

REPORT
of the
SHUTESBURY POLICE DEPARTMENT REVIEW COMMITTEE
November 2004

The Police Department Review Committee was appointed by the Shutesbury Selectboard in August 2004. The Committee met five times. Members gathered information from several sources and discussed the Police Department's current structure and practices. This report consists of:

Section A. Minutes of the Meetings. Meetings were held on 8/21, 9/8, 9/20, 9/29, 11/3/04.

Section B. Overview of the Department compiled by committee members describing current level of service, budget and programs followed by notes on conversations with Chief Bray which include his suggestions on what to look for in a Police Chief.

Section C. Summary of Information from other towns regarding Police Chiefs. This information is descriptive; it is hard to make comparisons and draw conclusions.

Section D. A Mission Statement for the Department. The Committee integrated a range of ideas into this document which should be endorsed by the Department and which can be used by a Search Committee.

Section E. Revised Job Description for the Police Chief. Two items were added:

1. under additional duties: to convene at least twice per year a Public Forum and
2. under requirements: prior supervisory experience or leadership quality.

Section F. The pros and cons of discussing an arrangement with Leverett to share a Chief. This subject evoked the most discussion and debate. A motion to enter into long-term discussions with Leverett re: a shared Chief was defeated by a vote of 4-3 with 1 abstention. The language of the motion was amended to substitute the word "thorough" for "long term." That motion then passed unanimously. The Committee recognizes the need to take advantage of this window of opportunity while feeling strongly about insuring that both Towns discuss the matter thoroughly with residents and with current officers before any decisions are made.

Section G. Mutual Aid Agreements with other towns. Language was proposed for incorporation into written agreements with other towns. It is recommended that such agreements be put in place as soon as feasible.

Respectfully Submitted by Committee Members:

Barr Ashcraft, Patrick Callahan, James Doleva, Aron Goldman, Joan Hanson, Penelope Kim, Deb Pichanick, Becky Torres and David Ames (ex-officio).

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SECTION A

MINUTES OF MEETINGS

SHUTESBURY POLICE DEPARTMENT REVIEW COMMITTEE

November 3, 2004

TOWN HALL 7:00 P.M.

MEMBERS PRESENT: Barr Ashcraft, Jim Doleva, Aron Goldman, Joan Hanson, Penny Kim, Deb Pichanick, Becky Torres

The minutes of September 29, 2004 were unanimously approved.

Letter from Police Union. Penny reported receipt of a letter from Ronald Easton, Police Union, and David Ames' response to him assuring that the Police Union would be invited to any meeting involving discussion of a merger of police departments with other towns.

Information to Leverett. Penny has sent information from the Personnel Board to Leverett's Town Administrator. She had requested information about the Shutesbury police salaries and number of cruisers because Leverett is setting up a police department review committee. Penny had notified the Shutesbury Selectboard about the request.

Meeting with Leverett

Becky reported that the Shutesbury Selectboard and the Leverett Selectboard have set up a special meeting for November 15th at 7:00 P.M. in Shutesbury for the purpose of discussing the potential for sharing police department administrative responsibilities. The Leverett police department review committee will be attending and will be provided with the final report of our Shutesbury police department review committee.

Comments on Final Report

Each committee member had been sent a copy of the final report.

Wording within will be changed from "Appendix" to "Section"

The committee will attach written comments by Aron Goldman to these minutes and the minutes will be included in the final report packets.

As this is the last meeting of the Police Review Committee, the committee approved these minutes as outlined by Joan.

The meeting adjourned at 8:15 P.M.

Joan Hanson, Recorder

SHUTESBURY POLICE DEPARTMENT REVIEW COMMITTEE

September 29, 2004

TOWN HALL 7:00 P.M.

MEMBERS PRESENT: Barr Ashcraft, Patrick Callahan, Jim Doleva, Aron Goldman, Joan Hanson, Penny Kim, Deb Pichanick, Becky Torres, David Ames, ex officio (joined at 8:10.)

Others: Art and Barbara Goodhind, Lisa Olszewski

The minutes of September 20, 2004 were approved.

Department structure alternatives. Pros and Cons regarding a shared chief were presented in written form by Becky (pros) and Jim (cons).

In addition, Aron reported the relative commonalties in Population between Shutesbury and Leverett.

Shutesbury = Population 1910	Leverett = Population 2055
# Homes = 783	# Homes 764
Road miles= 42	Road Miles = 43
Sq mil es=27	Sq. miles = 23

Motion made (Patrick) and seconded (Joan) that "The committee recommends that Shutesbury enter into long term discussions about pursuing the idea of a shared chief." Following a lengthy discussion about the meaning of "long term", Becky offered an amendment removing "long term" and replacing it with "thorough". The motion to amend was seconded (Aron), voted and approved, 4 yes, 3 no, 1 abstention. The motion to recommend that the Selectboard move forward with a thorough shared chief discussion with Leverett was then voted and passed unanimously..

Vision for the police department

Penny and Aron presented two vision drafts (labeled 9/21 and 9/27) and noted that the main difference was in the Statement of Expectations.

Following discussion of each, the majority of committee members accepted the 9/21 statement as a more correct concept. Penny and Aron will reword some of the values based on committee suggestions and then distribute them.

Mutual Aid Agreements

Patrick drafted language to incorporate into formal Mutual Aid agreements with other towns. Legal formal language would have to be written but this committee will recommend to the Selectboard that agreements be finalized as soon as feasible.

Police Chief Job Description –

Deb suggested that a stronger statement of supervisory experience be included under requirements.

Under Additional Duties and Responsibilities – suggested adding “hold minimum of 2 community forums per year”. Deb reported that in prior public forums, the primary issues discussed were communication, speeding, police presence at the school, and faster response time, and they were very helpful.

