



CITY COUNCIL
Regular Meeting

City Councillor Joseph A. DelGrosso
City Council Chamber – Revere City Hall
281 Broadway, Revere, Massachusetts 02151
Calendar
Monday, December 12, 2022, 6:00 PM

Salute to the Flag

1. **Roll Call of Members**
2. Approval of the Journal of the Regular Meeting of December 5, 2022

Public Hearings

3. **22-335** Hearing called as ordered on the application of Gerinaldo Nunez, 149 Cummins Highway, Roslindale, MA 02131 requesting a special permit from the Revere City Council with respect to no more than one principal nonresidential structure may be allowed on a single lot to enable the appellant to install a shipping container on the property for the temporary storage of parcels at 297 Lee Burbank Highway, Revere, MA 02151.
4. **22-336** Hearing called as ordered on the application of Shirley Avenue, LLC, 163 Shirley Avenue, Revere, MA 02151 requesting a special permit from the Revere City Council to enable the appellant to raze the existing non-conforming structure and construct a brand new five (5) story mixed-use structure consisting of two (2) commercial units on the first floor and thirty-two (32) residential units on floors two (2) through five (5) at 163 Shirley Avenue, Revere, MA 02151.
5. **22-337** Hearing called as ordered on a petition submitted by National Grid & Verizon to install two new jointly owned poles on Fernwood Ave. and 454 Broadway. In accordance with the plan on file (Plan# 30571975)
6. **22-338** Hearing called as ordered on a petition submitted by National Grid to install underground electrical conduits from proposed new pole P899-2 on Fernwood Avenue, Revere, MA at Revere, MA in accordance with the plan on file. (Plan #30571975)
7. **22-339** Hearing called as ordered on a petition submitted by National Grid and Verizon to install a jointly owned pole P3139-1 at 275 Squire Rd, Revere, MA in accordance with the plan on a file. (Plan#30590222)
8. **22-340** Hearing called as ordered on a petition submitted by Verizon and National Grid to install two jointly owned poles on Walnut St., Revere, MA near the intersection of Brookline St. Revere, MA for service to a new residential structure at 121 Walnut St. Revere, MA in accordance with the plan on file. (Plan #30660786)

Communications

9. **22-341** Communication from City Solicitor Paul Capizzi relative to CO 22-246 (Revere Police Department personnel matters)

10. 22-342 Communication from the Mayor relative to an update regarding the Revere High School Construction Project

Motions

11. 22-343 Motion presented by Councillor Morabito, Councillor Novoselsky: That the City Council award Certificates of Appreciation to the "Singing Seniors" who bring holiday cheer throughout the City with their caroling.
12. 22-344 Motion presented by Councillor Morabito: That the Mayor provide the City Council with an update on the following Council Order 22-143 that was approved by the Mayor on May 24, 2022: That the Mayor request Community Development and the DPW to install decorative street lamps extending the entire length of Broadway.
13. 22-345 Motion presented by Councillor Keefe: That the City Council award Certificates of Commendation to the Revere Pop Warner Cheerleaders in recognition of their success at the National Cheer Championships in Disney.
14. 22-346 Motion presented by Councillor Novoselsky, Councillor Morabito: That the Mayor be requested to establish, as soon as possible, two positions (one full-time, and one part-time) for the Revere Society for Cultural and Historic Preservation at 108 Beach Street. Grants or CDBG could be used to fund these positions.
15. 22-347 Motion presented by Councillor Rizzo: That the City Council award a Certificate of Commendation to Arthur W. Foshey in recognition of his 95th birthday. Mr. Foshey is a 23 year Navy Veteran who served in WWII, Korean War, Vietnam War, and the Lebanon Crisis.

Late Motions

16. 22-348 Motion presented by Council President Visconti: That the City Council direct the City Clerk to draft a City Council Rule of Order for the purpose of providing guidelines for public participation at City Council meetings.
17. 22-349 Motion presented by Councillor Serino, Councillor Rizzo: That the Mayor provide an update on Council Order 22-287 from the meeting of October 17, 2022 relative to a request that a meeting be held to discuss the status of the property known as the Quality Inn located at 100 Morris Street with the Mayor, Inspector of Buildings, City Solicitor, License Commission, Frank Stringi and/or the new Community Development Director.

Late Communication

18. 22-324 Veto message from the Mayor relative to Council Order 22-324, An Act Repealing Chapter 402 of the Acts of 1965.



CITY COUNCIL
Regular Meeting

City Councillor
Joseph A. DelGrosso
City Council Chamber
Journal
Monday, December 5, 2022

Regular Meeting of the City Council was called to order at 6:00 PM. President Gerry Visconti presiding.

Salute to the Flag

1 Roll Call of Members

| Attendee Name | Title | Status | Arrived |
|--------------------|------------|---------|---------|
| Anthony Cogliandro | Councillor | Present | |
| Patrick M. Keefe | Councillor | Present | |
| Joanne McKenna | Councillor | Present | |
| Steven Morabito | Councillor | Present | |
| Ira Novoselsky | Councillor | Present | |
| John F. Powers | Councillor | Present | |
| Dan Rizzo | Councillor | Present | |
| Richard J. Serino | Councillor | Present | |
| Marc Silvestri | Councillor | Present | |
| Anthony T. Zambuto | Councillor | Present | |
| Gerry Visconti | President | Present | |

2 Approval of the Journal of the Regular Meeting of November 28, 2022

RESULT: ACCEPTED

Legislative Affairs Sub-Committee Report

The Legislative Affairs Sub-Committee met on Monday evening, December 5, 2022 at 5:30PM in the City Councillor Joseph A. DelGrosso City Council Chamber of Revere City Hall, 281 Broadway, Revere, MA 02151. Committee members present were Councillors Keefe, Morabito, Novoselsky, Visconti (ex-officio), and Chairman Powers. Councillor Rizzo was absent.

22-300 An Ordinance Amending the Composition of the Public Art Commission

Section 1. Section 2.89.020(A) Commission composition, terms, appointments, and vacancies of the Revised Ordinances of the City of Revere is hereby amended by deleting the words, "five and no more than seven" and inserting in place thereof the words, "seven and no more than nine".

The Office of the Mayor offered the following suggestion via email: "... amending the Public Art Commission ordinance by deleting the words, "five and no more than seven" and inserting in

place thereof the words, “five and no more than nine”. Doing so will allow us more flexibility in the future if we find it difficult to find enough folks who are interested in serving on the commission.”

The Legislative Affairs Sub-Committee agreed with the suggested amendment. Councillors Keefe, Morabito, Novoselsky, Visconti (ex-officio), and Chairman Powers voting in the affirmative.

An Ordinance Amending the Composition of the Public Art Commission as amended is now before the committee.

An Ordinance Amending the Composition of the Public Art Commission

Section 1. Section 2.89.020(A) Commission composition, terms, appointments, and vacancies of the Revised Ordinances of the City of Revere is hereby amended by deleting the words, "five and no more than seven" and inserting in place thereof the words, "five and no more than nine".

The ordinance as amended received a unanimous favorable recommendation for adoption. Councillors Keefe, Morabito, Novoselsky, Visconti (ex-officio), and Chairman Powers voting in the affirmative.

3 22-300 An Ordinance Amending the Composition of the Public Art Commission
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appointments, and vacancies of the Revised Ordinances of the City of
Revere is hereby amended by deleting the words, "five and no more than
seven" and inserting in place thereof the words, "seven and no more than
nine".

An Ordinance Amending the Composition of the Public Art Commission

Section 1. Section 2.89.020(A) Commission composition, terms, appointments, and vacancies of the Revised Ordinances of the City of Revere is hereby amended by deleting the words, "five and no more than seven" and inserting in place thereof the words, "five and no more than nine".

November 28, 2022 Ordered to a first reading.
December 5, 2022 Ordered on a second reading, as amended.
December 5, 2022 Ordered on a third and final reading, as amended.
December 5, 2022 Ordered Engrossed and Ordained on a Roll Call.

| | |
|----------------|---|
| RESULT: | ORDERED - ROLL CALL [UNANIMOUS] |
| AYES: | Cogliandro, Keefe, McKenna, Morabito, Novoselsky, Powers, Rizzo, Serino, Silvestri, Zambuto, Visconti |

Zoning Sub-Committee Report

The Zoning Sub-Committee met on Monday evening, December 5, 2022 at 5:45PM in the City Councillor Joseph A. DelGrosso City Council Chamber of Revere City Hall, 281 Broadway, Revere, MA 02151. Committee members present were Councillors McKenna, Novoselsky,

Powers, Serino, Visconti (ex-officio), and Chairman Keefe.

22-313 529 Broadway, LLC, 52 Fairview Street, Winthrop, MA 02152 to alter and extend a nonconforming use (nonconforming commercial building, acting as a private garage) for the purpose of operating a special garage at 535 Broadway, Revere, MA 02151.

Nancy O’Neil, attorney for the applicant addressed the committee and provided fourteen (14) conditions as agreed upon by and between the direct abutter Ms. Shand, 130 School Street and the applicant.

The City Planner also provided the following conditions to the City Council:

1. A landscaped screening buffer and solid fence shall be installed along the property line on School Street and the abutting residential property to the north. The screening buffer shall be approved by the Site Plan Review Committee.
2. Any spray booths shall be in compliance with Fire Dept., Health Dept. and Building Dept. safety codes including all ventilation requirements.
3. No access or egress from the site shall be allowed on School Street and all curb cuts shall be closed to the site on School Street.
4. There shall be no outdoor storage of junk or damaged cars including automobile parts and tires on the site.
5. The plans must be reviewed and approved by the Fire Dept. for compliance with fire suppression and fire safety codes

The Zoning Sub-Committee offered a favorable recommendation to the City Council to grant the relief requested subject to the conditions as discussed. Councillors McKenna, Novoselsky, Powers, Serino, Visconti (ex-officio), and Chairman Keefe voting in the affirmative.

4 **22-313** 529 Broadway, LLC, 52 Fairview Street, Winthrop, MA 02152 to alter and extend a nonconforming use (nonconforming commercial building, acting as a private garage) for the purpose of operating a special garage at 535 Broadway, Revere, MA 02151.

"SHALL THE CITY COUNCIL GRANT THE RELIEF BY THE PETITIONER SUBJECT TO THE CONDITIONS SET FORTH BY THE CITY PLANNER AND THE PETITIONER'S ATTORNEY AS REPORTED OUT BY THE ZONING SUB-COMMITTEE?"

| | |
|----------------|---|
| RESULT: | ORDERED - ROLL CALL [UNANIMOUS] |
| AYES: | Cogliandro, Keefe, McKenna, Morabito, Novoselsky, Powers, Rizzo, Serino, Silvestri, Zambuto, Visconti |

Communications

5 **22-330** Communication relative to the Appropriation of Opioid Settlement Funds to Opioid Recovery and Remediation Trust Fund.

Minutes Acceptance: Minutes of Dec 5, 2022 6:00 PM (Salute to the Flag)

“SHALL THE CITY COUNCIL APPROVE AN APPROPRIATION IN THE AMOUNT OF \$254,470 FROM THE GENERAL FUND OTHER REVENUE ACCOUNT TO THE OPIOID SETTLEMENT ABATEMENT TRUST FUND?”

RESULT: ORDERED - ROLL CALL [UNANIMOUS]
AYES: Cogliandro, Keefe, McKenna, Morabito, Novoselsky, Powers, Rizzo, Serino, Silvestri, Zambuto, Visconti

Motions

- 6 22-331 Motion presented by Councillor Keefe: That the City Council award a Certificate of Appreciation to Sgt. Joseph Internicola and the leadership at MassBadge who helped organize and execute Revere's annual community Thanksgiving. This year, the event served over 600 people and provided over 100 meals to go, all through charitable and in kind donations from our community members.

RESULT: ORDERED - VOICE VOTE

- 7 22-332 Motion presented by Councillor Cogliandro: That the Mayor direct the DPW to provide the City Council with a list and/or timeline of upcoming water main repairs, street pavings and sidewalk repairs for 2023. This will help us alleviate some communication on the issue as we can respond quickly to residents.

RESULT: ORDERED - VOICE VOTE

- 8 22-333 Motion presented by Councillor Zambuto: That the Mayor request the Policy Writer & Analyst and Fire Prevention to draft an ordinance or special legislation establishing regulations for the licensure of the indoor storage of electric vehicles. There have been numerous reports of electric car batteries igniting and causing fires.

RESULT: ORDERED - VOICE VOTE

- 9 22-334 Motion presented by Councillor Silvestri: That the Mayor request the State Delegation to re-file a bond bill in the next legislative session for the installation of sound barriers along Route One North and South. A bond bill for this purpose was filed in 2020, but not acted upon during the Baker administration.

RESULT: ORDERED - VOICE VOTE

Ordered adjourned at 6:15 PM.

Attest:

City Clerk

Minutes Acceptance: Minutes of Dec 5, 2022 6:00 PM (Salute to the Flag)

C-22-10

PUBLIC HEARING

Notice is hereby given in accordance with the provisions of Chapter 40A of the Massachusetts General Laws and Section 17.24.025 of the Revised Ordinances of the City of Revere that the Revere City Council will conduct a public hearing on Monday evening, December 12, 2022 at 6:00 P.M. in the City Councillor Joseph A. DelGrosso City Council Chamber, Revere City Hall, 281 Broadway, Revere, MA 02151 on the application of Gerinaldo Nunez, 149 Cummins Highway, Roslindale, MA 02131 requesting a special permit from the Revere City Council with respect to no more than one principal nonresidential structure may be allowed on a single lot to enable the appellant to install a shipping container on the property for the temporary storage of parcels at 297 Lee Burbank Highway, Revere, MA 02151.

A copy of the aforementioned proposed plan and application (C-22-10) is on file and available for public inspection in the office of the City Clerk, Revere City Hall, Revere, Massachusetts, Monday through Thursday from 8:15 A.M. to 5:00 P.M. and Friday from 8:15 A.M. to 12:15 P.M.

Attest:

Ashley E. Melnik
City Clerk

Revere Journal
Money Order Attached #1802237715
11/23/22
11/30/22

Attachment: PH.C2210.297LeeBurbankHighway (22-335 : Special Permit C-22-10, 297 Lee Burbank Highway)

FORM B

APPLICATION NO. C-22-10
DATE: 4/10/22

**City of Revere, Massachusetts
Revere City Council
Application For
Special Permit**

All parts of this application and the attached documents shall be completed and submitted under the pains and penalties of perjury. Incomplete filings may be rejected.

The applicant must be prepared to present data that tends to indicate that the public convenience and welfare will be substantially served by granting the exception or permission requested. That the exception or permission requested will not tend to impair the status of the neighborhood; that the exception or permission requested will be in harmony with the general purposes and intent of the Revised Ordinances of the City of Revere.

I hereby request a hearing before the Revere City Council for the following:

- A. Application for Planned Unit Development Title 17, Chapter 17.20, Section 17.20.010, 17.20.200 (Revised Ordinances of the City of Revere),
- B. Application for Special Permit (Revised Ordinances of the City of Revere), Title 17, Chapter 17.16, Section _____.
- C. Application for Special Permit for Alteration and Extension of Nonconforming Uses (Revised Ordinances of the City of Revere), Title 17, Chapter 17.40, Section 17.40.020.

1. Applicant submitting this application is:

Name: Gerinaldo Nuñez
 Address: 149 Cummins Hwy, Roslindale, MA 02131
 Tel. #: 617-669-6949
 Email: gnunezz@gmail.com

2. Applicant is: Tenant Licensee Prospective Purchaser
 Owner Other (Describe)

FILED
 2022 NOV 10 PM 1:27
 CITY OF REVERE
 REVERE, MASSACHUSETTS

Attachment: PH.C2210.297LeeBurbankHighway (22-335 : Special Permit C-22-10, 297 Lee Burbank Highway)

3. The following person is hereby designated to represent the applicant in matters arising hereunder:

Name: _____

Title: _____

Address: _____

Tel. #: _____

Email: _____

4. The land for which this application is submitted is owned by:

Name: 297 Lee Burbank, I.L.C, Trustee of Imperial Realty Trust

Address: 297 Lee Burbank Highway, Revere, MA 02151

Tel. #: 978-886-1876

5. The land described in this application is recorded in Suffolk County Registry of Deeds,

Book 610, Page 35. Certificate # (if registered) 122835,

Book _____, Page _____.

6. Plans describing and defining the Exception to Use Regulations In Certain Districts, the Special Permit or Special Permit For Alteration and Extension of Nonconforming Uses are included herewith and made a part hereof and are titled and dated:

Lot # 2 Sq. Ft. 11,194

7. A map describing the land uses of adjacent and nearby properties is included and made a part of this application.

8. A locus map (8½" x 11") copy of City of Revere or USGS topographic sheet with site marked for which permit is requested is included and made a part of this application.

9A. Is the site of this application subject to the Wetland Protection Act (M.G.L., Chapter 131, Sec. 40A or Chapter 130, Sec. 105)?

yes

no

do not know

9B. Is the location of the site of this application within 100 feet of:

_____ a coastal beach; _____ salt marsh; _____ land under the ocean;

_____ do not know; X no.

Attachment: PH.C2210.297LeeBurbankHighway (22-335 : Special Permit C-22-10, 297 Lee Burbank Highway)

10. Describe the property for which this application is being submitted (including dimensions of land, existing buildings, if any, availability of utilities, sewer, water, etc.):

Dimensions are 11,194 sq ft
 Lot # 297 property abuts Lee Burbank
 and Hwy, paved parking lot
 with driveway access to Lee
 Burbank Hwy.

11. What is the nature of the exception or special permit requested in this application?

To place a shipping container
 on the property, temporary storage
 of parcels

Date of denial by Building Inspector and/or Planning Board

July 5, 2022

I hereby certify under the pains and penalties of perjury that the foregoing information contained in this application is true and complete.

[Handwritten Signature]
Signature of Applicant

11-8-22
Date

Vincent Guacchelli
Signature of Owner

11-8-22
Date

Signature of Designated Representative

Date

Received from above applicant, the sum of \$ _____ to apply against administrative and mailing costs.

Attachment: PH.C2210.297LeeBurbankHighway (22-335 : Special Permit C-22-10, 297 Lee Burbank Highway)

**General Disclosure of Constituent Information
Relative to Applications Submitted to the Revere City Council
For Authorizations, Permits, Special Permits, Licenses, Variances, Orders of Conditions, Approvals,
Modifications and Amendments Which are Subject of Proceedings Before the Revere City Council**

1. Name and residential address of party submitting application:

Name: Gerinaldo Nuñez

Address: 149 Cummins Hwy

2. Name and residential address of each landowner on whose property subject matter will be exercised:
(Attach additional pages, if necessary.)

Name: 297 Lee Burbank, LLC Trustee of Imperial Realty Trust

Address: 297 Lee Burbank Highway, Revere, MA 02151

3. If the party is a partnership, state the name and residential address of all partners within sixty (60) days of this application:

Partner's Name: _____

Address: _____

4. Name and residential address of each party to whom subject authorization will be issued:

Name: _____

Address: _____

5. If the party is a trust, provide the name and residential address of each trustee and beneficiary within sixty (60) days of this application:

Trustee's Name: 297 Lee Burbank, LLC

Address: 297 Lee Burbank Highway, Revere, MA 02151

The trust documents are on file at Suffolk Registry of Deeds and will be delivered upon request.
(SEE ATTACHED)

5. If the party is a joint venture, state the name and residential address of each person, form of company that is party to the joint venture within sixty (60) days of the filing of this application.

Joint Venture Name: _____

Address: _____

A copy of the Joint Venture agreement is on file at _____ and will be delivered upon request.

Attachment: PH.C2210.297LeeBurbankHighway (22-335 : Special Permit C-22-10, 297 Lee Burbank Highway)

BENEFICIARIES OF IMPERIAL REALTY TRUST

| | |
|-----------------------|--|
| Noelle D. Giacchetti, | 55 Hammersmith Drive, Saugus, MA 01906 |
| Alexa V. Giacchetti | 55 Hammersmith Drive, Saugus, MA 01906 |
| Vinessa T. Giacchetti | 55 Hammersmith Drive, Saugus, MA 01906 |

7. If the party is a corporation, provide the name and residential address of each officer, director and shareholder owning more than 50% of the interest in the Corporation within sixty (60) days of the date of this application:

Officer's Name: _____

Address: _____

Director's Name: _____

Address: _____

Shareholder's Name: _____

(50% or more)

Address: _____

8. If the party is a General Partnership, provide the name and residential address of each partner in the partnership within sixty (60) days of the date of this application.

General Partner's Name: _____

Address: _____

9. If the party is a Limited Partnership, provide the name and residential address of each General Partner of the Limited Partnership within sixty (60) days from the date of this application.

General Partner's Name of Limited Partnership: _____

Address: _____

10. If the business is conducted under any title other than the real name of the owner, state the time when, and place where, the certificate require by Mass. General Law, Chapter 110, Section 5, is on file:

The foregoing information is provided under the Pains and Penalty of Perjury.
Signature of each party and landowner:

Attachment: PH.C2210.297LeeBurbankHighway (22-335 : Special Permit C-22-10, 297 Lee Burbank Highway)

Request for Finding of Fact – Special Permit

Now comes the applicant

Gerinaldo Nunez

who has applied to this Honorable City Council for a special permit for property located at 297
Lee Burbank Hwy and asks that said Council make the following findings of fact:

1. That the proposed use would be in harmony with the general purpose and intent of the Zoning Ordinance for the following reasons:

- (a) *The proposed would not affect the harmony of the current property of affected use*
- (b)
- (c)

2. That the specific site is an appropriate location for such use for the following reasons:

- (a) *Great location for people to pick up packages*
- (b)
- (c)

3. That the specific site has adequate public sewerage and water facilities and water systems for the following reasons:

- (a) *The existing building has adequate facilities*
- (b)
- (c)

4. That the use as developed will not adversely affect the neighborhood, for the following reasons:

- (a) *adequate parking for customers*
- (b) *short visits*
- (c)

Page 2
Finding of Fact Form

5. That there will not be a nuisance or serious hazard to vehicles or pedestrians using _____ for the following reasons:

- (a) ^(streets) designated parking
- (b) no other equipment be on site
- (c)

6. That adequate and appropriate facilities will be provided for the proper use, for the following reasons:

- (a) the existing building has facilities
- (b)
- (c)

Date: 11-8-22

Respectfully submitted by: Gepinaldo Nuñez

To: Richard Viscay, Director of Finance
From: Ashley E. Melnik, City Clerk
Subj: Review of Taxes, Assessments, Betterments and Other Municipal charges Relative to an Application for a City of Revere License and/or Permit.
Date: _____

Requested Return
Date: _____

Hearing
Date: _____

In accordance with the provisions of Section 57(a), of Chapter 40 of the Massachusetts General Laws, and Title 3, Chapter 3.04, Section 3.04.020 of the Revised Ordinances of the City of Revere, I herewith request information relative to the payment of the City of Revere real estate taxes, assessments, betterments and other municipal charges concerning the following persons, corporations or business enterprises who have made application for a City of Revere license or permit or renewal thereof:

Name of Applicant: Gerinaldo Nuñez
(person, corporation or business enterprise applying for license or permit)

Address of Applicant: 149 Cumming Hwy
(business address of above person, corporation or business enterprise)

Location Address: 297 Lee Burbank Highway
(location of property for which license or permit is required.)

Attachment: PH.C2210.297LeeBurbankHighway (22-335 : Special Permit C-22-10, 297 Lee Burbank Highway)

Ashley Melnik

From: fstringi@revere.org
Sent: Tuesday, July 5, 2022 2:36 PM
To: gnunezz@gmail.com; Ashley Melnik; Louis Cavagnaro
Subject: Application Review Comments

CITY OF REVERE APPLICATION REVIEW

City of Revere Site Plan Review Review Comments

From: Frank Stringi
Date: July 05, 2022
Application #: SPR22-000065
Address: 297 LEE BURBANK HWY
Description: Put a shipping container in the parking lot
Review Status: Denied

Thank you for your recent permit application for Put a shipping container in the parking lot. I have completed my initial review and my comments are listed below, you can view marked up plans on our [Click here to view your application](#). Please note that you may receive additional comments from other city departments as your application is reviewed. You can follow the progress of your application by clicking on the link to the online portal above and signing into your account.

Community Development: Frank Stringi

- This plan has been denied for the following reasons: 1) Noncompliance with Section 17.24.025 with respect to no more than one principal nonresidential structure may be allowed on a single lot except where authorized by the City Council; 2) Noncompliance with Section 17.24.010 with respect to minimum side yard setback requirement of 35 feet and minimum rear yard setback requirement of 50 feet within the TED District.

NOTE: If your application is marked "Resubmittal Required", you do not need to submit a new application. Log back into your account and edit either your Registration or Permit as requested in the comments.

Please do not reply to this automated email. All resubmittals should be done using our online portal at www.citizenserve.com/revere re-review. Furnishing the above requested information will help expedite the approval of your application.

QUITCLAIM DEED

The E. A. Tellier Family Limited Partnership II, a Delaware Limited Partnership, of 93 Birch Hill Road, Belmont, Massachusetts 02478-1703,

for consideration of Four Hundred Thousand and 00/100 (\$400,000.00) Dollars paid, grant to

297 Lee Burbank, LLC, a Massachusetts Limited Liability Company, of 146 Newman Street, Revere, Massachusetts 02151, Trustee of Imperial Realty Trust, under Declaration of Trust dated May 27, 2005 and recorded herewith,

with Quitclaim Covenants,

that certain parcel of land, together with the buildings thereon, situated in Revere, Suffolk County, Massachusetts, with a property address of 297 Lee Burbank Highway, Revere, Massachusetts, more particularly described as follows:

Said land is shown as Lot Two (2) on a subdivision plan drawn by David Calichman, Surveyor, dated March 27, 1954, as approved by the Court, filed in the Land Registration Office as plan No. 13054-J, a copy of a portion of which is filed with Certificate of Title No. 57651.

The above-described land is subject to the agreements, rights, easement and taking set forth or referred to in Certificate of Title No. 26319, so far as the same may be applicable; and to any easements acquired by the Commonwealth of Massachusetts under taking for the laying out of a State Highway, dated April 22, 1932 and filed and registered as Document No. 110241; and to any rights to a slope referred to in deed from Arthur H. Curtis to Boston Port Development Company, dated May 20, 1932 and filed and registered as Document No. 111853; and said land is subject also to any rights of way set forth in deeds from Arthur H. Curtis, one to Dick de Wildt et al and one to George M. Clark et ux, both dated December 30, 1931, filed and registered as Document Nos. 108826 and 108827, respectively.

The above-described land has the benefit of rights granted by license of the Commonwealth of Massachusetts, Department of Public Works, dated April 5, 1932, filed and registered as Document No. 110245, as amended by Document No. 119901.

The above-described land has the benefit of and is subject to the rights in the Way as shown on said plan as set forth in deed from Arthur H. Curtis, et al Trustees to Marian L. Jasse, dated April 13, 1954 and registered as Document No. 211319.



Cert#: 122895 BK: 610 Pg: 36
Doc: DED 11/30/2005 12:01 PM

3.
CP
UC
OK.

Primary Address: 297 Lee Burbank Hwy, Revere, MA 01850

118674
589.74

MASSACHUSETTS EXCISE TAX
Suffolk County District ROD #
Date: 11/30/2005 12:01 PM
Doc# 00712327
\$1,824.00 Cons: \$400,000.00

AMC
CANCELLED

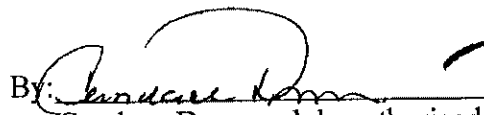
Attachment: PH.C2210.297LeeBurbankHighway (22-335 : Special Permit C-22-10, 297 Lee Burbank Highway)

The premises are conveyed subject to and together with all easements, rights, reservations and restrictions of record, insofar as the same are still in force and applicable.

For title, see Certificate of Title No. 118674, in Book, 589, Page 74.

Witness my hand and seal this 30th day of November, 2005.

The E. A. Tellier Family Limited
Partnership II
By: Tellier Management Associates, LLC,
its general partner

By: 
Candace Domos, duly authorized
Manager


COMMONWEALTH OF MASSACHUSETTS

County of Suffolk

On this 30th day of November, 2005, before me, the undersigned notary public, personally appeared Candace Domos, proved to me through satisfactory evidence of identification, which was Mass. Drivers License to be the person whose name is signed on the preceding or attached document, and acknowledged to me that she signed it voluntarily and for its stated purpose as Manager of Tellier Management Associates, LLC, general partner of The E. A. Tellier Family Limited Partnership II.

Philip Michael Boudreau
Notary Public
My Commission Expires January 28, 2011
Commonwealth of Massachusetts




Philip Michael Boudreau, Notary Public
My Commission Expires: 1-28-2011

Attachment: PH.C2210.297LeeBurbankHighway (22-335 : Special Permit C-22-10, 297 Lee Burbank Highway)

712327.

DOC No: 0071327

SUFFOLK LAND COURT
REGISTRY DISTRICT

** RECEIVED FOR REGISTRATION **

On: Nov 30, 2005 at 12:01P

Document Fee: 125.00 Rec Total: \$2,789.00

CERTIFICATE No: 122835 BK 00610 PG 35

JC.

FEAR
118674
529-74

14.

**DECLARATION OF TRUST
OF
IMPERIAL REALTY TRUST**



I, Noelle D. Giacchetti, of 146 Newman Street, County of Suffolk, Commonwealth of Massachusetts, hereinafter called "the Settlor," do hereby create and declare a Trust of property for the purposes designated in this instrument and upon the terms and conditions hereinafter set forth, and

Pursuant to this Declaration of Trust, I hereby constitute and appoint:

297 Lee Burbank, LLC, a Massachusetts Limited Liability Company, having a principal place of business at 297 Lee Burbank Highway, Revere, Massachusetts, as Trustee of this Trust.

WHEREAS, by a transfer of property to this Trust, the Settlor desires to provide for the maintenance, comfort and welfare of the beneficiaries listed in the Schedule of Beneficiaries this day executed by the Settlor and Trustee, and filed with the Trustee. (Hereinafter the term "Beneficiaries" as used herein shall be read to mean either beneficiary in the singular or beneficiaries in the plural as the context requires).

NOW THEREFORE, in consideration of the property deposited hereunder and the acceptance by the Trustee of the terms and conditions of the Trust hereinafter set forth in this Trust Instrument, Witnesseth:

1. This Declaration of Trust shall be titled and referred to as

Imperial Realty Trust

Such title shall be interpreted to include the initial Trustee, or its successor and the original provisions of this Trust and any amendments thereto.

2. The Settlor does hereby set over, assign, transfer, and deliver to the Trustee, in trust nevertheless, certain property which is listed in a receipt of the Trustee to the Settlor

and the Trustee may accept any property, real, personal or otherwise, which may be added to the Trust from any source, to be held in Trust for the uses and purposes hereinafter expressed and subject to the conditions of the Trust hereinafter provided.

3. The Trustee shall hold, manage, control, invest and reinvest the Trust property and shall apply and distribute the income and principal of the trust property in the following manner:

- (a) The Trustee may, in its sole discretion, pay or apply from time to time, the net income or accumulated income to or for the benefit of the Beneficiaries in such proportions as she may determine. If the net income is not distributed by the Trustee, the Trustee shall accumulate said net income for the benefit of the Beneficiaries.

- (b) (i) Unless sooner revoked pursuant to Section 29, this Trust shall terminate upon the earliest of the following events: (i) death of the Settlor herein named, (ii) the decision by the Settlor, in her sole and absolute discretion, to terminate this Trust, and (iii) twenty (20) years from the date of execution of the Trust. Upon termination of the Trust, the principal, the net income and the accumulated income shall be distributed to the Beneficiaries of this Trust free and clear of this Trust.
- (ii) Notwithstanding the provisions hereinbefore set forth in paragraph 3(b)(i) in the event any trust held thereunder shall, in the opinion of the Trustee, become uneconomic or otherwise inadvisable to administer as a trust, the Trustee, if it deems it in the best interests of the beneficiaries, is authorized to terminate such trust and

distribute the principal to or for the benefit of the beneficiaries then entitled to receive the income and in the same proportions.

- (c) In addition to the payments of income hereinbefore provided in subparagraph (a) of this paragraph 3, the Trustee may use or apply payments of principal of the Trust property for the Beneficiaries in such amounts and proportions as the Trustee may deem advisable; including using or applying the whole or any portion of said principal to the beneficiaries as the Trustee deems advisable.

4. In the administration of the Trust created by this Declaration of Trust, the Trustee shall have the following powers, all of which shall be exercised in a fiduciary capacity;

- (a) To invest and reinvest the trust assets in bonds, corporate shares, notes, mortgages, real estate and improvements thereon, or in such other property, real or personal, as to it shall appear to be in the best interests of the Trust. The Trustee shall have as wide a latitude in the selection and making of any investments or reinvestments of the corpus and income of the Trust property, or in borrowing or lending money for the benefit and use of the Trust fund, as if it were the absolute owner thereof, irrespective of any statute or rule of law limiting the investment of Trust funds;
- (b) To retain the whole or any part or parts of the Trust fund in the form of investment but without liability for any loss resulting therefrom or even though any investments comprised therein are of a sort or in an amount not customarily considered proper for the investment of Trust estates;
- (c) To open and maintain a margin account with any broker or dealer in securities for the purchase and sale (including short sales) of securities and

in connection therewith, to incur indebtedness and to pledge any securities or other Trust property as collateral therefor;

- (d) To exchange trust property for other property;
- (e) To mortgage, or to lease real or personal property with or without an option to purchase and although for a term extending beyond the termination of the Trust;
- (f) To sell Trust property, in whole or in part, at public or at private sale at fair market value without approval of any court and without liability upon any person dealing with the Trustee to see to the application of any money or other property delivered to the Trustee. The power of sale and all other powers hereinbefore given to the Trustee shall continue as to all property at any time remaining in its hands or ownership as Trustee hereunder until the same shall have been finally sold, distributed or otherwise disposed of, even though the time hereinafter fixed for final distribution of Trust property shall have passed;
- (g) To keep cash, securities or other property in any bank in the name of any person, firm or corporation or in the name of the Trustee with or without disclosing his fiduciary capacity;
- (h) To manage and invest separate shares or Trusts as a joint Trust fund consisting of undivided interests, unless required to do otherwise under another provision of this Trust instrument;
- (i) To participate in such manner as the Trustee deems proper in any reorganization, merger or consolidation affecting any of the Trust property;
- (j) To make distributions or divisions of principal hereunder in cash or in kind at values determined by the Trustee;

- (k) To pay, compromise, abandon, or contest any claim or other matter directly or indirectly affecting the Trust property;
- (l) To employ an accountant or an attorney at law and rely upon his or her advice and to employ such other attorneys and agents as may be appropriate for the administration of the Trust; it shall not be deemed a breach of fiduciary duty for the Trustee to employ a firm of which it is a partner, shareholder, associate or principal;
- (m) To apportion, in its discretion, the compensation of Trustee in part to principal;
- (n) To incur such obligations and expenses, and to pay from the principal or income of the Trust fund in its hands, all such sums as, in its sole discretion, are necessary or desirable for the furtherance of the purpose of the Trust fund.
- (o) To sell or liquidate any corporation or other business interest owned or controlled in whole or in part by the Trustee, at such price and upon such terms as the Trustee deems best, or to retain, continue and operate and to do all other things deemed appropriate by the Trustee in connection therewith, including the right to put in new capital or to incorporate a new business or to hold stock therein as an investment and to vote such stock, or to remain or become a partner (general, limited or special) in any such business, to employ agents to manage and operate the same without liability on account of the acts of any such agents and without liability for debts or contracts on any such business, whether carried on as proprietorship, partnership or corporation;
- (p) To carry property upon his books of account and other Trust records at values other than those at the date of acquisition of the property by the Trustee, whether to show valuations used or desired by the Settlor, to

reflect tax costs, or to accomplish any other objective deemed reasonable by the Trustee.

- (q) To receive and collect all monies due or payable and what may become due and payable to it as Trustee, and to take all steps necessary and proper, in his sole discretion, to enforce the payment or collection thereof.
- (r) To make, execute, acknowledge and deliver all assignments, deeds, instruments, and agreements necessary or proper either to transfer or convey Trust property, or any part or parts thereof, or any interest therein, or to carry out any of the powers in this instrument contained, or in any way relating to or affecting the property of the Trust of any part thereof.
- (s) To borrow money at such times and in such amounts and with such maturities as the Trustee shall deem proper, and to make, execute and deliver notes representing the indebtedness of the Trust, and to give a mortgage or mortgages or a lien or liens upon any part or all of the Trust property to secure such indebtedness upon such terms as the Trustee shall think proper.
- (t) To abandon any of the Trust property which seems to it to be a burden upon the trust estate.
- (u) The Trustee shall have the full power, in its sole discretion, to decide the extent, if any, to which the property of the Trust shall be insured.
- (v) The Trustee shall have the full power, in its sole discretion, to alter, amend, revoke, or terminate this Trust. If this Trust is revoked by the Trustee, then, in such event, the principal of this Trust, together with all accumulated interest thereon, shall be paid over to the Settlor free and clear of the Trust.

5. It is the intention of the Settlor that the Trustee shall have wide discretion in matters of management of the Trust property and that the foregoing enumeration of powers shall not exclude other powers reasonably incident to such management. However, all administrative powers must be exercisable in a fiduciary capacity, primarily in the interest of the beneficiaries.

6. None of the powers of the Trustee set forth herein or hereafter conferred upon it shall be construed to enable the Settlor or any person to purchase, exchange or otherwise deal with or dispose of all or any part of the principal or income of the Trust for less than an adequate consideration in money or money's worth or to enable the Settlor to borrow all or any part of the Trust property directly or indirectly without adequate interest or security. No person other than the Trustee shall have or exercise the power to vote or direct the voting of any stock or other securities of the Trust, to control the investment of the Trust either by directing investments or reinvestments or by vetoing proposed investments or reinvestments or to reacquire or exchange any property of an equivalent value. No part of the principal or income of the Trust property shall be used for or applied to the payment of premiums upon policies of insurance on the Settlor's life or to satisfy any legal obligation of the Settlor. Notwithstanding the foregoing, the Settlor reserves the power, exercisable at any time, or from time to time, by written instrument during the Settlor's lifetime or by the Settlor's will or any conduit thereto, to appoint any part or all of the principal or income of this Trust to any one or more of the issue of the Settlor, siblings of the Settlor, or issue of the Settlor's siblings, or the spouses or surviving spouses of any of the foregoing persons but not to the Settlor.

