

# Belmont Police

Belmont Police Mission Statement:

**To offer police services that will improve the quality of life for the entire Belmont community.** This will be done by having the police and the community work together and allow for effective communication to solve problems. The Belmont Police Department will strive for excellence, have the highest degree of integrity and earn the respect of the community. The Police department will be accountable for their actions and be empowered to do the right thing based on our Mission, Policies and Procedures



# First Year Plan

Based on input from the community, officers, Town Administrator Patrice Garvin, Select Board and other Town Officials create 1<sup>st</sup> year plan.

With a collaborative effort from the above group the first year plan will have Measurable Goals and objectives. The officers will be empowered with the community to obtain these goals. The entire department will go through a S.W.O.T analysis with each division and be assigned to several focus areas. The Plan will be fluid and be based on community needs.

Recommendations from 21<sup>st</sup> Century Policing will be included in our goals and objectives as best practices to promote effective crime reduction, building public trust and safeguard officer well being.

# 6 Pillars of 21<sup>st</sup> Policing

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**Building Trust and Legitimacy**

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**Policy and oversight**

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**Technology and social media**

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**Community Policing, crime detection and reduction**

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**Training and Education**

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**Officer Wellness and Safety**

## S.W.O.T Analysis for each Department

- **Strength:** energetic force, great personnel and handling of calls and critical incidents
- **Weaknesses:** needs more proactive approach, better delegation and follow up, better use of Evidence Based Police Practices. Incorporate better Criminal Analysis. Currently I am the only member in the department familiar with our crime mapping system. (see crime map on last page) We need more officers trained in these evidence-based practices.
- **Opportunities:** develop relationships with residents, schools, businesses, and minority community, get accredited and better training with departments for critical events, engagement to residents that don't normally need the police and technology.
- **Threats:** the current mistrust of the minority community nationally and locally to police, domestic terrorism and school shootings, increase in Mental Health calls and Opioid addictions.



# BELMONT FOCUS AREAS

# 16 Proposed Focus Areas

Community Policing by Precinct

Juveniles and Police

Elderly

Racial Perception & Police Bias

Police and Business

Officer Wellness

Courts and Restorative Justice

Traffic and Transportation Advisory Committee

Safety Committee and Building group.

Crime Reduction Methods

Technology , media ,and public relations

Accreditation.

Training and working with other LE and other Town Departments

Domestic Violence and most vulnerable

Mental Health and substance abuse

Police and Schools

## Community Policing By Precinct

### Working in partnership with all citizens to improve quality of life

- **Goal 1 – Assign 2 officers to each Precinct and set up meetings or other methods to discuss issues affecting their area. Establish contacts.**
- **Goal 2 - Identify problems and what needs to be accomplished (measurable outcomes needed).**
- **Goal 3 – Make sure you assign task and timeline**
- **Goal 4 – Encourage a follow up mechanism and what other resources are needed**

## Restorative Justice – Diversion Program accepting responsibility



- Goal 1 – Identify platforms with health department and other departments for Officers and Youth to build trust, especially at risk youths.
- Goal 2 - Create a process to educate parents of criminal behavior, bullying social media crimes, sexual abuse, date rape, drugs, vaping and alcohol.
- Goal 3 – Continue with SRO in BHS and Middle School and work with schools to monitor, teach and collaborate when issues arise.
- Goal 4 - Continue training and partnership with the NEMLEC STARS, District Attorney, Attorney General and Belmont Health Department . This includes school shooting training, at risk students and critical incidents.



# Elderly issues in Belmont

**The elderly demographics (fear highest) in Belmont are growing.**

- Goal 1 – Identify platforms for Officers and Elderly to meet and greet.
- Goal 2 - Create a process to continually educate elderly on elder abuse issues, physical and mental, fraud, scams or general information
- Goal 3 – Identify at risk elderly residents who live alone and work with Council on Aging to have visits and work on assistance.
- Goal 4 – More Training with Elder Abuse Unit at DA's office and AG to recognize possible abuse and/or more need for services.



