

DEDHAM POLICE DEPARTMENT

TOWN OF DEDHAM, MA

**ANALYSIS OF DATA
FOR
POLICE DEPARTMENT
ACTIVITIES**

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FINAL REPORT



**Municipal
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DEDHAM POLICE DEPARTMENT

TOWN OF DEDHAM, MA

ANALYSIS OF DATA FOR POLICE DEPARTMENT ACTIVITIES

CHAPTER 1

INTRODUCTION AND SCOPE OF WORK

INTRODUCTION

This report is the result of the forward-looking desire of the Dedham Board of Selectmen to evaluate the ability of the Town's public safety operations to meet current needs and the perceived challenges of tomorrow. The desire was driven in part by the changes experienced by Dedham in the past ten years. While the Town's residential growth has been stable, growth in commercial activity has caused more people to come to the community on a daily basis, drawn to several new large building complexes. With development comes increased traffic and associated challenges which require monitoring and regulation to safeguard business' and residents' well-being. Advances in technology in the past decade have greatly changed the way we live and will no doubt continue to do so, likely with increasing speed. Dedham officials were also interested in knowing how technology would affect public safety strategies for the benefit of the Town.

This study reviewed the manner in which police and communications services are provided within the Town. The review of the Dedham Police Department and Communications Office included their organizational structures, current management practices, policies, fiscal controls, staffing, goal setting, facility, and department equipment. An on-line survey available to police employees was developed and posed 84 questions that covered many aspects of the police department. The survey was responded to by 43 members of the department who provided valuable information and insights. Using this review as its basis, MRI has recommended modifications in both the police department and communications office to improve organizational structure, reporting relationships, facilities, current policies, practices, and methods.

SCOPE OF WORK

The organizational assessment of the Dedham Police Department by MRI included a review of many areas of the department's operation including, but not limited to:

- Facility
- Fleet and Equipment
- Records
- Communications
- Written Directives
- Organizational Structure and Staffing
- Patrol
- Training
- Calls for Service
- Community Outreach and Community Policing
- Funding and Fiscal Controls

MRI included in its review of the Dedham Police Department and Communications Office an assessment of operational practices, organization, staffing, scheduling, and policies, and the current facility. Comparable departments were surveyed and compared for useful differences that might be beneficial for Dedham to consider. Department operations and practices were

compared in most cases against national best practices as established by The Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA).

METHODOLOGY

Following the selection of MRI for this assessment, key personnel from MRI and the Town of Dedham began to meet and discuss implementation. Expectations and anticipated needs were established. A team of experienced police consultants was assembled and began to review the requirements for this undertaking.

Meetings were held with various elected officials, appointed officials, and employees of the Town. An employee survey was developed and made available on-line to all police department members. The survey results of the 43 respondents were tabulated and made available to MRI consultants for analysis. The results of the survey are attached as Appendix A.

At MRI's request, the Town of Dedham assembled a great deal of data for review by MRI consultants. This information included:

- Annual Reports of the police department
- Dedham Annual Reports
- Dedham Master Plan 2009
- Carrell Group Study reports
- Dedham Police Department manuals for Organization, Policies and Procedures, Rules and Regulations, and Personnel Practices
- Dedham Police Department Personnel Roster
- Dedham Police Department budgets for 2010, 2011 and budget ledger accounts for both years
- Dedham Police Department applications for Legacy Place Mitigation funds for seven projects
- Dedham Police patrol sector graphic
- A broad array of reports with data for police officers response to incidents and overall activity for police officers, investigators, and supervisors

Additional information was requested and secured during the course of the assessment. Examples would be the use of overtime and sick leave by department members and compilation of court time by officers.

The MRI police department assessment team met together for the first time at the Dedham Police station at 10:30 am, on June 9, 2011. A tour of the facility was taken where a number of department members were met in the process. During the tour, a number of safety concerns that it was felt were necessary to be brought to the Town's immediate attention were observed and noted. After the tour, members of the team spent time with department personnel for more in depth discussion. Chief d'Entremont spent two hours fielding questions and sharing information with several team members that afternoon. The team met with Dedham Development Director Karen O'Connell for a mid-afternoon discussion on the outlook of additional development in the Town. This issue was of particular concern as the recent development of Legacy Place, among other developments, has added a challenge to the provision of public safety services in Dedham. Ms. O'Connell felt that much of the community's available space had been developed and that future activity would be mostly redevelopment in nature. Meetings for the day were concluded as the team meet with Dedham Town Administrator William Keegan. The safety concerns noted earlier during the building tour were briefly described to Mr. Keegan. Those concerns were reduced to a letter and sent to Chief d'Entremont.

After the meeting on June 9, police team members returned to the police station, or contacted members of the department and others at times that met member's needs and schedules. The MRI police team gathered information through research, observation, and extensive interviews with individuals inside the department with subject matter expertise as they continued to gather and refine data and information in the preparation of this report. The work of the police team also had them speaking with chiefs of police from surrounding and comparable communities.

This report, which includes 15 chapters plus appendix, is the work product that emanates from this extensive research. The observations made within this report are believed to be accurate based upon the information gathered and the combined judgment of the entire MRI police team. The resulting recommendations are based upon an acknowledgement that police departments are living organizations. They must constantly change and adapt to current conditions and realities. Municipal policing, while it holds steadfastly onto its traditions, is a profession that requires constant improvement. The environment in which policing takes place is constantly besieged with demands from the society it serves, as well as changes in the law, court decisions, technology, and new generations of men and women entering this public service career. The delivery of high-quality police services requires energetic, enlightened leadership at all levels of a police department. Every day must include an effort to improve and move forward.

MRI would like to take this opportunity to thank the Town of Dedham, the Dedham Board of Selectmen, Town Administrator William Keegan, and the members of the Dedham Police Department for their cooperation and assistance with this endeavor. A special thank you goes out to Chief of Police Michael d'Entremont for his constant availability to inquiries and timely response with information.



CHAPTER 2

COMMUNITY PROFILE

Located in Norfolk County Massachusetts, on Boston's southwest border, the Town of Dedham covers 10.6 square miles. The Town can be accessed via Interstate 95, Routes 1 and 128 and by rail from Boston's South Station. According to the U.S. census, the population in 2010 was 24,729. Dedham is home to the Norfolk County Correctional Center and the Massachusetts Institute of Technology's Endicott House. The Town's form of government is detailed in the most recent Town Charter which was adopted in 1998. A Town Meeting made up of no less than 270 members forms the legislative branch, and the executive branch is made up of a five member Board of Selectmen whom appoint a Town Administrator. An appointed Town Administrator serves as the Town's chief administrative official.

Settled in 1635 and incorporated in 1636 Dedham became the county seat for Norfolk County. Sometimes referred to as the "Mother of Towns", Dedham's original, broad borders included 14 present day communities. The Town is historically rich and is home to the oldest timber-frame house in the United States, scientifically dated back to 1637. In 1634, Dedham authorized the first taxpayer funded public school. Dedham is home to the first man made canal in North America, Mother Brook, which linked the Charles River to the Neponset River and powered several local mills. Although originally a predominantly agricultural community, it grew to be a town of mills and factories. Due to its easy access from the several major highway routes, it is now home to many restaurants, a number of shopping plazas and the Legacy Place Mall.

While Dedham has a rich and varied history, it keeps an eye to the future to insure a good and prosperous quality of life for its citizens. As noted in the 2009 Town of Dedham Master Plan issues such as land use, transportation, housing, economic development, and cultural and historic resources must be constructively addressed for Dedham to meet its ambition.

CHAPTER 3

FACILITY

OVERVIEW

The Town of Dedham's police station is located at 600 High Street, on the corner of Washington Street to the east and Church Street to the west, in the heart of the downtown area called Dedham Square. The building was built in 1962 and consists of 8,000 square feet which houses all police activity for the community, as well as the central dispatch center for both police and fire services. The total workforce working out of this facility is 73 which includes 60 full-time police officers, 4 civilian employees (4 on-call Police Matrons are available and in the building as needed) and 9 full-time dispatchers. The building is a two-story masonry face brick colonial design with a shingled pitched roof. At first view, the building's appearance is very good and professional looking. However, as early as 1987, in a report written by Robert Sheehan, a consultant hired by the Board of Selectmen to critique the overall police operation, the shortcomings of the police facility were raised. The Sheehan Report concludes that the building was sufficient for the department at the time, but identified the tight quarters for officers to work in and the need for repairs inside and out. The Sheehan Report also offered the opinion that the Dedham police station was the "least secure police headquarters building in Massachusetts". Although some of the issues raised in that report have been corrected, many of the deficient conditions still exist today. The Sheehan Report mentioned how officers were required to write reports amid the hubbub of other department activity. That condition remains the same today with a small room off the main corridor which serves as a room for report writing, roll call, officer computer access, meal and coffee breaks, and any other need the officers see fit. The Sheehan Report also mentioned lockers and file cabinets strewn about the station due to the lack of space. That condition still remains a factor in the present facility set up. As soon as one enters the police station from the front lobby or either of the rear doors, the first thing you notice are lockers and file cabinets lining the corridors. This condition exists on both the first and second floor. The Sheehan Report was followed by several other community studies where the issue of space and needs of the police department were raised. In addition to those studies, previous police chiefs' raised their concerns and identified safety and liability issues in their annual reports.

OBSERVATIONS

In preparation for this report, a visit to the Dedham Police Department was made by each member of the MRI team. In spite of the nice outward appearance, it did not take long to identify one of the location's shortcomings. A visitor trying to find a convenient place to park in close proximity to the police station between 9:00 am and 5:00 pm will find it somewhat

difficult. A walk around the exterior of the police station was conducted. It was evident that parking was not only in short supply to the general public, but space availability was also limited for police personnel and to the department fleet. A report titled "Municipal Facility Study", dated September 2004, indicates the Central Police Station has available thirty on/off street parking spaces; however, MRI had difficulty locating convenient parking during normal business hours, Monday through Friday.

The main entrance to the police facility for the general public is on High Street and easily accessible to people walking in the downtown area. The entrance for officers bringing property, including contraband, prisoners, and others into the police station, is located in the rear of the building. This entrance is less than 70 feet from Washington Street and clearly visible to both pedestrian and vehicular traffic in the busy downtown area. Vehicle access to the police parking areas is via Washington Street to the east and Church Street to the west. The parking lot to the rear of the building and directly off Washington Street accommodates approximately 10 vehicles, while maintaining traffic flow in and out. The parking lot on the west side of the police station and accessible from Church Street provides 8 more parking spaces, while again allowing vehicles to pass in and out. The department maintains a fleet of 20 vehicles and 4 motorcycles. There is also enough room for 2 vehicles to park under a sally port that connects the police facility to a garage in the back. This is the primary location where prisoners are taken from the cruiser and brought into the station.

In addition to very limited parking space in the rear of the police station, there is a building divided into two garages. The smaller garage is utilized for storage of range equipment, the department's speed trailers, motorcycles, motorcycle officers' equipment lockers, cruiser supplies, and lost and found items such as bicycles that are too large for storage in the police station itself. A wide assortment of other material needed to be stored, but not necessarily in a secured location, are also in this garage. The larger garage holds speed trailers, the department's van, range targets, and large contraband items too large for inside evidence storage. The water-stained roof in this garage recently dropped, landing on the van. Immediately in back of the garage, and so close that at first glance gives the appearance of being attached, is a large two story brick building owned by Verizon where all the central phone service equipment for the area is located. This building fronts on Washington Street.

Upon entering the main building, the appearance of a good looking and professional facility ends. The lobby is a small cramped room that at best accommodates two people standing comfortably. To the right of the entrance door is a small room where the desk officer sits to greet the public. There is a glass partition between the lobby area and the desk officer room, allowing the desk officer visibility of the front door and visitors. There is also a glass wall to the rear of the desk officer which allows full view of the dispatch area. The dispatch room has three dispatch workstations, one for fire and one for police that are staffed at all times, and when busy, either could accommodate both departments. A third is primarily a supervisor work station and used during high volume events. Immediately opposite the entrance door is

another door which leads into the operational space of the police department, where condensed and confined working conditions are evident. When you enter the station operation area from the lobby, to the right is the desk officer room and just beyond that is the central police/fire dispatcher room. In front of you is a doorway that enters the prisoner booking area, which is within 10 feet of the door leading into the lobby. When prisoners are brought into the police station through the rear door under the sally port, they must walk directly in front of the Administrative Assistant's office door which is not always secured. There are no gun lockers for officers to secure their weapons while processing prisoners.

Five feet beyond the booking desk is the juvenile detention cell. The juvenile cell itself is obscured by a large white movie screen that descends from the ceiling and is used as a backdrop for prisoner pictures. Continuing 20 feet beyond the booking desk and juvenile lock up are a small flight of stairs which lead to the back door under the sally port where prisoners are brought in. Should a prisoner have the opportunity to break free and escape they are in close proximity to both the front and rear doors. To the left of the booking desk is the female lock-up area which consists of two cells, one of which at the time was being used for storage. All prisoner fingerprinting takes place in the female lock-up area. To the right of the booking area is the male lock-up area which consists of 5 cells. The department's breathalyzer equipment is located in the report room. It should be noted that the booking and breathalyzer process of all prisoners takes place adjacent to the dispatch center, desk officer room, and the front lobby. This is not the only area of the department with deficiencies. However, with the potential for an officer to get hurt when booking violent individuals within close, poorly designed, quarters, and the potential for community liability, the need to correct or eliminate the problem should be a priority.

Entering the station from the lobby and turning left, there is a long hallway that is narrowed with the placement of file cabinets and storage bins which provide officers with various forms and report material. Two people have difficulty passing each other in this area. Along this hallway is a report writing room to the left, with a long bench type table holding two computers and a printer, with two chairs on one side and a small desk and chair on the opposite side. There are also several bulletin boards covered with department orders, notices, and personnel information along with the department's drinking water dispenser. This space is used for everything from report writing, food breaks, computer access, telephoning, and interviews. Just after that on the left is the shift commander's office with a desk and two chairs. Beyond the shift commander's office are a set of stairs that lead down to a door that exits into the rear parking lot or up to the offices on the second floor. Looking up from the first floor you can see that the ceiling above the landing has come off, apparently falling on one of the department's officers.

On the second floor are the offices of the Chief of Police, Executive Officer, Administrative Lieutenant, shift supervisor, male officer locker room, evidence room, detectives' office, detective supervisor's office, Boston Area Police Emergency Radio Network radio room, and

storage. Each room was extremely full of not only necessary equipment for the function of the people using the specific room, but each room was also used for storage. In the second floor hallway outside the offices were file cabinets, storage lockers, and two printer/copy machines, along with a coke machine.

The basement of the building is in the same cramped condition. There is an old indoor shooting range that has not been in use for years due to inadequate ventilation. This area is used to store firing range equipment and to clean weapons. In the basement are storage cabinets, old file cabinets (some wooden which date back fifty or more years), and telephone and electrical panels hanging on the wall. Four other rooms are used for evidence, parking meter collection counting, auxiliary officers, and more storage. Below the basement is a sub-basement area which contains the building's heating and water systems. In this area are two old air exchange units that were disconnected long ago and are out of service. Both the basement and sub-basement are damp and musty and littered with old storage boxes, cabinets, and equipment. In summary, the building in its present state lacks a great deal. The building does not have a public toilet available to the general public. The only locker room in the building is for male officers. There are no accommodations for female officers. When this issue was raised, it was explained that the current female officer lives close to the station and avails herself to changes at home. The department lacks a secure interview area for officers to talk with victims, suspects, or witnesses. Weapon retention lockers are not available to officers to secure their firearms while booking prisoners. The station lacks space for ongoing training of its officers or for general roll call. In the past, the department has had to make arrangements with a local hotel to provide space for training programs for officers or community programs. The Dedham police station as it exists today does not meet the standards of a modern police department.

The condition of the building has deteriorated over time and has not gone unnoticed by previous police administrators who raised safety concerns and requested capital expenditures to make improvements, or by consultant Robert Sheehan in his 1987 report. Recent Dedham studies have also identified the building's issues and current Dedham officials are aware of the building deficiencies.

In the employee on-line survey, there was strong disagreement that the current facility provided a clean and safe work environment. In fact, the facility is viewed as creating poor morale within the department. While some survey comments made suggestions for specific facility improvements, many comments indicated that the only remedy for the poor working conditions would be a new facility.

MRI recommends that for all of the reasons stated in this report, as well as for the full array of past documentation of the building's problems, that Dedham move forward as quickly as possible to provide the community with a modern and fully functional facility.

RECOMMENDATIONS

- 3.1 MRI recommends planning for a new facility that meets the current and future needs of the police department be undertaken as soon as possible.
- 3.2 MRI recommends that all essential information technology and telecommunications infrastructure be made safe and secure to the extent permitted by the limits imposed by the current facility.
- 3.3 MRI understands that a new facility will take a considerable amount of time to plan, fund, and build. MRI recommends that a safety audit of the current facility be conducted immediately and to the extent possible, unsafe working conditions be addressed.
- 3.4 MRI recommends that the current facility be cleaned and maintained in a condition that provides for a better work environment.
- 3.5 MRI recommends that all unusable furniture, cabinets, and other not used and unusable equipment be removed from the facility.

CHAPTER 4

FLEET AND EQUIPMENT

OVERVIEW

Probably no municipal vehicle receives as much continual use as a police vehicle. Efficient management of a police motor vehicle fleet involves keeping mileage, maintenance, performance, and repair records for each vehicle. It involves the regular scheduling of routine preventative maintenance and safety inspections of all vehicles. When consideration is given to the critical mission of the police fleet, one must conclude that police vehicle maintenance is of the utmost importance.

Police vehicles are classed as emergency vehicles (along with fire trucks, ambulances, and rescue vehicles) and as such, must have more frequent preventative maintenance and safety inspections, particularly since they are operated 24 hours per day, 365 days per year. When good vehicle fleet management programs are followed, it is not uncommon to actually reduce total operating costs of the fleet while improving the operational capability and condition of all vehicles.

MRI reviewed the vehicles in use by the Dedham Police Department, as well as how they are equipped and maintained for service. This included interviews and review of the maintenance records, equipment records, and inventory of the fleet.

OBSERVATIONS

The Dedham Police Department serves a community of 24,000 residents within 10.4 square miles, 24 hours a day, each day of the year with a department of 60 police officers. The officers are responsible for patrolling the 80 road miles in the Town. Those 80 road miles are broken into 4 separate patrol sectors. To provide patrol coverage the department has a fleet of 20 vehicles and 4 motorcycles.

The Dedham fleet includes 11 marked units assigned to patrol, 2 unmarked take home vehicles assigned to administrative officers, 3 unmarked vehicles assigned to the detective division, 1 marked van, 1 marked SUV assigned to the school officer, 1 unmarked juvenile officer SUV, and a marked electric Globe/Gem vehicle for the parking meter officer. All 4 motorcycles are assigned to patrol.

The department has for the last twenty-five years assigned the responsibility of fleet maintenance and care to the Traffic/Equipment officer. This officer is also responsible for motorcycle traffic enforcement, handling traffic hearings at court, coordinating vehicle service between the various vendors, providing funeral and department escort details, as well as equipment oversight. This patrol officer falls under the supervision of the Administrative Lieutenant, consistent with the recommendations made in the Organizational Structure and Staffing portion of this report. MRI recommends that the responsibility for fleet and equipment acquisition and maintenance be placed in the Administrative Services Bureau and undertaken by non-sworn personnel.

The Dedham Police Department does not have a policy in place for best practice guidelines and standards to address fleet maintenance. Furthermore, the department has within its existing software program the ability to sustain a vehicle maintenance program and fleet tracking system. While this is unused at the present time, its use would improve the effectiveness and efficiency of the fleet maintenance effort.

MRI recommends that the department adopt best practice policies to address fleet maintenance. MRI also recommends that the department utilize its software to automate the fleet maintenance effort to achieve greater effectiveness and efficiency.

To meet the demands of the department's emergency vehicle fleet, the officer assigned to the maintenance and safety inspection task has established a preventive maintenance schedule. This schedule requires an oil change and lubrication for every vehicle at 3,000 mile intervals. When the mechanic is providing the oil change, he is instructed to check the brakes on each vehicle. The annual budget allocated for fleet maintenance has typically been \$26,000 and that has been what the department traditionally spends.

This year, four of the marked cruisers will be traded for four new marked cruisers. The mileage of the traded vehicles ranges from a low of 47,000 to 77,000 miles. All the traded cruisers are either 2008 or 2007 vintage. As new marked cruisers are purchased, they go into the patrol division and become the primary sector patrol cars. Only two vehicles are take home vehicles, the ones assigned to the Chief of Police and the Executive Officer. The Town of Dedham has consistently appropriated approximately \$125,000 annually to replace cruisers.

The department's fleet size has been maintained at approximately the same level for many years now. Basic fleet maintenance such as oil change, tires, wipers, and light replacement is done locally by Al's Auto and appears to be done on an adequate basis. In addition to the preventive maintenance program, the department purchases the warranty package with each new vehicle. Any major work necessary is covered by the warranty and performed by the dealership where the cruisers were purchased.

Each marked cruiser is outfitted with not only the typical lights, siren, and radio equipment, but also with a Bushmaster AR 15 rifle, water throw bag, ballistic shield, first aid kit, Ambu-bag, AED, flares, camera, fire extinguisher, blanket, cones, and a mobile lap top computer (Tough Book).

To insure the equipment is accounted for and maintained in each cruiser, a blue folder is assigned to each vehicle. At the beginning of each shift, the roll call supervisor hands out the folder specific for that cruiser to the officer responsible for its operation. The officer is required to check the equipment in the vehicle and sign off and date the form. This folder is then turned to the shift supervisor. Although this is a good practice, there is no policy in place for this procedure.

It is very important from an officer safety and risk management perspective that the equipment provided in each vehicle be available and fully operational at all times.

MRI recommends that a policy documenting the availability and operational status of all vehicle equipment be implemented.

The department recently purchased 21 new Motorola XTS portable radios. Each officer has been assigned one of these. As the new radios were received, the older ones are passed down to auxiliary officers. The new radios were purchased with a combination of capital and operational funds. The department's intention, according to the Administrative Lieutenant, is to purchase 7 new portables a year for spares. These spares are to replace the spare radios that no longer work and have been discontinued, making parts unavailable

The department has a contract with Cyber Communications for ongoing radio maintenance. The Federal Communications Commission is mandating all public safety radio license holders convert to narrow band technology by January 1, 2013. The Dedham Police Department has made the necessary adjustments and purchases and it is anticipated the department's radio system will meet the mandates ahead of schedule. However, with the installation of the new narrow band radio system, there is a potential for some areas within the community to experience radio reception dead spots. If this is the case, the department may have to increase the number of radio signal repeaters to overcome the dead spots.

The department recently updated the service weapons carried by individual officers. Each officer has been issued a new Smith and Wesson (S&W) MP 45 caliber semi-automatic handgun. All officers issued the new weapon have been trained in its use. In addition to the issued S&W and the rifles available in the cruisers, officers have available in the station additional Bushmaster AR 15 rifles and shotguns, which must be signed out.

Dedham provides each officer with an annual stipend of \$975 to maintain their equipment and uniforms. Officers can use the stipend to replace or get new uniforms, flashlights, handcuffs,

traffic vests, duty belts, and things of this nature. Officers do not get the funds directly, but are required to submit slips from the vendor for the Town to pay directly.

The Dedham Police department has utilized Pamet as its software program for over twenty years now and is satisfied with its performance. Although they are satisfied with Pamet and comfortable in using it, the department is not using the system to its potential. There are several software features available with the program that the department does not utilize such as fleet maintenance and parking enforcement. MRI recommends that the department, along with its software provider, review the current and potential use of the software and determine current department operations that can be automated and to identify future opportunities for automation. The review would yield a strategic plan to gain efficiencies through the use of automation across the breadth of the department's operations.

The communications center is using two software programs, Pamet for the police department and Firehouse for the fire department. Comments and recommendations for improvement for the communications function are contained in a separate chapter in this report.

Retired Chief Dennis Teehan, because of his longevity of over 33 years with the department (17 as chief), was contacted for his opinion of community support. He said he was satisfied with the financial support the department received from the community for equipment. The fleet was always replaced as needed and maintenance was never an issue. Teehan maintained equipment was always replaced when necessary and when newer more up-to-date equipment or products became available, the Town came through and allowed the necessary purchases. Chief Teehan said the only disappointment with equipment in his career was the police station itself. Chief d'Entremont seemed satisfied with the fleet size and maintenance and shared Chief Teehan's concern of the facility.

The replacement of computer equipment is not as up to date and forthcoming as vehicle replacement. The computer server appears to be at maximum capacity and has become slower during the past couple of years. As expressed by many of the department members who completed the employee survey, frustrations with the current computer system are evident. It is felt the server and software need to be upgraded. It was also stated in the survey results that information technology (IT) support is lacking. This does not seem to be the case with the mobile data terminals in the cruisers as the department has been upgrading those with the newer Tough Books over the years.

MRI recommends that an assessment of the computer hardware in the Department be undertaken at the same time the software is being assessed, and that the hardware assessment be factored into the strategic use of automation plan noted above. MRI recommends that the strategic automation report identify the tasks and levels of support necessary to provide the requisite IT support to the Department.

Recently the department purchased two innovative technologies. An automated license plate recognition (ALPR) system which is a cruiser mounted surveillance system that uses optical character recognition on images to read the license plates on vehicles. The scanned plates are queried through a "hot list". Officers are alerted to stolen cars, warrants, and Amber Alerts as examples. The ALPR can improve security in locations like Legacy Place when officers patrol the area. The system may also be configured to chalk parked vehicles for greater parking enforcement and revenue collection.

All department supervisors are currently being trained in the use of the second innovative system, a less than lethal weapon that fires hard rubber balls to quell threatening situations.

RECOMMENDATIONS

- 4.1 MRI recommends that equipment and fleet acquisition and maintenance tasks be civilianized.
- 4.2 MRI recommends that the department adopt a best practices policy to manage and document fleet maintenance and safety inspections.
- 4.3 MRI recommends that all fleet maintenance and safety inspection records become automated to improve access and retention of the records.
- 4.4 MRI recommends that all equipment assigned to vehicles be inventoried and the inventory be held in the department's software system.
- 4.5 MRI recommends that the required check of availability and operational status of vehicle equipment recorded in the blue folder be automated to provide greater access to the information and record retention.
- 4.6 MRI recommends that a strategic plan for the greater use of automation for department functions be completed.
- 4.7 MRI recommends that a strategic plan to acquire the software and hardware to implement the greater use of automation in the department be completed.
- 4.8 MRI recommends that the necessary information technology support be identified and made available to insure a high level of functionality and customer satisfaction with the department's automated system.

CHAPTER 5

RECORDS

OVERVIEW

Records are maintained by police agencies for a number of legitimate purposes. Well-kept records are required to comply with state and federal statutes and rules, internal use, and the compilation of statistics. The analysis of incidents, arrests, and traffic crashes is an important task for administrators. These records can assist with long-term planning, allocation and distribution of staff, and scheduling, as well as establishing justification for equipment enhancements or additional staff. Trends seen through records' analysis can also point out the need for additional or remedial training, changes in equipment, or the need for a new or different approach to a community problem, and thus be an important tool in the budget development process.

The law enforcement activity report is a picture of activities or actions covering a specific period of time. Daily, weekly, monthly, and annual reports and records enable trends to be tracked over specific periods of time. Individual activity reports, or computer generated activity reports from the dispatch software, should provide administrators with the average amount of time consumed from an initial call for service, transport, or arrest, to the time this task is completed, and the officer is ready to return to service for the next assignment.

Systems must be in place to effectively capture, store, secure, and analyze the available data to make informed decisions about effective staffing and scheduling with limited resources. The records systems must address the methods of obtaining and storing pertinent information while maintaining security of confidential information. To be utilized effectively, certain records must be available to authorized persons 24-hours per day. A combination of computer generated or hard-copy files could be used for this purpose.

Finally, internal records such as personnel files, internal affairs investigations, and discipline bring with them their own additional security and accessibility responsibilities.

OBSERVATIONS

The Dedham Police Department has a policy that addresses the general purpose for record keeping in the department, supported by guidelines for the collection of information and management of the records system. The policy explains the purpose of a records system is to benefit each of the department's activities while compilation and availability of records is a vital tool in the overall management of the department. In this regard the records system supports

planning, budgeting, financial management, and the allocation of departmental resources such as personnel.

As expressed in the Dedham Police Department records policy “the chief task of records involves classification, filing, and indexing of police paperwork and information by numerical, alphabetical, and other classification systems, so that this information is accessible for later convenient retrieval. Information is also needed for informing the public and other private and public agencies such as attorneys, prosecutors, and insurance companies”.

The Dedham Police Department records system is designed, to the extent possible, to be a centralized system. There are exceptions to this as the unique nature and purpose of some records require limited access. Intelligence files are cited as an example of this and those files are maintained in the Investigations Division. While overall coordination and control of the records system is placed in the Division of Administrative Services, the policy also places the responsibility for the records generated by each division in the department with each division’s commander. The Administrative Services Division Commander is charged to periodically inspect the overall records system to insure its proper functioning and integrity.

Records Categories

The Dedham Police Department has divided its records into a number of categories. The categories are shown below with examples of records found in each. The categories create a structure for the system providing an orderly way for its management.

Persons: arrestees, wanted persons, missing persons, and victims

Motor Vehicles: accidents, moving violations, and parking tickets

Administration: personnel, payroll, and building maintenance

Crime statistics: arrests and crime reports

Property: evidence and stolen property

Miscellaneous: jail and court related

The records policy lays out the requirements for all Dedham Police Department personnel to be familiar with its content and to follow it to safeguard the confidential nature of the records. Access to the records and their content is restricted to authorized personnel only. Beyond that, personnel with access to criminal history records information are required to protect that information from disclosure to unauthorized parties. Department personnel are also charged with following three other Dedham Police Department policies that closely relate to the records

policy. Those policies address the use of the Law Enforcement Automated Process System/National Crime Information Clearinghouse, the Criminal Offender Record Information system, and News Media Handling.

The Administrative Services Division is charged with setting a schedule for purging outdated records and information periodically consistent with applicable law. The commander of this division is also required to periodically audit the final records and transactions of the Dedham Police Department to insure their integrity.

While the records policy does not name specific types of reports or set out a schedule of reports that must be completed, the overall policy language certainly infers that the information generated through incidents coming to the department's attention be recorded.

The Dedham Police Department has an extensive number of policies to direct the actions of its personnel. Three of the most critical areas of policing are domestic violence calls, high-speed vehicle pursuit, and use of force. Each of these areas is covered by a policy. These three policies were reviewed as samples to determine what if any information recording requirements were included in them. It was found that the three policies directed the collection, documenting, and reporting of necessary information.

Incident Reporting Software

Over 20 years ago, the department began the automation of its records system developing a relationship with Pamet Software, LLC, as its software provider. The software is a robust system that generates a goodly number of reports from the incidents and activities of the Dedham Police Department. A number of the reports were used in abbreviated fashion in the Calls for Service chapter of this report.

The mainstay of the Dedham Police Department records system is the incident report. When an incident is reported, a theft of a bicycle for example, the basic report information such as date, time, complainant's name, address, and telephone number, is placed into the report by the communication center's Computer Automated Dispatch software. Once the officer assigned to the call has completed his or her initial contact with the complainant, the officer will add a narrative to the report. At that point, the report is entered into the records system by the officer where it will be reviewed and approved by the officer's supervisor. If additions or corrections are found necessary, the supervisor can e-mail the officer requesting that needed corrective action be taken. Pamet software is capable of running "quality control" reports at set intervals (i.e. monthly), which would list missing or not approved reports in the records system. Currently that type of report is not run on a scheduled basis. MRI recommends that a routine schedule for this report run be established. MRI also recommends that first line supervisors receive the report and be directed to correct any deficiencies within a specified time. Pamet software does contain a case management system and it is in use.

System at Risk

The records system server is housed at the Dedham Police Department headquarters. The server's content is now backed up on tape which is also stored at headquarters. The Dedham Police Department is fully aware that the current practices are outdated and expose the viability of the records system to real risk. There are plans now underway to remedy the situation with remote server locations and current technology employed for back up with those files secured off-site. The department expects that these remedies will be implemented in the next several months. MRI recommends that this serious problem be remedied in the immediate future.

The required Uniform Crime Reporting (UCR) and National Incident Based Reporting System (NIBRS) reports are generated from the records system and submitted to the appropriate state agency and then along to the Federal Bureau of Investigation in Washington, DC, on a monthly basis.

Periodic Records Review

There is no routine schedule for the review and purging of records established in the Dedham Police Department. In addition to the automated records of the department, there is a paper records system that contains records of 1970s and 1980s vintage. Lieutenant Black, who is recently promoted to that rank, is in charge of both the automated and paper records systems. He knows that storage space in headquarters is at a premium and has set out for him the task of reviewing and purging the paper records system. Once cases to be destroyed by shredding are identified, permission to do so must be obtained from the Massachusetts Secretary of State. MRI recommends that prior to any review or destruction of any records, that the records retention and purging section be developed and added to the Dedham Police Department Records policy. MRI recommends that a schedule for the periodic review and purging of records be developed and included in the Records policy.

HIPAA

The Health Insurance Portability and Accountability Act of 1996 (HIPAA) standards require that documents which contain medical information be separated in such a fashion to prohibit unauthorized disclosure. To meet the standard, the Dedham Police Department extracts from an employee's main personnel file all materials that contain medical information. The medical information is placed in an employee specific file jacket and placed in a separate file cabinet. Access to the employee medical information file is restricted to the department's two administrative assistants who are assigned to personnel and financial matters; Lieutenant Nedder who commands the Administrative Services Division and Chief d'Entremont.

RECOMMENDATIONS

- 5.1 MRI recommends a “quality control” report that would list police incident and other required reports that are missing from the records system or that are incomplete be developed and run at identified intervals.
- 5.2 MRI recommends that the report be directed to first line supervisors and they be required to correct any deficiencies within a set period of time.
- 5.3 MRI recommends that the plan to remove the record systems server to a remote and secure location, to complete system backup through current technology, and to store the backup records in a secure off-site location be accomplished in the near term.
- 5.4 MRI recommends that the records retention and purging section be developed and added to the department’s Records policy prior to the purging of any records.
- 5.5 MRI recommends that there be added to the department’s Records policy a schedule for the periodic inspection and purging of records.
- 5.6 MRI recommends that guidelines be established for the retention, dissemination, and distinction of all matters associated with juvenile records including security, disposition at time of majority, and ultimately expungement.

CHAPTER 6

COMMUNICATIONS

OVERVIEW

Policing has changed dramatically over the last several decades. Keeping pace with the acceleration of new technology has proved challenging for most law enforcement agencies. Nowhere has that change been more dramatic than in the area of Communications. The use of computers, the Internet age, the increasing accessibility of information, the recognition of the critical role Telecommunication Professionals play in providing safety and security for our citizens have all combined to place significant demands on limited resources. Still, the basic function of Public Safety Communications has not changed over the years. According to CALEA, the core function of any Communications Division is to satisfy the immediate information needs of the law enforcement agency in the course of its normal daily activities and during emergencies (CALEA Chapter 81). This means being able to effectively transfer information between the public and the officer on the street.

OBSERVATIONS

The Town of Dedham operates its own communications function and provides services to all public safety entities within the community. The communications function reports to the Town Administrator's office. It is staffed 24 hours a day, 7 days a week, 365 days a year, with a minimum of 2 dispatchers. The table of organization authorizes 9 full-time dispatchers working a schedule of 5 days on, 2 days off system, for a week per month, and then a 4 on, 2 off schedule that allows movement of the days off, thereby giving each dispatcher fair access to weekends with some time off for family. Dispatchers work an 8 hour shift with a lead "working" dispatcher position overseeing the communications function and personnel.

The Dedham Communications Center serves as the public safety answering point (PSAP) for the Town of Dedham as all landline 911 calls are answered by Dedham. Communications staff members serve simultaneously as call takers and dispatchers, monitoring both the phone and radio. Calls are answered by the first available dispatcher regardless of the nature of the call or which public safety entity services are required. MRI was astonished to learn that part of the computer operating systems are still DOS based and date to 1984. Although there have been "patches" or adjustments to enable the various software packages to integrate and interface with modern technology commonly used, this is a very serious incompatibility issue that requires the immediate development of a well-designed communication strategic plan that can move this critical component forward.

Information is gathered and entered into the computer aided dispatch system (CAD) by the initial dispatcher taking the call. The CAD system automatically fills in the call taker, date, and time information. Dispatchers then enter sources of calls (radio, telephone, and walk-in) manually, as well as the underlying nature of the call, location, caller information, and narrative. Police services are handled by Pamet software that also engages the Computer Aided Dispatch (CAD) system that was recently updated by the vendor. Pamet enables the dispatchers and police officers to create a system that enables dispatchers to search the record management system (RMS) in real time for dangers associated with an address. Conversely, all dispatch information is included in the RMS, so officers' reports are automatically prefilled with dispatch events. Interestingly, dispatchers noted that any updated information, such as demographical, vehicle data, or other common, relatively mundane statistics, must be entered through the record maintenance personnel severely delaying the ability to have an up-to-date database. Although Pamet could handle fire services in addition to police, the fire administration preferred to have fire service matters handled by "Firehouse" software, which is a software package that uses an integrated database and graphical user interface. Firehouse is one of the industry standard software record management systems specifically designed for fire departments to manage business, day-to-day operations and planning, field operations and decision support, communications, and technical challenges.

During 2010, the Dedham dispatch center experienced the following activity:

Department	Calls for Service
Fire	3,900
Police	14,500
911	6,485

At first blush, the communications area appears to be a modern and functional environment. However, it was soon observed that the dispatch work areas are not compatible with each other. It is common in the communications profession that workstations are redundant throughout communication centers, allowing each workstation to handle any of the three public safety entities, fire, police, and rescue/ambulance, simultaneously. In Dedham's communication center, none of the three observed workstations is mirrored or redundant to any of the others. If an employee is assigned to dispatch fire personnel, this is the only area of public safety they can focus upon without moving to another console. Of course, if that console is already occupied and that dispatcher is busy with call taking or dispatching apparatus or personnel, no other information is being conveyed nor received to or from personnel in the field. The same situation applies to police and/or rescue. Were a major event to occur monopolizing the resources of one public safety entity there would be significant challenges with the current configuration. MRI's concern of the deficiencies detected in the communications function cannot be overstated.



During several opportunities to meet and observe dispatch personnel, MRI noted several areas of concern. As an example, the computer systems within the dispatch center and at the welcome desk are capable of querying Massachusetts' and out-of-state databases. There were several times when police officers made vehicle stops that the dispatcher elected to perform the most basic task of determining who owned the vehicle by leaving the communication's secured area to use the computer terminal at the welcome desk in the adjacent lobby, and then return to the secured area to radio the officer of the results of the computer inquiry. Apparently this is done as the welcome desk terminal provides the query results faster and to perhaps occasionally escape the confines of the dispatch office. Regardless, this is an extremely cumbersome and dangerous arrangement, as dispatchers must unlock the access door to re-enter the communications area. While an electronic unlocking mechanism would provide some relief to this, checking plates and/or driver license status in this manner is fraught with vulnerability.

Dedham is now in the process of evolving the communications system to one that is web based which should improve communications operations.

One of the most critical tasks is the indoctrination of new dispatchers to insure the success of the employee. Trainers must impart knowledge about many different topics, including the philosophy of police, fire, and rescue, while imparting law and technical topics such as radio and telephone response. Additionally, there are a number of computer systems and software to be managed, as well as the stress of emergency events that are dynamic and often life threatening. And of course, the appropriate handling of difficult callers and basic listening and speaking skills. Newly appointed dispatchers receive very limited orientation before assuming work status and participate on occasion in department wide training. Overall, training for new or seasoned dispatchers was exceedingly limited. Although there is a month-long Massachusetts dispatch academy, MRI was advised that the Town of Dedham has not utilized this opportunity.

