



# PLYMOUTH PUBLIC SAFETY ANALYSIS

Richard P. Grassie





**“I believe data, good  
analysis and transparency  
are the way to go.”**

Peter Svahn

Email to RPG 27 January 2019

# PLYMOUTH PUBLIC SAFETY



- **Reasons for Analysis:** size of budget, no. of FTE's & size of town's Public Safety
- **What is Spend on Public Safety in Plymouth plus Operational Backup to Spend?**
  - Police Department
  - Fire Department/EMS
  - Emergency Management
  - Parking Enforcement
- **Analysis Tasks:**
  - Review budgetary (Police, fire, emergency management) for the past three fiscal years (2018, 2019, 2020)
  - Capture budgetary requests and project for 2020 and beyond.
  - Establish an informed knowledge base other than Annual Town Reports
  - Current and future Town tax and operating budget analyses/initiatives scrutinized
  - Support citizen participation.
  - Conduct Site Surveys & Interviews
  - Report to PF

# PLYMOUTH PUBLIC SAFETY

## OVERALL PERSPECTIVE

### • Population:

- 61,980    21,000 households
- 18th of 351 Mass Municipalities
- 1<sup>st</sup> out of 295 Towns

### • Area:

- 103 sq. mi    Largest in Mass
- 27% developed w/boom in residential development
- 21% residential/5% commercial/industrial
- 28% water – 365 ponds and lakes/22%protected open space
- 571 total road miles – 300+ Town maintained

### • Basis of Analysis:

- Public safety & security services to community important issues 24/7/365
- Budget size: 12% of total town budget in Public Safety
- Number of employees: capital and recurring expenditures
- Consumption and replacement of town's PS resources
- Largest town in MA, unique composition & culture



# 2020 Public Safety Budget

| Public Safety Budget 2020   | 2020 Adopted        | Increase/Decrease | %            |
|-----------------------------|---------------------|-------------------|--------------|
| Police Salary & Wages       | \$11,796,650        | \$444,808         | 3.9%         |
| Police Other Expenditures   | \$510,294           | \$36,002          | 7.6%         |
| Department Equipment        | \$338,465           | \$31,505          | 10.3%        |
| <b>Police Total Budget</b>  | <b>\$12,645,409</b> | <b>\$512,315</b>  | <b>4.2%</b>  |
| Fire Salary & Wages         | \$12,453,761        | \$473,901         | 4.0%         |
| Fire Other Expenditures     | \$357,906           | \$13,569          | 3.9%         |
| Department Equipment        | \$152,200           | (\$5,840)         | (3.7%)       |
| <b>Fire Total Budget</b>    | <b>\$12,963,867</b> | <b>\$481,630</b>  | <b>3.9%</b>  |
| <b>Emergency Management</b> | <b>\$69,900</b>     |                   |              |
| <b>Parking Enforcement</b>  |                     |                   |              |
| <b>Public Safety Total</b>  | <b>\$25,679,176</b> | <b>\$993,945</b>  | <b>+4.0%</b> |



Projected cost of new fire station: \$7.5M



## 2020 Public Safety Budget Analysis

- General Fund: New Fire Station –Hedge Road, Fire Engine & Aerial Truck
- Expenses: Increase PS Exp \$59,394
- Police Recommended Budget: \$12,645,409 (4.2% increase)
  - Addition \$617,659 to “Salaries and Wages -Permanent” line item;
  - Add 9 new officers and fully staff the department
  - Addition \$58,348 to “Supplies and Materials” line item;
  - Addition \$18,400 to “Uniform Supplies” line item;
  - Two increases are mostly to outfit and equip the new officers •
  - Reduction \$111,211 to the “Overtime” line item;
  - Reduction of \$50,900 to the “Professional Services” line item; largely due to the elimination of the crossing guard positions from this budget

## 2020 Public Safety Budget Analysis

- Fire Recommended Budget: \$ 12,963,867 (3.9% increase)
  - Most of the increases are due to the rising costs of materials and vendor/contracted services.
  - Decrease of \$12,500 to “Equipment” since that was used to outfit the 12 SAFER firefighters last year, which was a one-time expense.
  - In calendar year 2017, the department was only able to respond to 70.11% of calls within NFPA guidelines (8 minutes total), NFPA standard is 90%
  - In 2018, the department improved upon this, and responded within the guidelines 75.5% of the time
  - Town’s ISO Fire Rating is also expected to improve in the next few months due to the department’s efforts. Residents can expect to see reductions in their home insurance premiums as a result.
  - SAFER grant adds 12 firefighters, three year increased burden
- EM Recommended Budget: \$69,900 (level-funded)
  - Majority of their funds, including all salaries, come from an Entergy Pilgrim Station grant.
  - Negotiations are underway to extend this grant to 2023.

