

SHREWSBURY POLICE DEPARTMENT



Strategic Plan 2007-2012

James J. Hester Jr.
Chief of Police

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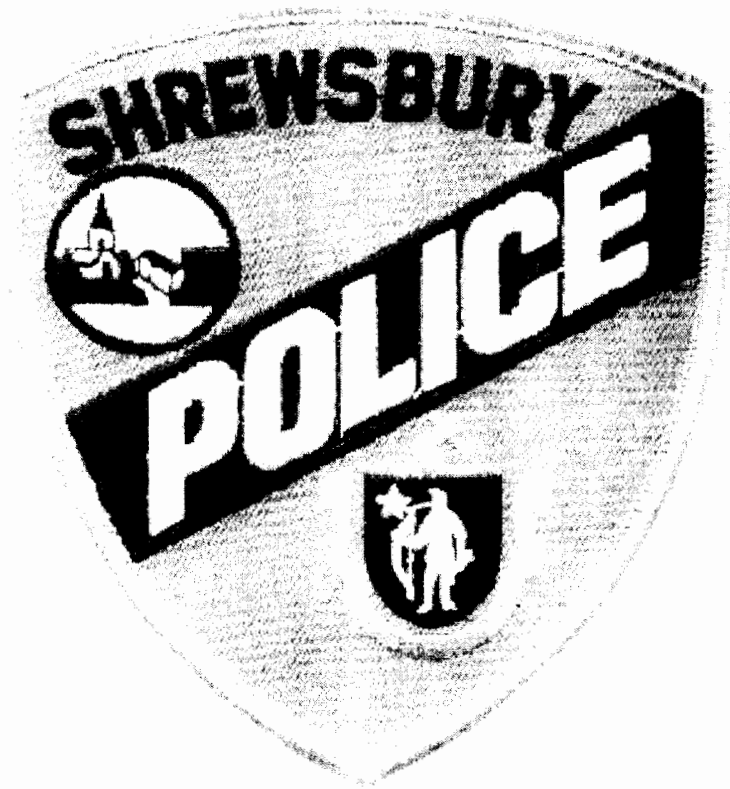
11. FUTURE ORGANIZATIONAL CHART YEAR 2012



SHREWSBURY POLICE
DEPARTMENT
MISSION STATEMENT

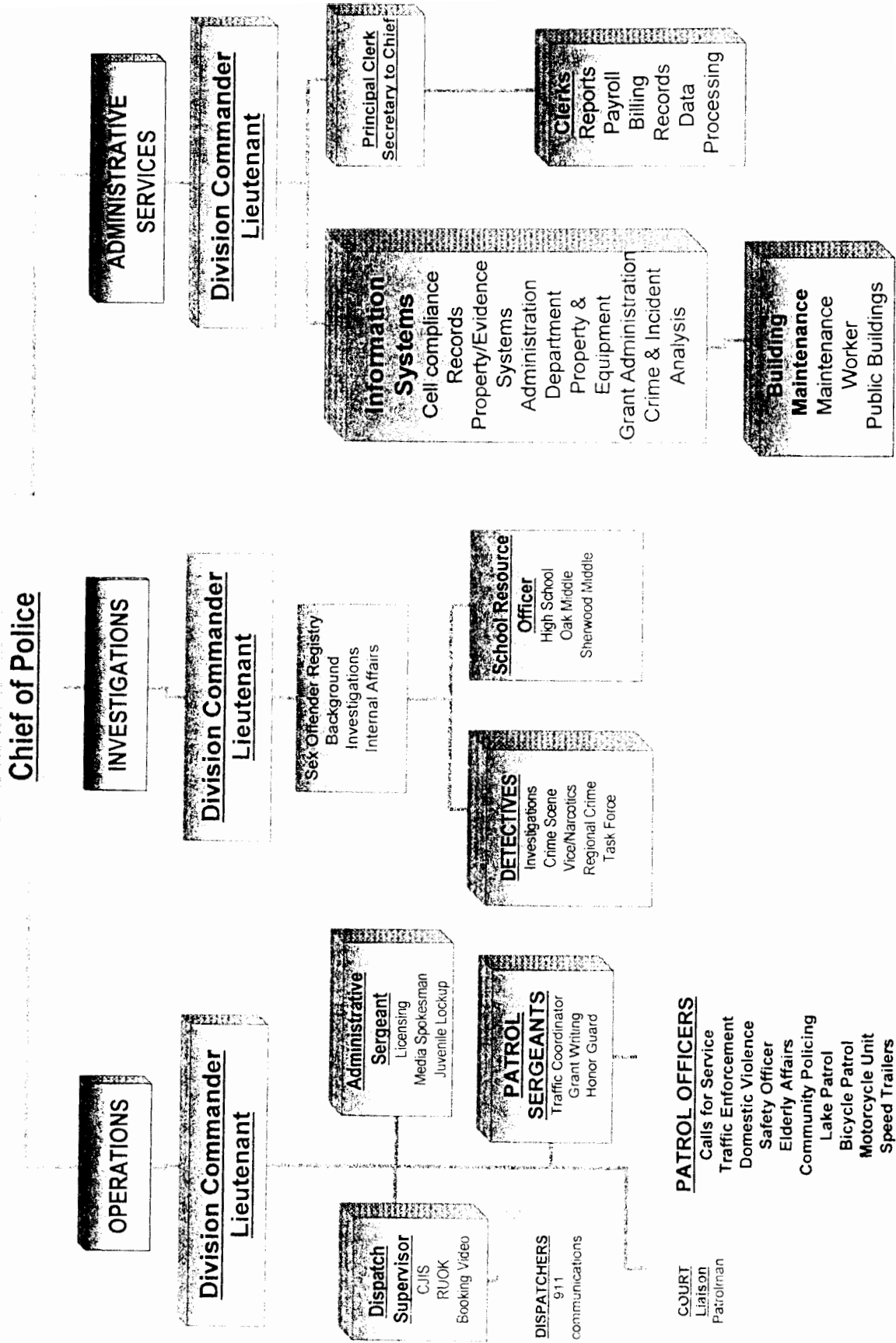
Mission Statement

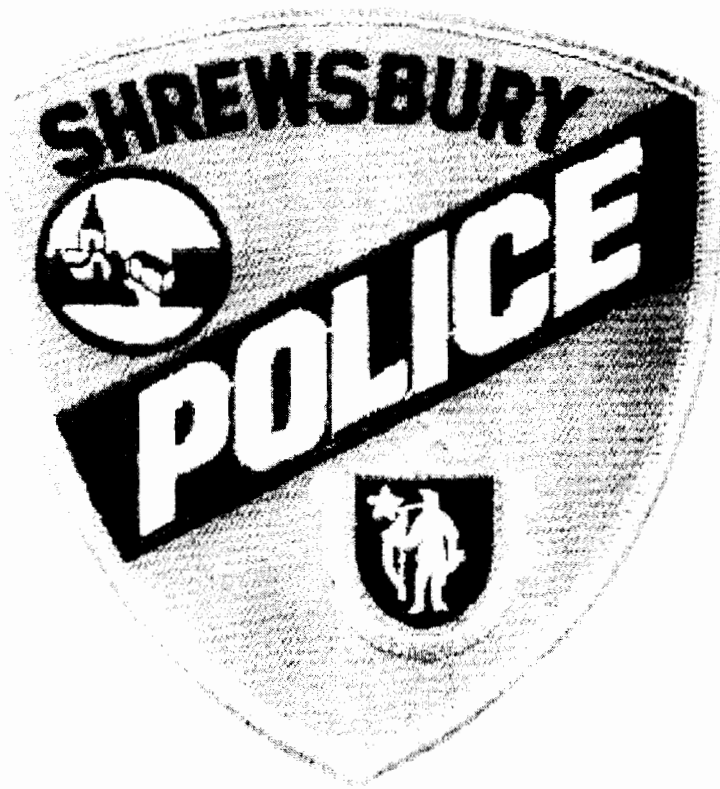
It is the mission of the Shrewsbury Police Department to consistently deliver quality police service to the community we serve. We dedicate ourselves to a proactive problem solving approach when addressing crime, disorder, fear of crime and issues in the community that effect public peace and security. Our employees are committed to strive for excellence by delivering our services with the highest degree of professionalism and integrity. We believe that by doing so earns the trust and respect of the community we serve, allows public partnerships to be formed, and promotes a higher quality of life for all citizens we serve.