# Racial Bias and Police

## Empathy on both sides is imperative

- Goal 1 – Accountability and supervision to influence Culture of BPD
  - Goal 2 - Policy- reaffirm commitment to unbiased policing.
    - Goal 3 – Recruitment and hiring of unbiased officers.
    - Goal 4 –Education and training of both citizens and police.
- Goal 5 – Minority Community outreach by entire department not just few.
  - Goal 6 – Data collection – committed to transparency and accountability.

# Police and Business

**Collaboration with Police & Business partners is vital to community**

- Goal 1 – Establish a working group of Business owners and police to address needs of the business community. The group should identify clear goals and concerns. This collaboration could assist on issues of shop lifting, employee concerns, larcenies, fraud, juveniles, traffic and other store front issues.
- Goal 2 - Set up an alert system that businesses enroll in to give information on possible fraud or other concerns that arise.



# Well being of officers

## **Officers need to take care of themselves before helping others.**

- Goal 1 – Continue with Joint Mental health teams to address critical incidents with officers after a stressful incident or call.
- Goal 2 -Train officers in signs and symptoms of stress and ways to handle it. Additionally remind Officers about employee assistant programs and other resources,
- Goal 3 – Encourage and set up goals for fitness and eating better.
- Goal 4 – Bring in guest speakers and trainers to establish better life style and handle stress differently



# Courts and Restorative Justice

Collaboration with courts is imperative



- Goal 1 – Train with Middlesex District Attorneys and Attorney General office on new laws, better police practices, testifying and more effective prosecution methods.
- Goal 2 - Victim/Offender mediation and restorative justice. The offender has opportunity to repair the harm caused to the impacted party and community by accepting responsibility. Restorative justice attempts to identify needs, explore harm and address the root causes of an offense. Responsible party, impacted party and the community create a plan for moving forward in a positive way to heal the specific harms identified.

# Traffic and Transportation Advisory Committee

## **Surveys have always pointed to more enforcement on traffic issues**

- Goal 1 – Increase enforcement and Belmont traffic unit by 5 members. (see map)
- Goal 2 - Meet with Advisory committee and discuss Engineering, Enforcement and Education issues.
- Goal 3 – Encourage entire BPD to work on improving safety for pedestrians, bikers and reduce motor vehicle crashes. (Evidence based Methods )
- Goal 4 – Collaborate with residents, business owners, other departments and change culture in Belmont to make roads safer for pedestrians, bikers, operators and passengers traveling through Belmont.



# Safety and Building working group

## Safety is imperative

- Goal 1 – Create a working group of officers to assist with the renovation of the new police department. Its important to empower officers and let them get training and visit other successful police projects to gain vital ideas.
- Goal 2 – In addition, there are safety concerns around town that need to be addressed and the working group will train the entire department to detect and report these issues.



# Crime Reduction Methods

**DDACTS, Problem solving policing, Intelligence Led policing.**

- Goal 1 – Work with entire department to create new methods.
- Goal 2 – Define several areas to use Data-Driven Approaches to Crime and Traffic Safety. This uses technology and data to create “hot spots” to logically assess areas of concerns and saturate resources there
- Goal 3 – Using Problem Oriented Policing and SARA model to address quality of life issues
- Goal 4 – Create Intelligence Led and Evidence based policing (ex. “hot spot”, repeat offender models, high risk victims, and crime mapping)



# Technology MEDIA Public Relations



**Its important to reach as many community members effectively**

- Goal 1 – Continue with twitter, website, and facebook.
- Goal 2 – Use of NEXT Generation 911 that will soon allow for immediate upload to the CAD system live stream before dispatching first responders.
- Goal 3 – Talk about possible technology of body cameras, cameras, drones, crime mapping software, predictive policing software.
- Goal 4 – Assign officer to be a Public Relation Officer and work closely with Belmont Media outlets and community to promote our information.