# Comparison w/other Communities

(latest statistics)

| Municipality  | Fiscal Year | Gen Gov't   | Police       | Fire         | % Police | % Fire |
|---------------|-------------|-------------|--------------|--------------|----------|--------|
| Falmouth      | 2017        | \$8,487,161 | \$5,895,684  | \$6,707,358  | 4.57%    | 5.20%  |
| Hingham       | 2017        | \$4,487,623 | \$6,003,894  | \$5,621,335  | 6.03%    | 5.65%  |
| Middleborough | 2017        | \$3,601,263 | \$4,411,603  | \$2,920,175  | 6.07%    | 4.01%  |
| Plymouth      | 2017        | \$8,413,407 | \$11,081,670 | \$11,264,667 | 6.30%    | 6.40%  |
| Sandwich      | 2017        | \$3,798,872 | \$4,299,749  | \$5,096,139  | 5.69%    | 6.74%  |
| Weymouth      | 2017        | \$5,200,514 | \$11,268,797 | \$8,333,069  | 8.62%    | 6.38%  |



# REGIONAL DISPATCH: The Next Big Decision

- Town considering upgrading emergency dispatch services
- Currently Police Dispatch handles all incoming 911 calls through civilian dispatchers
- Fire calls transferred to full time FF dispatchers at Fire HQ
- Considering joining Regional Dispatch in Duxbury
- Center currently serves Duxbury Plympton, Halifax & Rochester
- Cell phone emergency calls go to State Police first
- Enhanced 911 System/IMC Cad – IMC RMS
- Concerns over Enhanced 911 System effectiveness



The background of the slide is a collage of images. At the top, there's a digital clock showing 14:46 and a map of the United States. Below that, a sign reads 'REGIONAL OLD COLONY COMMUNICATIONS CENTER'. To the right, there's a photograph of a brick building with white columns. On the far right, there's a white and blue police car with 'Powhatan Home Team' written on the side. At the bottom, there's a red fire truck. The central text is overlaid on a white rectangular area.

