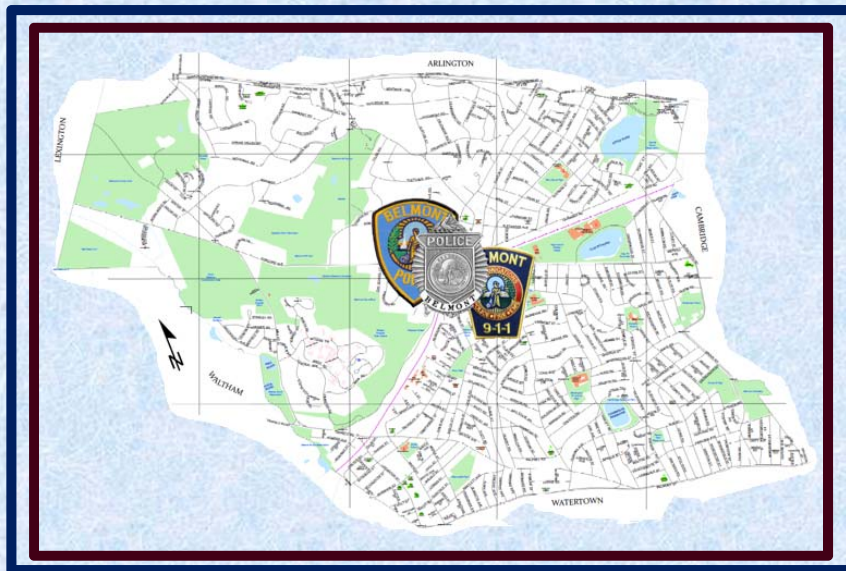


The Belmont Police Department Police Chief Candidate First-Year Strategic Plan January 2020-December 2020

Presenter –James MacIsaac
Assistant Police Chief



Police Chief Search Committee

Patrice Garvin, *Town Administrator*
John Phelan, *Superintendent of Schools*
Mark Paolillo, *Former Select Board Member*
Chief James Hicks, *Natick Police Chief*
Raymond Johnson, *PTO Member*
Michael McAllister, *Chenery Principal*
Maryann Scali, *Council on Aging Board of Representative*
Frank French, *Citizen Representative*
Wendy Murphy, *Citizen Representative*
Gi-Yonn Huang, *Citizen Representative*
Jessica Porter, *HR Director*
Shawna Healey, *HR Generalist*









Introduction

- 🛡️ This one- year plan is my vision containing goals and objectives to help guide me and the staff during the transition of leadership at the Belmont Police Department.
- 🛡️ Attempting to maintain the status quo at the department is not an option.

Whenever you try to maintain you stunt growth, cease to be effective and never develop or encourage new ideas, new methods and new ways of thinking.

About Belmont

-  Population 26,171 - Density 5,316 Per Sq. Mile
70% of residents live south of the RR grade on 1.46 Sq. Miles
-  4.7 Square Miles – 6 Miles from Boston
-  Demographics 75% White, 15% Asian, other races African American, Hispanic, or Latino and other 9%
-  Town of Homes 80% tax revenue residential tax
-  Outstanding schools both public & private
-  Area is experiencing unprecedented growth leading to increased traffic and other quality of life issues.

According to the websites: www.city-data.com/city/Belmont-Massachusetts., neighborhoodscout.com/ma/belmont/demographics, en.wikipedia.org/wiki/Belmont,_Massachusetts

The Belmont Police Department

Divisions



Administration

Patrol

Traffic

Detectives

Community Services

Communications 911

- 49 Sworn officers-all but two are Union/Civil Service
- E911 has a fulltime compliment of 9 civilian dispatchers.
- Police Chief – appointed by Select Board & receives his/her authority from M.G.L Ch376 Section 1
- Special Police Officers, Auxiliary Police Officers, & Civilian Employees bring the total compliment to 108 persons.
- \$7,308,658 FY2021 Budget -2.45% - 2018 Over 20,000 CFS

Knowledge ~ Courage ~ Integrity



January 2020 First Six Months New Chief of Police Goals, Objectives & Strategies

Build on one success after another

Knowledge ~ Courage ~ Integrity

Goal: Fill Command Staff Vacancies and Backfill

WIN-What's Important Now

Objectives: Staff the positions of Assistant Police Chief, Captain and then complete backfill where necessary.

