

CITY OF NEWTON

IN BOARD OF ALDERMEN

PUBLIC SAFETY & TRANSPORTATION COMMITTEE AGENDA

WEDNESDAY, MAY 7, 2014

7:45 PM
Room 202

ITEMS SCHEDULED FOR DISCUSSION:

- #302-13(2) PUBLIC SAFETY & TRANSPORTATION COMMITTEE, requesting the Chief of Police provide periodic updates to the Committee on the departmental review, completed in July 2013. [04/16/14 @ 1:10 PM]
- #302-13 ALD. FULLER, CICCONE & ALBRIGHT, requesting a presentation and discussion by the Executive Office and Chief of Police on the findings of the recently completed Newton Police Department departmental review. [08/12/13 @ 8:32 PM]
HELD 6-0 on 04/09/14
- #28-14(2) EMERGENCY MEDICAL SERVICES COMMITTEE (EMS), requesting a *RESOLUTION* in support of the proposed process to change eleven (11) duplicate street names. [04/16 /14 @ 1:10 PM]
- #28-14 ALD. CICCONE AND FULLER on behalf of the Health Department and the Emergency Medical Services (EMS) requesting a discussion on duplicate street names. [01/09/14 @ 10:57 AM]
HELD 8-0 on 01/22/14

ITEMS NOT SCHEDULED FOR DISCUSSION:

Appointment by His Honor the Mayor

- #160-14 ALICIA WILISON, 77 Elinor Road, Newton Highlands, appointed as the resident member of the TRAFFIC COUNCIL pursuant to Section 19-25(i) of the City of Newton Revised Ordinances, 2012 for a term to expire on April 15, 2017. (60 days 07/04/14) [04/23/14 @ 4:09 PM]

Appointment by His Honor the Mayor

- #116-14 JEROME GRAFE, 21 Oakland Street, Newton Corner, appointed as an alternate member of TRAFFIC COUNCIL for a term to expire on April 15, 2017. (60 days 05/31/14) [04/01/14 @ 2:18 PM]

The location of this meeting is handicap accessible and reasonable accommodations will be provided to persons requiring assistance. If you need a special accommodation, please contact the Newton ADA Coordinator, Joel Reider, at least two days in advance of the meeting: jreider@newtonma.gov or 617-796-1145. For Telecommunications Relay Service dial 711.

#115-14 FRAN KUEHN, 37 Fairfield Street, appealing the Approval of TC1-14 Traffic Council Decision on February 27, 2014: SGT. BABCOCK, requesting a parking restriction on Fairfield Street, to allow for emergency vehicle access. (Ward 2) [03/17/14 @ 4:10 PM]

#72-14 ALD. CICCONE & JOHNSON, requesting a discussion of the installation of a possible bike lane on Walnut Street between Otis Street and Commonwealth Avenue. [03/03/14 @ 8:17 AM]
HELD 7-0 on 03/19/14

REFERRED TO FINANCE AND APPROPRIATE COMMITTEES

#403-13(2) HIS HONOR THE MAYOR submitting in accordance with Section 5-1 of the City of Newton Charter the FY15 Municipal/School Operating Budget totaling \$345,044,967 passage of which shall be concurrent with the FY15-FY19 Capital Improvement Program (#403-13). [04/14/14 @ 5:43 PM]
EFFECTIVE DATE OF SUBMISSION 04/22/14; LAST DATE TO PASS THE BUDGET 06/06/14

REFERRED TO FINANCE AND APPROPRIATE COMMITTEES

#403-13 HIS HONOR THE MAYOR submitting the FY15-FY19 Capital Improvement Plan and Long Range Projection pursuant to section 5-3 of the Newton City Charter. [10/21/13 @ 9:59 AM]

#310-13(2) ALD. LENNON, on behalf of Dominic Proia, 17 Peabody Street, requesting an amendment to Resident Permit Parking Program Sec. 19-201(B)(1) regarding contiguous lots. [02/24/14 @ 9:08 AM]
HELD 6-0 on 03/19/14, Ald. Harney not voting

#150-13 ALD. JOHNSON, ALBRIGHT & LINSKY, requesting the Planning Department create a traffic and parking management plan for the Education Center, Day Middle School, Horace Mann Elementary School and Carr School neighborhood area by December 2013. (Wards 1 & 2) [03/29/13 @ 9:11 AM]

REFERRED TO PS&T AND PUBLIC FACILITIES COMMITTEES

#413-11 ALD. CICCONE, SALVUCCI, GENTILE & LENNON updating the Public Facilities and Public Safety & Transportation Committees on the progress of renovations to the city's fire stations. [11/17/11 @ 11:07 AM]

#137-11 ALD. DANBERG AND FULLER requesting possible changes to City Ordinance 19-191, Parking Meter Fees, to require a minimum purchase at long-term parking meters in order to discourage short-term use. [04/26/11 @ 9:52 AM]