7. In respect of certain assets, the following allocation shall be made:

- (a) All liquidating dividends and rights to subscribe to corporate shares shall be corpus.

- (b) Extraordinary cash dividends (other than liquidating dividends) and dividends in shares of a corporation other than the corporation declaring the same shall be income.
- (c) Dividends payable in shares of the corporation declaring the same shall be corpus, except that any such dividends paid in lieu of periodic cash dividends shall be income.
- (d) All capital gains and losses shall be allocated to corpus.

8. The Trustee or any successor thereto hereunder shall signify its assent to act as Trustee by affixing her signature to a copy of this Declaration of Trust or attachment thereto, beneath the words:

"I accept Imperial Realty Trust and agree to be bound by all the terms and conditions thereof"

9. In the event of the declination to act, resignation, or incapacity of the Trustee hereunder, a majority of the beneficiaries of full age and legal competency who are then entitled or eligible to receive the income from this Trust, or their legal guardian if not of full age or legal competency, shall have the power to appoint a Successor Trustee.

10. A Trustee may resign at any time, with or without cause by mailing, by registered or certified mail, not less than thirty (30) days before the effective date of such resignation, a written notice to that effect, addressed:

- (a) during the life of the Settlor, to the Settlor at her residence or business address last filed which are known to the Trustee;
- (b) after the death of the Settlor, to the beneficiaries, at their last and usual residence or business address which are known to the Trustee; such

resignation shall become effective at the expiration of said thirty (30) day period.

11. In respect of the account to be rendered by the Trustee pursuant to Paragraph 10 :
- (a) The Trustee shall deliver an account to all beneficiaries concerning all benefits paid or earned during the period covered by the account. In the case of a minor or an incompetent beneficiary, such account shall be sent to him or her or to a parent, guardian, conservator or next friend known to the Trustee.
 - (b) The written approval of an account by a majority of the beneficiaries of full age (the parent, guardian or conservator acting on behalf of a minor or an incompetent beneficiary) entitled to the income of any portion of the Trust Property, as to all matters and transactions stated therein or shown thereby, shall be final, binding and conclusive upon such adult and minor beneficiaries and all other persons having an interest in such portion of the Trust property.
 - (c) If the beneficiaries receiving such an account shall not object thereto in writing within ninety (90) days of the receipt thereof, or within such further time as the Trustee and the one entitled to receive the account shall mutually agree upon, such account shall be presumed to be assented to by the one entitled to receive the account.
 - (d) Neither the written approval of an account nor the withholding of a written approval of an account shall be construed as a power in any beneficiary to shift a beneficial interest in the Trust from one beneficiary to another beneficiary.

12. Except as otherwise herein provided, all powers granted to the Trustee herein shall be exercised by it in its sole, exclusive and uncontrolled judgment and discretion and all acts to be performed by the Trustee pursuant to the provisions of this Trust shall be performed by it in its sole, exclusive and uncontrolled judgment and discretion without leave, license, authority, direction or jurisdiction of any Court at Law or in equity. The Trustee further shall have the right to deal with himself (i.e. self-dealing) whether it be with itself as Trustee, Beneficiary, or as the beneficiary or recipient of deeds, guarantees, or other agreements, or in any other manner whatsoever, whether or not specifically authorized by law.

13. A Successor Trustee shall not be required to inquire into the validity of, or be responsible for the acts of a prior Trustee.

14. A Trustee herein named and any Trustee hereinafter appointed shall not be required to furnish a bond for the faithful performance of its duties as Trustee, but if any Court should require that a bond be furnished, no surety thereon shall be required.

15. A Trustee shall not be liable for any loss unless it is the result of its willful misconduct or gross negligence.

16. The lending facilities of any Successor Corporate Trustee may be availed of by the Trustee for any purpose of the Trust without the use of such facilities being deemed to create at any time a conflict of interest on the part of the Corporate Trustee, whether or not Trust assets are pledged as collateral security for any loan to the Trust.

17. A Trustee, except a Successor Corporate Trustee, may give, from time to time as occasion and convenience may require, a revocable power of attorney duly executed to a

Co-Trustee or Co-Trustees to act in its place and stead, and to execute in her name, as Trustee, any instrument, document, deed or conveyance which the Trustee is authorized by this instrument or by law to execute.

18. Any beneficiary under this Trust shall not be entitled to receive any compensation as a Trustee of this Trust, but any other person or corporation acting as Trustee shall be entitled to receive such compensation as is agreed to by the Settlor during her life or, after the death of the Settlor, as is customary in Massachusetts for like fiduciary services, including a reasonable fee upon termination of the Trust.

19. Any income beneficiary of this Trust shall not have the right to pledge, alienate, transfer, encumber or otherwise dispose of the whole or any part of the principal, future interest or income in expectancy, and no part of the principal, future interest or income in expectancy shall be taken, applied, reached or appropriated by the creditors of any beneficiary in any suit at law or in equity.

20. In every contract or obligation made or entered into by the Trustee, reference shall be made to this Trust instrument.

21. The person or persons or corporation or corporations so contracting or dealing with the Trustee shall look only to the funds and property of the Trust for payment under any contract, or for payment of any debt, obligation, damage, judgment or decree, or for any money that may otherwise become due and payable by reason of the failure on the part of the Trustee to perform such contract or obligation in whole or in part.

22. In no event shall the Trustee or any beneficiary under this Trust be held personally liable upon any covenants, contracts or warranties contained in any deeds, mortgages or other instruments executed pursuant to the terms of this Trust instrument.

23. No person or corporation dealing with the Trustee shall be in any manner affected by an alteration, modification or amendment of this Trust instrument unless he has actual knowledge thereof.

24. No person or corporation dealing with the Trustee shall have the right to see to the application or disposition of cash or other property transferred to this Trust, or to inquire into the authority for, or propriety of, any action taken by the Trustee.

25. Any controversy arising under this instrument shall be submitted to the Judge of the Probate Court within and for the County of Suffolk, Commonwealth of Massachusetts, or to any other Court of competent jurisdiction within said Commonwealth, and the final adjudication thereof shall be conclusive as to all parties.

26. In the event any term, condition, right, power, privilege or other provision of this Trust or the administration of any provision is adjudicated invalid by a Court of competent jurisdiction, remaining provisions of this Trust shall not be affected in any way as a result of such adjudication.

27. Words and phrases shall have their general meaning unless the context otherwise requires. Words in the masculine and feminine gender shall be deemed to relate to both males and females, and whenever appropriate, the neuter; and words in the singular or plural shall be deemed to include both the singular and plural whenever and wherever the context so requires.

28. The terms, provisions and conditions of this Declaration of Trust shall be governed by and construed pursuant to and in accordance with the laws of the Commonwealth of Massachusetts.

29. This Trust is revocable, and the Settlor, shall have the right to alter, amend, revoke this Trust at any time.

IN WITNESS WHEREOF, I, Noelle D. Giacchetti, hereunto set my hand and seal to this and two (2) counterparts of this Trust instrument, all copies thereof to be considered original instruments this 27th day of May, 2005.

[Handwritten Signature]

Witness

Noelle D. Giacchetti

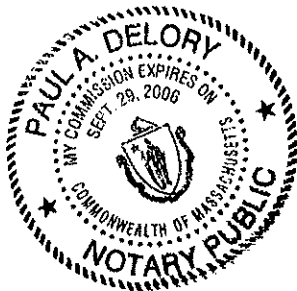
Noelle D. Giacchetti

COMMONWEALTH OF MASSACHUSETTS

MIDDLESEX, SS.

May 27, 2005

Then personally appeared before me the above-named Noelle D. Giacchetti and he acknowledged the foregoing to be his free act and deed.



[Handwritten Signature]

Paul A. Delory
Notary Public
My Commission Expires:
September 29, 2006

Attachment: PH.C2210.297LeeBurbankHighway (22-335 : Special Permit C-22-10, 297 Lee Burbank Highway)

712329.

DOC No: 00712329

SUFFOLK LAND COURT
REGISTRY DISTRICT

** RECEIVED FOR REGISTRATION **

On: Nov 30, 2005 at 12:01P

Document Fee: 225.00 Rec Total: \$2,789.00

CERTIFICATE No: 122835 BK 00610 PG 35

PC



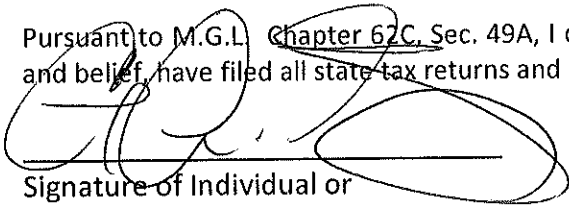
Attachment: PH.C2210.297LeeBurbankHighway (22-335 : Special Permit C-22-10, 297 Lee Burbank Highway)



Attachment: PH.C2210.297LeeBurbankHighway (22-335 : Special Permit C-22-10, 297 Lee Burbank Highway)

Certification

Pursuant to M.G.L. Chapter 62C, Sec. 49A, I certify under the penalties of perjury that I, to my best knowledge and belief, have filed all state tax returns and paid all state taxes required by law.

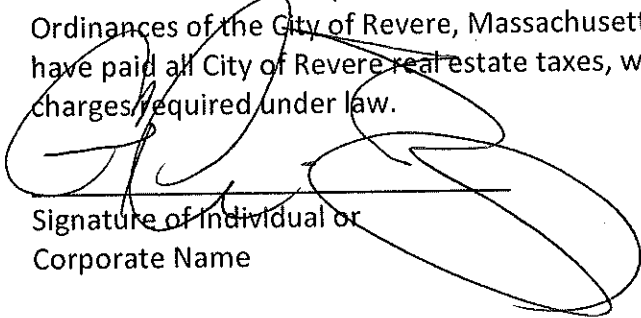


Signature of Individual or Corporate Name

by: _____
Corporate Officer (if applicable)

Certification

Pursuant to M.G.L. Chapter 40, Section 57(a), and Title 3, Chapter 3.04, Section 3.04.020 of the Revised Ordinances of the City of Revere, Massachusetts, I hereby certify, under penalties of perjury, that I have paid all City of Revere real estate taxes, water and sewer assessments and any other municipal charges required under law.



Signature of Individual or Corporate Name

by: _____
Corporate Officer (if applicable)

Attachment: PH.C2210.297LeeBurbankHighway (22-335 : Special Permit C-22-10, 297 Lee Burbank Highway)

EXTERIOR INFORMATION

| | |
|---------------|-----------------|
| Type: | 70 - NIGHT CLUB |
| Sty Ht: | 1 - 1 STORY |
| (Liv) Units: | 1 Total: 1 |
| Foundation: | 6 - SLAB |
| Frame: | 2 - STEEL |
| Prime Wall: | 21 - CONC BLOCK |
| Sec Wall: | 7 - BRICK 20% |
| Roof Struct: | 12 - BOW |
| Roof Cover: | 11 - MEMBRANE |
| Color: | TAN |
| View / Desir: | |

GENERAL INFORMATION

| | |
|---------------|-------------------|
| Grade: | C - AVG. (-) |
| Year Bilt: | 1950 Eff Yr Bilt: |
| Alt LUC: | Alt %: |
| Jurisdct: | Fact: |
| Const Mod: | |
| Lump Sum Adj: | |

INTERIOR INFORMATION

| | |
|----------------|--------------------|
| Avg HtFL: | 10 |
| Prim Int Wall: | 8 - PLYWD PANL |
| Sec Int Wall: | % |
| Partition: | T - TYPICAL |
| Prim Floors: | 5 - LINO/VINYL |
| Sec Floors: | % |
| Bsmnt Flr: | |
| Subfloor: | |
| Bsmnt Gar: | |
| Electric: | 3 - TYPICAL |
| Insulation: | 2 - TYPICAL |
| Int vs Ext: | S |
| Heat Fuel: | 2 - GAS |
| Heat Type: | 1 - FORCED H/A |
| # Heat Sys: | 1 |
| % Heated: | 100 % AC: 100 |
| Solar HW: | NO Central Vac: NO |
| % Com Wat: | % Sprinkled |

BATH FEATURES

| | |
|------------|-------------------|
| Full Bath: | Rating: |
| A Bath: | Rating: |
| 3/4 Bath: | Rating: |
| A 3QBth: | Rating: |
| 1/2 Bath: | 2 Rating: AVERAGE |
| A HBth: | Rating: |
| Other Fix: | Rating: |

OTHER FEATURES

| | |
|---------|-------------------|
| Kits: | 1 Rating: AVERAGE |
| A Kits: | Rating: |
| Fpl: | Rating: |
| WSFlue: | Rating: |

CONDO INFORMATION

| | |
|--------------|--|
| Location: | |
| Total Units: | |
| Floor: | |
| % Own: | |
| Name: | |

DEPRECIATION

| | |
|-------------|------------------|
| Phys Cond: | AV - Average 35% |
| Functional: | % |
| Economic: | % |
| Special: | % |
| Override: | % |
| Total: | 35% |

CALC SUMMARY

| | |
|--------------------|------------|
| Basic \$ / SQ: | 82.00 |
| Size Adj: | 1.25000000 |
| Const Adj: | 0.94032967 |
| Adj \$ / SQ: | 96.384 |
| Other Features: | 12874 |
| Grade Factor: | 0.90 |
| NBHD Inf: | 1.00000000 |
| NBHD Mod: | |
| LUC Factor: | 1.00 |
| Adj Total: | 229832 |
| Depreciation: | 80441 |
| Depreciated Total: | 149391 |

COMMENTS

THE FULL RACK SMOKEHOUSE SPORTS BAR.

RESIDENTIAL GRID

| | | |
|---------------|---------------------------------|---------|
| 1st Res Grid: | Desc: | # Units |
| Level: | FY LR DR D K FR RR BR FB HB L O | |
| Other: | | |
| Upper: | | |
| Lvl 2: | | |
| Lvl 1: | | |
| Lower: | | |
| Totals: | RMS: BRS: Baths: HB2: | |

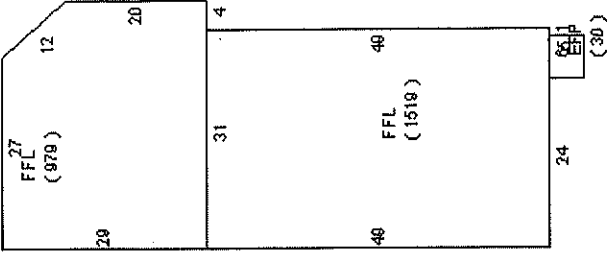
REMODELING

| | |
|------------|--|
| Exterior: | |
| Interior: | |
| Additions: | |
| Kitchen: | |
| Baths: | |
| Plumbing: | |
| Electric: | |
| Heating: | |
| General: | |
| Totals: | |

RES BREAKDOWN

| | | | |
|----------|------|------|-----|
| No Unit: | RMS: | BRS: | FL: |
|----------|------|------|-----|

SKETCH



SUB AREA

| Code | Description | Area - SQ | Rate - AV | Undepr Value |
|--------------------|-------------|-----------|-----------|--------------|
| FFL | FIRST FLOOR | 2,498 | 96.380 | 240,767 |
| EFP | ENCL PRCH | 30 | 57.600 | 1,728 |
| Totals: | | 2,528 | | 242,495 |
| Net Sketched Area: | | 2,528 | | 242,495 |
| Size Adj: | | 2,498 | | 24,980 |
| Gross Area: | | 2,528 | | 24,980 |
| Fin Area: | | 2,498 | | 24,980 |

SUB AREA DETAIL

| Sub | % | Area | Usbl | % | Descr | Type | Qu | # Ten |
|-----|---|------|------|---|-------|------|----|-------|
| | | | | | | | | |

IMAGE

AssessPro Patriot Properties, Inc

| | | | |
|--------------------|-------|--------|-------|
| MOBILE HOME | Make: | Model: | Year: |
| PARCEL ID 6-1209-6 | | | |

| Code | Description | A | Y/S | Qty | Size/Dim | Qual | Con | Year | Unit Price | DIS | Dep | LUC | Fact | NB Fa | Appr Value | JCod | JFact | Juris | Value |
|--------------|-------------|---|-----|-----|----------|------|-----|------|------------|--------|-----|-----|------|-------|------------|------|-------|---------|-------|
| 85 | PAVING | D | Y | 1 | 18000 | A | AV | 1990 | 1.86 | T | 60 | 326 | | | 6,000 | | | 6,000 | |
| 83 | SIGN | D | Y | 1 | 178 | A | AV | 2009 | 40.83 | T | 30 | 326 | | | 2,200 | | | 2,200 | |
| 84 | SIGN-ILLU | D | Y | 1 | 134 | A | AV | 2009 | 74.71 | T | 30 | 326 | | | 1,800 | | | 1,800 | |
| Final Total: | | | | | | | | | | 149400 | | | | | 149,400 | | | 149,400 | |

SPEC FEATURES/YARD ITEMS

| Code | Description | A | Y/S | Qty | Size/Dim | Qual | Con | Year | Unit Price | DIS | Dep | LUC | Fact | NB Fa | Appr Value | JCod | JFact | Juris | Value |
|--------------|-------------|---|-----|-----|----------|------|-----|------|------------|--------|-----|-----|------|-------|------------|------|-------|---------|-------|
| 85 | PAVING | D | Y | 1 | 18000 | A | AV | 1990 | 1.86 | T | 60 | 326 | | | 6,000 | | | 6,000 | |
| 83 | SIGN | D | Y | 1 | 178 | A | AV | 2009 | 40.83 | T | 30 | 326 | | | 2,200 | | | 2,200 | |
| 84 | SIGN-ILLU | D | Y | 1 | 134 | A | AV | 2009 | 74.71 | T | 30 | 326 | | | 1,800 | | | 1,800 | |
| Final Total: | | | | | | | | | | 149400 | | | | | 149,400 | | | 149,400 | |

| | |
|--|--|
| RAILROAD ST 6-120A1-23 LUC: 316 BRENNAN JAMES M 7 HILLSIDE WAY WILMINGTON, MA 01887 | 12 FURLONG DR 6-120B-9 LUC: 332 271 LEE BURBANK REALTY TRUST CHIUCARIELLO MARIO, TRUSTEE 38 CHURCH ST WINCHESTER, MA 01890 |
| 290 LEE BURBANK HWY 6-120A1-26 LUC: 332 290 LEE BURBANK LLC 73 ADDISON ST EAST BOSTON, MA 02128 | 23 PRATT ST 7-114-118-16 LUC: 101 PRATT STREET REALTY TRUST SICA DANIEL, TRUSTEE 335 LEE BURBANK HWY REVERE, MA 02151 |
| 14 FURLONG DR 6-120B-10 LUC: 332 271 LEE BURBANK REALTY TRUST CHIUCARIELLO MARIO TRUSTEE 38 CHURCH ST WINCHESTER, MA 01890 | GREEN ST 7-114-118-17 LUC: 103 PARKWAY HOMES OWNER LLC 1 BEACON ST 15TH FLR BOSTON, MA 02108 |
| ON 15FT WY LEAD 6-120B-11 LUC: 392 271 LEE BURBANK REALTY TRUST CHIUCARIELLO MARIO TRUSTEE 38 CHURCH ST WINCHESTER, MA 01890 | PRATT ST 7-114-118-18 LUC: 103 PARKWAY HOMES OWNER LLC 1 BEACON ST 15TH FLR BOSTON, MA 02108 |
| RIGHT OF WAY 6-120B-12 LUC: 930 CITY OF REVERE 281 BROADWAY REVERE, MA | PRATT ST 7-114-118-19 LUC: 103 PARKWAY HOMES OWNER LLC 1 BEACON ST 15TH FLR BOSTON, MA 02108 |
| 10 FURLONG DR 6-120B-2B LUC: 326 MEADS LAURENCE J 251 LEE BURBANK REAR HWY REVERE, MA 02151 | 333 LEE BURBANK HWY 7-114-118-6C LUC: 340 333 LEE BURBANK LLC 335 LEE BURBANK HWY REVERE, MA 02151 |
| 281 LEE BURBANK HWY 6-120B-3 LUC: 332 FORD JOHN 3 SEAL HARBOR RD UNIT 834 WINTHROP, MA 02152 | 335 LEE BURBANK HWY 7-114-118-6D LUC: 332 335 LEE BURBANK LLC 335 LEE BURBANK HWY REVERE, MA 02151 |
| LEE BURBANK HWY 6-120B-4 LUC: 332 FORD JOHN 3 SEAL HARBOR RD UNIT 834 WINTHROP, MA 02152 | 22 GREEN ST 7-114-118-7 LUC: 101 BOWEN DENNIS BOWEN ANN MARIE 22 GREEN ST REVERE, MA 02151 |
| 289 LEE BURBANK HWY 6-120B-5A LUC: 103 IMPERIAL REALTY TRUST 297 LEE BURBANK LLC, TRUSTEE 297 LEE BURBANK HWY REVERE, MA 02151 | 80 RAILROAD ST 7-120A-3 LUC: 316 RICMER PROPERTIES INC 1222 BENNINGTON ST EAST BOSTON, MA 02128 |
| 297 LEE BURBANK HWY 6-120B-6 LUC: 326 IMPERIAL REALTY TRUST 297 LEE BURBANK, LLC TRUSTEE 297 LEE BURBANK HWY REVERE, MA 02151 | 100 RAILROAD ST 7-120A-4 LUC: 316 413-419 BREMEN STREET, LLC 222 EVERETT ST EAST BOSTON, MA 02128 |

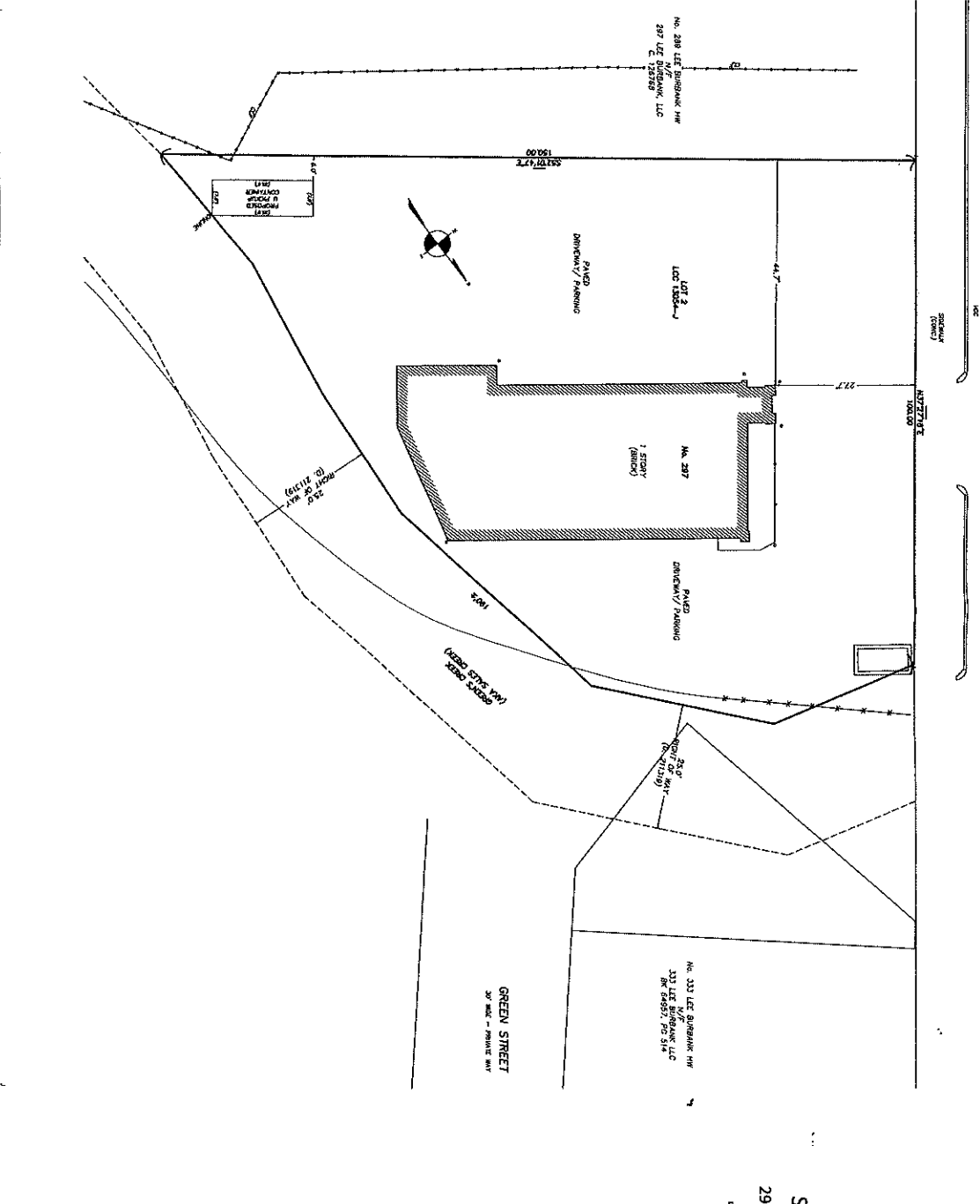
THIS IS A TRUE & ATTESTED
COPY OF THE RECORDS OF THE
ASSESSOR'S OFFICE OF THE
CITY OF REVERE
Sharon Shapiro
DATE: 7-13-22

Attachment: PH.C2210.297LeeBurbankHighway (22-335 : Special Permit C-22-10, 297 Lee Burbank Highway)

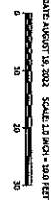


REVISIONS:
 1. 01/27/2018
 2. 02/01/2018
 3. 02/01/2018
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 100. 02/01/2018

I CERTIFY THAT THIS PLAN WAS MADE FROM AN
 ACCURATE SURVEY AND THAT THE DIMENSIONS
 AND LOCATIONS SHOWN HEREON ARE TRUE
 TO THE BEST OF MY KNOWLEDGE AND BELIEF.
 I AM A REGISTERED LAND SURVEYOR IN THE
 STATE OF MASSACHUSETTS AND THIS PLAN
 WAS PREPARED BY ME OR UNDER MY
 DIRECT SUPERVISION AND I AM AWARE OF
 ALL REQUIREMENTS OF THE MASSACHUSETTS
 REGULATION CONCERNING THE PREPARATION
 OF SURVEY PLANS.
 DATE: 02/01/2018
 SURVEYOR: JAMES J. HANCOCK



SITE PLAN OF LAND
 LOCATED AT
297 LEE BURBANK HIGHWAY
REVERE, MA
 DATE AUGUST 18, 2022 SCALE 1/8" = 100 FEET



| | |
|----------|------------------|
| DATE: | 02/01/2018 |
| BY: | JAMES J. HANCOCK |
| CHECKED: | DATE: |
| DATE: | |



C-22-11

PUBLIC HEARING

Notice is hereby given in accordance with the provisions of Chapter 40A of the Massachusetts General Laws and Section 17.40.030 of the Revised Ordinances of the City of Revere that the Revere City Council will conduct a public hearing on Monday evening, December 12, 2022 at 6:00 P.M. in the City Councillor Joseph A. DelGrosso City Council Chamber, Revere City Hall, 281 Broadway, Revere, MA 02151 on the application of Shirley Avenue, LLC, 163 Shirley Avenue, Revere, MA 02151 requesting a special permit from the Revere City Council to enable the appellant to raze the existing non-conforming structure and construct a brand new five (5) story mixed-use structure consisting of two (2) commercial units on the first floor and thirty-two (32) residential units on floors two (2) through five (5) at 163 Shirley Avenue, Revere, MA 02151.

A copy of the aforementioned proposed plan and application (C-22-11) is on file and available for public inspection in the office of the City Clerk, Revere City Hall, Revere, Massachusetts, Monday through Thursday from 8:15 A.M. to 5:00 P.M. and Friday from 8:15 A.M. to 12:15 P.M.

Attest:

Ashley E. Melnik
City Clerk

Revere Journal
Check Attached #3289
11/23/22
11/30/22

Attachment: PH.C2211.163ShirleyAvenue (22-336 : Special Permit, C-22-11, 163 Shirley Avenue)

FORM B

Application No. C-22-11
Date: November 5 2022

City of Revere, Massachusetts
Revere City Council
Application for Special Permit

All parts of this application and the attached documents shall be completed and submitted under the pains and penalties of perjury. Incomplete filings may be rejected.

The applicant must be prepared to present data that tends to indicate that the public convenience and welfare will be substantially served by granting the exception or permission requested. That the exception or permission requested will not tend to impair the status of the neighborhood; that the exception or permission requested will be in harmony with the general purposes and intent of the Revised Ordinances of the City of Revere.

I hereby request a hearing before the City Council for the following:

- A. Application for Planned Unit Development Title 17, Chapter 17.20, Section 17.20.010, 17.20.2000 (Revised Ordinances of the City of Revere)
- B. Application for Special Permit (Revised Ordinances of the City of Revere), Title 17, Chapter 17.16, _____.
- C. **Application for Special Permit for Alteration of Nonconforming Structures (Revised Ordinances of the City of Revere), Title 17, Chapter 17.40, Section 17.40.030A.**

1. Applicant submitting this application is:

Name: Shirley Avenue LLC

Address: 161-163 Shirley Avenue, Revere, MA

Tel. #: _____

Email: _____

2. Applicant is: Tenant Licensee Prospective Purchaser

Owner Other (Describe) _____

REVERE CITY CLERK
 REVERE, MASS.
 2022 NOV 15 PM 12:06
 FILED

Attachment: PH.C2211.163ShirleyAvenue (22-336 : Special Permit, C-22-11, 163 Shirley Avenue)

3. The following person is hereby designated to represent the applicant in matters arising hereunder:

Name: Lawrence A. Simeone Jr, Esq,

Title: Attorney At Law

Address: 300 Broadway, Revere, MA 02151

Tel. #: 1-617-286-1560

Email: lsimeonejr@simeonelaw.net

4. The land for which this application is submitted is owned by:

Name: Applicant

Address: _____

Tel. #: _____

5. The land described in this application is recorded in Suffolk County Registry of Deeds,

Book 36924, Page 22. Certificate # (if registered) _____,

Book _____, Page _____.

6. Plans describing and defining the Exception to Use Regulations In Certain Districts, the Special Permit or Special Permit For Alteration and Extension of Nonconforming Uses are included herewith and made a part hereof and are titled and dated:

See attached certified plot plan submitted with this application, entitled " Street, Revere, Massachusetts" prepared by Boston Survey, Inc. Unit C-4 Shipway Place, Charlestown, MA 02129 dated September 20, 2022 and Assessors Card the latter marked Exhibit A.

Lot # 83 Sq. Ft. 6,600

Map Block and Parcel ID: 8-137-20

7. A map describing the land uses of adjacent and nearby properties is included and made a part of this application. **Yes**

See attached and marked **Exhibit B.**

Attachment: PH.C2211.163ShirleyAvenue (22-336 : Special Permit, C-22-11, 163 Shirley Avenue)

8. A locus map (8½" x 11") copy of City of Revere or USGS topographic sheet with site marked for which permit is requested is included and made a part of this application. **Yes**

See attached and marked **Exhibit C.**

9A. Is the site of this application subject to the Wetland Protection Act (M.G.L., Chapter 131, Sec. 40A or Chapter 130,Sec. 105)?

yes no do not know

9B. Is the location of the site of this application within 100 feet of:

_____ a coastal beach; _____ salt marsh; _____ land under the ocean;

_____ do not know; X no.

10. Describe the property for which this application is being submitted (including dimensions of land, existing buildings, if any, availability of utilities, sewer, water, etc.):

The Property is located in the General Business District (GB) in accordance with the Revere Zoning Map and the Revere Revised Ordinances. The Property identified as Lot 83 Shirley Avenue, consists of six thousand six hundred (6,600) square feet of land improved by a nonconforming structure ¹ thereon. The structure was constructed in 1910. The nonconforming structure is noncompliant respecting front, side and rear setbacks. The current use of the property consists of two (2) commercial stores and three (3) residential uses which are allowed by right in the GB district.

Property is noncompliant respecting minimum lot area and frontage requirements of the GB making the Property a nonconforming lot.²

¹ R.R.O. 17.08.530 entitled "Nonconforming structure" states in pertinent part: "Nonconforming structure" means a structure, lawfully existing or lawfully begun at the date of the first publication of notice of the public hearing on the ordinance from which this title derives, which does not conform with the regulations of this title. (C.O.96-17 § 41: C.O. 83-3 § 17-2(B)(44))

² R.R.O. 17.08.540 entitled "Nonconforming Lot" states in pertinent part "Nonconforming lot" means a lot, lawfully existing or lawfully begun at the date of the first publication of notice of the public hearing

The nonconforming structure consists of four thousand four hundred and seventy (4,470) square feet on the basement level and four thousand four hundred and seventy (4,470) square feet on the first floor totaling eight thousand nine hundred and forty (8,940) square feet. The nonconforming structure complies with the floor area ratio ("FAR")³ in the GB district.

The Property's address is 161-163 Shirley Avenue. The Property has frontage of sixty (60) feet on Shirley Avenue a public way. The Property is presently serviced by municipal water and sewer; as well as electricity and gas.

11. What is the nature of the exception of special permit requested in this application?

The Applicant proposes to raze the existing nonconforming structure in order to construct a new five (5) story mixed-use structure with two (2) commercial units, located on the First (1) floor, to provide a place of business for the exiting use(s). On floors Two (2) through Five (5) there shall be thirty-two (32) residential units consisting of Seventeen (17) studio units and Fifteen (15) one-bedroom units. The existing retail and residential use is allowed by right in the GB district ("the Project"); in accordance with proposed design and floor plans prepared by David B. Barsky, 320 Nevada Street, Suite 301, Newton, MA. 02460. See attached concept plans, elevations and floor plans marked Exhibit D.

on the ordinance from which this title derived, which does not conform with the minimum dimensional controls of this title. (C.O.83-3 § 17-2(B)(45))

³ R.R.O. 17.08.300 entitled "Floor area ratio (FAR)" states in pertinent part "For the purposes of this revision, "FAR" means the ratio of the total gross square feet within a building or buildings of a given project to the total lot size, excluding the following accessory uses: recreational areas, storage areas, parking areas, loading areas and facilities devoted to the maintenance of the building and balconies. The FAR shall be expressed numerically such as 1.0 (1:1), i.e., one square foot of building for one square foot of land. (C.O.90-37G: C.O. 83-3 § 17-2(B)(28))

Relief requested :

At this time, the Applicant seeks and the Project requires a special permit to modify a nonconforming structure in accordance with R.R.O. 17.40.030(A)⁴ in order to reconstruct the existing nonconforming structure. See SPRC letter.

⁴ R.R.O. 17.40.030 entitled "Modification of nonconforming structures."states in pertinent part: "Upon the issuance of a special permit from the city council, nonconforming structures (excluding single- and two-family residential structures) may be modified as follows:

A.Reconstructed, extended or structurally changed;

B.Altered to provide for a substantially different purpose or for the same purpose in a substantially different manner or to a substantially greater extent.

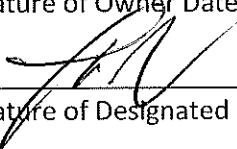
The city council may award a special permit only if it determines that such reconstruction, extension, alteration or change shall not be substantially more detrimental than the existing nonconforming structure to the neighborhood. The reconstruction, extension, alteration or change of a nonconforming structure, as set forth herein, shall include any increase of an existing nonconformity, or the creation of a new nonconformity and shall require only the award of a special permit as authorized under this section. (C.O.07-19 § 4; C.O. 96-17 § 39 (part))

I hereby certify under the pains and penalties of perjury that the foregoing information contained in this application is true and complete.

Signature of Applicant Date

Signature of Owner Date

Signature of Designated Representative Date

A handwritten signature in black ink, appearing to be 'A.N.', is written over the signature line for the Designated Representative.

Attachment: PH.C2211.163ShirleyAvenue (22-336 : Special Permit, C-22-11, 163 Shirley Avenue)

**General Disclosure of Constituent Information
Relative to Applications Submitted to the Revere City Council
For Authorizations, Permits, Special Permits, Licenses, Variances, Orders of Conditions,
Approvals, Modifications and Amendments Which are Subject of Proceedings Before the
Revere City Council**

1. Name and residential address of party submitting application:

Name: _____ Shirley Avenue LLC _____

Address: _____ 161-163 Shirley Avenue, Revere, MA 02151 _____

2. Name and residential address of each landowner on whose property subject matter will be exercised:

(Attach additional pages, if necessary.)

Name: _____ Shirley Avenue LLC _____

Address: _____ 161-163 Shirley Avenue, Revere, MA 02151 _____

3. If the party is a partnership, state the name and residential address of all partners within sixty (60) days of this application:

Partner's Name:

Address:

4. Name and residential address of each party to whom subject authorization will be issued:

Name:

Address:

5. If the party is a trust, provide the name and residential address of each trustee and beneficiary within sixty (60) days of this application:

Trustee's Name:

Address:

The trust documents are on file at _____ and will be delivered upon request.

5. If the party is a joint venture, state the name and residential address of each person, form of company that is party to the joint venture within sixty (60) days of the filing of this application.

Joint Venture Name:

Address:

A copy of the Joint Venture agreement is on file at _____ and will be delivered upon request.

Attachment: PH.C2211.163ShirleyAvenue (22-336 : Special Permit, C-22-11, 163 Shirley Avenue)

Page 2

General Disclosure Form

7. If the party is a corporation, provide the name and residential address of each officer, director and shareholder owning more than 50% of the interest in the Corporation within sixty (60) days of the date of this application:

Officer's Name:

Address:

Director's Name:

Address:

Shareholder's Name:

(50% or more)

Address:

8. If the party is a General Partnership, provide the name and residential address of each partner in the partnership within sixty (60) days of the date of this application.

