

Shutesbury Police Study Group Report

(Select Board Subcommittee)

Submitted to the
Shutesbury Select Board

April 26, 2022

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Police Study Group Members

(Listed Alphabetically)

Kristin Burgess

Police Department Representative

Melody Chartier

Personnel Board Representative

Rita Farrell

Select Board Representative

Cheryl Hayden

Community-at-Large Representative

Mary Jo Johnson

Community-at-Large Representative

Melissa Makepeace-O'Neil

Select Board Representative

Susie Mosher

Finance Committee Representative

Rebecca Torres

Town Administrator, ex-officio

Former Members

Michael Vinskey

Community-at-Large Representative

Resigned March 21, 2022

Police Study Group Charge

(Voted by the Select Board)

DRAFT 3: Policing in Shutesbury, February 2021

The resignation of Shutesbury's police chief Dan Fernandes gives us an opportunity while exploring the options of a new chief to lead our department, and also look at the policing operations in town, and if possible, are there ways to save money.

As stated at a public meeting about this subject on Feb 2, 2021, the Selectboard wants to take some time reviewing options for a chief while providing sufficient police coverage and stability in the police department. After this listening session, the Selectboard has decided to hold off on hiring a new chief until such time as the Selectboard has undertaken a review of what the town-wide policing needs are in Shutesbury. The police department will be partners in this review. Shutesbury has embraced community policing practices for many years. An initial report will be written up explaining what community policing practices are and how they differ from traditional policing. Other alternatives to traditional policing will be explored as well as what is currently working in Shutesbury and whether alternative arrangements make sense for our community.

To undertake this review, the Selectboard is proposing appointing a seven-person working group composed of town officials, including a police department member, and townspeople who will explore the following:

1. What are the town of Shutesbury's public safety and policing needs? What are the expectations of our residents? To answer this the committee will research how we define "public safety and policing" in a small New England. A listing of issues the community reaches out to the police department for will be compiled. The committee may develop a survey to get community wide input.
2. Are the current functions of the police department working for Shutesbury? The Committee will identify the police functions. Do the current functions meet the needs and expectations of the full community?
3. Our current department structure is police chief, full and part-time officers. Does this current administrative structure -work provide the level of services needed and expected for Shutesbury?
4. Should we explore alternative structures such as a shared chief or contracting for police services? What are the benefits and detriments of a shared chief? What are the benefits and detriments of contracting police services?

5. If an alternative structure(s) are recommended, what are they? What are legal, administrative, or other actions needed for implementation? What is the financial impact of any proposed alternative structure(s)?
6. What have we learned from previous attempts to explore working with other towns using a shared police chief model?
7. If no alternative structures make sense for our community, are there different approaches to public safety and policing that makes sense for the full community? Could any current police services be safely delivered by someone other than police officers? What services? What additional costs are associated with the non-police delivery of police services?

We see this working group taking no more than a few months to complete its work. The Committee will report findings and recommendations back to the Selectboard. The Selectboard would determine how to proceed.

Summary of Police Study Group Process

To fulfill our charge, the Police Study Group (PSG) looked at quite a bit of information. It was vital for us to understand what our current police department did. Acting Chief Kristin Burgess gave us a very detailed session outlining the functions and daily tasks that she and our officers do for the Town of Shutesbury. In addition, she helped us understand what community policing is in great detail and how the current department has been and is implementing these practices, which is essential to small-town policing. We also read the in-depth study known as the South County report involving the Town of Deerfield, Sunderland, and Whately, exploring a possible shared chief structure completed by a consultant. In developing our community survey, we looked at other survey questions used in the South County study and other sources.

We looked at data on our current police department's current and past calls, sorting them into categories.

In talking about alternative methods, we explored the pros and cons of each of the alternative methods we defined. The alternative structures were contracted, independent/autonomous, Massachusetts State Police (MSP), regionalization, and shared Chief.

We looked at the budgets of many of the towns in Franklin County, discovering our current police budgets align with these other communities. Similarly, we looked at the structures of the other towns in Franklin County and found all but one, Wendell, had a chief with a combination of full-time employed and part-time officers employed officers.

We sent out a survey to the community with two surveys per household. We received 322 responses, about 20% of the adult population. We had a wonderful group of volunteers spend many hours helping us enter the data received. Once the survey results were tallied, this informed our group that the department's current structure is fulfilling the expectations and needs of our community and the desire of the majority we heard from is to keep our existing structure.

Simultaneously with entering the survey data, two committee members interviewed our current officers because we thought it was important to get their input into the process. Two committee members sat down. A summary of these discussions are included in the materials in this report. Our officers have a strong connection and passion for the Town of Shutesbury and their work. It was also clear that the work of this group put a lot of stress on them.

The following is our report on each part of the charge and the materials we used.

Police Working Group Report

Charge #1

What are the town of Shutesbury's public safety and policing needs? What are the expectations of our residents? To answer this the committee will research how we define "public safety and policing" in a small New England town. A listing of issues the community reaches out to the police department for will be compiled. The committee may develop a survey to get community wide input.

To address this charge the committee collected information from two sources, the police log and a survey of town residents. Data from the police log for the years 2015 through July of 2021 were entered into a database. Every task logged into the formal department police log was entered; the time required to perform each task was not available for inclusion. Each task was characterized for inclusion in one of the following categories:

- 911
- admin
- animal
- assistance
- community policing
- complaint
- court
- crime, NOS
- crime, person
- crime, property
- cruiser maintenance
- fire
- firearms
- investigation
- medical
- miscellaneous
- mutual aid
- motor vehicle
- officer wanted
- paperwork service
- peace-keeping
- prevention
- safety

The spreadsheet showing the numbers of each activity for the years included in the database is attached as Appendix I. It can be seen that activities in the category logged most frequently in recent years is prevention, which consists of 12 activities. The most frequent of those were building/location checks and area patrol. Activities in the category motor vehicle were logged second most frequently; 18 activities are included in this category. Of these 6 were logged more than 20 times in the first 6 months of 2021: disabled motor vehicle, motor vehicle accident (combined with and without injury), motor vehicle complaint, motor vehicle violation, radar/traffic enforcement, and traffic hazard.

It was noted with interest by the study group that the two categories comprising the most frequently performed activities are inherently preventive in nature; that is, prevention, which is checking for possible problems or issues before they become a policing matter, and motor vehicles, which is traffic management and assistance with traffic hazards, disabled motor vehicles, and traffic accidents. The intent of these activities is to maintain a climate that discourages unlawful or dangerous behavior in the town. These activities, in combination with community policing and peace-keeping, allow the members of the Shutesbury Police Department to interact with Shutesbury residents in a positive, helpful manner that fosters good relations between police and residents. Many of these activities ensure that a police presence is noticed by residents and visitors, contributing to the safe, welcoming environment of our small town.

What are the town of Shutesbury's public safety and policing needs?

To address specifically the question, the number of times that the police were called for assistance of any type was tallied for the year 2020 (the most recent year for which complete information was available.) A total of 407 requests for assistance were made. Examples of the types of calls included 911 calls, animal complaints, all types of assistance, crimes against a person, property crime, calls reporting fires or medical help needed, motor vehicle accidents, trespassers or unwanted persons, anything having to do with gas leaks or power emergencies. This averaged 1.1 calls per day, every day of the year.

The population of Shutesbury in 2020 was 1717 residents; 407 requests for assistance represents 1 call for every 4 residents. When considered in conjunction with the preventive policing provided by our police department, it is clear that they provide essential services that are expected and utilized by the residents of our town.

A survey was developed for distribution to every household in the town. Two surveys were mailed to each household. The survey can be found in Appendix II. A total of 315 completed surveys were returned to Town Hall, which represents greater than 20% of adult residents responding. To get this great a response indicates that Shutesbury residents care about the Police Department and its place in our town. In response to the question about the importance of various services offered by the Police Department, the following was seen:

response to emergency calls:
90% marked 'very important'

response to complaints:

75% marked 'very important' or 'important'

visible police presence:

42% marked 'very important' or 'important' and 30% marked 'somewhat important'

traffic control:

44% marked 'very important' or 'important', and 35% marked 'somewhat important'

preventive patrol:

40% marked 'very important' or 'important' and 27% marked 'somewhat important'

investigative work:

28% marked 'very important' or 'important,' and 26% marked 'somewhat important'

building relationships with community:

70% marked 'very important' or 'important' and 15% marked 'somewhat important'

When asked about a reasonable response time to emergencies,

290 respondents specified 20 minutes or less;

199 of those specified less than 10 minutes.

When asked about police coverage in our town,

232 respondents marked that current coverage is acceptable.

When asked whether Shutesbury should maintain the current police department structure, 196 (62%) marked yes. Fifteen (15) respondents chose a shared chief option, and 6 chose a shared chief or regionalization option. There was an enthusiastic response to the question about police involvement in the community, with many different options for how to effect that selected. Detailed results of the survey may be seen in Appendix III.

The response to the survey indicates that the majority of residents in Shutesbury want to retain the current structure of the police department and are very supportive of the community policing model that is being implemented.

Charge # 2

Are the current functions of the police department working for Shutesbury? The Committee will identify the police functions. Do the current functions meet the needs and expectations of the full community?

Police functions as recorded on the Police Log are shown in the log spreadsheet for the years of 2015- July 2021 (Appendix I.) As discussed in charge #1, the activities logged in 2020 show that our police department performs a wide variety of tasks, many of which are in response to calls for assistance by community members. The needs and expectations of the community were queried in the survey distributed to every household in Shutesbury. (Appendix II.) As discussed in charge #1, the current functions of the police department and the manner in which those functions are fulfilled are meeting those needs and expectations very well. Responses to the survey may be seen in Appendix III.

Charge #3

Our current department structure is police chief full and part-time officers. Does this current structure/work provide the level of services needed and expected for Shutesbury?

As can be seen in the police log spreadsheet (Appendix I), the current department structure provides an adequate level of services for our rural community. Responses to the survey (Appendix III) indicate that the majority of respondents think that the current department structure meets the expected level of services.

In addition to the police log spreadsheet, the study group looked at other police department structures in Franklin County.

Included were the towns listed below. Their population was relatively close to the size of Shutesbury. All the towns listed currently have the same structure as Shutesbury, with a Chief, full-time and part-time officers.

Ashfield	Leyden
Bernardston	New Salem
Buckland	Rowe
Charlemont	Shelburne
Colrain	Shutesbury
Conway	Sunderland
Erving Gill	Warwick
Hawley	Whatley
Heath Leverett	

The towns not included are below. The reasons are listed for each.

Wendell

No data was available and Leverette and Wendell were still in the process of reaching an agreement for contracted services from Leverett to provide police services to Wendell. Note: Wendell's current police budget was \$26,000.

Deerfield

Population was higher

Monroe

Population was significantly lower

Montague

Population was higher

Northfield

Population was higher

Greenfield

Population was higher

Orange

Population was higher

Charge 4

Should we explore alternative structures such as a shared chief or contracting for police services? What are the benefits and detriments of a shared chief? What are the benefits and detriments to contracting police services?

The majority of our survey respondents preferred the town to keep the structure of our current police department. The survey result was 62.54% favored the current structure. Only 13.67% preferred another option, 15 shared Chief, 6 shared Chief or regionalize, 5 regionalize, 1 regionalize or contracted services, 8 other with comments, 0 contracted, and 0 Massachusetts State Police.

In looking at alternative structures, the PSG read through the South County study that was put together by a consultant for the Town of Deerfield, Sunderland and Whatley. In the end, these towns remained independent.

The PSG discussed some aspects of contracting services or a shared chief model. Here are excerpts from the pros/cons sheets we considered.

Contracted Services e.g., Leverett/Wendell:

Pros

- flexible coverage to residents available
- Easier to provide event manpower
- easier to cover officer absence
- More flexible scheduling of officers
- larger pool of officers
- Less need for part time coverage
- shared equipment expenses
- ability to acquire more up to date equipment
- reduced cost
- one Chief
- no need for full police station-use substation
- pooled assets-cruisers, radar
- ability for officers to gain supervisory experience
- Town contracted with means income generating
- ability for officers to advance (larger department)
- more activity for officer during shift (less boredom)
- Fewer cruisers required
- easier to schedule professional development time
- multiple officers on one shift provides ready backup
- less costly to comply with State Reform Bill

enhances disaster resiliency
no duplication of efforts
one set of policies to understand, implement

Cons

Some loss of control over police department
Ultimate decision-making lies in one Chief
additional miles on cruisers, additional maintenance costs
larger area to patrol
more difficult to work out philosophical differences
coordinating with multiple select boards
loss of community guidance
high turnover of officers
large patrol area
longer response time
lost of budget control
loss of quality services
increase administration on town providing services
loss of hiring participation with officer and leadership
loss of control of type of policing community prefers
less community connection

Contracted as Provider of Services

Pros

Officers may get more hours
Revenue from two towns may create savings
More officers to cover sick time, vacations
Consolidates administration for two towns

Cons

More officers to administer to
More admin could reduce Chief patrol contact
More citizens to know
More miles to cover
More miles may delay response time
More miles on cruisers
Two Select Boards to communicate with/priorities
Boredom/staff retention

Contracting services as Town B

Pros

Service criteria could be less hours to pay for
Could share in any savings generated
Recruitment of officers no longer needed
No searches for hiring Chief
Current Chief retained with a year's notice
Officers may get more hours
Equipment shared
Administration duties gone

Questions:

Hire admin staff to cover increase paperwork?
Stability of arrangement?
Wage negotiations/fee negotiations?

Cons:

More citizens to know
More miles to cover
More miles may delay response time
Two Select Boards to communicate with/priorities
More admin could reduce Chief patrol contact
Boredom/staff retention
Volunteer oversight board
Legal agreement
lost of budget control
loss of quality services
loss of hiring participation with officer and leadership
loss of control of type of policing community prefers
less community connection and interaction

Shared Chief

Pros

No duplication of chief efforts/duties
Administrative chores streamlined
stream line hiring and training activities
same officers patrolling same town
Cost savings possible, shared costs

Two towns paying in for services
Increased salary with covering two towns
Combined training

Cons

need to answer to two town Select boards
loss of focused leadership
need to keep budgets separate
need to keep equipment separate
no reduction in manpower required to patrol town
need to rely on back up from other town
need to formalize mutual aid agreements
need to rely on part time help to cover training, vacation, sick, court days
need to maintain two police stations
difficult to adapt to different philosophies in each town
difficult to comply with State Reform Bill
split attention of Chief
lose officers of current department, possible
high patrol turnover
needs for additional administrative positions to help coordinate
Chief position harder with more to supervise
More equipments needs
Job fatigue
Double workload
Unable to be in two places at once
Very small savings if any
Differing philosophical differences
Two sets of town govts to deal with (budgets, expectations, salaries, etc.)
Two staffs to schedule, train, administrate
Two sets of equipment/vehicles to oversee

Independent/Autonomous

Pros

Retain Officers
Community knows officers
Accountable to the Select Board
Increased quality of services
Better leadership, consistent leadership
Community policing
Control of own equipment

Presence is a deterrent
Hand in hand community policing
Connected officers
Shorter amount of miles, less wear and tear on vehicles and equipment
Control maintenance of equipment
Control use of equipment
Scheduling is easier
Chief provides leadership and guidance to officers
Team environment for officers
Local office in the community
Ability for residents to visit the department
Residents get to know the officers and vis versa.
Increased response time
Budget control
Higher quality of services
Full hiring participation
Full control of type of policing our community prefers
Increased community connection

Cons

Could be expensive
Limited career advancement
Small number of officers
Chief also patrolling
Use of part-time help to fill the schedule as needed.

Massachusetts State Police

Pros

Have assets
On call status
Cost Saving

Cons

Can not cover actively, patrol routinely
Response times are very long, 29 minutes and above
Certain types of calls not responded to
Officers can be multiple towns away
Town is still responsible for certain functions
Trooper numbers are down, having a hard time recruiting
Determent to services community expects
No accountability

Lack of/barrier of communication with local departments
Unfamiliar with town and residents and our police department
Loss of control
Loss of hiring participation
Loss of attention to our community
Officers rotate often
This is not their function to provide policing as an alternative option to a town's own department.

Regionalization

Pros

Shared resources
Low cost, budget combined
More experience for officers
Opportunity for career advancement
Fight shared crimes as a team
Uniform and consistent enforcement
Coordination of services/resources
Personel development distribution
Specialization opportunities
Ride a longs
Pooled Resources
Streamlined hire, training, activities

Cons

Shared resources
Loss of accountability
Less likely police model/method
Less familiar with Shutesbury
Shorter/Longer response time
Contract negotiations a struggle
Unionized group for the collective bargaining process
Prior experience with school regionalization
Problem-focused
Loss of local service
Loss of local control and influence
Loss of citizen contact
Loss of personnel rank

Accept the police philosophy of another type no the same as having own
department
Loss of hiring participation
Loss of officers
High turnover
Increased cost and uses assessment method.
Negotiating an assessment method
Need to hire additional administrative staff
Chief is solely administrative role
Additional burden on town administration

Charge # 5

If an alternative structure(s) are recommended, what are they? What are legal, administrative, or other actions needed for implementation? What is the financial impact of any proposed alternative structure(s)?

Since the outcome of our community survey was so favorable to keeping the current structure of our police department, 62.54%, there is no recommendation to make changes to our department.

Charge #6

What have we learned from previous attempts to explore working with other towns using a shared police chief model?

There have been periods over the past seventeen years where the idea of sharing a police chief with another town has been discussed. During the 2004-2005 exploration the process advanced to the point where a Draft Structure for Shared Chief was developed by Shutesbury and Leverett. The process stopped here when voters at the Leverett Town Meeting voted not to pursue a shared chief with Shutesbury. During the 2016-2017 exploration Shutesbury, Leverett and Sunderland were at one point considering sharing a chief. Data from The Novak Consulting Group regarding Sunderland's interest in shared services with Deerfield and Whately was available at this time. Additionally, the Massachusetts Office of Public Collaboration (MOPC) was willing to provide Shutesbury and Sunderland consultation services to assist in decision making. It's not clear why, but Leverett then Sunderland withdrew their interest in pursuing a shared chief.

Specifically, what was learned regarding past attempts to explore sharing a chief?

Many discussion items surrounding the exploration were based on subjective inputs. The ultimate termination of the process was also based on subjective aspects.

The exploration time frame was based upon one or both chiefs retiring around the same time. Trying to time this window of opportunity proved difficult.

The Shutesbury Town Administrator has stated that it would be necessary to give a current police chief one year's notice if sharing a chief were to be implemented. There is no documentation to confirm this and nothing in the past police chief's contract that discusses this aspect.

No formal data collection/consulting services were used to provide necessary information for objective decision making. No surveys to assess community desires, no data collection to determine community needs, and no research regarding the financial implications of sharing a chief were used in the past.

Input from chiefs solicited, but chiefs were not part of the decision making process.

The concept of sharing a chief overlaps with other methods of resource sharing such as regionalization of forces, formalized mutual aid agreements, and inter-municipal agreements.

A primary function of a chief is to handle administrative actions. Opinions during the two periods of chief sharing exploration ranged from one Chief can

adequately handle two towns' worth of administration to two towns worth of administration chores will overwhelm one Chief.

NOTES:

1. Exploration of using a shared police chief has occurred in 2004/2005 and again around 2016.
2. Both explorations conducted to take advantage of a window of opportunity because of a retiring chief.
3. In 2004 a citizen Police Department Review Committee was formed to look at several aspects of the Shutesbury police department including the possibility of exploring sharing a chief with Leverett.
4. The committee developed a list of pros and cons of sharing a chief.

a) Pros:

- Similarities/history of sharing.
- Union 28.
- Amherst Regional School.
- Broadband committees.
- Formerly shared Administrative Assistant.
- Leverett Co-op started in Shutesbury.
- Church congregations, snow mobile club, Co-op, school groups.
- Admin efficiencies.
- Grant writing.
- Payroll.
- Scheduling.
- Event planning.
- Training updates.
- Changes in regulations.
- Awareness of potential problems in each town.
- Increased Administrative duties.
- Have to deal with two sets of town officials.
- Increased confidence in uniform response.
 - unified standard of hiring and training.
 - introduce officers to each other town.
- Increased coverage/better use of mutual aid.
- Potential decrease reliance on State Police.

- Reduced chief costs.
 - Sharing should reduce the cost by half regarding salary, benefits, association expenses, vehicle expenses.
 - currently allow the Chief to drive cruiser to residence to allow for 24-hour response. This cost would be shared by both towns.
 - Each town would maintain independent police budget. Mechanics of this need to be worked out by each town.
- Increased professional affiliation and accreditation.
- Increase pool of candidates due to higher salary.
- Timing of having both chiefs retiring.
- Better back up and coverage.
- Formalize mutual aid agreement between towns.
- Greater community awareness of issues requiring police involvement.
- Similar towns: size, population, county, roads, budgets, same State Senator and Representative.
- Now working together on: Broadband, Lake Wyola Dam Inspection committee, Lake Wyola State Park Advisory committee, Regional school committees, Fire Department joint training, FRCOG members.

b) Cons:

- Shared Chief forced to allocate majority of time to administrative duties and political posturing in an attempt to serve both communities equally.
- No elimination of many meetings between the Chief and the Select boards, finance committees, and personnel boards of both communities on a regular basis.
- Increase in administrative duties will reduce the physical presence of a shared Chief in each town.
- Shutesbury officers unionized, Leverett not union. How to keep compensation even.
- A shared chief will mean some reduction of control over each department.
- Hard to find an individual who wants to work for two towns.
- More administrative work means less time relating to community.
- Reduced upward mobility for other officers.
- Loss of some control over each town's department.
- Problems in Leverett police department spilling over to Shutesbury.
- Shutesbury functions well now-why fix what isn't broken.

- Possible conflicting priorities for each town.
- Not enough administrative work for full time chief in each town. Would be patrolling at a higher pay rate than regular patrol officers.
- Additional cons provided by Pelham Police Chief, Ed Fleury, and Leverett Police Officer, Ralph Mroz.
 - Sees the risks outweighing the benefits.
 - Not broken don't need to fix.
 - Monetary gains slight-couple thousand dollars.
 - Chief needs to be familiar with town-won't happen with shared Chief.
 - Chief has many responsibilities other than law enforcement-representing two towns means twice as much work for these responsibilities.
 - Chief spends time on administrative matters, patrolling, and responding to emergencies. A shared chief would have to devote most of his time to administrative issues leaving his other duties unaccomplished.
 - How to divide cost between both towns.
 - Would lessen applicant pool-who would want to wade into this uncharted and politically charged environment?
 - How each town would handle situation if they were dissatisfied with chief performance.
 - Unknown legal issues.
- c) There are no documentation/studies/reports to substantiate the validity of many of the pros and cons. This is especially true in the case of determining the cost efficiency of sharing a chief.

5. Based on the assumptions of the pros and cons Shutesbury and Leverett went so far as to draft a plan for implementing the shared chief idea:

Draft Structure for Shared Chief

- Hiring committee. Three representatives from each town to recommend 3-4 potentials to Select board.
- Select boards meet jointly to decide on one Chief.
- Each town pays 50% salary.
- One town pays benefits. Other town reimburses.
- One town pays personal expenses. Other town reimburses.
- Each town provide job description.

- Each town will provide oversight of Chief and department.
 - Each town provide full time sergeant and other staff as determined by each Select board.
 - Each town provide police station and office.
 - Injury on duty responsibility of town involved.
 - Review performance.
6. An article on each of the towns meeting warrants for May 2005 required a vote to approve hiring a chief along with the other town. Leverett held their meeting first on April 31, 2005 and voted down working with Shutesbury to jointly hire a chief to serve both towns by a vote of 60 Yes, 107 No. This result made Shutesbury's article moot and each town proceeded to hire their own Chief.
7. On September 16, 2015 The Novak Consulting Group (TNCG) published South County Police Services Study: Towns of Deerfield, Sunderland, and Whately, Massachusetts.
- The towns had requested funding from the Franklin Regional Council of Governments (FRCOG) to seek consultant services to explore options for shared services among their three police departments.
 - FRCOG retained The Novak Consulting Group to assess potential benefits or obstacles associated with consolidation or sharing of personnel, facilities, or equipment between the three police departments.
 - This report looked at options beyond only sharing a police chief, but common to all options is the task of administration.
 - From the report: "...there is a sizable administrative burden associated with the operation of a modern police department. Training, scheduling, record keeping, statistical analysis, updating of policies, evidence management, review of reports, legal updates, human resources administration, information/Open Records Law requirements, and similar tasks beyond routine patrol have continued to increase in both complexity and importance." The assumption is that these functions in a small town like Shutesbury or Leverett are not significantly time consuming and that a shared chief would be able to apply economy of scale to minimize time necessary to accomplish these duties.
 - The report recommended next steps the three towns should pursue if they were interested in consolidating police services. Since in 2021

the police departments of the three towns are still independent it appears they have abandoned any further exploration of consolidating.

8. In 2016 with information that Chief Tom Harding would be retiring in 2018, the idea of sharing a chief with Leverett again surfaced.
9. From the Leverett Select Board minutes May 3, 2016: "The Town of Shutesbury sent a letter asking if Leverett would be interested in sharing a Police Chief with them and possibly Sunderland. The suggestion was not well received on the heels on the issues around funding the schools." It appears a formal response from Leverett was not sent and the idea was tabled by Shutesbury.
10. In June 2016 the Sunderland police chief gave notice of his pending retirement and the idea of Shutesbury and Sunderland sharing a police chief was explored.
11. The Massachusetts Office of Public Collaboration (MOPC) was contacted by the Town Administrators of Sunderland and Shutesbury to provide an estimate of costs for MOPC to research and tabulate data on collecting community input regarding sharing the police chief function between the two towns.
 - Several options for conducting this input were offered by MOPC.
 - No documentation regarding Sunderland and Shutesbury's response to MOPC's proposal can be found.
12. Discussion of sharing a chief appears to be put on hold from May 2016 until September 19, 2017 when the Shutesbury Select board discusses a shared chief with Chief Harding:
 - Harding an advocate for sharing a chief.
 - Harding states Franklin Regional Council of Governments (FRCOG) studies indicate sharing a chief is cost effective.
 - No documentation to substantiate this is available.
 - Harding believes since Shutesbury and Leverett share resources already, sharing a chief fits that model.
 - Harding indicates that New Salem would be another possible town interested in sharing a chief.
 - Shutesbury Select board recommends Shutesbury and Leverett Select boards jointly meet to discuss sharing a chief.

13. On October 17, 2017 Shutesbury and Leverett Select boards meet jointly

- The difference between regionalizing two police departments and sharing a chief between two departments is explained by Harding, “...regionalization is the merging of two entire departments which can be expensive and become bogged down with matters not directly related to policing...”
- Reference to the shared Chief between Hardwick and New Braintree is made as well as an indication that Select board members are aware of other towns where one Chief is responsible for two departments.
- In addition to regionalization and sharing a chief, Leverett brings a third option into the discussion by mentioning the possibility of an inter-municipal agreement where one town contracts with another town for services.
- Leverett decides they need to consider the financial implications and to confer with the Leverett Finance committee.
- Specifics discussed with Leverett and Shutesbury Select board members, and Leverett and Shutesbury police chiefs.
- Meeting concludes with agreement to review the Hardwick shared police chief agreement.
- Follow on discussion of the Hardwick agreement are absent from subsequent Select board minutes.

14. From the October 30, 2017 Shutesbury Select board meeting minutes:

- Select board requests the Finance committee “run the numbers” relative to a shared chief arrangement. (There is no record of this request in finance committee minutes nor is there a report from the finance committee.)
- Concern that a shared chief would destabilize Shutesbury policing.
- Select board decides, “...it would be good to have the numbers before making a decision.”
- Torres: a current chief would need to be given a one-year notice;

15. From the October 31, 2017 Leverett Select board minutes: Leverett wants Shutesbury to tell them how much Shutesbury is willing to support the following costs of a shared chief:

- Salary.
- Retirement.