RECODIFICATION COMMITTEE ITEMS NOT SCHEDULED FOR DISCUSSION:
REFERRED TO FINANCE AND APPROPRIATE COMMITTEES

- #257-12 RECODIFICATION COMMITTEE recommending (1) review of the Fees, Civil Fines/Non-Criminal Disposition contained in Chapter 17 LICENSING AND PERMITS GENERALLY and Chapter 20 CIVIL FINES/NON-CRIMINAL DISPOSITION CIVIL FINES to ensure they are in accordance with what is being charged and (2) review of the acceptance of G.L. c. 40 §22F, accepted on July 9, 2001, which allows certain municipal boards and officers to fix reasonable fees for the issuance of certain licenses, permits, or certificates.
- #240-12 RECODIFICATION COMMITTEE requesting that **Chapter 19 MOTOR VEHICLES AND TRAFFIC** be amended to determine who has jurisdiction for parking on municipal land, the owning department as described in **Sec. 19-224. Parking prohibited on city grounds.** or the Traffic Council as described in **Sec. 19-26. Authority and role of Traffic Council.**
- #239-12 RECODIFICATION COMMITTEE requesting a discussion as to whether the increased Tiger Permit Fees in **Chapter 19 MOTOR VEHICLES AND TRAFFIC** and the process established as part of the temporary Tiger program are still valid for the smaller permanent program.
- #238-12 RECODIFICATION COMMITTEE requesting a discussion to determine whether Hawk lights should be regulated in **Chapter 19 MOTOR VEHICLES AND TRAFFIC** or in the *Traffic and Parking Regulations*.
- #237-12 RECODIFICATION COMMITTEE requesting a discussion relative to amending **Sec. 19-188 Establishment of spaces and installation of parking meters; type of meters; operation and maintenance.** of **Chapter 19 MOTOR VEHICLES AND TRAFFIC** by deleting in paragraph (a) the reference to specific denominations for payment.
- #236-12 RECODIFICATION COMMITTEE recommending **Sec. 19-175. Angle parking.** of **Chapter 19 MOTOR VEHICLES AND TRAFFIC** be amended by deleting the words “board of aldermen” and inserting in place thereof the words “traffic council” and by inserting after the word “and” the words “the commissioner of public works”.
- #235-12 RECODIFICATION COMMITTEE recommending that **Sec. 19-113. Pedestrians crossing ways or roadways.** in **Chapter 19 MOTOR VEHICLES AND TRAFFIC** be amended by removing the existing description of a marked crosswalk.
- #234-12 RECODIFICATION COMMITTEE recommending that the definition of *Speed humps* in **Sec. 19-1.** of **Chapter 19 MOTOR VEHICLES AND TRAFFIC** be amended to make it consistent with current design/practice standards.

#233-12

RECODIFICATION COMMITTEE recommending that the definition of *Crosswalk* in **Sec. 19-1.** of **Chapter 19 MOTOR VEHICLES AND TRAFFIC** be amended to define that it is a portion of a roadway clearly indicated for pedestrians crossing with marked lines only.

Respectfully submitted,

Allan Ciccone, Jr. Chairman

Newton Police Staffing Study

Over the years, the police department has been reduced due to some technological advances, but mostly from budget cuts from prior administrations, resulting in the reduction or elimination of programs and services. The reduction also created more overtime costs which have been a major concern for many aldermen, resulting in the request for a staffing study from the police department and the administration. The previous chief supplied a staffing study report which provided a starting point, but was really grounded in national statistics which didn't necessarily correspond to Newton's profile. One of the main questions to answer is whether it is more responsible and fiscally sound to have more staff rather than paying overtime costs to cover minimum manning.

Over the last several months we have been working with a group to review and analyze the staffing needs of the police department. The working group included Bob Rooney, Maureen Lemieux, Chief Mintz, and other officers and support staff from the Police Department. After reviewing an enormous amount of information the committee broke down the bureaus of the police department, analyzing what has been reduced and/or eliminated and what it would take to restore the program or service for each specific bureau. The committee concluded that an addition of 18 officers could restore services, work more efficiently as well as reduce the number of officers forced to work double shifts. (Minimum staffing requirements) The program also has 3 civilian positions which are deemed needed for the dispatch center as well as a social worker to work for the department.

Injuries, sick time, maternity leave and early retirements are all unavoidable yet often unexpected. The committee also came to the conclusion that the department could and should be more diligent in analyzing upcoming retirements and planning better for new officers entering the academies. To this end, Maureen pledged to pre-fund 2 positions to help keep the force fully staffed. Towards the later sessions, the needs of the Department came into focus. The committee is united in the resulting report and recommendations.

