



City of Somerville

Police Department Staffing & Operations

Analysis

November 30, 2023



Project Overview



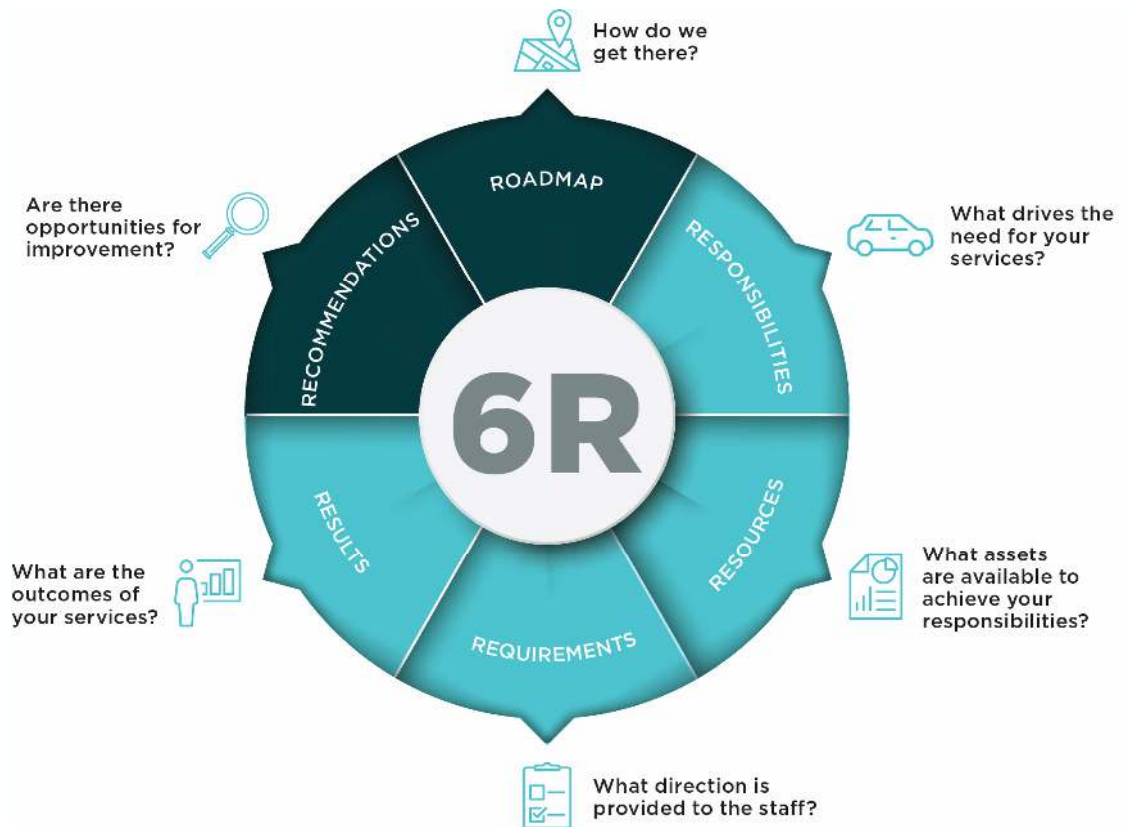
Project Purpose



Assess staffing levels and effectiveness of the Department in using its resources to reduce crime, respond to calls for service, and partner with the community

Six R Approach: Engagement First

- Responsibilities
- Resources
- Requirements
- Results
- Recommendations
- Roadmap



Work Completed



- Interviewed 27 police department staff
- Interviewed Mayor and 7 City Council members (11 invited to participate)
- Ride along and community tour



- Completed data analysis and best practice research



- Reviewed initial observations and recommendations
- Developed the project report

Key Findings & Recommendations



General Observations





City of Somerville

- Dense population and heavy traffic create challenges for law enforcement
- Expanding commercial and transit centers mean more workers and visitors coming to the community
- Varying opinions in the community about the role and scope of policing



