New Bedford Police Department

Organizational Assessment

and

Strategic Plan

Final Report

November 18, 2018

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The Public Safety Strategies Group would like to thank the Mayor of the City of New Bedford, the Chief of the New Bedford Police Department, appointed and elected officials, police department members, community groups, civic organizations, social service providers, business leaders, neighborhood groups, members of the clergy, school personnel, hospital staff, and other stakeholders who provided insight into the current operations and the future of the New Bedford Police Department.   Your time and input is greatly appreciated.

Respectfully submitted,

Kym Craven, Director

Contents

Introduction

After a competitive bid process, the city of New Bedford (City) retained the Public Safety Strategies Group LLC (PSSG) to conduct a comprehensive review of the New Bedford Police Department (NBPD) to determine the level of operational effectiveness and efficiencies within the department and to provide recommendations for future operations.

The last review of the department occurred over twenty years ago. That report was initiated due to a lawsuit - which is not unusual, as department reviews often occur during times of turmoil. However, the current review was sought as a way to proactively find solutions to inefficiencies or issues that might be discovered. The goal as stated in the Mayor's State of the City Address was to "help the department go from good to great." The effort also began at a time during which the view of policing was changing and many communities were faced with improving and often repairing relationships. After the tragedies of September 11, federal funds shifted away from community programming efforts and were dedicated to more militaristic and threat assessment approaches. Tactical uniforms became more present as daily attire, and acquisition of military equipment for police operations became popular as special operations teams expanded.

During this time, communities abandoned many proactive strategies and relationships became strained. The Obama administration developed a task force that included police leaders from across the country and embarked on a series of listening sessions. The outcome was a report called the 21st Century Policing Task Force. The report identified the six pillars of modern policing that communities are now using as a guiding beacon to revamp police operations. The recommendations in this report, when possible and appropriate, reflect the information and guidance provided in the Task Force report.

Recommendations in this report cover many areas; while action steps are provided, the city will need to prioritize. Some recommendations can be achieved quickly without external funds, but many will require funding, and some will not be possible without negotiations with the bargaining unit.

The key to the implementation of this process is the assignment of a project manager and implementation team to oversee the work.

About the New Bedford Police Department

The following describes the department structure, staffing, deployment, and facilities.

Structure

The department is divided into several bureaus, each with differing responsibilities aimed at delivering high-quality public safety services.

- The Administrative Services Division includes functions such as payroll, fiscal oversight, billing, and grants, as well as crime analysis and facilities.

- The Animal Control Division investigates cases involving animal attacks and reports of abuse or neglect and attends to nuisance calls.

- The Communications Division handles the dispatching for 911 and business calls.

- The Central Records Bureau is responsible for all police reports: CORI checks, trespass notices, stolen autos, missing persons, sex offender registrations, subpoenas, restraining orders, and harassment orders.

- The Criminal Investigative Division investigates crimes such as robbery, homicide, felonious assault, burglary, forgery, larceny, fraud, and embezzlement.

- The Family Services Division includes the Juvenile, Elderly, Domestic Violence, Sexual Assault, and Missing Person sections. Detectives from this unit investigate cases of sexual assault on both juveniles and adults, cases involving child abuse and exploitation, crimes in which juveniles are the primary suspect, and cases that involve missing adults and juveniles. This division also includes civilian advocates who assist victims with obtaining domestic abuse protection and harassment orders and who provide support to the victims throughout their cases.

- The Firearms Bureau is responsible for the issuance of all firearms licenses and related permits and for tracking firearms evidence.

- The Identification Bureau provides crime scene investigation, including photography, fingerprinting, and collecting evidence from scenes.

- The Management Information System Division oversees all computer, radio, and video and audio equipment (including maintenance on the City's E911 system) for the New Bedford Police Department, which includes an inventory of 150 desktop computers, over 50 mobile computers, multiple servers, and more than 300 portable radios.

- The Crime Analysis Unit prepares crime statistics for use in CompStat presentations, tracks crimes to establish patterns and trends, and issues bulletins as needed.

- The Organized Crime Intelligence Bureau focuses on the identification, suppression, and control of illegal street-level narcotics and prostitution activities.

- The Port Security Division provides security to both the waterfront and the New Bedford Municipal Airport.

- The Division of Professional Standards is responsible for investigating complaints of misconduct alleged to have been committed by members of the New Bedford Police Department and should have jurisdiction over the development and testing of policies and procedures.

