Newton Police Reform Task Force
Recommendations

March, 2021

Content

Policing in America has a long, challenging, and fraught history — and relationships between law enforcement institutions and community residents have never been a simple story. In addition, while crime in America has fallen sharply in the past thirty years, investments in policing have grown dramatically. Events of the past few years have brought heightened visibility to the problems and risks in these relationships in every community in the country and most municipal leaders are seeking ways to change policing at the local level to ensure safety for all.

Consequently, it is time for police departments to review their culture, policies, practices, and procedures to focus on equal and fair treatment for all, and to "right-size" police response to a wide range of community issues, problems, and challenges. To do this requires action at many levels and across many dimensions of activity within and around police departments by engaging residents, labor unions, elected officials, young people, communities of color, and others in coming together and redesigning policing for a better, brighter, safer, and fairer future.

As part of her efforts to assure such a future for the City of Newton, Mayor Ruthanne Fuller convened the Newton Police Reform Task Force ("NPRTF" or "Task Force") in July 2020. The Task Force is composed of 12 individuals who represent diverse racial, ethnic, and gender backgrounds from varying professions and lived experiences. Participants were selected from a group of over 100 applicants, and began meeting in early August.

The Task Force engaged a consulting firm, Strategy Matters, LLC, to support its work in recommending changes to policies and procedures and to support a culture that ensures that the Newton police department provides equal treatment to all people in the City, and is conscious of the implicit bias that can foment negative interactions between police and people of color, and work towards eliminating the harm these biases can cause. The Task Force and consulting team also supported the development of community-level shared insight into the ways that systemic racism impacts policing, and insight into how Newton can address these issues through police reforms.

This report offers the recommendations emerging from the work of the Task Force, and outlines the process the Task Force used to develop them.

The City of Newton

Newton is a city in the Greater Boston Metropolitan area of the Commonwealth of Massachusetts. The city is home to approximately 89,000 residents, and is led by a Mayor and legislative city council. Newton is organized into thirteen villages, each with a unique local character and village center. The city is distinguished for being one of the 50 safest cities in which to raise a child, is home to six colleges and universities, and is regionally recognized for being on the route of the Boston Marathon. Among Newton's neighbors are the communities of Brighton, Brookline, Needham, Waltham, Wellesley, and Weston.

The city is overall quite affluent with a median household income of $107,696. The majority of Newton residents are White (79.6%), with Asian (11.5%), Latinx (4.1%), and African Americans (2.5%) representing the three largest minority groups. Newton is considered to be a politically liberal city with 42.3% of the population enrolled in the Democratic Party, 6.81% in the Republican Party, and 50.03% unaffiliated.

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The Newton Police Department

The City of Newton established its police department in 1873, operating with seven patrolmen. Today, the department is responsible for a range of city services, including crime prevention and response, animal control, parking and traffic enforcement, pedestrian and cyclist safety, and enforcing local ordinances. These services are provided by a team composed of 149 full-time sworn officers, and 35 full-time and 54 part-time civilian personnel. The department is led by Interim Chief Howard Mintz, who, along with six Captains and 11 Lieutenants, oversees eight bureaus (Dispatch and Information Technology, Patrol, Investigations, Traffic, Community Services, Special Operations and Support Services), and two offices (Executive and Internal Affairs). The department also works in close collaboration with a police prosecutor and a social worker.

The Newton Police Reform Task Force

In July 2020, in the aftermath of nationwide protests of the police murder of George Floyd in Minneapolis and community concern about the stop of an African-American resident of Newton, Mayor Ruthanne Fuller convened the Newton Police Reform Task Force, a group of 12 individuals who represent diverse racial, ethnic, and gender backgrounds from varying professions and lived experiences, to undertake an examination of the strengths and challenges of public safety in Newton and the mission, goals, and strategy of the police department. The goal of this investigation was to develop a set of recommendations to support policies, practices, and culture within the Newton Police Department that promote equal treatment for all people in the City.

The work of the Newton Police Reform Task Force has been motivated by an effort to identify, understand, and actively combat the effects of systemic racism and other forms of bias in law enforcement and public safety. Very specifically, the Task Force has sought to contend with the forces that led to an encounter between members of the Newton Police Department (NPD), and a Newton community member, Tim Duncan.[1] Mr. Duncan's encounter, in which he was stopped with one officer's gun drawn and pointed at him, was a traumatic experience that could have been avoided, and was subsequently handled poorly by the NPD. In the months since the Task Force commenced its work the Newton community experienced the first fatal police-involved shooting in the City in more than 50 years. The death of Michael Conlon was a horrible and traumatic event which also resulted in acute public scrutiny of police practices. Task Force recommendations reflect the seriousness of these events and offer strategies that will reduce the likelihood of similar events in the future.

While the work of the Task Force has been focused on the specific needs and concerns of the Newton community, this project cannot be separated from the broader historical and societal forces that shape approaches to law enforcement and public safety in our country. Likewise, while the Task Force has been focused on ways to change and improve the police department, this project cannot be separated from a broader need to identify, understand, and actively combat systemic racism and other forms of bias across all of Newton's City government. The Task Force hopes that these recommendations can function as immediate guidance for the Newton Police Department and City government and also provide a blueprint

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[1] The Task Force received permission from Mr. Duncan to discuss his experience in the report. He very generously lent his time to meeting with the Task Force, , shared his story, and explained that while he understood how the aims of the NPD were related to apprehending a dangerous suspect, he nevertheless felt that the actions of the police during his encounter were traumatizing.

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for continuing work to ensure that Newton is and remains a fair, safe, and welcoming place to live, work, and play.[2]

Executive Summary with Overview of Recommendations

The Newton Police Reform Task Force ("NPRTF" or "Task Force") engaged 36 residents and Ayesha McAdams-Mahmoud, ScD, MPH as a consultant to support the development of a shared vision for public safety in Newton. The work of this group resulted in a "radical reimagining" of public safety, of which a transformed police department is one component. The broader community vision is rooted in four pillars:

Policies: Non-punitive justice processes, improved police training, increased funding for residents' mental health needs

Activities: Community dialogues to bring together residents, and break down disconnections from police

Education: Interventions to teach residents the history of Newton and demystify local policing data on officer misconduct

Social/Emotional Outcomes: Systems and practices that promote dignity, respect, and trust

The Task Force then developed a set of change recommendations specific to the police department to meet their mandate. It is important to note that the recommendations do not stand in isolation, and Task Force members are aware that there will be impacts of these recommendations on other areas of city operations, as well as an ongoing need to make changes elsewhere in city government in order to fulfill the community's vision.

This report is meant to support the incoming chief, department leaders, community partners, the mayor and city council, and residents in collaboratively making such changes, within and adjacent to the Newton Police Department.

Specifically, these recommendations aim to: increase transparency and mutual accountability between the police and the community, create a more diverse and inclusive culture within the Department, tailor police services to be more responsive to community needs in some areas (e.g., mental health crises), and to limit police response in others (e.g., nuisance calls). Additionally, the recommendations are intended to support and sustain a community focus on eliminating the impacts of systemic racism on policing, and on police-community relationships. In acknowledgement of this range of considerations, the Task Force has developed a set of recommendations that comprise five overarching areas of focus:

I.   **Improve Relationships Between the Newton Community and the Newton Police Department**
II.   **Ensure Racial, Ethnic, and Gender Diversity Among Police Personnel and Leadership**
III.   **Ensure that the Police Department Understands and Meets Community Safety Needs**
IV.   **Support a Healthy, Inclusive Culture Within the Police Department**
V.   **Refine the Scope of Police Response to Community Concerns**

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[2] One member of the Task Force dissents from the recommendations outlined below. That dissent, by Achille Vann Ricca, appears as Appendix A.

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The table below summarizes the objectives the Task Force proposes be associated with each of the focus areas. Each objective is assigned a priority level based on a three-valued priority scale. Objectives that are assigned "Priority level 1" are the highest priority items due either to temporal urgency, or to the size of the impact that would result from accomplishing the objective. In short, "Priority level 1" items are things that need to be done quickly or things that would make a big difference.

The full recommendations, along with proposed strategies for achieving each of the objectives set forth below, appear in the Recommendations section.

I. Improve Relationships Between the Newton Community and the Newton Police Department Through the Creation of the Newton Police Committee (NPC). (The NPC should be composed of Newton community members and function both as a vehicle for collaboration, and civilian oversight.)	
Objective 1: Ensure ongoing dialogue and mutual accountability between the Newton community and the Newton Police Department.	**Priority level 1**
Objective 2: Ensure that feedback regarding the behavior of Newton Police Department personnel is swift and ongoing.	**Priority level 2**
Objective 3: Increase communication and connection between the community and the Newton Police Department.	**Priority level 2**
II. Ensure Racial, Ethnic, and Gender Diversity Among Police Personnel and Leadership by Leaving the Civil Service System.	
Objective 1: Develop a strategy for hiring and promoting Newton Police Department personnel that (a) has a strong chance of increasing diverse representation and (b) offers some of the more important protections currently provided through the current hiring and promotion system, and (c) extends preventive measures in certain areas (e.g., preventing nepotism).	**Priority level 1**
Objective 2: Develop and implement an outreach and recruitment strategy that is likely to appeal to a broader demographic of potential future law enforcement personnel, and includes language about the specific role Newton would like for its police to play in communities (i.e., "guardians" rather than "warriors").	**Priority level 3**
III. Ensure that the Police Department Understands and Meets Community Safety Needs.	

Objective 1: Ensure that NPD personnel have effective and ongoing training to guarantee proficiency in areas of critical importance to Newton communities. These areas include:
    • the impacts of historic, systemic racism on current policing practices;
    • best and emerging practices for first responders to behavioral health crises; and
	Priority level 1

- cultural responsiveness to underserved and historically marginalized communities

Objective 2: Ensure that Newton police department staffing levels are adequate to meet community needs.

Priority level 3

Objective 3: Use improvements in data collection and management capabilities to increase transparency and accountability of Newton police operations to the Newton community.

Priority level 2

IV. Support a Healthy, Inclusive Culture Within the Police Department Through a Culture Change Initiative Emphasizing a Customer Service Orientation and a Guardian Mindset Among Police Personnel.

Objective 1: Implement a culture change initiative within the Newton police department focused on:

Priority level 2

- Cultivating a department-wide customer service orientation;
- Continuing the transition from a "warrior mindset" to a "guardian mindset" in operations and training;
- Improving procedural justice and problem-oriented policing;
- Improving bias-free policing through data management;
- Transformation of police attitudes towards use of force; and
- End stigma surrounding reports of sexual or race-based harassment and misconduct.

Objective 2: Focus on improving procedural justice and problem-oriented policing.

Priority level 2

Objective 3: Demonstrate a commitment to officer wellness.

Priority level 3

V. Refine the Scope of Policing by Developing Alternative Response Strategies for Community Concerns.

Objective 1: Develop non-police response strategies to address emergency behavioral health and social service needs of Newton communities.

Priority level 2

Objective 2: Develop non-police response strategies for City ordinance violations and "nuisance complaints."

Priority level 2

Objective 3: Eliminate or reduce ordinance violation and nuisance calls to 911 dispatch.

Priority level 3

Objective 4: Proactively support police and community partners in distinguishing behavioral health crises from threats to community safety.

Priority level 3

A Brief History of Race and Policing

There is no simple way to navigate the conversation about the history and the role of policing in America without bluntly and forthrightly addressing the role that policing has played in supporting racist systems and structures, as well as ensuring the continued oppression of Black people and other marginalized groups throughout our history.

Police departments throughout the United States have historically been tasked with enforcing policies that today would be considered discriminatory if not downright racist. In the Antebellum South they began as slave patrols whose function was to maintain order among plantation laborers, enforce curfews and travel restrictions, and hunt down runaways. In the North, police departments were first charged with maintaining law and order among the waves of Irish, Italian, German, and Eastern European immigrants who looked and acted differently than those whites who had already established a foothold, as they poured into cities like Boston and New York.

After Reconstruction, the slave patrols transformed into local police departments determined to enforce Jim Crow laws subjugating Black Americans. Police power continued to expand throughout the 20th century, after the Civil Rights movement of the 1960s. The 1965 Law Enforcement Assistance Act, part of President Lyndon Johnson's administration's War on Crime, paved the way for the militarization of police by increasing federal involvement in local policing through grants.[3]

Federal support for local law enforcement has continued to expand over the past 60 years with a series of laws passed that further aligned police departments with the military. The "1033 program,"[4] and the Byrne Justice Assistance Grants[5] are the two most visible programs created by those laws. The ACLU has called for rollbacks of both, arguing that they perpetuate violence against communities of color. The role of police forces nationwide in enforcing what is now widely considered a racially discriminatory War on Drugs from the 1960s to the present has made clear that the legacies of race in America affect all levels of our criminal justice system: federal, state, and local.

The Task Force and Newton community members worked together over the past six months to develop a shared understanding of this history, and to take lessons and inspiration for change from it, believing that for significant change to occur, there must be a willingness to honestly confront the uncomfortable truths of our past.

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[3] See, for example, the 1619 Project for more information.
[4] "Over several decades, the 1033 program has shipped over $7.4 billion of Defense Department property to more than 8,000 law enforcement agencies." Barret, Brian (2020, June). The Pentagon's Hand-Me-Downs Helped Militarize Police. Here's How. Wired. https://www.wired.com/story/pentagon-hand-me-downs-militarize-police-1033-program/
[5] Over $15,000,000 awarded in 2020. See, https://bja.ojp.gov/funding/awards/ for details.

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Systemic Racism in Policing[6]

'Systemic racism' (also called 'institutional' or 'structural racism') refers to systems and institutions producing racially disparate outcomes, regardless of the intentions, attitudes, and desires of the people working within those systems.[7] There are many structures and institutions in America that produce racially disparate outcomes. Examples include the education, healthcare, housing, criminal justice systems, and, finally, policing. In 2017, the Boston Globe's Spotlight Team documented the disturbing persistence of racial disparities across a wide array of institutions and practices in the greater Boston area.[8] In one recent example, a massive study of 95 million traffic stops by 56 police agencies between 2011 and 2018 found that while Black people were much more likely to be pulled over than whites, the disparity lessens at night, when police are less able to distinguish the race of the driver.[9] The study also found that Black people were more likely to be searched after a stop, though whites were more likely to be found with illicit drugs.

Racial equity is "the condition that would be achieved if one's racial identity no longer predicted, in a statistical sense, how one fares."[10] The Task Force conceives of racial equity as one part of racial justice, and thus work to address root causes of inequities is also included, not just their manifestation. This includes eliminating policies, practices, attitudes, and cultural messages that reinforce differential outcomes by race or fail to eliminate them. The Task Force recommendations are designed to assist with this.

Isabel Wilkerson, in the introduction to her new book, *Caste*, offers a helpful metaphor to illuminate the relationship between centuries-old racism built into the structure of our public institutions and our present-day moral obligations for remediation.

> *The inspector trained his infrared lens onto a misshapen bow in the ceiling, an invisible beam of light searching the layers of lath to test what the eye could not see. This house was built generations ago, and I had noticed the slightest welt in a corner of plaster in a spare bedroom and chalked it up to idiosyncrasy. Over time, the welt in the ceiling became a wave that widened and bulged despite the new roof. It had been building beyond perception for years...*
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> *America is an old house. We can never declare the work over. Wind, flood, drought and human upheavals batter a structure that is already fighting whatever flaws were left unattended in the original foundation. When you live in an old house, you may not want to go into the basement after a storm to see what the rains have wrought.* **Choose not to look, however, at your own**

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[6] Many industries and sectors have recognized the need to reckon with systemic racism, including higher education, at Tufts, and at MIT; in medicine at Mass General Brigham and BU School of Medicine; and throughout the corporate world.

[7] The phrase "institutional racism" was first developed by Stokely Carmichael and Charles V. Hamilton in their 1967 book *Black Power: The Politics of Liberation in America,* excerpted in relevant part in *Racism: Essential Readings*, ed. Ellis Cashmore and James Jennings (London: Sage, 2001), 111-121. It has since been applied in a wide array of contexts, including criminal justice. See, e.g., Sir William Macpherson, The Stephen Lawrence Inquiry: Report of an Inquiry, presented to Parliament by the Secretary of State for the Home Department by Command of Her Majesty (Feb. 1999), pghs. 6.26-6.63. See also Tricia Rose, "How Structural Racism Works," Brown University Provost Lecture Series, Dec. 14, 2015, at https://youtu.be/KT1vsOJctMk.

[8] See "Boston. Racism. Image. Reality.", *The Boston Globe*, Dec. 10-16, 2017, at https://apps.bostonglobe.com/spotlight/boston-racism-image-reality/series/image/.

[9] Pierson, E., Simoiu, C., Overgoor, J. et al. *A large-scale analysis of racial disparities in police stops across the United States*. Nat Hum Behav 4, 736–745 (2020). https://doi.org/10.1038/s41562-020-0858-1

[10] Racial Equity Tools, Center for Assessment and Policy Development, https://www.racialequitytools.org/glossary#racial-equity (last visited Dec, 12, 2020).

peril. The owner of an old house knows that whatever you are ignoring will never go away. Whatever is lurking will fester whether you choose to look or not. Ignorance is no protection from the consequences of inaction. Whatever you are wishing away will gnaw at you until you gather the courage to face what you would rather not see.

We in this country are like homeowners who inherited a house on a piece of land that is beautiful on the outside but whose soil is unstable loam and rock, heaving and contracting over generations, cracks patched but the deeper ruptures waved away for decades, centuries even. Many people may rightly say: "I had nothing to do with how this all started. I have nothing to do with the sins of the past. My ancestors never attacked Indigenous people, never owned slaves." And yes. Not one of us was here when this house was built. Our immediate ancestors may have had nothing to do with it, but here we are, the current occupants of a property with stress cracks and bowed walls and fissures in the foundation. We are the heirs to whatever is right or wrong with it. We did not erect the uneven pillars or joists, but they are ours to deal with now [...] And any further deterioration is, in fact, on our hands.[11]

Public outcry in many cases has driven leaders across the nation to begin the work of understanding and dismantling a visible and potentially lethal result of systemic racism by focusing on police departments. While policing deserves to be a priority focus in this area, it is vital to remember that our police are a reflection of our society. In many cases, the challenges faced by police departments are *societal* challenges, not uniquely *police* challenges. Consequently, while the responsibility for positive change may begin with police, it cannot end there. The focus on our police when addressing systemic racism and other forms of bias is not justified by the unique susceptibility of policing to the challenges that plague all of our institutions, but rather because in policing, the stakes are so high. Life and death hang in the balance.

The Newton Police Department, as heirs to the tremendous power entrusted to them and their broad discretion to either invest in or ignore demands for change, has a responsibility to fix problems that are not of its own making. The history and contemporary reality of policing is a driver of racial inequity regardless of individual intentions. An analysis of the structural and systemic racism embedded in and inseparable from the practice of policing itself is essential to the ability to envision reforms and new strategies for reinventing public safety, and must inform this work at every stage.

The Task Force welcomes and hopes for continued community conversation on the relationship between systemic racism and police practices.

"We just want to be policed the same way as everyone else." - Tim Duncan

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[11] Wilkerson, Isabel (2020). *Caste: The Origins of Our Discontents.* Penguin Random House. Emphasis added.

I. Improve Relationships Between the Community and the Newton Police Department

Objective 1: Ensure ongoing dialogue and mutual accountability between the Newton community and the Newton Police Department.

Proposed strategy: Create a Newton Police Committee the duties of which should include:[12]
- Collaboration with the NPD to foster meaningful community connections, for example, working together to update the NPD mission statement, co-facilitating community engagement and trust-building events);
- Facilitation of ongoing community dialogues around issues of systemic racism[13], and other topics of community interest;
- Investigate any complaints not referred to the MA POST, and monitor compliance with state law; and
- Development of a subcommittee on Best and Emerging Practices in Public Safety.[14]

Context: Community policing is a public safety strategy that involves partnership and collaboration between police and communities aimed at proactively solving problems identified by community members as priorities. This strategy gained prominence in the 1970's and was implemented in Newton by Chief of Police Quinn. The efforts undertaken by Chief Quinn set the stage for a department culture that continues today. One aspect of this culture that is especially important to understand is the idea that priorities for the department come directly from the community.

When communication between the department and the community is working well, and the community clearly articulates what it wants from its department, the department in turn has a clear sense of what is expected from them, and is able to drive its police practices on the basis of community priorities. When communication breaks down, however, a department that has been long committed to a community policing model will look for cues regarding community priorities. Often these cues come from the types of calls that the department most often receives. If the department receives call after call about leaf blowers,

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[12] A detailed description of the role, responsibility, and powers of appointment for the NPC is included in appendix C below.

[13] As noted in the introduction above, the issue of systemic racism extends well beyond the police department and so deserves a larger, systematic venue for dialogue and learning. The Task Force recommends that the NPC support a project on systemic racism perhaps through charter and engagement of a subcommittee including the new police chief, captains, lieutenants and community members appointed by the mayor or city council. Members of the subcommittee may consider developing an understanding of how systemic racism works in policing and in communities. An early deliverable for this group may be a memo summarizing its understanding of systemic racism and how it interacts with NPD practices.

[14] While the Task Force encourages the NPC to consider the best evidence informed practices in law enforcement, thinking beyond the confines of current practices is also extremely important. There are opportunities to pioneer new ways of approaching law enforcement and public safety, and the NPC as envisioned here would actively participate and collaborate with the NPD in the evolution of these fields. This subcommittee might consider beginning its work with a review of common policing strategies and tactics and, in coordination with the Project on Systemic Racism, consider ways to eliminate racist influences. This would be a collaboration among police and other stakeholders, appointed by the mayor, with a purpose of examining common practices and developing criteria to assess their effectiveness. This subcommittee could also support the alignment of NPD's policies with the new requirements from the state level police reform bill.

for example, that is a cue from the community to its department about where it would like the department's priorities to be. Based on engagement with community members, we know that while ordinance violations (like leaf blowers) may represent a significant proportion of police call volume, they do not actually represent a significant community safety priority. Additionally, there are grounds for concern that the issuance of violations on lawn maintenance companies instead of on the contracting homeowner may disproportionately impact businesses owned by Black, Indigenous or other People of Color (BIPOC).

Creating a **Newton Police Committee (NPC)** is one way to lead an effort to restore dialogue between communities and the Newton Police Department -- and also to provide a forum for continued discussion about alternatives to potentially problematic situations such as the "leaf blower problem" outlined above. This is a way to give direction to a department that, to its credit, has been committed to the idea of community policing for decades, but has lacked the partnership with communities necessary to make it a success. The NPC can serve as a conduit through which community members can articulate their true community safety priorities and how they hope the Newton police can address those priorities.

The NPC as recommended here would be a model of a police oversight body, and police oversight bodies are nothing new. Indeed, close to 200 municipalities across the country have created civilian oversight bodies with varying degrees of investigative and punitive authority. Most of these oversight bodies, however, have failed to deliver the intended results of increased transparency and accountability of the departments they oversee.[15] Moreover, the efforts of these oversight bodies often serve to further strain relationships between communities and police.[16] The Newton Police Committee is designed, with these failures in mind, *to go beyond the one-dimensional approach of issuing punishment for police misconduct*[17] -- an approach that, in any case, is now largely under the purview of the newly created MA POST Commission.[18] The Committee is designed to serve a holistic set of functions including proactive relationship building and collaboration as well as providing oversight and accountability measures. The Task Force envisions the NPC as similar in some respects to the School Committee: a highly accountable resident engagement opportunity to provide support and guidance to one of the City's most important and powerful institutions.

Objective 2: Ensure that feedback regarding the behavior of Newton Police Department personnel is swift and ongoing.

Proposed Strategy: Implement an internal accountability system within the Newton Police Department. The following are some suggested tools:

- **Adopt an Early Intervention System**. There are many models for these, but all rely upon the Department selecting criteria that will notify supervisors of both problematic and exemplary behavior. Ensure prompt response (either reward or recognition of exemplary behavior, or punitive measures for misconduct) through supports and managerial interventions.

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[15] See, e.g., Moore, Kelly McConney (2020, September). For Civilian Review Boards to Work, They Must Avoid Past Mistakes. ACLU. https://www.acluct.org/en/news/civilian-review-boards-work-they-must-avoid-past-mistakes.
[16] See, e.g., Southall, Ashley, et al (2020, November). A Watchdog Accused Officers of Serious Misconduct. Few Were Punished. The New York Times. https://www.nytimes.com/2020/11/15/nyregion/ccrb-nyc-police-misconduct.html
[17] While a wide range of sources were consulted in developing the recommendation to create the Newton Police Committee, a summary of best practices informing our recommendation can be found at the National Association for Civilian Oversight of Law Enforcement (NACOLE).
[18] An Act Relative To Justice, Equity And Accountability In Law Enforcement In The Commonweal. Acts of 2020, Chapter 253, 6E.

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- **Institute a Newton Police Personnel Accountability Audit.** Use monthly reports by Sector and Division Commanders to the executive team on matters such as sick time use; officer wellness: physical, emotional health; unit and officer performance. Semi-annual reports to Mayor and City Council.

- **Implement Project ABLE.**[19]

- **Institute an evaluation process for the Police Chief**, and link "satisfactory performance" to achieving greater diversity within the Department.[20]

- **Create and Train Supervisors on a Performance Management System.** Use evaluations to include metrics tracking officers' community engagement and customer service attitudes/approaches.

