



BOXBOROUGH POLICE DEPARTMENT

520 Massachusetts Avenue, Boxborough, Massachusetts 01719

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To: Boxborough Building Committee
From: Chief Warren B. Ryder
Date: March 23, 2021
Re: Police Operations

Boxborough Police Department

Operations Overview and narrative

The Boxborough Police Department is a state accredited police department that provides 24/7 professional service for the residents of Boxborough. The department staff includes a Chief, Lieutenant, 3 Sergeants and 6 patrol Officers. We provide and receive assistance from neighboring towns through mutual aid agreements and support Massachusetts State Police for public safety emergencies on Interstate 495. In addition to patrolling the streets of Boxborough our staff serves as law enforcement liaisons to several community resources such as Domestic Violence Service Network (DVSN), Communities for Restorative Justice (C4RJ), Northwest Middlesex Community Outreach Initiative (COIN), Middlesex District Attorneys' opioid task force, and our dedicated liaisons work closely with Boxborough's Council on Aging and Community Services Coordinators. We have developed a strong relationship with the Acton Boxborough Regional Schools, and we provide "i-SAFE", an internet safety education course and attend various events at the schools during the year.

The following Q&A with Chief Ryder will help illustrate:

What is an average day/night like for a police officer and firefighter for each shift? What do they do during each shift?

Uniformed patrol is considered the backbone of policing. Bureau of Justice Statistics indicate that more than 95 percent of U. S. police departments provide uniformed patrol. Officers assigned to this important function are the most visible members of the department and command the largest share of departmental resources. Proper allocation of these resources is critical to having officers readily available to respond to calls for service and to provide law enforcement services to the public.

- a. **Shifts.** The average shift for a police officer is 8 hours. Police shifts are 7am-3pm, 3pm to 11pm and 11pm to 7am. A typical shift for an officer would be:
 - i. Don uniform and gear
 - ii. Perform equipment checks
 - iii. Attend roll call briefing where supervisors take attendance, assign training, inspect uniform and equipment, inform the oncoming shift of any outstanding incidents that may have occurred, issue assignments, inform officers of suspects to be looking out for, relate any law or procedural changes, and so on.
- b. **Patrol the Town of Boxborough**

- 1. Purpose of a Patrol:** 24x7 Police patrols serve a variety of purposes, all with the underlying objective of keeping Boxborough safe and crime-free. Patrol activity may include the following activities:
 - a. Monitoring suspicious or unusual activity
 - b. Responding to any calls for assistance or investigations
 - i. Patrols are generally the first to arrive at any emergency and are trained to take immediate action as they are equipped with Defibrillators, Narcan and first aid jump kits.
 - c. Issuing citations for traffic or parking violations
 - d. Investigating criminal activity
 - e. Interviewing and assisting victims of crime and abuse
 - f. Assisting at emergency scenes
 - g. Trouble shooting issues such as traffic lights being out, missing children or senior citizens
 - h. Checking homes and businesses
- 2. Roles of Officers on Patrol:** Police officers on patrol may be flagged down or called by citizens for any number of issues.
 - a. Wellbeing checks
 - b. Medical emergencies
 - c. Power outages
 - d. Vandalism
 - e. Trespassing
 - f. Domestic issues
 - g. Fights and disturbances
 - h. Animal reports (lost pets and wild animals)
 - i. Criminal activity
 - j. Burglary
 - k. AssaultSome issues patrol officers may be able to diffuse or address on the spot, others require calls for backup or referral to other appropriate social service agencies.
- 3. Arrests:** Police officers often make arrests in the course of a work shift. They arrest crime suspects, read them their rights, and transport them to various police facilities. Depending on the crime or the jurisdiction of a warrant, this might mean taking the suspect to the Boxborough Police station for questioning or to a Middlesex County jail for processing. Arrests can occur when police respond to a call, but might also be initiated by a warrant. Patrols often come across wanted persons discovered by using mobile technology that provides immediate access to these databases.
- 4. Crime Prevention:** Uniformed police officers are assigned to patrol the Town of Boxborough, which they check for signs of

criminal activity. Officers also conduct searches and cite, warn or arrest any offenders that they confront. The first level of police protection is prevention. In many cases, a police officer's presence deters crime.