It is not fiscally feasible, nor operationally possible, to ask for or expect to add 21 new FTE to the police department budget in a single year. It is this committee's recommendation that 3 new FTE be added to the 2015 Budget. A further recommendation for future planning is made to add 3 new FTE to future budgets in an effort to stabilize the department with the manpower to be not only reactive, but proactive. It is evident that the Department is running on fumes and it is only good business and prudent to take care of the engine as a whole and to not neglect its parts.

We will be discussing this study at the PS&T meeting on 5/7 and I would urge colleagues to review the report and, if you have questions, to please attend the meeting. If you cannot attend the meeting, please send questions to Danielle Delaney and we will do our very best to get them answered before the police budget is reviewed.

Newton Police Staffing Study

Current Staffing Level

143 Sworn
12 Civilians
23 Dispatchers

1 Chief
6 Captains
11 Lieutenants
20 Sergeants
105 Patrol Officers

Officer Positions Budgeted: 143, Officer Positions Currently Filled: 138

Department has steadily decreased in size over the last 20 plus years.

- 185 sworn (1993) 143 sworn (2013)
- Budget cuts and increase in technology 2 main reasons
- Approximately 36,000 calls a year for service.
- Due to decrease in staff, have become more reactive.
- Comp time hours - since FY11 have increased by over 3,000 hrs.
- Overtime – since FY11 has increased by over \$300,000.
- Current comp time liability \$246,000.

Programs in place prior to reductions

Community Policing Unit – Eliminated

- Ordinance violations
- Liaison with inspectional services, housing authority, health dept.
- Noise complaints
- Nuisance alarm reduction
- Speaking engagements

Bicycle Patrol – Reduced to Special Events only

- Utilized on days and evening shifts
- High visibility / crime prevention
- Public relations – face to face contact
- Patrol parks, wooded areas, malls, parking garages
- Utilized on Midnight shifts on occasion car break reduction.

Walking Beats - Eliminated

- Public relations
- High visibility / crime prevention
- Contact for businesses in the area
- Get to know impact players

Crime prevention Officers - Eliminated

- Highly trained
- Crime prevention talks to civic groups, elders, neighborhood groups
- Security surveys – Assessment and recommendations reduce victimization
- Articles, brochures
- Follow up and assist victims

Citizens Police Academy - Eliminated

- Citizen's Police Academy is a program designed to acquaint the citizens of Newton with the activities of the police department.

Cops and Kids after school program – Reduced to 3, 1 Week Summer Camps

- Officers and civilian staff interact with kids two days a week during peak hours (after school) where juveniles at risk to make bad choices.

Larger Car Plan(6 to 9)

- More units on the street
- Each unit responsible for their own area
- Greater accountability
- Increased pro activity
- Greater familiarization with residents, businesses, impact players in their area.

Police Officer Selection Process

The process of selecting a police officer normally takes up to six (6) months. After the selection process the candidate then spends another 20 to 24 weeks in the police academy. Following graduation from the academy the Officers then spend another 10 weeks in a field training program. All tolled the process to hire a new officer can take up to 13 months before the officer is on the streets by himself patrolling the city.

Staffing by Bureau

Patrol Bureau

The primary function of the patrol bureau is to respond to all emergencies and non-emergency calls for service. The patrol bureau is the largest bureau within the department and operates 24 hrs a day.

The Patrol Bureau is made up of 4 Platoons; The 1st Platoon works days only, 730 am –3:30pm, the 2nd and 3rd Platoons alternate between evening (3:30pm-11:30pm) and midnight (1130pm-0730am). The 4th Platoon is made up of 3 officers and a Sergeant. It overlaps the evening shift into the midnight shift for extra coverage.

Minimum Staffing Level Days - 10

Minimum Staffing Level First - 12

Minimum Staffing Level Last - 10

Current Compliment

1 Captain

8 Lieutenants

13 Sergeants

74 Patrolmen

Needed Compliment

1 Captain

8 Lieutenants

13 Sergeants

81 Patrolmen

Officers Added: 7

Increase to patrol would ensure adequate coverage, reduce number of hours officers are required to work above regular work schedule, reduce overtime costs, and provide more flexibility for officers to engage in community policing (bicycle patrol, walking beats, crime prevention). The increase would also allow for more proactive policing with regards to targeting hot spots of crime.

Detective Bureau

The Detective Bureau is responsible for solving crimes, locating missing persons, gathering intelligence and maintaining databases of known criminal offenders. Detectives also specialize in drug enforcement and juvenile investigations. The Detective Bureau consists of:

Current Compliment

1 Captain
 4 Sergeants (day, evening, drug, prosecutor)
 5 day detectives
 2 night detectives
 2 youth investigators
 3 drug detectives

Needed Compliment

1 Captain
 4 Sergeants (day, evening, drug, prosecutor)
 5 day detectives
 3 night detectives
 2 youth investigators
 4 drug detectives

Officers Added: 2

Increase by 2 Detectives to fill a current vacancy and join a Federal Task Force to deal with Homeland Security and money laundering.