# Accreditation

Goal : 6 months to Certification and then ACCREDITATION

- Increase Accountability through best practice policy and procedures
- Build Community Trust
- Provides a norm for an agency to judge its performance.
- Provides a basis to correct deficiencies before they become a public problem.
- Provides a means of independent evaluation of agency operations for quality assurance.
- Enhances the reputation of the agency and promotes public confidence.



# Training and working with other Law Enforcement Departments and other Town Departments

## **Training is imperative, especially with a critical Incident**

- Goal 1 - Have monthly training exercises to work on different scenarios that could arise using National Incident Management System and Incident Command System.
- Goal 2 – Increase Interagency Collaboration for information sharing, shared resources and communication. (Policy Procedures set up)
- Goal 3 – Solicit local business partners to pay for these collaborated interagency monthly exercises.
- Goal 4 – Work with Attorney General and District Attorney on best approaches for information sharing and interoperability with other agencies.

# Domestic Violence and THE most vulnerable

Everyone should feel safe from physical and emotional abuse

- **Goal 1 – Work with Attorneys General Office and Middlesex D.A's office and continue to be involved in the HRT – High Risk Team and rapid response.**
- **Goal 2 – Be the leader in collaborating with Community members, schools, clergy, businesses to educate kids, adults and elderly on the most vulnerable. Embed social worker into PD and respond to calls.**
- **Goal 3 – Prioritize on prevention, detection and ongoing support. Focus on preventing re-victimization and find root cause of problems. This is tailored response depending on the victim and offender.**

# MENTAL HEALTH, AUTISM AND SUBSTANCE ABUSE



- **Goal 1- Work with health department, hospitals and courts and community members to develop plan to help with Mental health and substance abuse users.**
- **Goal 2 –Continue to train officers in handling autistic, opiod users and community members with mental health issues.**
  - **Goal 3 – Continue to use Narcan and promote to community members early detection systems of opiod use.**
- **Goal 4 – Be the leader in collaborating with relatives, health care providers, social workers and treatment providers. Reach out to Attorney General and Middlesex D.A.'s office and take advantage of their resources and programs for our community members.**

# Police and Schools

**Every child should feel safe in the schools.**



- Goal 1 – Continue with SRO in BHS and Middle School and work with schools to monitor, teach and collaborate when issues arise.
- Goal 2 - Continue training with and partnership with the NEMLEC STARS. This includes school shooting training, at risk students and critical incidents.
- Goal 3 – Encourage and set up measures with school to prevent drugs and alcohols from being used by students in and out of schools.
- Goal 4 – Do a better job of having officers being more approachable to students in all the schools and change perceptions and relationships.

# Roadmap and Summary of week 1 – 52

- Active Listening with Officers, Community members and Town Leaders.
- Meetings with other Department Heads and LE Leaders.
- Budget and day to day operations.
- Community Outreach and start connecting with Officers.
- SWOT Analysis
- Assign and work with 16 Focus areas.
- Follow up and modify our focus and Strategic Plan.

# WEEK 1 - Active Listening

- Meet with T.A. Garvin , HR Director Porter, Select Board and thank them for opportunity.
- Go over shared mission and vision to make sure they are consistent with towns.
- Meet with entire department and go over expectations of mine and what I can do for them. Go over 16 Focus areas and talk about SWOT.
- Meet with Donna Costello, Chief's Administrator Assistant to go over current day to day operations.
- Meet with HR director and go over recruitment and hiring practices. I would be looking to develop a robust and diverse recruitment process.



# WEEK 1 - Active Listening

- Address issues in a timely fashion.
- Review active building project and budget to ensure there are no issues pending. This also includes payroll, billing and approvals.
- Be aware of and have department ready for possible critical events, crimes and disorders. Make sure community is aware as well and know the Belmont Police will be proactively involved with the community.
- Show up at roll calls and address shifts. I would sit down with the 911 operators and discuss expectations and what they need to do their job. (at some point reach out to Fire Chief Frizzell and discuss his opinion on 911.)