The Dedham Communications Center is Federal Communications Commission (FCC) certified. Currently, there is a national initiative to maximize the benefits of the 700 MHz Public Safety/Private Partnership and to deploy a nationwide, interoperable broadband communications network. The FCC has suggested that consolidation of the narrowband segments of the 700 MHz band will promote the benefits of the 700 MHz Public/Private Partnership by "creating a contiguous public safety broadband allocation adjacent to commercial broadband spectrum, and distancing the narrowband segment from the broadband segment to minimize interference potential." Dedham had already begun moving towards addressing this initiative by purchasing more than twenty new portable radios that meet the 700 interoperable criteria and are capable of reprogramming. During the month of October, the upgrade to narrow band was 99% complete with minor adjustments to the bandwidth forthcoming through the efforts of the radio vendor.

Dedham is part of the Boston Area Police Emergency Radio Network (BAPERN) which facilitates constant radio communications between members of the Dedham Police Department and the police station, but also allows for direct communications with other law enforcement agencies who are part of that network system. This allows surrounding police departments to routinely monitor each other. The radio system is currently licensed through the FCC and the license is properly displayed in the Communications Room. All telephone and radio communications are digitally recorded as they are received by the communications' personnel and entered into storage. Emergency electrical power to the communications function is supplied by a backup diesel generator. The generator is maintained by the Dedham Police Department and is tested automatically each Tuesday. It has the electrical capacity to power the entire building with little interruption if and when the electrical power fails.

MRI has already noted several conflicts within the policy manual that pertain to other functions of the agency which are articulated under other sections of this report. However, the area of dispatching is a prime example of cultural and memorialized influences impacting the operations of a critically important function. While the policy manual indicates that the Operations Division oversees the *function* of dispatching, the personnel within the function are controlled by the Administrative Division as noted from these excerpts from the policy manual:

Operations Division

The Operations Division will be headed by a Lieutenant. All Operational Sergeants will report to the Operations Lieutenant. The Sergeants will be placed in charge of teams of officers. Members of the patrol force will be assigned to individual teams. Shift commanders will often exercise direct supervision of officers not assigned to their team or division because of scheduling.

*The Operations Division will be responsible for the following functions and programs; Patrol, Traffic and Parking Enforcement, Accident Investigation, Prisoner Detention, Weapons Control, Domestic Violence, Liquor Inspection, Special Events, **Dispatch**, Preliminary Investigation, Emergency Response and LEAPS procedures.*

Administrative and Service Division

*The Administrative and Service Division will be headed by a Lieutenant, who shall serve as the Department's Executive Officer. An Administrative Services Officer will be appointed to assist the Division Commander. Two Clerk/**Dispatchers** will report to the Lieutenant as well as the Department Civilian Employees.*

Among the duties that the Administrative and Services Division will be responsible for are the following functions and programs; Fleet and equipment maintenance, Building maintenance, Procurement, Records, Detail assignment, Evidence and property control,

Fiscal oversight, Press relations, Licenses and related files, Auxiliary liaison, training and communications.

While these policy conflicts highlight the organizational confusion that permeates the dispatch function as a whole, they often manifest themselves in more subtle but critical ways. These issues were detected and highlighted in training deficiencies, lack of performance standards and/or expectations, recruitment and selection process, individual staff performance evaluations, direct supervision deficiencies, and an overall lack of purpose. Paradoxically, these same deficiencies were articulated and emphasized via the internal survey by the users of the communications center.

As stated earlier, the public safety communications function is the critical link between the needs of the people in the community and the operations within and between Dedham's public safety agencies. To optimize the effectiveness and efficiency of the communications function a clear line of accountability must be established. As the communications function is an integral part of public safety and the communications office is located in the police building, MRI recommends that the public safety communications function be placed under the Dedham Police Department for oversight. Specifically communications should be placed under the Administrative Services Division with the Director of Public Safety Communications being a direct report of the Director of Administrative Services.

In similar measure to the police department, the fire department's operations are supported by Dedham's public safety dispatch. To insure a consistent and effective way for the fire department to address its operational needs and concerns with dispatching services MRI recommends that the fire department identify one of its officials to serve as a liaison to the police department for the purpose of helping to shape public safety protocol generally and to address any fire service communications issues that may arise specifically. While the development of communications protocol and the resolution of any procedural issues that might arise would be under the general direction of the chiefs of the fire and police departments, any policy or procedure concerns that required further guidance for resolution would be addressed to and by the town administrator.

RECOMMENDATIONS

- 6.1 MRI has concluded and recommends that the dispatching services must be totally revamped with the goal to instill the fact that the public safety communications function is a primary mission of the Town. Dispatching services must be recognized as the linchpin for coordination of the delivery of public safety service to the Town of Dedham. It may not be possible to overestimate the value of the services provided by this function to the entire Dedham community and every effort should be undertaken to enhance this function.

- 6.2 MRI recommends that the Communications Center must develop a comprehensive, well thought out, uniform set of written directives designed to ensure that administrative and operational goals are met while providing direction to personnel. MRI would urge contacting the Association of Public-Safety Communications Officials International, Inc. (APCO) www.apco911.org and/or the Commission on Accreditation for Law Enforcement Agencies (CALEA) www.calea.org.
- 6.3 There must be a clear line of accountability for the dispatching function including personnel chain of command eliminating the inherent confusion of the existing organizational chart not paralleling the written directives. MRI recommends that the communications function be accountable to the Director of Administration of the Dedham Police Department.
- 6.4 MRI recommends that a job task analysis be completed to determine if the current lead dispatcher position is sufficient to effectively manage the requirements of this vital function.
- 6.5 MRI recommends that Dedham finalize the upgrade of radio equipment including mobile, portable, and base to the 700 Narrowband configurations.
- 6.6 Once there is a determination as to the number of consoles required to meet the needs of the Dedham community, MRI recommends that all consoles be designed and equipped identically, to allow control and operation of any radio channel and jurisdiction from any console. Each console should have two headset jacks that allow operation of radio and telephones, to provide back-up access, dual-dispatcher operation at a console, and side-by-side training or observation by a supervisor.
- 6.7 To make sure that initial orientation training is done thoroughly and in a standardized manner, MRI recommends the development of an orientation manual which would articulate in clear manner what tasks are to be performed, what behavior is to be expected, and how each task can be successfully performed. Once developed, employees must be trained to the manual's content, the training documented, and periodic evaluations of the employees performance be conducted.
- 6.8 MRI recommends that the department should modify the building entrance door to allow access via an electrical buzzer. The door should remain locked at all times. An intercom system allowing two-way communications between the front desk area the Dispatcher Center should also be considered.

- 6.9 Interaction with staff is a significant deficit at the department of public safety. MRI recommends regularly scheduled meetings with all staff, including dispatchers, be conducted.
- 6.10 MRI recommends the development of a comprehensive equipment replacement program for the dispatching function to include a structured systemic approach to replacing portable radio batteries, portables, chairs, maintenance agreements, and other necessary items.
- 6.11 MRI recommends that all computer systems used in the building be housed in secure areas not accessible to the public or to unauthorized staff members. All programs running dispatch-related programs shall be protected by a system of user names and passwords. The password system shall allow the system manager to designate how often passwords must be changed by individual users and their format.
- 6.12 MRI recommends that the fire department appoint one of its officials as a liaison to the police department to help develop public safety protocol and to address specific communications operational issues.
- 6.13 MRI recommends that the protocols and procedures of public safety communications be addressed routinely within the police and fire departments. If required, additional guidance on protocol and procedures would be provided by the town administrator.



CHAPTER 7

WRITTEN DIRECTIVES

OVERVIEW

One of the most important components of the management structure of any police department is a set of written directives that guide and direct employees as they conduct their tasks. The policy and procedures manual is the foundation for all of the department's operations. When properly developed and implemented, a policy-procedure manual provides staff with the information to act decisively, consistently, and legally. It also promotes confidence and professional conduct among staff. Ideally, these directives should be readily accessible to each employee so that they may immediately access them for guidance. In today's technologically savvy workplace, having the policies and procedures readily available on agency desktops allows employee access while facilitating periodic updating. As policies are living documents that provide timely guidance and reflect modern policing environments, they should each have a review date in order to ensure that they are revised when appropriate and remain relevant. To ensure employee's awareness, each should sign an acknowledgment of receipt and review of the manual also attesting that they have had an opportunity to ask and have resolved any questions that they may have with each policy and procedure. A copy of the signed receipt must be retained in each employees' personnel file.

The value of such a manual is paramount. Without it, it is virtually impossible to discipline an errant officer and have the discipline imposed survive a legal challenge. Additionally, the existence of policies, particularly in such high liability areas as domestic violence, uses of force, police pursuits, and sexual harassment, protects the Town of Dedham and its employees against lawsuits. Finally, good policies, when accompanied by regular training and consistent supervision, help to ensure that the Dedham Police Department is consistent in the way it handles similar situations, regardless of when they are handled or which employee handles them. However, if policies are only in place and there is minimal and/or inconsistent demonstration of adherence, then exposure to litigation and the defense of the organization becomes untenable at best.

OBSERVATIONS

Much of the Dedham Police Department's policies and procedures reviewed by MRI appeared to be marginally current (1996) with additions from groups such as the Massachusetts Police Accreditation Association especially in the high liability areas of pursuits, use of force, and prisoner processing. Many others appeared to be more akin to a training manual than guidance and/or procedures *supported* by training. Unfortunately, although there were indications that

several policies were extracted from the Massachusetts Police Accreditation program, MRI's review found a number of areas where MRI recommends immediate attention. As an example, within the area of use of force standards, MRI did not detect references to what weapon or weapon systems officers of the Dedham Police were authorized to use in any category including pistols, rifles, shotguns, or even specific weight and/or caliber of ammunition. Additionally, those officer issued weapons, whatever they are, had no qualification standards referenced for anyone using *any* weapon system. Nor remedial processes were an employee unable to meet standards. Definitions for this critically important chapter were lacking and did not include explanations pertaining to lethal versus non-lethal force or even a permitted list of appropriate "tools" officers may use in the course of their duties.

Society is justifiably concerned about police use of force which range from well-publicized incidents involving allegations of excessive force to the onset of "aggressive" policing. Often the culture or institutional memory of an organization is regarded as festering in a culture that encourages use-of-force abuses. While MRI has not observed that this culture exists at the Dedham Police Department, there has been significant observation that the organization performs many daily tasks based upon "what has always been done" rather than based upon well-conceived policy and procedures that offer guidelines for employees. Reaffirming that assessment by MRI is the fact that while several directives are contemporary, perhaps most problematic was the consistent demonstration that there were significant lapses in adherence to the policy. Rather than subject every procedure to microscopic inspection, MRI reviewed two of the more high liability policies associated with law enforcement that would be subjected to intense legal review were an incident to occur. In both these categories were two significant examples of organizational failure to adhere to the policy or recognize a deficiency or potential deficiency:

Use of Force

A section of the Dedham Use of Force policy calls for the following annual analysis of force used by all members of the agency to be completed:

THE OPERATIONS LIEUTENANT SHALL CONDUCT AN ANNUAL ANALYSIS OF ALL USE OF FORCE REPORTS AND SUBMIT A WRITTEN REPORT TO THE CHIEF. SUCH ANALYSIS AND CONCLUSIONS MAY INDICATE THE NEED FOR TRAINING, EQUIPMENT UPGRADES, OR POLICY MODIFICATION. THE REVIEW SHOULD CONSIDER: [1.3.13]

Ironically, the notation in brackets references the specific CALEA standard that must be met to be accredited under the CALEA program no analysis has been completed by the agency. A Use Of Force Analysis report is provided in Appendix B of this report.

Vehicle Pursuits

Another policy that was inserted from accredited standards has resulted in a very solid “no pursuit policy” except under the most severe felony situations. This procedure was articulate and thorough to include roles of supervisors, dispatchers, and other patrol officers. However, MRI detected significant deficiencies such as the excerpt below which related to “heading off” a suspect vehicle. This segment of the policy would be out of compliance with CALEA standards as the policy, if followed, essentially predicts a collision will occur between a police vehicle and the pursued vehicle. However, there is no mention of the need for the Dedham officer to consider that the collision will result in an officer using deadly force against all of the occupants of that other vehicle not just the driver who obviously is the lone person definitively committing a criminal act.

1. Heading Off

- a. *Heading off is an active attempt to terminate a pursuit by the primary unit pulling ahead of the pursued vehicle in a manner to force the pursued vehicle to come to a stop or risk collision with the primary unit.*
- b. *Heading off may be utilized only when there is a determination that the pursued vehicle must be immediately stopped because the driver and/or occupants of the vehicle pose a clear and immediate threat of death or serious physical injury to the public and/or other occupants of the pursued vehicle.*
- c. *This tactic may be utilized only when authorized by a supervisor, and it is reasonable to believe that allowing the vehicle to escape will not reduce the perceived risk of death or serious physical injury to the public and/or the occupants of the pursued vehicle.*

Due to the obvious liability associated with pursuits, accreditation standards, similar to use of force, require annual analysis of all pursuits for the purposes of determining policy deficiencies, patterns, or training needs. Unfortunately, the analysis required by the policy has not been accomplished.

MRI recommends that the Dedham Police Department enter the accreditation process commencing with self-assessment of the entire policy and procedure manual setting a two-year timetable for an on-site assessment by the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA).

MRI contends that the manner in which a police organizational culture functions can be immensely improved by the accreditation system. One of the most positive attributes of the accreditation process, from the perspective of a police manager, is that accreditation demands that certain tasks be accomplished, not just thought about. MRI believes that many of the areas which have been identified throughout this report including communications, record

management systems, and management of risk, would be successfully enhanced if the Dedham Police were to seek, obtain, and maintain CALEA accreditation. MRI recognizes that not all agencies can pursue CALEA due to cost implications. In making the determination about CALEA affordability, MRI notes that improved risk management stemming from CALEA may reduce insurance costs. This possibility should be investigated. Even if CALEA is not pursued, MRI recommends that all Dedham Police Department policies conform to CALEA standards. A self-assessment of all policies should begin immediately starting with policies that govern high risk and high frequency policing behaviors (i.e. use of force) and work down from there.

One of the most important elements of the accreditation process is the absolute need to review and analyze programs, people, and events due to CALEA standard's requirements. MRI understands the inherent challenges to accomplishing all necessary tasks associated with managing a police agency. Unique to the accreditation process and possibly its very essence, is the fact that having policies and procedures in place is not sufficient. It is imperative that they be followed, adhered to, and demonstrated that there is compliance with applicable standards. Many standards require review, critique, and/or analysis of the activity. Once an analysis is accomplished, a decision based upon reliable, confirmed information is possible and will ultimately provide sound affirmation or strategy to enhance the activity. Repeatedly, information provided in this manner has supported agency initiatives and allayed the concerns of elected officials, as well as the residents and financial supporters of the agency.

The Standards for Law Enforcement Agencies are contained in the CALEA manual. These "standards provide a description of *what* must be accomplished by an applicant agency but allow that agency wide latitude in determining *how* it will achieve its compliance with applicable standards"¹. Standards address the role and responsibility of the agency as well as the organization, personnel issues including selection, grievances, discipline, promotion, and training. Additionally, operations including investigations, crime prevention, and special events are focused upon. To complete the breadth of policy development, CALEA standards also address areas of prisoner transportation, citizen complaints, records management, and dispatch as well as evidence retention.

There appear to be some significant policy lapses that raise real liability for Dedham. MRI recommends that Dedham Police Department put a working group together to immediately triage the deficiencies, correct them with new policy, provide the training to support them, and the documentation to memorialize it.

¹ Standards for Law Enforcement Agencies, 5th Edition, 2010

RECOMMENDATIONS

- 7.1 MRI recommends that the Dedham Police enter the accreditation process commencing with self-assessment of the entire policy and procedure manual setting a two-year timetable for an on-site assessment by the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA).
- 7.2 There appear to be some significant policy lapses that raise real liability for Dedham. MRI recommends that Dedham Police Department put a working group together to immediately triage the deficiencies, correct them with new policy, provide the training to support them, and the documentation to memorialize it.

CHAPTER 8

ORGANIZATIONAL STRUCTURE AND STAFFING

OVERVIEW

Organizations are established to allow individuals to accomplish tasks that they would not individually be able to accomplish or prefer not to accomplish alone. Once a task is identified, an organization is structured so that the goals and objectives associated with the task may be achieved. Administrators of organizations are charged with ensuring that the services to be delivered by an organization are done so efficiently, effectively, and equitably. Over time organizations tend to become static, not changing to meet the times or the evolving demands placed on them by the constituents that they serve.

In order for police organizations to remain efficient and effective, to provide the greatest level of service to the public with the scarce financial resources available, police administrators should be open to frequent review of the mission of their organization and to ensure to the extent possible that the structure of the organization, its staffing, and the management of all resources are optimal.

In terms of staffing, since personnel services account for typically 80% or more of a police department's budget, it is most important that managers do the best job possible to ensure that department members are properly recruited, selected, trained, assigned, supervised, evaluated, equipped, and otherwise supported.

The patrol function of traditional police organizations provides the primary policing service to the public; a call is received, and a patrol officer responds. When not responding to a call for service, patrol officers are expected to undertake preventive patrol and proactive enforcement activities. The Dedham Police Department is now based on this traditional model. An alternative to the traditional model of policing is the proactive community policing model. In this model, a proactive public safety agenda is developed for the community based on input from all facets of the community of which the police are but one. The police and the community then share the responsibility to affect the agenda. In this model, the community identifies underlying causes of crime and disorder and addresses them as opposed to reacting to crime which is the symptoms of societal problems. In the community policing model the random preventive police patrol is refined by having officers who are not responding to calls being engaged in activities from the community developed agenda.

MRI recommends that the Dedham Police Department evolve to the community policing model. A greater treatment of this recommendation is provided in the Community Outreach and Community Policing chapter of this report.

OBSERVATIONS

The Dedham Police Department currently has 60 sworn and 8 civilian authorized positions for a total of 68. The position breakdown is shown below.

Sworn:

1 Chief of Police
4 Lieutenants
9 Sergeants
46 Police Officers

NOTE: Of the pool of 46 police officer positions, 5 are detectives and 1 is a juvenile officer, leaving 40 police positions that may be assigned to patrol.

Civilian:

2 Administrative Assistants
4 Patrol Matrons (part time on-call employees)
2 Custodians (1 full time, 1 part time)

Position Descriptions

In subsequent sections of this report, recommendations are made that change the description and or duties of some Dedham Police Department positions. Position Descriptions can be found in the Dedham Police Department's Organization Manual, Section 4-07, pages 16-59.

Current Organizational Structure

The organizational chart at Appendix C sets out the current structure of the Dedham Police Department with the exception that the functions and positions of the Staff Division are now blended into the Administrative and Service Division. The Staff Division was staffed by the administrative services officer, referred to as the detail officer, and the police clerk. The detail officer position is filled, while the police clerk position has been vacant for two years, the duties of that position having been assumed by other areas in the Department.

A Lieutenant is in charge of each of the Department's divisions and is a direct report to the Chief. The Lieutenant in charge of the Administration and Services Division is also designated as the Department's Executive Officer and has full command of the Department in the absence of the Chief. The Lieutenant who serves as Operations Division Commander balances the

responsibilities of senior administration with that of the middle management duties of shift supervisor. The rank of lieutenant in the department is included in the supervisor collective bargaining unit that also includes sergeants. This leaves the Chief as the only sworn position in the department in a non-union position.

The rank of Lieutenant is typically associated with middle management in police organizations. That is also the case in the military, upon which traditional police agencies are modeled. Middle management generally includes lower level executives and other employees who manage supervisors overseeing day-to-day operations. Middle managers are one level below senior administrators and provide supervision to keep employees on a strategic organizational path developed by senior administrators.

Proposed Organizational Structure

The recommended organization provides for a chain of command that sets out supervisory-subordinate relationships placing emphasis on accountability (see proposed organizational chart at Appendix D. A reasonable span of management is also established (span of management is a broader term than span of control and is used to describe a supervisors capacity to oversee the activities of others) as is unity of command which provides for an employee receiving orders from only one supervisor for a particular task. Of particular note in the recommended organization is the development of a new rank structure that clarifies the three levels of management typically found in organizations.

The senior administrators are the responsible parties within the Department for the executive leadership of all police and public safety communication services (it is recommended in this report that the Police Department provides oversight for public safety communications) for Dedham. The senior administrator level in the Dedham Police Department currently has one position, the Chief of Police. As recommended, the senior administrator level will be comprised of the Chief of Police, a Captain of Field Services, and the Director of Administrative Services.

The Director position is on par with the Captain of Field Services. If the Director position was recommended as a sworn position, it would be as a captain. To support the broad array of responsibilities of the director position the Town might consider expanding the duties of one or both of the administrative assistant positions in the areas of budgeting and financial management and procurement as examples. This additional administrative support could provide relief to the director from administrative duties allowing greater attention to policy and leadership responsibilities. The two administrative assistant positions would become direct reports of the Chief's, as would the Captain of Field Services and the Director of Administrative Services. The Captain of the Field Services Bureau would be second in command of the department. Both the Field Services Captain and the Administrative Services Director would be non-union positions.

The Director of Administrative Services position would be a civilian position as the functions assigned to this division are purely staff. The recommendation to civilianize this current sworn position is consistent with other recommendations in this chapter to civilianize sworn positions that are staff in nature. These recommendations are made to maintain a basic division of labor; those positions that require enforcement duties and its management would be accomplished by sworn personnel. Those positions that do not require enforcement or its management would be accomplished by non-sworn personnel. Civilianization also allows access to people from outside the police department's sworn ranks that have the requisite skills and abilities for a particular position. Most police departments are relatively small organizations with limited ability to foster career development paths within the sworn department structure let alone within the staff structure. The complexity of budget and financial management, information technology, training, human resource and labor relations, and related staff duties have grown sustainably in the past decade and will likely continue to do so. Civilianization offers a greater range of employee prospects with needed skills and abilities from which to recruit. The recommended shift from sworn to civilian positions may result in some cost savings due to differences in salary scales and benefit packages.

The position of Lieutenant will be used for middle management. This would correct the situation in the Dedham Police Department where the Administrative and Services Division Lieutenant is the Executive Officer of the department and second in command, a senior administrator function, while the Operations Division Commander serves as a shift commander and at the same time oversees the Dedham Police Department's patrol and traffic functions. First line supervision will be provided by Sergeants.

Currently, oversight for the Town's communication function is provided through the Town Administrator's office. In a separate chapter of this report, the recommendation is made that the communications function come under the police department with a communications supervisor becoming a direct report to the Director of Administrative Services.

Dedham has a full time dog officer that reports to the Town Administrator's office. As this position serves as an integral part of the Town's public safety effort and often interacts with the police, it is recommended that the dog officer position come under the Dedham Police Department. The position would be under the Field Services Division and report to the Captain of the Division or designee.

The position title is recommended to change from dog officer to animal control officer. The change would better reflect the nature of the tasks required of this position which extent beyond solely those of dogs to include pest animals. Other examples include people who hoard excessive numbers of cats and an Elder Services agency reports the situation to the police or the presence of an aggressive dog at a drug raid location.

The Town should take the lead to explore opportunities for providing animal control services cooperatively with neighboring communities at least to provide a network of on-call emergency service on a twenty four hour seven day per week basis.

As the recommended organization is planned for and implemented, it will be necessary to revise the department's organization manual and effected rules, regulations, and policies to bring them into conformance.

The organizational structure recommended by MRI shows all policing functions divided between **line functions**, those primary functions for which the department was created to perform, and **staff functions**, those functions that internally support the line functions. The line functions" will be placed in a Field Services Bureau to be commanded by a police Captain. This Bureau will include uniformed patrol, criminal investigations, and traffic functions. Uniformed patrol division shifts will be managed by a shift Lieutenant with field supervision provided by Sergeants.

There are currently three detectives in the Investigations Division. In addition, for approximately three years, two patrol officers have been assigned to plainclothes duties to augment the Division's investigations efforts. The Investigations Division is recommended to be supervised by a Sergeant who would report to the Field Services Division Captain.

In the past several years, the Dedham Police Department's Traffic Division has been reduced from six to three officers due to a loss of state provided community policing funding and local staffing limitations. The Division is still supervised by a Sergeant. There is currently no traffic enforcement plan to guide the efforts of this Division although traffic officers do target areas of complaints and selected patrol sector cars are assigned to selective traffic enforcement throughout the community.

MRI recommends that the Traffic Division not be continued and traffic enforcement duties be undertaken by all uniformed police officers as part of their overall policing responsibilities. The Traffic Division Sergeant would be available for reassignment. MRI recommends that a traffic compliance plan be established. The plan would be developed with the community's participation and would contain efforts to gain the public's compliance with traffic regulations while using enforcement actions as necessary.

The department has a new device that is used to monitor traffic complaint areas collecting data to determine if a traffic problem exists. The use of this technology should continue to help develop and improve the traffic compliance plan for greater efficiency and effectiveness.

The Bureau of Administrative Services will be managed by the Director of Administrative Services. This Bureau will include planning and research, financial management, human resources, training, communications, equipment procurement, inventory and maintenance,

facilities maintenance, evidence and property control, crime laboratory, records, detention, fleet maintenance, police prosecution, and information technology functions. All personnel assigned to this Bureau will be direct reports of the Bureau's Director.

Currently the Dedham Police Department's training activities are assigned to the Administrative and Services Division Lieutenant position, the position having a broad array of tasks assigned to it. The provision of training in a police agency the size of the Dedham Police Department is an important undertaking, one that requires constant attention. MRI recommends that the Dedham Police Department's training activities be assigned to a training specialist within this Bureau.

The Office of The Chief of Police will be responsible for senior administrative leadership including the overall planning and delivery of all police department services.

Use of Sworn Positions

In the Dedham Police Department, some sworn officers are assigned to activities and duties which can be performed by civilian employees. This detracts considerably from having adequate staffing levels in line functions to police the community. As of July 1, 2011, the Dedham Police Department was down 6 patrol positions. The Dedham Police Department is not now allowed to fill 4 of those positions, while 2 are in the process of being filled. Given the recent increase in demands on police services and the need generally to gain the efficient use of sworn positions by assigning them to sworn policing duties, MRI recommends the following reassignment of sworn positions that currently undertake duties that are essentially administrative and clerical in nature.

Desk Officer

Each patrol shift is staffed with a desk officer. In years past, the desk officer was a dispatcher in addition to covering desk duties. Since the advent of a communications center staffed by civilians, the desk officer position description has not been updated. If there are major incidents on the street, the desk officer is sent out to provide support. On the night shift, the desk officer is sent out on patrol until around 5:00 am. If there are prisoners, the desk officer assists in processing the prisoner. With those exceptions, the desk officer's workload is administrative and clerical in nature. MRI recommends that the desk officer's administrative and clerical duties be completed by civilian employees, placing the sworn position in the Patrol Division for sworn policing assignment.

Meter Enforcement Officer

The sworn position of meter enforcement officer has been vacant for a year or more. While there is no position description for this assignment, the work involves meter enforcement,

collection, deposit of meter revenue, and meter repair. The Dedham Police Department's detail officer has assumed some meter enforcement duties, as has the sector patrol officer. Dedham is in the process of renovating the downtown square area which may cause an overhaul of the entire parking system. MRI recommends that whatever parking system replaces the current system, that the regulation and enforcement function be performed by civilians, as well as the collection and deposit of revenue, and the repair of parking meters.

Detail Officer

The administrative processes that are now used to fill details by the Dedham Police Department are currently being reviewed by a department work group. The Dedham Police Department's administrative services officer, referred to as the detail officer, is assigned to the Administrative and Services Division. The position description for the Administrative Services Officer is fully administrative and clerical in nature to include filling details, maintaining control of property, and being able to assume the duties of the desk officer. MRI recommends that the administrative services officer duties be accomplished by a civilian employee and that the sworn position be assigned to the Patrol Division for sworn policing assignments.

Police Prosecutor

Currently there is a police Sergeant who serves as the police prosecutor. The police prosecutor as a liaison to the court, a function that is administrative and clerical in nature. It is noted in the current police prosecutor position description that the prosecutor sees and deals with police incident reports which allows the prosecutor to exercise quality control of department reports. The review and approval of incident reports is an important responsibility of first line supervisors. The review should focus on the accuracy, completeness, timeliness, and composition of the report. The review of reports also serves as an evaluation tool of an officer's overall performance and the need for additional training, if any. MRI recommends that the police prosecutor position be accomplished by a civilian, and that the sworn position be reassigned. MRI recommends that the review and approval of incident reports be conducted by first line supervisors, and that the first line supervisor is held accountable for this important responsibility by their supervisor.

With a new organizational structure now recommended, the question becomes, what purpose does the organization support? As set out in the Community Outreach and Community Policing chapter of this report, the recommended mission of the Dedham Police Department is to implement and support the philosophy of community policing.

The skills and abilities needed for community policing are different from and in addition to current police officer and managerial skills and abilities. For example, community policing organizations delegate decision-making in great measure and seek innovation at the lowest levels in the organization where an emphasis on conformity is now often found. Unit supervisors and managers should be making decisions about priorities and which problems

have higher priorities. Police officers will also be asked to develop a broader range of personal relationships with community members to better develop communication channels and trust that leads to cooperative problem resolution based on problems identified with community partners.

To realize these changing skills and abilities MRI recommends that a job task analysis be accomplished initially for the police officer position and subsequently for supervisory and manager positions. The two-step approach allows the skills and abilities for the patrol officer, the essential position within the department, to be determined. The complementary supervisor and manager skills may then be determined.

As explained in excerpts from *A Final Report On Job Task Analysis Project Conducted For The Maine Criminal Justice Academy 2004* (Appendix E), in addition to determining skills and abilities for particular positions a "job analysis is the basic analytical process underlying most elements of personnel management, including selection, training, compensation, performance evaluation, placement, etc. Without job analysis information, it is difficult to determine accurately what kind of training is needed, what kind of employee should be hired, and what might constitute acceptable performance." Job analysis also supports assignment of personnel, adherence to the Americans with Disabilities Act, and greater management of liability exposure to the Town of Dedham.

It is of particular concern that personnel evaluations are not currently used in the Dedham Police Department. MRI recommends that a meaningful personnel evaluation system for all department employees not currently being evaluated start as soon as possible.

Levels of Education

The members of the Dedham Police Department have achieved high levels of post- secondary education. Members who complete college degrees are eligible for the Police Career Incentive Pay program. As of August 8, 2011, 22 of the Department's 54 sworn members (41%), had a masters or higher degree; 14 members (25 %), had a four-year degree; and 3 members (1%), had a two year degree. The fact that over 66 % of the members have college degrees should serve the department and community well as the mission of the department in service to the community's public safety needs are reevaluated and delivered.

Staff Meetings and COMPSTAT

Chief d'Entremont is introducing a more regular and formal schedule of staff meetings at the Dedham Police Department. The Chief meets with the Lieutenants as a group and some meetings also include Sergeants. Regularly scheduled staff meetings supported by well-defined agendas developed with input from supervisory manager, senior administrator, staff are essential undertakings in any well-managed organization. The meetings foster improved

communications, team building, and common understanding of department activities, joint problem solving, and accountability.

Both the Town and the Chief envision an over-all policing effort that is data driven to approach short-term activities and longer-term strategic efforts. While the Dedham Police Department generates much data about patrol activities, COMPSTAT, an acronym for computer statistics, is a real time data and management resource and a step beyond the Dedham Police Department's current data resources.

COMPSTAT is in fact a managerial process using real time data and crime analysis information for planning, decision-making, and evaluation. At staff meetings after COMPSTAT is in place at the Dedham Police Department, crime and community disorder trends will be discussed with the management and supervisory staff, setting priorities jointly to address problems. COMPSTAT data provides constant feedback on problem resolution progress. Lacking progress, managers are held accountable to modify their approach to produce better results.

MRI recommends that the Dedham Police Department adopt COMPSTAT to blend the desire for data driven policing efforts with accountability within the supervisory and management ranks of the Dedham Police Department as they strive to meet the department's mission.

Diversity in the Workforce

The Dedham Police Department currently has one female police officer while there were four in the recent past. While there is a growing Hispanic community in Dedham, the Dedham Police Department has one Spanish speaking officer.

In the wake of the turbulent 1960s and 1970s, the issue of transitioning the makeup of police departments from all white males to a composition of males, females, and ethnic minorities, reasonably reflecting the makeup of the community, came to the fore. In addition, the philosophy of Community Policing rests on the ability to develop cooperative partnerships between the police and its community members. If the community does not recognize the composition of the police department as reflective of itself, the ability to affect cooperative partnerships will be diminished.

MRI recommends that the Dedham Police Department purposely recruit female and Hispanic police officers.

An interim step would be to provide current members of the Dedham Police Department with basic Spanish speaking skills to assist officers in their daily routines and to signal openness to the growing Hispanic community.

Note: As of September 12, 2011, two vacant police officer positions had been offered to women. Both women will have to successfully complete remaining parts of the selection process. It is hoped that the two will attend a basic police officer training academy starting mid-November 2011.

RECOMMENDATIONS

- 8.1 MRI recommends the Dedham Police Department change its current organizational structure to the structure proposed by MRI in this chapter. The proposed structure is based on a basic division of labor between line and staff functions, a clear chain of command, a workable span of management, and unity of command.
- 8.2 MRI recommends that the department's organization be comprised of three levels. A senior administration level responsible for the overall planning and delivery of all department services, a middle management level to oversee employees who supervise the day-to-day operations of the department making sure the strategic direction of the department is followed, and a first line level of supervision.
- 8.3 MRI recommends that as organizational change is made, the department's rules, regulations, and policies are modified to bring them into conformance.
- 8.4 MRI recommends that the current Traffic Division not be continued and that traffic activities become the responsibility of officers assigned to the Patrol Divisions in their daily policing activities.
- 8.5 MRI recommends that the department develop a traffic compliance plan, a strategic plan to guide the traffic activities of the department.
- 8.6 MRI recommends that the traffic compliance plan be developed as a cooperative effort with representation from the community and the police department.
- 8.7 MRI recommends that the department's training activities be assigned to a training specialist to insure that the vital issue of employee training receives constant and timely attention.
- 8.8 MRI recommends that the communications function be assigned to the proposed Bureau of Administrative Services and that the supervisor of communications be a direct report of the Director of Administrative Services.

- 8.9 MRI recommends that the department civilianize the current sworn positions identified above. This will provide greater efficiency of department personnel resources and will channel more resources to front line policing activities.
- 8.10 MRI recommends that a job task analysis be completed to clarify the tasks and requisite skills and abilities needed by department personnel as the department evolves from a traditional to a community policing model.
- 8.11 MRI recommends that a performance evaluation process begin as soon as possible. While a task analysis is recommended, Once the task analysis is completed, the evaluation would be recalibrated to measure performance on the redefined tasks. Not only does a performance evaluation provide positive feedback and constructive criticism to employees, it can identify training needs for performance improvement and mitigation of risk associated with a lack of proper supervision.
- 8.12 MRI recommends that staff meetings be routinely held that include participation from the three levels of management in the department. Meeting agendas should be open to input from all participants.
- 8.13 MRI recommends that the department adopt COMPSTAT as a management tool to identify issues of community disorder and crime, to foster problem-solving approaches to the issues developed through input from all facets of the department, and to provide accountability for results.
- 8.14 MRI recommends that the department set as a priority the recruitment and retention of female and ethnic minority police officers so as to reasonably reflect the make-up of the community it serves.
- 8.15 MRI recommends that the current dog officer position be assigned to the Police Department for oversight.
- 8.16 MRI recommends that the title of dog officer be changed to animal control officer to better reflect the nature of the position.
- 8.17 MRI recommends that the Town take the lead in providing animal control services cooperatively with neighboring communities.

CHAPTER 9

PATROL

OVERVIEW

Since it is directly related to crime, safety, tax rates, and services to the public, the optimum allocation of manpower in a police department is a challenging problem not only to the police executive, but also to the city administration and the taxpayer. Likewise, the quality of law enforcement is directly related to the effective distribution of police personnel, especially patrol officers, who represent the most important element in the police services. For this reason, the proper staffing, distribution, and equipping of the patrol force should be given prime consideration.

Although we can determine with reasonable accuracy the number of personnel required to perform inspectional tasks and other services, it is more difficult to distribute patrol forces effectively. We can only assume that the time spent in purposeful patrol will prevent a given number of incidents. Further, we must assume, for purposes of tabulation and statistical analysis, that patrol officers are equal in terms of effectiveness and efficiency when, in fact, we know that differences in education, attitude, training, interest, and ambition all influence an officer's performance.

One aspect is certain, unless police patrol personnel are managed properly and are able to devote substantial time and effort to preventing the underlying causes of crime and disorder; we stand to achieve little success in reducing criminal activity.

OBSERVATIONS

The Dedham Police Department has a full-time and part-time complement of 68 positions. Of the total, 60 are sworn positions, 1 lieutenant and 8 sergeants are assigned to the Patrol Division, with 46 police officers available to be assigned there.

The 1 lieutenant assigned to the Operations Division serves as a shift Watch Commander on 2 day and 2 evening shifts. In addition to serving as a Watch Commander, the Lieutenant serves as the Operations Division Commander. Thus, the Lieutenant serves both as a middle manager, Watch Commander, and as a senior administrator, Division Commander. This problematic issue is addressed in the previous chapter of this report.

Eight (8) Sergeants are assigned to the Patrol Division serving, depending on the shift, as either Watch Commander or Field Supervisor. The pervious chapter of this report addresses the

splitting of roles by Sergeants recommending that they perform only field supervision in the Patrol Division having Lieutenants serve as Watch Commanders.

As of July 1, 2011, the positions of Chief, Lieutenant, and Sergeant were filled. There were 6 police officer vacancies; however, it is anticipated that 2 of these 6 will be filled starting on November 14, 2011, when 2 police applicants who have been offered jobs start attending the basic police academy.

Subtracting the vacant positions from the 46 authorized police officer positions brings the total down to 40. Five (5) of the 40 serve as detectives and 1 of the 40 serves as the juvenile officer, all are assigned to the Detective Division. Subtracting these 6 brings the number of police officers available to be assigned to Patrol Division for front line duties down to 34.

Patrol Shift Configuration

The Dedham Police Department Patrol Division provides police services on a 24 hour a day, 7 day a week, 365 days per year, basis. Officers work 8-hour shifts on a 4-day on/2-day off schedule. Officers bid on shift assignments based on seniority every 6months. Many officers elect to work split shifts (i.e., 2 days and 2 evening shifts). This schedule is popular since it allows a greater blend of family and work time for officers.

The officers who staff a shift are considered a patrol operations group (POG). The idea behind the POGs is the development of a team of officers and supervisors which lends itself to continuity of effort and supervision.

The chart at Appendix F shows how the three patrol shifts are typically configured.

Of the 21 (3 shifts x 7 days) patrol shifts scheduled each week, 4 are commanded by the Lieutenant and 17 by a Sergeant. Each shift has a Sergeant as a field supervisor. In addition to the 4 sector police officers, the evening and night shifts are assigned 1 or more directed patrol car(s) or a motorcycle officer. A motorcycle officer is routinely assigned to the day shift.

Directed patrol cars are not assigned to a sector and may respond to calls Town-wide to back up sector officers or add an additional car to a sector that has one or more of its sector cars tied up. On occasion, directed officers change into plainclothes and check out known hot spots or work on other assignments, somewhat assuming a selective enforcement role.