5. **Community Relations:** To patrol Boxborough effectively, police officers must also win residents' trust. Patrols offer an ideal opportunity for achieving this goal. This strategy, known as community policing, has become an increasingly popular approach since the 1980s. Instead of staying in their cars, officers continually talk with businesses, community leaders and residents. This approach is implemented through actively searching out opportunities to engage with the public. For example, officers will stop by Flerra field in the summer, Steele Farm in the winter or any other opportunity that presents itself.
- c. **Investigating Crashes:** Investigating traffic crashes is another important task, as the Boxborough Police Department makes evident in its job description for police officers. Patrol officers are expected to direct traffic, examine the scene, interview witnesses, provide first aid for any injured victims, and take written statements from drivers. Other essential tasks include clearing any obstructions or wreckage and directing or rerouting traffic.
- d. **Traffic Enforcement:** Parking and traffic enforcement provides one of the biggest chances for officers and residents to interact. For most drivers, the most likely outcome is a verbal warning or written citation. In other cases, however, traffic stops might end with a stolen car's recovery or a fugitive's arrest.
- e. **Paperwork:** Police officers fill out far more reports and forms than the average citizen probably realizes. Every time an officer responds to a call or initiates a contact during a suspected violation, they must complete an incident report. This includes traffic stops and code violations, even if the officer only gives a warning. If an officer checks an item into the evidence and property, identifies defective or damaged equipment, responds to disturbance or euthanizing a sick or injured animal; they must document every action.
- f. **Testimony:** When a suspect or other violator goes to court, even for a traffic violation, the officers who responded or assisted are typically required to testify at court. They will be sworn in just like any other witness and will be questioned by both the prosecution and the defense. Their job is to relate the events of the crime as they know them, including evidence found and witness testimony received.

g. Hygiene / Decontamination: At the end of their shift officers must assure that their clothes and equipment are properly cleaned to prevent the spread of COVID and other communicable diseases. Police officers may be exposed to hazardous materials, bodily fluids, hair and other biohazards during the course of the shift.

Goals and Objectives of Patrol Officers

There are myriad goals of a patrol officer which vary according to circumstances and may differ day-to-day as communicated during roll-call or may happen suddenly without warning. In addition to doing their jobs effectively, police patrol officers must also ensure their own safety and the safety of their partners and the general public when responding to criminal activity.

Some of the key objectives include:

- Professional, courteous, lawful approach to law enforcement
- Careful documentation/reporting of alleged criminal activity
- Assisting citizens by responding to emergency calls in a timely fashion or providing referral to other appropriate agencies
- Ensuring no criminal activity is taking place during shift
- Reading Miranda Rights, affording fair constitutional treatment to all suspects
- Arresting offenders without injury or incident
- Safely transporting detained suspects
- Logging detailed reports
- Maintaining the integrity of crime scenes and aiding in the collection of evidence
- Testifying in court, as required

In short, the over-arching goal of a police patrol officer is to ensure the health and safety of the communities he/she serves while carrying out the lawful mission of our law enforcement agency and Town of Boxborough who the officer represents.

How many people are on each shift? Who's listed by titles for the Police day shift, 7-3?

At a minimum we have two patrol officers (at times one of them is a rank of Sergeant) on duty at any time. During a normal weekday the Chief of Police would be on duty 7am to end. This could be 4 or 5pm or later depending on meetings and other events that require attention. A majority of the Chief's day is spent on administrative matters and is generally not available for response to calls for service.

Also, during a normal work day the Lieutenant is on duty. The Lieutenant is also heavily focused on administration as his primary functions include direct supervision of all public safety operations, training and standards. This includes but, not limited to: Accreditation Manager, Internal Affairs Investigations, Human Resources, grant management, etc...

The Police Department also has an assignment of Detective. Some duties of patrol officers and detectives seemingly overlap but differ in significant ways. Patrol officers serve and protect the public on the frontline. They are first responders when a major incident happens and do whatever is necessary to save lives. Patrol officers control the scene and take statements, while detectives work with forensic technicians to process the crime scene and gather evidence to guide the subsequent investigation. A Detective will follow up on police reports and take the lead in criminal investigations. They work with other law enforcement agencies to apprehend suspects and solve crimes. The Detective spends their time interviewing witnesses and consulting with forensic technicians to establish the facts of a crime. They interrogate suspects, write reports and testify in court as expert witnesses.

