

December 27, 2011

Francis T. Crimmins Jr.  
Stoughton Town Manager  
10 Pearl Street  
Stoughton, Massachusetts 02072

Re: FY 2013 Budget

Sir,

The Town of Stoughton Police Department has vigorously worked to improve upon the quality of services we provide to our citizens. Every member of the Stoughton Police Department has had input into the department's goals and objectives and identified issues that have impeded our organizational performance.

The Stoughton Police Department has engaged in a planning analysis. We have analyzed what we do, how we do it, and how to do it cost-effectively. We have examined our organizations strengths and weaknesses. We have undergone an organizational change through professional development, accountability and service.

We are forced to make choices about where the organization needs to apply its resources both financial and human to have the greatest impact. My budget appropriately and realistically fulfills those needs.

We are barely able to respond to calls for service let alone prevent them. We have seen an escalation of calls for service. It may shock some to know that during the daytime, on Tuesdays, Wednesdays, Thursdays, and Sundays, we average only three (3) police officers on the road patrolling 16.3 square miles and servicing a population of 28,000 residents. We frequently run with minimum manning (four officers per shift) due to the lack of manpower. Suffice to say, four officers on the street per shift compromises our safety.

Another concern is our ability to follow up and or respond to major crimes. We presently have three generalist and one Task Force (OCDETF) detectives. They are called out to respond 24/7 to all major crimes. We sadly do not even have school resource officers.

This manpower shortage has caused a persistent and chronic use of overtime money to compensate for the lack of Officers. Officers are regularly denied time off due

to minimum manning. We had 46 Officers at our highest manpower level back in FY-2002. We have been forced to cut positions since. I cannot change staffing levels due to the existing collective bargaining agreement. (See FY staffing breakdown attachment)

We need to move away from the late seventies style of reactive policing, and move toward the future state of proactive policing in order to increase our operational effectiveness and efficiency. Simply put, our present reactive model of policing requires us to sit and wait for crime to occur. It is a passive response to an active and growing problem. It flies in the face of modern day policing. Modern-day policing requires us to be engaged with our community before, during and after an event has occurred. The most vulnerable in our society, Children, Elderly and the disabled will receive the attention they deserve and need.

With the present staffing levels of manpower we do not have the capacity to move to that next level. We have identified the few programs, services, and activities that will make a difference and allow our organization to reach our desired future and mission responsibilities. (See Mission Statement)  
I have outlined the positions to facilitate the re-structuring and streamlining of the Stoughton Police Department.

- Deputy Chief of Police
- Two school resource officers
- One housing / senior citizen liaison officer
- Three patrol officers
- One information technology/crime analyst
- Two dispatchers

When hired, my priority was to rebuild and re-establish “your” police department as one of the best in the Commonwealth. Many steps have been taken to sharpen our collective and individual skills and competencies. We are now proudly recognized locally, statewide and nationally, as a “Turn around” Police Department.

We have committed ourselves to becoming the best Police Department in Massachusetts. The Stoughton Police Department has come full circle since April of 2010. I cannot take it to the next level without your support.

Respectfully,

Chief Paul J. Shastany