- Health Insurance.
- Life Insurance.
- Payroll taxes: Workers' Compensation, Unemployment. Medicare.
- Other Post Employment Benefits (OPEB) expenses.
- Liability Insurance.
- Cell phone reimbursement.
- Professional dues and subscriptions.
- Automobile and gasoline.
- Professional development, training, and conference costs.
- Uniforms and bullet proof vests.
- Firearm and associated equipment.
- Firearms re-certification and training.

16. From the November 1, 2017, Select board minutes: Shared Police Chief: Makepeace-O'Neil moves the Select Board cease discussions regarding a potential shared police chief arrangement with Leverett; Logan seconds the motion that passes unanimously. Makepeace-O'Neil will draft a letter to the Leverett Select Board stating Shutesbury's position.

- It is unclear why Shutesbury terminated discussion.
- A review of the Select board minutes up to May 15, 2018 shows no further mention of this letter.
- The Select board minutes of January 9, 2018, includes an entry discussing the process to begin searching for a new chief.
- Melissa Makepeace-O'Neil is reviewing her files for a copy of this letter.

17. On July 22, 2021 the first meeting of the Police Study Group is held generating this report.

Charge # 7

If no alternative structures make sense for our community, are there different approaches to public safety and policing that makes sense for the full community? Could any current police services be safely delivered by someone other than police officers? What services? What additional costs are associated with the non-police delivery of police services?

During our process, we learned that our current police officers on a routine basis use additional resources in their police work. They call in services when needed in crisis situations and mental health situations. They make referrals to people as needed. When considering approaches to providing services by someone other than an officer there is the question of the persons safety. We learned from Acting Chief Burgess our department already has this working in the department.

Appendix

- X. Shutesbury Police Log by Category & Police Log Data 2015-2021
- XI. Police Study Group Community Survey
- XII. Police Study Group Community Survey Results Complete
- XIII. Police Study Group Community Survey Results Presentation; March 9, 2022,
- XIV. Glossary of Terms
- XV. Notes on Community Policing by Acting Police Chief Kristen Burgess
- XVI. Police Department Budgets
 - a. Shutesbury Police Budgets 2012 - 2022
 - b. Leverett Police Budgets 2012 - 2022
 - c. Pelham Police Budgets 2014 - 2021
 - d. Wendell Police Budgets 2014 - 2021
- XVII. Franklin County Police Departments Structure & Size
- XVIII. Summary of Shutesbury Police Department Interviews

**Shutesbury Police Log
by Category**

<u>activity</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u> (jan-july)	<u>comment</u>
911								
911 abandoned call	11	6	8	2	2	5	5	
911 call	7	4	3	13	14	18	11	
911 call - open cell							1	
911 hang up	6	7	6	2	2	6	4	
911 misdial	5	4	1	3	7	6	2	
911 text					1			
total 911	29	21	18	20	26	35	23	no change over 7 years
ADMIN								
administrative				4	160	146	128	
administrative/in service							1	
administrative/ltc							1	
administrative/out for supplies							1	
administrative/report writing							1	
burn/agri permit							1	
sex offender registration					2		2	
detail request					3	4	1	not recorded first 3 years
total admin				4	165	150	136	no change over last 3 years
ANIMAL								
animal complaint	34	45	39	28	31	44	32	
dog bite							2	
total animal	34	45	39	28	31	44	34	no change over 7 years
ASSISTANCE								
assist citizen				5	39	51	31	
lockout		7	1	7	4	1	3	
missing person	1	2	6	4	5	3	2	
runaway				1		1		
welfare check	23	24	18	25	36	21	14	
articles lost		1	1		3	1	3	
articles recovered		3	3	1	3	6	2	
civil issue						1	3	
cover assignment				1				
custody issue	1		1			1		
general info			2		16	20	13	
message							2	
notification	3	2	4	8	23	12	10	
rescue call		1	1	1			1	
repossession		1	2	2		1		
total assistance	28	41	39	55	129	119	84	increase last 3 years
COMMUNITY POLICING								
community policing				18	93	51	122	
school resource officer					1		1	
total community policing				18	94	51	123	
COMPLAINT	3	4	4	3	8	12	23	increase last 3 years

**Shutesbury Police Log
by Category**

<u>activity</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u> (jan-july)	<u>comment</u>
COURT								
court				2			2	
serve warrant	4	8	5	4	2	1	1	
summons service			2	3	3			
total court	4	8	7	9	5	1	3	no change over 7 years
CRIME, NOS								
drug offense	1						1	
juvenile offenses			1		1		2	
total crime, NOS	1	0	1	0	1	0	3	
CRIME, PERSON								
assault	1	2		1	1	2		
domestic	3			1		4		
domestic past							1	
harassment		4	3	2	3		4	
rape	1							
fraud/scam	2	2	3	2	3	22	9	
family abuse					1			
209A violation							1	
threat	2	4	2		2	2		
total crime, person	9	12	8	6	10	30	15	no change over 7 years
CRIME, PROPERTY								
alarm burglar or holdup	51	33	48	45	45	28	8	
breaking and entering auto		8						
motor vehicle stolen	1							
illegal dumping	2	2	3	2	4	1		
larceny	4	4	6	4	4	7	5	
vandalism	5	9	4	5	3	5	5	
fire works	1	1	2	1		8		
breaking and entering past	1	1	6	1		1	1	
total crime, property	65	58	69	58	56	50	19	no change over 6 years COVID year excepted
CRUISER MAINTENANCE								
cruiser maintenance				56	187	59	85	
tone test			2					
total cruiser maintenance			2	56	187	59	85	variable
FIRE								
brush fire			2	1	1	2	6	
chimney fire	1	1	2	2	1	1	6	
explosion	1							
fire alarm	8	6	6	8	4	4	1	
fire, other non-specific	1	2	2	2	1		1	
illegal burn	2		1	1		2		
smoke investigation			2	2		2	3	
structure fire		1		1			1	
vehicle fire		1			2			
total fire	13	11	15	17	9	11	18	no change over 7 years

**Shutesbury Police Log
by Category**

<u>activity</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u> (jan-july)	<u>comment</u>
FIREARMS								
firearms licensing					15	23	21	
shots fired	2	2	3	7	4	5	3	
total firearms	2	2	3	7	19	28	24	increase last 3 years
INVESTIGATION								
follow up investigation				9	17	21	29	
investigation	69	72	47	30	20	24	12	
annoying phone calls	2		1	1			1	
bylaw violation	1					4	2	
death						3		
search			1					
total investigation	72	72	49	40	37	52	44	small decrease after 2016
MEDICAL								
alarm - lifeline activated	3							
ems alarm - lifeline activated		4	5	4	3	3		
medical emergency	28	49	61	44	37	30	38	
suicide threat/attempt	1			4		2		
section 12		4	3	3				
total medical	32	57	69	55	40	35	38	no change over 7 years
MISCELLANEOUS								
escort/transport		7	2	4	2	1	2	
emc - not on file	1							
miscellaneous	1	2	4	3	16	12	13	
total miscellaneous	2	9	6	7	18	13	15	slight increase 2019-2021
MUTUAL AID								
assist other agency	11	17	12	8	12	18	55	increase 2021
MOTOR VEHICLE								
abandoned mv	7	4	1	1	3	1	2	
car vs deer		2	4	3		2	2	
disabled mv	56	54	46	41	29	24	27	
hit and run	1		1		1			
motor vehicle accident with injury		3	4		3	2	4	
motor vehicle accident without injury	32	31	24	37	36	18	18	
motor vehicle complaint	35	27	31	19	38	18	25	
motor vehicle violation	188	241	268	233	476	269	78	
parking complaint						5	2	
radar/traffic enforcement				11	300	185	145	
suspicious vehicle	52	42	33	39	18	15	9	
traffic control	1				7	18	18	
traffic hazard	8	6	15	13	30	28	37	
VIN check							1	
golf cart complaint							1	
MVST - not on file	251	233						
rolling 9	36	40	53	36	33	11	5	
rolling Q2-1	1	2	4	1	2	1		
total mv	668	685	484	434	976	597	374	increase 2019

**Shutesbury Police Log
by Category**

<u>activity</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u> (jan-july)	<u>comment</u>
OFFICER WANTED								
alarm radio		1						
officer wanted	18	19	23	23	30	25	14	
total officer wanted	18	20	23	23	30	25	14	no change over 7 years
PAPERWORK SERVICE								
paperwork service	14	15	24	26	46	29	20	
209A service	2	5	6	8		8	3	
service call	4	9	2	6	3	4	4	
total paperwork service	20	29	32	40	49	41	27	slight increase over 7 years
PEACE-KEEPING								
keep the peace	3	4	4	1		5	1	
noise complaint	10	7	6	5	2	5	3	
disturbance	8	14	7	10	5	9	8	
fight					1			
soliciting	2		1					
total peace-keeping	23	25	18	16	8	19	12	no change over 7 years
PREVENTION								
be on the look out		1	2			1	2	
building/location check	6	7	6	48	318	333	557	
drunk		2	1	1	1			
foot patrol							1	
patrol area				55	592	333	253	
suspicious activity	8	11	9	11	4	13	5	
suspicious package							1	
suspicious person	5	11	7	6	2	9	3	
trespass	1	2	2	2	5	1	2	
unwanted person	6	2	5		2	5	3	
open door	1	3	4	5	1	1		
drill/testing	1	2	2	3	2			
total prevention	28	41	38	131	927	696	827	large increase 2019-2021
SAFETY								
carbon monoxide hazard	2	2	4	2		1		
gas leak			1			1		
line down, power, phone or c	5	4	7	6	8	15	8	
odor investigation	1			1				
power outage/failure		2	1					
safety hazard	13	13	13	12	21	17	8	
spill or leak	1							
transformer issue							1	
tree on lines							1	
water rescue						1		
total safety	22	21	26	21	29	35	18	no change over 7 years

Shutesbury Police Log									
Data									
activity		2015	2016	2017	2018	2019	2020	2021 (jan-july)	
911 abandoned call	911	11	6	8	2	2	5	5	who takes these?
911 call	911	7	4	3	13	14	18	11	
911 call - open cell	911							1	
911 hang up	911	6	7	6	2	2	6	4	
911 misdial	911	5	4	1	3	7	6	2	
911 text	911					1			
abandoned mv	mv	7	4	1	1	3	1	2	who is responsible for this?
administrative	admin				4	160	146	128	
administrative/in service	admin							1	
administrative/ltc	admin							1	
administrative/out for supplies	admin							1	
administrative/report writing	admin							1	
alarm burglar or holdup	crime - property	51	33	48	45	45	28	8	
alarm - lifeline activated	medical	3							? prostitution or?
alarm radio			1						
animal complaint	animal	34	45	39	28	31	44	32	?
annoying phone calls		2		1	1			1	why is this police?
articles lost			1	1		3	1	3	
articles recovered			3	3	1	3	6	2	
assault	crime - person	1	2		1	1	2		
assist citizen	assistance				5	39	51	31	
assist other agency	assistance	11	17	12	8	12	18	55	
be on the look out	apprehension/retention of person		1	2			1	2	
breaking and entering auto	crime - property		8						what does past mean?
breaking and entering past		1	1	6	1		1	1	
brush fire	fire			2	1	1	2	6	
building/location check	prevention	6	7	6	48	318	333	557	
burn/agri permit	admin							1	town bylaws?
bylaw violation		1					4	2	
carbon monoxide hazard	safety	2	2	4	2		1		
car vs deer	mv		2	4	3		2	2	
chimney fire	fire	1	1	2	2	1	1	6	?
civil issue							1	3	is this a specific activity?
community policing					18	93	51	122	are these specific complaints?
complaint		3	4	4	3	8	12	23	
court	admin				2			2	?
cover assignment					1				do the police do this?
cruiser maintenance					56	187	59	85	is this assisting another agency?
custody issue		1		1			1		are these suspicious deaths?
death							3		e.g., road work?

**Shutesbury Police Log
Data**

<u>activity</u>		2015	2016	2017	2018	2019	2020	2021 (jan-july)	
detail request						3	4	1	
disabled mv	mv	56	54	46	41	29	24	27	is this peace-keeping?
disturbance		8	14	7	10	5	9	8	
dog bite	animal							2	
domestic	crime - person	3			1		4		
domestic past	crime - person							1	for what?
drill/testing		1	2	2	3	2			is this a crime?
drug offense		1							
drunk	prevention		2	1	1	1			?
emc - not on file		1							
ems alarm - lifeline activated	medical		4	5	4	3	3		
escort/transport	apprehension/retention of person		7	2	4	2	1	2	
explosion	fire	1							?same as domestic?
family abuse						1			?crime-person or disturbance??
fight						1			
fire alarm	fire	8	6	6	8	4	4	1	
fire, other non-specific	fire	1	2	2	2	1		1	
firearms licensing	firearms					15	23	21	is this peace-keeping or criminal behavior?
fire works		1	1	2	1		8		of a crime?
follow up investigation	investigation				9	17	21	29	
foot patrol	prevention							1	
fraud/scam	fraud/scam	2	2	3	2	3	22	9	
gas leak	safety			1			1		?
general info				2		16	20	13	should this be under motor vehicle?
golf cart complaint								1	
harassment	crime - person		4	3	2	3		4	
hit and run	mv	1		1		1			
illegal burn	fire	2		1	1		2		
illegal dumping	crime -property	2	2	3	2	4	1		
investigation	investigation	69	72	47	30	20	24	12	? prostitution or?
juvenile offenses				1		1			
keep the peace	peace-keeping	3	4	4	1		5	1	
larceny	crime -property	4	4	6	4	4	7	5	
line down, power, phone or ca	safety	5	4	7	6	8	15	8	
lockout	assistance		7	1	7	4	1	3	
medical emergency	medical	28	49	61	44	37	30	38	?
message								2	what does this include?
miscellaneous		1	2	4	3	16	12	13	
missing person	assistance	1	2	6	4	5	3	2	
motor vehicle accident with inj	mv		3	4		3	2	4	

Shutesbury Police Log

Data

activity		2015	2016	2017	2018	2019	2020	2021 (jan-july)	
motor vehicle accident without	mv	32	31	24	37	36	18	18	
motor vehicle complaint	mv	35	27	31	19	38	18	25	
motor vehicle stolen	crime - property	1							
motor vehicle violation	mv	188	241	268	233	476	269	78	?
MVST - not on file		251	233						
noise complaint	peace-keeping	10	7	6	5	2	5	3	of what?
notification		3	2	4	8	23	12	10	
odor investigation	safety	1			1				
officer wanted	assistance	18	19	23	23	30	25	14	
open door	safety	1	3	4	5	1	1		
paperwork service		14	15	24	26	46	29	20	
parking complaint	mv						5	2	
patrol area	prevention				55	592	333	253	
power outage/failure	safety		2	1					
radar/traffic enforcement	mv				11	300	185	145	
rape	crime - person	1							is this animal or person ?
rescue call			1	1	1			1	?
repossession			1	2	2		1		?
rolling 9		36	40	53	36	33	11	5	?
rolling Q2-1		1	2	4	1	2	1		
runaway	assistance				1		1		
safety hazard	safety	13	13	13	12	21	17	8	prevention, peace-keeping, assistance, communi
school resource officer						1		1	is this for a person?
search				1					?
section 12			4	3	3				?
serve warrant		4	8	5	4	2	1	1	?
209A service		2	5	6	8		8	3	?
209A violation								1	?
service call		4	9	2	6	3	4	4	
sex offender registration	admin					2		2	
shots fired	firearms	2	2	3	7	4	5	3	
smoke investigation	fire			2	2		2	3	? prostitution or?
soliciting		2		1					
spill or leak	safety	1							
structure fire	fire		1		1			1	
suicide threat/attempt	medical	1			4		2		? same as paperwork service?
summons service				2	3	3			
suspicious activity	prevention	8	11	9	11	4	13	5	
suspicious package	prevention							1	
suspicious person	prevention	5	11	7	6	2	9	3	

**Shutesbury Police Log
Data**

activity		2015	2016	2017	2018	2019	2020	2021 (jan-july)	
suspicious vehicle	mv	52	42	33	39	18	15	9	to whom?
threat		2	4	2		2	2		?
tone test				2					
traffic control	mv	1				7	18	18	
traffic hazard	mv	8	6	15	13	30	28	37	
transformer issue	safety							1	
tree on lines	safety							1	
trespass	prevention	1	2	2	2	5	1	2	
unwanted person	prevention	6	2	5		2	5	3	
vandalism	crime -property	5	9	4	5	3	5	5	
vehicle fire			1			2			
VIN check	mv							1	
water rescue	safety						1		
welfare check	assistance	23	24	18	25	36	21	14	

Dear Neighbors,

The Shutesbury Select Board created a Police Study Group (PSG) after the resignation of former Shutesbury Police Chief Fernandes last year. Before hiring a new chief, the Select Board wanted to take this opportunity to look at the policing operations in town, what townwide policing needs are for Shutesbury, and whether an alternative structure (as outlined below) would make sense for our community. The full charge of this study group can be viewed on our website, <https://shutesbury.org/police>, and the reverse of this letter.

Participation of residents in Shutesbury is vitally important to the work this study group is doing. Part of this process is gathering survey data. We are asking for your valuable input through the enclosed survey. Answering these questions will help us know your feelings, thoughts, and needs related to policing in our town.

Question 5 in the survey asks for your opinion about the structure of the SPD. To help answer the question, here are the definitions of alternative structures. The cost of these alternatives has not yet been assessed.

Independent/Autonomous (Our Current Structure)

The town maintains its own fully staffed police department with a chief and officers.

Contracted Police Services

Town A contracts out their police coverage and services calls from Town B. Town A pays Town B to provide services through a contract.

Massachusetts State Police (MSP)

The town relies on Massachusetts State Police to answer emergency calls and/or provide requested police services. State law requires each town to provide some police services in their town.

Regionalization

Town A and Town B (and Town C, so on) merge entirely into one police department to cover Town A and B. The costs to each of the participating communities are assessed based on a formula/percentage determined by a contract.

Shared Chief

Town A and Town B maintain independent police departments but share a chief position. Chief works for both towns. Costs to each community are based on an agreement between towns. Town A and Town B share the cost of Chief salary, job-related fees (i.e., memberships, employment benefits, continuing education, training, uniforms, equipment, cruiser cost, fuel cost, etc.).

Survey instructions:

Each resident in town is asked to complete ***one*** survey only. After completing the survey, please place it in a sealed envelope marked "Police Study Group or PSG." **Either drop the envelope off at the dropbox outside the front of Town Hall or mail it to Shutesbury Town Hall, PO Box 276, Shutesbury, MA 01072 marked Attn: Police Study Group or PSG.**

Please return by: 2/14/2022

Please take a moment to fill out the survey. We look forward to hearing from you.

Thank you,

Kristin Burgess, Acting Chief of Police
Police Department Representative

Cheryl Hayden
Community-at-Large Representative

Susie Mosher
Finance Committee Representative

Melody Chartier
Personnel Board Representative

Mary Jo Johnson
Community-at-Large Representative

Rebecca Torres, Town Administrator
ex-officio

Rita Farrell
Select Board Representative

Melissa Makepeace-O'Neil
Select Board Representative

Mike Vinskey
Community-at-Large Representative

Police Study Group Charge

February 2021

The resignation of Shutesbury's police chief Dan Fernandes gives us an opportunity while exploring the options of a new chief to lead our department, and also look at the policing operations in town, and if possible, are there ways to save money.

As stated at a public meeting about this subject on Feb 2, 2021, the Selectboard wants to take some time reviewing options for a chief while providing sufficient police coverage and stability in the police department. After this listening session, the Selectboard has decided to hold off on hiring a new chief until such time as the Selectboard has undertaken a review of what the townwide policing needs are in Shutesbury. The police department will be partners in this review. Shutesbury has embraced community policing practices for many years. An initial report will be written up explaining what community policing practices are and how they differ from traditional policing. Other alternatives to traditional policing will be explored as well as what is currently working in Shutesbury and whether alternative arrangements make sense for our community.

To undertake this review, the Selectboard is proposing appointing a seven-person working group composed of town officials, including a police department member, and townspeople who will explore the following:

1. What are the town of Shutesbury's public safety and policing needs? What are the expectations of our residents? To answer this the committee will research how we define "public safety and policing" in a small New England. A listing of issues the community reaches out to the police department for will be compiled. The committee may develop a survey to get community wide input.
2. Are the current functions of the police department working for Shutesbury? The Committee will identify the police functions. Do the current functions meet the needs and expectations of the full community?
3. Our current department structure is police chief, full and part-time officers. Does this current administrative structure -work provide the level of services needed and expected for Shutesbury?
4. Should we explore alternative structures such as a shared chief or contracting for police services? What are the benefits and detriments of a shared chief? What are the benefits and detriments of contracting police services?
5. If an alternative structure(s) are recommended, what are they? What are legal, administrative, or other actions needed for implementation? What is the financial impact of any proposed alternative structure(s)?
6. What have we learned from previous attempts to explore working with other towns using a shared police chief model?

If no alternative structures make sense for our community, are there different approaches to public safety and policing that makes sense for the full community? Could any current police services be safely delivered by someone other than police officers? What services? What additional costs are associated with the non-police delivery of police services?

We see this working group taking no more than a few months to complete its work. The Committee will report findings and recommendations back to the Selectboard. The Selectboard would determine how to proceed.

Police Study Group

*Community Survey
Summary of Results*

March 6, 2022

The total number of surveys received

322 Surveys received with seven completely blank and still sealed from the mailing center. Those are not counted in the results below.

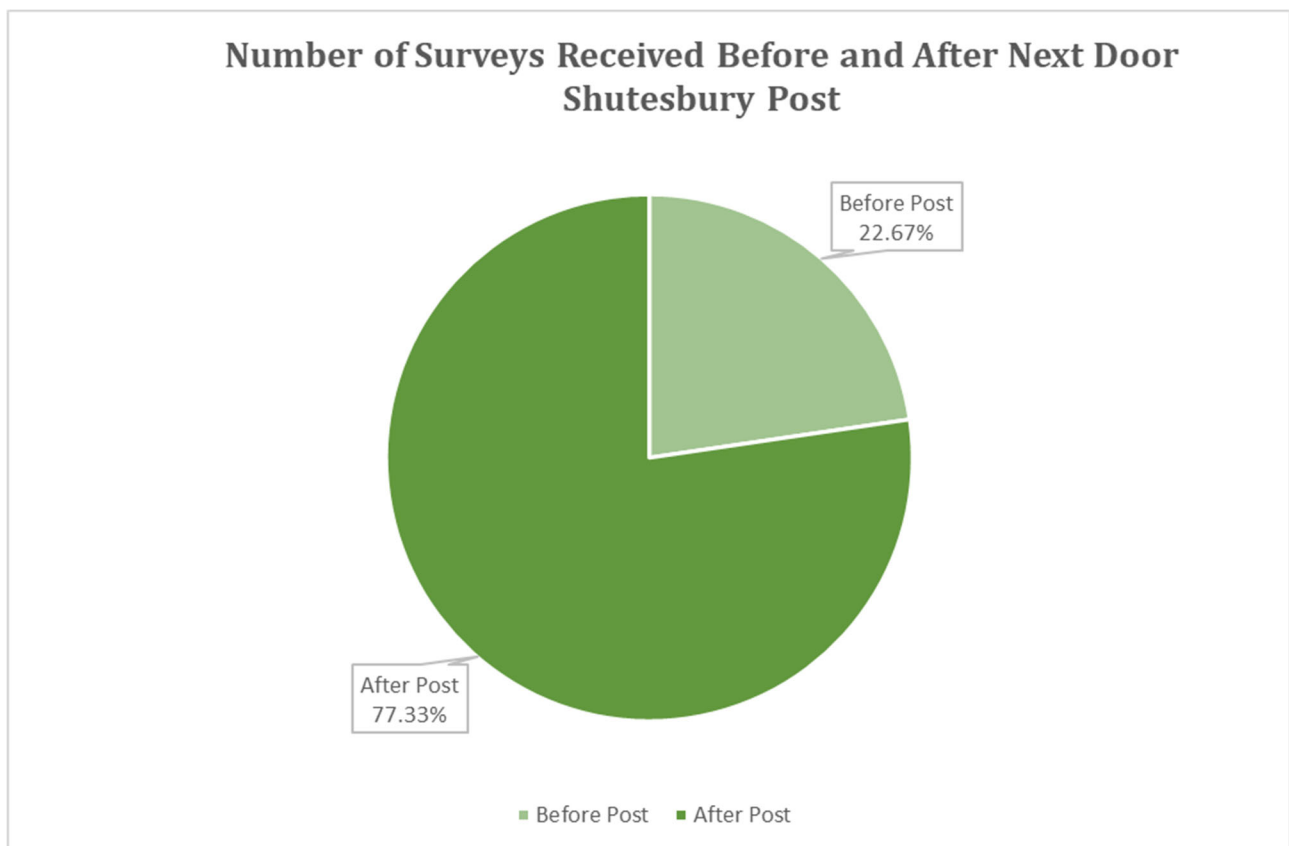
Number of Surveys Received Before and After Next Door Shutesbury Post

After the survey was mailed to the community one of the committee members posted disagreement with the committee's decision to do this survey on Next Door Shutesbury. The post was not a comprehensive post with information of all options shared in the cover letter, instead only focused on a shared chief option and contracted option for which this member has favored. In an effort to be able to analyze if this post had an effect on the results the surveys that arrived before the Next Door post and those received after the Next Door post were kept separate and labeled as such during the data entry process.

Surveys Received

Before Next Door Post: 73

After Next Door Post: 249



#

Survey Question 1:

Have you or anyone in your family ever been in contact with anyone in the Shutesbury Police Department?

Yes, someone in my family contacted the Police Department

Yes, someone in the Police Department contacted someone in my family

No, one in my family has had contact with anyone in the Police Department

Prefer not to say

Many respondents selected more than one answer for this question. All answers were counted.

Question 1 Results:

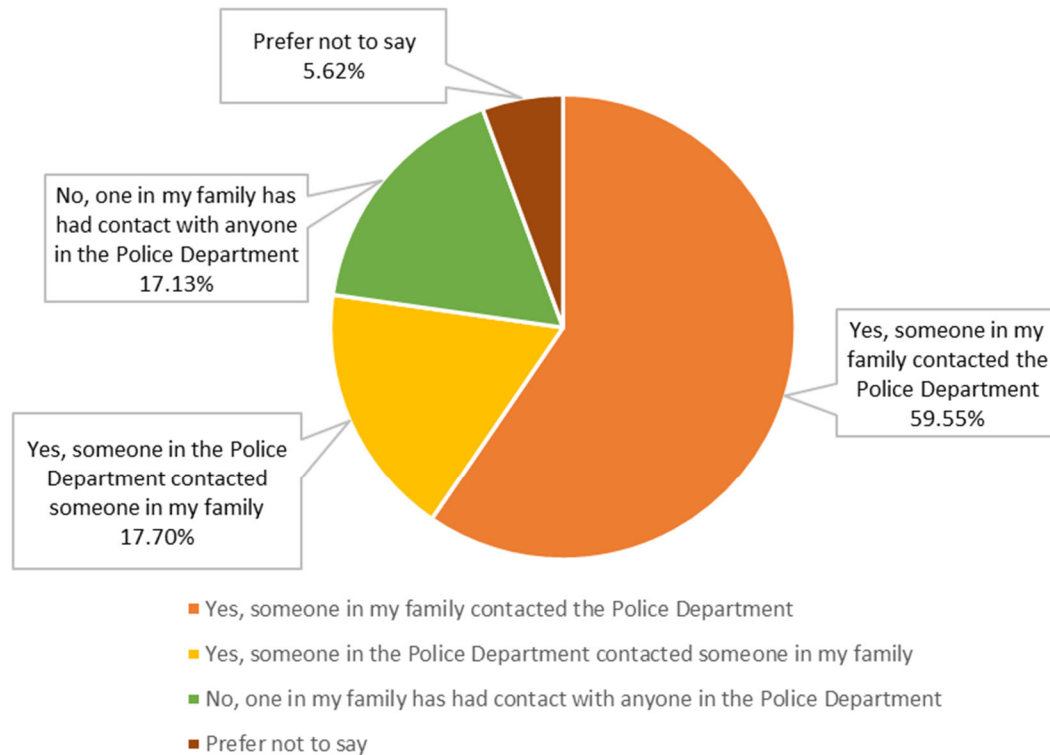
212 Yes, someone in my family contacted the Police Department

63 Yes, someone in the Police Department contacted someone in my family

61 No, one in my family has had contact with anyone in the Police Department

20 Prefer not to say

Question 1: Have you or anyone in your family ever been in contact with anyone in the Shutesbury Police Department?