ORGANIZATIONAL
CHART
YEAR 2007

Shrewsbury Police Department





SERVICES PERFORMED

Services Performed

The mission of the Shrewsbury Police Department is to serve the needs of the community. As a public organization, it provides citizens with the stability they seek in establishing their homes, raising their families, conducting their business and generally living in an environment that is safe and tranquil. As a law enforcement agency it gives the highest priority to serious criminal offenses which create the greatest fear in the community. The police officer must be the keeper of the public peace and at the same time be ready to assist all persons in trouble.

The current mission of the Shrewsbury Police Department encompasses the following objectives:

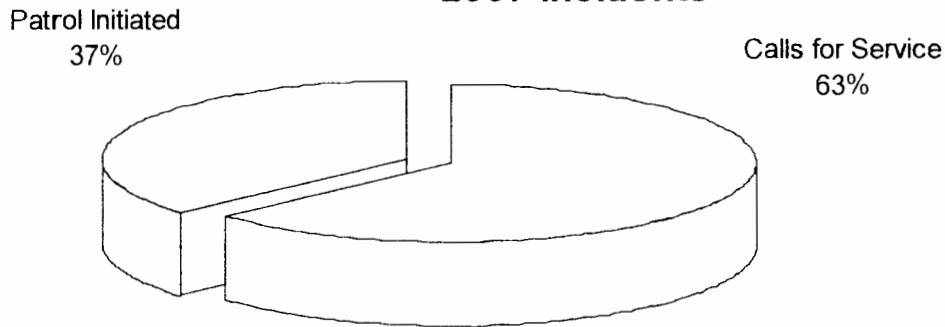
1. The creation and maintenance of a sense of safety and security within the community.
2. Identification, prevention and control of any activity or conduct which threatens life or property.
3. Furnishing aid and assistance to any person who has been the victim of an accident or crime.
4. The movement of vehicular and pedestrian traffic safely and expeditiously
5. Aid and assistance to those who, for various reasons, cannot care for themselves, including the mentally ill, the physically disabled, the homeless, the very old and the very young, the intoxicated and those addicted to harmful substances.
6. Resolution of social conflict between individuals or groups of individuals.
7. Preservation of the public peace and good order.
8. The protection of the individual rights and constitutional guarantees of all citizens.
9. Accomplishment of all police objectives within the framework of the law and the highest standards of ethical conduct.
10. Deliver high quality police service using community policing philosophy.



STATISTICS

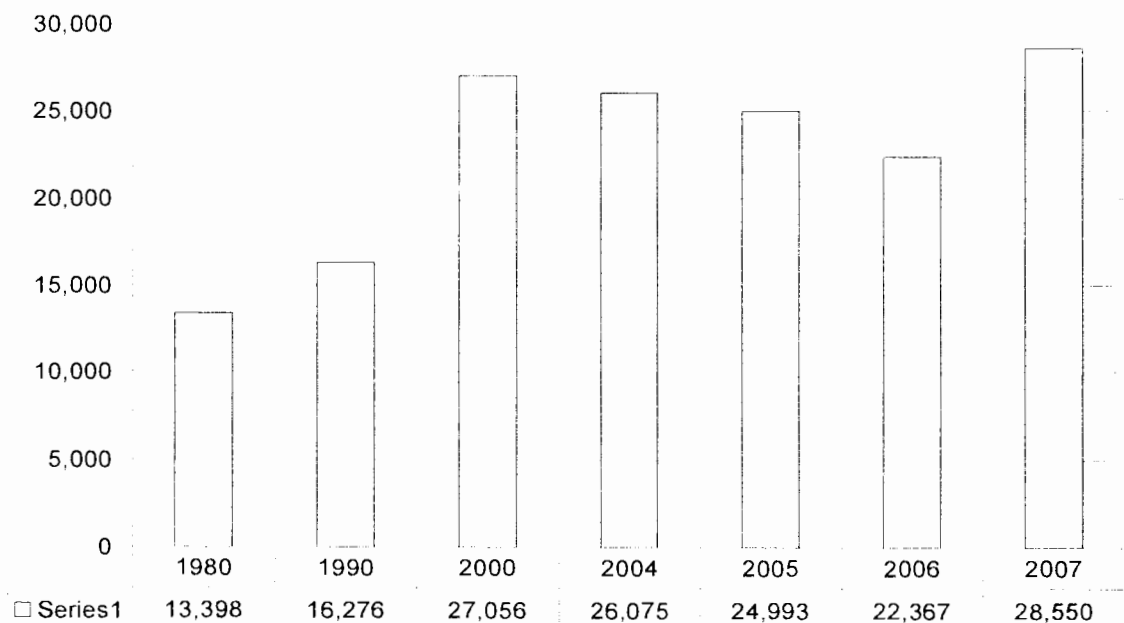
Incidents

2007 Incidents

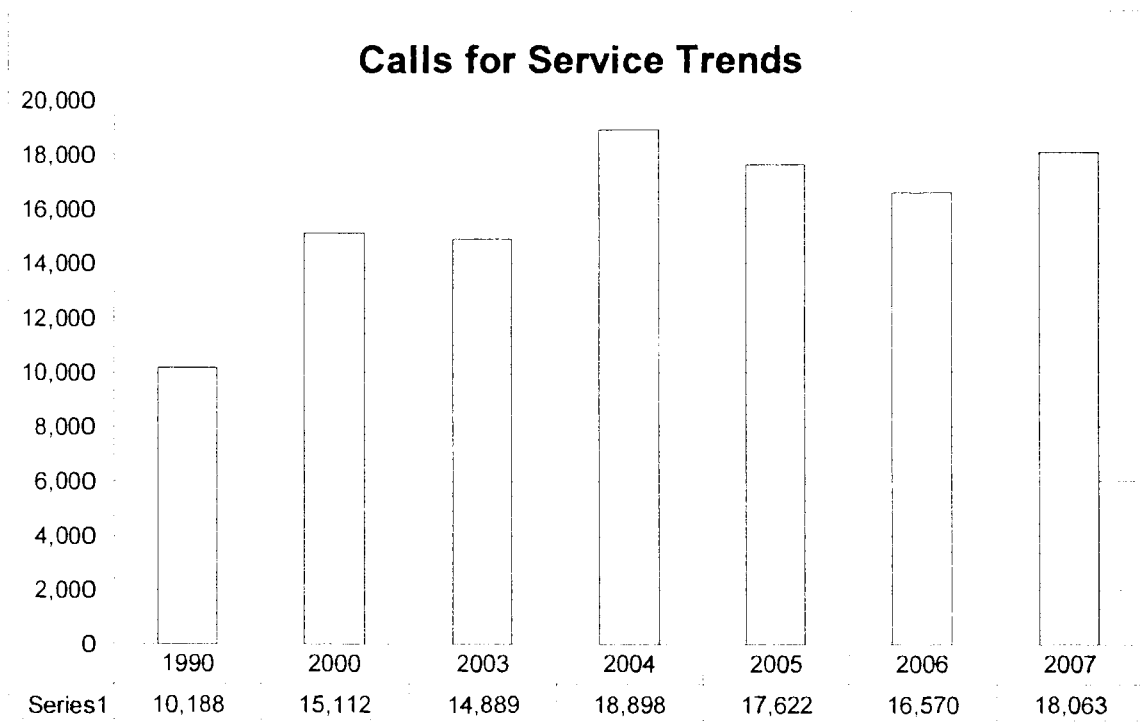


2007 was a year of great changes in police activity. The new police officers hired in 2006 completed their training and began working in the community in 2007. In addition, three veteran officers transferred from other communities this year, increasing police staffing by just over 25%. In total, the Police Department logged 28,549 total incidents for 2007, an increase of 6,183 incidents from 2006. While Calls for Service rose a little more than 2%, the increase in Patrol Initiated Activity rose just over 50%! This increase in activity initiated by officers is attributed to the increase in staffing and the quality of officer hired.

