



Southborough Police Department

32 Cordaville Road

Southborough, Massachusetts 01772



Ryan M. Newell
Chief of Police

Article 16: Supplemental Budget Request for Second Lieutenant

This supplemental budget request seeks to add a second Lieutenant to the Police Department's Command Staff. This additional position will allow the Chief to realign duties and responsibilities for a more efficient and effective management structure at the police department. The intent of this addition is to reorganize the department's command structure to include an "Administrative Lieutenant" and an "Operations Lieutenant", in order to balance the current Lieutenant's workload. Additionally, this new position will relieve some of the administrative duties assigned to our patrol Sergeants, so that they can be out on the road providing more supervision to a very young department of new officers. The position will also relieve some of the administrative duties (Public Records and LTC (License to Carry) processing) that the Chief has had to take over, due to the excessive workload on the Lieutenant.

History:

Chief Newell approached the Town with the request to add a second Lieutenant during the FY25 Budget Review process last year. Chief Newell recognized that the added managerial duty requirements accumulating through State legislation (POST); the implementation and maintenance of the Body Worn Camera program; the standards and record keeping required by the Massachusetts Accreditation Program; and a host of other managerial duties and responsibilities were becoming extremely difficult to manage, maintain, and supervise for our one Lieutenant. Historically, many police departments add additional command staff positions when they take on Accreditation or the Body Worn Camera program alone, but Southborough Police did not add this additional staff at the time of implementation. State legislation under the Criminal Justice Reform Bill of 2020, added an additional workload through the creation of POST-C (Peace Officers Standards and Training Commission). The commission is tasked with tremendous responsibility and has been given significant authority to regulate every aspect of policing including, certifying or decertifying officers or entire agencies. The added training, documentation, compliance and ongoing policy and regulation changes alone, justify this added position. The additional requirements and

professional standards that must be met have placed a tremendous amount of added work for our one Lieutenant.

During the discussion and budget review with the Town, the addition of a second Lieutenant to the Police Department received support from the Boards (with the Select Board voting unanimously to support). During the review process, the Advisory Board suggested and voted on a plan to conduct a Staffing Study in order to develop a full understanding of the staffing needs within the Southborough Police Department. Chief Newell and the Select Board both agreed with this decision. This staffing study was conducted through a third-party vendor, MRI (Municipal Resources Inc.). Part of the staffing study included analyzing the department's need for a second Lieutenant. In the staffing study's final report it stated, "*MRI concluded that the lone Lieutenant is simply overwhelmed with the various tasks he is responsible for accomplishing*"; and; "*The management and administration of a police agency involves significant planning, organizing, oversight, and directing of staff while also generating an operations budget all the while ensuring accountability of the organization to the community of Southborough.*" The study also recognized and noted an *immediate need* to implement and staff this much needed position within our agency.

Proposal:

Add a second Lieutenant to the Police Department's Command staff in order to separate two, vital managerial functions within the department: Administration & Operations. The addition of a second Lieutenant would give the department more ability to supervise; alleviate the workload of the current Lieutenant, Chief, and Sergeants; and would assist with accountability in the professional operation of the department. This addition would provide the department with two, non-union member Lieutenants that would be able to lead the department when the Chief or the other Lieutenant are away or unavailable. This would also provide the ability to share the on-call duty status that is required of the Lieutenant position.

Distribution of Lieutenant Responsibilities:

Administrative Lieutenant Responsibilities:

- Ensure that Southborough Police Officers maintain proper certification by acting as a liaison with the Peace Officers Standards and Training commission (POST-C).
- Plan, coordinate and schedule training for all departmental staff; maintain officer training records; ensure compliance with mandatory training; evaluate effectiveness of training programs; evaluate

performance of training officers; work with the Police Chief to select Field Training officers.