Context: It is a basic premise of behavioral psychology that effective reinforcement for behavior requires that reward or punishment be delivered as soon as possible after the behavior in question. Yet despite this, so many of the mechanisms by which the behavior of public servants is rewarded or punished allow a great deal of time to pass between the behavior in question and the reward or punishment.

Officer misconduct must be identified quickly and dealt with immediately. Likewise, exemplary conduct should be identified quickly and rewarded immediately. In recognition of this, it is vital that departments have strong and proactive real-time mechanisms for gauging and reporting on police personnel behavior. Moreover, supervisors (from sergeants to chief) should consider the extent to which their supervisory styles support regular feedback on performance.[21]

Objective 3: Increase communication and connection between communities and the Newton Police Department.

Proposed Strategies:

- Use a "Same Cop, Same Neighborhood" patrol assignment strategy.[22]

- Develop a network of **Neighborhood Accountability Teams**. These volunteer community groups would be appointed by the Mayor, police chief, and community leaders, and would meet quarterly, or as needed to partner with officers working in their neighborhood/sector for collaborative problem solving and proactive planning.

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[19] Project ABLE is a training program designed to help police officers stop unnecessary harmful behavior by fellow officers. The training is provided without a fee.
[20] Currently there is no annual evaluation or performance review for the Chief.
[21] See, e.g., Engel, Robin (2002). "Patrol Officer Supervision in the Community Policing Era." Journal of Criminal Justice 30(1): 51–64, and Brewer, N., Wilson, C. and Beck, K. (1994). "Supervisory behaviour and team performance amongst police patrol sergeants." Journal of Occupational and Organizational Psychology, 67: 69-78.
[22] Often described as a "sector integrity" strategy, this concept is important to police and community residents alike. Read more about the implementation of such strategies in Boston and Seattle here.

- Improve communication regarding the many public safety functions the NPD performs with excellence (for example, traffic safety) through community engagements events, an improved website, City newsletters, social media, and other venues.

Context: The basic premise of a "Same Cop, Same Neighborhood" approach to patrol assignments is that when the same officers are consistently patrolling the same neighborhood there is greater opportunity for positive community engagement. Officers get to know the people in their patrol sector, and people in the patrol sector get to know their officers. It is critically important to highlight that the purpose of this patrol assignment is *not to increase* police presence, but to build connections between officers and neighborhoods. Neighborhood Accountability Teams are another potential mechanism to formalize and encourage community engagement and communication with police and support the implementation of effective community policing.

The Task Force also recommends that officers spend as much time as possible out of their cruisers in the villages, walking around and getting to know business owners, residents, kids, etc. Officers could carry business cards including their name, rank, command, and contact information so community members can offer suggestions or commendations or file complaints with the appropriate individual, office, or board. These cards would be easily distributed in all encounters, and would be a significant step toward the customer service orientation the Task Force would like for the department to more fully adopt.

It is also well worth noting that in public engagement during the process of developing these recommendations, one of the top priorities for community members was **traffic safety**. When exploring community concerns in greater detail it became apparent that while there may be some opportunities for improvement in the way the Newton police manage traffic, the real area for improvement is related to communication on the part of the Newton police. Community members were not aware of the sophisticated approach the NPD takes to diagnosing traffic dangers and implementing targeted prevention and response measures. What the NPD is doing and how the community can effectively register its concerns in these areas could be better communicated to residents.

II. Ensure Racial, Ethnic, and Gender Diversity Among Police Personnel and Leadership

Objective 1: Develop a strategy for hiring and promoting Newton Police Department personnel that (a) has a strong chance of increasing diverse representation and (b) offers some of the more important protections currently provided through the current hiring and promotion system, and (c) extends preventive measures in certain areas (e.g., preventing nepotism).

Proposed strategy: Leave the civil service system and replace it with a homegrown alternative hiring and promotion system. A replacement system should have several features:

- Eliminate the residency preference in hiring

- Prioritization of diverse life-experience in hiring (does not exclude veterans from preference, but generalizes some of the features that make veterans appealing candidates for police).

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- Create goals for racial, ethnic, and gender diversity among NPD personnel based on demographic analysis of stops, aiming to align NPD demographics with those they serve and with whom they interact.

- Publish an annual report on how NPD is tracking against the hiring goals it develops.

Context: Ensuring diversity in police departments is not a panacea, and will not by itself solve challenges related to bias and systemic racism. That is why the Task Force also recommends some targeted training, and, more importantly, a focus on transforming organizational culture.

However, there is ample research to support the view that increased diversity on teams leads to better organizational decision making. For example, increased diversity is correlated with increased innovation,[23] with improved deliberative processes,[24] and with the superior financial performance of companies.[25] A more diverse and inclusive workforce and culture is more likely to be an environment where many of the ideals discussed in these recommendations can take hold and flourish.

Objective 2: Develop and implement an outreach and recruitment strategy that is likely to appeal to a broader demographic of potential future law enforcement personnel, and includes language about the specific role Newton would like for its police to play in communities (i.e., "guardians" rather than "warriors.").

Proposed strategies:

- Enhance the Newton Police Cadet Program, and the "Cops and Kids" summer program by expanding curricula to include the idea of police as community guardians, and information about the police role in supporting racial and social justice,

- Enhance outreach to underserved communities and communities of color,

- Improve social media presence (new website, better use of social media for messaging).

III. Ensure that the Newton Police Department Understands and Meets Community Safety Needs

Objective 1: Ensure that NPD personnel have effective and ongoing training to guarantee proficiency in areas of critical importance to Newton communities. These areas include:

- the impacts of historic, systemic racism on current policing practices;
- best practices for first responders to behavioral health crises; and
- cultural responsiveness to underserved and historically marginalized communities

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[23] Phillips. Katherine W. (2014, October). How diversity makes us smarter. Scientific American: Policy & Ethics. https://www.scientificamerican.com/article/how-diversity-makes-us-smarter/
[24] "In a 2006 study of mock juries, for example, when black people were added to the jury, white jurors processed the case facts more carefully and deliberated more effectively." Rock, David et al (2016, September). Diverse Teams Feel Less Comfortable - and That's Why They Perform Better. Harvard Business Review.
[25] Dixon-Fyle, Sundiatu et al (2019). Diversity Wins: How Inclusion Matters. McKinsey and Company.

Proposed strategies: Supplement the MPTC training curricula with some of the following types of training:

- Training to support awareness of bias, structural and systemic racism, and history of policing.

- Evidence informed behavioral health intervention training.
  - Consider Crisis Intervention Team (CIT) training for 100% of sworn personnel.[26]

- Evidence informed de-escalation and use of force training.
  - Consider ICAT de-escalation and use of force training.[27]

- Cultural responsiveness and humility with vulnerable populations (LGBTQ+, elderly, people with DD/ID, non-English speakers).

- "Customer service" skills.

Context: The region and the nation have become much more diverse in the past 25 years, and simultaneously the underfunding of many community services (social services, human services, mental health services) has significantly expanded the scope of police responsibilities. This combination of forces has placed unprecedented demands on police to develop expertise in a vast array of areas unrelated to traditional tactical public safety and law enforcement. Consequently, the Task Force believes that training must be updated, and aligned with the reality of public demand.

Currently, the training curriculum of the Municipal Police Training Committee of Massachusetts (MPTC) suffers an imbalance related to the proportion of training hours devoted to escalated response scenarios. For example, in 2017, Boston (where training hours are slightly higher than required by MPTC) devoted 62 hours of training to defensive tactics, 56 hours to firearms training, and only 12 hours to crisis intervention. The training recommendations included above are intended to round-out the state level training requirement to ensure that training for the Newton police department reflects the needs and concerns of the Newton community. Some of this imbalance may be remedied at the state level through the work of the MA POST Commission. However, those changes will take time to materialize, and they will not be tailored to the specific needs and concerns of the Newton community. The Task Force therefore sees these recommendations related to training as both a stop-gap measure until the MA POST training requirements are changed, and as a supplement to those requirements should they not be well-aligned to local community needs and concerns.

Objective 2: Ensure that Newton Police Department staffing levels are adequate to meet community needs.

Proposed Strategies:

- Offer advanced mental health training for an officer within the NPD.

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[26] The NPD began the process of bringing the department into compliance with best practices outlined in the One Mind Campaign. The Mental Health and Social Services Response Strategy described in 4.a together with CIT training for 50%+ of sworn personnel exceeds the standards of the One Mind Campaign.
[27] Regarding efficacy of ICAT, see Engel, Robin, et al (2021). Examining the Impact of Integrating Communications, Assessment, and Tactics (ICAT) De-escalation Training for the Louisville Metro Police Department: Initial Findings. International Association of Chief of Police (IACP) / University of Cincinnati (UC) Center for Police Research and Policy.

- Engage a Recovery Coach (Peer mentor)[28]
- Hire a Domestic Violence Specialist (clinical social worker)[29]

Context: It is clear that improved response to mental health related incidents should be a top priority both for the Newton Police Department and for Newton city government more broadly. Newton is not alone in struggling to meet this challenge - it is a national problem with new approaches emerging from all areas of the country. The Task Force examined many models for improving police response to such situations and considered many alternatives when formulating this recommendation.

The Task Force endorses a two-pronged approach to increasing the capacity of Newton city departments to respond to behavioral health emergencies. The approach involves

(a) enhanced training for sworn personnel, and

(b) the process outlined under Part V below for shifting some of the burden of response to behavioral health emergencies from the police department to a dedicated regional response unit.

It is also clear that the department would benefit from enhanced capacity to respond to challenges related to substance use disorders and domestic violence. In particular, 77% of respondents to a public survey[30] view domestic violence as a significant problem for the Newton community, while 62% of respondents to a police department survey[31] see domestic violence as one of the two most significant problems for the Newton community. It is also important to note that domestic violence is one of the most predictable crimes and risk factors can help identify those who are most likely to be targeted as victims. Research also shows that violence tends to escalate as abusers attempt to hold on to their control.[32]

Objective 3: Increase transparency and accountability of Newton police operations to the Newton community.

Proposed strategies: Invest in systems improvements to enhance the quality and quantity of collected data. Suggestions include:

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[28] See, for example, Police Assisted Addiction and Recovery Initiative (PAARI). PAARI offers grants to cover the cost of a recovery coach for the department.
[29] Many domestic violence advocates within police departments begin in grant-funded positions. REACH or Second Step may serve as partners to support an NPD effort to expand the number of positions for domestic violence advocates physically located within the NPD. The JDP position began this way and once the City of Newton, saw the JDP's value, her position was brought on as a city position. This proposal will eliminate costs for NPD. Some potential guidelines to consider related to the work of the domestic violence specialist may include:
- work with other NPD personnel to identify families that may be at risk.
- work closely with current JDP on cases where there is overlap with domestic violence and substance abuse/mental health issues
- follow-up on all calls categorized as domestic ranging from 911 hang-ups to sibling issues to arrests.
- check in and providing support to all domestics
- identify issues and prevent violence from escalating.
- work with Second Step, Health and Human Services and other community agencies to enhance collaboration.
[30] Survey methodology is discussed in appendix A, and survey results are included in appendix E.
[31] Survey methodology is discussed in appendix A.
[32] Rakovec-Felser Z. (2014). Domestic Violence and Abuse in Intimate Relationships from a Public Health Perspective. Health psychology research, 2(3), 1821. https://doi.org/10.4081/hpr.2014.1821

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- Develop and implement a departmental policy according to which all interrogations are videotaped, unless the person being interviewed waives this in writing.

- Collect demographic information (especially related to race) in traffic stops, field interrogations, complaints filed, and other areas.

- Make collected data readily available for public review. Consider, for example, joining the Police Open Data Initiative (PDI).[33]

- Consider implementing body cameras for officers.[34]

IV. Support a Healthy, Inclusive Culture Within the Police Department

Objective 1: Implement a culture change initiative within the Newton police department focused on:

- Cultivating a department-wide customer service orientation as a guide for interactions between police personnel and the public,

- Continuing expanding the transition from a "warrior mindset" to a "guardian mindset" in operations and training,

- Improving procedural justice and problem-oriented policing,

- Continuing to improve bias-free policing through policies, practices, and organizational culture related to consistent collection and sharing of data,

- Supporting mutual accountability among personnel for maintaining an inclusive and transparent work environment.

- Transformation of police attitudes towards use of force.[35]

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[33] The Police Open Data Initiative, managed by the National Police Foundation through funding from the U.S. Department of Justice (DOJ) Office of Community Oriented Policing Services (COPS), promotes the use of open data to encourage joint problem-solving, innovation, enhanced understanding, and accountability between law enforcement agencies and the communities they serve.

[34] The task force acknowledges that community members and at least some members of the NPD would like body cameras. The Task Force agrees that acquiring body cameras should be a goal for the future, but body cameras should not be a top priority. The Task Force recommends that the NPC review the feasibility of body cameras within the next several years.

[35] A Use of Force policy is not enough. Every interaction between police and a member of the public should be predicated on the notion that the primary duty of the police is to protect and preserve the rights of all members of the public. There may be times when an individual's right to autonomy is subordinate to the rights of others to be free from physical, psychological, or emotional harms. When that happens, police must adopt the course of action that (1) results in compliance with the law on the part of the person threatening harm, and (2) results in minimum violation of rights on the part of the person threatening harm. Excellent police departments go beyond policy, and build a culture where police understand and abide by this duty, and take pride in the art of using the most subtle and minimal means of gaining compliance on the part of a person threatening harm.

According to former Camden, New Jersey chief of police, J. Scott Thomson, "To change the culture around the use of force, you have to have continuous training, systems of accountability and consequences. In Camden, when an

- Creation of a committee within the Newton Police Department to work with the NPC to review and update the NPD mission statement. This updated statement should be placed on NPD's website so the community is aware of its statement and values.

- End stigma surrounding reporting of sexual or race-based harassment and misconduct.[36]

Proposed Strategy: The new chief of the Newton Police Department should consider working with an outside consultant to design and implement a culture change process informed by community needs and a thorough assessment of the department's current strengths and challenges. The focus areas included above may serve as an outline for the work undertaken in this process.

Context: For police to effectively participate in ensuring community safety their authority to enforce laws must be perceived by community members to be legitimate. The perception on the part of community members regarding the legitimacy of police has been shown to be closely linked to the degree to which police fulfill their duties in procedurally just ways.[37] "Procedural justice" in the context of law enforcement is the notion that fair process requires that: individuals involved in an encounter with law enforcement are treated with *dignity and respect* and are able to give *voice to their perspective*; and that law enforcement officers act in ways that are *neutral and transparent*, and convey *trustworthy motives*. So, in short, when police act in procedurally just ways, they support community perceptions of police legitimacy, which, in turn, allows police to contribute effectively to community safety. None of this is possible, however, without adequate attention to the mindset among police that begins in their own personal life history, is subsequently shaped in the training academy, and then is continually reinforced through department culture.

Additionally, as noted above, the history of policing and its disparate negative impacts on BIPOC are very real challenges to building public perception of police legitimacy. To the extent that the NPD can recognize and engage community members in real examination of systemic racism and the impact on police culture, practices, and community partnerships, it will build trust and a foundation for positive change.

The emphasis in these recommendations on culture change within the department is not an indictment of the department as it is today. Rather it is an invitation for the department to listen to what the Newton community has to say, reflect on what has worked and what has not, and invest heavily and intentionally in

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officer uses force in the field, supervisors review the body-cam footage. The following day, internal affairs and a training officer also review it and either challenge or concur with the supervisors' findings. If they see something wrong, they bring the officer in and go over the tape. If the supervisors had approved something unacceptable, they, too, are held to account." (Thomson, J. Scott. 2020. A discussion about how to reform policing. The New York Times Magazine.)

[36] Current department personnel and new all new hires should be trained on reporting procedures and encouraged to avail themselves of these. Training through Project ABLE will help to create a culture where these practices are standard.

[37] Use President Obama's 21st Century Policing Task Force Report as a guide to implement procedural justice and problem-oriented policing. "Building trust and nurturing legitimacy on both sides of the police/citizen divide is the foundational principle underlying the nature of relations between law enforcement agencies and the communities they serve. Decades of research and practice support the premise that people are more likely to obey the law when they believe that those who are enforcing it have authority that is perceived as legitimate by those subject to the authority. The public confers legitimacy only on those whom they believe are acting in procedurally just ways. In addition, law enforcement cannot build community trust if it is seen as an occupying force coming in from outside to impose control on the community." (President's Task Force on 21st Century Policing (2015). *Final Report of the President's Task Force on 21st Century Policing*. Washington, DC: Office of Community Oriented Policing Services.)

creating the kind of culture that is most likely to deliver the approach to community safety and law enforcement the Newton community wants and needs.

A fundamental aspect of this culture change initiative - in addition to the focus on understanding systemic racism - should be a focus on cultivating a guardian mindset among police. As outlined above, this mindset is the foundation for procedurally just action, increased perceptions of police legitimacy, and enhanced efficacy in ensuring community safety.

It is also important to note the role of police leadership in promoting and sustaining a culture change initiative. In most industries, mid and senior managers have enormous influence over the success or failure of organizational change efforts.[38] Findings from a 2014 study across a variety of industries demonstrated that a hallmark of successful change initiatives "was the involvement of mid-level managers two or more levels below the CEO [where] mid-level managers weren't merely managing incremental change; they were leading it by working levers of power up, across and down in their organizations."[39] In police departments this role is played by captains. Captains have typically been long term members of their department and have risen through the ranks by leveraging their ability to marshal and influence the support of other personnel. Given the role often played by captains, they have a great deal of power either to frustrate change efforts and maintain the status quo, or embrace change and act as champions for reform. In either case, the Task Force recommends that the NPC and any organizational development consultants working with the Newton Police Department give special consideration to the role captains can play in their departments.

Objective 2: Focus on improving procedural justice and problem-oriented policing.

Proposed Strategy: While the Newton Police Department personnel are experts in the theory and practice of law enforcement, and the concepts of procedural justice and problem-oriented policing are not new to them, there is always room to improve. The idea of continuous improvement in these areas aligns with the findings and best practices that emerged in 2015 from the President's Task Force on 21st Century Policing. The recommendation is also consistent with the crucially important link between the mindsets of officers and the safety of communities.

Objective 3: Improve commitment to officer wellness.

- Newton Police Department facilities are an inhospitable work environment, and contribute to low morale. Facilities should be replaced or renovated. Special attention in the very short term should be given to the Community Services Bureau spaces, which are especially cramped.[40]

- The cumulative effects of the stresses and hazards of policing are well documented[41] and providing the right support at the right time can ensure the well-being of individual officers, support a well-functioning department, and enhance community safety.

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[38] See, e.g., Valentino, Caterina. (2004). The Role of Middle Managers in the Transmission and Integration of Organizational Culture. Journal of healthcare management/American College of Healthcare Executives. 49. 393-404.
[39] Tabrizi, Benham (2014). "The Key to Change is Middle Management." Harvard Business Review.
[40] Funding for renovations should not be weighed against funding for other recommendations, and should not come from the police budget. It should come from the City's capital investment plans.
[41] See, for example, Violanti, John M et al. "*Police stressors and health: a state-of-the-art review.*" Policing (Bradford, England) vol. 40,4 (2017): 642-656. doi:10.1108/PIJPSM-06-2016-0097

- Consider bringing on a service dog program.[42] (Note that this is not a police dog trained to support police in detecting drugs or other illicit substances; this is a therapeutic dog meant to support community engagement and officer wellness.)

Proposed Strategies: The Task Force is aware that the city has made some commitments to some modest improvements in police facilities. It is recommended that the city set a medium-term goal of ensuring that facilities are adequate for a modern and high functioning police department and that the city commit to quickly ensuring that basic safety and health requirements are satisfied within department facilities.

Physical health, and the physical spaces to support a healthy work environment, are only one aspect of overall well-being for police personnel. The stresses and hazards of policing are acute, and by mid-career many officers have accumulated enough work related stress to require intervention or suffer burnout. The Task Force recommends developing a mid-career wellness academy for police personnel designed to support healthy strategies for stress management. All officers need more information, and many need active assistance of some kind. Mandatory attendance at such an academy should start at five years and continue to year 20. Mandatory participation will remove any stigma attached to seeking out support. Other ways to support this goal might include an annual program of speakers, workshops and classes, and links or referrals to the full spectrum of services, e.g. counseling and treatment.

Context: Community engagement events and the Newton Police Department organizational health survey have confirmed that facilities improvements are a high priority for members of the department. Complaints about mold and air quality, leaks and flooding, and generally cramped and dysfunctional spaces have been numerous, despite a significant recent investment in remediation by the City[43]. At the invitation of NPD representatives, the Task Force toured the NPD facilities to observe firsthand the state of the department's physical spaces.

V. Refine the Scope of Police Response to Community Concerns

Objective 1: Develop non-police response strategies to address emergency behavioral health and social service needs of Newton communities.

Proposed strategy: Collaborate with other municipalities to create a regional, multidisciplinary, community team able to respond to crisis situations with complex causal factors. The model should include several key features:

- advanced training for dispatch to appropriately triage behavioral health and social service calls,

- a regional network of mobile clinical staff and medical first responders able to initiate contact, assess, de-escalate, and provide transport for people who are intoxicated, mentally ill, or require a

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[42] In other communities, Community Service Dogs have supported improved relationships between communities and police, and have also contributed to officer wellness. See, for example, Golden Opportunities for Independence or Puppies Behind Bars—Service Dogs for First Responders.
[43] $150k on new HVAC system, and the capital plans have additional millions planned for improvements in the coming years (source: Jonathan Yeo).

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means of connecting with a range of other social services (e.g, DV shelter, homeless shelter, substance misuse or behavioral health treatment, etc.).

Context: The need for a more comprehensive and community-based response to behavioral health crises has been clear for a number of years. The early phases of the opioid epidemic taught the importance of community-based interventions either in collaboration with or sometimes in place of law enforcement response to overdose, public intoxication, and low level drug offenses. The COVID-19 pandemic has also aggravated pre existing mental health conditions and given rise to new ones for many people. Finally, the urgent need for focused intervention in this area has tragically come into sharp focus since the death of Michael Conlon on January 5th following what has been described as a mental health crisis. While it is impossible to know what changes in police and community practices might have prevented this incident, it is clear that there are opportunities to improve and better coordinate the ways Newton responds to citizens in crisis.

The Task Force has offered some general recommendations for the types of structures that might be put in place to modify the current response to behavioral health crises. These recommendations are based on excellent community-response models that have been very successfully implemented in cities across the country. One great example is the CAHOOTS (Crisis Assistance Helping Out on the Streets) model, which was created in Eugene and Springfield, Oregon in 1988. The combined population of these cities is approximately 200,000, and they represent one of the highest homelessness rates in the country. In early years, 5%-8% of calls were successfully diverted away from police; in 2017 CAHOOTS answered 17% of the Eugene police department call volume. The CAHOOTS model costs Eugene and Springfield approximately $800,000 annually. In the early years of implementation, funding was provided through the police department. Now, it is funded entirely by the city through the city budget and supplemental public and private grants. There is also a bill currently before the US Congress, the CAHOOTS Act, which will require that Medicare pays 95% for the first three years of implementation of the CAHOOTS model in cities or towns that choose to implement. While it may be difficult to implement this model within Newton alone, it might be feasible for a collaborative of cities to pool resources, for example, some combination of Newton, Wellesley, Weston, Needham, Waltham, Brookline, and Watertown.[44]

Objective 2: Develop non-police response strategy to City ordinance violations and "nuisance complaints."

Proposed strategy: Create capacity for municipal alternatives to police response to City ordinance violations (e.g., leaf blowers, barking or off-leash dogs, Crystal Lake, mask mandate, etc.), snow removal, sidewalk access, and potentially other "community nuisances." Potential alternatives include expanding capacity at other City departments, creating neighborhood response teams, or developing new code enforcement functions within City government.

Context: The impetus for the recommendations in this section is the realization that underinvestment in social services and other municipal support systems has resulted in the dizzying proliferation of functions police are expected to perform. A common refrain among police is that "we are supposed to prevent crime before it happens, and when it does happen, we have to respond, and when we respond, we often find that

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[44] See information about CAHOOTS through the White Bird Clinic. A similar model has been implemented in Denver.

people expect us to also be a psychiatrist, social worker, marriage counselor, priest, doctor, and veterinarian all at the same time!"[45]

Many of the functions police are expected to play in their communities are outside the scope of both their mission and their training. In light of this, it seems reasonable to look for ways to redistribute the responsibility.[46] One of the most consequential ways to do this through the strategy proposed for achieving objective 1 above. Another way to support this effort is to shift responsibility for enforcement of at least some city ordinances away from the police department and to other parts of the municipal government. This may also help to promote the continuing shift to a guardian mindset. The Task Force recognizes that implementation of this recommendation, among others set forth in this report, could have potentially significant financial implications for the City of Newton. How to balance the goals of police reform against the city's other pressing needs at this moment of municipal budgetary constraint is a matter committed to the city's elected representatives.

Objective 3: Eliminate or reduce ordinance violation and nuisance calls to 911 dispatch.

Proposed Strategy: Enhance the existing Newton 311 system and increase community messaging in order to redirect ordinance violation calls away from the police department.

Objective 4: Proactively support police and community partners in distinguishing behavioral health crises from threats to community safety.

