emergency and medical calls for service.

Traffic Safety – With the closure of schools and many colleges as well as several companies encouraging work from home options, we are witnessing many people enjoying the outdoors as a means of engaging one another while practicing social distancing. Please be cognizant of the increased pedestrian presence around Town and follow all posted speed limits, pay attention to people walking and/or biking, and use additional caution while approaching crosswalks.

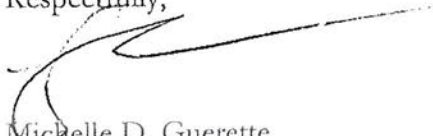
Firearms Licensing – The Department will continue to accept mail-in applications for LTC/FID's and provide receipts by mail. Applications are available on the Firearms Records Bureau website, can be printed at home and mailed to the police station. In person interviews and photographs will occur at a later date. Cases will be handled on an individual basis and any questions can be directed to Sergeant Daniel Burgess.

Food – While we appreciate the outpouring of support from the community, we will be unable to accept donations unless they are in a sealed, pre-packaged container.

Solicitor Permits – All previously issued permits are rescinded effective immediately and no new permits will be issued until further notice.

We appreciate your understanding during this difficult time. I want to personally assure you that the men and women of the Medfield Police Department are true professionals and committed to safeguarding the public. We will continue to provide 24 hour, 7 days a week coverage in order to protect and serve the Medfield community. I appreciate your cooperation as we navigate through this uncharted territory; our goal is to maintain the excellent delivery of police services while limiting potential exposure to our first responders.

Respectfully,

A handwritten signature in black ink, appearing to read "Michelle D. Guerette", with a long, sweeping horizontal stroke extending to the right.

Michelle D. Guerette

Chief of Police

## Attachment 2

Municipal Police Training Committee • Randolph Headquarters at the Norfolk Police Department  
**Five (5) Day Front-Line Leadership Training • 6/21/21 - 6/25/21**

**Monday**

8:00 am - 8:45 am	Opening Remarks: Executive Director Robert J. Ferullo, Jr., Retired Chief Woburn PD Welcome/Introductions: Lisa Ann Reich, Program Coordinator
8:45 am - 9:30 am	Instructors: Lt. Fred Leland, Jr. (Walpole PD, Ret.)
9:30 am - 10:30 am	Pre-Knowledge Check (test)
10:30 am - 10:45 am	<i>Transition to Leadership &amp; Building Trust</i>
10:45 am - 11:45 am	Break
11:45 am - 12:45 pm	<i>Transition to Leadership &amp; Building Trust (cont.)</i>
12:45 pm - 1:45 pm	Lunch
1:45 pm - 2:30 pm	<i>Leadership/Personality Self-Assessment (Myers-Briggs)</i>
2:30 pm - 2:45 pm	<i>Generational Differences &amp; Respecting Diversity</i>
2:45 pm - 4:00 pm	Break Small Group Activity (Scenario of the Day & Report Backs)/Wrap Up

**Tuesday**

8:00 am - 8:30 am	Open Discussion/Questions - Lt. Fred Leland, Jr.
8:30 am - 9:45 am	<i>Principles of Leadership &amp; Situational Leadership</i>
9:45 am - 10:00 am	Break
10:00 am - 11:30 am	<i>Principles of Leadership &amp; Situational Leadership (cont.)</i>
11:30 am - 12:30 pm	Lunch
12:30 pm - 2:00 pm	<i>Progressive Discipline</i>
2:00 pm - 2:15 pm	Break
2:15 pm - 4:00 pm	Small Group Activity (Scenario of the Day & Report Backs)/Wrap Up

**Wednesday**

8:00 am - 8:30 am	Open Discussion/Questions - Lt. Fred Leland, Jr.
8:30 am - 9:45 am	<i>Motivational Leadership &amp; Behavioral Modification</i>
9:45 am - 10:00 am	Break
10:00 am - 11:30 am	<i>Motivational Leadership &amp; Behavioral Modification (cont.)</i>
11:30 am - 12:30 pm	Lunch
12:30 pm - 2:00 pm	<i>Effective Communication (oral, written, verbal, non-verbal)</i>
2:00 pm - 2:15 pm	Break
2:15 pm - 4:00 pm	Small Group Activity (Scenario of the Day & Report Backs)/ Wrap Up



Municipal Police Training Committee • Randolph Headquarters at the Norfolk Police Department  
**Five (5) Day Front-Line Leadership Training • 6/21/21 - 6/25/21**

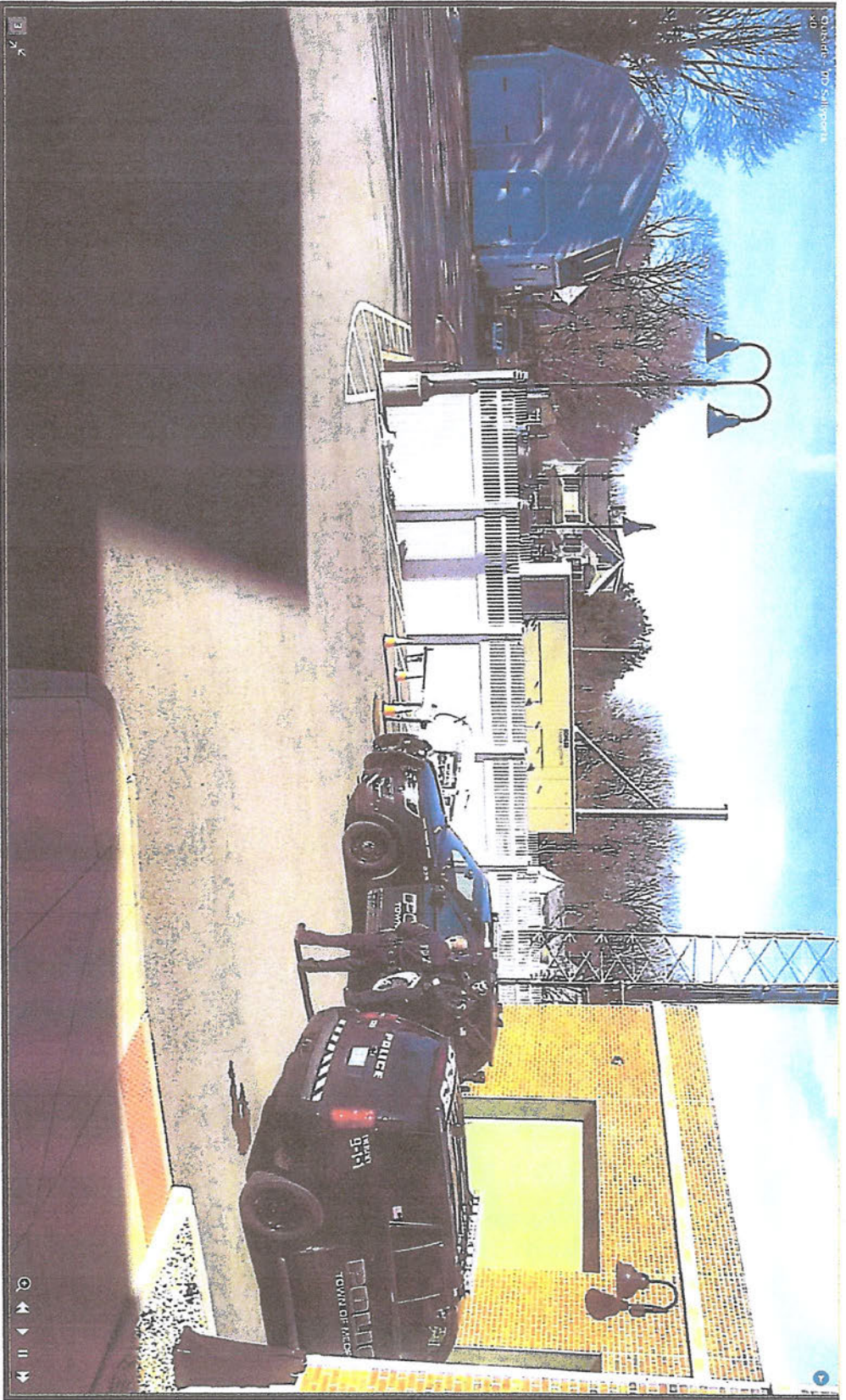
**Thursday**

8:00 am - 8:30 am	Open Discussion/Questions - Lt. Fred Leland, Jr.
8:30 am - 10:00 am	<i>Legal Update for Supervisors/Liability</i> – Chief Andrew Kevin Kennedy, Lincoln PD
10:00 am – 10:15 am	Break
10:15 am -11:45 am	<i>Legal Update for Supervisors/Liability</i>
11:45 am - 12:45 pm	Lunch
12:45 pm - 2:00 pm	<i>Use of Force for Supervisors</i>
2:00 pm - 2:15 pm	Break
2:15 pm – 3:15 pm	<i>Use of Force for Supervisors</i>
3:15 pm-4:00 pm	Small Group Activity (Scenario of the Day & Report Backs)/Wrap Up

**Friday**

8:00 am – 8:30 am	Open Discussion/Finish Scenario Debriefs/Questions/Parking Lot Review
8:30 am – 10:00 am	Original Scenario Report Backs/Small Group Feedback/ "Individual Presentations"
10:00 am – 10:15 am	Break
10:15 am – 11:00 am	Post-Knowledge Checks (test)
11:00 am – 12:00 pm	Evaluations/Closing Remarks/Certificate Presentation/Group Photo

## Attachment 3

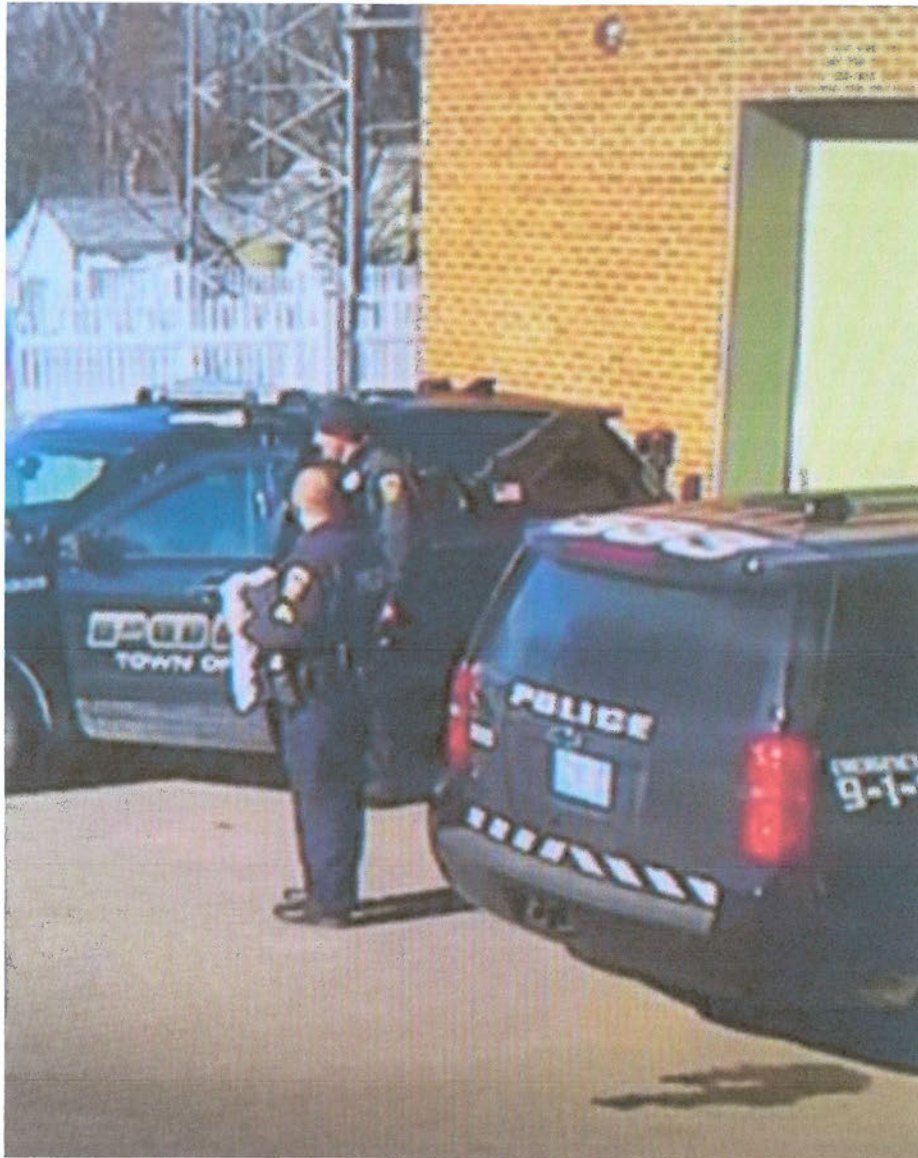


February 18-19 0920 hours – 0925 Rear Sally port Full Screen

Sergeant Maxfield (Pillow)

SRO Officer Treggiari





## Attachment 4



Michelle D. Guerette  
Chief of Police

Town of Medfield  
**Police Department**  
Medfield, Massachusetts 02052

Headquarters  
112 North Street  
Phone (508) 359-2315  
Fax (508) 359-6926

Officer Paul Treggiari,

January 22, 2020

This is an official notice of the department's intention to extend your probationary period. Based upon performance indicators and concerns for officer safety, you were counseled on July 09, 2019 and July 28, 2019 by Deputy Anderson and Sergeant Roy respectively and provided instruction on how to improve your performance. Additional time was provided for you to remedy your unsatisfactory performance; specifically, self initiated activity and providing timely response to backing officers on priority calls.

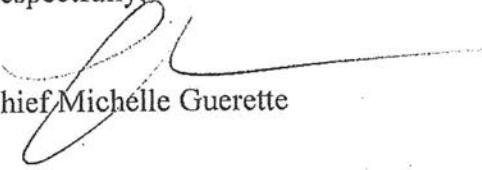
A second review of your performance was conducted and determined insufficient improvement. The department then provided you remedial Supervised Field Training for a period of 6 weeks. Each of the supervisors assigned to your remedial training provided detailed descriptions of their techniques and evaluations of your activities. Both supervisors noted your lack of acceptance/understanding of your performance measures, marginal improvement and recommended that your probationary period be extended under highly supervised conditions.

Officer safety is paramount to law enforcement and the community it serves. Therefore, you will be extended for a period of six (6) months as a probationary employee under supervision. The following expectations for successful completion of this period will include the following:

- You will be required to provide immediate back up to officers responding to any call other than routine performance of their duties.
- You will conduct building checks including the State Hospital during the hours that criminal activity is likely to occur, specifically in the overnight hours.
- Your reports will be reviewed by a supervisor for content, thoroughness and accuracy.
- You will perform regular traffic enforcement posts with measurable activity consistent with the laws of the Commonwealth of Massachusetts while exercising appropriate discretion.
- You will be assigned a shift that provides necessary supervision to ensure accountability.
- A review of your performance, which will be provided to you, will occur every 60 days, unless circumstances require immediate correction.

This letter will be placed into your personnel file with a copy provided to you and your union representative. It is the goal of the Medfield Police Department for you to meet these essential functions of your position. As such, your immediate supervisors, and Administration will be available to you to address any concerns or questions you might have utilizing the proper chain of command.

Respectfully,



Chief Michelle Guerette



Michelle D. Guerette  
Chief of Police

Town of Medfield  
**Police Department**  
Medfield, Massachusetts 02052

*Headquarters*  
112 North Street  
Phone (508) 359-2315  
Fax (508) 359-6926

Officer Paul Treggiari,

After careful review of your activity and consultation with your supervisors, it has been determined that your performance in Patrol has not met acceptable standards. You were counselled on July 09, 2019 and July 28, 2019 by Deputy Anderson and Sergeant Roy respectively and provided instruction on how to improve your performance to meet minimum standards.