Chronobiology

There have been studies in recent years that have commented on the effects of shift work on individual workers. This is called the science of Chronobiology. Analysis of the lives of shift workers seems to indicate that various schedules can contribute to disruption of the normal

circadian cycles of human beings. Such change can contribute to sleep disruption and fatigue, as well as social and domestic disturbances. It must be realized that the length of the shift, the frequency of shift change, and the direction of the shift cycle will have health, safety, and social implications. These effects should be considered when establishing shift rotation policies as well as individual assignments. (See Chronobiology on the Internet for more information.)

Patrol Sectors

The Town of Dedham is divided into 4 patrol sectors for the purposes of deployment of Patrol Division police officers each shift (see Appendix G). The sector boundaries have remained static since the 1920s.

The department is aware that the volume of calls in the four sectors is imbalanced with sector 621 receiving perhaps twice the number of calls as the remaining sectors. A significant reason for the greater number of calls in sector 621 is the addition of Legacy Place, a large retail and commercial development. In other sections of this report, the recommendation has been made to capture additional data from the Dedham Police Department's records system to permit the statistical analysis of calls by day, time of day, and geographic location. MRI recommends that this be accomplished as soon as possible so as to reconfigure patrol sectors to achieve an equitable number of calls for service within them and a balanced apportionment of police resources to address them.

Competent Police Response to Each Task; Police Officer Availability

As the department seeks to balance the calls received and the officers assigned to address them, a critical component, often overlooked by policy makers, is the time an officer is actually available to perform requested or required tasks. There are a multitude of influences that literally deduct from an officer's availability to respond, thereby reducing the ability of the department to meet the community's requests in a timely fashion.

The following exercise is designed to assist the Town of Dedham in determining officer availability and therefore, the number of officers required to meet the demands of the community. If this is not needed in the immediate future, it will serve as a benchmark as to when additional personnel should be considered.

Performing a workload analysis for police is not an exact science. There are a variety of exercises, some suggesting that an officer's day should be divided into three equal parts:

- Responding to calls for service
- Investigations/Report writing
- Proactive and/or preventive patrol

Ideally, an officer should be responding to community needs and resolving problems for approximately one-third of their day. Police work is recognized as a very paper intensive profession. In the second portion of policing virtually every action an officer performs involves the completion of a report or form. It is often the case that the time committed to report development and the writing of the report may actually take longer than the act of resolving the initial issue that has initiated the report! The remaining one-third of the officer's time should be committed to active patrol designed to protect and deter criminal activity, as well as to conduct traffic enforcement initiatives throughout the community. Without highly visible police officers, criminal activity will fill that void.

To gain insight of the actual availability of a Dedham police officer, the exercise begins with a calendar year and the allocation of 52 weeks of employment that each agency must budget and provide funds for payroll:

40 hours per week X 52 weeks	2080 hours
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By contractual agreement, the Dedham police are entitled to vacation or annual leave. An analysis of that data revealed that each police officer uses an average of three weeks of time off for vacation purposes, with several senior employees having additional weeks. To remain conservative in the calculations, three weeks leave is used:

Average 124 hours combined vacation leave	120 hours
Remaining	1960 hours

During 2010, the average use of sick time per officer was 58.5 hours, based upon 3040 hours used during this calendar year:

58.5 hours of sick leave	58.5 hours
Remaining	1901.5 hours

During an average year, Dedham Police officers attended over 794 hours of training, eliminating them from scheduling availability. Regardless of where this training occurred, off-site or in-house, officers were not engaged in proactive or reactive police initiatives. While training is recognized as a critical component, and in some cases, state mandated, the absence of staff due to these needs is an important component for management to gage.

Average training for each officer	17 hours
Remaining	1884.5 hours



Whenever a Dedham Police officer makes an arrest or issues a traffic summons, there is the possibility that they will need to attend court proceedings taking them away from performing tasks within the community. While the vast majority of police action will not result in trials, officers are routinely in consultation with court officials preparing for the potential trial. It is calculated that each officer spends virtually a week in a court mode accomplishing trials, case preparation, and pre-trial conferences.

	40 hours
Remaining	1844.5 hours

Dedham Police officers perform a variety of community outreach tasks that are not patrol related such as safety presentations, responding to school events, and/or calls. All of these tasks are approximated to equate to 148.5 hours for each officer's commitment to community outreach.

	148.5 hours
Remaining	1696 hours

Based upon the "one-third principal", officers at the Dedham Police Department should be committing 565 hours annually to each task demonstrated in the following manner:

Responding to calls for service	565 hours
Investigations/Report writing	565 hours
Proactive Patrol	565 hours
	1696 hours

Continuing with the exercise and understanding the one-third strategy, MRI found that the Dedham Police have a very robust records management system that is capable of producing detailed reports including all calls for service. A call for service is defined as any event or task that the public requests the department to accomplish. Regardless of the magnitude of the event or how the police view the situation, the Dedham Police Department must respond and satisfactorily address the issue. During 2010, the last full year that allows sufficient data to analyze, the Dedham Police responded to 24,582 calls for service. MRI concluded that the only officers routinely responding to calls for service are the patrol officers and possibly supervising sergeants who may provide a "back-up" role, but who are considered to be "working" supervisors. Combining this data allows the exercise to be amplified in the following manner:

24,582 calls/34 patrol officers=	723 calls per officer
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In reviewing data from the Dedham dispatch center, it was determined that the average calls for service consumes approximately 31 minutes of employee time for each request. These calculations do not take into consideration follow-up investigation time utilized by the Detective, but simply focuses upon the commitment resulting from information taken at the initial call.

$$723 \text{ calls} \times 31 \text{ minutes} = 22,413 \text{ minutes} / 60 \text{ minutes} = 374 \text{ hours}$$

The statistical analysis of projected police activity in 2011 demonstrates that the demands placed upon Dedham police officers equates to adequate officer availability to address community concerns with a 36% cushion. In MRI's opinion, this fact is reflected in the understandingly high satisfaction with police services by the community. In addition, MRI has concluded that these hours will enhance the agency's initiative to retool towards a more community policing model. However, the exercise is also designed to quantify and articulate the fact that simply because an officer is employed by an agency, does not necessarily indicate that the officer is available to the community. After all of the external and internal influences upon officer time is calculated, each officer has 1696 hours annually in which they can deliver police service to the citizens of Dedham, not the entire 2080 hours for which the officer is employed.

The vast majority of police calls in Dedham can be categorized as quality of life issues such as crimes against persons, traffic complaints, and assisting the public. Over the past several years, Dedham has experienced a noteworthy increase in business related enterprises that draw significant numbers of shoppers, and sadly those wishing to criminally prey upon them. This emerging issue has equated to significant challenges as the Dedham police find themselves in a retooling strategy to meet the needs of the business community while maintaining their high responsiveness to the residents of Dedham. While not competing expectations as yet, combined with a high caliber business environment and a community with similar expectations, certain anticipations of police availability will surface. Regardless of perception, each and every call for service will still require appropriate police response. When reaction to service requests are delayed or ignored due to more serious incidents or large volume of calls, there needs to be an assessment of the level of services the department can provide. If the backlog becomes too lengthy, or clearance rates decline due to the Dedham Police inability to adequately investigate, or traffic accidents increase due to the agency's inability to perform directed traffic patrols, there must be preparation to make suggestions that may not be embraced by a community accustomed to personalized service. Ultimately, without additional human resources, the Town Council will need to determine the level of service that the community can offer and ultimately afford.

	2010	2011	2012	2013	2014	2015	2016
Calls*	24,582	25,565	26,587	26,587	28,757	29,907	31,104
#Patrol Officers	34	37	38	40	41	43	44
Calls per Officer	723	693	699	691	701	695	707
*A 4% increase is projected each year to perform this analysis							

The exercise above is designed to further enhance the ability of the Dedham community to monitor demands upon the existing staff and react accordingly. It is important to note that the patrol officers are extracted from the other members of the department, such as detectives and command staff who are required to fulfill a host of administrative tasks, as they are simply not available to perform any patrol duties. The myriad of administrative tasks is wide ranging and exceedingly time consuming while those of the detectives are designed for follow-up and/or to augment existing patrol staff. The combination of these factors allowed MRI to conclude that the calculations noted in this report are extremely conservative in nature and do not parallel to the 34 officers identified as the primary responders of the department. But for purpose of planning and anticipating needs, the more conservative the data, the more positive the outcome of the decisions since the Dedham Police administration can be assured that officers are capable of responding to citizens requests for service without significant delay.

An important fact revealed from the above matrix allows MRI to determine that the workload for each officer should remain within the range of 680-720 calls per officer. This conclusion is based upon the levels of customer satisfaction expressed to MRI consultants by a number of residents and business persons encountered. However, to ensure validation of this perception, MRI recommends that Dedham undertake a community satisfaction of police services survey in the near future. The survey would provide a valid base line of the community's sentiment of this important issue. The recommendation also includes that a periodic update of the survey be done to refresh the data.

To maintain that officer to call ratio, officers are added in the corresponding years as noted in the matrix. For the purpose of future calculations, the matrix anticipates a 4% increase in calls for service for the purpose of projecting forward. That said there was a 17% increase in calls for service between 2009 and 2010, largely due to the arrival of shoppers and accompanying challenges of traffic, accidents, and vehicle burglaries. Chief d'Entremont believes this may be an anomaly that deserves monitoring, but for purposes of this exercise to determine projections, should not be incorporated for statistical calculations. MRI concurs that these numbers be monitored closely and adjusted as they are verified annually. In any event, the matrix will enable the Town government to anticipate targets for monitoring the need for additional police staff.



A Comment on Details

In performing a workload analysis for the Dedham Police Department, MRI noted that there are a significant number of hours dedicated to third party paid details. In fact, during fiscal year 2011, Dedham police officers worked 35,156.5 hours for third party vendors at overtime rates. These hours equate to almost 17 full-time officers working 2080 hours annually (40 hours a week times 52 weeks=2080 hours).

Funds to pay for third party details do not originate in the Dedham Police Department. The private sector business contacts the police department when there is a request for additional police services outside of the realm of routine police response. With the major influx of Legacy Place and other businesses into the Dedham community, there are often additional demands upon the police department where the business desires officers to act exclusively upon a task, such as traffic control or store security due to a special event. Once the contract details have been determined, the Dedham Police Department assigns police officers to a particular paid detail and essentially compensates the officers from funds provided by the private firm. With such demand placed upon the department, Dedham police have assigned a police officer to coordinate detail requests from private firms and assign officers to paid details.

Third party details are a particular boon to the officers of the department as their annual salary increases with no direct financial impact upon the police operating budget. However, MRI believes that the number of details hours are noteworthy and warrant careful scrutiny as there are a multitude of issues at play when this many hours of work are available for off-duty police. On one hand, to be eligible for overtime, an officer must have worked their forty-hour week having not missed work. This requirement should have a positive impact upon the use of sick leave throughout the department. Conversely, officers may diminish an illness instead choosing to go to work so they will not lose their overtime hours from a "detail" thereby possibly exposing co-workers to illness. Additionally, it is not uncommon for officers to use vacation time to work a paid detail, in essence receiving two paychecks. While the officer is fully within their rights to do so, the practice may place strain on family relationships causing domestic issues. Vacations are designed to provide opportunities to relax and enjoy family.

Finally, it is not uncommon for officers to work their assigned shift and then perform a detail thereby working multiple consecutive hours. Tired officers can make errors in judgment, be curt and short with co-workers and/or the public, and ultimately suffer physically from sleep deprivation.

MRI is aware that a working group within the department has been formed to address the impact of detail assignments upon agency personnel and urges them to move forward with deliberate speed.

MRI recommends that administrative fees charged to third party vendors be increased from the current 10% to recoup the fully burdened hourly salary costs of the officer assigned the detail, the cost of the cruiser if any, and administrative costs incurred in assigning an officer to a detail. MRI recommends that the administration of detail assignments be civilianized. As Dedham seeks to maximize their human resources, a job task analysis would demonstrate that assigning a certified police officer to this position is not warranted. An indoctrinated civilian can easily manage this task less expensively than the currently assigned officer.

Community Comparisons

For comparison purposes 6 communities of similar population, regional geographic proximity, commercial and retail development, and roadway infrastructure to Dedham were selected to provide a comparison snapshot (see Appendix H for Community Comparison Survey Spreadsheet). A cautionary note is provided here, as there are many variables and dynamics in play in the six communities that make drawing hard and fast conclusions from the data difficult.

One of the data elements in the comparison is total incidents. Generally, this refers to the number of calls for police service experienced by the police department annually. The definition of what constitutes an incident can vary between departments as does the way incidents/calls for service are recorded.

Investigations

In well-managed police agencies, the patrol and investigations functions are joined at the hip. Nationwide nearly 90% of all police agencies employ less than 10 sworn officers. In these departments, the first responding front line officer is a highly experienced generalist who handles all calls for service from start to finish. Many of the calls that the generalist police officer handles require some amount of follow-up investigation. For some calls, the follow-up required is not complicated or time consuming. However, there are many calls that do require substantial follow-up investigation which exceeds the time available to the first responding officer and their expertise.

In departments with greater personnel resources there is almost always an investigations unit established to pick up the effort started by the first officer on scene. The investigators are provided with the specialized skills and time needed to develop a case as far as possible for presentation to the prosecutor and court for prosecution.

It must be emphasized that the development and presentation of cases for prosecution rely upon the first officers on scene doing their tasks of identification and preservation of evidence, identification of witnesses, gathering preliminary statements, and many more tasks effectively. Their work product is passed on to the investigator, but continuing effective teamwork is of the essence.

The Dedham Police Department has an Investigations Division with 5 detectives, down 1 due to a recent retirement, and 1 juvenile officer. The Division is headed by a Lieutenant.

In the Dedham Police Department, police officers are assigned as detectives by the Chief. One of the detectives specializes in juvenile matters. Several years ago, the Dedham Police Department started a program of rotating patrol division officers into the Detective Division for two of their four weekly shifts for a six-month period. The program served to familiarize the patrol division officers with the Division's procedures and provided added staffing albeit on a temporary basis. The practice evolved to its current situation where two Patrol Division officers are assigned to the detectives on a steady if not fixed basis. Detectives receive an annual stipend of \$1,000.00. It is now the case that the two Patrol Division officers receive the stipend also.

Disparity in Workload

The 2009 and 2010 Dedham Police Department Officer Activity reports for the officers assigned to the Detective Division were reviewed. The reports show how many arrests, citations, incidents, accidents, and reports were handled by each officer. There is a great disparity in the level of activity between the officers shown in both years. While slightly over 58% of the respondents to the employee survey felt that the Detective Division was performing well, many individual comments pointed to some officers who shouldered the burden of the Division's workload while others did not. The comments underscored the divergent levels of officer activity shown in the two annual reports. MRI recommends that the assignments for each of the positions in the Detective Division be reviewed to insure that the assignments are clearly defined. As noted below there is no case management system in place. For there to be evaluation and accountability of a Detective's effectiveness and efficiency in the accomplishment of their assignments, a case management system is essential.

Of great concern to MRI is that there is no case management system in the Detective Division. This is a basic requirement for the effective and efficient coordination and oversight of the Detective Divisions' essential purpose. MRI recommends that a Detective Division case management system be developed and implemented as soon as possible. Once installed, MRI recommends that the Detective Division supervisor be required and held accountable for the periodic evaluation of effectiveness and efficiency of each officer in the Division.

The types of training for the skills required for assignments accorded to the officers in the Detective Division should be identified and provided to increase the effectiveness and efficiency of the officers' efforts. MRI recommends that this training assessment be undertaken and the identified training be provided in as timely a fashion as possible.

In the Staffing and Organization Chapter of the report, MRI has recommended that the Detective Division be supervised by a Sergeant who will report to the Bureau of Field Services Captain. As a senior administrator in the Dedham Police Department who will need to work closely with the Chief and Director of Administration on a daily basis, it necessary for the Captain to work primarily a Monday through Friday daytime schedule. Since the Sergeant who will supervise the Detective Division reports to the Captain, it will necessary for the Sergeant to work primarily a Monday through Friday daytime schedule so that the two can communicate and coordinate the Departments patrol and investigations efforts most effectively. MRI recommends that the Sergeant who supervises the Detective Division work primarily a Monday through Friday daytime schedule.

Evidence and Property Control

Police officers assigned to patrol duties often need to take into their possession evidence and property. The property and evidence control function should provide for the security and control of seized, recovered, and evidentiary property, as well as abandoned, lost, or found property in the custody of the department. This is critically important in supporting investigations, in helping to guarantee successful prosecution at criminal and civil trials, in facilitating the timely return of property to its rightful owners, and in establishing the agency's reputation as an honest, reputable agency, worthy of the public's confidence and trust.

The Dedham Police Department has an expansive and well-developed policy setting up strict controls and accountability for the property and evidence that comes into the possession of the department. This policy has been reviewed and updated in the past year.

As required, an evidence and property control officer has been designated in the Dedham Police Department. Lieutenant Black serves in that capacity and is backed up by Officer Cronin. Officer O'Sullivan is the designated drug control officer. Lieutenant Black and Officer Cronin are the only two Dedham Police Department members who have access to the locked property and evidence area, while Officer O'Sullivan is the only person with access the locked drug area. All property and evidence is tagged when brought into police headquarters and all property and evidence is noted in an incident report completed by the officer who took the items under control. The incident report number is also included on the property/evidence tag. Property and evidence entering into the department is tagged and packaged by the initial officer. When size permits, the property/evidence is placed in secure drop boxes to be placed into property/evidence storage by Lieutenant Black. Oversized items are placed into secure locations until they are entered into property/evidence storage.

The initial officer taking control of property/evidence is required to log the item in the PAMET records system. Lieutenant Black is required to monitor PAMET frequently for new property/evidence entries. Once found, the new items go into secured property/evidence locations. If property/evidence must be removed from secured areas, Lieutenant Black must be

contacted and the move authorized. Lieutenant Black is responsible to note any movement in the PAMET system for the sake of property/evidence continuity control.

In addition to the overall structure and procedures established by policy for the control of property/evidence, the policy also addresses the release of items, handling, and security of firearms, cash, valuables to include jewelry, perishable items, explosives, drugs and narcotics, and bicycles. The disposal of items is also addressed.

Biannual inspection of property/evidence facilities and their content are required by department policy. While inspection of the storage facilities and content are done informally, the required biannual inspections are not. MRI recommends that the required biannual inspections be accomplished to strengthen what appears to be a well-defined and otherwise followed policy.

Auxiliary Police

The Town of Dedham has an Auxiliary Police force that may be called upon for a variety of reasons to include supplementing the full-time police force. The paragraphs below are taken from the current Dedham Police Department's Manual of Organization and set out the composition and typical duties of the Auxiliary.

"The Dedham Auxiliary Police shall consist of unpaid volunteers that assist the Dedham Police Department with traffic and crowd control duties. In addition, the Auxiliary Unit is on call in the event of an emergency in the Town of Dedham. The Civil Defense Act, Chapter 639, Acts of 1950 governs Auxiliary Police Units in cities and towns."

"Auxiliary Police will most often be activated for the following duties:

1. Emergency situations
2. Church traffic Parades
3. Special Events Vandalism watch
4. Community or charitable service
5. Training
6. Other situations which cannot be adequately handled by the regular police"

The following section from the current Dedham Police Department's Organization Manual places the appointment authority for Auxiliary Police with the Board of Selectmen. That authority now resides with the Chief of Police subject to approval from the Town Administrator.

"Under the provisions of the Civil Defense Act, Auxiliary Police may be appointed in the Town of Dedham by the appointing authority, the Board of Selectmen".

From the two sections from the manual below, Auxiliary Police may act in a policing capacity only when they have been called to do so by the Chief of Police. Once on duty, Auxiliary Police working with Dedham's full-time police officers are subject to direction from the Dedham Police Department members.

"The Auxiliary Police shall exercise or perform such powers and duties only when they have been called to duty by the Chief of Police"

"In terms of command protocol, Dedham Auxiliary Officers will be subject to the direction of members of the regular police force in situations involving the presence of both units".

Auxiliary Police members must be Dedham residents. Applicants have their background investigations completed by the Dedham Police Department and must successfully complete a psychological evaluation as prescribed by the Dedham Police Department.

Given that Auxiliary Police are appointed through the Police Chief, have their backgrounds checked by the Dedham Police Department, are called to duty by the Chief, and directed while on duty by the Dedham Police Department members, it would be reasonable to conclude the Auxiliary Police are or should be part of the Dedham Police Department's table of organization. In reality, the Auxiliary Police are directed by Dedham's Director of Civil Preparedness. This organizational structure was developed in 1950 by state law and today causes a cloudy situation as to where the command of the Auxiliary Police should be. Because the Auxiliary Police are selected, trained, called to duty, act in a police capacity, are supervised by police officers, and may be dismissed by the Chief of Police, MRI recommends that the Police Auxiliary become part of that Dedham Police Department's Table of Organization.

Carrying Firearms

In order to carry a firearm while on duty, Auxiliary Police must first successfully complete the Reserve Training Program provided by the Massachusetts Criminal Justice Training Council and subsequent refresher courses prescribed by the Council. It should be noted that recently the Council modified its Auxiliary Police training requirement upgrading it from the Reserve Training Program to the 800 hour training program required of full-time police officers.

Auxiliary Police may not carry a firearm on duty if they fail the annual firearms qualification administered by the Dedham Police Department. Auxiliary Police wear police uniforms that are differentiated from the full-time Dedham Police Department uniform by a different color uniform shirt, light blue for Auxiliary versus dark blue for full-time officers, and a police shoulder patch with Auxiliary as part of it. Failing to qualify to carry a firearm means that an Auxiliary Police officer cannot carry a firearm while on duty. They can be on duty in a police uniform without a firearm. Police officers, full-time or auxiliary, cannot always anticipate or control the kind of situations they will be called to or thrust into. It is reasonable to anticipate

that some of the situations may be deadly force situations. In the event that an unarmed uniformed police officer encounters a deadly force situation, and lacking a firearm is unable to protect him or others is a situation fraught with potential liability, is one to be avoided. MRI recommends that Auxiliary Police Officers who do not qualify with their firearm not be allowed to serve in a police capacity.

Emergency Response

In the aftermath of September 11, 2001, training requirements for public safety officials in Incident Command were promulgated. The purpose for this training is to achieve common protocols to blend the efforts of officials from Fire, Police, Emergency Medical, Emergency Preparedness, and others as they address situations. As noted in the Training Chapter in this report, members of the Dedham Police Department have met the Incident Command training requirements. Chief d'Entremont explained that meetings have been held among the necessary parties to fully develop the working model for the combined incident command and incident management systems that need to be in place for Dedham. The development of the protocols has not been completed. The Chief noted that in the past the Auxiliary Police have not been called on to respond to emergency situations. Clearly, a well-trained Auxiliary Police force should be seen as a valuable asset to the Town in emergency situations and included in the planning for response to emergencies. MRI recommends that Dedham's public safety officials set an aggressive schedule to fully develop integrated emergency response plans for the Town. MRI recommends that the public safety officials identify training and equipment needs required to support response to emergencies. MRI recommends that mock exercises, either tabletop or field, be undertaken and that after action critiques be part of the exercises to provide constructive feedback for improvement of effort.

Mutual Aid

The Dedham Police Department prudently augments its patrol and investigation capabilities and that of surrounding communities by participation in two mutual aid initiatives.

The Norfolk County Police Anti-Crime Task Force (NORPAC) was formed in 1987 with federal grant funding. Under State law, NORPAC has created a Mutual Aid Pact that continues on to date. NORPAC's mission is "to conduct law enforcement throughout the region using a cooperative multi-agency approach, particularly by conducting joint investigations in areas such as drug distribution, organized crime, and serial crime, and violent crime, crime committed by traveling criminals, and fugitives from apprehension."

Under this arraignment, the Chief of Police of the 15 member departments recognizes "that full police authority is conveyed to every police officer of every member agency" in all of the communities that belong to NORPAC. This arraignment facilitates the sharing of crime

intelligence, and prioritization of cases to be addressed based on a person's propensity for violence, the threat to the public's safety, time –sensitive nature of the case, and other factors.

The Metropolitan Law Enforcement Council (MetroLEC) has over 45 communities and law enforcement agencies that cooperatively provide "unique and highly specialized law enforcement resources" to its members. These resources include Canine and computer crime units, crisis negotiation teams, and special weapons and tactics (SWAT). The Dedham police have one officer on the SWAT team.

In addition, the Dedham Police Department recognizes that it may need or be called upon to receive or furnish mutual from or to surrounding communities for a variety of reasons that include civil disorder, fires, floods, or other natural disasters. State law provides the authority for Dedham's participation in mutual aid and departmental policy specifies how mutual aid may be provided or received.

RECOMMENDATIONS

- 9.1 MRI recommends that the current and long-standing four patrol sectors be examined on the basis of equitable calls for service and that they be reconfigured to correct any imbalance.
- 9.2 MRI recommends that the Town complete a community satisfaction of police services survey by community residents to establish a base line. Periodically the survey should be repeated to update the results. The survey can help decision makers as they consider a viable level of police resources to meet the community's needs.
- 9.3 MRI recommends that the current work group reviewing the issue of outside work details conclude its work in a timely and responsible manner making any needed recommendations for improvement. While administering the detail process equitably and consistently is important, MRI recommends that the primary consideration of a details policy be to insure that the availability of police officers to meet the police department's staffing needs not be compromised in any way by details.
- 9.4 MRI recommends that the fees charged to a third party for details are increased to cover the fully burdened hourly wage of the detail officer, the cost of a cruiser if used, and the cost of administering the assignment of the officer to the detail.
- 9.5 MRI recommends that the assignments of each Detective and plainclothes officer be carefully reviewed and fully clarified.

- 9.6 MRI recommends that a case management system be established for the Detective Division on an expedited basis. A carefully maintained case management system is critical for monitoring case workloads, case status, and insuring availability of case materials for prosecutor review, defense discovery, and court presentation.
- 9.7 MRI recommends that the Detective Division supervisor conduct periodic evaluations of each Detectives' and plainclothes officers' performance based on the proficiency they demonstrate against their clearly defined assignments.
- 9.8 MRI recommends that a training needs assessment be completed for the Detectives and plainclothes officers based on the updated work assignments. Any identified training needs should be included in the greater training needs assessment that is recommended the Dedham Police Department complete.
- 9.9 MRI recommends that the Sergeant who is recommended to supervise the Detective Division work a Monday through Friday daytime schedule. This recommendation is made to facilitate a close working relationship with the Field Services Bureau Captain who will be the Sergeant's supervisor. It must be remembered that patrol officers and investigators need to work in close partnership. Having the supervisors of these two functions working the same schedule is seen as a necessary step in the overall coordination of effort.
- 9.10 MRI recommends the Auxiliary Police be transferred from Dedham's Director of Emergency Preparedness and be placed under the command of the Dedham Police Department. Given that Auxiliary officers are sworn police officers the management principle of unity of command, in this case one command authority for all police services, requires this recommended realignment.
- 9.11 MRI recommends that the biannual inspection of property and evidence facilities and their content be done according to policy and to meet the over arching policy guidelines for the strict control and accountability of property and evidence.
- 9.12 MRI recommends that only Auxiliary Police officers who have successfully completed annual firearms qualification be assigned to duty. Auxiliary officers who fail firearms qualification should be offered reasonable opportunities to pass firearms qualification.
- 9.13 MRI recommends that Dedham's public safety officials develop a fully integrated set of plans and protocols to meet the emergency response needs of Dedham.
- 9.14 MRI recommends that Dedham public safety officials identify any equipment and training needs required to meet the emergency response needs of the Town.

- 9.15 MRI recommends that Dedham’s public safety officials develop and conduct exercises to test and refine the emergency response plans and protocols. The recommended exercises should be held periodically to refresh and refine the plans and the skills needed by the participants.



CHAPTER 10

TRAINING

OVERVIEW

Training is an important responsibility for every police agency. Training serves four broad purposes:

- Well-trained officers are generally better prepared to act decisively and correctly in a broad spectrum of situations.
- Training results in greater productivity and effectiveness.
- Training fosters cooperation and unity of purpose.
- Training provides protection for the department and the City against successful liability lawsuits for failure to train their employees.

Municipalities have frequently been held civilly liable for failing to train their officers. The City of Canton, Ohio v. Harris, 489 US 378 (1989), is considered to be a landmark U.S. Supreme Court decision. This decision held that Canton's "deliberate indifference to the duty to train its officers" in the area of their constitutional limits to their authority created a policy or custom that held them civilly responsible. "Where a failure to train reflects a deliberate or conscious choice by a municipality, a city can be liable for such a failure under 42 U.S.C. 1983" according to the Court. The cost of one lawsuit can far outweigh the cost of properly training police employees.

To be effective, training must honestly reflect community and departmental values, goals, programs, policies, and procedures.

A professional training program should begin with a formal needs assessment. Critical functions are identified for each performance area in terms of risk and frequency. Armed with that knowledge a human resources professional or training officer can design a training program that meets the needs of the organization for the present and into the future.

For this chapter MRI has reviewed the training budget, training records, policies and procedures, and interviewed the department's training officer. MRI has compared these factors to national best practices and law enforcement training standards. MRI has also looked ahead as far as the realm of police training in Massachusetts is concerned and offered some insights as to how the Dedham Police Department can plan to be successful in this important area.

OBSERVATIONS

Organizing for Training

The training function at the Dedham Police Department is the responsibility of the Executive Officer, Lieutenant Robert S. Nedder, Jr. This is the number two position in the department and reports directly to the Chief of Police. Chief d'Entremont has recently distributed a Personnel Practices Policy numbered 5-03 entitled Training Program which includes the duties and responsibilities of the training section.

The Dedham Police Department's Training Policy is a well-written document that shows a serious commitment to police training. It includes the department's philosophy regarding the value of training and education, and discusses the goals for individual officers and the department toward "...developing greater job and study skills as well as developing and maintaining various fields of expertise". The Training Policy dedicates the department to fair and equitable training assignments, and encourages feedback regarding the quality and usefulness of courses, as well as committing the department to maintaining accurate records of all officer training. The document includes a discussion of mandatory training, remedial training, specialized training, field training, and roll call training.

Municipal Resources, Inc encourages all police departments to become involved with the accreditation process as governed by the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA), as well as the Massachusetts Police Accreditation Commission. Regardless of whether an individual department chooses to pursue accreditation or not, their policies should attempt to meet national best practices as established by CALEA's Standards for Law Enforcement Agencies. Chapter thirty-three of the CALEA Standards is dedicated to the training function. The following are a sampling of the mandates required for accreditation that MRI feels should be considered by the Dedham Police Department for inclusion in the next revision of the department's Training Policy:

- 33.1.1: Establishment of a training committee
- 33.1.7: Development and retention of lesson plans
- 33.4.3: Training for Field Training Officers
- 33.7.1: Pre-service and in-service training for civilian employees

State Mandates

Current Massachusetts' statutes mandate certain training for police officers. The state agency that is responsible for setting training standards and assisting law enforcement agencies reach their training goals is the Municipal Police Training Committee (MPTC). All new police officers are required to attend a twenty-week recruit academy before fulfilling any police functions on a full-time basis. Part-time officers must complete a course of study entitled

reserve/intermittent training. Police officers promoted to a supervisory position are required to complete a course in suicide prevention. All sworn officers are required to complete annual in-service training. The standards for in-service training are set by the MPTC on a yearly basis. The Dedham Police Department is in compliance with the in-service training mandate. However, the Department is not in compliance with Massachusetts General Law Chapter 151B, section 3A, which mandates an annual distribution of the organization's sexual harassment policy. The state also mandates the elements that must be contained in the policy. The law urges that the department send all employees for regular training on the topic of sexual harassment. It also suggests that newly promoted supervisory officers receive additional training on this topic.

The Dedham Police Department has a sexual harassment policy, 5-02. It was written in 1996 and is contained in the department's policy manual. Chief d'Entremont acknowledges the department has not complied with the annual distribution mandate or offered in-service training on this topic. The Town of Dedham did offer a training session on harassment last year, but no one from the police department attended except the Chief. The Chief states that if the MPTC includes sexual harassment training in the recruit or in-service curriculum, his officers would receive it then, but the department has not offered the suggested training.

Current Training Needs Assessment & Skill Inventory

The Dedham Police Department has an informal system for determining the specialized training needs of the department. The department relies on area supervisors to determine if a need exists to train an additional officer in a specialized field and relay that information to the Training Officer. Individual officers may also initiate a request for training based upon an interest in a particular field. This message would be relayed through the chain of command to the Training Officer. Specialized training is required to be certified in some specific functions such as breath testing, firearms instructor, first aid/CPR instructor, and sexual assault investigator. Other skills may be advantageous to the department such as accident investigation, computer investigations, or crime prevention. It is suggested that this process of determining the training needs of the department, as well as supporting individual officer career development, become more formalized. The needs assessment should be based upon current departmental tasks and activities and be based upon community and department goals for the future. The Training Policy could include mention of an annual department wide skills assessment as well as a documented training request process. Along with the budget process, the skills assessment and officer training requests would be the first step in the process of building an Annual Training Plan.

Annual Training Plan

Lieutenant Nedder reports that he currently schedules officers for mandatory in-service training. He also adds specialized training courses to a calendar to inform the officer's supervisors of the officer's work status for the length of the training. The Lieutenant reports that the sources of training do not always post their offerings well in advance. It is sometimes difficult to predict several months ahead what the training plan or calendar will look like. It is suggested that the training section be proactive in seeking out information regarding upcoming training offerings from all sources in order to coordinate the budget, department needs, and available training. Discussion of an Annual Training Plan, as well as an Annual Training Calendar, should be added to the next update of the Training Policy. These planning tools along with the actual implementation of the plan would be the basis of the Annual Training Report to the Chief of Police, as currently required by the existing Training Policy. The Training Report would be a source of information for unmet training needs to begin the planning for the upcoming year's Training Plan.

Recruit Officer Training

All full-time police officers must complete a MPTC approved twenty-week recruit academy before beginning to function with police powers. The MPTC has for decades functioned with insufficient funding and recruit academy seats are a highly desired commodity. The Dedham Police Department has taken advantage of various police recruit academies over the years based purely on seat availability and discounting commute distance. Dedham recruits have recently attended academies in Boston, Plymouth, Reading, and the Massachusetts Bay Transportation Administration.

Field Training Program

Upon graduation from the recruit academy, the new officer is assigned to a field-training officer for a period of additional hands-on training, as well as adjustment to the ways of the Dedham Police Department. The department has constructed a "Rook Book" that includes the various practices, policies, and internal information needed for the new officer to function in his new environment and progress towards being able to be deployed without his training officer. The amount of time dedicated to field training is flexible and is concluded when the training officer and the new officer agree that s/he is ready for assignment as a one-officer patrol. At some point in the past, a number of officers were trained as field training officers. As those officers gave up the training duty, their replacements were chosen for their knowledge and ability, but were not formally trained for this important position. It is vitally important that all field-training officers be trained in the skills and philosophies surrounding the field-training program, and that the process of field training be constantly reviewed, updated, and documented.

In-Service Training

The Dedham Police Department has historically utilized the Foxboro Police Academy for its officers to complete annual in-service training. As will be seen in the section below dedicated to the Future of Police Training in Massachusetts, this state run academy will not be available in Fiscal Year 2012. In-service training mandates are set by the MPTC and have varied over the years. Typically, they include mandatory firearms training, first aid/CPR, defensive tactics, law update, and other half or full day courses on training that the Committee feels are topical and important such as ethics, domestic violence, or prisoner suicide prevention. The department has always complied with in-service mandates and will continue to do so in the future. Recently some in-service training has been made available by the MPTC in an on-line fashion. Dedham has its own defensive tactics instructor who can provide annual re-certifications in trainings such as use of the baton, pepper spray, and less lethal firearms.

Supervisory Training

All newly promoted Sergeants are scheduled to attend a program of study offered by the Justice System Training and Research Institute at Roger Williams University. The course is entitled Front Line Supervisor Course. This is a two-week course that covers the duties and responsibilities of first line supervisors. This class is not always available, but new Dedham Sergeants are sent as soon as a seat becomes available.

Administrative Training

Currently, the First Line Supervisor Course mentioned above is the only formal supervisory or administrative training received by Dedham superior officers. The Justice Institute at Roger Williams University also offers a Mid-Management Course and a Command Training Series. Newly promoted Dedham Lieutenants should attend the Mid-Management Course. After all Lieutenants have attended the Mid-Management Course, they should be assigned to attend the Command Training Course. These programs deal with personnel, administrative, and leadership issues that are necessary skills for police administrators. Training is also mandated in the Incident Command System. All personnel are trained at the 200 level. Lieutenants are trained at the 300 level. The Chief has been trained at the 400 level. Chief d'Entremont has recently completed a series of ten, one-day courses for Chiefs of Police offered by the Municipal Police Institute entitled Executive Development Course. Ongoing leadership and specific issue training for the Chief and his command staff is important for the professional development of individuals in command positions, as well as the forward progress of the department.

Specialty Training

Firearms/Baton/Oleom Capsicum Spray: Instructors are certified. All officers are trained as required.

Armorer: Originally certified and receives updated training as required.

Breath Testing: All officers assigned to this duty are certified and re-trained as required.

Sexual Assault Investigators: Officers assigned to this duty are certified.

Detectives: Sent to individual courses such as fingerprinting and drug recognition as determined by the Detective Commander. Annual in-service training for detectives has different courses than patrol officers.

Accident Reconstructionists: The Dedham Police Department does not have in-house accident reconstructionists, but rather relies upon the Massachusetts State Police to provide this service.

Dispatchers: These personnel do not come under the control of the police department, but are a stand alone department. The Dispatch Supervisor related that all dispatchers received a two day course for police dispatching and a two day course for fire dispatching from a private company called Power Phone. Dispatchers also receive a three-day course for emergency medical dispatching, as well as state sponsored training to be certified in the use of the E-911 system and the state criminal information system.

Training for new dispatchers is on the job with a senior dispatcher and takes as long as necessary until the new dispatcher is comfortable performing the duties. In-service training for veteran dispatchers is inconsistent as a course maybe available for one day and only one or two dispatchers would be able to attend due to staffing needs.

Animal Control Officer: This is a high profile and necessary position within the public safety realm. The efficiency and effectiveness of responses to animal related calls for service can have an impact not only on the safety of the community but also on how citizens feel about the responsiveness of their local government. The individual who accepts this position must be knowledgeable and proficient in all facets of animal control. For this reason, the animal control officer should receive initial training and also be required to complete appropriate in-service training as it becomes available.

The Animal Control Officers Association of Massachusetts, www.acoam.com, offers a certification course. This is an eighty-hour course that runs for ten Thursdays in Boylston, MA. The next course starts on March 15, 2012. The cost is \$350.00.

Motorcycle and Bicycle Officers: Officers assigned to these duties are initially certified, but in-service training is limited.

Emergency Driving: Lieutenant Nedder related that officers have not been sent to any driving schools in recent memory. The last training they receive in this area would have been at the recruit academy.

Crime Prevention Officer: Officers who do crime prevention presentations have not been trained in this area. No officers in Dedham have been certified in Crime Prevention Through Environmental Design (CPTED).

Juvenile Officer/School Resource Officer: Both of these positions are currently filled with officers who are trained in their respective areas.

SWAT Training: The Dedham Police Department assigns one officer to the Metropolitan Law Enforcement Council Special Weapons and Tactics Unit. This officer trains regularly with the entire unit.

Civilian Employees: There are two positions within the Dedham Police Department that lend administrative support. One is the Chief's Secretary and the second is an Administrative Assistant. There is no written directive regarding initial or in-service training for these positions. Currently courses are taken to improve computer skills on an as needed basis.

Chief d'Entremont would like to see more training opportunities for classes in crime prevention. He also mentioned a need to have his officers be exposed to motivational speakers to assist the police department to prepare for the changing needs of policing in the coming years.