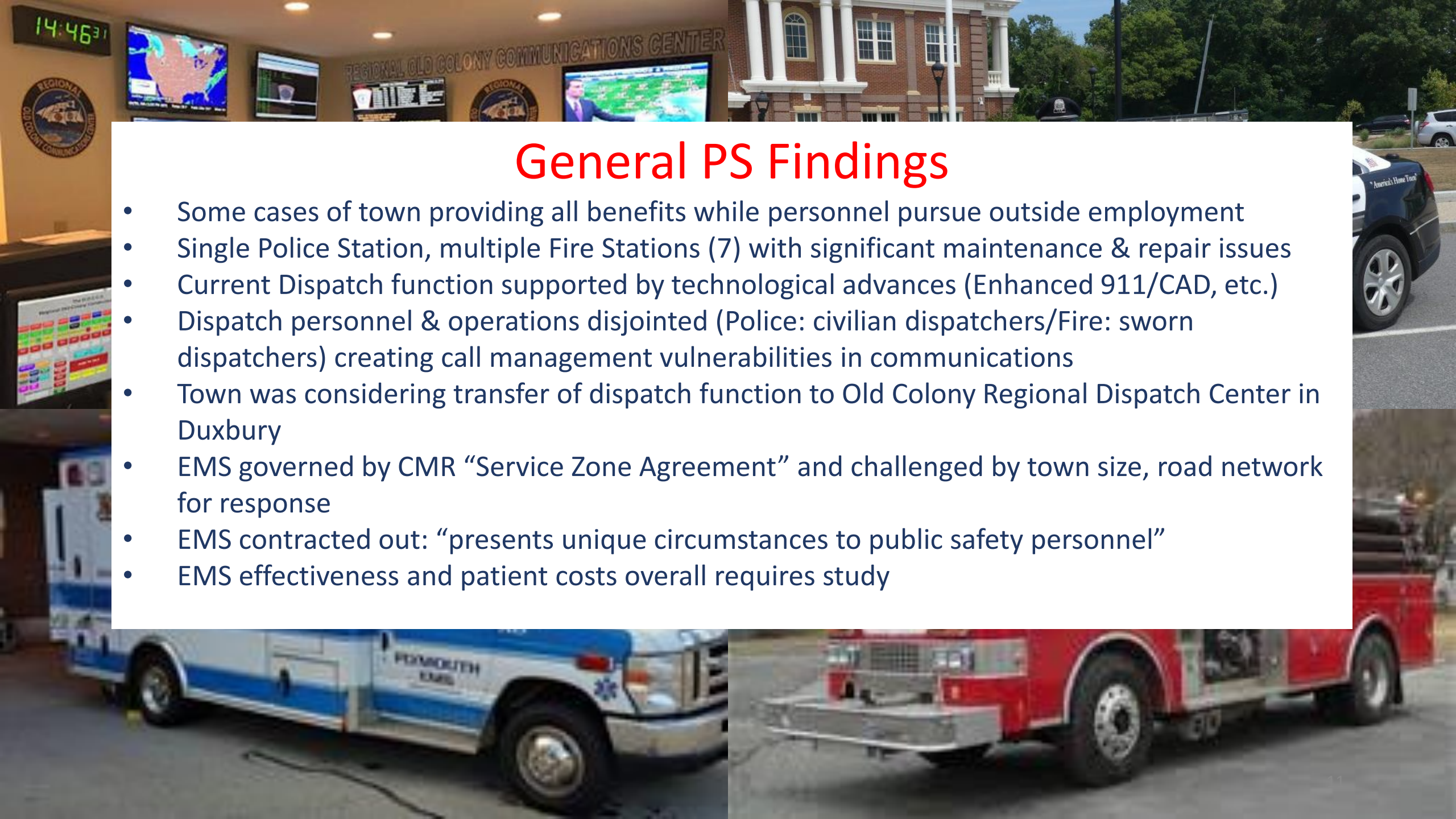
## General PS Findings

- Public Safety challenged by size, environment & composition of town (seven smaller communities with clear geographic concentrations)
- Public Safety has evolved over the years primarily on basis of “Annual Town Report”
- PS budgets similar, diversity in operating resources, requirements
- Both departments led by seasoned chiefs, morale good all around
- Both departments added new personnel in 2019, staffing levels have peaked
- Gradual modernization, technological advances, promote from within
- Collective bargaining still at lower levels, not a management impediment except when allocating and distributing resources (i.e., added swing impact shift)
- Standards & yearly reports of calls for service greatly influence department resource allocation & distribution
- Departments could benefit from greater utilization of enhanced IMC CAD/RMS software for fire and police analytics to maximize department management
- Budgets reflect recurring expenditures & expenses while capital requests separate



## General PS Findings

- Some cases of town providing all benefits while personnel pursue outside employment
- Single Police Station, multiple Fire Stations (7) with significant maintenance & repair issues
- Current Dispatch function supported by technological advances (Enhanced 911/CAD, etc.)
- Dispatch personnel & operations disjointed (Police: civilian dispatchers/Fire: sworn dispatchers) creating call management vulnerabilities in communications
- Town was considering transfer of dispatch function to Old Colony Regional Dispatch Center in Duxbury
- EMS governed by CMR “Service Zone Agreement” and challenged by town size, road network for response
- EMS contracted out: “presents unique circumstances to public safety personnel”
- EMS effectiveness and patient costs overall requires study



# General PS Recommendations

- Seriously question and investigate proposal to join Old Colony Dispatch for Plymouth PD & FD. Consolidation of the dispatch process with the OLD Colony Regional Dispatch Center raises significant public safety issues apart from coordination and rapid response. This recommendation was highlighted in the 2006 Matrix Report, section 4.4 in words - “The town should pursue the consolidation of dispatch services under a single management structure and in a single location. This approach will result in significant improvement in service delivery to the community by eliminating the delay from calls being transferred to the Fire Dept as well as potential financial savings.”. This recommendation requires significant analysis and decision-making before actualization.
- Recommend the Departments utilize for decision and baseline operations purposes the tremendous statistical output of the present CAD/RMS system for measuring performances. Explore the current Tri-Tech IMC Cad – IMC RMS analytics tools for further department reports, changes plus short term and long term resource management.
- As basis for PF emphasis on good management practices and budgetary discipline, further develop department planning functions to support a joint Public Safety Analysis baseline and baseline for town inquiries. Establish minimum quarterly department activity reports to Town Manager using IMC Cad – IMC RMS data. Require both department to establish “performance requirements” derived from current RMS and report quarterly





# General PS Recommendations

- Develop individual department five year plans for capital and recurring expenditures. For example, the Fire Dept has never presented a replacement policy at town meeting or in the capital committee showing all equipment on a 20 year life span enabling town planning on a predictable cycle of 15 years. Identify out year “big ticket items” and plan budgets accordingly, heavily supported by actual operations analyses
- A “HIGH” consideration from the Matrix 2006 report is “ that the town should enter into a managed competition for designated primary Ambulance Service as soon as consistent with existing agreements”.
- Presently the town receives no compensation for providing a market of over 60,000 potential EMS customers and it is unclear on the exact charge for these services to customers or whether all insurances are honored.
- The situation of sole sourcing to Brewster has resulted in rather large billings directed to the user after an ambulance run based upon a few instances recounted to PF
- The fact that many other towns provide this fee- based service should be closely examined along with a complete analysis of the current ambulance provision contract with the town and the current advantages/disadvantages.