As such, you are being placed into a remedial Supervised Field Training Program in order to evaluate your continued performance and progress. This training will be conducted with Sergeant Roy your first two tours during the 1500-2300 shift and Sergeant Maxfield your second two tours during the 2300-0700 shift.

A re-evaluation will occur after a 30 day period to assess your progress and any additional training needs you may require.

Respectfully,

  
Chief Michelle Guerette

11/8/19



On July 28, 2019, I had a sit down conversation with Officer Paul Treggiari in my office regarding job performance. At this time, Officer Treggiari had been with me on the midnight shift for approximately 3 weeks. Since coming off of FTO in April, Officer Treggiari spent time on the day shift and then a midnight/dayshift split prior to coming to my shift on midnights.

I wanted to speak to Officer Treggiari regarding his overall job performance, areas of improvement, and a few key incidents that had occurred that were brought to my attention that needed to be addressed. We also used this conversation to speak of future goals and discuss any questions he may have had. At this time I informed Officer Treggiari of my observations that I had made over the past few weeks. We discussed his predictable pattern on shift and his lack of a sense of urgency or motivation. I provided Officer Treggiari with a history of his building check patterns as well as overall officer initiated statistics since he was off of FTO.

Two incidents of serious note that I wanted to speak with Officer Treggiari about happened on the 11-7 shift 7/6/19 while on patrol with Officer Chris Bonadies. Officer Bonadies performed a motor vehicle stop on this evening on [REDACTED] who is well known to this department for drugs, violence, and firearms related incidents. Officer Bonadies requested Paul for backup on this stop due to the time of night, secluded location, and history that we have with [REDACTED]. Officer Bonadies stated it took Officer Treggiari upwards of 10 minutes to arrive, at which time Officer Bonadies was in his vehicle, and witnessed Officer Treggiari approaching at a speed of approximately 30mph with no emergency lights. I discussed this at length with Officer Treggiari regarding the lack of sense of urgency and the fact that his delayed response caused a serious concern for officer safety.

On that same night, Officer Bonadies and Treggiari responded to a report of a possible breaking and entering in progress. Upon arrival, Officer Bonadies had a discussion with Officer Treggiari regarding the use of lethal/non-lethal cover, to which Officer Treggiari responded to the effect that he would not be drawing either weapon from his belt. Due to the lack of confidence in Officer Treggiari and his ability to safely search the area, Officer Bonadies made a decision to set up a perimeter and call for mutual aid. I once again discussed at great length my concerns with Officer Treggiari regarding this incident. We discussed the fact that he performed directly against what he had been trained since being at this department, as well as what he had learned in the academy. I explained my concerns to Officer Treggiari regarding his willingness to utilize his Use of Force tools from his duty belt and how he put himself and Officer Bonadies at risk with what he did.

Both of these incidents were fully debriefed with Officer Treggiari as to his actions and how they posed a substantial risk for officer safety. Not only his hesitation with utilizing use of force options, but also his lack of urgency in responding to an officer requesting backup, pose serious concerns for officer safety and should be monitored in the future.

I informed the Deputy Chief and the Chief of my conversation with Officer Treggiari regarding these incidents.

Respectfully Submitted,  
Sergeant Colby Roy

At approximately 9:00AM on Thursday, November 07, 2019, I spoke at length with Officer Michael Stanley. During our conversation, Michael indicated that he does not feel safe working with Officer Paul Treggiari. Michael stated that on numerous occasions that Officer Treggiari does not back him up on calls, has no sense of urgency, no situational awareness and has become complacent.

Michael explained an incident at the state hospital property where Michael encountered a male subject with an outstanding arrest warrant. Michael stated that Officer Treggiari said, "We should just let him go." Michael also informed me about a call where the homeowner believed someone was inside her residence. Michael stated he parked two houses away and walked towards the residence. He then observed Officer Treggiari come around the corner and park right in the driveway. Michael also stated that at the start of every shift they work together, Officer Treggiari tells him not to check the state hospital property until the morning, so he does not find anything.

Michael feels that Officer Treggiari is a liability. Michael stated Officer Treggiar's tactics are not consistent with what they learned at The Plymouth Police Academy or the FTO program here. He does not respond to calls and when he does, there is no sense of urgency.

I notified Chief Guerette of the conversation. We immediately called Michael into the talk with him again. Michael informed us that he will document the incidents he described to us.

Respectfully submitted,



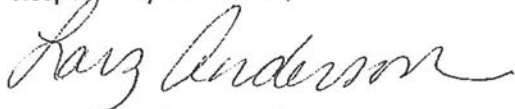
Deputy Chief Larz Anderson

On Monday, November 11, 2019, Chief Guerette and I met with Officer Paul Treggiari regarding some safety issues that had been brought to our attention. During the meeting, we informed Officer Treggiari that some of his co-workers were concerned about his delayed response times, complacency and overall safety concerns.

Officer Treggiari was informed that for the next thirty days, his first two shifts of his weekly rotation, he will be moved to the 3-11 shift and will partner with Sergeant Roy. Sergeant Roy will assist in a modified FTO for remedial training. Officer Treggiari's third and fourth shifts will remain with Sergeant Maxfield, and he will become the primary officer on all calls. Both supervisors will document Officer Treggiari's remedial training and provide updates to Chief Guerette.

During the meeting, Chief Guerette provided Officer Treggiari a copy of a letter that will be going in his personnel folder, documenting the incidents.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Larz Anderson".

Deputy Chief Larz Anderson



## Attachment 5

On July 6, 2019 during my 11-7 patrol shift I was patrolling north meadows road, a vehicle went by me at a high rate of speed. I turned my cruiser around and activated my blue lights. The vehicle eventually stopped once the operator saw me on hospital road in front of the state hospital property. I identified the operator as

[REDACTED] a very known person to our department, [REDACTED] was immediately aggressive towards me when I approached but did give me his license and registration. I called Officer Treggiari to the scene for back up given [REDACTED] past which Treggiari is fully aware of. As I waited in my cruiser for my back up to arrive approximately 8-10 mins had passed. As a vehicle came towards me on hospital road my radar read in the 30-35 mph range. As I exited my vehicle to be sure not to extend the stop unnecessarily, I noticed it was Officer Treggiari coming down the road with no emergency lights and showing no urgency to arrive as my back up. Given the time of night and size of our town it's in my opinion that this response time is a officer safety issue along with the facts of mph in which he arrived and not having his emergency lights activated.

While clearing this motor vehicle stop we were dispatched to spring valley road for a breaking and entering in progress. This location is only minutes from hospital road where I had the motor vehicle stop so both units arrived in what I would say is under 2 minutes. When we arrived on scene myself and Officer Treggiari met on the B side of the home, I asked Officer Treggiari to go lethal and told him I would go non lethal (taser), which is standard training for attempting to locate a suspect who is not known to be armed or unarmed. His response was "I'm all set" I then suggested that he go first with the taser then and I would go lethal. His response was "no you go ahead" at this point as the OIC I made the decision to move into the backyard to find the suspect. As we moved forward into the yard I could clearly hear footsteps in the bushes, I gave several commands for the suspect to come out but I could not find exactly

where. Given that I did not have confidence in my back ups preparedness or comfort level with a firearm I made the decision to back out and call for mutual aid and a K9.

It is in my opinion that any officer that is not willing to even have his firearm out of its holster during a area search for a suspect nevermind have to use said weapon to protect himself or others.

Both of these situations occurred in the matter of only one single shift. Having this level of complacency is what every officer is taught to stay away from in order to stay safe doing our job but for an officer with Treggiari's time on the road as a full time police officer it's is concerning to display such complacent behavior.

Officer Chris Bonadies #10



To: Chief Michelle Guerette  
Through: Deputy Chief Larz Anderson

From: Officer Michael Stanley #17  
Medfield Police Department

Date: November 11, 2019

Subject: Officer Paul Treggairi

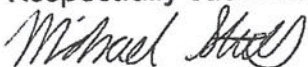
Ma'am,

I'm writing this letter regarding my recent experiences being assigned to the 11-7 shift with Officer Paul Treggairi. While assigned with Officer Treggairi there has been numerous occasions that have involved officer safety issues. Some examples are slow response time to calls, lack of motivation to assist other officer's and overall lack of situational awareness when arriving on scene. As a probationary officer with less than a year on the job the last thing I should have to worry about is being involved in a situation that turns for the worst and wondering if my back up will arrive in a timely manner and be able to render aid if needed.

Recently, I was assigned to the north sector of town on the 11-7 shift and was on a routine patrol of the Medfield State Hospital. Upon entering the property, I noticed a vehicle which was parked unoccupied in the lot. I called in the vehicle information and requested an additional unit to assist with a search of the hospital grounds. Officer Treggairi drove down Hospital Rd slowly and with no sense of urgency. Once he arrived on scene, we searched the hospital grounds and Officer Treggairi eventually located the individuals walking back to the vehicle. We obtained id's from both the driver and passenger, the passenger ended up having 2 probation violation warrants. Once this was put over the air Officer Treggairi was clearly upset that we had to make an arrest. He made comments stating, "that's why I don't check the hospital at night you'll end up finding stuff." To "I wish I took longer to search the property they would have been gone by the time I got back."

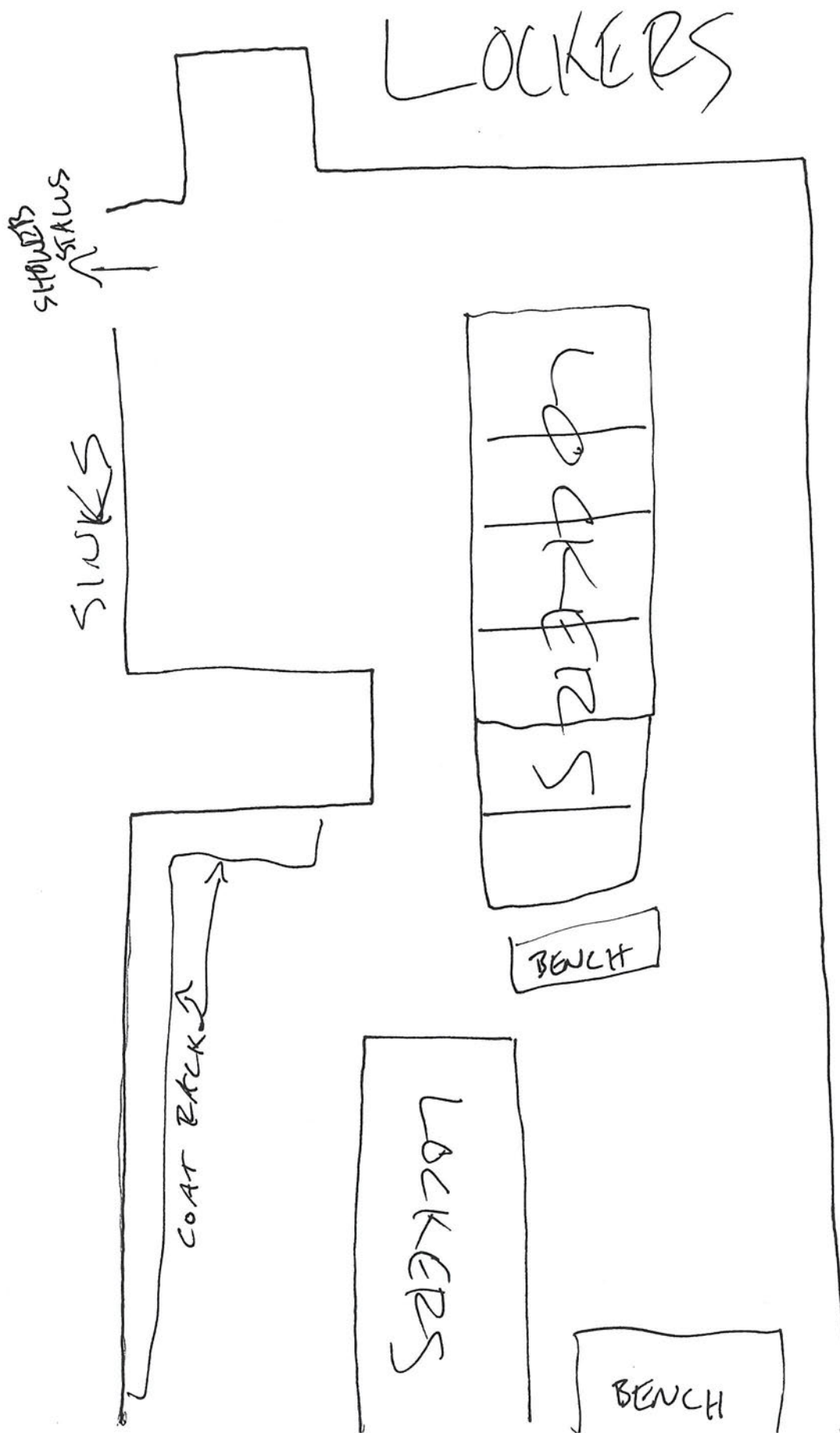
Ever since this incident at the beginning of every shift Officer Treggairi has told me to not enter the hospital grounds at night time and to only check the hospital in the morning hours. As a new officer I feel as though I should not be told to, not do my job. This is just one example of numerous occasion's that have stood out to me while being assigned with Officer Treggairi not only is this an officer safety issue it's a liability for the Town of Medfield.

Respectfully submitted,



Officer Michael Stanley #17

## Attachment 6



LOCKERS

SLEEPING EQUIPMENT

WB

## Attachment 7



# STEPHEN A. MORREALE, D.P.A.

## *Education*

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### **Doctor of Public Administration — D.P.A.**

*Nova Southeastern University, Fort Lauderdale, Florida, 2002*

*Huizenga Graduate School of Business and Entrepreneurship*

Dissertation topic — Leader Styles in Law Enforcement Leader to Follower Job Satisfaction and Exertion of Extra Effort.

### **Master of Public Administration — Organizational Behavior and Management**

*Golden Gate University, San Francisco, California, 1983*

### **Bachelor of Science — Criminal Justice**

*UMass — Boston (formerly Boston State College) Boston, Massachusetts, 1981*

### **Associate of Applied Science — Communications**

*Graham Junior College, Boston, Massachusetts, 1975*

## **Professional Experience**

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### *Teaching Experience*

#### **Worcester State University**

*Full Professor — 2022-present, Full Professor and Chair – Tenured, 2018-2022, Associate Professor and Chair - Tenured, 2013-2018*

*Assistant Professor and Interim Chair, 2007-2013, Visiting Assistant Professor - Adjunct, 2002-2007*

Teach/facilitate courses to undergraduate day (Criminal Justice) and evening students (Business) since January 2002. As Department Chair, responsible for oversight of academic department, scheduling of classes, maintenance and revision of course offerings and assessment. Mentoring of faculty members and class observations. Served as elected Chair of the All University Committee, 2012-2018. Now serving as a member of the President's Cabinet, as the elected Vice Chair of the Chair's Council.

#### *Courses Taught:*

Principles of Investigations, Organizational Theory, Leading Criminal Justice Organizations, Strategic Planning, Introduction to Criminal Justice, Law Enforcement and Society, Cyber-crime, Human Trafficking, Comparative Criminal Justice, Social Media and Criminal Justice, Intelligence in Criminal Justice, Crime and the Media, Fraud Examination, American Judicial System, Principles of Management, Strategic Planning, Terrorism, Security Studies, Criminal Justice Capstone, Introduction to Research Methods and White Collar Crime.

#### **Fulbright Specialist Program — U.S. Department of State — Selected 2012**

On roster for service related to Public Administration and Criminal Justice, with focus on leadership, organizational development and innovation. Served on selection review committee, 2016. Assignment with University of Limerick in July and August 2019, continuing service through the current period.

#### **University of Limerick Law School, Limerick, Ireland — June 2018**

Working with Dean of Law School to assist in Inspection Team for review of curriculum at Garda National Police Academy. Serve as external reviewer for doctoral candidate at U Limerick.