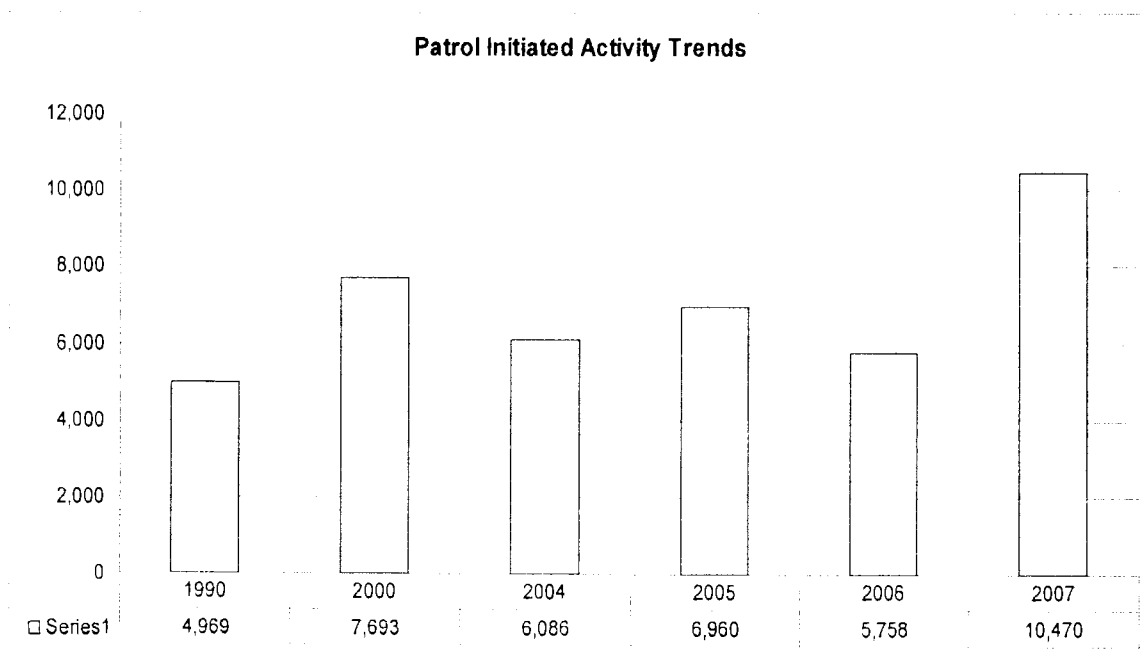
Incident Trends



Incidents are a measure of the police department's activity. They represent the sum total of calls for service, activity generated by Police Department assignments and employee proactivity, as well as some administrative functions.



Calls for service are the primary responsibility of the entire Police Department and particularly, the Patrol Division. At 63% of total incident activity, these calls consume the bulk of a patrol officer's time.



2007 Summary of Criminal Activity

Reported Criminal Incidents					
	2007	2006	2005	2004	2003
Arrests	931	691	673	605	770
Annoying Phone Calls	89	96	99	98	144
Arson	0	2	2	10	2
Assaults	114	114	91	68	56
B&E Residential	66	84	79	62	55
B&E Commercial	36	31	43	26	54
B&E Motor Vehicle	131	50	104	70	98
Child in Need of Services	18	31	24	13	9
Disturbances	519	541	507	515	492
Domestics	221	181	210	140	131
Hate Crimes	0	2	0	0	0
Hit and Run	145	156	177	167	136
Identity Theft	95	106	80	48	
Illegal Dumping	40	42	45	52	41
Larceny	308	327	344	291	290
Liquor Violation	22	14	15	1	6
Manslaughter	0	0	0	0	0
Murder	0	0	0	1	0
Narcotic	114	100	94	34	53
Rape	7	10	1	4	4
Restraining Order Violation	43	24	50	27	15
Road Rage*	29	18	24	18	
Robbery	5	4	7	19	15
Sex Offences	18	18	20	6	15
Shoplifting	88	85	84	104	90
Stolen Vehicles	59	39	49	48	55
Vandalism	309	380	203	307	304

* Category added in 2004

2007 Summary of Services Incidents

Service Incidents					
	2007	2006	2005	2004	2003
Accidents (Investigated)	952	981	1,172	1,036	982
Accidents (Not Investigated)	10	290	285	335	420
Accidents Fatal	2	3	0	0	1
Alarms	1,355	1,270	1,344	1,546	1,479
Animal Complaints	602	590	512	536	381
E9-1-1 Calls	*	4,785	4,555	5,343	4,741
E9-1-1 Transfer to EMS	*	1,329	*	1,372	1,224
E9-1-1 Transfer to Fire	*	208	*	217	179
E-9-1-1 Hang Ups	*	462	*	826	945
Escorts	0	5	3	274	473
Firearms Permits Processed	458	287	262	182	528
Firearms Safety Graduates	248	90	146	151	346
Medicals	2,194	2,060	1,915	1,952	1,792
Missing Persons (Reported)	65	50	48	61	51
Parking Tickets	1,128	906	1,324	960	1,187
Protective Custody	165	134	96	50	143
Preserve the Peace	50	50	42	67	45
Remove Youths	114	93	80	54	31
Restraining Orders	148	221	278	233	476
RUOK Alerts	26	32	29	32	48
Suicide (Attempted)	14	9	18	21	14
Suicide	1	1	1	2	2
Summons Served	1,228	1,178	819	836	1,293
Suspicious Persons/Vehicle	1,826	1,251	1,142	1,275	1,376
Unattended Deaths	21	22	14	14	19
Unsecured Private Buildings	88	51	60	63	30
Well Being Check	325	242	158	216	198

* 9-1-1 information is not available until after this report is published.