Traffic Bureau

The Traffic Bureau's primary function is to ensure traffic and pedestrian safety by enforcing all motor vehicle laws, and to investigate all serious motor vehicle crashes. Other Areas of responsibility include parking enforcement and animal control. The bureau consists of:

Current Compliment

1 Captain
 1 Sergeant
 3 day officers
 2 night officers
 1 truck enforcement officer
 1 safety officer
 2 animal control officers (1 Seasonal)

(Traffic Cont.)

Needed Compliment

- 1 Captain
- 1 Sergeant
- 5 day officers
- 4 night officers
- 1 truck enforcement officer
- 1 safety officer
- 2 animal control officers (1 Seasonal)

Officers Added: 4

Increase by 4 Officers to fill current vacancies, provide weekend coverage for OUI and selective traffic enforcement, and enhance pedestrian and bicycle safety.

Community Services Bureau

The Community Services Bureau is a multi-functional and consists of School Resource Officers, Elder Affairs, Domestic Violence and Media Relations.

Current Compliment

- 1 Lieutenant
- 2 School Resource Officers
- 1 Elder Affairs
- 1 Domestic Violence Officer

Needed Compliment

- 1 Lieutenant
- 1 Sgt
- 4 School Resource Officers
- 1 Elder Affairs
- 1 Domestic Violence Officer
- 1 Crime Prevention Officer
- 1 Civilian Social Worker

Officers Added: 4 (Includes 1 Sgt.), Added Civilian: 1

Increase by 2 for School Resource Officer for coverage in the Elementary and Middle School and, 1 Officer for crime prevention to engage the community and handle quality of life issues. Add 1 Sergeant to oversee day to day operations in

the field. Add 1 civilian social worker to assist officers in the field with the increased number of calls for psychological issues.

Support Services Bureau
(Maintain staffing level)

The Support Services Bureau is responsible for all property and evidence. They also coordinate maintenance of the fleet and the facilities. In addition, Support Services maintains and ensures our accreditation standard with CALEA.

Current Compliment

- 1 Captain
- 1 Lieutenant
- 1 Property and Evidence Officer
- 1 Fleet Maintenance Officer
- 1 Accreditation Officer

Officers Added: 0

Special Operations

The primary function of the Special Operations Bureau is to coordinate all in house and specialized training, as well as the recruitment and hiring of all new officers. Special Operations is also the departments liaison to NEMLEC

Current Compliment

- 1 Captain
- 1 Sergeant
- 1 Training Officer

Needed Compliment

- 1 Captain
- 1 Sergeant
- 2 Training Officer

Officers Added: 1

Increase by 1 to enhance our ability to provide more in house training

Information Technology

Maintain staffing level

The Information Technology Bureau maintains and updates the department's computer system and communications network. They also analyze trends and compile statistics on criminal activity.

Current Compliment

2 Technology officers

Officers Added: 0

Chiefs Office

Maintain level staffing

Current Compliment

1 Chief
1 Executive Officer- Lieutenant
1 Internal Affairs Officer – Sergeant

Officers Added: 0

Dispatch

Current Compliment

1 Captain
1 Civilian Dispatch Senior Supervisor
3 Civilian Dispatch Supervisors
20 Civilian Dispatchers

Needed Compliment

1 Captain
2 Civilian Dispatch Senior Supervisor
3 Civilian Dispatch Supervisors
21 Civilian Dispatchers

Added Officers: 0, Added Civilian: 2

Add an additional civilian dispatcher to enhance ability to handle 911 and service calls. Add a Dispatch Senior Supervisor to assist with the day to day operations of the bureau.

Officers Added: 18 **Civilian Added: 3**

Total Department Compliment would be 161

Summary

Current	Officer/Det.	Sgt	Lt	Capt.	Chief	Total
Patrol	74	13	8	1	0	96
Detective	12	4	0	1	0	17
Traffic	9	1	0	1	0	11
Community	4	0	1	0	0	5
Support Services	3	0	1	1	0	5
Spec Ops	1	1	0	1	0	3
IT	2	0	0	0	0	2
Dispatch	0	0	0	1	0	1
Chiefs Office	0	1	1	0	1	3
Total	105	20	11	6	1	143

Needed	Officer/Det.	Sgt	Lt	Capt.	Chief	Total
Patrol	81	13	8	1	0	103
Detective	14	4	0	1	0	19
Traffic	13	1	0	1	0	15
Community	7	1	1	0	0	9
Support Services	3	0	1	1	0	5
Spec Ops	2	1	0	1	0	4
IT	2	0	0	0	0	2
Dispatch	0	0	0	1	0	1
Chiefs Office	0	1	1	0	1	3
Total	122	21	11	6	1	161

NEWTON POLICE DEPARTMENT **CHIEF OF POLICE DEPARTMENTAL REVIEW**

Introduction

The Newton Police Department is a complex, suburban, service-oriented agency that serves a population of approximately 84,000 residents, located 7 miles west of the City of Boston. Currently, the department is budgeted for 144 sworn officers and 45 full-time civilian personnel. The members of the Newton Police Department are committed to providing quality public service with professionalism, fairness, and compassion, working twenty-four hours a day, seven days a week to ensure the safety and security of the people of the City of Newton.