- The Traffic Division is responsible for enforcing the traffic laws and parking regulations and for responding to traffic complaints. The Traffic Division is also responsible for dignitary escorts, funeral escorts, parades, elections, and assisting the Department of Public Works with enforcing the snow ban.

- The Training Division is responsible for recruiting candidates, investigating the backgrounds of potential new hires, and conducting annual training for all police officers, E911 dispatchers, and police cadets. The division also maintains training records and certifications for the department.

In addition to the deployment for core department functions on a daily basis, there are several specialized teams to support operations.

- The Tactical Patrol Force (TPF) maintains order during incidents that require additional resources or expertise.

- The Special Reaction Team (SRT) is a group of specially trained and equipped officers whose purpose is to deal with serious or highly volatile situations, such as the arrests of violent suspects, hostage situations, barricaded persons, hazardous search warrants, and other similar incidents.

- The Crisis Negotiations Team (CNT) is specially trained to communicate with barricaded persons, hostage takers, and those suffering from mental illness.

Deployment

The New Bedford Police Department is broken into three police stations and a police headquarters building that also houses training, detectives, and administrative staff.

Station 1:   Located in downtown, Station 1 handles all patrol issues for the center of the city.

Station 2:   Located in the south end of the city, Station 2 handles all patrol issues for the south end of the city.

Station 3:   Located in the north end of the city, Station 3 handles all patrol issues in the northern section of the city.

Headquarters: Located just outside of the city center, Headquarters houses administrative and command staff members, detectives, training, and central records.

Each station has a captain, lieutenants, sergeants, and patrol officers.

The current staffing of the NBPD includes 251 sworn members. In addition to the chief, the positions and staff allocations are as follows:

Table 1: Sworn Department Member Allocation[1]

Title	Number Assigned
Deputy Chief	1
Captain	6
Lieutenant	13
Sergeant	39
Officer	157
Detective	35
Total Sworn	**251**

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1. The numbers reflected in the staffing allocation table are based on a point-in-time snapshot, which can change on a frequent basis due to retirements or resignations and new hires.

Like many agencies, the department gained strength in the early 1990s through hiring supplement grants. When that occurred, New Bedford had over 280 sworn officers. The number today is less than the authorized strength, which is common due to attrition rates.

Lacking proper data, PSSG was not able to complete the full data analysis portion of the project, but will continue to work with the department on this topic. Data challenges are discussed later in the report. The department provided its assessment of the number of patrol officers needed across the city. The numbers provided in the table below reflect what was provided to PSSG. The department did not provide an analysis that supported the numbers.

Table 2: NBPD Proposed Shift Schedule

Location	Shift		
	A 0000-0800	B 0800-1600	C 1600-2400
Station 1	9	6	9
Station 2	5	5	6
Station 3	8	6	9
Total Patrol	**22***	**17****	**24****
*Includes an officer for staffing the Central Records Bureau. **Does not include an officer for the Central Records Bureau.			

The staffing of cars varies by shift and location. On A shift there are four two-person cars, on B shift there are not any two-person cars, and on C shift there are five two-person cars. There was not sufficient justification for use of two-person cars. Any call, even the most minor, can become a significant call, so safety is not a substantiated reason for sometimes a single person car and other a two-person car. The overall goal is to create increased coverage by opting for all single person cars. Traffic stops can be a dangerous *type* of call for officers, yet rarely include a two-person response. If the *department* were to deploy in all single-person cars, the overall coverage would increase. Backup could still occur as needed for calls. With more cars on the street, a call could end up with three officers and three cars at a call rather than just a single car with one or two people. The mere presence of additional cruisers can also be a force multiplier for the community. A

change to single-officer deployment would require additional patrol cars but could happen relatively quickly for a reasonable investment in the fleet.

In addition to the sworn personnel, 42 civilians support police operations for the department. The number of civilians in the department has nearly doubled from the number employed in the last study, but improvement could still occur to increase civilian staffing. The current civilian staff allocation appears below.

Table 3: Civilian Staff Allocation

Title	Number Assigned
Administration	4
Animal Control	3
Chief's Office	3
Communications	21
Central Records Bureau	3
Details	1
Domestic Violence	7
Total Civilian	**42**

The department has a number of strategic goals, unit objectives, and performance measures. These targets were developed both by former and current administrations. However, there is little ownership of the goals, lack of implementation plans, and inconsistent tracking.

The measures for FY17 were slightly different from those listed in the FY18 budget report; the progress report for FY18 did not have the same measures tracked in the same manner. The following shows the measures for FY18.