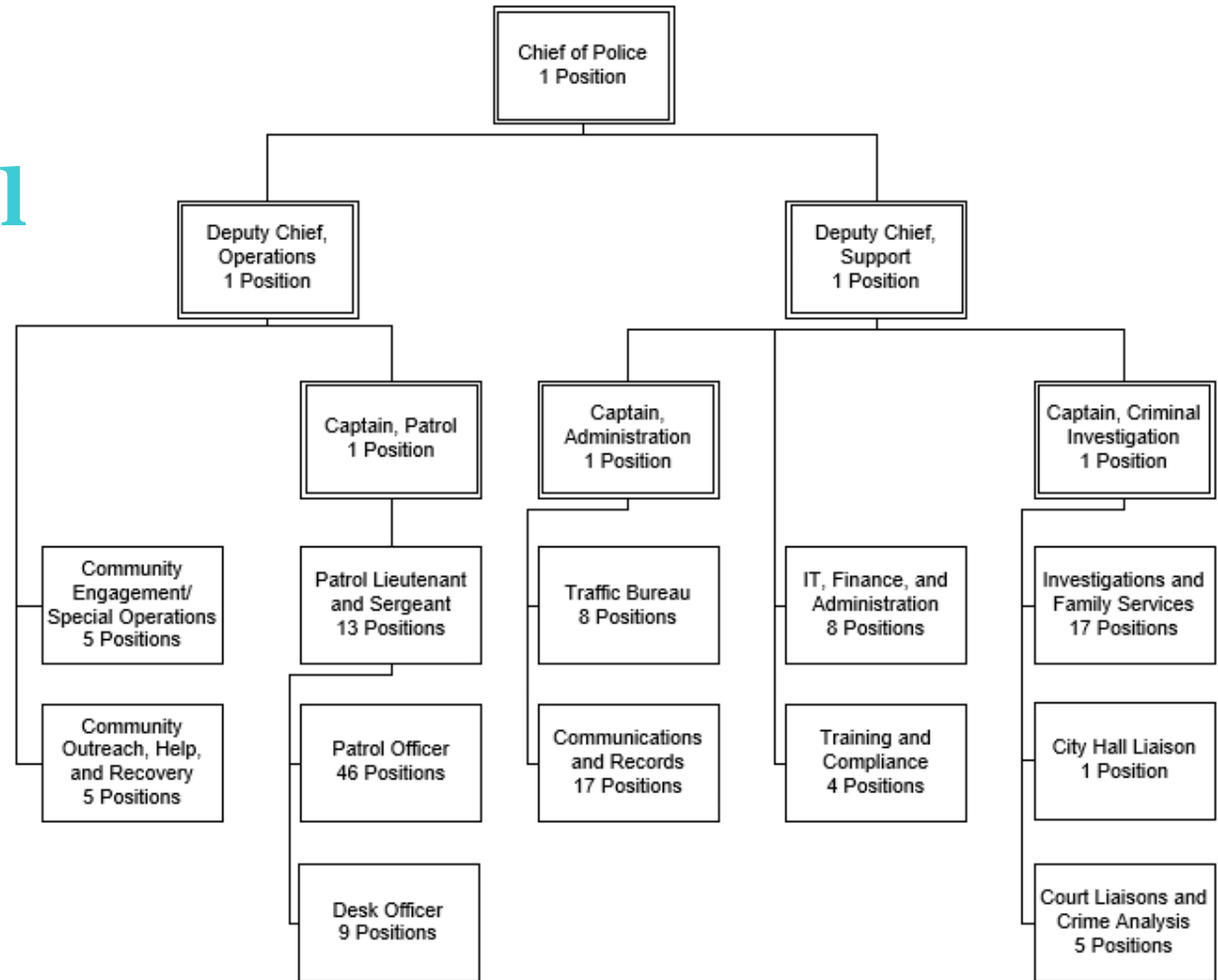
Somerville Police Department

- Accredited through the Massachusetts Police Accreditation Commission
- Collaboration with the Department of Racial and Social Justice for enhanced engagement
- Officers feel connected to the Department and community but feel unsupported by segments of the community and governing body