- Records Access Officer: Supervise the department's records section; inspect records and ensure they are complete, thorough, and meet standards. Respond to Public Records requests on behalf of the department. Ensure all CORI rules are adhered to. Direct, coordinate, and control all public information, records, and requests while adhering to legal policies and procedures regarding dissemination of this information according to Local, State, and Federal laws.
- Manage through the Lead Dispatcher the operations and direction of the communications division; develop operational guidelines and policies; determine equipment needs.
- Act as Accreditation manager for the Department for the purposes of ensuring that all standards are current and adhered to. Maintain the Department Policy and Procedure Manual in keeping with the Accreditation standards. Develop and implement new standards promulgated by the Massachusetts Police Accreditation Commission. Make recommendations to the Police Chief regarding corrective action, and process improvements. Act as a liaison to the Massachusetts State Accreditation Commission.
- Assist in the preparation of the Department's annual budget as directed by the Chief. Receive daily, monthly, semi-annual or annual reports from Sergeants and the Detective regarding operational, service, investigative and administrative data. Prepare and submit reports of Department activity on set intervals to the Chief.
- Develop, coordinate and maintain the Sex Offender Registry program; supervise the administration of the program and the town notification plan.
- Act as department liaison to the District Attorney's Office and the courts of Worcester County. Act as department representative and coordinate activities with the Massachusetts Executive Office of Public Safety; develop/maintain relationships with other federal and state law enforcement agencies.
- Manage staff, operation, and provide direct supervision to the department's Detective Division. Coordinate and direct all investigations and apprise the Chief of all on-going investigations and subsequent court proceedings as appropriate.
- Maintains a working knowledge of all Department computer operating systems, software, MDT's, camera systems, phone systems, and radio communications systems with basic knowledge of troubleshooting and requests for assistance through IT personnel.

- Oversight of all Department Grant programs including the maintenance and record keeping of existing programs, and application for applicable new opportunities.
- Under authority of the Chief of Police, act as Officer in Charge of issuing and maintaining all License to Carry Firearms and Firearms identification cards and records related to such.
- Evaluations: Assists in the annual evaluations of Sergeants and Patrol Officers
- Manage and oversee the department's Body Worn Camera Program.
- Monitor inventory of supplies and equipment; purchase equipment and supplies for assigned divisions with the approval of the Police Chief.
- Conduct Internal Affairs investigations and Use of Force investigations, as assigned. Review all department Use of Force reports and provide notifications to relevant state/federal reporting data bases. Investigate and recommend in writing appropriate action for the Chief of serious misconduct or other infractions by Department personnel.
- Participate in staff meetings and attend other meetings as appropriate or as required. Participate in community, regional, civic, as well as professional organizations; attend seminars, programs, courses and other events to remain current on Municipal, State, and Federal law enforcement and related laws, policies, practices, procedures, and trends.
- Maintain liaison with the Massachusetts Criminal Justice Training Council and assist in the planning and recommending of in-service training topics and programs.
- Direct department inspections relative to equipment, uniforms, and other items; maintains inventory listings of department property.
- Perform the responsibilities of the Police Chief, if designated the Officer-in-Charge. Performs any other related duties or functions assigned by the Chief of Police.
- Will be on call when off duty to respond to police emergencies as determined by the Chief of police.

Operations Lieutenant Responsibilities:

- Provides critical leadership through shift supervisors of the day-to-day management and direction of the patrol division. This role ensures operations align with department policies, procedures, and goals. Determine operational equipment needs of the department.
- Review and approve all reports generated by the patrol division.
- Scheduling shifts and ensuring the appropriate coverage is maintained for all shifts. Communicating with private contractors to fill details. Approve requested time off by employees. Maintain our scheduling software (DTS) to ensure that is being used correctly.
- Manage the department fleet of vehicles, ensuring that they are properly maintained. Assist the chief with projected fleet replacement schedule as well as purchasing of new department vehicles.
- Exercise supervision over the Court Officer and all other Court related functions and responsibilities assigned by the department. Fill role of the Court Officer when the Court Officer is not able to attend scheduled hearings.
- Community relations – The Operations Lieutenant can engage with the community, attend public meetings, and foster relationships that build trust and cooperation; oversee the department's community policing activities ie: Youth police academy, Prescription Drug Drop-off program, Senior liaison Officers, etc.
- Special Operations Management – Manage and oversee the department's Traffic division, ALICE instructors/ Active Shooter Response plans, DARE program, etc.. Maintain a working relationship with the various units of Central Mass Law Enforcement Council (CEMLEC) ie: SWAT, Accident reconstruction team, Drone unit, and Motorcycle division. Supervise SPD Officers assigned to the CEMLEC Swat Team.
- Oversee the operations of the Jail Diversion Clinician program and be a liaison to the Advocates and our partners at the Northborough Police Department.
- Responsible for the hiring, background check, supervision, training, and evaluation of the Telecommunications Officers.
- As appropriate, establish guidelines for personnel allocation, new job descriptions, classification, and assignment to specialized units or positions. Evaluate and monitor performance of subordinate staff as directed by the Chief.