Consistently, the department has enjoyed a good relationship with the community. The latest satisfaction survey indicated an 81% favorability rating.¹ In addition, the city has the lowest crime rate of any major Massachusetts city² and one of the lowest crime rates of equivalent size cities nationally.³

As good as any department is, there is always room for introspection and thoughtful analysis to determine where improvements can and should be made. During my first few months as Chief, I pledged to conduct a thorough review of “Personnel, Policies and Procedures” of the Department. I have taken this opportunity to assess these issues in each of the following key areas: Culture/Gender, Discipline, Training, Equipment, and Departmental Bureaus.

This report is the beginning of a process of review, reflection, change and intradepartmental discussion. The review of the Department is not finite. A continual look at our mission and success is necessary. In addition, management, policies and procedures, personnel issues and service to the community will need periodic review. The processes will hopefully be met with effective action and satisfaction.

Culture/Gender

Studies indicate that a particular police department can have more than one culture. Culture is a product of training, discipline, education, selection process of personnel, the community served, and morale.

Observations/Factual Background

- There are 15 female sworn personnel comprising 12% of the Newton Police Department compared to the national average of 13% of female sworn personnel on a municipal force.⁴
- 40% of the Newton female sworn personnel hold specialist positions.
- 1 woman is currently a Sergeant.
- All Dispatch supervisors are female while 50% of Dispatch staff is female.

- Newton Police hiring and promotional processes are restricted by civil service laws, rules and criteria, and require preference to Newton residents and veterans.
- Massachusetts state law allowed women to become patrol officers in the 1970s.
- Newton's first female officers were hired in the 1970s.
- Special Civil Service candidate lists restricted to minority or gender-based certifications are available.
- In 1998, Newton received a gender-based list "to be reflective of the population it serves."⁵ Four women were hired from this list.
- A past elected Union president was female.
- Workplace harassment training was recently provided to all members in the Department in 2012.
- City harassment policies are issued annually to all employees.
- Code of conduct adopted by each police officer and dispatcher prohibits gender discrimination.
- The Department recognizes an officer's right to address grievances and the sanctity of the Collective Bargaining Agreements.
- Six female officers recently completed a Women's Leadership Institute program sponsored by the International Association of Chiefs of Police and the Boston Police Department. The course was held during a week in April 2013 and feedback received indicated that it was a valuable experience.
- All female officers have been invited to join the Massachusetts Association of Women in Law Enforcement (MAWLE).

Conclusion

Although women have made great strides engaging in police work, police departments nationwide remain predominantly male. Issues of culture/gender are often difficult to address. They are often intertwined with the complexities of working relationships and subjective and objective feelings. However, working professionally and effectively in this environment is not insurmountable. While I acknowledge that there are outstanding legal gender discrimination cases by staff and members, I will not be commenting on them as they are in various stages of legal process. My goal is to make the Newton Police Department a welcoming workplace where all employees, regardless of cultural background or gender, can succeed. Employees are encouraged to maintain an open dialogue concerning issues before they reach a critical level. I intend to do this by focusing on discipline, training, education and merit.

Action Items

- 1) I have consulted and will continue to consult with Acting Superintendent Deborah Friedl of the Lowell Police Department about issues relating to police culture and gender, as well as the advancement of female officers.
- 2) A focus group will be formed to review gender relations within the department.

- 3) The Special Operations Bureau will continue to conduct college, high school and internet recruiting to reach a diverse group of potential new officers.
- 4) As Chief, I will participate in ride-alongs with Patrol Officers to view day to day operations and provide a venue for dialogue about culture.
- 5) Women in the Department will be offered a membership in the Mass Association of Women in Law Enforcement (MAWLE).
- 6) Female officers recently attended a Women's Leadership Institute program sponsored by the International Association of Chiefs of Police and the Boston Police Department.

Discipline

Observations/Factual Background

- There are less than 10 civilian complaints per year against department personnel that merit Internal Affairs scrutiny.
- Most complaints are handled by supervisors at the mid-manager level.
- The Early Intervention System tracks symptoms of potential personnel problems. The System, however, requires further implementation and training.
- Law enforcement officers depend on each other for both safety and emotional support.
- Civil rights claims against police officers in Newton are rare.
- The written compliments-to-complaints ratio received at the Chief's Office since August of 2012 are 24 to 4.
- Many letters are received complimenting both superior and line officers for the compassion that they show citizens in need.

