

Needham Police Department Staffing and Deployment Report

February 2017





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Executive Summary



Population:

28,886

Current Fulltime Personnel:

- Chief: 1
- Lieutenants: 4
- Sergeants: 7
- Patrol: 37
- Dispatchers: 5
- Civilian Employees: 4
- Total: 58
- Total Sworn: 49

Overview:

The Town has seen steady and moderate residential and commercial growth, which has increased the demand on police services. The tools and methods in modern policing are very different today; this coupled with community expectations adds new challenges on the Needham Police Department to meet them. This report evaluates whether the Department’s current staffing model is adequate to meet the Town’s current and projected needs. We considered community and societal changes which have impacted policing within our community. The report concludes with recommendations on how to ensure the Needham Police Department continues to deliver the highest level of service to our community. The data was gathered over a ten year span (2007-2016) utilizing the information collected from the Computer-aided Dispatch (CAD) records.



The Town of Needham is located on rocky uplands within a loop of the Charles River in Eastern Massachusetts. The town is bordered by Wellesley on the west and northwest, Newton on the north and northeast, the West Roxbury section of Boston on the east, Dedham on the southeast and south, and Westwood and Dover on the south. Needham is ten miles southwest of Boston, twenty-nine miles east of Worcester, and about 208 miles from New York City. The Town has a total area of 12.70 square miles and a total land area of 12.61 square miles. Needham is situated in the greater Boston area, which has excellent rail, air, and highway facilities. Principal highways are State Routes 128 (the inner belt around Boston) and 135, and Interstate Route 95, which shares the same roadway as State Route 128. Commuter rail service is available via four



stations to Back Bay Station and South Station in Boston. Needham is a member of the Massachusetts Bay Transportation Authority (MBTA), which provides fixed bus route service between Needham Junction and Watertown Square. The geographical location of Needham contributes to its desirability, both residential and commercial.

History

From the point Needham was incorporated in 1711 until the early 20th century, law enforcement bore little resemblance to a police department of the 21st century. In Needham, as in many small towns, early police work was carried out by deputized citizens who made their livings mainly as shopkeepers, clerks, craftsmen and farmers. For nearly two centuries, elected constables and special police officers were appointed by the Board of Selectmen and served the Town’s peace-keeping needs.

The office of the constable goes back many centuries, but in Needham, “special police” were not listed as officers of the town until 1875. The law enforcement duties of constables and special police officers overlapped a great deal. In 1877, Needham had six elected constables and six appointed special police officers, with two men serving in both capacities. The legacy of overlapping constable and police duties is the basis for the term cop, which stands for “constable on patrol”.

On December 31, 1912, Needham appointed Chief MacKenzie as its first Police Chief. At the time of his appointment, Needham’s police force consisted of two full-time, night-duty officers, along with 32 special part-time officers, most of whom worked a few hours a week. Needham continued to grow rapidly, more than doubling in population between 1910 and 1930 when the census reached 10,800. Needham’s population per the 2010 U.S. census is 28,911. Technology was also changing with the introduction of the computerized logs in 1985 and the first fingerprint computer was introduced in 1987. As a result of the recession in 1990, the Department’s uniformed staff was reduced from 52 to 47, crossing guard positions were reduced from 14 to 10 and special assignments such as traffic safety officer and traffic supervisor were eliminated.¹ The Department operated with 47 uniformed staff until

¹ Brems, Lisa, Policing Needham: A Story of Suburban Cops, Ercross Publishing, (2004)



2000 when two officers were added. Although the complexities of modern policing have changed, commercial activity in and through the Town has increased, and the number and types of incidents the community believes its police to address, the Department is still below its staffing level in 1989.

Besides new technology, the 1990s brought a new philosophy to many police departments, known as Community Policing. The contemporary community policing movement emphasized changing the role of law enforcement from a static, reactive, and incident-driven bureaucracy to a more dynamic, open, and quality-oriented partnership with the community.² The Needham Police Department embraced this new philosophy by creating a Drug Abuse Resistance Education (DARE) officer, outreach programs for kids, after-school activities, the High School powder puff football game and a Community Police Academy, to name a few. Programs have changed through the years, but the Needham Police Department is still dedicated to upholding its mission statement and continues to implement the philosophy of Community Policing.

Staffing and Division Breakdown

Lieutenants

The Needham Police Department has four Lieutenants who work under the direction of the Chief of Police. They perform responsibilities in the daily operations of the Police Department, assigning and organizing duties to ensure appropriate coverage of departmental functions and activities and assisting in the administration of the department. They keep abreast of all applicable changes in departmental rules, local, state and federal laws and regulations that effect police operations, as well as our civil rights. They assist in communicating this information to other department members. They ensure that training for police officers is maintained on a continual basis, including criminal law and procedures, self-defense weapons usage; including, but not limited to: baton, OC and Taser. In addition, they maintain proper training for CPR, AED and Narcan usage. Lieutenants submit written reports in all cases of infraction by members or where conduct has not improved after warning and investigate personnel complaints, as requested by the Chief of Police. Lieutenants assure that the quarters, equipment, supplies and materials are in good working condition. Finally, Lieutenants assist in the daily administration of the department; including, but not limited to: attendance, overtime, time-off and budgeting. Lieutenants also investigate complaints, questions and issues raised by the general public, and address Police Union disputes and handle internal affairs.

Below is a breakdown of the responsibilities of each of the Lieutenant:

² Brown, L. and Wycoff, M.D., "Policing Houston: reducing fear and improving services," *Crime and Delinquency*, (Jun. 1987): 71-89



Professional Standards Lieutenant

- Assuring professional standards of all officers
- Internal Affairs
- Drug Testing
- Narcan
- Policies
- Investigative Services
- Detective Sergeant
- Detectives
- Adult Prosecutor
- Juvenile Prosecutor
- School Resource Officer
- Truant Officer

Executive Services Lieutenant

- Patrol division
- Sergeants
- Traffic
- Traffic Unit/MC
- Scheduling
- Juvenile lock-up
- Procurement
- Design Review
- Human Rights
- OIC for the breath test machine
- Metro-LEC
- Hiring
- Building maintenance

Support Services Lieutenant

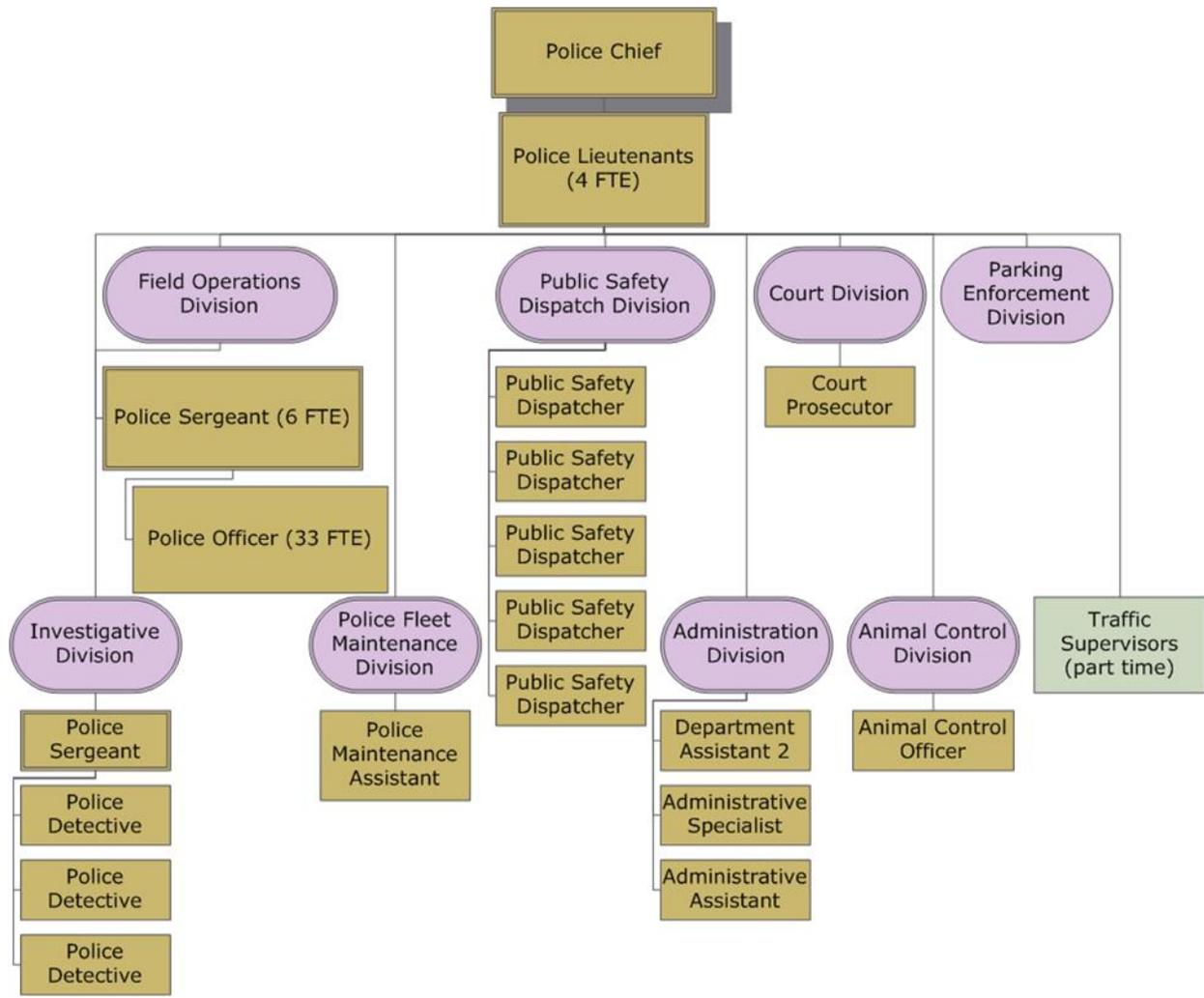
- Community Service/Safety Officers
- Traffic Supervisors
- LEAPS
- Dispatch 911 certifications
- Domestic Violence Action Committee
- R.A.D. Self-Defense Classes
- Animal Control Officer
- OIC for the breath test machine
- Mountain bike patrol
- Events
- Grants
- Hiring
- Policies
- Dispatch

Administrative Lieutenant

- IT/Records
- Administrative Sergeant
- Details (Paid)
- OT Committee
- Licensing
- Training
- Sex Offender Registry Board
- Field Training Officers
- Evidence
- Information Systems
- Records Clerk