Committee agreed to leave radius at 10 miles.

Joan and Jim will write a cover memo describing and clarifying what is included in the report. That report to the Selectboard will include how often we met, summaries, minutes and recommendations.

Any pieces to include should be sent to Joan next week.

A packet will be assembled in 10 days and passed around. If there are issues another meeting will take place.

Committee discussion continued regarding Aron’s desire to submit a dissenting minority report about wording in job description and mission statement. Barr also had concerns about some of the wording in the vision statement and Penny and Aron will try to resolve language issues in that statement.

The meeting adjourned at 9:45 P.M.

Joan Hanson, Recorder

SHUTESBURY POLICE DEPARTMENT REVIEW COMMITTEE

September 20, 2004

TOWN HALL 7:00 P.M.

MEMBERS PRESENT: Barr Ashcraft, Patrick Callahan, Jim Doleva, Aron Goldman, Joan Hanson, Penny Kim, Deb Pichanick, Becky Torres, David Ames (Ex officio)

Others: Chief Charles Bray, Barbara and Art Goodhind, Lisa Olszewski

1) The minutes of September 8 were approved as amended.

2) Meeting with retiring Police Chief Charles Bray

Chief Bray and the committee discussed the following points.

Police Dept. might go on an average 4-5 calls/day of various lengths (10 minutes to 4 or more hours). Dog calls are referred to the dog officer when possible.

Department keeps an activity log that can be printed out any time.

Cruisers are visible in neighborhoods - an important deterrent to crime.

Chief estimates that roughly 20% of calls come in when no one is on the schedule.

Regarding the volume of cases that go to court, Bray estimated that officers go 1 time every couple of months. For magistrate hearings, they go a couple times/month (eg: speeding tickets)

Current Coverage - Chief Bray liked having 4 officers better because of back-up availability, but felt that current staffing works.

Officer in Charge means one officer assumes responsibility in the event of an incident in town.

The Chief covers major incidents for liability implications.

Bad weather months often demand more coverage (more accidents)

Chief's administrative work takes an average of 20 hours/week.

Commenting on the shared Chief idea, Bray indicated that a shared Chief would find it difficult to find time to patrol. Shared Chief would be the back-up officer rather than active. Practically, it would be tough. On paper it could work. Sharing would make it more likely that an officer would be on duty at any given time.

Mutual aid agreement would need to be in place.

Bray mentioned that Shutesbury has a highly professional police department and other towns feel comfortable calling Shutesbury for back-up.

New Chief should be given time for training to stay current.

Asked for opinion as to what the town should require in a new Police Chief, Bray listed the following:

Ability to learn, write grants, use computers, learn new techniques. Know how to come into a situation low key! Search committee should have good interviewers.

Residency requirement? Most of the towns have gone to 15 miles.

Structure of Department. Some departments have only Chief and all officers. Shutesbury can have any structure it chooses as there are no requirements regarding hierarchy.

Chief suggested that if the part-time officers were used more for coverage it would save money.

Community Policing is a grant for over and above regular police work. This money is not placed in the mainline budget.

Chief reminded the committee that this Shutesbury community is not immune to crime.

Aron distributed for discussion the list of values provided by committee members. This list will be further refined.

Chief's job description might stipulate 3 meetings per year with the Community.

Becky spoke to Leverett Selectboard Chairperson. They are free to think about what to do next and are reconstituting the Police committee. They would take the time to listen to pros and cons of a shared Chief.

NEXT STEPS to complete for Selectboard by October 5.:

Listing pros and cons of a Shared Chief (Becky and Jim)

Vision Statement (Aron and Penny)

Mutual Aid agreement (Patrick)

Job description changes adding language on Domestic Violence Officer and Community meetings

Committee needs to discuss change in residency requirement.

Next Meeting on Wednesday, September 29th – 7:00 P.M. Town Hall

Joan Hanson, Recorder

Police Department Review Committee
September 8, 2004
7:00 P.M. Town Hall

Members Present: Joan Hanson, Penny Kim, Patrick Callahan, Deb Pichanick, Jim Doleva, Aron Goldman, David Ames, Becky Torres, Barr Ashcraft
Community members; Barbara and Art Goodhind, Mark Barlow

1) Minutes of August 31, 2004 approved

2) **DISCUSSION OF INFORMATION GATHERED BY MEMBERS:**

Deb, Patrick and Aron met with the Police Chief. Patrick presented a report based on the 90 minute interview with Chief Bray. (to be attached to these minutes)

David reported that a boiler plate Mutual Aid Agreement will be provided by the Chief as everything is verbal now.

The police department negotiates rate of pay for detail with requestor.

Chief's contract says he can earn 20% of salary on outside detail and must post details available.

Each officer has stewardship of a vehicle. All are in use during incidents.

Committee will ask the town clerk to query other town clerks regarding detail cost of their police department vehicles.

Community Policing: Name of the Federal Grant and use of the funds are subjective by the chief. Used for events, but guidelines need to be followed and funds only extra hours.

Court time: The officer who made the arrest at some point has to make an appearance if an appeal is made. A rep of the police department needs to appear for the initial hearing.

Dispatch: In Shelburne Falls and is county-wide. Will contact whoever is on duty or State Police.

Philosophy and Values: Aron and Barr

Barr expressed his personal value in the Chief being part of the community...in social activities, with children and not be a tough guy.

Aron noted that he found that the officers are good at their jobs and are friendly and approachable.

Philosophy will be discussed when we look at the requirements for the new Chief.

Some members agreed that the town feels well served with the coverage from a Chief and 2 full time officers. Town spends \$150,000 per year for police coverage.

Members noted that if the model has been successful, perhaps we want it to remain at the present level.