Conclusion

The Department goal is to mete out discipline commensurate with infractions in a timely manner so that inappropriate conduct and behavior at work and outside the workplace is discouraged. Discipline must be handled in a timely, fair, uniform and equitable manner. The parameters of proscribed conduct and the process for handling disciplinary matters must be clear and concise. The tone of expectations for the Department begins from the top through example of the actions of the Chief and senior officers.

Action Items

- 1) Form a Committee to review discipline and make recommendations to enhance uniformity and effectiveness.
- 2) Re-examine the channel of communication for complaints.
- 3) Discuss with Superior officers the expectations of disciplinary responsibility and accountability for supervision of subordinates.

- 4) Implement and train in the use of the Early Intervention System.
- 5) Seek additional avenues of positive reinforcement for the rank and file.
- 6) Hire independent investigators to investigate disciplinary matters for transparency when needed.
- 7) Document less serious complaints to highlight potential patterns that may be developing for an employee.

Training

Observations/Factual Background

- Massachusetts is 47th of the 50 states in per capita expenditure in police training per officer.
- Training is imperative for morale and professionalism.
- Investment in officers is a vote of confidence and helps demonstrate that they are a valuable resource.

Action Items

- 1) Explore the addition of more tabletop and actual drills to enhance anti-terrorism and officer safety demands.
- 2) Provide “Respect in the workplace” training.
- 3) Continue constitutional and criminal law classes.
- 4) Seek outside resources, conferences, and contractors for staff development opportunities.
- 5) Training Committee, which meets annually, is scheduled to meet in August.

Equipment

Observations/Factual Background

- Replacement of laptop computers is critically needed as few work properly.
- Physical fitness equipment is in disrepair and requires service.

Action Items

- 1) Acquire new laptops for all cruisers by October 1, 2013.
- 2) Service, repair, or replace all physical fitness exercise equipment by September 1, 2013.

- 3) Re-evaluate the uniform supply function.

Departmental Bureaus

Observations/Factual Background

A. Chief's Office

- The leadership in the Executive Office, Lieutenant Downing and Lieutenant Aucoin, stepped down after 7 & 11 years of service, respectively.
- Lieutenant David MacDonald is the new Executive Officer.
- Sergeant Kevin Cupoli is the new Internal Affairs Commander.

B. Special Operations Bureau

- The Bureau has recently expanded to include hiring and training, in addition to tactical operations and government liaison.

C. Accreditation

- The accreditation process has leadership in preparation for a Re-Accreditation audit anticipated in December.
- The Accreditation Bureau also manages a Crime Analysis Unit.

D. Community Services

- Explore feasibility of adding a social worker to police staff for problem solving/referrals and community policing.

E. Crime Analysis

- Crime Analysis accurately measures crime and traffic safety.
- Crime Analysis also assists with research on agency efficiency and measuring productivity.

F. Information Technology and Support Services

- After review of the various functions, a further analysis will evaluate the feasibility of combining information technology and crime analysis functions.
- Another possibility is for the Support Services Division to combine with the Accreditation Bureau.

G. Patrol Bureau

- This is the largest Bureau and is the backbone of the Department.
- A "Park and Walk" program would enhance the Community needs.
- Expansion of straight shifts for the night platoons will be further evaluated.

H. Detective Bureau

- Review of informal sharing practices with other bureaus.
- Further develop cyber crime investigation capability.

- Review of Newton's participation in drug enforcement task forces should occur.

I. Traffic Bureau

- Enforce distracted driving infractions with new unmarked cruiser.
- Enhance bicycle and pedestrian safety with directed patrols.
- Continue to seek grant funding and other opportunities to improve traffic safety.

J. Dispatch Bureau

- Address the high turnover rate (a common problem for several years) which continues to be an issue.
- Upgrade and implement state of the art emergency dispatch procedures.

Conclusion

My goal, consistent with the vision of the Mayor, is to ensure that the Newton Police Department is a place where:

- 1) Rights of citizens and employees are scrupulously protected.
- 2) Community policing is enhanced.
- 3) All employees, regardless of cultural background or gender, have the opportunity to lead and succeed.⁶
- 4) Professionalism of employees is paramount.
- 5) Discipline is swift and fair.
- 6) Accountability is emphasized.
- 7) Police equipment meets the demands of the department.
- 8) The Department maintains a challenging and rewarding environment for all employees.

After several weeks of interviewing the various bureau chiefs and meeting a number of patrol officers in the field, it is my assertion that the Police Department remains strong and fully capable to perform its mission. However, there are areas where minor changes or reorganizations could promote the services of the impacted bureaus in a more efficient and productive manner. Further, additional recurring training and inspections would advance the positive trends of the department. Staff meetings and open personnel interactions will facilitate the goals of achieving the highest level of professional service.