Survey Question 1 Other:

Fr p hqw# ulwq#q#w| shg#lv# ulwq#r#kh#zuyh|,##

“I contacted the police.”

“App for pistol permit/response to alarm system.”

“I am a Fire Fighter and communicate with the Police regularly.”

“Yes - 27 years ago, also my daughter and I had a RAD class years ago at SES”

“27 years ago”

“Police department helped at a car accident”

“At town meeting”

“This survey was an absolute waste of our taxes”

“Called for ambulance + Kristen came each time and made me feel so much comfort at a scary time.”

“We talk w/officers from time to time in the community.”

“Contact minimal, not worth mentioning.”

“Both times to report car accidents by my home.”

“Casual conversation while patrolling.”

“firearms permit”

“Family member previously on personnel board”

“60 years ago”

“In 25 years of living here, I've been stopped twice for traffic warnings”

“A friendly officer said hello to me when I was picking up litter on the side of the road.”

“Socially yes, officially no”

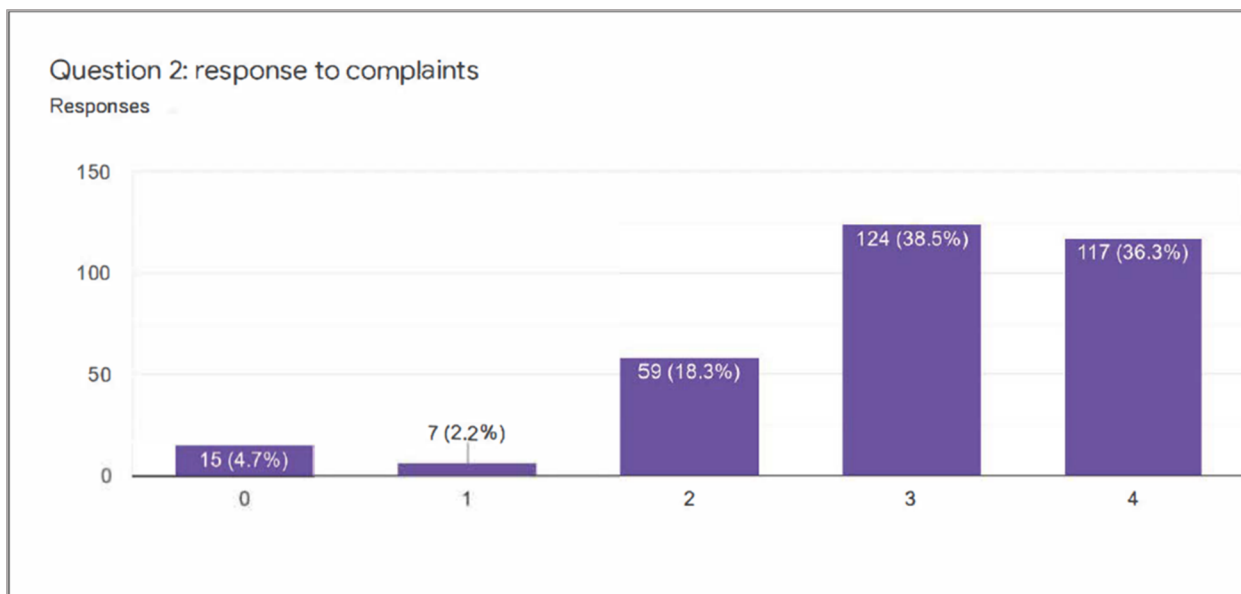
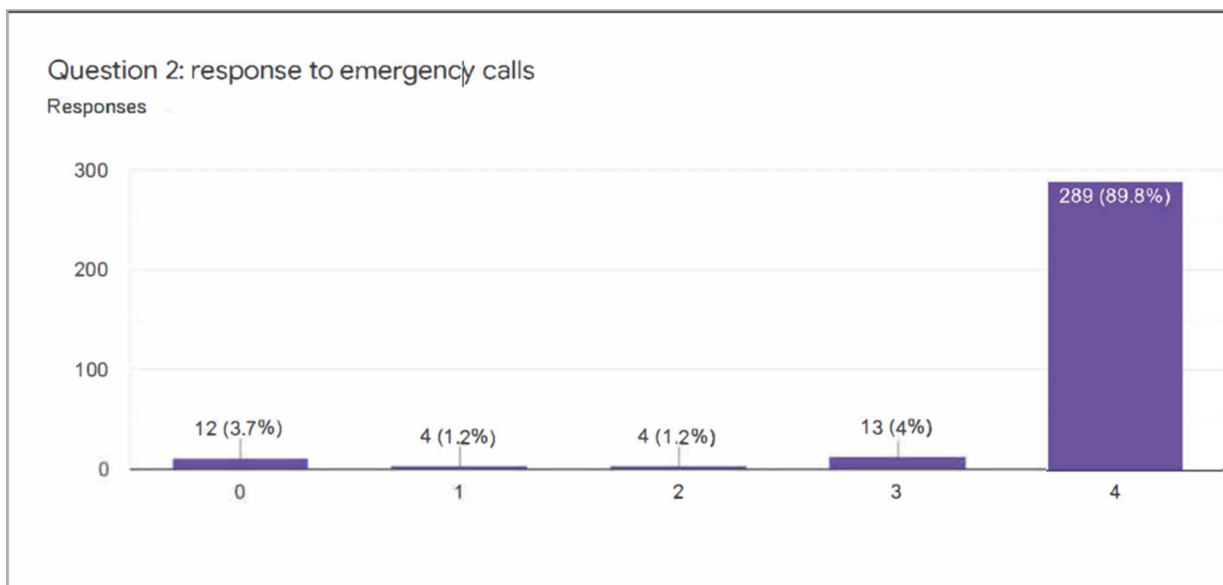
#

Survey Question 2:

Below is a list of services that may be provided by local police departments. What services do you think are important to have in Shutesbury? Please indicate level of importance on a scale of 1 - 4, where

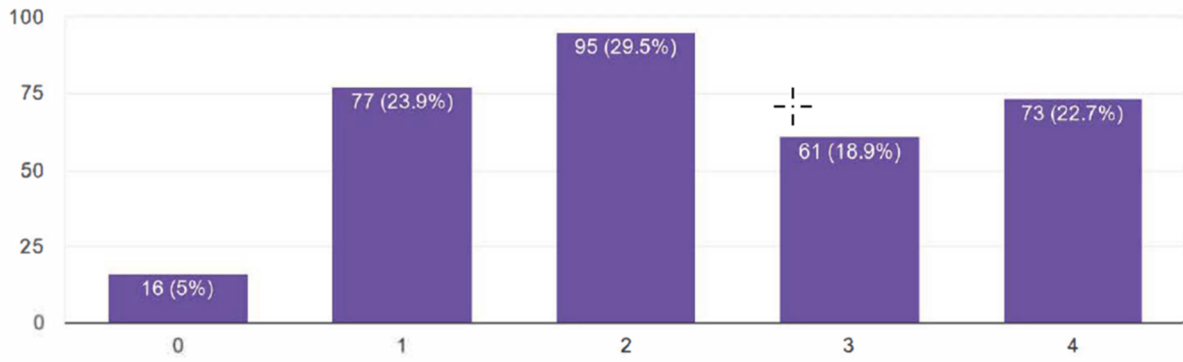
- 4 - Very important
- 3 - Important
- 2 - Somewhat important
- 1 - Not important
- 0 - Blank

- ___ response to emergency calls
- ___ response to complaints
- ___ visible police presence
- ___ traffic control
- ___ preventive patrol
- ___ investigative work
- ___ building relationships with the community



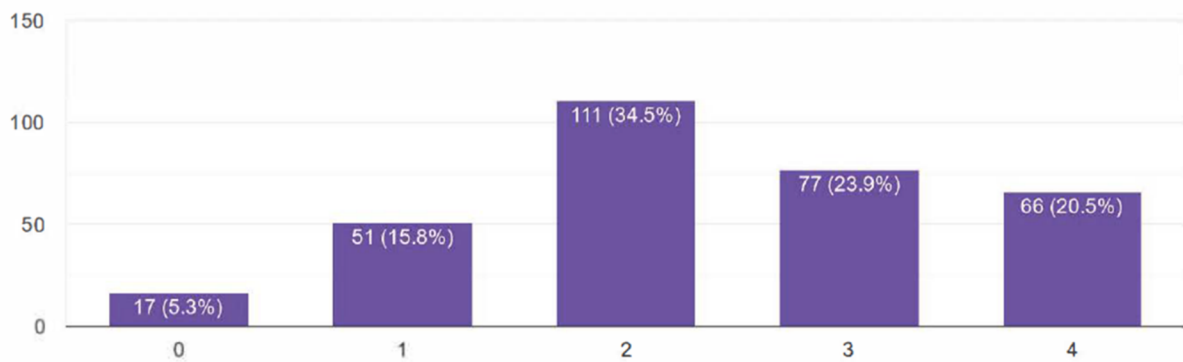
Question 2: visible police presence

Responses



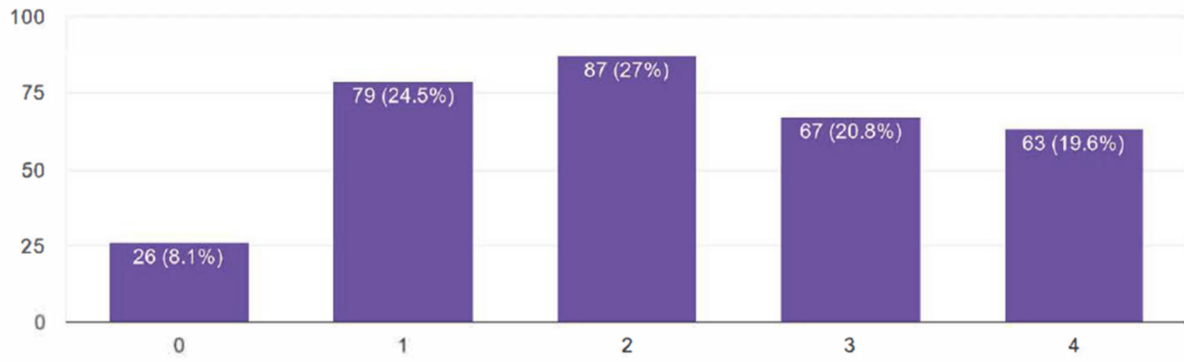
Question 2: traffic control

Responses



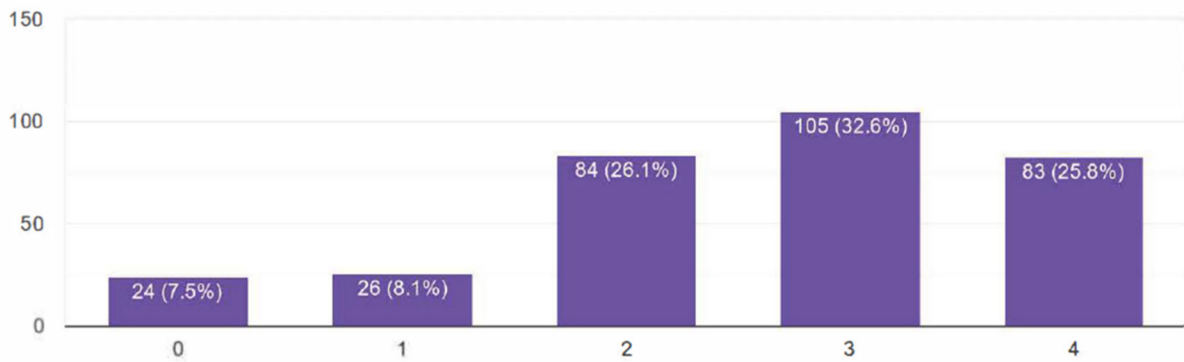
Question 2: preventive patrol

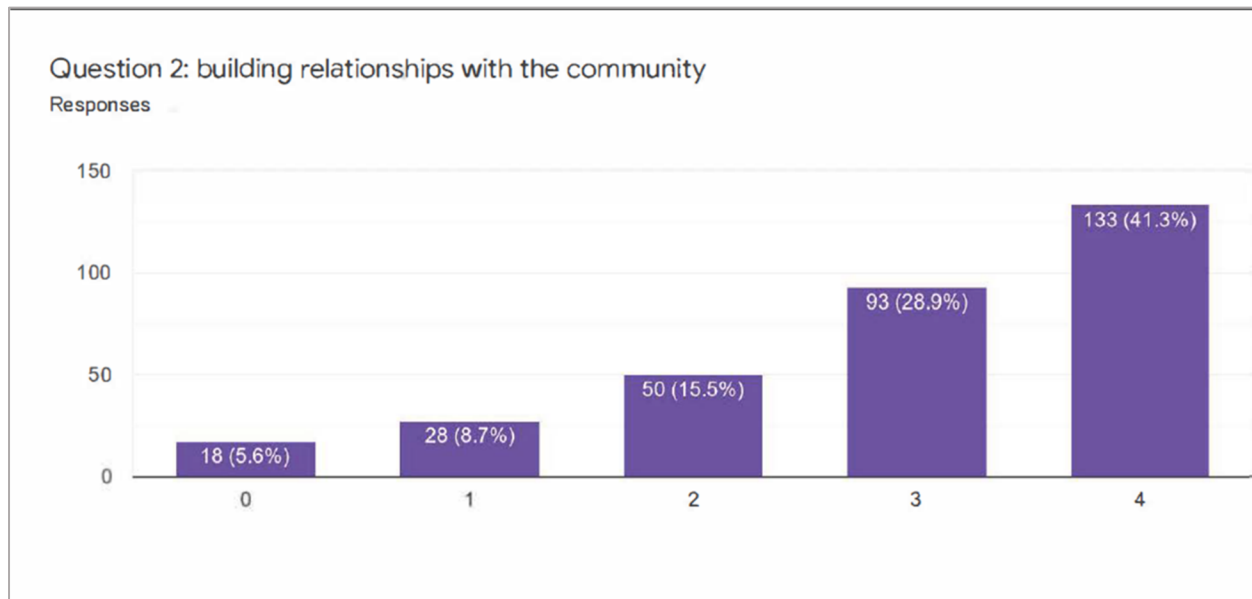
Responses



Question 2: investigative work

Responses





Survey Question 2 comments/suggestions:

Comments written in (typed as written on the survey):

"Is there any logical answer other than "4" for every category? Seriously."

"Police work is all very important"

"Local policing is of high value"

"Really I think all of these could be a 4."

"Preventative patrol? not sure what this is."

"Investigative work as needed"

"Limited personnel is a major problem"

"Need better traffic control and visibility on dirt roads (speed!)"

"Buy 3 solar speed signs for all approaches to center of town for traffic control"

"Traffic Control, too many speeding cars on main paved roads. Would be great to set up radar speed signs."

"Very important responses (Appropriate responses) to mental health crises, domestic violence, sexual assaults"

"It's very important for all police to be trained in mental health emergencies."

"To find a chief like Kristin who is committed to this community is a gift. Police Officers risk their lives every day to protect our communities. Until anyone on this committee walks a day/night in their shoes - on one has any idea what they are facing everyday."

"Police presence induces fear in police much work needs to be done to change this"

"Building relationship with the community: by doing the above"

"Please with past and present continue as have been"

"I believe it is important to have a visible police presence on main roads, especially Leverett Rd., coming down from 2202. because people fly through there. However I stand firmly against police harassment/abuse of power, racial/class profiling. (Which I don't believe our current department is guilty of.)"

"Having a full range of police services are very important to the safety and security to our community. In town police department is essential."

"We as a town need a strong Police presence."

"Response to complaints depends"

"Visible police presence: absolutely not!"

"There is no need for a 'police department' in this town, of peace abiding citizens"

"I would prefer a :lighter" police presence in town. To be completely honest, I would prefer no police in town."

"All of these are basic elements of local/community police practices."

"It is important for the police to have a visible presence in town and to interact on a one-to-one level."

"Shutesbury should have full range of services plus"

"Building relationships; especially in these times!"

"Senior citizens especially need quick responses!"

"Traffic control; What does this mean? Preventative patrol; What is preventative patrol? Investigative work; What does this mean?"

"It's important that police department provide as many services as possible to the community"

"Police are a integral part of keeping a community safe"

"More attention to speeders"

"We value having trained and professional police officers in our town to aid with all of these issues"

"Police patrol in town"

"I do not believe we need a fulltime police force and would rather we have an "on-call" force"

"Investigative work; more appropriate for State police"

"Traffic control, Shutesbury PD has a radar speed sign, right? They should use it! especially by the S curves. It would require little to no work to get people to slow down on our narrow roads. Our town is too small to require most of these services."

"Being a part of the community, attend community events"

"It is important to have good communication and relationship with the local police also good police work makes safe neighborhoods."

"Its important police do all these things and more. Police departments are essential to a safe community"

"Would love to see some education for walkers and bikers as to rules of the road."

"The importance doesn't exist independent of the facts about these categories; about which I know little. Are there any unsolved crimes in Shutesbury? If not, then "investigative work "might be less important than I would otherwise think."

"I would like the town to examine the feasibility of expanding coverage by local police to 24/7."

"I don't know the Chief or any of the other staff"

"I appreciate Chief Burgess's connections with community. Difficult to provide as informed survey response as I'd like to give due to not having clear idea of level or type of crime occurring in town. If police log showing type of elements police respond to were public (posted in newspaper) it would help me feel more informed. Maybe it is already posted online?"

"I am not familiar with crime statistics in Shutesbury. Whether it is provided by Shutesbury or another town is another question. It's relative to other options, not "we cannot do without."

"I would defer to our police department to give an educated response."

"The town does not need its own fully staffed police dept with a chief and officers! start working on a better alternative. now."

"Police should know and understand the community they serve. I don't really like seeing the police sitting at the top of the hill all the time. Their headlights are blinking and it seems pointless."

"Comment under "traffic control" – speeding"

"Unless some sort of criminal element usurps our town, visible presence etc', isn't essential"

"If areas and individuals are know to be an issue, paying attention would be helpful."

"Just heard about "sand for seniors". Sounds great! Thank you!"

"Visible police presence and traffic control; not a fan of speed traps and decoy cars - also all cars should be clearly marked."

"Keep the beach - goers from parking on Locks pond/ Lakeview + our association roads I want them here but w/o issues!"

"All of the services are critical for a local police department. We are an isolated rural community and the Belchertown state police barracks might be able to respond to emergencies in 20-60 minutes. We need our local police and our local police chief."

"Its beneficial that residents know their officers. Builds a sense of trust"

"Mental health + domestic situations - do they require police? What are the alternatives? What type of complaint could be handled in other ways?"

"I have seen their presence and help in all areas - but not had the need for investigative work personally"

"Building relationships with the community: causes Favorites"

"Like seeing a patrol car here and there to feel they are alert to what is going on in their community. Don't get the same sense from state police!"

"We found an injured, stray dog- the dog officer was unavailable. The dewpt sent out 2 officers who were extremely professional and competent. They saved the day and transported the dog to the emergency vet. So thankful for our local PD!"

"The only "preventative" actions of value would for speeding and DUI."

"A close family friend who was a beat cop + then detective told me this: it's all about good relationships with the community. It's all about good relationships with the community. It's about caring deeply about the people in the town, being kind & a friend to all. That's the heart of policing + fine public safety. Sharing those thoughts with you, from a truly wonderful man & officer."

"SPD have responded in a timely manner in the past and usually able to resolve issues. With the state beach parking however its not to go away."

"I have lived in town for over 30 years. At one point join the police dept. Ive been very appreciative of their work."

"Officer Burgess has excelled in building relationships with police."

"All of these services , by local police, are an absolute essential for Shutesbury"

"Speeding is ongoing. We need more patrol on Leverett Rd."

"I think many emergencies could be handled by other entities like a fire department, mental health professionals and civilians with different types of training. Furthermore the need for armed police could be reduced if the state could commit to invest in society's safety net, education, healthcare and other resources"

"Having our own police department is necessary for fast response time and healthy community relations."

"Could we work well another town share expenses"

"Preventative patrol: "Preventing what? serious/violent crime only."

"Cars travel too fast on paved and dirt roads. Very unsafe for walkers."

"Comment on preventive patrol- "In this town, it doesnt feel important, but in general a community felt presence is crucial. And by presence of mean for the community to feel as though the police are part of our town."

"While building relationships would be nice, there isn't really a place to do this as there are not many active community/social spaces"

"Response to emergency calls: not sure exactly what police cover + what the fire dept covers.. response to complaints: the response doesnt need to be as immediate as in an emergency. traffic control: at sporadic times. When an incident such as domestic violence occurs, it is very important to provide a quick response."

"Local police roll in our town is very important"

"We need speed monitoring equipment set up on roads that are dangerous due to chronically overloaded w/speeding drivers eg S-curves and eg January Hills Rd, and others. Many "commuters do not know and/or do not observe speed limits on our town roads. Speeding tickets would help decrease this dangerous daily situation."

"We need our independent Police Dept. We have a good community involved police presence now and we would miss that! We cannot rely on the State Police for emergency."

"Traffic control: auto - radar cameras will/should probably eliminate much of the need for an officer to sit in cruiser with radar guns"

"Preventative patrol: "don't know what this is"

"Building relationships: ""one issue is that there is no place to build relationships - a library community room or cafe would support this effort."

"Support for special events; Halloween, Town Meeting, Celebrate Shutesbury, etc."

"I think it is important to hav a police department where the officers meet the public, not only in times of emergencies but in everyday life. It is good for both the police and the public to get to know each other on a more personal level. The responsibility of that falls on bothe both the Police and the member of the Public."

"Three tasks were checked, but not assigned numbers on the scale. Response to emergencies, response to complaint, and traffic control. Comment: Too much speeding and more radar"

"Traffic control: source of speed control reserve on leverett rd."

"Investigative work: can be done by state police"

"I've found Shutesbury Police to be mostly reasonable"

"Response to emergency calls is so important"

"We appreciate seeing the police + having a chance to chat with them when out for a walk"

"Community policing is extremely important and necessary in our town."

"I think our town service people should build relationships with the community, but I don't think relationship building should be a reason to make a police force."

"Contact with police - 1 Assist with car trouble 2 Came to house because somebody accidently pressed the emergency button on phone, Officer was pleasant and made sure everyone was safe. 3 Approached me because I was on the church grounds at night trying to take pics of moon. Pleasant interaction"

"These terms are generic and tend to minimize the reality of a home break-in, or auto accident, a dog attack, a lost child, a heart attack, downed wires, mediation. As life happens to people the 7 topics become a part of many people's experience & intensify in meaning."

"Concerning the importance of traffic control, since moving to Shutesbury we have been surprised by drivers' excessive speeding through town (especially on main roads). We have appreciated the Police department's efforts to conduct speed checks."

"My opinion is that a town of our size does not have the resources for a full time police dept."

"Traffic control: has not slowed traffic on Leverett rd despite a good effort"

"Preventive work: 1/3 of each day not covered"

"Investigative work: serious crime is a MSP function; ex the unsolved murder and drug lab"

"Comments/suggestions: Rural towns have no in person relationships large towns have a walking patrol that gets to know citizens and business owners"

"Less police needed. Provide only essential services + coverage"

"Leverett Rd. speed monitoring is very important."

"With the escalation of crime in this country, the number "4"s would help keep residents safe"

Survey Question 3:

What do you consider to be an acceptable police response time to emergency calls?