The Boxborough Police Detective is also designated as our “Court Prosecutor”. He/she is tasked with reviewing incoming arrest and criminal complaints as well as various other activities associated with the court process, such as:

- Reviewing incoming arrests and criminal complaints
- Preparing and presenting criminal cases to the District Attorney’s Offices of the District, Juvenile and Superior Courts and to the Clerk’s Office of the District and Juvenile Courts
- Conducting show-cause hearings on criminal matters
- Amending criminal complaints based on new and pertinent information
- Presenting testimony at motor vehicle citation appeals
- Completing discovery requests including reports, statements, audio (radio/911) and video evidence
- Preparing for motor vehicle Traffic Trials
- Court Scheduling
- Maintaining contact and follow-up with victims and witnesses
- Providing training and explanations of court procedures to the department

According to research and best practice, there should be at least 60% of the total number of sworn officers in a department assigned to the patrol function. Including the Chief, the Boxborough Police force is 13 with 10 (77%) dedicated to the patrol function.

It’s been stated nine officers are needed for six shifts. How does that work?

The attached sample weekly schedule (A #1) for the Boxborough Police Department illustrates how nine (9) patrols cover three eight hour shifts per day for the week.

Annual Town Meeting in 2017 authorized an additional fulltime police officer position to start in 2018. This additional officer was funded by shifting overtime to regular salary. It continues to reduce overtime expenses while maintaining appropriate staffing levels. This position contractually allows us to “flex” shift this position to fill replacement vacancies within certain parameters. Attachment (A #2) is a sample police schedule with the Flex position.

Note that ideal staffing management and deployment is somewhat constrained by work rules as defined in the Collective Bargaining Agreement that is negotiated between the Police Union and the Select Board.

What is the base number needed for personnel and equipment to run the Police department, whether there is just one call or one hundred calls?

For the safety of staff and the public the base minimum is two patrol officers on duty at any one time. If we began to experience one hundred calls per shift we would need to adjust staffing to adequately respond to this public safety need. Police staffing models in the U.S. are generally determined by one of five common methods. Departments traditionally have used crime trends, a per-capita approach, minimum-manning levels, authorized/budgeted levels, and least-commonly, workload-based models to make staffing decisions. Under the per capita approach, the national average ratio is 2.5 full-time officers per 1,000 citizens. Boxborough’s staffing is in line with this national guideline. Many communities rely on this model to make staffing decisions. As easy as it is to comprehend and apply, this model is unreliable when you consider our daytime population with commercial spaces and interstate traffic. According to MADOT every day 80,000 to 100,000 vehicles pass through Boxborough on Interstate 495 and 6,000 vehicles exit onto our roadways. Boxborough police and fire departments provide emergency responses on I-495.

My approach is hybrid model is based on actual needs and realistic budgetary capabilities of the Town of Boxborough.

After the base is established, how do you determine how many more people and how much more equipment is added? What is the algorithm you use to add people and equipment?

Nationally, the least common staffing model is decisions made solely on actual workload. It has shortcomings in that it relies almost exclusively on demand through 911 calls and ignores other elements of community demands placed on a department and our ability to respond to more than one emergency at time. Therefore, there is no algorithm that can account for the real-world application of proper staffing levels. The hybrid approach to staffing allows us to apply lessons learned as we evolve as a professional law enforcement agency. It is recommended that not more than 60% of on duty staff be saturated with calls for service at any time. We reach 100% saturation with both police officers on duty responding to emergencies on every call. Our current staffing and equipment level is a culmination of lessons learned, after-action reviews, community feedback, budgetary constraints, and assessment of our ability to respond to the needs of the community. As I mentioned at a recent Building Committee meeting; every additional piece of equipment and staff has been carefully vetted by the Finance Committee and Select Board before seeking approval by the Town Meeting.

How do you project into the future?

For short term planning, we use our hybrid model described above along with historical data to attempt a forecast as what may be needed for the upcoming fiscal year. For long term planning we turn to local growth potential, historical data, local and national trends as published from reliable sources such as the U.S. Bureau of Labor Statistics, International Chiefs of Police and other professional organizations.

How many calls have you received annually for the last three years, and please categorize the types of call?

I have attached the 2015 to 2020 call data report.

Your 23-minute video begins showing seven cruisers parked behind the Police Station, with two driving away from the building. You describe having used all vehicles during the fire and needing extra lighting to warn people during an emergency or other event. But how long do those vehicles sit not being used on average?