Strategies:

1. Seize on the opportunity to develop a command staff that is invigorated and eager to take on new challenges and ideas.
2. Civil service assessment center for the ranks of Captain & Lieutenant- exam for Sergeant per collective bargain agreements.
3. Interview & select an Assistant Police Chief

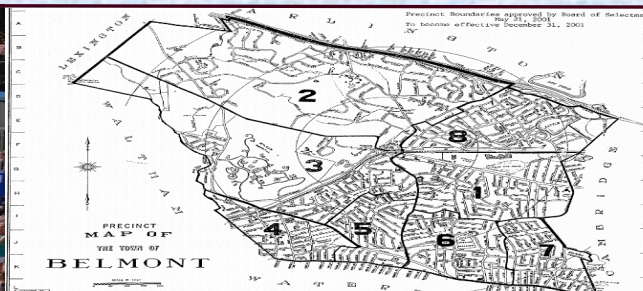
Goal: Develop & Build on Contacts Outside of the Department

Objectives:

- 🛡️ Meet with key stakeholders to develop new relationships and to build on existing relationships.
- 🛡️ Take note of community expectations.

Strategies:

1. Week 1- meet with Town Administrator, and the Select Board to develop a list of items she and they would like to see addressed; build an understanding of what they see as priorities.
2. Facilitate meetings with key community members, town employees & organizations. (*Listen Aggressively!*) *Belmont Against Racism, Belmont Religious Council, Human Rights Commission, Council on Aging and numerous clubs and organizations.*
3. Meet with IT director and town administrator to discuss department's IT.



Goal: Maintain Lines of Clear Communication with Command Staff.

Objectives:

- 🛡️ Keep the department **FOCUSED AND ON COURSE.**
- 🛡️ Ensure follow-up and a conscious effort towards accountability
- 🛡️ Week 1- Command Staff Meeting
- 🛡️ Ensure goals and objectives are met.

Strategies:

1. Initiate the practice of weekly staff meetings (*each Monday morning a staff meeting will be held with administrative staff at 10AM*)
2. Initiate quarterly staff meetings with command staff at the rank of Lieutenant and higher.
3. Every six months, hold command staff meeting with all supervisors.



Goal: Communicating Change within the Command Staff.

- 🛡️ Begin to create positive change within the command staff.
- 🛡️ Sell, persuade and achieve buy-in.
- 🛡️ Lift supervisors up and bring out the best in them.

Strategies:

1. Present and share this plan.
2. Listen to recommendations, concerns & deliver on easy changes.
3. Set goals to reduce stress at work.
4. Encourage creativity and input.
5. Discuss expectations and accountability.
6. Define my leadership style.
7. The importance of delegation and follow up.



Goal: Communicate Change within the Department that Strengthens Values and Creates an Ethos of Empathy, Integrity and Teamwork.

Objectives:

- 🛡️ Create an environment where all employees share the same values, trust one another, always do what is right, do the very best we can and show people we care about them.
- 🛡️ Regardless of position within the department, all employees must know that they are an important part of the puzzle.
- 🛡️ Ensure that all employees have a clear understanding of expectations, standards, accountability & the importance of making good choices.
- 🛡️ See the department through the eyes of the employees.
- 🛡️ Create discipline by focusing on purpose (*Officers need to believe in what they are doing*).
- 🛡️ Communicate, Communicate & Listen Aggressively.
- 🛡️ Persuade and sell to achieve commitments.