Survey of Small Towns: Penny and Joan reported that the survey did not provide much useful information for this committee. (charts attached to these minutes)

3) **NEXT STEPS**

- a) Invite the Chief to the next meeting
 - discuss adequacy of coverage
 - ask Chief about the scenario of no Sargent and all patrolmen
 - discuss structure, policies, residency requirements, use of vehicle
- b) Evaluate whether a shared Chief is feasible and would meet Shutesbury's needs.
 - At the next meeting we need to make a decision to proceed or not proceed.
- c) Members will jot down important points of philosophy and give to Aron for editing.

~~Next~~ meeting: September 20, 2004 with Police Chief Bray, Town Hall, 7:00 P.M.

SHUTESBURY POLICE DEPARTMENT REVIEW COMMITTEE

TUESDAY, AUGUST 31, 2004

7:00 P.M. TOWN HALL

The Police Department Review Committee was formed and members appointed by the Selectboard on August 24, 2004

Committee Members

Penny Kim, Joan Hanson, (Personnel Board)

Becky Torres (Selectboard and Personnel Board)

Patrick Callahan (FinCom),

Deb Pichanick, Barr Ashcraft, Jim Doleva, Aron Goldman (Town Reps.)

David Ames, (Town Admin.)

Penny agreed to prepare agendas and convene meetings. Joan will take minutes.

Meeting began with a general discussion of purpose and goal of committee.

Purpose: Given the Police Chief's notice of retirement as of October 29, 2004, our charge is to review the current Police Department structure and gather information regarding current programs and practices and town needs.

Goal: Prepare a report for the Selectboard as they consider the department structure and forming a Police Chief search committee. The Selectboard is the appointing authority for the Police Chief

1. Penny distributed a draft Study Plan for discussion. She also distributed a copy of the report and recommendations of the Pelham Police Study Committee done in 2002.
2. Becky pointed out the need to quicken the pace of the study and as rapidly as possible work toward a report of where we are, as Chief Bray will be leaving at the end of September. He will be very helpful in the study process.
3. Aron noted that the Master Plan report is a good reference.
4. Jim distributed copies of MGL chapters 97 and 97A describing establishing police departments, chief of police powers and duties.

Members agreed that following the Study Plan would be a valuable way to educate ourselves and the community about the Police Department.

Understand Current Program

Patrick, Deb and Aron will meet with the Police Chief this week and report on information gathered regarding structure, program, administration, funding, practices and communication practices (added to the list).

SECTION B

OVERVIEW OF THE DEPARTMENT

Profile of the Shutesbury Police Department as of 9/3/2004

Patrick Callahan and Debra Pichanick met with Police Chief Charlie Bray for 90 minutes at Town Hall.

A key comment from Charlie: "We may be a rural department, but we are real cops." He noted that all officers are fully trained, qualify for their firearms twice yearly, and are experienced in the community.

Charlie says communication with town's residents concerning arrests and other criminal activity is reported by Scott Merzbach, the Daily Hampshire Gazette reporter. The department used to post this on the Shutesbury Web site, but this was too time consuming.

Working from the fiscal 2004 budget, Charlie explained that his salary, \$51,968 is based on his contract with the town, reflecting base pay at the top step and allowances for the Quinn Bill, about \$6,000 in his case. Charlie has both a bachelor's and master's degree.

The police wages line, \$64,094, pays the salaries of the two full-time officers, Sgt. Gary Thomann and Officer Thomas Burger. Again, wage rates are set by contract with the town. The officers are also members of the police union. The police contract also sets the rates for detail work. For example, the Highway Department pays the officers \$23-\$24 per hour. The town receives 10 percent of the amount, again set by the contract. An officer who earns \$400 will also generate \$40 for the town. Charlie does the billing.

Part-time officers, Christopher Martin, Don Robinson, and Ken Hartright, are used to replace officers on vacation or sick, and generally paid through various grants, such as the Governor's Highway Safety Council grant for "Click it or Ticket" enforcement. Overall, Charlie estimates he spends about \$2,500 per year for the part-timers. Part-timers don't get their personal expenses paid by the department until they work 325 hours in a year.

Charlie works a five-day, 40-hour week, depending on activity levels. Thomann and Burger work four 10-hour days. Thomann works Wednesday through Saturday, Burger, Saturday through Tuesday, overlapping on Saturdays. The officers switch Saturday assignments every four weeks. Coverage is outlined in the handout.

The expense line, \$9,000, pays for office supplies, uniform allowances, drycleaning, ammunition, \$1,500 for computer upgrade fees, cameras and other items. The department currently has new portable radios.

The cruiser maintenance line is \$7,000. Cruiser fuel line is \$6,000.

Charlie says he gets the fuel estimate for his budget from David Ames who tracks usage of the town pumps at the Highway Department.

The total budget for the department this year is \$138,062. It doesn't include capital cost of buying new cruisers.

The vehicle line up is this: Charlie has a new 2004 Crown Victoria unmarked cruiser assigned to the chief. It currently has about 4,000 miles on it. Details of its use are controlled by the chief's contract.

There are two marked cruisers, both 1999 Crown Victorias. One has 65,000 miles, the other 115,000 miles. The oldest cruiser, with ~~115,000~~^{150,000} miles was taken out of service and given to Walter Tibbetts as a vehicle for official business. There is also the four-wheel drive cruiser with 112,000 miles. It was purchased a couple of years ago for \$4,500, Charlie says.

Overall, Charlie says the town should retain the strong chief option. He also says there is the possibility of savings with some kind of merger with Leverett, but also says the town will still have to pay decent wages to get a qualified chief, either for one town, or some combination. "You get what you pay for," he says.

He also remarked that any candidate for chief should come to the job interview with a working knowledge of what the town currently has for a department, budget, and staffing.