General Partner's Name:

Address:

9. If the party is a Limited Partnership, provide the name and residential address of each General Partner of the Limited Partnership within sixty (60) days from the date of this application.

General Partner's Name

of Limited

Partnership: _____

Address:

10. If the business is conducted under any title other than the real name of the owner, state the time when, and place where, the certificate require by Mass. General Law, Chapter 110, Section 5, is on file:

The foregoing information is provided under the Pains and Penalty of Perjury.

Signature of each party and landowner:

Attachment: PH.C2211.163ShirleyAvenue (22-336 : Special Permit, C-22-11, 163 Shirley Avenue)

Request for Finding of Fact – Special Permit

Now comes the applicant _____ Shirley Avenue LLC _____ who has applied to this Honorable City Council for a special permit for property located at _____ 161-163 Shirley Avenue, Revere, MA _____ and asks that said Council make the following findings of fact:

1. That the proposed modification to the nonconforming structure would be in harmony with the general purpose and intent of the Zoning Ordinance for the following reasons:
 - (a) The proposed facilities will not impede light, air, and space to adjoining properties;
 - (b) the facilities will not over crowd or have any effect on the density of the existing parcel and buildings thereon;
 - (c) the approval of this use will allow Shirley Avenue LLC to improve the condition of the property, and therefore benefit the public at large in the community.

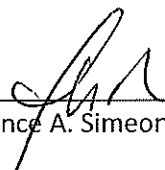
2. That the specific site is an appropriate location for such use for the following reasons:
 - (a) The subject property is zoned, GB, which allows for the request of this special permit;
 - (b) The location of has a nonconforming (commercial) multiple use structure; similar to the zoning district which has various commercial nonconforming structures in the neighborhood;
 - (c) the proposed use can exist at this site, without impeding the normal use of the property or surrounding property.

3. That the specific site has adequate public sewerage and water facilities and water systems for the following reasons:
 - (a) The proposed facility is on a public ways which has water and/or sewer services.

4. That the use as proposed will not adversely affect the neighborhood, for the following reasons:
 - (a) The proposed use will not create adverse impact of noise, odor, smoke dust, etc. It will not substantially generate commercial traffic or activity; and
 - (b) much of the adjacent property surrounding the property are commercial; the use will have no effect on these adjoining properties and their uses; and
 - (c) The proposed facilities will not impede light, air, and space to adjoining properties;
 - (d) the facilities will not over crowd or have any effect on the density of the existing parcel and buildings thereon;

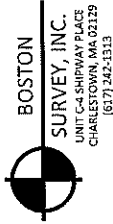
- (e) the approval of this use will allow Shirley Avenue LLC to improve the condition of the property, and therefore benefit the public at large in the community;
 - (f) the proposed use does not deviate or substantially change the character of this already relative commercial/industrial area of the city, which has business operating similar parking facilities.
5. That there will not be a nuisance or serious hazard to vehicles or pedestrians using the proposed facility in that
- (a) the only traffic generated by the proposed facility shall not substantially effect on the present traffic patterns.
6. That adequate and appropriate facilities will be provided for the proper use, for the following reasons:
- (a) The location is in a general multi use area known as the General Business District (GB) district, the proposed commercial use shall be in harmony with the area, which include retail business and apartments. The current infrastructure and roadways are sufficient to handle the proposed use in that they currently adequately handle the current needs of this business/residential area.

Date: November 14, 2022

Respectfully submitted by:  _____
Lawrence A. Simeone, Jr., Esq.

Attachment: PH.C2211.163ShirleyAvenue (22-336 : Special Permit, C-22-11, 163 Shirley Avenue)

EXHIBIT A



BOSTON
SURVEY, INC.
 UNIT C-4 SHIRLEY PLACE
 CHARLESTOWN, MA 02119
 (617) 242-1313

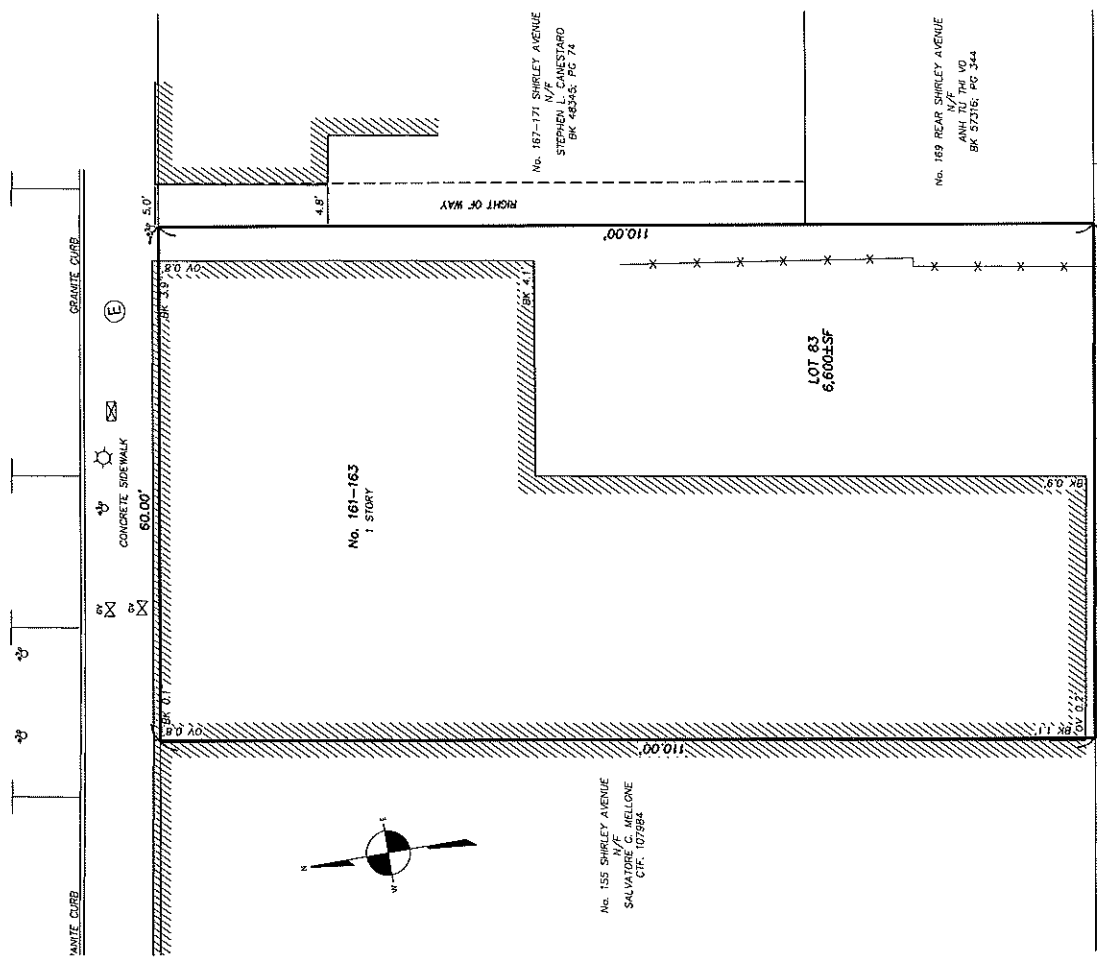
SHIRLEY AVENUE
 (PUBLIC ~ 50.0' WIDE)



PREPARED FOR:
 OWNER OF RECORD:
 SHIRLEY AVENUE, LLC
 161 SHIRLEY AVENUE
 REVERE, MA 02151

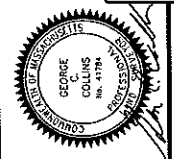
REFERENCES:
 DEED: BK 35224; PG 22
 RESTRICTION: BK 31802; PG 35
 LCC: BK 127864; PG 8ND
 127864-A

NOTES:
 PARCEL ID: 8-137-20



CERTIFIED PLOT PLAN
 LOCATED AT
161-163 SHIRLEY AVENUE
REVERE, MA

SCALE: 1.0 INCH = 10.0 FEET



| | |
|--------|----------|
| FIELD: | J/H |
| DRAFT: | MPP, SAP |
| CHECK: | GCC |
| DATE: | 09/20/22 |
| JOB # | 22-00298 |

I CERTIFY THAT THIS PLAN WAS MADE FROM AN INSTRUMENT SURVEY ON THE GROUND ON THE DATE OF SEPTEMBER 14, 2022 AND ALL STRUCTURES ARE LOCATED AS SHOWN HEREON.

ACCORDING TO THE FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA) MAPS, THE MAJOR IMPROVEMENTS ON THIS PROPERTY FALL IN A HAZARD DESIGNATED AS
 ZONE: X
 COMMUNITY PANEL: 25025C0036J
 EFFECTIVE DATE: MARCH 16, 2016

Unofficial Property Record Card - Revere, MA

General Property Data

Parcel ID 8-137-20
 Prior Parcel ID GB --
 Property Owner SHIRLEY AVENUE, LLC
 Mailing Address 2 REGENCY RIDGE
 City ANDOVER
 Mailing State MA Zip 01810
 ParcelZoning GB

Account Number 8/137/20/
 Property Location 163 SHIRLEY AVE
 Property Use STORE
 Most Recent Sale Date 4/26/2005
 Legal Reference 36924-22
 Grantor ONIMA REALTY TRUST,
 Sale Price 356,000
 Land Area 0.152 acres

Current Property Assessment

Card 1 Value Building Value 368,300 Xtra Features Value 0 Land Value 194,600 Total Value 562,900

Building Description

Building Style STORE
 # of Living Units 3
 Year Built 1910
 Building Grade AVERAGE
 Building Condition Average
 Finished Area (SF) 4470
 Number Rooms 0
 # of 3/4 Baths 0

Foundation Type BRK/STONE
 Frame Type WOOD
 Roof Structure FLAT
 Roof Cover TAR+GRAVEL
 Siding BRICK
 Interior Walls DRYWALL
 # of Bedrooms 0
 # of 1/2 Baths 3

Flooring Type ASPHL TILE
 Basement Floor CONCRETE
 Heating Type FORCED H/A
 Heating Fuel GAS
 Air Conditioning 100%
 # of Bsmt Garages 0
 # of Full Baths 0
 # of Other Fixtures 0

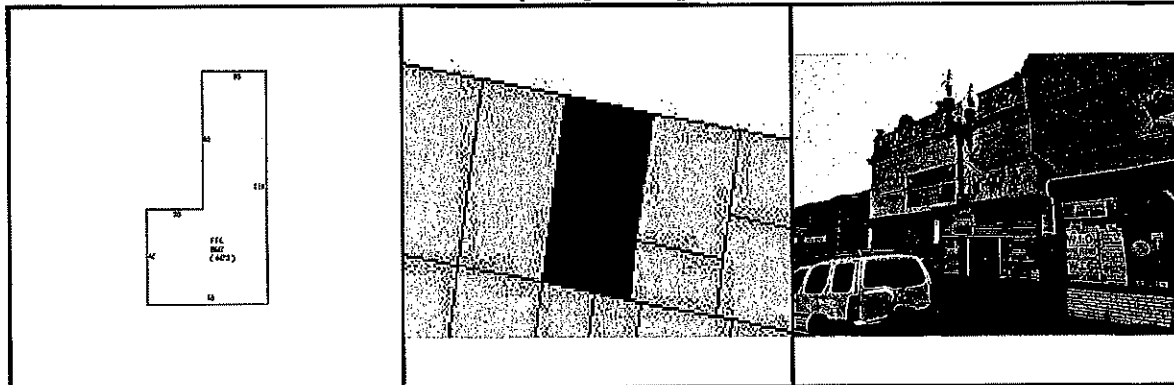
Legal Description

LOT 83

Narrative Description of Property

This property contains 0.152 acres of land mainly classified as STORE with a(n) STORE style building, built about 1910 , having BRICK exterior and TAR+GRAVEL roof cover, with 3 unit(s), 0 room(s), 0 bedroom(s), 0 bath(s), 3 half bath(s).

Property Images



Disclaimer: This information is believed to be correct but is subject to change and is not warranted.

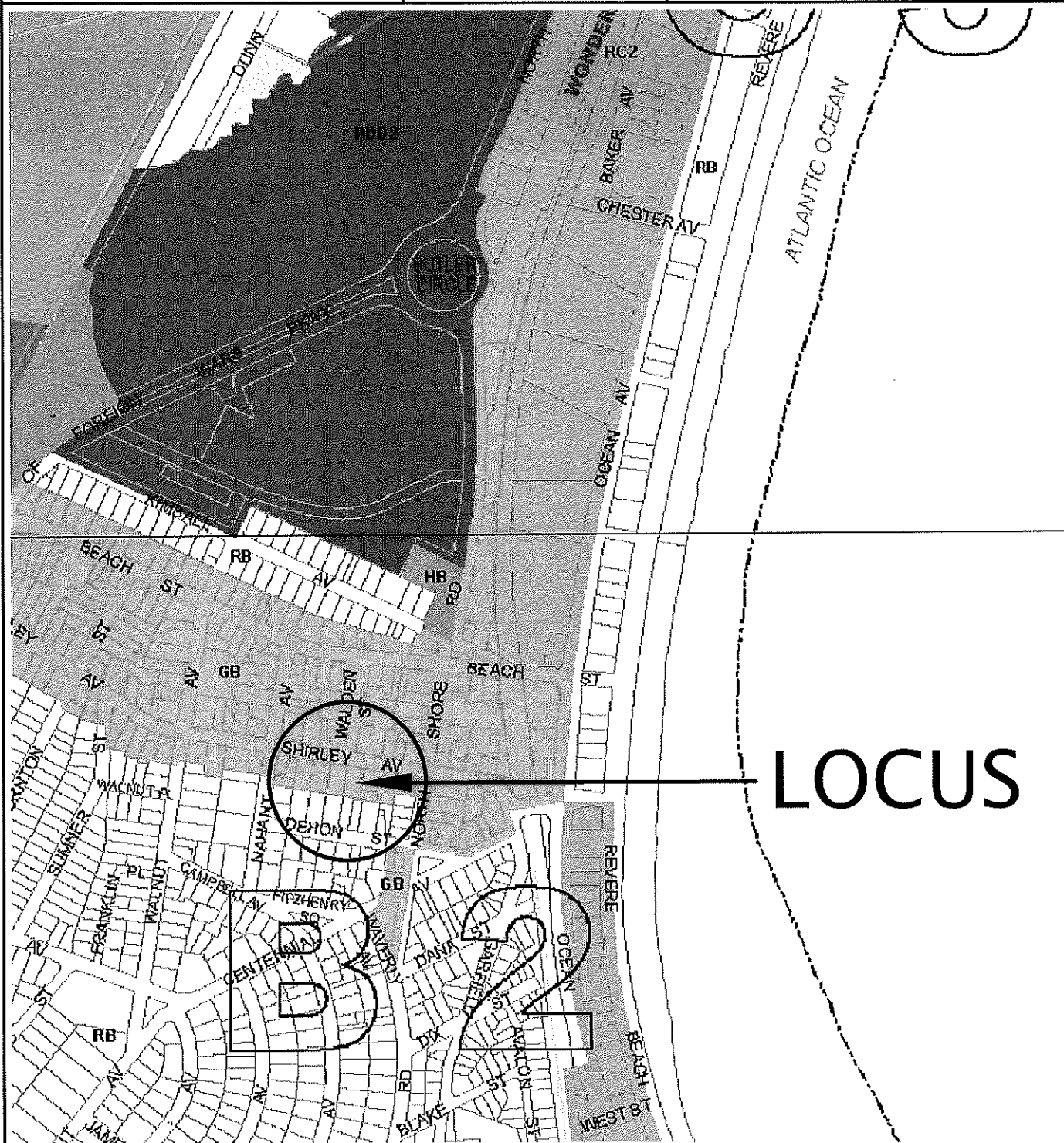
Attachment: PH.C2211.163ShirleyAvenue (22-336 : Special Permit, C-22-11, 163 Shirley Avenue)

EXHIBIT B

WILLIAMS & SPARAGES
CIVIL ENGINEERING &
LAND SURVEYORS



189 NORTH MAIN STREET
SUITE 101
MIDDLETON, MA 01949
PHONE: (978) 539-8088
FAX: (978) 539-8200



Attachment: PH.C2211.163ShirleyAvenue (22-336 : Special Permit, C-22-11, 163 Shirley Avenue)

CITY OF REVERE
FEBRUARY 2016 ZONING MAP
SCALE: 1"=500'

LOCUS MAP
161-163 SHIRLEY AVENUE
REVERE, MA 02151



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EXHIBIT C

Attachment: PH.C2211.163ShirleyAvenue (22-336 : Special Permit, C-22-11, 163 Shirley Avenue)

WILLIAMS & SPARAGES
CIVIL ENGINEERING &
LAND SURVEYORS



189 NORTH MAIN STREET
SUITE 101
MIDDLETON, MA 01949
PHONE: (978) 539-8088
FAX: (978) 539-8200



UNITED STATES GEOLOGIC SURVEY MAP
BOSTON NORTH, MA 2018 QUADRANGLE
SCALE: 1:24,000 (metric contours)

LOCUS MAP
161-163 SHIRLEY AVENUE
REVERE, MA 02151



Attachment: PH.C2211.163ShirleyAvenue (22-336 : Special Permit, C-22-11, 163 Shirley Avenue)

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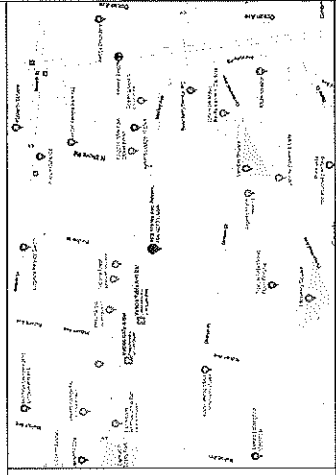
EXHIBIT D

Attachment: PH.C2211.163ShirleyAvenue (22-336 : Special Permit, C-22-11, 163 Shirley Avenue)

PROPOSED MULTIFAMILY RESIDENTIAL BUILDING : 161-163 Shirley Ave, MA 02151



AERIAL VIEW



LOCUS MAP

| SHEET | COVER SHEET | SHEET TITLE | DATE |
|-------|---------------------------------|---------------|------------|
| A-000 | COVER SHEET | ARCHITECTURAL | 11-11-2022 |
| A-001 | GENERAL NOTES | | 11-11-2022 |
| E-1 | EXISTING SITE PLAN | | 11-11-2022 |
| A-101 | BASEMENT & 1ST LEVEL FLOOR PLAN | | 11-11-2022 |
| A-102 | 2ND AND 3RD LEVEL FLOOR PLAN | | 11-11-2022 |
| AV | ARCHITECTURAL VISUALIZATION | | 11-11-2022 |

ARCHITECT:
DAVID BARSKY - ARCHITECT
Commercial Residential Hospitality
57 Elm Road, Needhamville, MA 02460
e-mail: dbarskyarcop@hotmail.com
tel: 617.448.5972

LAND SURVEYOR:
BOSTON SURVEY, INC.
Unit C-4, Shawmut Place,
Charlestown, MA 02129
T: 617.242.1313

STRUCTURAL P.E.:
ROOME GUARRACINO LLC,
48 Grove Street,
Boston, MA 02114
T: 617.628.1700
F: 617.628.1711

PROJECT SUMMARY
TOTAL LOT AREA = 6,600 SF.
TOTAL GFA = 23,397 SF.
TOTAL F.A.R. = 3.53
5 BEDROOMS LEVELS
GRADE LEVEL
2 RETAIL UNITS
2ND THROUGH 5TH LEVEL
8 UNITS PER LEVEL
32 UNITS TOTAL
16 * 1 BED UNITS
16 * STUDIOS
32X1.5F= 48 PARKING SPACES REQUIRED

ZONING STUDY
ZONE: GB
MIN. LOT AREA: 10,000
MIN. FRONTAGE: 100'
USABLE OPEN SPACE: /
MAX. PRINCIPAL BUILDING COVERAGE: /
MAX. HEIGHT: 50'
MAX. STORIES: 5
MAX. P.A.N.: 1.5

SETBACK REQUIREMENTS:
• FRONT: /
• SIDE: 20'
• REAR: 20'

PARKING REQUIREMENTS: 20 units (C)(D)
Dwelling, apartment

(C) For dwelling, apartments and planned unit developments, 25 spaces per unit and out of the required per unit parking ratio shall be designated for visitor and handicapped parking.

(D) In the GB, RC1 and RC2 districts, off-street parking requirements shall be 1.5 spaces per one bedroom unit, 1.75 spaces per two bedroom unit, and 2 spaces per unit for three or more bedrooms. Also, see Section 17.24.080 Parking in the front yard.

PARKING SPACE DIMENSIONS
• OPEN 8'X18'
• COVERED 8'4"X17'
• AISLE 22'



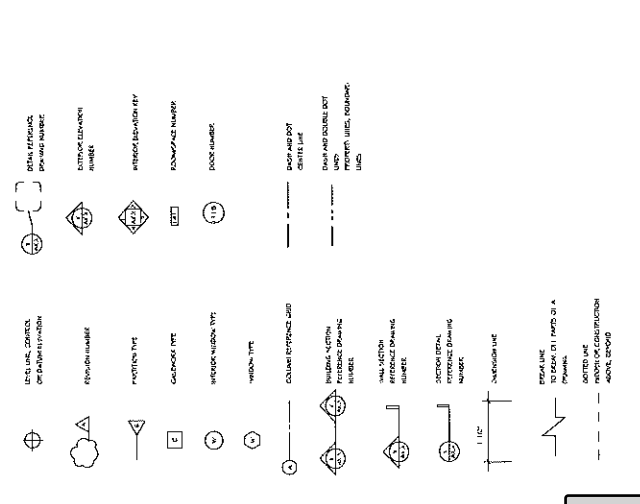
ARCHITECTURAL VISUALIZATION

| | | | |
|-----------------------------|------------|--|----------|
| 1 | 10/17/2022 | ISSUED FOR SPECIAL PERMIT | A |
| DATE (DATE) TIME (LOCATION) | | | BY (NO.) |
| ARCHITECT'S SEAL: | | | |
| | | | |
| | | COMMERCIAL RESIDENTIAL HOSPITALITY 322 NEWBOLD STREET, NORTH ANDOVER, MA 02060 Phone: 617.448.5972 www.commercialresidentialhospitality.com | |
| CLIENT INFORMATION | | | |
| PROJECT LOCATION | | 161-163 Shirley Ave, Revere MA | |
| DRAWING TITLE | | | |
| COVER PAGE | | | |
| SCALE: | DATE: | REVISION NO.: | |
| | 11/11/2022 | 0 | |
| PROJECT NO.: | DRAWN BY: | DRAWING NO.: | |
| | | | |
| VERIFIED BY: | A.000 | | |

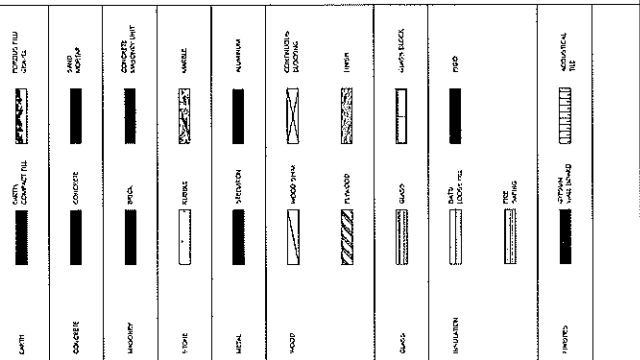
ARCHITECTURAL ABBREVIATIONS

Table of architectural abbreviations with columns for symbol, name, and description. Includes categories like Masonry, Structural, Mechanical, and Electrical.

SYMBOLS



INDICATION OF MATERIALS



GENERAL NOTES

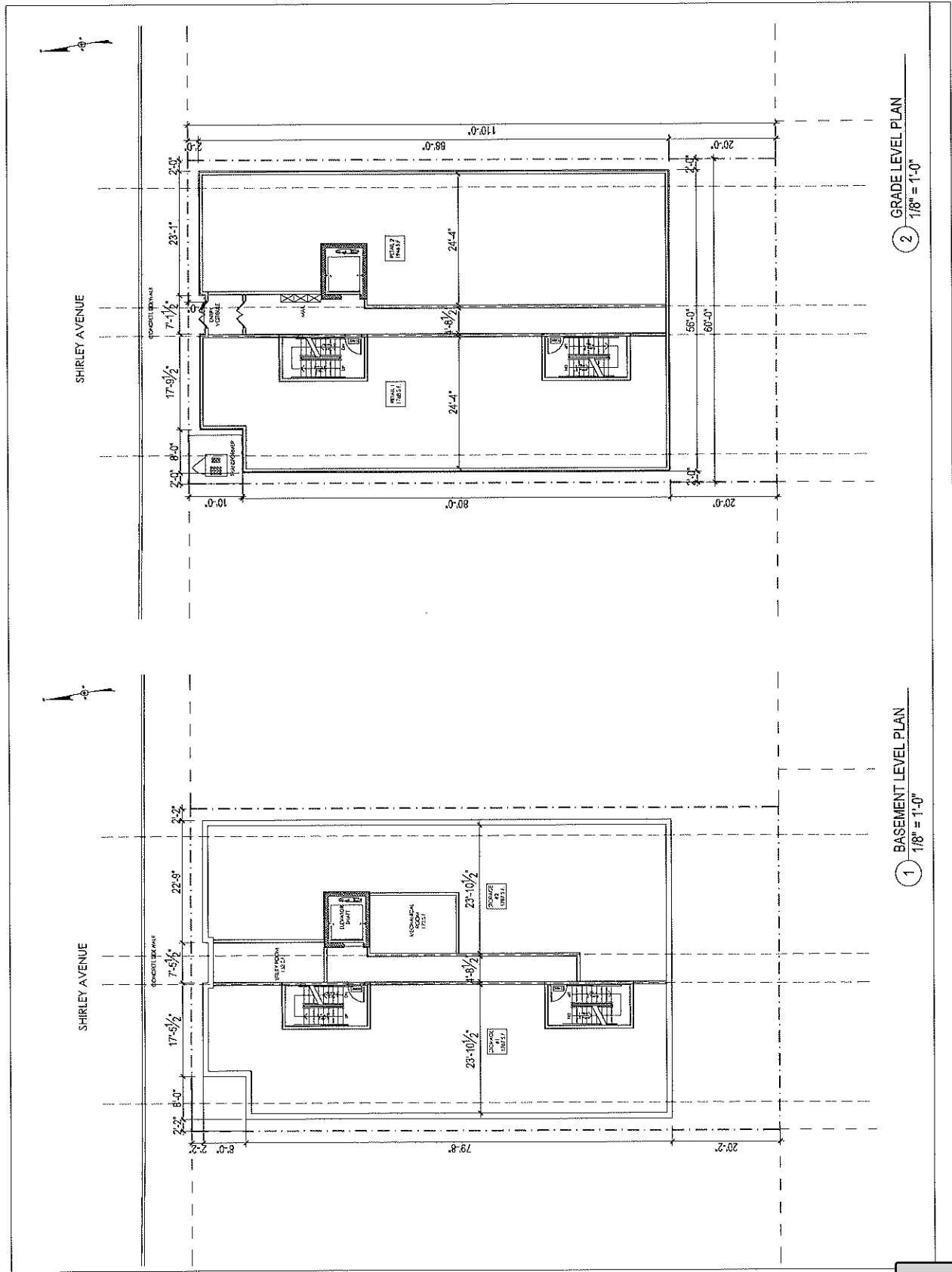
- List of general notes and specifications for the project, including notes on construction methods, material quality, and site conditions.

Permit information block including 'ISSUED FOR SPECIAL PERMIT', 'DATE', 'SCALE', and 'PROJECT NO.' fields.



CLIENT INFORMATION: COMMERCIAL HOSPITALITY, 161-163 Shirley Ave., Revere MA

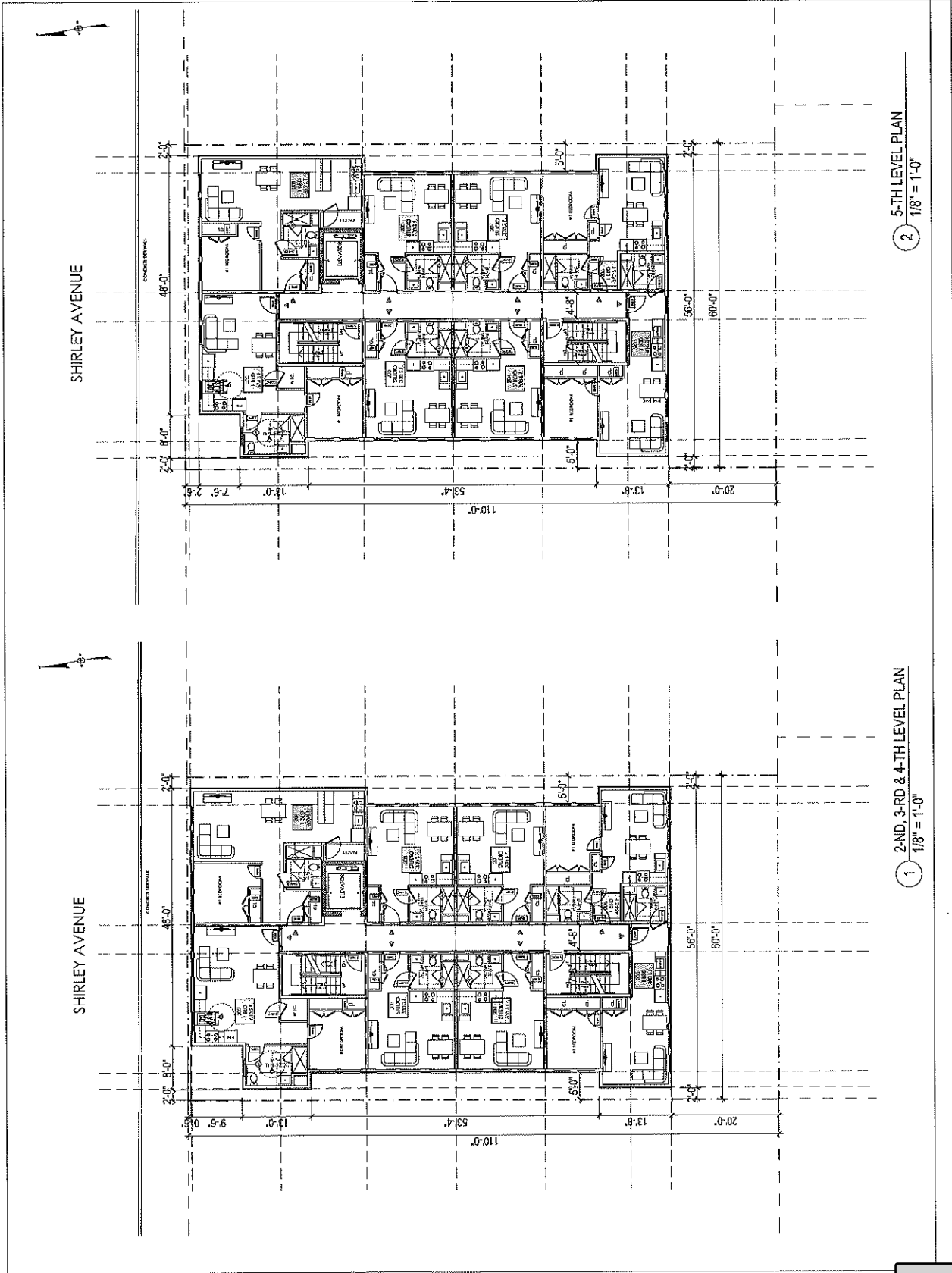
Table with project location, drawing title, scale, date, and revision information.



| | | | |
|--|--------------|---|------|
| 1 | 10/17/2022 | ISSUED FOR SPECIAL PERMIT | A |
| DRAWN: [Signature] CHECKED: [Signature] ARCHITECT'S SCALE: | | | |
| | | COMMERCIAL RESIDENTIAL HOSPITALITY 200 WASHINGTON STREET BOSTON, MA 02108 TEL: 617.740.8999 | |
| CLIENT INFORMATION PROJECT LOCATION 161-163 Shirley Ave, Revere MA | | | |
| DRAWING TITLE FLOOR PLANS | | | |
| SCALE | DATE | REVISION NO. | DATE |
| 1/8" = 1'-0" | October 2022 | A | |
| DRAWN BY | DRAWING NO. | VERIFIED BY | |
| | A.102 | | |

2 GRADE LEVEL PLAN
1/8" = 1'-0"

1 BASEMENT LEVEL PLAN
1/8" = 1'-0"

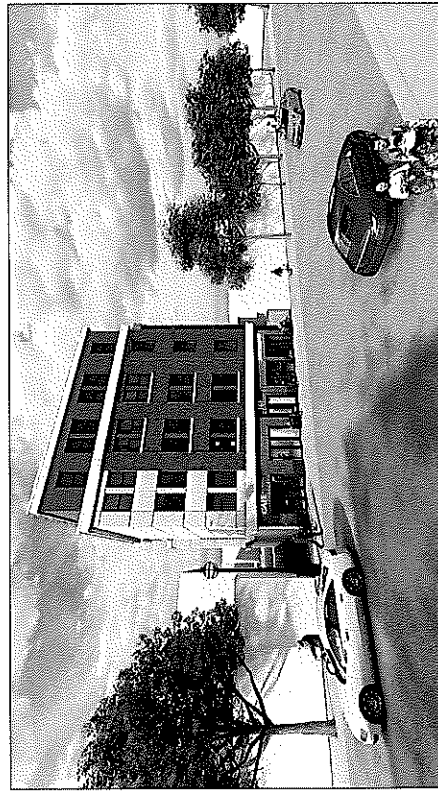
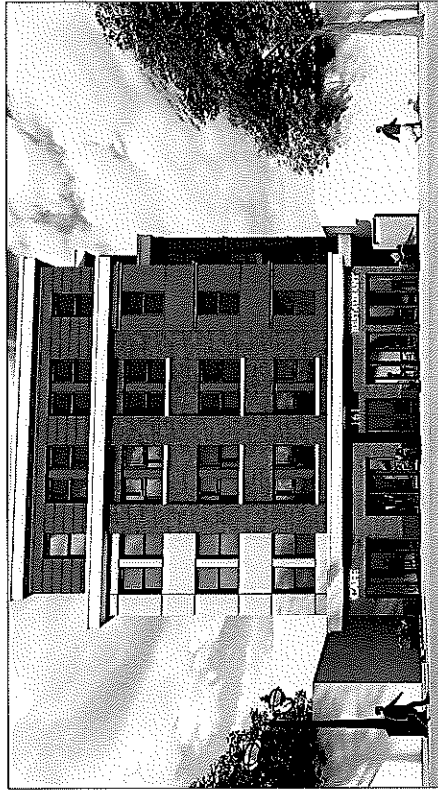
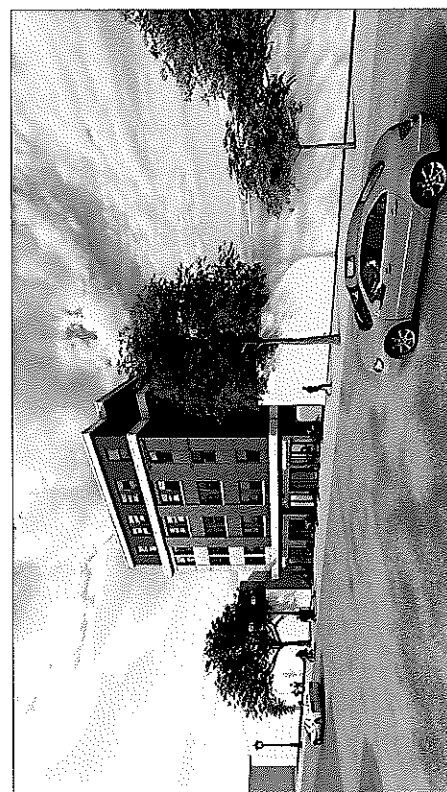


| | | | |
|--|--------------|---|--|
| <p>1 10/17/2022 ISSUED FOR SPECIAL PERMIT</p> <p>MASS ARCHITECTURAL BOARD</p> <p>ARCHITECT'S SEAL:</p> | | | <p>COMMERCIAL RESIDENTIAL HOSPITALITY</p> <p>163 SHIRLEY AVENUE, REVERE MA</p> <p>DATE: 08/24/2022</p> <p>PROJECT NO.:</p> <p>DRAWN BY:</p> <p>VERIFIED BY:</p> |
| <p>CLIENT INFORMATION</p> | | | |
| <p>PROJECT LOCATION</p> <p>161-163 Shirley Ave, Revere MA</p> | | <p>DRAWING TITLE</p> <p>FLOOR PLANS</p> | |
| SCALE | DATE | REVISION NO. | VERIFIED BY |
| 1/8" = 1'-0" | October 2022 | A | A.101 |

2 5-TH LEVEL PLAN
1/8" = 1'-0"

1 2-ND, 3-RD & 4-TH LEVEL PLAN
1/8" = 1'-0"

Attachment: PH.C2211.163ShirleyAvenue (22-336 : Special Permit, C-22-11, 163 Shirley Avenue)



1 10/17/2022 ISSUED FOR SPECIAL PERMIT
DATE OF EXPIRATION: 12/31/2023
ARCHITECT'S SEAL:



**COMMERCIAL
RESIDENTIAL
HOSPITALITY**
2007 JEFFERSON STREET,
REVERE, MA 01950
PH: 781.962.1000
WWW.AVARCHITECTURE.COM

CLIENT INFORMATION

PROJECT LOCATION
161-163 Shirley Ave,
Revere MA

DRAWING TITLE
ARCHITECTURAL
VISUALIZATION

SCALE
DATE: October 2022
PROJECT NO.:
DRAWN BY:
VERIFIED BY: AV

[Print](#) | [Close Window](#)

Subject: Application Review Comments

From: fstringi@revere.org

Date: Fri, Nov 11, 2022 3:57 pm

To: <yogipatel6162@gmail.com>, <david.barsky@davidbarskyarchitect.com>, <pblaisdell@wsengineers.com>, <amelnik@revere.org>, <lsimeonejr@simeonelaw.net>, <lcavagnaro@revere.org>

Attach: /Documents/258/logo.jpg

CITY OF REVERE APPLICATION REVIEW

City of Revere Site Plan Review Review Comments

From: Frank Stringi
Date: November 11, 2022
Application #: SPR22-000156
Address: 163 SHIRLEY AVE
Description: 5 Story Multi Family Residential
Review Status: Denied

Thank you for your recent permit application for 5 Story Multi Family Residential . I have completed my initial review and my comments are listed below, you can view marked up plans on our [Click here to view your application](#). Please note that you may receive additional comments from other city departments as your application is reviewed. You can follow the progress of your application by clicking on the link to the online portal above and signing into your account.