Proposed Strategy: Create a voluntary registry of vulnerable persons to support police and community-based response teams in responding appropriately to crisis situations.[47]

Conclusion

The Task Force members appreciate the many hours of commitment that community members, police leadership, police personnel, and city staff devoted to facilitating the development of these recommendations. The past six months have been a period of deep commitment for all involved in this process, and the Task Force members believe these recommendations reflect the best possible consensus of the Newton community across such differences of perspective.

Implementing these recommendations will require a significant investment in time and other resources on the part of the members of the Newton Police Department, Newton city government, and members of Newton communities. Some of the recommended changes are already underway, others can be implemented soon, and yet others will require further consideration and cooperation from a range of stakeholders, including police unions and the leadership of other cities.

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[45] This is a paraphrase of things the consulting team has heard from many members of many departments, including from Newton.
[46] See, e.g., Friedman, Barry, Disaggregating the Police Function (March 30, 2020). U. Pa. L. Rev. (2020-21 Forthcoming), NYU Law and Economics Research Paper No. 20-03, NYU School of Law, Public Law Research Paper No. 20-3,
[47] See, for example, Project Guardian in Harris County, TX, and Vulnerable Persons Registry in Ft. Smith, AR. Note also, that Newton is already doing this with seniors who may wander and for families with autistic children.

The Task Force believes that a wholehearted embrace of these recommendations will effect a significant and positive transformation in the approach to public safety and community-police relationships in the City of Newton. Task Force members remain committed to supporting that work as it moves forward under the leadership of a new Police Chief and Mayor Ruthanne Fuller.

About the Task Force

Sonja Spears *of Newton, Chair of the Newton Police Reform Task Force.*
An attorney and former elected judge in the First City Court of New Orleans, Sonja is currently the Chief Equity and Inclusion Officer at the Boston Health Care for the Homeless Program (BHCHP). Prior to joining BHCHP, she was a Civil Rights Investigator in the Office of Diversity and Civil Rights at the MBTA. In this role, she evaluated and investigated system-wide civil rights complaints. In addition, she has more than fifteen years' experience as an educator and is an instructor at Tufts University and a part-time professor at Harvard Law School in the Trial Advocacy Workshop. At Tufts, she has developed a course entitled Accused: The Gap Between Law and Justice which in part gives an account of her personal experience as a judge when she experienced the abuses of the legal system. Over the course of her career, she has developed a deep expertise in negotiation, mediation and facilitation. She serves on several boards, including as Trustee Board Vice- Chair at Myrtle Baptist Church.

Derege B. Demissie, *of Newton, is a criminal defense lawyer*. Over the past 23 years, he has served as a public defender and in private practice specializing in criminal defense and in state and federal courts. He has been involved in legal reform advocacy for over fifteen years, including reform of police practices. He served as Co-Chair of Suffolk Lawyers for Justice Inc. for over 10 years providing leadership to an organization that oversees the selection, qualification and training of legal advocates to indigent defendants in the Boston area. He currently serves as vice-chairman of the Committee for Public Counsel Services. Derege is also a past President of the Massachusetts Association of Criminal Defense Lawyers and past vice-president of the ACLU of Massachusetts. He is a parent of two children, one of whom is a junior at Newton North High School.

Jadeque Douglas, *of Newton, is an Assistant Court Service Coordinator for the Massachusetts Trial Cou*rt where she works with non-profit organizations to find meaningful jobs for people completing their community service obligations. Jadeque grew up in Detroit. From an early age, she wanted to be part of the justice and reform process so she studied criminal justice and worked for the Michigan Department of Corrections as a corrections officer. Jadeque and her family moved to Newton a few years ago and she is a parent of children in the Newton Public Schools.

Malick Ghachem, *of Newton, is a historian, professor and lawyer.* Since 2013, Malick has been teaching history full-time as an Associate Professor at the Massachusetts Institute of Technology. This includes a course entitled Race, Crime, and Citizenship in American Law that deals extensively with questions of racial justice and policing. Prior to this, he practiced law as a criminal defense attorney in Boston and taught criminal law at the University of Maine Law School. He is the father of two children in the Newton public schools.

Brian Henderson, *of Southborough, is a recent retiree with the rank of Sergeant in the Newton Police Department (NPD), having served the City of Newton for 38 years from 1981 to 2019.* He spent much of his career in the Patrol Bureau and also was a member of the Drug Task Force and Newton's Emergency Management Working Group. Brian's most recent assignment in the NPD was as the supervisor of the Community Services Bureau where he oversaw Juvenile Services, Domestic Violence, Elder Exploitation, Hate Crimes, Community Outreach and Internet Crimes Against Children investigations. He holds many professional certifications in policing, including as an instructor of "Assisting Individuals in Crisis and Group Crisis Intervention." Brian also served in theUnited States Army/US Army Reserve from 1974 to 2012. His ties to Newton remain strong as he serves on the Board of Directors at the John M. Barry Boys & Girls Club.

Bill Hoch, *of Newton, is a Pastor at Woburn United Methodist Church. Previously, he served as an attorney specializing in employment and compliance matters.* He is an experienced trainer and investigator who developed training programs designed to prevent misconduct and has investigated allegations of misconduct. He has extensive experience working with police in areas of hiring, recruiting, use of force policies and training as senior employment counsel with the Massachusetts Port Authority and with the City of Boston as counsel to the Boston Police Department. Part of his work with Boston included representing the City before the Civil Service Commission in the BPD's steps to diversify. He also prosecuted discipline cases against officers who had been investigated by Internal Affairs and defended these cases before the Civil Service Commission and state courts. His experience also includes expertise in the State's employment, ethics and open meeting laws.

Randy Johnson, *of Newton, grew up here and graduated from the Newton Public Schools before attending Morehouse College, a historically Black college in Atlanta*. Randy is a business development, sales and marketing professional. He is a member of the Myrtle Baptist Church and has been deeply involved in the community. An Eagle Scout, he served as Scoutmaster for Troop 333 in Newton and most recently as the Cub Master for Pack 355 at Our Lady's. He has coached in Newton Little League, YMCA basketball and is league commissioner and a board member currently with NAA Basketball. He also volunteers for the Newton Bluefish, a team he swam for as a youngster and a team that his son swims for currently.

Hattie Kerwin Derrick, *of Newton, is a longtime member and current Chair of the Newton Human Rights Commission (HRC)*. As a member of the HRC, Hattie collaborates with residents and city staff to promote mutual understanding and respect by combating discrimination and embracing diversity. Working with her fellow commissioners and the city's Civil Rights Officer from the Newton Police Department, she has adeep understanding of the range of bias incidents and hate crimes occurring in Newton, and experience in how they are handled. Professionally, she is Director of Admissions at Lawrence Memorial/Regis College Nursing and Radiography Programs. She is also deeply engaged in the community, active with FamilyACCESS, Newton Girls Lacrosse, and the First Unitarian Universalist Society in Newton. Hattie is a member of the
LGBTQ+ community.

Joshua Levy, *of Newton*, is an attorney whose career has included a sustained commitment to social justice and the pursuit of equity. He spent seven years as a federal prosecutor with the U.S. Attorney's Office for the District of Massachusetts and was also a Special Assistant District Attorney in Middlesex County. Currently at a Boston law firm, Ropes & Gray, Josh is lead counsel on numerous civil and criminal cases involving corruption and fraud. Since 2007, and for 13 years he has represented indigent criminal

defendants in federal court as a court-appointed lawyer. He is the founder of Ropes & Gray's seven-year legal partnership with The Steppingstone Foundation which provides immigration representation to Steppingstone scholars.

Rob Lowe, *of Billerica, is Deputy Superintendent of the Cambridge Police Department (CPD)*. Rob is currently the commanding officer of the Family and Social Justice Section, formed in 2018. The Section provides services to members of the community with a social justice approach, including juveniles, the homeless, individuals experiencing mental illness and substance abuse, older residents and survivors of domestic violence and/or sexual assault. This Section brings together professional staff and clinical support specialists rather than using the conventional criminal justice system approach. The Section includes the Family Justice Unit, the Social Justice Unit, and the Clinical Support Unit. Rob has spent the majority of his over 19-year career with the CPD in Operations with several years as a Criminal Investigations Unit Detective. A Cambridge native, Rob is also an attorney.

Alison Tarmy, *of Newton, is a licensed social worker with Master Degrees in Social Work and Public Health*. For the past 17 years, Alison has served as the Director of Client Services for the Domestic Violence Services Network (DVSN). In this role, she partners with 12 police departments in Central Middlesex County and her office is located within the Bedford Police Department. In addition to expertise in domestic violence, she has a background with mental health and substance abuse issues. She has previously worked as the Director of the Violence Prevention Program in Cambridge and as a Family Violence Coordinator with the District Attorney's Office in Austin, Texas. Her children attend Newton Public Schools.

Achille Vann Ricca, a 2019 graduate of Newton North High School, is a rising sophomore at Ithaca College. Achille is studying theater, education and religious studies. He attended K-12 in the Newton Public Schools and is a 14-year active member of the Myrtle Baptist Church. He has led anti bias trainings and presentations and has held leadership positions in Defund NPD, Newton North's Gender Sexuality Alliance (GSA), Newton North's Black Leadership Advisory Club (BLAC), and the Dover Legacy Scholars, a community within Newton North High School of Black and Latinx scholars.

About Strategy Matters

Strategy Matters, LLC is a consulting group working with organizations to develop creative solutions to complex problems. Expert at working across issue areas, our consultants work with businesses, nonprofits, government agencies, collaboratives, and public-private partnerships to address organizational and societal challenges.

Using custom-designed approaches and instruments, the Consultants work collaboratively with organizations to build teams and their capacity, expand resources and reach, and sharpen strategy. Leveraging insight derived from years of cross-sector experience, to bring new ideas, energy, and approaches to the obstacles and opportunities critical to an organization's necessary breakthroughs in the areas of stability, expansion, and future success.

The Consulting Team

Liz O'Connor

Principal, Strategy Matters, Lead Consultant

With 25 years of multi-sector experience that crosses and connects issue areas, Liz works hands-on with clients while leading the Strategy Matters team. Liz is trained in many facilitation and change methodologies including Future Search, Open Space, Technologies of Facilitation, Facilitative Leadership, and Appreciative Inquiry. She is also skilled in convening teams and supporting their work navigating challenging conversations. She has a track record of success in building consensus across difference and in supporting teams in the design of creative new approaches. Liz holds a BA in philosophy and politics from Mount Holyoke College, and an MA in Philosophy from the University of Washington.

Josh Moulton, PhD

Senior Consultant, Strategy Matters, Lead Consultant

Josh has an eclectic background that spans the philosophy of science and grassroots international development. His experiences in these fields inform his approach to strategy development, team building, and facilitation. Josh also speaks on topics of human resilience, survivorship, and addiction and recovery. Josh was appointed to the board of directors for the Massachusetts Office for Victim Assistance by Governor Patrick in 2013 where he served two terms overseeing funding decisions on behalf of victims of crime. Before joining Strategy Matters, Josh was Founder and Director of Ayuda Directa USA, an international nonprofit that plans and executes healthcare, education, and infrastructure projects in rural South America. He holds a PhD in Philosophy of Science from the University of Massachusetts Amherst, and a BA in Philosophy from Reed College.

Jim Jordan

CEO and Principal, Public Safety Leadership, Project Advisor

Jim Jordan served as the founder and first Director of the Boston Police Department's Office of Strategic Planning and Resource Development, where he facilitated the creation of a number of strategic partnerships with a wide variety of stakeholder groups. Jim has taught policing courses at Northeastern University and UMass-Lowell in addition to leadership courses, such as The Sergeants' Leadership Program©, that he co-created with Liz O'Connor of Strategy Matters Inc. Jim is certified as a trainer in

Facilitative Leadership and as an MBTI Administrator. He holds a master's degree in public administration from the Kennedy School of Government at Harvard University.

Supt. Lisa Holmes, Ret.

Police Reform and Community-Police Relations Subject Matter Expert

Lisa is an independent Law Enforcement Training & Internal Affairs Investigation Consultant, and an experienced law enforcement professional with a demonstrated history of working in both Law Enforcement Training & Education and the higher education industry. She is skilled in Crisis Management, Homicide Investigations, Crisis Intervention, Government, and Emergency Management. Lisa has a strong educational background with a Graduate Certificate Program focused in Public Safety Leadership & Management from Suffolk University Moakley Center for Public Management.

For more than 30 years, Superintendent Holmes represented the very best of the Boston Police Department and she helped to change the way Boston approaches police work. Superintendent Holmes was a street cop, walking the beat in Orchard Park, where she grew up and served as one of the first members of the Gang Unit in the '90s. She has worked as a detective on some of the toughest, most demanding cases in the Sexual Assault, Homicide, and Human Trafficking units. By training new and veteran officers at the Boston Police Academy, Superintendent Lisa Holmes shaped the Department's future.

Brittney Nichols Barrows

Director of DEI Practice and Project Advisor

Brittney joined Strategy Matters in September 2016 in her role as Director of Creative Capital; working closely with clients while managing operations. Brittney is a project team leader in supporting clients through change processes, specializing in those centered on building more diverse, inclusive and equitable organizations and strategies. Prior to joining our team, Brittney worked with startups and small businesses to engage diverse communities, broker partnerships, and manage customer experience. She also served as a project manager at EdVestors, a school change philanthropy where she worked collaboratively with teachers, artists, and administrators. Brittney is a Board member for the Cambridge Material Aid & Advocacy program and has a BA in Business Management and English Communications from Emmanuel College.

Khadiyjah Jordan, MSW

Project Manager

Khadiyjah joined the Strategy Matters team in 2021. She brings a background in international development, communication, evaluation, fundraising, and advocacy. Prior to joining Strategy Matters, Khadiyjah worked at global organizations that focused on migration, displacement, child safeguarding, women's issues, indigenous rights, and sustainable development. In her spare time she volunteers for the Institute for Nonprofit Practice (INP) headquartered in Boston, MA. Khadiyjah completed her MSW at the Boston College School of Social Work, and she holds a BA in Psychology and Political Science from Wheaton College.

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Appendix A: Dissenting Statement

Achille Vann Ricca
March 2, 2021

I am deeply concerned that these recommendations do not adequately address the urgency of a radical reimagining of public safety. Although we differ in our beliefs about the most effective way to fight systemic racism in policing, every member of the Task Force shared positive intentions for this process. In fact, it is because of my time on the Task Force that I know no one intended harm in their handling of the challenges that arose over the course of our tenure, or in their drafting of these final recommendations — myself included. But the inescapable constraints of city, state, and federal bureaucracy all stymied our ability to create a document that reflects the reality and the urgency of the problem we were tasked with solving, and resulted in us ignoring serious causes for concern along the way.

Intent and impact are not the same thing. All the good intentions in the world do not erase our capacity to cause harm, nor soften the realities of those we unintentionally hurt. At one of our first meetings, we heard a presentation from one of our members on the history of police reform in this country --and that they have often failed to achieve the goals they have set for themselves, and have always failed to ameliorate the policies, procedures, and practices that kill Black Americans. We learned about how the well-intentioned reforms other groups have put forward have ultimately collected dust, or have been used to perpetuate the injustices of the very system they were attempting to reform. I ask those reading these recommendations to consider: what really separates us from these failed reform efforts? What does it say about Newton's institutions that so many internal barriers — from union collective bargaining protections to the underfunding of our public mental health services to outright denial in our community of the reality of systemic racism — existed to our efforts? Is it not an indictment of them? If we accept that working within these systems means capitulating to them, what does it say about us?

One student vocalized how frustrating it is being a student of color in Newton. This student described a dynamic in which white adults promise change and don't follow through in a way that tangibly, materially improves conditions for Black students. Instead, they endorse band aid solutions to absolve themselves both of culpability when questioned about their inaction, and of the guilt of inaction itself. This lack of meaningful action around racism undermines future attempts to build trust.

There is a pervasive sentiment in Newton that there is no need for radical change because we're "not as bad" as other parts of the country- this myopic sentiment gaslights those who have had negative experiences with the police in this city, denying the reality of their lived experiences in favor of the comfort of those in power. I am deeply concerned that these recommendations are an embodiment and endorsement of the aforementioned dynamic; these recommendations acknowledge the existence and history of systemic racism, and then provide solutions that do not adequately address them. I'm afraid that if Newton does not go beyond these recommendations, future endeavors with similar goals will be undermined. At a time when other cities around the country are adopting more decisive measures against

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systemic racism and policing, I urge Newton not to fall behind the curve of progress because we believe ourselves to be "progressive enough."

Defunding is a logical, pragmatic way of minimizing the harmful effects of policing– defunding is the decisive action we need. I urge readers to look past the cosmetics of the word "defund", and to consider what the widespread implementation of defunding strategies could look like in our community. Defunding the police is not the absence of community safety, but the reallocation of resources into heretofore unimagined alternative systems of community safety.

I joined the task force with the intention of representing the concerns of the movement to defund the police, and to push the recommendations as far in the direction of defunding as I could. I am grateful that certain measures were included in the recommendations (eg. leaving civil service, the brief endorsement of the CAHOOTS model, especially the inclusion of this statement), but in proportion to the immediacy of the need for relief from police brutality, these recommendations do not go far enough.

I am deeply concerned that the process of drafting these recommendations, the content of these recommendations, and the language of these recommendations prioritizes the comfort of the police department over the expressed concerns of the community, whom we were drafting recommendations in service of. I am deeply concerned that these recommendations are an embodiment and endorsement of the aforementioned dynamic of inaction, band aid solutions, and undermined trust. Please consider that Newton is a city whose behavior is often counter to its espoused values of progress. Please consider that a budget, as a reflection of our city's values, is fertile ground for realigning our behaviors with our values, and for moving forward as a city against the spirit of hypocrisy. DefundNPD's recommendations are well-researched and proportional to our situation. I urge the Mayor to consider their implementation in Newton with the same seriousness, trust, and urgency as the Task Force's recommendations.

Appendix B: Project Methodology

The NPRTF in partnership with the Strategy Matters consulting team designed a process to collect and analyze information from the following sources:

- Subject matter expert testimony, presentations, and training sessions
  - Dr. Mahzarin Banaji and Dr. Jack Glaser on Implicit Bias
  - Defund Newton Police on reallocating resources
  - James Jordan, former director of strategic planning for the Boston Police Department (model policies and practices)
  - Superintendent (Ret.) Lisa Holmes of the Boston Police Department (collective bargaining, civil service, hiring and promotional practices)

- A community "Radical Reimagination" exercise, engaging 36 residents over two retreats to develop a shared vision for public safety in Newton

- Research into established and emerging practices in policing and community response to public safety

- Review of city and police department documents and data sets

- Internal Task Force Meetings
  - Weekly meetings of the Task Force (July-January)
  - Weekly meetings of subcommittees (September-January)

- Community engagement events
  - Listening sessions (2)
  - Facilitated Town Hall meetings (3)
  - Youth focus group (1)

- Newton community public safety survey (close to 600 resident, worker, visitor, student responses)

- Newton Police Department organizational health assessment (survey for all sworn/civilian staff)

- Interviews with city and police department stakeholders (12)

- Interviews with Massachusetts chiefs of police (4)

Details related to key elements of the process are included below.

Summary SWOT analysis

A SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis is a framework for organizing and distilling a large amount of information so it can be used for the purposes of group discussion and planning. The

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consulting team developed a preliminary SWOT analysis to present and then use to frame group discussion at a public town hall meeting on December 22nd. The results are included below.

Strengths

- **Community Safety:** Newton is a very safe community with a very low violent crime rate .
  - Safety: 3rd safest place in nation to raise children
  - Violent crime: 6 per 10K compared to 36 per 10K statewide.
- **Newton PD:** The department has few incidents of citizen complaints
  - ~150 sworn officers,
  - 8 citizen complaints in 2019 (none resulting in discipline)
- **Community-Police Relationship:** community supporters appreciate the officers' skills/ability to support many types of community needs, including mental health crises and medical emergencies.

Weaknesses

- **General:** The nation is reckoning with structural and systemic racism in social systems. This work, and the community conversations that attend this work, can be divisive and progress can be slowed by our lack of skillful analysis and thoughtful discussion.
- **Newton PD:** a recent incident has provoked community concerns, and shaken community confidence in the Department's ability to act fairly and impartially in responding to problematic officer behavior, and in holding officers accountable when/if such occurs.
- **PD/Community Relationship:** Community interest in NPD engagement in conversation about systemic/structural racism as a factor in daily work/life and risk to resident well-being
  - NPD does not have a formal or informal body for this conversation.
  - NPD community engagement officers are events-driven rather than relationship-driven.

Opportunities and Threats

- The Newton community and the NPD have been actively engaging in the process of reconsidering the role of police, and their relationship to the Department
  - Diverse perspectives have been aired and shared (and this will continue)
  - This may offer a solid platform for building community/police agreement about changes ahead
- Aims of the Task Force:
  - Task Force takes seriously some of the concerns that have motivated groups to call for "defunding the police" including considering the potential benefits of changing or limiting the scope of policing:
    - e.g., leaf blowers, mental health, off-leash/barking dogs, etc.
  - Focus of the Task Force will be on recommending *improvements* and *changes* to the way the Department works and interacts with community residents
- Perceptions of the Task Force as supporting the "defund agenda" may undermine their ability to partner with police and unions on behalf of real, substantive reforms.
- There are multiple opportunities for transformational change at the NPD ahead. Examples include:

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- ○ the selection of a new Chief
  - ○ potential to implement Task Force recommendations
  - ○ a new collective bargaining agreement
- Each of these is also a potential threat to success if:
  - the NPD is not able to find the right leader for a new era
  - the NPD is not able to embrace some or all of the Task Force recommendations
  - the collective bargaining process is of interest to the community. But there is no visible avenue for community engagement. This leaves many with concerns about transparency.
- The opportunity to build a stronger relationship between the department and the community depends on the ability to increase both transparency into important police operations (e.g. the internal affairs process), and officer accountability toward community members in important areas (e.g. fair and impartial policing).
- The threat in this area is linked to some structural obstacles to meeting those requests, for example, the internal affairs process is always a very closed process - sometimes for good reasons (personnel issues must be handled with care and confidentiality in any sector).
- To build this relationship, the NPD will need to be flexible, open, and creative, and community residents and the Task Force will need to be willing to work with some of the constraints shaping and sequencing the NPD's reform efforts.

Newton Public Safety Community Survey

Where the questions come from: the NPD, like all CALEA (Commission on Accreditation for Law Enforcement Agencies) accredited police departments, is required to administer periodic community surveys as part of the re-accreditation process. The NPD was preparing to launch their next community survey in 2021. Strategy Matters offered to administer a survey that combined questions from the NPD survey and also addressed issues of interest to the task force.

What it was intended to do: serve as a rough guide to community perspectives on efficacy and role of police in Newton communities.

What it is was not intended to do: be a scientific study satisfying rigorous statistical standards, or be a single source of information on which to base recommendations.

How it was used: in combination with and as a complement to *many* other sources of information (see list above) including community meetings and presentations, interviews, focus groups, research and insights from subject matter experts as well as community leaders, organizers, and youth.

How "good" is the data? According to the 2019 census, the population of Newton is 88,414. Given the Newton population, to have a confidence level of 95% with a confidence interval of 5 in the survey results, we would require at least 383 *randomly collected* survey responses. While we received a total of 436 responses, the survey results were not randomly collected. Most survey respondents likely received the survey link through engagement with public meetings and other municipal information outlets, and so the survey results represent an oversampling of civically engaged members of the Newton community. We also note the oversampling of Newton residents over 60 (see the table below), which may correlate with results

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showing a positive bias toward police. On the other hand, Black residents are also oversampled, which for the purposes of this survey is a strength.

We realize going into a process like this that there is going to be self-selection among survey respondents, and there is going to be oversampling of certain demographic groups. This is why surveys are not used as the only source of information in a community engagement process.

Newton population (Census 2019)	Survey respondents[48]
Female: 53.3%	Female: 61.5%
Over 65: 18%[49]	Over 60: 45.7%
White: 76.7%	White: 76.8%
Black: 3.0%	Black: 6.8%
Hispanic, Latino/a/x: 4.9%	Hispanic, Latino/a/x: <3%
Asian: 14.8%	Asian: 4%

The survey results paint a picture of a city where residents enjoy a high quality of life,[50] generally feel safe,[51] and where many believe that the Newton police department does a good job contributing to public safety.[52]

Despite this generally positive public outlook on the state of public safety in Newton, there are some areas of concern. First among these is the concern voiced by some respondents that while they have not themselves had bad experiences with Newton police, they are concerned that other community members, especially non-white community members, may have had bad experiences with Newton police.[53] Indeed this concern is substantiated by the fact that respondents who identified as Black were least likely to view Newton police officers as treating residents fairly and justly,[54] and most likely to have experienced what they consider to be unfair treatment from the Newton police on account of race.[55] This concern also reflects community reactions to a highly publicized incident in Spring 2020 (the police stop of Tim Duncan).

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[48] Highlighted rows indicate an area where the survey respondent demographics are significantly out of proportion with Newton's population demographics.
[49] Census category is "over 65"; the community survey response category is "over 60".