Conversations with Chief Bray

1. Aron Goldman, in an email to the Committee dated 9/8/04 wrote: "I just had a great hour-long chat with Chief Bray. I love the guy! And I learned a lot. I came away with the following reactions (not necessarily Charlie's views):

- We should definitely do whatever it takes to collaborate with Leverett, as Charlie suggests.
- Sharing a chief and sharing the new Leverett Safety Complex are very good ideas.
- Two cars, plus one junker for trips to court or training, is enough. One should be 4 wheel drive.
- Smaller vehicles would be fine, although for convenience, we should select a car already used for police work.
- 1 officer per town and 1 between the two towns between midnight and 6 should be fine.
- In order to attract thoughtful community-oriented officers, the new chief should have a masters degree and not be paid less than 50K (apparently Shutesbury pays less than many surrounding towns including Amherst), and officers should be paid as much and a bit more than those in surrounding towns, and ideally will also have masters degrees.
- Officers (including chief) cannot afford to live in Shutesbury at current compensation levels – and should be able to.
- We should try to reduce non-personnel expenses, and reduce the total number of people on the payroll, in order to increase compensation for each officer (and chief).
- Charlie understands the distinction between a big town high-crime police force and a small town force. As he put it, he wants to be Andy Griffith. We need to internalize that distinction and look for it in our officer and chief.

2. Penny Kim took notes when Chief Bray met with the committee.
(See also minutes from that meeting of September 20, 2004)

1. Demand for services? Average 4-5 calls per day. Not all police business. Average of calls from residents = 2/3 per day. Officers store incident reports on the computer. When no one is on duty, calls go to State Police. 38 calls went last year.
2. How many cases go to court? About 1 every two months. One case could take six months. There are magistrate hearings every two weeks for speeding tickets.
3. Is our coverage adequate? It would be better with four full time people. More accidents occur in winter.
4. What is meant by "officer in charge?" When there is a major incident, the Chief is responsible. He is called and takes control on site. When he is off duty, he designates an officer in charge.
5. How is Chief's time spent? 20 hours/week on paperwork and 20 hours for patrol and other.
6. What about sharing a Chief? There would be one chief with 2 officers (minimum) in each Town. Chief would not be a patrol officer but would serve as backup. He could coordinate schedules.
7. Do we need a written Mutual Aid agreement? Yes. Atty. Collins is working on language.
8. Have there been changes in our population which affect our need for policing?
The economy.
9. Importance of reputation. It is important to be regarded as a highly professional department. There needs to be a cop around.
10. Requirements of a new chief:
 - needs to stay current. Keep up with training.
 - Ability to learn
 - Has to know how to write grants and use a computer
 - Education shows you want to learn
 - Important to be able to smooze with people
 - Be low key. Things can always escalate.
 - Be a professional and a "people person"



Shutesbury Police Department

1 Cooleyville Road • Shutesbury, Massachusetts 01072

Business Telephone ~~(413) 259-1772~~

FAX (413) 259-1772

Chief

Charles H. Bray

(413) 259-1279

TO: All Members of SPD
FROM: Chief C.H. Bray
Subject: Shift Assignments:

*Charlie arrives at
8:00 A.M - 12:00 P.M.
overlapped
no need from 12-6*

Effective Sunday, September 29th 2002

SUNDAY: T. Burger.....10am to 8 pm

MONDAY: T. Burger.....11am to 9pm

TUESDAY: T. Burger.....12 noon til 10pm

WEDNESDAY: Sgt, Thomann.....12 noon til 10 pm

THURSDAY: Sgt. Thomann.....12 noon til 10 pm

FRIDAY: Sgt Thomann.....1pm til 11 pm

SATURDAYS: 1st shift. 7 am til 5 pm.

2nd shift 3p.m. until 1:00 am

(officers will change shifts on Saturday every four weeks)