Serve as External Reviewer for Doctoral Dissertations.



## **STEPHEN A. MORREALE, D.P.A.**

### **Sacred Heart University at Dingle, Ireland — June 2018 and May 2019**

Invited visit to campus for development of study abroad courses for students at Ireland campus. Teaching summer course on Comparative Criminal Justice.

### **Nichols College**

#### **Adjunct Instructor and Course Developer, 2017-present. Master of Science in Counterterrorism**

Develop and teach master's level courses in Cybercrime and Border Security.

### **Anna Maria College**

#### **Adjunct Instructor and Course Developer, 2015-Present, Master of Public Administration**

Teach courses on Public Finance, Public Policy, Knowledge Management and Human Capital, Justice Administration, Professional Management of Public Agencies.

### **Walden University**

#### **Faculty Mentor, Contributing Faculty, 2002-present**

School of Management/Public Policy and Administration. Teaching online classes for Master of Public Administration and Ph.D. in Public Policy and Administration, Criminal Justice and Management. Reviewer of student and dissertation drafts. Previous trainer for new faculty in dissertation committee process. Faculty Mentor, chair and committee member for doctoral level research. Teaching courses including Public Administration, Public Safety Management, Criminal Justice, Organizational Theory, Human Resource Management and Leadership and Ethics, Strategic Planning. Previous lead instructor for two PhD level courses. Development of courses on Leadership and Ethics in Public Service, and Leadership in Criminal Justice Organizations. Trained and certified in use of Blackboard and e-College as faculty and course developer.

#### ***Courses taught:***

Strategic Planning, Public Policy and Finance, Ethics in Public Organizations, Foundations in Public Administration, Policy Analysis, Organizational Development and Change, Leading Public Organizations, Police Leadership, Public Finance and Policy, Crisis Management.

### **Roger Williams University**

#### **Visiting Lecturer, 2002-Present**

#### **Justice System Training and Research Institute**

Provide facilitation for New England police supervisors, managers and executives. Training focused on strategic planning, and leadership.

### **The Leadership Institute, 2014-Present**

Provide training facilitation for Rhode Island Public officials. Topics include leadership, performance management, dealing with difficult people, safety and security.

### **Middle East Partnership Initiative (MEPI) 2011-2016**

Provided facilitation and mentoring for 20 students per summer session.

# STEPHEN A. MORREALE, D.P.A.

## *Work Experience*

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### **The CopDoc Podcast**

#### ***Host and Creator — 2020 - present***

Host and creator for *The CopDoc Podcast*. The podcast engages practitioners from a variety of views and perspectives surrounding police service and reforms to meet the ever-changing needs and high demands of policing from community to community in America.

In short 35 - 45 minute interviews, the podcast seeks to gain input, insight and perspectives on policing, and its highs and lows. Other episodes will focus on leadership elements and approaches. The podcast includes interviews practitioners, academics, criminal justice researchers and community leaders - thought leaders and change agents. There are also segments, entitled Reflection and Ruminations on Leadership.

[www.copdocpodcast.com](http://www.copdocpodcast.com)

### **Aiming for Excellence, LLC**

#### ***Principal, 2003-Present***

Investigative consulting and coordination, training on leadership matters. This includes investigations, compliance reviews, management consultative services work in law enforcement and public sector. Training in supervision, leadership, management, ethics, strategic planning.

### **SafeGuard Services, LLC, a Peraton Co. — Medicare Zone Program Integrity Contractor**

#### ***Lead Consultant—Major Case Coordinator, 2005-2022***

Oversee fraud identification and data analysis work of Fraud Unit, contracted by CMS in Florida and California. Includes investigative report review, focus on training, organizational issues and quality control. Interface with CMS, U.S. Department of Justice, U. S. Attorney's Offices, HHS-OIG, FBI, state investigative and regulatory agencies.

### **United States Department of Health and Human Services**

#### **Office of Investigations/Office of Inspector General**

#### ***Assistant Special Agent in Charge/Acting Special Agent in Charge, 2000 - January 2005 (Retired)***

Management of investigative activity of up to 40 special agents and analysts from six New England states. Focus on healthcare, grant and program fraud, internal investigations, child support enforcement, federal administrative, civil and criminal prosecutions and policy review. Responsible for training, assignment of investigations, performance ratings of investigators and support staff, planning and review of enforcement actions. Oversaw performance of several field offices and the exclusions and intelligence teams. Interact with state and federal prosecutors, state Medicaid agencies, healthcare providers and coordinating groups. Initiated national investigations focusing on kickback schemes, pharmaceutical fraud, false claims, and quality of care matters leading to patient harm or death.



## **STEPHEN A. MORREALE, D.P.A.**

### **New England Community-Police Partnership (NECP<sup>2</sup>)**

#### ***Chair, 1990-1996 and Chair 2002-2004***

Founding charter member of non-profit established to advance practice and improved performance for law enforcement agencies in New England, housed at St. Anselm College. Focused on adaptation and adopting business practice in public safety. Work with community members and police in community roundtables. Principal investigator, US Department of Justice, Bureau of Justice Assistance, \$250,000 Community Policing grant for training and education of New England communities and police agencies. Oversaw board and staff.

### **United States Department of Justice, Drug Enforcement Administration**

#### ***Special Agent, 1983-1996, Supervisory Special Agent, 1996-2000***

#### ***Section Chief, Financial Investigations/Asset Forfeiture Section***

Management of section responsible for asset seizures and money laundering in New England. With a staff of 25, including DEA, U.S. Customs and IRS special agents, state and local police as well as paralegal specialists. Provided leadership, support and investigative assistance. Initiated training conferences, workshops and supervised drug and money laundering investigations. Assisted in International training in Ireland, Caribbean, Canada, Russia and Colombia

#### ***Cross Borders Task Force, Lowell, Massachusetts, 1995-1996***

Responsible for expansion of task force focused on interstate trafficking to and from Northeastern Massachusetts into Maine, New Hampshire and Vermont. Task Force consisted of 22 full-time law enforcement officers/agents from DEA, state and local police agencies as well as FBI, IRS-CID, INS, and BATF. Conduct internal investigations and served as member of inspection and evaluation teams.

### **United States Department of Justice, Drug Enforcement Administration**

#### ***Special Agent, Demand Reduction Coordinator, 1983-1995***

Conducted and oversaw multi-state and multi-national drug investigations as case agent, undercover agent and support agent. Served in New Jersey, New York, Washington, DC and Miami, FL and traveled across the United States and abroad as investigative leads warranted. Developed and delivered training in Legalization, Community Policing, Facilitation Skills, Demand Reduction, Public Speaking, Drugs of Abuse, Community Partnerships and Train the Trainer in Community Policing. Visiting Lecturer, DEA Training Academy, Quantico, Virginia - Drug Unit Commanders Course and International Training courses held abroad in Colombia, Russia, Bahamas and Ireland. Lecturer at DEA State and Local Basic Narcotic Investigators Schools. Topics include Raid Planning, Leadership, Ethics, Management of Drug Investigative Units, Interview and Interrogation, Money Laundering, Drugs of Abuse, Conspiracy Investigations and Presentation Skills, Contemporary Issues in Drug Law Enforcement.

Conducted training at police academies in New Hampshire, Massachusetts, Maine, Rhode Island, Connecticut, New Jersey, Vermont, Boston, Lowell Police Institute and Port Authority of New York and New Jersey. Developed courses of instruction and provided technical assistance and training; Assisted police departments throughout New England and nationwide in strategic planning; Community Policing for Executives, Facilitation Skills, Community Policing for Mid-Level Supervisors, Community Policing for Line Personnel; Change Management and Creating the Mission and Vision for Your Organization, Advanced Internet for the Investigator.



## **STEPHEN A. MORREALE, D.P.A.**

### **Dover, New Hampshire Police Department**

#### ***Police Officer/Detective, 1979-1983***

As police officer, conducted patrol operations, traffic and crowd control, accident investigations, law enforcement and school liaison. Shift commander. Trainer in defensive tactics and patrol procedure at police academy. Served as Field Training Officer. As detective, conducted drug investigations, investigations into crimes against persons and properties and juvenile crimes.

### **United States Army, Military Police Corps**

#### ***Military Police Officer, Military Police Investigator, 1975-1978***

Training at Fort Knox, KY and Ft. McClellan, AL. Stationed at Fort Devens, Massachusetts and Camp Darby, Livorno, Italy. AWOL Apprehension Team at Boston Army Base and patrol work Fort Devens. Assigned as Customs Investigator and Drug Suppression Team member in Italy. Completed military service at rank of Sergeant (E-5) with Honorable Discharge. 10% Disability awarded by Department of Veteran Affairs.

### **Presentations**

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#### **2022**

Presentation: Round Table Discussion: The Role of Higher Education Institutions in Professional Development of Police, with Dr. Maki Haberfeld, John Jay College, Dr. James McCabe, Sacred Heart University, Academy of Criminal Justice Sciences, Las Vegas, NV, March 2022  
Presentation: Organizational Decision-making in Police Organizations, Academy of Criminal Justice Sciences, Las Vegas, NV, March 2022

#### **2021**

- Making Organizational Decisions in Police Agencies, Academy of Criminal Justice Sciences, Virtual Conferences, April 2021

#### **2020**

- Accepted Presentation: Academy of Criminal Justice Sciences, San Antonio, TX, March 2020, Canceled due to CoVid-19 Pandemic.
- Accepted Presentation: Academy of Criminal Justice Sciences, San Antonio, TX, March 2020, Canceled due to CoVid-19 Pandemic.

#### **2019**

- Presentation: Organizational Decision-making in Police Organizations, Academy of Criminal Justice Education (ACJS), Baltimore, MD, March 2019
- Presentation: Emerging Trends in Police Organizational Accountability, with Superintendent Frank Mancini, Boston Police Department, Academy of Criminal Justice Education (ACJS), Baltimore, MD, March 2019, presenter and session Chair.
- Presentation: Research to Action: The Need for Actionable Research Open Seminars Open Seminar with Patrick J. Faiella, Massasoit Community College, Sean P. Varano, Roger Williams University, Lorenzo M. Boyd, University of New Haven, Stephen A. Morreale, Worcester State University, Ronnell Higgins, Yale University.
- Presentation: Executive Decision-making in Police Organizations, Shared Scholarship Event, Worcester State University, March 2019.

## STEPHEN A. MORREALE, D.P.A.

### 2018

- Keynote Address: The State of Criminal Justice Education: Where We Came from, Where We Are, Where We Should Aim! Massachusetts Association of Criminal Justice Education Conference, Nichols College, October 26, 2018.
- Elements of Decision-making in Law Enforcement Agencies, Academy of Criminal Justice Education (ACJS), New Orleans, February 2018
- Leadership Development Session for Police Staff, with Dr. Matthew O'Deane, University of Phoenix, Academy of Criminal Justice Education (ACJS), New Orleans, February 2018
- CSI and Impact on Forensic Science, Academy of Criminal Justice Education (ACJS), New Orleans, February 2018

### 2017

- Decision-making Approach by Law Enforcement Executives. Massachusetts Association of Criminal Justice Education Conference (MACJE), Massasoit Community College, October 2017
- Developing Leaders for Law Enforcement, MACJE Conference, Massasoit Community College, October 2017
- A Teaching Approach to Criminal Justice Capstone, Academy of Criminal Justice Sciences, Annual Conference, Kansas City, MO, March 2017
- Teaching Criminal Justice –Where Do We Go from Here? Criminal Justice Education/Teaching Pedagogy Roundtable, with Josh Klein, Iona College, Academy of Criminal Justice Sciences, Annual Conference, Kansas City, MO, March 2017
- Addressing Discourteous Officer Demeanor, Policing/Police Strategies Roundtable Discussant with Lee E. Ross University of Central Florida, Academy of Criminal Justice Sciences, Annual Conference, Kansas City, MO, March 2017
- Elements of Decision-Making in Police Organizations with Brenda J. Bond, Suffolk University, Academy of Criminal Justice Sciences, Annual Conference, Kansas City, MO, March 2017
- Presentation, *A Teaching Approach to Criminal Justice Capstone*, Academy of Criminal Justice Sciences, Kansas City, March 2017.
- Presentation, *Elements of Decision-making in Policing*, Academy of Criminal Justice Sciences, Kansas City, March 2017.

### Publications

- Article: From the Field to Academia: Preparing and Adapting to a Teaching Career, with James E. McCabe, Sacred Heart University, David E. Lambert, Roger Williams University, Marcel F. Beausoliel, Fitchburg State University, *Law Enforcement Executive Forum*, v. 18 no. 4, December 2018.
- Case Study: North Point, Maine Police: Tackling Organizational and Community Issues, published in Electronic Hallway, Evans School of Public Administration, University of Washington, with Dr. Allison McDowell-Smith, Nichols College, August 2018.
- Article: Influence of CSI Effect, Daubert Ruling, and NAS Report on Forensic Science, with Timothy P. Scanlan, *International Journal of Education and Social Science*, February 2018, v5, no.2.
- Article: Analysis of the Racial and Ethnic Representation of Adult Male Inmates in Large Jail Isolation Units in the United States, with Lance E. Bohn, *International Journal of Education and Social Science*, January 2018, v5, no. 1.
- A Teaching Approach to the Criminal Justice Capstone, *Police Forum*, January 2018, v. 27, no. 1.



## STEPHEN A. MORREALE, D.P.A.

- Article: College students' perceptions of Muslim-Americans after the 2013 Boston Marathon bombings, Allison McDowell-Smith and Stephen A. Morreale, *Research in Higher Education Journal*, October 2016
- Article: Elements of Decision-Making in Police Organizations, Brenda J. Bond and Stephen A. Morreale, Worcester State University/Walden University, *Police Forum*, ACJS Police Section, August 2016, v 26, N 2.
- Article: The Pracademic and Academic in Criminal Justice Education: A Qualitative Analysis, *Police Forum*, Academy of Criminal Justice Sciences, March 2016, with John R. Tahiliani and James E. McCabe, Sacred Heart University.
- Chapter Contribution, *Detective Handbook*, Chapter on Investigating Health Care Fraud, editors: John Eterno and Cliff Roberson, Taylor and Francis, 2014
- Assessing Hiring Preferences and Discipline Orientation of Criminal Justice Programs, with James E. McCabe, Sacred Heart University, *Journal of International Criminal Justice Research*, September 2014.
- Article: Procedural Justice as a Predictor of Police Legitimacy and Cooperation with the Police, with Dr. Angela Workman-Stark, Athabasca University and Royal Canadian Mounted Police, *Law Enforcement Executive Forum*, v. 14, No. 1, March 2014,
- Article: Gang Injunctions: A Tool to Control Gang Activities, with Dr. Matthew D. O'Deane, *Law Enforcement Executive Forum*, March 2012, vol. 12, No. 1.
- Article: Pracademics and Academics in Criminal Justice Education, *ACJS Now*, January 2012.
- Article: Homeland Security and the Police Mission: What's Changed as We Move Away from 9/11? *Journal of Homeland Security and Emergency Management*, with Dr. David E. Lambert, Westfield State College, 2010.
- Journal article, Higher Education in the Continuum of Training and Education and Keeping Management/Leadership Training Relevant and Current: From Supervisor to Chief, Stephen A. Morreale with Robert McKenna, J.D. and Dr. P.J. Ortmeier, *Law Enforcement Executive Forum*, May 2007.
- The State of Health Care Fraud in America, *Journal of Health Care Compliance*, November/December 2005.
- Quality of Care, *Journal of Health Care Compliance*, August, September 2005.