All marked police vehicles are used daily on average at least 50% of the time. It is possible that they could sit unused for 8 to 16 hours depending on who is assigned to the vehicle and their schedule. This past year, we have been using every available vehicle to help minimize the spread of COVID-19. It is preferable to have separation of time with sharing in car space to allow for disinfection and fresh air to help reduce the impact of the pandemic.

At a very high level; newer vehicles are designated to front-line patrol. Once they begin to become unreliable or problematic they are assigned to a reserve status if possible. I prefer to have one or two reserve vehicles in the fleet. Once the reserve vehicle becomes unusable, unsafe or cost prohibitive we remove the vehicle from our fleet. There was a time when I was a patrol officer and we had 1 running car and we had to use a rental car placing staff and the public at extreme risk. I have vowed never to let that happen to this community ever again under my watch.

Are your numbers (ten) something you need or want, as Jeanne would ask? Is there a way to cut down on the number of vehicles?

Our ability to patrol and respond to emergencies is dependent on our mobility using vehicles that are appropriately equipped and purpose built for the job. We do the best we can with what we have and what we have is reasonable for this community. The new cost for an equipped police

vehicle is currently \$55,000 and is relatively low in comparison to the averages of \$100,000 for DPW or \$210,000+ for fire. We use our police vehicles every day and they essentially wear out mechanically or deteriorate over time due to the constant exposure to road salt and the elements. Below are statistics on other Town department and vehicles.

POLICE DEPARTMENT	FIRE DEPARTMENT	DEPARTMENT of PUBLIC WORKS
Patrol/Emergency Vehicles		Work/Plow Vehicles
1 Employees at a time	1+ Employees at a time	1+ Employees at a time
10 Vehicles	10 Vehicles	17 Vehicles
13 Full Time Staff	7 Full Time Staff	6 Full Time Staff
\$ 44,468 Average Cost per vehicle	\$ 209,566 Average Cost per vehicle	\$ 95,741 Average Cost per vehicle
\$444,679 Total Vehicle Assets (from new)	\$2,095,662 Total Vehicle Assets (from new)	\$1,627,591 Total Vehicle Assets (from new)

Are you planning to buy EV cruisers from now on? If not, why not?

in 2011, when we began the transition from Ford Explorer to Chevrolet Tahoe there was no hybrid option available for police patrol vehicles. One of the features that attracted us to the Chevrolet Tahoe was its Active Fuel Management cylinder deactivation system and Dynamic Fuel Management (natural progression of the technology). During idling and low speeds, when a cylinder deactivates, the system closes its intake valves, which draw in air, and its exhaust valves, which release spent gases. It also stops injecting fuel into the cylinder. Thus the 8-cylinder engine becomes a 4-cylinder engine when engine power is not needed.

Ford recently released its first hybrid police vehicle and Chevrolet has announced it will be investing in this technology in the upcoming years as well. Next year (FY23), we will replace the Animal Control truck with a hybrid and the detective vehicle will likely be the next Hybrid for the police.