TOWN OF SHUTESBURY
PROJECTED EXPENDITURES
FISCAL YEAR 2005 BUDGET

4/13/04

Article 1st draft

Expenditures	Ref. No.	FY03	FY04	Requested FY05	FinCom Proposed FY05	FinCom Incr(Decr) FY 05	FinCom %Change
Protection of Persons and Property							
Police Department:			51,968	54,047	54,047	2,079	4.0%
Chief's Salary	56	50,947	64,094	68,678	66,742	2,648	4.1%
Police Wages	57	59,747	9,000	11,000	10,000	1,000	11.1%
Expenses	58	9,000	7,000	8,250	7,000	0	0.0%
Cruiser Maintenance	59	7,000	6,000	6,500	4,500	(1,500)	-25.0%
Cruiser Fuel	60	6,000		146,475	142,289	4,227	3.0%
Subtotal Police		132,694	138,062				
Fire Department:			10,506	10,927	25,000	14,494	137.9%
Stipend Chief	61	10,300	8,550	8,807	8,807	257	3.0%
Stipend Others	62	16,100	10,498	10,822	10,822	324	3.0%
Call Wages	63		2,835	2,835	2,835	0	0.0%
Expenses	64	3,150	4,000	4,100	4,100	100	2.5%
Maintenance	65	4,000	600	600	600	0	0.0%
Fuel	66	750	6,750	7,500	7,500	750	11.1%
Equipment	67	7,500	43,739	45,591	59,664	15,925	38.4%
Subtotal Fire		41,800	43,739	16,852	16,852	832	5.1%
Ambulance Service	68	15,440	16,020	13,842	13,842	920	7.1%
Building Inspector	69	11,847	12,922	2,122	2,122	82	4.1%
Dog Officer	70	2,000	2,040	1,698	1,698	66	4.1%
Tree Warden Expenses	71	1,800	113	118	118	5	4.1%
Constable	72	110					
Total Protection of P&P		205,491	214,628	226,698	236,685	22,057	10.1%
Education							
Elementary School	73	1,420,485	1,364,766	1,413,570	1,413,570	48,804	3.5%
Amherst/Pelham Regional	74	1,107,783	1,204,867	1,377,687	1,349,755	144,888	12.7%
Regional Debt Assessments:			6,096	5,958	5,958	(138)	-2.3%
Middle School roof	75	6,408	54,182	50,128	50,128	(4,054)	-6.3%
High School Bonds - Long Term	76	58,235					
Total Education		2,592,911	2,629,911	2,847,243	2,819,411	189,500	7.2%
Public Works and Facilities							
Highway Department:			40,637	42,263	42,263	1,626	4.0%
Highway Superintendent	77	39,840	63,101	64,838	64,838	1,737	2.7%
Wages	78	61,961	11,000	11,000	11,500	500	4.5%
Fuel	79	11,000	2,250	2,700	2,700	450	4.1%
Expenses	80	2,250	20,000	20,000	20,000	0	0.0%
Materials	81	20,000	20,000	20,000	20,000	0	0.0%
Machinery Maintenance	82	20,000	3,600	3,600	3,600	0	0.0%
Tools and Equipment	83	3,600	1,675	1,675	1,675	0	0.0%
Uniform Service	84	1,675	0	0	0	0	0.0%
Gravel Road Upgrade	85	25,872	8,400	8,400	8,400	0	0.0%
Striping	86	8,000	170,663	174,476	174,976	4,313	2.5%
Subtotal Highway Dept		194,198	170,663	174,476	174,976	4,313	2.5%
Snow Removal:			12,600	12,600	12,600	0	0.0%
Wages	87	12,600	40,000	40,000	40,000	0	0.0%
Materials	88	40,000	52,600	52,600	52,600	0	0.0%
Subtotal Snow Removal		52,600	52,600	52,600	52,600	0	0.0%
Solid Waste:			1,581	1,645	1,645	64	4.0%
Recycling Coordinator	89	1,550	0	0	56,700	56,700	500
Recycling Committee	90	0	56,200	1,200	1,200	0	
Rubbish & Recycle Hauling	91	57,400	1,200	28,848	27,000	1,150	
Hazardous Waste Pickup	92	1,200	25,850	88,393	86,545	1,714	
Sanitary Landfill	93	25,100	84,831	900	900	0	
Subtotal Solid Waste		85,250	84,831	900	900	0	
Water Quality	94	900					
Cemetery:			2,706	2,815	2,815	109	
Cemetery Wages	95	2,652	1,250	1,300	1,300	50	
Cemetery Expenses	96	1,250					
Total Public Works/Facilities		336,850	312,950	320,484	319,136	6,186	1.9%
Human Services							
County Health District	97	20,573	21,087	21,614	21,614	527	
Board of Health Expenses	98	1,650	1,650	1,650	1,650	0	
Inspector of Animals	99	375	383	399	399	16	
Council on Aging	100	300	300	300	300	(100)	
Veterans' Programs	101	3,545	3,545	3,545	3,545	0	
Total Human Services		26,443	26,965	27,408	27,408	443	1.6%

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SECTION C

INFORMATION FROM OTHER TOWNS

Police Departments

Franklin County Towns

TOWN	POP.	Chief Salary	Hours	# F.T.	pay F.T.	# P/T	hourly rate	detail rate
Ashfield	1,802	\$40,606.00	40	1	\$32,000.00	4	\$10.10	30
Barnardston	2,087		40	1		10	\$11.50	30
Buckland	1,980	\$41,154.00	40	1	\$16.29		\$12.64	
Charlemont	1,382	\$12,298.00	10				\$ 12.81- 13.97	
Colrain		\$12.24	25			5	\$11.90	
Conway	1,809	\$48,960.00	40			2	\$11.10	
Deerfield	4,763	\$55,082.00	40	6	\$ 19.44/15.25		\$12.00	
Erving	1,480	\$49,171.00	40	2	\$ 19.11-15.07		\$12.50	
Gill	1,364	\$23.70	40	1	\$18.76			
Greenfield	18,005	\$39.00	40		range			
Hawley	338	\$500.00	2				11.57	
Heath	804	\$12.92	13					
Leverett	1,690	\$36,000.00	28					
Leyden	790	\$5,184.00	15					31
Montague	8,456	\$25.00	40				\$10.06	
New Salem	954	\$18,070.00	15				\$ 10.78-14.19	30
Northfield	3,046	\$54,463.00	40	1	\$43,958.00		\$11.04	
Orange	7,530	\$69,517.00	40	2	\$41,803.00		\$15.36	25
Rowe	348	\$7,805.00	10				\$13.59	
Shelburne	2,062	\$50,524.00	40		\$36,130.00		\$ 12.66/13.05	32
Shutesbury	1,827	\$51,968.00	40	2	\$ 13.31/14.30		\$ 13.25/19.87	
Sunderland	3,788	\$50,893.00	40	4	\$ 12.65/18.97	12		25
Warwick	753	\$9.50	10			3		11.59
Wendell	1,007	\$1,500.00	6			6	\$10.30	
Whately	1,580	\$42,000.00	40	1	\$32,922.00		\$11.59	
Source: FRCOG	Franklin C							

