

BRAINTREE POLICE DEPARTMENT

The Braintree Police Department provides law enforcement services 24 hours a day, seven days a week to residents and visitors, emphasizing a proactive, problem solving, preventative approach to community policing.

The Police Department rank structure is: 1 Police Chief, 2 Deputy Police Chiefs, 7 Lieutenants, 11 Sergeants, and 65 patrol officers. Additionally there are 9 civilian dispatchers, 6 civilian administrative personnel, 26 school traffic supervisors, 23 special police officers, and 1 animal control officer.

The Department has two divisions: Administration and Operations. Each division is commanded by a Deputy Chief. The Administrative Division includes the Bureau of Professional Standards, Support Services, Administrative Services, Property-Evidence, Fleet and Facilities. The Operations Division includes the Patrol Bureau, Bureau of Criminal Investigations and Communications.

Divisions are broken down into more specialized units. For example, the Bureau of Criminal Investigations includes general detectives, the drug control unit, federal task force detectives, family services that encompasses community service, social media, school resource/juvenile officer, a jail diversion program clinician and a domestic violence civilian advocate.

In 2019 the Police Department received 5,909 emergency 911 calls, responded to 27,257 calls for service, had 563 arrests, and produced 3,235 incident reports. The total amount of documented incidents was 32,352.

In preparing the budget for Fiscal Year 2021, identified priorities included level service of staffing, maintaining required training funds and collective bargaining obligations. Additionally, reductions were made based on anticipated retirements and police academy availability. Finally, additional funds were added to the patrol overtime account in an effort to reduce (and eventually eliminate) the need for a supplemental funding request for these costs through continued management and oversight of the expenditures.

Questions from Ways & Means

- Where would funding for PPE, the special uniform clothes washers, and other important safety items fall - capital planning budget? Do you have funding for these necessities?
 - We do not currently have a dedicated operating line item for PPE or other specific safety items and instead have been using line items such as 21002-5240 (Equip. Maintenance), 21003-5481 (Parts & Accessories), or 21004-5500 (EMS Supplies) for critical PPE as needed (This does not include items that rise to the level of a capital expense). Some equipment, including gloves and other EMS supplies, are replenished by Brewster EMS as needed by contract.
 - We have been tracking bulk PPE orders since the COVID-19 pandemic for potential reimbursement by FEMA/MEMA; however reimbursements return to the general fund and will also not likely occur until 9-12 months from now.
 - We do not have a special uniform clothes washer; however, officers receive a cleaning allowance in accordance with the respective collective bargaining agreements.
 - Some critical safety equipment is purchased through grant funding such as MEMA's annual EMPG grant. In past years we have utilized this grant in conjunction with Braintree Fire and BEMA to purchase equipment including ballistic shields, rifle body armor, and Kevlar helmets to support our Town-wide and cross-functional "Rescue Task Force" initiative related to mass-casualty incidents.
 - Body armor (required) for sworn personnel is provided by the department upon hiring and then replaced every 5 years (Federal guideline). These costs are usually reimbursed by a Federal grant (50%) and State grant (50%). The average cost of new body armor is approximately \$950 per vest.
 - Officers are also eligible to purchase their own personal PPE and other optional safety equipment through their annual uniform allowance, which is provided for by the respective collective bargaining agreements.

- As a percent of the total general fund, how does 7.8% (Police) and 6.2% (Fire) compare to other communities similar to Braintree's size, complexity, etc.? Do you feel adequately funded?

We have not compared the Braintree Police Department budget to other communities; however, the budget request for FY2021 will allow us to continue providing public safety services to the residents. We continuously review operations to ensure that existing resources are being deployed effectively. Additionally, we regularly pursue grant

opportunities to supplement the operating budget. With additional funding, we would look to enhance our specialized units, including traffic enforcement, family services and school resource officers.