Needham Police Department Organizational Chart



Sergeants

The Needham Police Department has seven Sergeants (one Administrative Sergeant, one Detective Sergeant and five Patrol Sergeants) who work under the general direction of the Chief of Police. They plan and direct shift operations of the Police Department, providing law enforcement, protection of property and life, crime prevention, traffic control and safety, obtaining evidence and apprehending those suspected of violation of the law. They inspect the daily logs to familiarize themselves with matters pending since their last tour of duty. They ensure that information is passed along to patrol officers at roll call, with instructions as to where their attention is required. They organize and assign duties to ensure appropriate coverage of department functions. They keep themselves abreast of the laws and all applicable changes in department rules, and Local, State and Federal laws and regulations that effect police operations, as well as civil rights of community personnel. They assist in the communications process, to provide this information to other department members. They supervise patrol officers on their assigned shifts and are responsible for officers' appearance, conduct, proficiency, and discipline. They review officers' performance to ensure effective and consistent standards of



conduct in the carrying out of police duties. They take steps to encourage and/or correct officers as necessary. They submit written reports on serious breaches of department regulations or other conduct or where performance has not improved after warnings. They answer questions, complaints, and issues of concern from the general public. In addition to performing the aforementioned duties and miscellaneous duties as required, all Sergeants have been assigned ancillary duties. These include, but are not limited to overseeing or coordinating the following:

- o Vehicles
- o Equipment
- o Medical Supplies
- o Traffic Details
- o Adult Prosecutor
- o Juvenile Prosecutor
- o Detectives
- o OT Committee
- o Events
- o Traffic/Details
- o Policies
- o Animal Control Officer
- o Evidence
- o Field Training Officer
- o Mountain Bike Officer
- o Public Information Officer
- o CJIS Representative
- o Dispatch
- o Policies
- o Legal Updates
- o 209a Follow-ups
- o Maintain RO/HPO/At-Risk Notebook

Uniformed Patrol Division

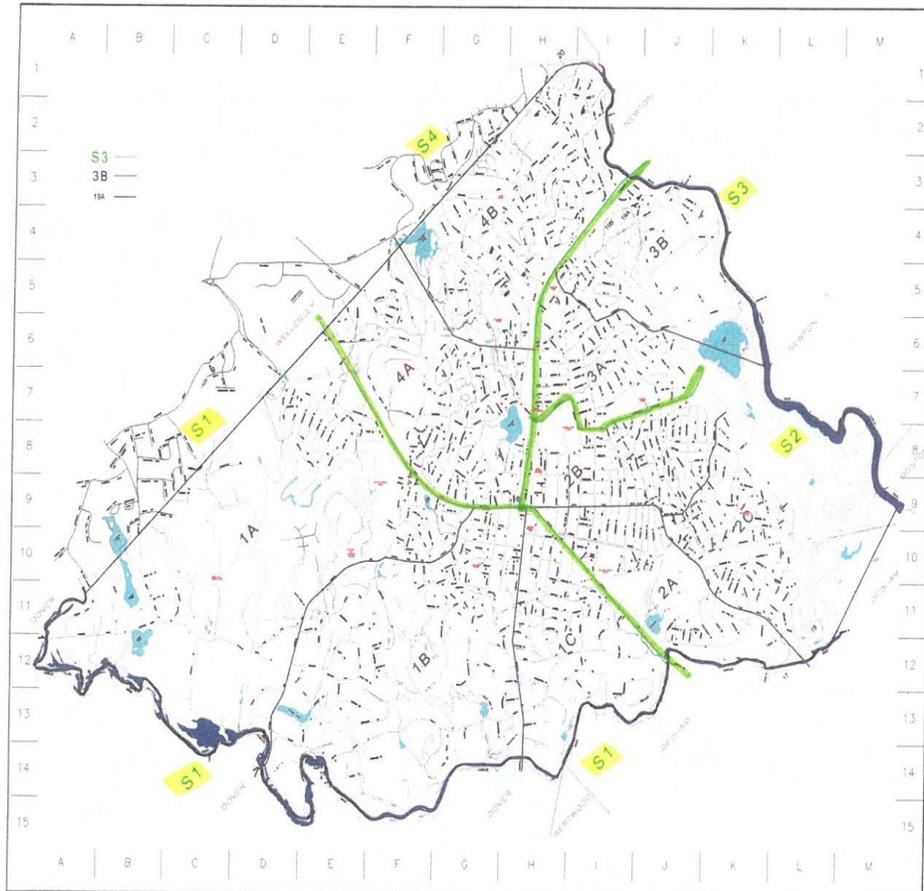
The Uniformed Patrol Division is the largest division within the department and operates on a 24-hour basis. Its services include, but are not limited to: protecting life and property, enforcing State laws and Town bylaws, preserving peace and public order, identifying criminal offenders and criminal activity, apprehending offenders, and performing traffic enforcement services. The Uniformed Patrol Division staff work on a rotating schedule of four days on shift and two days off shift.

Uniformed Patrol Division Schedule

Midnights (12:00 a.m. to 8:00 a.m.)	Days (8:00 a.m. to 4:00 p.m.)	Evenings (4:00 p.m. to 12:00 a.m.)
<u>Sergeant</u> : 1 <u>Officers</u> : minimum staff- 3 patrol officers <u>Dispatcher</u> : 1 Minimum would be 3 on road and one on the desk	<u>Lieutenants</u> : 1-4 <u>Sergeants</u> : 1 <u>Officers</u> : 5-7 minimum staff- 5 patrol officers <u>Dispatcher</u> : 1 Minimum would be 4 on road and one on the desk	<u>Lieutenants</u> : 1 <u>Sergeants</u> : 1-2 <u>Officers</u> : 5-7 minimum staff- 5 patrol officers <u>Dispatcher</u> : 1 Minimum would be 4 on road and one on the desk



Patrol Sectors



Detective Bureau

The Needham Police Department has three Detectives and one Detective Sergeant who oversees the bureau. The Detective Bureau is under the general supervision of the Chief, and the Detective Sergeant supervises the detectives. The Detective Bureau is responsible for investigating: crimes against persons and property (such as: larcenies, breaking and entering to businesses and residential homes, and assault and batteries), financial and white-collar crimes, sexual assaults and abuse, child assault and abuse cases, and other allegations of criminal conduct occurring within the Town or referred to the department from outside agencies. The goal of the detective bureau is to investigate every case to its fullest extent and to bring every case that warrants criminal charges to a successful conclusion in court. Detectives conduct follow-up investigations and are often summoned to report to the location of suspected criminal activity to process the scene.

The duty and responsibility of a detective is to cooperate fully with other units within the Department and with departments and agencies in other jurisdictions. Detectives must be fully familiar with the laws



and departmental procedures and policies surrounding the handling of suspects, crime scene control, the care of prisoners, and the presentation of the evidence in court. The Detectives must keep the Chief or the Officer-in-Charge informed of the progress of their investigations and request additional instructions when warranted. Also, the Detectives must communicate to the Chief or the Officer-in-Charge any information uncovered which relates to criminal activity beyond the scope of their immediate investigation. Detectives must submit a written report of activities regarding assigned cases to the Detective Sergeant or Chief as requested, and furnish other daily or monthly reports as required. Needham Police detectives are part of the Norfolk County Police Anti-Crime Task Force, or NORPAC, a multi-agency task force formed in 1987 under a grant from the US Department of Justice; however, the US Department of Justice no longer funds this grant. The mission of NORPAC is to provide investigative support to member police departments, using a cooperative multi-agency approach in their investigations of drug distribution, organized crime, serial crime, violent crime, crimes committed by traveling criminals, and fugitives. NORPAC is a decentralized task force in that its detectives work day-to-day in their own communities, teaming up on multi-agency investigations on a case-by-case basis.

Per the terms of a Memorandum of Agreement (MOA), signed by its member chiefs, eligibility for membership in NORPAC is restricted to police departments in Norfolk County. As of the date of this policy, NORPAC is comprised of the police departments of Canton, Dedham, Foxborough, Medfield, Millis, Needham, Norfolk, Norwood, Plainville, Sharon, Stoughton, Walpole, Wellesley, Westwood and Wrentham.

Adult Prosecutor

The Needham Police Department has one full-time Court Prosecutor. The Prosecutor is responsible for the preparation and presentation of cases at the District Court level. As the Department's liaison with the court, the Prosecutor coordinates the scheduling of cases and witnesses. The Prosecutor is under the direct supervision of the Chief of Police. The following are the general duties and responsibilities of the Prosecutor.

- Maintain an effective working relationship between the court and the Department.
- Coordinate the scheduling of cases for the Police Department.
- Assure that witnesses are notified and that evidence is available when needed.
- Minimize the time spent in court by police officers and maintain a record of the time spent in court by police officers.
- Notify the Chief of any unusual occurrences requiring his personal attention.
- Cooperate with the District Attorney's Office in the scheduling and the presentation of cases to the Grand Jury or in the Superior or District Court.
- Be responsible for ensuring the punctual attendance of all departmental members and their effective preparation and presentation of cases before the courts.

Juvenile Officer

The Needham Police Department has one part-time Juvenile Officer. The Juvenile Officer investigates and processes all crimes involving persons up to the age of eighteen. The officer is available to the members of the Department, as well as the community, for consultation on matters affecting the handling of juvenile offenders and youth related problems. The following are the general duties and responsibilities of the Juvenile Officer.



- Formulate a positive crime prevention program aimed at young persons in conjunction with local schools and agencies.
- Maintain a list of social agencies to which juveniles may be referred for such things as counseling, employments and medical services.
- Investigate reported crimes which are likely to have involved young persons.
- Coordinate the processing of juveniles with the local court authorities, including the Clerk's Office and the Probation Office.
- Be available to speak to community groups on youth problems.
- Answer calls to the station from parents and others seeking assistance with problem youngsters.

School Resource Officer

The Needham Police Department has two full-time School Resource Officers (SROs). One officer has an office located at the Needham High School and the other has an office at the Pollard Middle School. The SRO who is assigned to the High School is dedicated primarily to the High School and the second SRO works between the middle schools and the elementary schools. These officers provide law enforcement and police services to the schools, school grounds, and areas adjacent to the schools.

The main function of the SRO is to maintain a safe and nurturing school environment. We emphasize that the School Resource Officer is in place to develop positive interactions and relationships with the students, staff, and parents. The Department's philosophy is that if we can develop positive interactions with students at an early age, we can foster positive relations with them as they progress through the school system. The SRO investigates allegations of criminal incidents on school grounds and openly shares information with school personnel of incidents that happen off school grounds in accordance with the MOU with the School Department. The SRO also assists school administrators with emergency crisis planning and building security matters. They provide a course of training for school personnel in handling crisis situations, which may arise at the schools. The Needham Police Department is currently working with the schools to implement the A.L.I.C.E. (Alert, Lockdown, Inform, Counter, and Evacuate) program in the event of a crisis.