Training Records

Training records are kept electronically by Lieutenant Nedder in a module of the police department computer system. Hard copies of training certificates are kept in a separate location by an Administrative Assistant. While repetitive required training such as annual firearms training would be documented, other training such as at a roll call setting or in an email distribution are not recorded.

Training Facilities

The Dedham Police Department lacks both a roll call room and a training room. Roll call at the beginning of each shift is completed by all officers standing in the prisoner booking area. If a prisoner is being booked at the time, the entire shift moves into the desk officer's area. This situation is detrimental to the distribution of police information or short training sessions at roll call as the officers have no where to sit or to write notes. Most modern police facilities include

a training room. This would be a small classroom like facility with stadium seating, writing surfaces, and the ability to utilize electronic means to present training sessions. The existence of a sufficiently large training room would allow the Dedham Police Department to sponsor training at their police station. Many companies and agencies will offer the sponsoring department free tuition for a number of officers in exchange for hosting training. Dedham does not have its own firearms shooting range and officers must travel to Medfield to utilize the Medfield Police Department's outdoor range. Chief d'Entremont related that if a firearms range was included in the design of a new police station that officers could be brought in individually from his/her shift by a firearms instructor for training. This would save the overtime associated with sending all officers out of town on their days off to the range in Medfield.

Sources of Training

The Dedham Police Department currently utilizes a number of resources to obtain training for its officers. Some training opportunities currently come at no cost such as offerings by the MPTC, the Attorney General's Office, the District Attorney's Office, Massachusetts State Police On-line, and various federal law enforcement agencies. Other training is secured by paying tuition to various private or not for profit organizations. Such entities include the Municipal Police Institute and some on-line training courses where fees need to be paid. Due to the need to constantly staff an on-duty shift of officers, most training must be completed when officers are not working, through the use of overtime. Even when there is no cost for the location and the instructors there generally is the cost of overtime for the attending officers. Additional training opportunities exist through the use of a few minutes in the roll call setting, as well as hard copy and electronic distribution of training bulletins.

Training Equipment

The Dedham Police Department has almost no training equipment. They do not currently have access to a Smart Board, an overhead projector, or the means to track electronically distributed training bulletins. The playing of a DVD is very difficult as there is only one DVD player, in a small office. The department has been fortunate to be able to use another department's firing range. The regional in-service academy provides the manikins for first aid/CPR; however, that academy will not be operating in Fiscal Year 2012.

Training Budget

The Fiscal Year 2011 budget for the Dedham Police Department contained two lines specific to training. The Training Overtime line was funded at \$70,000.00. These monies are expended to pay for instructors and student officers that are required to attend trainings on an overtime basis. This may occur for in-service training, specialty training, or firearms training in Medfield. Chief D'Entremont relates that this figure is usually sufficient as most training is done on

straight time. The second line is entitled Training Tuition Expenses. This line was funded at \$24,674.00. This line is utilized for expenses related to selecting officers for the recruit academy such as medical and psychological examinations, Auxiliary Police training, tuitions for specialty training, and certification fees, as well as to secure a Medfield police officer to be present when Dedham officers utilize the Medfield gun range. Chief d'Entremont states that funding for this line is insufficient due to the decreases in free training opportunities and an increase in the number of classes with tuitions. The tuitions required for the Mid-Management and Command Training courses at Roger Williams University would require additional funding in this line.

Employee Survey Results

Although the department's new policy regarding training mentions the commitment of the department to fair and equitable training assignments, one-third of the responders to the employee survey stated that they disagreed or strongly disagreed with the statement "Training opportunities are distributed on a fair and equitable basis." One-third of the responders also disagreed or strongly disagreed with the statement "I receive adequate training to perform my duties as an employee of this department." When asked to mention challenges facing the training function in the next five to ten years responders answered that they were very concerned about the funding level for training. There is a strongly held belief that the current funding level is inadequate for the training that is necessary for a modern police department of this size. Other issues mentioned as impediments to the success of police department training included the lack of an adequate training facility, limited department member input into the training plan, the need for a training officer, lack of training for dispatchers, a poor Field Training Program, the poor quality of in-service training, and older computers that are used for on-line training.

The Future of Police Training in Massachusetts

Mr. Dan Zivkovich, Executive Director of the Massachusetts Municipal Police Training Committee (MPTC), was interviewed for this chapter. Mr. Zivkovich confirmed that the Training Committee is not fully funded and, as a result, the Committee has decided to concentrate the agency on important tasks that can reasonably be accomplished. In Fiscal Year 2012, the Committee will not be mandating in-service training for veteran officers and will not be operating regional in-service academies. However, as a courtesy to police departments, the Committee will be providing access to on-line training modules on the topics of legal updates, officer survival, and first responder. Eliminating the in-service academies will allow his agency to concentrate on the re-development of the recruit academy curriculum. In addition to a complete review of all of the individual classes, each training segment will now include objectives that include ethics and problem solving. Each training class will also include a practical exercise.

A second project that the Training Committee will be working on in Fiscal Year 2012 will be the development of a new database to closely track municipal police training for all Massachusetts police officers. This effort will include securing the names of all current police officers, the listings of MPTC training each officer has received, and will also include the ability of each department to enter non-MPTC training for each officer. In the future, the MPTC will more closely monitor the completion of mandated training and inform departments when a particular officer has not completed the required training. The Training Committee has the authority to “certify” officers based upon successful completion of training and will be utilizing this authority when the new computer system is operational. In Fiscal Year 2013, the MPTC will re-focus on training for veteran officers. The Committee will be re-establishing the regional in-service academies and re-visiting the in-service curriculum. From that point onward, there will be an annual review of the in-service curriculum.

The long-term plan for the Training Committee includes establishing career path training curriculums for individual specialties such as detectives, school service officers, first line supervisors, and mid-level managers.

Mr. Zivkovich stressed that the Training Committee is not abandoning in-person classes, as he understands the value of in-class dialogue, hands on learning, and networking. He stated that the future of on-line training is part of the future, but not the future.

Most police departments in Massachusetts depend significantly on the offerings of the MPTC to meet their annual in-service training commitments. The upcoming changes taking place within the MPTC have implications for the Dedham Police Department. The Lieutenant was verbally updated with the results of this interview in order to devise a plan for the upcoming training year which generally begins in September. Dedham will need to decide if it is going to offer in-service training strictly in the on-line format or to join with other local departments to design and implement a regional in-service academy such as is done in Foxborough and Plymouth.

Additionally, on-line training is certainly here to stay. The Dedham Police Department will need to improve the capacity of the facility to accommodate the completion of lengthy, on-line classes by its members. A review of the number of computers available for this function, along with lighting, and office furniture needs to be undertaken. Long-term computer usage can be the source of eye, wrist, and neck problems. The ergonomics of the training computers should be studied closely. Until the state training records system is fully operational, the department will need to develop a system for tracking the annual training progress of each employee.

Conclusion

The training function of the Dedham Police Department has an ongoing tradition of completing the training that is required. The department sends its new officers to the recruit academy and its veteran officers to in-service training. Specialty positions, such as sexual assault officers and breath testing officers, are certified as required. All officers receive firearms training and first aid/CPR training to maintain their qualifications. However, in 2011 this is not enough to allow this police department to be the highly qualified and professional municipal agency it aspires to become. Many of the recommendations will take some time to implement, but come at no cost such as revising and creating policies and practices. There is a need to develop an annual training plan and have each year's proposed budget be a reflection of that plan. The Field Training Program needs to be formalized with trained field training officers. Annual in-service training should be extended to all personnel including civilian staff. Supervisory and Administrative level officers should not have their training end with a First Line Supervision course, but rather there needs to be ongoing leadership training to allow for personal growth in their positions and to build strong leaders for the long-term sustainability of the department. While all of these recommendations will be of assistance to the Dedham Police Department, a real impediment to becoming an organization where a high level of training is a way of life is the current police facility. There are few police departments where officers cannot sit and write notes during roll call or attend a full or half day of training in their own building. A new police facility is a must to set the stage for the professional growth of the Dedham Police Department.

RECOMMENDATIONS

- 10.1 While training is a very important aspect of operating a modern police department, much of this involves bureaucratic functions such as scheduling and posting of training classes. MRI suggests that the Dedham Police Department study whether such activities are the best utilization of the Executive Officer's time and position. Many like sized police departments have a position that includes training and other administrative functions.
- 10.2 The department should consider consolidating hard copy and electronic maintenance of employee training under one position. Currently these records are split between the Executive Officer and the Administrative Assistant.
- 10.3 The current Dedham Police Department's policy on training should be updated to meet current national best practice standards as established by the Commission for the Accreditation for Law Enforcement Agencies, Inc. (CALEA).

- 10.4 Harassment now includes incidents involving race, color, religious creed, national origin, ancestry, or sex. The department should consider expanding its policy, or adopting a Town policy, to include these categories, as well as offering training on the topic of harassment to all its employees.
- 10.5 The Dedham Police Department should bring itself into compliance with the requirements of Massachusetts General Law Chapter 151B, section 3A, regarding the sexual harassment policy and suggested training.
- 10.6 The police department should undertake an agency wide Training Needs Assessment to determine outstanding training needs for the present and near term. This assessment should consider community expectations and department goals. This process should be repeated annually as the first step in drafting an Annual Training Plan.
- 10.7 The Department should consider formalizing the posting, application, and assignment of specialized training. This process should be included in the Training Policy.
- 10.8 An annual Training Plan should be developed based upon the annual Training Needs Assessment and individual career development plans.
- 10.9 The Field Training Program for officers returning from the recruit academy should be formalized through the development of a policy dedicated to this topic.
- 10.10 The Field Training Plan should include opportunities for immediate, or at least daily, feedback to the new officer to give him/her an opportunity to modify actions and try different approaches to incidents under the watchful eye of the Field Training Officer. (See sample Daily Observation Report: Appendix I.)
- 10.11 All officers appointed to serve as Field Training Officers should be formally trained in their duties and responsibilities.
- 10.12 The Dedham Police Department should develop multiple sources of training such as in-house instructors, associating with regional training academies, and securing access to on-line training through free and subscription services.
- 10.13 All training, regardless of source, should include a comprehension component. Mere attendance at a training program is insufficient. There needs to be a testing of knowledge or skills and documentation of satisfactory absorption of the key elements of the training offered.

- 10.14 The police department should continue to require that all new Sergeants attend the First Line Supervisor Course. This short course should not be the only training that these officers receive dealing with their level of duties. The Annual Training Plan should include additional training opportunities to improve the skills necessary for success in this position.
- 10.15 The department should initiate a new requirement that all Lieutenants complete a mid-level manager course of study. When all Lieutenants have completed this course, they should be offered the opportunity to attend the Command Training Series at Roger Williams University.
- 10.16 The Chief of Police and command officers should also continue their training on an annual basis beyond annual in-service training. Courses specific to their responsibilities would include budgeting, internal affairs investigations, internal discipline, policy development, and functioning in a union environment.
- 10.17 Specialty Training needs to be maintained at all levels. While there is no hesitation with training sworn officers for required certifications, study should be given to the on-going training needs of administrative assistants, dispatchers, and the dog officer.
- 10.18 A computer program needs to be placed into service to track completion of non-traditional training mediums such as roll call training, email notifications, and written training bulletins. If it is not documented, it cannot be proven that it took place. A risk reduction philosophy requires that ALL training be documented.
- 10.19 Present and long-term training needs of the Dedham Police Department cannot be accommodated in the present police facility. The lack of proper space for roll call training, as well as a formal training room is seriously detrimental to the overall professional health of the agency. A new facility including well-designed and equipped spaces for roll call and training sessions is required.
- 10.20 Realizing that, given the best of circumstances, a new police facility will not be available in the immediate future, MRI would propose that the Dedham Police Department search for an adequate training room in private and public buildings in the community in-order to sponsor day long classes. Many training providers, such as the International Association of Chiefs of Police (IACP), will offer free tuition to officers from the department hosting a training session.
- 10.21 The Municipal Emergency Response Plan is currently undergoing a revision. Once this effort has concluded, it is imperative that all police superior officers be trained in its content and implementation.

- 10.22 All superior officers should continue to be thoroughly trained in the Incident Command System (ICS) in order to function as part of a larger emergency response to natural or man-made disasters.
- 10.23 The line items in the police budget associated with training should be developed using zero-based budgeting. The Town of Dedham should be aware that the mandated and needed training needs of the department will vary by year. Each training related line item should be documented showing the anticipated personnel and expense costs associated with each type of anticipated training.

CHAPTER 11

CALLS FOR SERVICE

OVERVIEW

The capturing, recording, maintenance, and analysis of police calls for service and reported crimes are important functions. Policing strategies, budgetary requests, equipment purchases, manpower deployment, and training decisions are all made at a more precise level when based upon solid, unquestionable statistics. Records need to be kept and reviewed for the number of calls, types of calls, crimes reported, and high volume hours, days, months and by location. Trends can be seen by comparing crime and call statistics for successive years. It is imperative that the information be recorded accurately and consistently.

Computer aided dispatching and reporting software used by almost all police departments today captures many types of data. Using that information in a way that helps the agency attain their mission can be a challenge. Many departments find themselves data rich and information poor. Proper inputting of data allows the police department to inform their policing decisions. Should information not be properly entered initially, very little useable information will be retrieved.

Analyzing calls for service to identify repeated calls to a given address can help in preventing future calls and capturing valuable officer time for more proactive policing. Statistical information on calls for service can be used to realign sector boundaries to better patrol neighborhoods and equalize call distribution. Boundaries can be realigned by time of day to reflect workload changes. At one time crime analysis was only conducted by large metropolitan police departments. Now, technological advances in software programming have allowed small and rural departments to examine their crime data for trends. Most software programs provide pre-determined reports that can help police managers make more effective administrative decisions.

To gain greater efficiency and effectiveness in the delivery of policing services to the community, many departments have elected to adopt a differential response strategy, in effect not sending an officer to all calls for service. Victims are asked to report “lower level” crimes and incidents such as thefts, lost property, criminal mischief, vandalism, and harassing phone calls online. This type of reporting technique provides a convenient way for the public to report incidents while reducing the time that communications officers handle non-emergency calls. It also allows officers to remain more readily available to address community needs with greater availability for higher order call response. Recent advances in smart phone software have resulted in the user being able to make a simple and quick connection to the police. With this

technology, it is also possible to send photographs and GPS locations along with a report. The software is free to the user and at a nominal annual cost to the department.

OBSERVATIONS

Historically The Dedham Police Department has used the term incident to measure and report its level of police service provided on an annual basis. An incident means that a police response was made to an occurrence of some type. The Dedham Police Department also captures and uses, primarily for internal consideration, the level of activity undertaken by police officers, detectives, and supervisors. An incident is considered to be the overarching reason for the police to respond to the occurrence. Once at an incident an officer may do one or more activities. For example an officer responding to a car accident, the incident, may issue a citation, the activity, to the cars' driver. An additional activity the officer might take at the accident scene is to arrest one of the passengers from the car who was in possession of illegal drugs. It is important to differentiate between incidents and activities as incidents will be used for the purpose of this chapters' consideration for the level of the Dedham Police Department's activity, while activities are used for the Officer Availability Exercise in another chapter.

The Dedham Police Department captures, compiles, retrieves, and uses a broad array of information to describe and analyze its policing efforts. The number of incidents handled by the Dedham Police Department are recorded as are the levels of activity for each police officer, detective, and for supervisory and management staff. As noted in the Community Outreach and Community Policing chapter of this report, the Dedham Police Department provides a crime mapping tool to members of the community so those who are interested may see crime occurrences and trends by specific geographic location. Also noted in the Staffing and Organization chapter is the need to apply incident activity not only by time of day, and day of the week but by patrol sector and other discreet geographic locators as well. This latter recommendation is critical to the ability to monitor workloads of officers for strategic, equitable, and tactical purposes.

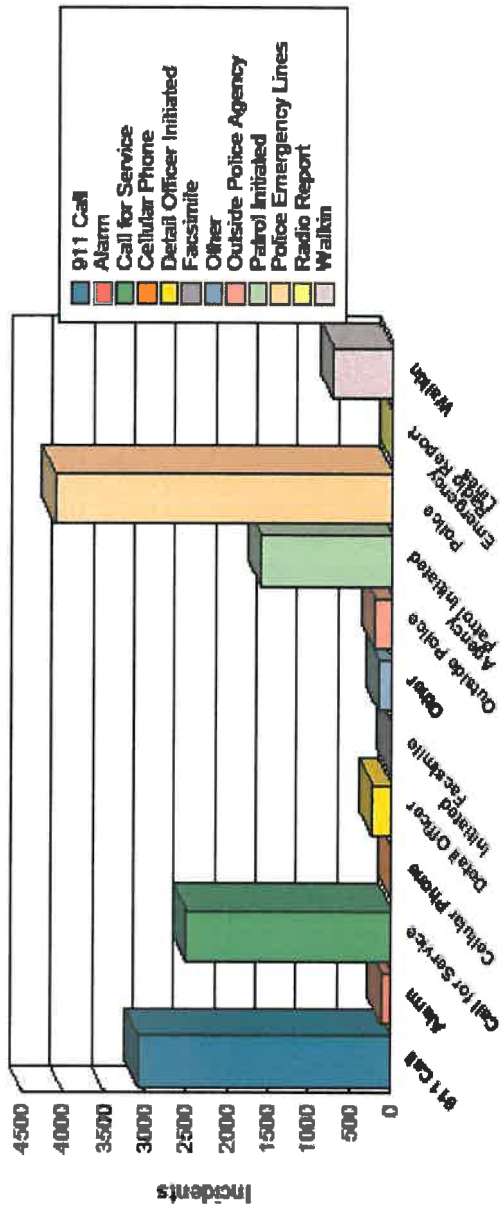
It appears that the Dedham Police Department and its technology provider Pamet have a constructive and viable relationship. Inquires made to the Dedham Police Department concerning availability of data during the development of this report where sometimes sent forward to PAMET where if reasonably possible, data was reconfigured with a resulting report being quickly made available. It should be also noted that Chief d'Entremont has a keen interest in acquiring all relevant data for the development of information necessary to evaluate the delivery of police services and to inform the community on policing issues.

Dedham Police Department Dispatch - Incidents How Reported

Printed: 8/11/2011 7:19 am

From Date: 01/01/2009 to: 12/31/2009

Distinct Count Incidents by How Reported



How Reported	Total Incidents
911 Call	3,097
Alarm	117
Call for Service	2,511
Cellular Phone	5
Detail Officer Initiated	236
Facsimile	20
Other	160
Outside Police Agency Patrol Initiated	214
Police Emergency Lines	1,604
Radio Report	4,132
Walkin	11
Emergency Report	724
Police Agency Initiated	117

Grand Total Unique Incidents: 12,831
Dedham, MA - Analysis of Data for Police & Fire Department Activities - POLICE DEPT.

Prepared by Municipal Resources, Inc.

February 2012

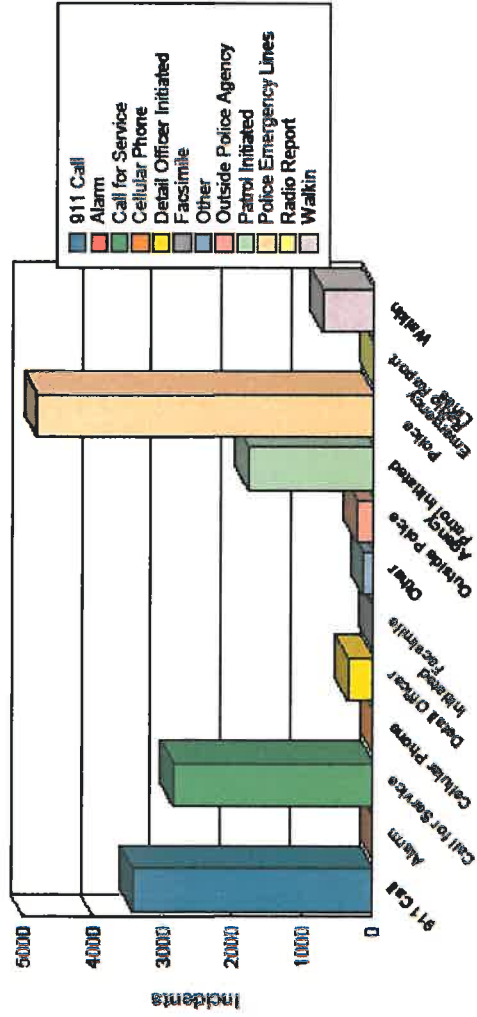


Dedham Police Department Dispatch - Incidents How Reported

Printed: 8/11/2011 7:20 am

From Date: 01/01/2010 to: 12/31/2010

Distinct Count Incidents by How Reported



How Reported	Total Incidents
911 Call	3,445
Alarm	5
Call for Service	2,859
Cellular Phone	2
Detail Officer Initiated	369
Facsimile	26
Other	156
Outside Police Agency	246
Patrol Initiated	1,800
Police Emergency Lines	4,826
Radio Report	16
Walkin	742
Grand Total Unique Incidents:	14,492



The 12,831 annual Incidents recorded by the Dedham Police Department in 2009 sets the baseline for this report. In 2010, 14,492 incidents were a reported. This increase of 1,661 incidents is an 11% increase. As of the end of September 2011 the Dedham Police Department has reached 11,603 incidents recorded.

The largest method of incidents reported to the Dedham Police Department is through the police emergency line followed by calls received on the 911 line. It is recommended that an analysis of the calls received on both lines to differentiate between routine and true emergency calls be conducted. If a significant number of the calls are non-emergency in nature a public awareness campaign should be undertaken with the goal to reduce the use of the two lines to emergency calls only. Achieving that goal would permit more efficient use of communication officer resources.

MRI also recommends that people have available to them the ability to report lower level incidents to the Dedham Police Department on-line and through smart phones for the reasons noted above.

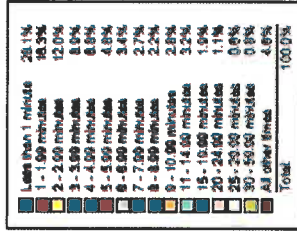
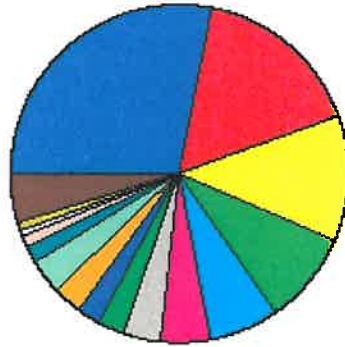
Dedham Police Department Response Time Cumulative Percentages Report

Incident Received Date/Time to First Arrival Date/Time

Incident Category Selected: Primary (only)

Printed: 8/8/2011 1:38 pm

From Date: 01/01/2009 to: 12/31/2009



Response Time (minutes)	Number of Incidents	Percentage	Cumulative Percentages
Less than 1 minute	3,351	28.1%	Less than 1 minute 28.1%
1 - 1.99 minutes	1,942	16.3%	Less than 2 minutes 44.3%
2 - 2.99 minutes	1,428	12.0%	Less than 3 minutes 56.3%
3 - 3.99 minutes	1,060	8.9%	Less than 4 minutes 65.2%
4 - 4.99 minutes	811	6.8%	Less than 5 minutes 71.9%
5 - 5.99 minutes	568	4.8%	Less than 6 minutes 76.7%
6 - 6.99 minutes	411	3.4%	Less than 7 minutes 80.1%
7 - 7.99 minutes	317	2.7%	Less than 8 minutes 82.8%
8 - 8.99 minutes	257	2.2%	Less than 9 minutes 85.0%
9 - 10.99 minutes	339	2.8%	Less than 11 minutes 87.8%
11 - 14.99 minutes	385	3.2%	Less than 15 minutes 91.0%
15 - 19.99 minutes	225	1.9%	Less than 20 minutes 92.9%
20 - 24.99 minutes	132	1.1%	Less than 25 minutes 94.0%
25 - 29.99 minutes	89	0.6%	Less than 30 minutes 94.6%
30 - 59.99 minutes	89	0.8%	Less than 60 minutes 95.4%
All other times	548	4.6%	All Times 100.0%
Total Unique Incidents/ Units:	11,942		

Dedham, MA – Analysis of Data for Police & Fire Department Activities – POLICE DEPT.
Prepared by Municipal Resources, Inc.
February 2012

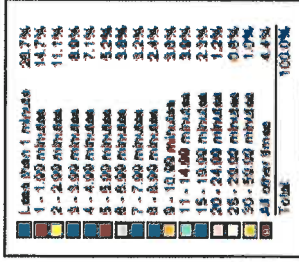
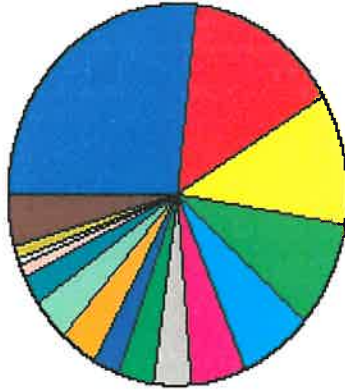


Dedham Police Department Response Time Cumulative Percentages Report

Incident Received Date/Time to First Arrival Date/Time
Incident Category Selected: Primary (only)

Printed: 8/8/2011 1:39 pm

From Date: 01/01/2010 to: 12/31/2010



Response Time (minutes)	Number of Incidents	Percentage	Cumulative percentages
Less than 1 minute	3,580	26.7%	26.7%
1 - 1.00 minutes	1,971	14.7%	41.4%
2 - 2.00 minutes	1,488	11.1%	52.4%
3 - 3.00 minutes	1,188	8.9%	61.3%
4 - 4.00 minutes	950	7.1%	68.4%
5 - 5.00 minutes	893	5.2%	73.5%
6 - 6.00 minutes	513	3.8%	77.4%
7 - 7.00 minutes	431	3.2%	80.6%
8 - 8.00 minutes	324	2.4%	83.0%
9 - 10.00 minutes	479	3.6%	86.5%
11 - 14.00 minutes	522	3.9%	90.4%
15 - 19.00 minutes	309	2.3%	92.7%
20 - 24.00 minutes	166	1.2%	93.9%
25 - 29.00 minutes	81	0.6%	94.5%
30 - 59.99 minutes	141	1.0%	95.6%
All other times	592	4.4%	100.0%

Total Unique Incidents/ Units: 13,448
 Dedham, MA - Analysis of Data for Police & Fire Department Activities - POLICE DEPT.
 Prepared by Municipal Resources, Inc.
 February 2012



The Dedham Police Department is a traditional model police agency. Traditional model policing is also referred to as R2I, responding to incidents, policing. Most police departments including the Dedham Police Department, record the response time of a police officer to an incident call. This information is considered important as a rapid response is assumed to cause greater success in apprehending law violators and greater satisfaction for people seeking police service. The results of research on R2I policing contradicts the considered importance of rapid response to incidents as it has found that improved response time did not meet either of the underlying assumptions held for rapid response to calls. As MRI is recommending that the Dedham Police Department policing model move from R2I to community policing, the issue of responding to incidents versus addressing the underlying causes of community crime and disorder is of significance.

For both 2009 and 2010, an officer arrived at approximately 28% of the calls to an incident in less than one minute and arrived at approximately 55% of incidents in three minutes or less.



Dedham Police Department

Incidents by Priority and Time OnScene

Year: 2009

	0-5	11-15	16-20	21-30	31-60	61+	6-10	Total
High	9	4159	356	372	336	290	843	6859
Low	5	941	64	59	37	13	149	1355
Medium	6	1911	267	328	216	57	596	3790
Total	20	7011	687	759	589	360	1578	12004



Dedham Police Department

Incidents by Priority and Time OnScene

Year: 2010

	0-5	11-15	16-20	21-30	31-60	61+	6-10	Total
High	12	4592	640	465	546	364	162	7719
Low	1	1082	96	59	78	40	19	1537
Medium	5	2148	516	324	347	212	49	4346
Total	18	7822	1252	848	971	616	230	13602



Note: In the charts above the first column with no time on scene shown are incidents that were received by the Dedham Police Department where no officer was sent to the scene. The column showing time on scene between 6-10 minutes is misplaced to the end of the charts.

The Department identifies the type of incidents it responds to by priority, from low to high. The amount of time that a police officer(s) is at the scene of the incident is also shown. In both 2009 and 2010, over one half of all incidents were of high priority. In both years, 60% of the high priority calls had an officer on scene for between 0-5 minutes. MRI recommends that for future consideration of allocation of police resources that in addition to having incidents received identified by priority and officer time on scene, that additional data elements be added to include specific types of incidents responded to within the three priorities, the total amount of officer time consumed by the incident, and location of the incident.

Count of Incidents by Day of Week 2009

Sun	Mon	Tues	Wed	Thurs	Fri	Sat	TOTAL
1,690	1,853	1,809	1,829	1,962	1,930	1,893	12,966

Count of Incidents by Day of Week 2010

Sun	Mon	Tues	Wed	Thurs	Fri	Sat	TOTAL
1,900	2,103	2,021	2,071	2,127	2,303	2,226	14,791

The Department collects data on the number of incidents it records by type of incident and the number of such incidents it receives for each day of the week. There are 111 types of incidents listed alphabetically starting with abandoned motor vehicles and ending with youths gathering. The display of this report is over 38 pages in length and owing to that length, the report is not presented here. The summary of the 2009 report shows 12,966 incidents reported. With the exception of Sunday, the number of reported incidents is fairly uniform across the days of the week with Thursday and Friday logging in the highest numbers.

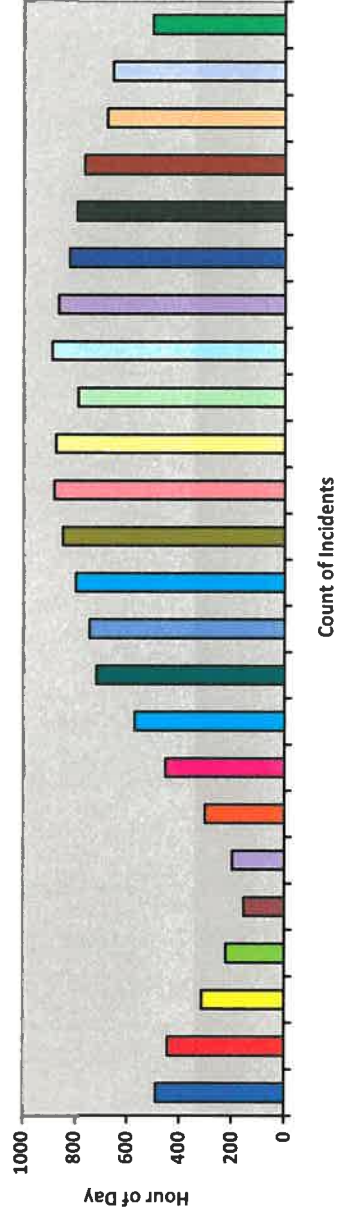
In 2010 there were 14,791 incidents reported, an increase of 12% of incidents reported over 2009. As with 2009, Sunday has the least number of incidents with the remaining number of days in the week uniform in the number of incidents being recorded, Friday and Saturday having the highest number of incidents.

This pattern of low numbers of incidents at the beginning of the week with the higher numbers at the end of the week is typical of many communities.



Incidents by Hour of the Day for 2010

Dedham Police



Total Number of Incidents per Hour

Hour	Count of Incidents
0:00	489
1:00	444
2:00	314
3:00	221
4:00	152
5:00	197
6:00	301
7:00	453
8:00	572
9:00	720
10:00	746
11:00	799
12:00	849
13:00	882
14:00	876
15:00	792
16:00	890
17:00	666
18:00	825
19:00	795
20:00	767
21:00	680
22:00	657
23:00	504
Total	14,791



The flow of the receipt of calls to incidents for the Dedham Police Department is very typical for most police agencies. From midnight until 8:00 am are the hours where the least number of incidents are logged in. Starting at 8:00 am continuing until 5:00 pm, the numbers increase. Around 6:00 pm, there is a downward swing in activity to midnight.

Dedham National Incident Based Reporting System (NIBRS) Data

Historically the level of crime in a community has been reported via the Uniform Crime Report (UCR). This report developed in the mid 1920s requires all police agencies to record and report to the Federal Bureau of Investigations (FBI) annually the number of crimes and arrests in eight categories. The crimes are murder/non-negligent manslaughter, aggravated assault, forcible rape, robbery, larceny-theft, burglary, motor theft, and arson. These eight are considered to be the most serious crimes and are called Part 1 offenses. Part 2 crimes are all other offenses reported to the police.

For a variety of reasons, the validity of UCR data is considered suspect. To provide for a more reliable source of crime data NIBRS was implemented in the late 1980s. Police are required to report information to the FBI on an expanded number of crime categories that include Part 1 offenses. The required information must include a brief account of each incident and arrest, including the incident, victim, and offender information.

Over the 11-year span of 2000-2010, the number of incidents reported to NIBRS by the Dedham Police Department has grown by 31%. As expected, increases in offenses against property i.e. burglary, theft have tallied the most growth. Serious crimes against persons i.e. homicide, sexual assaults have remained relatively stable. (See Appendix J.)

RECOMMENDATIONS

- 11.1 MRI recommends that the Dedham Police Department capture the location of all police incidents in its database. This, when integrated with other variables such as time of day, day of the week, and patrol sector, recorded by the Dedham Police Department records system will allow the department to analyze the allocation of police resources effectively.
- 11.2 MRI recommends that online reporting of lower level incidents to the Dedham Police Department be made available to improve convenience of reporting, to increase the availability of police officer time for higher order community needs, and to increase the time communications officers have to address higher order calls. The Dedham Police Department should promote the use of this resource.
- 11.3 MRI recommends that the Dedham Police Department adopt and promote the ability to report incidents to the police through smart telephone software.
- 11.4 MRI recommends that an analysis of calls received on the police emergency telephone line and the 911 telephone line be conducted to differentiate between emergency and non-emergency calls being received. If a substantial number of non-emergency calls are being received, MRI recommends that a public education effort be made to resolve the problem.

CHAPTER 12

COMMUNITY OUTREACH AND COMMUNITY POLICING

OVERVIEW

The terms community outreach and community policing are often used interchangeably, but the terms have substantially different meanings. Community outreach often refers to programs that police departments provide to their communities, the programs being delivered typically under the heading of community relations such as Drug Abuse Resistance Education, school resource officer. Community relations programs are provided by police departments that are based on the traditional policing model. Traditional police departments primarily respond to calls for services received from the community and do not create meaningful partnerships with the community which allow the community to have an equal say in the issues that define the public safety agenda of the community.

In the 1930s, police departments began a process of reform moving away from the previous decades of policing that were very much influenced by partisan politics with a fair amount of corruption. The reforms resulted in the professionalization of police agencies, resulting in the so-called professional or traditional policing model that is widely used today. The reforms also caused police departments to focus on "crime-fighting" increasingly at the expense of positive community relations and engagement with community members.

The social turmoil of the 1960s and 1970s caused greater separation between police agencies and communities they served. Those unsettling times resulted in the development of a philosophy of community policing which has ushered in the first substantial reforms to the institution of policing in America since the reform efforts of the 1930s.

The philosophy of community policing has several core ideals which include community input, developing trust with the community, sharing power with the community, and creative methods of resolving problems identified through a collaboration between the police department and its community partners.

In the appendices section of this report, there is a case study regarding drug problems that were creatively dealt with by police officers and community members in Del Ray Beach, Florida (see Appendix K). The success demonstrated in the case study stemmed from the frustration of the police officers with the traditional approach to policing caused by responding to repeated cycles of criminal behavior at a particular locations with no good result. That frustration gave rise to a proactive community-based and creative approach to the nagging problems. One of the successful methods used in Del Ray Beach was that of Crime Prevention Through

Environmental Design (CPTED). Security lighting was installed, barriers were placed in alley ways to prevent drug users from using them to hide from passing cruisers, and a trash receptacle was moved from the shade and placed in the hot Florida sun thus depriving the drug dealers from their favorite meeting place.

Making the transition from a traditional policing department to a community policing department is a substantial undertaking. The mission of the police department and its guiding core values must be reviewed and made consistent with the community policing philosophy. The skills and abilities necessary for police officers to successfully effect community policing will require an emphasis on training in community policing. Supervisory practices will need to change to support the front line officers who will have greater discretion for decision making and problem solving. Position descriptions will need modification and personnel evaluations will need to be tailored to the performance of the officers consistent with the revised position descriptions.

There are many valuable resources available to police agencies that embark on the transition to community policing through the International Association of Chiefs of Police (www.theiacp.org) and the United States Department of Justice, Office of Community Oriented Policing Services (www.cops.usdoj.gov). Among the first steps in becoming a community policing agency is to complete a strategic plan which defines the public safety goals and objectives for the police department and the community that it serves. In creating the strategic plan, the police department needs to create partnerships with community members to assist in identifying and solving community problems. Typical community partners include representation from civic organizations, business leaders, community leaders, medical and mental health auctioneers, social services providers, churches, neighborhood groups, individual citizens, and representatives from minority communities. Police agencies often find it useful to conduct a community-based survey as a prelude to the strategic planning process. The survey can indicate levels of satisfaction from the community with the services delivered by the police agency. Both the international Association of Chiefs of Police and the Office of Community Oriented Policing Services have materials to help guide the implementation of a community survey.

OBSERVATIONS

In the Request for Proposals (RFP) issued by Town Administrator William Keegan on behalf of the Town of Dedham, it is noted that the "Dedham Police Department utilizes its patrol forces primarily in two modes: reactively to respond to calls for service and proactively to prevent crime occurrences as well as developing strategies for addressing ongoing nuisance matters." Further, it is noted that "community support is a critical element in developing a proactive crime directed police force." It is very clear from not only from this information, but from a review of the current Dedham Police Department's mission statement that Dedham and its police department has clearly indicated its desire to become a community policing agency, one

that highly values citizen input. In an interview with Dedham Police Chief Michael d'Entremont, it was also clear that the Chief supports strong engagement between the police department and members of the community. That support is key to undertaking proactive police services that are defined in the RFP as police initiated services in cooperation with the citizenry.

While the direction for the police department to become a community policing organization is clearly expressed in the Operations chapter of the department's manual, which material was written in the early 1990s according to Chief d'Entremont, the Dedham Police Department remains a traditional and primarily response oriented police department in its delivery of service to the community. While that is the case, it does not mean that the Dedham Police Department shrinks from activities that engage the community. When the Chief was asked to identify current community outreach programs offered by the police department, he quickly noted the efforts by the department's school resource officer Ron Pucci. In addition to typical school duties, Officer Pucci organizes an annual August golf tournament and provides speakers on a range of topics to include domestic violence, use of drugs illegally, and issues surrounding teen dating. Bicycle rodeos and ski trips are also organized and offered. The Chief also noted the annual Thanksgiving turkey giveaway saying that a good number of Dedham police officers support this and other community engagement activities. This would also include the Chief's participation, as he explained in a good-natured manner, in a department open house where a "dunk tank" was featured with the Chief being one of the volunteers who ended up in the tank.

While the open house offers an opportunity for community members to see various aspects of police procedures (i.e. the fuming of pieces of evidence to determine if fingerprints are present), the open house provided community members a chance to see the seriously inadequate police headquarters.

The Chief also noted that department detectives work with housing complex residents to deliver information on crime prevention techniques and meet with neighborhood association members and other community groups to address drug and other crime issues. The Chief noted that he attends those meetings as frequently as possible and encourages the patrol sector car officer to attend those meetings to help residents get to know the individual patrol officers who are in their area.

The Department in the past had an active mountain bike program. This program was largely dependent upon grant funding to support the overtime needed for the program. As the grant funding is no longer available and as vacancies in the department now cause short staffing, the mountain bike program is used infrequently. The department is now a participant and sponsor of the National Night Out program and plans to participate in the future. TRIAD (a national organization comprised of the American Association of Retired People, the International Association Chiefs of Police, and the National Sheriffs Association that focuses on the public safety concerns of senior citizens) also has a chapter in Dedham, contributing to the community engagement efforts of the department.