Strategies: For Communicating Change

1. All Hands On Deck Meeting to inform personnel of goals, strategies and to garner feedback.
2. Explain the vision and the direction in which we want to move the department.
3. Connect the department's goals to the employee's needs.
4. Make the most of employees skills and talents.
5. Create a culture where officers and civilian employees are empowered to be creative in their approaches to solving problems.
6. Give positive personal reinforcement for work well done.
7. Provide the resources needed for success.
8. Share this Plan.

Knowledge ~ Courage ~ Integrity



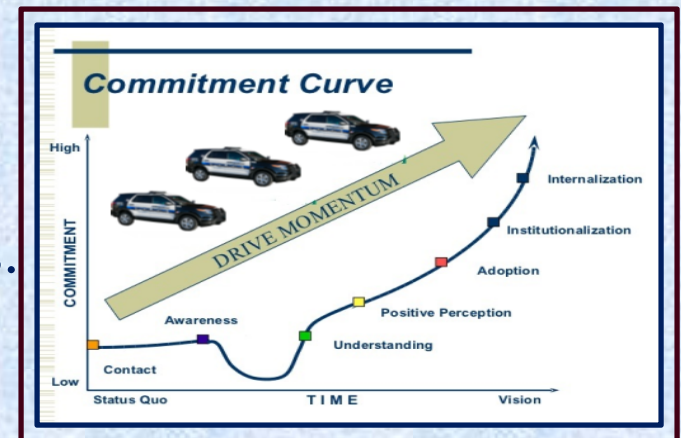
Goal: Keep Momentum & the Message Moving Forward.

Objectives:

- 🛡️ Ensure that we do not lose focus.
- 🛡️ The department must remain responsive to employees ideas & concerns.

Strategies:

1. Communicate, listen and be available.
2. Initiate monthly meetings with the unions.
3. Meet one-on one with each employee.
4. Maintain an open door policy.
5. Ensure quick responses from the administration pertaining to accountability.
6. Ensure that work has purpose.
7. See the department through their eyes.



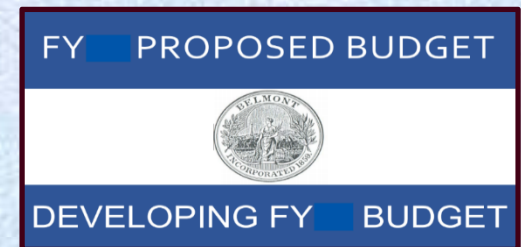
Goal: Ensure Fiscal Responsibility.

Objectives:

- 🛡️ Ensure that the department is able to effectively and efficiently provide police services to the community with limited resources.
- 🛡️ Involve additional staff in the budget process.
- 🛡️ Report on work to town administration.

Strategies:

1. Institute interdepartmental purchasing request to reduce waste in purchasing.
2. Quarterly work reports to be distributed to the Town Administrator and Select Board.
3. Department training programs need to establish goals, objectives and a focus for annual training.
4. Perform a complete budget analysis & evaluation by division.



Goal: Immediately Focus the Department on Core Priorities.

**Core Priorities: Traffic, Elderly, Youth,
People in Crisis & Domestic Violence**

Objectives:

- 🛡️ Ensure that the community's needs are appropriately addressed including vulnerable populations.
- 🛡️ Collaborate to solve adaptive problems.
- 🛡️ Reduce risk & risk taking by vulnerable populations.
- 🛡️ Reduce the fear of crime.
- 🛡️ Eliminate quality of life issues.
- 🛡️ Bring the disenfranchised into contact with BPD, Town & outside services.



Overarching Strategies for Vulnerable Populations & Core Priorities

1. Identify and pursue relationship opportunities to expand our footprint in the communities.
2. Use education and outreach to reduce risk taking and remove the fear of crime.
3. Build in-roads and collaborate with outside agencies and departments.
4. Build on existing relationships and develop new ones. Continually assess and evaluate our responses to our Core Priorities.