Community Development: Frank Stringi

- This plan has been denied for the following reasons: In accordance with Section 17.40.030 the reconstruction and extension of a nonconforming structure may only be allowed by special permit of the City Council.

NOTE: If your application is marked "Resubmittal Required", you do not need to submit a new application. Log back into your account and edit either your Registration or Permit as requested in the comments.

Please do not reply to this automated email. All resubmittals should be done using our online portal at www.citizenserve.com/revere re-review. Furnishing the above requested information will help expedite the approval of your application.



Attachment: PH.C2211.163ShirleyAvenue (22-336 : Special Permit, C-22-11, 163 Shirley Avenue)

Pursuant to M.G.L. Ch. 62C, Sec. 49A, I certify under the penalties of perjury that, to my best knowledge and belief, have filed all state tax returns and paid all state taxes required under law.

20-2592952
Social Security Number or
Federal Identification Number

Shirley Avenue LLC
Signature of Individual or Corporate Name

By: 
Corporate Officer (if applicable)

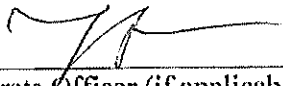
Attachment: PH.C2211.163ShirleyAvenue (22-336 : Special Permit, C-22-11, 163 Shirley Avenue)

CERTIFICATION

Pursuant to Massachusetts General Laws, Chapter 40, Section 57 (a), and Title 3, Chapter 3.04, Section 3.04.020 of the Revised Ordinances of the City of Revere, Massachusetts, I hereby certify, under penalties of perjury, that the Authority has paid all City of Revere real estate taxes, water and sewer assessments and any other municipal charges required under law.

20-2592952
Social Security Number or
Federal Identification Number

Shirley Avenue LLC
Signature of Individual or Corporate Name

By: 
Corporate Officer (if applicable)

Attachment: PH.C2211.163ShirleyAvenue (22-336 : Special Permit, C-22-11, 163 Shirley Avenue)

EXTERIOR INFORMATION

| | |
|---------------|-------------------|
| Type: | 78 - STORE |
| Sty Ht: | 1 - 1 STORY |
| (Liv) Units: | 3 Total:3 |
| Foundation: | 3 - BRK/STONE |
| Frame: | 1 - WOOD |
| Prime Wall: | 7 - BRICK |
| Sec Wall: | 21 - CONC BLO 20% |
| Roof Struct: | 4 - FLAT |
| Roof Cover: | 4 - TAR+GRAVEL |
| Color: | WHITE |
| View / Desir: | |

BATH FEATURES

| | | |
|------------|---|-----------------|
| Full Bath: | | Rating: |
| A Bath: | | Rating: |
| 3/4 Bath: | | Rating: |
| A 3QBth: | | Rating: |
| 1/2 Bath: | 3 | Rating: AVERAGE |
| A HBth: | | Rating: |
| OtherFix: | | Rating: |

COMMENTS

REVERSE BEACH FOOD AND GIFT SHOP,
JEWELRY.

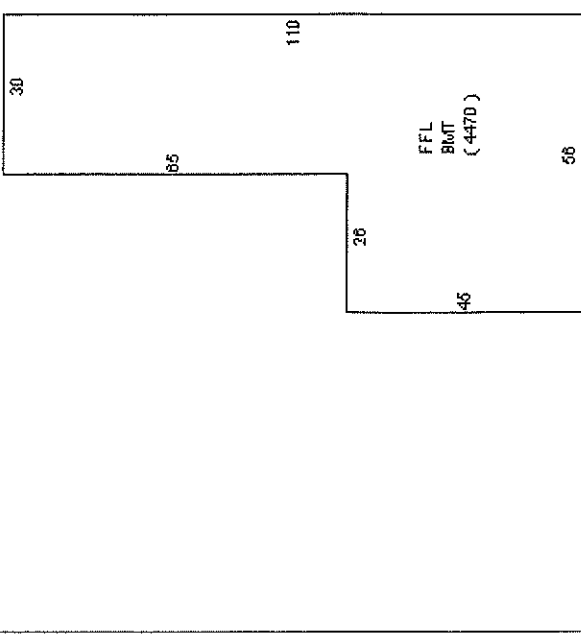
OTHER FEATURES

| | | |
|---------|--|---------|
| Kits: | | Rating: |
| A Kits: | | Rating: |
| Fprl: | | Rating: |
| WSFlue: | | Rating: |

CONDO INFORMATION

| | |
|--------------|--|
| Location: | |
| Total Units: | |
| Floor: | |
| % Own: | |
| Name: | |

SKETCH



RESIDENTIAL GRID

| | | |
|--------------|---------------------------------|---------|
| 1st Res Grid | Desc: | # Units |
| Level | FY LR DR D K FR RR BR FB HB L O | |
| Other | | |
| Upper | | |
| Lvl 2 | | |
| Lvl 1 | | |
| Lower | | |
| Totals | RMs: BRs: Baths: HB3 | |

REMODELING

| | |
|------------|--|
| Exterior: | |
| Interior: | |
| Additions: | |
| Kitchen: | |
| Baths: | |
| Plumbing: | |
| Electric: | |
| Heating: | |
| General: | |
| Totals | |

RES BREAKDOWN

| | | | |
|---------|-----|-----|----|
| No Unit | RMS | BRS | FL |
| | | | |

INTERIOR INFORMATION

| | |
|----------------|--------------------|
| Avg H/F/L: | STD |
| Prim Int Wall: | 1 - DRYWALL |
| Sec Int Wall: | |
| Partition: | T - TYPICAL |
| Prim Floors: | 14 - ASPHL TILE |
| Sec Floors: | |
| Bsmnt Flr: | 12 - CONCRETE |
| Subfloor: | |
| Bsmnt Gar: | |
| Electric: | 3 - TYPICAL |
| Insulation: | 2 - TYPICAL |
| Int vs Ext: | S |
| Heat Fuel: | 2 - GAS |
| Heat Type: | 1 - FORCED H/A |
| # Heat Sys: | 1 |
| % Heated: | 100 % AC: 100 |
| Solar HW: | NO Central Vac: NO |
| % Com Wall: | 20 % Sprinkled |

DEPRECIATION

| | | |
|-------------|--------------|-----|
| Phys Cond: | AV - Average | 35% |
| Functional: | | % |
| Economic: | | % |
| Special: | | % |
| Override: | | % |
| Total: | | 35% |

CALC SUMMARY

| | |
|--------------------|------------|
| Basic \$ / SQ: | 110.00 |
| Size Adj.: | 1.02964211 |
| Const Adj.: | 0.95814580 |
| Adj \$ / SQ: | 108.520 |
| Other Features: | 21565 |
| Grade Factor: | 1.00 |
| NBHD Inf: | 1.00000000 |
| NBHD Mod: | |
| LUC Factor: | 1.00 |
| Adj Total: | 627921 |
| Depreciation: | 219772 |
| Depreciated Total: | 408149 |

MOBILE HOME

| | | | |
|-------|--|-----------|--|
| Make: | | Model: | |
| Year: | | Serial #: | |

SPEC FEATURES/YARD ITEMS

| | | | | | | | | | | | | | | | | | | | |
|------|-------------|---|-----|-----|----------|------|-----|------|------------|-----|-------|-----|------|-------|------------|------|-------|-------|-------|
| Code | Description | A | Y/S | Qty | Size/Dim | Qual | Con | Year | Unit Price | D/S | Dep | LUC | Fact | NB Fa | Appr Value | JCod | JFact | Juris | Value |
| 81 | COOLER | M | S | 1 | 144 | | A | AV | 1975 | | 77.67 | T | 70 | 325 | | | | | 3,400 |

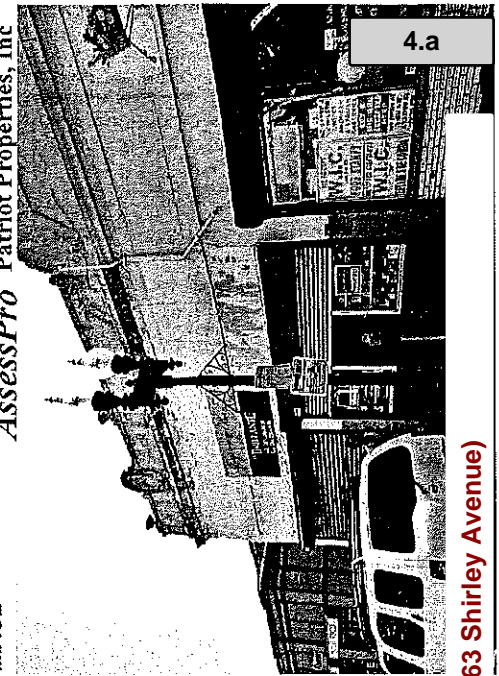
SUB AREA

| Code | Description | Area - SQ | Rate - AV | Undepr Value |
|------|-------------|-----------|-----------|--------------|
| BMT | BASEMENT | 4,470 | 27.130 | 121,271 |
| FFL | FIRST FLOOR | 4,470 | 108.520 | 485,085 |

SUB AREA DETAIL

| Code | Description | Area - SQ | Rate - AV | Undepr Value | Sub Area | % Usbl | Descr | % Type | Qu # | Ten |
|--------------------------|-------------|------------|-----------|--------------|----------|--------|-------|--------|------|-----|
| Net Sketched Area: 8,940 | | | | | | | | | | |
| Size Adj. | 4470 | Gross Area | 8940 | FinArea | 4470 | | | | | |
| Total: | | | | 606,356 | | | | | | |

IMAGE



AssessPro Patriot Properties, Inc

4.a

| | | | | | |
|---|----------------------|--|-----------------------|---|----------------------|
| 60 DEHON ST SWAN DARLENE 60 DEHON ST REVERE, MA 02151 | 8-136-15 LUC: 104 | 167 SHIRLEY AVE CANESTARO STEPHEN L 37 HAMMERSMITH DR SAUGUS, MA 01906 | 8-137-21 LUC: 013 | SHIRLEY AVE 176 SHIRLEY REALTY TRUST MAC HUY M TRUSTEE 176 SHIRLEY AVE REVERE, MA 02151 | 8-144-3 LUC: 337 |
| 54 DEHON ST BECKERT ROGER P 11 WENDELL RD NAHANT, MA 01908 | 8-136-16 LUC: 121 | 169 SHIRLEY REAR AVE VO ANH TU THI 169 SHIRLEY REAR AVE REVERE, MA 02151 | 8-137-22 LUC: 101 | 164 SHIRLEY AVE 176 SHIRLEY REALTY TRUST MAC HUY M TRUSTEE 176 SHIRLEY AVE REVERE, MA 02151 | 8-144-4 LUC: 400 |
| 48 DEHON ST NEWTON LAMAR NEWTON KAREN 48 DEHON ST REVERE, MA 02151 | 8-136-17 LUC: 104 | 173 SHIRLEY AVE SHORESIDE ENTERPRISES, INC 173 SHIRLEY AVE REVERE, MA 02151 | 8-137-23 LUC: 325 | 18 WALDEN ST LI TSZ KEUNG 18 WALDEN ST REVERE, MA 02151 | 8-144-5 LUC: 111 |
| 44 DEHON ST HUOT PONLOEU MOM SAR 44 DEHON ST REVERE, MA 02151 | 8-136-18 LUC: 105 | 173R SHIRLEY AVE GUTIERREZ EDISON F MUNETON DIANA SEPULVEDA 15 NELLS RD Revere, MA 02151 | 8-137-23A LUC: 104 | 156 SHIRLEY AVE TANG & EAR REALTY TRUST EAM TANG TRUSTEE ET AL 156 SHIRLEY AVE REVERE, MA 02151 | 8-145-1 LUC: 325 |
| 47 DEHON ST YAN ALLEN 47 DEHON ST REVERE, MA 02151 | 8-137-10 LUC: 101 | 31 DEHON ST ROBINS REALTY TRUST ROBINS WILLIAM TRUSTED 31 DEHON ST REVERE, MA 02151 | 8-137-6 LUC: 101 | 17 WALDEN ST TND HOMES I LLC C/O THE NEIGHBORHOOD DEVELOPER 4 GERRISH AVE CHELSEA, MA 02150 | 8-145-14 LUC: 111 |
| 53 DEHON ST NOVOSELSKY IRREVOCABLE TRUST NOVOSELSKY IRA, TRUSTEE 53 DEHON ST UNIT 1 REVERE, MA 02151 | 8-137-11 LUC: 111 | 37 DEHON ST XXXVII DEHON LLC P O BOX 120938 BOSTON, MA 02112-0938 | 8-137-8 LUC: 111 | 146 SHIRLEY AVE 146 SHIRLEY AVENUE REALTY TRUS HEAP MENG TRUSTEE 56 COUNTY RD CHELSEA, MA 02150 | 8-145-2 LUC: 112 |
| 59 DEHON ST RODRIGUEZ MARCOS A INTERIANO MARTA L 59 DEHON ST REVERE, MA 02151 | 8-137-12 LUC: 104 | 43 DEHON ST DICHARA RAFFAELLA 43 DEHON ST REVERE, MA 02151 | 8-137-9 LUC: 101 | | |
| SHIRLEY AVE CITY OF REVERE CITY HALL 281 BROADWAY REVERE, MA 02151 | 8-137-18 LUC: 930 | 1509 A NORTH SHORE RD CANAS SEBASTIAN 1509A NORTH SHORE RD REVERE, MA 02151 | 8-144-14 LUC: 105 | | |
| 155 SHIRLEY AVE MELLONE SALVATORE C 269 SUFFOLK AVE REVERE, MA 02151 | 8-137-19 LUC: 325 | 1513 NORTH SHORE RD REVERE HOUSING AUTHORITY 70 COOLEGGE ST REVERE, MA 02151 | 8-144-15 LUC: 970 | | |
| 163 SHIRLEY AVE SHIRLEY AVENUE, LLC 2 REGENCY RIDGE ANDOVER, MA 01810 | 8-137-20 LUC: 325 | 180 SHIRLEY AVE SHIRLEY VENTURES, LLC P O BOX 365 REVERE, MA 02151 | 8-144-1A LUC: 112 | | |

THIS IS A TRUE & ATTESTED
COPY OF THE RECORDS OF THE
ASSESSOR'S OFFICE OF THE
CITY OF REVERE

DATE: 11-19-22

Attachment: PH.C2211.163ShirleyAvenue (22-336 : Special Permit, C-22-11, 163 Shirley Avenue)

PUBLIC HEARING

Notice is hereby given, that the Revere City Council will conduct a public hearing on Monday evening, December 12, 2022 at 6:00 PM in the City Councillor Joseph A. DelGrosso City Council Chambers, Revere City Hall, 281 Broadway, Revere, MA 02151 on a joint petition submitted by National Grid and Verizon to install two new jointly owned poles on Fernwood Avenue, Revere, MA at 454 Broadway, Revere, MA in accordance with the plan on file. (Plan # 30571975)

A copy of the aforementioned proposed plan and petition is on file and available for public inspection in the Office of the City Clerk, Revere City Hall, Revere, Massachusetts, Monday through Thursday from 8:15 A.M. to 5:00 P.M. and Friday from 8:15 A.M. to 12:15 P.M.

Attest:

Ashley E. Melnik
City Clerk

Questions contact – Moses Okokuro 978-314-5063

PETITION FOR JOINT OR IDENTICAL POLE LOCATIONS

North Andover, Massachusetts

To the City Council
Of Revere, Massachusetts

Massachusetts Electric Company d/b/a National Grid and Verizon New England, Inc requests permission to locate poles, wires, and fixtures, including the necessary sustaining and protecting fixtures, along and across the following public way:

Fernwood Ave - National Grid to install 2 JO Poles on Fernwood Ave beginning at a point approximately 150 feet west of the centerline of the intersection of Fernwood Ave and Broadway and continuing approximately 37 feet in a north direction. Install new pole (P899-1) approximately 30ft northwest off existing pole (P899). Install new pole (P899-2) approximately 37ft north off new pole (P899-1) and overhead primary conductors between the new poles.

Location approximately as shown on plan attached

Wherefore it prays that after due notice and hearing as provided by law, it be granted a location for and permission to erect and maintain poles and wires, together with such sustaining and protecting fixtures as it may find necessary, said poles to be erected substantially in accordance with the plan filed herewith marked – Fernwood Ave - Revere – Massachusetts.

No.# 30571975 November 16, 2022

Also for permission to lay and maintain underground laterals, cables, and wires in the above or intersecting public ways for the purpose of making connections with such poles and buildings as each of said petitioners may desire for distributing purposes.

Your petitioner agrees to reserve space for one cross-arm at a suitable point on each of said poles for the fire, police, telephone, and telegraph signal wires belonging to the municipality and used by it exclusively for municipal purposes.

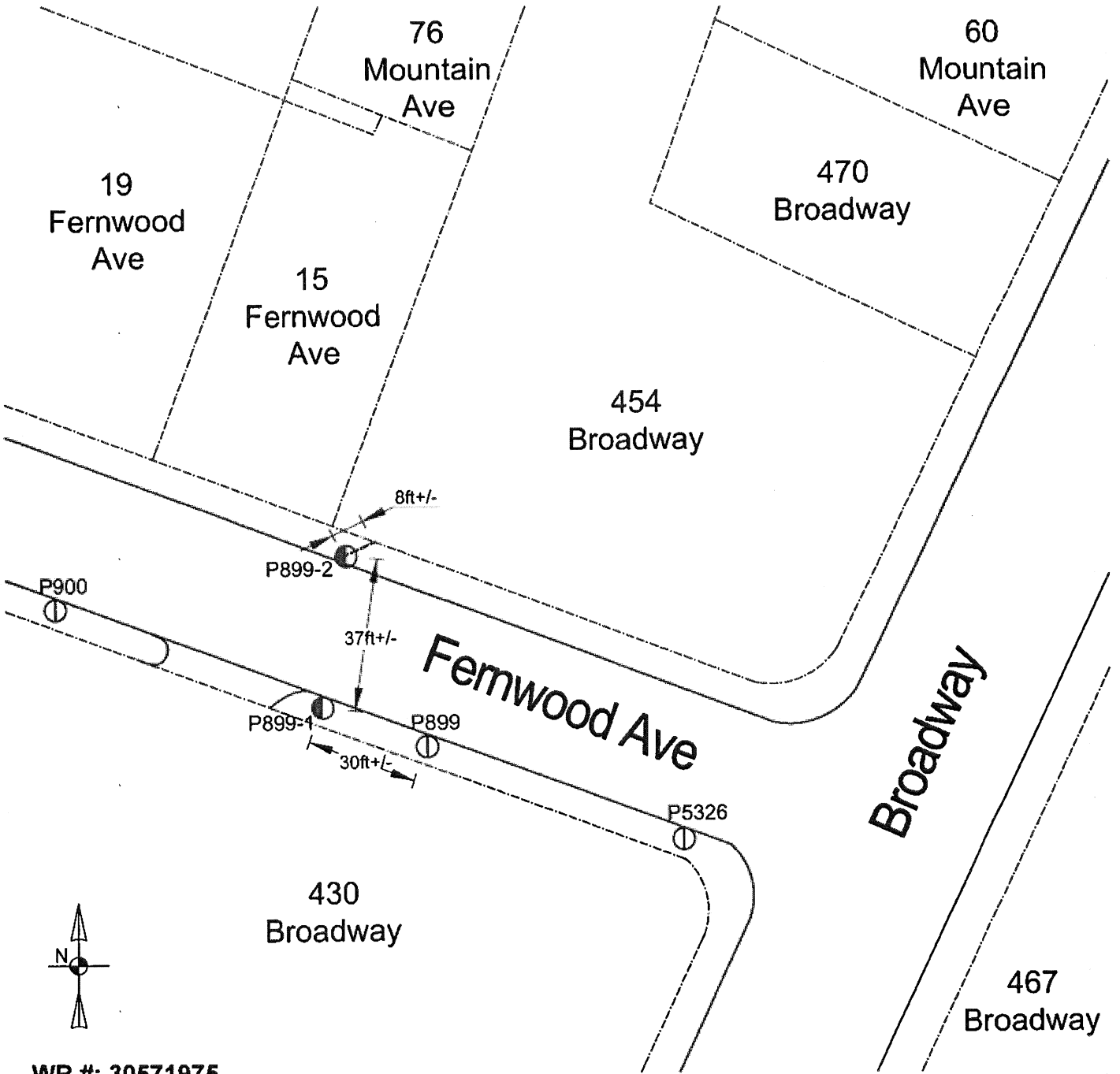
Massachusetts Electric Company d/b/a
NATIONAL GRID *Bob Coultter*

BY _____
Engineering Department

VERIZON NEW ENGLAND, INC.

BY _____
Manager / Right of Way

Attachment: Councilorder22-5379 Fernwood Ave two poles NationalGridVerizon (22-337 : National Grid & Verizon to install two jointly poles on



WR #: 30571975

| | | | |
|---|--|---|--|
| JOINT OWNED POLE PETITION | | And Verizon New England, Inc. | |
| ● New J.O. Pole Locations | | | |
| ⓪ Existing J.O. Pole Locations | | Work Request Number: 30571975 | |
| ⤴ Guy Anchor/Wire | | To Accompany Petition Dated: | |
| --- Existing Overhead Conductors | | To The: City / Town Of Revere | |
| -o-o-o- Proposed Overhead Conductors | | For Proposed: Pole: Location: Ferwood Ave | |
| Job Description: National grid is petitioning to install; * new pole (P899-1) approx 30ft North-West off existing pole (P899), * new pole (P899-2) approx 37ft North off new pole (P899-1) and * overhead primary conductors between the new poles | | | |
| DISTANCES ARE APPROXIMATE | | | |

Attachment: Councilorder22-5379 Fernwood Ave two poles NationalGridVerizon (22-337 : National Grid & Verizon to install two jointly poles on

| S/NO. | ADDRESS | OWNER'S INFO | PARCEL ID |
|-------|--------------------|--|-----------|
| 1 | 430 BROADWAY | OWNER: NEW CREEK LLC OWNER 2: C/O KIMCO REALTY CORP ADDRESS: 500 BROADWAY SUITE 201 JERICO, NY 11753 | 24-389-17 |
| 2 | 454 BROADWAY | OWNER: HAMEL MANAGEMENT GROUP INC ADDRESS: 10 LOOKOUT TER LYNNFIELD, MA 01940 | 24-391-35 |
| 3 | 15 FERNWOOD AVE | OWNER 1: LAZO MARVIN A OWNER 2: LAZO LUIS OWNER 3: MELENDEZ FRANCISCO J LAZO ADDRESS: 15 FERNWOOD AVE REVERE. MA 02151 | 24-391-2 |

PUBLIC HEARING

Notice is hereby given, that the Revere City Council will conduct a public hearing on Monday evening, December 12, 2022 at 6:00 PM in the City Councillor Joseph A. DelGrosso City Council Chambers, Revere City Hall, 281 Broadway, Revere, MA 02151 on a petition submitted by National Grid to install underground electrical conduits from proposed new pole P899-2 on Fernwood Avenue, Revere, MA at 454 Broadway, Revere, MA in accordance with the plan on file. (Plan # 30571975)

A copy of the aforementioned proposed plan and petition is on file and available for public inspection in the Office of the City Clerk, Revere City Hall, Revere, Massachusetts, Monday through Thursday from 8:15 A.M. to 5:00 P.M. and Friday from 8:15 A.M. to 12:15 P.M.

Attest:

Ashley E. Melnik
City Clerk

Questions contact – Moses Okokuro 978-314-5063

Petition of the Massachusetts Electric Company d/b/a National Grid
 Of NORTH ANDOVER, MASSACHUSETTS
 For Electric conduit Location:

To City Council of Revere, Massachusetts

Respectfully represents the Massachusetts Electric Company d/b/a National Grid of North Andover, Massachusetts, that it desires to construct a line of underground electric conduits, including the necessary sustaining and protecting fixtures, under and across the public way or ways hereinafter named.

Wherefore it prays that after due notice and hearing as provided by law, it be granted permission to excavate the public highways and to run and maintain underground electric conduits, together with such sustaining and protecting fixtures as it may find necessary for the transmission of electricity, said underground conduits to be located substantially in accordance with the plan filed herewith marked: Fernwood Ave - Revere - Massachusetts.

The following are the streets and highways referred to:

Plan # 30571975 Fernwood Ave - National Grid to install beginning at a point approximately 160 feet northwest of the centerline of the intersection of Fernwood Ave and Broadway and continuing approximately 8 feet in a northeast direction. Install 2-4" duct approximately 8ft northeast on sidewalk off new pole (P899-2) towards 454 Broadway.

Location approximately as shown on plan attached

Massachusetts Electric Company d/b/a

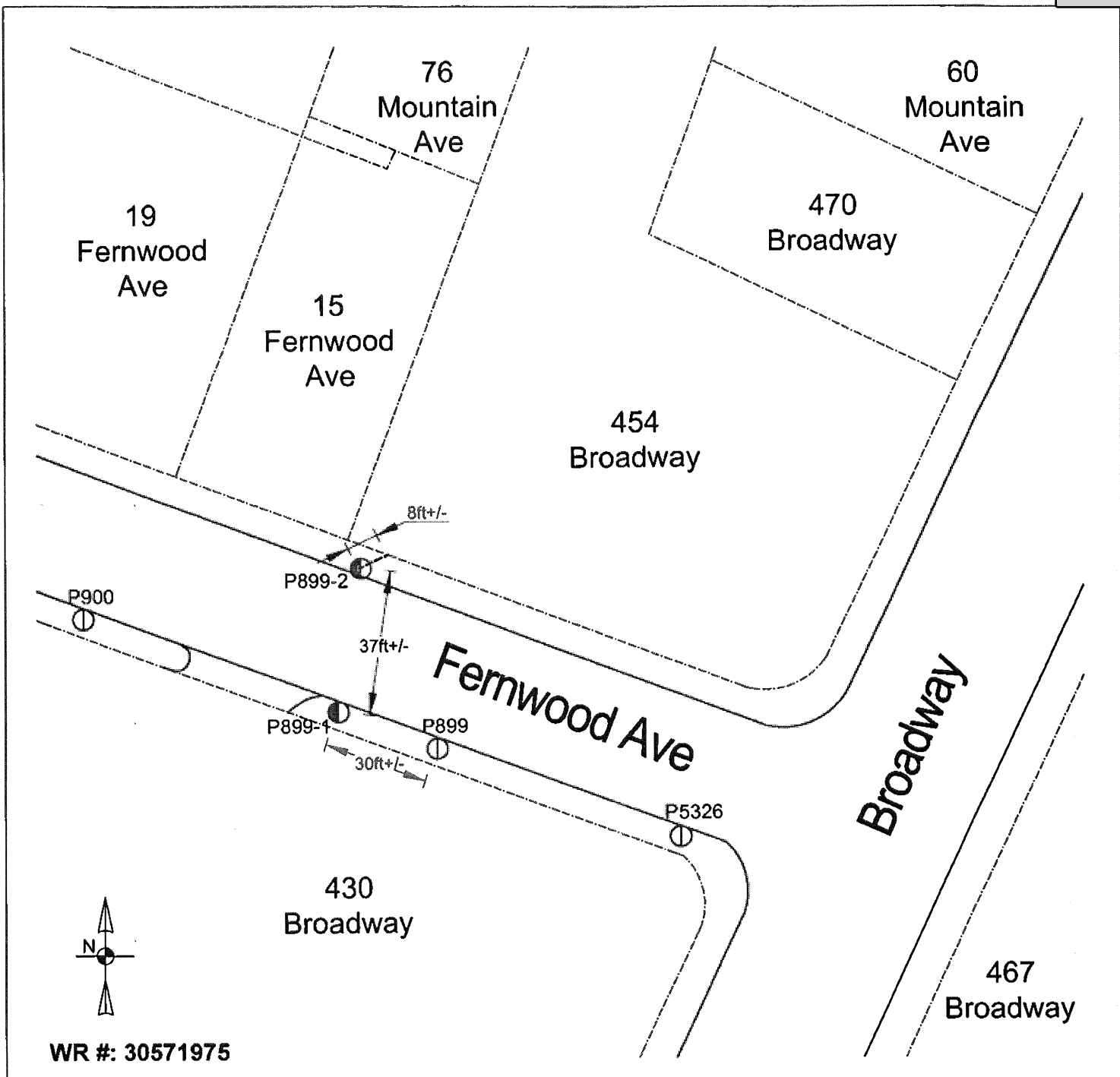
NATIONAL GRID *Bob Coulter*

BY _____

Engineering Department

Dated: November 16, 2022

Attachment: Councilorder22-5380NationalGridUndergroundConduits (22-338 : National Grid to install underground conduits Fernwood Ave.)



WR #: 30571975

UNDERGROUND PETITION

nationalgrid

⓪ POLE (EXISTING)

Date: 10/31/2022

--- PROPOSED CONDUIT 2-4"

Ⓛ POLE (PROPOSED)

WORK REQUEST: # 30571975

Job description

To The: City Of Revere

National Grid is petitioning to install 2-4" duct approx 8ft North-East on sidewalk off new pole (P899-2) towards 454 Broadway, Revere.

For Proposed: 2 - 4" PVC Conduit Location: 454 Broadway

Drawn By: Moses Okokuro

DISTANCES ARE APPROXIMATE

Attachment: Councilorder22-5380NationalGridUndergroundConduits (22-338 : National Grid to install underground conduits Fernwood Ave.)

| S/NO. | ADDRESS | OWNER'S INFO | PARCEL ID |
|-------|--------------------|--|-----------|
| 1 | 430 BROADWAY | OWNER: NEW CREEK LLC OWNER 2: C/O KIMCO REALTY CORP ADDRESS: 500 BROADWAY SUITE 201 JERICO, NY 11753 | 24-389-17 |
| 2 | 454 BROADWAY | OWNER: HAMEL MANAGEMENT GROUP INC ADDRESS: 10 LOOKOUT TER LYNNFIELD, MA 01940 | 24-391-35 |
| 3 | 15 FERNWOOD AVE | OWNER 1: LAZO MARVIN A OWNER 2: LAZO LUIS OWNER 3: MELENDEZ FRANCISCO J LAZO ADDRESS: 15 FERNWOOD AVE REVERE. MA 02151 | 24-391-2 |

PUBLIC HEARING

Notice is hereby given, that the Revere City Council will conduct a public hearing on Monday evening, December 12, 2022 at 6:00 PM in the City Councillor Joseph A. DelGrosso City Council Chambers, Revere City Hall, 281 Broadway, Revere, MA 02151 on a joint petition submitted by National Grid and Verizon to install one jointly owned pole P3139-1 at 275 Squire Road, Revere, MA in accordance with the plan on file. (Plan # 30590200)

A copy of the aforementioned proposed plan and petition is on file and available for public inspection in the Office of the City Clerk, Revere City Hall, Revere, Massachusetts, Monday through Thursday from 8:15 A.M. to 5:00 P.M. and Friday from 8:15 A.M. to 12:15 P.M.

Attest:

Ashley E. Melnik
City Clerk

Questions contact – Moses Okokuro 781-388-5217

PETITION FOR JOINT OR IDENTICAL POLE LOCATIONS

North Andover, Massachusetts

To the City Council
Of Revere, Massachusetts

Massachusetts Electric Company d/b/a National Grid and Verizon New England, Inc requests permission to locate poles, wires, and fixtures, including the necessary sustaining and protecting fixtures, along and across the following public way:

Squire Rd - National Grid to install 1 JO Pole on Squire Rd beginning at a point approximately 150 feet northwest of the centerline of the intersection of Squire Rd and Orvis Rd and continuing approximately 5 feet in an east direction. Install new pole # 3139-1 approximately 97ft northeast off existing Pole # 3139, overhead primary conductors between poles, one down guy each on existing pole (P3139) and new pole (P3139-1).

Location approximately as shown on plan attached

Wherefore it prays that after due notice and hearing as provided by law, it be granted a location for and permission to erect and maintain poles and wires, together with such sustaining and protecting fixtures as it may find necessary, said poles to be erected substantially in accordance with the plan filed herewith marked – Squire Rd - Revere - Massachusetts.

No.# 30590200 October 31, 2022

Also for permission to lay and maintain underground laterals, cables, and wires in the above or intersecting public ways for the purpose of making connections with such poles and buildings as each of said petitioners may desire for distributing purposes.

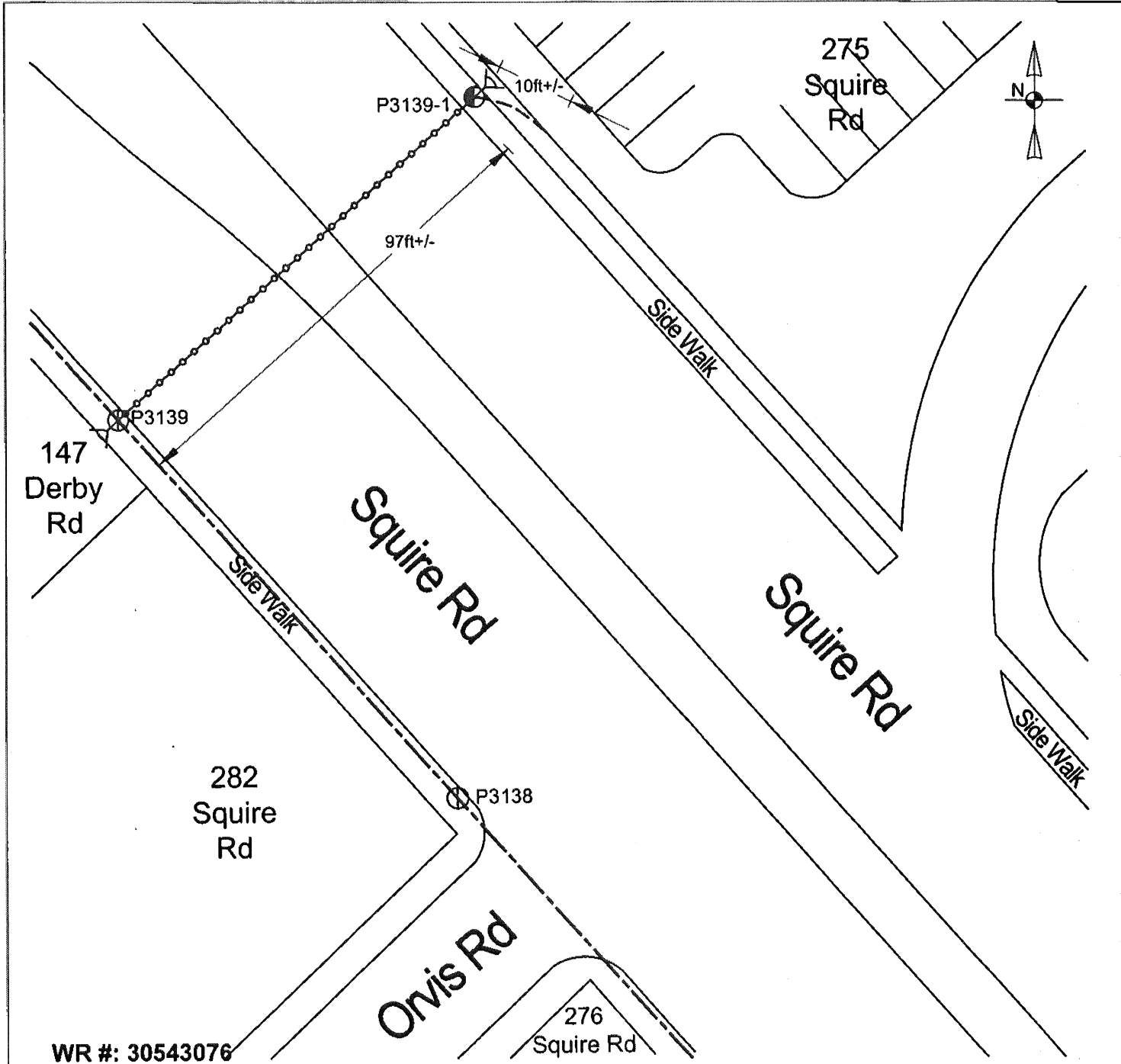
Your petitioner agrees to reserve space for one cross-arm at a suitable point on each of said poles for the fire, police, telephone, and telegraph signal wires belonging to the municipality and used by it exclusively for municipal purposes.

Massachusetts Electric Company d/b/a
NATIONAL GRID *Bob Coulter*

BY _____
Engineering Department

VERIZON NEW ENGLAND, INC.