The Dedham Police Department uses technology to the community's advantage as its website offers a number of sources of information to citizens and is a valuable means of engaging the police department and the community. The website offers a crime mapping feature where citizens may research recent crime occurrences by type, location, time, responding agency, and trend. A motor vehicle accident database is available where individuals and those with commercial accounts may acquire a traffic accident report. Another section of the website is there to provide downloadable forms such as firearms license applications. The availability of a variety of records on-line is a very positive customer service for the community and certainly helps to improve the ties of the community members with the police department.

There is a crime watch section on the website as well where information regarding crime prevention tips, identity theft, the department's daily incident log, and information on individuals deemed to be "most wanted" by the police department is found. Another tab on the website is community news where a variety of information, ranging from Winter Parking Ban and the campaign to "Click It or Ticket" among other topics, may be found. There is also a related links section where interested people may go to variety of locations, not the least of which is the unidentified subject in commission of crime link where photographs of people who are suspected of committing crimes and who are wanted by the police are located.

The Dedham Police Department has initiated a step into social media by having a twitter account. There are approximately 175 followers on the account currently. Obviously, social media outlets are and will continue to be increasingly important as a means of communication with all members of society. The department also advertises programming that airs on the Dedham TV network. Currently being advertised on the network is a program related to prescription drug issues.

All of the community outreach programs that are undertaken by Dedham Police Department are of real value. The programs provide information and convenience to citizens. Perhaps most importantly, the community outreach programs permit police officials and citizens to interact in positive, non-enforcement situations. These positive interactions by police officials and citizens allow the parties to see each other as simply members of the same community, which allows the stereotypes that police officers and citizens frequently hold for each other to be set aside. This can lead to more open and free-flowing communication, the building of trust, and just getting to know each other, all creating the basis for future cooperative efforts.

While it is very important to acknowledge the benefits of the current community outreach programs, it is essential to understand that the programs are "random" in that they are not in furtherance of a community developed strategic plan that establishes priorities for the public safety agenda for Dedham. In the current climate of difficult financial challenges, it is necessary to fund only those programs that support clearly defined and accepted community and department developed priorities.

RECOMMENDATIONS

- 12.1 MRI recommends that the Dedham Police Department adopt and embrace the philosophy of community policing. To accomplish this, the command staff of the police department will have to take the leadership role to make sure that all department members are familiar with the philosophy, dimensions, and programs of community policing. All members will need to be made aware of the philosophy through a variety of ways to include training, discussions, opportunities to observe other community oriented policing departments at work, and other innovative methods that would be helpful.
- 12.2 MRI recommends that the training recommended above should be in two forms. Initial training for all members of the department needs to be provided from a fully qualified outside source. In addition to the professional quality of content and presentation available from a fully qualified outside source, the use of such a source signals a commitment, a seriousness of purpose, to the undertaking. Continued in-service training for command and supervisory staff and for all other department members will be necessary to refine and refresh the skills and commitment required to successfully implement community policing.
- 12.3 As noted earlier in this chapter, the transition from the traditional model of policing to that of community policing is the first substantial change in the institution of policing for close to a century. That is to say, this is a transformational undertaking. In order to provide a greater level of success for this undertaking, MRI recommends that Chief d'Entremont engage a mentor through the International Association of Chiefs of Police Chiefs mentoring program. This program is available to police chiefs who are in the first three years of their appointment and who serve communities with up to 50,000 in population. While the mentoring chief would have Chief d'Entremont as his or her primary contact, the mentoring chief's expertise would support all of the undertakings necessary to design and begin the transition.
- 12.4 MRI recommends that the current mission statement of the police department be reviewed and updated to clearly articulate that the Dedham Police Department will operate as a community oriented policing institution. It is recommended that a representative group of stakeholders within the community participate in the review and development of the new mission statement. This process will serve to incorporate the public safety needs as expressed by the community at large, as well as to draw on the expertise of the police professionals. Further, as community oriented policing rests on strong partnerships with the community, the development of a mission statement through community involvement will be a strong step toward developing those critical partnerships.

- 12.5 Following the development of a new mission statement for the department, MRI recommends that the same group that has undertaken this task turn itself to the development of core values for the organization. Essentially, the mission statement expresses what the purpose of the organization is and the core values shape how activities in support of the mission statement will be accomplished.
- 12.6 Once completed, the new mission and value statements for the police agency must be shared widely with the members of the police department and the community. This must be more than a "one-shot deal" so that all stakeholders are fully familiar with the mission and the core values. MRI recommends that the group referenced above develop a strategic plan to fully inform the community as to the department's new mission and core values and the process used in their development.
- 12.7 To assist in the underwriting of activities necessary to transition to a community policing organization, MRI recommends that grant funding opportunities be explored. While it is true that community oriented policing grants are not as plentiful as in years past, there still are grant funding programs available. MRI recommends that contact is made with the US Department of Justice, Office of Community Oriented Policing, to become fully familiar with possible funding sources and associated time frames for grant funding proposal submission. One grant program of particular interest is the Community Policing Development program (CPD). This program offers a wide array of training topics in community policing, technical assistance, research information, and best practices based on national experience. Unfortunately, specific community policing training programs are no longer available from the Massachusetts Police Training Committee due to limitation of funding in this area.
- 12.8 MRI recommends that the current community outreach programs offered through the Dedham Police Department continue in operation. While it has been noted that these programs are not in support of a fully developed set of priorities to implement community policing activities, the current programs do benefit the community and should be continued until such time as they can be fully evaluated in light of established new priorities.
- 12.9 It is recommended that the Dedham Police Department reach out to community organizations that may yield volunteers to assist with current and future community policing activities. This will be beneficial as community policing programs will need more personnel resources than are currently available through the police department, and it will be helpful to have relationships with organizations such as TRIAD and the American Association of Retired People (AARP). The department is encouraged to look at opportunities for new volunteer programs such as Volunteers in Police Service (VIPS) or a Police Explorer Program. The Explorer post is particularly worthwhile since it

exposes young people to police activities and can serve as a long-term recruiting tool, while also providing an opportunity for young people to serve their community.



CHAPTER 13

FUNDING AND FISCAL CONTROLS

OVERVIEW

The expenditure of public funds is the foundation of anything governments do. Budgeting is the process used to determine what the funds will be spent for. Budgeting is by its nature a political process because elected officials make judgments and express their preferences when they vote to appropriate funds. The budget cycle has four distinct phases. The preparation of the budget starts at the executive level with department managers working with the jurisdiction's chief executive officer to form a budget proposal for the coming budget cycle. The proposal is then presented for review and consideration by the elected officials. Once the budget is adopted, the appropriated funds are spent. Finally, the expended funds are audited to ensure they were correctly spent.

In developing a budget, department managers must be guided by a set of priorities and a set of policies that have risen to the top, based on the community's needs and the needs of the department. The development of these priorities requires the department's managers to be open to stakeholder concerns while blending them in with their best professional judgments. The administration of the budget calls for deliberate and careful decisions by the managers to match the expenditure of funds with the budget's priorities. Managers who are not able to execute their budgets in a professional manner will almost certainly feel the consequences. Those who can, have meet an essential requirements of their position; turning community and professional sentiment into meaningful policy and the competent stewardship of public funds.

OBSERVATIONS

Budget Development

The Dedham Police Department has a comprehensive financial management system with procedures, safeguards, and audits in place. A number of interviews and observations, as well as review of documents, demonstrated that there are a number of controls in place for tracking expenditures and status of the current operating budget. The Town of Dedham has a robust external audit each year which is part of an overall audit of each component of Town government.

Budget recommendations for the agency are solicited from each component of the respective divisions within the Dedham Police Department, allowing the Chief to comprise a budget that considers the wide variety of items and supplies that are needed. The Chief in turn presents

the police budget to the Town Administrator, who in turn formulates a proposal in cooperation with the Finance Director. From these meetings a Town-wide budget is developed and presented to the Finance Committee, also known as the Fincom. The Town Administrator and the Fincom collaboratively develop and finalize a proposed operating and capital improvement plan (CIP) that is presented at Town meeting for final approval.

Below is the Dedham Police Department Budget for fiscal year 2011.

PERSONNEL SERVICES					
Title	Budgeted	Transfer In/Out	Expended	Current Balance	Percent Expended
Chief	147,319.00	0.00	152,767.47	-5,448.47	103.70%
Lieutenants & Sergeant	944,423.00	-12,500.00	933,703.56	-1,780.56	98.86%
Patrolmen	2,367,122.00	-156,968.00	2,207,238.96	2,915.04	93.25%
Specialty Rates	85,528.00	21,846.00	102,586.12	4,787.88	119.94%
Holiday Pay	168,831.00	-6,602.00	161,476.46	752.54	95.64%
Educational Incentive	567,616.00	3,136.00	572,404.79	-1,652.79	100.84%
Uniform Allowance	14,681.00	0.00	13,433.42	1,247.58	91.50%
EMT	14,122.00	0.00	12,216.62	1,905.38	86.51%
Prisoner Monitors	4,000.00	0.00	4,514.64	-514.64	112.87%
Clerical Salaries	94,880.00	0.00	94,516.50	363.50	99.62%
Custodian	48,233.00	0.00	48,048.00	185.00	99.62%
Assist Custodian	23,156.00	0.00	23,067.20	88.80	99.62%
Sick Leave Incentive	1,000.00	0.00	250.00	750.00	25.00%
Longevity	15,650.00	0.00	15,192.50	457.50	97.08%
TOTAL PERSONNEL SERVICES	4,496,561.00	-151,088.00	4,341,416.24	4,056.76	96.55%

OVERTIME					
Title	Budgeted	Transfer In/Out	Expended	Current Balance	Percent Expended
Overtime General	309,000.00	54,560.00	391,318.94	-27,758.94	126.64%
Clerical/Custodian Overtime	1,000.00	0.00	657.99	342.01	65.80%
Court Time	95,000.00	1,411.00	64,973.45	31,437.55	68.39%
Training Overtime	70,000.00	459.00	46,646.76	23,812.24	66.64%
TOTAL OVERTIME	475,000.00	56,430.00	503,597.14	27,832.86	106.02%



PURCHASE OF SERVICES					
Title	Budgeted	Transfer In/Out	Expended	Current Balance	Percent Expended
Postage	680.00	300.00	961.41	18.59	141.38%
Printing	383.00	0.00	350.00	33.00	91.38%
Training (tuition, expenses)	24,674.00	0.00	23,495.41	1,178.59	95.22%
Identi Kit lease	408.00	0.00	408.00	0.00	100.00%
Photo Processing	170.00	0.00	109.12	60.88	64.19%
Radar Calibration	1,377.00	0.00	1,353.00	24.00	98.26%
Vehicle Maintenance & Repairs	27,000.00	0.00	26,106.60	893.40	96.69%
Radio Equipment Maintenance	7,500.00	0.00	4,152.25	3,347.75	55.36%
Repairs/Maint Plumbing	995.00	800.00	1,233.00	562.00	123.92%
Repairs/Maint Heating	2,754.00	12,000.00	12,322.50	2,431.50	447.44%
Repairs/Maint Electrical	604.00	400.00	430.00	574.00	71.19%
Repairs/Maint Air Conditioning	497.00	3,300.00	6,729.46	-2,932.46	1354.02%
Repairs/ Maint Miscellaneous	4,131.00	0.00	3,741.89	389.11	90.58%
Water Bills	1,100.00	0.00	1,087.80	12.20	98.89%
Rent/Lease Equipment	3,200.00	0.00	3,012.09	187.91	94.13%
Medical Services	4,250.00	0.00	4,110.37	139.63	96.71%
TOTAL PURCHASE OF SERVICES	79,723.00	16,800.00	89,602.90	6,920.10	112.39%

SUPPLIES					
Title	Budgeted	Transfer In/Out	Expended	Current Balance	Percent Expended
Specialized Forms & Supplies	770.00	0.00	754.54	15.46	97.99%
General Office Supplies	3,060.00	0.00	3,069.12	-9.12	100.30%
Building & Custodial Supplies	4,500.00	1,000.00	5,199.31	300.69	115.54%
Vehicle Fuels & Oil	101,880.00	5,000.00	103,299.61	3,580.39	101.39%
Vehicle Parts & Supplies	4,399.00	700.00	5,099.54	-0.54	115.92%
Ammunition & Firearms	9,594.00	0.00	9,528.00	66.00	99.31%
Parking Meter Supplies	850.00	0.00	665.85	184.15	78.34%
Firing Range Supplies	383.00	300.00	674.27	8.73	176.05%
Officers Equipment	4,680.00	5,000.00	11,320.98	-1,640.98	241.90%
Photo Supplies & Equipment	85.00	0.00	71.22	13.78	83.79%
Radio / Walkie Talkie Batteries	2,000.00	0.00	1,973.40	26.60	98.67%
Uniforms	74,600.00	0.00	69,497.43	5,102.57	93.16%
TOTAL SUPPLIES	206,801.00	12,000.00	211,153.27	7,647.73	102.10%



OTHER					
Title	Budgeted	Transfer In/Out	Expended	Current Balance	Percent Expended
Dues & Memberships	7,260.00	0.00	8,390.00	-1,130.00	115.56%
Meetings, Seminars, Conferences	2,763.00	0.00	1,427.69	1,335.31	51.67%
Wellness Program	14,500.00	0.00	13,788.71	711.29	95.09%
Publications & Subscriptions	3,503.00	0.00	3,326.09	176.91	94.95%
TOTAL OTHER	28,026.00	0.00	26,932.49	1,093.51	96.10%
Total Police Budget	5,286,111.00				

Purchasing Process

Management of the purchasing process is consistent with those required of the Dedham Finance Department requiring a purchase order for any item, but only requiring a signature from a procurement officer on any item under \$1,000. Unless the vendor is under Massachusetts contract or a County bid, the Dedham Police is required to gather at least three quotes to ensure the best price structuring. On several products purchased multiple times each budget cycle, the Dedham Police have revolving accounts.

As for the collection of funds by employees, there are limited items such as firearm licenses or cruiser detail fees. For all funds received, receipts are provided and weekly audits conducted. MRI detected that there are limited numbers of inventory of department owned equipment for any item other than police cruisers, computers, and firearms.

RECOMMENDATIONS

- 13.1 MRI recommends that a schedule for the replacement of department equipment be formalized and updated on an annual basis.
- 13.2 MRI recommends that the responsibility for the annual equipment schedule be assigned to the Director of Administrative Services.
- 13.3 MRI recommends that to insure for the accountability of department property and to insure its readiness for service, an inventory of all department property is established.

- 13.4 MRI recommends that the responsibility of establishing and maintaining the inventory be assigned to the Director of Administrative Services.
- 13.5 There should be a formal process whereby each component of the organization submits a schedule of replacement of items under their control. While the larger items such as cruisers have a structured replacement plan, the same should be formulated for such items as speed radar, radios, firearms, and lockers. As it is simply not possible for the Police Chief to have a total grasp of all items required to allow each component of the organization to function at peak performance, a formal replacement schedule is needed. That assignment should be given to the Director of Administrative Services.
- 13.6 Procedures should be developed that allow for a complete inventory of all agency owned, leased, or retained property that includes purchase date, cost, location, and anticipated replacement date. The property management function is often overlooked. It is important that someone be responsible for ensuring that stored items such as radios, radar, and surveillance equipment are maintained in a state of operational readiness, and that all items are accounted for. Without a person assigned for preventive maintenance, care, cleaning, and workability of equipment, the equipment may be of little use if and when it is required.

CHAPTER 14

COMPILATION OF RECOMMENDATIONS

The following is a summary of the recommendations from each of the above chapters.

CHAPTER 3: FACILITY

- 3.1 MRI recommends planning for a new facility that meets the current and future needs of the police department be undertaken as soon as possible.
- 3.2 MRI recommends that all essential information technology and telecommunications infrastructure be made safe and secure to the extent permitted by the limits imposed by the current facility.
- 3.3 MRI understands that a new facility will take a considerable amount of time to plan, fund, and build. MRI recommends that a safety audit of the current facility be conducted immediately and to the extent possible, unsafe working conditions be addressed.
- 3.4 MRI recommends that the current facility be cleaned and maintained in a condition that provides for a better work environment.
- 3.5 MRI recommends that all unusable furniture, cabinets, and other not used and unusable equipment be removed from the facility.

CHAPTER 4: FLEET AND EQUIPMENT

- 4.1 MRI recommends that equipment and fleet acquisition and maintenance tasks be civilianized.
- 4.2 MRI recommends that the department adopt a best practices policy to manage and document fleet maintenance and safety inspections.
- 4.3 MRI recommends that all fleet maintenance and safety inspection records become automated to improve access and retention of the records.
- 4.4 MRI recommends that all equipment assigned to vehicles be inventoried and the inventory be held in the department's software system.

- 4.5 MRI recommends that the required check of availability and operational status of vehicle equipment recorded in the blue folder be automated to provide greater access to the information and record retention.
- 4.6 MRI recommends that a strategic plan for the greater use of automation for department functions be completed.
- 4.7 MRI recommends that a strategic plan to acquire the software and hardware to implement the greater use of automation in the department be completed.
- 4.8 MRI recommends that the necessary information technology support be identified and made available to insure a high level of functionality and customer satisfaction with the department's automated system.

CHAPTER 5: RECORDS

- 5.1 MRI recommends a "quality control" report that would list police incident and other required reports that are missing from the records system or that are incomplete be developed and run at identified intervals.
- 5.2 MRI recommends that the report be directed to first line supervisors and they be required to correct any deficiencies within a set period of time.
- 5.3 MRI recommends that the plan to remove the record systems server to a remote and secure location, to complete system backup through current technology, and to store the backup records in a secure off-site location be accomplished in the near term.
- 5.4 MRI recommends that the records retention and purging section be developed and added to the department's Records policy prior to the purging of any records.
- 5.5 MRI recommends that there be added to the department's Records policy a schedule for the periodic inspection and purging of records.
- 5.6 MRI recommends that guidelines be established for the retention, dissemination, and distinction of all matters associated with juvenile records including security, disposition at time of majority, and ultimately expungement.

CHAPTER 6: COMMUNICATIONS

- 6.1 MRI has concluded and recommends that the dispatching services must be totally revamped with the goal to instill the fact that the public safety communications function is a primary mission of the Town. Dispatching services must be recognized as the linchpin for coordination of the delivery of public safety service to the Town of Dedham. It may not be possible to overestimate the value of the services provided by this function to the entire Dedham community and every effort should be undertaken to enhance this function.
- 6.2 MRI recommends that the Communications Center must develop a comprehensive, well thought out, uniform set of written directives designed to ensure that administrative and operational goals are met while providing direction to personnel. MRI would urge contacting the Association of Public-Safety Communications Officials International, Inc. (APCO) www.apco911.org and/or the Commission on Accreditation for Law Enforcement Agencies (CALEA) www.calea.org.
- 6.3 There must be a clear line of accountability for the dispatching function including personnel chain of command eliminating the inherent confusion of the existing organizational chart not paralleling the written directives. MRI recommends that the communications function be accountable to the Director of Administration of the Dedham Police Department.
- 6.4 MRI recommends that a job task analysis be completed to determine if the current lead dispatcher position is sufficient to effectively manage the requirements of this vital function.
- 6.5 MRI recommends that Dedham finalize the upgrade of radio equipment including mobile, portable, and base to the 700 Narrowband configurations.
- 6.6 Once there is a determination as to the number of consoles required to meet the needs of the Dedham community, MRI recommends that all consoles be designed and equipped identically, to allow control and operation of any radio channel and jurisdiction from any console. Each console should have two headset jacks that allow operation of radio and telephones, to provide back-up access, dual-dispatcher operation at a console, and side-by-side training or observation by a supervisor.
- 6.7 To make sure that initial orientation training is done thoroughly and in a standardized manner, MRI recommends the development of an orientation manual which would articulate in clear manner what tasks are to be performed, what behavior is to be expected, and how each task can be successfully performed. Once developed, employees must be

trained to the manual's content, the training documented, and periodic evaluations of the employees performance be conducted.

- 6.8 MRI recommends that the department should modify the building entrance door to allow access via an electrical buzzer. The door should remain locked at all times. An intercom system allowing two-way communications between the front desk area the Dispatcher Center should also be considered.
- 6.9 Interaction with staff is a significant deficit at the department of public safety. MRI recommends regularly scheduled meetings with all staff, including dispatchers, be conducted.
- 6.10 MRI recommends the development of a comprehensive equipment replacement program for the dispatching function to include a structured systemic approach to replacing portable radio batteries, portables, chairs, maintenance agreements, and other necessary items.
- 6.11 MRI recommends that all computer systems used in the building be housed in secure areas not accessible to the public or to unauthorized staff members. All programs running dispatch-related programs shall be protected by a system of user names and passwords. The password system shall allow the system manager to designate how often passwords must be changed by individual users and their format.
- 6.12 MRI recommends that the fire department appoint one of its officials as a liaison to the police department to help develop public safety protocol and to address specific communications operational issues.
- 6.13 MRI recommends that the protocols and procedures of public safety communications be addressed routinely within the police and fire departments. If required, additional guidance on protocol and procedures would be provided by the town administrator.

CHAPTER 7: WRITTEN DIRECTIVES

- 7.1 MRI recommends that the Dedham Police enter the accreditation process commencing with self-assessment of the entire policy and procedure manual setting a two-year timetable for an on-site assessment by the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA).
- 7.2 There appear to be some significant policy lapses that raise real liability for Dedham. MRI recommends that Dedham Police Department put a working group together to

immediately triage the deficiencies, correct them with new policy, provide the training to support them, and the documentation to memorialize it.

CHAPTER 8: ORGANIZATIONAL STRUCTURE AND STAFFING

- 8.1 MRI recommends the Dedham Police Department change its current organizational structure to the structure proposed by MRI in this chapter. The proposed structure is based on a basic division of labor between line and staff functions, a clear chain of command, a workable span of management, and unity of command.
- 8.2 MRI recommends that the department's organization be comprised of three levels. A senior administration level responsible for the overall planning and delivery of all department services, a middle management level to oversee employees who supervise the day-to-day operations of the department making sure the strategic direction of the department is followed, and a first line level of supervision.
- 8.3 MRI recommends that as organizational change is made, the department's rules, regulations, and policies are modified to bring them into conformance.
- 8.4 MRI recommends that the current Traffic Division not be continued and that traffic activities become the responsibility of officers assigned to the Patrol Divisions in their daily policing activities.
- 8.5 MRI recommends that the department develop a traffic compliance plan, a strategic plan to guide the traffic activities of the department.
- 8.6 MRI recommends that the traffic compliance plan be developed as a cooperative effort with representation from the community and the police department.
- 8.7 MRI recommends that the department's training activities be assigned to a training specialist to insure that the vital issue of employee training receives constant and timely attention.
- 8.8 MRI recommends that the communications function be assigned to the proposed Bureau of Administrative Services and that the supervisor of communications be a direct report of the Director of Administrative Services.
- 8.9 MRI recommends that the department civilianize the current sworn positions identified above. This will provide greater efficiency of department personnel resources and will channel more resources to front line policing activities.

- 8.10 MRI recommends that a job task analysis be completed to clarify the tasks and requisite skills and abilities needed by department personnel as the department evolves from a traditional to a community policing model.
- 8.11 MRI recommends that a performance evaluation process begin as soon as possible. While a task analysis is recommended, Once the task analysis is completed, the evaluation would be recalibrated to measure performance on the redefined tasks. Not only does a performance evaluation provide positive feedback and constructive criticism to employees, it can identify training needs for performance improvement and mitigation of risk associated with a lack of proper supervision.
- 8.12 MRI recommends that staff meetings be routinely held that include participation from the three levels of management in the department. Meeting agendas should be open to input from all participants.
- 8.13 MRI recommends that the department adopt COMPSTAT as a management tool to identify issues of community disorder and crime, to foster problem-solving approaches to the issues developed through input from all facets of the department, and to provide accountability for results.
- 8.14 MRI recommends that the department set as a priority the recruitment and retention of female and ethnic minority police officers so as to reasonably reflect the make-up of the community it serves.
- 8.15 MRI recommends that the current dog officer position be assigned to the Police Department for oversight.
- 8.16 MRI recommends that the title of dog officer be changed to animal control officer to better reflect the nature of the position.
- 8.17 MRI recommends that the Town take the lead in providing animal control services cooperatively with neighboring communities.

CHAPTER 9: PATROL

- 9.1 MRI recommends that the current and long-standing four patrol sectors be examined on the basis of equitable calls for service and that they be reconfigured to correct any imbalance.
- 9.2 MRI recommends that the Town complete a community satisfaction of police services survey by community residents to establish a base line. Periodically the survey should

be repeated to update the results. The survey can help decision makers as they consider a viable level of police resources to meet the community's needs.

- 9.3 MRI recommends that the current work group reviewing the issue of outside work details conclude its work in a timely and responsible manner making any needed recommendations for improvement. While administering the detail process equitably and consistently is important, MRI recommends that the primary consideration of a details policy be to insure that the availability of police officers to meet the police department's staffing needs not be compromised in any way by details.
- 9.4 MRI recommends that the fees charged to a third party for details are increased to cover the fully burdened hourly wage of the detail officer, the cost of a cruiser if used, and the cost of administering the assignment of the officer to the detail.
- 9.5 MRI recommends that the assignments of each Detective and plainclothes officer be carefully reviewed and fully clarified.
- 9.6 MRI recommends that a case management system be established for the Detective Division on an expedited basis. A carefully maintained case management system is critical for monitoring case workloads, case status, and insuring availability of case materials for prosecutor review, defense discovery, and court presentation.
- 9.7 MRI recommends that the Detective Division supervisor conduct periodic evaluations of each Detectives' and plainclothes officers' performance based on the proficiency they demonstrate against their clearly defined assignments.
- 9.8 MRI recommends that a training needs assessment be completed for the Detectives and plainclothes officers based on the updated work assignments. Any identified training needs should be included in the greater training needs assessment that is recommended the Dedham Police Department complete.
- 9.9 MRI recommends that the Sergeant who is recommended to supervise the Detective Division work a Monday through Friday daytime schedule. This recommendation is made to facilitate a close working relationship with the Field Services Bureau Captain who will be the Sergeant's supervisor. It must be remembered that patrol officers and investigators need to work in close partnership. Having the supervisors of these two functions working the same schedule is seen as a necessary step in the overall coordination of effort.
- 9.10 MRI recommends the Auxiliary Police be transferred from Dedham's Director of Emergency Preparedness and be placed under the command of the Dedham Police Department. Given that Auxiliary officers are sworn police officers the management

principle of unity of command, in this case one command authority for all police services, requires this recommended realignment.

- 9.11 MRI recommends that the biannual inspection of property and evidence facilities and their content be done according to policy and to meet the over arching policy guidelines for the strict control and accountability of property and evidence.
- 9.12 MRI recommends that only Auxiliary Police officers who have successfully completed annual firearms qualification be assigned to duty. Auxiliary officers who fail firearms qualification should be offered reasonable opportunities to pass firearms qualification.
- 9.13 MRI recommends that Dedham's public safety officials develop a fully integrated set of plans and protocols to meet the emergency response needs of Dedham.
- 9.14 MRI recommends that Dedham public safety officials identify any equipment and training needs required to meet the emergency response needs of the Town.
- 9.15 MRI recommends that Dedham's public safety officials develop and conduct exercises to test and refine the emergency response plans and protocols. The recommended exercises should be held periodically to refresh and refine the plans and the skills needed by the participants.

CHAPTER 10: TRAINING

- 10.1 While training is a very important aspect of operating a modern police department, much of this involves bureaucratic functions such as scheduling and posting of training classes. MRI suggests that the Dedham Police Department study whether such activities are the best utilization of the Executive Officer's time and position. Many like sized police departments have a position that includes training and other administrative functions.
- 10.2 The department should consider consolidating hard copy and electronic maintenance of employee training under one position. Currently these records are split between the Executive Officer and the Administrative Assistant.
- 10.3 The current Dedham Police Department's policy on training should be updated to meet current national best practice standards as established by the Commission for the Accreditation for Law Enforcement Agencies, Inc. (CALEA).
- 10.4 Harassment now includes incidents involving race, color, religious creed, national origin, ancestry, or sex. The department should consider expanding its policy, or adopting a

Town policy, to include these categories, as well as offering training on the topic of harassment to all its employees.

- 10.5 The Dedham Police Department should bring itself into compliance with the requirements of Massachusetts General Law Chapter 151B, section 3A, regarding the sexual harassment policy and suggested training.
- 10.6 The police department should undertake an agency wide Training Needs Assessment to determine outstanding training needs for the present and near term. This assessment should consider community expectations and department goals. This process should be repeated annually as the first step in drafting an Annual Training Plan.
- 10.7 The Department should consider formalizing the posting, application, and assignment of specialized training. This process should be included in the Training Policy.
- 10.8 An annual Training Plan should be developed based upon the annual Training Needs Assessment and individual career development plans.
- 10.9 The Field Training Program for officers returning from the recruit academy should be formalized through the development of a policy dedicated to this topic.
- 10.10 The Field Training Plan should include opportunities for immediate, or at least daily, feedback to the new officer to give him/her an opportunity to modify actions and try different approaches to incidents under the watchful eye of the Field Training Officer. (See sample Daily Observation Report: Appendix I.)
- 10.11 All officers appointed to serve as Field Training Officers should be formally trained in their duties and responsibilities.
- 10.12 The Dedham Police Department should develop multiple sources of training such as in-house instructors, associating with regional training academies, and securing access to on-line training through free and subscription services.
- 10.13 All training, regardless of source, should include a comprehension component. Mere attendance at a training program is insufficient. There needs to be a testing of knowledge or skills and documentation of satisfactory absorption of the key elements of the training offered.
- 10.14 The police department should continue to require that all new Sergeants attend the First Line Supervisor Course. This short course should not be the only training that these officers receive dealing with their level of duties. The Annual Training Plan should

include additional training opportunities to improve the skills necessary for success in this position.

- 10.15 The department should initiate a new requirement that all Lieutenants complete a mid-level manager course of study. When all Lieutenants have completed this course, they should be offered the opportunity to attend the Command Training Series at Roger Williams University.
- 10.16 The Chief of Police and command officers should also continue their training on an annual basis beyond annual in-service training. Courses specific to their responsibilities would include budgeting, internal affairs investigations, internal discipline, policy development, and functioning in a union environment.
- 10.17 Specialty Training needs to be maintained at all levels. While there is no hesitation with training sworn officers for required certifications, study should be given to the on-going training needs of administrative assistants, dispatchers, and the dog officer.
- 10.18 A computer program needs to be placed into service to track completion of non-traditional training mediums such as roll call training, email notifications, and written training bulletins. If it is not documented, it cannot be proven that it took place. A risk reduction philosophy requires that ALL training be documented.
- 10.19 Present and long-term training needs of the Dedham Police Department cannot be accommodated in the present police facility. The lack of proper space for roll call training, as well as a formal training room is seriously detrimental to the overall professional health of the agency. A new facility including well-designed and equipped spaces for roll call and training sessions is required.
- 10.20 Realizing that, given the best of circumstances, a new police facility will not be available in the immediate future, MRI would propose that the Dedham Police Department search for an adequate training room in private and public buildings in the community in-order to sponsor day long classes. Many training providers, such as the International Association of Chiefs of Police (IACP), will offer free tuition to officers from the department hosting a training session.
- 10.21 The Municipal Emergency Response Plan is currently undergoing a revision. Once this effort has concluded, it is imperative that all police superior officers be trained in its content and implementation.
- 10.22 All superior officers should continue to be thoroughly trained in the Incident Command System (ICS) in order to function as part of a larger emergency response to natural or man-made disasters.

- 10.23 The line items in the police budget associated with training should be developed using zero-based budgeting. The Town of Dedham should be aware that the mandated and needed training needs of the department will vary by year. Each training related line item should be documented showing the anticipated personnel and expense costs associated with each type of anticipated training.

CHAPTER 11: CALLS FOR SERVICE

- 11.1 MRI recommends that the Dedham Police Department capture the location of all police incidents in its database. This, when integrated with other variables such as time of day, day of the week, and patrol sector, recorded by the Dedham Police Department records system will allow the department to analyze the allocation of police resources effectively.
- 11.2 MRI recommends that online reporting of lower level incidents to the Dedham Police Department be made available to improve convenience of reporting, to increase the availability of police officer time for higher order community needs, and to increase the time communications officers have to address higher order calls. The Dedham Police Department should promote the use of this resource.
- 11.3 MRI recommends that the Dedham Police Department adopt and promote the ability to report incidents to the police through smart telephone software.
- 11.4 MRI recommends that an analysis of calls received on the police emergency telephone line and the 911 telephone line be conducted to differentiate between emergency and non-emergency calls being received. If a substantial number of non-emergency calls are being received, MRI recommends that a public education effort be made to resolve the problem.

CHAPTER 12: COMMUNITY OUTREACH AND COMMUNITY POLICING

- 12.1 MRI recommends that the Dedham Police Department adopt and embrace the philosophy of community policing. To accomplish this, the command staff of the police department will have to take the leadership role to make sure that all department members are familiar with the philosophy, dimensions, and programs of community policing. All members will need to be made aware of the philosophy through a variety of ways to include training, discussions, opportunities to observe other community oriented policing departments at work, and other innovative methods that would be helpful.

- 12.2 MRI recommends that the training recommended above should be in two forms. Initial training for all members of the department needs to be provided from a fully qualified outside source. In addition to the professional quality of content and presentation available from a fully qualified outside source, the use of such a source signals a commitment, a seriousness of purpose, to the undertaking. Continued in-service training for command and supervisory staff and for all other department members will be necessary to refine and refresh the skills and commitment required to successfully implement community policing.
- 12.3 As noted earlier in this chapter, the transition from the traditional model of policing to that of community policing is the first substantial change in the institution of policing for close to a century. That is to say, this is a transformational undertaking. In order to provide a greater level of success for this undertaking, MRI recommends that Chief d'Entremont engage a mentor through the International Association of Chiefs of Police Chiefs mentoring program. This program is available to police chiefs who are in the first three years of their appointment and who serve communities with up to 50,000 in population. While the mentoring chief would have Chief d'Entremont as his or her primary contact, the mentoring chief's expertise would support all of the undertakings necessary to design and begin the transition.
- 12.4 MRI recommends that the current mission statement of the police department be reviewed and updated to clearly articulate that the Dedham Police Department will operate as a community oriented policing institution. It is recommended that a representative group of stakeholders within the community participate in the review and development of the new mission statement. This process will serve to incorporate the public safety needs as expressed by the community at large, as well as to draw on the expertise of the police professionals. Further, as community oriented policing rests on strong partnerships with the community, the development of a mission statement through community involvement will be a strong step toward developing those critical partnerships.
- 12.5 Following the development of a new mission statement for the department, MRI recommends that the same group that has undertaken this task turn itself to the development of core values for the organization. Essentially, the mission statement expresses what the purpose of the organization is and the core values shape how activities in support of the mission statement will be accomplished.
- 12.6 Once completed, the new mission and value statements for the police agency must be shared widely with the members of the police department and the community. This must be more than a "one-shot deal" so that all stakeholders are fully familiar with the mission and the core values. MRI recommends that the group referenced above

develop a strategic plan to fully inform the community as to the department's new mission and core values and the process used in their development.

- 12.7 To assist in the underwriting of activities necessary to transition to a community policing organization, MRI recommends that grant funding opportunities be explored. While it is true that community oriented policing grants are not as plentiful as in years past, there still are grant funding programs available. MRI recommends that contact is made with the US Department of Justice, Office of Community Oriented Policing, to become fully familiar with possible funding sources and associated time frames for grant funding proposal submission. One grant program of particular interest is the Community Policing Development program (CPD). This program offers a wide array of training topics in community policing, technical assistance, research information, and best practices based on national experience. Unfortunately, specific community policing training programs are no longer available from the Massachusetts Police Training Committee due to limitation of funding in this area.
- 12.8 MRI recommends that the current community outreach programs offered through the Dedham Police Department continue in operation. While it has been noted that these programs are not in support of a fully developed set of priorities to implement community policing activities, the current programs do benefit the community and should be continued until such time as they can be fully evaluated in light of established new priorities.
- 12.9 It is recommended that the Dedham Police Department reach out to community organizations that may yield volunteers to assist with current and future community policing activities. This will be beneficial as community policing programs will need more personnel resources than are currently available through the police department, and it will be helpful to have relationships with organizations such as TRIAD and the American Association of Retired People (AARP). The department is encouraged to look at opportunities for new volunteer programs such as Volunteers in Police Service (VIPS) or a Police Explorer Program. The Explorer post is particularly worthwhile since it exposes young people to police activities and can serve as a long-term recruiting tool, while also providing an opportunity for young people to serve their community.

CHAPTER 13: FUNDING AND FISCAL CONTROLS

- 13.1 MRI recommends that a schedule for the replacement of department equipment be formalized and updated on an annual basis.
- 13.2 MRI recommends that the responsibility for the annual equipment schedule be assigned to the Director of Administrative Services.

- 13.3 MRI recommends that to insure for the accountability of department property and to insure its readiness for service, an inventory of all department property is established.
- 13.4 MRI recommends that the responsibility of establishing and maintaining the inventory be assigned to the Director of Administrative Services.
- 13.5 There should be a formal process whereby each component of the organization submits a schedule of replacement of items under their control. While the larger items such as cruisers have a structured replacement plan, the same should be formulated for such items as speed radar, radios, firearms, and lockers. As it is simply not possible for the Police Chief to have a total grasp of all items required to allow each component of the organization to function at peak performance, a formal replacement schedule is needed. That assignment should be given to the Director of Administrative Services.
- 13.6 Procedures should be developed that allow for a complete inventory of all agency owned, leased, or retained property that includes purchase date, cost, location, and anticipated replacement date. The property management function is often overlooked. It is important that someone be responsible for ensuring that stored items such as radios, radar, and surveillance equipment are maintained in a state of operational readiness, and that all items are accounted for. Without a person assigned for preventive maintenance, care, cleaning, and workability of equipment, the equipment may be of little use if and when it is required.

CHAPTER 15

CONCLUSIONS

The Town of Dedham has made a prudent and valuable decision to evaluate the current delivery of police services to the community to enable greater effectiveness and efficiency for its delivery in the future. Many times consulting services are sought only when a significant problem with a particular department and its delivery of service is manifest. This is not the case with the Dedham Police Department where by all accounts the department is perceived well by members of the public and Dedham officials.

In preparing for the future, Dedham officials want to underpin the delivery of police services on a business planning, strategic planning basis. From a private sector enterprise perspective, having a business plan is essential in gaining start up financing. The plan must be frequently updated to meet the competition of the market place. The public sector is different. Police departments do not have competitors and traditionally they have not had strategic plans to guide their delivery of services. Strategic planning will be beneficial, as it will require priorities to be set, clear delineation of assignments for department personnel, evaluation of performance, and accountability for defined outcomes.

Dedham has expressed a clear interest that both short and long-term policing activities be data driven. This means that the police department must have a robust records and information collection system, and that the data be available and used to further the strategic efforts of the department. While the records system gathers a goodly amount of information now, the management reports that are currently generated need to be recalibrated to meet the planning and evaluation needs of future department strategic plans.

MRI was mindful of the prospective nature of this assignment and geared its efforts and recommendations to place the police department on a structurally solid foundation guided by nationally recognized policies and practices. From this foundation, the department will be best able to plan for, effect, evaluate, and improve the delivery of policing services in both the short and long-term.

MRI also paid close attention to current situations that present undue risk to the community. Recommendations to mitigate those situations are made throughout this report. While the recommendations are numbered, they are not provided in priority fashion. The numbering is provided to provide ease of reference.