The SRO is visible within the school community. The officer attends school functions in an effort to build working relationships with school staff as well as with student and parent groups. The officer also works with guidance counselors and other student support staff to assist students and to provide services to students involved in situations where referrals to service agencies are necessary. The SROs will often aid and assist in conflict resolution efforts. They are available to members of the Department, as well as members of the community, for consultation on matters affecting the handling of juvenile offenders and youth-related problems.

Metro-LEC

The Metropolitan Law Enforcement Council (Metro-LEC) is a consortium of 43+ local area police departments and law enforcement agencies. These agencies work together to provide unique and highly specialized law enforcement resources to member communities. This regional support system allows the communities involved to have access to services, staffing, and equipment.

Since Needham is one of the 43 agencies in Metro-LEC, the Department has several officers assigned to specialized units, including SWAT, computer crimes, hostage negotiations, child abduction response



team and the MOP (mobile operations) unit. These officers are assigned part time and deployment is based on need. Although part-time or on-call, these units train regularly every month.

Community Service Officer

The Community Service Officer (CSO) is under the direct supervision of the Lieutenant in charge of Support Services. The Community Service Officer has the primary responsibility of training, scheduling and supervising traffic supervisors (civilian positions) while creating a safe environment for children around the schools. The general duties of the CSO include, but are not limited to:

- Supervises 18 Traffic Supervisors who cover 62 school crossings daily and checks with them periodically to discuss safety/traffic concerns they might have;
- Issues citations and/or speaks to violators of traffic laws concerning school buses and/or inappropriate driving in and around the schools;
- Periodically meets with principals and health and safety committees at each school;
- Assists all Elementary School 3rd grade physical education teachers with 3rd Grade Bike Rodeo;
- Issues bicycle licenses;
- Works with the Health & Human Services Department regarding elderly issues;
- Performs follow-up investigations with Elder Services (Springwell);
- Serves as the Police liaison to the Commission of Disabilities;
- Serves as the Police liaison to the Norfolk County Sheriff's Department TRIAD Commission;
- Assists SRO with A.L.I.C.E. drills; and
- Assists Fire Department with fire drills.

Traffic Unit

The Traffic Unit conducts enforcement based on several factors such as statistical analysis of crashes, citations, enforcement, and citizen complaints. Frequently, the Police Department receives complaints from citizens regarding traffic volume, blocked intersections, and speeding. Officers will increase selective enforcement in those areas, in addition to performing regular traffic enforcement.

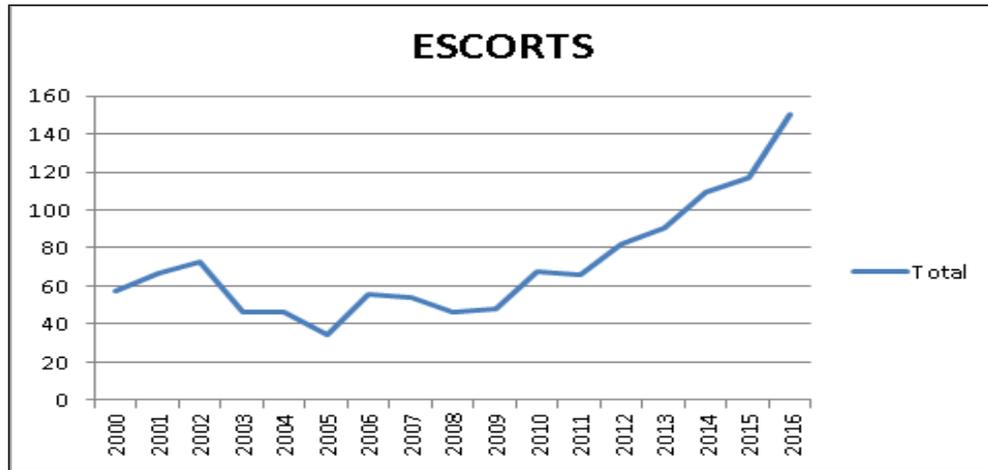
The Needham Police Department receives Traffic Enforcement Grant funding (provided by the Massachusetts Executive Office of Public Safety and Security), which allows officers on overtime shifts to conduct traffic enforcement with specific objectives in mind. These grants run four to five times a year. "Drive Sober or Get Pulled Over" and "Click it or Ticket" are two examples that are provided through the Traffic Enforcement Grant. An officer works a four-hour block dedicated to the specific objective.



The Motorcycle officer has been beneficial in terms of traffic enforcement and community policing. The officer, along with other members of the Department, has been instrumental assisting funeral escorts. The Department has seen a dramatic increase in the volume of calls for police escorts for funeral processions. The Needham Police Department supports these requests in keeping with the good image

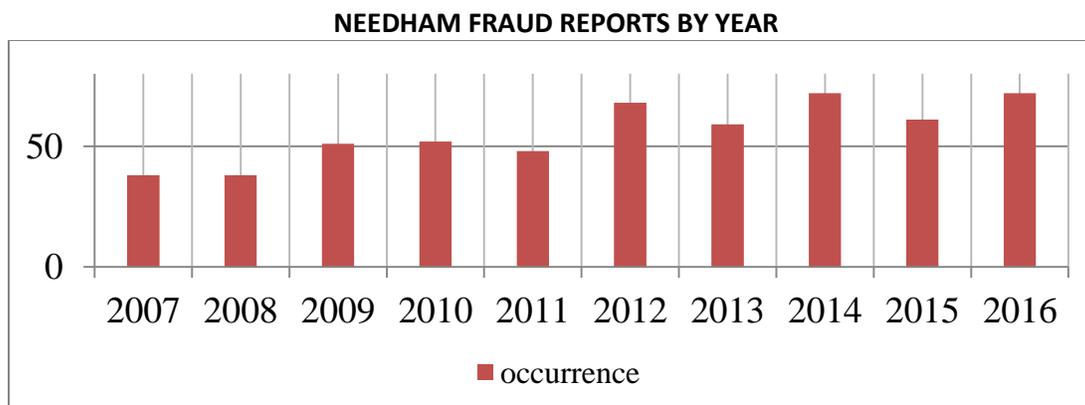


of the Town, and to ensure safety to all. In addition, the traffic unit dedicates part of the day to crosswalk enforcement, anti-gridlock enforcement and texting violators. The Chart below shows the increase in requests for funeral escorts from 2000-2016.



Cybercrime

Many of the crimes the Needham Police Department responds to today did not exist 10 years ago, or they were much less common. In 2005, 6.4 million household representing 5.5% of all households in the United States discovered that at least one member experienced one or more types of identity theft. This is the first full year of data on identity theft available from the National Crime Victimization Survey (NCVS). In 2010, 8.6 million households representing 7.0% of households in the United States experienced one or more types of identity theft victimization. Cybercrime encompasses cyber-attacks, cyber theft, and other computer security incidents. Identity Theft falls under this category and is a major problem in the United States. According to the Bureau of Justice Statistics, “U.S. households experienced about \$13.3 billion in direct financial losses due to identity theft in 2010. Among household with losses of at least one dollar, the average loss was about \$2,200.”³ The chart below shows the increase in fraud reports from 2007 through 2016.



³ Lynn Langton, Ph.D., Identity Theft Reported by Household, 2005-2010. November 30, 2011.



The Metro-LEC Cyber-Crime Investigations Division provides investigative assistance and forensic services to member communities. The Division recognizes that while the Internet has proven to be an indispensable tool in today's world, it has also been used as a vehicle to commit various types of threats, frauds, scams, thefts, and predatory victimization of young people. The use of computers to commit crimes, victimize young people, or serve as the repository of evidential information presents another unique challenge to law enforcement. As most local law enforcement agencies do not have the expertise or resources to effectively deal with these situations on their own, the Cyber-Crime Investigations Division provides members with specially trained police officers and a computer forensic laboratory. Given the specialized nature of this Division, the pervasive presence that computers have in many crimes, and the increasing need for computer forensic services, the Cyber-Crime Investigations Division is a full-time, 24-7 operation. Specific activities of the Division include: investigative assistance, retrieval and preservation of evidence, forensic analysis, documentation of findings and testifying in court. Since its inception, the Division has assisted numerous investigations involving child pornography, guns, drugs, extortion; check fraud, identity theft, and restraining order violations. The Cyber-Crime Investigations Division is comprised of a Forensics Unit, an Investigative Unit and an Education Unit.

The rise in fraud and Cyber-Crime activity puts pressure on the Department's ability to respond effectively as it could, due to the complexity and resources these crimes demand. The main goal of the department in handling these types of cases is, if possible, to recover any currency or property that was stolen. The Department's response to a citizen's fraud or Cyber-Crime report, in most cases, will involve three different sections of our department- patrol, detectives and our officers assigned to the Metro-LEC Cyber-Crime division.

In general, the first line of the fraud report involves a patrol officer taking the initial report and researching and gathering as much information as possible prior to passing it onto the detective bureau. The initial report and follow up by the patrol officer will take several hours to complete. For example, a resident recently became a victim of a phone scam that resulted in the victim's sending \$9,300 in cash to an address in Florida. The basis of the scam was that this elderly gentleman's grandson had been arrested by the DEA in Florida and that he needed the money for bail. The person on the phone portrayed himself as a DEA agent.

This investigation resulted in the officer spending the rest of the shift tracking down the money which was sent via FedEx. While the officer was working with FedEx security in locating the money, detectives were assisting in contacting the local Police Department and the regional DEA office in the jurisdictions where the money was being sent. Within several hours, the officer was able to work with FedEx security and track the money which was on a truck to be delivered. Detectives had been able to track down the DEA field office and corresponded with the agent in charge. The idea was to make a controlled delivery to the address the money was being sent to. After speaking with FedEx and the DEA, it was learned that FedEx put a hold on the package which would alert the suspects who monitor the tracking number that it was intercepted. The box was seized and taken into the possession of the FBI.

The officer had to coordinate with the FBI agent two days later to arrange for the cash to be delivered back to the Needham Police. This required some department documentation to be sent to the DEA office in Florida. Once that documentation was received and the appropriate forms filled out, the money was sent via FedEx back to the Needham Police. Several days later, the Needham Police received the money and arrangements were made with the victim to come to the station to retrieve the money.