BY _____
Manager / Right of Way



WR #: 30543076

| | | |
|---|--|-----------------------|
| UNDERGROUND PETITION | | <h1>nationalgrid</h1> |
| ① POLE (EXISTING) | Date: 10/31/2022 | |
| --- PROPOSED CONDUIT 2-4" | WORK REQUEST: # 30590200 | |
| ● POLE (PROPOSED) | To The: City Of Revere | |
| Job description National Grid is petitioning to install 2-4" duct approx 10' east on sidewalk off new pole (P3139-1) towards 275 Squire Rd, Revere. | For Proposed: 2 - 4" PVC Conduit Location: 275 Squire Rd | |
| | Drawn By: Moses Okokuro | |
| DISTANCES ARE APPROXIMATE | | |

Attachment: Councilorder 22-5381National GridVerizonjointpole275SquireRd. (22-339 : National Grid & Verizon install one jointly owned pole

| S/NO. | ADDRESS | OWNER'S INFO | PARCEL ID |
|-------|---------------|--|-------------|
| 1 | 147 DERBY RD | JIMENEZ NIXON 147 DERBY RD REVERE, MA 02151 | 28-438I-12A |
| 2 | 282 SQUIRE RD | TRICKETT PAUL 282 SQUIRE RD REVERE, MA 02151 | 28-438I-14 |
| 3 | 275 SQUIRE RD | SQUIRE CHARGER REALTY, LLC 275 GROVE ST BLDG 2-400 NEWTON, MA 02466 | 30-435C-4A |
| 4 | 304 SQUIRE RD | REVERE DEV LLC 304 SQUIRE RD REVERE, MA 02151 | 28-438K-15 |

PUBLIC HEARING

Notice is hereby given, that the Revere City Council will conduct a public hearing on Monday evening, December 12, 2022 at 6:00 PM in the City Councillor Joseph A. DelGrosso City Council Chambers, Revere City Hall, 281 Broadway, Revere, MA 02151 on a joint petition submitted by National Grid and Verizon to install two jointly owned poles on Walnut Street, Revere, MA near the intersection of Brookline Street, Revere, MA for service to a new residential structure at 121 Walnut Street, Revere, MA in accordance with the plan on file. (Plan # 30660786)

A copy of the aforementioned proposed plan and petition is on file and available for public inspection in the Office of the City Clerk, Revere City Hall, Revere, Massachusetts, Monday through Thursday from 8:15 A.M. to 5:00 P.M. and Friday from 8:15 A.M. to 12:15 P.M.

Attest:

Ashley E. Melnik
City Clerk

Questions contact – Zachary Trani 781-873-9432

PETITION FOR JOINT OR IDENTICAL POLE LOCATIONS

North Andover, Massachusetts

To the City Council
Of Revere, Massachusetts

Massachusetts Electric Company d/b/a National Grid and Verizon New England, Inc requests permission to locate poles, wires, and fixtures, including the necessary sustaining and protecting fixtures, along and across the following public way:

Walnut St - National Grid to install 2 JO Poles on Walnut St beginning at a point approximately 20 feet east of the centerline of the intersection of Brookline St and Walnut St and continuing approximately 150 feet in a northwest direction. Install 2 JO 45' CL3 poles on the sidewalk of new Walnut St extension to deliver service to a new residential house at 121 Walnut St.

Location approximately as shown on plan attached

Wherefore it prays that after due notice and hearing as provided by law, it be granted a location for and permission to erect and maintain poles and wires, together with such sustaining and protecting fixtures as it may find necessary, said poles to be erected substantially in accordance with the plan filed herewith marked – Walnut St - Revere – Massachusetts.

No.# 30660786 October 20, 2022

Also for permission to lay and maintain underground laterals, cables, and wires in the above or intersecting public ways for the purpose of making connections with such poles and buildings as each of said petitioners may desire for distributing purposes.

Your petitioner agrees to reserve space for one cross-arm at a suitable point on each of said poles for the fire, police, telephone, and telegraph signal wires belonging to the municipality and used by it exclusively for municipal purposes.

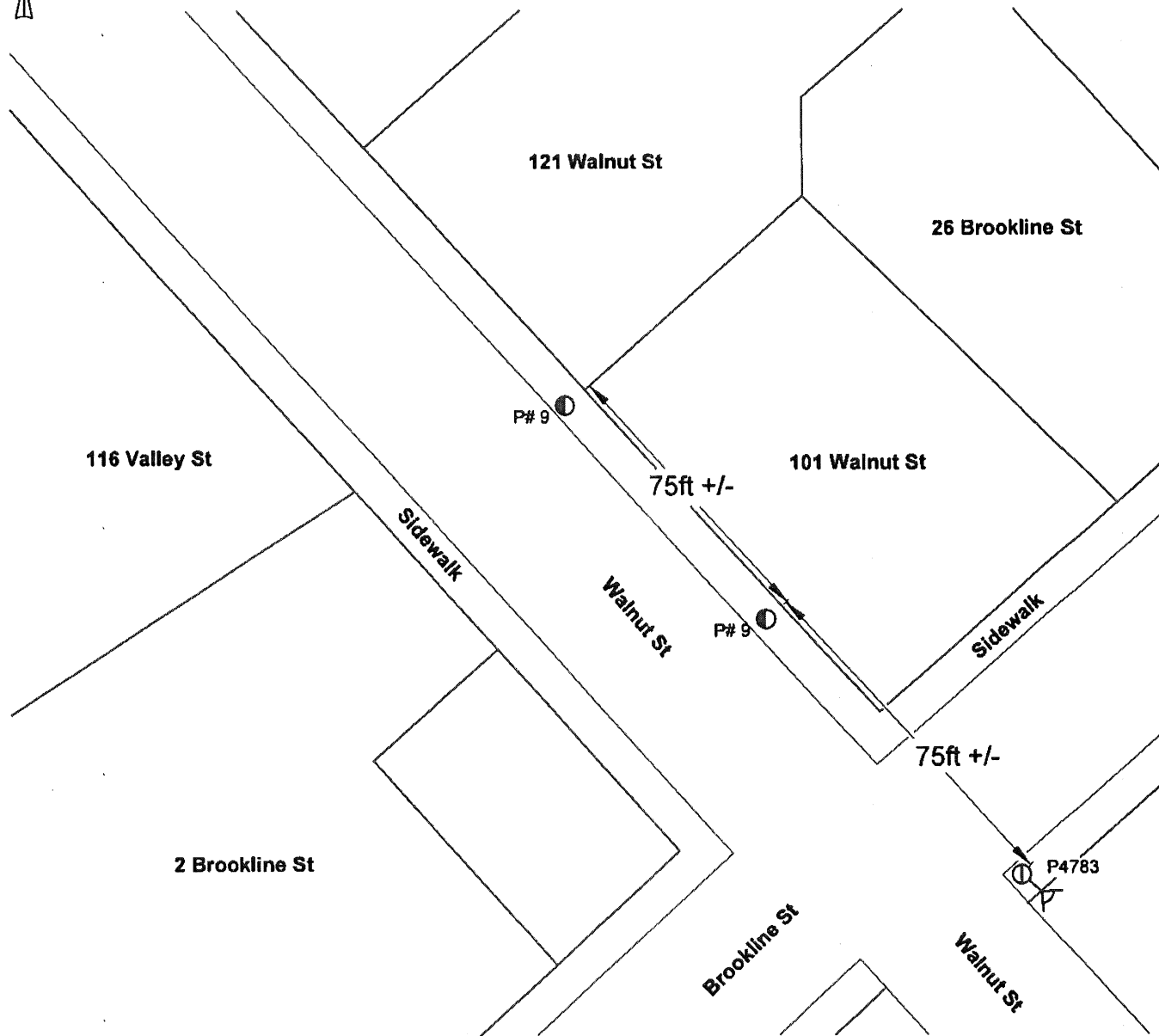
Massachusetts Electric Company d/b/a
NATIONAL GRID *Bob Coulter*

BY _____
Engineering Department

VERIZON NEW ENGLAND, INC.

BY _____
Manager / Right of Way

Attachment: Councilorder22-5382NationalGridVerizonjointpolesWalnut St. (22-340 : NationalGrid & Verizon to install two jointly poles on Walnut



JOINT OWNED POLE PETITION

nationalgrid
And
Verizon New England, Inc.

- Proposed NGRID Pole Locations Anchor
- Existing NGRID Pole Locations Tree
- Proposed J.O. Pole Locations
- ① Existing J.O. Pole Locations
- ⊕ Existing Telephone Co. Pole Locations
- ⊙ Existing NGRID Pole Location To Be Made J.O.
- ⊗ Existing Pole Locations To Be Removed

Date: 10/17/2022

Work Request Number: 30660786

To Accompany Petition Dated:

To The: City / Town Of Revere

For Proposed: Pole: Location: 121 Walnut St

DISTANCES ARE APPROXIMATE

Attachment: Councilorder22-5382NationalGridVerizonjointpolesWalnut St. (22-340 : NationalGrid & Verizon to install two jointly poles on Walnut

| S/NO. | ADDRESS | OWNER'S INFO | PARCEL ID |
|-------|-----------------|--|------------|
| 1 | 121 WALNUT ST | NAME 1: 101 WALNUT SREET LLC MAILING: 78 MILL ST, MIDDLETON MA 01949 | 43 471 3A |
| 2 | 101 WALNUT ST | NAME 1: RIEDEL TINA L MAILING: 101 WALNUT ST, REVERE 02151 | 34 471 1A |
| 3 | 26 BROOKLINE ST | NAME 1: FIDELIA KETSIA MAILING: 26 BROOKLINE ST, REVERE MA 02151 | 34 471 2A |
| 4 | 2 BROOKLINE ST | NAME 1: SARAH A HOSEIN LIVING TRUST MAILING: 2 BROOKLINE ST, REVERE MA 02151 | 34 469C 2A |
| 5 | 116 VALLEY ST | NAME 1: LUONGO-FEDERICO JUDITH NAME 2: DONATO FEDERICO MAILING: 116 VALLEY ST, REVERE MA 02151 | 34 469C 4 |




Brian M. Arrigo
Mayor

City of Revere
Office of the City Solicitor

281 Broadway
Revere, MA 02151
O: 781-286-8166
www.revere.org

Paul Capizzi
City Solicitor
Daniel E. Doherty
Assistant City Solicitor
Sheryl A. Pelletier
Paralegal
Claire Inzerillo
Public Policy Writer

9.a

TO: The Honorable Revere City Council
FR: Paul Capizzi, City Solicitor 
CC: Mayor Brian Arrigo
RE: C.O. 22-246 – Partial Response to Motion Presented by Councilor Rizzo
DA: December 7, 2022

In partial response to Council Order 22-246, the first request from which states, “That the City Council review the city’s current hiring guidelines for Chiefs of Police along with a review of the assessment center results that was completed in 2017,” attached please find the following documents for your review:

1. Revere Revised Ordinance 2.60 – Police Department (see 2.60.030);
2. Chapter 102 of the Acts of 2001 – An Act Providing Requirements for Appointment of the Chief of Police of the City of Revere; and
3. Ryan Strategies Group, LLC, Contract and Chief of Police Assessment Center Executive Summary, 2017 (redacted copy in accordance with the Commonwealth’s Public Records Law, said redactions approved by the Commonwealth’s Division of Public Records)

In addition to that which was requested per the above-referenced Council Order, I have also included the following documents for your review:

4. August 28, 2017, letter from Mayor Arrigo;
5. UMass Boston Collins Center City of Revere Human Resources Organizational and Policy Review; and
6. Ryan Strategies Group, Revere Police Department Review, April 2018.

Attachment: Memo to Council C.O. 22-246 - Partial Response 12.07.2022 (22-341 : Partial Response to CO 22-246)

- **Chapter 2.60 - POLICE DEPARTMENT* ****

Sections:

- **2.60.010 - Composition.**

A. The police department shall consist of a chief of police and the following personnel: three captains, twelve lieutenants, seventeen sergeants, and such number of patrolmen as may be appointed by the mayor and provided for by the city council.

B. There shall also be the following nonuniformed personnel in the police department: one senior custodian, one junior custodian, one dog officer, one matron, one principal clerk, one junior clerk-typist and such other personnel as may be appointed by the mayor and provided for by the city council.

C. There is created and established in accordance with the provisions of Section 60, of Chapter 31 of the General Laws an intermittent police force which shall be subject to the applicable civil service law and rules.

D. There is created and established an executive officer of the Revere police department. Such executive officer shall be chosen by the police chief from the ranks of any captain or those lieutenants who have served in the rank of lieutenant for at least five years. The salary of such executive officer shall be equivalent to the salary of the senior captain.

(C.O.04-632 § 1; C.O. 01-17B § 2; C.O. 95-515 § 2; C.O. 94-402 §§ 1—4, C.O. 91-285A § 2; C.O. 83-52 § 70 (part): prior revision § 15-1)

- **2.60.020 - Incumbents.**

Any police officer who immediately prior to the effective date of the ordinance from which this chapter derives,* held permanent appointment in his grade without impairment of civil service stature, seniority, retirement and other rights of the employee and without reduction in the employee's compensation and salary grade; provided, however, that until further amendment by the city council no appointments shall be made in the personnel of the police department in excess of those enumerated in Section 2.60.010.

(C.O.78-166 (part), 1978; prior revision § 15-2)

* Editor's Note: The ordinance from which this chapter derives was adopted June 30, 1969, and approved by the mayor July 12, 1969.

- **2.60.030 - Chief of police.***

A. The chief of police shall have the general charge and supervision of all officers and patrolmen and other personnel of the police department, shall have the precedence and control of the same whenever engaged in the same service and shall report forthwith to the mayor any violation of duty on the part of any member of the department.

B. The chief shall report immediately to the city engineer any defect in any of the streets, roads or bridges which the chief may personally discover or which may be reported to the chief by any member of the police department.

C. The chief shall also report forthwith to the proper board or head of department all nuisances and obstructions in the streets, lanes, alleys, squares and public grounds of the city, and all nuisances, sources of filth and causes of sickness which the chief may personally discover or which may be reported to the chief by any member of the police department.

D. It is the duty of the chief to enforce all laws and the provisions of this revision and other city ordinances and to receive complaints for violation of them.

E. The chief shall comply with and execute the orders of the mayor.

(Prior revision § 15-3)

* Chapter 102 of the Acts of 2001 governs the appointment of the chief of police.

- **2.60.040 - Firearm permits.***

The chief may require an examination to be taken by applicants for a license to carry a pistol or revolver before granting such permit, in order to assist him to determine that the applicant is a suitable person to be so licensed in accordance with the provisions of Chapter 140, Section 131 of the General Laws. The chief of police may charge for such examination a fee to be paid by such applicant, not in excess of the amount provided for in Table I of this revision, all of which fees are to be paid to the city.

(C.O.83-52 §§ 70 (part), 75 (part): prior revision § 15-4 (part))

* As to licenses and permits generally, see Ch. 5.04 of this revision. As to discharging firearms, see § 9.24.010.

- **2.60.050 - Rules and regulations.**

The chief of police shall, at least once every five years, review and establish rules and regulations for the government of the police department, subject to the approval of the mayor.

(Prior revision § 15-5)

- **2.60.070 - Seniority.**

A. Seniority of officers in the same grade shall be determined by the highest civil service mark that the officers received in the examination for such grade, including credits awarded in civil service appeal procedures. Between officers of the same grade and civil service mark the relative rank shall be determined by considering dates of rank in lower grades, until seniority is established. If seniority is not so established, it will be decided by the date of the appointment of an officer to the city police department.

B. The seniority in grade list, as established in this section, shall be added to in the same manner when additional officers are appointed and qualified in such grade.

(Prior revision § 15-6)

- **2.60.080 - Absence or disability of chief.**

In the absence or disability of the chief of police, the executive officer of the police department who shall be a captain shall be acting chief of police with all the powers and duties of the chief of police in the administration and enforcement of all laws, rules and regulations which it is the duty of the chief of police to administer and enforce.

(C.O.83-52 § 70 (part): prior revision § 15-7)

- **2.60.100 - Special police.**

The mayor may appoint annually such number of persons as he shall deem necessary who shall constitute the special police; provided, however, that no person shall be eligible for appointment by the mayor unless said person shall satisfactorily complete the requirements for appointment as prescribed by the chief of police. Such requirements may include, but need not be limited to, the successful completion of medical examinations, background checks, training in the use of firearms, first aid, CPR, criminal law and other necessary police techniques. The chief of police may alter or change the requirements from time to time as he may deem appropriate. Any

person seeking appointment as a special police officer may be charged a reasonable fee for completing the eligibility requirements.

(C.O.90-62 § 1)

- **2.60.110 - Private hiring.***

Any contractor, private contractor or other person who hires the services of any member of the police department, reserve or regular, shall compensate such policemen according to the terms of a contract made pursuant to General Laws, Chapter 149, Section 1781. (Prior revision § 15-11)

* As to pay for firemen hired by private individuals, see § 2.51.090.

Acts (2001)

Chapter 102

AN ACT PROVIDING REQUIREMENTS FOR APPOINTMENT OF THE CHIEF OF POLICE OF THE CITY OF REVERE.

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

SECTION 1. The position of police chief of the city of Revere shall be exempt from chapter 31 of the General Laws.

SECTION 2. The police chief of the city of Revere shall be appointed by the mayor for a term of office of 5 years subject to the confirmation of the city council.

SECTION 3. Appointments to the position of police chief of the city of Revere shall be limited to officers of the Revere police department who have attained the rank of lieutenant and who have served in that rank for 5 years or more, and to officers of the department who have attained the rank of captain.

SECTION 4. This act shall take effect upon its passage.

Approved October 11, 2001.

City of Revere, Massachusetts



City Hall

281 Broadway
 Revere, MA 02151
 (781) 286-8160
 (781) 286-8206 FAX

Ashley E. Melnik
 City Clerk

Office of the City Clerk

VIA EMAIL: dbrown3211239@gmail.com

July 20, 2017

David Brown

Re: Public Records Request Response – Chief of Police Assessment

Dear Mr. Brown:

This letter shall serve as a response to your July 6, 2017 email requesting 1.) a copy of the recently completed report from the assessment center used for the chief of police, 2.) all records associated with the assessment center to include the contract or proposal or other method for securing the services of the company to include the cost and terms of the services provided, and 3.) the questions and the answers provided by each person undergoing the test along with the recordings (audio and video) made during the test.

1. Please find attached a copy of the chief of police assessment center executive summary report. I have made a determination that the names of candidates within the report are not public record and exempt from disclosure in accordance Mass. Gen. Laws ch. 4 § 7(26)(c). The names of the candidates have been redacted because the assessment report contains materials relating to specifically named individuals and the disclosure of which may constitute an unwarranted invasion of personal privacy.
2. Please find attached the contract between the City of Revere and Ryan Strategies Group, LLC for a police chief assessment center.
3. I have made a determination that the questions and answers provided by each person undergoing the assessment test along with the recordings (audio and video) are not a public record and are exempt from disclosure in accordance with Mass. Gen. Laws ch. 4 § 7(26)(l). The questions and answers, scoring keys and sheets and other materials used to develop, administer or score the assessment instrument will be used for future assessment instruments.

Pursuant to 950 CMR 32.08(2) and Mass. Gen. Laws ch. 66, §10(b) this determination may be appealed to the Supervisor of Public Records within 90 days.

Very truly yours,

Ashley Melnik
 City Clerk
 Records Access Officer

Attachment: PoliceChiefAssessmentReportContract07202017 (22-341 : Partial Response to CO 22-246)

Ryan Strategies Group, LLC

March 15, 2017

Mayor Brian M. Arrigo
City of Revere
281 Broadway
Revere, MA 02151

Re: Police Chief Job Analysis/Assessment Center

Dear Mayor Arrigo:

I am pleased to offer you this proposal to design and administer a **Police Chief Assessment Center** for the City of Revere, Massachusetts. Our Assessment Centers are designed in accordance with the *Guidelines and Ethical Considerations for Assessment Center Operations* prepared and endorsed by *The International Taskforce on Assessment Center Guidelines*. We are confident that we can design a valid and high quality Assessment Center to achieve the needs of the City of Revere and their police department.

An Assessment Center consists of a standardized evaluation of behavior based on multiple inputs. An Assessment Center consists of multiple components, which include behavioral simulation exercises, within which multiple trained assessors observe and record behaviors, and then rate them according to behavioral constructs¹.

Scope of Services

- Job Task Analysis - as part of the design of the Assessment Center a Job Task Analysis will be performed to identify the knowledge, skills, abilities and personal characteristics (KSAP's) that are directly related to the specific job duties of the City of Revere Police Chief. Further, Mayor Brian M. Arrigo and other key city staff will be interviewed to determine the city's vision, values, and key objectives. Information gathered will inform the design of the Assessment Center exercises/simulations.
- Design Multiple Assessment Components - the Assessment Center will be uniquely designed for the City of Revere and will contain no less than five

¹ *Guideline for Ethical Considerations for Assessment Center Operations, 6th edition*

Ryan Strategies Group, LLC

multiple assessment components and simulation exercises designed to illicit behaviors relevant to the pre-determined KSAP's. An on-site Assessment Center consultant will facilitate the Assessment center activities for the day.

- Candidate Orientation - an on-site candidate orientation will be delivered in advance of the Assessment Center.
- Assessors and Assessor Training - multiple assessors will be used to observe and record behavior of candidates according to the pre-determined KSAP's. Each assessor will have subject matter expertise and will be trained on the behaviors and KSAP's to be assessed, the purpose of an Assessment Center, Assessment Center components, and rating of behaviors using a systematic and standardized set of procedures.
- Rating of Behaviors/Performance - a standard system of candidate rating will be used by assessors to evaluate candidates on the pre-determined set of behavioral traits (KSAP's). Procedures for the administration of the Assessment Center and rating of candidates will be standardized for all candidates to include, but not be limited to, instructions, time for each exercise, materials, physical environment, behavior of role players, and all other components of the Assessment Center.
- Executive Summary - A final report and executive summary with a summary of candidate strengths/weaknesses and scoring information will be delivered to the City of Revere within ten days of the completion of the Assessment Center.

Timeline

We are prepared to commence work on this project within one week following notification of acceptance. All Assessment Center activities will be carefully coordinated with the City of Revere designated point(s) of contact.

Experience

Frederick Ryan currently serves as the Chief of Police in Arlington, Massachusetts and has successfully served in that capacity since 1999. He has developed and/or been on the project team for more than twenty (25) promotional Assessment Centers in the Commonwealth over the last fifteen years. Recent projects include City of Taunton management study, Deputy Town

Ryan Strategies Group, LLC

Manager assessment for the Town of Andover, Assistant Deputy Superintendent assessment for the Middlesex County Sheriff's Office, and Town of Winthrop Deputy Chief of Police assessment.

Frederick Ryan was certified by the Commonwealth of Massachusetts Human Resources Division and their contractor E.B. Jacobs in the administration of assessment centers. He holds a Master's Degree in Public Administration from Framingham State University, he is a graduate of the Harvard Kennedy School Executive Leadership Program, the FBI National Academy, and he has successfully completed the Babson College Command Institute Program.

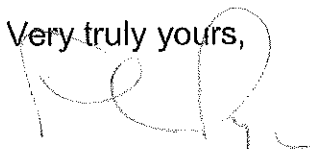
Price Proposal (All Inclusive)

| | |
|--|----------|
| Five (5) or Fewer Candidates | \$7,900 |
| Six (6) but less than nine (9) Candidates | \$9,800 |
| Nine (9) but less than Thirteen (13) Candidates | \$11,800 |
| Thirteen (13) but no more than seventeen (17) Candidates | \$15,700 |
| Individual Candidate Debriefings (Optional) | \$1,500 |

Assessment Center Venue

The City of Revere agrees to provide an acceptable venue for the Assessment Center.

Very truly yours,



Frederick Ryan, Principal
Ryan Strategies Group

Enclosure: Certificate of Non-Collusion

113 Adams Rd. Concord, MA 01742

fryan@ryanstrategies.com

Page 3

CERTIFICATE OF NON-COLLUSION

The undersigned certifies under the pains and penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club or other organization, entity, or group of individuals.



Signature of individual submitting proposal

Frederick Ryan

Name of individual submitting proposal

Ryan Strategies, LLC

Name of business

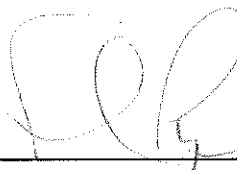
March 15, 2017

Tax Compliance Form

Pursuant to M.G.L. chapter 62C, section 49A, I certify under the penalties of perjury that I have complied with all laws of the commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

81-1269338

Federal Identification Number



Signature of Individual or Responsible Officer and Title

Attachment: PoliceChiefAssessmentReportContract07202017 (22-341 : Partial Response to CO 22-246)

Ryan Strategies Group, LLC

May 26, 2017

Mayor Brian Arrigo
City of Revere
281 Broadway
Revere, MA 02151

Re: Chief of Police Assessment Center Executive Summary

Dear Mayor Arrigo:

Please find attached a report summarizing the design and delivery of the City of Revere Chief of Police Assessment Center.

It was my sincere pleasure to work with you and your team during this process, and I am confident that the Assessment Center process will help to inform you as you move forward in the remaining steps of selection process.

Please do not hesitate to contact me if you any questions. I wish you the very best as you transition the new Chief of Police into the organization, and I stand ready to assist in any way that I can.

Very truly yours,



Frederick Ryan
Ryan Strategies

Ryan Strategies Group, LLC

*City of Revere
Chief of Police
Assessment Center
Executive Summary*

Background

Mayor Brian Arrigo tasked consultant Ryan Strategies, LLC to develop and administer a promotional assessment center, designed to evaluate the knowledge, skills, abilities, and Personal Characteristics (KSAP's), required to succeed in the position of Chief of Police. The candidates eligible to participate in the assessment center were identified through an application/screening process that was managed by the Revere Human Resources team. Five candidates applied and were invited by the Mayor to participate in the assessment center on May 2, 2017. Of the five initial applicants, five participated in the orientation and take home written assignment and four candidates appeared to participate in the Assessment Center.

Methodology

This Assessment Center was designed in accordance with the *Guidelines and Ethical Considerations for Assessment Center Operations* prepared and endorsed by *The International Taskforce on Assessment Center Guidelines*. Delivery of this assessment center involved the following procedural steps:

1. Job Task Analysis
2. Assessment Center Exercise Design
3. Assessment Center Orientation
4. Assessment Center Implementation
5. Evaluation/Candidate Feedback
6. Executive Summary Report

Job Task Analysis

Prior to the design of the assessment center a job analysis of relevant behaviors was conducted to determine the dimensions, competencies, and tasks that are necessary to be an effective Chief of Police in the City of Revere. A thorough review of current and former position descriptions was conducted and a job task analysis was completed.

The job task analysis identified the following dimensions as being critical to the success of the person appointed to this position:

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Decisiveness: Readiness to make decisions, render judgments, take action, or commit one-self to a course of action. Ability to act based on own convictions rather than through a desire to please others.

Initiative: Desire to actively influence events rather than passively accepting them; self-starting; takes action beyond what is necessarily called for.

Judgment: Ability to evaluate courses of action, develop alternative courses of action, and to reach logical decisions based on the information at hand.

Leadership: Using appropriate interpersonal styles and methods in guiding individuals toward goal achievement: modifying behavior according to tasks and individuals involved; taking action that indicates a consideration for the feelings and needs of others; being aware of one's own behavior and its influence on others. It also includes command presence; by word, deed, physical presence and bearing, command respect and attention.

Communication (Oral & Written): Ability to orally communicate accurately and clearly information, ideas, tasks, directives, conditions, and needs to groups or individuals, with or without time for preparation (includes nonverbal gestures and use of aids where appropriate). Ability to communicate in writing using proper grammar and syntax, in an organized, accurate, and concise manner.

Organizational Sensitivity: Ability to perceive the impact of a decision on the rest of the organization, awareness of the impact of outside pressures on the organization, awareness of changing societal conditions, and ability to challenge the organizational culture where necessary.

Planning and Organization: Ability to efficiently establish an appropriate course of action for self and/or others, to accomplish a specific goal, makes proper assignments of personnel, and appropriate use of resources.

Problem Analysis: Ability to identify problems, secure relevant information from both oral and written sources, identify possible causes of problems, and analyze and interpret data in complex situations involving conflicting demands, needs, or priorities.

Critical Thinking: Ability to intellectually process information gathered from, or generated by, observation, experience, reflection, reasoning, or communication, as a guide to belief and managerial/supervisory action.

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Exercise Design

Based upon the job analysis, five exercises were designed to evaluate each candidate's knowledge, skills, abilities, and personal characteristics within each of the dimensions listed above. Each candidate was afforded the exact same opportunity to perform the following exercises before a panel of trained assessors:

- Take Home Written Exercise – each candidate was tasked with preparing a written transition plan with key goals and major milestones.
- In-Basket Exercise - each candidate had to respond to a series of written correspondence that simulated a day in the life of Revere's Chief of Police.
- Subordinate Counseling Role Play – a simulated counseling session among a disgruntled subordinate (role player) and each candidate.
- Scenario Interview – each candidate was asked a “rapid fire” series of scenario based questions designed to evaluate, among other things, the decisiveness skills of the candidates.
- Simulated Community Meeting – each candidate is tasked with filling in for the Chief of Police at a Revere Chamber of Commerce meeting. Assessors served as the audience. The presentation by the candidates was followed by a question and answer session with simulated members of the Chamber and a local media reporter.

An assessor's manual was published and provided to each assessor prior to their training and orientation.

Assessment Center Orientation

On Friday April 28, 2017, an assessment center orientation was held at Revere City Hall. Each candidate was provided with written orientation materials and the take home written exercise.

Assessment Center Implementation

On May 2, 2017 four candidates participated in the assessment center at Revere City Hall. All the candidates were given the same opportunity to perform each exercise and to be observed by the trained assessors in the performance of such exercises.

To ensure the integrity and validity of the process assessors were selected from outside of the Revere region and each had extensive municipal police and/or municipal management and human resources experience. An assessor orientation and training was conducted. The training was followed up by an individual exercise orientation with each assessor based on their respective exercise assignment.

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General Feedback

Given the size, complexity, and progressiveness of the City of Revere we would have expected that one or more of the candidates would have performed in the high "Very Good" or "Excellent" range. That was not the case in this Assessment Center. In fact, the highest candidate performed in the low "Good" range and all others performed in the "Satisfactory" range.

No city should settle for a Police Chief who cannot deliver an "Excellent" performance when competing for the Police Chief's position. If the residents of the Revere expect a Police Chief that can challenge the organizational culture of the Revere Police Department, implement organizational transformation to enhance community trust in its police department, implement 21st century policing philosophies, and abandon the military "us vs. them" style of policing, we strongly recommend that the City consider expanding the candidate pool and consider hiring a seasoned police executive from outside of the department. Failure to do so will ensure the status quo and further compromise the trust that the residents of Revere places in its police department.

As mention above, none of the candidates performed above the low "B" range. This is highly unusual for a City such as Revere. During the various exercises, dimensional patterns for each candidate developed and strengths and weaknesses (as compared to the performance dimensions) were identified as follows:

██████████ – this candidate demonstrated potential in the Decisiveness and Leadership dimensions while he showed some weakness in the Organizational Sensitivity dimension.

██████████ – this candidate demonstrated potential in the Judgement, Leadership, and Initiative dimensions and significant weakness in the Written Communication dimension.

██████████ – this candidate demonstrated strength in the Organizational Sensitivity and Problem Analysis dimension and weakness in the Leadership and Judgement dimensions.

██████████ – this candidate demonstrated strength in the Organizational Sensitivity and Problem Analysis and weakness in the Decisiveness and Judgement dimensions.

Debriefing

After all on-site exercises were completed and graded the candidates and the assessors were introduced to one another and provided with the opportunity to comment on the process. I specifically asked each candidate if they felt that the process was fair and impartial. Each

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candidate affirmed the fairness of the process and each of them complimented the Mayor and the consulting team for delivering a fair and impartial experience.

Record Retention

Ryan Strategies, LLC will retain electronic copies of all records related to this Assessment Center process for a minimum of three (3) years.

The candidate scores resulted in two "bands." Candidates [REDACTED] are in the higher band and candidates [REDACTED] are in the lower band.

Please be advised that the candidates individual scores are evaluative and privileged personnel information, and therefore may not be a public record. The standardized evaluations submitted and signed by each assessor resulted in the following score for the candidates:

| <u>Candidate Final Score</u> | |
|------------------------------|--------|
| May 2, 2017 | |
| <u>High Band</u> | |
| [REDACTED] | 81.7 % |
| [REDACTED] | 79.8 % |
| <u>Low Band</u> | |
| [REDACTED] | 74.8% |
| [REDACTED] | 73.1% |

Respectfully submitted:



Frederick Ryan
Principal, Ryan Strategies



OFFICE OF MAYOR BRIAN ARRIGO

City of Revere
281 Broadway
Revere, MA 02151

August 28, 2017

The Honorable Revere City Council
Revere City Hall
Revere, MA 02151

Dear Council Members:

I hereby put before you "An Act Providing Amended Requirements for Appointment of the Chief of Police of the City of Revere", which would amend Chapter 102 of the Acts of 2001, repealing Sections 2 and 3.

With the proposed amendment, Chapter 102 of the Acts of 2001, "An Act Providing Requirements for Appointment of the Chief of Police of the City of Revere" would read:

Section 1. The position of police chief of the city of Revere shall be exempt from chapter 31 of the General Laws

Section 2. Repealed

Section 3. Repealed

Section 4. This act shall take effect upon its passage.

Respectfully,

Mayor Brian Arrigo

**THE EDWARD J. COLLINS, JR.
CENTER FOR PUBLIC MANAGEMENT**

**MCCORMACK GRADUATE SCHOOL
OF POLICY AND GLOBAL STUDIES**

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**CITY OF REVERE
HUMAN RESOURCES
ORGANIZATIONAL AND POLICY REVIEW**

Attachment: Collins-Final Revere HR Report (22-341 : Partial Response to CO 22-246)



INTRODUCTION

The City of Revere (City) engaged the services of the Collins Center for Public Management (Collins Center) to perform a Human Resources Organization and Policy review and provide recommendations.

According to the Society for Human Resource Management, human resource management is the formal structure within an organization responsible for all the decisions, strategies, factors, principles, operations practices, functions, activities and methods related to the management of people.

A human resources review is wise in order to take an objective look at policies, practices, procedures, staffing and systems to identify opportunities for improvement and adopt best practices. A review can also help an organization know if they are on the right track in terms of effectiveness and efficiency. Oftentimes, it is not what an organization is doing with human resources, but what it is not doing.

SUMMARY OF RECOMMENDATIONS

The following report identifies and discusses numerous human resource issues for the City. The key recommendations are to:

- Establish a centralized Human Resources Department, with a director, group benefits coordinator and an administrative employee;
- Centralize all recruitment and selection processes;
- Develop a comprehensive compensation and classification system including position descriptions;
- Promulgate a comprehensive series of policies and procedures including conflict of interest/ethics, criminal offenders records inquiries, Family and Medical Leave Act procedures, absenteeism, discrimination prevention and discipline;
- Provide training to department heads and supervisors on critical policies and develop a long-term approach to training;
- Modify the residency requirement to a preference to employ individuals that reside in the City.

- File a special act exempting the City from the Massachusetts Civil Service law for all positions except uniformed positions below the rank of chief in the police and fire departments.

METHODOLOGY

In order to evaluate the current human resources systems, extensive interviews were conducted. The Collins Center team conducted interviews with key staff including the mayor, finance director, assistant treasurer/collector, auditor, public works director, police chief, fire chief, library director, director of recreation, benefits coordinator, city solicitor, superintendent of public works, director of municipal inspections, school superintendent, school payroll manager and school benefits coordinator. Numerous documents were reviewed, including ordinances, collective bargaining agreements, budgets and policies.

EXISTING STAFFING AND SCOPE OF OPERATIONS

The City, employs approximately 425 full and part time regular employees and numerous temporary, casual and seasonal employees. The School Department employs approximately 1375 regular, part time and temporary employees. The City has 506 benefited retirees. The City's operating budget is in excess of \$170 million.

The City does not have a human resources department. At one time, the City did have a personnel director, but the position was eliminated. At this time, the human resources functions are dispersed across various departments and positions.

HUMAN RESOURCES FUNCTIONS

The following table identifies core human resource functions and identifies which positions and/or departments have responsibility for, or participate, in them.

| Function | Responsible Position/Department |
|---|---|
| Recruitment | Department Heads Mayor's Office |
| Civil Service- Police & Fire | Police Chief and Fire Chief |
| Civil Service – Labor Service | DPW |
| CORI, References and Background Checks | Police Department, Mayor's Office |
| Orientation | Department Heads |
| Personnel Files | Various departments |
| Computerized Employee Records | Assistant Treasurer |
| Position Descriptions | No consistent system |
| Classification and Compensation | Most classification and compensation issues are dictated by collective bargaining agreements. Nonunion classification and compensation is set by the Mayor. |
| Fair Labor Standards Act (exempt/non-exempt) and Overtime and Compensatory Time | Mayor's Office Department Heads |
| Payroll | Assistant Treasurer |
| Benefits and Insurance – Health, Life Dental, Optional | Benefits Coordinator |
| Deferred Compensation | Assistant Treasurer |
| Personnel Policy Administration/Compliance | Mayor's Office |
| Training | Department Heads |
| Leave Accruals and Tracking | Department Heads Payroll Supervisor |
| Family Medical Leave Act | Rarely utilized. No policy or system |

| Function | Responsible Position/Department |
|---|--|
| Workers Compensation | Assistant Treasurer in consultation with 3 rd party administrator |
| Injured on Duty (Police/Fire) | Police Chief and Fire Chief in consultation with 3 rd party administrator |
| Employee Relations | Mayor's Office |
| Disability and Accommodation Issues | Mayor's Office Labor Counsel |
| Collective Bargaining and Labor Relations | Mayor's Office Labor Counsel |
| Performance Appraisal | Department Heads, when done. Not consistently done across city departments |

As evidenced by the many people and departments identified as having the responsibility for the core human resource functions, it is clear the City does not have centralized human resource systems, policies and practices. The result is a disjointed, inconsistent and deficient system. Interviews with department heads and staff, the universal response was that the City needs to comprehensively improve its human resources administration. Universally, it was articulated during these interviews that there is systemic lack of a robust human resources function within the municipal organization in Revere.

HUMAN RESOURCE COMPLIANCE

The following sections are a discussion of many of the core human resource issues.

Recruitment. The City does not have centralized hiring practices and procedures. Under the current administration, efforts have been made to centralize the hiring of new employees. In the past, individuals have been hired into positions without any coordinated recruitment practice and, in some circumstances, have been placed into positions without the knowledge of the department head. For the sake of consistency, the prevention of discrimination and documentation, recruitment should be centralized.

Residency. The City has a restrictive residency requirement which hinders the ability to recruit the best possible candidates for positions. While the residency requirement can be waived, it sends a chilling effect to potential candidates and discourages people from other municipalities from applying for positions. The City should change its policy from a residency requirement to a residency preference. Doing so will encourage qualified candidates to apply for positions, particularly at the department head level.