In addition to providing a cramped and dysfunctional work environment, the police department headquarters building works against the good morale and esprit de corps of the police force. MRI's recommendation for the Town to provide a new police facility restates the same recommendation expressed by other studies and former police chiefs. As Dedham appropriately seeks to have a high performing police department, it must realize that the current building is a negative factor. When people speak of officer safety it is almost exclusively in the context of "on the streets". Unfortunately, the headquarters extends those concerns inside its walls in some areas. In the time between now and the availability of a new facility, MRI recommends that the Town do the best it can with what they have by correcting to the extent possible serious building deficiencies, securing essential telecommunications and information technology, and maintaining the building in a clean and uncluttered fashion.

The police department enjoys a history of having a good serviceable vehicle fleet and an array of equipment provided to police officers with more available to them. There are policies that should be adopted to formalize some current practices bringing those practices to best practice standards. Automation can also be used to better manage fleet servicing and safety inspection efforts. Automation of these records will lead to better information that managers can use to spot problem areas and from which to make better purchasing decisions. There is some concern that the computers and servers currently in use in the department are at or beyond capacity. The system users feel frustrated by the slowness of today's system. Having a strategic plan in place to upgrade the system would be a good step to take. Information technology support must be made available so users can use new capabilities effectively.

The police department has a relatively long history in the automation of its records system. That system is the essential repository for the myriad of records and information that are required by law and necessary for the police department to conduct its work for the public's safety. The records system server and tape backup are both located at headquarters. This situation possesses an unnecessary risk to vital information. There is a plan in place to move the server and back-up to secure off-site locations. This cannot happen soon enough. There are vintage paper records on site that need to be reviewed and purged. For the control of automated and paper records, a schedule for their periodic review needs to be adopted to enhance the existing department's records policy. The Pamet software has the ability to report missing or incomplete records. The records policy should also require this report to be available at designated intervals. The records policy needs to also recognize the special requirements for juvenile records.

It cannot be overstated how important a well-structured, well-equipped, well-managed, public safety communications center, operated by fully trained personnel is to the delivery of public safety services, both emergency and non-emergency, to the community. Clear lines of authority must be set, a comprehensive set of written directives is needed, and well-defined initial training, sustained with in-service training, must be provided to meet the job tasks set out by a contemporary position description for all positions. Performance evaluations performed on a

regular basis are important to let employees know where they are doing well and where improvement is needed. The technology supporting communications must be current and provide full functionality with sufficient technical support to orient employees to the systems' uses and to keep the machinery humming. Dedham appears well along the way to meeting the federal government required transition to a narrow band radio system. Once in operation the new system will be monitored to find and resolve any problems that may occur. MRI has provided a number of recommendations in the Communications chapter of this report for improvements to this important public safety area. MRI believes that Dedham officials should place a priority on addressing them.

The link between the activities that employees in an organization undertake and its mission is forged through the development and implementation of written directives. For an organization to work in a directed, consistent, efficient manner, while meeting legal requirements and avoiding risk, it must have a current written directive system based on best practices. The review of the police department's written directives revealed that while work is underway to update the directives, too many are dated. MRI noted that some parts of polices were not being followed. As the review went on, MRI opted not to put every written directive under a bright light but rather to approach the improvement of the written directive system in a holistic manner, through pursuit of agency accreditation either through CALEA or through a self-assessment benchmarked to CALEA Standards. In the interim, MRI recommends that an effort to mitigate possible liability exposure from current policy, a working group is started to address any policy problems. The group should begin with policy areas that cover high risk, high frequency situations moving next to high risk, low frequency situations, and downward from there.

A viable organizational structure must be in place to deliver at a high level what it is charged to deliver. To be viable, an organization must adhere to basic principles of organization, assign people to tasks that meet contemporary needs of the organization, and through evaluation to hold people accountable for the performance of their tasks. This report has made several recommendations to alter the current organization of the police department, certainly to improve its current efforts but even more so for the future. As the organization becomes more refined, more capable, and more strategic it will more ably provide the leadership required to improve the community's safety and well-being. The recommended civilianization of positions that are essentially administrative and clerical in nature continues a trend in policing that has been underway for the past 20 to 30 years. Many more senior police officers started their careers when police officers served as dispatchers and did all of the parking enforcement. Continued civilianization emphasizes that sworn police officers need to be assigned to the enforcement side of a department and not the non-enforcement side. Police agencies are better able to relate to the community they serve when the composition of the department reflects generally the composition of that community. Chief d'Entremont is much interested in diversity within the ranks of the department as are a number of Dedham officials. MRI encourages the efforts now underway to bring that diversity about.

Personnel costs in most police departments account for 80% or more of the department's annual budget. The patrol function of police departments has the lion's share of the personnel. For police departments to be efficient, they must effectively manage the patrol function. The Dedham Police Department will need to gather calls for service data based on the geographic location of the calls. With that data, in addition to time of day, and day of week data already collected, the department can reconfigure the four police patrol sectors that have been in existence since the 1920s to achieve a balance of calls for service and the personnel deployed to meet them. The department should also ask the community, its customers, how it is doing in meeting their needs. That stakeholder input is necessary as the department makes decisions on what types of services to deliver in the future. Asking the community for their level of satisfaction may seem an obvious step, but it is rarely done by police agencies that have held the assessment of their performance in-house. Effective use of patrol resources extends to the Investigation Division of the department as Investigators are patrol division officers assigned investigation duty. The investigators must receive clear assignments and then be evaluated for their performance. A case management system must be developed and used as case management underpins the essential duties of the investigators and the department. Auxiliary Police can be valuable assets to the Town. To insure that the Auxiliary Police work as seamlessly as possible with the full-time police, the Auxiliary Police should be placed under the Dedham Police Department's table of organization. As Dedham's public safety departments hold the responsibility of responding to the community's public safety needs as effectively and efficiently as possible, those departments should have well designed policies and protocols in place and conduct exercises to refine their efforts.

Training in a police department serves several important requirements; meeting the legal requirements of recruit training that lead to a police officers' certification, enhancement of basic skills, meeting in-service training requirements for veteran officers, and meeting certification requirements for officers with specialized skills. The Dedham police have a good track record in meeting all of the requirements. Training helps safeguard the community from liability stemming from the behavior of untrained officers. Training also goes hand-in-hand with career development and it is a moral booster. While Dedham has a good foundation in providing training, it should improve its performance in this area if it wants to improve as a department. For the training that is available to be most effective, three things are required. First, the department must set its training needs in priority fashion. Second, a training plan to meet the priorities must be developed, and third, the training plan must be included in the annual department budget. The training program in a police department the size of Dedham's is of sufficient size and importance that it needs the constant attention of someone on staff. Field training occurs when a police officer completes the required basic police academy, but before the officer is assigned to solo in a cruiser. The Dedham police need to formalize their current field training program to fully orient new officers to the polices of the department and the community it serves. To meet the increasing challenges that will face the management staff of the department, there needs to be training on a continuing basis in executive level programs.

Calls for police service information, crime measurement, and the identification of crime trends are available in Dedham in full measure due to the police department's robust automated incident reporting system. The available information is beneficial in a variety of ways. It can help equalize police resources throughout the community. It can point to ways that citizens can help prevent crime. Recently thefts of property from motor vehicles were increasing. Sharing that information with the public, along with preventive measures to take, can help reduce those crimes. Measuring the manner in which calls for service are received can lead to more efficient use of reporting resources. Currently the greatest amount of calls to the police comes through the police emergency telephone line and through the 911 emergency lines. An evaluation of the true nature of the calls coming through these two lines should be conducted. If the calls are non-emergency in nature, steps should be taken to get the calls coming in on non-emergency lines. On-line reporting of lower level incidents can be convenient for the public and free police resources for higher order calls. Current smart phone technology is available to report incidents to the police for little or no cost. Both of these reporting mechanisms should be adopted. The Dedham Police has a more than 20-year history with automation of its records system and true interest in refining its reporting capabilities. Even of greater importance is that the department continue to apply the data that flows from the records system to realize a more equitable and effective use of its resources.

The Dedham Police Department currently provides a number of community relation programs. These include a well-regarded school resource officer program, hosting police department open houses, having detectives meet with community groups to discuss crime prevention tactics, having the area police officer meet with citizens along with the Chief, starting a twitter account, making crime locations and trends available to citizens on-line, and more. Each of these activities has a common thread running through them; meeting with police in a non-enforcement situation. This permits a more relaxed, more interactive, more collaborative, and proactive experience for community members and the police. The Dedham Police have espoused the desire to adopt a community policing philosophy for some time without getting there. It is recommended that the department transition to community policing. In so doing, the department will more fully engage with the community on a systematized basis. It will turn the corner from being primarily responsible for the community's policing to sharing that responsibility with the public. The community in concert with the police will also begin to address the underlying causes of crime and disorder which is quite different from the current policing model of responding to crime which are symptoms of the underlying causes.

The current financial situation for municipal governments across the country today is the same, difficult with little relief in sight. Dedham officials are well aware of this. This impacts municipal funding adversely making it all the more necessary for department managers to act more strategically based on data driven planning, and to build organizations that strives for every efficiency to be gained in its operation. The annual budget becomes the expression of these efforts as the budget sets out the priorities established by department managers. The Dedham Police will be more viable in competing for scarce municipal resources when it adopts

a more strategic, business plan model for its budget development. With the adoption of greater inventory control and equipment replacement schedules, the department will also become efficient with the resources it acquires.



CHAPTER 16

ABOUT MRI

Municipal Resources, Inc. was founded in 1989 by six former municipal and state government managers, with both public and private professional experience. Municipal Resources is dedicated to providing professional, technical, and management support services to municipalities, schools, and non-profit organizations throughout New England. Municipal Resources operates offices in two locations in Massachusetts, one in Maine, one in Massachusetts, and one in Pennsylvania.

Our dynamic management staff can tailor services to specific client needs. Our clients realize that we have been in their shoes; we have the experience, sensitivity, and desire that it takes to develop and deliver services that specifically meet their needs.

Municipal Resources is committed to providing innovative and creative solutions to the problems and issues facing local governments and the agencies that serve them. Combined staff experience in the operations of local government, coupled with the realities of today's economic, regulatory, and political environments gives Municipal Resources a unique capability which can be brought to bear for local government officials, many of whom are volunteers seeking to do what's right for their communities.

The depth of Municipal Resources' experience is reflected not only in the experiences of its associates, but in the scope of services it provides its clients, from professional recruitment to organizational and operational assessments of individual municipal departments and school districts or ongoing contracted services for various City government and school business support activities.

Among the areas of expertise available are department assessments, personnel recruitment, personnel administration, collective bargaining, public safety, community and economic development including land use control and regulations, assessment administration, budget and finance, public works and engineering, and general management.

The firm is also focused on school district assistance with specific services focusing on finance management, human resources, school safety and security, federal funds accounting, facilities management, management studies, interim personnel placements and other areas.

The purpose of Municipal Resources' approach is to supplement the efforts of municipal employees and to enable them to do their jobs well. Municipal Resources is supporting sustainable communities through better organization, operations, and communication.



TEAM PROFILES

Alan S. Gould, Vice President and Chief Operating Officer, is a graduate of Saint Anselm College with a BS degree in Criminal Justice. He is certified as a Public Manager by the American Academy of Certified Public Managers and has completed numerous management and leadership programs including the Babson Command Training Institute and the FBI's LEEDS program. He is recognized for his creativity in community policing and his leadership in promoting ethics in the law enforcement community. Mr. Gould began his public sector career with the Salem, NH, Police Department where, during 21 years, he served at all ranks of the Department. He served as Chief of Police in Rye, NH, where, upon retirement from law enforcement, he was appointed and served as Town Administrator until joining MRI in 2008. In addition to his responsibilities as MRI's Chief Operating Officer, Mr. Gould manages many of the company's projects and occasionally serves in interim municipal management roles. Mr. Gould served as the Ethics Instructor at the New Hampshire Police Academy for 15 years and has been an instructor of college courses in Criminal Code, Criminal Investigation, Report Writing, Constitutional Law, and Juvenile Delinquency. Among his many community involvements, Alan served as an initial incorporator of the Greater Salem Council Against Family Violence; a founder of New Hampshire's second "visitation center" designed to protect children from abusive parents; an initiator of Rye Senior SERVE, a non-profit organization established to help seniors remain in their homes as they age; and he continues as the Emergency Management Director in the coastal community of Rye, NH, located within the Seabrook Nuclear Power Plant's Emergency Planning Zone.

Gregory C. Hanscom holds a BS in Education and an MPA, both from the University of Maine. After serving as the chair for the Public Safety Division & Criminal Justice Department at Southern Maine Community College Mr. Hanscom retired from the College in 2011. In his role at SMCC, he provided direction and management cooperatively with college administrators and department faculty for criminal justice programs, provided instruction in program courses, and coordinate efforts with Fire Science, Fire Training and Education, and Paramedicine Programs to plan for and deliver interdisciplinary undertakings. Mr. Hanscom enjoys a long and distinguished record of public service in the State of Maine. Mr. Hanscom began his professional career in law enforcement with the Portland Police department where he was appointed to the position of Administrative Assistant to the Police Chief; from there he went on to become the Police Chief in Windham; and thereafter the Chief of Police in Lewiston, Maine. Following his career in law enforcement, he was appointed and served for 10 years as Maine's Deputy Secretary of State/Director of the DMV where he re-engineered core services to gain efficiency, provided oversight of design and construction of a new motor vehicle building, and initiated a complete organizational realignment to improve customer service delivery.

Bruce A. MacDougall obtained his Master of Science in Criminal Justice Administration from Northeastern University in Boston in 1978, and his Bachelor of Arts in American Government from Boston University in 1972. He has also attended professional training through the Federal Bureau of Investigation's Law Enforcement Executive Development Seminar Program and through the Police Executive Research Forum's Senior Management Institute for Police. He retired in 2002, after 30 years of active police service, as Chief of the Methuen, Massachusetts, Police Department, where he spent most of his law enforcement career. In Methuen, he rose through the ranks from Dispatcher to Chief. As Chief for 9 years, he was responsible for the planning, organizing, staffing, directing, and administering a department of 84 sworn officers and 16 civilian staff members, in a diverse community of 44,000 citizens, with a total department budget of seven million dollars. He has been an Instructor of Criminal Justice at Northern Essex Community College and an Instructor of Constitutional Law for the Massachusetts Criminal Justice Training Council. In addition to teaching, Chief MacDougall has been involved in a number of police and corrections consulting assignments, including being assigned as Interim Chief, conducting internal affairs investigations and management studies, completing evidence audits, accreditation reviews and preparation, as well as participation in assessment centers and executive selection teams. From 2006 through 2008, Chief MacDougall served as the Director of the Massachusetts Police Leadership Institute in Lowell, Massachusetts. He is Past President of the Essex County Chiefs of Police Association and past Vice-President of the North Eastern Massachusetts Law Enforcement Council.

Chief David L. Kurz obtained a Bachelor's Degree in Criminal Justice from the University of Southern Maine, is a graduate of the FBI National Academy 153rd Session and has served in law enforcement since 1974. Chief Kurz previously served as the Chief of the Gorham, Maine Police Department (1985-1990) and the Deputy Director of the Maine Drug Enforcement Agency, Maine Department of Public Safety (1990 to 1996). In his current position as Chief of Police of Durham, NH, Chief Kurz is responsible for the supervision of a CALEA accredited full-service police agency committed to a customer-oriented delivery of services functioning in a university community. Chief Kurz is one of 12 chiefs appointed by the International Association of Chiefs of Police to an Advisory Group assisting IACP in the formation of training and client needs assessment that may be unique to smaller police agencies in the United States. Chief Kurz is one of six police managers instructing with the Bureau of Justice Assistance "Leading by Legacy" program that provides management and leadership skills to rural police agencies throughout the nation. He has also published six articles for the *IACP Police Chief* magazine focusing upon Strategic Planning, Alcohol Enforcement, Promotional Process, Celebratory Rioting, Effective Performance Evaluations and New Technology Acquisition. Chief Kurz is a Team Leader for the Commission on the Accreditation for Law Enforcement Agencies, (CALEA) Inc. and has reviewed the policies and procedures of over 50 police agencies seeking national accreditation and recognition. He has worked with the United States Department of Justice on several initiatives including the National Summit on Campus Public Safety and is a member of the Bureau of Justice Assistance Law Enforcement Leadership Initiative Training Steering



Committee. Additionally, Chief Kurz routinely conducts training seminars for IACP focusing upon strategic planning and personnel management.

Michael R. Healy recently retired after a 36 year career in law enforcement. During the last 25 years, he has held the position of Chief or Deputy Chief in 4 different Massachusetts Police Departments. Those agencies ranged in size from as few as 20 employees to up to 135 employees. In addition to heading those police departments, he was selected by the Secretary of Public Safety to join the Executive Office of Public Safety from 1994 to 1997 to improve services within the Firearms and Inspectional Services Units. His last position was Chief of Police for the Westport, MA, Police Department where he was chosen from outside the Department in 1997 to revitalize a troubled organization. During his tenure with the Town of Westport, he initiated significant changes, which included personnel accountability and an evaluation procedure, record and case management computerization, a CAD system integrated with fleet operations and the drafting and initiating of policies and procedures. As a result of Chief Healy's grant writing skills, the Westport Police Department received over \$1,000,000 in State and Federal grants. While he was Chief in Westport, the Fall River Lodge of Elks chose him Outstanding Chief of Police for the Greater Fall River and New Bedford area for 1997. Southeastern Massachusetts Mothers Against Drunk Driving selected Chief Healy as Police Chief of the Year for 2001. In addition to his duties as a police administrator, Chief Healy was a Selectman in the Town of Northborough, MA, for 9 years and Chairman for 5 of those years. He was President of the Central Massachusetts Chiefs of Police Association and a member of The Massachusetts Chiefs of Police Association Executive Board representing Bristol County. Chief Healy graduated from Northeastern University with a baccalaureate degree in 1975 and received his Master of Arts in Criminal Justice from Anna Maria College in 1996. He also completed Harvard University's Kennedy School of Government Executive Management Program, the New England Police Command Institute at Babson College, and the Federal Bureau of Investigation's Law Enforcement Executive Development Program. Chief Healy has served as a subject advisor to MRI since 2004.

APPENDIX A



Municipal
Resources
Inc.



Survey: Dedham Police Survey

Report: Default Report

Survey Status

Status: Closed
Deploy Date: 07/21/2011
Closed Date: 11/17/2011

Respondent Statistics

Total Responses: 43
Completes: 31
Partials: 12

Points Summary

Max Attainable: 0 100%
Highest: 0 0%
Lowest: 0 0%
Average: 0 0%
Median: 0 0%

1. My position with the Department is:

	Responses	Percent
Full-time Sworn:	39	92.86%
Part-time Sworn:	0	0%
Full-time Civil:	3	7.14%
Part-time Civil:	0	0%
Total Responded to this question:	42	97.67%
Total who skipped this question:	1	2.33%
Total:	43	100%

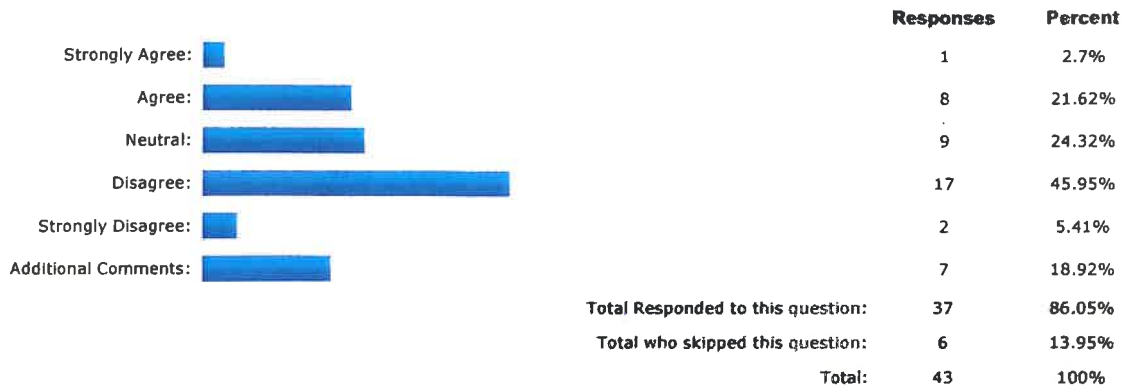
2. My department is a well managed organization.

	Responses	Percent
Strongly Agree:	2	4.65%
Agree:	13	30.23%
Neutral:	19	44.19%
Disagree:	5	11.63%
Strongly Disagree:	4	9.3%
Additional Comments:	3	6.98%
Total Responded to this question:	43	100%
Total who skipped this question:	0	0%
Total:	43	100%

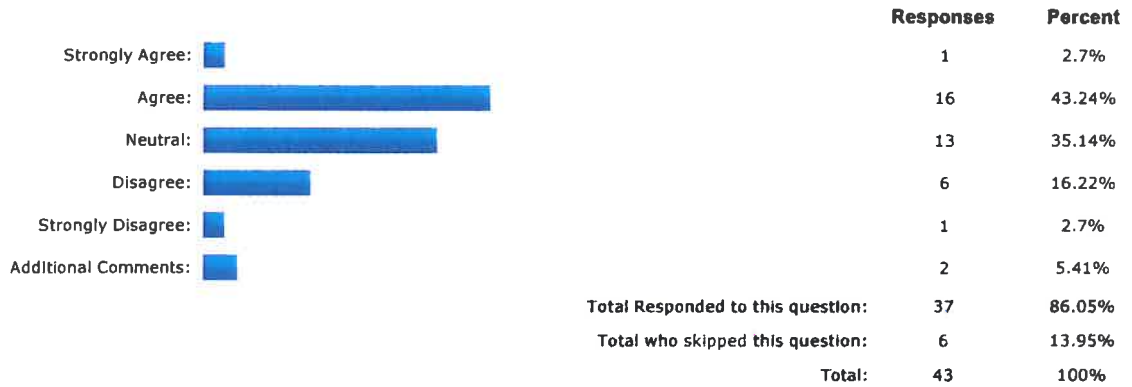
3. There is a high level of mutual respect across all ranks within the department.

	Responses	Percent
Strongly Agree:	2	4.76%
Agree:	10	23.81%
Neutral:	8	19.05%
Disagree:	19	45.24%
Strongly Disagree:	3	7.14%
Additional Comments:	3	7.14%
Total Responded to this question:	42	97.67%
Total who skipped this question:	1	2.33%
Total:	43	100%

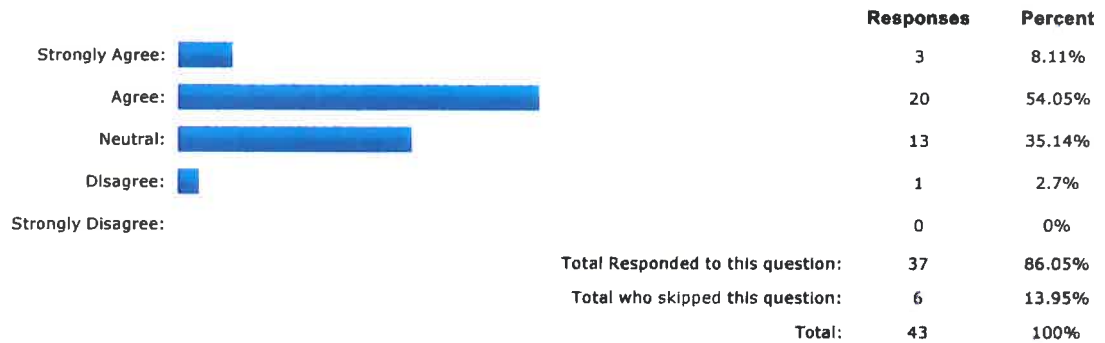
4. All department employees share in a common understanding of current goals and a vision of the future.



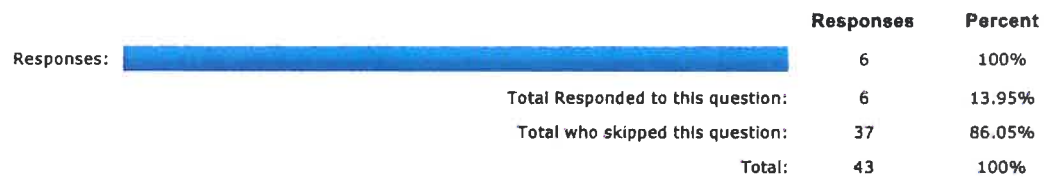
5. Expectations for the performance of department members are made clear to all employees.



6. The existing policies & procedures of the organization provide sufficient guidance to me in accomplishing my job.

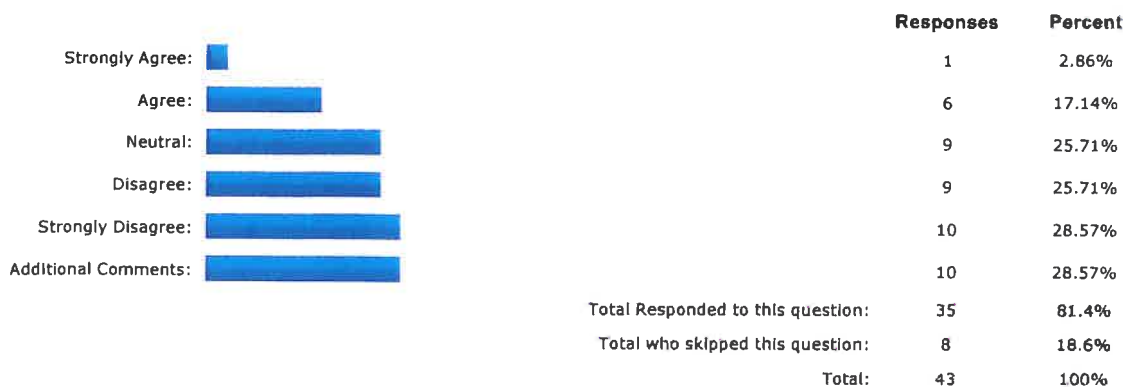


7. I need more guidance in the following areas:



Graph/Chart function not relevant for this question type.

8. The utilization of internal discipline for policy and rule violations is administered in a fair and consistent manner.



9. When considering the organization and structure as a whole, I believe it to be effective:

	Responses	Percent
Strongly Agree:	1	2.86%
Agree:	19	54.29%
Neutral:	12	34.29%
Disagree:	2	5.71%
Strongly Disagree:	1	2.86%
Total Responded to this question:	35	81.4%
Total who skipped this question:	8	18.6%
Total:	43	100%

10. I recommend the following changes to the current organization:

	Responses	Percent
Responses:	19	100%
Total Responded to this question:	19	44.19%
Total who skipped this question:	24	55.81%
Total:	43	100%

Graph/Chart function not relevant for this question type.

11. What are the challenges currently facing the organization?

	Responses	Percent
Responses:	27	100%
Total Responded to this question:	27	62.79%
Total who skipped this question:	16	37.21%
Total:	43	100%

Graph/Chart function not relevant for this question type.

12. What challenges will face the organization in the next 5 to 10 years?

	Responses	Percent
Responses:	23	100%
Total Responded to this question:	23	53.49%
Total who skipped this question:	20	46.51%
Total:	43	100%

Graph/Chart function not relevant for this question type.

13. When considering my total compensation package, I am.

	Responses	Percent
Extremely satisfied:	1	3.03%
Satisfied:	12	36.36%
Neutral:	7	21.21%
Dissatisfied:	11	33.33%
Extremely dissatisfied:	2	6.06%
Additional Comments:	7	21.21%
Total Responded to this question:	33	76.74%
Total who skipped this question:	10	23.26%
Total:	43	100%

14. The police facility provides a clean and safe environment in which to deliver a professional level of service.

	Responses	Percent
Strongly Agree:	0	0%
Agree:	0	0%
Neutral:	0	0%
Disagree: 	3	9.38%
Strongly Disagree: 	29	90.62%
Total Responded to this question:	32	74.42%
Total who skipped this question:	11	25.58%
Total:	43	100%

15. In order to enhance the functionality and safety of the current facility I recommend the following changes.







	Responses	Percent
Responses: 	31	100%
Total Responded to this question:	31	72.09%
Total who skipped this question:	12	27.91%
Total:	43	100%

Graph/Chart function not relevant for this question type.


16. I receive adequate training to perform my duties as an employee of the department.

	Responses	Percent
Strongly Agree: 	1	3.03%
Agree: 	14	42.42%
Neutral: 	7	21.21%
Disagree: 	10	30.3%
Strongly Disagree: 	1	3.03%
Total Responded to this question:	33	76.74%
Total who skipped this question:	10	23.26%
Total:	43	100%

17. Training opportunities are distributed on a fair and equitable basis.

	Responses	Percent
Strongly Agree: 	1	3.03%
Agree: 	13	39.39%
Neutral: 	8	24.24%
Disagree: 	10	30.3%
Strongly Disagree: 	1	3.03%
Additional Comments: 	5	15.15%
Total Responded to this question:	33	76.74%
Total who skipped this question:	10	23.26%
Total:	43	100%

18. I recommend the following changes to the training function:

	Responses	Percent
Responses: 	19	100%
Total Responded to this question:	19	44.19%
Total who skipped this question:	24	55.81%
Total:	43	100%


Graph/Chart function not relevant for this question type.

19. What are the challenges currently facing the training function?

	Responses	Percent
Responses: 	21	100%
Total Responded to this question:	21	48.84%
Total who skipped this question:	22	51.16%
Total:	43	100%

Graph/Chart function not relevant for this question type.

20. What challenges will face the training function in the next 5-10 years?

	Responses	Percent
Responses: 	20	100%
Total Responded to this question:	20	46.51%
Total who skipped this question:	23	53.49%
Total:	43	100%

Graph/Chart function not relevant for this question type.

21. The Detective Unit performs its function effectively.

	Responses	Percent
Strongly Agree: 	2	6.45%
Agree: 	16	51.61%
Neutral: 	6	19.35%
Disagree: 	3	9.68%
Strongly Disagree: 	4	12.9%
Total Responded to this question:	31	72.09%
Total who skipped this question:	12	27.91%
Total:	43	100%

22. I recommend the following changes to the Detective Unit:

	Responses	Percent
Responses: 	19	100%
Total Responded to this question:	19	44.19%
Total who skipped this question:	24	55.81%
Total:	43	100%


Graph/Chart function not relevant for this question type.

23. What are the challenges currently facing the Detective Unit?

	Responses	Percent
Responses: 	17	100%
Total Responded to this question:	17	39.53%
Total who skipped this question:	26	60.47%
Total:	43	100%

Graph/Chart function not relevant for this question type.

24. What challenges will face the Detective Unit in the next 5-10 years?

	Responses	Percent
Responses: 	8	100%
Total Responded to this question:	8	18.6%
Total who skipped this question:	35	81.4%
Total:	43	100%

Graph/Chart function not relevant for this question type.

25. Overall, the patrol operation performs its function effectively.

	Responses	Percent
Strongly Agree:	3	9.09%
Agree:	25	76.76%
Neutral:	4	12.12%
Disagree:	1	3.03%
Strongly Disagree:	0	0%
Total Responded to this question:	33	76.74%
Total who skipped this question:	10	23.26%
Total:	43	100%

26. I recommend the following changes to the patrol operation:

	Responses	Percent
Responses:	13	100%
Total Responded to this question:	13	30.23%
Total who skipped this question:	30	69.77%
Total:	43	100%

Graph/Chart function not relevant for this question type.

27. What are the challenges currently facing the patrol operation?

	Responses	Percent
Responses:	15	100%
Total Responded to this question:	15	34.88%
Total who skipped this question:	28	65.12%
Total:	43	100%

Graph/Chart function not relevant for this question type.

28. What challenges will the patrol operation face in the next 5-10 years?


	Responses	Percent
Responses:	14	100%
Total Responded to this question:	14	32.56%
Total who skipped this question:	29	67.44%
Total:	43	100%

Graph/Chart function not relevant for this question type.

29. Presently, Traffic Enforcement is effective.

	Responses	Percent
Strongly Agree:	1	3.33%
Agree:	19	63.33%
Neutral:	6	20%
Disagree:	2	6.67%
Strongly Disagree:	2	6.67%
Total Responded to this question:	30	69.77%
Total who skipped this question:	13	30.23%
Total:	43	100%

30. I recommend the following changes to Traffic Enforcement:

	Responses	Percent
Responses: 	15	100%
Total Responded to this question:	15	34.88%
Total who skipped this question:	28	65.12%
Total:	43	100%


Graph/Chart function not relevant for this question type.

31. What are the challenges currently facing Traffic Enforcement?

	Responses	Percent
Responses: 	8	100%
Total Responded to this question:	8	18.6%
Total who skipped this question:	35	81.4%
Total:	43	100%





Graph/Chart function not relevant for this question type.

32. What challenges will Traffic Enforcement face in the next 5-10 years?


	Responses	Percent
Responses: 	7	100%
Total Responded to this question:	7	16.28%
Total who skipped this question:	36	83.72%
Total:	43	100%

Graph/Chart function not relevant for this question type.

33. The communications equipment (mobile, base, portable radios) used by the department provide effective radio communications.

	Responses	Percent
Strongly Agree: 	2	6.45%
Agree: 	14	45.16%
Neutral: 	5	16.13%
Disagree: 	7	22.58%
Strongly Disagree: 	3	9.68%
Additional Comments: 	7	22.58%
Total Responded to this question:	31	72.09%
Total who skipped this question:	12	27.91%
Total:	43	100%

34. Our dispatch/communications operation performs its function effectively.

	Responses	Percent
Strongly Agree: 	1	3.23%
Agree: 	4	12.9%
Neutral: 	6	19.35%
Disagree: 	9	29.03%
Strongly Disagree: 	11	35.48%
Total Responded to this question:	31	72.09%
Total who skipped this question:	12	27.91%
Total:	43	100%

35. I recommend the following changes to the dispatch/communications operation:

	Responses	Percent
Responses: 	26	100%
Total Responded to this question:	26	60.47%
Total who skipped this question:	17	39.53%
Total:	43	100%

Graph/Chart function not relevant for this question type.

36. What challenges are currently facing the dispatch/communications operation?

	Responses	Percent
Responses: 	16	100%
Total Responded to this question:	16	37.21%
Total who skipped this question:	27	62.79%
Total:	43	100%

Graph/Chart function not relevant for this question type.

37. What challenges will the dispatch/communications operation face in the next 5-10 years?





	Responses	Percent
Responses: 	8	100%
Total Responded to this question:	8	18.6%
Total who skipped this question:	35	81.4%
Total:	43	100%

Graph/Chart function not relevant for this question type.

38. The department fleet is sufficient for accomplishing the goals of the Department.

	Responses	Percent
Strongly Agree: 	4	12.5%
Agree: 	18	56.25%
Neutral: 	6	18.75%
Disagree: 	4	12.5%
Strongly Disagree:	0	0%
Total Responded to this question:	32	74.42%
Total who skipped this question:	11	25.58%
Total:	43	100%

39. The department fleet is well maintained and well equipped.




	Responses	Percent
Strongly Agree: 	10	31.25%
Agree: 	18	56.25%
Neutral: 	4	12.5%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments: 	2	6.25%
Total Responded to this question:	32	74.42%
Total who skipped this question:	11	25.58%
Total:	43	100%

40. I recommend the following changes to the department fleet:

	Responses	Percent
Responses: 	11	100%
Total Responded to this question:	11	25.58%
Total who skipped this question:	32	74.42%
Total:	43	100%

Graph/Chart function not relevant for this question type.

41. The department handles juvenile matters effectively.


	Responses	Percent
Strongly Agree:	0	0%
Agree: 	13	41.94%
Neutral: 	6	19.35%
Disagree: 	9	29.03%
Strongly Disagree: 	3	9.68%
Total Responded to this question:	31	72.09%
Total who skipped this question:	12	27.91%
Total:	43	100%

42. I recommend the following changes to the way juvenile cases are handled:

	Responses	Percent
Responses: 	17	100%
Total Responded to this question:	17	39.53%
Total who skipped this question:	26	60.47%
Total:	43	100%


Graph/Chart function not relevant for this question type.

43. The challenges facing the department currently in the handling of juvenile matters are:

	Responses	Percent
Responses: 	12	100%
Total Responded to this question:	12	27.91%
Total who skipped this question:	31	72.09%
Total:	43	100%





Graph/Chart function not relevant for this question type.

44. What challenges will the juvenile function face in the next 5-10 years?


	Responses	Percent
Responses: 	7	100%
Total Responded to this question:	7	16.28%
Total who skipped this question:	36	83.72%
Total:	43	100%

Graph/Chart function not relevant for this question type.

45. The department uses computers and technology effectively in providing services to the community.

	Responses	Percent
Strongly Agree:	0	0%
Agree: 	13	41.94%
Neutral: 	11	35.48%
Disagree: 	3	9.68%
Strongly Disagree: 	4	12.9%
Total Responded to this question:	31	72.09%
Total who skipped this question:	12	27.91%
Total:	43	100%

46. I recommend the following changes regarding the department's use of computers and technology:

	Responses	Percent
Responses: 	19	100%
Total Responded to this question:	19	44.19%
Total who skipped this question:	24	55.81%
Total:	43	100%

Graph/Chart function not relevant for this question type.

47. The challenges facing the department currently from a computer/technology standpoint are:

	Responses	Percent
Responses: 	12	100%
Total Responded to this question:	12	27.91%
Total who skipped this question:	31	72.09%
Total:	43	100%

Graph/Chart function not relevant for this question type.

48. What computer/technological challenges will the department face in the next 5-10 years?

	Responses	Percent
Responses: 	7	100%
Total Responded to this question:	7	16.28%
Total who skipped this question:	36	83.72%
Total:	43	100%

Graph/Chart function not relevant for this question type.

49. The department's community outreach programs are effective in meeting the needs of the community.

	Responses	Percent
Strongly Agree: 	1	3.23%
Agree: 	10	32.26%
Neutral: 	16	51.61%
Disagree: 	3	9.68%
Strongly Disagree: 	1	3.23%
Total Responded to this question:	31	72.09%
Total who skipped this question:	12	27.91%
Total:	43	100%

50. I recommend the following changes to our community outreach programs:

	Responses	Percent
Responses: 	5	100%
Total Responded to this question:	5	11.63%
Total who skipped this question:	38	88.37%
Total:	43	100%

Graph/Chart function not relevant for this question type.

51. What challenges are the department facing currently in providing community outreach?

	Responses	Percent
Responses: 	7	100%
Total Responded to this question:	7	16.28%
Total who skipped this question:	36	83.72%
Total:	43	100%

Graph/Chart function not relevant for this question type.

52. What community outreach challenges will the department be facing in the next 5-10 years?

	Responses	Percent
Responses: 	4	100%
Total Responded to this question:	4	9.3%
Total who skipped this question:	39	90.7%
Total:	43	100%

Graph/Chart function not relevant for this question type.

53. The prosecution function is handled effectively.

	Responses	Percent
Strongly Agree:	3	9.38%
Agree:	22	68.75%
Neutral:	4	12.5%
Disagree:	2	6.25%
Strongly Disagree:	1	3.12%
Total Responded to this question:	32	74.42%
Total who skipped this question:	11	25.58%
Total:	43	100%

54. I recommend the following changes to the prosecution function:

	Responses	Percent
Responses:	8	100%
Total Responded to this question:	8	18.6%
Total who skipped this question:	35	81.4%
Total:	43	100%

Graph/Chart function not relevant for this question type.

55. What challenges currently face the prosecution function?

	Responses	Percent
Responses:	9	100%
Total Responded to this question:	9	20.93%
Total who skipped this question:	34	79.07%
Total:	43	100%

Graph/Chart function not relevant for this question type.