Respectfully Submitted,

Warren B. Ryder

Chief of Police



BOXBOROUGH POLICE DEPARTMENT

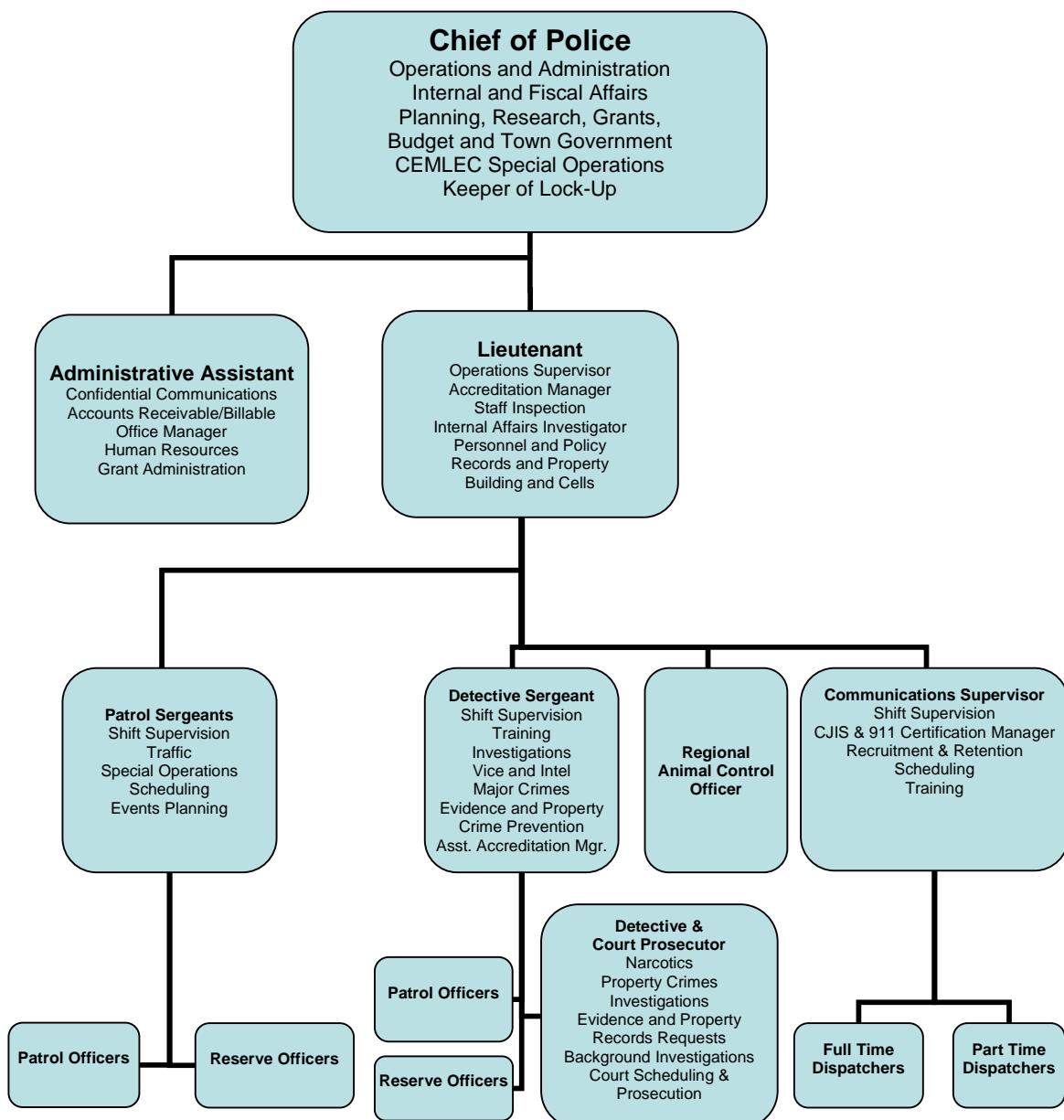
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The formal structure of the Boxborough Police Department is graphically displayed here by the use of an organizational chart. The chart reflects the Department's chain of command and the lines of authority and communication within the agency.

This primary illustration of the Department's chain of command and demonstrates functional responsibilities of various components in the Boxborough Police Department.



Boxborough Police Department Patrol Schedule

	2/25/2021	2/26/2021	2/27/2021	2/28/2021	3/1/2021	3/2/2021	3/3/2021
SHIFT	THURSDAY	FRIDAY	SATURDAY	SUNDAY	MONDAY	TUESDAY	WEDNESDAY
0700-1500	Officer 1	Officer 2	Officer 2	Officer 2	Officer 2	Officer 1	Officer 1
0700-1500	Officer 3	Officer 1	Officer 1	Officer 3	Officer 3	Officer 3	Officer 3
1500-2300	Officer 4	Officer 6	Officer 6	Officer 4	Officer 4	Officer 4	Officer 4
1500-2300	Officer 5	Officer 5	Officer 5	Officer 7	Officer 7	Officer 5	Officer 5
2300-0700	Officer 8	Officer 9	Officer 9	Officer 9	Officer 9	Officer 8	Officer 8
2300-0700	Officer 6	Officer 7	Officer 7	Officer 8	Officer 8	Officer 6	Officer 6
<i>off patrol</i>							
COURT							
TRAINING							
INVEST.							
OTHER							
<i>off schedule</i>							
VACATION							
SICK DAY							
PERSONAL							
HOLIDAY							
COMP. DAY							
SWAP							
OTHER							