### Service

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- Co-Chair, Massachusetts Department of Higher Education, Ad hoc Committee on Police Career Incentive Pay Program, 2019- 2022
- Appointed Member, Massachusetts Department of Higher Education, Review of PCIPP, 2018-2019
- Board of Directors-Massachusetts Chiefs of Police, Municipal Police Institute, 2016-Present
- Research Advisory Board – American Counterterrorism Targeting & Resilience Institute, 2019-Present
- Chair-Police Section, Academy of Criminal Justice Sciences, 2017-2019; Vice Chair, 2016-2017
- President-Northeastern Association of Criminal Justice Sciences, 2015-2016; 1<sup>st</sup> Vice President, Conference Chair, 2014-15, Treasurer, 2009-2014
- President and founding member, Massachusetts Association of Criminal Justice Education, 2013-14
- Chair-Town Personnel Board, 2005-2015
- Elected Town Moderator-2016-2017
- Board of Directors East Coast Jumbos, Hockey Team for Special Needs Youth, 2019-present

# STEPHEN A. MORREALE, D.P.A.

## *Academic Program Reviews*

---

- University of Maryland Global Campus, Review Team - Criminal Justice Program Review, 2022.
- Excelsior College, Criminal Justice Program Review Team, 2015
- Johnson and Wales University, Criminal Justice Program, site visits, Providence, Denver and Miami, 2016
- Salve Regina University, Administration of Justice Program, site visit, 2016
- William James College, New Program Review Team for Massachusetts Department of Higher Education, Master of Behavioral Science in Criminal Justice, 2018.

## *Articles In Progress*

---

- In progress: Making Effective Organizational Change Decisions: Exploring Decision-making Approaches for Chief Law Enforcement Executives, with Elias S. Nader, Kent State University, Brenda J. Bond-Fortier, Suffolk University, 2022
- In Progress: Impact of Socio-Political Factors in Policing, for inclusion in *Socio-Political Risk Management: Assessing and Managing Global Insecurity*, 2022
- Are You a Pracademic? Article with James E. McCabe, Sacred Heart University, pending revision, 2022.
- In Progress: Pracademics in Criminal Justice, for review in *Pracademia: Exploring Transitions and Professional Identities in Higher Education*, with James E. McCabe, Sacred Heart University, 2022.

## *Journal and Book Reviews*

---

- Reviewer: for *Socio-Political Risk Management: Assessing and Managing Global Insecurity*, 2021.
- Reviewer: American Journal of Criminal Justice, 2019- present
- Reviewer, Policing: A Journal of Policy and Practice, 2019-Present
- Reviewer, Police Practice and Research, 2017-present
- Reviewer, Eastern Academy of Management, 2010
- Assistant Editor, *Law Enforcement Executive Forum*, 2008-present.
- Review for revised text edition, Police Administration, by Swanson, Territo and Taylor, Pearson Prentice Hall, August 2009 and August 2011.
- Manuscript Reviewer, Management Text, McGraw Hill Publishers, 2006.
- Manuscript Reviewer, White Collar Crime Text, Roxbury Publishing, 2006.
- Manuscript Reviewer, Death Penalty in America, Roxbury Publishers, 2006.
- Book concept and chapter review, White Collar Crime, Roxbury Publishers, 2005.

## *Dissertations Supervised*

---

- Dissertation Chair: Police Response to Indigenous Community Uprisings, Armand LaBarge, Toronto, Canada, Walden University Dissertation, 2022.
- Dissertation Chair: Amanda Tuck, Utilization of an Opioid Antagonist and Comprehensive Medication Assisted Treatment in Correctional Settings, Walden University Dissertation, Continuing 2020-present.
- Dissertation Committee Member: Hiring Good Officers; Why Top-Tier Candidates Fail During Field Training, Joseph Roy, 2020-present.



## STEPHEN A. MORREALE, D.P.A.

- Dissertation Committee Member: A Social Constructivism View of Police Community Relations in Saint Louis' Inner-City Communities, Tyrone Carter, 2020-2022
- Dissertation Committee Member, How prepared are Wisconsin Veterans to Transition into Civilian Life Upon Separation from the Military, Darcy Clardy, 2021-present
- Dissertation Chair: Servant Leadership and the Contemporary Emergency Manager in a Multisector Collaborative Organization, Phillip W. Caponigro, Walden University Dissertation, April 2020
- Dissertation Committee Member: Treatment Providers' Perceptions of Effective Sexual Offender Treatment Modalities, Reta L. Alphin, Walden University Dissertation, March 2020
- Dissertation Committee Member: An Exploration of Recidivism Based on Education and Race, Michael Thomas, Walden University Dissertation, 2020
- Dissertation External Reviewer: The Culture of Control and Transformation in An Garda Síochána, William D. Fenney, University of Limerick Dissertation, June 2019
- Dissertation Committee Member: The Implementation of Governance to Counter Islamist Militancy in Pakistan's Khyber-Pakhtunkhwa Province, David R. DiOrio, Walden University Dissertation, March 2016
- Dissertation Chair: The Influence of CSI Effect, Daubert Ruling, NAS Report on Forensic Science, Timothy P. Scanlan, Walden University Dissertation, May 2015
- Dissertation Committee Member: Under the Penalty of Law: An Assessment of Higher Education Funding in Tennessee, Richard E. Jackson, Walden University Dissertation, March 2015
- Dissertation Committee Member: Credit Default Swaps Regulation and the Use of Collateralized Mortgage Obligations in U.S. Financial Institutions, Jon Patraic Neill, Walden University Dissertation, May 2014.
- Dissertation Chair: Racial and Ethnic Representation of Adult Male Inmates in Large Jail Isolation Units, by Lance E. Bohn, Walden University Dissertation, April 2014.
- Dissertation Chair: Police Legitimacy and Reform: Testing a Process-based Model of Policing in Canada, Angela Workman-Stark, Walden University Dissertation, May 2011
- Dissertation Committee member: Dangers in the Field: An Ethnographic Study on Client-Initiated Violence Affecting Child Protection Workers in Greensboro, North Carolina, Rose M. Handon, Walden University Dissertation, May 2010
- Dissertation Committee Member: Thomas M. Bennett Nova Southeastern University Dissertation, The relationship between the subordinate's perception of the leadership style of its managers and the subordinate's perceptions of its manager's ability to inspire extra effort, to be effective, and to enhance satisfaction with management in an information technology environment, May 2009.
- Dissertation Chair: Honolulu Harbor: A Maritime Security Study, Robert B. Fong, Sr. Walden University Dissertation, August 2009
- Dissertation Committee Member: Perceptions of leadership effectiveness in the management of intergenerational work values conflict: An antecedent of organizational citizenship behavior of perioperative registered nurses, Patricia G. Wright, Walden University Dissertation, November 2008
- Dissertation Chair: Effectiveness of Gang Injunctions in California - A Multi-county 25-Year Study, Matthew D. O'Deane, Walden University Dissertation, August 2007

### *Memberships*

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- American Society for Public Administration 1998-present. Interim Executive Counselor, ASPA-CJ Section (2021-present)
- Academy of Criminal Justice Sciences, 1999 - present, Chair and Vice Chair, Police Section, 2015-2019



## **STEPHEN A. MORREALE, D.P.A.**

- Northeastern Academy of Criminal Justice Sciences, President 2015-2016
- Massachusetts Association of Criminal Justice Education, President 2015
- Massachusetts Association of Professional Law Enforcement, 2019-present
- American Society of Criminology, 2002-present
- Association of Certified Fraud Examiners, Educator member, 2006-present
- Police Executive Research Foundation, 1999-present
- International Association of Chiefs of Police, 1983-present
- Massachusetts ASPA, Section on Criminal Justice, Interim Board member 2022-present
- Central Massachusetts Chiefs of Police Association, 1987-present
- American Society of Evidence-based Policing, 2020-present
- International Police Association, 2022-present
- Association of Former Federal Narcotics Officers, 1999-present
- Alpha Phi Sigma, National Honor Society for Criminal Justice, WSU Chapter Co-Advisor, 2010-present

### **Current Research Interests**

Leadership, Leadership Development, Decision-making, organizational change, strategic planning, ethics, scholarship of learning, developing case studies



**WORCESTER**  
S T A T E  
**UNIVERSITY**

**Dr. Stephen A. Morreale** is former chair and Full Professor of Criminal Justice at Worcester State University. A second career “Pracademic,” he serves as a facilitator for leadership sessions for police and public managers at Roger Williams University with the Justice System Training and Research Institute and the Leadership Institute. Since 2002, he has been a Contributing Faculty Member and Doctoral Mentor with the School of Public Policy and Administration at Walden University, teaching public management and criminal justice courses, and supervising doctoral dissertations.

He has developed curriculum and programs for undergraduate, graduate and doctoral level courses for Worcester State University, Anna Maria College, Roger Williams University and Nichols College. He has conducted Academic Program Reviews at various higher education institutions across the United States. Dr. Morreale has taught courses on Investigations, Intelligence, Law Enforcement, Leadership, Decision-making and Criminal Justice Policy, Law Enforcement, and Research Methods.

Dr. Morreale served in law enforcement for 34 years, having retired as Assistant Special Agent in Charge for U.S. Department of Health and Human Services, Office of Investigations, Inspector General, leading investigations into research and grant fraud, Medicare and Medicaid Fraud, pharmaceutical and medical fraud.

Before that, for 20 years, he served with the Drug Enforcement Administration, serving as a special agent and managing agent in enforcement groups, and as Chief of the Asset Forfeiture and Financial Investigations Section in New England. He served with the Dover, New Hampshire Police Department, and the U.S. Army Military Police Corps, as an M.P. and Military Police Investigator in the U.S. and Europe, during the Viet Nam era.

In 1990, while at DEA, Steve was a founding member and Chair of the New England Community - Police Partnership (NECP2). This organization, housed at St. Anselm College, trained thousands of police and community members, bringing police practitioners, community activists, and academics together to advance the concept of community policing.

Steve is the creator and host of *The CopDoc Podcast*, a regular podcast focused on leadership, the state of policing and the improvement of police services. *The CopDoc Podcast* includes interviews with police officials, academics and scholars and community leaders. Steve also offers thoughts on leading in segments entitled *Reflections and Ruminations on Leading*. The podcast is ranked in Canada, Ireland, the U.S., New Zealand and Australia.

Dr. Morreale is affiliated with the University of Limerick (UL) as a Fulbright Specialist, sponsored by the U.S. Department of State. He works with the UL Law School on a team to conduct academic assessment of training curriculum for An Garda Síochána, Ireland’s National Police and Security Service. He also serves as a consultant to the Garda on the



**WORCESTER**  
STATE  
**UNIVERSITY**

implementation of co-response, pairing police patrols with psychiatric nurses in a pilot commencing in Limerick Division.

He is the Past-President of the Northeastern Academy of Criminal Justice Sciences, a founder and past-President of the Massachusetts Association of Criminal Justice Education. He is Immediate Past-Chair of the Police Section for the Academy of Criminal Justice Sciences. He is a member of the Board of Directors for the Municipal Police Institute, the training arm for the Massachusetts Chiefs of Police Association.

In 2001, he received the Distinguished Service Award from the Secretary of U.S. Health and Human Services for his role in responding and leading a team of agents to assist in disaster relief and recovery at the site of the World Trade Center attacks on September 11, 2001.


Steve was an elected Town official, serving as Town Moderator and was former Chair of the Town Personnel Board for 15 years, in his Central Massachusetts hometown.

Dr. Morreale holds a doctoral degree from Nova Southeastern University in Fort Lauderdale, a Masters' Degree in Public Administration from Golden Gate University and a Bachelors' Degree from Boston State College, now UMass Boston. He has research interests in decision-making, leader development, leadership, and organizational change.

August 2022

## Attachment 8



	<p align="center"><b>MEDFIELD POLICE DEPARTMENT</b></p>	<p align="center"><b>POLICY NO. 4.15b</b></p>
<p align="center"><b>DEPARTMENT MISSION AND GOALS</b></p>		
<p align="center">MASSACHUSETTS POLICE ACCREDITATION STANDARDS REFERENCED: <b>12.2.1(a)</b></p>		<p>DATE OF ISSUE: 08/29/2021 EFFECTIVE DATE: 08/29/2021 REVISION DATE: 08/29/2022</p>
<p align="center">ISSUING AUTHORITY:  Michelle Guerette Chief of Police</p>		

**MISSION STATEMENT AND VALUES:**

The Medfield Police Department is committed to providing the highest level of public safety and service to the citizens and business people within the community. The members of the Department are empowered to enforce state and local laws to ensure that the peace and tranquility of our neighborhoods are maintained and that crime and the fear of crime are reduced.

We emphasize integrity, honesty, impartiality, and professionalism from our members in order to create an environment that values differences, and fosters fairness and flexibility in our mission. We encourage citizen input and interaction that will assist us in developing sound partnerships between the community and the police. Working together we can protect our future and enhance the quality of life for everyone within the community. **[12.2.1(a)]**

**GOALS:**

1. To identify criminal activity and pursue and apprehend criminal offenders.
2. To maintain a proactive patrol and investigation force and thus reduce the opportunity to commit crime.

3. To facilitate the movement of people and vehicles through analysis and commitment of traffic enforcement resources.
4. To perpetuate a sound managerial environment that focuses upon Department goals and provides for career development through training, advancement, and reward for exemplary performance.
5. To instill public confidence in the agency by maintaining a high degree of professionalism, dedication, and expertise in the delivery of police service.

## Attachment 9

At approximately 1450 hours on Friday, March 04, 2022, Chief Michelle Guerette asked me to contact Sergeant Ryan Maxfield and Officer Terrence Teehan and have them both respond to the police station as soon as possible. At approximately 1500 hours I left a voicemail and informed both employees they were the subject of an investigation and needed to come in as soon as possible.

At approximately 1600 hours, Sergeant Maxfield returned my call. He apologized for the delay, and stated that he had just woken up. Sergeant Maxfield stated that he had to pick up his children. I asked him what time he could be in. Sergeant Maxfield stated that he did not think he would be able to come in tonight.

At approximately 1830 hours, Chief Guerette informed me that she had spoken to Medfield Police Association President, Paul Treggiari and that he would be in at 1915 hours with Sergeant Maxfield and Officer Teehan.

At approximately 1915 hours, President Treggiari and Sergeant Maxfield met Chief Guerette and I in the patrol office at the Medfield Police Station. The four of us walked to the men's locker room. Chief Guerette recorded the event. Sergeant Maxfield walked over to locker number four. He used his key to open the padlock. Locker four contained Sergeant Maxfield's police uniforms, department issued firearm, other equipment and assorted clothes. Sergeant Maxfield removed his department issued firearm, two badges, three magazines, patrol radio, building keys, card access key and his police ID. (Those items were placed in a property bag and secured by me). I then locked locker number four with a padlock supplied by Chief Guerette.

Chief Guerette then asked Sergeant Maxfield if there were any other lockers that he had access to. Sergeant Maxfield walked over to locker number twelve and said, "This was my original locker." There was nothing inside locker twelve. Chief Guerette then asked Sergeant Maxfield if he accessed any other lockers. Sergeant Maxfield stated he was advised to not answer any questions.

Chief Guerette noticed a couple of lockers had a metal coat hanger in place of a lock. Chief Guerette asked me to open locker number ten. Inside locker ten was a collapsible sleeping cot, a blue Medfield blanket and a Blauer police sweater. These items were secured in the main property room.

Chief Guerette then asked me to open locker eleven. The contents of locker eleven included; five pairs of 511 tactical pants, one duty vest, assorted sox, two magazines Sig-Sauer, multiple towels, three vest carriers, coat liner, boots, bottle of Polar Seltzer, five pairs of uniform pants, four long sleeve shirts, four turtle necks, one coat, one detail shirt. These items were placed back in the locker and secured with a padlock Chief Guerette provided me. The following contents were also inside locker eleven, but were seized; blow up air mattress, trifold bed, detail shirt with cleaning tag "Maxfield" on it, dry cleaning garment bag with "Maxfield" on it, vest carrier with "Maxfield" on it, black fleece blanket and a stack of Medfield Police Business cards in the name of Sergeant Ryan Maxfield. These items were secured in the main property room.