Command Structure



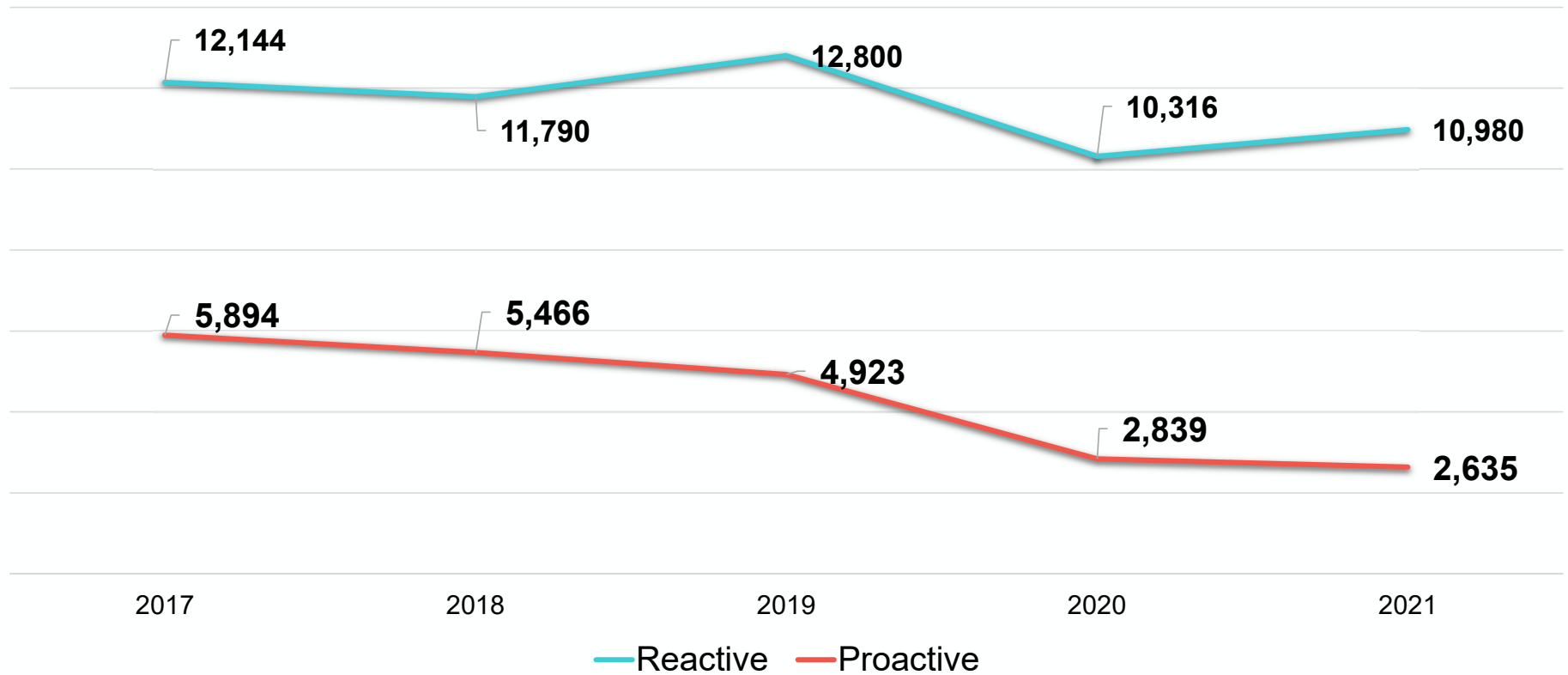
SPD Organizational Structure is Appropriate