Survey of Small Towns

Police Departments

TOWN	POP.	# in force	F.T.	P.T.	Chief F.T.?	coverage	Mutual aid?	Shared staff/equipment	Funding
		total							
Becket	1,755		2	6	no	8 a.m. - midnight til 2 a.m. weekends 24/7	yes	traffic details; radar	Town; community policing
Berlin	2,380	14	7	7	yes				Town + grants
Bernardston	2,087		4	6	yes	4 10 hr. days p.t. evening 24/7		some officers work in other towns	Town + community policing
Bolton	4,148	18	9	9	yes				Town
Chesterfield	1,200			1	no	4/day	yes		C.P.
Chilmark	843		4 W 14 S	3	yes	24/7 summer 16 other 60 hrs./ week			Larger force in summer
Conway	1,809	7	7		yes			yes. Personnel (?)	Town +C.P.
Dover	5,558	20	16	4	yes	24/7	yes	member Metrolec	Town + grants
Dunstable	2,829	8	7	1	yes		yes		
East Brookfield	2,097		3	13	yes	24/7		equipment sometimes	
Hadley	4,849	10	9	7	yes	24/7			Town + UMA funding 1 officer
Hancock	725	1	0	1	no	varies			Town 100%
Paxton	4,386		7	5	yes	24/7			
Pelham			2	3	yes	16 hrs/5 days 8 hrs/2 days		none	Town + CP grant
Sunderland	3,777		5	10	yes	24/7	yes	radar board	Town + community policing
Tisbury	3,755		13	10-12	yes	24/7			
Whately	1,573		1	4	yes	7 am - 2 a.m.daily	yes		Community policing, COPS etc. for overtime and seat belt use

SECTION D

MISSION STATEMENT

Town of Shutesbury Police Department

10/2004

Statement of Mission

The mission of the Shutesbury Police Department is to ensure public safety and security for residents and property in the Town with professionalism, accountability and integrity. The Department accomplishes this through:

- ❖ ***Policing.*** The Police Department:
 - Strives to reduce crime and disorder and the fear of crime.
 - Establishes a presence in every part of town.
 - Responds to complaints and calls in a timely, professional, and thorough manner.
 - Provides for police coverage and backup at all times.
 - Stresses prevention and safety.

- ❖ ***Reflecting the values*** of a small, rural town and its fiscal realities. The Police Department:
 - Exhibits a personal, unimposing, communicative, and respectful approach to residents and visitors.
 - Manages resources in the most efficient manner possible to ensure public safety within budgetary guidelines and realities.
 - Participates in the community's educational and social life.
 - Studies, understands, and appreciates the professional challenges and personal and family lifestyle rewards of Shutesbury. Understands Shutesbury's unique socioeconomic dynamics.

- ❖ ***Communicating and Collaborating.*** The Police Department:

Understands and implements the values and priorities of the Selectboard, Town Committees, and residents. (In turn, the Selectboard, Town Committees, and residents help the Police Department where they can.)

- Follows clear lines of communication with the Selectboard to maximize accountability
- Listens attentively to the opinions of all groups and individuals
- Communicates its concerns and capabilities to the community and fosters a team effort approach with the community, not a stand-apart dictating stance.
- Participates in regular Forums with residents to seek public input and to provide education and information on practices and procedures.
- Conducts its business with sensitivity by treating everyone with respect, dignity,

SECTION E

Statement of Mission

The mission of the Shutesbury Police Department is to ensure public safety and security for residents and property in the Town with professionalism, accountability and integrity. The Department accomplishes this through:

- ❖ ***Policing.*** The Police Department:
 - Strives to reduce crime and disorder and the fear of crime.
 - Establishes a presence in every part of town.
 - Responds to complaints and calls in a timely, professional, and thorough manner.
 - Provides for police coverage and backup at all times.
 - Stresses prevention and safety.

- ❖ ***Reflecting the values*** of a small, rural town and its fiscal realities. The Police Department:
 - Exhibits a personal, unimposing, communicative, and respectful approach to residents and visitors.
 - Manages resources in the most efficient manner possible to ensure public safety within budgetary guidelines and realities.
 - Participates in the community's educational and social life.
 - Studies, understands, and appreciates the professional challenges and personal and family lifestyle rewards of Shutesbury. Understands Shutesbury's unique socioeconomic dynamics.

- ❖ ***Communicating and Collaborating.*** The Police Department:
 - Understands and internalizes the values and priorities of the Selectboard, Town Committees, and residents. (In turn, the Selectboard, Town Committees, and residents help the Police Department where they can.)
 - Follows clear lines of communication with the Selectboard to maximize accountability
 - Listens attentively to the opinions of all groups and individuals
 - Communicates its concerns and capabilities to the community and fosters a team effort approach with the community, not a stand-apart dictating stance.
 - Participates in regular Forums with residents to seek public input and to provide education and information on practices and procedures.
 - Conducts its business with sensitivity by treating everyone with respect, dignity, courtesy and compassion regardless of age, social status, race or even deviant conduct.

Officers are the most important component of the Police Department and are highly valued members of our community. Officers should expect respect, cooperation, and teamwork from boards, committees, and community. They should receive compensation within the Town's capability that reflects their value to the Town.

SECTION E

POLICE CHIEF JOB DESCRIPTION

Town of Shutesbury

Job Title: Chief of Police
Department: Police Department
Reports To: Selectboard
Exempt, Non-Exempt: Exempt
Grade Classification: Grade 10
Hours: Full-Time: 40 hours/week
Salary Range: By Contract
Appointing Authority: Selectboard
Job Description Approved: March 10, 1997
Amended: December 2000
Amended: October 2004

Position Summary:

Pursuant to Massachusetts General Laws Chapter 41, Section 97A, the Chief of Police is the chief administrative officer of the Police Department in all matters of policy, operations, discipline and shall be responsible for the organization, training and direction of all police personnel and for the enforcement of rules and regulations within the department and for the effective and efficient operation of the department in the protection of lives and property of all citizens. The Chief of Police shall enforce all laws, guarantee equal rights of all persons, prevent crime and promote traffic safety. The Chief shall compile and submit all required reports and shall foster good relations with the public and be the liaison for the department with the Selectboard and all other government agencies. The Chief has charge of all the property of the police department. The Chief is appointed by the Selectboard, reports directly to that board and works within town-approved policies and practices. The Chief shall be a working chief by responding to calls as well as fulfilling the administrative duties of the position.