STRATEGIES FOR ADDRESSING TRAFFIC

1. Create a change in culture among all officers in the department regarding traffic enforcement (*give work purpose*). Traffic related incidents and calls account for 42% off all our calls for service.
2. The Police Chief must clearly state goals & objectives and inform subordinates that traffic enforcement is a priority for **EVERY** officer.
3. Officers volunteering to ride police motorcycles will be required to submit a determined number of citations per shift (*or we remove motorcycles from the budget*).
4. All supervisors will be responsible for developing a DDACTS assignment (area specific to each supervisor) each week and to follow up with reporting.
5. Continue to collaborate with TAC, SRTS, CS & expand collaboration with residents and neighboring communities.



ENFORCEMENT

ENGINEERING & EDUCATION

COLLABORATION

Increased police enforcement is one part of the solution, however, the present traffic problems in Belmont pose an adaptive challenge to law enforcement and cannot be solved with a commonplace technical approach. Solving or managing an adaptive challenge requires partnerships, experiments and adjustments from within the community.

The department needs to take the lead in creating and fostering partnerships with town committees and residents.

Between the hours of 7AM-9AM there are roughly 32,000 Motor Vehicles on our roads. With the majority traveling in an area that is 1.5 Square Miles.



STRATEGIES FOR ADDRESSING YOUTH

1. Ensure appropriate responses from our department when youth are involved in criminal activity- utilize C4RJ.
2. Ensure that training for all officers and SROs remains relevant and consistent.
3. Continue to collaborate with outside agencies to reduce risk taking, fear of crime and bullying (*2019-Youth Risk Behavior Assessment*).

 *Suicide, Stress, Alcohol, Vaping, Sexual Activity*

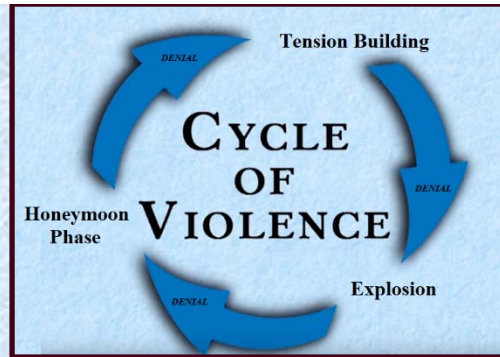
4. Remain a strong partner with the Belmont Public Schools.
5. Help ensure that all our schools are safe and that students and staff are properly trained and drilled in responses to critical incidents.
6. Officers should be encouraged to build relationships through youth organizations.



STRATEGIES FOR ADDRESSING ELDERLY

The department, through the Community Services Division, does an outstanding job when dealing with issues involving seniors. Through officer training, we have performed well when it comes to identifying seniors who are in need of assistance. We have officers who specialize in contractor scams and frauds where seniors are often the target.

1. Place an emphasis on fear reduction and risk reduction (*pedestrians*).
2. Assign a Liaison Officer to the Counsel on Aging.
3. The department needs to build on its relationships within Belmont, including the Council on Aging and Housing to ensure that we are working effectively, efficiently and conduct follow up.
4. The department needs to have an increased presence at the Beech Street Center.
5. Ensure officers receive the necessary training to identify when elders may be in need of services or are facing neglect and disenfranchisement.



STRATEGIES FOR ADDRESSING DOMESTIC VIOLENCE

When we look at data that involves crimes of violence in Belmont, the overwhelmingly vast majority of those crimes are associated with domestic violence. The elderly, youth and people in crisis mentioned in the sections above are all vulnerable to domestic violence. DATA in Belmont reveals that the overwhelming number of victims are women. Unfortunately, we cannot predict where and when new incidents of domestic violence will arise.

1. Collaborate with the DA's office and outside agencies, i.e., shelters etc.
2. Continue our participation in CABHRT & Collaboration with DCF.
3. Create additional points of access for victims or potential victims to come forward (resources nights).
4. Remain in contact/follow-up with victims and abusers, especially during the most dangerous times (separation).
5. Offer services to help families break the cycle of violence.
6. SROs will continue to work with schools involving children who are victims of or witnesses to domestic violence.