Goal 1

Change the perception of safety and reduce fear of crime in the city of New Bedford by developing collaborative relationships based on trust and respect within the community.

Objective 1: Implement the principles of Community Policing into the New Bedford Police Department by aligning organizational management, structure, personnel, and information systems to support community partnerships and proactive problem-solving.

Objective 2: Employ the SARA (Scanning, Analysis, Response, Assessment) Model throughout the organization.

Goal 1: Performance Measures	2016 Actual	2017 Budget	2017 Projected	2018 Proposedl
# of cases utilizing the SARA Model and Community Policing efforts to address crime or quality of life issues	N/A*	400	396	425
# of Directed Patrols	1,878	1,900	1,890	1,905
# of Community Meetings	50	100	95	150

Goal 2

Incorporate into the daily operations of the New Bedford Police Department a culture of goal-oriented, data-driven and information-sharing performance.

Objective 1: Identify a consultant to conduct a Strategic Planning Process in FY18 that will establish a five-year plan for the organization.

Objective 2: Conduct regular biweekly CompStat meetings with Division Commanders.

Objective 3: Expand New Bedford's safety net by facilitating monthly intelligence meetings with local, regional, state, and federal partners to exchange and gather information on impact players.

Goal 2: Performance Measures	2016 Actual	2017 Budget	2017 Projected	2018 Proposed
# of crime incidents identified and strategic plans of action implemented as a result of CompStat meetings	N/A*	80	78	85
# of impact players identified as a result of monthly intel meetings	N/A*	144	130	150
# of biweekly CompStat meetings held	N/A*	26	26	26
# of regional law enforcement (police/non-police) partners who attend 50% of monthly intel meetings	N/A*	8	10	12

Goal 3

Continue to maintain peace and order through enforcement of all applicable laws and ordinances.

Objective 1: Gather accurate and timely crime intelligence, establish patterns, and use data to drive Hot Spot deployment to targeted areas.

Goal 3: Performance Measures	2016 Actual	2017 Budget	2017 Projected	2018 Proposed
Total # of reported calls	76,744	77,500	77,000	77,200
# of citations issued	6,966	7,349	7,500	7,600
# of arrests made	3,755	3,604	3,800	3,850
# of accidents reported	3,403	3,427	3,390	3,387
# of field interview reports	363	400	390	475
# of traffic stops	6,055	7,000	6,900	7,200
Murder and non-negligent manslaughter	3	5	2	2

Goal 3: Performance Measures	2016 Actual	2017 Budget	2017 Projected	2018 Proposed
Rape	45	50	47	43
Robbery	263	275	269	261
Aggravated assault	717	750	726	720
Burglary	762	779	776	771
Larceny/theft	2,358	2,401	2,372	2,369
Motor vehicle theft	300	306	302	301
Arson	21	26	22	23

Goal 4

Reduce the rate of long-term, systemic crime in the city of New Bedford.

Objective 1: Establish a prevention task force to reduce opioid misuse and addiction and to decrease opioid overdose deaths.

Objective 2: Increase collaboration with existing support groups within the community aimed at increased awareness and education to prevent domestic violence.

Goal 4: Performance Measures	2016 Actual	2017 Budget	2017 Projected	2018 Proposed
Average age of victim(s) of overdose	34	30	32	33
# of uses of Narcan	176	300	295	403
# of drug overdoses	493	406	502	510
# of drug-related deaths	27	21	23	22
# of team outreach visits	216	260	250	262
# of referrals for service	122	150	136	150
# prevention education presentations	N/A*	50	26	60
# of domestic violence calls reported	2,879	3,200	2,901	2,895
# of domestic violence calls assisted by night advocates	204	210	220	225

Goal 4: Performance Measures	2016 Actual	2017 Budget	2017 Projected	2018 Proposed
# of restraining orders issued	108	150	126	132
# of serial batterers identified	102	110	109	116
# of referrals for service or programs	137	150	140	155

The goals and stated performance measures are discussed in the findings and recommendations section.

Project Methodology

This section briefly describes the methodology used during the study. To initiate the project, members of PSSG met with the chief and command staff members to outline the project, the proposed timeline, the items PSSG needed to review in order to complete the assessment, and any questions the command staff had about the project. A material request consisting of various reports related to staffing and deployment, training records, case management, and documents such as budgets, collective bargaining agreements, and call-for-service data were submitted to the department.