There was a lot of time and resources that were devoted to this incident which included pulling a patrol officer from the sector to pursue the matter. When this happens, other sector cars will have to cover the impacted sector. In this case, it involved follow-up to be conducted on several different days for extended periods of time.

This case did not use officers assigned to Metro-LEC, but numerous cases do. The Cyber-Crime unit would be utilized to conduct forensic investigation to examine electronic data that is collected. This process would include the detective's submitting an affidavit for a subpoena or search warrant to retrieve or hold any electronic evidence that was used to perpetrate the crime. This may take several hours, if not days, to complete the process. Officers assigned to the Cyber-Crime unit are patrol officers that are diverted from patrol to assist in the investigation – often leaving patrol short for a period of time, impacting the Department's ability to respond to calls for service efficiently.

These crimes are not only resource intensive, but they require specialized skills. Often, the offenders live in other states and countries, making the investigation more complex and time consuming. Take for instance 'swatting', which is becoming more common in today's society. Swatting is a term used to describe criminal activity by an individual (or group) that knowingly provides false information to police suggesting that a threat exists at a particular location so that police respond with tactical units. Making false threats drains law enforcement resources and can cause significant distress or physical injury to first responders or victims. On September 8, 2014 at 12:01 a.m., Needham Police received a call from a male purporting that he had taken a family hostage, tied them up in the living room and that he was armed with an A/R-15 machine gun. The caller demanded that \$20,000 cash be delivered by a SWAT team. The caller stated that the hostages were an Asian family that consisted of two adults, two children, and a baby. He stated he would kill a hostage every 30 minutes if his demands were not met. As the call went on, the caller became angry and aggravated. Due to the magnitude of this call, additional resources were required. Mutual Aid was requested from adjacent towns, and the Chief and Executive Officer responded to headquarters to take command of the situation. Needham Fire Department responded to the scene with the thermal imaging camera, which was inconclusive. The decision was made to have four officers approach the front door with a ballistic shield and weapons drawn. Contact was made with the homeowner and it was determined that they were all safe. After listening to the call, it was determined that the caller was the person a family member was speaking with that night on Skype. An International case began as it was determined that the caller was from Ottawa, Canada. After a lengthy investigation, the perpetrator was subsequently arrested and sentenced for his many swatting attacks by Canadian law enforcement.

Cyber-bullying is most common among children ages 12 to 17. Thirty-two percent of online teens report experiencing some type of online harassment. Twenty-six percent of teens have been harassed through their cell phones either by voice or text.⁴ Twenty-three percent of youth are bullied both in school and online—often by the same perpetrators.⁵ The importance that officers, especially school resource officers, are trained on how to confiscate devices used by suspects in the commission of cyber-bullying, how to get access to and secure electronic data, and to document cyber-bullying, are critical steps in building cyber-bullying cases.

⁴ Pew Research Center's Internet & American Life Project, "Teens and Mobile Phones", by Amanda Lenhart, Rich Ling, Scott Campbell, and Kristen Purcell, 2010, accessed September 20, 2010, at <http://www.pewinternet.org/Reports/2010/Teens-and-Mobile-Phones.aspx>.

⁵ M. L. Ybarra, M. Diener-West, and P. J. Leaf, "Examining the Overlap in Internet Harassment and School Bullying: Implications for School Intervention," *Journal of Adolescent Health* 41 (6 Suppl 1; December 2007): S42-50.



The majority of cyber bullying in Needham involves kids and teenagers and is extremely time consuming and labor intensive, often taking several days, if not weeks, to complete. These investigations will involve an initial report from an officer or SRO and will be followed up by a detective and Cyber-Crime officer. After the initial interview, detectives may be required to submit an administrative subpoena to identify subscriber info and to preserve any information relevant to the case.

The next step would be to write an affidavit for a search warrant. An affidavit in a computer related investigation can be extremely comprehensive and technical in nature. These affidavits often take several hours to write and may include changes that are suggested by the clerk. Once the search warrant is granted, it is served and electronic evidence is secured. It is important to note that the first search warrant would be for the physical seizure the computer or electronic device.

The next step would be to apply for a second search warrant to examine the contents of the device that has been seized. Once the warrant is granted, the Cyber-Crime officers will take the devices to the computer crime lab in Norwood and complete a forensic exam. This is a long process that puts a strain on patrol and investigative services. Although the case may show up as one incident report, it does not accurately portray the time and resources used to complete the investigation.

Additionally, as cell phones have increasingly become an essential part of people's daily lives, the prevalence of the use of cell phones in the commission of crimes has also dramatically increased. Cell phones have evolved technologically to the point where they are now considered handheld computers. Forensically collecting and examining evidence contained within requires specialized training. The Needham Police Department has two officers assigned part-time as investigators with the Cyber-Crime Investigations Division. The division is operated out of a computer forensic lab located at the Norwood Police Department. These officers are certified in the forensic examination and analysis of cell phone evidence.

Drugs

Drug use and drug-related crime have always influenced the demand for police presence within communities. Unfortunately, the trend is continuing today within the prevalence of newer drugs such as "Molly" and prescription drugs such as OxyContin, along with the heroin epidemic. The National Institute on Drug Abuse (NIDA) claims one in fifteen people who take non-medical prescription pain relievers will try heroin within ten years.⁶ Non-medical use is defined by the United Nations Office on drugs and crime as the taking of prescription drugs, whether obtained by prescription or otherwise, other than in the manner or for the reasons or time period prescribed, or by a person for whom the drug was not prescribed.

Historically, heroin users were low-income and inner-city men, but within the last fifty years, prescription opiates and heroin have become the drugs of choice among affluent, suburban, white populations, equally distributed among men and women, with an average age of 23.⁷ Massachusetts Governor Charlie Baker describes the negative momentum of the opioid epidemic, "With every passing

⁶ National Institute on Drug Abuse (2014, January). *Abuse of prescription pain medications risk heroin use*. retrieved from <https://www.drugabuse.gov/related-topics/trends-statistics/infographics/abuse-prescription-pain-medications-risks-heroin-use>

⁷ Cicero T.J., Ellis M.S., Surratt H.L., Kurtz, S.P. *The changing face of heroin use in the United States: A retrospective analysis of the past 50 years*. *JAMA Psychiatry*. 2014; 71(7):821-826.



month the stories and the data and the trends just get worse.”⁸ The Boston Globe reported that last year in Massachusetts more than 1,000 people died from overdoses of heroin and other opioids, the highest mortality rate recorded in the state. The Centers for Disease Control and Prevention (CDC) estimates that each day forty-six people die from an overdose of prescription painkillers in the United States.⁹

In response to the epidemic, in 2014 Governor Baker created the Opioid Task Force, a working group consisting of experts, people with addiction, and others working in the field. Based upon the findings of the task force, and with funding from legislators, the Massachusetts Department of Public Health (MDPH) has taken steps to address the crisis in four key areas: prevention, intervention, treatment, and recovery support.¹⁰ As a result, Needham Police Officers are now trained in dispensing Naloxone (Narcan) to prevent overdoses in the community. Norfolk County experienced 166 overdose deaths this year. Actual overdoses are not recorded, since the number would be skewed since many overdoses are not reported. In Needham alone, officers responded to eight heroin overdoses in the last year. Officers administered Narcan in six cases and Needham Fire Department administered Narcan in two cases. Of the heroin overdoses, two resulted in death. The Town does not have the actual number of overdoses (i.e.: due to prescription medications), due to the fact that they are classified as medical calls.

The following example will illustrate the resources required to investigate illegal narcotic activity. In October, 2016 the Department began receiving information about illegal drug activity (heroin) in Town. This information was relayed to a detective who initiated an investigation. The first stage of the investigation is to run a complete background on the suspected parties in order to identify potential suspects. Once that is completed, detectives with the assistance of detectives from area communities and patrol officers from Needham begin surveillance of the suspected activity location. The main focus of this effort is to corroborate the information that is given to us by the reporting party. This may take a couple of days, a week, or several weeks to confirm or deny.

The next phase is to develop information that would detail how this activity is being conducted. This is done by using sources to gain intelligence on the inner workings of how this activity takes place. In some cases the Department is able to utilize a source to conduct controlled buys from the suspect. This takes several weeks to develop and implement and utilizes a great deal of resources to ensure it is done safely.

Next, a series of controlled buys is performed to establish probable cause to support a search warrant. An affidavit is written in support of a search warrant, which is an ongoing process that requires the case detective to document all the activities and information that has been reported or observed over the course of the investigation (this may be over a course of several weeks or months).

Next, detectives execute the search warrant and recover evidence to support criminal charges. As part of that evidence, any phones or electronic devices that may be linked or used in the criminal activity are

⁸ Edward M. Kennedy Institute (2015, October 26). *Across the aisle on the MA opioid epidemic*. [Video file] retrieved from <https://www.emkinstitute.org/explore-the-institute/public-events-programs/public/baker2015>

⁹ CDC (2014, July). *Opioid painkiller prescribing: Where you live makes a difference*. CDC Vital Signs. Retrieved from <http://www.cdc.gov/vitalsigns/opioid-prescribing/>

¹⁰ Massachusetts Department of Public Health (2015). *DPH responds to opioid epidemic*. Retrieved from <http://www.mass.gov/eohhs/gov/departments/dph/programs/substance-abuse/dph-responds-to-opioid-epidemic.html>



seized. Any electronic evidence will require additional affidavits and search warrants. The case detective is then responsible to log and catalog the evidence and submit a report documenting the event.

As with Cyber-Crime, in terms of statistics this investigation will show up as one arrest and one incident report, which is not reflective of the time and resources needed to complete such a detailed investigation.

Marijuana Dispensaries and Recreational Marijuana

There are currently nine Registered Marijuana Dispensaries open for business in Massachusetts and one is pending in Needham. Sage Cannabis has proposed an appointment-only system and free home delivery to Needham residents. Sage representatives said they would also limit the amount of marijuana available for purchase to one ounce. Under Article 20 of the Needham Board of Health: REGULATION TO ENSURE THE SANITARY AND SAFE OPERATIONS OF REGISTERED MARIJUANA DISPENSARIES AND THE SALE OF MARIJUANA TO PERSONS WITH DOCUMENTED MEDICAL NEEDS, the Needham Police Department is expected to play an active role in the safe operation of the facility¹¹. In the Commonwealth of Massachusetts, that there are currently 33,079 Active patients, 2,725 Active Caregivers, 173 Registered Physicians and 38, 877 Active Physician Certifications.¹²

As of December 15, 2016, it is now legal for any resident of Massachusetts aged 21 or over to start growing a maximum of 12 cannabis plants at home. They may also possess 10 ounces of cannabis flowers at home and one ounce in public without fearing arrest. Public marijuana smoking is still banned in the same manner as tobacco smoking. With the recent legalization of marijuana, questions arise as to its potential effect on driving and driving safety. The AAA Foundation for traffic safety commissioned a handful of studies to evaluate the impact, if any, in states where marijuana has already been legalized.