Civil Service. The antiquated civil service law in Massachusetts is divided in to a merit system (official service) and a registration system (labor service). The police and fire departments are responsible for complying with the official civil service law, appointing individuals based on the placement on a list issued by Commonwealth as a result of testing and other preferences (minority, veteran's status, etc.). Most other positions in cities are subject to the official civil service provisions but generating lists of candidates has been abandoned by the Commonwealth for many years, leaving an entire body of employees in limbo. The public works department is subject to labor service, appointing individuals based on the date of registration on a list maintained by the City. Department heads coordinate the efforts of requesting and/or generating the civil service lists and following civil service regulations for selecting candidates. It is recommended that the City file a special act with the Legislature to exempt itself from the provisions of the Massachusetts Civil Service Law for all positions except for unformed positions below the rank of chief in the police and fire departments.

Criminal Offender Records Inquiries. (CORI), References and Background Checks. A comprehensive approach to CORI, reference checks and background checks does not exist. The Police department is involved in many background verifications, but it is not a best practice. The recent practice has been that the Mayor's Office performs CORI checks. The City should have one or two authorized employees to conduct CORI checks with the Criminal Records Review Board and develop a comprehensive CORI policy.

References are not consistently performed and no records exist documenting references. The City should establish a reference policy, not only for verifying credentials of potential employees, but also restricting individual employees from giving references on behalf of the City.

Background checks and verifications need to be done in a consistent manner by type of position. The same process does not need to be followed for every type of position, but must be followed for all backgrounds conducted for the same position. Documentation of all background checks must be maintained.

Employment Application. The City does not have a city-wide standard employment application and does not have one that is current and in compliance with state and federal laws. For example, the employment application for one department asks for age, another asks for social security number and neither has all the employer statements required by law. Applications must include items such as allowing for volunteer activities to be listed, a statement regarding discrimination and a statement indicating lie detectors may not be used to verify information. Applications may not include inquiries into social security number, date of birth, medical information, and criminal background. Every application should also have a statement requiring the applicant to sign their name and indicate the information on the application is accurate and authorizing the City to verify all information.

It is acceptable for the City to receive resumes for positions, however, it is recommended that all applicants be required to complete a standard application. By doing so, objective analysis of candidates can occur and specific data may be obtained, in addition to securing a signature regarding accuracy and truthfulness.

Orientation. The City has no onboarding system for new employees. Department heads are expected to train the employee, which makes sense, but there is no system to guide a person who has been selected for a position in the steps that need to be followed. The process is typically the sharing of an appointment letter, but it often does not get fully distributed to the necessary departments, or if it is, it is done after the new employee has

started working. The payroll supervisor and the benefits coordinator are usually able to guide the new employee with what forms are necessary, how to enroll in various benefits and enrolment in the retirement system. Similarly, when the school department hires an individual, there is inconsistent communication between the City and the school department. A standardized personnel action form should be created and instituted for all employment changes, from new hire to compensation changes to termination.

Personnel Files. The City has no system of comprehensive or official personnel files. Personnel records are kept by department heads, by the Mayor's office, by the benefits coordinator, by the payroll supervisor and the assistant treasurer. The City should centralize all personnel files and maintain and secure them in accordance with state and federal regulations. Departments are able to keep departmental information if copies are in the official personnel file.

Position Descriptions. The City does not have position descriptions for most positions. Recently, the City has made an effort to create a new position description for each position being newly filled, which is a start. Otherwise, position descriptions, if they exist, are inconsistent and outdated. The City should update all position descriptions to be in a standard format.

Classification and Compensation. Many of the City's employees are members of collective bargaining units. As such, classification and compensation are determined by negotiation. However, in the past, there have been instances where salary adjustments have been made outside of collective bargaining. All compensation of union positions must be done through collective bargaining. Non-union classification and compensation should be reviewed, particularly with respect to position description, grade structure and salary structure.

Performance Appraisal. The City does not evaluate employees in a consistent manner. While a performance appraisal tool exists, it is substandard and is not consistently used. Only a few departments are truly evaluating employees. Additionally, without accurate position descriptions with clear expectations, and without training for those who will

conduct the evaluations, attempting to implement an evaluation system is futile. In order for a performance appraisal system to be successful, the City should update position descriptions, create an effective performance appraisal tool, train all evaluators, and have the HR department be responsible for reviewing all evaluations to ensure consistent application of the system.

Payroll. The City employs a payroll supervisor in the treasury. Payroll processes in the treasury works well. The school, police and fire departments enter payroll data and it is processed by the payroll supervisor. Other departmental payroll submissions and time sheets are inconsistent by department, but because payroll is centralized few problems exist. Departments should be required to use a standardized form or system in submitting payroll in order to streamline and improve the payroll process.

While the payroll process works well once submitted, each department has individualized methods of collecting data, tracking hours and processing time and attendance at the department level. In most instances, redundancy of documenting time and attendance occurs. For example, in some departments, time sheets are completed by the employee, reviewed by the supervisor, submitted to the departmental administrative staff, entered into an excel spreadsheet, re-entered onto payroll sheets and then submitted to the payroll office. Much time is wasted in duplicating the documentation of time and attendance. The City should automate the entry of payroll across all departments.

Benefits. The City does a good job in the area of benefits. Both the benefits coordinator, who handles, health, life, dental and other optional insurances, and the assistant treasurer who handles retirement, deferred compensation, cafeteria plans, short and long term disability plans, are efficient and effective. By having these functions centralized, the established procedures and systems work well.

Leave Accruals. Leave usage, such as vacation, sick and other leaves, is entered into the MUNIS software as payroll is processed and balances appear on employee pay checks. Individual department staff also track leave accruals and usage and oftentimes the records do not match those on the paychecks which causes lost time due to cross checking

leave balances. While leave benefits are dictated by collective bargaining agreements for some employees, there has been an inconsistent application of the methods of accruals.

Leave Administration. It is important for leave to be administered centrally to ensure that policies and benefits are being administered consistently among all employees, in accordance with policies, collective bargaining agreements and state and federal laws. It is important that individual department heads and supervisors are applying the rules consistently. The various collective bargaining agreements determine leave accruals, usage rules and carryover provisions. There is evidence that not all departments consistently apply collective bargaining provisions, particularly with respect to vacation carryover. It is important to have a centralized authority on collective bargaining administration in order to ensure equal and fair application of collective bargaining agreements and usage of leave across departments.

Family Medical Leave Act (FMLA). It is critical the City create an FMLA policy. The City needs to be aware of the provisions and requirements of the FMLA and should be designating the time employees are out for qualifying circumstances in accordance with the law. A policy must be created and department heads need to be educated with the requirements to notify the appointing authority when an employee is on leave that could or should be designated as FMLA leave. It is also important that the FMLA is administered consistently across all departments to ensure employees are treated similarly. Individual department heads should not be administering FMLA leave. It should be administered by the human resources department.

Training. The City does not provide sufficient training to its managers and employees. While some trainings have occurred in response to specific issues or concerns, a policy or formal approach to training does not exist. The City should conduct a training needs assessment of its employees and develop a short and long range plan to address the identified needs. Supervisory training is especially critical.

Sexual Harassment and Discrimination Prevention Policies. It is critical that the City update its sexual harassment prevention and discrimination policies. The City's

policies are outdated and has it has not conducted training on these matters. State law requires the sexual harassment policy be distributed to each employee every year. The City is not complying with this requirement. It is also a best practice to train supervisors and managers periodically on these laws and their personal and professional responsibilities and liabilities in discrimination cases. Without policies and training on discrimination issues in the workplace, the City, and its officials, are exposing themselves to potential liability.

Group Health Insurance Plans. It is recommended the City evaluate all its group health insurance products and services to determine if the products, premiums and programs are meeting the City's needs both financially and the level benefits provided. The City should engage the services of an independent insurance advisor, not an insurance broker, to comprehensively evaluate insurance issues for the City to determine how it should fund its insurance programs.

Employee Assistance Program (EAP). The City does not have an employee assistance program. EAPs are relatively inexpensive and provide a beneficial service to employees and supervisors. EAPs provide advice to supervisors on how to address employee issues and provide training on a host of those issues. Additionally, and more importantly, EAPs provide confidential services to employees and their families, including counseling, financial planning, family referrals, and legal assistance. The City should secure an EAP either through a health insurance plan or a stand-alone service.

Workplace Injuries. The City manages workplace injuries fairly well with the help of third party administrators. The police and fire chiefs coordinate injured on duty cases in their respective departments and the assistant treasurer serves as the liaison for non-public safety workers compensation cases. The City could be more aggressive in moving employees along in the process of returning to work or seeking other alternatives. Too often, employees languish out on leave without sufficient follow up. Currently, department heads have the responsibility to reach out to employees out on injury leave and work with third party administrators. Such a practice is not practical or wise. Department heads should not be involved in discussing medical conditions and treatment

plans about employees. A human resources professional with an understanding of workplace injury issues should be working directly with the third party administrators in a more comprehensive, hands-on approach on workplace injury management.

Conflict of Interest. It is critical the City create a conflict of interest policy. The City does not have a policy and has not conducted mandated training on conflict of interest laws. The City should conduct annual city-wide training on conflict of interest laws.

Discipline Policies and Procedures. It is critical the City develop a comprehensive, centralized approach to discipline. Without a unified approach to discipline, the City is exposed to liability with respect to unfair labor practices, grievances and claims of discrimination and disparate treatment. The City is the employer and should have one voice in dealing with city-wide issues such as discipline. Even though collective bargaining agreements may have grievance procedures that involve department heads, the approach to discipline should be centralized through the human resources department. All supervisors, whether they are subject to a collective bargaining agreement or not, should be trained on the principles of progressive discipline and must understand that the City is one employer and cannot administer disciplinary processes inconsistently.

Personnel Policies. The City has no personnel policy guide or system. The following table represents the policies the City should adopt. A sample of each policy has been submitted to the City electronically.

| |
|--|
| Access & Use of Telecommunications Systems |
| Alcohol & Drug Use |
| Anti-Fraud |
| Attendance Policy Statement |
| Basic Life Insurance |
| Conduct |
| Conflict of Interest and Financial Disclosure |
| Consolidated Omnibus Budget Reconciliation Act |

| |
|--|
| Criminal and Sexual Offender Registry Information |
| Discipline |
| Discrimination Prevention |
| Discrimination Grievance Procedure |
| Domestic Violence Prevention |
| Dress Code |
| Drug Free Workplace |
| Employee Grievance Procedure |
| Equal Opportunity/Affirmative Action |
| Family Medical Leave Act |
| Health Insurance |
| Health Insurance Portability & Accountability Act |
| Hours of Work and Overtime Payroll Submission Form Compensatory Time for Non-Exempt Employees Meal & Break Period Emergency Closing Policy |
| Maternity & Paternity Leave |
| Military Leave |
| Personnel Records |
| Political Activity |
| Recruitment & Selection Policy Vacancy Recruitment Offer of Employment Salary increments/Benefit Levels Pre-employment Physical Exams Probationary Period |
| Reference |
| Retirement |
| Retiree Health Insurance Benefits |
| Sexual Harassment Prevention |

| |
|--|
| Sick Leave |
| Small Necessities Leave Act |
| Social Networking |
| Travel Reimbursement |
| Vacation |
| Vehicle Use and Reimbursement |
| Whistleblower Protection |
| Workplace Injuries Workers Compensation Police & Fire Injuries |
| Workplace Safety |
| Workplace Violence Prevention |

RECOMMENDATIONS

Municipalities expend the majority budget dollars on personnel costs. Especially in light of the increase in compliance and documentation requirements of federal and state laws and mandates, it is important from a practical and liability perspective to have a focus on human resource management. The risks of not paying attention to human resources are great, particularly in the fast-changing human resources landscape.

The City has already made a commitment to centralize the human resources function, which is the critical first step in creating a modern human resources system. The Collins Center recommends the creation of a human resources department with a director reporting to the Mayor as a “cabinet” level position. Employee issues should be a top priority in the effective and efficient operation of the municipal organization. Additionally, it is imperative for employees to have a place to go if they have concerns or confidential matters to discuss. The human resources director can be the conduit to the chief executive on these critical issues.

Initially, the human resources department should consist of the human resources director, the benefits coordinator and an administrative employee. Human resource

administration is heavily based in documentation, tracking and record keeping. It will be critical to have administrative staff for the department. After the department is established, the City may consider transferring payroll functions to human resources, but this can be phased in as the department is established and systems are in place to enable this transfer of responsibility. In addition to the functions of the benefits coordinator, the following functions should be moved to, or become, the responsibility of the human resources department.

| FUNCTION/RESPONSIBILITY | RECOMMENDATION |
|-------------------------------------|---|
| Personnel Files | All official personnel files should be maintained by the HR Department. |
| Recruitment Process | All vacancies should be processed through the HR department. Communication about new hires should be coordinated by HR with other departments. HR should develop standardized forms. |
| Civil Service | The City should be exempt from civil service in all positions except for uninformed positions below the rank of chief in the police and fire departments. The HR department should be responsible for all requisitions and record keeping for police and fire transactions with the Commonwealth. |
| Equal Employment | The HR Director should serve as the Equal Employment officer and deal with issues of discrimination and accommodation. |
| Employee Onboarding and Orientation | The HR Department should serve as the point destination for onboarding new employees, coordinating paperwork and other requirements with necessary departments. |

| FUNCTION/RESPONSIBILITY | RECOMMENDATION |
|--|--|
| Classification, Compensation and Position Descriptions | The HR Department should be responsible for the development and maintenance of position descriptions, and a classification and compensation system. |
| Performance Appraisal | Once a comprehensive position description, classification and compensation system is constructed, the City should pursue an evaluation system. |
| Workplace Injuries | The liaison role to the third party administrators should be the responsibility of the HR department which can coordinate with departments. |
| Collective Bargaining | The HR Director should support and participate in collective bargaining. |
| Collective Bargaining Agreement Administration | The HR Director should be the authority on the interpretation of collective bargaining agreements to ensure consistent application across departments. |
| Leave Administration | Coordinating with the payroll supervisor, the HR Department should be responsible for the consistent application of leave benefits as delineated in policies and collective bargaining agreements. |
| Personnel Policy Administration | The HR Director should recommend and implement all personnel policies. |
| Training | After the creation of critical policies, the City should train department heads and supervisors. Once completed, a comprehensive approach to broader training needs should be developed. |

As stated in this report, the City is in critical need of establishing a centralized human resources department, as most cities of its size and complexity. The City has experienced litigation, increased legal expenses, challenges in the inability to recruit and retain talent, and poor morale; all of which impacts the delivery of services to its residents and businesses.

By making a commitment to create a comprehensive, centralized human resources department, the City will take a giant leap towards enhancing the organization, being fully compliant with state and federal laws and applying the appropriate resources to its most important resource, its employees, the people who deliver critical the services to its inhabitants.



The City of Revere Police Department Revere, Massachusetts

(An Independent Organizational Review)

April 2018

Ryan Strategies Group, LLC
Concord, Massachusetts
www.ryanstrategies.com

Introduction

The City of Revere retained Ryan Strategy Group (RSG) for the purpose of evaluating the current status of the Revere Police Department with the expectation that RSG will make specific recommendations to strengthen the Department. The scope of this study includes, but is not limited to:

- A review of the organizational structure
- A review of the current selection and staffing practices
- A review of deployment and scheduling practices
- An assessment as to whether the Department is embracing best practices in community-based policing
- Identification of possible alternative service delivery options for certain services
- Identification of policies, procedures and protocols that need to be updated or adopted in order to comply with regional and national policing standards
- The completion of a community feedback survey
- The completion of an internal Departmental survey

The specific actions that RSG took in order to review the Department and outline these recommendations is outlined in detail in the project scope of services.

RSG would like to acknowledge the high level of cooperation we received from Mayor Arrigo and his staff, from Acting Chief Guido, from the command staff, from the patrol officers, from union representatives and from civilian personnel in the police Department. These officials and employees consistently made themselves available and spent a considerable amount of time gathering information that was necessary to complete this study. It is always somewhat awkward when an external party conducts a review of your organization. The Mayor and the leadership of the Revere Police Department managed this situation in a manner that was professional and forthcoming.

The process to implement many of the recommendations in this report is already underway.

Major Theme of Findings

This report contains 37 distinct recommendations that have been grouped into five categories. However, the vast majority of these recommendations fall under three overarching themes. These themes are as follows:

- I. The Department needs to be more intentional about engaging with the Community and employing contemporary community policing strategies.
- II. The Department needs to be restructured so that there are clear lines of accountability, a reasonable scope of responsibility, and a logical grouping of duties and tasks.
- III. The Department needs to shift personnel resources and reconsider some of its current methods of service delivery in order to free up resources that can be redirected to the front-line patrol officer function.

Background on Community Policing

The United States Department of Justice, Department of Community Oriented Police Services, defines Community Policing as:

“Community Policing is a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.”

The goal is to identify, prioritize and solve problems such as crime, drugs, fear of crime, social and physical disorder and overall neighborhood decay in an effort to improve the quality of life in the area. It requires that the public trusts the Department and has confidence that the Department leadership will value public input and follow through on commitments. This philosophy should be integrated into every decision the Department makes and should permeate the entire culture of the organization.

Community Policing vs. Reactive Policing

Police Departments that do not implement a community policing philosophy are often defined as “reactive” Departments. In a reactive police Department, responding to calls for service is often considered to be a strategy unto itself. To the extent that intermittent efforts are made to develop community partnerships and engage the public in problem solving, the Department leadership will often consider these efforts to be niceties that fall outside the core function of the Department. Often this community engagement is limited to sending Department representative to meetings if and only if a representative has been requested.

The Question of Resources

Often Departments that do not implement a community policing philosophy cite a lack of financial or staffing resources as the reason for their decision. However, community policing is better understood as a philosophy that drives every decision that a Department makes about how it deploys its resources, even if those resources are limited. Furthermore, to the extent that a community has limited resources, it becomes all the more important to proactively address the issues that give rise to the calls for service, rather than to just try to stay ahead of the calls for service.

Recommendations

Listed below are RSG's 37 distinct recommendations, which we have grouped into five different categories.

1. Restructure Organization to Promote Accountable and Reflect Priorities

- Recommendation 1: Move Internal Affairs Unit to the Office of the Chief – page 6
- Recommendation 2: Eliminate Executive Officer Position – page 6
- Recommendation 3: Select Acting Chief from Captains – page 7
- Recommendation 4: Organize the RPD into Four Major Divisions – page 7
- Recommendation 5: Amend the Ordinance to allow Four Captains – page 7
- Recommendation 6: Modify Patrol Operations Division – page 8
- Recommendation 7: Modify Criminal Investigation Division – page 9
- Recommendation 8: Create a Professional Standards Division – page 10
- Recommendation 9: Create a Community Services Division – page 14
- Recommendation 10: Create sworn Community Resources Officer – page 16
- Recommendation 11: Create non-sworn Community Engagement Coordinator - page 16
- Recommendation 12: Amend Selection Process for the Chief – page 17
- Recommendation 13: Establish New Selection Process and Criteria - page 19

2. Restructure Staffing, Shifts and Sectors to Align with Goals

- Recommendation 14: Reduce Lieutenants and Sergeants by Attrition – page 19
- Recommendation 15: Conduct Annual Review of Specialized Assignments – page 22
- Recommendation 16: Create Impact Shift Pilot Program – page 23
- Recommendation 17: Replace Split Shifts with Straight Shifts – page 24
- Recommendation 18: Increase Foot Patrols – page 25
- Recommendation 19: Change Schedule for Canine Unit – page 25
- Recommendation 20: Change Schedule for Traffic Unit – page 25
- Recommendation 21: Reduce the Number of Sectors from Seven to Five – page 26
- Recommendation 22: Discontinue Special Operations Unit and Use Regional Resources – page 26
- Recommendation 23: Transfer Civilian Crossing Guards to School System – page 28

3. Invest in Workforce Development

- Recommendation 24: Update and Refocus Training Plan – page 28
- Recommendation 25: Establish a Leadership Development Steering Committee – page 29
- Recommendation 26: Conduct Mentorship/Goal-Setting Meetings – page 30
- Recommendation 27: Implement Line Staff Uniform and Appearance Inspections – page 31
- Recommendation 28: Return to Traditional Municipal Policy Uniform – page 31
- Recommendation 29: Establish an Early Warning System for Officers at Risk – page 31

4. Take Proactive Steps to Engage the Community

- Recommendation 30: Create a Community Engagement Plan – page 33
- Recommendation 31: Establish/Formalize Community Partnerships – page 34
- Recommendation 32: Create Community Action Teams – page 34

5. Update Policies and Procedures and Other Recommendations

- Recommendation 33: Attain Certification and then Accreditation – page 35
- Recommendation 34: Update/Develop New Policies and Procedures – page 37
- Recommendation 35: Revise Procedures for Property/Evidence Audits – page 39
- Recommendation 36: UASI Liaison / FEMA/MEMA Liaison – page 41
- Recommendation 37: Conduct Annual SWOT Analysis – page 41

6. Appendices

- Appendix A: New Organizational Chart
- Appendix B: Sample Assignment Sheet
- Appendix C: Current Sector Map
- Appendix D: Calls for Service by Sector
- Appendix E: Sample SWOT Analysis

Management Rights and Duty to Bargain

The great majority of the Department's workforce is represented by a union. Consequently, a significant number of the recommendations in the report will require the City to meet a bargaining obligation as outline in Chapter 150E of the Massachusetts General Laws.

Some recommendations that relate to existing contract language will need to be bargained as part of successor contract negotiations unless the Union agrees to bargain over those items outside of successor contract negotiations (e.g. the creation of an impact shift).

Many other recommendations relate to matters that are core management rights and are not otherwise restricted by the union contract. These recommendations could be implemented after that City provides notice to the impacted union(s) and bargains the impact of the change (e.g. changes in the organizational structure and updates to policies and procedures.) This type of bargaining, often referred to as impact bargaining, does not need to take place as part of the negotiation for a successor contract.

Finally, there are a number of recommendations that are core management rights and do not require any bargaining obligation (e.g. the decision to conduct an external property and evidence audit or the decision to create a Community Engagement Plan.) That said, it is always advisable to keep the union leadership apprised of any major changes in advance of implementation.

RSG recommends that the City meet with its Labor Counsel to determine the appropriate bargaining obligation, if any, associated with each specific recommendation.

Category One: Restructure Organization to Promote Accountability and Reflect Priorities

Recommendation 1: Move Internal Affairs Unit to the Office of the Chief

The Internal Affairs Unit performs the critical function of ensuring accountability and overall integrity of the Department. Responsibilities assigned to this Unit include but are not limited to: recording and monitoring citizen complaints, conducting comprehensive investigations of any alleged employee wrongdoing including any criminal complaints that are lodged against all Department employees, and oversight responsibilities regarding any disciplinary issues to ensure complete accountability.

At the time of our study, this unit is located within the existing Criminal Investigations Division and was staffed by a lieutenant. RSG recommends that this unit be relocated to the Office of the Chief of Police to ensure a direct line of communication to the Department's CEO. By placing this essential unit directly within the Office of the Chief of Police, the organizational structure will reflect and emphasize the fact that the Department places the highest priority on addressing issues that adversely impact the integrity, the accountability and the reputation of the Department.

Recommendation 2: Eliminate Executive Officer Position

City Ordinance establishes the position of the Executive Officer for the Revere Police Department (Section 2.60.010.) This position has seven areas of primary responsibility, which include:

1. Training
2. Human Resources
3. Accreditation
4. Policy & Procedure
5. Armory & Weapons
6. Special Operations Unit
7. Auxiliary Police

The Executive Officer currently oversees the following major areas of the divisions:

1. Bureau of Administration
2. Bureau of Support Services
3. Bureau of Night Operations
4. Bureau of Day Operations
5. Criminal Investigation Division (supervises the commander of this division.)

It is not reasonable to believe that one individual can provide the requisite oversight to effectively manage all of these organizational components. This organizational structure is contrary to the well-established principles of command and control as well as span of control.

The current management structure of the Department is too haphazard and assigns an unreasonably broad span of control to this one position. The elimination of the Executive officer position is the cornerstone to creating empowered Division Commanders who are accountable for their respective functional areas of responsibility. This creates a true leadership team with aligned values and clearly articulated roles in the Department

management hierarchy. Failure to adopt this recommendation leaves the Captains as third tier Department managers rather than key members of the senior leadership team.

Recommendation 3: Select Acting Chief from Captains

City Ordinance (Section 2.60.080) states that in the absence or disability of the police chief, the Executive Officer will perform this function. If the City eliminates the position of Executive Officer, RSG proposes that the Chief be given the authority to select a captain to act in this capacity. The Chief could consistently assign this temporary assignment to one specifically designated captain or potentially rotate this temporary assignment among all of the captains.

Recommendation 4: Organize the RPD into Four Major Divisions

The bureau structure that currently exists should be eliminated and, instead, the Department should consist of four major divisions, which shall include:

1. The Patrol Operations Division
2. The Criminal Investigations Division
3. The Professional Standards Division
4. The Community Services Division

The Patrol Division and the Criminal Investigations Division already exist in similar form. However, this report contains a number of recommendations to modify those functions/units. The Professional Standards Division and the Community Service Division did not exist when this study began. However, the Department has already made some positive changes in these areas since that time. This report contains a number of recommendations that will outline the duties and responsibilities of these new divisions.

Recommendation 5: Amend the Ordinance to allow Four Captains

In order for each of these divisions to have the necessary senior leadership and oversight, the RSG recommends that a captain ultimately be assigned to oversee and command each division. Each captain would also have the organizational title of Division Commander. However, the City Ordinance currently states that the Department may have three captains (Section 2.60.010.) At this time, the Department already has four civil service captains. However, one of these captains holds the title of Executive Officer. If the City eliminates the position of Executive Officer, as we recommend above, then it should also amend the ordinance so that it is clear that there shall be four captains.

RSG does note that it is unusual that the City codifies its staffing numbers for ranking officer positions (e.g., Sergeant, Lieutenant, Captain) in a City ordinance. In most municipalities, the staffing of any given Department is clearly an executive function and the legislative body has the authority to fund, or not fund, the requested positions. The City of Revere's decision to codify specific Department staffing levels in a City ordinance does add an additional step in the process when the Department needs to either increase or reduce existing levels of management in order to best meet and optimize the ever-changing needs of the Department.

Recommendation 6: Modify Patrol Operations Division

RSG recommends that the Bureau of Night Operations and the Bureau of Day Operations be merged to create the newly created Patrol Operations Division. This Division will be responsible for all field operations and any allied functions including any reserve police officers.

Platoon Schedule

As currently exists, each shift should be divided into three regular patrol platoons including:

- Day Platoon: 8:00 am - 4:00 pm
- Night Platoon One: 4:00 pm - 12:00 am
- Night Platoon Two: 12:00 am – 8:00 am

Patrol officers are scheduled to work for four days and then have two days off. Officers assigned to the Day Platoon work that shift on a regular basis. Officers not assigned to the Day Platoon alternate on a daily basis between Night Platoon One and Night Platoon Two. However, in Recommendation 17 “Adopt Straight Shifts” (below) RSG recommends that these officers cease alternating shifts and instead consistently work either the Night Platoon One (“First Half Shift”) or Night Platoon Two (“Last Half Shift”) on a regular basis. This schedule is often referred as a “Straight Shifts.”

On any given day of the week, two groups shall work together, and the third group shall be on their regularly scheduled days off.

Also, in recommendation 16 “Establish Impact Shift” (below), RSG recommends the creation of an additional fourth platoon, called the “Impact Shift”. A description of how the

Impact Shift would be integrated into the existing schedule is included in Recommendation 16.

Platoon Staffing

- There shall be a lieutenant assigned to each platoon who shall hold the title of Officer in Charge.
- There shall be three sergeants assigned to each platoon who shall hold the title of Patrol Supervisor.

Recommendation 7: Modify Criminal Investigation Division

The Criminal Investigation Division (CID) is responsible for ensuring the efficient management and performance of all criminal investigations where follow-up is necessary, major cases and court case management. This division shall consist of the following functional units, functions and assignments:

- **Major Crimes Unit:** A lieutenant and a sergeant, who shall be assigned to either the Day Platoon or Night Platoon One, shall staff this Unit. This Unit will be responsible for the following:
 - Investigate major crimes including sexual assaults and domestic violence.
 - Identify, recover, process and retain latent fingerprints.
 - Process and retain sketches and photographs and collect and preserve physical evidence.
 - Control all property in the custody of the Department with the exclusion of drug related evidence (See below.)
 - Administer the Sex Offender Registration and Address Verification Audits (Previously assigned to the Records Division.)
 - Administer the Firearms Licensing process (LTC, FID) (Previously assigned to the Records Division.)
- **Evidence Officer:** This position is responsible for controlling all seized or found property in the custody of the Department (excluding any drug related evidence) including special considerations required for the handling, logging, storage, inspection and administration of evidence including conducting random sampling audits pursuant to Department policy.

- **Drug Control Unit:** A lieutenant and a sergeant, who shall be assigned to either the Day Platoon or Night Platoon One, shall supervise this Unit. This Unit will be responsible for the following:
 - Investigate crimes related to illicit drugs, vice, organized crime and intelligence activities.
 - Control, records and processes all drug related evidence and money held as evidence during on-going investigations and prosecutions.
 - Serve as liaison with the Drug Enforcement Agency Task Force (The liaison role will be performed by a sergeant or detective within the unit who has been assigned to the DEA.)
 - Perform random sampling audits of all drug evidence. A designed Drug Control Officer will perform the function. (The Internal Affairs Lieutenant shall also conduct unannounced random sampling audits of all drug evidence.)

- **Gang Unit:** Gang-related activity is a nationwide problem that has a propensity to operate in urban environments. Gangs can contribute to higher violent crime rates, induce community deterioration through negative behaviors such as vandalism, graffiti, street/store robberies and drug dealing. Gang activity also increases the public's collective fear of victimization. Therefore, this unit shall be a priority in the organizational structure of the Department. A Sergeant, who shall be assigned to either the Day Platoon or Night Platoon One, shall supervise this Unit. This Unit will be responsible for the following:
 - Conducting surveillance, decoy operations and other covert patrol activities in plain clothes.
 - Developing specific expertise and technical skills related to all local gang characteristics, behaviors, and gang prevention and suppression methods.
 - Sharing criminal intelligence information with neighboring law enforcement agencies.
 - Serving as the liaison with the Federal Bureau of Investigation (The liaison role will be performed by a detective within the unit who has been assigned to the FBI Gang Task Force.)

- **Public Information Officer:** The Captain of the CID (or selected designee) shall act as the Public Information Officer. He/she shall be responsible for development and implementation of a public relations strategy and dissemination of all press releases and official Departmental communications.

The Chief of Police may also disseminate official communications to media platforms as he/she deems appropriate.

This function was previously assigned to the Bureau of Administration.

- **Licensing Board Liaison:** The Captain in charge of the CID (or selected designee) shall act as the liaison to the Revere Licensing Board and shall also oversee all operations as they pertain to Compliance Checks for licensed establishments, including alcohol and marijuana (to be implemented in Massachusetts after 7/1/2018).

This function was previously performed by the Office of the Chief and a number of different units based on the specific license in question.

Recommendation 8: Create a Professional Standards Division

The Department should establish a Professional Standards Division (PSD) charged with designing, implementing, and ensuring compliance with the Department's programs, policies, rules and regulations. The existence of this type of division is now commonplace in law enforcement organizations of similar size and complexity. The PSD will be responsible for the following functional units, functions and assignments:

- **Accreditation Manager:** A lieutenant in the PSD should be appointed to serve as the Accreditation Manager for the Department and shall receive specialized accreditation manager training within one year of appointment to this assignment. He/she shall ensure that all reports pertaining to accreditation are properly submitted in a timely manner. If necessary, a patrol officer or civilian staff person should be assigned to assist with this function. (Recommendation 33 below speaks further to the topic of accreditation.)

This function was previously assigned to the Executive Officer.

- **Details and Overtime:** The PSD will oversee the distribution of overtime and paid detail assignments, including ensuring compliance with all Department policies and procedures as well as collective bargaining obligations.

This function was previously assigned to the Bureau of Support Services.

- **Training Function:** The PSD will be responsible for coordinating various career enhancement programs (training, career development and performance

evaluation programs) and an officer within the unit will serve as the liaison to the Municipal Police Training Committee (MPTC) Police Academy. The PSD shall oversee the MPTC certified instructors who are responsible for providing training for new and in-service Revere Police Officers.

This function was previously assigned to the Executive Officer.

- **Recruitment, Selection and Promotion Function:** The PSD will coordinate the recruitment, selection and promotion of personnel. A designated member of this Division will serve as the liaison to the Massachusetts Human Resources Division (HRD) and the Human Resource Director for the City of Revere.

This function was previously assigned to the Executive Officer.

- **Employee Recognition Program:** The PSD will be responsible for the Department's employee recognition program.

This function was previously performed by the Office of the Chief.

- **Human Resources Liaison:** The PSD shall ensure that the Department complies with Civil Service Law, and the Department's policies, rules and procedures on hiring and assignment, including Equal Employment Opportunity/Affirmative Action (EEO/AA), drug and alcohol policies and other policies. The PSD shall disseminate the Department's Sexual Harassment Policy on an annual basis.

This function was previously assigned to the Executive Officer.

- **Department Property and Equipment Function:** The PSD will oversee all Department equipment, including firearms and uniforms. This duty includes preparing specifications and purchasing equipment and uniforms.

This function was previously assigned to the Bureau of Support Services.

- **Background Investigation Function:** The Professional Standards Division will be responsible for conducting the candidate screening processes. The Criminal Investigations Division may provide support for background investigations upon request.

This function was previously assigned to the Executive Officer (however, this was not reflected in the 6/2012 organizational chart.)

- **Administrative Services Functions:** The PSD will be responsible for overseeing the following functions:
 - Payroll
 - Record Management
 - CJIS Management
 - Grant Management

These functions were previously assigned to the Bureau of Support Services and the Bureau of Administration (Records Division) as well as the Office of the Chief.

- **Management Information System Function:** The PSD is responsible for the maintenance of the computerized records system, the maintenance of the Department website (www.reverepolice.org), Sharepoint, which is the Department's intranet for internal electronic communications (roll call, etc.) and other functions directly related to the administration of the RPD.

This function was previously assigned to the Bureau of Administration.

- **Crime Reporting and Analysis Unit (CRAU):** The CRAU is responsible for processing and distributing crime bulletins, counter terrorism information and other intelligence. This CRAU is also responsible for coordinating training on internal security and terrorism. The Captain in charge shall designate an officer and/or a civilian to act as a liaison to intelligence gathering agencies and sources. The CRAU shall be responsible for providing all necessary data to the Massachusetts State Police and the FBI for the purpose of Uniform Crime Reporting and the National Incident-Based Reporting System. The CRAU shall serve as the liaison to the Department of Criminal Justice Information System.

These functions were previously assigned to the Bureau of Administration.

- **The Regional Emergency Communications Department (RECD):** The RECD will be under the jurisdiction of the PSD and shall be responsible for the receipt and dispatching of all public safety service requests including calls for police, fire, emergency medical and/or animal control services for both the City of Revere and the Town of Winthrop.

The RECD is responsible for the City's Public Safety Answering Point and all matters relating to the implementation and operation of the "E-911" operation. The PSD Captain, or his/her designated lieutenant, shall act as the liaison to the RECD. (The RECD is under the command of a Director and a seven-member Board of Directors that includes: the Mayor of Revere, the Town Manager of Winthrop, the Revere Police Chief, the Winthrop Police Chief, the Revere Fire Chief, the Winthrop Fire Chief and an alternating member from Revere and Winthrop.

This function was previously assigned to the Bureau of Support Services and the Bureau of Night Operations.

- **Building Maintenance / Site Planning Liaison:** The Building Maintenance/Site Planning Liaison is responsible for overseeing the maintenance, repair, renovation and construction of police Department buildings and structures and other mechanical systems and facility equipment. In this capacity the liaison may supervise the work of building maintenance personnel.

This function was previously assigned to the Bureau of Support Services.

- **Special Events Coordinator:** The Special Events Coordinator is responsible for serving as the Department's liaison to organizations that are planning parades, road races, fun runs, festivals and other civic celebrations. This includes reviewing all permits related to the use of streets, parks and other public spaces.

This function was previously assigned to the Bureau of Support Services.

- **Customer Service Standards:** The PSD should be responsible for establishing and monitoring customer service standards for the entire Department. These standards should address topics such as standard phone greetings, outgoing voice messages, and expectations for returning phone calls, as well as standard protocols for greeting members of the public who walk in to the station and other protocols that directly impact how the public experiences the Department.

This function was not previously assigned to any specific part of the organization.

- **Drug Test Coordinator:** The Captain of the PSD (or his/her designee) will coordinate the Department's random drug testing program. The Lieutenant for Internal Affairs will assist in this process upon request of the Captain of the PSD or when directed to do so by the Chief.

This function was previously assigned to the Bureau of Support Services.

- **Legal Department Liaison:** The Captain in charge of the PSD Captain shall serve as the liaison to the City's Legal Department. He/she will assist with litigation concerning the Department. (At the discretion of the Chief, the Internal Affairs Lieutenant may assume this role depending on the nature of the litigation.)

This function was previously assigned to the Executive Officer (however, this was not reflected in the 6/12 organizational chart.)

Recommendation 9: Create a Community Services Division

As part of this study, RSG conducted a community survey to assess the status of the relationship between the Community and the Revere Police Department. RSG used a standard set of questions for community surveys that was recommended by the US Department of Justice – Office of Community Oriented Policing. This survey showed that there is a need for improvement in the following areas:

- Relationship Developed: 70% indicated Needs Improvement
- Police-Community Communication: 80% indicated Needs Improvement
- Community Input: 75% indicated Needs Improvement
- Police-Community Collaboration: 75% indicated Needs Improvement
- Community Perception believing that the members of Revere Police Department engage in the Department-wide philosophy of Community Policing: 75% indicated Needs Improvement.

These survey results demonstrate the need to create a Community Services Division (CSD) that is primarily responsible for building new relationships and strengthening existing relationships between the police and the community. The CSD will seek to accomplish this goal through ongoing dialogue, collaboration, and partnerships.