[50] Approximately 92% of respondents strongly agree or agree that they are satisfied with Newton's quality of life.
[51] Approximately 96% of respondents strongly agree or agree that they feel safe in their home or business.
[52] 80% of respondents strongly agree or agree that the NPD does a good job keeping people safe.
[53] For example, 15 out of 70 open-ended comments to question 18 express concern about racial bias. Most of the concerned respondents identified as white.
[54] Only 37% of Black respondents strongly agree or agree that Newton police treat residents fairly and justly. At least 50% of respondents from all other racial groups strongly agree or agree that Newton police treat residents fairly and justly, except for Asians, for whom the number is 47%. See Question 23 in Appendix B.
[55] See Question 33 in Appendix B.

A second area of concern has to do with a lack of adequate communication from police to community members. Respondents to the survey were largely unaware of police activities,[56] and this lack of awareness was interpreted by some respondents as a lack of transparency on the part of the police department. Of particular concern is the lack of public engagement in the complaint and resolution of the complaint process.

Another area worthy of attention is the attitude of survey respondents to the relationship between mental health and policing. Survey respondents expressed a strong preference for reducing or eliminating police involvement in mental health crises,[57] and at the same time identified mental health issues as among the five most pressing challenges facing Newton residents.[58] Notably, multiple survey respondents also credited the police with helping their own families during mental health crises, and believe the police are serving an essential function in this area today.

These concerns and many of the findings more generally were corroborated through research, in focus groups with community, city government, and police department stakeholders, and in Town Hall discussion with community members.

Full results of the survey are included in Appendix B.

Newton Police Department Organizational Health Survey

The consulting team developed and administered a survey to members of the Newton police department. The survey was designed to gauge police personnel perceptions of department performance across several key domains, including community relations, organizational culture, work safety, and overall satisfaction. It is important to note three contextual factors which likely impacted responses to this survey:

1. The Department is currently searching for its next Chief and is working under the command of an interim Chief.
2. The survey was launched less than a week after the first fatal police-involved shooting in the City in more than 50 years; a horrible and traumatic event which also resulted in acute public scrutiny of police practices.
3. The two unions representing department employees are working on expired contracts, and bargaining dates are stalled.

The combined effect of these factors would be expected to amplify any morale problems within the Department, and the consultants considered the results accordingly. Some important themes were identified in the course of analyzing the survey comments, and include the following:

- There are opportunities for positive change. *"[T]he focus needs to shift from what the PD is doing to how the City wants to partner with the PD to make it successful […] The City and the PD should be partnering together to make Newton the place it has the potential to be."*

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[56] See Question 20 in Appendix B.
[57] See Question 30 in Appendix B.
[58] See Question 29 in Appendix B.

- There is significant concern that a poor relationship with the city government undermines morale within the department. Several respondents made the connection between the state of the facilities and the perception of support from city leaders: *"I cannot stress enough how poor the overall building/facilities condition is. Being constantly on the back burner, unsupported by our mayor … disregard of our personal well-being has affected morale."*

- The need for increased diversity is clear to some. *"We [need to] identify leaders in the department from all ranks and put them in [leadership] positions. How do we diversify our department to reflect the community?"*

- Affordable housing within Newton is a major challenge for police personnel. *"NPD officers who grew up [here] are no longer able to live in the community."*

Full results of the survey are included as <u>Appendix D.</u>

Appendix C: The Newton Police Committee

Recommendations on Composition and Mission
- The Newton Police Committee ("NPC") should be comprised of approximately five individuals who are residents of Newton (except as noted below);;
- One member of the NPC should be a former officer from the Newton Police Department (NPD) (who does not need to live in Newton);
- The NPC should be comprised of people of color and members of other underrepresented groups (e.g., LGBTQIA community members, ethnic or religious minority, etc.)
- At least one member of the NPC should be a member of another underrepresented group (e.g., LGBTQIA community members, ethnic or religious minority, etc.)
- The Board should be selected via an appointment by the Mayor with approval of the city council from a pool of applicants;
- The NPC should meet quarterly unless the NPC determines more frequent meetings are advisable;
- Terms should be three years, staggered, with an option to be renewed for a second three-year term;
    - In order to achieve a staggering of terms the Initial appointments to the NPC could consist of two members for two-year terms, two members for three year terms and one member for a one-year term;
    - Members who are appointed to a shortened term could be eligible for two full terms.

- Committee members should, if needed, receive a stipend to offset expenses related to their work on behalf of the board;
- Current law enforcement employees and family members (immediate family, parents, siblings and in-laws of current officers should not be eligible to serve on the) <u>should not be eligible </u>to be members of the NPC;
- Criminal history <u>should not be</u> grounds for exclusion from participating in the NPC;
- The NPD should designate a high-ranking officer to serve as liaison to the Committee (such as the Commander of the Community Services Bureau);
- The NPC's authority and mission should be incorporated into the Newton city charter;
- Elements of the NPC are described below:

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- Provide for citizen participation in reviewing complaints made by the public (Newton residents and non-Newton residents) about the conduct of Newton Police Officers;
- Collaborate with and support the NPD to increase community engagement and enhance trust-building efforts;
- Facilitate ongoing community dialogues around issues of systemic racism;
- Ensure that any complaints received by the NPC that are within the jurisdiction of the newly created state Peace Officer Standards and Training Commission ("POST") are reported to the POST;
- Provide a mechanism by which internal complaints – those filed by officers and employees of the Newton Police Department itself – relating to misconduct or malfeasance on the part of NPD personnel may receive a neutral and independent review outside the chain of command, with protections against retaliation for reporting misconduct
- Conduct periodic audits of matters of ongoing community interest, including use of force data and the demographics of persons stopped or arrested by NPD officers
- Review police procedures and policies and make recommendations to the chief of police on policy modifications or initiatives

NPC Investigative Authority

- The NPC should have the authority to do the following:
  - Receive complaints concerning allegations of police misconduct through an online dashboard and/or telephone hotline. The NPC will also establish a mechanism for submission of anonymous complaints. NPC may require that complainants make submissions under oath;
- The NPC should only investigate matters that fall outside the scope of the POST's authority to investigate matters that qualify for decertification of an officer;
- The NPC should have subpoena power necessary to conduct its investigations.
- At the completion of its investigation of a substantiated complaint, the NPC should provide a written report to the Chief of Police and the Mayor's office on the incident in question.
- Within 30 days of the submission of a report, the Chief of Police should report back to the NPC on the action it has taken to approve or reject the findings in a public report that contains the NPC's report as an addendum.
- The NPC should publish an annual report of the investigations conducted in the prior year and the resolution of such investigations.

Newton Police Reports to NPC

- On a quarterly basis, the Chief of Police should conduct a review meeting with the NPC. Prior to such meetings, the Chief of Police should provide a written report to the NPC covering the following topics:
  - A summary of all complaints received by and dispositions decided by the Newton Police Internal Affairs Department in the preceding three months, including but not limited to any IA complaints involving the following:

- Use of force
- Discharge of weapons
- Vehicle pursuit
- Use of racially abusive language or conduct
- Incidents that involve race or racism as a major factor

- A summary of actions by NPD personnel in the preceding three months demonstrating the commitment of the NPD to protect and serve the community with integrity and compassion, including, for example, situations where an officer has deployed de-escalation tactics successfully;
- An inventory of any complaints received by the Newton Police Department in the preceding three months that were forwarded to the POST and all pertinent details;

  - A summary of the NPD's use of force over the course of the preceding three months;
  - A summary of the demographics of individuals stopped or arrested by the NPD over the course of the preceding three months;
  - The NPCRB shall also retain the ability to review police procedures and policies and make recommendations to the chief of police on policy modifications or initiatives.

- Within 45 days of making such recommendations, the Chief of Police should respond in writing to such proposals either adopting them in whole or in part or declining to adopt the recommendations and provide a rationale for the decision reached by the Chief of Police.

strategy matters

Helping Those Who Do Great Work Do It Better

Community Survey Presentation and Discussion

January 19, 2021

About the Survey

What it is:
- A rough guide to community perspectives on efficacy and role of police in Newton communities

What it is not:
- A scientific study satisfying rigorous statistical standards

How will it be used?
- In combination with and as a complement to *many* other sources of information: community meetings and presentations, interviews, focus groups, research and insights from subject matter experts as well as community leaders, organizers, and youth.

How "good" is the data?
- Population of Newton = 88,414 (2019 Census)
- Total survey responses = 436
- Confidence level 95% with a confidence interval of 5 requires 383 random and representative responses
  - *Representative*: respondent demographics *fair* match with Newton demographics (Census 2019)
  - *Random*: respondents do *not* represent a random sample

2

Demographic Comparisons

Newton population (Census 2019)	Survey respondents
Female: 53.3%	Female: 61.5%
Over 65*: 18%	Over 60%*:45.7%
White: 76.7%	White: 76.8%
Black: 3.0%	Black: 6.8%
Hispanic, Latino/a/x: 4.9%	Hispanic, Latino/a/x: <3%
Asian: 14.8%	Asian: 4%

*Census category is "over 65", survey category is "over 60".

3

Q11/12. Relation to Newton
N=448

Resident 97.77%

Business Owner 4.46%

Non-Resident 2.46%

Many respondents note their long relationship with newton:
- *"45 years"*
- *"65 years"*
- *"I've lived in Newton since 1967"*

Most respondents were from:
- Newton Centre (20%)
- West Newton (16%)
- Newtonville (15%)
- Newton Highlands (11%)
- Auburndale (10%)

4

Q 13. Have you ever called the Newton Police Department for service?
N=450

Total Respondent Response

No
35.5%

Yes
64.5%

Response by Race

■ No   ■ Yes

	American Indian/ Alaskan Native	Asian	Black	Pacific Islander	White	Middle Eastern
No	60.00%	38.46%	52.17%	50.00%	31.15%	60.00%
Yes	40.00%	61.54%	47.83%	50.00%	68.85%	40.00%
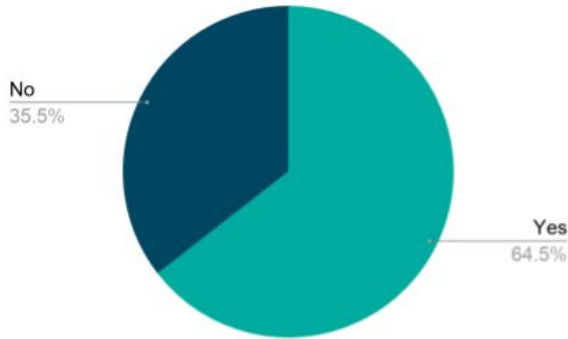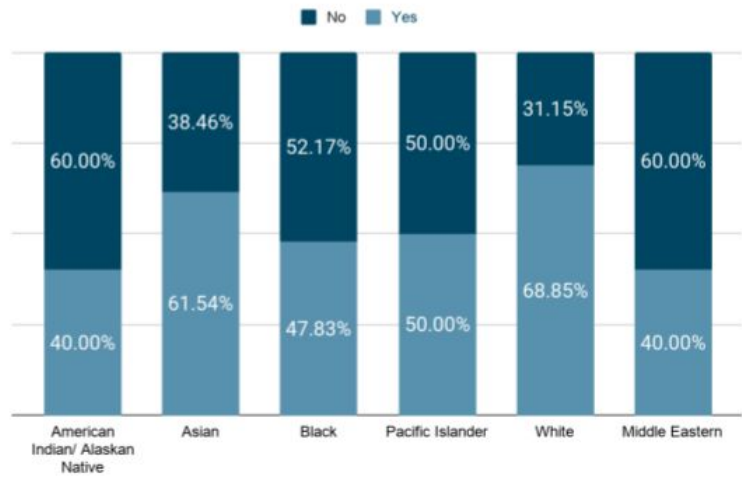
Q14/15. I feel safe walking alone in my neighborhood

During Daylight

369 — Strongly Agree
58 — Somewhat Agree
1 — Neither Agree nor Disagree
1 — Somewhat Disagree
2 — Strongly Disagree

During the Night

182 — Strongly Agree
173 — Somewhat Agree
48 — Neither Agree nor Disagree
24 — Somewhat Disagree
3 — Strongly Disagree
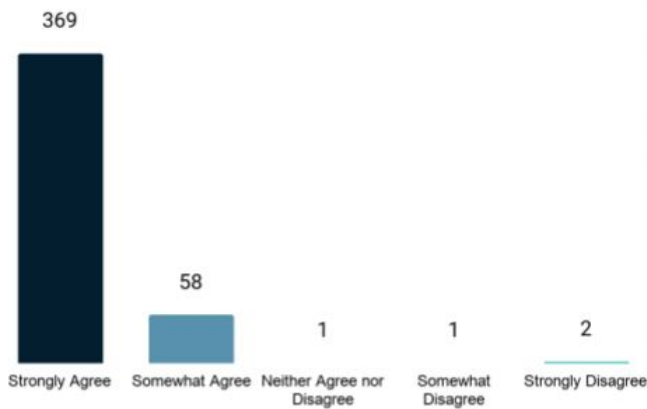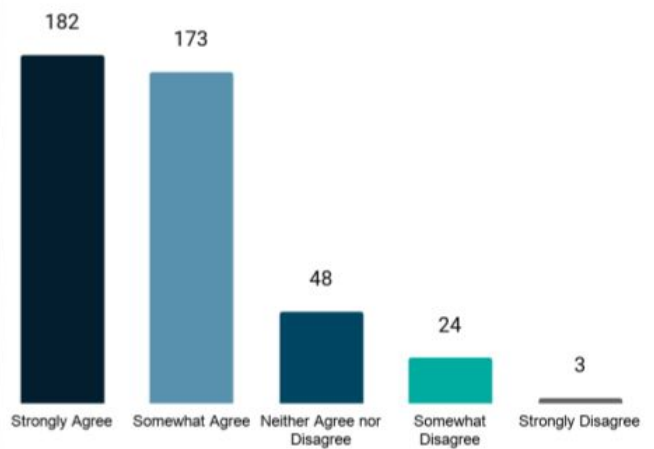
Q 16. I feel safe in my home or business in Newton
Overall N=435

Q 16. I feel safe in my home or business in Newton
By Race - N=302
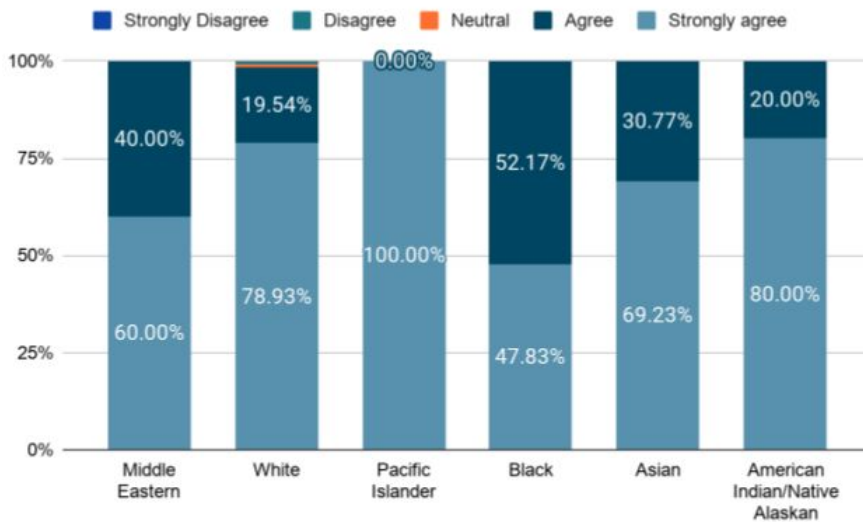
Q17. I take self-protective measures to prevent crime at my home or business.
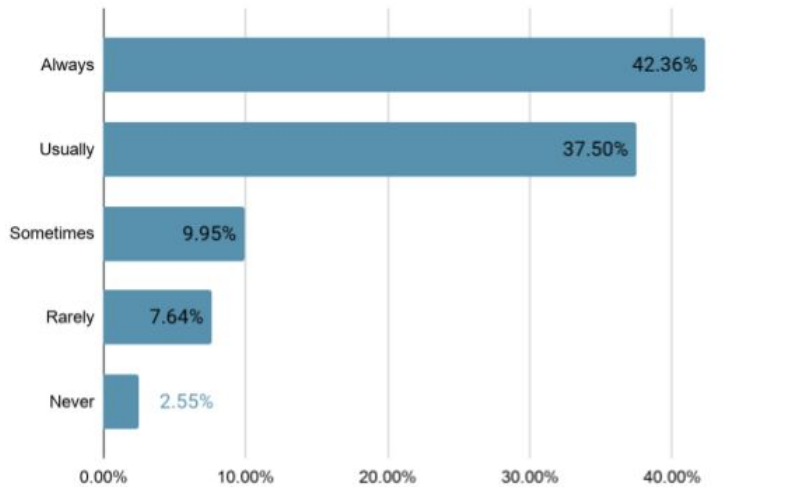
9

Q18. The Newton Police Department does a good job keeping residents safe.
N=427
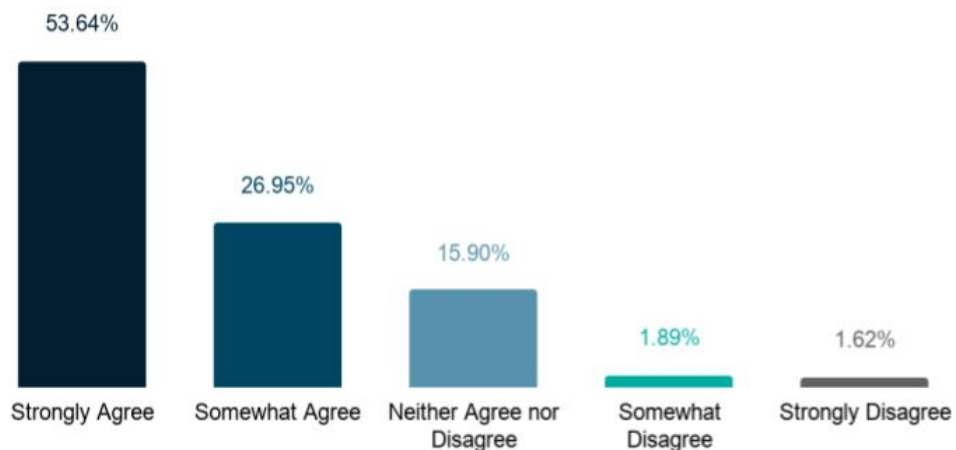
Q18. The Newton Police Department does a good job keeping residents safe.

Comment Themes:
- ~60 out of 70 comments are "critical"
- **Racial bias is a concern** (15/70)
  - *"There are different standards and attention paid depending on who the person/people involved are and what part of the city they live in."*
  - *"I can count on one hand the number of times an officer has said a friendly greeting to me. We try to signal we are not hostile (e.g. wave, smile), but they most often are stone cold in their response. They do not feel like a friendly or safe presence. It does not feel like they support BLM and that is scary. We need our officers showing support for the Black community."*
- **Newton is safe, but not necessarily because of police** (12/70)
- **Concerned about role of police in responding to mental health crises/situations**:
  - *"I am concerned about calling a police officer that may not be properly trained to deal with mental health issues."*
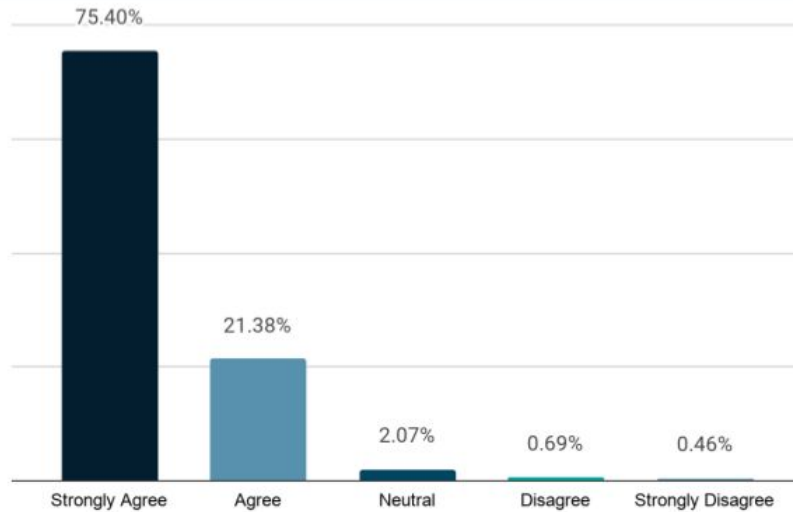 - *"I had to call 911 twice in the past 7 years due to mentally ill [family member]... the responders were calm and convinced [them] to go to NWH."*

Q19. I am satisfied with Newton's quality of life
N=432

- **~92% of respondents** strongly or somewhat agree they are satisfied with Newton's quality of life.

- **Looking more closely:**
  - **7% of white residents** are neutral, somewhat disagree, or strongly disagree that they are satisfied with Newton's quality of life
  - **11% of non-white residents** are neutral, somewhat disagree, or strongly disagree that they are satisfied with Newton's quality of life

Comments suggest residents would like to cultivate a more inclusive, welcoming, and economically and racially diverse town.

*"Newton has a great quality of life, but **quality of life is not the same** depending on who you are and what your economic situation is."*

Q20. The Newton Police Department keeps citizens informed about crime in Newton.
N=410

34.63%

25.37%

19.27%

14.15%

6.59%

Strongly agree | Somewhat agree | Neither agree nor disagree | Somewhat disagree | Strongly disagree
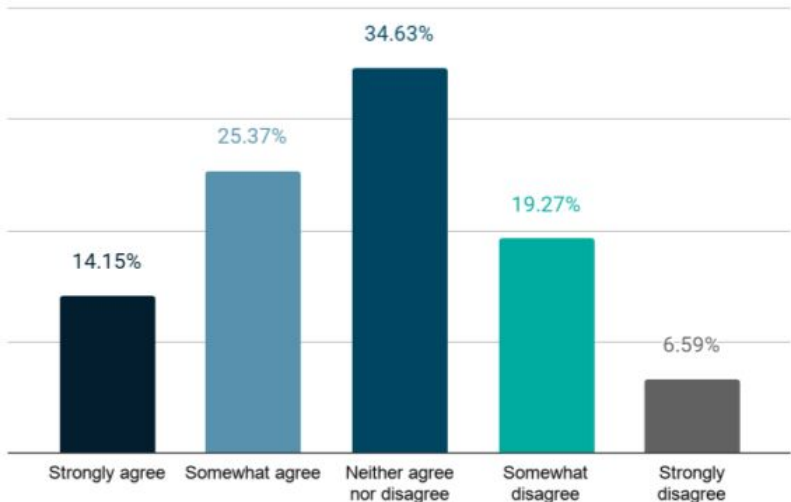
"I have not received communication from Newton police about crimes in Newton. Perhaps the information is out there, but I do not know where to find it."

"NPD doesn't communicate well about hate crimes. NPD does bring them to Human Rights Commission but HRC is spotty about posting minutes".

Q21. What would be the most effective way for you to receive information from the Newton Police Department?
N=410

Email was the top suggestion for the "other" category.

Other 23.5%

Television 0.6%

Newspaper 7.8%

Online 52.3%

Social Media 15.7%
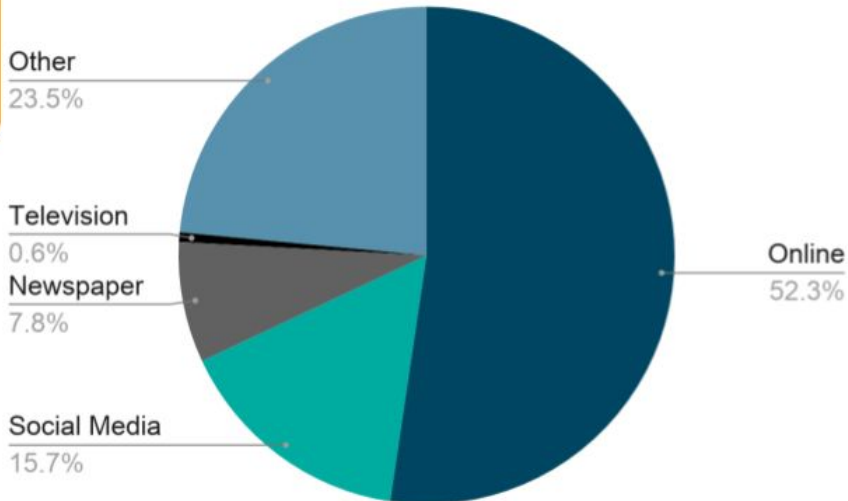
Q22. Newton Police Officers are courteous.
N=408

73% of respondents strongly or somewhat agree that NPD officers are courteous.

11% of **non-white residents** report they are neutral or do not agree that NPD officers are courteous.

7% of **white residents** report they are neutral or do not agree that NPD officers are courteous.

"I have had mixed experiences. Sometimes they are very courteous but there have been times where I have witnessed them being mean for no good reason."