Patrol Staffing



Patrol Officer Hours Spent on Proactive and Reactive Calls for Service, 2017-2021



Patrol Staffing Needs

7 officers

per shift

Current minimum patrol staffing



6 officers

per shift

Proposed minimum patrol staffing

Patrol Staffing Needs



Total Patrol Officers to Meet Minimum Staffing and Account for Vacancies: **43 Patrol Officers**

Three fewer than baseline at time of analysis



Options for Reallocating Positions



Sworn Model

Re-staff the Community
Outreach and Affairs unit



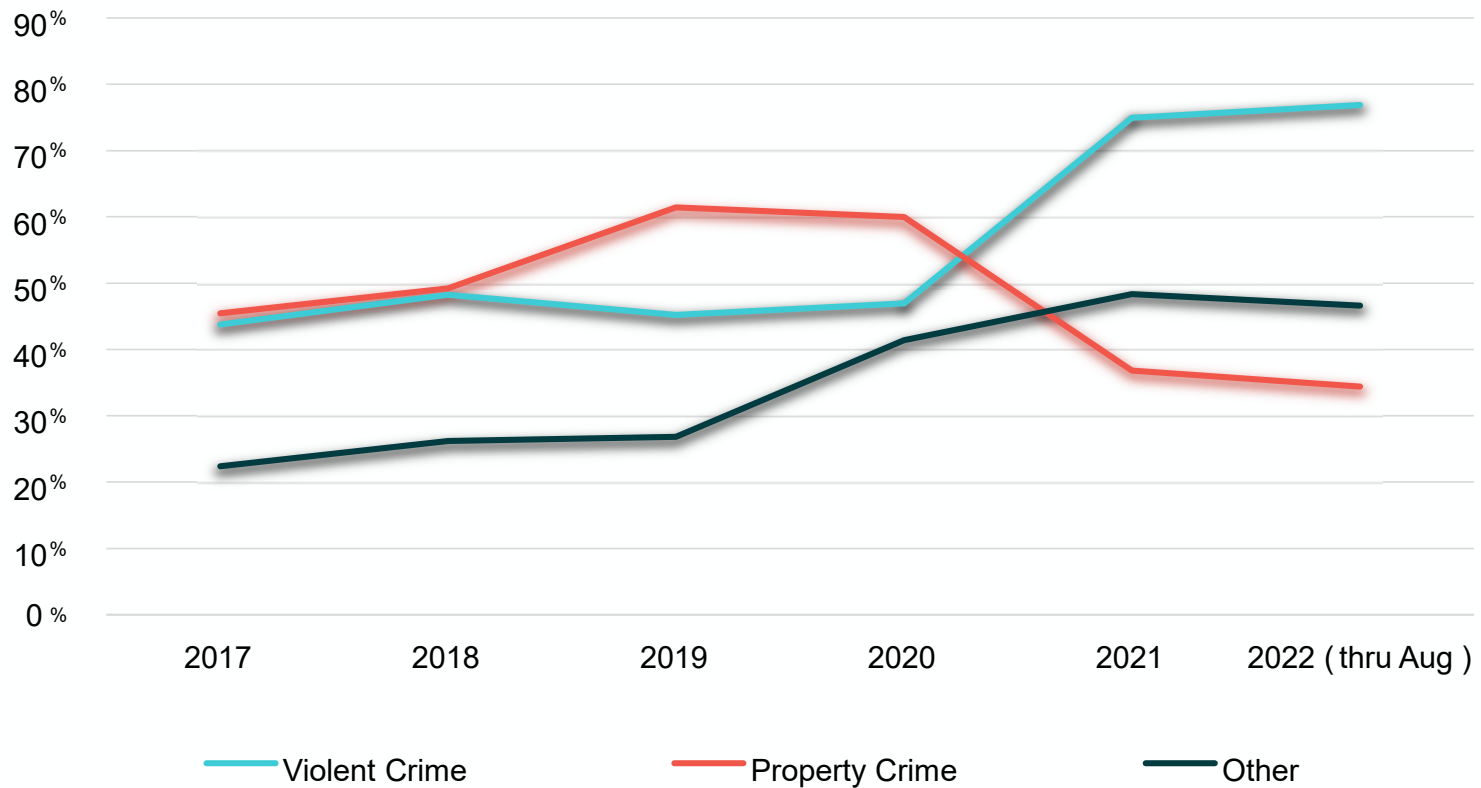
Non-Sworn Model

Add unarmed Community