56. What challenges will face the prosecution function in the next 5-10 years?

	Responses	Percent
Responses:	5	100%
Total Responded to this question:	5	11.63%
Total who skipped this question:	38	88.37%
Total:	43	100%

Graph/Chart function not relevant for this question type.

57. The function of parking enforcement is being done effectively.

	Responses	Percent
Strongly Agree:	2	6.25%
Agree:	5	15.62%
Neutral:	9	28.12%
Disagree:	13	40.62%
Strongly Disagree:	3	9.38%
Total Responded to this question:	32	74.42%
Total who skipped this question:	11	25.58%
Total:	43	100%

58. I recommend the following changes to the function of parking enforcement:

	Responses	Percent
Responses:	16	100%
Total Responded to this question:	16	37.21%
Total who skipped this question:	27	62.79%
Total:	43	100%

Graph/Chart function not relevant for this question type.

59. What are the challenges currently facing the function of parking enforcement?

	Responses	Percent
Responses: 	9	100%
Total Responded to this question:	9	20.93%
Total who skipped this question:	34	79.07%
Total:	43	100%

Graph/Chart function not relevant for this question type.

60. What challenges will face the function of parking enforcement in the next 5-10 years?

	Responses	Percent
Responses: 	6	100%
Total Responded to this question:	6	13.95%
Total who skipped this question:	37	86.05%
Total:	43	100%

Graph/Chart function not relevant for this question type.

61. The clerical/record keeping/administrative support functions of the department are effective.


	Responses	Percent
Strongly Agree: 	1	3.23%
Agree: 	23	74.19%
Neutral: 	6	19.35%
Disagree:	0	0%
Strongly Disagree: 	1	3.23%
Total Responded to this question:	31	72.09%
Total who skipped this question:	12	27.91%
Total:	43	100%

62. I recommend the following changes to the clerical/record keeping/administrative support functions:

	Responses	Percent
Responses: 	13	100%
Total Responded to this question:	13	30.23%
Total who skipped this question:	30	69.77%
Total:	43	100%

Graph/Chart function not relevant for this question type.

63. What are the challenges currently facing the clerical/record keeping/administrative support functions?

	Responses	Percent
Responses: 	11	100%
Total Responded to this question:	11	25.58%
Total who skipped this question:	32	74.42%
Total:	43	100%

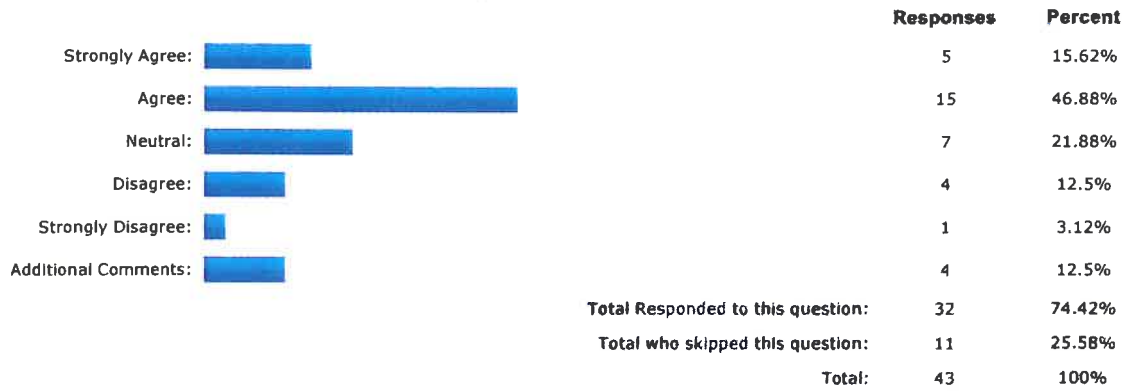
Graph/Chart function not relevant for this question type.

64. What challenges will face the clerical/record keeping/administrative support function in the next 5-10 years?

	Responses	Percent
Responses: 	6	100%
Total Responded to this question:	6	13.95%
Total who skipped this question:	37	86.05%
Total:	43	100%

Graph/Chart function not relevant for this question type.

65. I receive personal and professional satisfaction from my job with the department.



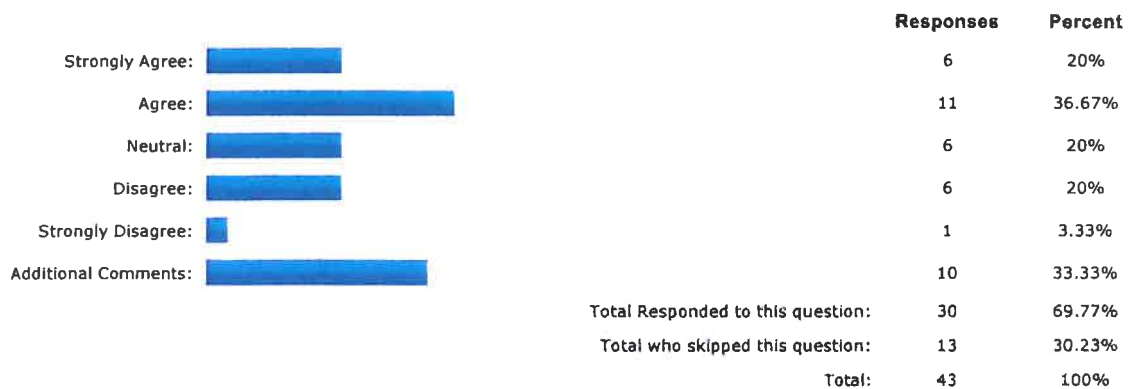
66. I receive timely feedback from my supervisors.



67. I benefit professionally from the performance evaluations I receive.



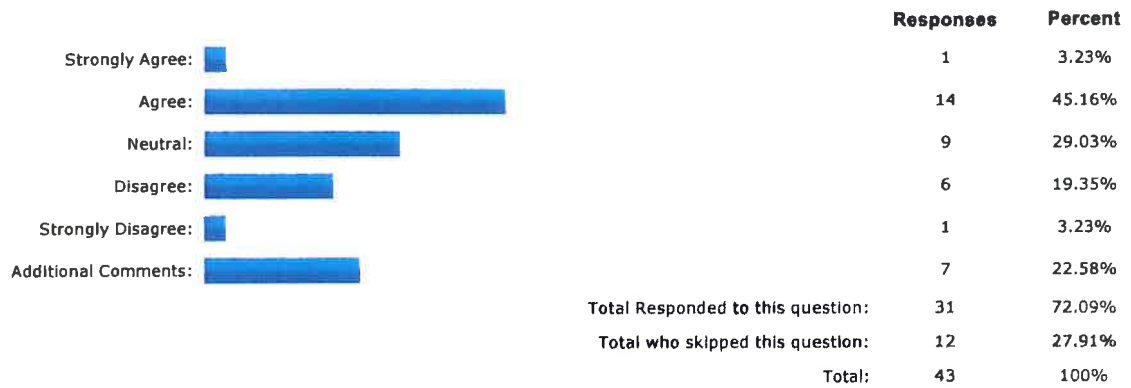
68. Overtime and details are distributed in a fair and equitable manner.



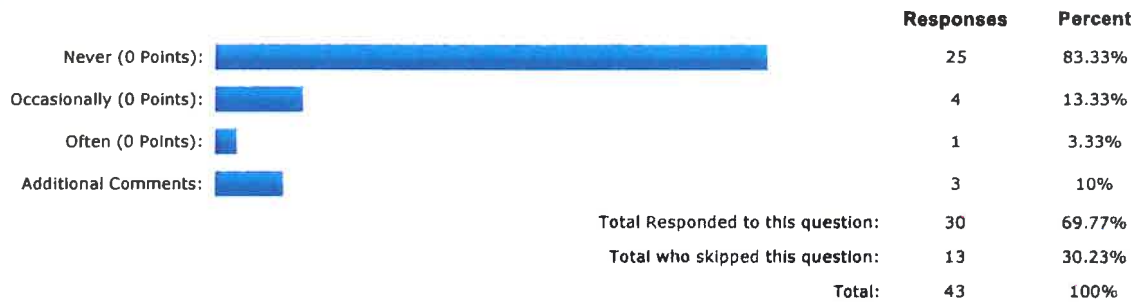
69. Department employees are treated fairly and equitably when it comes to shift assignments and specialty positions.



70. Promotions within the department are made fairly.



71. I have felt threatened or intimidated by co-workers or supervisors:



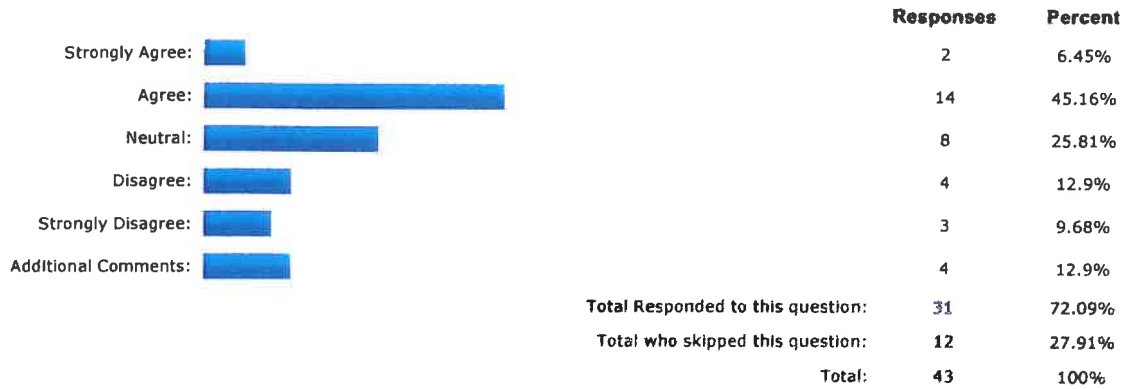
Points Summary:

Highest: 0 Lowest: 0 Average: 0 Median: 0

72. The salary and benefit package enjoyed by employees of the department is fair and adequate.



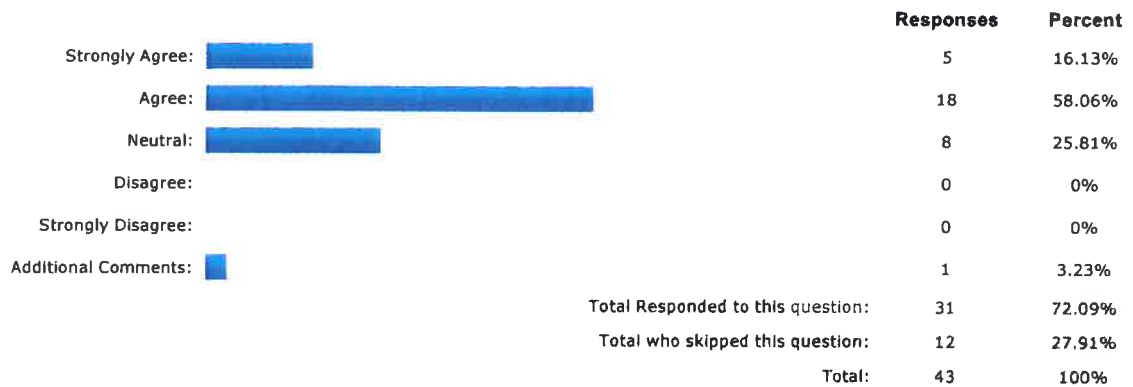
73. The administration of the department provides fair and equal treatment to all employees.



74. The administration of the department welcomes suggestions and input.



75. I am proud to be a member of the department.



76. I believe the community values the services provided by the department.



77. The supervisors of the department provide quality guidance and support to employees.

	Responses	Percent
Strongly Agree:	4	12.9%
Agree:	7	22.58%
Neutral:	13	41.94%
Disagree:	6	19.35%
Strongly Disagree:	1	3.23%
Additional Comments:	8	25.81%
Total Responded to this question:	31	72.09%
Total who skipped this question:	12	27.91%
Total:	43	100%

78. If I had an opportunity to take a similar job with a different employer with comparable pay and benefits, I would leave the department.

	Responses	Percent
Strongly Agree:	3	10%
Agree:	4	13.33%
Neutral:	3	10%
Disagree:	10	33.33%
Strongly Disagree:	10	33.33%
Additional Comments:	3	10%
Total Responded to this question:	30	69.77%
Total who skipped this question:	13	30.23%
Total:	43	100%

79. Please list the three things you like best about working for the department.

	Responses	Percent
1.:	25	100%
2.:	22	88%
3.:	18	72%
Total Responded to this question:	25	58.14%
Total who skipped this question:	18	41.86%
Total:	43	100%

Graph/Chart function not relevant for this question type.

80. Please list the three things you dislike about working for the department.

	Responses	Percent
1.:	27	100%
2.:	24	88.89%
3.:	21	77.78%
Total Responded to this question:	27	62.79%
Total who skipped this question:	16	37.21%
Total:	43	100%

Graph/Chart function not relevant for this question type.

81. Looking at the police operation as a whole, what should the department be doing to prepare itself for the next 10-15 years?

	Responses	Percent
Responses:	21	100%
Total Responded to this question:	21	48.84%
Total who skipped this question:	22	51.16%
Total:	43	100%

Graph/Chart function not relevant for this question type.

82. Given your experience on the department and your knowledge of the community, what will be the biggest challenges facing the department in the next 10-15 years?

	Responses	Percent
Responses: 	17	100%
Total Responded to this question:	17	39.53%
Total who skipped this question:	26	60.47%
Total:	43	100%

Graph/Chart function not relevant for this question type.

83. What could be done to help you, as an individual, provide a higher level of service to the community?

	Responses	Percent
Responses: 	12	100%
Total Responded to this question:	12	27.91%
Total who skipped this question:	31	72.09%
Total:	43	100%

Graph/Chart function not relevant for this question type.

84. Any other comments?

	Responses	Percent
Responses: 	10	100%
Total Responded to this question:	10	23.26%
Total who skipped this question:	33	76.74%
Total:	43	100%

Graph/Chart function not relevant for this question type.

APPENDIX B



Municipal
Resources
Inc.



**DURHAM POLICE DEPARTMENT
USE OF FORCE ANALYSIS
2010**

USE OF FORCE ANALYSIS - 2010

The Durham Police Department has concluded its' annual analysis of force related incidents for the period January 1, 2010 through December 31, 2010. The analysis was conducted by Captain Sean Kelly. Captain Kelly is a 23 year veteran of New Hampshire law enforcement, a graduate of the FBI National Academy (201st Session), FBI Law Enforcement Executive Development Seminar (LEEDS #46), an Assessor for the Commission on Accreditation for Law Enforcement Agencies, and a 16-year firearms instructor that has presented domestically and internationally on the subject of use of force policy development.

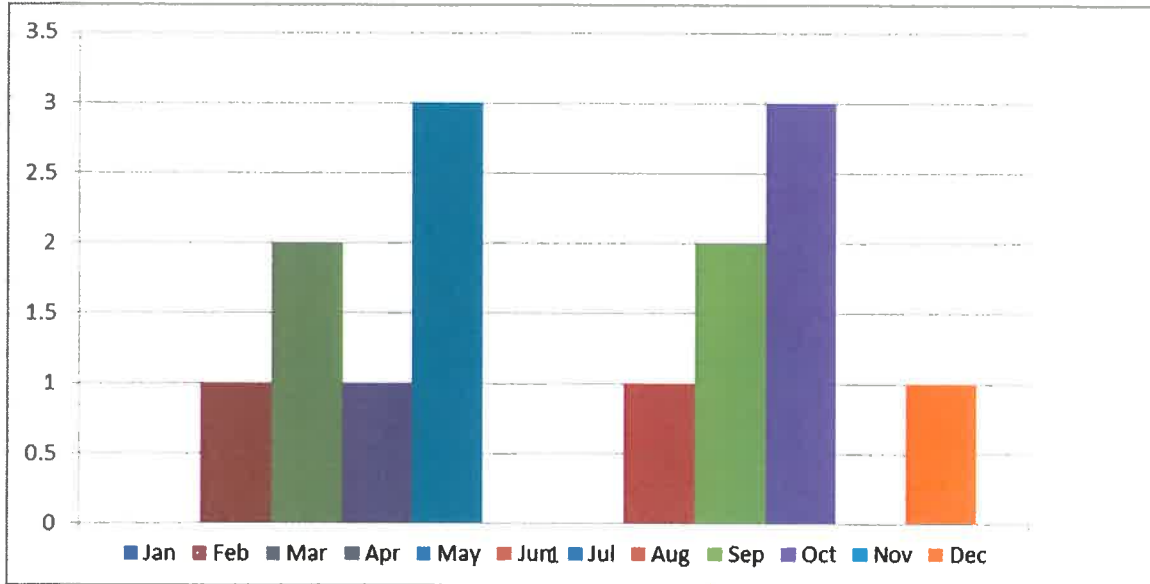
Documents reviewed as part of this analysis include all 2010 Use of Force Reports; all related Arrest, Offense and Supplement police reports; shift schedules of the involved officers; and, training records of the involved officers.

Procedurally, each time an officer uses any amount of physical force greater than the simple application of handcuffs to safely bring a suspect into custody, the officer and any witness officers must complete a standardized "Use of Force Report" and attach any related police reports. The completed reports are forwarded to a [DPD] state certified use of force instructor who reviews the facts and circumstances resulting in force being used and compares them to department policy, applicable state/federal laws, and applicable judicial review. If the involved officer(s) acted within policy and law, the report is forwarded to the Deputy Chief of Police for additional review. If the Deputy Chief of Police concurs that no violations occurred, the report is approved and filed for consideration later in the year (for this analysis).

During the Use of Force Report review process, if it is believed that a violation has occurred (that an officer misused/abused force, another policy violation, or a policy flaw), the report would be forwarded to the Chief of Police and an Internal Affairs investigation would ensue. In 2010 (and each year since 1996), no violations of policy/law occurred, no policies were found to be flawed, and no internal affairs investigation were conducted.

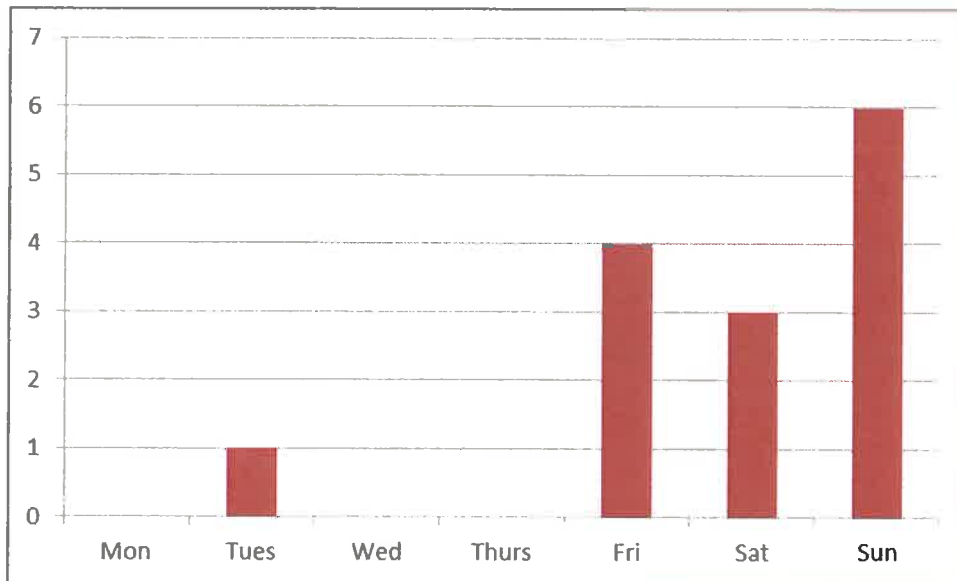
This year, the Durham Police Department experienced a 47% decrease (when compared to 2009) in the number of instances that officers found it necessary to resort to force in order to bring a person safely into custody.

In total, though having responded to greater than 24,000 calls for service in 2010, the Durham Police Department resorted to the use of force in 14 instances involving 16 offenders (one instance involved three offenders; all other instances involved single offenders). In other words, Durham Police Officers used physical force at less than 9/100 of one percent of calls for service.



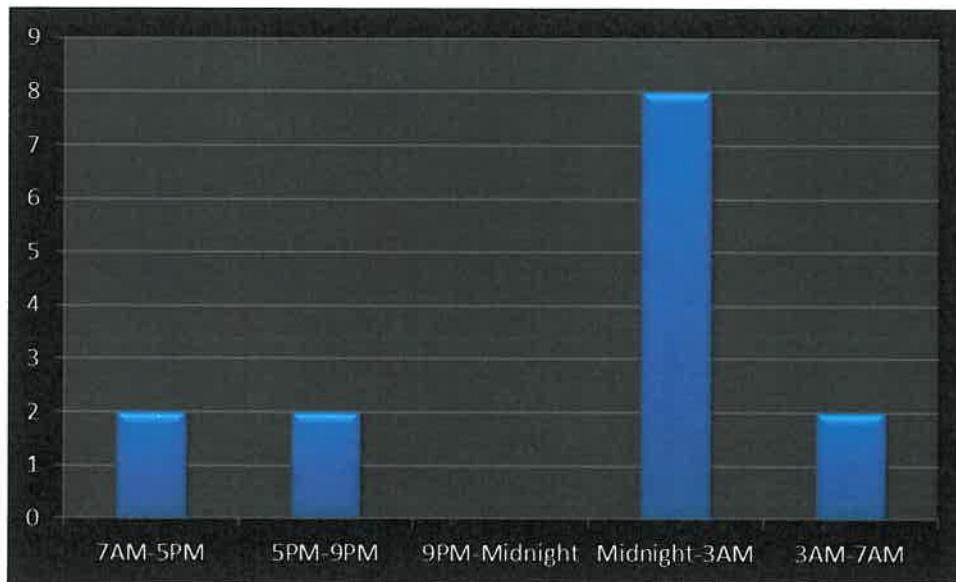
Use of Force by Month 2010

Over thirteen years, a pattern has developed. Force is generally used more frequently in April, May, September, and October. These four months generally represent peaks in overall police activity along with increased patrol coverage on traditionally busy nights of the week (Thursday, Friday, and Saturday nights).



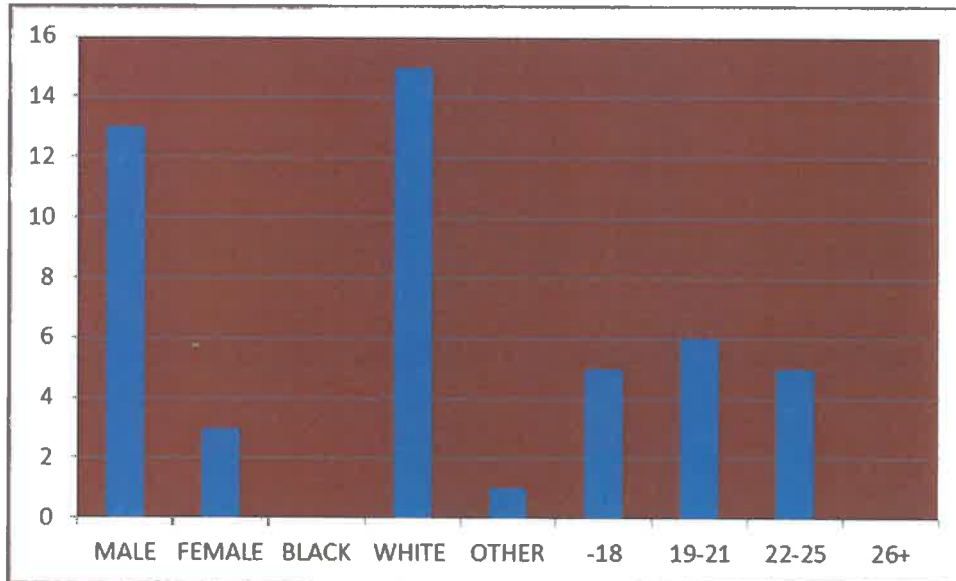
Use of Force by Days of the Week

This chart illustrates that the bulk of incidents (93%) that resulted in officers resorting to force occurred on Friday, Saturday and Sunday. For clarity, however, the illustration below shows that on Sunday (for instance) force was not used to control folks going to church in the light of day, but instead was used between midnight and three AM.



Use of Force by Hour

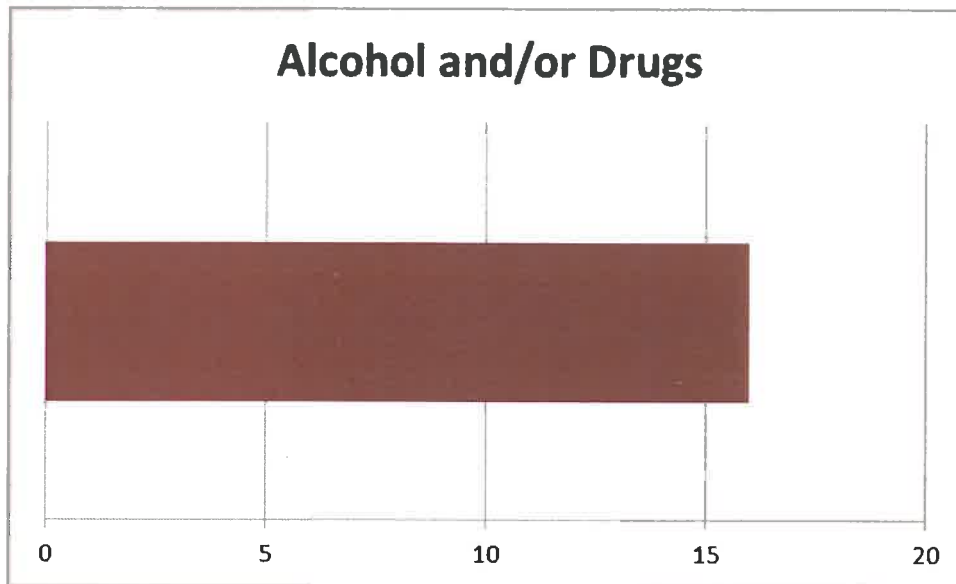
Breaking down the use of force data hour by hour illustrates that the most physically dangerous hours for a Durham Police Officer during 2010 were between midnight and 3:00 AM. Only two uses of force took place between the hours of 7:00 AM and 5:00 PM; both of these occurred in the tail gate parking lots (the only place that alcohol is permitted to be consumed during football games) during UNH's Homecoming Football game in October. All remaining uses of force occurred during dark or low-light hours; this suggests that the Durham Police Departments' force training include scenarios that occur in darkness or low-light conditions. This low-light training need was highlighted during the 2009 analysis resulting in changes to how Durham PD trained in low-light conditions in 2010. Additional changes are in the planning stages for 2011.



Demographics by Gender, Ethnicity, and Age

For the first time since the Durham Police Department began to analyze force in 1997, use of force incidents in 2010 only involved suspects between the ages of 18 and 25, to the unusual exclusion of all other age groups. Despite this anomaly, it is important for officers to remember that there is no instance that an officer should allow themselves to be unguarded due to the apparent age, gender or ethnicity of a suspect; vigilance is imperative across all gender, ethnic, and age lines.

Of the 16 young people that officers used force to bring under control, nine were students at the University of New Hampshire; four were not students at UNH but were with UNH students or attending parties at off-campus student apartments; two, whose status at UNH is not known, were with students or attending parties at off-campus student apartments; and, one, whose status at UNH is not known, was taken into custody while trying to enter a private residence on Laurel Lane while acting alone and under the influence of so-called "psychedelic mushrooms".



Alcohol and drugs continue to play a significant role in poor judgment and decision making by persons that are subject to lawful arrest. Of the 16 people that officers were compelled to use force to take into custody during the 14 reported incidents, 100% were under the influence of alcohol, drugs or a combination of both. This, too, is a change from previous years when at least a handful of persons were not suspected to be under the influence of intoxicants. Alcohol enforcement strategies employed by the Durham Police Department are designed to curb use/abuse; the 2010 data suggests that these methods be continued indefinitely.

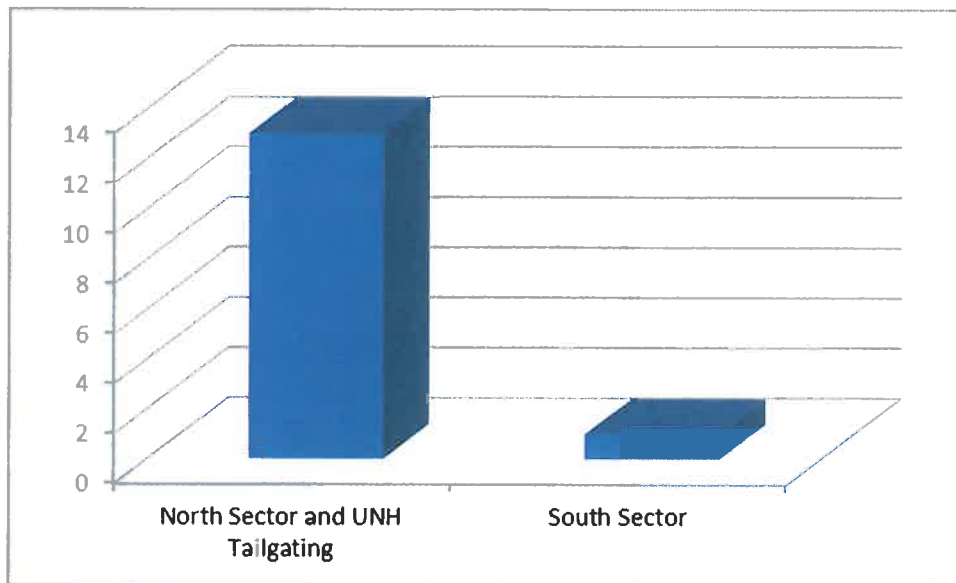
Plain Clothes vs. Uniformed Patrol

In 2010, due to personnel shortages, the employment of plain clothes enforcement tactics was significantly curtailed; in no instance was force used by an officer assigned to plain clothes enforcement.

Locale

Geographic location of events leading to the use of force continues to generate a significant pattern. Of the 14 uses of force examined, 72% occurred at, or in close proximity to, off-campus student housing, liquor licensees', and stores that remain open during late night hours. One instance occurred in the parking lot of the police department, one on Laurel Lane, and two occurred on the campus of the University of New Hampshire at Boulder Field in the tail gate parking lot during Homecoming Weekend.

93% of all uses of force in the Town during 2010 occurred immediately adjacent to or north of Main Street.

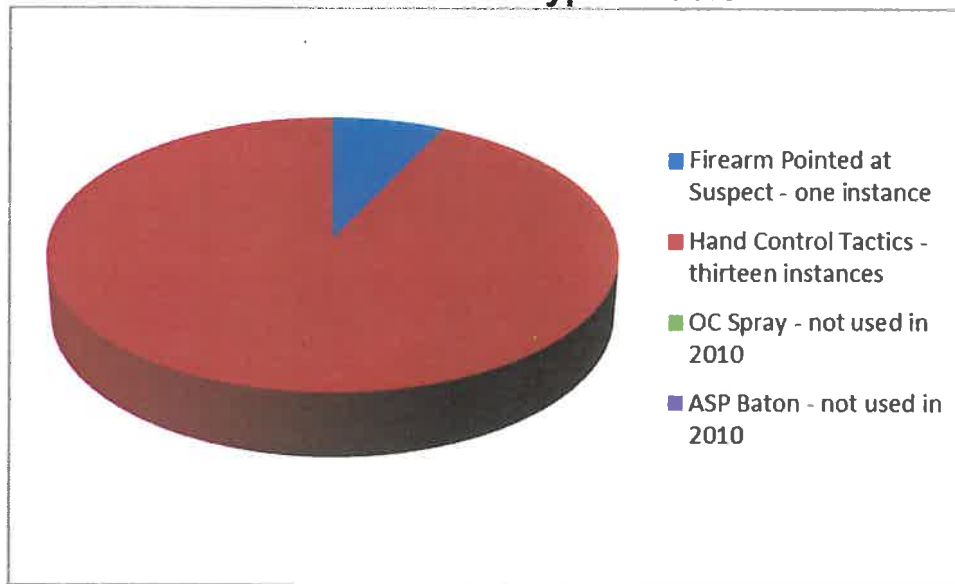


Use of Force by Locale

The "North Sector" includes all businesses, residences, properties and roadways north of Main Street. The North Sector is predominantly inclusive of off-campus student housing, liquor licensees', stores that stay open late at night (into the morning hours), and the major arteries that lead to these areas both by vehicle and pedestrian traffic.

Sergeants continue to address the activities in the North Sector by assigning the majority of officers to patrol the areas that have proven to be historically troublesome. Until the planned off-campus student housing construction in the west and south areas of town is completed, similar patrol assignments are recommended. Once the impact of the new housing areas is known, adjustments to patrol assignments are very likely to be necessary. The challenges faced by the Department in the future as a result of the new construction is, by assigning officers to formerly remote areas without adding staff, fewer officers will be available in the business district and neighborhoods that proved to be problematic again in 2010. A positive effect of the west-side off-campus student housing construction may be, by pulling students away from the permanent residential neighborhoods of the downtown area, a decrease in the number of quality of life calls for service (such as noise, disorderly conduct, litter, trespass, etc) in those neighborhoods.

Force Methods/Types/Tools



It is overwhelmingly apparent that the use of hands-on control tactics is the principal method used by officers to subdue violently resisting suspects (93% of the time). In only one instance was the threat of deadly force (firearm pointed at suspect) needed to bring a suspect under control. In this rare occurrence, though multiple officers were dispatched, the first arriving officer was alone and confronted by a suspect armed with a metal pipe. When the officer pointed his duty pistol at the suspect and ordered the suspect to drop the pipe, the suspect immediately complied and was safely taken into custody without shots being fired.

Training for 2011 is being planned and includes a significant increase in hand control techniques. The limitations of hand control techniques is that they require a police officer to get up close and personal with a suspect that has already demonstrated poor judgment and decision making and are under the influence of intoxicants. By the time force is employed to take a suspect safely into custody, the suspect has already demonstrated an unwillingness to go with the officer peacefully. Thus, it is counter-intuitive to limit our officers to techniques that put them at greater risk of injury. With this in mind, the data further suggests that the acquisition of TASER Electro-Muscular Disruption systems is desirable as an alternative method of force that would substantially limit a suspect from harming an officer. An additional positive outcome of the purchase of the EMD system is that officers would be able to use less potentially injurious methods of control than is posed by the use of hand control techniques (including strikes and holds), OC Spray or ASP Baton.

It is important to note that *every instance* requiring an officer to use force in 2010 was preceded by the officer using appropriate verbal direction or commands to take the person into custody *without force*. Despite the officer's attempts to take

suspects into custody peacefully, because the suspects' continued aggressive/violent behavior, the officers were compelled to use force.

Officer Data

Again in 2010, the age and relative experience of officers reporting the use of force to detain violent persons generates no pattern. The majority of force was employed by officers permanently assigned to the busiest shifts of the week; closely followed by those officers that often work overtime during those busy hours in the spring and fall to supplement patrol needs.

An examination of data collected since 1997 continues to show that Sergeants assigned to supervise shifts on Thursday, Friday, and Saturday nights between the hours of 9:00 PM and 3:00 AM have as many or more uses of force than any other officer or group of officers. By policy, Sergeants must be dispatched to any call for service that involve or may involve felony crimes, crimes against persons, or other violent acts. An examination of each Use of Force Report by the Durham Police Department Command Staff immediately following the incidents revealed that the level of force used (in every case) in 2010 was lawful, reasonable, necessary and consistent with department policies.

Conclusion

No pattern emerges that suggests that any officer, individually or collectively, is using force greater than is reasonable and necessary to effect the arrest or detention of violently resisting persons. There is nothing to suggest that any officer is acting in a heavy-handed way or may be "badge-heavy". Given the volume of person-to-person contacts that officers of the Durham Police Department have in the course of a year compared to the very few instances that force was necessary, it is readily apparent that, as a result of good training, our officers are exercising appropriate restraint and professionalism when under duress, when provoked, and when threatened with harm.

Recommended Action Plan

1. Continue refresher training in Use of Force Policies;
2. Continue refresher training in ethics, Standards of Conduct, Mission and Values;
3. Increase practical training in the use of defensive tactics. Because such a high percentage of use of force incidents occur during low-light or dark hours, consideration should be given to substantially increasing training in low-light conditions;

4. Because officers would be safer and suspects less likely to be injured, add the TASER Electro-Muscular Disruption system in sufficient quantities to the 2012 budget;
5. Continue to staff historically busy/violent nights with additional officers;
6. Because of the prevalence of alcohol and drugs as a factor in violent resistance to police intervention, continue to target unlawful sources of alcoholic beverages and drug trafficking; under-age drinking parties; and, other alcohol/drug related offenses that often lead to behaviors associated with poor judgment and decision making.