# General PS Recommendations

- Seriously review current commercial and residential developments across the Town to possibly link with town water as well as requiring fire suppression systems in new developments, including dry hydrants paid for by the developer, especially in outlying areas near some of our 300 ponds and lakes.
- Allocate and distribute public safety personnel & resources according to organizational components based on workload assessments derived from experience and department data analytics
- Consider both recurring and capital expenditures/expenses in department budgets rather than separating them into recurring and capital costs
- Consider most qualified applicants for chief & other managerial positions within departments (both within & outside department)





# THE ANALYSIS



# Fire Department



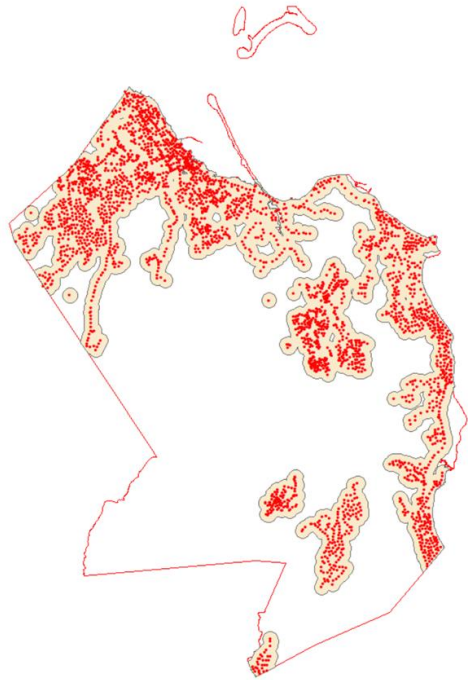
- Total Emergencies: 9,387
- Total Medical Calls: 5,249 (56%)
- Total Fire Calls: 4,138 (44%)
- Total Number of Fires: 200
- Firefighter injuries: 12
- Civilian Injuries: 7
- Deaths: 1
- Fire Apparatus Responses: 11,254 (??)
- Fire Personnel Responses: 31,252 (??)
- Code Inspections: 2,070 (Permits: 3,979)
- Estimated Total Fire Loss: (Mostly Residential) \$3,712,290
- \$9B Real Property in Town



## Fire

## FY2020 Fire Department Stats

Annual Report



|                     | Square Feet          | Acres         | Sq. Miles    | Percent       |
|---------------------|----------------------|---------------|--------------|---------------|
| <b>Town</b>         | <b>2,864,975,968</b> | <b>65,771</b> | <b>102.8</b> | <b>100.0%</b> |
| <b>In Water</b>     | <b>1,118,451,517</b> | <b>25,676</b> | <b>40.1</b>  | <b>39.0%</b>  |
| <b>Out of Water</b> | <b>1,746,524,451</b> | <b>40,095</b> | <b>62.6</b>  | <b>61.0%</b>  |



# PLYMOUTH'S "WATER PROBLEM"



# FIRE STATIONS/AREAS SURVEYED



- Main Station/Headquarters, 141 Sandwich Street
  - Constructed: 1979
  - Area served: Downtown Plymouth
- 240 Samoset Street
  - Constructed: 1974
  - Area served: West Plymouth
- 12 Pinehills Drive
  - Constructed: 2000
  - Area served: Pinehills & South Plymouth
- 533 Bourne Road
  - Constructed: 1976
  - Area Served: Bourne Area
- 827 State Road
  - Renovated: 1988
  - Area served: Manomet
- 2209 State Road
  - Constructed: 1996
  - Area served: Cedarville
- 0 Spooner Street
  - Constructed: Early 20th century
  - Area served: North Plymouth
  - Being replaced by 15 Hedge Rd station
  - Bought 2.25 acre land for \$350K
  - Funding \$7.5 M
  - Two story Three bay
  - Additional ladder???
- Plymouth Municipal Airport on South Meadow Road operates its own fire response



# FIRE DEPARTMENT APPARATUS

- 10 Pumper Engines (3R)
- 2 Aerial Ladders (1 Tower)
- 1 Rescue Truck
- 9 Brush Breakers (FF Trucks)
- 3 Tankers
- 7 boats (1 Marine firefighting unit, 6 rescue boats)
- Lighting Unit –trailer
- Spill Control Unit; 15 service vehicles
- Containment Boom Trailers
- High mileage frequencies, expanded call volume
- Large maintenance items – springs, tires, brakes
- Dedicated Maintenance Division, Chief Mechanic & two assistants
- Preventive Maintenance key budget issue, warranties
- Concerns: equipment deterioration, higher overall costs, mechanical failures



# In House Fire Maintenance



- **Mission:** Properly supply and maintain all department emergency apparatus while ensuring compliance w/NFPA & Federal Safety Standards plus MGL
- **Functions:** Preventive Maintenance, Complex Electronic Control Troubleshooting, Comprehensive Inspections, General Repairs
- **Knowledge Base:** Power Trains, Fire Pumps, Hydraulics, Aerial Ladder Systems, Multiplex Electronic Systems
- Three civilian employees, cooperative technical education participant Plymouth Schools
- Maintains over 50 specialized apparatus/devices
- Third Party Non-Destructive Testing of Aerial Devices, Ground Ladders, Fleet Inspections
- Prepares FD Annual Apparatus Status Report (April 2019)