## Week 2 – Active Listening

- Meet with officers individually and ask how I can help them achieve success. I would talk to them about our mission statement and FOCUS areas.
- This is when I would ask officers what FOCUS areas they would want to be involved in.
- Continue to meet with members of the community and ask what their concerns are and what is important to them.
- Continue to review building project and budget to ensure there are no issues pending. This also includes payroll, billing and approvals.

## Week 3 – Meetings with other LE and Department Heads

- Meet with various Department Heads in the town and school to reinforce great relationship we currently have and will continue to have.
- Reach out to the President of Northeastern Massachusetts Law Enforcement Council (NEMLEC) and introduce myself and assure them we will continue our support of regional policing.
- Meet with Police Station Building Committee.
- Talk to HR Director Porter and TA Garvin to fill the Captain position and back fill Lieutenant and Sergeant positions. I would also talk about the ongoing discussion with coming out of civil service.

## Week 4 – Budget

- Continue to work on day to day operations and get up to speed with budget
- Although I have done this before, it is important to sit down with TA Garvin and Assistant Chief and know what expectations are with the budget.
- Meet with warrant sub-committee members.
- Start to sit down with divisions and go over the SWOT analysis to make sure we are running efficiently.

## Week 5 – Community Outreach and FOCUS Areas

- Continue to work on day to day operations.
- Continue to reach out to community to help us with the direction and priorities of the Belmont Police Department.
- Reach out to different community groups and inform them there will be several officers representing them to assist in direct communication and feedback.
- After getting more input from the Community, Officers and Department Heads we will start assigning the goals and objectives for the 16 Focus Areas.

## Week 6-10 Division Analysis

- Continue to work on day to day operations.
- I will continue to analyze each department and understand the SWOT in detail. These meetings with police department heads will be clear and concise. The Police Department Heads of Patrol, Detectives, Community Service, Prosecuting and Traffic will be asked the following:

Write down what they do great, what they need work on, what opportunities are out there for improvement and what is holding them back. I would expect them to come up with a plan on each of these areas and hold them accountable to work on them.

## Week 10-26 continue with FOCUS areas

- I am passionate about these initial areas and know that the officers in the Belmont Police will appreciate being empowered and will have success with the goals and objectives. The concept will be explained clearly and officers will be held accountable. Community engagement will be a priority and active problem solving will be developed. There will be supervisors assigned to each of these areas and they will be expected to provide monthly progress reports.