Note: Belmont's last homicide was DV and most recent attempted murder was DV.



STRATEGIES FOR ADDRESSING PEOPLE IN CRISIS

Police departments all over are experiencing increased calls for individuals experiencing a mental health crisis.

1. Ensure that our officers continue to receive training in de-escalation techniques and in the use and deployment of less than lethal use-of-force options.
2. Patrol officers must have access to shared information that can help identify people in the community who may need services.
3. We need to continue to train officers to be more proficient in recognizing when people are in crisis.
4. Continue our participation in Resource Nights for persons and families fighting addiction.
- 5. The Department must provide our officers with additional less than lethal use-of force options (*Tasers*).**
6. Continued participation in C4RJ.

Goal: Have Offenders take Responsibility for their actions, to understand the harm they have caused, to give them an opportunity to redeem themselves and to give victims the opportunity to heal. Reduce recidivism.



Objectives: BPD officers and court prosecutor participate in the circle process.

Strategies:

1. Remain in a collaborative relationship with C4RJ.
2. Stay in contact with C4RJ's Belmont Volunteers.
3. Look to expand the C4RJ philosophy & values in our day to day operations to help solve quality of life issues.

Goal: Create a Diverse Police Department that is Representative and Responsive to the Community's needs and that best Serves the Residents of Belmont.



Objective: Recruit Police officers that are able to sympathize and understand the points of views and experiences of all our residents.



Strategies:

If the Town Remains in Civil Service.

1. In order to encourage diversity in future hiring, begin to aggressively lobby for the passage of Bill No. 1474 filed by Senator William Brownsberger and Representative David Rogers. The idea for this Bill originated with department Captain Peter Hoerr.

Civil Service does not offer a pathway to help us diversify the department.

If Town Meeting votes to remove the Department from Civil Service.

1. Collaborate with HR & Belmont Against Racism to recruit diverse candidates.
2. Contact local Universities, Jr Colleges and Community Colleges for the purpose of recruiting diverse candidates majoring in Criminal Justice or that have an interest in a career in law enforcement.

Goal: Conduct an Analysis of the Department's Internal Strengths & Weaknesses along with External Opportunities and Threats (SWOT).



Objectives:

- 🛡️ Make our department stronger through building on our strengths, overcoming our weaknesses, taking advantage of opportunities and disarming our threats.
- 🛡️ SWOT will serve as a foundation for a five-year strategic plan.
- 🛡️ All department personnel will be invested in the change that occurs.

Strategies:

- 🛡️ Involve all department personnel in the analysis.
- 🛡️ Begin to evaluate the 19 programs identified in the following slides.
- 🛡️ Conduct citizen surveys and personnel surveys/interviews.
- 🛡️ Review data from record management software.

The strength of the department is in the officer and the strength of the officer is in the department.

Program –Areas of Evaluation

Program –Areas of Evaluation	Preliminary Considerations & Questions
Communications -911	Explore regional options vs present program & hosting a regional ctr.
Domestic Violence/Sexual Assaults	Are we focusing enough resources in the areas of follow- up and prevention? How well have our SROs & Juvenile Detective been addressing these issues with Belmont youth?
Engaging Belmont’s Youth	Are we doing enough, can we expand?
Traffic Enforcement	How successfully are we responding to traffic issues? Is the community satisfied with our activity? Is DDACTS (Data Driven Approach to Crime & Traffic Safety) working?
Working with Seniors	Focus on officer training, response & follow up. Can we improve efficiency with external partners?
Mental health/response to individuals in crisis	Focus on training, identifying, de-escalation, and adding additional less than lethal force options. Tasers?
Working with diverse populations both inside the department and outside.	Training –have all our officers been provided with strategies for dealing with diverse populations? Are officers fully aware of the history in the US involving police encounters with minority individuals and with the theory of implicit bias? How accepting is the department to fellow employees?
Audit/RMS & existing software/hardware & the adding of a software specialist.	Has QED (record management software) become obsolete? Explore Nexgen and other RMS software to improve reporting, data collection, benchmarks and ensure that data is accurate. Do we have proper server technology & service contracts? How do we fund for the position of software specialist?
Response to incidents	Is our overall response and follow up to all incidents satisfactory? Is quality control and follow up being completed?
K9 Program	Risk, rewards, overall cost and value. Is the K9 program worth continuing?