2007 Summary of Motor Vehicle Incidents

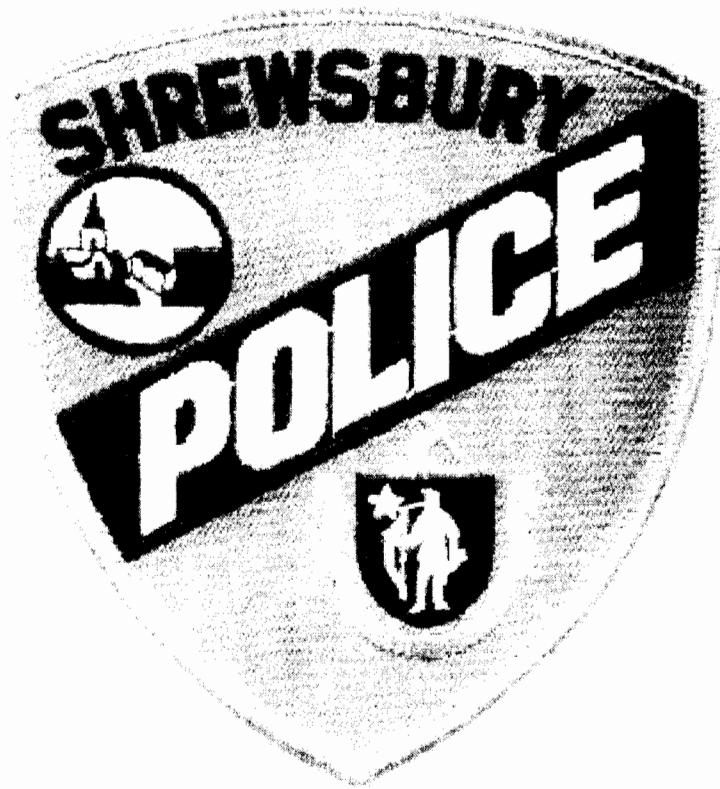
Motor Vehicle Violations				
	2007	2006	2005	2004
Attaching Plates	39	26	29	10
Breakdown Lane	22	19	32	6
Defective Equipment	277	203	136	72
Fail to Keep Right	7	25	4	3
Fail to Stop for School Bus	10	21	21	16
Inspection Sticker Violation	1,059	801	494	212
Junior Operator Passengers	5	7	3	1
Leaving the Scene of an Accident	23	16	20	28
Marked Lanes	100	151	127	76
Motor Vehicle Homicide	1	0	0	0
Operating Under Influence Alcohol	65	47	51	46
Operating Under Influence Drugs	6	10	7	8
Operating Without a License	225	165	189	55
Operating to Endanger	19	27	18	24
Red Light	491	299	318	93
Refusal to Stop for Police	1	22	16	12
Seat Belt/Child Restraint	342	229	79	88
Speeding	2,053	1,460	1,270	761
Stop Sign	144	220	133	87
Suspended/Revoked Operator	270	163	153	80
Unregistered Motor Vehicle	414	249	344	88
Uninsured Motor Vehicle	193	109	108	44
Using Without Authority	3	10	7	5
Other Miscellaneous Violations	1,079	657	580	493
Total Offenses	6,848	4,936	4,139	2,308
Total Citations	4,756	3,473	3,592	2,113

200 Animal Control Incidents

Animal Control

Incidents

	2007	2006	2005	2004
Dogs Licensed	2,572	2,657	2,672	2,822
Dog Violations Cited	25	36	64	46
Dog Bites	6	15	20	16
Cat Bites	1	1	2	3



COMMUNITY COMPARISON

COMMUNITY COMPARISON

The Shrewsbury Police Department consists of **45 sworn officers** with the following breakdown:

1 Chief, 3 Lieutenants, 6 Sergeants, 35 Patrolman, 8 Dispatchers, and 6 Clerks.

In **2006** the department logged **22,367 incidents**. These included 1,271 motor vehicle accidents and 691 arrests.

In **2007** the department logged **28,549 incidents**. These included 962 motor vehicle accidents and 931 arrests.

SIMILAR CITIES AND TOWNS

Danvers Population-25,212 # of Incidents 16,036 # of MVA not available
1 Chief, 2 Captains, 1 Lt, 8 Sgt's, 34 Patrol, 13 dispatcher and clerks **TOTAL:46**

Belmont Population-24,720 # of Incidents 16,994 # of MVA 859
1 Chief, 1 Dep Chief, 6 Lt's, 9 Sgt's, 28 Patrol **TOTAL:45**

Burlington Population-23,302 # of Incidents 23,749 # of MVA 1,235
1 Chief, 2 Captains, 4 Lt's, 8 Sgt's, 44 Patrol, 6 dispatchers and clerks **TOTAL: 59**

Chelmsford Population-32,383 # of Incidents 24,629 # of MVA 1,138
1 Chief, 1 Dep Chief, 5 Lt's, 7 Sgt's, 35 Patrol, 15 dispatchers and clerks **TOTAL:49**

Natick Population-37,510 # of Incidents 19,000 # of MVA 1,100
1 Chief, 4 Lt's, 11 Sgt's, 51 Patrol, 12.5 dispatchers and clerks **TOTAL:67**

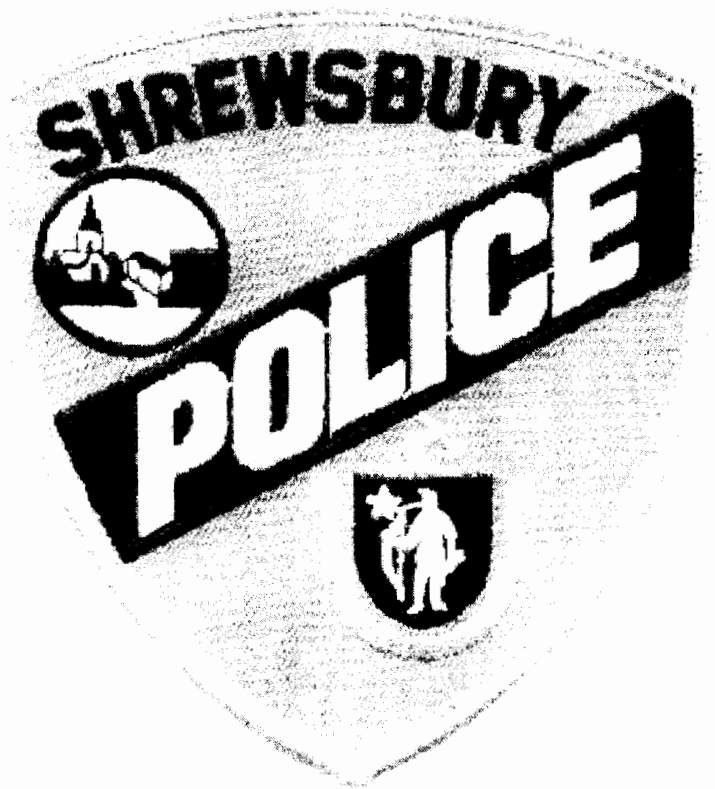
Marblehead Population-23,000 # of Incidents 14,907 # of MVA 397
1 Chief, 1 Capt, 4 Lt's, 3 Sgt's, 25 Patrol, 9 dispatchers and clerks **TOTAL:34**

Norwood Population-28,700 # of Incidents 26,444 # of MVA not available
1 Chief, 5 Lt's, 6 Sgt's, 47 Patrol, 11 dispatchers and clerks **TOTAL:59**

2007 Personnel Summary – Authorized Strength

	1980	1990	2000	2004	2005	2006	2007
Total	38	40	46	55	56	58	58
Sworn	32	32	35	42	42	44	45
Chief	1	1	1	1	1	1	1
Lieutenants	0	2	3	3	3	2	3
Sergeants	5	6	5	6	6	7	6
Patrolmen	26	23	26	32	32	34	35
Dispatch	2	4	6	7	8	8	8
Clerical	4	4	5	6	7	7	6

The 2005 New England average for municipalities with populations of 25 to 50 thousand was 1.8 officers per thousand population according to the FBI's Crime in the USA. Based upon the 2005 local census of 32,938 residents, Shrewsbury's staffing level was 1.4 authorized positions per 1000 population. To meet the average manning, Shrewsbury would need to add 14 additional police officers for strength of 59 sworn officers.



JOB DESCRIPTIONS

DEPARTMENT POSITIONS

CHIEF OF POLICE

The Chief of Police is appointed by and reports to the Town Manager, in accordance with the Town of Shrewsbury Charter and applicable provisions of the Massachusetts General Laws. He is the principle administrative officer of the Shrewsbury Police Department and the final departmental authority in all matters of policy, operations and discipline. He exercises all the lawful powers of his office in carrying out the duties and issues such orders as are necessary to ensure the effective performance of the Department.

The Chief of Police is responsible for administrative and supervisory work in directing the operations of the Police Department, in the protection of life and property, the prevention and suppression of crime, and all other related work as required. In fulfilling his responsibilities, he furnishes a sense of purpose and direction for the Police Department and its members.

The Chief of Police determines the goals and objectives of the Department in order to respond to the law enforcement concerns and the police service requirements of the Town of Shrewsbury and its citizens.