Less than 10 minutes

10-20 minutes

Greater than 20 minutes

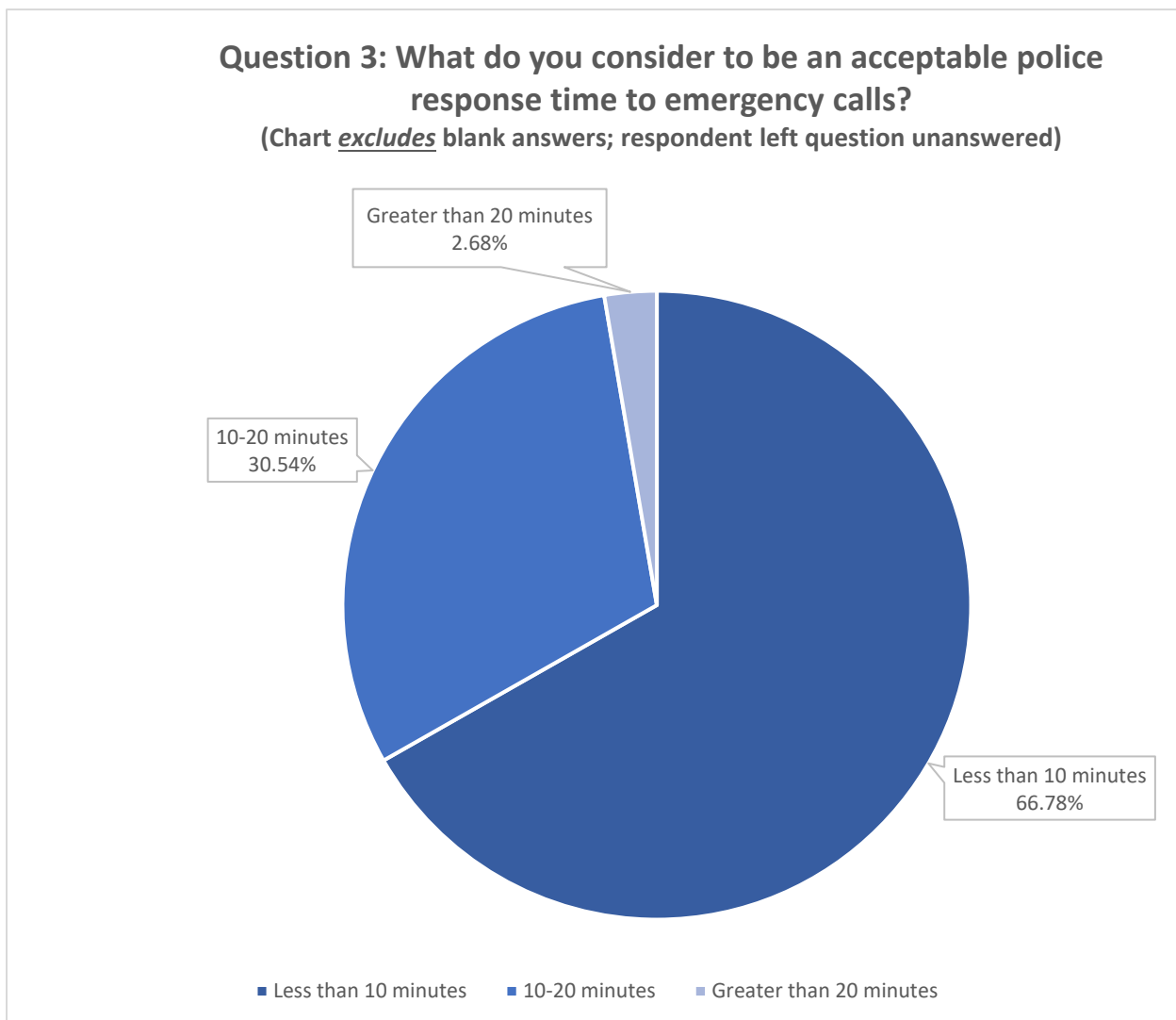
Question 3 Results:

199 Less than 10 minutes

91 10-20 minutes

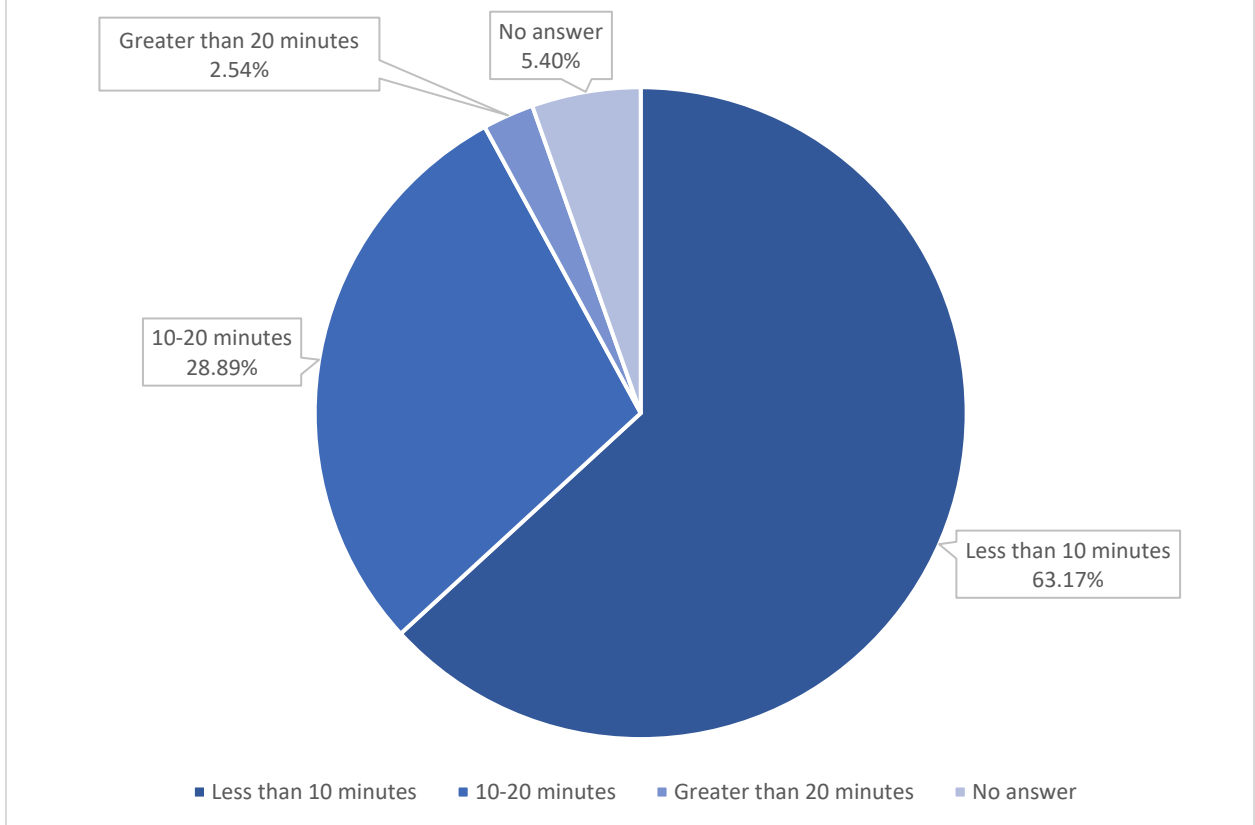
8 Greater than 20 minutes

17 No answer given



Question 3: What do you consider to be an acceptable police response time to emergency calls?

(Chart *includes* blank answers; respondent left question unanswered)



Question 3 comments:

“Again, especially for seniors - also accidents”

“Police + Fire - one doesn't need them until one needs them - and then they must be local and quick! If my taxes need to support my peace of mind and These departments then so be it!”

“Depends how close to town center you live. Considering that the police might be at the opposite end of town, though, I'd say 10-20 minutes.”

“It depends mental health calls might require more planning”

“None of these choices as the response to a call needs to be based on the call and the events at the scene. Every call requires a different amount of time. There should be no set time for all calls.”

“Same as Fire Department, can police be on call too? General Comment; I can't imagine this will provide any info valuable or informative to your process. I can't believe you spent \$600 of our tax dollars to mail this twice, when we have a robust broadband network. If not mailed, town announcements or Next Door, put a *valid 8 survey on

town website and tell people to get there. And you told us nothing so all answers will be random opinions, so worthless in your work.”

“As in #2 - in incidents such as domestic violence which could be life-threatening, a quick response is very important.”

“I support the model of positive police relations to promote a safe environment.”

“It depends on the nature of the emergency call. Less than 10 minutes seems ideal, perhaps necessary, for life threatening emergencies. However, even with our current local police force, the size of Shutesbury makes this quick response time seem impossible.”

“This seems like a cost/benefit analysis. Given our rural town, a delayed response seems reasonable”

“Less than 10 minutes; For urgent situations”

“10-20; Ok for non-urgent situations”

“Greater than 20; Ok for some situations”

“Depends on the situation! If life threatening less than 10 minutes would be ideal, but many calls are of a less urgent nature”

Survey Question 4:

Currently the Shutesbury Police Department provides coverage from 7AM to 11 PM seven days/week, with State Police coverage 11 PM to 7AM. Shutesbury’s Police Chief is on call status 24 hours every day. Do you think this is acceptable?

Yes

No

No opinion

No answer given

Question 4 Results:

232 Yes

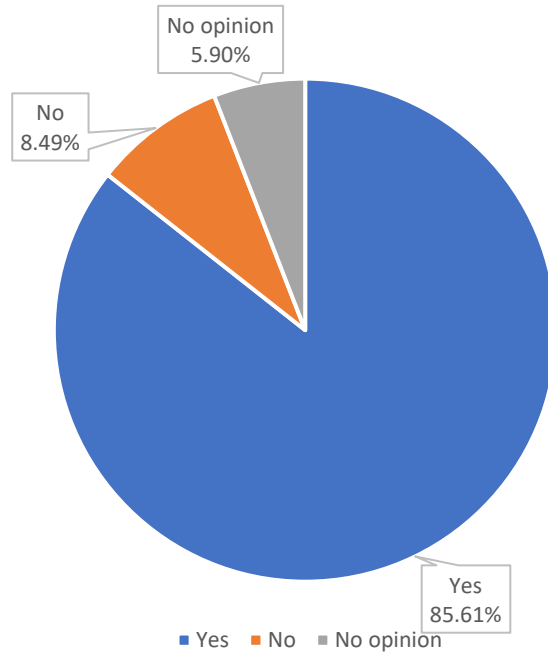
23 No

16 No opinion

44 No answer given

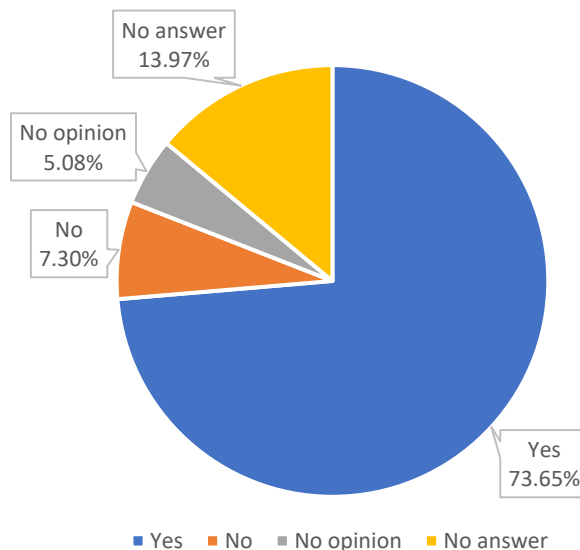
Question 4: Currently the Shutesbury Police Department provides coverage from 7AM to 11 PM seven days/week, with State Police coverage 11 PM to 7AM. Shutesbury's Police Chief is on call status 24 hours every day. Do you think this is acceptable?

(Chart e)



Question 4: Currently the Shutesbury Police Department provides coverage from 7AM to 11 PM seven days/week, with State Police coverage 11 PM to 7AM. Shutesbury's Police Chief is on call status 24 hours every day. Do you think this is acceptable?

(Chart i)



Survey Question 4 Other:

Comments written in (typed as written on the survey):

“Work 24/7”

“Seems like fine coverage but 24/hour on-call for chief seems like a prime situation for burn-out. That seems like too much to ask.”

“Shutesbury to have its own Police 24 hours”

“It's realistic, but a chief who lives away from town isn't going to do much good in an emergency”

“Sometimes local cops who have notice of my disabled son are better than State Police.”

“24/7 MSP seems adequate”

“But sometimes, in emergencies, it takes State Police more than 1/2 hour to get here.”

“I need to know what the workload of the current Police Dept. to make a well-informed choice.”

“I would prefer 24/7 coverage, or an officer who lives in town filling the 11pm to 7am gap, on call, just like the fire department.”

“This is stupid to tell everyone the police hours!”

"State police take a very long time to respond. This is not entirely true. There are times between 7am-11pm when no Shutesbury police are on duty."

"Given financial realities, yes. In principle, no"

"The 7-11 PM is acceptable and the State Police at night. I don't think it's sustainable to have one person, regardless of rank/position to be on call 24/7. That leads to burnout."

"Probably doesn't even need this much"

"there should be a move to have an officer in town 24/7 or close to that"

"no need for 24 hrs every day!"

"we could make do with less local police coverage."

"Depends on whether Fire Dept or others would respond quickly to medical emergency between 11PM and 7AM."

"We should work toward 24/7 or as close as possible"

"If possible, reduce number of hours of coverage e.g. to 8am - 10pm"

"Concerns me that it can take a long time for the state police to get here (from their barracks) when there is a real emergency late at night (not their fault!)"

"Current is ok but should transition to 24/7 coverage with chief on call and in station work."

"What does 'in call 24 hours every day' mean? There should be times the chief is completely off duty and someone else covers 'on call' needs."

"Money for police should go to higher town priorities, includes fire dept., highway dept. & library"

"I think it's more coverage than we need"

"Like every town in Mass we need to evaluate how we can cut spending and streamline services. We have not been provided with any information in this packet regarding reporting numbers crime cases, traffic violations, accidents, arrests, tickets, call volume. We are being asked to assess with no data. If police are not living in Shutesbury or an abutting town it makes no difference if they are on call 24/7. If responding takes an hour just for them to commute to town."

"2-3 days a week - 8 hours/day"

"Only if state police can be counted upon for quick response if it is required."

"Regionalization with just one other town"

"while acceptable coverage should be closer to 24/7"

"Ideally, Reasonably, yes"

"I'm not sure, but yes if the chief delegate to other officers"

"we should look to expand our local department 24/7"

"The previous Chief was on call from Agawam which is ludicrous"

"Response time matters most to me. If current coverage results in 10 minute or less response to emergencies, then I'd consider it to be effective."

"probably - depending on state services"

"depends on the history of how this has impacted our chief (s). If rarely called upon, it's acceptable"

"Again- what do our officers think. I want to know that if I dial 911 I will get an immediate response."

"7am - 11pm coverage not necessary"

"yes and no - not really but such a small town can't provide its own overnight coverage"

"Are all households aware of this coverage?"

"Acting Chief lives nowhere near Shutesbury so 24 "on call" daily is non-applicable."

"When are the most calls? Evening? Weekends? Summer v. winter?"

"Yes, as long as state police respond"

"Having one person on call 24/7 is unsustainable. My experience with State Police has been favorable, except for the response time. My experience with local police has been less favorable. "

"Also: Does the SPD have/need social services support on calls for (or post-calls) to cope with domestic violence or mental health issues?"

"We need Shutesbury police officers here on duty 24/7. We are too isolated and rural with dirt roads that are difficult to drive on and respond to - to wait for state trooper response."

"Seems very stressful for one individual in any job"

"We do not always have the coverage described here. Emergencies happen after 11 PM. State is slow to respond."

"State Police Are here at Night, there Response is great"

"Seems reasonable if this is "busy" time in our quiet (usually) town. Do prefer town police for all calls if possible. Feel they know (or should know) their town."

"All dept heads are available "after hours" - fire and highway come in as needed. Does the police chief too?"

"Without understanding the differences in services provided, I can't say."

"it depends on how often. if called on every night then no. If once a month then yes"

"It takes way too long for an officer to get here after hours if there is a problem. It doesn't feel safe. Also it's weird to wait 40 min + for a state trooper from Shellburne when an officer from a nearby town could be here in less than half the time. Just makes no sense."

"Ideally is need for state police"

"no opinion: neutral this/towards 7/24. yes; it's realistic"

"I think some 24 hour call responsible for the town but question if it is responsible for the town but question if it is too much for a single person to carry."

"If Police Chief is on call 24/7, why do we need State cops?"

"the idea would be 24/7 but the town isn't willing to pay for this!"

"We don't need this much policing"

"No; It takes MSP 30-40 minutes to arrive on scene very inadequate. They have to come from too far."

"Agree with level of coverage noted above except requiring one person to be on call 24/7 seems unreasonable"

"Yes, seems to work fine for us"

"The less reliance/interaction w/ state police, the better."

"What is the SP response time, considering many domestic emergencies happen between 77-7?"

"obviously we should have 24 hour coverage, but who provides that doesn't really concern me."

"I don't know how many calls come in during the day vs. night, nor how serious the calls are."

"24/7 with Police Chief on call 24 hours when not in town"

"Maybe cut coverage down? say 8am to 8pm. and no one should have to be on - call 24 hrs per day continuously!"

"It would be helpful to have someone on-call who lives very close, if not in town."

"Yes; If state police support this coverage."

"but I don't have knowledge of how busy they are. 24 hours on call seems like too much. But this is hard to answer with no context."

"Not ideally, but given small size & budget, seems realistic"

"But would love "full time" Shutesbury police officers"

"If that means police actually being in town = "coverage""

"I'd be happy with state police all the time."

"The current coverage is cost efficient, though overnight "on-call" of more local and personal police presence would be better than state, always and at anytime of day."

"Yes, assuming procedures for MSP notification to Police Chief of after-hours incidents."

"Too Much"

"Not if PC lives 30 min, away, on call(?) Is that coverage from 7am-11pm if 30 min. from Shutesbury. Who would respond? part-timers?"

"only emergency calls answered 11 - on"

"It is not acceptable to expect a town employee to be always on call. At most a rotation of officers on call, or times state police is on call would be preferred for the sanity of our officers"

Survey Question 5:

Do you think it is important for Shutesbury to continue to have its own police chief and department?

Yes, why?

No, why?

Prefer another option, why?

No opinion

No answer/Left blank

Question 5 Results:

196 Yes, why?

44 No, why?

41 Prefer another option, why?

Shared Chief	15	Shared Chief or Regionalize	6
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Regionalize	5	Regionalize or Contracting	1
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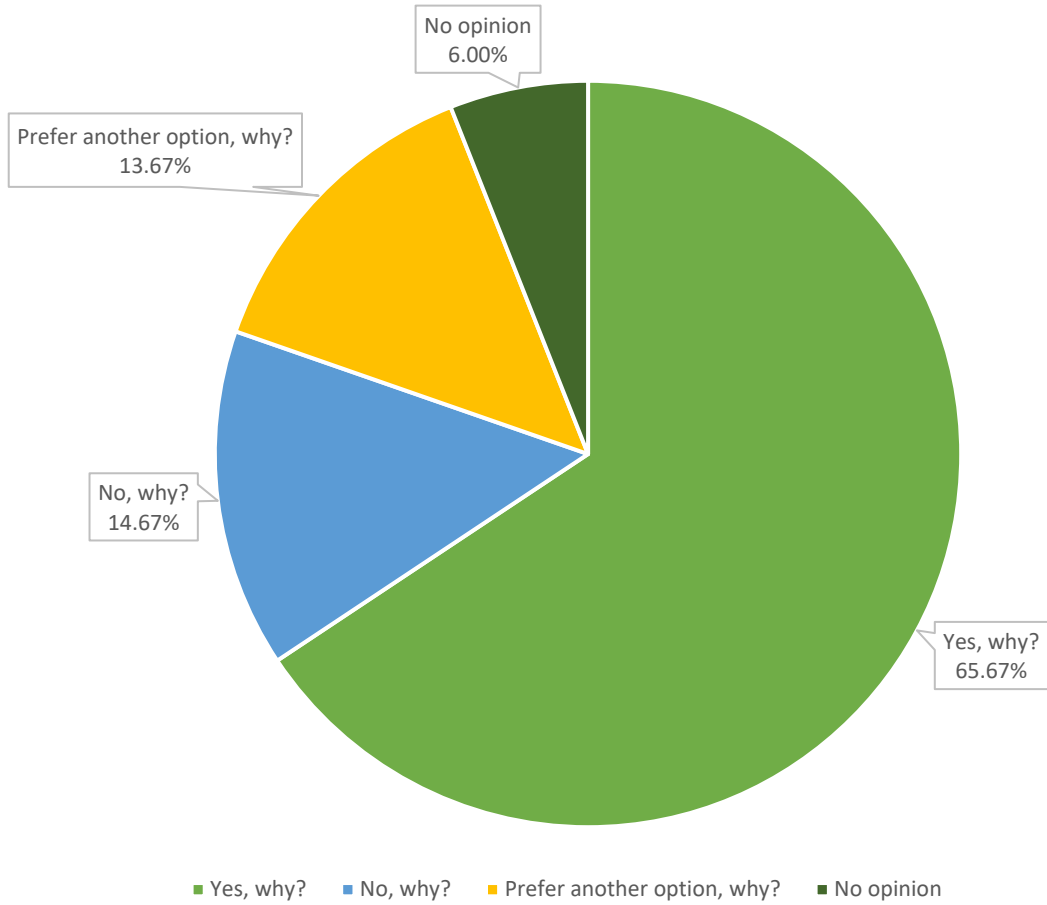
Contracted	0	Massachusetts State Police	0
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Other (see comments below)	8		
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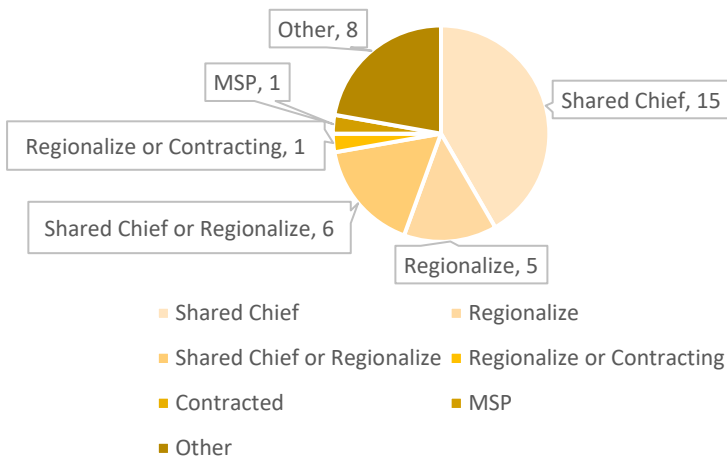
18 No opinion

16 Blank/No answer

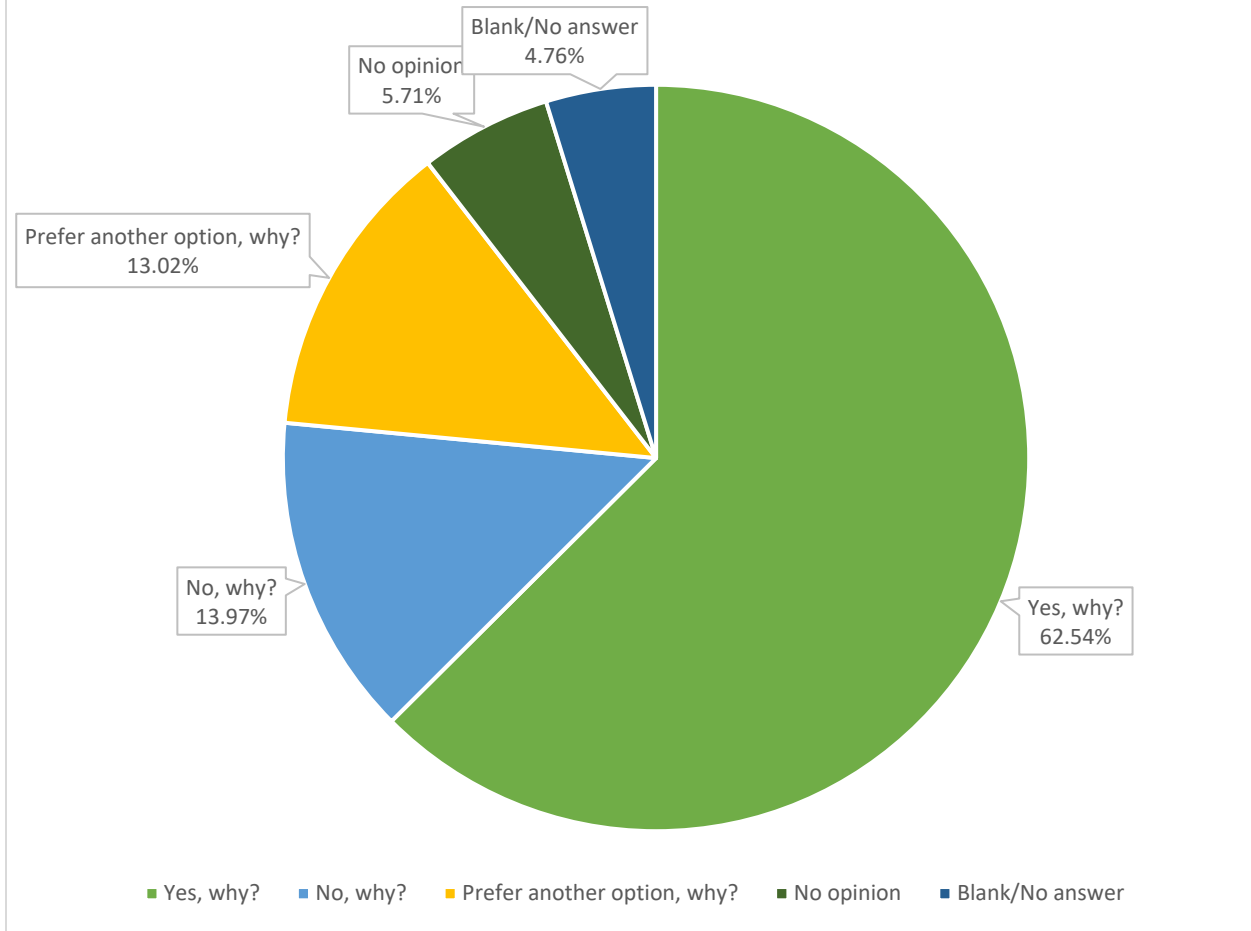
Question 5: Do you think it is important for Shutesbury to continue to have its own police chief and department?
 (Chart *excludes* blank answers; respondent left question unanswered)



Prefer another option, why?



Question 5: Do you think it is important for Shutesbury to continue to have its own police chief and department?
 (Chart *includes* blank answers; respondent left question unanswered)



Survey Question 5 Comments:

Comments written in (typed as written on the survey):

Comments: Yes, why?

“We have a more p.c. attitude here than state police will offer. We don't need mean cops in Shutesbury! Leverett doesn't provide good cover for fires, why would we trust them for polices work?”

“No reason not to. We all need protection”

“Localized, fast response to complaints and emergencies is important to have for the sanity (complaints) and safety (emergencies) of all residents. If this can be provided through the other options then they should be considered if the cost savings are substantial.”

“Protection and safety of all residents”

"much better than depending solely on state police"

"Every town should have it's own Police station 24 hours"

"Yes: continuity, visibility, availability"

"It may help to consider blended police/fire chief."

"Yes: response time"

"Response time during emergencies, traffic (ie Speeding) control"

"Yes, to respond to emergency"

"It is important to have immediate access to the police, not depend on State Police. It would not work."

In a rural area it feels important to have a local emergency action team. 2. A community driven team which fosters safety within the community"

"No other viable option. The current level of services is ideal for the town. Additionally, we are lucky to have an excellent acting chief. We need to stop jerking her around and appoint her as the FULL CHIEF or we may lose her."

"I'd prefer a chief whose only focus is our town."

"Yes, I want a police chief that is only concerned with one town, not a police force towns away"

"Convenience for FID cards; rapid emergency response"

"Yes, the officers have a better understanding of the residents, events and day to day problems within the distraction of having to focus on other communities"

"Important to continue Community Policing. Community Policing can only be done with a dedicated Police Department"

"Yes to keep response times short If there's a way to provide essential services (including short response times) with a shared model, I would be open to considering this option"

"Status Quo. No reason to change."

"Response time, familiarity with community"

"familiar with people in town"

"Yes - Local policing; response times"

"Yes; We need a chief here to be involved in our community. Kristin wants to be here and she is committed to this community. The chief in Leverett has no idea who we are up here and I bet will not feel the need to find out."

"If we want consistence trust, it's helpful to have one Chief who knows this town and its people"

"Yes local is better. Keep more control"

"It would be great to have and know the law enforcement in town"

"Yes, Because of how rural we are, (state police response times are long) and because we have many complex dynamics that lead to a high amount of accidents, speeding, and out of town traffic."

"I believe in the importance of a community's autonomy regarding Police Matters"

"Police should be familiar - part of our community - and I think it's tough to achieve that with any other org."

"Community Policing policy determined by Shutes."

"Yes, In today's world it's important to have local in town services. I expect w/my tax dollars that I have emergency services when needed."

"Yes; So we as a town can have a voice + vote for its governance"

"Cannot rely on out of town resources for our safety"

"It's a no brainer!"

"Yes; Local Control"

"Familiarity w/town and it's individuals"

"Security knowing you are nearby"

"important to know/understand local characters"

"Yes; Better focus on community of Shutesbury as priority."

"To be self efficient as a town"

"Yes, but would support shared chief option"

"Faster response and will know the community better"

"Town is large, square miles, needs coverage, and there is accountability to community"

"Provide monitoring and training"

"Knowledge of community"

"Public safety and security for towns people"

"We should run our town like taxes pay for"

"Yes because the town has to stay self-sufficient. We need to maintain the mission statement of a small community town independent/autonomous Shutesbury."

"Having our own chief and police dept. creates a secure community. especially during the summer months when we see more visitors from outside our town."

"They have local knowledge. / Independent autonomous"

"We need to know the police are nearby and accessible."

"Police Department, yes ; police chief, don't know"

"The town should have these services in town"

"Continued personal contact, response time"

"Response Time Trusting relationship with community"

"response time; community relations, trust"

"For Shutesbury to be equally protected and equally safe for all"

"Ideally, yes, for best understanding and coverage of town's needs,"

"Without a Police dept., response by state police would take much longer then by local police."

"good to have knowledge of and connection to town."

"its a large town with multiple businesses camps and a school. The lake draws a crowd as well. When the state Troopers are on call and there are limited neighboring police departments"

"so they keep in contact with towns people"

"I don't see how anything else is acceptable"

"Yes; There's plenty to do"

"Better knowledge of the community"

"To have someone in town to contact."