The CSD will be responsible for the following functional units, functions and assignments:

- **Community Resources Officer:** This is a new sworn position that is described in Recommendation 10 below.
- **Community Engagement Coordinator:** This is a new non-sworn position which is described in Recommendation 11 below.
- **School Resource Officers:** There are three School Resource Officers (SRO) assigned to various schools in the City of Revere. These officers shall be assigned to an administrative work schedule with Day Platoon work hours. The Chief on an as needed basis may adjust these hours. A lieutenant in the CSD shall supervise these officers.

The function was previously assigned to the Bureau of Day Operations – Platoon 3.

- **Traffic Unit:** This unit is responsible for enforcing motor vehicle laws for commercial and passenger vehicles including imposing established fines on violators. In addition, this unit is responsible for the hackney license and taxi inspection function.

The function was previously assigned to a Traffic Division.

(RSG recommends a new schedule for the Traffic Union, which is outline in Recommendation 20.)

- **Fleet Maintenance:** One of the officers in the Traffic Unit will be responsible for working with the assigned civilian employees or vendors to oversee the maintenance of marked and unmarked vehicles. The Sergeant in the Traffic Unit will be responsible for making this designation.

This function was previously assigned to the Bureau of Administration.

- **Accident Reconstruction Unit:** This Unit is responsible for providing accident reconstruction services for serious motor vehicle accidents. This Unit also assists with accident/crime scene processing and serves as the point of contact with the Massachusetts State Police Reconstruction Unit and the District Attorney's Office in cases involving motor vehicle homicide.

This function was previously assigned to the Traffic Division.

- **Court Prosecutor/Liaison:** A superior officer (preferably with the rank of lieutenant) shall serve as the Court Prosecutor/Liaison to the Chelsea District Court (Serving Chelsea, Revere and the Massachusetts State Police). He/she shall be responsible signing all criminal complaints, representing the Department and its officers at all traffic hearing, maintaining all court attendance records, posting all court attendance lists assisting the Suffolk County District Attorney's Office, transporting all police reports and relevant documentation to Court, and informing Department personnel on the disposition of all closed cases.

The function was previously assigned to the Bureau of Day Operations

- **Animal Control Officer:** This existing civilian position is responsible for handling all animal complaints. The Lieutenant assigned to the Community Services Division shall supervise this individual.

This function was previously assigned to the Bureau of Day Operations – Platoon 3.

- **Retired Part-time Officers / Auxiliary Police Officers:** Officers that are have retired from the Department are eligible to work paid details pursuant to the rules established in the Detail and Overtime Policy. These officers shall be supervised by the lieutenant assigned to the CSD who shall ensure compliance with all required in-service training and qualifications and strict adherence to G.L. Chapter 32 Section 91.

This function was previously assigned to the Executive Officer.

Recommendation 10: Create Sworn Position of Community Resource Officer

The Community Resource Officer (CRO) shall act as a liaison with existing community groups - including neighborhood watch groups and community-based organizations - and shall enhance the Department's ability to provide a uniform presence at meetings and events. Working in partnership with the Community Engagement Coordinator (below), the CRO will be responsible for performing outreach activities to residents, the business community, local community organizations, the clergy, the schools, local government services and other interested community stakeholders. These partnerships are designed to assist in forming and maintaining formidable police-community relationships aimed at collaboration, problem-solving and building new partnerships. As a sworn member of the Department, the CRO will be in a position to be a strong advocate for community engagement within the Department.

Recommendation 11: Create Non-Sworn Position of Community Engagement Coordinator

The Community Engagement Officer (CEC) shall have specific expertise in developing community-oriented action plans and group facilitation and process. Working in partnership with the Community Resource Officer, the CEC will be responsible for the conducting regular outreach to all of the different constituencies in the City to ensure there is an opportunity for two-way communication. This CEC will seek to strengthen existing relationships while, at the same time, seek to establish new partnerships with groups in the City who have not traditionally had strong open and ongoing dialogue with the Department. The CEC will develop, implement and assess a range of different programs that serve to facilitate and sustain this ongoing communication.

The CEC will develop a community outreach and engagement action plan that involves a wide range of diverse Revere community groups, including adversely affected neighborhoods (those with higher levels of calls for service), as well as key community stakeholders and community-based leaders.

Recommendation 12: Amend Selection Process for the Chief

RSG recommends that the Mayor and City Council file a home rule petition to amend M.G.L. Chapter 102 of the Acts of 2001 in order to allow the City to consider external candidates for the position of Police Chief.

We believe the current selection process does not provide the City's leadership with access to a sufficient number of qualified applicants for this critical position. We have no doubt that the City has had many highly qualified internal Chiefs in the past and will certainly have many highly qualified internal Chiefs in the future. In fact, we have had firsthand experiences working with extremely professional and talented members of the RPD. However, there is no reason for Revere, or any law enforcement agency, to categorically deny itself the option of choosing from the widest array of candidates as possible. Our rationale for this recommendation is outlined below.

Tenure of Recent Chiefs

Over the past sixteen years, the Department has had three police chiefs. The City's most recent effort to select a permanent chief was unsuccessful and the Department is currently under the leadership of an acting chief.

- Captain James Guido is currently serving as the Acting Chief of Police. Mayor Brian Arrigo appointed Guido to this position in July of 2017.
- Acting Chief Guido replaced Chief Joseph Cafarelli. Former Mayor Daniel Rizzo appointed Cafarelli to the position in 2012. Mayor Arrigo opted not to reappoint Cafarelli.
- Chief Cafarelli replaced Chief Terence Reardon who served in the position for ten years. Former Mayor Thomas Ambrosino appointed Reardon to the position.

Requirements for Appointment

The requirements for appointment to the position of Chief of Police in the City of Revere are codified under the General Laws of the Commonwealth under the Acts of 2001, Chapter 102 titled which reads as follows:

"Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

SECTION 1. The position of police chief of the city of Revere shall be exempt from chapter 31 [Civil Service] of the General Laws.

SECTION 2. The police chief of the city of Revere shall be appointed by the mayor for a term of office of 5 years subject to the confirmation of the city council.

SECTION 3. Appointments to the position of police chief of the city of Revere shall be limited to officers of the Revere police Department who have attained the rank of lieutenant

and who have served in that rank for 5 years or more, and to officers of the Department who have attained the rank of captain.

SECTION 4. This act shall take effect upon its passage. Approved October 11, 2001.

Restriction on the Applicant Pool

The requirements of this statute result in a very small number of individuals being eligible to apply for the position of Chief. The applicant pool is then further reduced because only a certain percentage of the eligible employees will be interested in the position. This aggressive narrowing of the applicant pool takes place before the Mayor has even began the process of determining who among the applicants have the knowledge, skills, abilities, education and experience to succeed as police chief.

Certainly, there are a number of good reasons why community leaders and the Department prefer an internal candidate. An internal candidate understands local and organizational culture and may, at least initially, have an easier transition period than an external candidate. In addition, the possibility of eventually becoming the Chief can serve as an important motivational factor for existing officers within the Department.

In the alternative, there are times when there simply is not a candidate with the right set of skills for the Department's needs at that time. There are times when an organization needs to undergo fundamental change and the ability to access someone from outside the organization may be critical. There are times when the culture of a community and/or Department become so politicized or polarized that it is necessary to be able to consider a candidate who is not overly involved with local politics or enmeshed in long standing conflicts.

There is no magic formula or industry standard that pre-determines whether an internal or an external candidate is best positioned to lead a law enforcement agency. This will always depend on the current strengths and weaknesses of the existing organization, need for culture change, the short and long-term goals of the organization, presence of effective succession training/planning, and the specific skills and abilities of the applicant pool.

Like almost all other organizations, it is likely that at different times the City's needs will be best served by an internal candidate and, at other times, best served an external candidate. The applicant pool that exists at that specific moment in time will always further impact this variable.

However, as it currently stands, the City of Revere does not merely have a preference for an internal candidate, it statutorily prohibits the City from even considering an external candidate. The RSG does not oppose a general preference for a local candidate. However, we strongly oppose a categorical prohibition against the consideration of external candidates. It is directly contrary to the interest of the City to not have access to as broad a selection of candidates as possible, even if the final decision in any given hiring process is to select an internal candidate.

Recommendation 13: Establish New Selection Process and Criteria

After repealing M.G.L, Chapter 102 of the Acts of 2001, the Mayor and the City Council should adopt a local ordinance that outlines the minimum and preferred qualifications for the position of Police Chief.

These minimum qualifications could potentially include:

- Bachelor's Degree in Criminal Justice.
- Must have held the rank of Lieutenant or Captain within the Revere Police Department or the rank of Captain, Deputy Chief or Chief in a position of equal or greater responsibility in a municipal or federal law enforcement agency.
- Must have direct experience supervising unionized law enforcement officers.
- Must have a minimum of ten years of experience in law enforcement with a minimum of five years in a managerial position.

These preferred qualifications could potentially include:

- Master's Degree in Criminal Justice or similar field, Master of Public Administration or JD.
- Completion of the FBI National Academy (Quantico)
- Completion of PERF Senior Management Institute or similar professional certificate program
- Prior experience in a civil service position and experience working with a work forced governed by civil service law.

Category Two: Restructure Staffing, Shifts and Sectors to Align with Goals

Recommendation 14: Reduce Lieutenants and Sergeants by Attrition

Based on our interviews with City and Department officials, there is a broad perception that the Department, which has a self-reported complement of 89 sworn officers, is understaffed. In order to assess the accuracy of this perception, RSG has reviewed Revere's numbers in comparison to other communities Massachusetts Major City Chiefs Survey.

Massachusetts Major City Chiefs

The Massachusetts Major City Police Chiefs (MMCC) is a professional association of the chiefs of police Departments that have seventy-five or more sworn officers and/or service a population of 40,000 or more. The Revere Police Department has been a member of the MMCC since it originated in 2003. Each year the MMCC conducts a *Comparison Data Survey* to benchmark key metrics such as number of sworn personnel, ranking officers, budgets, population density, police per capita, salaries, benefits, and the number of superior officers as a percentage of the total Department.

For the purpose of establishing a closer point of comparison to Revere, RSG has excluded those communities with more than 100,000 residents (Boston, Cambridge, Lowell, Springfield, Worcester and the MBTA Police.) This leaves the following thirty-three communities in the survey group:

- | | | |
|----------------|-----------------|--------------------|
| 1. Arlington | 12. Framingham | 23. Pittsfield |
| 2. Attleboro | 13. Haverhill | 24. Plymouth |
| 3. Beverly | 14. Holyoke | 25. Quincy |
| 4. Braintree | 15. Lawrence | 26. Revere |
| 5. Brockton | 16. Lynn | 27. Salem |
| 6. Brookline | 17. Malden | 28. Somerville |
| 7. Chelsea | 18. Medford | 29. Taunton |
| 8. Chicopee | 19. Methuen | 30. Waltham |
| 9. Everett | 20. New Bedford | 31. W. Springfield |
| 10. Fall River | 21. Newton | 32. Weymouth |
| 11. Fitchburg | 22. Peabody | 33. Woburn |

Per Capita Ratio of Officers/Population

The 2017 MMCC survey shows that the average per capita ratio of officer/population is 2.02 (police officers per thousand residents). The Revere Police Department has an officer/population of 1.99. By comparison, some nearby communities that are included in the survey have the following ratio:

- Chelsea = 2.45
- Everett = 2.71
- Revere = 1.99
- Lynn = 1.96
- Malden = 1.77
- Medford = 1.87
- Somerville = 1.69

This data shows that while Revere is on average on this important metric, it is not significantly lower than other neighboring communities.

Percentage of Supervisor to Patrol

While there is no doubt that the Department would benefit from a higher officer/population ratio (if utilized effectively) RSG believes that the key metric that has constricted the Department and its valuable resources is the supervisor to patrol officer ratio.

Another comparison point in the survey is the percentage of sworn workforce that are supervisors (ranking officers) compared to the percentage that are patrol officers. The 2017 MMCC survey shows that the average percentage is 24.4%. The Revere Police Department has supervisor to patrol percentage of about 33%.

By comparison, the nearby communities that are included in the survey have the following supervisor to patrol ratio:

- Chelsea = 26.1%
- Everett = 23.9%
- Lynn = 23.7%
- Malden = 26.7%
- Medford = 29.0%
- Somerville = 26.6%

(This data is based on the MMCC survey that was issued in June of 2017, as amended. The data initially used was self-reported by the Revere Police Department at the time of the MMCC survey(s) and had to be amended during the study. Any changes in staffing levels that have taken place in any of the communities since that time are not reflected in these numbers.)

Staffing Levels in City Ordinance

The number of ranking officers is included in a City Ordinance (Section 2.6.010), which states that the Department shall be comprised of the following:

- One Chief of Police (currently filled by Acting Chief)
- Three Captains (currently 4 Captains including Executive Officer)
- Twelve Lieutenants
- Seventeen Sergeants
- Such a number of patrol officer as may be appointed by the Mayor and provided for by the City Council

The organizational chart that the Department provided showed the Department is currently staffed at the level required by the ordinance with the exception of the existence of fourth captain, who serves as the Executive Officer.

Redirect Resources to Patrol Position

It is not necessarily a negative to have a high supervisor/patrol officer percentage. However, the Revere Police Department's ratio can fairly be described as unusually high. This is a problem because limited resources mean that the Department is always making choices in terms of what they prioritize. Right now, the Department is prioritizing supervisory positions and, therefore, unintentionally choosing not to prioritize maximizing the number of officers performing front line patrol functions.

In order to reprioritize the patrol function, RSG recommends that the City ordinance decrease the number of lieutenants from twelve to ten (or lower) and the number of sergeants from seventeen to fifteen (or lower). RSG recommends that this be accomplished over time through attrition.

Recommendation 15: Conduct Annual Review of Specialized Assignments

Many law enforcement agencies have officers who have a special assignment (e.g. examples of common special assignment that exist in Revere and in other agencies). The benefits of a

special assignment are two-fold. First, by dedicating specific officer(s) to a specific issue, the Department increases the likelihood that the given topic (e.g. domestic violence) gets the requisite attention that it needs. Second, some challenges (e.g. computer crimes) require a special skill. For that reason, it makes sense to designate specific Department personnel to that challenge and invest in their training and knowledge. However, an excessive number of special assignments, or outdated assignments, can be detrimental to an agency. Officers who have special assignments are not regularly otherwise available for general front-line patrol operations, which is the role that has the most direct engagement with the public. In addition, an organization that has an excessive number of special assignments can develop an overly complicated organizational structure that can decrease clear lines of responsibility and accountability.

As part of a general goal or redirecting resources to frontline patrol, RSG believes the Department needs to be more cautious about the creation of special assignments. We are not recommending the elimination of a specific special assignment as part of this report. However, we do recommend that each Division Commander should be required to submit an annual report to the Chief with the following information:

- A complete list of that division's special assignments
- The date the special assignment was created
- A description of the special assignment
- A description of the initial problem or condition that lead to the creation of the assignment
- The justification for continuing or eliminating that specific assignment

By conducting this type of annual evaluation of the special assignments, the Department can help ensure that its personnel and organizational structure remain aligned with its present day needs and is not based on legacy decisions that were made to respond to issues that have become less critical.

Recommendation 16: Create Impact Shift Pilot Program

In order to better align resources with peak periods of call activity, RSG recommends the City negotiate with the unions to create an Impact Shift. This shift would overlap Night Platoon One and Night Platoon Two. In addition to aligning staffing resources with peak hours, it would also provide greater continuity of coverage during the midnight shift change period.

Pilot Program

RSG recommends that the Department introduce the Impact Shift as a one-year pilot program for two reasons. First, it will presumably be easier to secure the agreement of the Unions if they have the assurance that they will have a guaranteed opportunity to reconsider their agreement in a one-year period. Second, after one year, all parties will have some first-hand experience with the Impact Shift which they can use to make a more informed decision as to whether the Impact Shift has helped advance the Department's overall mission.

If the parties do not mutually agree to continue the Impact Shift, then the patrol officers and sergeants assigned to the Impact Shift shall be reassigned to the remaining three shifts based on seniority during the annual shift bidding process.

Impact Shift Logistics

This proposed shift would overlap the hours of Night Platoon One (4:00 pm – Midnight) and Night Platoon Two (Midnight – 8:00 am). The shift would begin at 5:00 pm and end at 3:30 am (10.5 hours). There would be two different groups of officers assigned to the Impact Shift (Alpha and Bravo.) The two groups would alternate, with each group working four days in a row followed by four days in a row off. Each group would consist of four to six officers including a sergeant. The minimum number of patrol officers assigned to each Impact Shift (Alpha and Bravo) should be 3 and maximum should be 5.

In order to comply with existing collective bargaining language in both the Patrol Officers' and Supervisors' union contracts regarding the total days off allotted based on a "Four and Two" Work Schedule, the Department and the Unions will need to agree to a number of adjustments in order to ensure that officers assigned to the Impact Shift are working the same number of hours as other officers during the 12-month assignment period.

In a 28-day cycle, officers on the impact shift will have worked 168 hours. The Fair Labor Standards Act exemption (207(k)) allows for 171 total hours in a 28-day cycle before an employer is obligated to pay overtime. Therefore, no overtime would automatically result due to the creation of this shift.

Since vacation and sick days are accrued based on an eight-hour day, officers on the impact shift will have their days converted to hours to ensure that they continue to earn vacation and sick at the same hourly rate of accumulation as other officers.

Officers will be assigned to the Impact Shift in the same manner that the Department uses to assign officers to the Day and Night Platoons. However, the assignment of staff to the Impact Shift will be voluntary. If fewer than six patrol officers and two sergeants bid for this shift, then the shift will not be implemented during the pilot phase.

Recommendation 17: Replace Split Shifts with Straight Shifts

At this time, night shift officers work the following schedule:

- Day One: 4:00 pm to 12:00 am
- Day Two: 12:00 am to 8:00 am
- Day Three: 4:00 pm to 12:00 am
- Day Four: 12:00 am to 8:00 am
- Day Five: Off
- Day Six: Off
- Day Seven: Repeat Cycle

This type of schedule, where officers alternate between Night Platoon One (4:00 pm to 12:00 am) and Night Platoon Two (12:00 am to 8:00 am), is referred to as a “split” or “rotating” shift. In comparison, officers assigned to the Day Platoon work from 8:00 am to 4:00 pm every day that they work. This type of consistent shift is called a “straight” shift.

RSG recommends that the Department adopt straight shifts, as opposed to split shifts, for night officers. RSG recognizes the Department would have to satisfy its bargaining obligation in order to implement this change.

Under a straight shift structure, one group of night officers would work from 4:00 pm to 12:00 am every shift that they work, and the other group of night officers would work from 12:00 am to 8:00 am every shift that they work.

The Police Foundation is a nationally recognized non-profit organization whose mission is to advance policing through innovation and science. In their 2011 study entitled, “The Shift Length Experiment” they found that officers who work straight shifts are more likely to be able to successfully regulate their sleeping habits and establish healthier eating habits. These factors increase morale and productivity and decrease fatigue. In addition, this consistent schedule makes it easier for the Department to schedule court appearances, in-service and specialized training

assignments and other Departmental requirements while also making it easier for officers to schedule personal commitments outside of work.

Recommendation 18: Increase Foot Patrols

At this time, the Department utilizes foot patrols in each of the seven sectors on an intermittent basis. RSG recommends that the Department increase the use of foot patrols so that a foot patrol is active in a sector whenever possible. When staffing levels limit the Department's ability to have a designated foot patrol, then officers who are assigned to sector cars should, when possible, leave their cars for twenty or thirty minutes and have an on-foot presence in highly congested neighborhoods and business districts in their assigned sector. These types of foot patrol are referred to as "Directed Foot Patrols" or "IMPACT Patrols" (Improved Methods of Patrolling an Area based on Crime Trends) or "Park, Walk & Talk Patrols". When structured and supervised effectively, this initiative will further develop trusting relationships in the community and enhance police officer accountability.

Recommendation 19: Change Schedule for Canine Unit

RSG recommends that the Department continue to have two canine units. These units should support the Department's mission of providing effective and efficient public safety operations. The canine unit should integrate its field activities with the regular patrol force, reducing substantially the danger inherent to patrol officers in the performance of their duties. The canine unit should regularly conduct training during roll call, issue canine training bulletins and develop and adopt appropriate policies.

Officers who were selected as canine handlers have been responsible for this function and RSG was not able to determine the clear line of supervisory authority for this function.

RSG recommends that the two canine handlers be assigned to the two Impact Shifts (Alpha and Bravo.) While the hours for the Impact Shift will be 5:00 pm to 3:30 am, the hours for the canine handlers should be 5:00 pm to 2:00 am. This schedule will compensate the canine handlers for 1.5 hours of at-home care for the canine per shift. This provides an additional half hour for at-home care than is currently compensated at this time.

If the Department does not create the Impact Shift, then one canine handler should be assigned to Night Platoon One and the other should be assigned to Night Platoon Two. These canine handlers should have their schedule adjusted so that they receive 1.5 hours pay for at-home care duties.

Recommendation 20: Change Schedule for Traffic Unit

The Traffic Division (which RSG recommends become the Traffic Unit within the Community Service Division) is currently staffed by one sergeant and four traffic officers. At this time, the sergeant and all four officers work the 8:00 am to 4:00 pm shift. RSG recommends that two of the officers work the 4:00 pm to 12:00 am shift in order to provide coverage at night. At this time, the sergeant works a 5 days on/2 days off schedule and the traffic officers work a 4 days on/2 days off schedule. RSG recommends that the sergeant and the officers work the same schedule in order to ensure the necessary level of supervision and direct communication.

Recommendation 21: Reduce the Number of Sectors from Seven to Five

RSG recommends that the Department combine Sectors Three and Seven as well as Sectors Five and Six. These sectors are the lower call volume sectors in the City. This will reduce the total number of sectors from seven to five. (Appendix A is a map of the current sectors within the City.) By doing so, the Department will have greater staffing flexibility which it can use to be more creative with staffing strategies. This can assist with two specific issues.

Accountable Officer for Every Sector

There are many times when the Department does not have enough officers on duty to be able to assign an officer to each sector. As is always the case, officers will still respond to calls for service anywhere in the City. However, when there is no specific officer assigned to a sector, there is no specific officer responsible for engaging in proactive activities to respond to known problems or issues in that sector. By decreasing the number of sectors, the Department will increase its ability to ensure that an officer is assigned to each sector.

Additional Resources for Busiest Sectors and High Incident/Hotspot Areas

By reducing the number of sectors from seven to five, the Department will increase the number of times when all sectors are assigned and, therefore, increase the number of times when additional officers will be available to supplement coverage in the busiest sectors. This could be done by assigning an additional patrol car, by assigning a foot patrol, or by employing another creative strategy to respond to a need that has been identified by the Crime Analysis and Reporting Unit. (Appendix B demonstrates that Sectors 101 and 103 and the busiest sectors at this time.)

Recommendation 22: Discontinue Special Operations Unit and Use Regional Resources

Current Status

The Department has its own Special Operations Unit (SOU) in order to respond to exceptional situations that require increased firepower or specialized weapons and tactics. The SOU is staffed by three sergeants and eight patrol officers. The Department indicates that the unit averages 16 hours of training per month, which costs the Department about \$20,000 annually in overtime costs. The SOU is loosely affiliated with the Everett and Winthrop Police Departments and the Suffolk County Sherriff's Office. The collective group is referred to at the North Metro SWAT Team.

RSG recommends that the Department conduct a cost/benefit analysis to determine whether the Department should continue to have its own SOU or whether it should secure this service through existing regional resources and service agreements.

SOU/SWAT services are high-risk and high liability activities that require a serious commitment of time and of resources. The Department's SOU only meets the minimum training requirements (two days per month) and does not adequately cross-train with other municipal, state, and federal SWAT teams. When RSG asked for SOU training records, we were told that duty had been performed by the Executive Officer who has since retired. The Department did provide RSG with a number of unsigned After-Action Training Reports that recorded the date and topic of the trainings but did not include specifics such as the number of training hours or the time the training began or ended.

In addition, the National Tactical Officers' Association (NTOA) has not reviewed the Revere SOU, which is a standard best-practice for any SWAT operations.

Alternatives Models

Thankfully, the need for SOU services in the Revere, like most U.S. cities of comparable size and population, is limited. The Revere SOU responds to six to eight calls per year.

The Revere Police Department is already a member of the nine community Level 1 Urban Area Security Initiative (UASI.) UASI member communities include Boston, Brookline, Cambridge, Chelsea, Everett, Quincy, Revere, Somerville and Winthrop.) UASI receives significant funds from the Department of Homeland Security funds, which pass through the Massachusetts Executive Office of Public Safety and Security (EOPSS). These funds are

used to train member agency personnel and purchase needed equipment as it pertains to enhancing the safety and security of those designated nine communities. As part of the UASI partnership, member agencies can also share equipment and personnel including the use of the Boston Police Department's highly trained SWAT Team – at no cost to the municipality.

In addition to resources available as a member of UASI, the City should explore joining a Law Enforcement Councils, such as the North-East Massachusetts Law Enforcement Council (NEMLEC), as a way to secure highly trained cost-effective SWAT/SOU and resources. NEMLEC currently has more than fifty municipalities from Northeast Massachusetts as members.

If the Department decided to continue to have its own SOU, it needs to have an independent review of the SOU by the of National Tactical Officer's Association. An external law enforcement contractor of proper credentials in SWAT/SOU services should oversee the implementation of the recommendations in the NTOA report.

If the Department decided to continue to have it owns SOU, the supervision of this Unit should be the responsibility of the Captain of the Criminal Investigation Division. This responsibility was previously assigned to the Executive Officer.

Recommendation 23: Transfer Civilian Crossing Guards to School System

The process of scheduling civilian crossing guards, and particularly the process for finding alternative coverage in response to last-minute notice absences, is very time consuming and not the best use of limited police resources. Although there appears to be no consistent practice among other cities and town as to whether the police Department or the school Department should oversee this function, RSG recommends that the responsibility for the crossing guards function be transferred to the Revere Public School Department.

In the interim, RSG recommends that the Crossing Guards report to the Lieutenant in charge of the Day Platoon. [This function is currently under the direction and command of the Traffic Division]

Category Three: Invest in Workforce Development

Recommendation 24: Update and Refocus Training Plan

The Department needs to update and refocus its training plan to focus on building community trust and enhancing police legitimacy through procedural justice, transparency, and accountability. Instead, the overwhelming majority of training has been tactical (e.g. tactical patrol officer, active shooter, tactical medicine, etc.) While tactical training is important, when a Department becomes disproportionately focused on tactical training, it can result in officers being too quick to employ their tactical skills rather than defusing an incident with de-escalation techniques or other strategies.

RSG reviewed Department training records from January 1, 2015 and August 14, 2017. With the exception of training that was mandated by the Massachusetts Municipal Police Training Committee (MPTC), the Department does not appear to have provided officers with training in contemporary policing strategies (e.g. conflict resolution, de-escalation, use of force) or community policing.

The Department provided RSG with a brief document that outlines the current training plan for the next few years. The plan focused on tactical training, including: mandatory in-service training; defensive tactics; active shooter; Taser; CPR, firearms, tactical patrol officer and tactical medicine.

The Department needs to align its training programs with the community policing philosophy and implement new training and education programs over the next two to three-years. This should include training programs that are offered by the United States Department of Justice, Community Oriented Policing (COPS) Office. Examples of COPS training includes:

- Applied Evidence-Based Policing Practices: data-driven policing
- Community Policing Defined
- Ethical Decision Making: Policing with Principled Insight
- New Perspectives on Community Policing
- Tactical Community Policing for Homeland Security

In addition to the trainings offered by the USDOT, the Department should offer the following addition types of training (are these specific types of training or are they general topics for training):

- 21st Century policing strategies
- Career development, succession planning/experience
- Leadership development and leadership core competencies
- De-escalation
- Communication with persons with mental illness
- Crisis intervention training (CIT)
- Trauma informed policing
- Procedural justice
- Alternatives to use of force
- Fair and impartial policing
- Implicit bias
- Police legitimacy
- Building trusting partnerships in the community

Recommendation 25: Establish a Leadership Development Steering Committee

An internal *Command Climate Survey* conducted by RSG identified “Leading Performance and Change” as a primary area that needs improvement within the organization. For example, one officer responded to the survey by writing:

Goals and objectives don't exist and if something comes along that slightly resembles a goal or objective it's communicated as "Sorry, this isn't coming from me, it's coming from him. Just do it so I don't have to hear about it."

Another respondent wrote:

The climate is to answer your calls. There is no incentive to do extra and doing extra is actually frowned upon.

RSG recommends that the Department establish a Leadership Development Steering Committee (LDSC) that is made up of representatives from all different ranks within the sworn workforce as well as representatives from the non-sworn workforce. The LDSC should utilize the services of an external facilitator to ensure that there is a structure for

the meetings and to ensure that all the participants are treated as equal peers, regardless of rank or position in the formal organization.

The goal of the LDSC will be as follows:

- Write a policy statement that communicates the Department's policy on leadership responsibilities and development.
- Review the Climate Survey and identify issues or concerns that could be addressed, or improved, through the development of leadership skills.
- Identify the core leadership competencies necessary for each rank/assignment.
- Identify the resources that are necessary to attain/develop the identified competencies. For example, the Southern Police Institute offers a Chief Officer Training program.
- Further develop the concept of "Mentorship Meetings" that are described in Recommendation 26 (below).
- Publish a leadership framework document for the Department that identifies the competencies that are necessary for an officer to be able to succeed at every level of the organization.
- Identify measurable outcomes that will serve as indicators that the leadership skills in the Department have improved.
- Conduct a follow up Climate Survey to determine if progress has been made as a result of the efforts to build leadership skills within the Department.

One survey respondent summed it up as follows,

Have a strategic plan with short and long-term goals. Get input from everyone then communicate what they are so the expectations are out there and hold people accountable. Set high standards and adhere to them. Be fair in everything we do. Seriously consider and commit to changing the way we do things move toward Community Oriented Policing. It will take hard work, commitment and a couple of years. The philosophy is common sense. For those that don't agree they simply don't understand it. We need training, and Department wide commitment from the Revere MA Police Department- Command Climate Survey 2017 63 top down. It should permeate every aspect of the PD such as culture, training and policies. To be successful this philosophy needs to become a reality in practice. Allow members of the Department to be heard and give input, and they will better except decisions made. We need to improve morale. Supervisors need to acknowledge when good work is done and they need model good behavior.

Recommendation 26: Conduct Mentorship/Goal Setting Meetings

As part of the Climate Survey, one officer wrote:

In my time with this Department I have only had one supervisor sit me down and ask what my goals were within the Department and how I planned to achieve them. That only occurred once. This should be a regular thing between supervisors and subordinates. They should be documented and regularly reviewed to check progress and make adjustments as necessary.

RSG recommends that the Department conduct individual structured career counseling meetings on a six-month basis, and in no case less than an annual basis. The purpose of these meetings will be to provide feedback and mentorship and to identify career goals. The specific structure for the mentorship/goal setting meetings should be developed by the LDSC.

Recommendation 27: Implement Line Staff Uniform and Appearance Inspections

The police uniform identifies the officer and makes him/her readily accessible to the public. For this reason, it is critical that officers maintain a neat and clean appearance. This is an important component of gaining the respect and trust of the public. It is also a vital part of maintaining discipline and uniformity in a municipal police organization.

The Officer in Charge should perform regular inspections of officers' uniforms and appearance to ensure compliance with Department policy. In addition, the Captain of the Professional Standards Division should conduct periodic unannounced inspections of officers' uniforms and appearance to ensure that the Officer in Charge is enforcing these standards.

RSG is not aware of any such inspections taking place at this time.

Recommendation 28: Return to Traditional Municipal Police Uniform

The Revere police officer's uniform has evolved from the traditional municipal police style that is most common in other Departments to one that has a more tactical appearance with "battle dress uniform" (BDU) pants and baseball caps. This tactical appearance makes the officers appear more "militarized" and less approachable.

To reinforce the perception that the police officer is first and foremost a community guardian, and not part of a military presence, the Department should return to the use of the traditional police uniforms and hats and officers should wear visible name places. In addition, during winter months long-sleeve shirts and ties should be worn. (Officers may be allowed to wear ball caps or winter hats when working a traffic detail.) This change will help enhance police legitimacy and accountability.

Recommendation 29: Establish an Early Warning System for Officers at Risk

Many law enforcement agencies have an “Early Warning System” to identify officers at risk of engaging in police misconduct. The goal of this system is to provide additional training to these officers and prevent future misconduct. RSG recommends that the Professional Standards Division implement this type of system in the Department.

An Early Warning System uses collective patterns of poor performance and misconduct to identify officers who are likely to engage in potential future serious misconduct. Data that is reviewed as part of this computerized system may include, but not be limited to:

- Civilian and internal complaints of misconduct and rules violations
- Incidents of frequent/questionable use of force
- Preventable police vehicle crashes
- Named in civil litigation
- Abuses of sick time and tardiness
- Work performance failures
- Pattern of unwitnessed line of duty injuries
- Discretionary arrests (i.e. disorderly conduct, A&B on a police officer, resisting arrest, etc.)
- Incidents of workplace hostility/violence
- Being the subject of a criminal investigation
- Being the subject of a restraining order
- Reports of prisoner problems and complaints
- Traffic and pedestrian stop data that could indicate disparate treatment based on protected class.

The Professional Standards Division should employ the use of a modern off-the-shelf software system (IA Trak, IA Pro, LEA Data, etc.) to efficiently collect and analyze selected data points on a real-time basis.

Category Four: Take Proactive Steps to Engage the Community

As stated in the “Major Theme of Findings” section at the beginning of this report, the Department needs to be far more proactive in engaging with the community. However, we do note that during his short tenure, Acting Chief Guido has implemented a Community Service Division and assigned a lieutenant to this Division to oversee various outreach programs and initiatives including, the sub-station, the Citizen Police Academy, the Police Activities League, the School Resources Officers, the National Night Out program, the Media and Public Information Officers and the Youth Academy.

Our recommendations in this section build upon the steps that Acting Chief Guido has taken with the goal of formally integrating community engagement into the Department’s practices, culture and overall Departmental philosophy.

Recommendation 30: Create a Community Engagement Plan

The Chief should appoint a Community Engagement Planning Committee which will be responsible for identifying community engagement strategies and developing a three-year plan to implement those strategies. This committee should be comprised of the Chief, the Captain of the Community Services Division, the Community Engagement Coordinator (CEC) and other sworn and non-sworn Department personnel.

As part of this process, the Committee should facilitate formal police-community focus group meetings to further develop the Community Engagement Plan, and review the plan with the Community Action Teams (outlined in Recommendation 31), to ensure that it is responsive to the needs to the community.

As with any plan, the Department’s Community Engagement Plan should have clearly defined goals and objectives and an effective evaluation component to objectively gauge the success of the plan.

Examples of items that could potentially be included in the plan are:

- Strategies to support existing Neighborhood Watch Groups and strategies to create new Neighborhood Watch Groups and a Business Watch Group.
- Align shared strategies with community-based organizations and existing initiatives

- A strategy to develop/expand youth initiatives, which may include: identifying youth leaders and providing them with positive experiences (e.g. providing tours of the RPD, working out with a cop, lunch with a cop); expanding the existing RPD Police Activities League (PAL) and identify mentoring opportunities.
- The expansion of the Citizen Police Academy (currently offered once annually).
- The creation of a comprehensive so-called “Community Power” program that includes a mini Citizen Police Academy that results in new NWGs.
- Further promotion of the Annual National Night Out program.
- A structure for identifying and applying for community policing grants.
- The adoption of “Roll Call Mini Trainings” on topics such as trauma informed care, stigma reduction, personal and professional development and cultural awareness.
- The creation of a Prostitution Task Force to assist woman in need of services trapped in this dangerous street lifestyle.
- The creation of a 21st Century versions of DARE and Gang Resistance Education and Training (GREAT).
- Rewards and recognition initiatives for officers who are outstanding “engagers”.
- Cultural exchanges between officers and community members from different cultures.
- The development of a marketing campaign to promote engagement activities that would include the Department’s website, social media, local media, community cable television, YouTube and other social media platforms/forums.

Recommendation 31: Establish/Formalize Community Partnerships

As part of the process of developing the Community Engagement Plan, the Department should develop transparent ongoing relationships with all community partners – both formal and informal.

Certainly, many officers in the Department already have positive relationships with individuals in the community. They have no doubt used those relationships to advance the mission of public safety. However, in a Department that adheres to a community policing philosophy, those relationships are leveraged and further expanded upon as part of a broader community-wide strategy to address the conditions that give rise to public safety problems.

RSG recommends that the Department create a list of existing neighborhood associations, other civic groups, and formal or informal representatives of different communities of interest. This list should include representatives of communities that may not be fully

enfranchised and may likely have historical reservations about working with law enforcement in general.

If the Department creates and maintains this specific list, they can use it for the purpose of creating the Community Engagement Plan as well as a tool to track when, where, why and how often they are proactively contacting these representatives.

Recommendation 32: Create Community Action Teams

RSG recommends that the Department establish a Community Action Team (CAT) for each sector in the City.

The purpose of the CAT is to have a structured format to directly engage community members in the process of identifying issues that are adversely impacting the quality of life in that sector of the community. The CAT establishes priorities in terms of determining which issues most need to be addressed, and brainstorming ways to address those issues.

The CATs should meet on a monthly basis at Police Headquarters as well as other designated locations throughout the City. CAT meetings should be conducted in a focus group fashion with a police representative, preferably a Sector Officer and/or the Community Resource Officer, acting as the facilitator of the group. The minutes from the meetings should be transcribed by an appointed secretary (a member of the public) and disseminated to CAT members and the Chief of Police, who will in turn, distribute the information to the relevant Division Commanders so that appropriate follow up action can be taken.

The Department should take the following steps to inform the public about these meetings:

- Post notices on www.ReverePolice.org and Department social media accounts
- Place a notice in the local press
- Post a Public Service Announcement on the city-operated cable television station.

At the outset, a distinction should be drawn between recommending policing priorities as opposed to selecting particular strategies to be deployed by the police Department. The police Department shall defer to the community on recommending particular priorities while the police, in consultation with the community, will set particular strategies to be utilized. In this respect, the presumption is that within the bounds of the law and the resources available, the police will be guided by the preferences of the community to the extent possible.