Chief Guerette then asked me to open up locker eighteen. The contents of locker eighteen included; box of Dunkin Donuts K-cups, size 38 pants. The following contents were also inside locker eighteen, but



were seized; Coleman collapsible cot, green foam rollout bed, iPhone cellular telephone charger, two memory foam pillows, small quilt blanket, black academy style bag with "Maxfield" on it. Inside the black Maxfield bag was a black blanket and a pillow. These items were secured in the main property room.

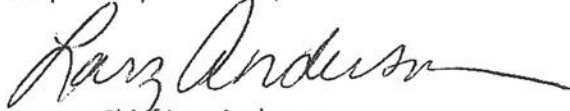
I escorted Sergeant Maxfield out to marked cruiser 333, so he could take possession of his duty bag from the rear of the vehicle. I then walked to the front parking lot with Sergeant Maxfield. During the walk Sergeant Maxfield said, "It did not look good with the pillow in my bag." Sergeant Maxfield left without any incident.

At approximately 1930 hours, President Treggiari and Officer Teehan spoke alone in the patrol office. A few minutes later, they came out and Chief Guerette, President Treggiari, Officer Teehan and I all entered the men's locker room. Officer Teehan walked over to locker one and removed the lock off it. Locker one contained Officer Teehan's police uniforms, department issued firearm, other equipment and assorted clothes. Chief Guerette asked if Officer Teehan had access to any other lockers. Officer Teehan stated, "I was just told to come open up my locker." Officer Teehan then locked his locker and left the locker room.

At approximately 1500 hours on Sunday, March 06, 2022, Chief Guerette informed me that locker number twenty-five also had a coat hanger through the lock. She asked if I could come in as soon as possible and open that locker. I informed Chief Guerette that I was at a tournament in Worcester and unable to return for a few hours. At approximately 1948 hours, I entered the men's locker room and videotaped the opening of locker twenty-five. The locker contained four coats, three uniform shirts, vest carrier, pants, sneakers, radio and Taser boxes. I believe the contents are the property of Officer Garrett Ledbetter, but not positive at this time. (I did later confirm that the contents belonged to Officer Ledbetter)

At approximately 1445 hours on Tuesday, March 08, 2022, President Treggiari gave me Terrence Teehan's police ID and his Medfield Police Department card access key. These items were placed in a property bag and secured by me.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Larz Anderson", with a long horizontal flourish extending to the right.

Deputy Chief Larz Anderson

## Attachment 10



#1





#2



#3





#4



Ryan  
Maxfield

MA5216

Pref: LS/HG  
Instructions:

#5



Main

Fri 04/17/20 3pm

Maxfield,  
MEDFIELD PD

20106-03105-B



3 Items

Item	4/7
Police Pants	Price
1739 Blauer	5.00
Police Pants	
1738 Blauer	5.00
Police Jacket	
1741 Blauer	7.00
Tax	
Total	0.00
	17.00

AR20

#6



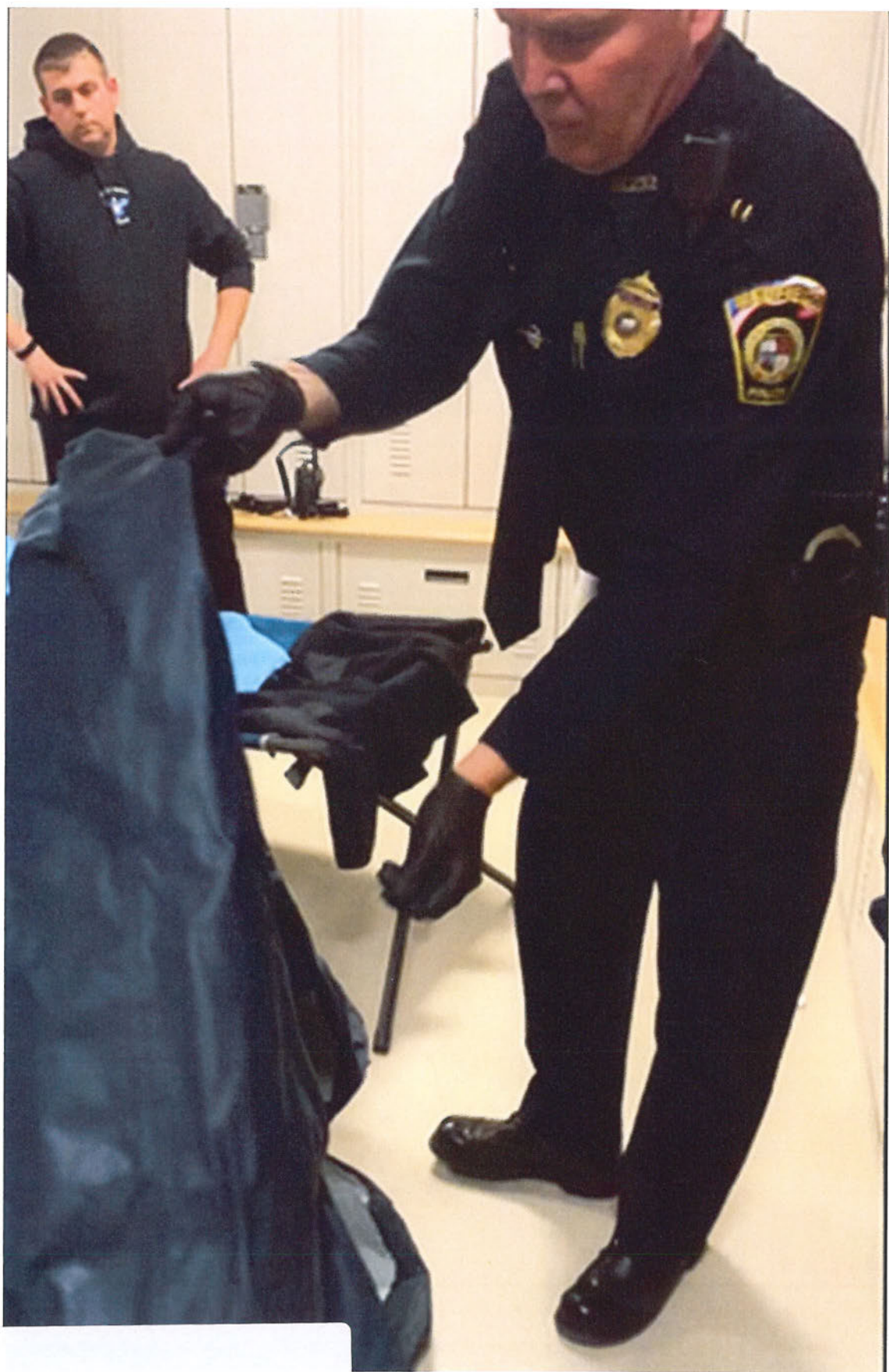


#7



#8





#9



#10





#11



#12





#13

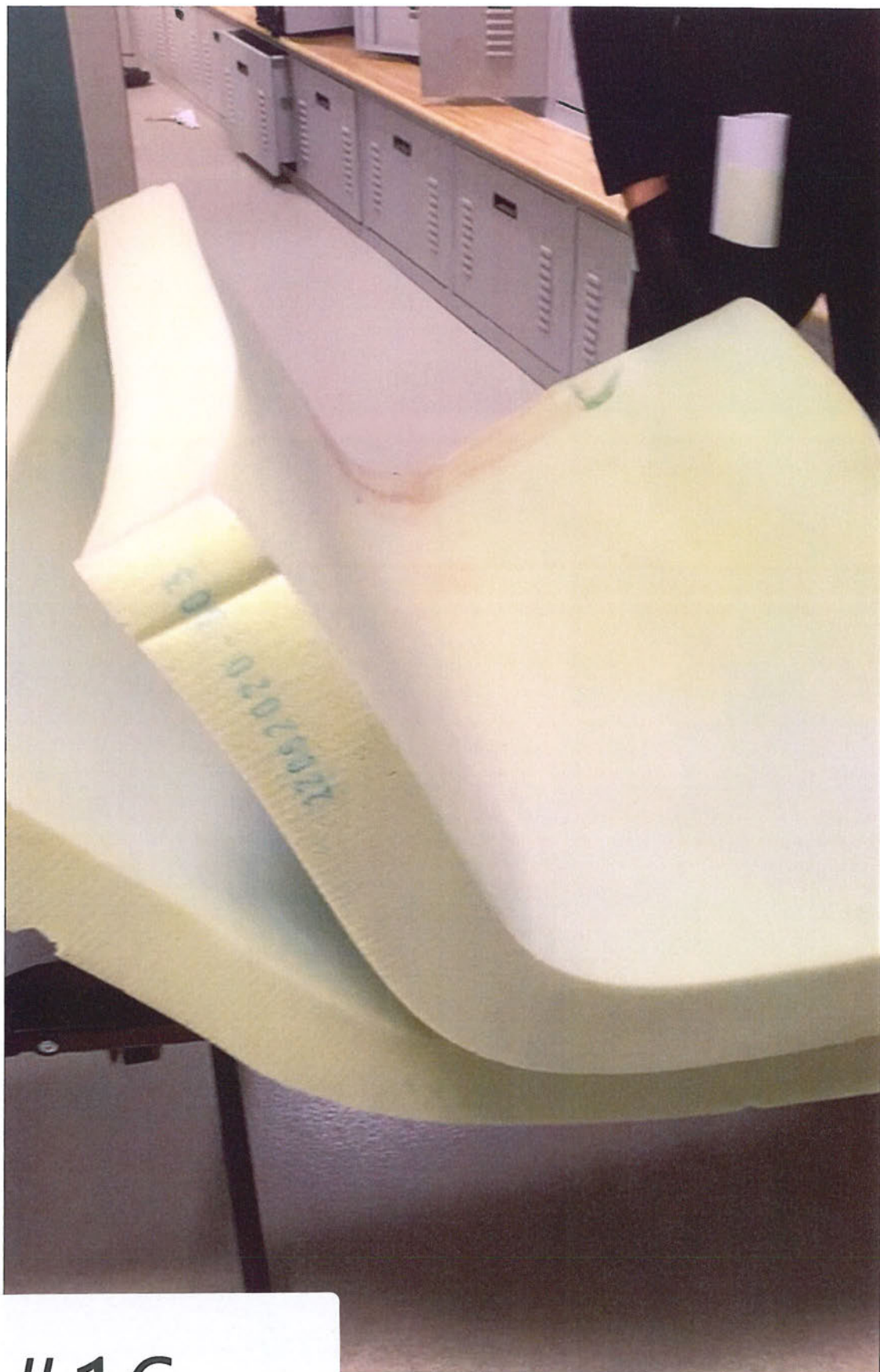


#14





#15



#16





#17





#18



#19





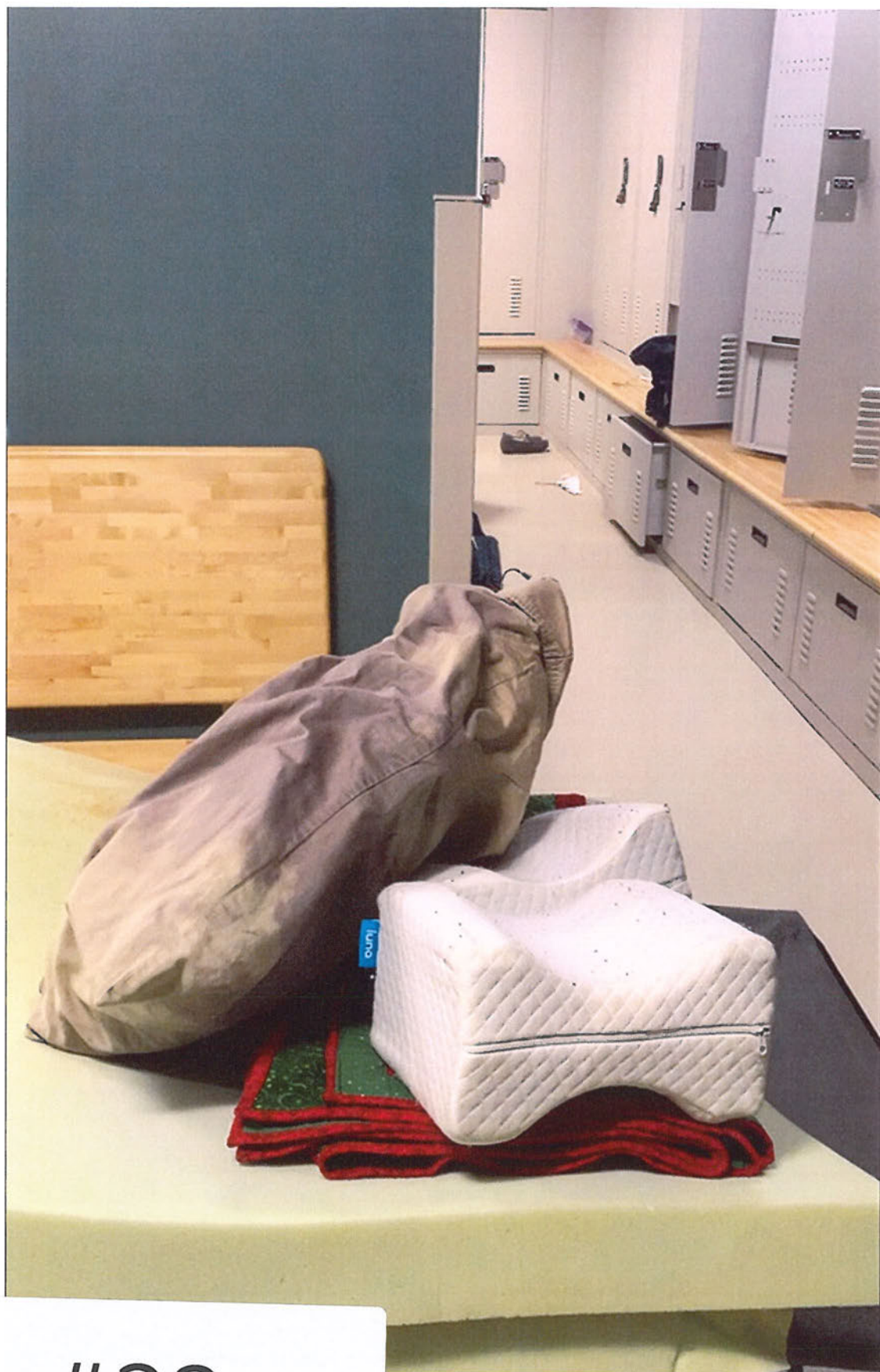
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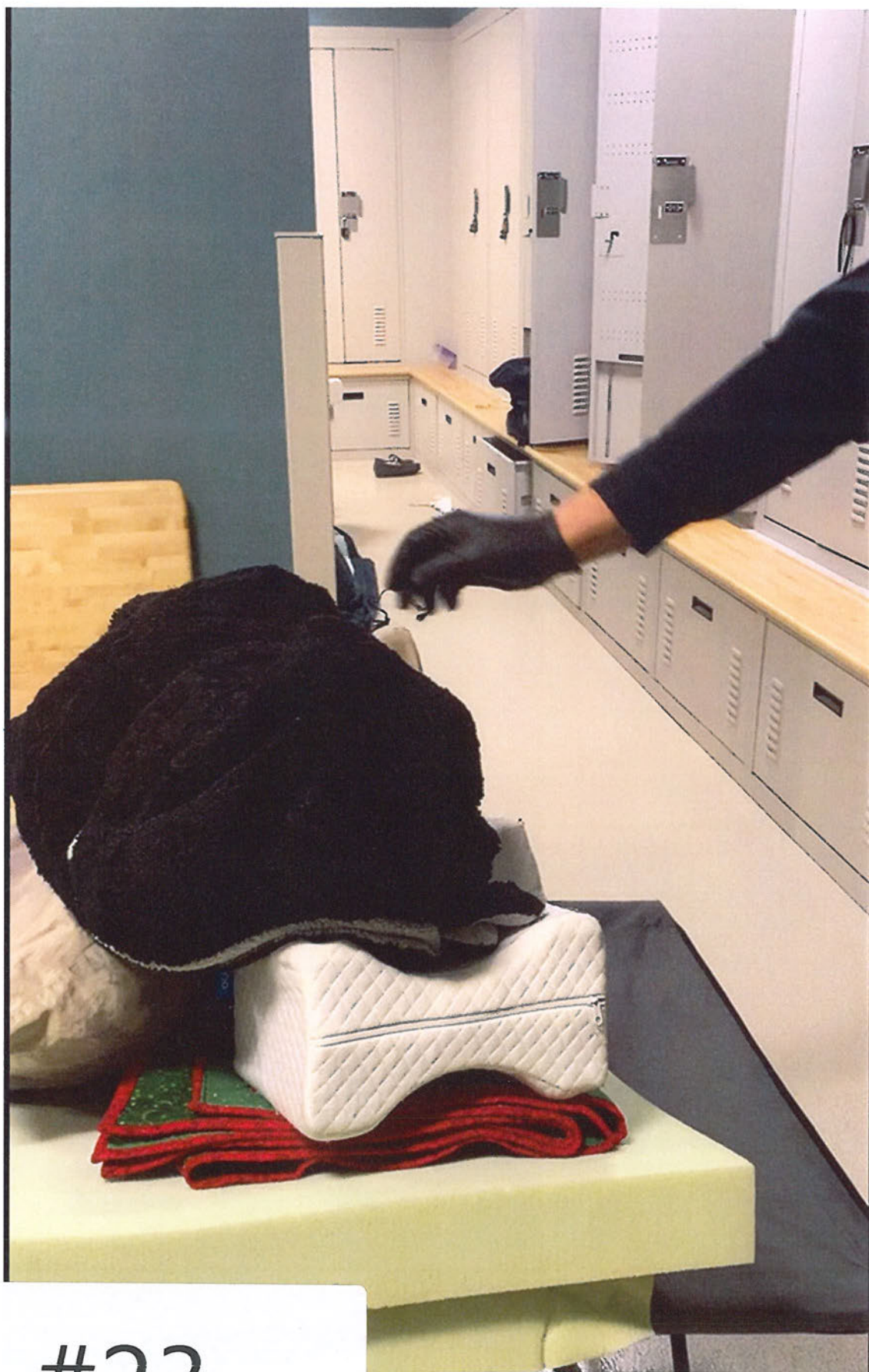
#21