Program –Areas of Evaluation

Program –Areas of Evaluation	Preliminary Considerations & Questions
Use of Force	Do our officers have the tools and training needed to keep the public and themselves safe? Have they had sufficient training in de-escalation?
Public Perception	How do people view the department and its members? Conduct Citizen Survey
Add GPS to cruisers	Will GPS improve dispatch efficiency & response time, increase officer safety and increase security of equipment?
Police Sector Geography	Does the present three sector configuration serve the town and department effectively?
Department police officer staffing levels	Do we have sufficient staff to meet present & future goals and objectives? Can we reduce staffing on the overnight shift?
Supervisory staffing levels by position in relation to function and span of control.	Do we have too many supervisory positions? What is the proper span of control for positions outside of patrol? Should some specialty positions be set aside for officers of rank? How important is promotional opportunities to overall moral and retention? Does the command staff need to be restructured? How will union contracts effect our decisions?
Crossing Guard Problem	Is it possible to limit the number of crossing guards? How do we attract and retain new crossing guards?
Auxiliary & Special Police Officers	Are these two areas being underutilized? Can we, should we, combine the two groups? Will restructuring allow for the potential to augment staff on a regular basis?
Accelerate the Accreditation Process	Is a fulltime accreditation manger needed?

S.W.O.T. ANALYSIS

S

trengths:

EXAMPLE!!!

- ❖ Resources, equipment, and funding
- ❖ Media relations & transparency
- ❖ Community outreach
- ❖ Professional staff
- ❖ External training provided to officers
- ❖ Community support

W

eaknesses:

- ❖ Expansion of law enforcement's role and mission
- ❖ Facility issues - e.g., space, parking, storage, lack of sally-port space
- ❖ Staffing - Short 2nd Prosecutor, Administrative Secretary, and two Patrol Officers.
- ❖ Information Technology (IT) logistics and demands

O

pportunities:

- ❖ CALEA Accreditation and improving standards
- ❖ Increased communication internally
- ❖ Smart growth and utilization of technology
- ❖ Enhanced recruitment and diversity
- ❖ Improved coaching and mentoring of staff

T

hreats:

- ❖ Increased demand for services due to residential and commercial growth
- ❖ Lack of funding for additional staffing
- ❖ Recruiting and retaining qualified staff
- ❖ Technology overload on officers and staff
- ❖ The timespan between filling vacant positions and new hires finishing initial training
- ❖ Space constraints in the current facility



“Though deliberate crafting of strategy does not guarantee success, the absence of a coherent sustainable strategy is a reliable route to failure.”

Belmont resident Graham Allison, *Destined For War*, Houghton Mifflin- page 237

Goal: Develop a Five-Year Strategic Plan in June 2020.

The five year plan will act as a compass providing us with a direction of where we want to take the department.

Objectives:

- 🛡 Engage in collaboration with community stakeholders.
- 🛡 Ensure future Department success in providing police services to the Community of Belmont.
- 🛡 Develop a vision and set goals.
- 🛡 Set long and short term objectives.
- 🛡 Improve employee moral.
- 🛡 Identify performance indicators.
- 🛡 Set target dates for accomplishing plan goals.
- 🛡 Identify strategies for accomplishing goals.



Strategies: Five –Year Strategic Plan

- 🛡️ **SWOT Analysis**
- 🛡️ **Phase One:** Conduct a Community Survey.
- 🛡️ **Phase Two:** Incorporate the findings and results of the SWOT & Internal surveys.
- 🛡️ **Phase Three:** Community-Stakeholders Planning Session with the Chief acting as emcee, officers will conduct presentations regarding their duties, problems they have faced and how problems have been solved.
- 🛡️ **Phase Four:** Create the Strategic Plan.
- 🛡️ **Phase Five:** Distribute the Five-Year Plan Post on department website and distribute to all personnel.