"Provides closer supervision leadership. If dealing w another towns contracting our services is managable. Im in favor of that"

"We need a local department"

"Better with one community than to run short sharing"

"Build rapport w the community"

"The residents deserve a good police force ie the acting police chief for the amount of taxes we pay."

"Should not depend on others. We need our own Chief and Department"

"We need both! We want to know our chief and offices and we want to be visible and responsive. This is not a time to eliminate any police presence."

"The only way to keep Shutesbury truly safe. No other option"

"So there will be quick response to incidents"

"Seems like sharing a chief could be problematic esp. pay/taxes"

"Knowledge of town/ citizens"

"So they are close by + get to know the community"

"Someone needs to be available for admin services like pistol permits, budgets, reports, calls"

"local control over hiring, more responsive to community needs"

"To have data base plus anecdotal knowledge of the town and its diverse interests and needs. Shutesbury neighborhoods bordering Amherst are generally speaking, different in several ways from Shutesbury neighborhoods bordering Wendell. Being aware of cost issues, the second choice would be shared chief."

"They have an allegiance to us then"

"She represents our town well."

"town autonomy and culture"

"Small community culture is important."

"The town should have a police chief whose 1st concern is our town and citizens. We should not rely on another entity who won't be as dedicated or invested in the town. Another town's chief will not make our town a priority over their own town."

"Def. own department, maybe a shared chief?"

"The police should be accountable to the people of their town, not to other towns"

"A need for informed qualified responders to emergencies"

"Any less than we have now is UNACCEPTABLE."

"Local police are better than state police. They know the residents and needs of the community better than the state. Plus the state troopers are ruthless. More likely to be racist and aggressive [sic]."

"Yes to cohesive team"

"Police Chief - yes, because she knows our community and is doing a great job."

"Need someone who knows and understands community"

"Too far, other towns unfamiliar with area"

"yes, why: It's my preference b/c we are a small town"

"Response time, building relationships with community which helps take care of myriad problems"

"Our police officers choose to work here in our small town, they need a single town dedicated chief who leads and supervises them."

"Response time for emergencies/ officer presence = preventative presence"

"We have better control over policing issues"

"Prioritizes focus on Shutesbury community"

"Familiarity with the community and its needs"

"As a multiracial family, we feel most comfortable when the chief is someone we know and trust. There would be less accountability with a regional force."

"It takes more than one"

"Response time, familiarity with community, accountability to town."

"Maybe a chief and one patrolmen not enforce work in town for a fully staffed Dept."

"Because it is important for our community safety."

"Several long-term chiefs have known the people and character of the town. Their response to some incidents of which I've been aware have reflected that understanding. Wonderful for the sense of security of our small town."

"Needed in Today's Environment Makes town safer"

"local know town. Quick response."

"accountability, community policing & small town wishes"

"Local knows town, better response"

"town identity, fosters security and community"

"state police can't cover 24 hours"

"IT's what I expect for paying taxes"

"To maintain town relationship of the community and address Shutesbury unique needs"

"Its necessary for many reasons administrative and management of officer4s/ better leadership"

"To best achieve all services outlined in Question #2."

"Town community should have their own police force."

"Relationships with residents, quicker response"

"Yes, better coverage Having our own makes Shutesbury highest priority"

"Coverage"

"It's important to have people who understand our community. Plus we are far away from other communities - we need people who work in our community."

"Police chief must understand the unique needs of Shutesbury"

"More responsive to emergency calls"

"A shared chief may work; I do not like the idea of contracted police services, but I do not think police chief & or dept. is best suited when it has some closer relationship with the town."

"Yes, A police chief should know the people and be a part of the community (also response time)"

"more familiar with town"

"See #2"

"Growing town & the lake visitors are alarming & visible on side roads & heavy in numbers year after year."

"Yes, one person dedicated to local issues/interests"

"It is very important to have an accountable point person/leader"

"Yes; Faster response time and closer connection to residents"

"It's important to have a 'leader'"

"We need Police"

"The model has been successful for more than 30 years."

"Do know area and people in it"

"Someone who knows our residents"

"Makes timely response to calls more likely."

"Yes, with a large older population we need and appreciate immediate response to emergencies!"

"Someone needs to have a relationship with the community."

"1. No contracted officers. 2. Shutesbury has own police officers. Police chief can be shared. No contracted out of area - Pelham, Leverett, Shutesbury, Wendell"

"Shutesbury police department has always provided excellent service"

"It's essential to have our own chief & department for the well being of our town residents to have a department dedicated to the specific needs of Shutesbury That knows the departments they necessarily interact with ex. school, highway, fire, selectboard, finance committee, council on aging. To have a chief that has a positive collaborative working relationship with the selectboard and town administration."

"Police departments need good leadership, We pay for our own"

"Yes; We need this for our safety and we need a chief that is caring about our community. An involved chief like chief Burgess is an asset to making people comfortable and safe in our town. Even though we are a small Town, we need our Police Dept. for reasons below"

"Lake Traffic"

"Elder Checks"

"Domestic Violence Calls"

"Response to Lake Wyola incidents, safety/injury etc."

"Outreach to school education children on safety."

"Emergency response accidents"

"Yes, to protect and emergency first aid"

"For a sense of building a safe community we need a police chief. A chief from another town will not have the relationships with our residents!"

"Yes; it works"

"So the police can know the people in the community and the people in the community can know the police."

"Because we have the lake here a lot of people come here from out of town + speeders cutting through town from Amherst to 202."

"Direct community involvement, if budget allows"

"It works. It seems many of today's complaints about police are based on the thought that they (police) are too separated from the public. They don't see us as people. If we don't have a local Police Dept. that idea would only be made real and increased. How do you get to know someone if they are not part of your community."

"Yes, Leadership"

"Yes, I lived in a town (in PA) with no police - slow response, felt like we had no police"

"Having our own is important for community and Shutesbury residents feeling secure and safe"

"But am concerned about budget"

"Our roads are confusing to navigate in all seasons"

"Because familiarity & communication with community is not established / maintained without it!"

"Yes; While not all matters requiring police presence are urgent - it just takes one of the infinite to prove local and personal to make the local & familiar presence is invaluable."

"Rationalization lessens degree of personal knowledge and care, increases emergency response time, lessens local control over policy and expectations for optimal services & will over time cost as much or more than local."

"Job of police chief could be a full time job Officers having personal relationship w/ people they help is important."

"While changes to the structure of our local public safety departments could result in property tax savings, it is important for the Police and Fire Chief Study Groups to also assess potential consequences that such change could have on insurance premiums. When we purchased our home three years ago, our long time insurer initially declined to insure our property citing concerns over public safety response times (specifically in the event of a fire). After further conversations with the insurer, and after obtaining additional detailed information from Chief Tibbets that was requested by the underwriters regarding apparatus carrying capacity and proximate water sources and capacity, the insurer reversed their decision but required that we install fire and security systems monitored by a 3rd party for more rapid notification of public responders. We encourage members of the Study Groups to evaluate potential impacts that any changes to local public safety could have on property insurance."

"Definitely"

"Outsourcing these jobs will reduce emergency response time. I had to call state police once for someone breaking into neighbors and it took 2 hours till they showed and they told me i should get to know neighbors better! we just moved in 4 months before this!"

"Shutesbury is too isolated to share personnel with another town."

"Shutesbury is too remotely located to rely on another come from another town"

"Yes; It is ideal. I believe we need to be absolutely pragmatic given our current reality in 2022. A shared arrangement with one other town - should be on the table for consideration: In fact, all options should be except MSP. Would take too long to respond to emergency calls in a reliable manner - so local police for all calls!"

"The officers have at times been my first call to navigate community resources. This service is greatly appreciated"

Comments: No, why?

"No, why: More officers, 24-hour coverage would be better"

"no; too expensive for a town like ours Prefer another option; multi-town cooperation"

"Seems unnecessary; Ratio of need:cost"

"No:admin could be done by a regional chief to keep costs down /salary /benefits/pension, etc Because reform academy cost etc., can be shared"

"No sharing a police chief with local towns, I believe, is sufficient and more cost effective. Shared chief and regionalization is appropriate"

"No, regional, support regional police department only"

"No need, too costly"

"No, I think a regional department would work well, but it would be important that emergencies still be responded to quickly."

"No, tax relief for low income residents may be more valuable."

"Not necessary, no need for a police chief. Make one of officers as active chief a permanent arrangement."

"I prefer a cooperative pair or trio"

"An on-call force & state police would meet the low crime needs in our community"

"On-call chief, yes. Other officers, no."

"No; Other towns (Leverett & Wendell) have successfully joined forces. In rural towns with little to no, crime having full-time police coverage is a waste of taxpayer dollars. Let's join forces with another community."

"Shared service - more cost effective"

"It is only important that we have services that provide for quick response and a local presence in Shutesbury"

"open to regionalization or contract with neighboring towns"

"rural town does not need one"

"It's not important if necessary services can be met w/o our own police chief and department."

"Town is too small to support independently."

"Regionalization"

"no, why: Not needed and not cost effective and added costs + town budget not needed"

"prefer another option (see cover letter), why: Contracted Police Services - more effective for our needs and less expensive."

"shared resources is more economical and should provide essential services. Can always switch back if it doesn't work."

"I would like to see a merge with surrounding PD either with regionalization or a shared chief"

"Not Enough Work"

"There is not enough work to keep a fulltime chief employed. Wendell and Leverett policing model seems to work!"

"Good from budget standpoint - no idea of functional feasibility"

"We could share a chief"

"We're so small - could realistically combine with Leverett or another town."

"For a low crime area I believe a contract policing model could be as effective, and more economic for tax payers"

"No, we can share expenses"

"We don't need this much policing for a small town"

"We prefer to see less hierarchical structures, and instead have the focus be on restructuring old systems of "policing" into community support, assistance, and safety. We do not want to see our community "policed." We want community servants who are focused on the many needs of the people, and how to help us, not police, pursue or prosecute us."

"It would be nice to combine with other towns"

"We can share"

"A shared police chief by 2-3 times (small) seems acceptable"

"No, we could easily share with a few neighboring towns"

"We do not need to pay for 24 hour police chief coverage. A better use of our tax dollars I would like to see a cooperative police force venture e.g. Shutesbury/Leverett to optimize services with a livable budget Regionalization or shared chief need further info to determine best fit for Shutesbury."

"Simply not necessary. A shared police department w/ another town or two sounds better."

"It looks like other models are being explored here - that makes sense."

"I don't think our town needs a dedicated police force. It seems wasteful and unnecessary. I'd rather rely on state police or join Leverett/Wendal on a similar relationship"

"Too expensive. No crime here, to speak of."

"inefficient for towns to have a chief supervising so few people , a professional chief should be able to handle Shutesbury Pelham Leverett"

Comments: Prefer another option (see cover letter), why?

"It's nice that some of the police know local folks in town but I also think it's fine to share a police chief with another town."

"Prefer shared chief option, or regionalization"

"Regionalization - save\$ and more efficient"

"I like the idea of sharing a chief but have regular officers that townspeople get to know."

"Can you have a police person without a chief or a chief without a police person? Less Cops?"

"I think that's the committee's purview - I think consolidating the police makes as much sense as combining schools."

"Not necessarily important to have own chief and department, but depends on how often emergency calls are received, how much crime occurs annually, the response time of MSP or police from Amherst, Leverett, etc. Need more information"

"I don't know enough about current needs of the town do we have crime statistics, accident statistics, etc that give a sense of our need level! If these are very low, then I support an arrangement with another nearby town."

"regionalization or shared chief. Shutesbury is a small town with low crime. There isn't a need for a full police department (there are no businesses here so we should have a department that reflects our town's actual needs.)"

"Not opposed to shared chief or even regionalization, but concerned about Shutesbury residents' willingness to negotiate and compromise w/ other towns based on school conversations."

"I don't know the pros and cons of this but if coverage/etc. is an issue, it could work to team up w/ nearby town or I wonder if it would make any sense to have shutesbury work w/ Northampton or some larger town as the starter position on a carrer ladder for new or part - time folks? We'd need to keep our own town - top - cop to maintain the town ethos though"

"shared chief because dedicated officers have better understanding of and relationship with our community"

"Shared Chief This allows officers to respond to emergency calls promptly while keeping costs lower. Plus a previous Shutesbury police chief stated that it really wasn't a full time job (just working in Shutesbury)"

"Regionalization with just one other town"

"Worth exploring shared option"

"Not sure. If a police officer could be stationed in Shutesbury, then merging with another town could be OK."

“Regionalize”

“Prefer another option; I would like our town to start a transition process to alternatives to policing - where mental health experts + trained mediators are called when necessary + not armed police officers who might accidentally shoot + kill someone in crisis.”

“Regionalization preferable, as it would provide for less boredom/monotony for officers day-to-day”

“Own chief and dept is fine, open to shared models as well”

“No evidence only fear of what could happen in selling of ""community policing"" idea. See other comments.”

“Police chief shared is ok but we must maintain our own staff. (Again, due to response time). If the police chief is shared, we must know this person and feel comfortable with him/her.”

“We do not need a full time Police Chief. Shared Police Chief with another town.”

“Shared chief - share cost & hopefully be experienced, know the towns and be knowledgeable.”

“I am open to a shared or regional police chief. Administrative duties can be shared with an economy of time and effort. More time/hours for police staff would be a good use of resources.”

“I don't know enough to answer but I would want to consider the question, based on relevant fact. I suspect there are more cost effective but fully adequate alternatives”

“Shared chief would save on salary and benefits”

“Not sure our population justifies the level of staffing. Taxes are high and we need to be creative to keep them low while meeting exact needs.”

“Other options should be thoroughly explored”

“What are the duties of the chief that are different from the other officers? Does the chief also do what the other officers do?”

“We should explore regionalization and contracting.”

“Sharing a police chief might make sense for a small town and might save money. We also support continuing to have our own chief”

“State police (11 pm to 7 am)/ Regionalization or shared chief (7 am - 11 pm)”

“I think it could be possible to share some resources, which possibly could enhance the possibility of a quick response time.”

"In the letter it mentions possibility of dept. w/shared chief. Shared chief may be sufficient but would trust committee's judgement"

"Regionalization + shared Chief may better meet the town's needs."

"maybe share/split coverage with Leverett or Pelham"

"maybe a joint force with Leverett"

"Based on limited information available online from the town police logs, I dont think we have enough of a need to warrant our own independent police force. I favor regionalization, but also strongly request additional data about the regular duties and tasks our current police undertake, in order to make a more informed decision."

"Dept yes, Maybe shared police chief"

"Shared Chief or Regionalization"

Need more information to answer

Comments: No opinion

"Need more info"

"Need more information"

"What will work for the least amount of money?"

"I have no way of assessing because I have no idea of the alternative"

"Question is not well worded - I could be open to any model / a shared chief if it did not affect the effectiveness of the force"

"Not sure of detail of how it would affect citizens. I know I would love quick response time to emergencies, community policing and mental health emphasis and referrals"

Comments; No answer selected/Left Blank

"I don't know how busy they are but I like having our own PD"

"Need more info to answer this"

"It depends. Not clear if sharing would work, not clear who partners"

"I think it is important to have dedicated police/emergency service. This could be regional with Pelham/Wendell or just Shutesbury, with focus on greatest times of need."

"No information on which to make an informed opinion. Cost # of police calls for help, accidents, arrests, need to know to make choices"

“We don't necessarily need our own chief. Shared option or regionalization. May work - yet to be assessed.”

“Open to other options, but it's important to have police present in town from 7 am to 11 pm seven days a week”

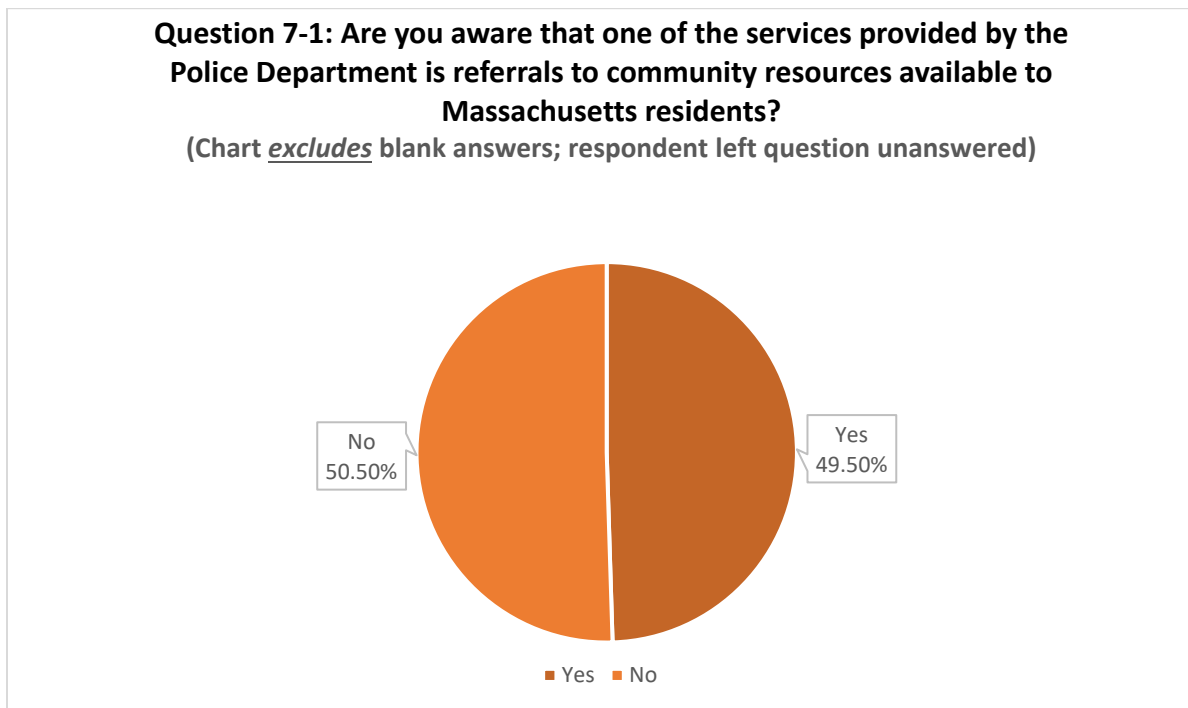
Survey Question 7-1:

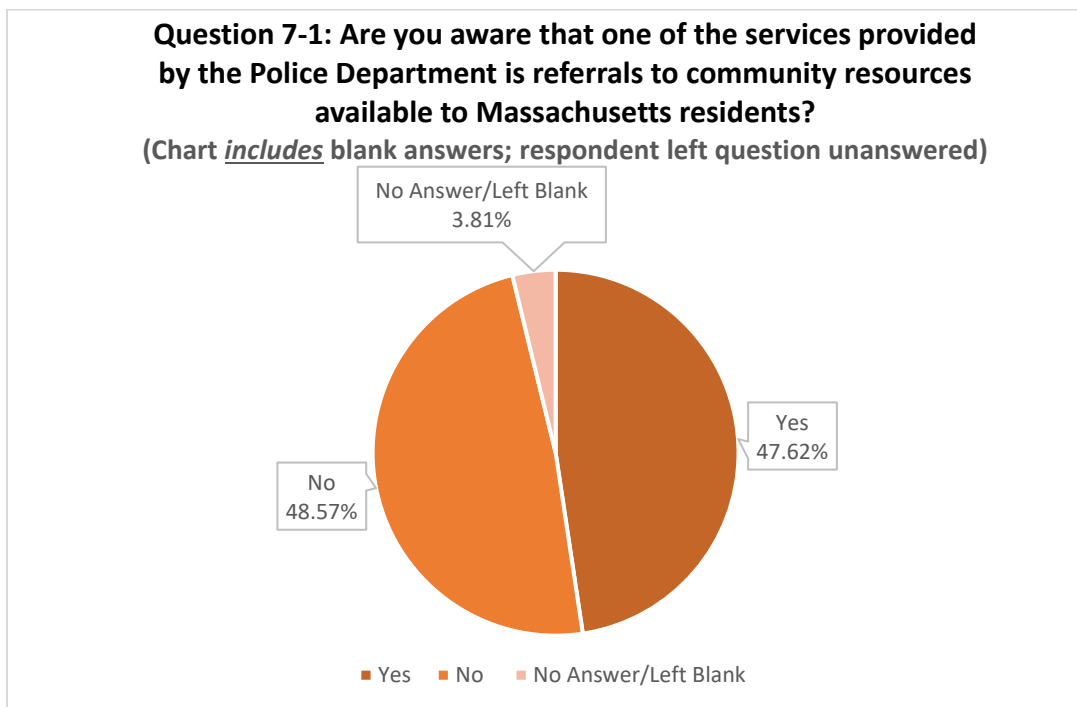
Are you aware that one of the services provided by the Police Department is referrals to community resources available to Massachusetts residents?

Yes No

Question 7-1 Results:

150 Yes
153 No
12 No answer/Left blank





Question 7-1 Comments:

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“Yes, now I am and I hope that it is true!”

“I wasn’t, specifically. That is helpful.”

“This doesn't need to be a police service.”

“This is an important additional service that does not diminish the value of local availability and service but rather enhances it.”

“This is news to me. How are these referrals advertised? Why would the public know about these resources”

“Never received any information that they provided referrals”

“Services provided by SPD; What kind of community resources?”

“ A critically important Function”

“This is true, they should be sure they are giving accurate information.

“You don't need a gun to provide referrals.

“This is an important function of the department having our own department facilities awareness of general and specific needs in our community”

“That is great news! (assuming the "community resources" are not just prison facilities ;-)”

“Not surprised

Survey Question 7-2:

The Shutesbury Police Department currently follows the community policing model, which aims to provide services and promote a safe environment by interacting positively with residents and visitors on a day-to-day basis. How would you like the police to engage with you, your family, and other residents of Shutesbury?

- Coffee with a cop
- Ride-along with a cop
- Civilian training sessions
- Attend town events
- Support community networks (e.g., church, Shutesbury Athletic Club, Parent Teachers Organization, Sirius)
- Interact with other town departments
- Interact with Shutesbury Elementary School
- Train volunteers
- Interact with residents via social media
- Other _____

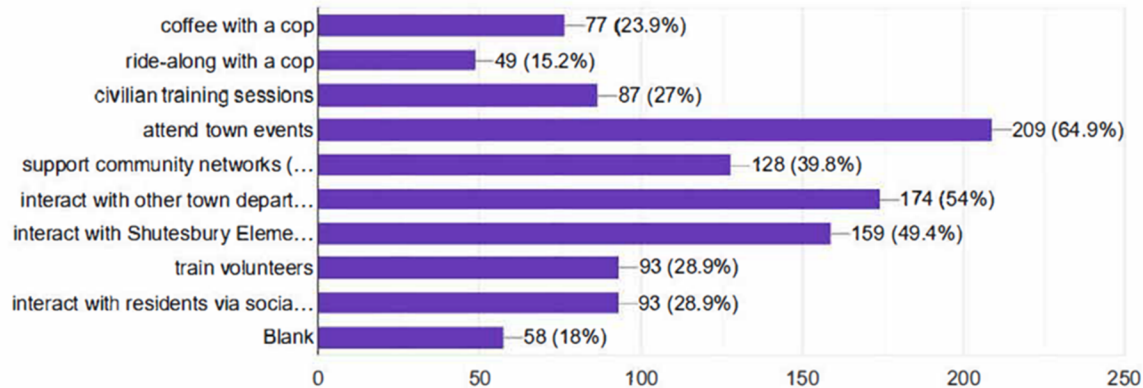
Question 7-2 Results:

- 77 Coffee with a cop
 - 49 Ride-along with a cop
 - 87 Civilian training sessions
 - 209 Attend town events
 - 128 Support community networks (e.g., church, Shutesbury Athletic Club, Parent Teachers Organization, Sirius)
 - 174 Interact with other town departments
 - 159 Interact with Shutesbury Elementary School
 - 93 Train volunteers
 - 93 Interact with residents via social media
 - Other_(see comments below)_____

 - 58 No answer/Left Blank
-

Question 7-2: The Shutesbury Police Department currently follows the community policing model, which aims to provide services and promote a safe environment by interacting positively with residents and visitors on a day-to-day basis. How would you like the police to engage with you, your family, and other residents of Shutesbury?

Responses



Question 7-2 Other Comments:

Comments written in (typed as written on the survey):

“All of the above” “All elements of the list are excellent” “Attend Town Meeting”

“Visits with elderly” “One on one interaction is best” “Stop and chat”

“Library events with kids and adults, a role with library”

“Simply be open minded and or any of the above. When and if they work for those interested-but to keep trying to stay engaged with the community”

"I haven't and probably won't personally take advantage of these due to head injury but like their availability." and "what are you training"

“Possibly interact with residents via social media. Other: Reports of call and events police attend”

“Attend town events as part of a team, retain officers so they get to know folks and can identify something our of place or not right”

“Attend town events to get to know community members”

“I am a mental health professional and I had offered my services to the police if there was a mental health crisis. I was told it would be discussed but no one got back to me. I think it is important to have a licensed Mental Health professional accompany the police, as I believe it would help de-escalate a person who might be fearful of police. A layperson would be less intimidating. I still would appreciate a response.”

“Coffee: great way to put names to faces, civilian”

"Fire and highway (work well together). Take calls and meet with residents to address concerns"

"Attend town events to get to know community members"

"Other: Bowling League"

"Interact with social media: "waste of time". Coffee with a cop: "I always found this title to be abrasive." Ride-along with a cop: liability issue"

"Low priority to support community networks. Social Media:Post info maybe - dialog NO"

"Visible presence"

"Friendly interactions around town"

"I checked everything consistent with basic principle that police staff should be members of our community, and these are all things that any community member might do."

"Be available to the public"

"Events for residents to meet and get to know officers and officers to get to know the residents."

"1. Show up to community events unarmed. 2. Have a time at town meeting where we are introduced to police officers + they tell us a little about themselves, like where they live, what hobbies + interests they have."

"Interact with Shutesbury Elementary School: "What on earth for?!" Also: "Absolutely none of the above."

"For coffee, ride along, and for train volunteers Maybe for situations with a mental health component."

"Coffee with a cop: one on one just to meet socially"

"Coffee with a Cop - probably not me personally, but seems nice."

"Coffee: great way to put names to faces, civilian"

"Other - I don't see a larger need for this."

"Community meetings to discuss residents' concerns, as needed. Publicize availability for talking with residents individually as concerns arise."

"Support Community, Lake Wyola Association"

"Be nice to people (not kidding)"

"Hold police Dept. events"

"Interact with other towns - no brainer! Interact with Shutesbury Elementary School - absolutely - in These days!"

"Civilian training sessions, What sort of trainings? Train volunteers, What sort of trainings?"

"State Beach presence"

“Protect the forest from poachers”

“I don't feel it is necessary to interact with police on a daily basis.”

“None of the above, except when safety's a concern”

“These are all nice things but not critical”

“Is a log available to let citizens know all of the work being done?”

“Interact with summer camps”

“I don't know how important these activities are”

“I respect the police & I think our current chief is a wonderful person and does a great job. I just don't think we need a FT police force & our tax dollars would be better spent elsewhere. “

“Respond to emergencies and complaints. In a town of 1,800 people all of the above seems necessary only to keep police busy and employed. “

“Continue to provide a safe community & do there jobs”

“How about a mobile "booth" set up in various neighborhoods around town for citizens to drop in”

“Interaction with cop on the beat”

“When we see them driving around”

“Stop and say hello when in the neighborhood, we appreciate them getting to know us.”

“Important to have police aware of community priorities and events.Great to have collaboration with neighboring towns.”