Essential Duties and Responsibilities:

The essential duties and responsibilities include the following. Other duties may be assigned.

- Is responsible for the observance and enforcement of all laws which the department or its officers have authority to execute.
- Organizes the department, establishes a routine of daily duties to be performed by designated officers and designates an officer to serve as Commanding Officer in the Chief's absence.
- Provides required training of all personnel utilizing various police training schools and seminars. Instructs and trains all personnel in new rulings or laws, techniques, methods of enforcement, safety, prevention and related areas of police work.
- Is responsible for the preparation and justification of the annual department budget and for the control of all departmental expenditures.

- Interviews and makes recommendations to the Selectboard for the hiring of applicants; recommends promotions and regularly rates employees' performance.
- From time to time, issues written or oral general orders (with permanent scope) and special orders (temporary in nature) appropriate to the situation.
- Assigns, details or transfers any member or employee of the department to or from any unit or assignment whenever such action is deemed to be in the best interest of the efficiency, discipline or morale of the department.
- Maintains a personnel record system in which shall be kept confidential information on all departmental employees and subject to an employee's right to inspect their own file.
- Makes a written report annually to the Selectboard containing such information as the organization and efficiency of the department, number of arrests and types of offenses.

Additional Duties and Responsibilities:

- Issues licenses and permits.
- Exercises general supervision and inspection of all licensed public places within the community.
- Is responsible for the safekeeping of all criminal evidence and any recovered or "found" property brought to the station and establishes a procedure for determining accountability.
- Promulgates new rules when needed and submits recommendations to the Selectboard when their approval or decisions are required.
- Periodically reviews operation of the departmental rules and regulations, duties, policies and processes. Also reviews departmental organization and administrative functioning.
- Provides backup for the Dog Officer as necessary.
- Convenes a minimum of two Public Forums annually for the purpose of hearing public concerns and discussing departmental policies and practices.

Supervisory Responsibilities:

Supervises all police department personnel which may include full and part-time employees.

Education, Experience, Skills, License Requirements:

- Thorough knowledge of police and law enforcement methods, all applicable laws and statutes and the rights of citizens.

- A minimum of three years full-time experience in police work and a bachelor's degree in law enforcement or a related field, or, a minimum of five years experience in police work and an associate's degree in law enforcement or a related field.
- Prior supervisory experience or leadership quality
- Graduate of the Mass. Criminal Justice Training Council program for full-time officers.
- Ability to deal effectively with the public, employees, town officials.
- Ability to organize and plan effectively.
- Knowledge of personnel administration.
- Must reside, or relocate within six months, to within a ten-mile radius of the Town border.
- Must successfully pass annual criminal background checks.
- Must pass semi-annual handgun qualification to MCJTC standards.

Physical Demands:

The physical demands described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- The employee must regularly lift and/or move up to 25 pounds, frequently lift and/or move up to 50 pounds and occasionally lift and/or move up to 150 pounds.
- The employee must have physical stamina and the ability to run, swim, hike and climb proficiently in order to meet the essential job requirements.
- While performing the duties of this job, the employee is regularly required to sit, stand and walk; use hands to finger, handle or feel objects, tools or controls; reach with hands or arms and talk and hear. The employee is frequently required to climb or balance and stoop, kneel, crouch or crawl and taste or smell.
- Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception and ability to adjust focus.

Work Environment:

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- The employee is frequently required to work in conditions that are stressful and personally

dangerous.

- The employee is regularly required to work in outdoor weather conditions.
- The noise level in the work environment is usually moderate.

Selection Guidelines:

The duties listed above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.

This job description does not constitute an employment agreement between the employer and employee and is subject to revision by the employer if there is a change in the needs of the employer and requirements of the job.

Affirmative Action:

The Town of Shutesbury is an Equal Employment Opportunity\Affirmative Action Employer.

Approved by Selectboard: _____ ***Date:*** _____

SECTION F

**SHARING ADMINISTRATIVE DUTIES WITH
ANOTHER TOWN: DISCUSSION**

Becky Tong
9-29-04

Reasons to pursue a shared police chief for the towns of Shutesbury and Leverett:

1. Commonality of Residents/History of Sharing

- both towns are in Union 28 and share a superintendent and union administration
- both towns are part of the Amherst Regional School district
- Shutesbury Leverett broadband committee
- for many years Shutesbury successfully shared an Administrative Assistant, Jane Davis, who

served both towns very well

- In the early 1970s the Leverett Co-op started in the Shutesbury town hall by Shutesbury and Leverett residents

- Socially- local church congregations, snow mobile club, Leverett Co-op, school groups

2. Increased Administrative Efficiencies

- grant writing. Knowledge about grant requirements and opportunities will be used 2 times not just once.

- payroll.

- scheduling.

- event planning

- training updates

- changes in regulations

- Chief will be aware of activity in both communities and may be better able to anticipate upcoming problems

3. Increased Administrative Duties

- 2 towns = 2 selectboards + 2 communities to service and communicate with
(the right candidate will make this a positive aspect of the job)

4. Increased Level of Confidence in Neighboring Town Response

- with one chief there will be a unified standard of hiring and training in both towns
- Both towns would need to introduce their officers to both towns through town newsletter, the media and public events

5. Increased Coverage/Strong Mutual Aid Agreements

- Shutesbury's current coverage is approximately 100 hours/week. Assume Leverett's to be the same. Through strong mutual aid agreements the chief could schedule overlapping patrols as well as extending coverage to 120 hours/week without hiring additional officers.