LIEUTENANT

Under the direct command of the Chief of Police, a Police Lieutenant directly serves as Commanding Officer of one of three divisions: Operations, Investigations, or Administrative Services. The Lieutenant is responsible for the supervision, coordination and control of all officers in the particular division.

ADMINISTRATIVE SERVICES COMMANDER

Under the direct command of the Chief of Police, the Lieutenant in charge of Administrative Services is responsible for the supervision, coordination and control of the Services Division, information systems, grant administration, records, property / evidence control, building related issues and Clerks. He is directly responsible for the supervision and guidance of all personnel assigned to his command and for their effectiveness and efficiency in the performance of their various duties.

He has the responsibility for consistently directing his best efforts towards providing the highest level of safety, security and service for the citizens of the Town of Shrewsbury.

OPERATION DIVISION COMMANDER

Under the direct command of the Chief of Police, the Operations Division Commander is responsible for the supervision, coordination and control of the Patrol Division and Communications. He is directly responsible for the supervision and guidance of all personnel assigned to his command and for their effectiveness and efficiency in the performance of their various duties. The Operations Division consists of mainly the uniformed sergeants and patrol officers who deliver the primary police service to the community. The Operations Division Commander has the responsibility of consistently directing his best efforts towards providing the most effective delivery of police service by the officers under his command.

INVESTIGATIVE DIVISION COMMANDER

Under the direct command of the Chief of Police, this Lieutenant is in charge of the Investigative Division and is responsible for the supervision, coordination and control of the detective division and specified assignments. Commonly referred to as the Detective Bureau, this division of the department is responsible for following up on the preliminary investigations conducted by patrol officers as well as conducting certain internally initiated investigations. In some cases, detectives are assigned to the Investigative Division specialized on particular types of crime, but all are available for general investigative assignments as the need requires. The Investigative Division Commander is directly responsible for the supervision and guidance of all personnel assigned to his command and for their effectiveness and efficiency in the performance of their various duties.

POLICE SERGEANT

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

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

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

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

POLICE OFFICER

A police officer shall be responsible for the efficient performance of his/her duties in conformance with all rules and regulations, policies and procedures of the Police Department.

A Police Officer reduces the opportunities for the commission of some crimes through preventive patrol and other measures. A Police Officer responds to calls for service, conducts traffic enforcement, and investigates incidents of domestic violence and implements community policing concepts. A police officer may be assigned to patrol duties in a police cruiser or by foot, bicycle, or motorcycle. Officers also patrol by boat when assigned to enforcement duties on Lake Quinsigamond. Police officers serve in varied specialized assignments within the department.

DETECTIVE

An officer assigned to the duties of Detective in the Investigations Division is responsible for conducting follow-up investigations and making thorough inquiries into crimes and offenses reported to the Police Department.

A Detective is required to comply with all existing rules, regulations, policies and procedures issued by the Chief of Police which relate to the operation of the Investigations Division.

A Detective interviews witness, takes statements, collects evidence, identifies and apprehends criminal offenders and prepares cases for successful presentation to the Court.

SCHOOL RESOURCE OFFICER

The School Resource Officer (SRO) is assigned to the Investigations Division of the police department. An SRO is assigned on a full time basis to a school or a school while in session and maintains an office within that assigned location.

School Resource Officers work in partnership with our schools to provide a safe and secure environment for faculty and students. They work with cooperatively with other public safety and social agencies on issues involving juveniles. These positions within the police department are a valuable asset to the delivery of police service to the community and a means of opening up communication between its police department and youth population and effectively addressing issues involving our schools, youth and parents.

DISPATCH SUPERVISOR

The Dispatch Supervisor is designated by the Chief of Police, under the direction of the Operations Division Commander. The Dispatch Supervisor serves as the Supervisor of the Police Department communications system and staff. It is a civilian position covered under contract agreement between the Town of Shrewsbury and the Teamsters Local 170. The Dispatch Supervisor has the primary responsibility for the deployment and oversight of telecommunication personnel and maintenance of equipment in the department communications center.

The Dispatch Supervisor is responsible for the status of all "operational records" of the police department. In the performance of this duty the Dispatch Supervisor directly oversees the creation of dispatch records and continually monitors dispatch operations.

DISPATCHER

The dispatcher receives all oral communications from the public and law enforcement personnel coming into the police station. By following established procedures and employing common sense, the dispatcher transmits requests for services to the appropriate location. It is a civilian position covered under contract agreement between the Town of Shrewsbury and the Teamsters Local 170.

CLERK/SECRETARY

A clerk is responsible for confidential, secretarial and other administrative duties for the Chief of Police and the police department. The general duties include typing, transcriptions, filing, and record keeping. Clerks interact directly with the public relating to record requests and other related matters. The senior clerk is the secretary to the police chief.

ANIMAL CONTROL

Suspected rabid animals, stray dogs, dog licensing, leash law and related statutes and by-laws are enforced by the animal control officer and members of the police department. Wild animals and feral cats are referred to Critter Control of Worcester.

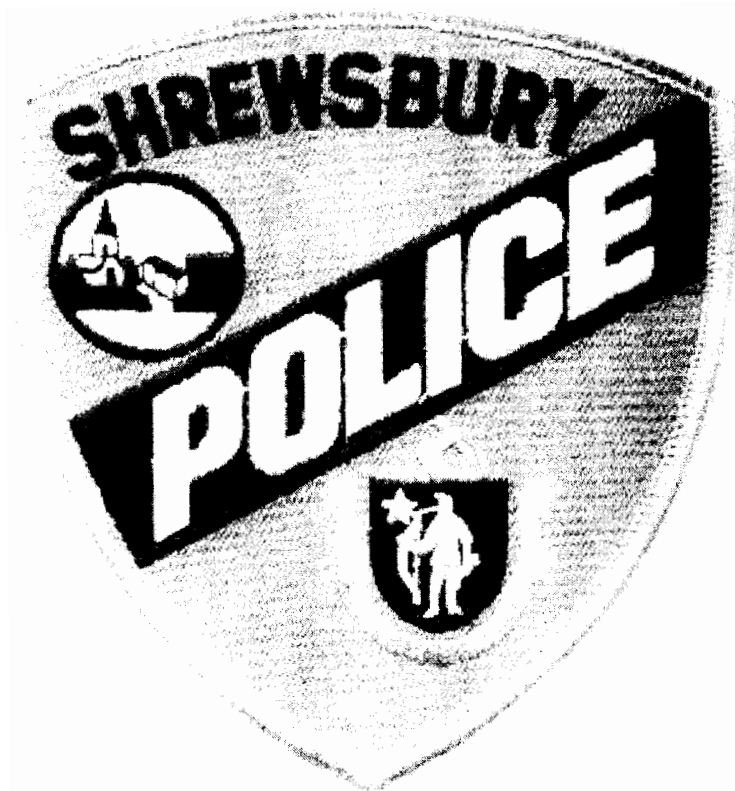
SCHOOL CROSSING GUARDS

The police department has oversight of 5 school crossing guards and coordinates their assignments through a designated officer within the department.

2007 Personnel Summary – Authorized Strength

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Total	38	40	46	55	56	58	58
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Patrolmen	26	23	26	32	32	34	35
Dispatch	2	4	6	7	8	8	8
Clerical	4	4	5	6	7	7	6

The 2005 New England average for municipalities with populations of 25 to 50 thousand was 1.8 officers per thousand population according to the FBI's Crime in the USA. Based upon the 2005 local census of 32,938 residents, Shrewsbury's staffing level was 1.4 authorized positions per 1000 population. To meet the average manning, Shrewsbury would need to add 14 additional police officers for strength of 59 sworn officers.



TRAINING

OFFICER TRAINING

Police Officer training is mandated by the State of Massachusetts. Massachusetts General Law **Chapter 41 Section 96B** states:

Every person who receives an appointment to a position on a full-time basis in which he will exercise police powers in the police department of any city or town, shall, prior to exercising police powers, be assigned to and satisfactorily complete a prescribed course of study approved by the municipal police training committee.