Action Items

In order to address issues of advancement and equal opportunities for all employees across the department, I plan to focus on merit based processes. Union input on these processes will be critical. Some examples are:

1) Performance Evaluations

- Re-evaluate the measurement of productivity of personnel.
- Document self-initiation and proactive work in addition to required tasks.
- Re-examine performance evaluation for consistency and accuracy.

- Study on-line performance evaluation systems that can measure performance on an on-going basis.

2) Selection of Specialist Positions

- Include the addition of Human Resources personnel to the interview process.
- Develop standard questions and rating scales for interviews.

3) Selection of Promotional Positions

- Develop an objective committee process to screen promotional candidates.
- Adopt standard questions with rating scales applied to each candidate in the next promotional round.
- At the conclusion of interviews, provide a recommendation to the Chief of Police.

References

1. City of Newton Clerk's Office, "Citizen's Self-Survey" (Survey Monkey)
2. Massachusetts Major City Chiefs (MMCC) survey of 2013
3. Safest City in America Survey by Morgan Quinto Press
4. International Association of Chiefs of Police, *The Police Chief*, "Police Women: Their First Century and The New Era," Peter Holmes, Ph.D.
5. Commonwealth of Massachusetts Department of Personnel Administration Public Safety Civil Service Requisition, February 17, 1998
6. Arlington Police Department, Arlington, MA. Leadership Development Framework. Policies and Procedures #041 (Draft issued by Frederick Ryan, Chief of Police)

City of Newton, MA



Public Health
Prevent. Promote. Protect.

APPROVED
[Signature]
3-31-14

Setti D. Warren
Mayor

Dear Mayor Warren:

RECEIVED
Newton City Clerk
2014 MAR 31 PH 4:36
March 31, 2014
David M. Olson, CMC
Newton, MA 02459

The Emergency Medical Services Committee would like to docket an item to rename the smaller of the 22 duplicate streets that are currently in Newton. This renaming is recommended to ensure unparalleled public safety, one of the City's primary outcome measures. A change in street name would affect approximately 200 residences and 0 businesses out of more than 750 residences and 26 businesses located on both duplicate streets. This item does not address sound alike streets or streets of the same name where one is Rd. and one is Ave. for example. These 22 are exact duplicates and represent 50% of duplicate streets remaining in Massachusetts.

The reason for introducing this request is that current 911 technology cannot distinguish between the pair of streets as calls from landlines do not appear on the dispatch screen with area codes and nearly 50% of calls originate now from cell phones for which the dispatch system has no tracking capacity. Discussions with state 911 dispatch reveals there are no technological fixes on the horizon. Other communities in MA have fixed this problem by renaming streets.

In order to minimize inconvenience for residents, the EMS committee has outlined a procedure where a list of about 60 non-duplicate names will be generated with an option for neighbors to choose from the list. If a group by consensus agrees on a new name, that name will be removed from the list. If no name is chosen by a certain date, the City would select a name from this same list. A checklist of items potentially needing a change of address has been generated for residents. The City would take care of changing the deeds with the Registry of Deeds at no cost to the resident, and efforts to work with the Post Office, banks, etc. would be made by the City on the behalf of affected residents.

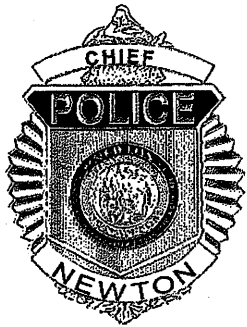
This item has been presented on an informational basis to the Public Safety & Transportation Committee of the Board twice. A community meeting was held on March 25, 2014 with 43 people signing the attendance sheet representing 14 of the 22 affected streets. Concerns were raised including the question of how much data the EMS Committee had about the dimensions of the problem. The committee representatives explained that they had viewed the problem from the perspective of public safety and that one fatality resulting from a mistaken dispatch to the wrong street was too many for the

City to tolerate. There have been three close calls in the last two years where equipment was dispatched to the wrong street of the pair; fortunately none of these incidents resulted in a death but response times were significantly delayed. About half a dozen people spoke up at the meeting in support of making this change and several others commented that they had been against renaming streets when they came but had changed their mind upon listening to the discussion. The materials presented and distributed at the meeting are posted on the City's website for residents who were unable to attend the March 25 meeting.

Sincerely,

A handwritten signature in black ink that reads "Dori Zaleznik MD". The signature is written in a cursive style with a large initial "D" and "Z".