Q23. Newton Police Officers treat residents fairly and justly.
N=404
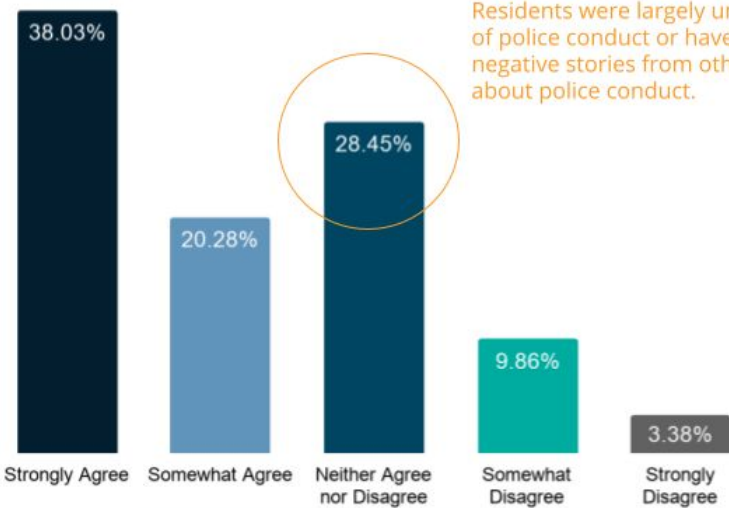
Residents were largely unaware of police conduct or have heard negative stories from others about police conduct.

38.03% Strongly Agree
20.28% Somewhat Agree
28.45% Neither Agree nor Disagree
9.86% Somewhat Disagree
3.38% Strongly Disagree

Q23. Newton Police Officers treat residents fairly and justly.
By Race
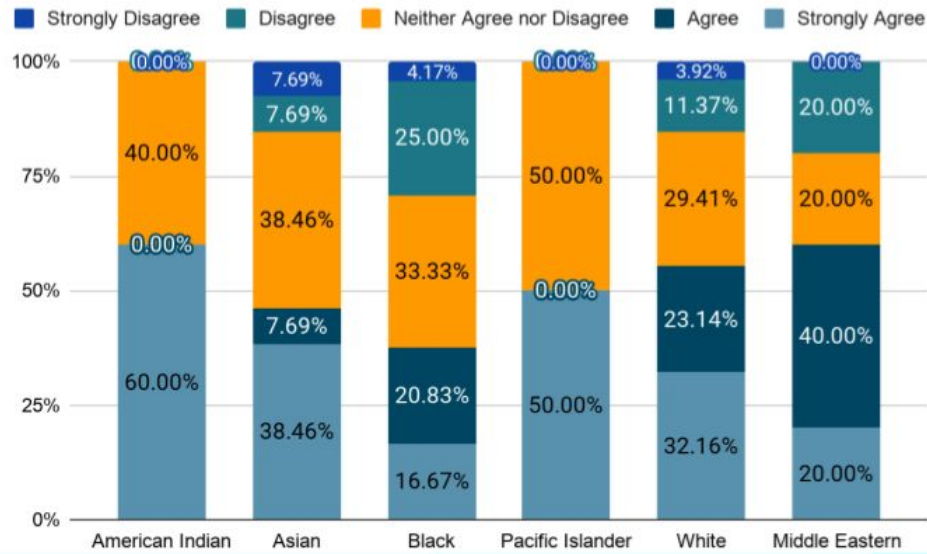
Q24. Newton Police Officers are professional in their conduct.
N=407

91%
of respondents believe that NPD officers are professional in their conduct

11%
of **non-white** respondents do not believe NPD officers are professional in their conduct

7%
of **white** respondents do not believe NPD officers are professional in their conduct

49 residents left comments in the open response. Of those, 16% were concerned that NPD's professional conduct is dependent on the race of the resident. Of those 16% (8 respondents), 8 were white, 0 were non-white.

Q25. I have confidence in the competency of the Newton Police Department.
N=407

I have confidence in the competency of NPD.

Strongly Agree	43.98%
Somewhat Agree	33.33%
Neither Agree nor Disagree	13.73%
Somewhat Disagree	6.44%
Strongly Disagree	2.52%
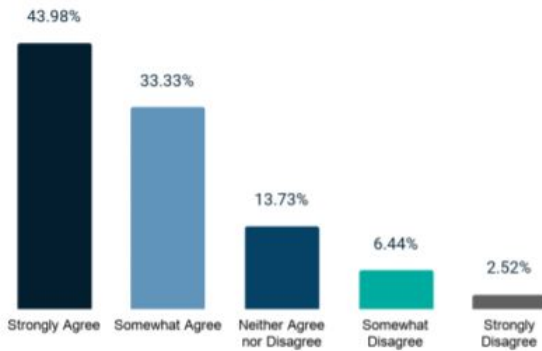
"I think that they are reasonably competent, but might be able to use additional training for certain things which I think most police departments could improve upon."

Increase training to respond to calls more effectively	28.57%
Clarify the role of what the NPD does and is supposed to do	17.14%
Increase the consistency of enforcing laws	11.43%
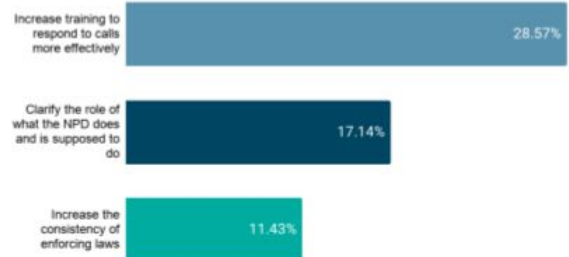
Q26. Newton Police Officers are professional in their appearance.

Strongly Agree	62.15%
Somewhat Agree	21.47%
Neither Agree nor Disagree	10.73%
Somewhat Disagree	3.95%
Strongly Diagree	1.69%
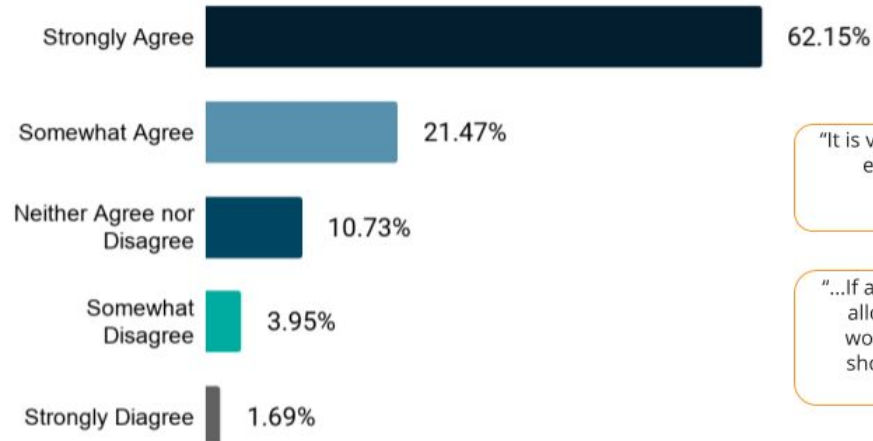
*"It is very frustrating seeing police officers either without masks on or worn improperly.
I see this frequently."*

"...If a teenager working at Starbucks isn't allowed to talk on their phone while working, the Newton Police certainly shouldn't either, and they should be setting a better example."

Q27. Newton Police Officers respond promptly when called.
N=394

Bar chart values:
- Strongly Agree: 54.46%
- Somewhat Agree: 11.08%
- Neither Agree or Disagree: 29.55%
- Somewhat Disagree: 2.11%
- Strongly Disagree: 0.79%
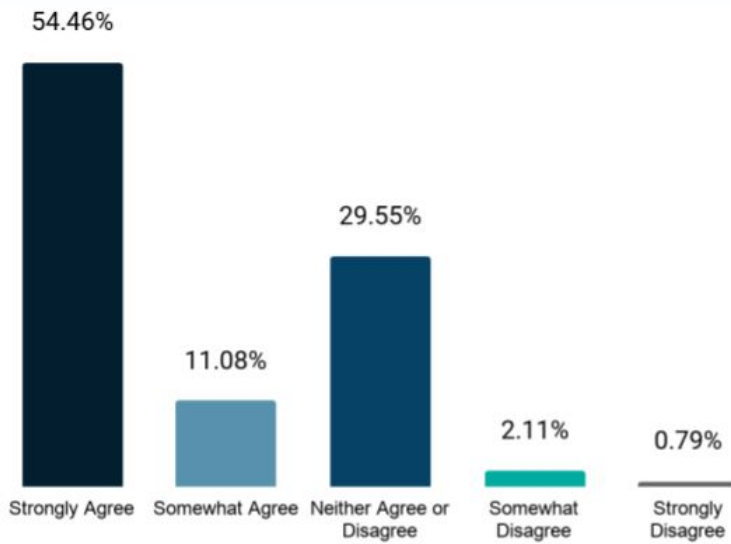
"Both times that I have called the Newton police, I have had excellent, immediate response."

"Prompt. I called twice over the years. They were faster than I expected! Amazing!"

Q28. I believe having a School Resource Officer at Newton Schools could help to build and maintain positive relationships between police and Newton's youth.
N=407
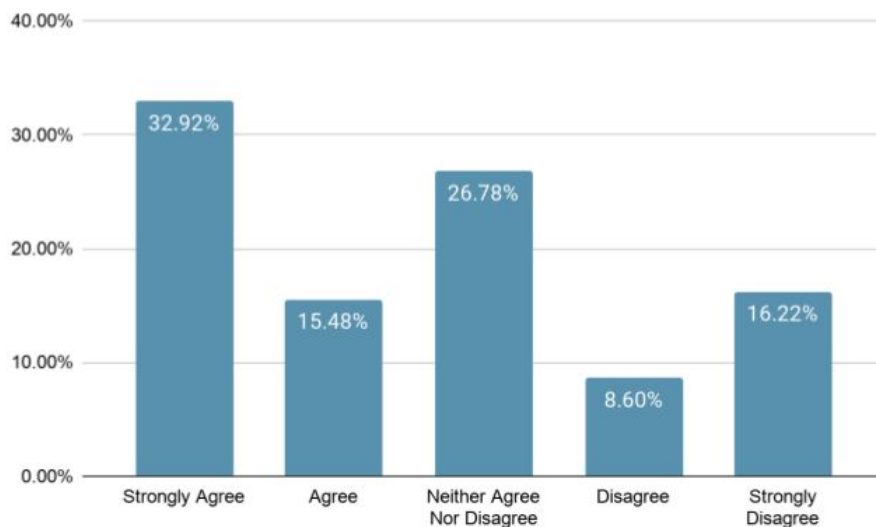
Bar chart values:
- Strongly Agree: 32.92%
- Agree: 15.48%
- Neither Agree Nor Disagree: 26.78%
- Disagree: 8.60%
- Strongly Disagree: 16.22%

Q28. I believe having a School Resource Officer at Newton Schools could help to build and maintain positive relationships between police and Newton's youth.
By Race
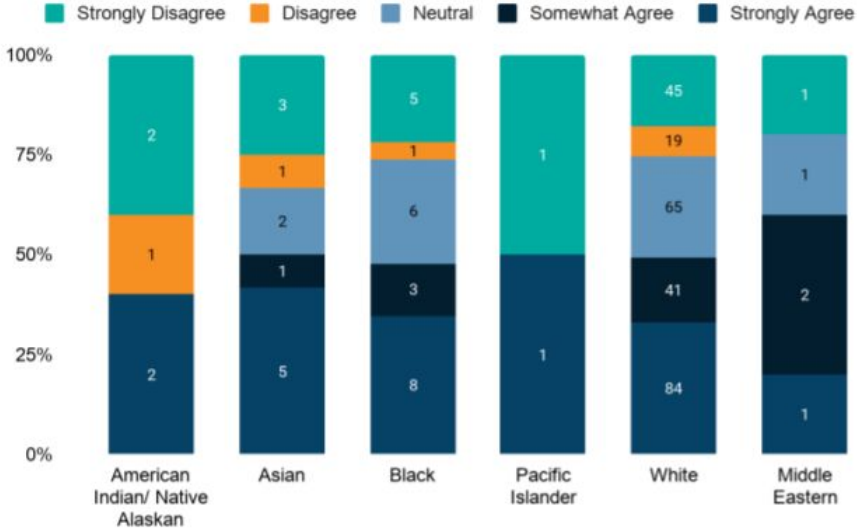
Q28. I believe having a School Resource Officer at Newton Schools could help to build and maintain positive relationships between police and Newton's youth.

It depends (22/90):
- *"It depends on the type of interaction that they are having with the youth. Do they have enough youth officers to create a personal relationship with all children or are the singling out children that they think are "problem" children?"*

No (21/90)
- Connection with "school to prison pipeline"
- *"Quite often School Resource Officers have a bias against BIPOC students and believe that they have a duty to arrest those students as opposed to solving whatever challenges they might present."*

Yes (15/20):
- Opportunity to build connections
- *"There is a strong perception with one of my children that police are bad - based solely on news reports and social media. Having police presence at the high school would be super helpful to creating relationships between officers thereby humanizing them."*

Q29. To what extent do you see the following issues as being a problem in the City of Newton?
N=389

Legend: Not a problem | Somewhat of a problem | Very much a problem

Issue	Not a problem	Somewhat of a problem	Very much a problem
Cyclist/Pedestrian	78	159	124
Traffic	53	202	110
Scams/Identity Theft	61	186	95
Mental Health Issues	76	182	86
Cyber Crimes	73	188	73
Drugs	94	212	48
Racial Threats	122	176	47
Hate Crimes	122	176	41
Domestic Violence	77	217	35
Sexual Assault	125	184	16
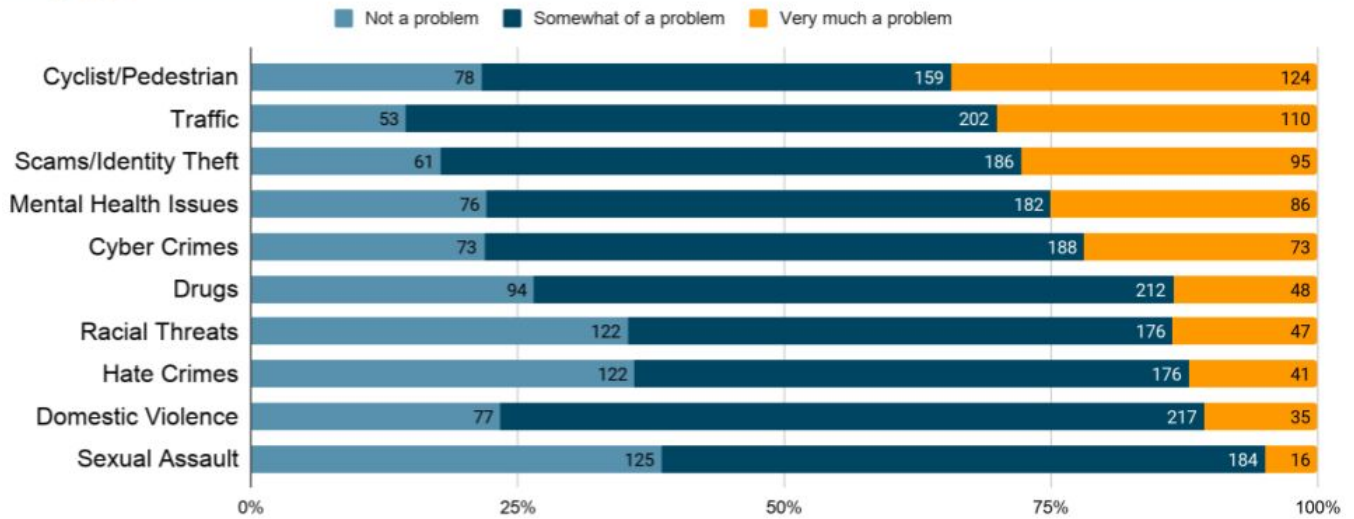
Q29. To what extent do you see the following issues as being a problem in the City of Newton?
Non-White Respondents
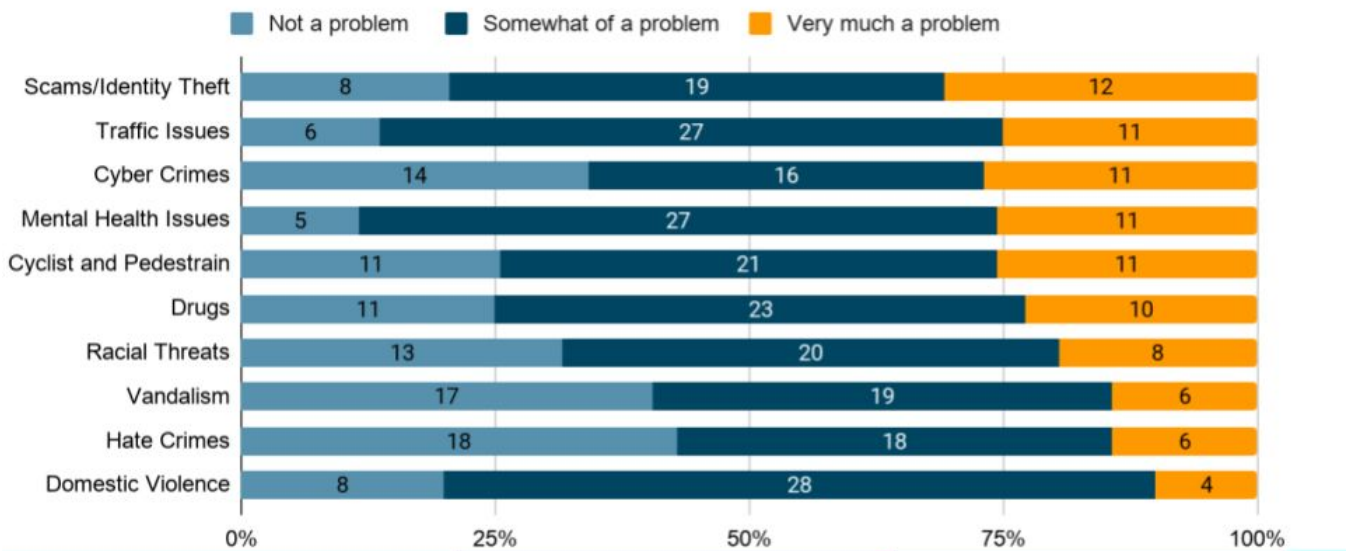
Legend: Not a problem | Somewhat of a problem | Very much a problem

Issue	Not a problem	Somewhat of a problem	Very much a problem
Scams/Identity Theft	8	19	12
Traffic Issues	6	27	11
Cyber Crimes	14	16	11
Mental Health Issues	5	27	11
Cyclist and Pedestrain	11	21	11
Drugs	11	23	10
Racial Threats	13	20	8
Vandalism	17	19	6
Hate Crimes	18	18	6
Domestic Violence	8	28	4

Q30. What role should police play in addressing the following types of incidents in Newton?

Survey respondents were presented with a menu of 17 types of incidents, and were asked to say, for each type of incident, what the role of police ought to be:

- No role
- Prevention
- Response

The following three charts for Q30 present the areas where survey respondents indicated the strongest views about the role of police.

Q30. What role should police play in addressing the following types of incidents in Newton?
N=360
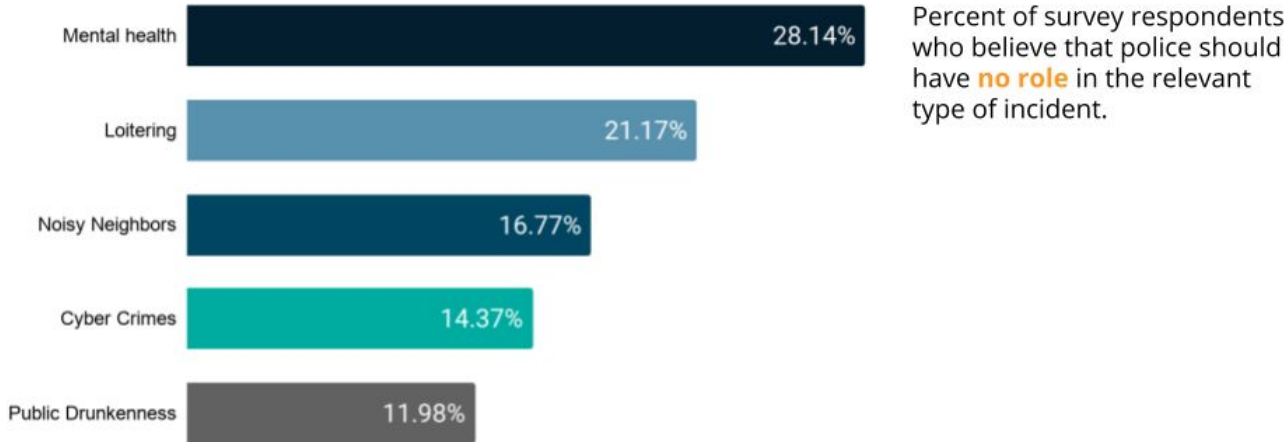
Mental health	28.14%
Loitering	21.17%
Noisy Neighbors	16.77%
Cyber Crimes	14.37%
Public Drunkenness	11.98%

Percent of survey respondents who believe that police should have **no role** in the relevant type of incident.

Q30. What role should police play in addressing the following types of incidents in Newton?

Incident	Percent
Traffic Issues	75.07%
Violent Crime	74.27%
Cyclist/Pedestrain Safety	72.59%
Theft/Burglary	71.26%
Juvenile Crime	69.16%

Percent of survey respondents who believe that police should be involved in **preventing** the relevant type of incident.

Q30. What role should police play in addressing the following types of incidents in Newton?

Incident	Percent
Theft/Burglary	91.50%
Violent Crime	90.64%
Domestic Violence	86.98%
Sexual Assault	86.94%
Vandalism	86.27%
Hate Crimes	83.24%
Racial Threats	81.44%

Percent of survey respondents who believe that police should involved in **responding** to the relevant type of incident.

Q31. How well do the Newton Police play that role today?
N=298

Legend: ■ Very Well ■ Well ■ Somewhat Well ■ Not Well at All ■ Poorly

Category	Very Well	Well	Somewhat Well	Not Well at All	Poorly
Mental Health Issues	40	59	67	30	29
Cyclist/ Pedestrian	41	78	68	25	25
Hate Crimes	59	66	47	30	24
Racial Threats	59	60	54	33	23
Cyber Crimes	29	55	86	31	16
Scams	31	70	75	33	14
Traffic Issues	58	99	76	28	13
Noisy Neighbors	54	84	61	14	11
Sexual Assault	61	82	62	10	10
Vandalism	62	111	57	7	10

0%   25%   50%   75%   100%

Q32. What else should police do in, or for, Newton?
N=133

23% of question respondents said they would like to see NPD officers go through **more training**.

22% of question respondents said they would like NPD to **increase their community presence**.

"Practice within their scope of expertise."

"Wear body cams that can be used as evidence."

" Be trained in evidence based de-escalation techniques."

"Be mandated reporters of (misconduct)".

"[Need to have] appropriate training for police recruits that include mental health issues, de-escalation, racial biases, and culturally informed practices."

"It would be great to have village meetings with the police [...] nice to have patrol officers get to know a village and more of its residents."

Q33. Have you or your family members or friends ever experienced what you considered unfair treatment from the Newton Police on account of race, ethnicity, gender identity, or other aspect of your personal identity?
N=133
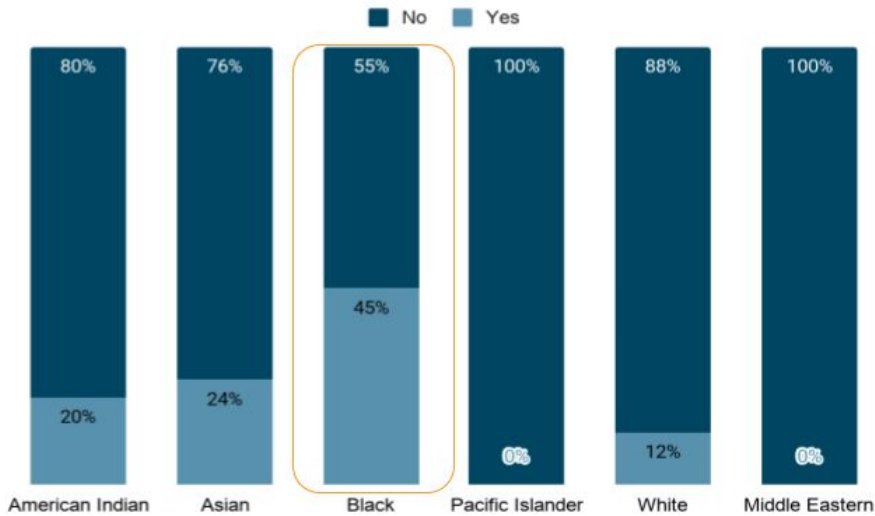
41 respondents reported what they consider to be unfair treatment from the Newton Police Department on account of race, ethnicity, gender identity, or other aspects of their personal identity.

Q43. Please add any comments that you would like to make about the Newton Police Department or its personnel.

"Overall I think the department does a good job and I feel safe. However there have been a couple of instances where a Mental Health expert would have and should have been engaged."

"I'd like to see more resources allocated to mental health, addiction and poverty programs. We probably need less policing."

"I do recognize the hard work and sacrifice of the Newton Police Department. I hope we can collectively and honestly examine the history of policing itself and make decisions as a community to evolve the way policing fits into our community so that it serves all residents of our community with equity and justice."

"Let's take a reasoned approach, rather than an ideological approach, to creating a first-rate Police department."

"[Police should] proactively communicate their activities, policies, and initiatives to ensure anti-racist behaviours."

"Not try to handle social issues wearing the uniform and gun."

"Be more holistic in their approach towards safety and get out of their cars and meet people."