#22





#23





#24

## Attachment 11



with current departmental procedures.  
PROHIBITED CONDUCT

The following acts, actions or activities by department personnel are prohibited or restricted.

CONDUCT UNBECOMING AN OFFICER - The commission of any specific act or acts of immoral, improper, disorderly or intemperate personal conduct which reflects discredit upon the officer himself, upon his fellow officers or upon the Police Department.

CRIMINAL CONDUCT - The commission of any felony or misdemeanor, or the violation of the criminal laws or statutes of the United States or of any local jurisdiction.

DEPARTMENT PROPERTY, ABUSE OF - Intentionally or negligently abusing, misusing, damaging or losing Police Department property or equipment.

DEPARTMENT VEHICLES, USE OF - Officers shall not use any department vehicle without the permission of a Commanding Officer, or drive any department vehicle to which they have not been assigned, except in an emergency. Department vehicles shall not be used for personal business or pleasure.

FALSE INFORMATION ON RECORDS - An officer or employee shall not make any false reports or knowingly enter or cause to be entered into any departmental books, records or reports, false or improper information.

DISCOURTESY - All officers and employees shall not use profanity in a contemptuous, rude or impolite way to a member of the public or to a superior or subordinate.

INPROPER ASSOCIATIONS - Officers and employees shall avoid regular or continuous associations or dealings with persons who they know are persons under criminal investigation or indictment, or who have a criminal reputation in the community or the Department for involvement in any criminal activities.

TESTIMONY FOR DEFENDANT IN CRIMINAL CASES - An officer shall not testify for the defendant in a criminal case in any court unless legally summoned to do so and in such cases he shall, before testifying, inform the Chief of the nature of the testimony he intends to give.

RECOMMENDATION FOR DISPOSITION OF CASES - An officer of the Department shall not make recommendation for the disposition of any case pending in the courts without the consent of the Chief or his designee.

TOWING SERVICES - No officer shall solicit or assist in any way for a towing service. All requests for towing or other road service shall be referred to the station. It shall be the responsibility of the Dispatcher to follow the directions of the Chief.

UNDUE INFLUENCE - An officer or employee shall not seek or obtain the influence or intervention of any person outside the Department for purposes of personal preferment, advantage, transfer or advancement within the department.

UNNECESSARY FORCE - An officer shall not use more physical force than which is necessary to accomplish a proper police purpose. Officers shall use force only when required in accordance with law and departmental procedures.

WARRANTS FOR ASSAULT UPON A POLICE OFFICER - An officer shall not make application for a warrant that he was assaulted while being a Police Officer off duty without first reporting the facts of the case to the Chief, through his Commanding Officer, and seeking permission to make such application.

WEARING THE UNIFORM - An officer shall not wear any identifiable part of his uniform outside the limits of the Town of Medfield except while in the performance of official duty or with the permission of the Chief. This does not pertain to travel to and from work. (Badge, sidearm, etc.)

WITHHOLDING EVIDENCE - An officer or employee shall not fabricate, withhold or destroy any evidence of any kind.

INCOMPETENCE - An officer shall maintain sufficient competency to perform his duty and to assume the responsibilities of his position.

Incompetency may be demonstrated by but not limited to the following:

- a. a lack of knowledge of laws required to be enforced on a daily basis;
- b. an unwillingness or inability to perform assigned tasks;
- c. the failure to conform to work standards established for the officer's rank, grade



- or position;
- d. repeated poor evaluations or repeated infractions of the rules and regulations.

INSUBORDINATION - Failure or deliberate refusal to obey a lawful order given or issued by a superior officer.

OFFICIAL INFORMATION, DISSEMINATION OF - Officers and employees shall treat the official business of the Police Department as confidential and shall conform to the following guidelines:

- a. Information regarding official business shall be disseminated only to those for whom it is intended, in accordance with established departmental procedures.
- b. Access to departmental files, records and reports shall be limited to those officers and employees authorized by the Chief.
- c. Official records or reports shall not be copied, or removed from a police building except in accordance with established departmental procedures.
- d. The identity of any person giving confidential information to the Department or to any officer thereof in the performance of his duties shall not be divulged except with the prior approval of the Chief or a superior officer authorized by the Chief.
- e. No information shall be released, given or issued to the news media or to any members of the press concerning department operations or the evidentiary aspects of any criminal investigation, without the prior approval of the Chief or a superior officer authorized by the Chief.

PERSONAL BUSINESS - Officers while on duty or while in uniform, shall not conduct any personal business, purchase any alcoholic beverages or purchase and carry any conspicuous amounts of merchandise, unless required in the performance of duty.

POSSESSING KEYS TO PRIVATE PREMISES - An officer or employee shall not have keys to private buildings or dwellings on an officer's area of patrol without the permission of the Chief.



## Attachment 12

## REQUIRED CONDUCT

In addition to the specific duties of each individual rank and assignment, as set forth in Section II of this Manual, the following provisions are applicable to all officers and employees of the Department insofar as they are pertinent to their particular functions and responsibilities.

**ARRESTS** - Whenever possible, arrests shall be made under the authority of a valid warrant. When necessary, arrests without warrant shall be made in accordance with law and all prescribed departmental procedures. All constitutional and statutory rights shall be provided to all arrested persons at time of arrest and immediately thereafter.

**FURNISHING ASSISTANCE** - Officers shall furnish police assistance to all persons making such request, consistent with their police duties and assignments. They shall assist and cooperate with all other law enforcement agencies, provide them with any authorized information they are entitled to receive, and submit a report on all such action taken.

**AWARENESS OF ACTIVITIES** - Upon returning to duty from any period of absence, all officers shall inform themselves about all new orders, regulations, memoranda and all other important matters governing their assignments. Every officer of the force shall familiarize himself with all the laws, statutes, ordinances and regulations necessary for the proficient execution of his duty as a police officer.

**CIVIL DISPUTES** - All officers shall take a neutral position in any dispute of a civil nature, acting only to prevent or control any breach of the peace that may arise.

**DEPARTMENT NOTICES** - Altering, defacing or removing without permission any posted notice on the department bulletin board is prohibited. No notice shall be posted on the department bulletin board or other department property without the permission of the Chief or the Commanding Officer.

INCURRING DEPARTMENT LIABILITY - An officer or employee shall not incur a liability chargeable to the Police Department without the prior knowledge and consent of the Chief.

RECOMMENDING PRIVATE SERVICES - An officer or employee shall not officially or unofficially recommend or suggest to the public, the employment or purchase of any particular professional or commercial service or product, such as lawyers, bondsmen, undertakers, towing services or burglar alarm companies.

USE OF PRIVATE VEHICLES - While an officer is on regular departmental duty, he shall not drive a private vehicle to his duty assignment or cover his duty assignment in or with a private vehicle unless authorized to do so by the Chief or his Commanding Officer.

PUBLIC STATEMENTS - No officer or employee shall make, publish or issue any derogatory, discreditable or disparaging public statements concerning the department or its officers, which might tend to undermine the efficiency of department operations and/or the morale of its membership.

CIVIL SUITS FOR PERSONAL INJURIES - Any claims for damage to clothing or other personal property belonging to an officer caused by the performance of duty shall be made in accordance with current departmental directives. Officers shall not seek in any way, nor accept from any persons, money or compensation for damages sustained or expenses incurred by them in the line of duty without first notifying the Chief in writing. Officers who have received municipal salaries off duty shall notify the Chief in writing of any intent to seek, sue, solicit, or accept compensation as damages for such illness or injury.

Notice shall be filed before the action is taken which shall include the facts of the claim and the name of the defendant. The Chief shall be kept informed of the status of the case and the final court determination.

This provision shall not apply to private insurance policies held by officers for which premiums are not paid in part or in whole by the municipality.



CRUISER ACCIDENTS, REPORTING PROCEDURES - The following guideline will be used:

- A. The patrol supervisor or the shift commander will respond to and investigate any accident.
- B. The patrol supervisor or the shift commander will file a police report (yellow form), issue a citation if required, and any other required reports such as arrest report, investigative follow-up, etc.
- C. The officer operating the cruiser is required to file an operator's report (white form). This form will be made out in duplicate in cases where damages or personal injury requires the filing of reports with the Registry of Motor Vehicles.

DEPARTMENTAL COMMUNICATIONS - All officers shall transmit all official communications promptly, accurately and completely to other officers of the department as required, and shall immediately inform their commanding officer of any matter of police importance coming to their attention during their tour of duty, or otherwise. They shall call to the attention of their relieving officers any information regarding unresolved problems or problems that may arise during the next tour of duty.

COURTESY - All officers shall be courteous and considerate to the public, to their superior officers and to their fellow officers of the Department. They shall be tactful in the performance of their duties and are expected to exercise the utmost patience and discretion even under the most trying circumstances.

DEFECTS IN STREETS OR ROADWAYS - Every officer shall observe and forthwith report in writing to the officer in charge any defect, obstruction, or nuisance in the streets, sidewalks or other public areas which may cause a hazard to the general public or create a civil liability upon the community. Appropriate notification shall be made to the radio dispatcher for more immediate remedial action where necessary.

ATTENTION TO DUTY - All officers shall at all times be

alert and vigilant in the performance of their duties and respond prudently but decisively when police action is required. Recreational reading will not be permitted while in duty.

USE OF FIREARMS - Police Officers are authorized to use firearms in life threatening situations when there is no other reasonable alternative available, but shall comply strictly with prescribed departmental procedures for the use of such force. The use of firearms is the highest degree of force that an officer may apply and is the most crucial official decision he will ever make. An officer shall never brandish a firearm, or display it unnecessarily at any time.

APPROVED FIREARMS - Officers are only to use firearms which have been approved by the Chief of Police. Officers must prove proficiency with any firearm before approval will be given. All firearms must be capable of firing department approved ammunition.

HOME ADDRESS AND TELEPHONE - All officers and employees shall have a telephone in their place of residence, or where they can be reached, and shall report any change of telephone number or address to their commanding officer within 24 hours of such change. The home telephone numbers or home addresses of officers shall not be given out to anyone outside of the department, without the authorization of a superior officer. In the event of an emergency request, the telephone number will be called with the notification to call the person making the emergency request.

IDENTIFICATION - All officers shall properly identify themselves to any person asking this information while they are on duty except when the withholding of this information is necessary for the performance of police duty, when it might jeopardize the physical safety of a department member, or when authorized to do so by the proper authority. Under General Laws, Chapter 41, Section 93D, every full time police officer is required to carry an official identification card to be shown to the public upon lawful request.

LEAVING THE COMMUNITY - Whenever it is necessary in the performance of duty for an officer to leave the limits of



LEAVING THE COMMUNITY - Whenever it is necessary in the performance of duty for an officer to leave the limits of the community and to enter another city or town, he shall inform his commanding officer or the dispatcher prior to leaving and again upon return. If an emergency prevents following this procedure, he must contact his commanding officer as soon as possible. In all such cases, a subsequent report will be submitted in writing for the attention of the Chief, to include the circumstances, the reasons for leaving the community, and the period of absence.

MUTUAL PROTECTION - All officers shall come to the immediate aid, assistance, or protection of fellow officers who, in performance of their duties, require such aid and assistance.

PAID DETAILS - Mass. General Laws, Chapter 44, Section 53 requires that all payments for paid details must be channelled through the treasurer's office. No officer shall accept compensation directly from such private employers for paid details. Officers assigned to paid details are also bound by the provisions of this manual.

PERSONAL APPEARANCE - All officers shall be neat and clean in appearance while on duty, whether in or out of uniform, and shall maintain police quarters, lockers, desks and vehicles used by them in a neat, clean, orderly condition.

PUBLIC APPEARANCES - All requests for public appearances or speaking engagements by officers on the subject of department operations or policies, shall be submitted to the Chief for approval. Officers who are approached directly for this purpose shall suggest that such requests be forwarded directly to the Chief.

SUBMITTING REPORTS - All officers shall promptly and accurately complete and submit all reports and forms as required by departmental procedures. Officers acting in an off duty capacity will submit reports immediately.

REPORT USE OF WEAPONS - An officer who finds it necessary



to use his baton, any chemical agent or his firearm in the performance of duty shall immediately notify his Commanding Officer and the said Commanding Officer shall conduct an immediate investigation as to the possibility of injury to any person or property and the propriety of the member's use of weapon. Officers shall make a written report of any deliberate or accidental discharge of firearms (excluding authorized target practice). The above applies to off duty officers also - they will notify the duty shift commander.

SEARCHES AND SEIZURES - All required searches and seizures shall be conducted in accordance with law and all prescribed departmental procedures. All officers serving search warrants shall be responsible for their lawful execution.

DEVOTION TO DUTY - All officers, while on duty, shall devote their full time and attention to the service of the Department and to the citizens of the community. They shall remain awake and alert at all times while on duty.

REPORTING FOR DUTY - All officers shall report for duty promptly at the time and place required by their assignment or as otherwise directed by the Chief or their Commanding Officer. They shall be properly uniformed and suitably equipped, ready to immediately assume their duties. While on duty they shall avoid any activities not directly related to their police responsibilities and shall not absent themselves from duty without leave. Officers unable to report for duty because of sickness or injury shall notify, or cause to be notified, on duty commanding officer at least two hours prior to their next tour of duty, except in cases of emergency.

DUTY STATUS - Although officers of the force are assigned specific hours of regular duty, they shall be considered "on-duty" at all times for the preservation of the public peace and protection of life and property, and shall be prepared to take all reasonable police action to accomplish this purpose. All serious matters of public concern shall receive appropriate attention, even though an officer is not on duty at the time. A report will be immediately submitted when off duty officers exercise their powers.