# FIRE DEPARTMENT STAFFING

- 138 Uniformed - 81 FF's, 12 SAFER Grant FF's, 23 LT's, 10 CPT's, 6 battalion chiefs, 2 deputy chiefs, 1 chief, 2 civ's
- Headquarters #1: 1 Ch, 1 DC, 4 CPT, 4 LT, 29 FF, 4 FAO Total: 41 personnel
- West Plymouth #2: 1CPT, 3LT, 8FF
- Pinehills #3: 1 CPT, 7 LT, 16 FF (12 SAFER)
- Bourne RD #4: 1 CPT, 3 LT, 8 FF
- Manomet #5: 1 CPT, 3 LT, 8 FF
- Cedarville #6: 1 CPT, 3 LT, 8 FF
- North Plymouth #7: 1 CPT, 3 LT, 8 FF
- Even distribution across community

# MATRIX CONSULTING REPORT 2006

<https://www.matrixcg.net>

Previous Fire Personnel Adds  
Budget Increase justification  
Outdated



## Department Operations and Planning Assessment Report 2006



Densities area across town differ  
Resource allocation & distribution analysis  
Add 6 FF's plus 9 officers plus 2 to ladder  
Truck companies: 4 personnel  
15 personnel for 90% of calls



Review department's Mission Statement  
Shift commanders, prevention officer and  
training reclassified Battalion Chiefs  
Add 20 additional personnel  
Eliminate Deputy Chief days  
Review standards of performance

# Plymouth's ISO Fire Rating

03/3Y



ISO: Insurance Services Office

- Town's ISO fire score rates on how well local fire department can protect Plymouth community and homes
- Insurance companies use the score to help set home insurance rates in Plymouth
- Rating called Public Protection Classification (PPC)
- 2014 PPC: 4/4X 2019 PPC: 03/3Y
- Structural Fire Suppression Delivery System
- Calculation of how well-equipped fire department is to put out fires
- Supports underwriting process for predictive loss values for town
- Well-equipped fire department: less likely your house is to burn down
- Based upon universal standards

# Department Accreditation



PFD not accredited: Data Driven/Best Practice Process, Comparison w/peer Departments



Commission on Fire Accreditation International (departments/ambulances)



Generally FD calls: 67% EMS, 6% False Alarms, 4% Mutual Aid; 4% fires, 3% Hazmat, 16% calls for services



Department applies, submits approx. three years of data



Six key accreditation elements: community risk assessment, department goals/objectives, standard coverages, agency performance, strategic plan, self-assessment model



Insurance Ratings apply to small fraction of services performed



# PLYMOUTH EMS

- Brewster supplies four ambulances and two EMS personnel/vehicle
- Four (4) transport ambulances assigned to the Plymouth service with automatic vehicle locator systems (AVLS) compatible and reporting to the Plymouth Fire Department's system and the Plymouth Police
- Transports assigned to:
  - 240 Samoset Street (W. Ply)
  - 827 State Road (Manomet)
  - 2209 State Road (Cedarville)
  - 12 Pinehills Drive (PineHills)
- Reside in Plymouth stations
- Responded to 6,448 calls 2018
- 54% calls General Symptoms & Signs



# 2018 Public Safety EMS Stats



## EMS

Outsourced Brewster

- Total Responses: 6,448
- Four Ambulances:
  - 240 Samoset Street
  - 2209 State Road
  - 827 State Road
  - 12 Pine Hills Drive
- **EMT Basic**: responsible for providing emergency treatment of ill or injured persons, and the safe and efficient transport of patients to the appropriate receiving facility
- **Advanced EMT**: provides basic and limited advanced emergency medical care and transportation for critical and emergent patients who access the emergency medical system
- **EMS Paramedic**: provide advanced emergency medical care for critical and emergent
- **Standard**: Five minute and nine minute EMS response times

# Fire Department Findings

- Fire driven & influenced by multiple factors:
  - Size of area response, response times, sufficient response
  - Fire Science for Fire whereas Police a service agency w/weapons
  - Nature of structures/hazards,
  - Tools & Resources, Maintenance of Vehicles, Vehicle Refurbishment (miles driven more \$\$\$)
  - Lack of water over wide area (requires multiple response protocols, pond drafting/tanker trucks)
  - EMS response requirements over 50%, town chose to contract with Brewster for 4 ambulances, two EMS occupants
  - Technologies applications (jaws of life, breathing, resuscitating, smoke, water/powder (electrical fires), hazmat)