- **21001-5103 what has been removed from the Adm/Clerical line that we could eliminate \$355K? It doesn't appear that there are any removed salaries in Appendix H.**
 - **Historically any salaries other than the Chief of Police (Department Head) have been included in this line, including sworn personnel that are assigned to this program (Admin). In FY20 that included (2) Deputy Chiefs, (1) Professional Standards Lieutenant and (1) Court Prosecutor Lieutenant. For consistency across programs/bureaus we have moved the sworn personnel base salaries out of 5103 and into 5105, "Sworn Personnel." Remaining salaries budgeted in 5103 include (3) civilian Records Clerks, (1) civilian Administrative Assistant, and (1) civilian Staff Executive.**

- **Out of curiosity, why is there a line item salary for a cafeteria worker in the Crossing Guard salary area?**
 - **Some of the crossing guards have other jobs in the Town, primarily in the cafeteria program. Within Softright we are not able to have multiple job titles for one person. And the job titles are automatically pulled directly from that employee's master file in Softright.**

- **21004-5130 Overtime: we have routinely been expending ~\$1mm in overtime (and are on pace for the same this year), but we have budgeted less than \$500K.**
 - **In conjunction with strategic staffing decisions and resource allocations recently implemented that are intended to reduce actual overtime expenses going forward, we are working with the Mayor's Office and Director of Municipal Finance to incrementally increase the overtime budget over the next 3-5 years so that if funding allows, our overtime accounts will be budgeted at a realistic figure and managed to that amount.**

- **21006-5130 Overtime: we have routinely been around \$200K in OT for detective bureau. Why are we budgeting zero?**
 - **In light of the total amount budgeted for overtime for the entire department, the entire balance of initial funding is allocated to the Patrol Bureau (21004) because it generates the most overtime (there is also a nominal amount budgeted for Animal Control). When supplemental funding is received, the**

total amounts are allocated amongst the various overtime-generating programs of 21004, 21005, 21006, 21007 (if applicable), 21008, and 21010.

- 21004-5146/7 Reduction in stress and firearms training....should we be cutting these? It's not a lot of money and it would seem they are important components for our Police Department.
 - **These are contractual benefits to certain officers who were grandfathered into these payments several collective bargaining agreements ago and apply to a small number of personnel. When it was implemented the contract allowed for three officers who, at the time did not have college degrees and were therefore not eligible for an education incentive, to receive (1) annual payment of \$500 each year for completing firearms training and (1) annual payment of \$500 each year for completing stress training. In FY20 it applied to three Officers but two of those Officers have since retired or passed away, so there is only one Officer remaining who is eligible for this benefit.**
 - **Firearms and stress training, amongst other required and supplemental training, are budgeted through training line items in programs 21001 and 21004.**

- 21004-5323 Police details...zero expended YTD? Why? Are these cross-charged to other departments (like DPW)?
 - **This account is used exclusively to pay details at the South Shore Plaza (SSP) throughout the year and the budgeted amount is a function of the Public Safety Mitigation Agreement we have with the SSP. We "invoice" SSP for details worked but they do not pay invoices directly. Instead, we draw on this budgeted line item. Periodically the Town Accountant will make a journal entry to this account for "open" invoices and we will then close those invoices. Year to date SSP details in FY20 are approximately \$105,000.**
 - **The General Ledger account for all other details is part of Fund 89 and not included in the operating budget. Details worked for other Town departments are invoiced just as any other vendor is and paid by check.**

- I see it noted in the summary that staffing a traffic enforcement officer is within the FY21 plan, but do you have an anticipated/realistic timeline? On the website, Joseph Tosone is currently assigned to the traffic division; is Officer Tosone currently taking on a dual role?

- **Officer Tosone retired in July 2019 and based on current staffing and other needs the unit has been vacant since his retirement (the website has been updated to reflect this change). Staffing the Traffic Unit is a top priority for this Administration but will largely depend on the status/result of our COPS Grant application (if awarded would fund new hires), FY21 hiring, and the ability to strategically manage staffing and overtime costs in a way that balances fiscal responsibility with the needs of the Town.**
 - **The Department currently staffs a part time parking enforcement officer that ensures compliance with parking restrictions in Town. This officer would work under the Traffic Enforcement Unit when one is established.**
- **Do we not have the person-power/budget to set speed traps, enforce red-light running, and enforce not blocking intersections? If not, what would it take to get enough officer(s) to be able to enforce these serious traffic and safety concerns?**
 - **Even without a dedicated traffic enforcement unit, traffic related enforcement, including monitoring high accident intersections, speeding, commercial motor vehicle enforcement, special event escorts and accident investigation, is performed as part of officers' regularly scheduled duties.**
 - **In 2019 the department wrote 994 citations that include a fine, 1,476 written warnings, and 2,896 verbal warnings for a variety of motor vehicle violations for a total of 5,605 stopped vehicles. They also investigated 1,320 motor vehicle accidents. Additionally, officers responded to a total of 27,257 calls for service.**
 - **We also apply for and receive traffic enforcement grants throughout the year that can be used to hire officers on overtime to conduct traffic enforcement (i.e. total FY20 award is \$14,000) and must be focused on certain traffic initiatives that are dictated by the State and Federal Government at certain times of the year (i.e. impaired driving in December/January, speed enforcement in March, distracted driving in April, seat belt enforcement in May, and speed enforcement in June/July). This overtime is removed from our overtime accounts once reimbursed. Grant activity and related enforcement has been paused during the COVID-19 pandemic; however, we continue to review all possible funding sources to support our operations. Also, previous grants have allowed for the purchase of new traffic enforcement equipment, such as LIDARs, PBTs, and tint meters. LIDAR is a laser radar unit for measuring speed, PBT is a portable breathalyzer testing device that officers use during roadside field sobriety testing, and tint meters measure the darkness of tint on vehicle windows.**