The basic recruit academy consists of 800 hour / 20 week Basic Curriculum covering a wide variety of topics such as: Constitutional Law, Criminal Law, Motor Vehicle Law, Domestic Violence, Physical Fitness, Officer Stress, Motor Vehicle Operation Training, CPR/First Aid, Report Writing, and Civil Liability.

Every police officer on a full-time basis in any such municipal police department shall be assigned to and shall attend a prescribed course of study approved by the municipal police training committee for in-service officers training at such intervals and for such periods as said department may determine.

Annual In-Service Training consists of 32 hours/ 4 days classroom lecture a variety of topics such as: Legal/law updates, Motor vehicle law updates, CPR/First Aid recertification, and additional topics determined by the Committee.

The Police Department conducts 2 annual training events at the Worcester Police Range located on Main Street. All sworn members of the agency qualify with all weapons systems by attending both training events. The training consists of classroom instruction and review of each weapon range firing and training drills. The training time varies each year, but typically occur during the spring and fall.

Any such police officer who receives an appointment to a position of higher rank shall, in addition, complete such course of supervisory training as said committee may determine.

Supervisors Basic Training is 80 hours / 2 weeks of advanced training of classroom lecture on a variety of topics relevant to a new supervisor.

Shrewsbury has recently sent 9 officers through the 20 week basic recruit academy. The cost of attending the Lowell Academy of \$3000 per recruit was paid by the Town. The recruits also get paid at Step 1 of the Patrolman's pay rate.

In the 2006-07 In-Service year, due to staffing issues we elected to only attend CPR/First Aid recertification class along with firearms qualification. In a typical year each officer is scheduled for 32 hours of in-service training, classes run Sept.-April.

Specialized training – Officers regularly attend specialized training programs based on their assignment and individual interests. Depending on the nature of the training, courses run from one day to six weeks. An example of extended training was for three officers to be accident reconstruction specialists. This intense course was three sessions of two weeks each.

Training is provided from various sources such as: Municipal Police Training Committee, Massachusetts Chief of Police Association, Municipal Police Institute, Commonwealth Police Service, Law Enforcement Dimensions, and the Massachusetts State Police. Much of the training cost has no charge for the actual course. The associated cost on most occasions is the replacement cost or overtime payment for the officer attending.

PART I. ADMINISTRATION OF THE GOVERNMENT**TITLE VII. CITIES, TOWNS AND DISTRICTS****CHAPTER 41. OFFICERS AND EMPLOYEES OF CITIES, TOWNS AND DISTRICTS****POLICE OFFICERS****Chapter 41: Section 96B. Police training schools; supervisory training; attendance by persons exercising police powers; wages and expenses; exceptions; removal for failure to attend**

Section 96B. Every person who receives an appointment to a position on a full-time basis in which he will exercise police powers in the police department of any city or town, shall, prior to exercising police powers, be assigned to and satisfactorily complete a prescribed course of study approved by the municipal police training committee. The provisions of chapter thirty-one and any collective bargaining agreement notwithstanding, any person so attending such a school shall be deemed to be a student officer and shall be exempted from the provisions of chapter thirty-one and any collective bargaining agreement for that period during which he is assigned to a municipal police training school, provided that such person shall be paid the regular wages provided for the position to which he was appointed and such reasonable expenses as may be determined by the appointing authority and be subject to the provisions of chapter one hundred and fifty-two.

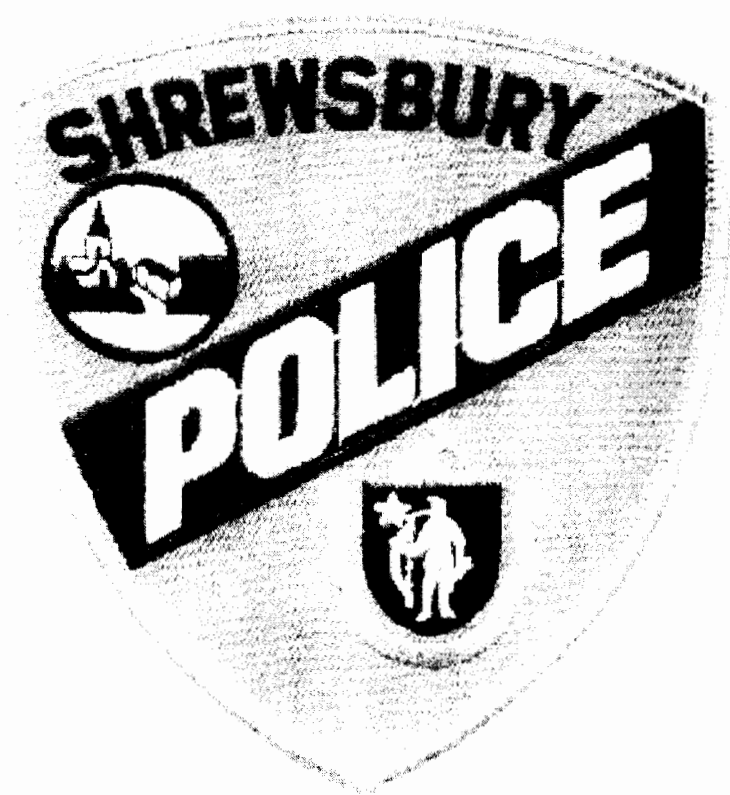
Every police officer on a full-time basis in any such municipal police department, shall be assigned to and shall attend a prescribed course of study approved by the municipal police training committee for in-service officers training at such intervals and for such periods as said department may determine. Any such police officer who receives an appointment to a position of higher rank shall, in addition, complete such other courses of supervisory training as said committee may determine. While attending such school or completing such courses, such persons shall be paid his regular wages as a police officer and shall receive such reasonable expenses as may be determined by the appointing authority.

Each person appointed as a reserve, or intermittent police officer, in a city or town shall, prior to exercising police powers, satisfactorily complete a course of study prescribed by said committee.

Upon petition to the department of criminal justice training by the appointing authority, a person appointed to a position on a full-time basis in which he will exercise police powers in the police department of any city or town may be exempted by said committee, in whole or in part, from the provisions of this section prior to his exercising police powers. The requirement that training be completed prior to exercising any police powers may be waived by said committee.

Failure of an appointed person to comply with the provisions of this section prior to his exercising police powers, shall result in the appointed person's removal by the appointing authority, provided said person has not been exempted therefrom by said committee as herein provided. Failure of an appointed person to satisfactorily complete the prescribed course of study may result in his removal by the appointing authority.

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CURRENT STRENGTHS
&
WEAKNESSES

Department Strengths July 2007

1. Police response times
2. Commitment to officer training
3. Equipment: Fleet, Technology
4. Improved staffing levels
 - a. 35 Patrol Officers
 - b. 6 Sergeants
 - c. 3 Lieutenants
 - d. 6 Clerks
 - e. 8 dispatchers with 1 dispatch supervisor
5. Supervisors commitment to managing and improving organization and willingness to accept additional duties and responsibilities
6. Reporting system utilizing transcriptions
7. Cooperative efforts of all staff members to accomplish agency goals and objectives in delivery of quality police service.
8. Identification and assignment of responsibilities based on capabilities and interest of the individual.
9. Communication within department.
10. Utilization of retired volunteer worker within department.
11. Reorganization of staff to fill specialty positions within department.
12. Positive working relationship with labor unions.
13. Positive working relationship with other law enforcement agencies and town departments.
14. Community support

Department Weaknesses July 2007

1. Police Facility: current facility has been outgrown, inadequate for future growth and efficient police operations.
2. Total authorized strength of agency compared to New England average of 1.8 officers per thousand residents. Recommended 59 sworn, Current 45 sworn.
3. Need for Detective Sergeant position
4. Need for 4th Lieutenant Position for evening shift.
5. Manpower to establish actual traffic division including supervisor and adequate staff to cover day and evening shifts.
6. Coding of accounts for accurate tracking.