## Fire Department Findings

- No computer in fire response vehicles. Police have had them for some time.
- NFPA & ISO Standards greatly influence fire resources, primarily allocation & distribution yet database exists in existing CAD/CRS for decisions support analytics
- Weymouth went from 138 fire staffing to 108 without perturbations
- Break mold of Consultant, NFPA recommendations of more firemen
- Does not account for new equipment, decreased fires, procedures or fire analytics
- Budgets have stabilized around recurring manpower/positions in departments, major difference in Fire capital expenditures
- FF Collective Bargaining agreements call for 42 hours/week FF – 2 ten hour days, one day off, two 14 hour nights
- Schedule allows outside work, bountiful benefits, local work & no commuting

# Fire Department Recommendations

- Fire Department should immediately investigate acquisition and installation of computer laptops to go with the engines/ladders and other response vehicles to provide details on structures, personnel registered [handicapped inside] and other pertinent information (gun permits, disturbances, etc.) while racing to a fire, similar to the Police Department. Recommend the Department equip all fire response apparatus with in-vehicle computers (Panasonic CF-31 Toughbook for example)
- Discontinue using the outdated MATRIX Report as the basis for more hiring, results against standards or other measurements because it is 13 years out of date for new equipment, performances, response times for non- urban areas, no bldgs. over 35 ft, etc.
- Consider current eight full time FF Dispatchers as compensation for SAFER personnel adds. The town should reconsider its decision to participate in the Safer Program based upon the fact that the “Safer” trainees are expected to be 100% supported by the Town in the third year.
- Provide solid justification on how these additional SAFER personnel would or should be kept on while entering into a Regional Dispatch will release the current eight full time FF Dispatchers as potential compensation for SAFER personnel adds.





# Fire Department Recommendations

- Seriously question mold of annual bases of department changes/acquisitions based upon IACP, NFPA, ISO Standards for department recurring and capital expenditures.
- The Town should seriously investigate potential Fire Department Accreditation benefits and costs. Also, research other departments management & resource innovations and consider for Plymouth.
- Overall responsibility for the stations (maintenance, repairs, refurbishments, improvements, cleaning, etc.) must rest with the Fire chief and downward to his Deputy chiefs. Even though maintenance is NOT included in the fire dept budget, it seems it is since the Department indicated it was their responsibility to fix leaking roofs at some stations.

# Fire EMS Recommendations

- Reconsider EMS ARV (Alt. Response Veh.) Concept with new staffing to reduce personnel requirements and engine wear. Accompanying ambulance calls (approx.. 60% of fire activity) results in thousands of miles of non-fire responses annually, a higher maintenance load (i.e. brakes, pads, etc.), and shorter life of very expensive equipment across the Department
- The requirement to answer all life-threatening calls is supposedly mandated by the State where the current ambulance service is outsourced, thus leaving a town's senior on-site employee in charge at the scenes requiring fire response to calls
- The town receives no compensation while the ambulance service bills the benefit receiver through the respective insurance companies yet it appears no annual data is required or submitted by the service to justify outsourcing.
- Recommend the Town and Department re-investigate alternatives to engine responses for EMS calls and determine cost effectiveness of current contractual relationship to Brewster.





# Examples: Fire Services Innovations

- Hytrans HFS 2013 mobile fire system full deployment, providing much more efficient way of obtaining large volumes of water to put the fire out quicker when water supply is low
- Rugged in vehicle tablets: durability to survive the rough handling and harsh operating conditions of fire and rescue operations
- Virtual reality training: train our fire responders to handle large scale events when the numbers of these events are down, and the number of EMS calls are up
- Cloud-based technology: modernize administrative functions thru greater use of technologies and cloud for organizational management and creating efficiencies with automated communications
- Drone technology and robotics: fire and situation assessment w/o personnel endangerment
- Ultrasound in fire-based EMS including portable ultrasound devices and handheld, portable blood analyzers
- Telemedicine as an alternative or adjunct to current EMS delivery system



# Examples: Fire Services Innovations

- Hemisphere Monitor Thief: The monitor features a swiveling 90 degree valved inlet and a rotating swiveling outlet
- Compressed air foam on structure fires
- “3D” firefighting tactics—including gas cooling and ventilation—to achieve rapid fire knockdown and mitigate the danger of flashover
- Thermal imaging camera (TIC)
- Safe, timely, realistic and cost-effective training: mobile fire training unit, which includes portability and quick set-up time
- For structural fires, going beyond question/decision to go defensive vs. offensive: assessing risks and developing strategies leading to tactics, such as the possibility of collapse or basement fires
- More informed about fire's volume, growth rate, and duration and firefighters' difficulty in advancing
- Better modern-day built environment understanding to experience flashovers, smoke explosions, partial interior/exterior collapses, limited visibility, and constantly changing conditions
- Better tools for lifesaving and knowledge of building construction, a full-view size-up, interior visibility, and the location of the fire