Fatal crashes involving drivers who recently used marijuana doubled in the State of Washington after the marijuana was legalized in December 2012, according to the latest research by the AAA Foundation. New research also shows that legal limits for marijuana and driving are arbitrary and unsupported by science, which could result in unsafe motorists going free and others being wrongfully convicted for impaired driving. The Foundation examined drug tests and fatal crashes in Washington after the legalization and found the following:

- The percentage of drivers involved in fatal crashes who recently used marijuana more than doubled from 8 percent to 17 percent between 2013 and 2014.
- One in six drivers involved in fatal crashes in 2014 had recently used marijuana, which is the most recent data available.

“The significant increase in fatal crashes involving marijuana is alarming,” said Peter Kissinger, President and CEO of the AAA Foundation for Traffic Safety. “Washington serves as an eye-opening case study for what other states may experience with road safety after legalizing the drug.”¹³

¹¹ <http://needhamma.gov/DocumentCenter/View/12342>

¹² <http://www.mass.gov/eohhs/gov/departments/dph/programs/hcq/medical-marijuana/>

¹³ <http://newsroom.aaa.com/2016/05/fatal-road-crashes-involving-marijuana-double-state-legalizes-drug/>



As a result of the legalization of marijuana and the potential for increased traffic accidents related to marijuana related impaired driving; the Department is sending officers to ARIDE (Advanced Roadside Impairment Driving Enforcement) training. After officers complete this two day course, they will have to take the Drug Recognition Expert (DRE) training. This training is a two-week course, followed by field exercises. Officers are expected to maintain their certification for at least five years and may, from time to time, be called upon to assist other agencies.

There are many questions that are still unanswered regarding the legalization of marijuana. There is not a lot of data to study, but trends in other states that have legalized marijuana have indicated an impact on public safety and health related services. Although the data comes from other legal marijuana states, law enforcement is anticipating and preparing to see an increase in several areas that will have a direct impact on our workload:

- Impaired operation
- Increase in youth marijuana use
- Thriving black market
- Diversion to neighboring states
- Parcel diversion
- Increase in Marijuana related ER visits and hospitalizations
- Increase in youth exposure and overdose related to edibles.

These types of issues, although hard to quantify at this time, will increase the Department's workload and challenge our ability to properly handle the calls for service with the existing staffing level. The biggest area for concern is for the youth of the community, and the Department will have to commit additional resources to education, enforcement, juvenile services, and mental health incidents related to increased marijuana use.

Community Policing

In the 1990s, the new philosophy of Community Policing started to evolve as the new norm of policing. Community Policing was conceived as a way to develop greater trust between the police and the community. It grew out of the perception that reacting to crime was not enough. Through the years, the Needham Police Department has grown into a department that has reached out to the community through a variety of programs.

Domestic Violence Action Committee

Established in 1994, The *Needham Domestic Violence Action Committee* is a community-based interagency and interdisciplinary team formed to raise awareness of domestic violence, teen dating violence, elder abuse and other related issues in the Needham community. A Lieutenant is a member of this committee and works closely with other members of the committee to educate and serve as a valuable resource to survivors of domestic violence.

Domestic violence calls are similar in terms of time consumption. Although most domestic violence calls result in an arrest, this does not solve the underlying problem. Proper and constant intervention for domestic violence calls is imperative. People who are exposed to domestic violence often experience physical, mental, or spiritual shifts that can endure and worsen if they are not addressed. According to a study done by the Centers for Disease Control, nearly three in every 10 women—about 32 million—and



one in 10 men in the United States who experienced rape, physical violence and/or stalking by an intimate partner reported at least one measured impact or effect related to forms of violent behavior in that relationship.¹⁴

Domestic victimization is correlated with a higher rate of depression and suicidal behavior.¹⁵ In addition, Children who witness violence at home display emotional and behavioral disturbances as diverse as withdrawal, low self-esteem, nightmares, self-blame and aggression against peers, family members and property.¹⁶ Officers designated to special committees will be able to devote their time and expertise in a manner that will be beneficial to all.

Rape Aggression Defense (R.A.D.) Classes

The Rape Aggression Defense System is dedicated to teaching women defensive concepts and techniques against various types of assaults, by utilizing easy, effective, and proven self-defense/martial arts tactics (however, R.A.D. is not a Martial Arts program). The system of realistic defense provides women with the knowledge necessary to make an educated decision about resistance. Safety and survival in today's world requires a definite course of action. This program provides effective options by teaching women to take an active role in their own self-defense and psychological well-being. The Needham Police Department currently has three trained Rape Aggression Defense officers who teach R.A.D. The Department attempts to run two classes annually and they tend to fill up quickly.

Drug take Back

In 2010, according to the Centers for Disease Control and Prevention, enough pharmaceuticals were prescribed to medicate every American adult around-the-clock for one month. Some of these prescriptions and over-the-counter drugs decay in the home and are highly susceptible to diversion, misuse, and abuse. More Americans currently abuse prescription drugs than the number of those using cocaine, hallucinogens, heroin, and inhalants combined, according to the 2010 National Survey on Drug Use and Health. Studies show that the majority of teens who abuse prescription drugs obtain them from family or friends for free, including from the home medicine cabinet.¹⁷ Improper disposal methods can pose both safety and environmental hazards.

The Needham Police Department has a “drug take back” container located in the lobby of the Police Department, which promotes the safe discarding of unwanted prescription drugs. In addition, the Needham Police Department conducts two “drug take backs” annually. On average, the Needham Police Department collects 600-800 pounds of prescription medications annually.

Mountain Bike Patrol

The bike unit is designed to increase patrol coverage in areas where traditional vehicles cannot access. The bike unit is comprised of several Needham Police Officers certified in the “Cops on Bikes with

¹⁴ Black, M.C., Basile, K.C., Breiding, M.J., Smith, S.G., Walters, M.L., Merrick, M.T., Chen, J., & Stevens, M.R, The National Intimate Partner and Sexual Violence Survey (NISVS): 2010 Summary Report, (2011), Atlanta, GA: National Center for Injury Prevention and Control, Centers for Disease Control and Prevention. www.cdc.gov.

¹⁵ U.S. Department of Justice, Office of Justice Programs. Bureau of Justice Statistics, June 2014

¹⁶ Peled, Inat, Jaffe, Peter G & Edleson, Jeffery L. (Eds) Ending the Cycle of Violence: Community Responses to Children of Battered Women. Thousand Oaks, California: Sage Publications, 1995.

¹⁷ Fass, Jennifer (2011). Prescription drug take-back programs. 68. Fort Lauderdale, FL: American Journal of Health- System Pharmacy.



Education for Bicyclists" (COBWEB). Bike officers may perform the same duties as patrol officers such as answering calls for service and enforcing pedestrian and traffic laws. The unit works primarily in the summer months and patrols special events, including, but not limited to: NBA Sidewalk Sale, 4th of July Celebrations, NBA Harvest Fair, road races, Needham High School football games and High School and Middle School "Back to School" nights and graduations.

Car Seat Installation

The Needham Police Department has a sworn officer who is certified to install car seats for families. The officer's objective is to insure the car seats are safely and properly installed, and to make sure that the owner knows how to properly install or move the seat to another vehicle. Since 2007, the Department has installed an average of 461 car seats a year.

The Needham Coalition for Suicide Prevention/ Needham Crisis Intervention Team

Suicide is a serious public health problem and a leading cause of death and injury nationwide. It has also seriously and negatively impacted the Town of Needham. In response, a broad-based coalition was created to study the problem and make recommendations to the community. The Needham Police Department has an officer dedicated to attending the meetings and working with the community to make a difference. Mental health issues are on the rise and without proper intervention, people who are affected may not be able to obtain the help that they need. The Needham Police Department has seen an increase in mental health calls.

During the years 2014, 2015 and 2016, the Needham Police Department has transported to a mental health facility 69, 79, and 75 mental health patients, respectively. Mental health calls are extremely dangerous for officers, the community and the patients themselves. On numerous occasions, officers are physically assaulted by combative patients. Mental health calls require a minimum of two officers who can be tied up for several hours in order to transport the patient, and complete the necessary paperwork and follow-ups.

In an added response to the increasing number of mental health cases, three Needham Police Department officers have completed the *Crisis Intervention Training* program and may be dispatched to calls/situations that involve persons who may be in crisis due to mental illness or other factors. These Crisis Intervention Officers will also make necessary referrals and conduct follow ups, when needed.

In November of 2016, a CIT trained officer worked with a Lieutenant to file a Section 35 (Warrant of Apprehension) for a resident in Town experiencing mental health issues. Since 2005, officers responded to his home 56 times, 39 of those calls were a result of his being intoxicated. His level of intoxication made him combative with his elderly parents and officers who responded to the scene. This individual is bipolar and self-medicates for this condition with alcohol. In November, officers discovered weapons hidden inside and outside the residence. As his condition worsened, his elderly parents would attempt to seek intervention for him, but after a couple weeks stay at a hospital, he would be released and sent back home. The officer conducted many follow ups and worked with the court to get this individual the treatment he needed. In addition to seeking intervention for the individual, the officer also filed a mandated report with Elder Services. Many dedicated hours were allocated to seeking intervention for the individual and creating a safe environment for his elderly parents. The officer who was responsible for the follow up is a patrol officer who had to be diverted from the patrol shift to continue with this case.



Traffic Management Advisory Committee

A Needham Police Lieutenant attends the Traffic Management Advisory Committee meetings monthly. The role of the Traffic Management Advisory Committee (TMAC) is to evaluate and make recommendations to the Board of Selectmen about public education, enforcement, and improvement of the safety of the public ways in Needham for vehicle, pedestrian, and bicycling traffic. The goal is to provide the safety of pedestrians, motorists, and bicyclists. It is imperative to work with members of the community in an effort to keep residents and visitors safe.

The Needham Schools Emergency Advisory Team (NSEAT)

This is a committee that meets regularly throughout the school year to discuss school related issues. The SRO and Police Chief attend these meetings.