## Week 26-52 Follow up and Modify

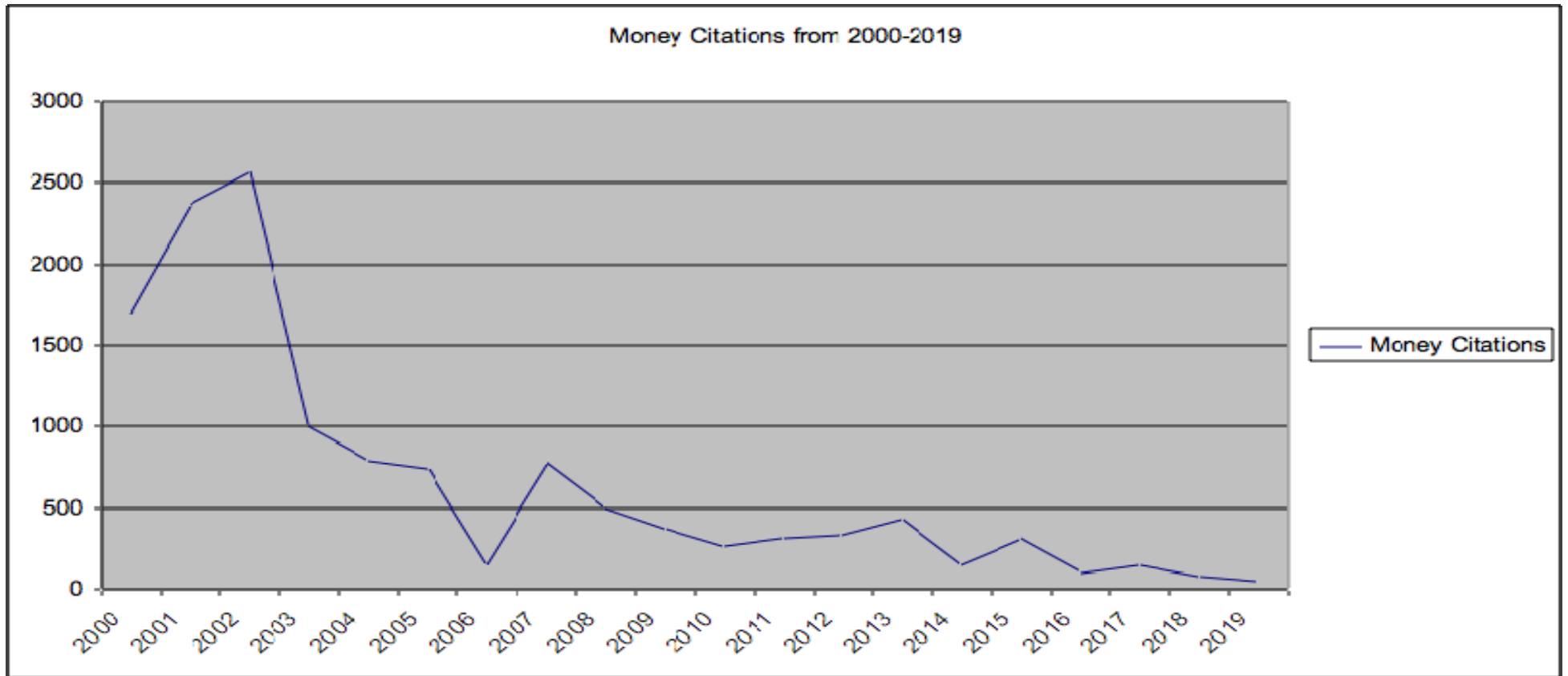
- During these weeks, I will continue with day to day business and police operations. I will continue to review the 16 areas and ensure that goals are being met and changes made. Based on feedback from TA Garvin, Select Board and community members there might be changes in focus areas.
- Throughout the year I will be working with members of the department on Accreditation and making sure officers are following our policies and procedures. In addition, we will be getting out information to the community and ask for feedback.
- We will be monitoring incident reports and make sure we are handling them professional and effectively.



# Summary

- **Follow Mission Statement and perform SWOT analysis on each division.**
- **Use 16 Focus Areas with the help of community to engage in active problem solving.**
- **Focus on reduction of crime: Use my Crime Analysis abilities and data Collection techniques to assist in presentations and directed patrol. Use Evidence Based Policing, Predictive Policing, Data Driven Applied to Crime, Traffic and Safety, Intelligence led Policing, Problem-Solving Policing and New Investigative Techniques.**
- **Work together with the Select Board, Town Administrator and other Town Departments and Committees to build the trust of the community and keep it safe.**

# Make traffic enforcement a priority Belmont.



# BELMONT CALLS FOR SERVICE - 2018

Accident

For: All Days of the Week with No Time Restrictions, Excluding Filtered Address: P.D.