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	2/25/2021	2/26/2021	2/27/2021	2/28/2021	3/1/2021	3/2/2021	3/3/2021
SHIFT	THURSDAY	FRIDAY	SATURDAY	SUNDAY	MONDAY	TUESDAY	WEDNESDAY
0700-1500	Officer 1	Officer 2	Officer 2	Officer 2	Officer 2	Officer 1	Officer 1
0700-1500	Officer 3	Officer 1	Officer 1	Officer 3	Officer 3	Officer 3	Officer 3
0700-1500	Flex Officer	Flex Officer					Flex Officer
1500-2300	Officer 4	Officer 6	Officer 6	Officer 4	Officer 4	Officer 4	Officer 4
1500-2300	Officer 5	Officer 5	Officer 5	Officer 7	Officer 7	Officer 5	Officer 5
1500-2300			Flex Officer	Flex Officer			
2300-0700	Officer 8	Officer 9	Officer 9	Officer 9	Officer 9	Officer 8	Officer 8
2300-0700	Officer 6	Officer 7	Officer 7	Officer 8	Officer 8	Officer 6	Officer 6
<i>off patrol</i>							
COURT							
TRAINING							
INVEST.							
OTHER							
<i>off schedule</i>							
VACATION							
SICK DAY							
PERSONAL							
HOLIDAY							
COMP. DAY							
SWAP							
OTHER							



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	2015	2016	2017	2018	2019	2020
911 Hang-ups	91	87	23	61	75	186
Animal Complaints	39	48	203	221	193	156
Annoying Phone Calls	40	35	23	26	16	15
Arrests	199	222	214	190	168	51
Assist Citizens	305	449	642	533	652	563
Assist Fire/EMS	204	222	608	652	543	582
Aggravated Assaults	1	4	11	1	1	3
Breaking & Entering	5	5	7	1	2	1
Burglar Alarms	140	109	145	138	128	93
By-Law Violation	15	20	6	10	6	1
Complaints (traffic problems)	487	480	326	345	311	294
Disturbances - General	60	73	79	108	84	112
Disturbance - Domestic	15	18	22	21	18	32
Disturbance - Mental Health	85	77	34	27	27	55
Follow-up investigations	147	206	125	110	82	88
Larcenies/Fraud	50	17	44	32	51	87
M.V. Accidents w/Injury	55	62	68	49	53	52
M.V. A. /Property damage	48	27	64	46	70	40
M.V. Theft	2	2	1	1	1	1
Missing Persons	9	6	4	6	4	8
Noise Complaints	20	29	22	14	16	24
Protective Custody	3	4	3	2	2	0
Rape/Sex Offenses	2	3	4	4	3	5
Robbery	1	0	0	0	0	0
Shoplifting	2	6	0	0	0	1
Summoned to Court	199	222	112	111	124	99
Suspicious Activity	375	400	399	299	299	313
Vandalism	15	21	15	10	10	11
Simple Assaults	3	8	11	9	9	7

	2015	2016	2017	2018	2019	2020
Total Offenses Committed:	581	601	592	542	478	446
Total Felonies:	89	74	101	55	47	45
Total Crime Related Incidents:	101	101	96	84	94	227
Total Non-Crime Related Incidents:	192	207	173	220	243	235
Total Arrests (On View):	83	86	88	64	37	24
Total Arrests (Incident/Warrants):	28	12	14	15	7	10
Total Summons:	98	124	112	111	124	99
Total Arrests:	199	222	214	190	168	51
Total P/C's:	3	4	3	2	0	0
Total Juvenile Arrests:	2	2	5	3	3	0
Total Restraint Orders:	18	22	17	21	26	24
	2015	2016	2017	2018	2019	2020
Motor Vehicle Stops	1,436	1,945	2,181	2,344	1,973	1,271
- Verbal Warnings	77%	68%	74%	59%	60%	47%
- Written Warnings	4%	7%	11%	23%	19%	13%
- Citations Issued	9%	13%	8%	12%	11%	30%
- Summoned to Court	6%	6%	5%	4%	6%	9%
- Arrested	4%	6%	2%	2%	4%	1%
- Avg. OVER Speed	19MPH	18MPH	17MPH	17MPH	17MPH	19MPH
	2015	2016	2017	2018	2019	2020
Walk In Service	539	512	531	592	546	297
911 Calls	394	383	368	384	435	559
Telephone Calls	3,593	3,403	3,094	3,366	2,452	2,134
Radio/Alarm Box and Other Sources	17,715	16,930	16,264	13,705	12,471	10,601
TOTAL INBOUND CALLS	22,241	21,228	20,257	18,047	15,904	13,591