Needham Substance Abuse Coalition

This coalition incorporates a collaborative, community-based, and data driven prevention approach to reduce alcohol, marijuana and other drug uses among Needham youth. Through community education, partnership and strategic action, the Coalition hopes to decrease risk factors and increase the protective factors associated with substance use to enhance the health and safety of our youth. A Lieutenant is assigned to the coalition and the Chief attends meetings on a regular basis. The department conducts alcohol and tobacco compliance checks in conjunction with the Board of Health within the Town of Needham.

Human Rights Committee

A Lieutenant is assigned to the Human Rights Committee (HRC) which meets monthly and holds numerous educational events throughout the year. The general purpose of the HRC is to reaffirm the worth and dignity of every human being. The diversity of the community is celebrated through education, community outreach and community response.

The Department also has officers assigned to the following community events, groups, and committees:

- Triad
- Needham's Roundtable
- Needham Housing Authority
- Powder Puff flag football game (coached by NPD staff)

These are just some of the committees that the Needham Police Department works with. As the Department's mission statement states: "The Needham Police Department is committed to excellence in everything we do. We pledge to maintain a close working relationship with the community to protect life and property, and maintain a safe and peaceful environment for all. We will perform our sworn duties ethically, maintaining respect for individual rights, human dignity, cultural diversity, and community values."

Needham is a diverse community and the Needham Police is an inclusive department. Officers who are assigned to special committees work with other members of the community to provide the best resources and intervention available to the community. Intervention and follow-up takes time, patience and dedication. There is no quick fix for any problem that officers are presented with. For example, due to the lack of hospitals to provide long-term care for mental health patients, officers often deal with the same people over and over again to obtain constant intervention and resources to keep them from a being harm to themselves and others.



Social Media

As technology has changed, so has the Needham Police Department. The Needham Police Department has taken an active role and has created a strong media presence in order to promote Department goals. Using social media networks like Facebook and Twitter, the department can quickly communicate with citizens regarding traffic-related issues, current trends, press releases and requests for assistance. These platforms can also be used to handle some complaints and concerns. Finding time to dedicate to social media postings can be a challenge.

Administrative Services and Licensing

The Needham Police Department takes an active role in serving Harassment Prevention Orders and Restraining Orders to protect victims of domestic violence from harassment. The Department also serves summonses for witnesses, criminal summonses for defendants, search warrants, criminal arrest warrants, warrants of apprehension, civil commitment orders for involuntary hospitalization pursuant to M.G.L. Chapter 123 s12, and prisoner commitment orders pursuant to M.G.L. Chapter 123 s18(a). With the new CAD system, the Department now has the capability to track the issuance of Harassment Prevention Orders and Restraining Orders. This year, officers have served 30 orders. Over the past five years, officers have processed approximately 200 License to Carry (LTC) permits and Federal Identification cards and assisted walk-ins with fingerprinting for job applications.

Growth in Residential Housing Stock

Needham's housing stock is increasing partly due to the residential and commercial growth. It is not uncommon to see multi-family units being built where a single family residence once stood. Consulting with the Town of Needham's Engineering Department and Building Department, it is estimated that five-10 single family residence and demolished annually and subdivisions are built in their place. A few examples are:

Rockwood Lane- A single family house was demolished and nine single family houses are being built on the land.

Sunrise Terrace- A single family house was demolished and six single family houses are being built on the land.

Hutter Ridge- The single family house remained on site, and six additional single family houses are being built.

50 Dedham Avenue- Ten single family residences were constructed above downtown commercial businesses.

Needham has continued to see a steady residential growth; especially under housing being built under the state's affordable housing law, Chapter 40B. Chapter 40B is a program created by Massachusetts in 1969 to allow developers to override local zoning bylaws in order to increase the stock of affordable housing in municipalities where less than 10% of the housing stock is defined as affordable. In order to qualify for Chapter 40B zoning relief, at least 20-25% of any proposed development must provide housing which serves households at or below 80% of the area's median income. As of 2016, 12.61% of the Town's housing stock qualifies as affordable.



Needham's landscape has changed in many ways due to the increased use of the 40B law. On a smaller scale, the Town has seen single family homes being knocked down and many housing units be built in its place. For example, Greendale Village was once a single family home and now 12 housing units have replaced it. A single family house once stood at the location of 28 Webster Street, but that too has been replaced with 10 housing units. Housing within the town has also changed on a larger scale due to larger developments being built.

900 Greendale Avenue- Greendale Village now has twelve multi-family dwellings where one single family residence once stood.



28 Webster Street- There is now a ten multi-family unit where one single family home once stood.



797 Highland Avenue- Suites of Needham. Eight multi-family units replaced one single family residence.



925 Webster Street- Needham Sail Lofts. This was once a commercial building that was transformed into a 6 unit multi-family dwelling (Formerly the location of the commercial business The Wicker Lady).

Greendale Avenue is on its way to becoming the home of the new 40B development, Modera Needham. This development is located on a 6.02 parcel of land on Greendale Avenue adjacent to Route 128. Work commenced in October of 2016 by Mill Creek Development. The development design features 136 units spread across 10 townhouses and one large five-story building.

Charles River Landing is located in Needham Crossing at 300 Second Avenue. 350 units, Charles River Landing has 88 units designated as affordable on an 8-acre parcel of land. Charles River Landing was also built under the state’s affordable housing law.



Recently, the Town has approved the construction of 390 additional units in Needham Crossing on Second Avenue. The project, to be constructed by Toll Brothers, is fully permitted and is expected to break ground this spring. And, in May, 2016, Town Meeting approved a mixed-use residential overlay that would allow up to 250 additional units in the Wexford Street area.

Healthcare and Assisted Living Facilities

Needham’s healthcare and assisted living facilities have also been expanding over the past several years. Beth Israel Deaconess Hospital has done numerous expansions and renovations, including the new Cancer Center and Surgical Pavilion. These healthcare and assisted living facilities contribute to the desirability of Needham as a place to live.

North Hill



North Hill is a continuing care retirement community offering healthcare and hospitality to those 65 or older located at 865 Central Avenue. It currently has 72 beds for skilled nursing, 45 assisted living apartments and 323 independent living apartments. North Hill recently completed the Avery Building which consists of 45 independent living apartments.

Residences at Wingate

Wingate is located at 589 Highland Avenue. This facility provides 142 beds for short term rehab and long term care. The Residences at Wingate (Phase 2) provides 91 units for Independent Living, Assisted Living and Memory Care. Once Phase 3 is completed, the facility will provide an additional 52 independent living apartments.



Kindred Living/Avery at Needham Heights

Independent and assisted living is offered at Kindred Living at Needham Heights. They currently offer 62 apartments. Kindred Transitional Care and Rehabilitation is also located in Needham Heights and offers 142 beds.

Briarwood

Briarwood Rehabilitation & Healthcare Center is a 120-bed Subacute Rehab and Nursing Community located at 150 Lincoln Street. This facility is located only a few hundred feet away from Beth Israel Deaconess Hospital-Needham.

Commercial/Residential (Mixed) Growth

Development in Needham Crossing is well underway. Located next to Route 128, Needham Crossing is designated for mixed-use zoning. The purpose of the mixed-use zoning is to mix residential and commercial space, spurring economic growth. Needham Crossing development plans include a 390-unit residential 40B; slated to be called the '2nd Avenue Residences' and two garages. With the Residence Inn (132 rooms) already operation on B Street, plans are in place to build another one next door. The 2nd Avenue Residences will have its own residential parking. In addition, Needham Crossing has the Sheraton Hotel that offers 254 rooms. Construction of Hilton Hotel property is also underway on First Avenue. In June, the Massachusetts Housing Partnership awarded Needham a housing Hero Award, in recognition of its efforts to bring in economic development and housing to Needham Crossing.

Commercial Growth

In partnership with the City of Newton and the Town of Needham, the Newton-Needham Regional Chamber of Commerce has developed an economic development and marketing strategy for the N² Corridor. The area consists of approximately 500 acres, straddling the Newton-Needham border along I-95/Route 128, the N² Innovation Corridor is principally comprised of two business parks, Needham Crossing in Needham and Wells Avenue Office Park in Newton, as well as the Highland Avenue/Needham Street commercial corridor.



The N² Innovation District is home to an increasing number of innovative businesses—new and established, large and small. This area will be comprised of retail, office space and open space integrated with housing and nearby transit, providing an affordable and desirable place to create, prosper, and adapt to an evolving business climate. Newton and Needham have experienced strong job growth over the past ten years, showing 6% growth in employment from 2005 to 2015. Some of the innovative companies located in the N² Corridor itself include.¹⁸ Some of the companies include:

- Trip Advisor:
Trip Advisor moved its Corporate Headquarters to Needham in 2015. The offices are contained in a six story, 280,000 square-foot building located at 300 First Avenue in the Needham Business Park. The new office building can accommodate 1,500 employees.
- PTC:
The company has acquired 24 other software companies since 1988. The company has offices located on Kendrick Street. PTC currently employs 1,000 people.
- Turbine:
Turbine is a developer and operator of online entertainment. The company recently expanded its 45,000-square-foot facility by an additional 24,000 square feet. The studio employs more than 350 people.
- Verastem:
Verastem is a clinical-stage Biopharmaceutical company. In 2015, the company moved to Needham from Cambridge and signed a lease for a 15,000-square-foot space on Kendrick Street in Needham.
- Shark Ninja:
Shark Ninja is relocating its Headquarters to Needham and recently signed a lease for a new 150,000 square foot office building in the Needham Crossing. The company reports that they are looking to hire more than 100 employees.

In addition, Northland Investment Corporation has unveiled the conceptual outlines of a project that could dramatically transform the section of Newton, located on the Needham line. The project encompasses multiple properties totaling more than 28 acres on and near Needham Street and may include up to 950 rental units, a mix of market and affordable units.

The above businesses are just an example of larger businesses relocating to Needham Crossing. As commercial development increases, there will be an increase to vehicular traffic and pedestrians. With these numbers increasing, there's a high probability that more motor vehicle offenses will occur, traffic crashes, and crimes in general. Having increased patrol coverage and visibility in this area will not only allow officers to provide adequate police services, but will serve as a deterrent. Towns, such as Dedham and Westwood, have seen an increase retail related crimes and calls for service due to the commercial growth.

¹⁸ Camoin Associates | N2 Innovation Corridor – Economic Development & Marketing Strategy



Traffic

With the Add-a-Lane project underway, accessibility to the Needham Crossing and overall, the N² corridor will be improved; however, public transportation is limited. The Eliot and Newton Highland stations on the Green Line are the nearest T stations, both approximately two miles away from the N² corridor. With the growth of the commercial and residential district and the limited public transportation to the area, the amount of traffic flow has increased. Officers have already seen an increase to MV crashes. Due to the number of motor vehicles travelling in and out of that area on a daily basis, officers will have to perform more selective enforcement in the area of Needham Crossing in an effort to keep everyone safe.