DEPARTMENT
EQUIPMENT

DEPARTMENT EQUIPMENT

The Police Department utilizes the following vehicles:

15 Ford Crown Victoria Sedans

11 marked

4 unmarked

1 Ford Five Hundred sedan -- unmarked

2 Ford Taurus sedans -- unmarked

1 Ford F150 4x4 Pick-up Truck - marked

1 Ford F350 4x4 Prisoner Transport wagon - marked

1 Ford Explorer Sport Utility – marked

1 Chevrolet Mini Van (Animal Control)

1 Chevrolet Suburban – (Asset Forfeiture Drugs)

1 Chevrolet Blazer-(Asset Forfeiture Drugs)

2 Harley Davidson Motorcycles-Community Donations

1 Motor Cycle transport/storage trailer-Community Donation

1 Boston Whaler Boat with trailer

2 Speed / radar trailers

4 Bicycles

1 ATV Honda Quad runner

1 Snow blower

**SHREWSBURY POLICE DEPARTMENT
DAILY FLEET MILEAGE**

UNIT	UNIT DESCRIPTION	MILEAGE
MC1	2007 HARLEY DAVID MC MKED BLCK M8843	836
MC2	2007 HARLEY DAVID MC MKED BLCK M7326	835
CAR 3	2005 FORD MKED WHI MP493H (SUPV)	86,135
CAR 4	2008 FORD MKED WHI MP492H	8,630
CAR 5	2008 FORD MKED WHI MP491H	17,000
CAR 6	2004 FORD UNMK WHI MP490H	89,038
CAR 7	2005 FORD MKED WHI MP8750	85,216
CAR 8	2006 FORD MKED WHI MP680J	102,391
CAR 9	2004 FORD MKED WHI MP488H (K-9)	86,252
CAR 10	2002 FORD PICKUP MKED WHI MP496H	26,595
CAR 11	2007 FORD EXPLOR MKED WHI MP495H	7,167
CAR 12	2008 FORD MKED WHI MP486H	7,572
CAR 13	2005 FORD F-350 X-TRA CAB MP105J	8,665
CAR 14	2006 FORD MKED WHI MP494H	49,112
CAR 15	2006 FORD MKED WHI MP424H	94,876
CAR 16	2006 FORD MKED WHI MP680J	22,584
CAR 19	2008 FORD TAURUS UNMK SIL 166PCS (DB)	7,600
CAR 20	1999 FORD TAURUS UNMK SIL 757TFZ (S7)	67,600
CAR 21	2007 FORD UNMK BRO 36EC90 (CHIEF)	5,000
CAR 22	2006 FORD 500 BLU 11WY68 (S-9)	16,200
CAR 23	2001 FORD UNMK BRO 552HIW (DB)	71,400
CAR 24	2003 FORD UNMK BRO 74HZ73 (S-2)	41,230
CAR 25	2004 FORD UNMK BRO 162VHK (S-29)	47,528
ACO VAN	2007 CHEVY UPL WHI M71822 (ACO)	5,903

As of January 28, 2008

FLEET REPLACEMENT SCHEDULE

The department usually replaces 3-4 marked patrol units, and 1 unmarked unit each year. Some years differ from others due to vehicle age, mileage, and condition. Each year, the fleet condition is evaluated, and replacement recommendations are made during budget preparation.

The following illustration shows the current makeup and replacement plan for the fleet as it stands. This is illustrative only, and is a very fluid process. Traffic collisions, major breakdowns, and other factors will play into exactly how the fleet is replaced. Some equipment, such as radios and cages, are re-used from year to year until the anticipated life is exhausted. Evaluation of that equipment is an ongoing process.

It should be noted that experience has proven that it is not logical to predict replacements beyond 5 years because there are too many factors to consider that far into the future. (Budgets, department growth or reduction, collisions or other major breakdowns, etc, the need for other types of vehicles in special service or otherwise)

Special Service Vehicles (SSV) replacement can be planned farther in advance as they are not normally used for "routine" patrol unless necessary. Considerable effort is made by fleet managers to extend the life of these vehicles as they serve a specific purpose.

FLEET BREAKDOWN:

1 Marked Patrol Supervisor Unit	Replaced every 3-4 years
9 Marked Patrol Units	Replaced every 3-4 years
1 Unmarked Patrol Unit	Replaced every 4-6 years
8 Unmarked Administrative & DB Units	Replaced every 4-7+ years
2 Marked Special Service Patrol Units (4x4 - Pickup and SUV)	Replaced every 8-10 years
1 Marked Prisoner Transport Unit	Replaced every 8-10 years
2 Marked Patrol Motorcycles	Replaced every 8-10 years
1 Marked ACO unit	Replaced every 10+ years
1 Marked Patrol Boat	Replaced every 10+ years
1 Marked Personal Watercraft	Donated annually at no cost

<u>Unit</u>	<u>Estimated FY replacement date*</u>	<u>Description / Assignment</u>
Unit 3	2009	Marked Patrol Supervisor Unit
Unit 4	2011	Marked Patrol Unit
Unit 5	2010	Marked Patrol Unit
Unit 6	2010	Unmarked Patrol Unit
Unit 7	2009	Marked Patrol Unit
Unit 8	2011	Marked Patrol Unit
Unit 9	2010	Marked Patrol Unit
Unit 10	2013	Marked Patrol SSV Pickup Truck 4X4
Unit 11	2017	Marked Patrol SSV SUV 4X4
Unit 12	2011	Marked Patrol Unit
Unit 13	2015	Marked SSV Prisoner Transport Unit 4X4
Unit 14	2010	Marked Patrol Unit
Unit 15	2009	Marked Patrol Unit
Unit 16	2012	Marked Patrol Unit
Unit 20	2011	Unmarked Unit - DB
Unit 21	2015	Unmarked Unit - Detective Div. Commander
Unit 22	2017	Unmarked Unit - Chief of Police
Unit 23	2009	Unmarked Unit - DB
Unit 24	2015	Unmarked Unit - Administrative Div. Commander
Unit 25	2016	Unmarked Unit - Operations Div. Commander
Unit 45	2013	Unmarked Unit - DB SUV
M1	2017>	Marked Patrol Motorcycle
M2	2017>	Marked Patrol Motorcycle
Boat	2021	Marked Patrol Boat
PWC	Annual	Marked Patrol PWC
ACO Unit	2017	Marked Animal Control Unit

Using the table above, an annual replacement schedule can be realized*:

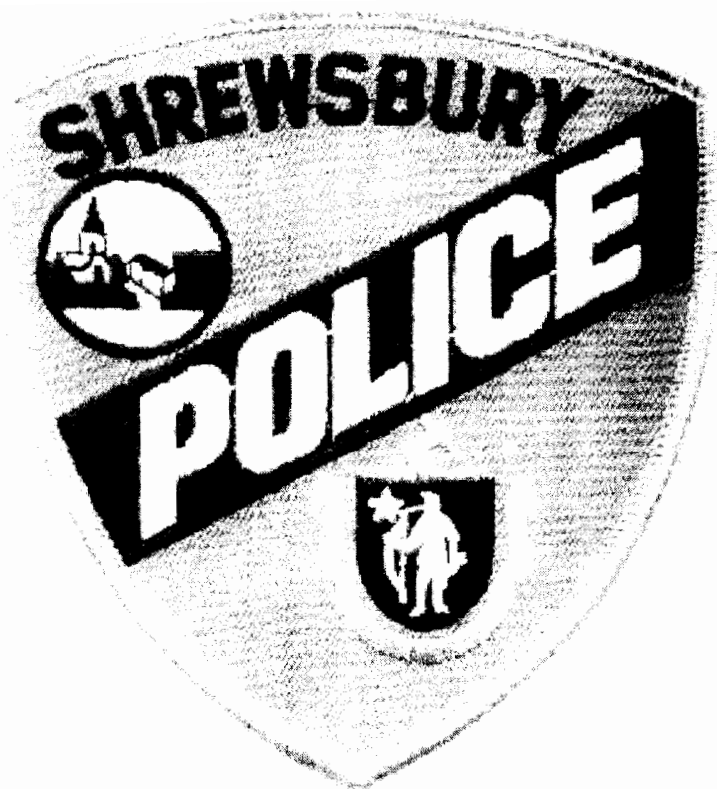
2009	Unit 3, 7, 8, 23	(3 marked 1 unmarked)
2010	Unit 6, 9, 15, 25	(3 marked, 1 unmarked)
2011	Unit 4, 14, 12, 20*	(3 marked, 1 unmarked)
2012	4+ units*	(Unk. Combination)
2013	4+ units*	(Unk. Combination)
2014	Unit 10 + others*	
2015	Unit 13 + others*	
2016	Unit 25 + others*	
2017	Unit 11, 22 + others*	
2018	Unit ACO, M1, M2 + others*	