34

# Racial Identity
N=394

Prefer not to say
9.4%

Some other race,
2.3%

MENA - Middle
1.4%

9.73%

American Indian or
1.4%

Asian
3.7%

7.08%

Black or African
6.8%

Native Hawaiian or
0.6%
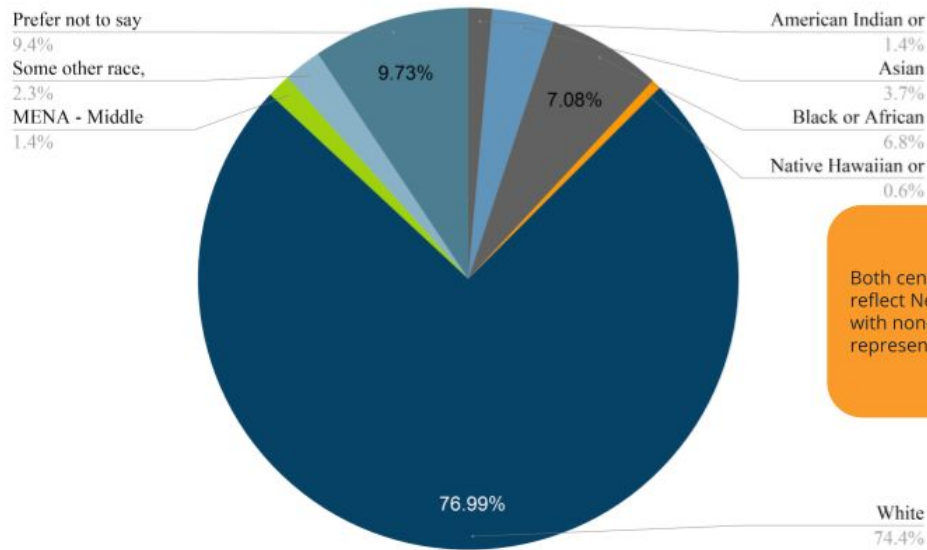
Both census data and our survey responses reflect Newton as being predominantly White with non-white identifying persons representing a minority of the population.

76.99%

White
74.4%

# Hispanic Origin
N=394
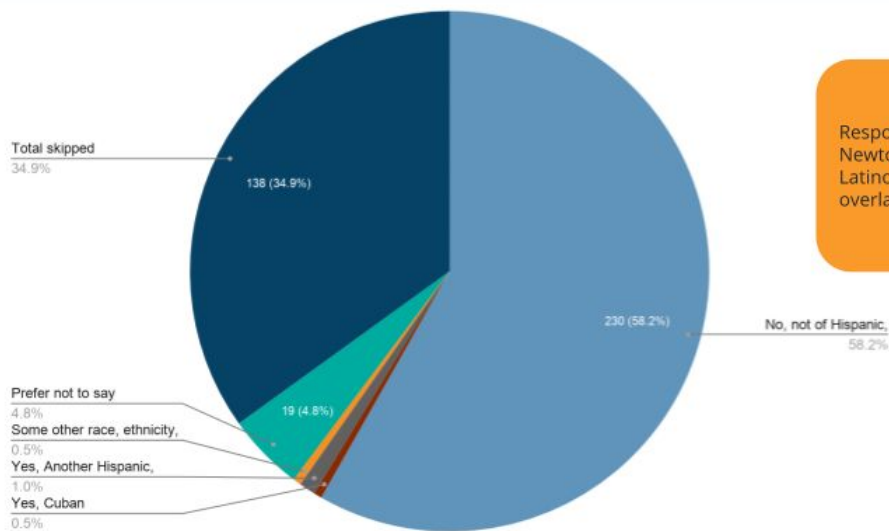
Respondent data suggests that a majority of Newton residents are not of Hispanic, Latino/a/x, or Spanish origin which likely overlaps with those that identify as white.

Total skipped
34.9%

138 (34.9%)

230 (58.2%)

No, not of Hispanic,
58.2%

Prefer not to say
4.8%

Some other race, ethnicity,
0.5%

Yes, Another Hispanic,
1.0%

Yes, Cuban
0.5%

19 (4.8%)

# Gender Identity
N=394

Total skipped
22.0%

90

A gender not listed
0.7%
Cisgender
3.2%
Transgender
0.2%
Prefer not to say
2.4%
Prefer to self-describe
0.5%
Non-binary/third gender
0.2%

13

10

188

Female
48.0%

101
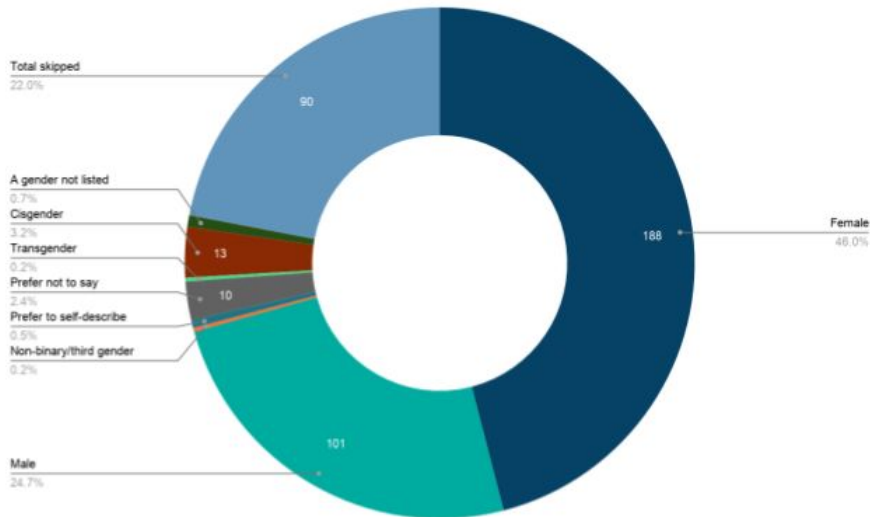
Male
24.7%

2019, US census data reports males accounting for 46.50% of Newton's population at 41,006 and females accounting for 53.50% of the population at 47,301.

# Sexual Orientation
N=394

Total skipped
24.1%

95

Prefer not to say
6.6%
Prefere to-selfdescribe
0.5%
Asexual
0.3%
Queer
1.0%
Bissexual
1.0%
Gay or Lesbian
3.3%

26

13

249

Straight/Heterosexual
63.2%
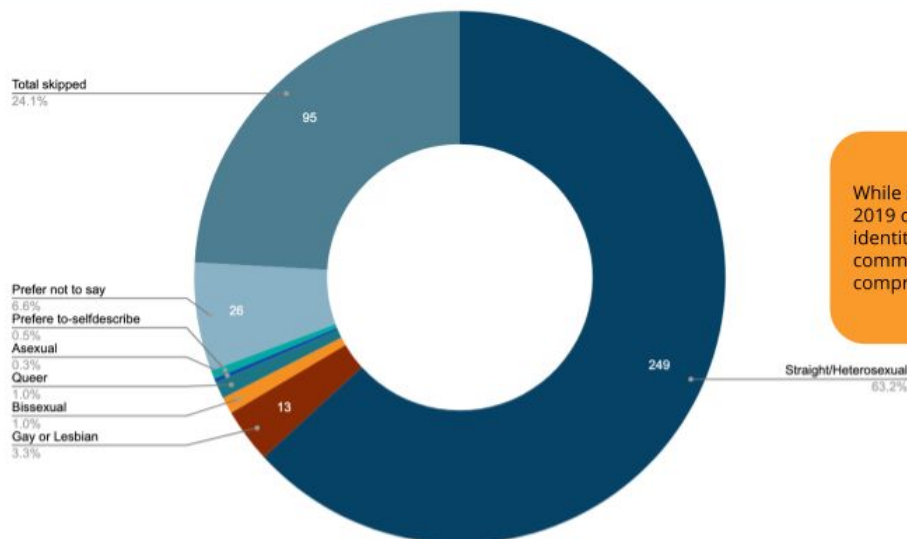
While sexual orientation is not recorded on the 2019 census, it's important to know gender identity *and* orientation as it relates to community-police relations for a comprehensive approach to DEI.

Age by Bracket
N=394

21-29 1.8%
30-39 10.2%
40-49 14.7%
50-59 14.5%
60 or older 34.5%
Total skipped 23.6%
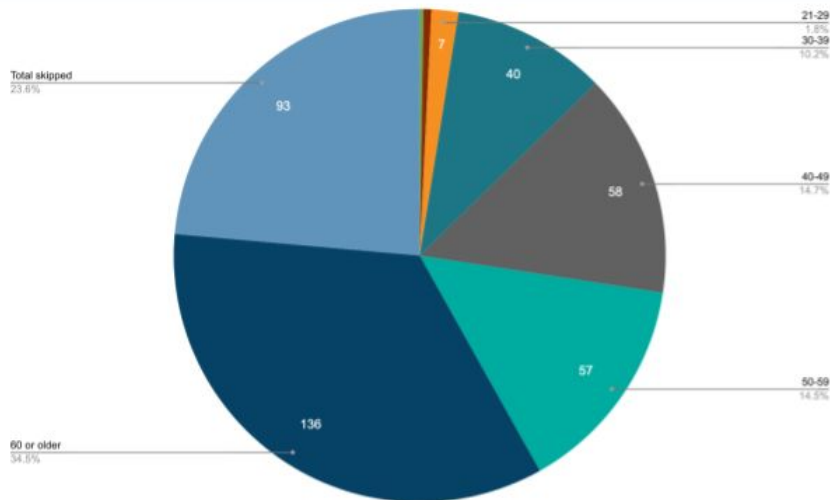
Though survey results skew towards 60+, much of the city's residents are between 21 and 59.

Education Level
N=394

High school degree or equivalent (e.g., GED)
Some college but no degree
Associate degree
Bachelor degree 17.8%
Total skipped 22.6%
Graduate degree 54.6%
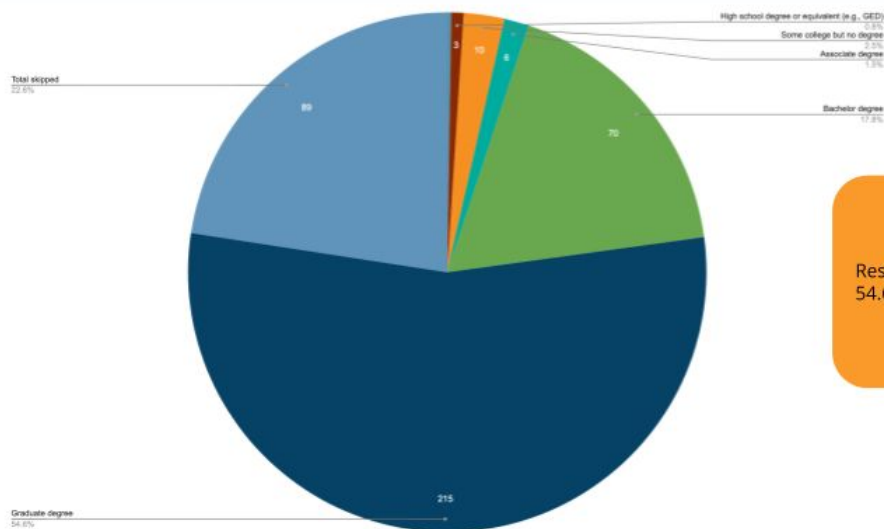
Residents of Newton are highly educated with 54.6% obtaining an advanced degree

Employment
N=394

Full-time student
1.3%

Total skipped
25.1%

Employed, working part time
27.4%

99

108
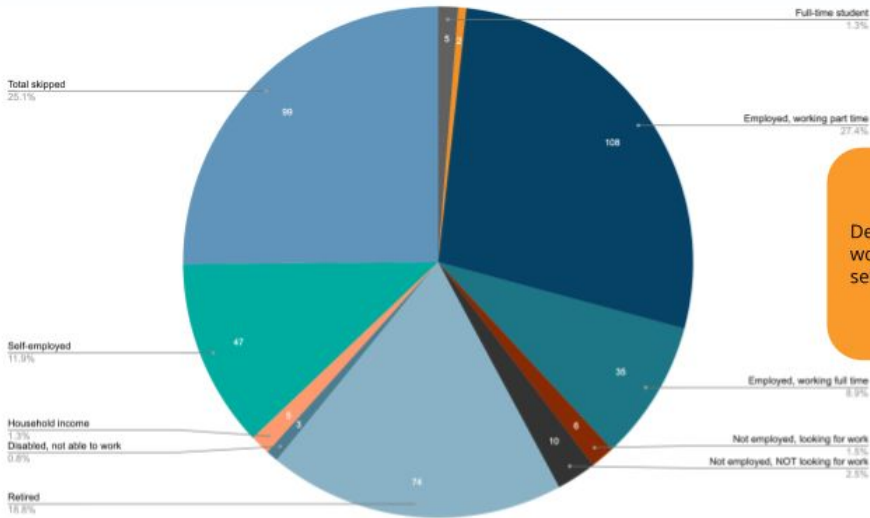
Despite the pandemic, many residents are working be it full-time, part-time or self-employed.

Self-employed
11.9%

47

36

Household income
1.3%
Disabled, not able to work
0.8%

5

Employed, working full time
8.9%

10

Not employed, looking for work
1.5%

Not employed, NOT looking for work
2.5%

74

Retired
18.8%

Combined Income
N=394

Income	Count
$0-$9,999	1
$10,000-$49,999	11
$50,000-$100,000	36
$100,000-$250,000	99
Over $250,000	68
Prefer not to say	81
Total skipped	98
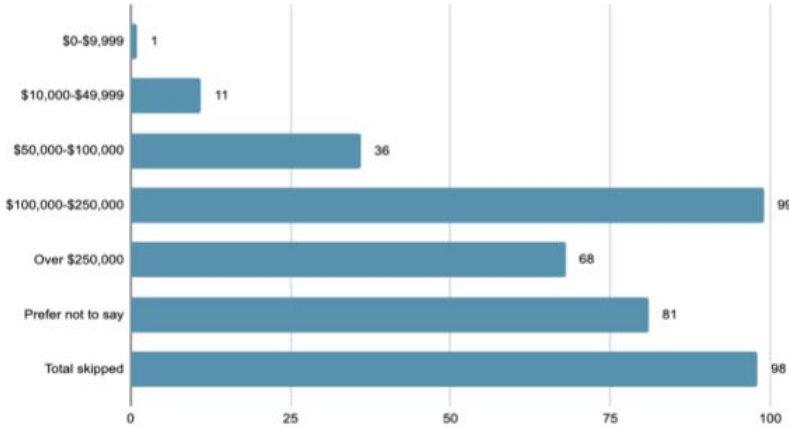
Though many skipped this question, Newton residents are high earners.

strategy matters

Helping Those Who Do Great Work Do It Better

Newton Police Department
Organizational Assessment Survey Responses

February 2, 2021

Q1. How long have you worked at NPD?

N=44

30+ years — 11.4%
21-30 years — 15.9%
16-20 years — 22.7%
1-5 years — 11.4%
6-10 years — 25.0%
11-15 years — 13.6%

Q2. What is your rank?

N=44

Rank	Percentage
Police Officer	59.09%
Police Sergeant	6.82%
Police Luitentant	4.55%
Police Captain	4.55%
Civilian Staff	22.73%
Executive Staff	0.00%
Other	2.27%
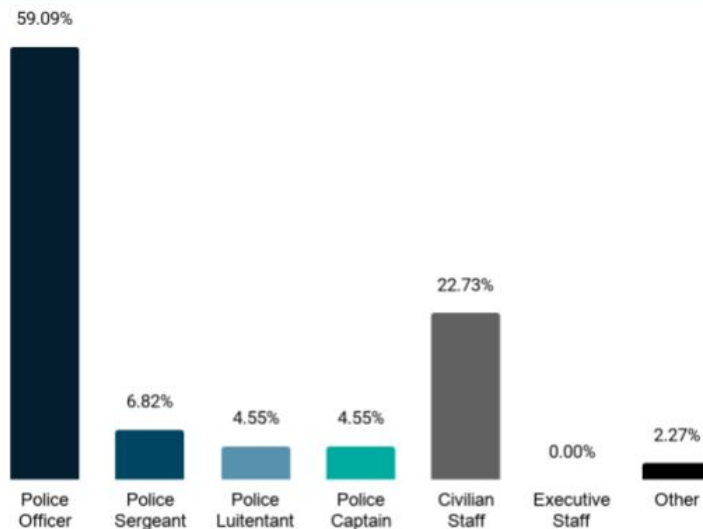
Q3. Please rate your overall satisfaction with the Department as a place to work:
N=41

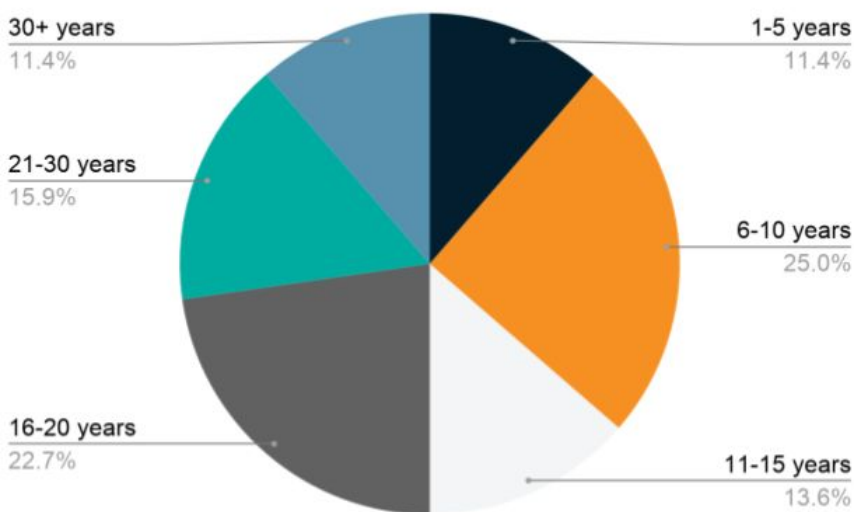| Rating	Percentage
Very Satisfied	4.88%
Satisfied	36.59%
Dissatisfied	43.90%
Very Dissatisfied	14.63%
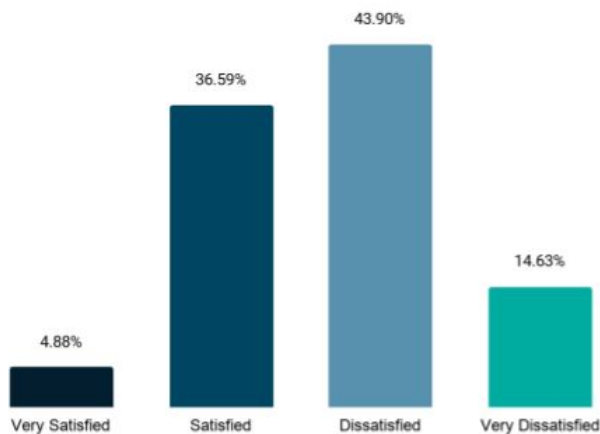
Comments:
- "I am satisfied now, because of my present assignment (which could change at any moment)."
- "Couldn't think of a better place to work."
- "Since the events in Minneapolis transpired, the department has been under intense and unnecessary criticism without any support from government officials."
- "I used to love my job but find that [the community] has no respect for what we do or for the building we live in."

Q4. Please tell us your top three reasons for your level of satisfaction:

N=33

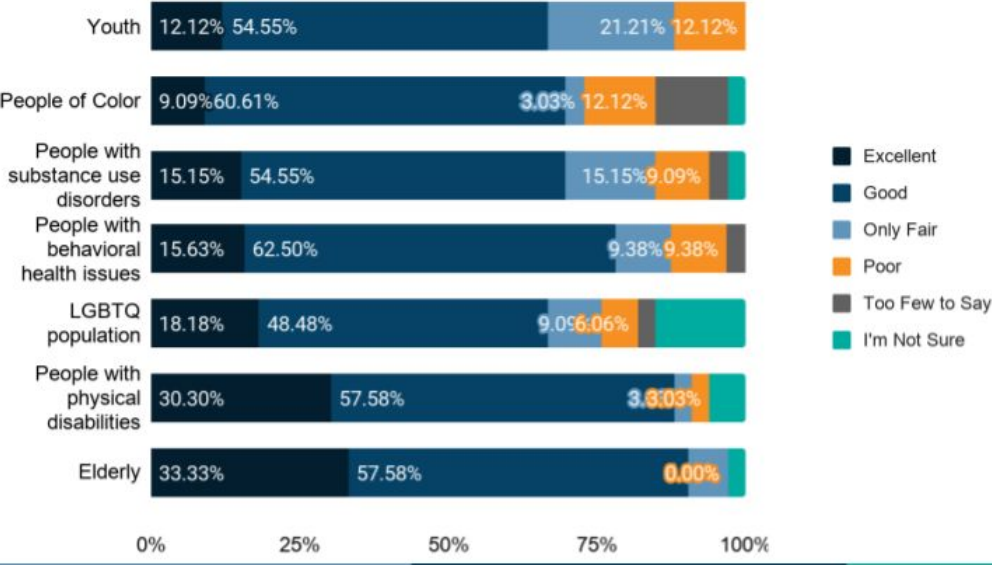| Themes	Quotes
Dissatisfied: • Serious concern about lack of support from the mayor, city council, and community (17/33) • Facilities (9/33) • Lack of confidence in NPD leadership and management (8/33) **Satisfied** • Coworkers (11/33) • Opportunity to give back to community (5/33)	**Dissatisfied:** • *"We can't afford to own homes in the city we serve. The city leadership (Mayor, councilors) do not support us, some are very vocal anti police. The police facilities totally inadequate for a professional police organization."* • *"I am tremendously discouraged by the lack of support from our City Officials, [some] have been quick to judge both me, and others in our profession, without any of the facts."* **Satisfied** • *"The officers that work here are down to earth people that are easy to get along with…I am lucky to see them on a different level, a more human level that the general public."* • *"I'm able to support my family, help people, and give back to the community I grew up in."*

Q5. Describe Newton for us
N=31

Summary: Newton is a safe (70%) affluent (40%) city with good schools (20%) where residents don't understand and don't appreciate what police do (40%).

- *"Newton is the place that I have called home for most of life. It was a wonderful place to grow up, and a place where I have always felt safe."*
- *"Newton is the definition of NIMBY. For example, rich neighbors call the police on their rich neighbors to avoid any confrontation. Therefor, the police have to do the dirty work and get thrown into the mix. Newton is filled with intelligent, sheltered people who lack common sense and are entitled."*
- *"A wealthy city where people may not be in tune with what truly is going on in the criminal justice world, only what their intuition tells them. Often times neutral in regards to pro/against policing, however with the current times it feels as though we are pariahs"*
- *"Although the citizens of Newton are highly educated and wealthy individuals, there is a lack of knowledge about what the police can do and what their role is. I feel the community sometimes demands things that are outside the scope of what the police can do thus causing the community to be unsatisfied."*
- *"Quick to call the police department to report individuals that "look suspicious" on their street but have Black Lives Matter signs in their front lawn. Their main concerns are leaf blower noise complaints and parking issues.*

Q6. How would you describe the relationship between the police department and the following groups in Newton?
N=33

	Excellent	Good	Only Fair	Poor	Too Few to Say	I'm Not Sure
Youth	12.12%	54.55%	21.21%	12.12%		
People of Color	9.09%	60.61%	3.03%	12.12%		
People with substance use disorders	15.15%	54.55%	15.15%	9.09%		
People with behavioral health issues	15.63%	62.50%	9.38%	9.38%		
LGBTQ population	18.18%	48.48%	9.09%	6.06%		
People with physical disabilities	30.30%	57.58%	3.03%	3.03%		
Elderly	33.33%	57.58%	0.00%			

Q7. Does the NPD have enough officers to adequately respond to the needs of the community?
N=33

Not sure 3.0%

Yes 15.2%

No 81.8%
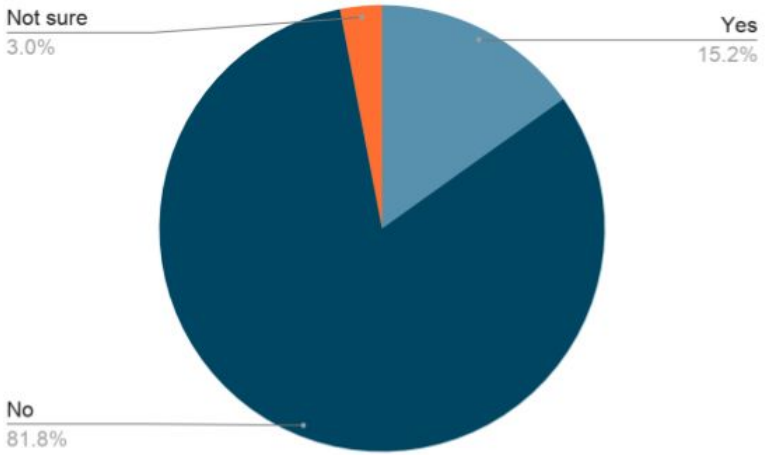
Q8. How effective are NPD personnel in preventing crime?
N=33

Extremely effective: 24.24%
Very effective: 30.30%
Somewhat effective: 39.39%
Not so effective: 3.03%
Not at all effective: 3.03%
Not sure: 0.00%
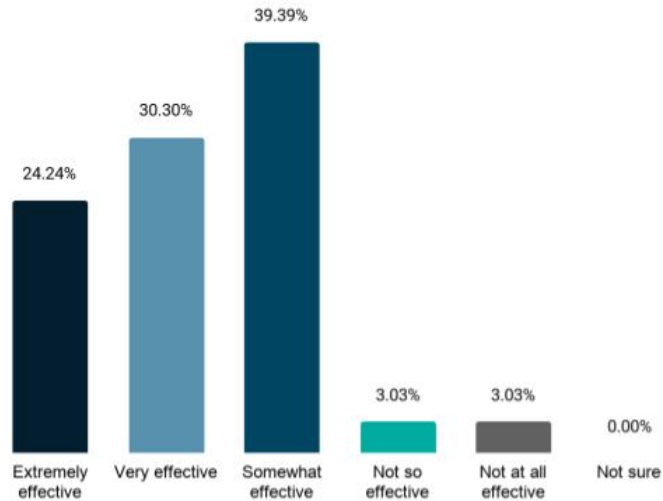
Q9. How effective are NPD personnel in responding to crime?
N=33

Extremely effective: 45.45%
Very effective: 42.42%
Somewhat effective: 6.06%
Not so effective: 3.03%
Not at all effective: 3.03%
Not sure: 0.00%
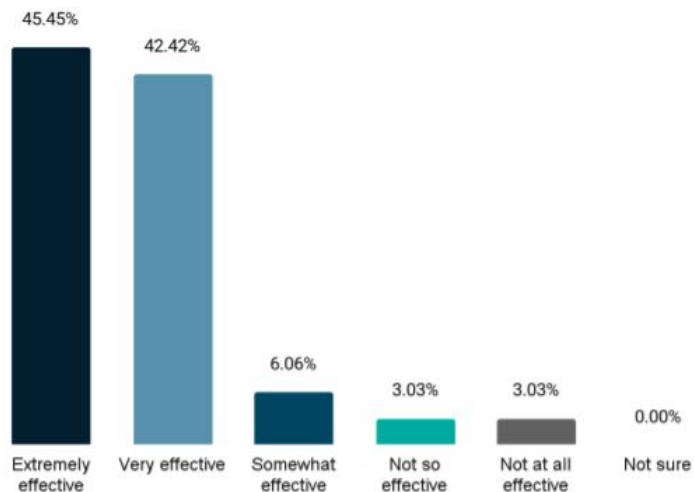
Q10. What are the are most pressing problems for Newton?