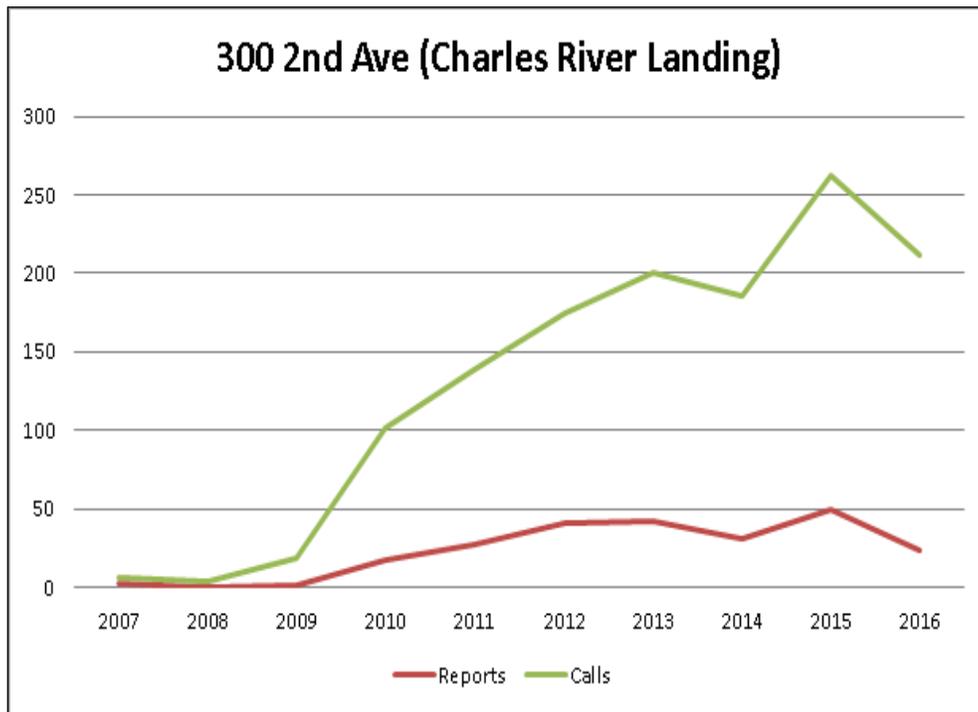
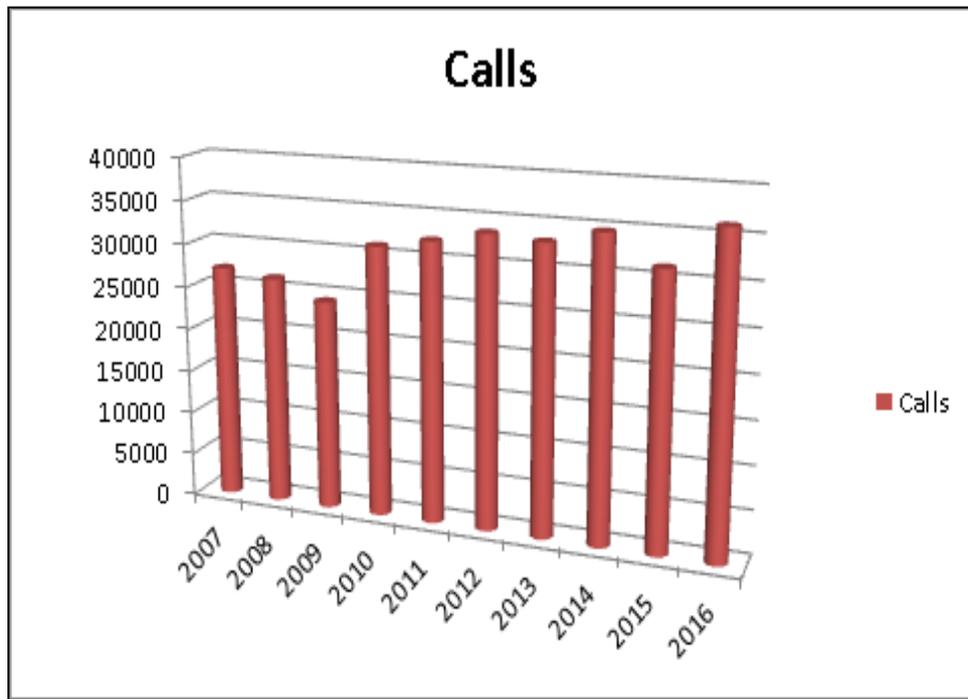
Crashes			
	2016	2015	2014
Highland Ave/2 nd Ave	3	4	2
4 th Ave/Kendrick St	9	6	3

Crashes that are more serious in nature (i.e. motor vehicle v. pedestrian) require a higher level of investigatory skill. The Needham Police Department currently has two officers trained for accident reconstruction. This training is comprised of three sections- Basic Crash Investigation, Advanced Crash Investigation and Crash Reconstruction, each section requiring 80 hours of training. Investigations of this magnitude take expertise and time. For instance, for the motor vehicle v. pedestrian crash that occurred in December 2016 on Webster Street, the accident reconstruction officer has dedicated 18-20 hours to date on the investigation. In addition to responding to the scene, the officer applied for a search warrant to access the Event Data Recorder from the vehicle. Additional resources are utilized to assist with downloading the data and the crash analysis is performed. This is still an ongoing investigation.

The motor vehicle v. pedestrian crash that occurred on Christmas Eve also required a higher level of investigation and is still an ongoing investigation. The accident reconstruction officer has dedicated 6-10 hours so far on this investigation that includes applying for a search warrant for the Event Data Recorder and the analysis of the data.

Calls for Service Analysis

Overall, calls for service are on the rise. This can be attributed to the increase in motor vehicle traffic, mental health related calls, the number of multi-family facilities and hotels being built, and the number of commercial/retail establishments under construction. The two charts below indicate that overall the calls for service have increased though the years and Charles River Landing call for service have increased as well.



Dedham and Westwood have experienced commercial growth over the past several years, and have seen an increase in calls for service, including, but not limited to: MV crashes, counterfeit currency, identity theft, shoplifting, larceny, and stolen motor vehicle reports.



Although the calls for service have declined slightly, 34,368 calls in 2014 to 31,462 calls in 2016, officers have completed more offense reports. Offense reports rose from 1,729 in 2014 to 1,887 in 2016. As the police department becomes more service oriented, officers are taking more time on calls, conducting follow-up investigations, reaching out to additional resources, and writing reports. Often calls require some type of follow-up investigation, which consumes the officer’s time, and frequently takes him/her away from normal patrol duties.

Schools

Needham currently has five Elementary Schools, two Middle Schools, one High School, two private schools and one college. The school population has continued to increase steadily over the past 10 years. The Needham Police department currently has two full-time police officers who serve as School Resource Officers. One SRO is assigned to the high school and maintains an office there. The second officer is responsible for the middle schools and elementary schools.

School Year	Enrollment	Percentage Change
2007/2008	5,013	0.4%
2008/2009	5,115	2.0%
2009/2010	5,311	3.8%
2010/2011	5,358	0.9%
2011/2012	5,409	1.0%
2012/2013	5,476	1.2%
2013/2014	5,523	0.9%
2014/2015	5,519	-0.1%
2015/2016	5,581	1.1%
2016/2017	5,588	0.1%
Increase	575	11.5%

Source: DESE

The growing school enrollment has, and will, continue to put pressure on the Department in several areas. With the increase in enrollment comes an increase in vehicular and pedestrian traffic, parking complaints, and traffic complaints such as speeding in and around the neighborhoods surrounding the schools. One of the areas that currently impacts staffing is school crossing coverage. The ability to have extra staff to alleviate some of these issues is critical to the ability to provide effective police services and keep the children safe. The Department covers 62 school crossings on a daily basis. Currently there are approximately 18 crossing guards who cover the 62 assignments. A majority of the crossing guards are on their second career after retirement, and are prone to miss crossings, some regularly, during inclement weather. It is very difficult to hire crossing guards due to the hours and commitment required.

If more than one crossing guard calls out sick, it is up to patrol to supplement the crossing guards. A majority of these crossings are between seven and eight o’clock in the morning. Filling these crossings, which is a priority, diverts officers from the patrol shift. Covering two shifts in the morning typically requires diverting two officers from the road, leaving one officer and one sergeant on the road to cover the Town. The Department is experiencing an increase in calls involving students with various issues such as cybercrime, theft, bullying, and social media. School safety issues require that more officers be available to respond and to ensure safety of students/teachers. On an average, the Pollard Middle School generates about 115 calls for service annually and the High School generates about 230 calls for service annually. The Walker School creates additional challenges for police officers. The Walker School



provides intensive services for children and youth facing complex emotional, behavioral, and learning challenges and generates about 155 calls for service annually. Multiple patrol units in addition to the shift supervisor are dispatched to the calls for service at the Walker School for several reasons. Often, officers are assisting with the search of a child with different types of challenges. It is paramount that the child is located as quickly as possible to protect the child from harming himself/herself or others. Many calls result in mutual aid and K-9 assistance in the search. Frequently, the call results in a mental health transport.

Increased staffing would allow more officers to engage in community policing to forge a bond with the students and would allow for officers to implement various programs to educate and connect with students through programs such as a student police academy, self-defense, and computer safety classes.

In the last several years, the Needham Police Department has worked in collaboration with the Needham School District in increasing awareness and implementing a plan to respond to threat-based scenarios. Unfortunately, we live in a world where violence in schools is increasing, and the need to focus on active shooter type scenarios is a reality. In July 2014, the Massachusetts Task Force Report on School Safety and Security required that school and public safety officials collaborate to formulate a multi-hazard evacuation plan for schools. One aspect of that plan is the active shooter/violent intruder response.

In response to this requirement, the Department has worked side by side with the schools in the development, training, and implementation of the A.L.I.C.E. protocol. This provides preparation and a plan for individuals and organizations on how to more proactively handle the threat of an aggressive intruder or active shooter event. Whether it is an attack by an individual person or by an international group of professionals intent on conveying a political message through violence, A.L.I.C.E. Training option based tactics have become the accepted response, versus the traditional "lockdown only" approach. Protection and safety must be the priority in an Active Shooter event or Terrorist Attack.