# Police Department

# FY2020 Public Safety Stats

---

- Calls for Service: 29,716
- Total Offenses: 4,083
- Total Violent Crimes: 713
- Total Arrests: 940
- Total Theft Related Crimes: 840
- Total Sex Crimes Committed: 83
- Total Drug/Alcohol Related Crimes: 323
- Total Offences Committed: 13,534 (???)
- Total Felonies: 1,116
- Total Fines Generated: \$73,580
- Total Traffic Citations: 9,451
- Principal Justification of Budget



## Police

# Police Personnel comparison

| City     | Population | Total law enforcement employees | Total officers | Total civilians |
|----------|------------|---------------------------------|----------------|-----------------|
| Weymouth | 55,996     | 107                             | 90             | 17              |
| Plymouth | 58,292     | 128                             | 112            | 16              |
| Malden   | 60,925     | 117                             | 103            | 14              |
| Waltham  | 62,756     | 176                             | 147            | 29              |

Plymouth Police Full Time: 97 officers, 12 sgt's, 7 LT's, 2 CPT's, 1 chief, 8 disp's, 4 admin, 4cg's



# Comparative Crime Rates

| Agency                  | State | Months | Population | Violent<br>crime total | Property<br>crime total | Violent<br>Crime rate | Property<br>crime rate |
|-------------------------|-------|--------|------------|------------------------|-------------------------|-----------------------|------------------------|
| Malden<br>Police Dept   | MA    | 12     | 60925      | 219                    | 1108                    | 359.5                 | 1818.6                 |
| Plymouth<br>Police Dept | MA    | 12     | 58292      | 104                    | 563                     | 178.4                 | 965.8                  |
| Waltham<br>Police Dept  | MA    | 12     | 62756      | 123                    | 749                     | 196                   | 1193.5                 |
| Weymouth<br>Police Dept | MA    | 12     | 55996      | 134                    | 678                     | 239.3                 | 1210.8                 |

# Clearance Rates

## Percent of Offenses Cleared by Arrest or Exceptional Means by Population Group, 2014

| Population group             | Violent crime | Murder and nonnegligent manslaughter | Rape (revised definition) <sup>1</sup> | Rape (legacy definition) <sup>2</sup> | Robbery | Aggravated assault | Property crime | Burglary  | Larceny-theft | Motor vehicle theft | Arson <sup>3</sup> |       |
|------------------------------|---------------|--------------------------------------|--|---------------------------------------|---------|--------------------|----------------|-----------|---------------|---------------------|--------------------|-------|
| <b>TOTAL ALL AGENCIES:</b>   |               |                                      |  |                                       |         |                    |                |           |               |                     |                    |       |
| Offenses known               | 1,085,156     | 12,879                               | 83,309                                 | 16,456                                | 297,819 | 674,693            | 7,515,512      | 1,573,560 | 5,302,190     | 639,762             | 42,539             |       |
| Percent cleared by arrest    | 47.4          | 64.5                                 | 38.5                                   | 39.3                                  | 29.6    | 56.3               | 20.2           | 13.6      | 23.0          | 12.8                | 21.7               |       |
| <b>TOTAL CITIES</b>          |               |                                      |  |                                       |         |                    |                |           |               |                     |                    |       |
| Offenses known               | 858,342       | 9,838                                | 61,346                                 | 12,303                                | 258,178 | 516,677            | 5,887,929      | 1,139,300 | 4,238,836     | 509,793             | 32,162             |       |
| Percent cleared by arrest    | 45.6          | 63.5                                 | 36.7                                   | 38.4                                  | 29.1    | 54.7               | 20.3           | 13.0      | 23.3          | 11.6                | 21.1               |       |
| GROUP III (50,000 to 99,999) |               |                                      |  |                                       |         |                    |                |           |               |                     |                    |       |
| Offenses known               |               | 106,121                              | 1,026                                  | 8,118                                 | 1,970   | 29,391             | 65,616         | 873,450   | 165,083       | 639,022             | 69,345             | 4,264 |
| Percent cleared by arrest    |               | 49.8                                 | 64.8                                   | 35.5                                  | 38.8    | 33.3               | 59.1           | 22.4      | 14.3          | 25.5                | 12.9               | 21.1  |
| <b>Plymouth</b>              |               |                                      |  |                                       |         |                    |                |           |               |                     |                    |       |