Service Officers

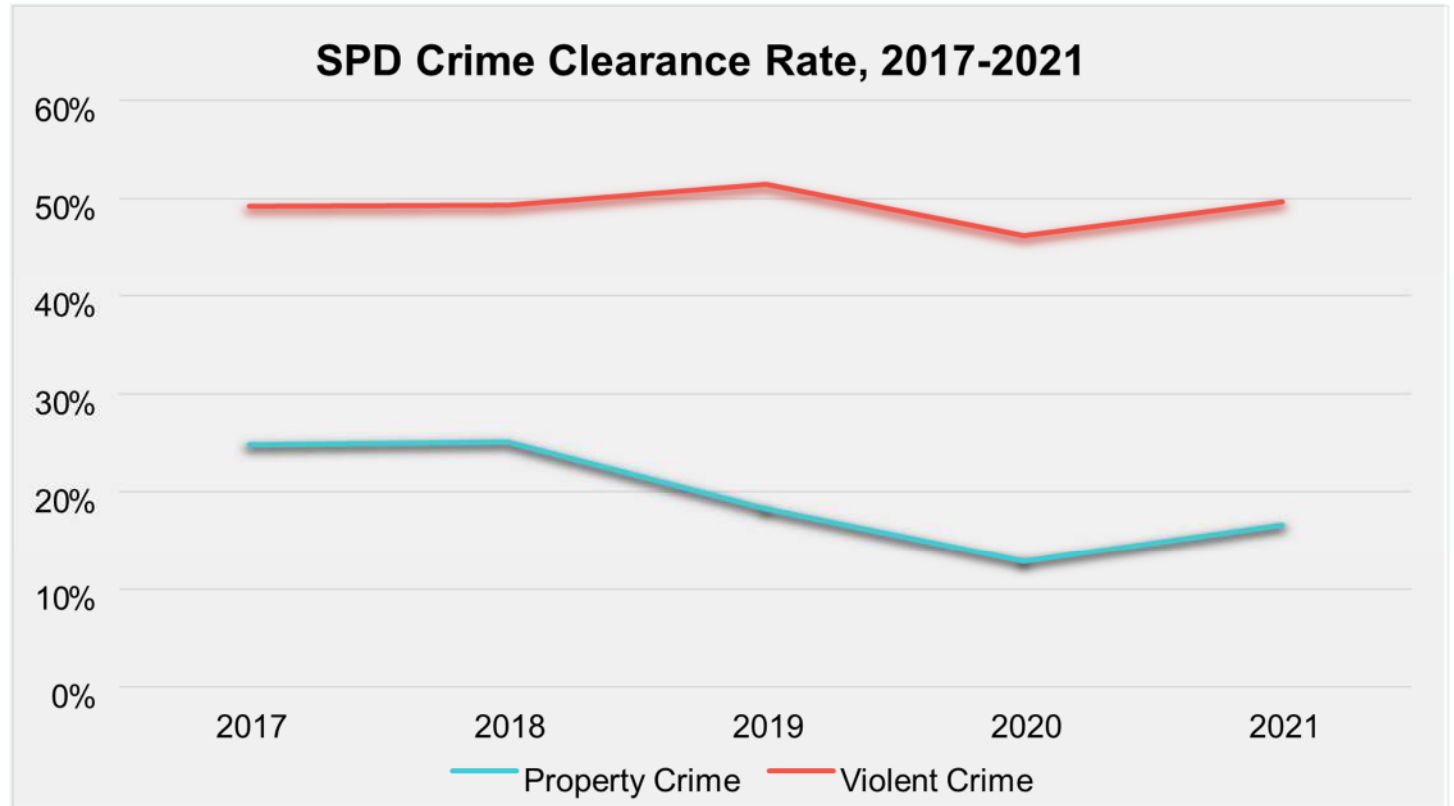
Investigations



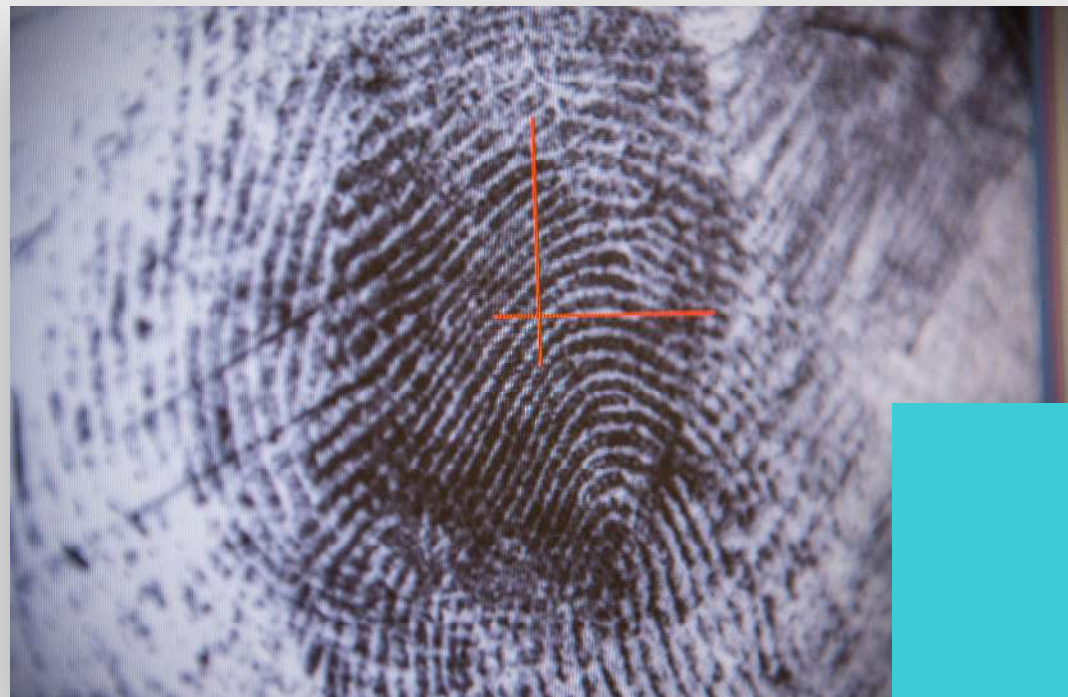
Percent of Crimes Being Assigned for Investigation by Category, 2017-2022



Clearance Rate:
the percent of cases in which the offender has been arrested or cannot be arrested due to other factors (e.g., they are deceased)



Recommendation: Add one Property Crimes Detective



Civilianization





Opportunities for Civilianization

- Replace desk officers with clerical staff
- Continue utilizing City Hall Liaison for other sworn duties





Opportunities for Civilianization

- Create a 911 Manager supervising Dispatch staff
- Consider civilianizing the Crossing Guard Supervisor position

Community Engagement



Regularly Engage with the Community

Key engagement topics:

- Body cameras
- Proactive policing



Performance & Accountability



Performance and Accountability Recommendations



Command Diversity

Cultivate diversity at the command level



Bid System

Allow for more lateral movement



Dispatch Performance Monitoring

Establish a quality control program



Civilian Review

Maintain a civilian review body to provide Police Department oversight



Thank you!