The implementation process is ongoing and the training is done on a yearly basis. The SROs are actively involved in this process, as are members of the detective bureau and administrative staff. In addition, the Needham Police Department has put together an emergency response guide/book for each school that includes a blueprint on many aspects of our response including such things as school keys, floor plans, numbered locations and evacuation guidelines. The Department trains annually on violent intruder/active shooter type scenarios.

Recommendations

The work performed by the Needham Police Department has become more complex. Calls concerning domestic violence, mental illness and substance abuse always tie up two units, often for protracted periods of time. Each of these call types requires a written report. When units are tied up on calls or reports, fewer units are on the road to respond to calls for service. Officers assigned to foot patrol are constantly called off their beats to handle radio calls because sector cars are tied up. The numbers of officers assigned to each shift are at or near minimum staffing levels. Because the numbers are close, the Department fills a lot of shifts on overtime when officers get injured, take vacation time, sick time or attend training. This is an expensive alternative and results in limited officers working more hours.

Needham has seen a steady and moderate commercial and residential growth. The residential growth, which appears to have increased slightly over time, has begun to show a steady increase over the last



several years. This is due in part to the increase in residential developments, nursing home units and the commercial development in the Needham Crossing location. As we have outlined in this document, Needham is growing in all areas and the demand for service will continue to grow with it. Despite this growth, Needham Police staffing is not at the level it was prior to 1990. Since this growth is expected to continue, it is critical to ensure the Needham Police has the staffing levels necessary to maintain the safety of the community. We recommend funding for four full time positions. Below is an explanation of our current staffing followed by our recommended staffing options.

Midnights (12 am- 8 am)

The current staffing required is a three officer minimum on the road and one sergeant. Under current staffing, two cruisers cover either sector 3 and 4 or 1 and 2 (or some variation thereof). The third officer is assigned to the umbrella car (UC), which is the primary back up officer providing Town wide coverage. This deployment can become an officer safety concern, as the closest back up officers maybe on the opposite side of Town.

Days (8 am- 4 pm)

The current staffing requires a five officer minimum on the road and one sergeant. At minimum staffing, there are four cruisers assigned to the four sectors, one officer assigned to the desk, and there is no UC car to back up officers or handle calls for the sector units who are tied up on calls or reports. This means that officers from one sector are forced to respond away from their sector to assist.

Evenings (4 pm- 12 am)

The current staffing requires a five officer minimum on the road plus one sergeant. If at the minimum we have four cruisers assigned to the four sectors and one officer assigned to the desk. At minimum we do not have a UC car to back up officers or handle calls for the sector units who are tied up on calls or reports. This means that officers from one sector are forced to respond away from their sector to assist. If units are tied up on multiple calls dispatchers may stack or hold lower priority calls. Currently, the 8:00 a.m. – 4:00 p.m. shift complements are above average; however, on the 4:00 p.m. – 12:00 a.m. and 12:00 a.m. to 8:00 a.m. run at the minimum staffing 30% of the time.

Staffing Options

The first option would be to add two officers to community service/outreach to augment patrol with follow up services that are needed and two officers to the patrol staff to balance the shift compliments. The first officer would be assigned to elder affairs, mental health, domestic violence and substance abuse. The primary duties would be to provide follow up services to residents who fall into one of the above categories and to provide community outreach and education. In the last several years the Department has seen an increase and demand for health services related to our elderly population and from people who suffer from mental illness.

A majority of the time with a mental illness call, officers transport the party to the ER for treatment. This takes two officers to transport the patient or, in cases where the ambulance transports the patient, one officer in the ambulance and one following. This process can tie up two officers for numerous hours leaving the shift shorthanded. If this were to happen on a midnight shift that would leave the Town with a sergeant and one patrol officer in town. Unfortunately, there are individuals who are transported multiple times a year.



This new position would allow the community service officer to be proactive in following up with the individual and coordinating services that can help predict future episodes and prevent reoccurrences.

The same philosophy would apply to incidents that involve domestic violence and elderly residents. Although, the Department performs well on-scene with these cases, follow-up services are lacking due to limitations with staffing. Having the ability to have an officer who will collaborate with other town or state agencies to problem solve in order to assist some of the most vulnerable residents is an important part of policing. Norfolk County District Attorney's Office and Chiefs from Norfolk County strongly recommends that departments assign an officer as a Domestic Violence Officer.

The second community service officer would be assigned as the liaison to the Needham business community, Needham Crossing, Needham Housing Authority and project development. The ability to have one officer to be the contact person for the business community in regards to development, community affairs and the coordination of ongoing road and building projects would greatly improve efficiency and eliminate redundancy. The officer would be more accessible to the Needham Housing authority and have the ability to foster relationships and create a committed presence. This officer would also be responsible to coordinate with the business community on upcoming projects that may impact roadways around our business districts.

The third and fourth officers would be placed in the patrol rotation in order to balance the patrol staff. The addition of the new officers will ensure that a UC car is available on all day and first half shifts.

The Department has one community service officer who is responsible for numerous duties and requires an inordinate amount of time working and managing traffic supervisors. Currently, there are 22 traffic supervisors who cover 66 crossing sites every school day in the morning and afternoon. The school crossings are a priority for the department and must be filled if vacant. The Community Service Officer is responsible to track and enter attendance and coordinate with the various shifts about crossing vacancies. The officer is also responsible for various aspects of school safety programs and works with the school department to implement and educate students and staff on various safety related issues. The duties that are mentioned above now fall under the Community Service Officer, who already has a full plate. The groups listed above deserve more attention.

An alternative option would be to add one community service/outreach officer who would be responsible for a combination of the duties listed in Option 1. The other three officers would be spread through the patrol division in order to balance the shift complements. The addition of the new officers would allow the Department to ensure there is a second UC car on all day and first half shifts. This proposal would add a UC car to cover sector 3 and 4 which covers the lower end, Needham Crossing and the Needham Mews area. The second UC would cover sector 1 and 2. Not only would this provide more coverage in the designated patrol areas, it would also provide a measure of bench strength that would allow the Department to cover patrol vacancies due to illness, vacation, injury and vacancies without paying overtime or ordering to the shifts.

Additionally, adding the third officer to the rotation on the midnight to eight shifts would ensure that each sector is covered by one unit instead of one unit for two sectors. Not only would this provide more coverage in the designated patrol areas, it would also provide a measure of bench strength that would allow the Department to cover patrol vacancies due to illness, vacation, injury and vacancies without paying overtime.



Conclusion

The Town of Needham has seen a change in the growth of the community, school enrollment, residential and commercial development. Needham has become a desired and sought after destination for both commercial development and residential living. With easy access to route 128, Mass Pike, Route 9 and Route 95, Needham is an attractive place to live, work and play.

Needham Crossing continues to expand to include commercial office space, residential units, and retail opportunities.

The N² Innovation District in Needham and Newton is expected to expand further in the next few years with plans already in place to add hundreds of units of apartments and condominiums, a grocery store, two new hotels, restaurants and retail. The addition of a dedicated exit ramp into the corridor from I-95 and already funded plans to improve other roadways and add bike lanes and sidewalks will only increase the overall pedestrian and motor vehicle presence in Needham on a daily basis.

The number of uniformed staff in the Needham Police Department has not changed since 2000, and the total uniformed staff is still less than it was prior to 1990. Call volume has been increasing gradually with calendar year 2016 call volume at approximately 36,000 calls for service. There was a slight dip in calls in 2015 that we attribute to two factors. First, the harsh winter resulted in extremely cold temperatures and record-breaking snowfall. Second, the Department converted to a new computer aided dispatch system. With the new system came a steep learning curve that resulted in transition period for the officers and dispatchers. The calls for service graph on page 34 shows the overall increase in calls between 2007 and 2016. In 2007, the Department responded to approximately 26,000 calls compared to 36,000 in 2016.

The Needham Police Department has made great strides in community engagement. Members of the Department serve on numerous committees or groups that work collaboratively to educate, problem solve and engage various populations in an attempt address issues before they escalate into a police related call. Policing today is so much more than fighting bad guys, it is about the community working together to solve the community's problems. Community service is an area that should be expanded to address the Town's most vulnerable residents.

Moving forward, the Department proposes the deployment of four additional officers as outlined in Staffing Option 1. Policing over the years has changed and the work performed by the Needham Police Department has become more complex and time consuming. For instance, a car accident that involves just property damage may take one to two officers 1-3 hours to complete, where a more complex personal injury accident, like the one on Webster Street in December, 2016, occupies several officers for numerous hours and even days to complete the investigation. A routine arrest will tie up a sergeant and a minimum of two officers for several hours in order to complete the booking and bail process.

The main benefit to Staffing Option 1 will allow the Department to bolster the community outreach/services position. As it stands now, officers do a good job at handling the calls for service but the Department lacks the resources to better follow up in certain situations due to limited manpower. Having the ability to have dedicated personnel to work with mental health, elderly and domestic violence related issues would allow the officer to address certain issues and refer to the appropriate services prior to a reoccurring event. For example, we have dealt with one individual over 30 times



since 2014 in regards to substance and mental illness related issues. The process to help this individual is a long and arduous task and not suitable for a patrol officer to handle. It would mean a lot to the family to have one contact within the police department who is familiar with the individual assisting the family through these very difficult times. This approach will impact the repeated calls for the same individual or problem. Knowing how dangerous these calls can be, any way we can limit our response is a positive outcome for all.

The second community service officer would allow us to have an officer dedicated as the liaison to the Needham business community, Needham Crossing, the Needham Housing Authority and special projects. This officer would be responsible to coordinate with the business community on upcoming projects that may impact roadways around our business districts. This will improve operational efficiency as the flow of information to the department can flow through one officer instead of several officers, as now happens.

Moreover, an officer would be more accessible to the Needham Housing Authority and have the ability foster relationships and create committed presence with housing authority residents. The third and fourth officer would be placed in the patrol rotation in order to balance the patrol staff. Currently, there are typically four sector cars and a UC car on the day and evening shift. The addition of the new officers would allow the Department ensure a second UC car on all day and first half shifts. This would add a UC car to cover sector 3 and 4 which covers the lower end, Needham Crossing and the Needham Modera area and the second UC would cover sector 1 and 2. Not only would this provide more coverage in the designated patrol areas, it would provide a measure of bench strength that would allow us to cover patrol vacancies due to illness, vacation, injury and vacancies without paying overtime.

Here in Needham, our residents expect and deserve a high level of service from our employees and funding four officers will help our efforts to engage the community in problem solving while providing added coverage for our changing and diverse population, and to address current and changing demands from commercial, residential and retail development.