# Police Department Findings

- Policing challenged by size & composition of town
- The Plymouth Police Department has received state certification from the Massachusetts Police Accreditation Commission for it's initial certification successfully completed
- Police driven by calls for service, investigations, patrol & training – single manned vehicles, preventive patrol, community policing strategies
- Police making good use of technology with in-cruiser laptops
- Raw statistics appear to be basis for PD resources
- Attrition/Promotion key issues for both departments
- Reported that majority of police personnel with less than five years service (over 50%) thus quality training and supervision are key.
- Police use of laptops in every cruiser is another example of staying up to date and providing all the latest tools in policing.
- The SMART 911 enhanced system was added in 2017 to enable anyone to add new info about various households or places of business ,which a responding officer needs .
- Lack of Clearance Rate statistics
- IACP Standards greatly influence police resources, primarily allocation & distribution
- Schedule allows outside work, bountiful benefits, local work & no commuting



# Police Department Recommendations

- Recently the addition of nine (9) new patrolmen reached total allotment of personnel at 128, although 3 slots from previous retirements were unfilled. Recommend cancelling those 3 slots and concentrate on training the new people.
- Police have strived to achieve “Accreditation” with hard work and cooperation of personnel . They expect full gold accreditation in Sept earned thru a year of evaluating and updating all polices and procedures. As of March 84 of the state’s 351 depts were accredited and Plymouth was one of 18 depts to be certified toward that achievement. The Department should enthusiastically pursue these accreditation goals supported by the Town.
- Police department each year has strived to obtain grants to aid in equipment and training among other necessities and they average close to \$200,000 a year in grants. This is a good program and should continue.
- Include crime analysis statistics derived from CAD/RMS for annual and regular reporting.
- Report on Part I, Part II and other reported incidents along with Part I crime clearance rates annually as one of the overall performance indicators for the Department.



# Police Department Recommendations

- The Department should continue its aggressive efforts to team with the regional Metro-LAW enforcement group to pool resources thereby utilizing specially trained officers such as SWAT, crowd control [useful in 2020], and K-9 forces which should be appreciated by the town taxpayers
- Law enforcement planning for Plymouth 2020, to coincide with national elections, raises questions of potential threats, vulnerabilities and necessity for granular planning
- The Town has a Harbormaster with a marine patrol all of who are armed and patrolling the harbor and surrounding waters. Recommend the Town determine through incident and operations analysis whether this armed officer is justified and whether exposure creates an undue risk to the Town



# Examples: Police Services Innovations

- AEDs, or automated external defibrillators, are computerized medical devices designed to assess a person's heart rhythm and determine if the patient needs a therapeutic shock
- High output LED revolutionized tactical lighting for patrol use & increased officer safety
- Lighter, faster bullets: reducing the bullet weight in grains and increasing the velocity
- Wearable Video Cameras: equipping officers and patrol vehicles with video and audio recording
- Wearable Body Armor: half the weight of older versions, better protection
- GPS Tagging in Vehicle Systems: officer can hit the "log event" button on the recording device for evidence recording
- One-Handed Knives: a knife which can be rapidly deployed with one hand, have a sturdy blade of approximately 3-5 inches, robust liner, locking mechanism and wet grip utility.

# Examples: Police Services Innovations

- Computer Aided Dispatch (CAD) integration w/Dispatch software & in car computer
- Police automation: shared databases, violent offender tracking
- Automated License Plate Recognition (ALPR): The ability to drive through an area and search plates for stolen or suspect vehicles
- Breathable Membranes: lighter, breathable fabrics which are water resistant added to gloves and boots with an added bonus of being pathogen resistant
- Improved Retention Holsters: lightweight holsters made of pressure-molded materials and fibers
- Drones, both reactive and proactive
- Innovative strategies: Directed Patrol & Managed Investigations

- Emergency Plans, Resources, and Procedures to safeguard public
- Emergency & Storm Preparedness, Response, Sheltering, and Recovery
- Radiological Training
- FEMA/MEMA
- Emergency Operations Center @ Cedarville Station



# EMERGENCY MANAGEMENT

---



# 2019 EM STATUS

---

- Emergency Management Full Time: 1
- Selectmen Recommended Budget: \$69,900 (level-funded)
- Sub-Committee Recommends: \$69,900 (level-funded) Comments:
- The budget is both level-funded and level-serviced for FY 2020.
- The majority of their funds, including all salaries, come from an Entergy Pilgrim Station grant.
- Negotiations are underway to extend this grant. The Town is seeking to extend it until 2023



## Emergency Management

# Emergency Management Recommendations

- Town submitted listing of 15 requirements for decommissioning Pilgrim including Emergency Management
- Recent finalization of sale of PNPS from Entergy to Holtec/CDI resulted in CDI committing to fund Emergency Management function same level as before.
- Town has established requirement for annual payments by Holtec/CDI to Plymouth until 180 days after last assembly is in dry cask storage of \$9.25 million per year, and then ongoing payments to be negotiated
- Holtec/CDI, the purchaser of Plymouth Nuclear Station, indicated that prior to sale Entergy was in discussions with the town regarding SAFSTOR payments. Negotiations continue