- Crisis management and planning – The Operations Lieutenant can lead planning and preparation for potential crises, improving the departments readiness and response to unforeseen events. Attend Critical Incident training and prepare department with updated response plans and maintaining required certifications. Responsible for coordinating the planning functions for response to unusual occurrences including Department responsibilities upon activation of the E.O.C.
- Special Events Coordinator - Coordinating with organizations to assist with the planning of large community functions such as Heritage Day, parades, road races, Summer Nights, etc..
- Supervise and maintain prisoner-holding facility; maintain certifications relative to prisoner handling and housing. Provide proper training of prisoner handling and supervision of prisoners held at the station.
- Responsible for the supervision, security, and control of the Evidence Room and all evidence and property that is held at the Department, along with adherence to all policy and procedure established by the Department, State, and Federal law related to evidence.
- Supervise, maintain, and control armory of the Department including key control and record keeping.
- Policy Implementation – When new policies or standards are introduced, the Operations Lieutenant ensures they are effectively communicated to, and implemented by the patrol division; ensuring departmental consistency and compliance.
- Evaluations: Assists in the annual evaluations of Sergeants and Patrol Officers.
- Direct Roll Call training program for patrol.
- Maintains a working knowledge of all Department computer operating systems, software, MDT's, camera systems, phone systems, and radio communications systems with basic knowledge of troubleshooting and requests for assistance through IT personnel.
- Supervise and direct Traffic Enforcement; handle civilian complaints and direct patrol units to address problem areas identified in the department's Traffic Enforcement Radar Request Board.
- Participate in staff meetings and attend other meetings as appropriate or as required. Participate in community, regional, civic, as well as professional organizations; attend seminars, programs, courses and other events to remain current on Municipal, State, and Federal law enforcement and related laws, policies, practices, procedures, and trends.

- Serve as the department's Civil Rights Officer; attend annual certification training mandated by the State through POST-C.
- Perform the responsibilities of the Police Chief, if designated the Officer-in-Charge. Performs any other related duties or functions assigned by the Chief of Police.
- Will be on call when off duty to respond to police emergencies as determined by the Chief of police.

An important reminder: All of the above listed responsibilities currently fall under our existing (1) Lieutenant. The division of these responsibilities between an Administrative Lieutenant and an Operations Lieutenant would provide for more supervision and accountability, and would allow for a more efficient and effective distribution of the required tasks and responsibilities within the police department.

Town Police Department comparisons:

Town	Population	Chief	Deputy Chief	Capt	Lieutenant	Sergeant
Northborough	16,000	1			2	6
Westborough	21,000	1	1		4	6
*Southborough	10,000	1			1	5
Hudson	19,000	1		1	3	6
Holden	19,000	1			2	5
Charlton	13,000	1	1		1	4
Oxford	13,000	1			2	5
Auburn	17,000	1	1		2	6
Ashland	19,000	1	1		2	6
Sudbury	19,000	1			2	6
Sturbridge	10,000	1			2	4
Weston	12,000	1		1	2	5
Southbridge	18,000	1	1		2	6
Medway	13,000	1			3	7
Holliston	14,000	1			2	5