N=37 *Participants could select up to 5 choices.

Problem	Percentage
Mental Health Issues	86.49%
Domesetic Violence	62.16%
Traffic Issues	59.46%
Identify Theft	56.76%
Drugs	40.54%
Cyber Crimes	35.14%
Noisy Neighbors	24.32%
Cyclist Pedestrian	21.62%
Violent	13.51%
Vandalism	8.11%
Hate crime	8.11%
Juvenile crime	5.41%
Loitering	2.70%
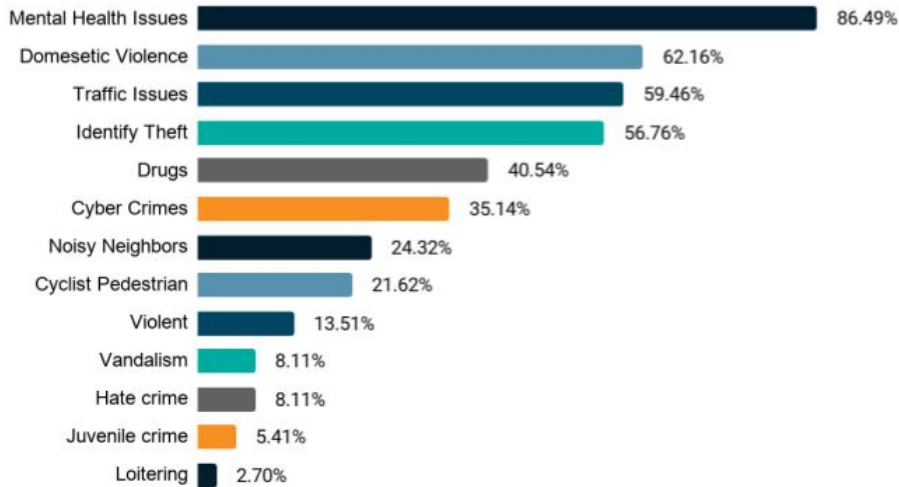
Q11. What role should police play in addressing the following types of incidents in Newton?
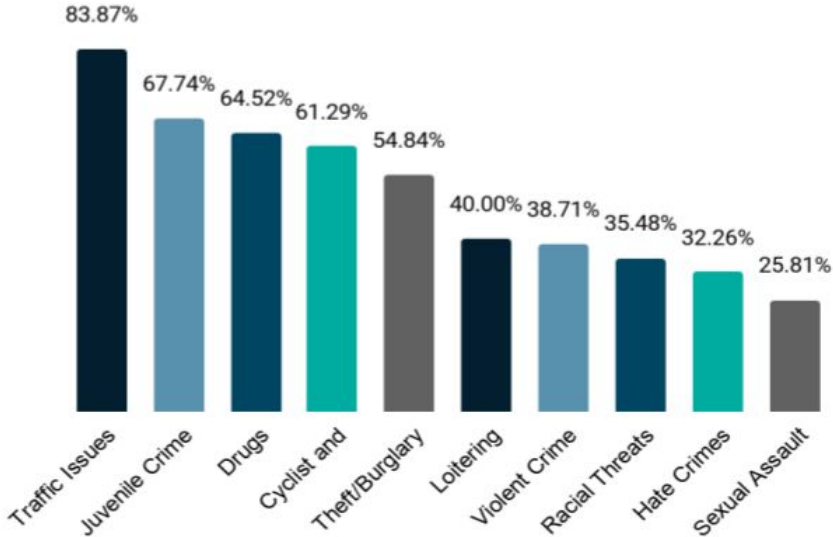
Survey respondents were presented with a menu of 17 types of incidents, and were asked to say, for each type of incident, what the role of police ought to be:

- No role
- Prevention
- Response

The following three charts for Q11 present the top 10 areas where survey respondents indicated the strongest views about the role of police.

Q11. Police should be involved in the **prevention** of these issues...

N=31

Traffic Issues — 83.87%
Juvenile Crime — 67.74%
Drugs — 64.52%
Cyclist and — 61.29%
Theft/Burglary — 54.84%
Loitering — 40.00%
Violent Crime — 38.71%
Racial Threats — 35.48%
Hate Crimes — 32.26%
Sexual Assault — 25.81%

Q11. Police should be involved by **responding** to these issues...

N=31

Public Drunkenness — 90.32%
Domestic Violence — 74.19%
Sexual Assault — 70.97%
Mental Health Issues — 64.52%
Racial Threats — 61.29%
Hate Crimes — 61.29%
Violent Crimes — 58.06%
Scams/ Identity Theft — 62.07%
Noisy Neighbors — 53.33%
Loitering — 53.33%
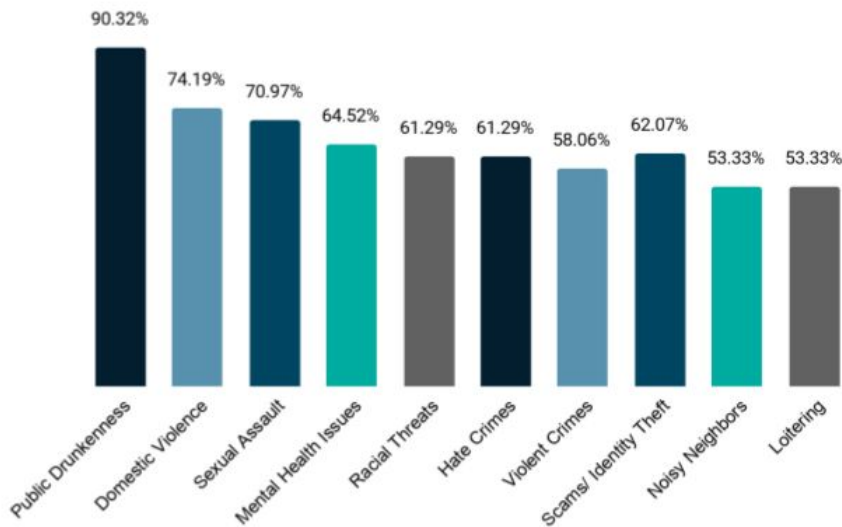
Q11. Police should **not play a role** in these issues...

N=31

	Noisy Neighbors	Illegal Dumping	Scams/ Identity Theft	Cyber Crimes	Mental Health Issues	Loitering	Hate Crimes	Cyclist and Pedestrian Safety
	30%	20%	10%	7%	6%	3%	3%	3%
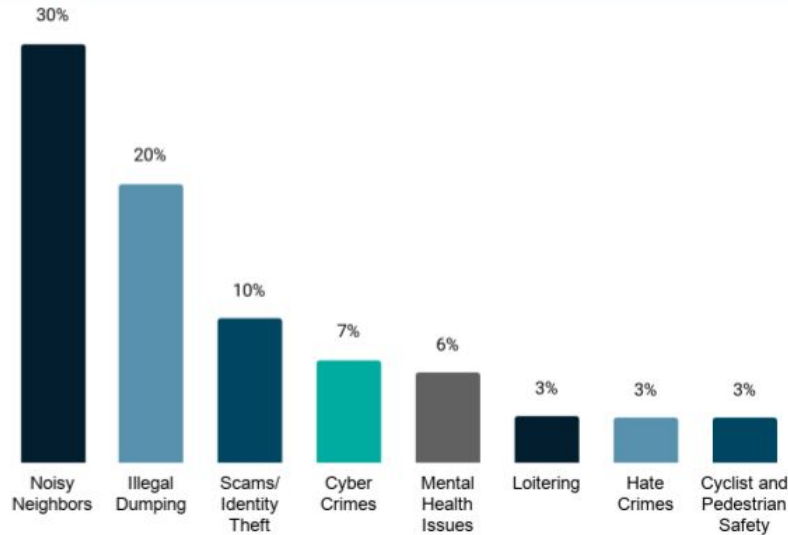
Q12. How well does NPD do in addressing these issues?

N=32

Legend: Very Well | Well | Somewhat Well | Not Well | Poorly

Issue	Very Well	Well	Somewhat Well	Not Well	Poorly	
Mental Health Issues	31.25%	25%	18.75%	3.13%		3
Cyber Crimes	21.88%	28%	31.25%	15.63%		3
Scams/ Identity Theft	21.88%	25%	34.38%	15.63%		3
Traffic Issues	21.88%	50%	15.63%	12.50%		0
Theft/Burglary	37.50%	44%	9.38%	9.38%		0
Cyclist and Pedestria...	31.25%	41%	18.75%	9.38%		0
Violent Crime	53.13%	34%	6.25%	6.25%		0
Drugs	25.00%	53%	15.63%	6.25%		0
Domestic Violence	48.39%	39%	6.45%	6.45%		0
Sexual Assault	40.63%	41%	12.50%	6.25%		0
Racial Threats	37.50%	50%	6.25%	6.25%		0
Hate Crimes	38.71%	39%	9.68%	6.45%		0
Juvenile Crimes	56.25%	56%	21.88%	3.13%		0
Illegal Dumping	34.38%	34%	37.50%	3.13%		0
Noisy Neighbors	35.48%	35%	25.81%	3.23%		0
Public Drunkenness	31.25%	35%	18.75%	3.13%		0
Loitering	29.03%	45%	22.58%	3.23%		0

Q13. What are the most effective things the Department is doing to build relationships with Newton communities?
N=29

Themes

- Organized community engagement venues:
    - Touch a Truck
    - Cops and Kids
    - Sheriff's Camp
    - Coffee with a Cop
    - National Night out
- COVID undermined community engagement efforts
- Community has not reciprocated desire to engage
- Would like to do more
- Need to improve social media

Quotes

- *"The most effective way to build relationships happens daily. That is by interacting with citizens in a polite, positive way. It happens all the time but I feel those interactions go unmentioned."*

- *"Be kind and compassionate when we respond to a call for service. Be approachable when in public. We do a great job one on one with people."*

- *"We wouldn't know because the department doesn't communicate with patrol on how they are building relationships with the community. Patrolmen do their own community policing while on duty and that is the extent of it."*

Q14. Are there other opportunities for the Department to build relationships with Newton Communities?
N=29

Themes

- Could use designated sector patrol, walking beats, and more intentional community engagement events given adequate staffing and funding

- Need to improve use of social media as a communication tool for community

Quotes

- *bring back block parties in every village and do outreach*

- *"...tweet out incidents (once they are concluded) so the public can see what we do. [People] have no idea what we do everyday all day. Maybe they should know that a boyfriend stabbed his girlfriend and officers had him at gunpoint for 40 mins and talked him down and no force was needed. We try to hard to live up to "safest city" and we hid all the stuff that really does happen."*

- *"The best opportunity the police have to build relationships is through our elected officials displaying trust in our mission."*

Q15. To what extent are the officers in the NPD respectful of all of the diverse communities you serve?
N=33

88%

of respondents believe that NPD officers are **very respectful** of all the diverse communities served.
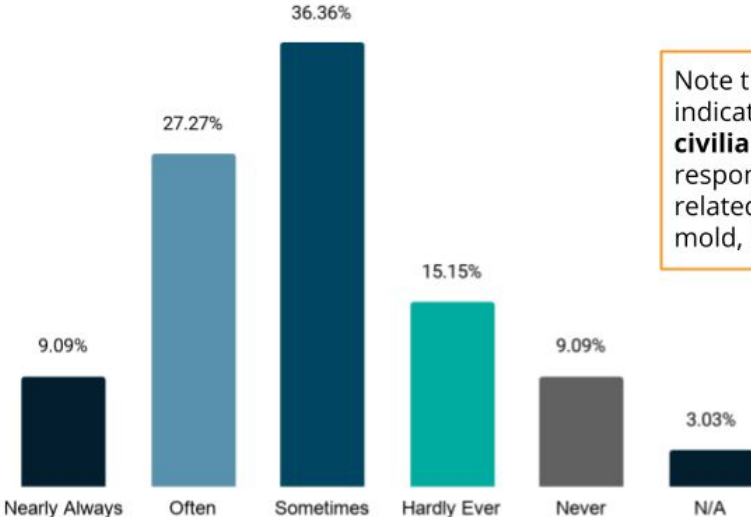
6%

of respondents believe that NPD officers are **somewhat respectful or not at all respectful** of all the diverse communities served.

6%

Were **unsure**.

Q16. How often do you have serious concerns about your physical safety when at work?
N=33

- Nearly Always: 9.09%
- Often: 27.27%
- Sometimes: 36.36%
- Hardly Ever: 15.15%
- Never: 9.09%
- N/A: 3.03%

Note that some of the responses indicating a **lack of safety** come from **civilian** staff members. All of these respondents mention safety concerns related to the state of their **facilities**: mold, leaks, flooding, air quality.

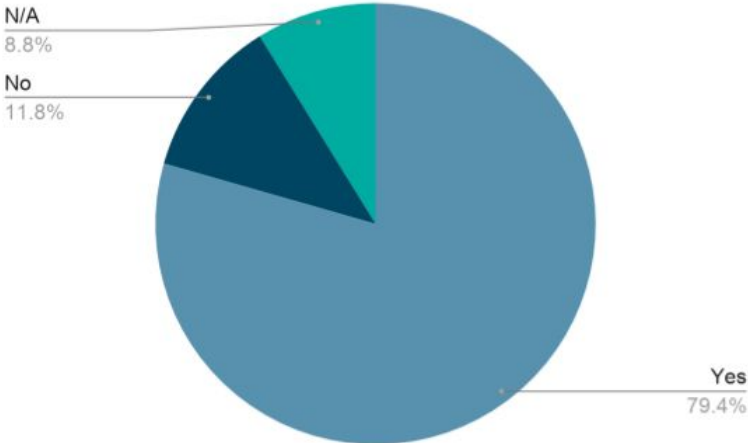## Q17. In the past month, have you been thanked by a community member for your service?
N=34

> "More so in the past few months people have made it a point to stop and say thanks and tell us we are appreciated."

N/A 11.8%

No 11.8%

Yes 76.5%
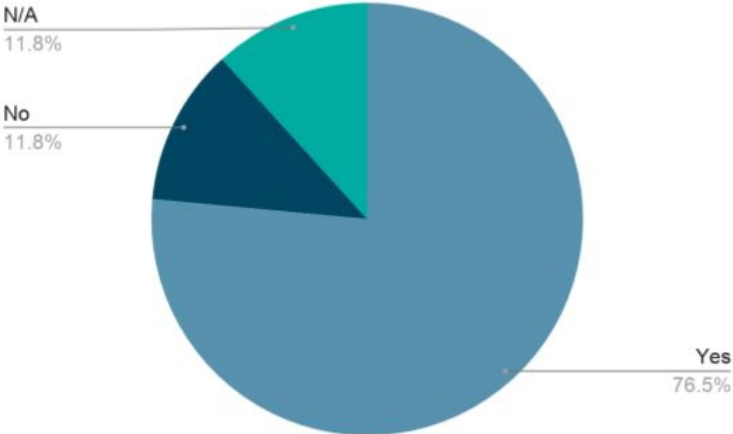
Q18. In the past month, have you been verbally abused by a community member while on duty?
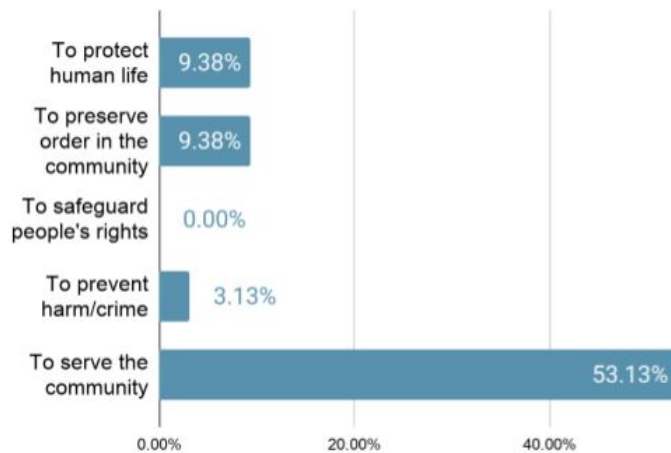N=34

N/A 8.8%

No 11.8%

Yes 79.4%

> "I get judged by what I wear, not by how I feel inside, you can't see that as you drive by."
>
> "The name calling that I have endured is very emotionally exhausting."
>
> "[B]errated over the phone by numerous Citizens of the City believing they're problems are MORE IMPORTANT than anyone else's."

Q19. What is the core purpose of the NPD?
N=32

Category	Percentage
To protect human life	9.38%
To preserve order in the community	9.38%
To safeguard people's rights	0.00%
To prevent harm/crime	3.13%
To serve the community	53.13%

"Our mission is to serve our community by protecting people's rights, preserving order and working with members of the community to prevent crime. We need to be more involved with our community/neighborhood leaders so we can better identify community concerns."

"We serve the community when we do all on this list. The thing that is most important changes day to day and from one person to another. That is why the job is difficult."

"I honestly think our role is to serve the community, in any capacity that is needed, including the ones mentioned above. Oftentimes we need to be the guardian, sometimes the warrior. It does us well to be prepared for both."

23

Q20. How do you learn about what is happening in the department?
N=28

92%
of respondents said they learn about what is happening in the department through their colleagues or word of mouth.
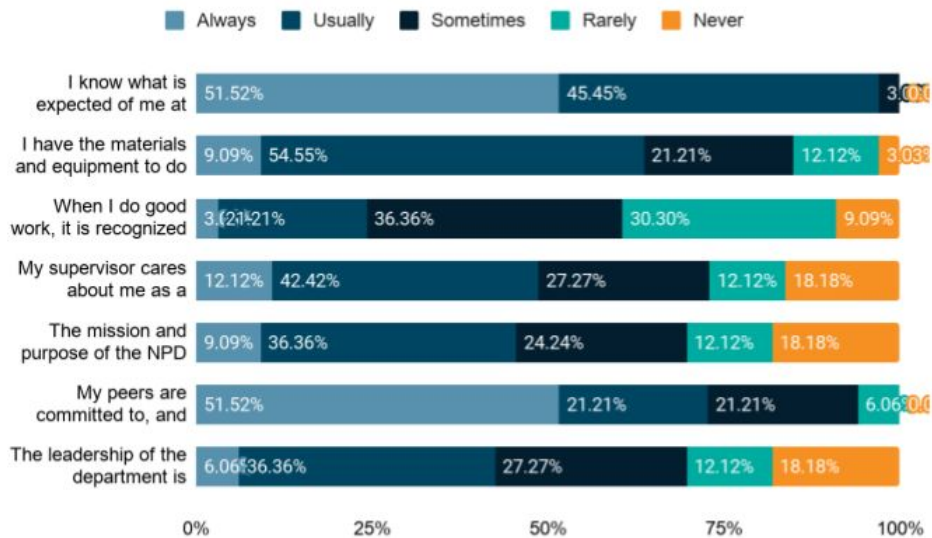
Less than 8%
of participants reported they hear about what's happening in the department through shift briefings or from their supervisor.

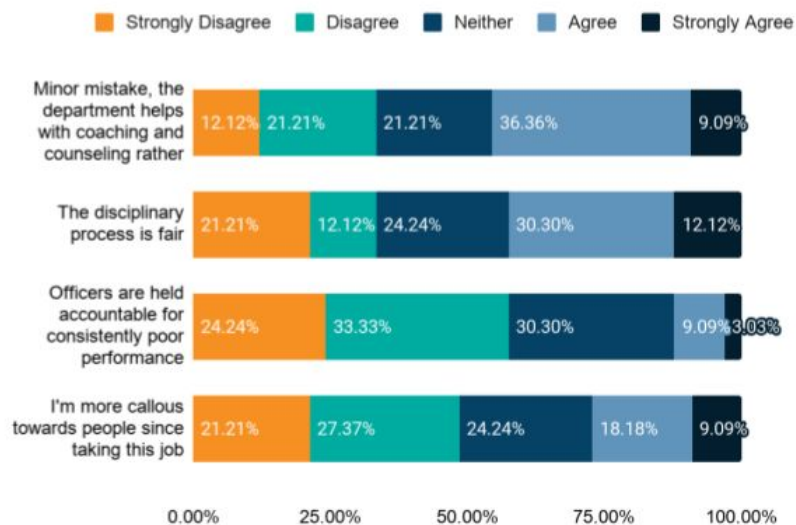## Q21. Participant level of agreement for the following statements...
N=33

Legend: Always, Usually, Sometimes, Rarely, Never

Statement					
I know what is expected of me at	51.52%	45.45%			3.0%
I have the materials and equipment to do	9.09% 54.55%	21.21%	12.12%	3.03%	
When I do good work, it is recognized	3.0% 21.21% 36.36%	30.30%	9.09%		
My supervisor cares about me as a	12.12% 42.42%	27.27%	12.12%	18.18%	
The mission and purpose of the NPD	9.09% 36.36%	24.24%	12.12%	18.18%	
My peers are committed to, and	51.52%	21.21%	21.21%	6.06% 0.0%	
The leadership of the department is	6.06% 36.36%	27.27%	12.12%	18.18%	

0%   25%   50%   75%   100%

25

Q22. Participant agreement or disagreement with the following statements...
N=33

Legend: Strongly Disagree, Disagree, Neither, Agree, Strongly Agree

Statement					
Minor mistake, the department helps with coaching and counseling rather	12.12%	21.21%	21.21%	36.36%	9.09%
The disciplinary process is fair	21.21%	12.12%	24.24%	30.30%	12.12%
Officers are held accountable for consistently poor performance	24.24%	33.33%	30.30%	9.09% 3.03%	
I'm more callous towards people since taking this job	21.21%	27.37%	24.24%	18.18%	9.09%

0.00%   25.00%   50.00%   75.00%   100.00%

26

Q23. How often are employees asked for their input on decision that will affect them?
N=33

Never
24.2%

Sometimes
27.3%

Hardly Ever
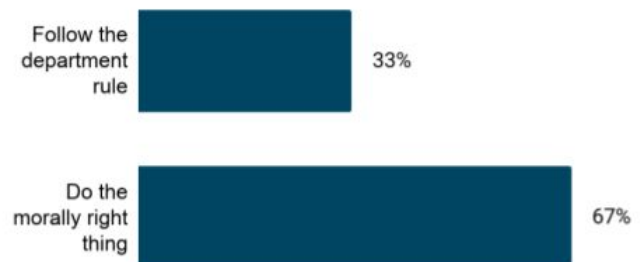48.5%

0% of respondents
answered always or usually
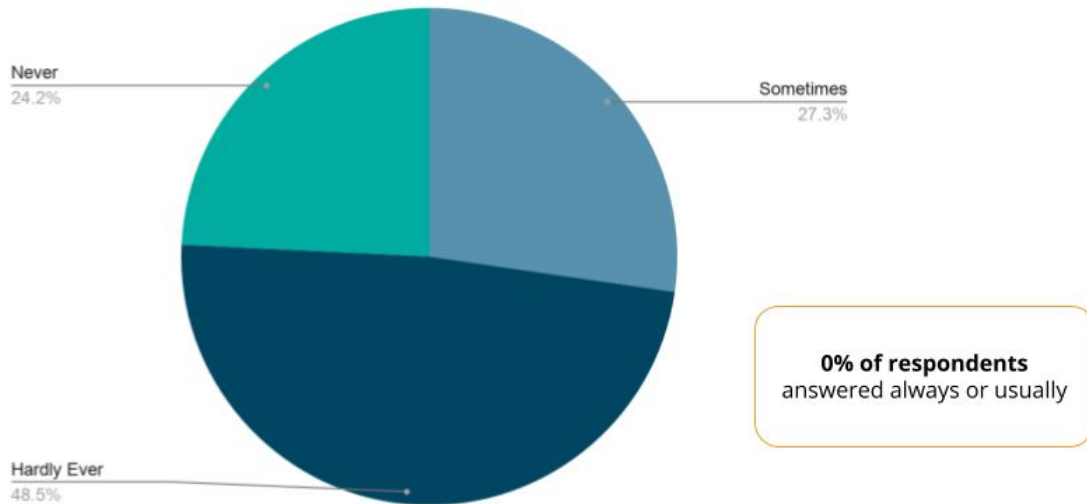
27

Q24. Suppose that an officer is faced with a law enforcement situation in which doing the morally right thing would require breaking a Department rule. What would you advise the officer to do?What is the core purpose of the NPD?
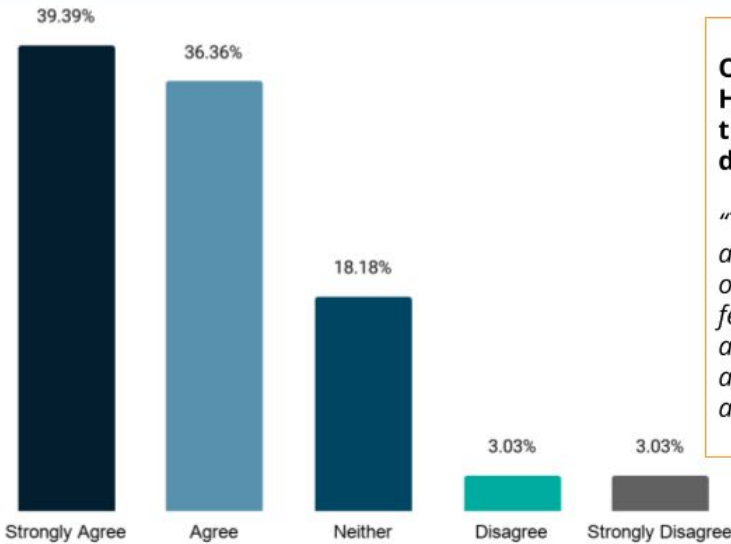**N=27**

"Sadly, we have become too concerned about policy, procedure and liability. Officers feel they are safe when they follow the written rules, sometimes our moral ones get us in trouble."