The success at which we move in the chosen direction will be determined by leadership, management & team work.



Knowledge ~ Courage ~ Integrity

This Plan should embrace the key recommendations of the President's Final Report-Task Force on 21st Century Policing May 2015, including the six Pillars.

Pillar One: Building Trust and Legitimacy

Relationships and collaboration to enhance legitimacy

Pillar Two: Policy and Oversight

Policies and procedures should reflect community values

Pillar Three: Technology and Social Media

The use of technology to increase transparency, accountability, and engagement

Pillar Four: Community Policing and Crime Reduction

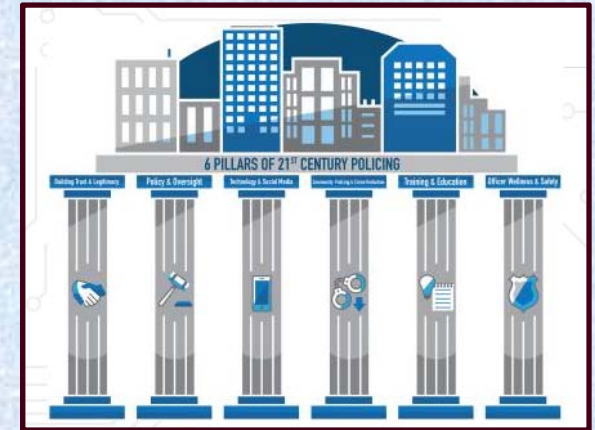
Collaborations with community groups, build consensus

Pillar Five: Training and Education

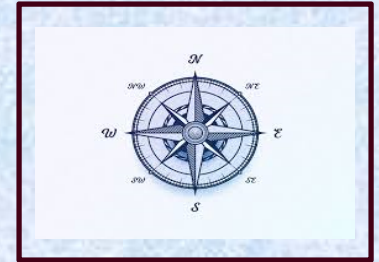
The need to adapt to evolving community needs and problems.

Pillar Six: Officer Wellness & Safety

A police officer's health, both physical and emotional



Goal: Develop a New Mission Statement.



Mission Statement should include but not be limited to the following:

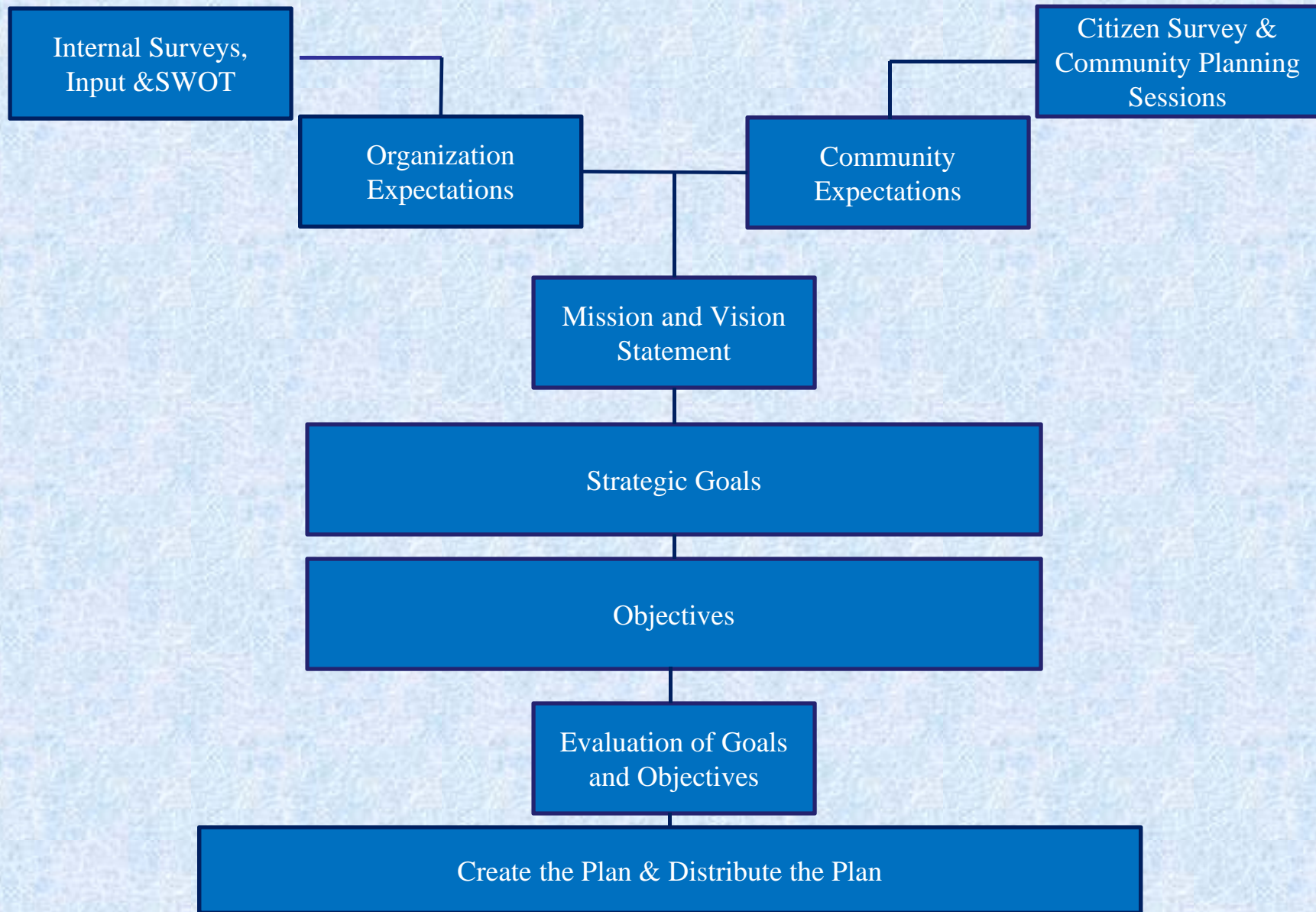
- 🛡️ Define Public Safety
 - 🛡️ How do we achieve acceptable levels of public safety?
 - 🛡️ Define principles that will guide our organization.
 - 🛡️ Who do we serve?
 - 🛡️ Should include input from Community Stakeholders.

The proposed mission statement below not only informs the public of what we are trying to achieve but it makes our employees aware of our mission regarding integrity, ethics and protecting constitutional rights by incorporating our Core Values into our Mission Statement.

The Belmont Police Department is a community service law enforcement organization striving to maintain the safety of its citizens. At the same time, the department focuses on quality of life issues and the resolution of conflict within our community. The department's core values are:

- 🛡️ *Maintaining high standards of integrity and ethics.*
 - 🛡️ *Protecting constitutional rights.*
 - 🛡️ *Problem solving and order maintenance.*
 - 🛡️ *Collaborating and partnering with citizens.*
 - 🛡️ *Reducing crime and fear of crime.*
 - 🛡️ *Protecting vulnerable populations.*

Strategic Plan Phased Outline



AS POLICE CHIEF: CONTINUE AND KEEP ON SERVING THE COMMUNITY

As Police Chief, I will be strongly invested in service to the community and constantly seek new ways to positively interact with it. Keeping a finger on the community's pulse is critical. The importance of seeking out and identifying new challenges facing Belmont and the ability to develop fresh and innovative solutions cannot be overstated. Increasing visibility through interaction with service clubs, youth programs, crime prevention efforts and school programs conveys the important message that the chief cares about the community and is committed to improving quality of life.

Knowledge ~ Courage ~ Integrity



Thank You

&

QUESTIONS