“None Critical”

“Interact out of uniform, but still identifiable as an officer if not already occurring, reach out to families with members on the autism spectrum and develop relationships.”

“Interact with the community in non-threatening environments (like town events, walking around & talking to people, visiting the library, school, etc.”

“Again - our officers are experts and should help answer this.”

“Annual shredding truck at town hall so residents can recycle personal/private paperwork.”

“Minimal community policing is needed”

“Alongside train volunteers - neighborhood watch? The police help us and we help them. They will know how we can help.”

“Civilian training sessions: ‘in what?’ Train volunteers: ‘for what service’”

“Community building workshops such as understanding implicit bias “

“CPR, self defense, crisis training”

“Nothing formal, but doing things to make residents feel comfortable and familiar with them: saying hello as they pass by, continuing the Halloween traditional presence.”

“Civilian Training sessions; maybe. I have very limited interest in ‘interacting’with the police. Please don't take this personally. Police make me very anxioius.”

“Interact with other town departments: just to be in the know. interact with Shutesbury Elementary School: for visits maybe. train volunteers: for flagging/road duty. other: stop + talk, as already happens, when you patrol once I know you. I don't mind calling you”

“Be visible + vocal”

“Protect the forest from poachers”

“24 Hour coverage”

“Interact with school occasionally”

“Offer gun safety classes or info sessions”

“Interact more with town volunteers.”

“Easy suggestion box/ invitation method, for instance to an event.”

“Coffee with cop; No business in town...? Civilian training; of what? Train volunteers; for what? Next door - where we can ask a question and get info”

“Post police log so residents can understand what the police works on.”

“Not opposed, but none are important to me.”

“Using eyes and ears of the neighborhood. Civilian training sessions- previously involved in another town”

“In a person to person professional manner.”

“Other: all elements of the list are excellent “

“Civilian training sessions - "train for what?" Train volunteers - "train for what?"

“I don't want to interact with police”

“I think their presence in town and they're doing their job is quite enough”

“Train volunteers - too small a department”

“Offer helpful educational programs that are inclusive / accessible to all. Host fun, welcoming gatherings w/out police regalia, firearms, weapons present etc. Interact as

unarmed, non-uniformed community members. Attend events etc as equals/community members, rather than as the "police"

"Be as transparent as possible & act with integrity."

"Chief shouldn't be taking his/her/their cue from any of the boards or the town administrators when it comes to criminal matters. Especially when violence is involved."

"Civilian training sessions: Self Defense, what to do if you have a break-in. The Police Department has professional responsibilities re: SAC Operations"

"Yes to any of these if residents are interested. Email communication keeping residents informed about what's going on about town related to safety and residents/police relations."

"Safety meetings - Lake Safety, Teenage Driver Safety"

"Interact with residents via social media: probably not a good use of police effort. Announcements & link on social media makes good sense."

"Interact with school very important!"

"Coffee with a cop comment: "At hours that also works for people who work full time."
Support Community networks comments: "not sure what support means - work their events? contribute to their causes? "

"A weekly police report emailed could be enlightening for the residents"

"I consider this whole list as external to the primary mission of the police dept."

"I would prefer to minimize our police force and thus minimize the need for interaction with our community members. Any planned interactions should be done after consultation with the most vulnerable members of our community who might feel threatened or intimidated by the idea of interacting with the police and thus feel unwelcomed in town."

"I see no reason to interact with the police. All of my interactions with Shutesbury police have been negative. The police should not be the community support. they do not work to be supportive of our most vulnerable population."

"Be Friendly. Do not look for trouble."

"The new police chief(Acting) has been amazing!"

"Train volunteers: (in what?)"

"Train volunteers - too small a department"

"Civilian training sessions comment: meaning what?"

"Support community; How? train volunteers; in what?"

"Coffee with cop; No business in town...? Civilian training; of what? Train volunteers; for what? Next door - where we can ask a question and get info"

"Civilian training sessions - "train for what?" Train volunteers - "train for what?"

"None of the above except most police or elementary schools have a relationship for school emergencies which can be fulfilled by other P.D. models other than what we have now."

"These all seem like unnecessary 'busywork'".

"None of the above seems essential." "None Critical"

"Maybe it's just me, but I don't need a relationship with the police"

"As needed basis minimize # of police officers + coverage"

"The new police chief (Acting) has been amazing!"

"Less presence"

General survey comments on separate sheet.

General Comments

"Thank you requesting community input. I am concerned about the stress the police study group has placed on the departments; that said i appreciate your work. To resolve, I believe it is essential for Shutesbury residents to have their own full-time police chief and adequately staffed department. The departments dedicated to community policing is of upmost importance I speak from experience in seeing this in action specifically caring in vulnerable people."

"Shutesbury needs its own police department full stop!!!!!"

"I like how the police has been in the past few (5) years. Please replicate."

"Shutesbury needs its own department and own Chief and Officers. Any other model ignores expectations of our residents that pay taxes to have services they need"

"I think this is an incredible waste of everyone's time there is no reason to change how our police department is run. All that this is doing is going to make our good officers look for other job opportunities elsewhere."

"My experience with Shutesbury police has been very positive, whether asking for their help (lost dog, friend with dementia) or being pulled over (went through stop sign). I like knowing where police are and trusting them. I don't think switching systems would provide same confidence."

"Kristen Burgess should be hired as chief. She is a great communicator, is well-liked, fair, responsive and cares about this town from what I can see. She has proved herself to be able to handle the job responsibilities during this interim time, even if she might not have the official credentials and experience. Hire Her!"

"We need our own police department with the current structure. To do anything other is irresponsible in todays society with crime and violence growing."

"One state-mandated rule of town police chief is oversight in approval/supervision of the issuance of citizen licenses for ownership of firearms. If the town moved to state police coverage only, I am not sure how this responsibility would be carried out."

"Shutesbury should have its own full time police officers 24 hours a day, no need for State Police, they don't know the community."

"I think we have a great police force and they do a wonderful job protecting our little town. I believe Acting Chief Burgess is doing a wonderful job as well, she has an incredible, friendly personality, and I hope she will become our office Chief very soon."

"Please stop dragging this out. Acting Chief Burgess is doing a GREAT JOB. Appoint her as the permanent Police Chief ASAP! Shutesbury has been very lucky to have her. How long would YOU stay in a temporary job?"

"We live in a town that to my knowledge experiences a very low crime rate. I believe that's due in part to our higher income demographic and rural location. I also believe its enhanced by an active police pressure which is worth paying for. Our property taxes are

quite high, relative to the few services available, but I'm not interested in cutting our police coverage just to save a few dollars. If I need to call 911 for help, I want a Shutesbury officer to respond."

"A small town without a Police Department, an elementary school and its own post office is just a way point on a google map. It takes all 3 to build the base of a community."

"I would like 24 hour police coverage. I would like dedicated training for police on respect for diversity, serving residents with disabilities and mental illness and drug addiction. I wish the police showed more leadership regarding covid safety."

"We feel very good about the police department in Shutesbury. It may be useful to collaborate with area mental health crisis team (clinical support options CSO in Greenfield) for mental health substance use disorder calls or followup after crisis calls. Narcan should be available."

"I appreciate the existence of the police study group and the motivation to understand the desires of the townspeople. I wish I had more information prior to completing this survey, as it's difficult to make recommendations for the future of policing in Shutesbury without adequate information about the current needs of the town and without knowing what our police force undertakes on a regular basis."

"Shutesbury does not need a dedicated police force. It is a waste of town resources and does not add anything to the town. This survey also seems very biased and lacks enough information to offer proper responses. Without adequate information about the needs of the town we can not answer these questions. The current information indicates that a police force is completely unwarranted."

“Highly individualistic from one person to another - but the sincere quality of caring about the individuals involved in a situation - the general commitment to being a police person should not be underestimated. That quality is “general”. If it's present, it makes all the difference in the world. Salary comparisons are often made to salaries of police services in other towns. Please also compare departmental costs & salaries to other departments & services within the town. For example the well-funded school services pays trained individuals at rates in excess of what an officer receives for much more dangerous, and technically challenging work, teachers work 9 months with <30 children, police are expected to protect lives and safety of the entire population 24/7 12 months per year. If we paid and compensated officers equivalent to what teachers receive there would be a lot less turn-over. Investment in keeping officers is lacking. The expectations, the stress-related to policing services compared to all not just educators should be considered before comments about donut shop availability, for example, is arrogantly promoted on local social media. Generic comparison of local policing to what is seen on TV, etc shows a general lack of understanding of the services which our local police department provided. There are some services that must be looked at beyond the bottom line, and understood in ways other than generically. May this “forever study” end with a respectful letter of gratitude and appreciation for the individual humans working daily for our entire town's residents in ways that due to the confidential nature of their work is not visible to the public eye. Also, we currently have an incredibly smart, strong, knowledgeable and capable acting chief. Please do everything within your power to hasten keeping her working as a full and not acting chief. Anything less than hiring her as soon as possible will be “penny-wise and pound foolish.” Surveys like this would not be possible if we rationalize, ironically. One other comment: Rationalization of high school services provides our teens with more options for education and growth. We in our town fully understand that we get less representation and pay perhaps more than our fair share for regionalization. Our students ride the busses for long long times each day for the benefit of the broader offerings. State wide this is the best model available for education. Regionalization of safety services would be the same in terms of watered down personal care to details, increased expenses for highly paid administrators, and diminished representation over policy. Response time for emergencies is critical. We already have in place the back-up response systems of a regional nature, that is correct for emergency services. Please don't let Shutesbury serve as the “test case” for regional emergency services.”

“Digital signage as a speed deterrent is a less costly option than cruiser and patrolman.”

“Flashing speed signs would be helpful. “

“Never forget- BLM has a double meaning call anytime to discuss with me”

“While I don't know most of the current police force (they seem to come and go), I do know Acting Police Chief Kristen Burgess. I have found her to be competent, helpful and accessible. I hope she stays. However, despite my praise of Officer Burgess, the outcome of this process should NOT be based on an individual, no matter how competent that person is.”

“Explore a 2 or 4 or 3 town police force.”

“Regional cooperative model worth looking at: More interesting patrols (retention), Improved career ladder (retention) Coordinated coverage, May be more fiscally efficient”

“I AM concerned about the cost of town services - my tax bill is high. Thus, I am grateful that the Town is discussing new approaches, and examining the idea of regionalizing town service. While change is hard, regionalization seems like a way to continue to provide good service but to also share the burden of expenses, particularly expense benefit packages. I imagine when our Fire Chief retires this summer, a similar conversation will take place about that position. “

“Without all the facts or any numbers, I am supportive of either a shared chief or regionalization. I am not supportive of contracted services or the MSP.”

“This was a hard survey to complete. It seemed biased toward maintaining the status quo and I ended up with many questions.”

“While I understand that concrete price tags can't be put on the four different alternatives listed, it would be helpful to know which is the most expensive and which is the least expensive. What is the annual cost of our current structure? What is the cost of the contracted service that Leveret is providing Wendell? Is there a town that has MSP service and what does that cost? Does our town have enough policing that needs to be done to require a full-time police chief? Is this an extravagance for a town our size? What is the average number of requests for aid received by the police department each day and each week? How does our Town's police operations budget compare to those other towns of similar size? How has the budget and staffing changed over the past 10 years? When did we move to a full-time police chief and what were the factors that prompted this decision? How many officers are on duty at any time? How many police vehicles do we need to adequately staff our Police Dept and what is the replacement schedule for vehicles? How do other small towns like Shutesbury provide policing to their residents? Are there examples of similar-sized towns who have chosen to regionalize or to share a chief”

“The town has an opportunity now to embrace and support the current department staffing and community building philosophy of the Selectboard through the acting chief. Conversation with another smaller town can occur after Shutesbury solidifies its department moving beyond this year of transition.”

“I would appreciate less police presence. The police are always idoling [sic] at the top of the hill in town center. It seems like a waste of resources and time. I dislike seeing people pulled over.”

“Please consider letting go of the policing model altogether. Lets use those funds to an alternative model that priorities anti-racist and non-violent practices. Shift funding to the Fire Department or a professional mental health professional that can handle crisis de-escalation. Or perhaps help subsidize first time home ownership so we can attract a

more racially diverse population. It would be helpful to share crime statistics for Shutesbury before asking towns people to respond to this survey. It would be helpful to exactly how the police spend their time. How much of their time is actually spent on responding to a violent crime in progress and how much is spent patrolling or setting up a speed trap. And when they do respond to a violent crime - How often is the crime in progress and how many times do they arrive after it has already happened. How often are they responding to a car accident or a lost person - both of which could be handled by non-armed civilians. The truth is that the police respond to virtually every type of "emergency" and its unnecessary. Finally, if the town insists on keeping the police, they should be disarmed."

"My most important would be that the SB/ Police Chief keep their departmental cost per year to tightly track the median tax-cost-per-household for MA towns below 2,000 people. I'm sure the M.M. Association probably tracks that sort of data. And thank you all for working on this!"



COMMUNITY SURVEY RESULTS

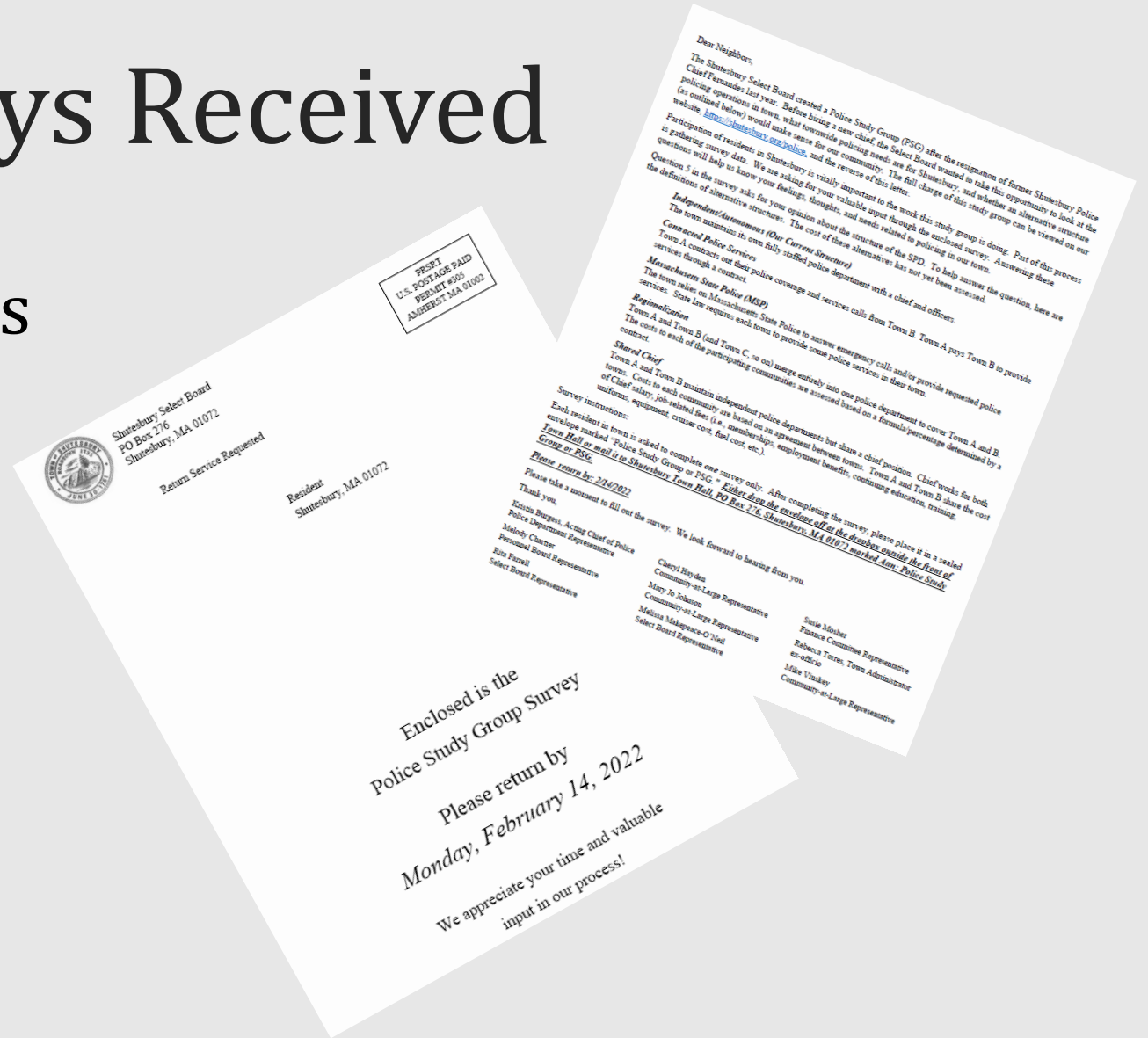
Shutesbury Police Study Group
03/09/2022

Surveys Received

Total Number of Surveys
received at Town Hall

322

7 surveys were received completely
blank and unopened as sent by the
mailing center.





Thank you to our community members for participating in our survey and sharing your valuable thoughts and input.

Thank you to the volunteers that spent over 90 collective hours in multiple sessions entering the responses making this presentation possible, and helping the PSG with our work.

Number of Surveys Received Before & After Next Door Shutesbury Post

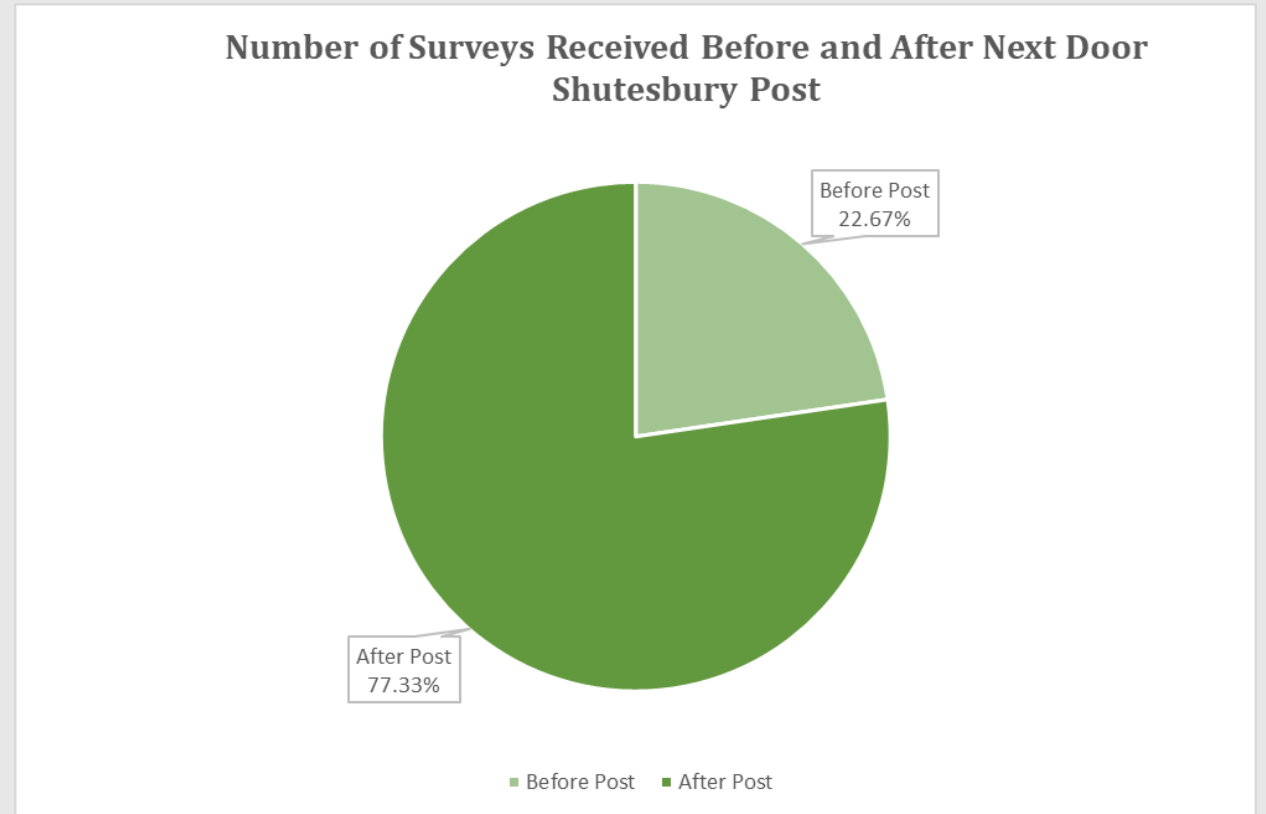
Surveys Received

Before Next Door Post:

73

After Next Door Post:

249



Survey Question 1:

Have you or anyone in your family ever been in contact with anyone in the Shutesbury Police Department?

◦ **Question 1 Results:**

◦ **212** Yes, someone in my family contacted the Police Department

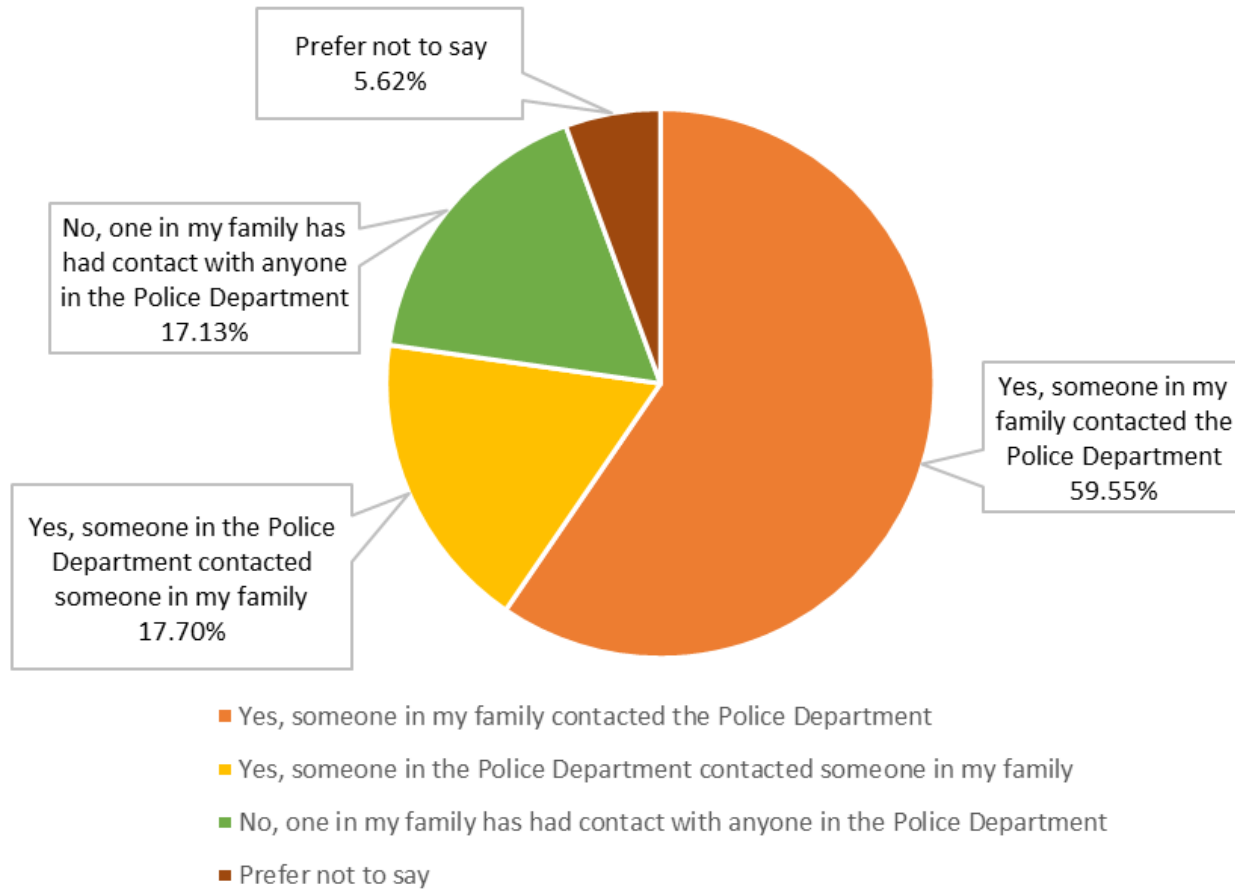
◦ **63** Yes, someone in the Police Department contacted someone in my family

◦ **61** No, one in my family has had contact with anyone in the Police Department

◦ **20** Prefer not to say

Multiple respondents selected more than one option to this question.

Question 1: Have you or anyone in your family ever been in contact with anyone in the Shutesbury Police Department?