Interviews

During the course of the project, PSSG team members conducted four multiday site visits during which several team members participated in various interviews. Interviews were completed with various police department members (both sworn and civilian), municipal department heads, stakeholder agencies, community organization representatives, and community members. While the police department suggested some interview participants, PSSG had the flexibility to interview any community member. PSSG offered telephone interviews to those unable to participate in person. Some individuals elected not to participate in the requested meetings. Below is a representative list of the interviews conducted.

- Chief
- Command staff members
- Public information officer
- School resource officers
- Detectives

- Patrol officers (including those in the union)
- Port security
- Gang unit members
- Administrative support staff
- Crime analysis
- Grants
- Fiscal operations
- Government leaders (appointed and elected)
- Other city departments
- Neighborhood leaders
- Community members
- Social service agencies
- Chamber/tourism
- Faith-based leaders
- Schools
- Health services
- External police departments

Community Meetings

PSSG held two community meetings during one site visit, and one community meeting on a subsequent site visit. Police personnel were not permitted to attend the community meeting so that community members could speak freely.

Ride-Alongs

In addition to the interviews, each member of the PSSG team toured the city and participated in ride-alongs to gain an understanding of the different areas within the city and how to facilitate multiple community-based meetings. The ride-alongs provided a way to add relevance to anecdotal information gained in the interviews and community meetings.

During the review, PSSG evaluated how NBPD uses its resources and deploys its personnel to achieve its mission and goals.

Data Analysis

PSSG requested material such as maps of stations and sectors, deployment rosters, training records, case management information, ShotSpotter information, organizational charts, shift schedules, budgets, grants, facility plans, discipline outcomes, and related material to learn about department operations.

Observations and Recommendations

PSSG reviewed and has provided recommendations in the following areas:

- Organizational Culture
- Goals and Performance Measures
- Facilities, Station Locations, and Deployment
- Data
- Organizational Structure
- Command Positions
- Sworn vs. Civilian Positions
- Supervision and Accountabilty
- Appearance
- Administrative Polcies and Procedures
- CompStat
- Training
- Equipment/Resources
- Vehicles/Fleet
- Computer Aided Dispatch/Records Management Stystems
- Management Information Systems
- Camera and ShotSpotter
- Fiscal—Grants and External Funding
- Communications Center
- Detectives and Specialized Units
- Investigation and Unit Redundancies
- Domestic Violence
- School Resource Officers
- Marine/Harbor Patrols
- Animal Control
- Print Shop
- Community Engagement/Community Policing (opioid crisis, homelessness, youth programming)
- Court
- Traffic
- Officer Wellness and Safety

- Internal and External Communication
- Record Keeping
- Southeastern Massachusetts Law Enforcement Council
- Integration of 21st Century Policing Six Pillars

The following provides an overview of major findings and recommendations.

Organizational Culture

To be most productive, a police department, like any organization, needs a positive and healthy organizational culture. A positive and healthy culture ensures efficient operations.

Negative culture and low morale are the most concerning areas of the NBPD, and both appear to be long-standing. There is little evidence of a team approach, and there is significant resistance to change within the patrol division. The command staff does not appear to readily embrace innovation and often gravitated to sentiments such as "this is how we have always done it" and "things will never change."

Factors limiting the chief's ability to make change include the stringent promotion process (based on civil service) and the lack of opportunity to bring in outside leaders who share his vision.

There are also some areas that are within the control of the chief and are in need of improvement, such as communication. Which while improving, communication can be enhanced by formalizing the outreach – for example after staffing meetings sending a bulletin rather than just an email.

An area related to organizational culture of significant note is the number of open internal investigations that were in the department when the current chief was appointed. There were over 50 active cases that required close out. This was a tremendous undertaking which was completed by the current administration.

Other areas, such as investment in training, require the support of the mayor and council for funding. Still others require the commitment and responsibility of each individual member of the organization as a whole.