"It doesn't matter either way. If you do what's right you will be yelled at; if you do what's wrong you will be yelled at. No consistency. Unless you're related to someone, then they treat you like gold."

Follow the department rule — 33%

Do the morally right thing — 67%

Q25. The department welcomes and encourages diversity

N=33

39.39%
36.36%
18.18%
3.03%
3.03%

Strongly Agree | Agree | Neither | Disagree | Strongly Disagree

Overall responses look positive. However, there are some troubling comments that deserve consideration.

"The same people get asked over and over for training and job opportunities. Not very fair against female officers and have not done anything to change a sexist policy against female officers in over a year and a half."

29

Q26. A diverse police department is important for Newton.

N=33

42.42%
30.30%
21.21%
3.03%
3.03%

Strongly Agree | Agree | Neither | Disagree | Strongly Disagree
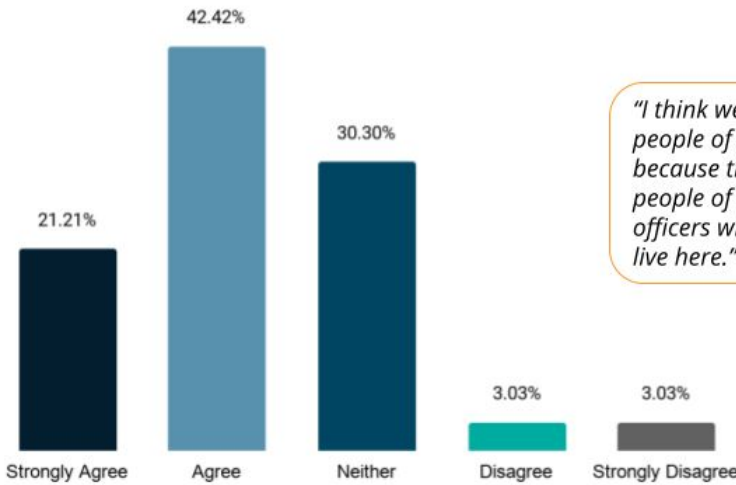
"I think we should make an effort to hire more people of color, however it is difficult now because the job is unpopular and not many people of color apply. Additionally, most police officers who work in Newton can not afford to live here."

30

Q27. If I were a victim of harassment of misconduct, I would feel comfortable raising the issue with my supervisor or HR.
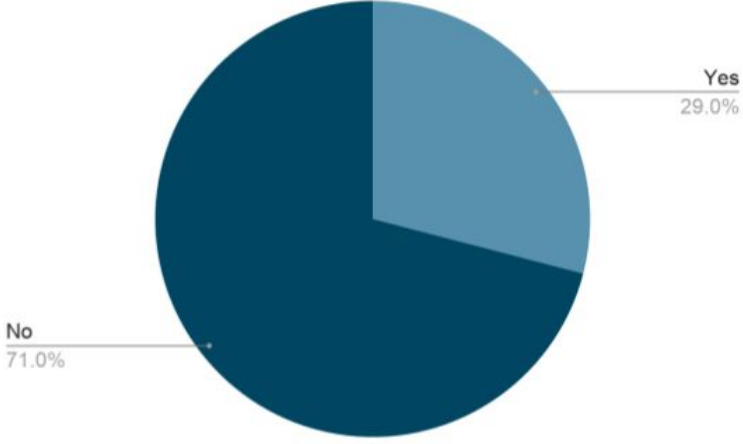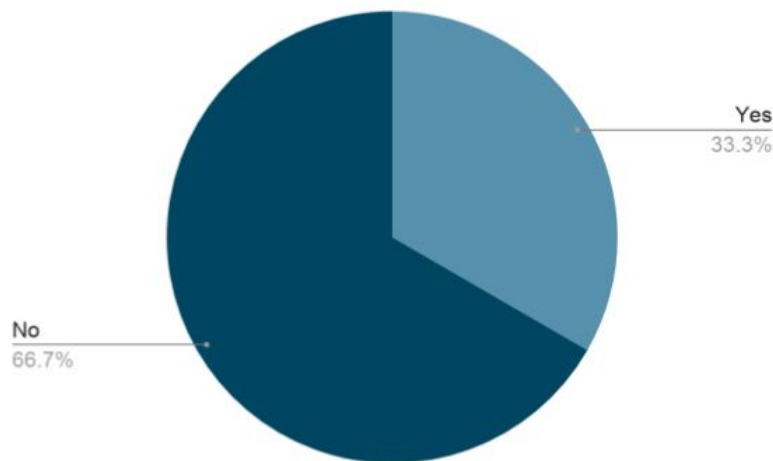N=33

33.33% — Agree
21.21% — Strongly Agree
15.15% — Neither
15.15% — Disagree
15.15% — Strongly Disagree
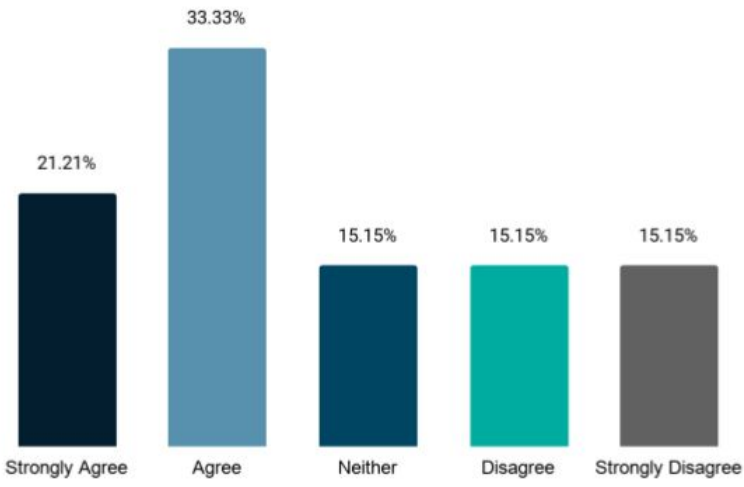
31

Q28. Have you heard racial, ethnic, or gender-based comments or jokes at the department in the past 2 years?
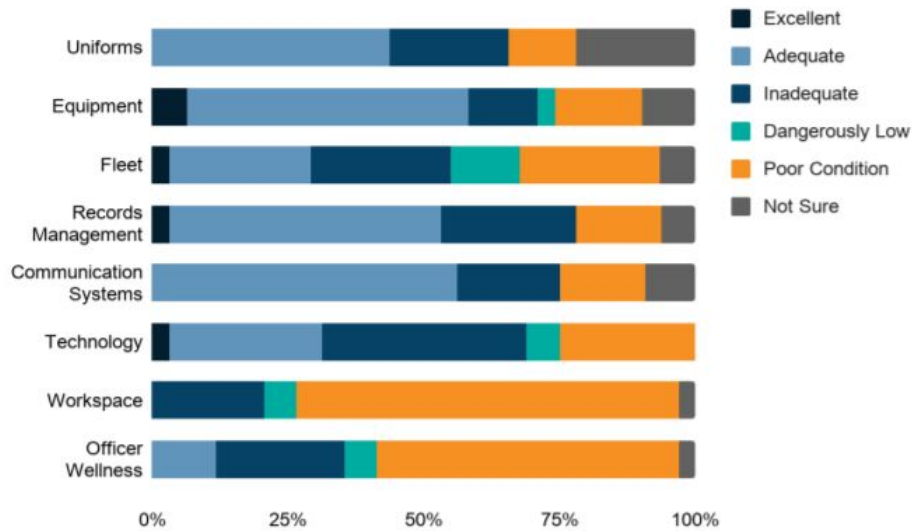**N=31**

Yes 29.0%
No 71.0%

32

Q29. Were these comments or jokes addressed appropriately?
N=6

Yes
33.3%

No
66.7%

"(It) never goes anywhere. I can't even think of one person I would trust having it handled the right way. We have had officers file complaints and the person they complained about heard about it and picked on the officer more."

33

Q30. Rate the quality of these department assets
N=34

Legend:
- Excellent
- Adequate
- Inadequate
- Dangerously Low
- Poor Condition
- Not Sure

Categories (top to bottom):
- Uniforms
- Equipment
- Fleet
- Records Management
- Communication Systems
- Technology
- Workspace
- Officer Wellness

X-axis: 0%, 25%, 50%, 75%, 100%

34

Q30.Rate the quality of these department assets.
Comments

"Our facility is a disgrace, our technology is outdated and our computers are hand me downs from the school department. We should have body cameras also."

"I have witnessed broken computers in the cruisers for months at a time. Technology, workspace and the police facilities in general are a disgrace to a city of Newton's resources. "More With Less" has not served the department or the community well."

"There are places in the City where the Portable radios DO NOT TRANSMIT - this is a HUGE Officer Safety issue that I wish someone would address - the reception in general is usually bad."
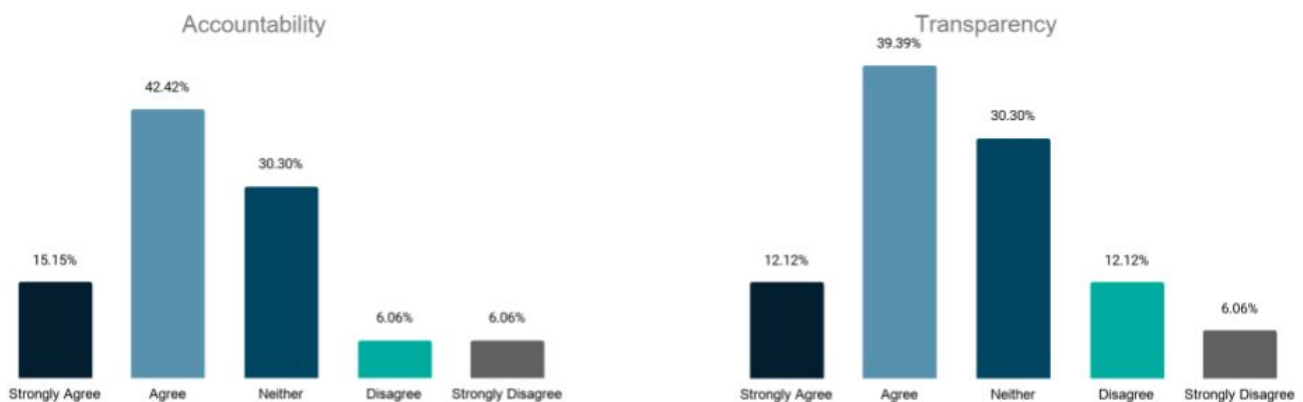
"For a department in one of the wealthiest cities in the Commonwealth, NPD does not have appropriate equipment or workspace. It's appalling and frankly shows how much the City disdains the PD."

"Police vehicles run 24/7. They need constant maintenance and repair and funding has been taken away...The building is an absolute disaster."

35

Q31. To what extent do you believe the department's policies and practices promote accountability and transparency?
N=33

Accountability

Strongly Agree	15.15%
Agree	42.42%
Neither	30.30%
Disagree	6.06%
Strongly Disagree	6.06%

Transparency

Strongly Agree	12.12%
Agree	39.39%
Neither	30.30%
Disagree	12.12%
Strongly Disagree	6.06%

36

Q32. Do you see opportunities for the Department to become more transparent and accountable to the public and its own officers?
Comments

Overall Theme

**Inadequate communication can look like a lack of transparency**

- Survey respondents indicate that the department is transparent in the sense that it does not regularly or actively hide things, but there is a lot of room for improving how well the department proactively communicates with communities about issues related to public safety.

Quotes

- *"Unless personnel related, pending matters or matters protected by law, all matters should be transparent to the community and employees. We need to improve our pubic information system."*

- *"I think the Department is adequately transparent with the community. I think the community is looking for the PD to be hiding something and is distrustful of the PD without cause."*

- *"I don't think the public knows what we do and how hard we work."*

Q33. How well do partnerships with the following agencies support effective crime prevention and community well being?
N=30
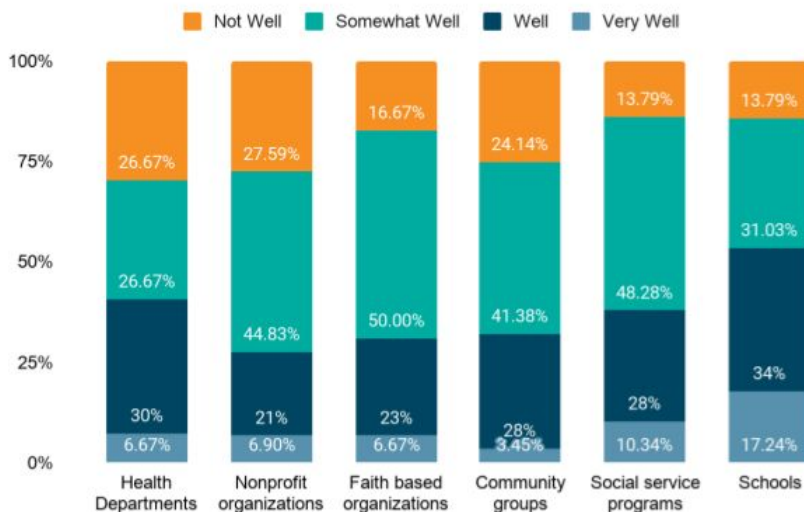
Q34. Have you worked in partnership with social/human services agency staff? If so, please provide a brief description.
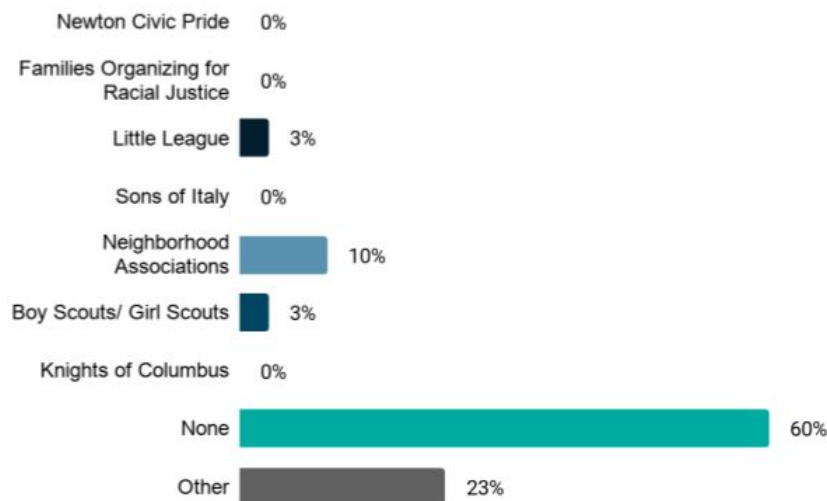*Comments*

Overall Theme

Working relationships with a variety of agencies are good. We could do a lot more if we intentionally focused efforts on building and sustaining partnerships with a broader array of partners.

Quotes

- *"I think we should improve our involvement with other social service agencies. Too much responsibility is placed on the police non violent issues (mental health, drug addiction). Though we will always play a role in these areas we need to transfer some responsibility so that members of the community get the support they deserve."*

- *"I have worked with the social worker often who is great. However, I believe she is overwhelmed and could certainly use an additional person to assist her in her role."*

Q35. Do you participate in any of the following community organizations?
N=30

Organization	Percentage
Newton Civic Pride	0%
Families Organizing for Racial Justice	0%
Little League	3%
Sons of Italy	0%
Neighborhood Associations	10%
Boy Scouts/ Girl Scouts	3%
Knights of Columbus	0%
None	60%
Other	23%

40

Q36. What other issues do you think are important?
Comments

8/17 Responses express concern that a very poor relationship with city government is seriously undermining department morale. Several of these responses made the connection between the state of the facilities and the perception of support from city leaders: *"I cannot stress enough how poor the overall building/facilities condition is. Being constantly on the back burner, unsupported by our mayor ... disregard of our personal well- being has affected morale."*

Opportunity for positive change. *"[T]he focus needs to shift from what the PD is doing to how the City wants to partner with the PD to make it successful. The conversation puts all the responsibility on the PD, which isn't fair. The City and the PD should be partnering together to make Newton the place it has the potential to be."*
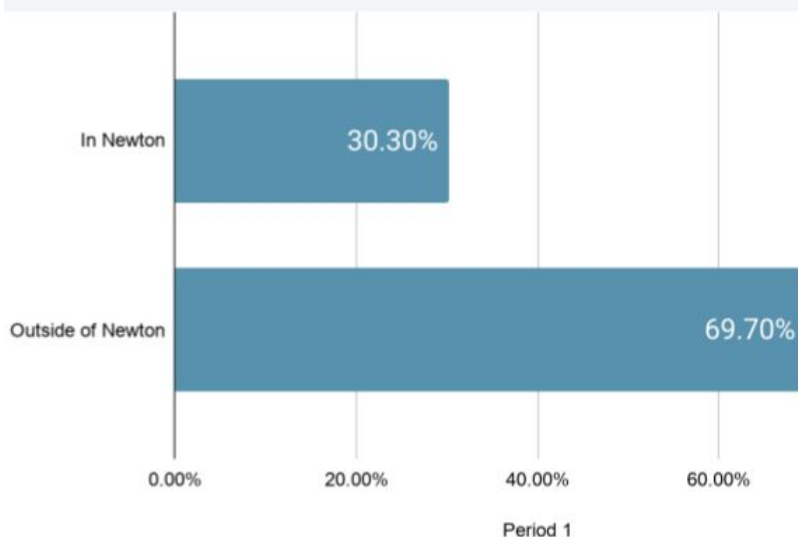
Increase diversity and develop leaders. *"We [need to] identify leaders in the department from all ranks and put them in [leadership] positions. How do we diversify our department to reflect the community?"*

Affordable housing. *"NPD officers who grew up [here] are no longer able to live in the community."*
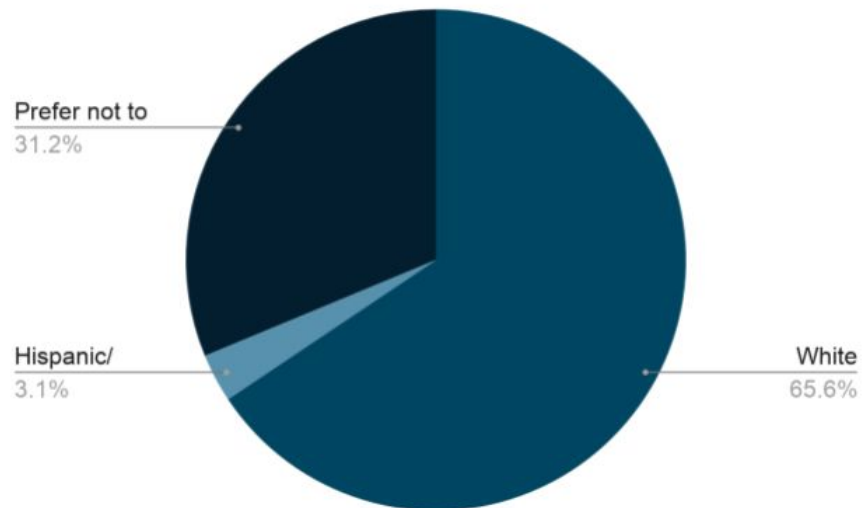
41

Q42. Where do you live?

N=33

19/21 comments on the residency question mention inability to afford cost of living in Newton.
"Starter homes cost $650,000. My salary is $69,000. Simple math."
"[...]Police officers cannot afford to live here unless they inherit."

Q37. What is your race/ethnicity?

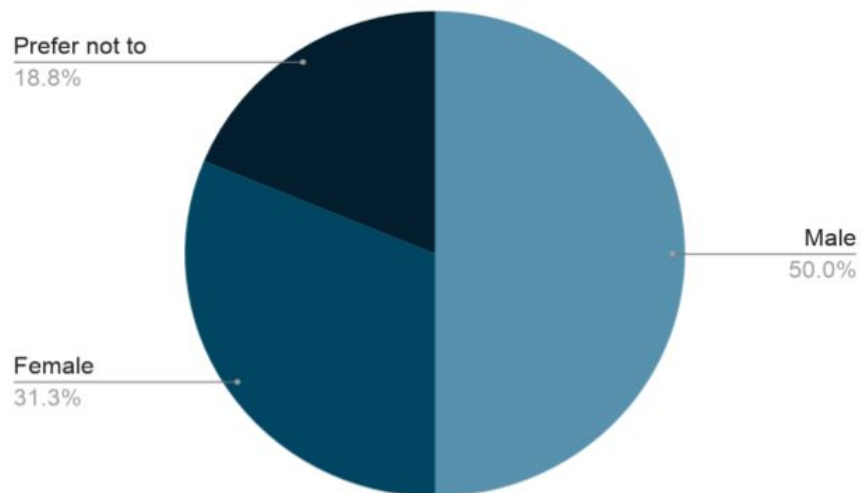N=32

Prefer not to
31.2%

Hispanic/
3.1%

White
65.6%

Q38. What is your first language?

N=27

27 responses out of 27 participants
answered **English** as their first language.

Q39. What is your gender?
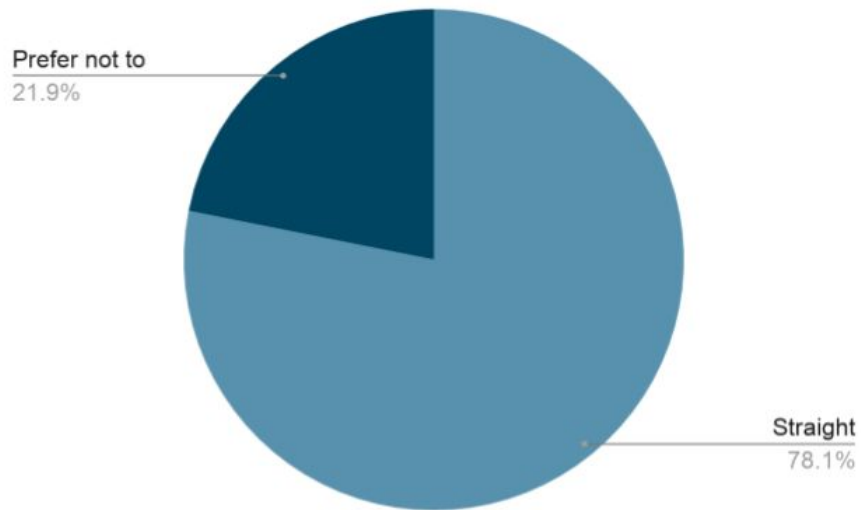
N=32

Prefer not to
18.8%

Male
50.0%

Female
31.3%

Q40. What is your sexual orientation?

N=32

Prefer not to
21.9%

Straight
78.1%

Q41. How old are you?

N=28

50.00%

17.86% 17.86%

7.14% 7.14%

18-29   30-39   40-49   50-59   59+