CARE AND SECURITY OF FIREARMS - All officers shall maintain their service firearms in good working order at all times and report any damage, loss or unserviceable condition immediately to their commanding officer. All officers shall be personally responsible for the security and safekeeping of their service firearms at all times and shall not alter or repair any part of their service firearms without the approval of the Chief or their Commanding Officer.

All police officers must keep their firearms clean and in workable condition at all times. All officers will be responsible for the safe handling of their firearms when they are not under their direct control.

These procedures will also apply when an off-duty officer uses his firearm to perform a valid law enforcement purpose.

#### SHOTGUN REGULATIONS -

1. The shotgun will be utilized in situations when the sidearm is inadequate. It can be utilized during serious crimes where firearms are involved and it is a life or death situation.

2. An Officer's Report must be submitted to the Chief whenever the shotgun is utilized.

3. The shotgun will not be used in the following circumstances:

- a. In a crowded area where the safety of the public may be jeopardized.
- b. Domestic disturbances.
- c. Dispersing crowds or disturbances, such as an unlawful assembly.
- d. Routine motor vehicle stops.
- e. Entering a building.

4. If an Officer feels that there are extenuating circumstances to any particular situation, he must get approval from his Commanding Officer to use the shotgun. The exception to the rule, of course, is a life and death situation requiring immediate action by the officer.



INJURY IN LINE OF DUTY - In the event of an on duty injury of a police officer within this Department, said officer shall report in writing the nature, extent, cause and circumstances of the injury to the Chief or his designee immediately after its occurrence or as soon as practicable thereafter. Upon receipt of said report, the Shift Commander for the injured officer shall investigate said injury and make a full written report thereof to the Chief.

Upon notification of injury, the Chief or his designee shall schedule an appointment with the Departmental physician(s) as soon as possible.

Once an appointment has been scheduled, the injured officer shall meet with said physician and cooperate fully with his examination and course of treatment. The injured officer shall allow the Departmental physician access to any and all medical information which the Departmental physician deems relevant, including but not limited to any and all reports of diagnosis, treatment and prognosis from the injured officer's physician arising out of the injury.

Nothing herein shall preclude the injured officer from seeking and obtaining treatment for said injury from a physician of his choice.

Prior to returning to duty, the Chief or his designee may require the injured officer to report to a physician designated by the Chief for an examination to determine his fitness for duty. No injured officer shall be returned to on-duty status without prior approval of the physician designated by the Chief.

Nothing in this policy shall limit the Chief's ability to deal with injured on-duty occurrences pursuant to Mass. General Laws or the Collective Bargaining Agreement.

INTOXICATING BEVERAGES OR DRUGS, USE OF - An officer or employee (a) shall not, while on duty, consume any intoxicating beverage, except for a proper police purpose with specific approval of the Chief or a superior officer; (b) shall not, while on duty, use any narcotic, controlled substance or other toxic drug except at the direction of a physician for a specific health purpose (in any case where it is necessary to take any such drug on the advice of a physician, such officer or employee shall notify their commanding officer upon reporting for duty and be guided by the decision of the Commanding Officer and Chief of Police as to their fitness for duty; (c) shall not report for duty while under the influence of intoxicating liquor or under the influence of any narcotic drug or controlled substance unlawfully administered; (d) shall not report for duty with the odor of intoxicants on their breath; (e) shall



not, while off duty, render themselves unfit to report for duty through the use of intoxicating beverages or through the use of any narcotic drug or controlled substance unlawfully administered; (f) shall not, while off duty and while wearing any obviously identifiable part of his uniform, drink any intoxicating beverage in public view or in any place accessible to the public.

DEPARTMENT LETTERHEAD - Officers and employees shall not use the departmental letterhead for private correspondence or for sending official correspondence out of the Department without the permission of the Chief of Police.

MAILING ADDRESS - Officers and employees shall not use the Department as a mailing address for private purposes without the permission of the Chief. At no time will the Department be used as a mailing address for the purpose of a motor vehicle license or registration.

NEGLECT OF DUTY - Being absent from assigned duty without leave; leaving post or assignment without being properly relieved; or failing to take suitable and appropriate police action when any crime, public disorder or other incident requires police attention or service is prohibited.

PERSONAL RELATIONSHIPS - All officers shall be considerate and polite at all times to all department personnel and maintain good relations with their superiors and their fellow officers in a spirit of mutual concern for their common objectives.

PHYSICAL FITNESS - All officers shall maintain good physical condition and mental alertness in accordance with standards determined by the Chief. All officers are expected to keep themselves as physically fit as their age or physical makeup permits and the nature of their duties require.

CARE AND TRANSPORTATION OF PRISONERS - All arrested persons shall be transported safely and directly to the appropriate place of custody. Officers shall ensure that prisoners do not injure themselves or others and that they do not escape or dispose of evidence.

CARE AND CUSTODY OF PROPERTY - All personal property including money which comes into an officer's custody while on duty, whether lost, stolen, confiscated, abandoned, turned in to the Department to be taken from a prisoner, shall be tagged, recorded and turned over to the proper department authority or placed in the designated place of storage, for safekeeping, in accordance

## Attachment 13

**OFFICER IN CHARGE**



6. OFFICER - IN - CHARGE - An officer-in-charge is normally a ranking officer from the Department who has been designated by the Chief to command a shift. He is responsible for the immediate supervision and control of all officers under his command and is personally responsible for their efficiency and effectiveness as members of the Department.
- a. General Duties and Responsibilities - It is the duty and responsibility of the Officer-in-Charge to:
1. Provide for the daily inspection by Patrol Supervisors of members assigned to patrol. Correct any noncompliance with departmental standards of uniform or equipment.
  2. Provide for all significant changes in departmental rules, regulations, policies and procedures to be explained first at roll call and later by the Patrol Supervisors.
  3. Provide for the proper and complete upkeep of the Daily log.
  4. Coordinate the deployment and activities of Traffic and Patrol personnel.
  5. Be responsible for the conduct of roll calls, dissemination of information and/or materials and inspection of officers for only such equipment as has been authorized by the Chief of Police.
  6. Ensure the proper use of radio procedures by all members under his command.
  7. Ensure the efficient operation and maintenance of the Department's communications system.
  8. Periodically evaluate the adequacy of the communications equipment to meet the Department's needs. Report any inadequacy using current departmental procedures and recommend the procurement of needed equipment.
  9. Insure that inspections of motor vehicles and equipment are carried out and that the results of such inspections are properly

reported by current departmental procedures.

10. Insure that uniformed patrol personnel not use unmarked cars without the approval of the Chief of Police.
11. Provide for the security, cleanliness, and maintenance of the Station House and its equipment during his tour of duty.
12. Insure that the cells are kept well ventilated and clean and that all prisoners coming into or remaining in the Station House are treated fairly and in accordance with departmental rules and procedures.
13. Insure that all persons coming into the Station House are treated courteously.
14. Insure proper processing of all complaints by citizens.
15. Oversee the prompt and accurate entry of all official police business submitted to the Desk that is to be included in the records kept at the Desk.
16. Insure that the Desk files are maintained.
17. Maintain the order and security of the Station House and the proper conduct of officers.
18. Oversee and direct officers who are assigned to Desk Duty.
19. Take special measures to insure that the departmental procedures are carried out regarding the handling of lost, stolen or abandoned property required as evidence or taken from a prisoner.
20. Examine for approval or disapproval all reports or records submitted to the Desk. If approved, initial the report or record in the proper place. If disapproved, order the police officer to correct the deficiencies and resubmit the report or record.
21. Be responsible for the care and handling of prisoners in accordance with departmental policies and procedures and state law. Responsibilities include, but are not necessarily limited to, the following

guidelines:

- a. Examine each prisoner upon his arrival at the Station House for injuries. If any are found, record the fact in writing and submit the report to the Chief of Police. Determine whether any of the injuries were inflicted by a member of the Department. If they were, note such in the report.

Investigate the circumstances of the incident for possible disciplinary action and require the officer who inflicted the injury to submit a detailed report describing the incident. Forward such report to the Chief.

- b. If the prisoner requires medical attention, summon a physician or, if necessary, have him conveyed to a hospital.
  - c. When a prisoner is unconscious for any cause, immediately attempt to restore consciousness. Failing to do so within a reasonable time, call a physician and be guided by his instructions. Allow no unconscious person to be placed in a cell except with the approval of a physician.
  - d. Inform a prisoner charged with operating a motor vehicle while under the influence of liquor or drugs of his right to be examined immediately by a physician selected by him at his expense. Afford him a reasonable opportunity to exercise the right.
22. Oversee arrests of juveniles and immediately notify the parents and the Probation office; if there is no parent, the guardian or person with whom the juvenile resides and the Probation Office.
  23. See that any person, including a juvenile, arrested for a felony, a narcotics violation or an offense arising from a civil disorder is fingerprinted and photographed. Also,



have palm prints taken of persons arrested for capital or possible life sentence offenses.

24. Be responsible for ensuring the prompt and effective service of all summonses, subpoenas, warrants and other official documents forwarded by proper authority.
25. Contact a matron when a female is brought into the Station House under arrest is appropriate. Insure that departmental procedures surrounding the handling of female prisoners are followed.
26. Oversee the booking process. If an arrested person has been taken directly to a hospital and is remaining there, see that proper booking procedures are carried out at the hospital.
27. Inform any prisoner upon his being booked of his right to use the telephone.
28. Oversee the bonding procedures and release of prisoners on bond.
29. Designate work assignments in conjunction with the Chief of Police.
30. Inform the relieving officer of all police business that is pending or would otherwise be of interest or importance to him.

**SERGEANT**

5. SERGEANT - A Sergeant occupies the first level of supervision in the Department. His primary responsibility is exacting the proper performance of police duty from the officers assigned to duty within the area subject to his supervision.

The Sergeant is charged with ensuring compliance with the Department's regulations. He handles all infractions and reports all violations to his superior.

He shall thoroughly acquaint himself with the duties of patrol officers and shall assist and instruct the officers under his supervision in the proper discharge of their duties.

He shall be responsible for the proficiency, discipline, conduct, appearance and strict attention to duty of all officers under his supervision.

a. General Duties and Responsibilities -

It is the duty and responsibility of a Sergeant to:

1. Supervise patrol officers assigned to his command.
2. Be fully familiar with the current departmental rules, policies, procedures and developments in the law that affect him and members under his supervision.
3. Review the performance of officers under his supervision on a regular basis to determine whether they are properly, effectively and consistently carrying out their police duties.
4. Ensure that when the police performance of an officer under his command is unsatisfactory, measures are taken through encouragement, explanation, referral to his superior officer or other means consistent with departmental policy to see that the officer's future conduct is up to standard.
5. Submit a written report to the Officer-in-Charge regarding any member of the Department when he commits serious breach of the regulations of the Department, and informal corrective measures prove inadequate. Include in such report the complete details of the misconduct and of those corrective



measures attempted. Examples of types of misconduct which would ordinarily be considered "serious" include, but are not limited to the following:

- a. Flagrant refusal to obey orders.
  - b. The commission of any criminal offense.
  - c. Verbal and/or physical abuse of a member of the public.
  - d. Excessive use of force with a prisoner or other person.
  - e. Absence without leave.
  - f. Excessive tardiness.
  - g. A conflict of interest.
  - h. Negligent failure by the departmental personnel to discover or act upon a felony or upon the existence of conditions dangerous to the health or safety of the public.
  - i. Repeated failure to respond to orders, instructions or other admonitions to correctly execute his duties.
6. Implement all orders received from Officer - in - charge. To this end thoroughly explain to departmental personnel under his command the content of new orders that affect their responsibilities.
7. Be accountable for the actions or omissions of officers under his supervision which are contrary to departmental regulations or policy.
8. Respond to emergencies, incidents, or dispatches as required. Take command of the situation until relieved by an officer of superior rank.
9. Insure that all patrol officers receive warrants, summonses, subpoenas or other official papers, and serve or deliver or perform their duties regarding such papers promptly and accurately.

10. Inspect the daily log before beginning his tour of duty and familiarize himself with all important matters that have occurred since his last inspection of said daily log. He shall make note of all complaints at roll call and make certain that the officers under his supervision are giving them proper attention.
11. Perform such other duties as may be assigned by the Chief.

b. Duties and Responsibilities Reporting and Notification -

1. Comply with the departmental records and reporting system and instruct police officers in the proper method of reporting.
2. Report to his Officer-in-Charge all serious or unusual occurrences that occur during his tour of duty.
3. Cause reports to be filed on preliminary investigations and periodic reports on the status of more in-depth investigations, calling to the attention of his Officer-in-Charge any significant developments in all investigations.

## PATROL SUPERVISOR



7. PATROL SUPERVISOR - A Patrol Supervisor shall be responsible for the supervision of all Patrol Officers on his shift and shall be directly responsible to the Officer-in-Charge of the shift.

a. General Duties and Responsibilities - It is the duty and responsibility of the Patrol Supervisor to:

1. Acquaint himself with the duties of all members under his command and supervise Patrol Officers in the execution of their duties. To this end make frequent responses to routine calls to insure that all officers are properly carrying out their responsibilities.
2. Insure that all officers under his supervision are properly instructed and guided in the performance of their duties and take special care to see that they are informed of and are thoroughly familiar with departmental policies and procedures in all types of situations.
3. Investigate whenever an officer is absent from his post, fails to report for duty, neglects any of his duties, or displays mental or physical incompetence. Promptly report the findings of said investigation to the Officer-in-Charge of the shift.
4. Supervise roll call and perform the following functions:
  - a. Inspect the men to see that they are properly uniformed and equipped.
  - b. Report to the Officer-in-Charge when any Patrol Officer is unfit for duty.
  - c. Pass on to the officers under his supervision all warrants, subpoenas, official papers, etc. that are to be delivered or served during the tour of duty. Insure that they are properly delivered or served.
  - d. Insure that all matters announced

at roll call are thoroughly understood by the men.

5. Periodically, as the Chief or Officer-in-Charge of the shift may require, review and evaluate the overall performance of officers under his command. Make a report to the Chief of Police, through the Officer-in-Charge of the shift, on the results of these evaluations.

**PATROL OFFICER**



8. PATROL OFFICER - A Patrol Officer shall be responsible for the efficient performance of required duties in conformance with the rules, regulations and policies contained in this Manual.

Duties shall consist of, but are not necessarily limited to, a number of general police responsibilities necessary to the stability and safety of community.

A Patrol Officer shall be expected to:

Identify criminal offenders and criminal activity and, where appropriate apprehend offenders and participate in subsequent court proceedings.

Reduce the opportunities for the commission of crime through preventive patrol and other measures.

Aid individuals who are in danger of physical harm.

Facilitate the movement of vehicular and pedestrian traffic.

Identify problems that are potentially serious law enforcement or governmental problems.

Create and maintain a feeling of security in the community.

Promote and preserve the peace.

Provide other services on an emergency basis.

a. General Duties and Responsibilities - It is the duty and responsibility of a Patrol Officer to:

1. Exercise authority consistent with the obligations imposed by the oath of office and be accountable to superior officers. Promptly obey legitimate orders.
2. Coordinate efforts with those of other members of the Department so that teamwork may insure continuity of purpose and maximum achievement of police objectives.
3. Communicate to superiors and to fellow officers all information obtained which is pertinent to the achievement of police objectives.