Survey Question 2:

Below is a list of services that may be provided by local police departments. What services do you think are important to have in Shutesbury? Please indicate level of importance on a scale of 1 - 4, where

4 - Very important

3 - Important

2 - Somewhat important

1 - Not important

0 - Blank

response to emergency calls

response to complaints

visible police presence

traffic control

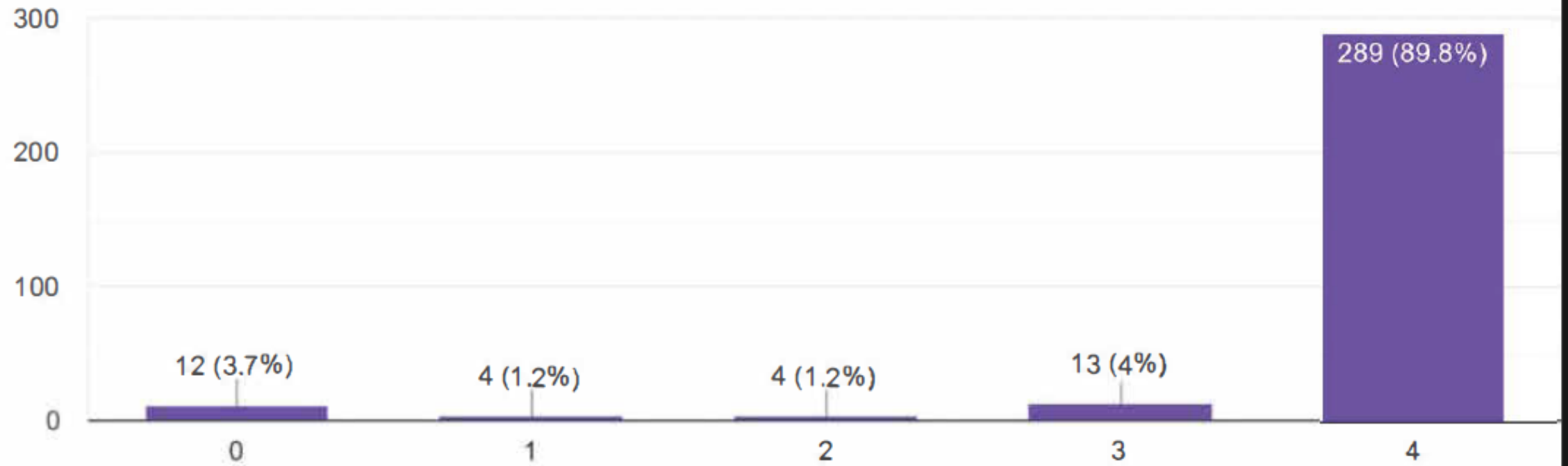
preventive patrol

investigative work

building relationships with the
community

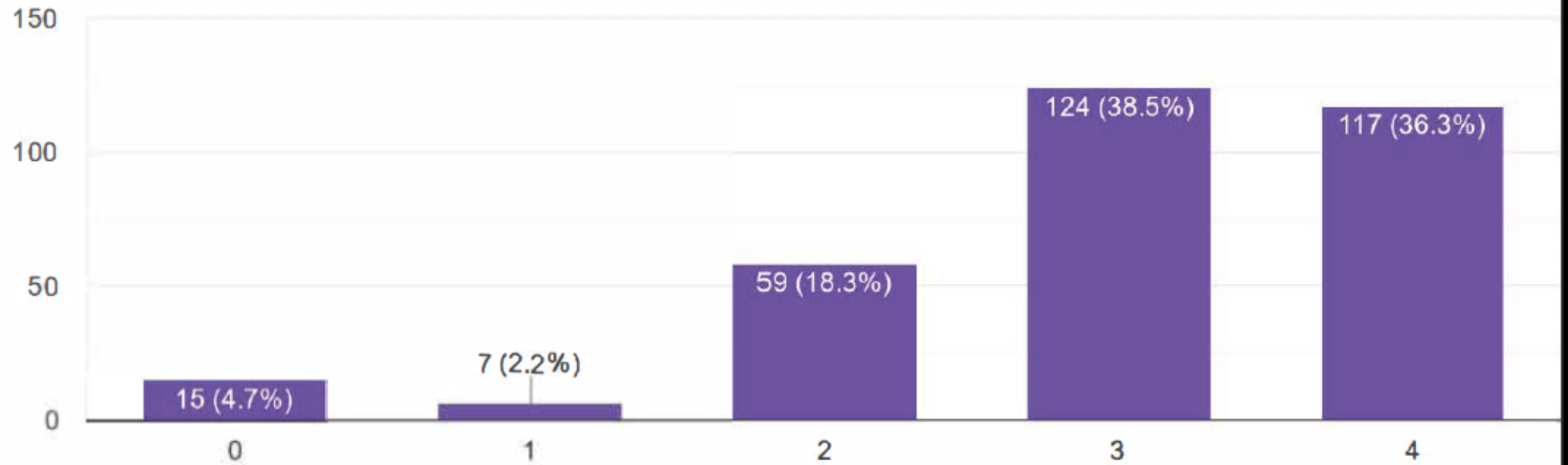
Question 2: response to emergency calls

Responses



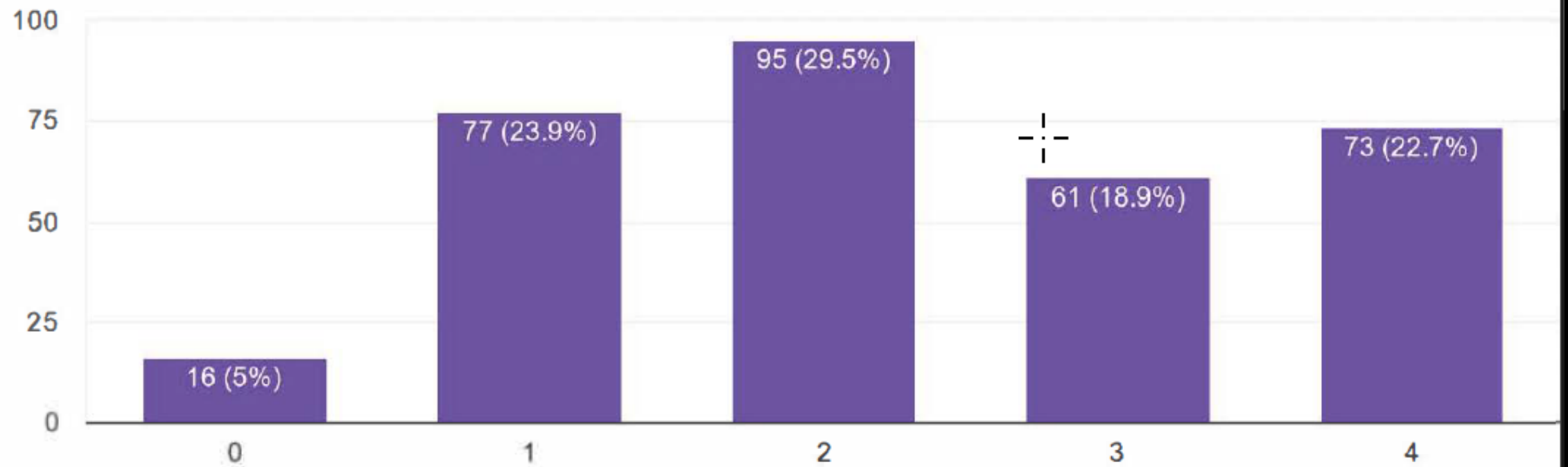
Question 2: response to complaints

Responses



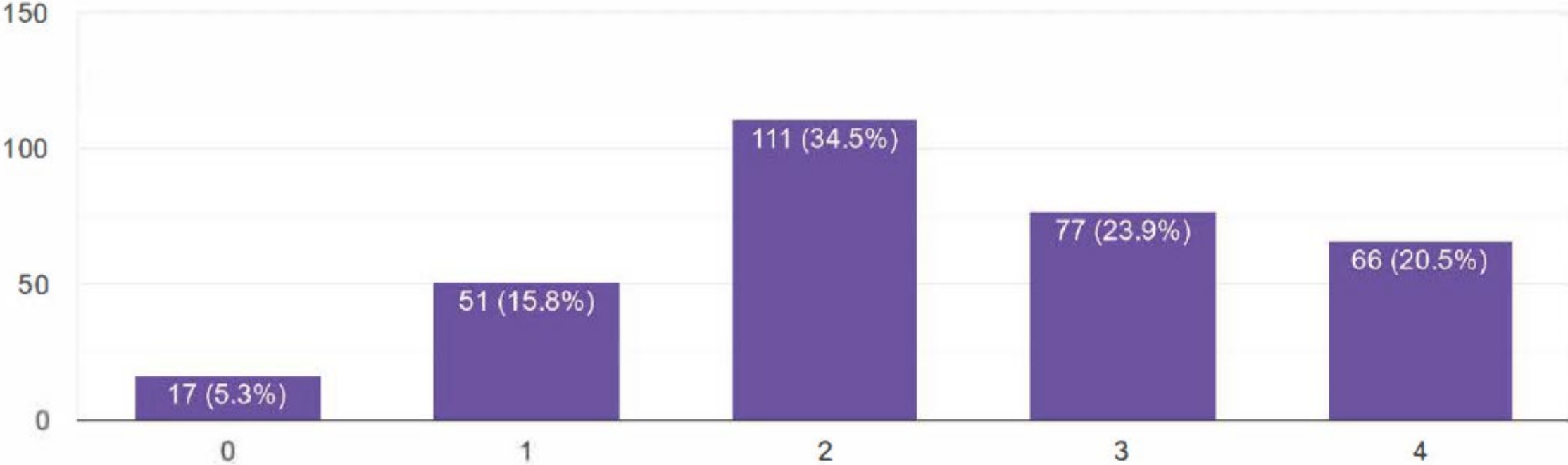
Question 2: visible police presence

Responses



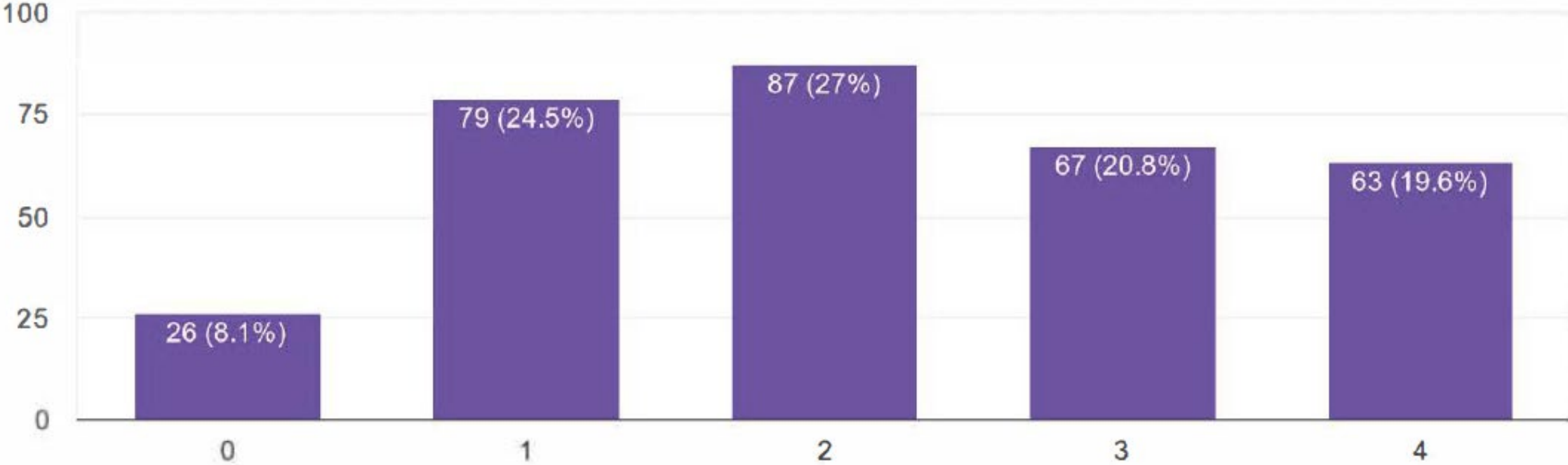
Question 2: traffic control

Responses



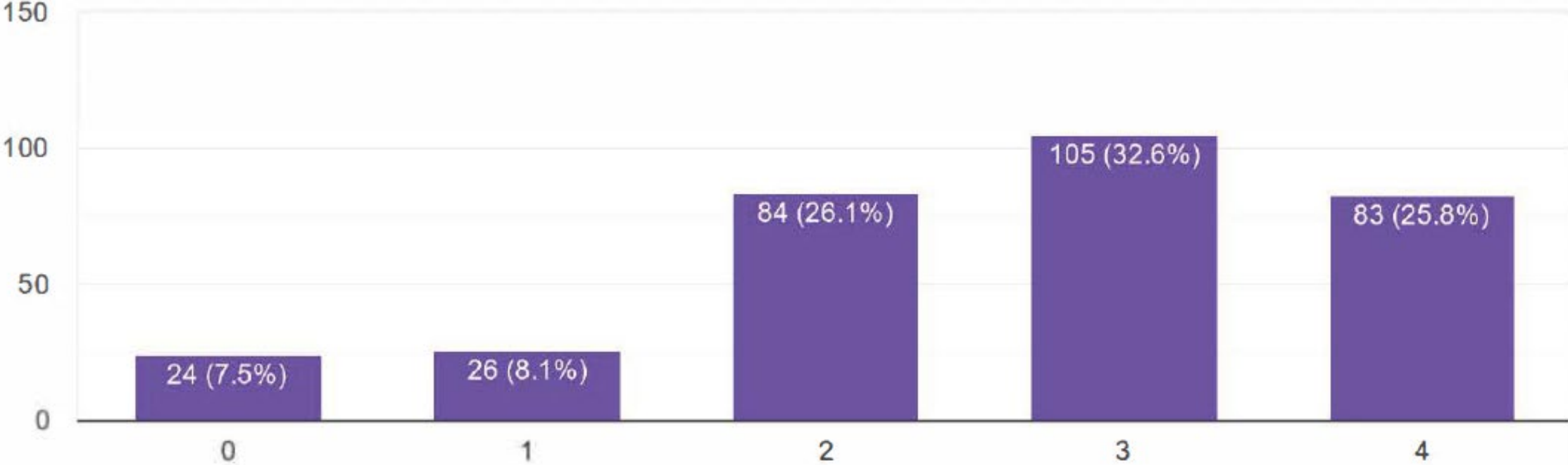
Question 2: preventive patrol

Responses



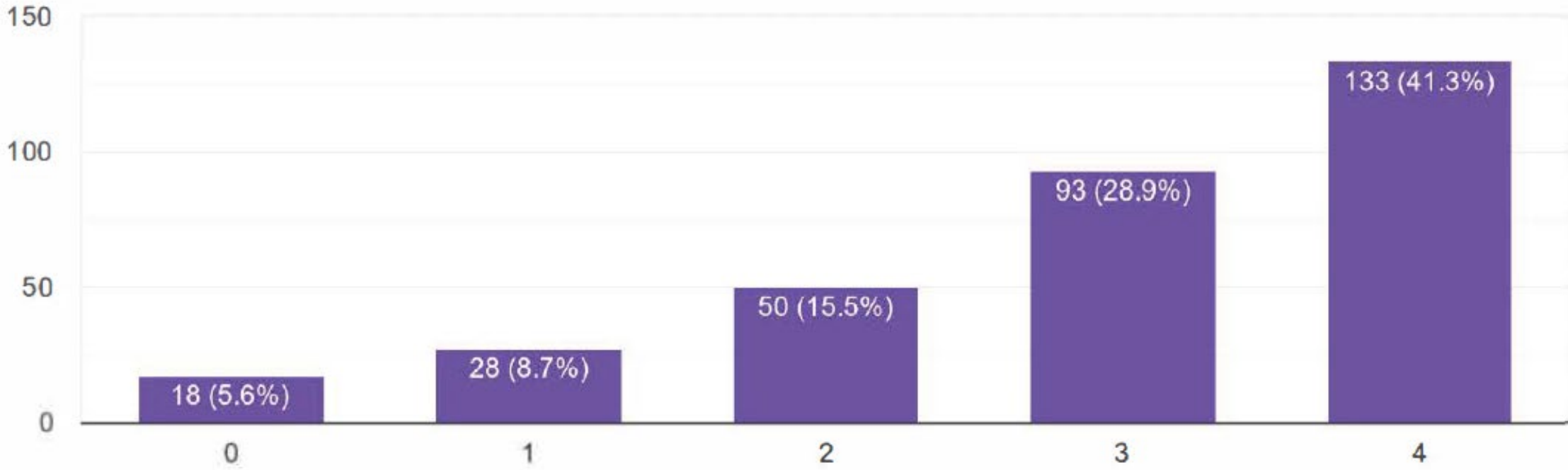
Question 2: investigative work

Responses



Question 2: building relationships with the community

Responses



Survey Question 3:

What do you consider to be an acceptable police response time to emergency calls?

Less than 10 minutes

10-20 minutes

Greater than 20 minutes

Question 3 Results:

199 Less than 10 minutes

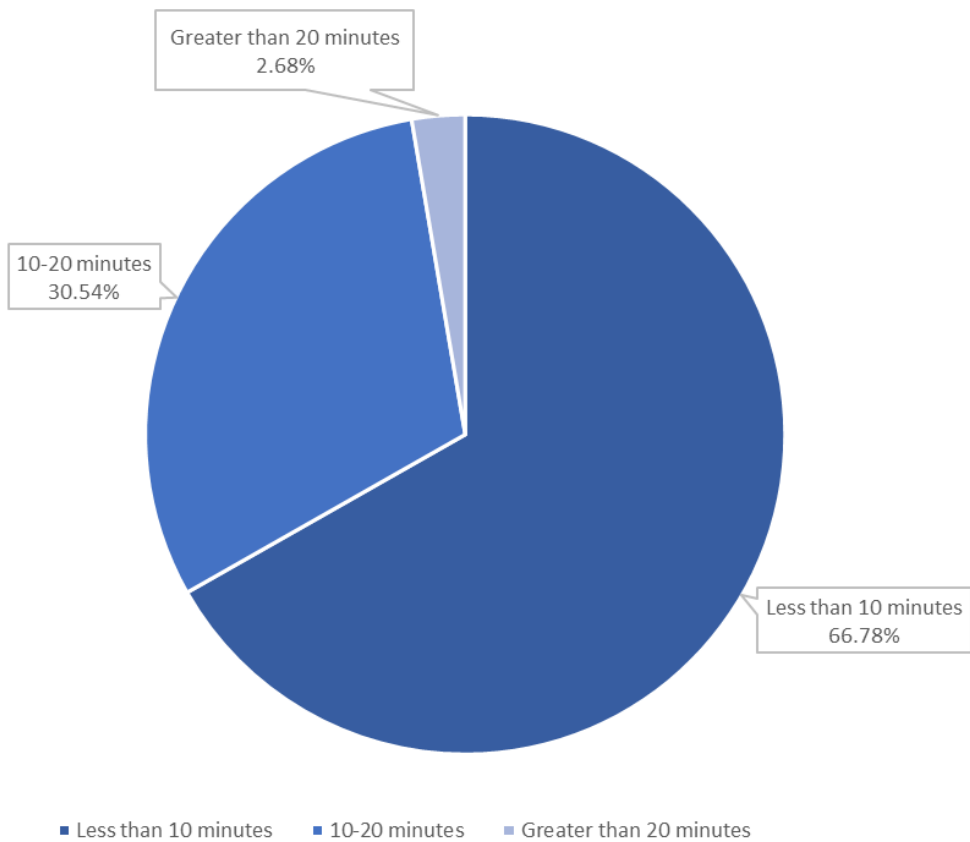
91 10-20 minutes

8 Greater than 20 minutes

17 No answer given/Left Blank

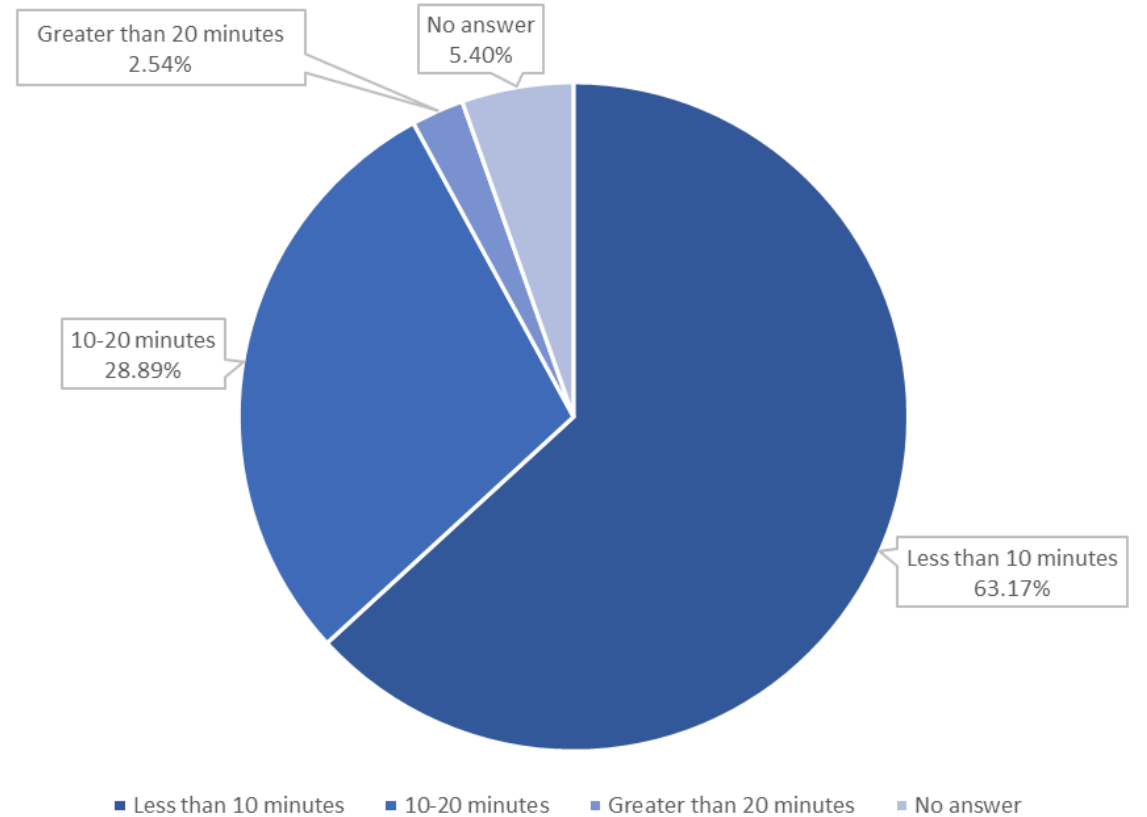
Question 3: What do you consider to be an acceptable police response time to emergency calls?

(Chart *excludes* blank answers; respondent left question unanswered)



Question 3: What do you consider to be an acceptable police response time to emergency calls?

(Chart *includes* blank answers; respondent left question unanswered)



Survey Question 4:

Currently the Shutesbury Police Department provides coverage from 7AM to 11 PM seven days/week, with State Police coverage 11 PM to 7AM. Shutesbury's Police Chief is on call status 24 hours every day. Do you think this is acceptable?

- Yes
- No
- No opinion
- No answer given

Question 4 Results:

232 Yes

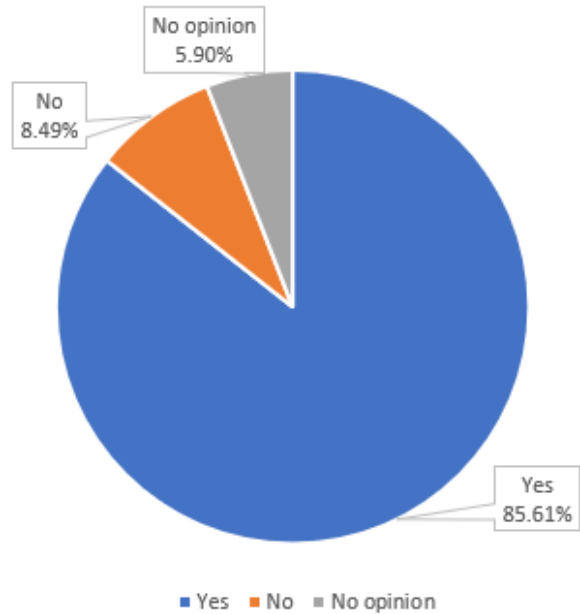
23 No

16 No opinion

44 No answer given

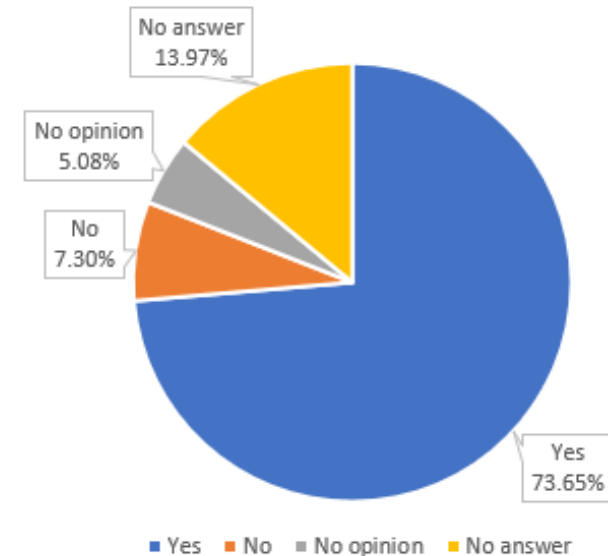
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(Chart *excludes* blank answers; respondent left question unanswered)



Question 4: Currently the Shutesbury Police Department provides coverage from 7AM to 11 PM seven days/week, with State Police coverage 11 PM to 7AM. Shutesbury's Police Chief is on call status 24 hours every day. Do you think this is acceptable?

(Chart *includes* blank answers; respondents left question unanswered)



Survey Question 5:

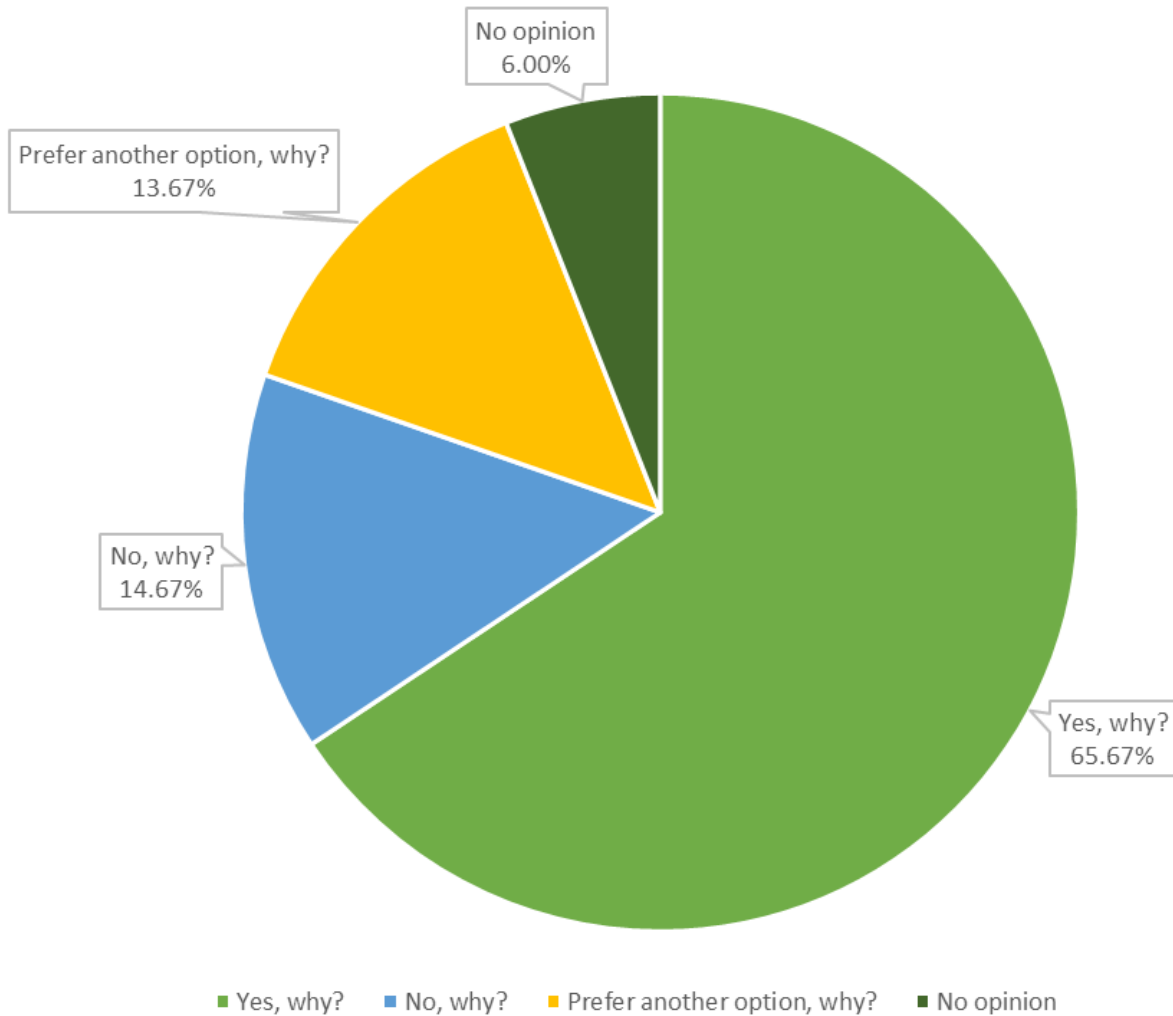
Do you think it is important for Shutesbury to continue to have its own police chief and department?