According to Schein,[2] several key factors (listed below) contribute to a healthy organization.
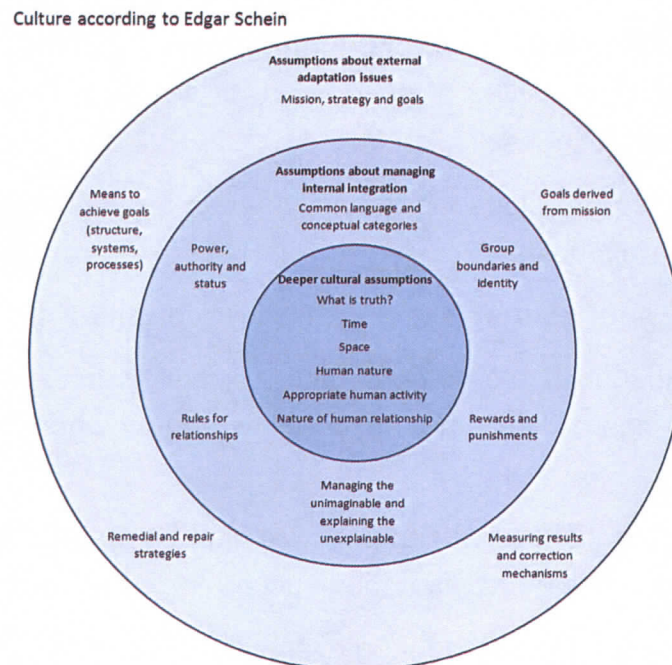
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2. Edgar Henry Schein (born 1928), a former professor at the MIT Sloan School of Management, has made a notable mark on the field of organizational development in many areas, including career development, group process consultation, and organizational culture.

- Acceptance and appreciation for diversity
- Regard for and fair treatment of each employee as well as respect for each employee's contribution to the organization
- Employee pride and enthusiasm for the organization and the work performed
- Equal opportunity for each employee to realize their full potential within the organization
- Strong communication with all employees regarding policies and organizational issues
- Strong leaders with a strong sense of direction and purpose
- Ability to use innovation to meet demands
- Appropriate turnover rates
- Investment in learning, training, and employee knowledge

Figure 1: Conceptual Model of Schein's Organizational Culture

Culture according to Edgar Schein

Assumptions about external adaptation issues

Mission, strategy and goals

Assumptions about managing internal integration

Common language and conceptual categories

Means to achieve goals (structure, systems, processes)

Goals derived from mission

Power, authority and status

Group boundaries and identity

Deeper cultural assumptions

What is truth?

Time

Space

Human nature

Appropriate human activity

Nature of human relationship

Rules for relationships

Rewards and punishments

Managing the unimaginable and explaining the unexplainable

Remedial and repair strategies

Measuring results and correction mechanisms

Adapted from Schein, E. (2010) Organisational Culture and Leadership
www.sidewaysthoughts.com

There are several questions that tie into culture, including the following.

Mission, strategy, and goals: What does the agency stand for and what is it trying to achieve?

Goals tied to the mission: How and by whom are goals defined and implemented?

Measuring results and correction mechanisms: How are the goals measured? Are successes celebrated and shortcomings corrected?

Means to achieve goals (structure, systems, processes): Is authority granted to subordinates to try strategies and support actions toward goals? Are appropriate rewards and recognition given?

Common language and conceptual categories: Is there a shared understanding of terms and concepts? (See discussion on community policing where this is not occurring.)

Group boundaries and identity: Is mutual respect shown for all segments of the agency (both sworn and civilian)?

Rewards and punishments: Is recognition of contributions equal among the various types of units?

Managing the unimaginable and explaining the unexplainable: When events such as an officer suicide, line of duty death, or severe transgression occur, is there an appropriate response?

Rules for relationships: Does the agency interact appropriately with each other and with external stakeholders?

Power, authority, and status: Is enough flexibility given for shared ownership?

What is truth: How do personal perceptions or biases intersect with the actual reason for why things do or do not occur? How and by whom are such fallacies corrected?

Time: Are the expectations of when things will happen realistic or are timelines so tight that failure happens more often than success?

Space: Is the physical space adequate and supportive of operations? Do the facilities foster collaboration?

Human nature: Are the department members intrinsically motivated to do their best or are they motivated by money and status?

Appropriate human activity: Do department members strive to make the best of every situation and focus on community betterment? Or have they determined in their minds that things will never change and entered a phase of bitterness and complacency?

Nature of human relationships: Do department members see each other as team members and allies? Or is each person or group an island focusing only on their own efforts or daily routines?

These seemingly simple questions can turn into complex evaluations with challenging answers. As part of the implementation process and development of actions to support the goals of the strategic plan, the Strategic Plan Project Manager and Steering Committee should consider using these questions as part of a baseline climate survey and process by which to measure progress. Taken as a whole, with many answers having revealed negative aspects of the organization and abounding issues of mistrust, changing the culture of the NBPD will be a challenge.