4. Respond punctually to all assignments.
5. Acquire and record information concerning events that have taken place since the last tour of duty.
6. Record activity during tour of duty in the manner prescribed by proper authority.
7. Maintain weapons and equipment in a functional, presentable condition.
8. Assist citizens requesting assistance or information. Courteously explain any instance where jurisdiction does not lie with the Police Department and suggest other procedures to be followed.
9. Be accountable for the securing, receipting and proper transporting of all evidence and property coming into custody.
10. Answer questions asked by the general public, counsel juveniles and adults when necessary and refer them to persons or agencies where they can obtain further assistance.
11. Preserve the peace at public gatherings, neighborhood disputes and family quarrels.
12. Serve or deliver warrants, summonses, subpoenas, and other official papers promptly and accurately when so directed by a superior officer.
13. Confer with court prosecutors and testify in court.
14. Accomplish other general duties as they are assigned or become necessary.
15. Perform such other duties as may be assigned by the Chief.

b. Specific Duties and Responsibilities - Preventive Patrol -

1. Patrol an assigned area for general purposes of crime prevention and law enforcement.  
Patrol includes:
  - a. Being thoroughly familiar with the assigned route of patrol. Such familiarity includes knowledge of

residents, merchants, businesses, roads, alleyways, paths, etc. Conditions that contribute to crime should be reported. The location of fire boxes, telephones and other emergency services should be noted.

- b. Apprehending persons violating the law or wanted by the police.
- c. Completing detailed reports on all crimes, vehicle accidents and other incidents requiring police attention. In cases where an arrest is made, an arrest report is submitted along with the required crime reports. When property is recovered or additional information is discovered pertaining to a previously reported offense, the officer completes an investigation report.
- d. Preserving any crime scene until an Officer-in-Charge or Detective arrives when such crime scene is encountered or when dispatched to the scene as the first responding officer.
- e. Public Assembly checks.
- f. Building security checks.
- g. Observing and interrogating of suspicious persons.
- h. Issuing traffic citations.
- i. Being alert for and reporting fires.
- j. Reporting street light and traffic signals out-of-order, street hazards any conditions that endanger public safety.
- k. Checking of schools, parks and playgrounds.
- l. Responding to any public emergency.



2. Conduct a thorough investigation of all offenses and incidents within the area of assignment and scope of activity. Collect evidence and record data which will aid in identification, apprehension, and prosecution of offenders, as well as the recovery of property.
3. Be alert to the development of conditions tending to cause crime or indicative of criminal activity. Take preventive action to correct such conditions, and inform superiors as soon as the situation permits.
4. Respond to situations brought to the officer's attention while in the course of routine patrol or when assigned by radio. Render first aid, when qualified, to persons who are seriously ill or injured. Assist persons needing police services.
5. Remain on assigned route throughout the tour of duty except when a police emergency necessitates a temporary absence or when an Officer-in-Charge or the Dispatcher has issued authorization for a temporary absence.
6. Patrol area giving particular attention to and frequently re checking locations where the crime hazard is great. Insofar as possible, a Patrol Officer shall not patrol an area according to any fixed route or schedule, but shall alternate frequently and backtrack in order to be at the location least expected.
7. Be alert for all nuisances, impediments, obstructions, defects or other conditions that might endanger or hinder the safety, health or convenience of the public within the patrol area.
8. If assigned to operate a motor vehicle:
  - a. See that it is well maintained mechanically and that it is kept clean both inside and out.
  - b. Inspect the vehicle at the beginning of the tour of duty for any defects or missing equipment. Immediately report all defects and damages sustained to the vehicle to the proper authority and

complete all reports and forms required by current procedures.

- c. Remove the keys whenever the patrol car is left unattended for any reason.
  - d. Use only vehicles assigned by the Officer-in-Charge.
  - e. Use the call number assigned to the car to contact headquarters.
  - f. Operate the radio in line with FCC regulations and current departmental procedures.
  - g. Insure that the assigned vehicle's gas tank is full prior to completion of each tour of duty.
- 9. Keep radio equipment in operation at all times and be thoroughly familiar with departmental policy concerning use of the radios.
  - 10. Take measures to direct the flow of traffic in the area during periods of congestion.
  - 11. Notify the Officer-in-Charge if more than a temporary absence from regular duties is required.
  - 12. Make periodic reports to the station house.
- c. Specific Duties and Responsibilities - Traffic Patrol -
- 1. Direct and expedite the flow of traffic at assigned intersections keeping in mind the duty as a traffic officer in preventing accidents, protecting pedestrians and insuring the free flow of traffic.
  - 2. Enforce the parking ordinances and motor vehicle laws in the patrol areas.
  - 3. Be alert for traffic safety conditions which may endanger or inconvenience the public and report such conditions to the Officer-in-Charge.
  - 4. Respond immediately when called from a traffic post to render emergency police service. Notify the station at the earliest

possible opportunity.

5. Wear the prescribed traffic safety clothing and equipment.



## **TRAINING OFFICER**

9. TRAINING OFFICER - Under the general supervision of the Chief, the Training Officer develops and prepares other officers and recruits to effectively handle the realities of police work by promoting the skills, the professional attitude and a high sense of duty necessary to the police profession.

a. General Duties and Responsibilities -

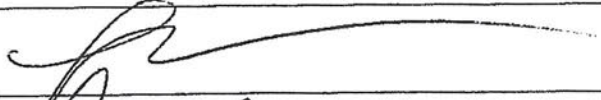


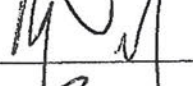



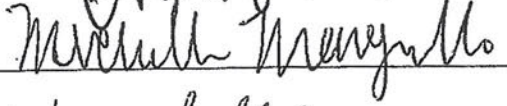
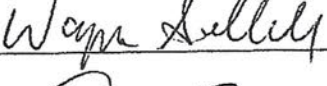

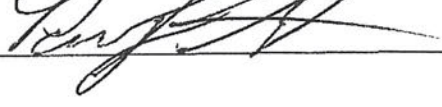
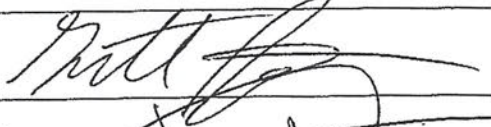

It is the duty and responsibility of the Training Officer to:



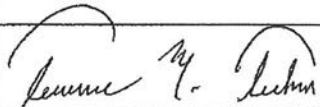
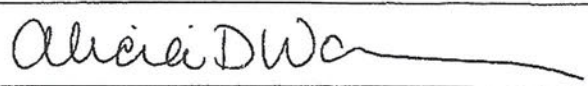
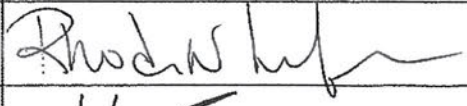
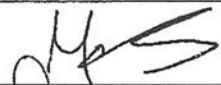
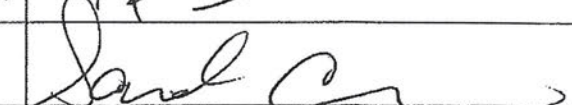
1. Prepare recruits for police service through indoctrination in departmental policies, procedures and requirements of job performance.
2. Prepare in-service training programs for regular officers in area of crime detection firearms, regulations and policies, leadership, human relations, crisis intervention, and the latest developments in all other aspects of law enforcement.
3. Provide officers the information needed in the performance of duty or in otherwise meeting their responsibilities by furnishing them with changes in the laws, new police methods, Supreme Court decisions and other topics which affect police operations.
4. Schedule training classes to be set up in prescribed units of instruction and prepare lesson plans on material to be covered in each class.
5. Solicit experts from the criminal justice system to conduct classes of instruction and ensure that they are given sufficient time for preparation and presentation of the material.
6. Utilize external resources to develop specialized skills that will increase the overall effectiveness of the Department.
7. Inform the Chief of the activities and progress of the Training Program.
8. Keep a written record of all training activities.
9. Perform other duties as assigned by the Chief.

## Attachment 14



By signing, you are acknowledging receipt of the Policy and Procedure Manual. You are responsible for reviewing all content and adhering to all policies once officially issued on August 29, 2021. Training sessions will be provided to all members prior to the effective date.

POLICY AND PROCEDURE		
NAME	DATE	SIGNATURE
MICHELLE GUERETTE	7/8/21	
LARZ ANDERSON	7/8/21	
DANIEL BURGESS	7/8/21	
RYAN MAXFIELD	7/14/21	
CONOR ASHE	07/09/21	
ROBERT FLAHERTY	7/8/21	
CHRISTINE DINATALE	7/12/21	
MICHELLE MANGANELLO	7/13/21	
WAYNE SALLALE	7/12/21	
CHRISTOPHER BONADIES	7/12/21	
PAUL TREGGIARI	7/8/21	
MICHAEL STANLEY		
GARRETT LEDBETTER	7-8-21	
WILLIAM BENTO	7/8/21	

MICHAEL DOWNING	7-8-21	
FRANCIS THISSE	10/05/21	
TERRENCE TEEHAN	7/10/21	
JOHN GERLACH		
ALICIA WALSH	7/9/21	
RHODA LAFOND	7-8-21	
MARK STERLING	07-09-21	
SANDRA CRONIN	7-9-21	

Joshua Souza

Michelle Guerette <mguerette@medfield.net>

To:

Wed 6/29/2022 11:18 AM

The union executive body received copies of it well in advance for review. Maxfield was on the E Board at the time. Each member was assigned a hard copy in July. They signed for it (Maxfield on 07/19/2021).

Training was offered to all members and Maxfield, Manganello and Burgess attended. The format for training was a question/answer format if officers didn't understand any of the information.

The policies went into effect August 29, 2022.

## Attachment 15



## LAW ENFORCEMENT CODE OF ETHICS

As a Law Enforcement Officer, my fundamental duty is to serve mankind; to safeguard lives and property; to protect the innocent against deception, the weak against oppression or intimidation, and the peaceful against violence or disorder; and to respect the Constitutional rights of all men to liberty, equality and justice.

I will keep my private life unsullied as an example to all; maintain courageous calm in the face of danger, scorn, or ridicule, develop self-restraint; and be constantly mindful of the welfare of others. Honest in thought and deed in both my personal and official life, I will be exemplary in obeying the laws of the land and the regulations of my department. Whatever I see or hear of a confidential nature or that is confided to me in my official capacity will be kept ever secret unless revelation is necessary in the performance of my duty.

I will never act officiously or permit personal feelings, prejudices, animosities or friendships to influence my decisions. With no compromise for crime and with relentless prosecution of criminals, I will enforce the law courteously and appropriately without fear or favor, malice or ill will, never employing unnecessary gratuities.

I recognize the badge of my office as a symbol of public faith, and I accept it as a public trust to be held so long as I am true to the ethics of the police service. I will constantly strive to achieve these objectives and ideals, dedicating myself before God to my chosen profession . . . law enforcement.

## Attachment 16



## MEDFIELD POLICE DEPARTMENT

MEMORANDUM 2/2019

Subject:

# COVID-19 CORONAVIRUS RESPONSE

ISSUING AUTHORITY:

Michelle Guerette  
Chief of Police

DATE OF ISSUE:

03/05/2020

EFFECTIVE DATE:

03/05/2020

REVISION DATE:

There is likelihood that we will encounter individuals who have been exposed to or diagnosed with COVID-19 (Coronavirus). In light of this potential threat to personnel, the Department will enact the follow procedures and protocols.

### Dispatch Responsibilities

If a caller reports experiencing "flu like" symptoms, the following information must be gathered by the dispatcher:

- Do you currently have a fever?
- Do you have a cough?
- What flu like symptoms are you experiencing?
- Have you or a household member traveled outside of the country?
  - China, Korea, Iran, Japan, Italy are the highest risk
- Have you been exposed to anyone that has traveled outside of the country?

If the caller answers affirmatively to any of these questions, Fire/EMS and Police personnel shall be notified so they make take appropriate precautions.

## **Police Response**

If an officer responds to a call where there is an elevated risk of COVID-19 exposure, they are instructed to remain outside or no closer than a 6 foot distance from the potentially affected subject or until cleared by Fire/EMS personnel unless exigent circumstances of criminal activity involving the threat or injury to human life exist.

As always, proper routine hygiene is the greatest protection we have. Officers are reminded to:

- Regularly wash hands using soap and warm water
- If soap and water is not immediately available, use an alcohol based sanitizer until soap and water can be used.
- Avoid touching their face

If an officer believes they have been exposed to someone with COVID-19 they should immediately report the potential exposure to a superior officer and document the incident.

The MFD ppt for response has been attached to this memorandum for informational purposes.



## Attachment 17



Michelle Guerette &lt;mguerette@medfield.net&gt;

**(no subject)**

1 message

**Michelle Guerette** <mguerette@medfield.net>  
To: Ryan Maxfield <rmaxfield@medfield.net>

Thu, Oct 28, 2021 at 10:37 PM

Good Evening,

After speaking to Officer Thisse, I realized that he has not driven the cruiser or conducted his own vehicle stops or investigations as of yet. It is paramount that we are able to observe his performance outside of instructive training levels. I would like for him to begin performing these duties under supervision so we can evaluate his performance.

I value your leadership and opinion on this. I completely understand how taxing it is to complete the supervisory responsibilities while conducting training. I know it can be overwhelming. But in the end, we will be looking to have him perform solo duties shortly and I want to ensure we have provided sufficient time for him to make his mistakes and evaluate his abilities.

That is best served by giving him a safe opportunity to perform and fail.

Regards,  
Chief

--

<https://twitter.com/MedfieldPolice>

**Michelle Guerette**  
**Chief of Police**  
Medfield Police  
Department  
112 North Street  
Medfield, Ma. 02052  
t- 508-359-2315  
f- 508-359-6926  
mguerette@medfield.net



Michelle Guerette &lt;mguerette@medfield.net&gt;

**(no subject)**

1 message

**Michelle Guerette** <mguerette@medfield.net>

Fri, Jan 7, 2022 at 3:22 PM

To: Conor Ashe &lt;cashe@medfield.net&gt;

Hello,

I believe you are the supervisor on Will's last tour. That day should have 4 officers assigned. If you have staffing for 4 officers, utilize Will for commercial enforcement.

Chief

--

<https://twitter.com/MedfieldPolice>

**Michelle Guerette**  
**Chief of Police**  
Medfield Police  
Department  
112 North Street  
Medfield, Ma. 02052  
t- 508-359-2315  
f- 508-359-6926  
mguerette@medfield.net



Michelle Guerette &lt;mguerette@medfield.net&gt;

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**Overnight Activity**

1 message

**Michelle Guerette** <mguerette@medfield.net>

Tue, Feb 22, 2022 at 3:42 PM

To: Conor Ashe &lt;cashe@medfield.net&gt;, Ryan Maxfield &lt;rmaxfield@medfield.net&gt;, L A &lt;landerson@medfield.net&gt;

Sgts,

I have been noticing a lack of activity during the overnight shifts. There has not been any traffic enforcement (particularly in the morning commute hours) and property checks appear to stop shortly after midnight.

Please ensure these activities are being conducted throughout the shift.

Chief

--

<https://twitter.com/MedfieldPolice>

<b>Michelle Guerette</b> <b>Chief of Police</b> Medfield Police Department 112 North Street Medfield, Ma. 02052 t- 508-359-2315 f- 508-359-6926 mguerette@medfield.net
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## Attachment 18

*Roger Williams University*  
*Justice System Training and Research Institute*

*Sergeant Ryan Maxfield*  
*Medfield, MA Police Department*

Certificate of Completion  
Field Training & Evaluation Program Course

June 2020

Roger Williams  
University



*David E. Lambert*

David E. Lambert, Ph.D.  
Assistant Dean, School of Justice Studies  
Director, Justice System Training & Research Institute

*Patrick J. Daley*

Patrick J. Daley, President  
New England Association of Chiefs of Police

*Roger Williams University*  
*Justice System Training and Research Institute*

*Officer Conor Ashe*  
*Medfield, MA Police Department*

Certificate of Completion  
Field Training & Evaluation Program Course

June 2020



Roger Williams  
University

*David E. Lambert*

David E. Lambert, Ph.D.  
Assistant Dean, School of Justice Studies  
Director, Justice System Training & Research Institute

*Patrick J. Daley*

Patrick J. Daley, President  
New England Association of Chiefs of Police