- Bicycle helmet law enforcement: I constantly see children riding bikes around town without helmets. This is a serious public health and safety concern. Mass law requires helmets on children 16 years and younger. Can this law be enforced (in a kid-friendly way, of course), or do we not have the person-power to do so? Is this something the school safety officer can address? Does that require additional funding?
 - **As with many enforcement activities, our ability to conduct enforcement depends on person-power, call volume, and budget constraints. We do have a full time Family Services Unit (FSU) that consists (2) Community Service Officers (CSOs), (1) School Resource Officer, and (1) FSU Sergeant. This unit is generally working at maximum capacity as they are responsible for community outreach, school resource and juvenile issues, mental health and Jail Diversion Program initiatives, drug diversion programs, and investigation of crimes against special populations (i.e. domestic abuse, sexual assaults, and crimes against children, elderly, disabled, etc.). With additional funding, we could hire at least one more SRO or Juvenile Officer to alleviate some pressure on the current personnel in this unit.**
 - **We did apply for and receive a Pedestrian and Bicycle Safety enforcement grant in FY19 (\$8,000) that works similarly to the above Traffic Enforcement grant and allows for overtime enforcement as well as equipment and training material purchases which in FY19 were used for bicycle safety coloring books and flashing LED lights for children to wear at night. Our FY20 grant application is currently pending.**

- Counting each individual payroll line I count 101 not including crossing guards. The CAFR shows 94 in 2016, 96 in 2017 and 103 in 2018 but I don't know if that is an apples to apples comparison. Could you provide headcount numbers for the last couple of years and 2021? If it is not too difficult could it be broken out by bureau as well as administrative, lieutenants, sergeants, etc.?
 - **Attached is a chart of the FY20 Budgeted Personnel; FY20 Actual Personnel (as of 5/11/20); and FY21 Budgeted Personnel for the Sworn and Civilian staff at the Police Department. The breakdown of current staffing is: 1 Chief, 2 Deputy Chiefs, 7 Lieutenants, 11 Sergeants, 63 patrol officers – total is 84**
 - **A historical staffing comparison is also attached for your review including a sampling of years from 1951-2019.**

- As I recall there were six officers sworn in 2018 and three more last month. It looks as though this budget calls for new personnel including: 2 deputy chiefs, 3 lieutenants and 6 patrolmen which would be 11 total. Is that correct?
 - **This budget only includes hiring 3 new patrol officers in FY21 and converting an existing patrol officer position to a Sergeant position. The 3 new hires are replacing retirements for 2 officers and adding a patrol officer that was authorized in the Fall 2019. These positions have been partially funded to account for hiring later in the fiscal year.**

- Is the parking enforcement salary of \$21,736 partial-year or is that a part-time position?
 - **Parking Enforcement is a 19 hour per week position.**

- Why does the police details actual 2020 expenditure shows as 0?
 - **This account is used exclusively to pay details at the South Shore Plaza (SSP) throughout the year and the budgeted amount is a function of the Public Safety Mitigation Agreement we have with the SSP. We “invoice” SSP for details worked but they do not pay invoices directly. Instead, we draw on this budgeted line item. Periodically the Town Accountant will make a journal entry to this account for “open” invoices and we will then close those invoices. Year to date SSP details in FY20 are approximately \$105,000. The General Ledger account for all other details is part of Fund 89 and not included in the operating budget. Details worked for other Town departments are invoiced just as any other vendor is and paid by check.**

- Is the detective stipend something new in the contract?
 - **Yes.**

- Overall:
 - community policing total budget is down \$163K
 - **Program 21008 is not exclusively for Community Policing but also includes the Licensing Officer and (2) Property & Evidence Officers in addition to the Family Services Unit (FSU) consisting of (2) Community Service Officers, the**

FSU Sergeant, and the School Resource Officer for a total of (7) sworn personnel for FY21. In FY20 there were (10) total sworn personnel in this program, (2) of which were Evidence Officers who retired in FY20 or will be retired by July 7, 2020 and had only been partially funded in FY20. The additional Officer budgeted in this program in FY20 was performing an emergency management function and was transferred to a task force during FY20, but will be in Patrol (21004) for FY21 as part of our strategic management and resource allocation plan.