- Yes, why?
- No, why?
- Prefer another option, why?
- No opinion
- No answer/Left blank

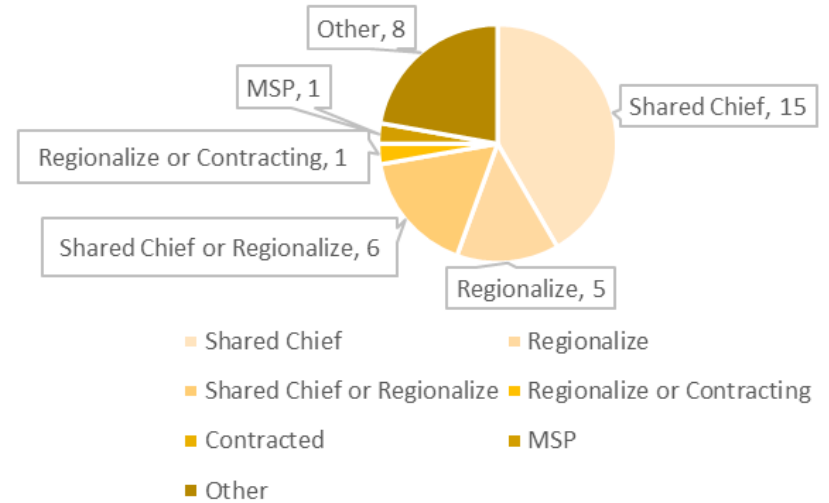
Question 5 Results:

196	Yes, why?	
44	No, why?	
41	Prefer another option, why?	
	Shared Chief	15
	Shared Chief or Regionalize	6
	Regionalize	5
	Regionalize or Contracting	1
	Contracted	0
	Massachusetts State Police	0
	Other (see comments below)	8
18	No opinion	
16	Blank/No answer	

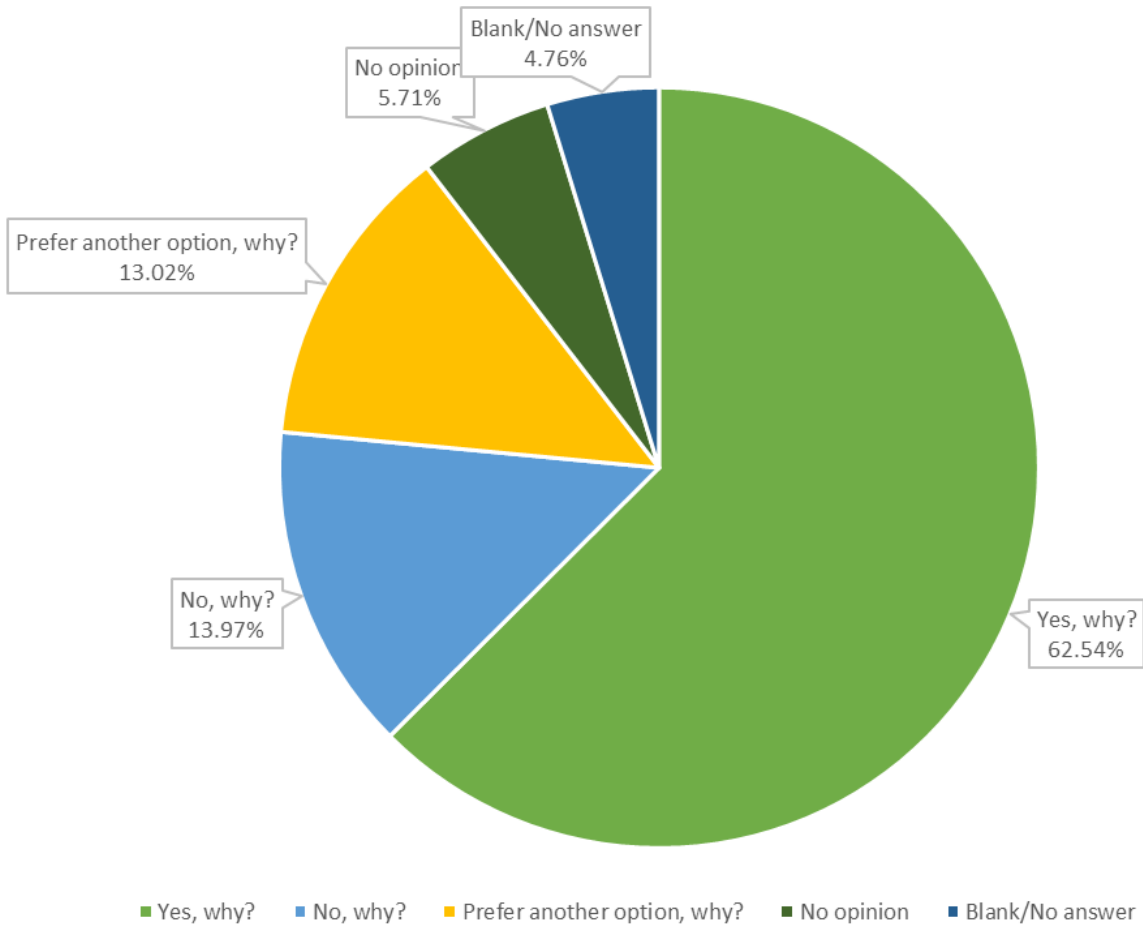
Question 5: Do you think it is important for Shutesbury to continue to have its own police chief and department?
 (Chart *excludes* blank answers; respondent left question unanswered)



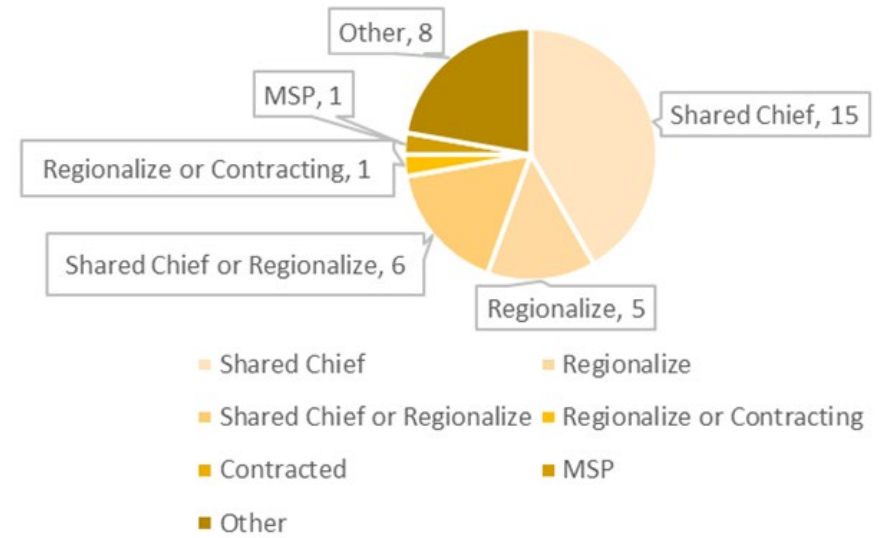
Prefer another option, why?



Question 5: Do you think it is important for Shutesbury to continue to have its own police chief and department?
 (Chart *includes* blank answers; respondent left question unanswered)



Prefer another option, why?



Survey Question 7-1:

Are you aware that one of the services provided by the Police Department is referrals to community resources available to Massachusetts residents?

- Yes
- No

Question 7-1 Results:

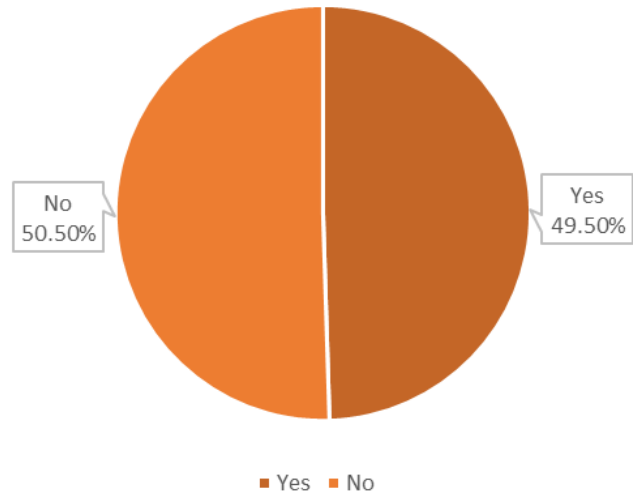
150 Yes

153 No

12 No answer/Left blank

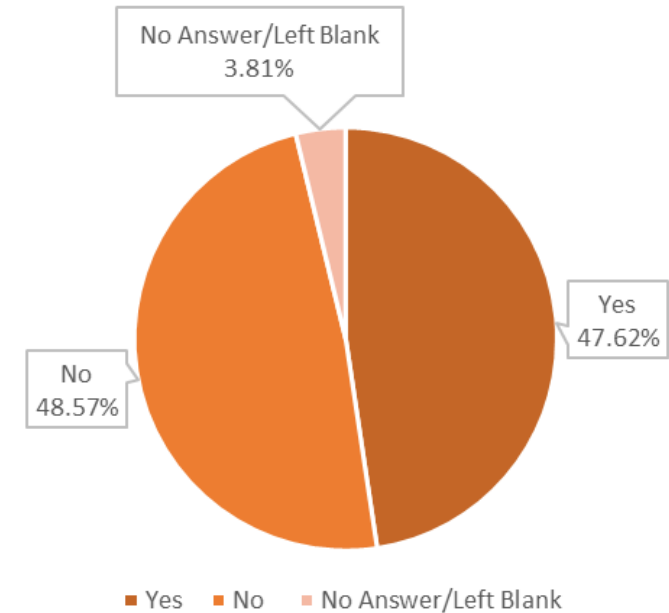
Question 7-1: Are you aware that one of the services provided by the Police Department is referrals to community resources available to Massachusetts residents?

(Chart *excludes* blank answers; respondent left question unanswered)



Question 7-1: Are you aware that one of the services provided by the Police Department is referrals to community resources available to Massachusetts residents?

(Chart *includes* blank answers; respondent left question unanswered)



Survey Question 7-2:

The Shutesbury Police Department currently follows the community policing model, which aims to provide services and promote a safe environment by interacting positively with residents and visitors on a day-to-day basis. How would you like the police to engage with you, your family, and other residents of Shutesbury?

- Coffee with a cop
- Ride-along with a cop
- Civilian training sessions
- Attend town events
- Support community networks (e.g., church, Shutesbury Athletic Club, Parent Teachers Organization, Sirius)
- Interact with other town departments
- Interact with Shutesbury Elementary School
- Train volunteers
- Interact with residents via social media
- Other_____

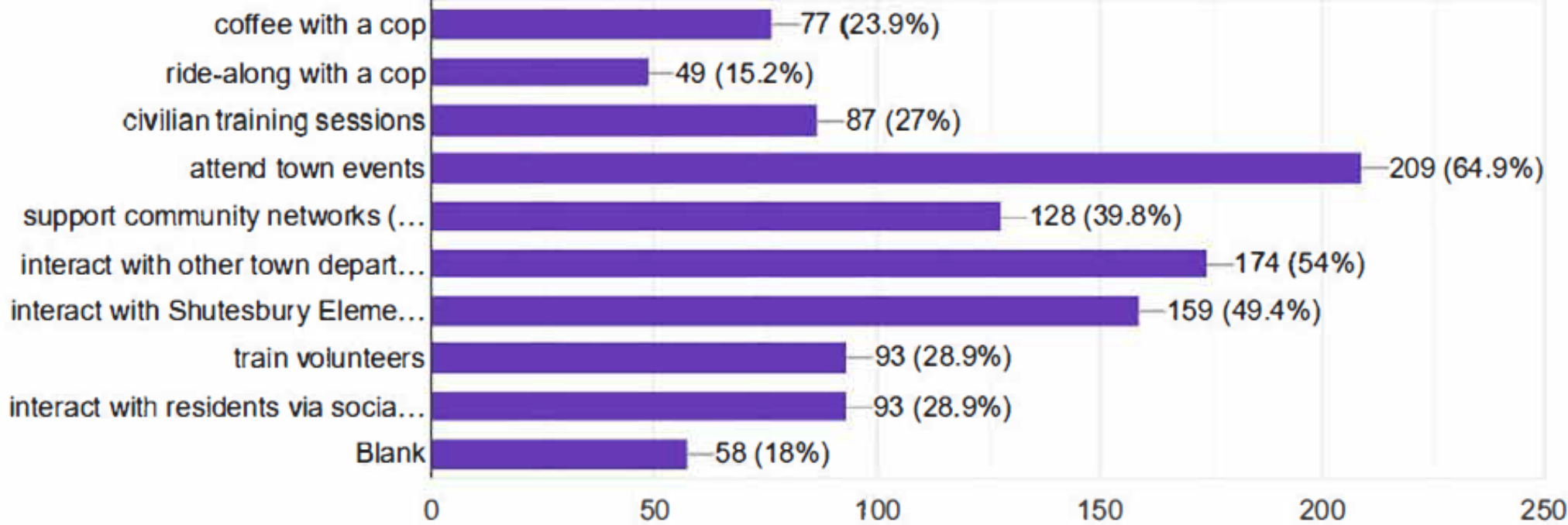
Question 7-2 Results:

- 77 Coffee with a cop
- 49 Ride-along with a cop
- 87 Civilian training sessions
- 209 Attend town events
- 128 Support community networks (e.g., church, Shutesbury Athletic Club, Parent Teachers Organization, Sirius)
- 174 Interact with other town departments
- 159 Interact with Shutesbury Elementary School
- 93 Train volunteers
- 93 Interact with residents via social media
- Other (*see comments below*)_____

- 58 No answer/Left Blank

Question 7-2: The Shutesbury Police Department currently follows the community policing model, which aims to provide services and promote a safe environment by interacting positively with residents and visitors on a day-to-day basis. How would you like the police to engage with you, your family, and other residents of Shutesbury?

Responses



The End

Police Study Group

Glossary of Terms

Draft: Living Document

Contracted

Town A contracts out their police coverage and services calls from Town B. Town A pays Town B on a pay for service basis either through a contract or invoicing options.

Independent/Autonomous

The town maintains their own fully staffed police department with a chief and officers.

Massachusetts State Police (MSP)

The town relies on Massachusetts State Police to provide police services and answer emergency calls.

Regionalization

Town A and Town B (and Town C, so on) merge completely into one police department to cover Town A and B. Financials are assessed based on a formula/percentage to be determined by a contract.

Shared Chief

Town A and Town B maintain independent police departments but share a chief position. Chief works for both towns. Financials are based on an agreement between towns. Town A and Town B share the cost of Chief salary, job related fees (i.e memberships, continuing education, uniforms, equipment, cruiser cost, fuel cost, etc).

Full-time Police Officer

An officer that has completed the full-time police academy

Part-time Police Officer

An officer that has completed the part-time police academy

Community Policing is a Collaboration between the police and the community. Together they identify and solve problems within the community. As allies we can enhance the safety and quality in neighborhoods.

Three components of Community Policing:

1. Developing Community Partnerships
2. Engage in problem solving
3. Implementing community policing organizational features (transparency, accountability, discretion)

1830 Sir Robert Peel "9 Principals of Policing"

1970 "COP Project" -San Diego Police Department (Community oriented Policing)

1. Stronger ties to the community vs. random patrols
2. Getting to know the community; valuable information about activity by assessing the needs of the community and expectations of Police services.

1980 FOOT PATROL EXPERIMENT Newark/Flint Michigan

1. Eased citizens fears of crime
2. Increased Officer satisfaction with work

1990's Well Adopted Community Policing

2014 President Obama Executive Order

As I researched (by asking long time and generational residents of Shutesbury) I found that Shutesbury Police have always been what is considered Community Police Officers. The consensus of the residents I spoke with tell me there has been only one time that this form of policing was NOT standard, under the Administration of that particular Chief of Police. (It matters who holds the standards for the department)

In Shutesbury currently, I hold the Community Policing values to the highest standard. Officers are requested to interact with the community multiple times daily. Myself and the Officers work to learn resident's names, and an understanding of each and everyone's unique dynamics and their expectations of us.

Officers do "Stop and Chats." / Check ins or Check on / Home checks (vacation or otherwise) / Follow ups/ Walking patrols/ Events e.g. Coffee with a Cop and Copsicle day. (Larger events are coming up, with a multi-agency involvement.)

We strive to utilize the social media platforms in a such a way that the community can get to know Officers throughout those platforms.

Officers are encouraged to use discretion in situations that allow that. They are encouraged to share who they "are" with the community as well. EXAMPLE: letting someone know you have experience in a area they are having trouble dealing with.

Being a Community Oriented Police Officer is not merely what you do, but WHO you are. Treating others how you want to be treated as best you can. Treating the WHOLE person. Remembering your GUARDIAN mentality. Embracing your PEACE Officer standard whilst still enforcing the law. Balance is key.

Law Enforcement Dimensions & John Sofis Scheft, Esq.
present



Sir Robert Peel's 9 Principles of Policing

The essence of policing with perspective — originally developed in 1830.

1. The basic mission for which the police exist is to prevent crime and disorder.
2. The ability of the police to perform their duties is dependent upon public approval of police actions.
3. Police must secure the willing co-operation of the public in voluntary observance of the law to be able to secure and maintain the respect of the public.
4. The degree of cooperation of the public that can be secured diminishes proportionately to the necessity of the use of physical force.
5. Police seek and preserve public favor not by catering to the public opinion but by constantly demonstrating absolute impartial service to the law.
6. Police use physical force to the extent necessary to secure observance of the law or to restore order only when the exercise of persuasion, advice and warning is found to be insufficient.
7. Police, at all times, should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police; the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.
8. Police should always direct their action strictly towards their functions and never appear to usurp the powers of the judiciary.
9. The test of police efficiency is the absence of crime and disorder, not the visible evidence of police action in dealing with it.

SIX PILLARS OF 21ST CENTURY POLICING

Pillar One: Building Trust and Legitimacy

Building trust and nurturing legitimacy between police and citizens is the foundational principle underlying the nature of relations between law enforcement agencies and the community they serve. Law enforcement cannot build community trust if it is seen as an occupying force coming in from the outside to impose control on the community.

Pillar Two: Policy and Oversight

If police are to carry out their responsibilities according to established policies, those policies must reflect community values. Law enforcement agencies should collaborate with community members, especially in communities and neighborhoods disproportionately affected by crime, to develop policies and strategies for deploying resources that aim to reduce crime by improving relationship, increasing community engagement, and fostering cooperation.

Pillar Three: Technology and Social Media

The use of technology can improve policing practices and build community trust and legitimacy, but its implementation must be built on a defined policy framework with its purposes and goals clearly delineated. Implementing new technologies can give police departments an opportunity to fully engage and educate communities in a dialogue about their expectations for transparency, accountability and privacy.

Pillar Four: Community and Crime Reduction

Community policing emphasizes working with neighborhood residents to co-produce public safety. Law enforcement agencies should therefore, work with community residents to identify problems and collaborate on implementing solutions that produce meaningful results for the community.

Pillar Five: Training and Education

Today's officers and leaders must be trained and capable to address a wide variety of challenges including international terrorism, evolving technologies, rising immigration, changing laws, new cultural mores and a growing mental health crisis.

Pillar Six: Officer Wellness and Safety

The wellness and safety of law enforcement officers is critical not only for the officers, their colleagues, and their agencies but also to public safety.

Shutesbury Mass.
Population: 1,717 (2020 Census)
Area: 27.2 Square Miles

**Shutesbury Police Budget/Expenses
FY 2010 - FY 2022**

Prepared for the Police Study Group

Account	Description	July 01, 2021 to June 30, 2022 FY 22 * Budgeted Current Year	July 01, 2020 to June 30, 2021 FY 21 * Actual	July 01, 2019 to June 30, 2020 FY 20 * Actual	July 01, 2018 to June 30, 2019 FY 19 Actual/ Budgeted	July 01, 2017 to June 30, 2018 FY 18 Actual	July 01, 2016 to June 30, 2017 FY 17 Actual	July 01, 2015 to June 30, 2016 FY 16 Actual	July 01, 2014 to June 30, 2015 FY 15 Actual	July 01, 2013 to June 30, 2014 FY 14 Actual
015210.109	Police Chief's Salary	\$ 64,768.00	\$ 63,654.00	\$ 61,800.00	\$39,298.89/ \$76,489.00	\$ 83,448.41	\$ 74,254.52	\$ 69,868.00	\$ 67,657.00	\$ 64,606.15
015210.110	Police Wages	\$ 128,271.00	\$ 117,873.03	\$ 90,461.89	\$ 91,337.71	\$ 117,201.16	\$ 122,849.05	\$ 111,686.70	\$ 98,504.31	\$ 96,982.78
015210.125	Police Longevity Bonus								\$ 500.00	
015210.120	Quinn Bill Wages									
015210.115	Police Shift Differential			\$ 3,663.00						
015210.120	Chief Holiday Pay	\$ 1,744.00	\$ 1,714.00	\$ 1,664.00						
015210.130	Police Overtime			\$ 2,500.00						
015210.135	Police Officers Holiday Pay			\$ 2,567.00						
015210.140	Police Cell Phone Stipend			\$ 29.84						
015210.700	Police Dept Operating Expenses	\$ 19,000.00	\$ 22,000.00	\$ 19,632.09	\$ 17,038.67	\$ 12,113.05	\$ 14,661.59	\$ 18,109.86	\$ 17,227.16	\$ 16,666.50
015210.702	Police Cruiser Maint	\$ 5,471.00	\$ 5,471.00	\$ 6,417.50	\$ 3,087.64	\$ 5,050.86	\$ 7,247.77	\$ 5,968.67	\$ 3,724.81	\$ 7,519.56
015210.114	Cruiser Maintenance Wages		\$ 52.13							
	Cruiser Fuel	Fuel no longer tracked by individual departments	Fuel no longer tracked by individual departments	Fuel no longer tracked by individual departments	Fuel no longer tracked by individual departments	Fuel no longer tracked by individual departments	Fuel no longer tracked by individual departments	Fuel no longer tracked by individual departments	Fuel no longer tracked by individual departments	Fuel no longer tracked by individual departments
	Total Police	\$ 219,254.00	\$ 210,764.16	\$ 188,735.32	\$150,762.91/ \$187,953.02	\$ 217,813.48	\$ 219,012.93	\$ 205,633.23	\$ 187,613.28	\$ 185,774.99
	% of Annual Budget	3.31%	3.19%	2.91%	2.34%/2.92%	3.59%	3.67%	3.53%	3.16%	3.27%
	% of Annual Budget	0.03308	0.03193	0.02971	0.02341/0.02919	0.03589	0.03670	0.03526	0.03190	0.03391
		FY2022 Town Budget	FY2021 Town Budget	FY2020 Town Actual	FY2019 Town Actual	FY2018 Town Actual	FY2017 Town Actual	FY2016 Town Actual	FY2015 Town Actual	FY2014 Town Actual
	Total Town Operating Budget	\$ 6,627,635.00	\$ 6,600,563.00	\$ 6,482,102.00	\$ 6,439,545.00	\$ 6,068,159.00	\$ 5,968,171.00	\$ 5,831,190.00	\$ 5,935,258.00	\$ 5,675,440.00
		* Continued COVID-19 Pandemic	* Continued COVID-19 Pandemic	* January 2020 COVID-19 Pandemic						
		Department Understaffed: 2 positions Vacant	Department Understaffed: 2 positions Vacant	Department Understaffed: 2 positions Vacant	Department Understaffed: 3 positions Vacant					
		Started year wit Officer in Charge	Chief Fernandes resigned March 6, 2021	Budget brought to align with Police Contract	Chief Wages Budgeted \$76,489.00					
		SB promoted an officer to Sargeant	SB choose Officer in Charge at current rate		Tom Retired; Salary paid to OIC from Police Wages,					
		SB assigned Acting Chief to Officer in Charge	Chief Wages \$44,958.38 Used Budgeted mount for accurate comparison							

July 01, 2012 to June 30, 2013 FY 13 Actual	July 01, 2011 to June 30, 2012 FY 12 Actual	July 01, 2010 to June 30, 2011 FY 11 Actual	July 01, 2009 to June 30, 2010 FY 10 Actual
\$ 63,773.00	\$ 61,916.00	\$ 60,144.00	\$ 59,225.00
\$ 71,012.23	\$ 86,239.83	\$ 79,950.18	\$ 77,849.00
	\$ 150.00		\$ 600.00
	\$ 7,202.00	\$ 6,489.30	\$ 7,096.00
\$ 20,238.10	\$ 16,627.97	\$ 16,414.70	\$ 13,802.85
\$ 5,969.00	\$ 4,163.59	\$ 6,036.08	\$ 5,937.16
\$ 5,969.00	\$ 5,969.00	\$ 5,748.98	\$ 1,842.74
\$ 166,961.33	\$ 182,268.39	\$ 174,783.24	\$ 166,352.75
2.90%	3.40%	3.21%	3.08%
0.03186	0.03403	0.03208	0.03079
FY2013 Town Actual	FY2012 Town Actual	FY2011 Town Actual	FY2010 Town Actual
\$ 5,750,479.00	\$ 5,356,479.00	\$ 5,448,246.00	\$5,403,650.00

Summary of Shutesbury Police Department Interviews

Summary of information from Interviews of four members of SPD 2/26/22 – 2/27/22

The four members we interviewed live in Ludlow, Huntington, Granby and Shutesbury. All have some previous policing experience.

Question 1. What do you really like about the current department?

The Leadership, the chief, the team effort, shared purpose, the different mindset here compared to other work places, the feeling of being appreciated by chief and team makes it less stressful, the small community you get to know well.

Chief is a mentor, a leader, great communicator, expects us to do well, supportive of people learning the job, good listener, sets a great example of how to police, promotes community involvement, has lots of diverse experience to draw on, has brought the department together.

2. (a) How do you see the Police department moving forward? (b)What is your vision for the department?

a) Stay intact, add a needed sergeant to share the workload, to see the full-time chief position settled, add one or two more officers, keep the team energy growing, take a breath after this process and the uncertainty ends, the current department is appropriate to a small town

b) Find more ways to serve the community, Community Policing, know that the officers work for the people in town

3. What is the biggest department challenge, and how would you address it if you were in charge?

No challenges for the department as it stands, the current structure works, end the uncertainty, Chief has to get some time off – under a lot of stressors, chief being patient to introduce new ideas, feeling support from the community, are we good enough? feeling like we are under a microscope, day to day criticism at national and local level, recruiting when there are unknowns about what will happen with the structure, taking calls on your own when you are a new officer, acknowledgment of stressors of being a police officer – drain on family time, helping with people not at their best, tough situations, etc.

4. What motivates you to be active in the department?

Grew up in a small town and looked up to members of the police department; friendly contact with resource officer in school, can fill in part-time and flexibility, working with team that is calm and positive, the Chief is the main motivation to be in this department, being known for helping people solve tough situations and problems, make a positive impact on people's day and lives, be part of a community, interact positively with citizens and feeling appreciated for that, provide prevention

measures, explain the situation so people will gain a safer perspective, helping people on medical calls, being a help to someone on their hardest day.

5. What would you like to see continue with the department?

Outreach programs such as Coffee with a cop, initiate a bike patrol to school, continue to work on interactions at the crowded state beach in the summer, strengthen the basic team, look into a comfort dog or trained dog program, continue with our current leadership, develop support systems to help everyone become successful, continue to have a town department, no back-peddling on commitment to community policing

6. Any other additional comments/concerns?

The State police cannot provide a quick response time (35 minutes from South Hadley to Shutesbury on a recent call for example), MSP is short staffed, mutual aid is not always available, Leverett/Wendell has had some 3 – 11pm shifts that are not covered so they not available for mutual aid, contracting with another town will increase the area to cover and slow response times, prefers to work with a structure, retention of officers would be improved if there was a process to show appreciation, appreciation isn't money or a write-up in your file - it is understanding police are human beings taking care of problems, not just uniformed presences lurking, judge us by our behavior - not what is happening elsewhere, being beside the road to slow and deter speeders is not "doing nothing", working other jobs to support salary, not bored in Shutesbury, have the time to follow up on previous calls, connecting with people is very important, there is no stop/ticket quotas to be filled, the on-call model will not work – it would require more than two and that would make it more expensive, if you lose the Chief, you will lose the team, not speaking for the past but given the opportunity this could be a long term team for the SPD, we agree with the Chief's approach, when officers are contracted to multiple towns they will have to (and can) know the different town bylaws to enforce, the PSG has members working on their own agendas, there is bias against the police on the PSG, the PSG process has dragged out the decision regarding the chief and that is damaging,