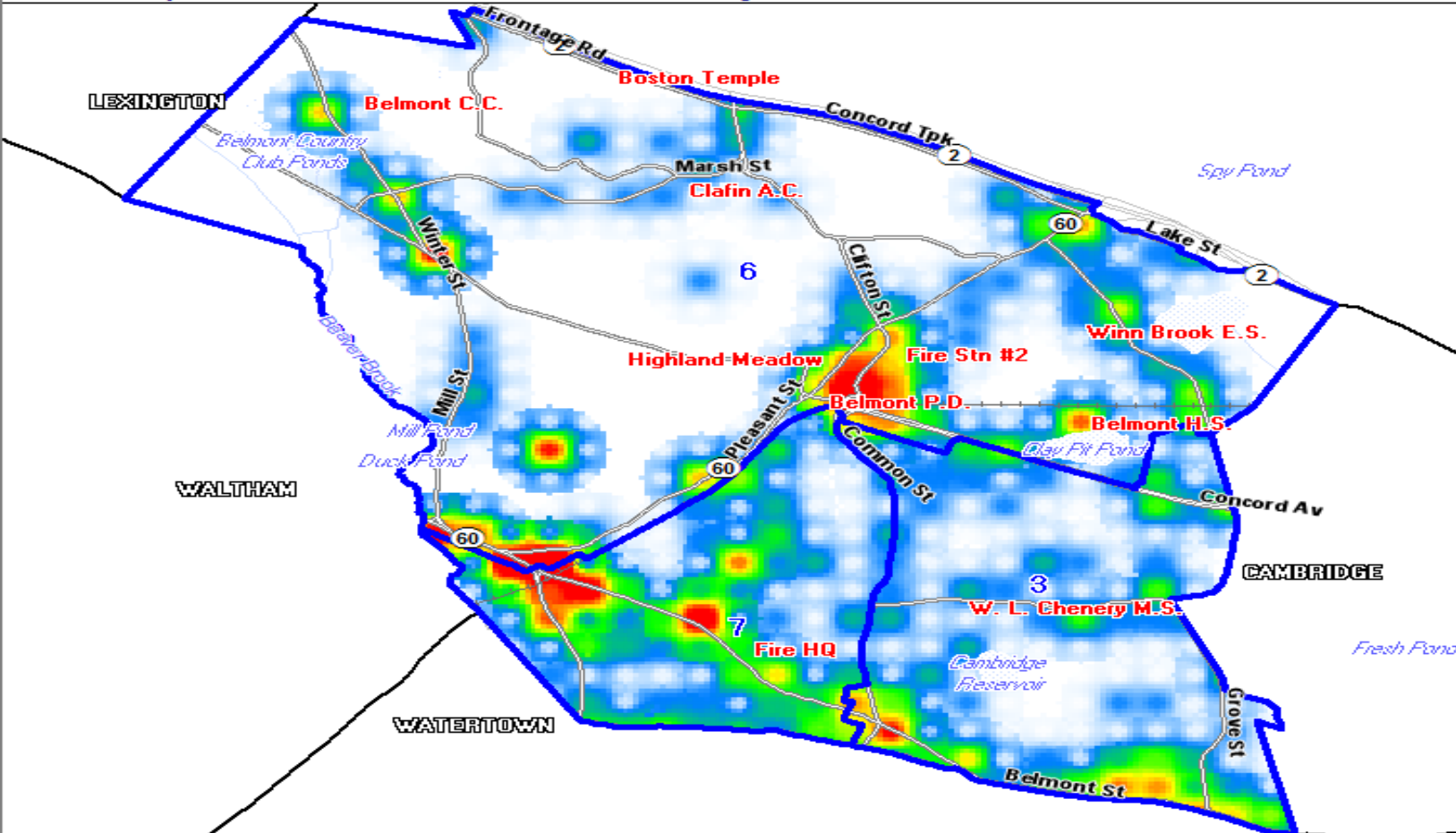
## LEGEND

- Total Calls**  
Total Calls Selected = 710
- 12 & Above
  - 6 to 11.999
  - 3 to 5.999
  - 1 to 2.999
  - 0 to 0.999
- Police Sectors



Scale: 1 inch = 2,428 feet

Map Produced on 09/03/2019  
By CrimeInfo™ Version 11





Thank you for the opportunity to share my vision and plan for becoming Chief of Police.



I will always be available for questions and conversation.