Submitted by Captain Sean F. Kelly

Date

Reviewed By Deputy Chief Rene Kelley

Date

Approved By Chief David Kurz

Date

APPENDIX C



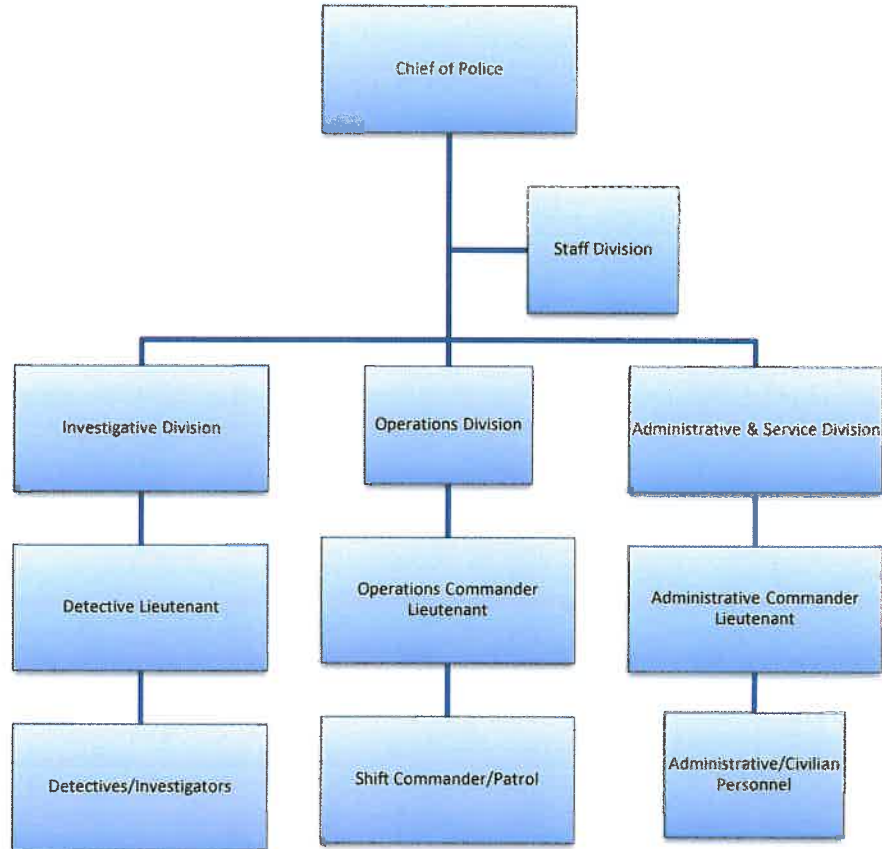
Municipal
Resources
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CURRENT ORGANIZATIONAL STRUCTURE

Dedham Police Department
Organization

4-04 Dedham Police Department organizational Chart

Michael J. d'Entremont, Chief of Police

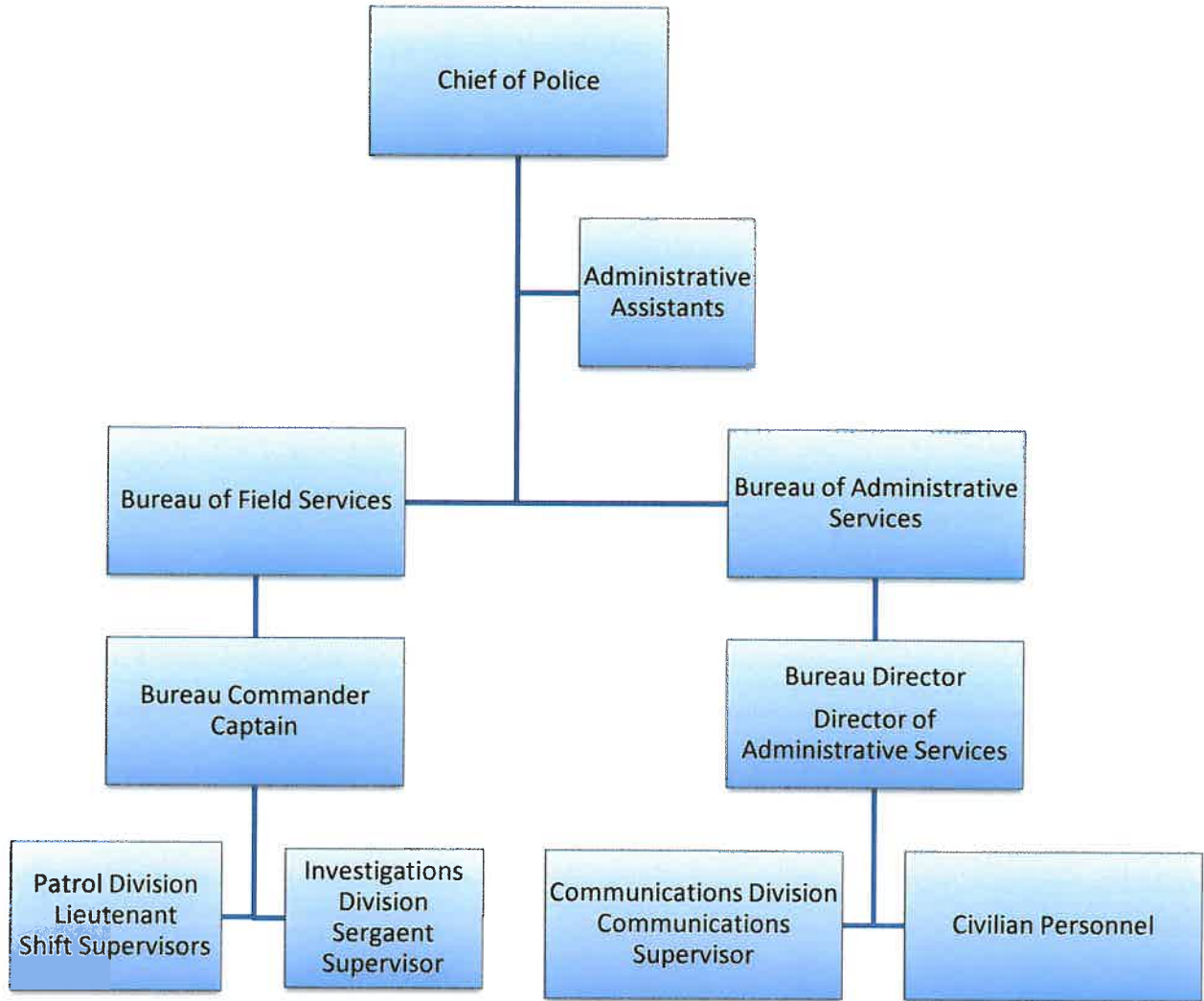


APPENDIX D



PROPOSED ORGANIZATIONAL STRUCTURE

Dedham Police Department



APPENDIX E



INTRODUCTION

Project History

In October 2003, the Maine Criminal Justice Academy issued a Request for Proposals concerning a job task analysis study of entry level law enforcement officers in the State of Maine. The purpose of the study was to identify the minimum knowledge base, performance skills and abilities required to do the job and revise the Basic Law Enforcement Training Program curriculum.

Specifically, the RFP required the selected contractor to perform the following services:

1. The vendor will conduct the task analysis and needs assessment according to professionally accepted statistical research study methods and will include consideration of laws and policies and its possible effect on law enforcement officer employment. The recommendations which result from the project shall be defensible in court and shall comply with Equal Employment Opportunity laws.
2. The project will also include conducting interviews with a statistically valid representative sample of law enforcement officers and their supervisors at various levels of organizations across the state to include state law enforcement agencies, the state police, municipal agencies and county agencies. Additionally, a statistically valid representative sampling of town and city managers will be completed to measure community expectations of "What tasks are critical to them as citizens" for law enforcement officers to perform. Samples, sampling method and arrangements for conducting interviews must be made with the approval of the project administrator.
3. Based upon the results of the task analysis, needs assessment and a survey of literature, the vendor will make recommendations pertaining to:
 - a. Curriculum content
 - b. Length of curriculum by subject

The Systems Design Group submitted a proposal to conduct this study on November 21, 2003. After review by MCJA staff, the proposal was accepted and project work began in January 2004.

GENERAL STATEMENT OF METHODOLOGY

Introduction And Overview:

The purpose of this job analysis study is to identify the tasks performed by Maine entry-level law enforcement officers and, based on those tasks, revise and update the content of the current recruit-training program. Some of the basic issues related to developing valid training are discussed below and lay a foundation for the description of the specific project methodology which follows.

Job Analysis and Validation

Job Analysis is the basic analytical process underlying most elements of personnel management, including selection, training, compensation, performance evaluation, placement, etc. Without job analysis information, it is difficult to determine accurately what kind of training is needed, what kind of employee should be hired, and what might constitute acceptable performance.

There have been numerous job analyses performed over the years of the law enforcement officer position. In fact, it is probably one of the most studied jobs in America. In 1933, the California State Department of Education studied police work and identified over 3,000 types of skills and knowledge's thought to be required for successful performance in various law enforcement jobs.

In 1951, Vollmer, et. al., examined the content of the patrol officer's job and other factors to develop selection standards and practices.

In 1969, again in California, Project STAR was begun. It was designed to identify the roles, tasks and performance objectives of several criminal justice positions, including police officers.

With the passage of the Equal Employment opportunity act of 1972, public employers were required to demonstrate the validity of their employee selection procedures. Since 1972, numerous court tests clearly demonstrate that a successful defense usually cannot be mounted without sound job analysis information. And as case law expands and covers more areas of the personnel system, job analysis data have been applied to evaluating and modifying more parts of that system, e.g., training and testing. If persons can lose or be deprived of their job by not passing a particular test, the employer must be able to demonstrate, via job analysis, the job-relatedness of that device and the training on which the test is based.

To reinforce this point, the Uniform guidelines on Employee Selection Procedures (1978) clearly state that "validity studies should be based on review of information about the job... This review should include a job analysis."

The particular analysis method which is used is left to the employer but obviously it is advisable to choose one that can identify the maximum task database from which can be drawn valid, defensible elements of the personnel system.

Whichever method is chosen, the task analysis must be performed consistent with the rules and procedures of state and federal equal employment opportunity agencies, relevant court decisions and federal and/or state laws, e.g. Americans with Disabilities Act.

Specifically, the study we conducted in Maine was performed according to the rules and procedures included in the Uniform guidelines on Employee Selection Procedures (Aug. 25, 1978) as amended, the professional standards set out in the Standards for Educational and Psychological Tests (1999) and the Principles for the Validation and Use of Personnel Selection Procedures, (1987) as amended, and the regulations related to the Americans with Disabilities Act effective July, 1992.

Furthermore, according to Section 14, Part A of the Guidelines: "Any validity study should be based upon a review of information about the job for which the selection procedure is used. The review should include a job analysis..."

Job analysis is defined as "... the process of systematically collecting, processing, analyzing and interpreting important information about a specific position, job or occupation." (Job analysis for Selection: An Overview, U.S. Office of Personnel Management, 1979). The U.S. Labor Department, Handbook for Analyzing Jobs (1972), states that purposes of job analysis include recruitment and placement...training, performance evaluation..."

The importance of job analysis in a personnel system is emphasized in several court cases. In Griggs vs. Duke Power Plant Company, (March 8, 1972) the U.S. Supreme Court stated "if an employee practice ... cannot be shown to be related to job performance, the practice is prohibited." The Albermarle Paper Company vs. Moody (422 US 405, June 25, 1975) decision states "... whatever criteria are used ... must represent major or critical work behaviors as reported by careful job analysis."

Several court decisions (Morrow vs. Crisler, U.S. District Court, Mississippi, 1971; NAACP vs. Allen, U.S. Court of appeals 5th circuit, 1971; Commonwealth vs. Flaherty, U.S. District court, New Mexico, 1975) have forced criminal justice agencies to "follow court ordered hiring quotas to change adverse impact on minority hiring." Part II of the supplementary information to the EEO selection process points out that "if adverse impact exists, it must be justified on the grounds of business necessity. Normally, this means by validation which demonstrates the relation between the selection procedure and performance on the job." In part, the affected agencies noted above failed to show

* Emphasis added

that the selection procedure used related to actual job performance. Again, in order to determine what constitutes a job, job analysis must be undertaken.

The key to successful validation is the selection of the validity model, and the process of job analysis. In the case of the Maine Criminal Justice Academy (MCJA) study, we wanted to be certain that the validity of the training content articulated in the final report could be defended. The guidelines describe three methods of validation which are:

- a) Criterion-related validation – a statistical relationship between test scores and job performance measures justifies the selection procedures.
- b) Content validity – selection procedure is justified on the grounds that it is a representative sample of the content of the job.
- c) Construct validity – where a certain trait believed to underlie successful job performance is shown to be empirically related to critical work behavior.

Furthermore, the guidelines state that job analysis for validity "... includes an analysis of the important work behavior(s) required for successful performance and their relative importance, and if the behavior results in work product(s), an analysis of work product(s). Any job analysis should focus on the work behavior(s) and the tasks associated with them. The work behavior(s) and/or important work behavior(s) constituting most of the job." (Section 14C(s)). Furthermore, Section 14C (4b) states, "the closer the content and context of the selection procedure are to work samples or work behaviors, the stronger is the basis for showing validity."

Given that the training that results from the MCJA study should have demonstrated validity, Section 15C of the EEO guidelines points out necessary information and steps, which are essential for validation. The guidelines require 1) dates and locations of the job analysis, 2) problem and setting, 3) job analysis, 4) selection procedure and what it predicts; and, 5) relationship between the selection procedure and the job.

Sample Representativeness –

The second concern in conducting job analysis studies relates to sample representativeness. The EEOC Guidelines state that "... Where the validation process requires the collection of data pertaining to a particular job in representative units in a multi-unit organization or among a group of users, evidence of validity for the job specific to each unit usually will not be required, even where evidence of validity is obtained from more than one user utilizing the same job classification. If validity evidence from such a study satisfies (pertains to jobs which have substantially the same job duties or other performance domains as shown by a job analysis), evidence of validity specific to each unit usually will not be required."

Ramirez and Lotero continue that "There is no absolute rule for determining sample size. As heterogeneity increases or the number of incumbents decreases, sample size as a percentage of job incumbents should increase. That is, the sample must be large enough to demonstrate the homogeneity of the class, i.e. that law enforcement officers, regardless of their assignment, tend to do similar work, or to assure a representative sample of the diversity in possibly heterogeneous classes, e.g. Municipal Police and State Police.

However, we determined that there were only 472 basic law enforcement officers who would be eligible to fill out the questionnaire. Consequently, we decided to employ a 100% distribution plan as that most likely to obtain the level of participation necessary to support our findings.

PROJECT METHODOLOGY:

This section describes the methodology and steps we followed in conducting this project for the Maine Criminal Justice Academy.

Job Analysis –

Job analysis is the basic analytical process which underpins most elements of a personnel management system, including selection, training, performance evaluation, assignment, etc. Without job analysis information, the prospects of accurately defining the specific content of training, selection and evaluation programs are significantly diminished. Furthermore, because persons can lose or be deprived of a job by not passing a course of instruction, the agency providing the instruction must be able to demonstrate the job-relatedness of that instruction, preferably through a job analysis.

Consequently, we selected content validity as our means of validation and worked to include maximum job data and ensure the broadest possible coverage of the Maine law enforcement community.

In order to develop a task list to be used in our questionnaire, we met with the members of a Project Advisory Committee (PAC) and reviewed with them a Raw Task List (see Appendix). This document contained:

413	General Tasks
33	Investigation Types
23	Reading Related Tasks
80	Physical Tasks
17	Elements of Physical Exertion
116	Items of Equipment

It was reviewed and heavily edited by the members of the PAC and resulted in final task list which included in modified form:

439	General Tasks
34	Investigative Tasks
25	Reading Related Tasks
78	Physical Tasks
17	Elements of Physical Exertion
120	Items of Equipment

Questionnaires –

Based on the final task list, we developed largely identical questionnaires for both patrol-level non-ranking law enforcement officers and their supervisors. However, supervisors were asked to consider each task in terms of the Consequences of Inadequate Performance and when they thought proficiency in task ought to be attained.

The job incumbents, all basic Law Enforcement Officers who had graduated from the MCJA between 1999 and 2003, were asked to identify which tasks they personally had performed in the past 12 months and how often. These questionnaires were adapted for use on the Internet and placed on a secure web-site.

Selection of Samples –

As a result of a study conducted by MCJA staff we learned that there were 472 officer who graduated between 1999 and 2003 and were listed as active. Consequently we decided that all 472 officers would be invited to participate. Furthermore, MCJA also conducted a survey of all Maine law enforcement agencies to identify the total number and names of all law enforcement patrol supervisors. The study response identified 280 such supervisors.

Even though we would invite all 280 patrol supervisors and all 472 basic law enforcement officer to participate in the study, it was still necessary to array each participating agency by individual groups, e.g. Sheriff's Departments, State Police, etc. The purpose of the individual groups, otherwise known as units of analysis, is to allow a response analysis by type of agency and prevent any one large population group from dominating the analysis. Table 1 shows the allocation of individual police agencies to their particular unit of analysis.

APPENDIX F



Typical Patrol Shift Configurations



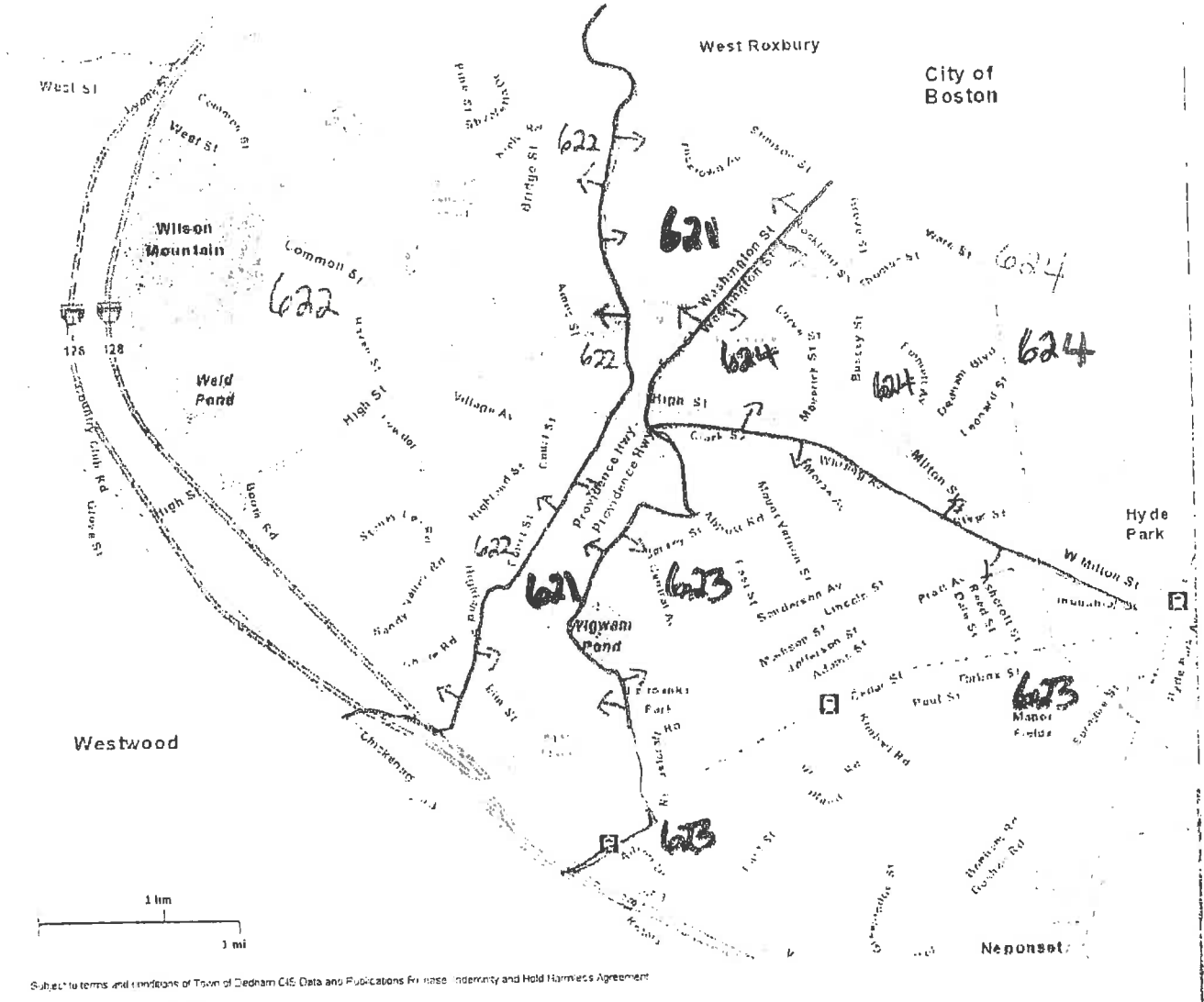
*Depending on which Patrol Operations Group is working, there should be: 1 directed car and one motorcycle officer or 1 directed car, 1 motorcycle officer from 4:00 am to midnight and 1 priority car from 6:00 pm to 2:00 am.

APPENDIX G



Dedham GIS

sectors



APPENDIX H



Municipal
Resources
Inc.

Canton Danvers Norwood Reading Stoughton Dedham

Population	22,382	26,493	28,602	24,000	26,962	24,729
Community Sq Miles	19.6	14.1	10.6	9.6	16.3	10.4
Road Miles	96	128.5	129	105	110	80
Positions Allocated	43	48	89	40	57	60
Positions Filled	43	48	87	40	54	54
Full Time	43	58	69	53	58	54
Part Time	12	2	20	20	None	0
Sworn	44	46	58	40	51	54
Civil Service Officers	Yes	Yes	Yes	Yes	Yes	Yes
Civil Service Chief	No	Yes	No	Yes No future	No	No
Patrol Schedule	4 & 2	4 & 2	4 & 2	4&4days4&2nite	4 & 2	4 & 2
Minimum Manning	Yes 4 off 1 supv	7-8a-12m&6mid	5mid,64-12,7day	Not contractual	Yes 4 off 2 supv	not contractual
Light Duty Policy	Yes	No	Yes	Yes	Yes	Yes
Total Incidents	13,000	15,434	26,797	15,000	23,598	14,791
CID Assigned	N/A		N/A	250	280	N/A
CID Cleared	N/A		N/A	120	223	N/A
Per Capita Expense	170	210	208	178	171	214
Vehicles Marked	10	12	12	8	19	14
Vehicles Unmarked	6	10	5	5	6	6
Take Home Vehicles	1 or 2	10	1	2	3	2
Accredited	Self	State & CALEA	In-Process	State Cert in-proc	Awaiting Cert Oct	No Starting process
Facility Square Feet	18,787	12,728	22,000	18,000	17,063	8,000
Facility Age	2004	1978	2003	2001	2001	1962
Condition	Excellent	Average	Excellent	Very good	Very good	Poor
PD or PUB Saf Fac	Stand alone PD	Stand alone PD	Public Safety	Stand alone PD	Stand alone PD	Stand alone PD
Annual Budget	3,800,000	5,583,571	5,967,000	3,800,000	4,609,140	5,300,000
Dispatcher Budget	N/A	Included above	329,140	472,000	159,450	N/A

CID=criminal investigations division
 calculation=population divided by annual police budget



APPENDIX I



DEDHAM
POLICE
DEPARTMENT

DAILY OBSERVATION REPORT

DOR NUMBER

Field Training & Evaluation Program

Date _____ Phase _____ Shift _____
 Trainee _____ ID _____
 FTO _____ ID _____

INSTRUCTIONS

RATE OBSERVED BEHAVIOR USING THE 1-7 SCALE BELOW. CHECK "N.O." FOR "NOT OBSERVED" OR "N.R.T." FOR "NOT RESPONDING TO TRAINING." THE "MOST ACCEPTABLE PERFORMANCE" NARRATIVE IS REQUIRED DAILY. THE "LEAST ACCEPTABLE PERFORMANCE" NARRATIVE IS REQUIRED ONLY IF A "1," "2," OR "3" RATING IS GIVEN AND IS LEFT BLANK FOR SHIFTS WHEN ALL EARNED RATINGS ARE "4" OR HIGHER. COMMENT ON ALL RATINGS OF "2" OR LESS, "6" OR MORE, "REMEDIATION TRAINING" AND "N.R.T." YOU ARE ENCOURAGED TO COMMENT ON ANY OTHER BEHAVIOR YOU WISH.

ASSIGNMENT OR REASON FOR NO EVALUATION	RATING SCALE			TEAM
	NOT ACCEPTABLE PERFORMANCE 1 2 3	MINIMUM ACCEPTABLE 4	EXCEEDS MINIMUM ACCEPTABLE 5 6 7	

CHART	CRITICAL PERFORMANCE TASKS	1	2	3	4	5	6	7	N.O.	NRT	NAR	REM	TIME
	1. DRIVING SKILL: STRESS CONDITIONS.												
	2. ORIENTATION SKILL: STRESS CONDITIONS.												
	3. FIELD PERFORMANCE: STRESS CONDITIONS.												
	4. OFFICER SAFETY: GENERAL.												
	5. OFFICER SAFETY: SUSPICIOUS PERSONS & PRISONERS.												
	6. CONTROL OF CONFLICT: VOICE COMMAND.												
	7. CONTROL OF CONFLICT: PHYSICAL SKILL.												
	8. USE OF FORCE.												
	FREQUENT PERFORMANCE TASKS												
	9. DRIVING SKILL: NON-STRESS CONDITIONS.												
	10. ORIENTATION SKILL: NON-STRESS CONDITIONS.												
	11. FIELD PERFORMANCE: NON-STRESS CONDITIONS.												
	12. PROBLEM SOLVING & DECISION MAKING.												
	13. SELF-INITIATED FIELD ACTIVITY.												
	14. PATROL PROCEDURES.												
	15. INVESTIGATIVE PROCEDURES.												
	16. INTERVIEW & INTERROGATION SKILLS.												
	17. TECHNOLOGY: Computer, Radar, In-Car Camera, Breath Testing.												
	18. REPORT WRITING: PROPER FORM SELECTION.												
	19. REPORT WRITING: ORGANIZATION & DETAILS.												
	20. REPORT WRITING: GRAMMAR, NEATNESS, SPELLING.												
	21. REPORT WRITING: APPROPRIATE TIME USED.												
	22. RADIO: USE OF CODES & PROCEDURES.												
	23. RADIO: HEARS & COMPREHENDS TRANSMISSIONS.												
	24. RADIO: ARTICULATION OF TRANSMISSIONS.												
	KNOWLEDGE												
	<i>DEPARTMENT POLICY & PROCEDURES</i>												
	25. REFLECTED IN FIELD PERFORMANCE.												
	26. REFLECTED BY VERBAL / WRITTEN / SIMULATED TESTING.												
	<i>CRIMINAL STATUTES</i>												
	27. REFLECTED IN FIELD PERFORMANCE.												
	28. REFLECTED BY VERBAL / WRITTEN / SIMULATED TESTING.												
	<i>RESOURCES & ALTERNATIVES</i>												
	29. REFLECTED IN FIELD PERFORMANCE.												
	30. REFLECTED BY VERBAL / WRITTEN / SIMULATED TESTING.												
	<i>TRAFFIC STATUTES</i>												
	31. REFLECTED IN FIELD PERFORMANCE.												
	32. REFLECTED BY VERBAL / WRITTEN / SIMULATED TESTING.												
	ATTITUDE & RELATIONS												
	33. ACCEPTANCE OF FEEDBACK: FTO & FTO PROGRAM.												
	34. ATTITUDE TOWARDS JOB.												
	35. RELATIONSHIPS: CITIZENS IN GENERAL.												
	36. RELATIONSHIPS: SUPERVISORS & CO-WORKERS.												
	37. RELATIONSHIPS: ETHNIC GROUPS OTHER THAN OWN.												
	APPEARANCE												
	38. GENERAL APPEARANCE.												

USE THE STANDARDIZED GUIDELINES

THE MOST ACCEPTABLE AREA OF PERFORMANCE TODAY WAS IN CATEGORY NUMBER: _____
A SPECIFIC INCIDENT WHICH DEMONSTRATES TODAY’S PERFORMANCE IN THIS AREA IS:
(MANDATORY DAILY)

THE LEAST ACCEPTABLE AREA OF PERFORMANCE TODAY WAS IN CATEGORY NUMBER: _____
A SPECIFIC INCIDENT WHICH DEMONSTRATES TODAY’S PERFORMANCE IN THE AREA IS:
(MANDATORY IF A 1,2 OR 3 IS EARNED. LEAVE BLANK ON SHIFTS WHEN ALL RATINGS ARE 4 OR HIGHER)

DOCUMENTATION OF PERFORMANCE AND COMMENTS
Narrative documentation is required for ratings of 1, 2, 6, 7, Remedial Training and N.R.T.

Category Number	Narrative Comments

Proceed to the Narrative Continuation Form

Trainee Signature & Date

FTO Signature & Date

Shift Supervisor Signature & Date

FTO Commander Signature & Date

APPENDIX J



APPENDIX J

Dedham National Incident –Based Reporting System (NIBRS) Data

ORI	Offense	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Agency
MA0110700	09A Murder and Non-negligent Manslaughter	0	1	0	0	0	0	0	0	0	0	1	0	Dedham
MA0110700	100 Kidnaping/Abduction	0	0	0	3	0	1	0	0	0	1	0	0	Dedham
MA0110700	11A Forcible Rape	2	5	0	1	2	1	1	0	3	2	3	0	Dedham
MA0110700	11B Forcible Sodomy	0	0	0	0	0	0	1	0	0	0	0	0	Dedham
MA0110700	11C Sexual Assault With An Object	0	0	0	0	0	0	0	0	0	3	0	0	Dedham
MA0110700	11D Forcible Fondling	3	2	1	0	0	0	0	1	2	1	1	0	Dedham
MA0110700	120 Robbery	5	12	9	9	11	9	9	7	20	17	6	0	Dedham
MA0110700	13A Aggravated Assault	5	6	15	18	19	6	6	18	12	23	27	10	Dedham
MA0110700	13B Simple Assault	52	54	40	67	71	63	67	70	82	71	96	26	Dedham
MA0110700	13C Intimidation	21	13	8	2	1	2	2	2	3	2	13	1	Dedham
MA0110700	200 Arson	1	1	0	1	0	0	0	0	1	0	0	0	Dedham
MA0110700	220 Burglary/Breaking & Entering	30	47	34	30	40	43	48	63	76	51	71	16	Dedham
MA0110700	23A Pocket-picking	13	34	18	7	12	2	4	4	2	5	4	0	Dedham
MA0110700	23B Purse-snatching	5	3	2	0	1	1	0	1	0	3	7	1	Dedham
MA0110700	23C Shoplifting	63	106	110	125	141	121	110	137	153	185	184	83	Dedham
MA0110700	23D Theft From Building	103	52	30	10	3	4	29	128	138	70	44	0	Dedham
MA0110700	23E Theft From Coin Operated Machine	0	0	0	2	0	0	0	1	0	0	0	0	Dedham
MA0110700	23F Theft From Motor Vehicle	151	101	107	70	104	90	77	173	168	120	130	20	Dedham
MA0110700	23G Theft of Motor Vehicle Parts/Acc	0	1	4	3	4	8	10	7	10	4	7	1	Dedham
MA0110700	23H All Other Larceny	40	70	79	54	229	152	125	35	23	118	177	63	Dedham
MA0110700	240 Motor Vehicle Theft	58	63	51	68	71	51	33	31	27	30	14	5	Dedham
MA0110700	250 Counterfeiting/Forgery	1	2	3	3	1	2	2	12	4	6	15	4	Dedham
MA0110700	26A False Pretenses/Swindle/Confiden	1	4	0	0	0	2	1	3	6	12	19	0	Dedham
MA0110700	26B Credit Card/Automatic Teller Fra	0	1	0	10	3	0	7	28	36	23	60	18	Dedham
MA0110700	26C Impersonation	0	1	0	0	0	0	0	0	0	0	0	0	Dedham
MA0110700	26E Wire Fraud	0	0	0	0	0	0	0	0	4	0	0	0	Dedham
MA0110700	270 Embezzlement	4	0	0	0	0	4	6	12	16	9	3	1	Dedham
MA0110700	280 Stolen Property Offenses	0	0	0	0	0	0	0	0	1	1	2	0	Dedham
MA0110700	290 Destruction/Damage/Vandalism of	154	168	152	178	213	173	198	227	223	233	249	41	Dedham
MA0110700	35A Drug/Narcotic Violations	1	6	17	11	10	5	15	19	14	9	12	2	Dedham
MA0110700	35B Drug Equipment Violations	0	1	1	0	1	1	0	0	0	0	0	0	Dedham
MA0110700	36B Statutory Rape	0	0	0	0	0	0	0	0	1	2	0	0	Dedham
MA0110700	370 Pornography/Obscene Material	0	0	0	0	0	0	0	0	0	0	1	0	Dedham
MA0110700	40A Prostitution	0	0	0	0	0	0	0	0	2	1	0	0	Dedham

ORI	Offense	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Agency
MA0110700	520 Weapon Law Violations	1	0	2	0	0	0	0	0	0	0	1	0	Dedham
MA0110700	90A Bad Checks	0	1	0	0	0	0	0	2	7	4	0	0	Dedham
MA0110700	90C Disorderly Conduct	26	21	18	10	2	2	0	1	0	1	3	0	Dedham
MA0110700	90D Driving Under The Influence	31	27	21	8	0	0	0	0	0	0	1	0	Dedham
MA0110700	90E Drunkenness	9	6	3	1	2	0	0	0	0	0	0	0	Dedham
MA0110700	90F Family Offenses (Nonviolent)	0	1	2	0	0	0	0	0	0	1	1	0	Dedham
MA0110700	90G Liquor Law Violations	4	0	6	2	0	0	0	0	0	0	0	0	Dedham
MA0110700	90J Trespass of Real Property	4	2	8	0	0	0	0	0	0	0	0	0	Dedham
MA0110700	90Z All Other Offenses	0	4	9	4	1	0	2	0	1	0	1	0	Dedham
MA0110700	Group A Total	714	754	683	672	937	741	751	979	1027	1002	1147	292	Dedham
MA0110700	Group B Total	74	62	67	25	5	2	2	3	8	6	6	0	Dedham
MA0110700	Group Totals	788	816	750	697	942	743	753	982	1035	1008	1153	292	Dedham
MA0110700	Number of Months Reporting	12	12	12	12	12	12	12	12	12	12	12	4	Dedham

APPENDIX K



Drugs

A Drug Problem in Delray Beach, Fla.

Mario's Market, a convenience store in Delray Beach, Fla., generated numerous calls for service for robberies and drug dealing. It was also the site for a lot of loitering and open-container violations. From April 1993 to April 1994, there were 55 calls to police. Hundreds of additional calls attributable to the store came in from the area immediately surrounding it. Many of the robberies at and in front of the store were committed against unsuspecting tourists who had stopped to use the store's pay phones. At any given time, there were 30 to 40 drug dealers, users, loiterers, and robbers outside the store.

Mario's Market rests on the main redevelopment strip in Delray Beach (recently designated an all-American city). The store had been a problem for 20 years, despite the redevelopment of many of the other blocks on the strip. Mario, the store's namesake, rented the property from private owners. Over the years, Delray Beach police officer Jimmy Horrell said, "Officers would respond to calls at the store, take reports from the victims, then leave the area without looking at what the real problems were." Officers Horrell and Javaro Sims noticed that Mario's Market was open on all sides. No fencing surrounded the property. A drug house behind the store contributed to the problem. The tenants, relatively recent move-ins, would sell drugs in front of and, sometimes, *in* the store; they would run back to their house if officers were active in the area. The T-shaped alley behind the store provided easy ingress and egress for buyers, both on foot and in cars. A shady tree grew in front of the store, providing cover, and a trash receptacle under it provided a place to rest alcoholic beverages. The lighting was poor, the phones out front were a home-away-from-home for dealers, and the indoor video games provided night-and-day entertainment for those engaged in crime.

The officers started a walking beat in the area, concentrating some of their effort on reducing the dealing and robberies at Mario's Market and the surrounding properties. To document the extent of the activity, officers made videos of the dealing, did jump-outs and made arrests. Within the first month of the walking beat, Mario claimed he lost \$10,000 in beer sales. He was displeased with the officers, believing they were unfairly targeting him. In addition, Mario's son had been arrested several years prior for drug trafficking, and was serving time. As a result, Mario held no great affection for the police.

The police made three drug buys in Mario's Market. Although the officers could, based on these buys, bring a nuisance suit against the property owners, they held off in hopes of turning the store into a legitimate business.

Tackling Crime and Other Public-Safety Problems: Case Studies in Problem-Solving

Officers called the pay phones' owner, a businessman in a neighboring community, and asked that he remove the phones because they contributed to the drug dealing and loitering. The owner refused, saying he was making \$1,200 a month from the phones. The officers then asked for both Mario's and the property owners' assistance. They wrote a letter to the phones' owner, asking for their removal. The owner again said no, and added that he would sue the store for breach of contract.

The officers looked up the laws regarding pay-phone installation, and found that a wiring permit had to be obtained from the city to install one. In this case, there were no permits. So it would not appear like selective enforcement, the officers checked whether other pay phones along the strip had permits. None did, so they sent letters to the owners, informing them of the permit process and warning them that the phones would be removed unless a permit was issued.

The officers contacted the owner of the drug house behind Mario's Market, but she did not seem to care about the problem. Police made drug buys in the house, but the owner still did not act, even after multiple requests for her assistance. Having no success with the owner, the officers initiated a nuisance-abatement suit against the house. They knew the suit would take approximately one year; thus, they decided to try other tactics to make the property around Mario's inhospitable to drug dealers, users, loiterers, and robbers.

The officers notified the property owners of all the crime occurring there. They hoped this would encourage the owners, whether out of genuine concern or concern for their own liability, to improve conditions there. They gave the owners a list of all the calls for service on the property. Perhaps as a result, the officers got the store and property owners to agree to the installation of no-trespassing signs. To speed up the installation, the officers worked with the city sign department. They began making trespassing arrests, but some did not hold up in court because Mario excluded some of the trespassers only occasionally, not consistently. The officers then explained to the store's owners that consistency was necessary for the tactic to work.

The officers asked Florida Power and Light to install security lights around Mario's Market and behind it, near the house where some of the more entrenched dealers lived. The lights, called "Liberty City Lights," are bullet-proof; they were developed after the Miami riots and are designed to resist vandalism. Each light costs property owners \$18 per month.

The officers decided to put up barriers to stop cars from entering and exiting through the alleys. The alleys had become choice routes for consummating drug deals because they were not visible to passing patrol cars. With Chief Rick Overman's aid, the officers secured the fire chief's approval to block off part of the alley. On the officers' behalf, Overman wrote a letter to the transportation department, requesting that barriers be installed. Within a week, they were. The barriers cut off car access to the less

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visible part of the property, and removed a substantial vehicle escape route. Buyers could still access the rear of the property by foot, so the officers next addressed that problem.

The officers got Mario and the property owners to agree to put up a chain-link fence behind the property. Although the owners agreed, they dragged their feet on installation, so the officers asked for the fencing company's name and followed up on their order, expediting the city permit the owners needed to install the fence.

Due to the officers' work, the drug dealing decreased. Some dealers began serving time, and others moved on because the location was no longer convenient. The officers began focusing on the remaining hard-core dealers, to whom the property still offered some "amenities."

The officers borrowed a hand truck to move the heavy trash receptacle (a meeting place for the dealers) out from under the shady tree to the other side of the lot. Those who wanted to lean or sit would now have to do so exposed to the hot Florida sun. When the fence the officers installed started showing wear from dealers' scaling it, the officers repaired it themselves. When dealers continued to scale the fence, officers smeared axle grease on it. Officer Horrell said, "Even drug dealers don't want to get their clothes dirty." Drug activity slowed further as a result of these efforts.

Business appeared to be picking up at Mario's Market. New customers were asking for items not usually stocked. Beer had been the store's biggest seller in the past, but other items now needed to be stocked in greater quantity.

The officers wanted to secure Mario's continued cooperation, and they genuinely wanted the store to succeed. As a result, they offered to paint the store. The owners bought the paint, and the officers, with the help of probationers obligated to do community service, painted the store. Mario was quite enthused about the officers' work, and has since helped to ensure that the paint job withstands vandalism.

To scare off any remaining dealers, the officers installed a fake video camera (donated by a local TV-repair company), focused on the entryway. They constructed a protective box for the camera, and painted it to add to its realism. Mario agreed to disconnect the video games, eliminating an alibi for the loiterers. The phones were moved to the front of the parking lot, and now are for outgoing calls only, eliminating the attraction for dealers.

The officers wanted to ensure that traffic patterns in the large parking lot around Mario's Market no longer contributed to drug dealing. With the property owners' approval, they worked with probationers on community-service details to seal the gravel in the lot. They painted yellow lines delineating parking to force people to park,

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eliminating the drive-through nature of this drug market. They put several handicapparking spots in front of the store to keep drug dealers away, as the front tended to be the most vulnerable area for dealing. Thus, if someone bought drugs in front of the store, he or she was subject to a \$240 fine for parking in a handicap space. The officers also installed bike racks in the parking lot to block off a preferred route and stopping point for dealers and buyers. A local artist painted murals on the sides of the building and put up a new store sign, transforming Mario's Market from an eyesore to an attractive commercial establishment.

The officers went a step further and checked to see if Mario's Market had been an attractive drug and loitering hot spot due to a larger neighborhood problem. They worried that too many stores in the immediate area sold liquor, and that this contributed to loitering. The officers did a survey of the 12-block-long strip on either side of Mario's Market, and found that in this quite poor area, 1.5 million beers were sold each year, at an average cost of \$1 each. They turned that information over to the city's community development agency for further review, to see if zoning changes were needed for the effort's long-term success.

The officers ended the project with the property owners' and Mario's support. The dealers living behind Mario's Market were evicted as part of the nuisance-abatement process. The officers' work contributed to a reduction in calls for service on the block from 100-plus in 1994, to fewer than 10 in 1995. There were no robberies in 1995, and the 30-plus people who used to hang around the store no longer do so. At the close of this project, the officers were thinking about giving classes on ridding property of crime, and on owners' property-management rights and responsibilities, to the other businesses along the strip.*

Editors' note: This effort is significant in several respects. The officers looked at the problem differently than had been done before, finding that some of the physical conditions at the market contributed to the establishment of a high-activity drug market there. They worked creatively and persistently to change some of the "amenities" that supported the dealers. They also went to great lengths to turn the market's owners into capable guardians over the location, ensuring this effort's long-term success.

Sources: www.cops.usdoj.gov
Sampson, Rana and Michael S. Scott (1999). Tackling Crime and Other Public-Safety Problems, Office of Community Oriented Policing Services.