*As previously mentioned, replacement during this time period depends on a myriad of factors that need consideration at a time no more than 3-5 years out. The average 3-4 vehicle per year schedule can be assumed, with some predictable variation. The vehicles shown are for demonstration purposes, assuming normal use until that date with no major other mechanical breakdown in the fleet itself, or budget process. This table does not reflect any additions to the fleet as it currently stands on the date of this update.

All marked patrol units are in use at a minimum of 16 hours per day, every day. It is strongly recommended that the town add at least one additional vehicle per year to the existing fleet, over the next 3 years, to alleviate wear on existing units, allowing them to "age" slower. Doing so will save the department money in equipment and repairs which, history shows, accelerates as the units age and mileage increases.

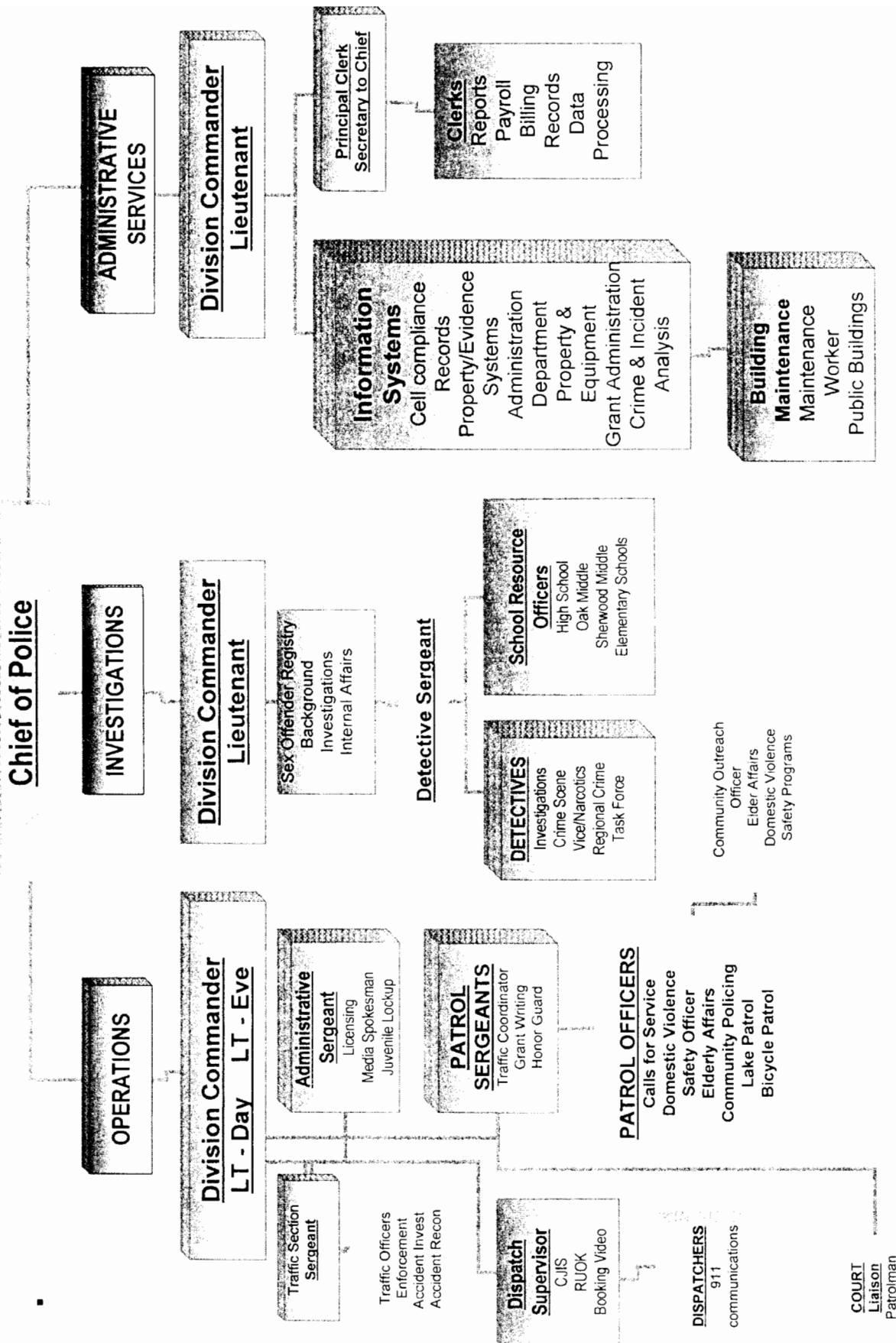
This document will be updated at least annually, and adjusted appropriately, to address changes that may develop with the fleet condition over time.

UPDATED: January 2008
SUBMITTED BY: Ofc. Richard Fiske #53
Operations Division



ORGANIZATIONAL
CHART
YEAR 2012

Shrewsbury Police Department



ORGANIZATION 2012

The anticipated additions to Shrewsbury Police Department to adequately responded to the ever increasing demands for service.

Personnel Additions:

1. Evening shift Lieutenant to share duties with Operations Division Commander and oversee police operations during the evening hours.
2. Detective Sergeant: supervisor evening shift/on call responsibilities.
3. Expand Investigative Service Division personnel for specialized assignments.
4. Implement a traffic division including 1 Sergeant and 3 officers.
5. Additional School Resource Officer assigned to both Sherwood Middle and Oak Middle Schools (completed Sept .2007)
6. Liaison to elementary schools(currently performed by middle school SRO Sept.2007)
7. Community Outreach Officer assigned to elder affairs, domestic violence, and community outreach programs.(implemented spring 2007 current pt basis focus on elder issues)
8. Crime Analysis position to manage, track, and address crime trends.
9. Business manger position to coordinate and oversee finances, grants, and expenses.
10. Full time IT person to address technology needs of police department.

CAPTIAL EQUIPMENT AND FACILITIES The always increasing demand for services and additional personnel render the current police facility inferior and inadequate to meet the current demands and will need to be addressed. The police department is 11,000 square feet and the short term solution is reconfiguring certain areas to maximize efficiency of current space. Improvements to rear parking area were completed (fall 2007) and consisted of expanding rear parking area for storage of police vehicles and equipment. Other relatively minor improvements will occur in early 2008. Upgrade to communications center will be completed during spring of 2008.

Considerations with added personnel:

1. Adding at least four vehicles to the fleet. Patrol will need marked cruisers for Patrol and Investigations Division will need unmarked vehicles for detectives.
2. Office space for officers to complete reports, interview witnesses and suspect, storage demands are already beyond the facilities capabilities.
3. Maintenance and storage areas for departmental vehicles and equipment.
4. Continued emphasis on background investigations, training and supervision.