6. Potential Decrease in State Police Response/Increase in Local Response

- State police response takes at least an hour. It is a long wait for people in an emergency situation. Increased coverage (without increased cost) would be valuable to both towns.

7. Reduced Chief Costs:

- our current chief receives over \$50,000 a year. The new Deerfield police chief is going to be paid over \$54,000/year and will have 3 full time officers plus part time officers.

-paying a police chief adequately to help assure there is not a need to take on significant outside work is important

-A shared position means shared payroll, benefits, chief association expenses, vehicle expenses cutting the cost of the chief in half. The savings could be used to increase patrol hours.

-A chief has to be available to respond 24 hours a day. The two towns could split the cost of the cruiser that makes it possible to respond 24 hours a day. Instead of 2 chiefs, 2 chief cruisers responding to 40-50 calls a year there would be 1 chief, 1 cruiser.

Conclusion: Reduced costs and an increase in service and response are both possible if Leverett and Shutesbury share a police chief.

I acknowledge the difficulties of one chief working with 2 administrations. In Shutesbury we have a strong chief. Leverett is considering the same. A strong chief is not micro managed. Town interactions are limited to policy and budgets. There needs to be clear communication between the police chief and both towns. Both towns are interested in public safety without abuse of power and an understanding of the community. I think a chief who shares these objectives will work well with both towns.

As Charlie said the activity level comes and goes.

When there is a big incident such as tragic car accident in Leverett, Shutesbury responds now.

Shutesbury residents want to know their chief, they want to know their officers and want them available to them. Leverett wants the same. That is all possible with a shared chief position.

If administration duties did increase from 20 to 30 hours a week, part of the lost patrol hours could be made up by part-time officers, still leaving 5 hours/week per town for the chief to patrol.

Shutesbury and Leverett residents share concerns and issues. Open police forums about safety issues and justice education could be held for both towns together.

With a shared police chief both towns maintain our police budget independently. The mechanics of how this would work would need to be worked out with Leverett if they decide they are still interested.

September 29, 2004

To: Members of the Shutesbury Police Department Review Committee

From: Jim Doleva, member

Subject: Concerns regarding the shared employment of a Chief of Police between the Towns of Shutesbury and Leverett.

While the proposal of a "shared position" is seemingly attractive for financial and administrative reasons, I urge the committee to consider my concerns.

Without the formal agreement of a "Police District" as described under the Massachusetts General Laws with specific guidelines regarding a "Police Commission", which oversees the district, the shared Chief of Police will be forced to allocate a majority of his or her time to administrative duties and political posturing in an attempt to serve both communities equally.

- 1) There ~~is a proposal~~ ^{was discussion} for an "oversight committee", which would be comprised of appointed members from both communities. It would be the charge of this committee to communicate the needs of the community, requested services and budget constraints of the individual Police Departments to the shared Chief. While this committee may be of assistance, I do not see the elimination of the many meetings between the Chief and the individual Select Boards, Finance Committees and Personnel Boards of both communities on a regular basis.
- 2) Due to the increase of administrative duties, the physical presence of a shared Chief will be reduced in each community. To counteract the lack of a fulltime physical presence in each town, a ranking officer from each community should be appointed, recognized and compensated to act as the "Officer in Charge" who would be responsible to command and control the respective department in the long or short term absence(s) of the Chief. I am not sure if the increased compensation could be absorbed by the current budgets or if an increase would be necessary.
- 3) There is the expectation that the Police Officers employed by the Town of Leverett and the Town of Shutesbury will be equal in their standards of training and job performance. All being equal there is the question of compensation. The Shutesbury officers are members the Teamsters Union. The Leverett officers are non-union. Should there be differences in the rate of pay we should expect contracts to be opened and raises to be immediately negotiated. Should the non-union Leverett officers benefit from the past negotiations and efforts of the members of the Shutesbury Police Department Teamsters Local, it is my opinion that a degree of dissension will exist between the two departments.

4) There is concern with the "sharing" of the Chief between the towns of Shutesbury and Leverett, that each community will relinquish a degree of control over their department, either politically and/or through the budgetary process. Some residents in Shutesbury are reluctant to relinquish this control and want to retain the Shutesbury Police Department as it stands today. They want their Chief in their town to focus 100% of his or her efforts in serving the Town of Shutesbury.

The above paragraphs are a few of the areas of concern that should be considered before there is any agreement to share the position of Chief of Police between the towns of Shutesbury and Leverett. Although the shared position is not an impossibility, it will require extraordinary efforts and mediation skills on the part of the governing bodies of both communities and the hiring of the right individual(s) for this proposal to become a reality. It is my recommendation that we do not rush to an agreement that may in fact be more costly to the Town of Shutesbury.

SECTION G

MUTUAL AID AGREEMENTS

Mutual Aid Agreements

The Committee agreed to the importance of mutual aid agreements with neighboring towns. Such agreements are currently informal. It was reported that Attorney Collins, working with the Police Chiefs Association, is preparing language for such agreements.

Patrick Callahan wrote on 9/26/04:

"I suggest any mutual aid agreement with other towns contain language similar to this (below). The precise wording may have to be crafted by town counsel if it has a bearing on the enforceability of the agreement.

'The Town of Shutesbury agrees to provide police coverage to the town of ____ when requested. Both communities agree to require that all full-time and part-time police officers on its force are fully trained and certified under Massachusetts state law, and that all officers are up to date in their firearms and other certificates. Officers who don't meet this requirement aren't subject to the agreement.' "

In ensuing discussion, it was stressed that our expectation is that everyone will be trained to a common standard. It was clarified that each community is responsible for the actions of the members of its force.