Dori Zaleznik MD
Chair of the EMS Committee



City of Newton Police Department



TELEPHONE
(617) 796-2101
FAX # (617) 796-3679

Office of the Chief of Police

HEADQUARTERS

1321 WASHINGTON STREET

NEWTON, MASSACHUSETTS 02465

HOWARD L. MINTZ
CHIEF OF POLICE

RECEIVED
Newton City Clerk
2014 APR -4 AM 9:22
David A. Oison, CMC
Newton, MA 02459

April 3, 2014

Mayor Setti Warren
Newton City Hall
1000 Commonwealth Avenue
Newton Centre, MA. 02459

Dear Mayor Warren:

The Newton Police Department supports docketing an item to rename the smaller of twenty two duplicate streets that are currently in Newton.

Many calls for service, such as crimes in progress or cardiac arrests depend on immediate response.

Current technology cannot distinguish between two streets with the same exact name. Therefore, confusion or human error during pressure and emotions of an emergency could lead to a tragic outcome. Changing the names of the streets, although minimally inconvenient is a much better alternative.

Thank you.

Very truly yours,

Howard L. Mintz
Chief of Police





Bruce A. Proia
Chief

**CITY OF NEWTON, MASSACHUSETTS
FIRE DEPARTMENT HEADQUARTERS**

**1164 Centre Street, Newton Center, MA 02459-1584
Chief: (617) 796-2210 Fire Prevention: (617) 796-2230
FAX: (617) 796-2211 EMERGENCY: 911**



Setti D. Warren
Mayor

April 1, 2014

Mayor Setti Warren
City of Newton
Executive Office
1000 Commonwealth Ave
Newton, MA 02459

RECEIVED
Newton City Clerk
2014 APR -4 AM 9:22
David A. Olson, CMC
Newton, MA 02459

Dear Mayor Warren,

I am writing to you in support of Commissioner Dori Zaleznik's proposal to docket an item with the Board of Aldermen to rename the smallest of the 22 duplicate streets that presently exist in the City of Newton. This is a real public safety concern as we have experienced many responses in which we were inadvertently, through no fault of anyone, sent to the wrong street.

A fire burns exponentially, doubling in size for every minute it burns. Even a delay of a few minutes could have catastrophic results. Approximately 50% of our responses are now medical calls. Every second counts on medical calls where it is heart related as the brain suffers irreparable damage after a few minutes without oxygen.

We experienced a severe house fire on North Street, Newton Centre, in which the house was totally destroyed. This had a lot to do with the delayed response of our equipment being sent, in error, to North Street, Newtonville on the initial response. Thankfully everyone got out of the house safely before we arrived.

There have been many other instances that personnel were sent to the incorrect address that thankfully had no consequences. This is of great concern to me. It is a genuine public safety concern, with the possibility of tragedy if this is not addressed.

More 911 calls are being received by cell phone at the dispatch center and the expectation is that these percentages of cell phone calls will continue to increase, which will increase the likelihood that emergency responders will be sent to the incorrect address if not corrected.

I fully support the EMS Committee and Commissioner Dori Zaleznik docket item to fix this problem, and avoid a potential tragedy as we continue our mission of unparalleled public safety.

Sincerely,

Bruce A. Proia
Chief of Department

Danielle Delaney

To: Danielle Delaney
Subject: FW: Resolution request

From: Dori F. Zaleznik
Sent: Tuesday, April 22, 2014 10:08 AM
To: Danielle Delaney
Subject: RE: Resolution request

While I am thinking about this, [here is the list of the duplicate streets](#). The village listed first has the smaller of the two streets except in the two instances listed where the number of residences is about equal and residents of both streets were invited to the meeting. I have given you the other village location as well just to have the complete list but only residents of the smaller streets were invited to the community meeting.

Berkshire Rd. (WN, Newtonville)
Charles St. (Hlds, Auburndale)
Columbia Ave. (Hlds, Upper Falls)
Forest Ave. (Aub, WN)
Fuller St. (WN, Waban)
High St. (Hlds, UF)
Howard St. (WN, Newton Corner)
Lake Ave. (Aub, NCtr)
Maple St. (NCorner, Aub)
Maple Terr (NCorner, Aub)
North St. (NCtr, Newtonville)
Norwood Ave. (Newtonville, NCtr)
Oakwood Rd. (Aub, Newtonville) both invited to mtg.
Orchard Ave. (Wab, WN)
Pleasant St. (WN, NCtr)
Rockland St. (Hlds, NCorner)
Rogers St. (Hlds, NCorner)
Russell Rd. (NCorner, WN)
Upland Rd. (Newtonville, Waban)
Walnut Pl. (Newtonville, Hlds) both invited to mtg.
Willard St. (NCorner, Hlds)
William St. (NCorner, WN)

CITY OF NEWTON
IN BOARD OF ALDERMEN

May , 2014

BE IT RESOLVED:

The Board of Aldermen supports initiation all necessary procedures, including notice and public hearing, to consider a request of the Emergency Medical Services Committee to rename eleven of twenty-two streets with duplicate street names in Newton.

RESOLUTION APPROVED

(SGD) DAVID A. OLSON, City Clerk