During many of the interviews, department members assumed a victim identity with such statements as "the city isn't funding us, the mayor does not support us, the chief micromanages, the community expects too much, and we are understaffed." Many cynical comments were shared. Few of those interviewed took a proactive stance on wanting to be part of systemic change. There was little recognition that the department is part of the overall governmental organization of New Bedford; in its place was a siloed attitude of a police department separated from the rest of the city government. This "us vs. them" attitude was seen both internally between the different divisions and externally when some department members referred to the community.

Given that this is a long-standing problem within the police department, the chief needs latitude, time, and resources to make changes. This effort should not be likened to a sprint, but rather a marathon.

The chief, being a part of the whole, will have an uphill climb toward instituting change. To be effective, he needs to have a team that can help with his efforts. As chief, he must contend with day-to-day operations as well as changing the culture. Evidenced in both written documentation and anecdotal information shared in interviews, morale in the NBPD has been low and a poor culture has prevailed for at least 20 years.

If the city wants change, it must invest not only in infrastructure, training, and resources used daily but also in personnel to help the chief change the mindset and direction of the agency. Furthermore, if change is to be accomplished, the chief needs to not only have a long-term plan but also the security of a contract covering a long enough period of time to effect change.

Of all the recommendations made, changing the culture must be the cornerstone of the efforts, otherwise the root causes of dissent will not be addressed and efforts to enhance

performance will not be successful. While the chief is making strides in this area and is dedicated to the effort, culture is not something a single person can change; organizational change takes between three and five years.

Goals and Performance Measures

As stated, the current goals and performance measures were in part created by the current chief and in part continued from the past administration. The creation of these goals appears to have been an exercise to support the budget.

While each goal has merit, there should be a framework for the goals linked to the mission, vision, and values of the department. The performance measures listed are input rather than measures. The measures are the actual changes.

For example, Goal 1 is to "change the perception of safety and reduce fear of crime in the city of New Bedford by developing collaborative relationships based on trust and respect within the community," which has two objectives (strategies).

Objective 1: Implement the principles of Community Policing into the New Bedford Police Department by aligning organizational management, structure, personnel, and information systems to support community partnerships and proactive problem-solving.

Objective 2: Employ the SARA (Scanning, Analysis, Response, Assessment) Model throughout the organization.

The measures include the number of cases utilizing the SARA Model and Community Policing efforts to address crime or quality of life issues; a more appropriate performance measure would be the change in perception of safety. Using SARA could be a way to foster a change in perception, but it is not the measure of change.

Goal 3 is listed as "continue to maintain peace and order through enforcement of all applicable laws and ordinances." Like each of the other goals, the performance measures here are inputs, such as number of arrests made, number of accidents reported, number of traffic stops made, and similar measures. Enforcement might be carried out to reduce traffic crashes or to increase safety, with the measure being a reduction in crash-related injuries.

The chief needs to form a Steering Committee that is representative of all segments of the department to first define the mission, vision, and values and then to establish goals that are "owned" by the group. During interviews, department members were unaware of the current goals and measures. Further, CompStat does not focus on the performance

measures (inputs). The disconnect between administration and operations where these goals are concerned speaks both to lack of communication and lack of involvement from department members in shaping the behavior of the department and its connection with the community.

While the committee-based process fosters department-wide collaboration and creates shared responsibility, the chief can still provide the context and focus of the group. A top-down approach will only continue to reinforce the negative aspects discussed in the culture section. This report also discusses the six pillars of policing as defined by the president's Task Force on 21st Century Policing. The six pillars should be used as the framework for establishing and categorizing the goals. The process of redefining the police department is a step in the process for changing the culture.

Facilities, Station Locations, and Deployment

This section discusses the current facilities and their locations as well as complications that have arisen from decentralized deployment. As described, the city has three police stations located in the central, southern, and northern sections of the city. In addition, there is a separate evidence facility as well as a separate headquarter building The number of facilities in New Bedford far exceeds the number in comparable communities.

The following table shows the station coverage area, road miles, populations, and households for the three different stations.

Table 4: Basic Station Demographics

Station	Square Miles	Road Miles	Population	Households
1	3.68	94.37	25,320	12,095
2	3.14	75.83	23,644	10,618
3	14.81	194.91	46,109	20,220

The vast difference between stations 1 and 2 as compared to the area of station accentuates the need to create a citywide deployment strategy that focuses on sectors over stations.