- traffic bureau total budget is down \$95K

- The Officer who was previously assigned to the Traffic Unit retired in FY20 and based on current staffing and other needs the unit has been vacant since his retirement. Staffing a Traffic Unit is a top priority of this Administration but will largely depend on the status/result of our COPS Grant application (see response to last question below) which would fund new hires if awarded, FY21 hiring, and the ability to strategically manage staffing and overtime costs in a way that balances fiscal responsibility with the needs of the Town. Because the budget process requires actual personnel to be assigned to a program/unit and we do not currently know who those personnel will be at this time, program 21007 has been zeroed out and personnel are included in other programs in the operating budget. When and if we are able to staff the unit during FY21, we will submit a formal request to have budgeted funds for the assigned personnel moved from their current budget program to the Traffic Unit program, 21007. All of the line items in program 21007 are salary-related or contractual.

- detective bureau total budget is up \$100K

- 60% of the increase in the Detective Bureau relates to the Detective stipend in 01-21006-5153 that was the result of collective bargaining and is set to go into effect on July 1, 2020. The remaining ~\$40,000 increase is the result of compensation increases from collective bargaining, offset by reductions in certain operating accounts such as photograph supplies and evidence processing supplies.

- patrol bureau total budget is up \$536K

- **Most of the line items in Patrol/21004 are personnel-related and are impacted by collective bargaining agreements. The three largest account increases in this program relate to sworn personnel base salaries (\$308k increase), Patrol overtime (\$118k increase), and contractual educational incentives (\$109k increase). Base salaries increased in part as a result of collective bargaining and in part due to our strategic management and resource allocation initiatives to adequately staff the Patrol Bureau and manage overtime costs which resulted in additional personnel being assigned to this program versus the prior year. The increase in 21004's overtime budget is the result of a joint commitment from the Police Department, Mayor's Office, and Director of Municipal Finance to incrementally increase the overtime budget over the next 3-5 years so that if funding allows, our overtime accounts will be budgeted at realistic figures and managed to those amounts. The education incentive is one that is provided for in our collective bargaining agreements and entitles sworn personnel to additional compensation based on the advanced degree they hold. In FY20, a significant number of Officers obtained new degrees which increased those individuals' educational incentive budgeted amounts.**

- administration total budget is up \$156K (administrative/clerical down \$356, sworn personnel up \$464)

- **The differences seen in the Admin/Clerical line and the Sworn Personnel line are primarily the result of a classification change. Historically, all personnel (sworn and civilian) other than the Chief of Police were accounted for in the Admin/Clerical line but in order to be consistent between programs, the sworn personnel in this program have been moved into their own line item, "Sworn Personnel." The sworn personnel (excluding the Chief of Police) that are included in the Sworn Personnel line (and previously accounted for in the Admin/Clerical line in FY20 and earlier) are (2) Deputy Chiefs, (1) Professional Standards Lieutenant, and (1) Court Prosecutor (Lieutenant). The remaining civilian employees included in the Admin/Clerical line are (3) Records Clerks, (1) Administrative Assistant, and**

(1) Staff Executive. The Staff Executive position had been vacant for several budget cycles but the position was filled mid-FY20.

- Are these large changes due to an accounting change or does this reflect a change in strategy/operations for the force?
 - In general, the specific changes above are primarily related to classification changes or collective bargaining obligations. Some personnel changes, including additional staffing for the Patrol Bureau, do reflect strategic staffing decisions that are intended to better manage overtime costs and maintain Police services to the Town in light of current staffing and finances.

- The Mayor had mentioned the possibility of a traffic enforcement division at some point. Is that contemplated at all in this budget?
 - We submitted a grant application with the Department of Justice asking for funding of up to 5 additional officers. The grant pays \$125,000 per officer over a 3 year period. The plan is to implement a traffic unit to focus on all traffic related issues in Braintree. We did have 4 new officers graduate the police academy in April and decided to assign them all to patrol operations as a way to reduce the overtime expenses rather than using them to accommodate a traffic enforcement unit.