All of the facilities, including the stations, headquarters and evidence storage, are in poor condition and do not meet the needs of a contemporary police department. While there is a plan underway to replace the station in the south end with a new building, this is not the best fiscal investment for the city. Given all facilities need updating it is not fiscally

prudent to spend the funds on a station that will then become obsolete with a new state of the art police station.
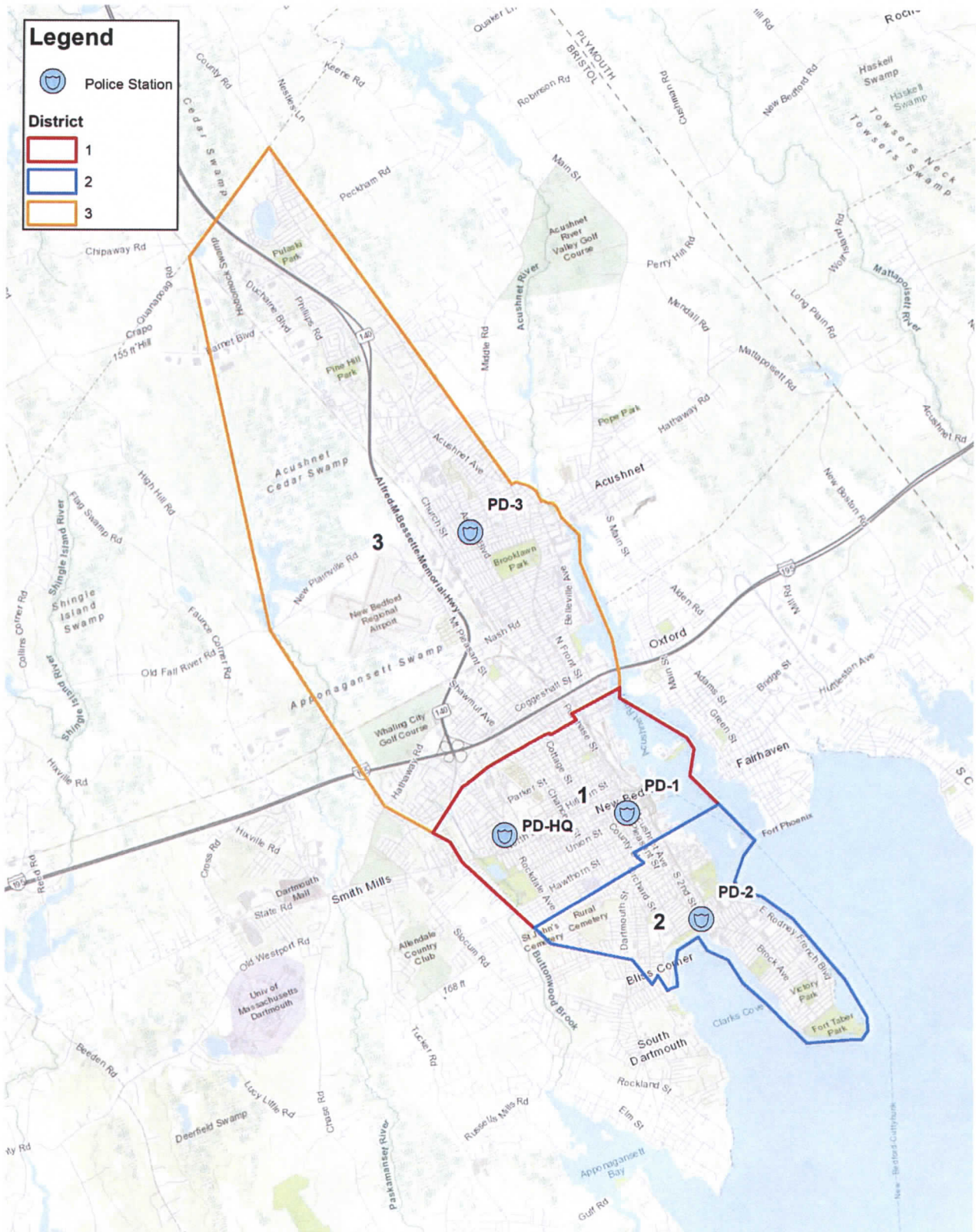
The evidence storage is a particular liability. Part of the facility experiences leaks. There is not proper ventilation for drug storage, the area is disorganized, evidence was not secured properly during our visit, and security and cameras need enhancement. These issues have been discussed with the department and requests have been made for improvements.

The NBPD needs a modern police facility where all personnel can work and which provides office space for administration, report writing and research, detectives, firearms licensing, training, meetings, physical fitness, booking and detention, evidence processing and preservation, recording-keeping, and other operational functions.

The NBPD needs to develop an overall capital plan to address its facility needs as well as an ongoing maintenance plan. For a city of its size, three stations and a headquarters are not necessary. The city should appropriate funds for a single facility to house all police functions. Policing doesn't happen in stations: It happens on the streets. As such, the presence of neighborhood police stations does not enhance police services. Although many community members expressed a desire for these neighborhood-based police stations because "that is where the officers are," officers on duty should be out patrolling in their sectors—not housed in the stations.
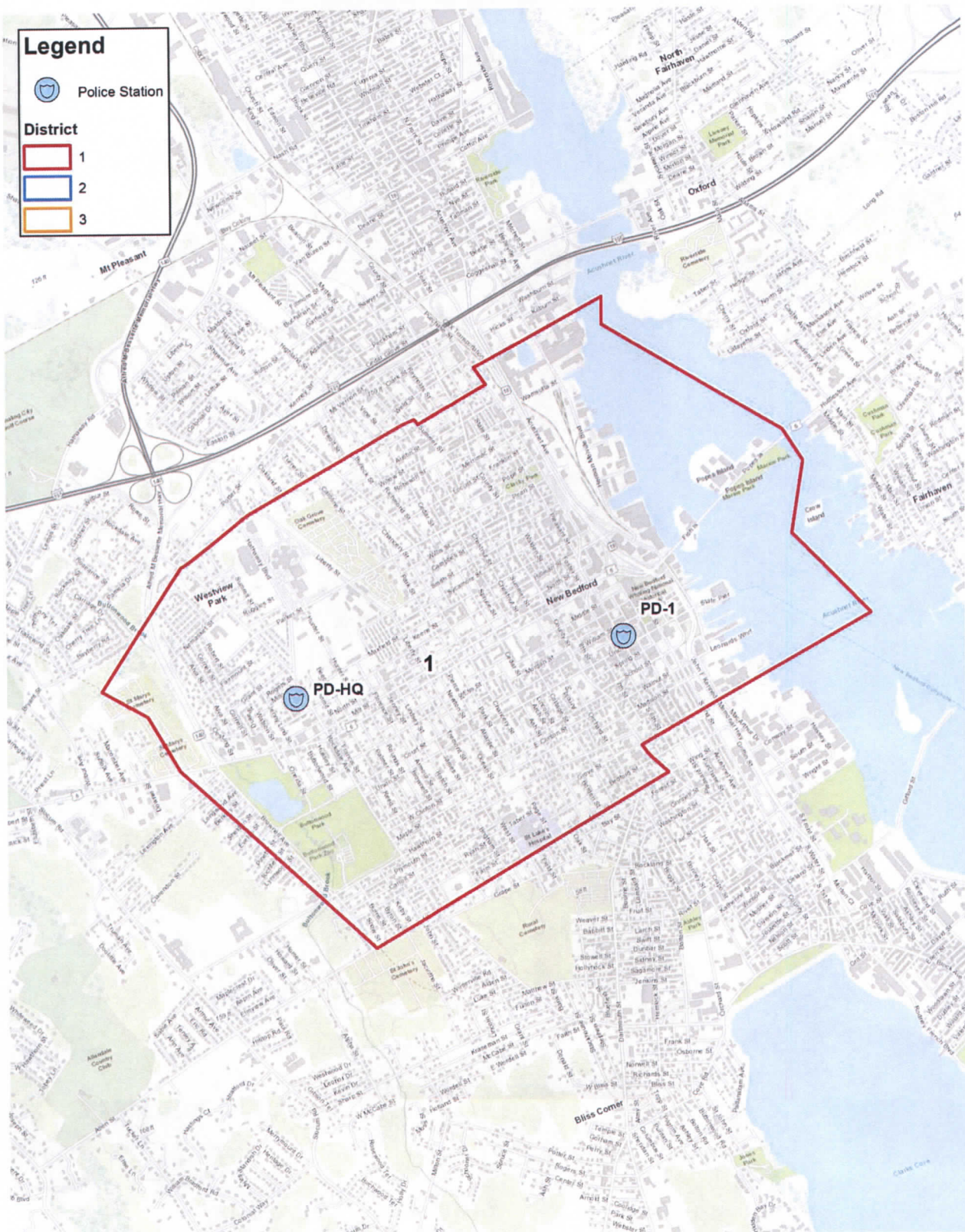
Maps of each station area appear on the following pages.

Map 1: Citywide View

Map 2: Station 1