The Department shall have an obligation to be guided by the agenda that is recommended by the CATs to the extent that the recommendations are reasonable and attainable. If there is any significant divergence from the agreed upon priorities set by the CATs, the Police Chief - when requested to do so – will provide ample justification for any significant deviation that is contrary to the priorities outlined by the CATs.

Understandably, incorporating community input into policing and achieving real inclusion, as opposed to mere community legitimization of police Department decisions, can certainly be challenging. However, if the City is to sustain long-term success in reducing crime, this type of partnership involving ongoing communication is essential and will ultimately be the key.

Category Five: Update Policies and Procedures and Other Recommendations

Recommendation 33: Attain Certification and then Accreditation

The Massachusetts Police Accreditation Commission (MPAC), offers two distinct certification programs known Certification and Accreditation. These programs establish best practice standards for Massachusetts police Departments. MPAC standards are based upon national standards adopted by the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) located in Fairfax, Virginia. These standards reflect what are known as the best professional practices in each area of police management, administration, operations and support services.

Self-Assessment Phase

The Certification/Accreditation Process begins with a thorough self-examination to determine the agency's initial level of compliance. This phase is known as Self-Assessment Phase (or internal evaluation). Unfortunately, the RPD has been in this initial self-assessment phase for approximately six to eight years.

This prolonged self-assessment period has had tangible drawbacks. For example, in some areas the Department is relying on draft model policies dated 2010 and 2011 that have not been adopted or implemented. The Department's rationale for not moving forward with updated policies and procedures, or completing the self-assessment, is not entirely clear.

The assessments process to attain Certification takes place over two consecutive days and is conducted by two or three certified assessors who determine whether the agency is in

compliance with 159 mandatory standards. The assessments process for Accreditation is conducted in three consecutive days by three certified assessors. These assessors determine whether the agency is in compliance with over 300 standards.

Utilizing the same survey group that is described in Recommendation 14, the status of accreditation for comparable communities is as follows:

- **Accredited:** Arlington, Brookline, Chelsea, Fall River, Framingham, Peabody, Salem, Woburn and Waltham
- **Certified:** Somerville and Weymouth
- **Self-Assessment:** Beverly, Everett, Fitchburg, Haverhill, Lynn, Malden, Medford, Methuen, Plymouth, New Bedford and Revere
- **Not in Process:** Attleboro, Braintree, Brockton, Chicopee, Holyoke, Lawrence, Newton, Pittsfield, Quincy, Taunton, and West Springfield

Although participation in this Certification/Accreditation Process is strictly voluntary, attaining these standards promotes the professionalism of the agency and the community's trust and confidence in the Department. This trust component is essential for the Department moving forward.

In addition, Certification and Accreditation are an effective risk management tool in terms of addressing areas of potential supervisory and management liability, which are areas that have plagued the Department with some high-profile incidents that occurred within the agency and received widespread media coverage.

Listed below are some of the more important areas of supervisory liability that can be mitigate through the certification and accreditation process:

- **Negligent Appointment/Hiring** - Failure to safeguard against employing someone clearly unfit for the position of police officer, failure to adequately screen individuals or hiring someone known to be unfit.
- **Negligent Retention** - Failure to discipline or terminate an employee found unsuitable for police employment. Often this concerns failure to take action against 'problem' officers.
- **Negligent Assignment** - Failure to remove an employee from a 'sensitive' position for which he is known to be unfit or to assign him to such a position knowing him to be unfit.
- **Negligent Entrustment** - Failure to control or supervise an employee's use or supervision of equipment or facilities to which the employee has access in his job assignment.
- **Negligent Training** - Failure to adequately train in the skills and expertise expected of a police officer. (One of the more consistent sources of litigation against police supervisors.)
- **Negligent Supervision** - Failure to supervise subordinates. A supervisor can be held liable if he/she fails to perform adequately as an administrator and the failure results in violations of Section 1983.
- **Failure to Direct** - Failure to adequately inform an employee of the specific requirements as well as limitations of his job position. (An administrator without, or with inadequate, written policies and procedural guidelines is especially vulnerable to this type of liability.)

Finally, in terms of the potential benefits of pursuing Certification and Accreditation, RSG believes that the Department's active participation in the process will provide a baseline for the Department to judge its performance, and a basis to correct its deficiencies before they become a public problem.

Recommendation 34: Update/Develop New Policies and Procedures

The Department's policy manual, including of many of the agency's policies and procedures, does not meet national or regional standards, does not comply with best practices, and is poorly structured. There are numerous instances of policies that may or may not have been implemented and communicated to the workforce. There are also numerous policies in the manual that remain in draft form.

The Department needs to update or develop new policies. Fortunately, through the process of preparing to become certified and accredited (above) the Department will receive clear direction on the policies that it needs to have in place. The Department will also have access to model policies that are available from professional associations, and policies already adopted by other comparable agencies.

The Professional Standards Division should be responsible for developing and maintaining policies, and for disseminating and conducting necessary training regarding those policies. Contemporary law enforcement agencies are governed by an increasingly wide range of policies. Listed below are examples of those policies.

| | |
|--------------------------------------|--|
| All Hazards Plan | Discipline and Accountability |
| Arrest Procedures | Domestic Abuse |
| Authority & Responsibility | Elder Abuse |
| Automatic External Defibrillator | Employee Identification Cards |
| Auxiliary Personnel | Employee Recognition Program |
| Biased Based Profiling | Evidence & Property Control |
| Body Armor Program | Evidence Collection & Preservation |
| Bomb Emergencies | Eyewitness Identification |
| Calls for Service - Customer Service | Firearms Evidence Guidelines |
| Canine Team | Firearms Range |
| Child Requiring Assistance | Firearms Safety Device |
| CJIS, Leaps, and NCIC Data Entry | Fiscal Management |
| Communications | Follow-Up Investigations |
| Computer & Data Security | Harassment Prevention |
| Consular Notification | High Risk Domestic Violence |
| Crime Analysis Function | Holding Facility |
| Criminal Intelligence | Hostage/Barricaded Suspects |
| Death Notification | Identity Crimes |
| Death Notification for Employees | Incapacitated Persons |
| Departmental Goals and Objectives | Incident Reporting |
| Departmental Vehicles | Interacting with Transgender Individuals |

| | |
|--|---|
| Internal Affairs | Search & Seizure |
| Interview/Interrogation Room | Seat Belt Policy |
| Inventory Searches of Motor Vehicles | Selection of Personnel |
| Juvenile Services | Serving People with Behavioral Health Disorders |
| Labor Disputes | Sexual Harassment |
| Leadership Development | Social Media Policy |
| Media Policy | SRO Program |
| Missing Persons | Stop & Frisk |
| Nasal Naloxone Program | Strip Search & Body Cavity Searches |
| Notifications to Command Staff | Take Home Vehicles |
| Oath of Office/Code of Ethics | Terrorism Intelligence Communication |
| Pandemic Planning & Response | Traffic Safety |
| Park, Lock & Walk Program | Training & Career Development |
| Police Training Officer Program | Uniforms & Appearance |
| Portable Breath Tester | Unlawful Harassment |
| Preliminary Investigations | Use of Confidential Informants |
| Prisoner Transportation | Use of Force |
| Records Management | Use of Mobile Data Terminal System |
| Responding Procedures | Vehicle Pursuit |
| Response to Bank Alarms | Vice, Drugs, and Organized Crime |
| Roll Call | Victim Witness Assistance |
| Rules & Regulations Governing Employee Conduct | Written Directive System |

Recommendation 35: Revise Procedures for Property/Evidence Audits and Security

Regularly Scheduled Internal Audits

The National Commission on Accreditation for Law Enforcement Agencies (CALEA) publishes a manual of standards and best practices for internal property and evidence audits. CALEA recommends that internal property and evidence audits be conducted on a regularly basis. An evidence audit pertains to items that may be used for evidentiary purposes in a criminal prosecution. A property audit pertains to items that have come into the possession of the Department but are not be held for evidentiary purposes.

The Department was unable to provide any documentation from any prior property audit. Consequently, RSG believes it is likely that the Department does not perform property audits, or, has at least not conducted a property audit at any time in the recent past.

The Department did conduct limited evidence audits, which it referred to as “*Fire arms, Drugs and Monies Audit Report*” in January of 2009 and November of 2013. However, these audits had at least four notable short-comings.

First, contrary to CALEA standards, these audits were conducted by the same officers who were routinely responsible for the evidence management function. Consequently, these officers were effectively auditing themselves, defeating one of the primary reasons to conduct the audit – which is a check and balance system with neutral and detached oversight. CALEA standards and best practices recommends that an internal property or evidence audit be conducting by a superior officer who is not the officer who is routinely responsible for the property and evidence management function.

Second, any audit should produce an exhaustive list of what evidence is present as well as any evidence that is missing. This exhaustive list serves as the baseline for subsequent audits. The Department’s 2009 and 2013 audits did not produce a list of the evidentiary items in the Department’s possession. Instead, it just identified those items that were missing.

Third, the 2013 audit only included items that were in the safe within the Property Room as opposed to all of the property in both the safe and the room as well as property stored anywhere else within the confines of the Department or stored outside the Department at a satellite location or in the possession of another agency (e.g., MSP Crime Lab, MSP Drug Lab, FBI Lab, etc.)

Fourth, although the 2009 did identify 32 drug/narcotic discrepancies and 16 firearms discrepancies, the Department did not report these findings to any law enforcement agencies, such as the Suffolk County District Attorney's Office, and/or the Mayor's Office. This type of reporting and notification is standard best practice in response to this type of audit finding.

Unannounced Internal Audits

CALEA standards also recommend that, in addition to conducting regularly scheduled internal audits, a law enforcement agency should conduct unannounced audits on a random basis. The purpose of this type of audit is to ensure that if someone is engaged in any type of malfeasance, misconduct or neglect of duty they do not have the benefit of knowing exactly when an audit will take place. There is no record of the Department conducting any unannounced random audits.

External Independent Audit

In addition to conducting regularly scheduled and unannounced random internal audits, it is the best practice for Departments to periodically retain the services of a qualified external firm to conduct an audit of all the property and evidence. It does not appear that the Department has ever engaged an independent firm for this specific purpose.

Install Video Cameras in Property and Evidence Rooms

The Department should immediately install high quality video cameras in the property and evidence rooms and ensure that the footage has at least a one-year retention period. Using this type of readily available equipment to supplement existing security protocols in this area is standard practice for all law enforcement agencies that handle and store evidence and property.

Recommendation Summary

RSG strongly recommends that the Department immediately implement these three (3) types of property and evidence audits and install video cameras in the Property and Evidence Rooms. Failure to act in these areas could seriously compromise the Department's relationship with other partner law enforcement agencies, the judiciary and the community in general. There are many examples, including several recent cases in Massachusetts, where a police Department's failure to adhere to these established best practices resulted in criminal cases being seriously compromised, victims losing their

opportunity to achieve justice, and the involved law enforcement agency having their reputation tarnished which resulted in a loss of significant credibility.

Recommendation 36: UASI Liaison - FEMA/MEMA Liaison

The Chief of Police shall serve as the Joint Point of Contact (JPOC) for the City of Revere to the Urban Area Security Initiative (UASI). The CSD Captain should serve as the Alternate JPOC. The Mayor of Revere as the Chief Executive Officer for the City shall appoint the JPOC and the Alternate JPOC by sending a written communication to the Boston Office of Emergency Management (OEM). The CSD Captain shall act as the FEMA and MEMA Liaison.

This function was previously assigned to the Bureau of Support Services.

Recommendation 37: Conduct Annual SWOT Analysis

RSG recommends that the Department conduct a “SWOT” analysis at the beginning of each year in conjunction with the publishing of the Department’s Annual Report. “SWOT” stands for Strengths, Weaknesses, Opportunities and Threats. Strengths and Weaknesses refer to factors that are internal to an organization while Opportunities and Threats refer to factors that are external to an organization. A SWOT Analysis is sometimes called Internal-External Analysis and the SWOT Matrix is sometimes called an IE Matrix.

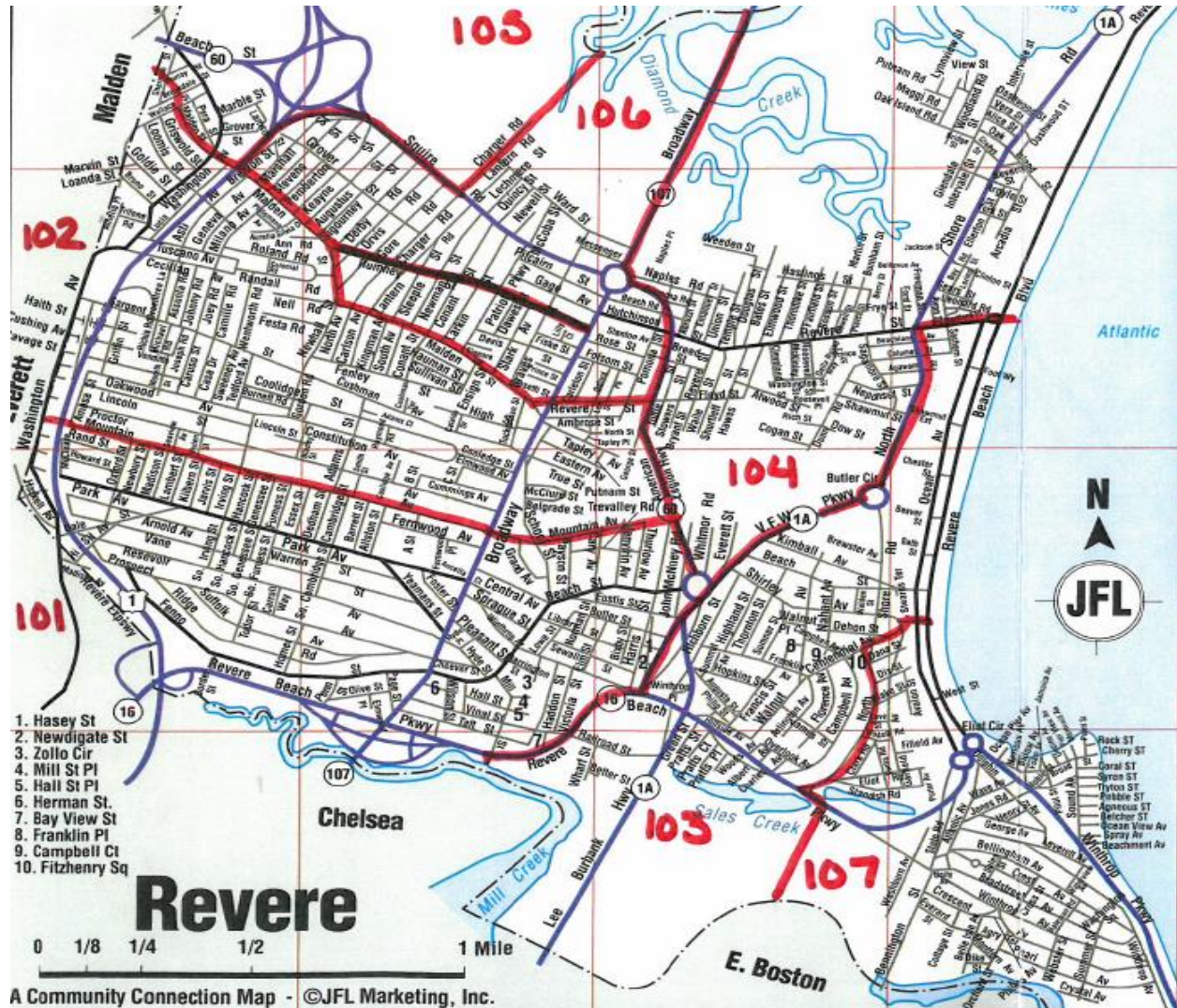
This analysis will assist the Department in developing specific strategies, initiatives and programs aimed at coping with these factors and can help the Department develop and update a five-year strategic plan.

Appendix C is an example of a SWOT diagram that was constructed by RSG based on our review of the organization. The Department would need to include many additional factors when conducting its own SWOT analysis. Examples of factors that will likely impact the Department, and most other law enforcement agencies, include:

- Limited financial and human resources
- Increasing complexity of multi-jurisdictional crimes
- Multi-lingual population growth creating communications challenge
- Increased gang activity
- Increased illegal drug activity and associated crime
- Increased juvenile crime
- Increased training requirements
- Increased number of motor vehicle traveling through the City
- Foreign and domestic terrorism threats

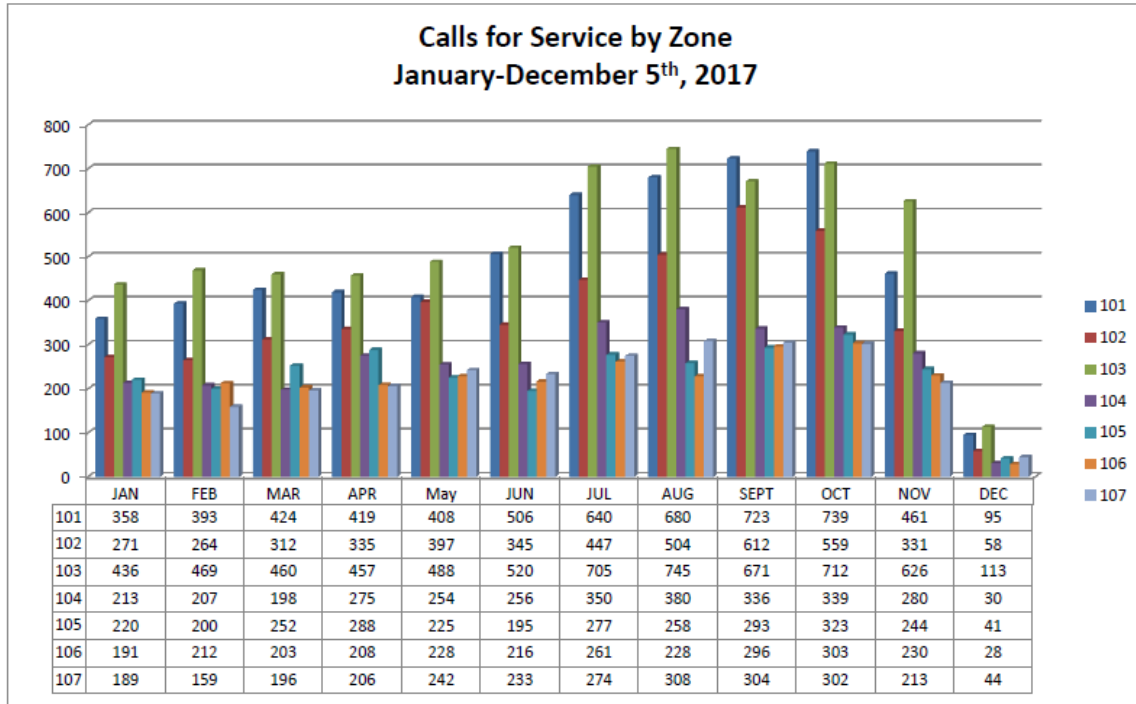
Appendices

Appendix A – Sector Map



Attachment: Ryan Strategies RPD Review (22-341 : Partial Response to CO 22-246)

Appendix B – Calls for Service by Zone



Attachment: Ryan Strategies RPD Review (22-341 : Partial Response to CO 22-246)

Appendix C – Example SWOT Analysis

**REVERE POLICE DEPARTMENT
"SWOT" ANALYSES**



Strengths

-Dedicated, qualified, hard-working, committed Police Chief, Command Staff, Supervisors, Officers & civilian support staff.

-Strong support from local political leadership; e.g., Mayor & City Council

-Commitment from top leadership to embrace/enhance community policing and community partnerships

WEAKNESSES

-Inadequate personnel resources which affects:

- + supervision
- + ability to be innovative in crime suppression efforts & problem solving
- + ability to be innovative in the delivery of program services & community outreach/engagement.

-Lack of adequate personnel which creates a delay in response to demands for service by residents

-Inadequate Training in 21st

Century Policing concepts

-Inefficient organization of the PD

OPPORTUNITIES

-New Leadership

-Technological innovations

-New and improved training opportunities

-Enhanced operations & training through regionalized partnerships

**-Regional data sharing system
Regional Communications System**

THREATS

-Inability to meet the demands of citizens as the city continues to grow & diversify with a changing demographic

-Terrorism response and prevention

-Increasing gang violence and street level drug markets

-Continuous budgetary restraints which affect:

- + Operations
- + In-Service Training
- + Long term strategic planning

Attachment: Ryan Strategies RPD Review (22-341 : Partial Response to CO 22-246)



CITY OF REVERE

Brian M. Arrigo
Mayor

December 8, 2022

Honorable City Council
Revere City Hall
281 Broadway
Revere, MA 02151

Dear Members of the Honorable City Council:

I write to inform you that we will be providing the Council with an update regarding the Revere High School Construction Project.

Regards,


Brian M. Arrigo

PERKINS —
EASTMAN
LEFTFIELD
THE BEST CHOICE IN PROJECT MANAGEMENT

REVERE HIGH SCHOOL

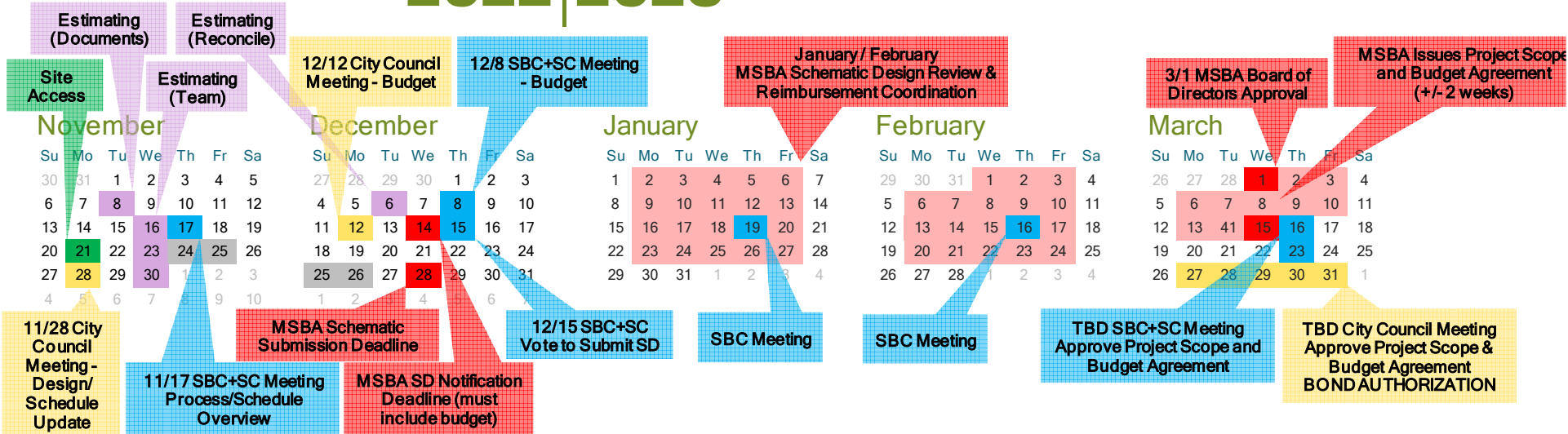
SCHOOL BUILDING COMMITTEE & SCHOOL COMMITTEE BUDGET UPDATE - DECEMBER 8, 2021

CITY COUNCIL - DECEMBER 12, 2021

Attachment: 2022-12-12 RHS City Council Budget Update (22-342 : RHS Project Update December 2022)

5 - RHS FEASIBILITY STUDY COMPLETION SCHEDULE RECAP

2022|2023



5 – SCHEMATIC DESIGN ESTIMATE RECONCILIATION

| DIV | DESCRIPTION | ORIGINAL | | | RECONCILED | | | | | | | |
|--------------------------------|--------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|--------------------|-----------------------|---------------|---------------------|--|
| | | Value | | | Value | | | Delta (\$) | | Delta (%) | | |
| | | PM&C | AM Fogarty | Consigli | PM&C | AM Fogarty | Consigli | Consigli-PM&C | Consigli-AM Fogarty | Consigli-PM&C | Consigli-AM Fogarty | |
| A10 | FOUNDATIONS | \$50,792,896 | \$48,119,643 | \$48,861,485 | \$41,940,794 | \$44,253,959 | \$41,609,699 | (\$331,095) | (\$2,644,260) | -0.8% | -6.0% | |
| B10 | SUPERSTRUCTURE | \$39,506,558 | \$45,665,377 | \$40,598,762 | \$40,749,634 | \$42,739,528 | \$40,803,871 | \$54,237 | (\$1,935,657) | 0.1% | -4.5% | |
| B20 | EXTERIOR ENCLOSURE | \$36,243,723 | \$34,829,966 | \$32,839,493 | \$32,862,655 | \$34,260,698 | \$33,303,277 | \$440,622 | (\$957,421) | 1.3% | -2.8% | |
| B30 | ROOFING | \$7,724,710 | \$8,727,780 | \$11,182,914 | \$9,613,176 | \$9,198,216 | \$9,883,963 | \$270,787 | \$685,747 | 2.8% | 7.5% | |
| C10 | INTERIOR CONSTRUCTION | \$22,605,815 | \$22,627,621 | \$26,174,719 | \$22,513,499 | \$22,343,637 | \$22,974,950 | \$461,451 | \$631,313 | 2.0% | 2.8% | |
| C20 | STAIRS | \$2,061,400 | \$2,659,260 | \$3,073,333 | \$2,381,400 | \$2,659,260 | \$2,451,613 | \$70,213 | (\$207,647) | 2.9% | -7.8% | |
| C30 | INTERIOR FINISHES | \$16,596,556 | \$21,044,397 | \$21,757,980 | \$20,343,511 | \$20,698,202 | \$21,024,183 | \$680,672 | \$325,981 | 3.3% | 1.6% | |
| D10 | CONVEYING SYSTEMS | \$2,012,000 | \$1,485,000 | \$1,440,600 | \$1,737,000 | \$1,485,000 | \$1,506,398 | (\$230,602) | \$21,398 | -13.3% | 1.4% | |
| D20 | PLUMBING | \$10,685,401 | \$13,533,099 | \$12,274,099 | \$12,167,401 | \$12,995,795 | \$12,445,936 | \$278,535 | (\$549,859) | 2.3% | -4.2% | |
| D30 | HVAC | \$52,040,677 | \$53,449,953 | \$48,375,274 | \$52,600,677 | \$54,418,661 | \$51,879,314 | (\$721,363) | (\$2,539,347) | -1.4% | -4.7% | |
| D40 | FIRE PROTECTION SYSTEMS | \$4,549,972 | \$4,469,046 | \$3,292,771 | \$4,399,972 | \$4,469,046 | \$4,340,531 | (\$59,441) | (\$128,515) | -1.4% | -2.9% | |
| D50 | ELECTRICAL SYSTEMS | \$29,430,248 | \$26,989,775 | \$29,988,589 | \$29,367,748 | \$27,556,474 | \$30,222,871 | \$855,123 | \$2,666,397 | 2.9% | 9.7% | |
| E10 | EQUIPMENT | \$3,564,532 | \$3,567,835 | \$3,226,842 | \$3,613,332 | \$3,567,835 | \$3,842,922 | \$229,590 | \$275,087 | 6.4% | 7.7% | |
| E20 | FURNISHINGS | \$4,963,900 | \$5,376,189 | \$2,874,779 | \$5,791,950 | \$5,376,189 | \$5,679,263 | (\$112,687) | \$303,074 | -1.9% | 5.6% | |
| G10 | SITE PREPARATION | \$14,350,066 | \$16,987,896 | \$17,481,151 | \$14,021,612 | \$12,252,938 | \$14,066,952 | \$45,340 | \$1,814,014 | 0.3% | 14.8% | |
| G20 | SITE IMPROVEMENTS | \$14,753,768 | \$13,564,094 | \$18,248,595 | \$13,960,882 | \$14,576,399 | \$14,201,060 | \$240,178 | (\$375,339) | 1.7% | -2.6% | |
| G30 | SITE CIVIL/MECHANICAL UTILITES | \$5,885,079 | \$6,734,729 | \$7,557,339 | \$6,463,035 | \$6,455,889 | \$6,805,034 | \$341,999 | \$349,145 | 5.3% | 5.4% | |
| G40 | SITE ELECTRICAL UTILITIES | \$1,782,750 | \$3,842,898 | \$2,224,440 | \$1,868,650 | \$3,911,898 | \$2,221,060 | \$352,410 | (\$1,690,838) | 18.9% | -43.2% | |
| TOTAL DIRECT COSTS | | \$319,550,051 | \$333,674,558 | \$331,473,165 | \$316,396,928 | \$323,219,624 | \$319,262,897 | \$2,865,969 | (\$3,956,727) | 0.9% | -1.2% | |
| | Design/Estimate Contingency | \$31,955,005 | \$33,367,456 | \$24,860,487 | \$28,475,724 | \$32,321,962 | \$28,548,892 | \$73,168 | (\$3,773,070) | 0.3% | -11.7% | |
| | Escalation | \$23,966,254 | \$37,805,327 | \$34,804,682 | \$28,475,724 | \$32,958,705 | \$28,548,892 | \$73,168 | (\$4,409,813) | 0.3% | -13.4% | |
| | SDI (Subcontractor Bonds) | \$2,628,299 | \$5,822,020 | \$2,614,960 | \$2,613,439 | \$5,588,332 | \$2,387,956 | (\$225,483) | (\$3,200,376) | -8.6% | -57.3% | |
| | Construction Contingency | \$12,449,359 | \$11,011,260 | \$11,812,599 | \$11,278,854 | \$10,666,248 | \$11,362,459 | \$83,605 | \$696,211 | 0.7% | 6.5% | |
| | General Conditions | \$14,508,961 | \$14,508,961 | \$14,508,961 | \$14,508,961 | \$14,508,961 | \$14,508,961 | \$0 | \$0 | 0.0% | 0.0% | |
| | General Requirements | \$13,141,496 | \$15,266,635 | \$14,702,620 | \$14,008,307 | \$14,674,324 | \$14,161,702 | \$153,395 | (\$512,622) | 1.1% | -3.5% | |
| | Performance and Payment Bond | \$2,765,307 | \$2,708,737 | \$2,734,809 | \$2,602,853 | \$2,603,628 | \$2,621,693 | \$18,840 | \$18,065 | 0.7% | 0.7% | |
| | Builders Risk Insurance | \$2,000,000 | \$2,000,000 | \$2,000,000 | \$2,000,000 | \$2,000,000 | \$2,000,000 | \$0 | \$0 | 0.0% | 0.0% | |
| | General Liability Insurance | \$4,463,251 | \$4,966,018 | \$5,013,816 | \$4,771,898 | \$4,773,319 | \$4,806,438 | \$34,540 | \$33,119 | 0.7% | 0.7% | |
| | Fee | \$8,299,572 | \$9,222,619 | \$9,116,029 | \$8,676,177 | \$8,866,300 | \$8,738,977 | \$62,800 | (\$127,323) | 0.7% | -1.4% | |
| TOTAL MARKUPS | | \$116,177,504 | \$136,679,033 | \$122,168,963 | \$117,411,937 | \$128,961,779 | \$117,685,970 | \$274,033 | (\$11,275,809) | 0.2% | -8.7% | |
| TOTAL CONSTRUCTION COST | | \$435,727,555 | \$470,353,591 | \$453,642,128 | \$433,808,865 | \$452,181,403 | \$436,948,867 | \$3,140,002 | (\$15,277,538) | 0.7% | -3.4% | |

PERKINS EASTMAN REVERE HIGH SCHOOL

Attachment: 2022-12-12 RHS City Council Budget Update (22-342 : RHS Project Update December 2022)

5 - SCHEMATIC DESIGN BUDGET UPDATE

Preferred Schematic Report Construction Estimates

| | PM&C | Consigli | AM Fogarty | Hi-Lo Delta |
|--------------------------------|----------------|----------|----------------|---------------|
| Total Construction Cost | \$ 339,496,976 | N/A | \$ 317,936,771 | \$ 21,560,205 |
| <i>Cost Per Square Foot</i> | \$ 803 | | \$ 752 | |

Schematic Design Construction Estimates - Un-reconciled

| | PM&C | Consigli | AM Fogarty | Hi-Lo Delta |
|------------------------------------|----------------|----------------|----------------|---------------|
| Total Construction Cost | \$ 435,727,555 | \$ 455,801,463 | \$ 470,353,592 | \$ 34,626,037 |
| <i>Cost Per Square Foot</i> | \$ 1,004 | \$ 1,050 | \$ 1,084 | |
| <i>Dollar Value Over Schematic</i> | \$ 96,230,579 | \$ 116,304,487 | \$ 152,416,821 | |
| <i>Percent Over Schematic</i> | 28% | 34% | 48% | |

Schematic Design Construction Estimates - Reconciled w/ Value Mgmt.

| | PM&C | Consigli | AM Fogarty | Hi-Lo Delta |
|------------------------------------|----------------|----------------|------------|--------------|
| Total Construction Cost | \$ 416,993,562 | \$ 420,477,516 | TBD | \$ 3,483,954 |
| <i>Cost Per Square Foot</i> | \$ 961 | \$ 969 | - | |
| <i>Dollar Value Over Schematic</i> | \$ 77,496,586 | \$ 80,980,540 | - | |
| <i>Percent Over Schematic</i> | 23% | 24% | - | |

Total Project Budget Comparison

| | PM&C/PSR | Consigli/SD |
|--|----------------|----------------|
| Total Construction Cost | \$ 339,496,976 | \$ 420,477,516 |
| Total Soft Costs (A&E, OPM, Tech, FF&E, Contingencies) | \$ 44,838,216 | \$ 79,498,549 |
| Total Project Budget | \$ 384,335,192 | \$ 499,976,065 |
| Potential MSBA Grant | \$ 162,647,779 | \$ 161,321,256 |
| Potential Total Cost to Reverse | \$ 221,687,413 | \$ 338,654,809 |
| Projected Effective Reimbursement Rate | 42.3% | 32.3% |

The blue boxes represent the budget at the conclusion of the Preferred Schematic Phase.

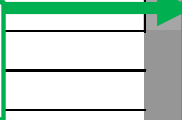
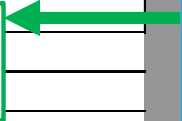
The green boxes represent the current budget at the conclusion of Schematic Design.

5 - SCHEMATIC DESIGN BUDGET UPDATE - VALUE MANAGEMENT

| Preferred Schematic Report Construction Estimates | | | | |
|---|----------------|----------------|----------------|---------------|
| | PM&C | Consigli | AM Fogarty | Hi-Lo Delta |
| Total Construction Cost | \$ 339,496,976 | N/A | \$ 317,936,771 | \$ 21,560,205 |
| <i>Cost Per Square Foot</i> | \$ 803 | | \$ 752 | |
| Schematic Design Construction Estimates - Un-reconciled | | | | |
| | PM&C | Consigli | AM Fogarty | Hi-Lo Delta |
| Total Construction Cost | \$ 435,727,555 | \$ 455,801,463 | \$ 470,353,592 | \$ 34,626,037 |
| <i>Cost Per Square Foot</i> | \$ 1,004 | \$ 1,050 | \$ 1,084 | |
| <i>Dollar Value Over Schematic</i> | \$ 96,230,579 | \$ 116,304,487 | \$ 152,416,821 | |
| <i>Percent Over Schematic</i> | 28% | 34% | 48% | |
| Schematic Design Construction Estimates - Reconciled w/ Value Mgmt. | | | | |
| | PM&C | Consigli | AM Fogarty | Hi-Lo Delta |
| Total Construction Cost | \$ 416,993,562 | \$ 420,477,516 | TBD | \$ 3,483,954 |
| <i>Cost Per Square Foot</i> | \$ 961 | \$ 969 | - | |
| <i>Dollar Value Over Schematic</i> | \$ 77,496,586 | \$ 80,980,540 | - | |
| <i>Percent Over Schematic</i> | 23% | 24% | - | |
| Total Project Budget Comparison | | | | |
| | PM&C/PSR | Consigli/SD | | |
| Total Construction Cost | \$ 339,496,976 | \$ 420,477,516 | | |
| Total Soft Costs (A&E, OPM, Tech, FF&E, Contingencies) | \$ 44,838,216 | \$ 79,498,549 | | |
| Total Project Budget | \$ 384,335,192 | \$ 499,976,065 | | |
| Potential MSBA Grant | \$ 162,647,779 | \$ 161,321,256 | | |
| Potential Total Cost to Reverse | \$ 221,687,413 | \$ 338,654,809 | | |
| Projected Effective Reimbursement Rate | 42.3% | 32.3% | | |

How did the initial estimate numbers.....

Become these numbers?



| PM&C | Consigli | AM Fogarty | Hi-Lo Delta |
|----------------|----------------|----------------|---------------|
| \$ 339,496,976 | N/A | \$ 317,936,771 | \$ 21,560,205 |
| \$ 803 | | \$ 752 | |
| PM&C | Consigli | AM Fogarty | Hi-Lo Delta |
| \$ 435,727,555 | \$ 455,801,463 | \$ 470,353,592 | \$ 34,626,037 |
| \$ 1,004 | \$ 1,050 | \$ 1,084 | |
| \$ 96,230,579 | \$ 116,304,487 | \$ 152,416,821 | |
| 28% | 34% | 48% | |
| PM&C | Consigli | AM Fogarty | Hi-Lo Delta |
| \$ 416,993,562 | \$ 420,477,516 | TBD | \$ 3,483,954 |
| \$ 961 | \$ 969 | - | |
| \$ 77,496,586 | \$ 80,980,540 | - | |
| 23% | 24% | - | |
| PM&C/PSR | Consigli/SD | | |
| \$ 339,496,976 | \$ 420,477,516 | | |
| \$ 44,838,216 | \$ 79,498,549 | | |
| \$ 384,335,192 | \$ 499,976,065 | | |
| \$ 162,647,779 | \$ 161,321,256 | | |
| \$ 221,687,413 | \$ 338,654,809 | | |
| 42.3% | 32.3% | | |

5 - SCHEMATIC DESIGN BUDGET UPDATE - VALUE MANAGEMENT

Revere High School
Dashboard



SD Estimate

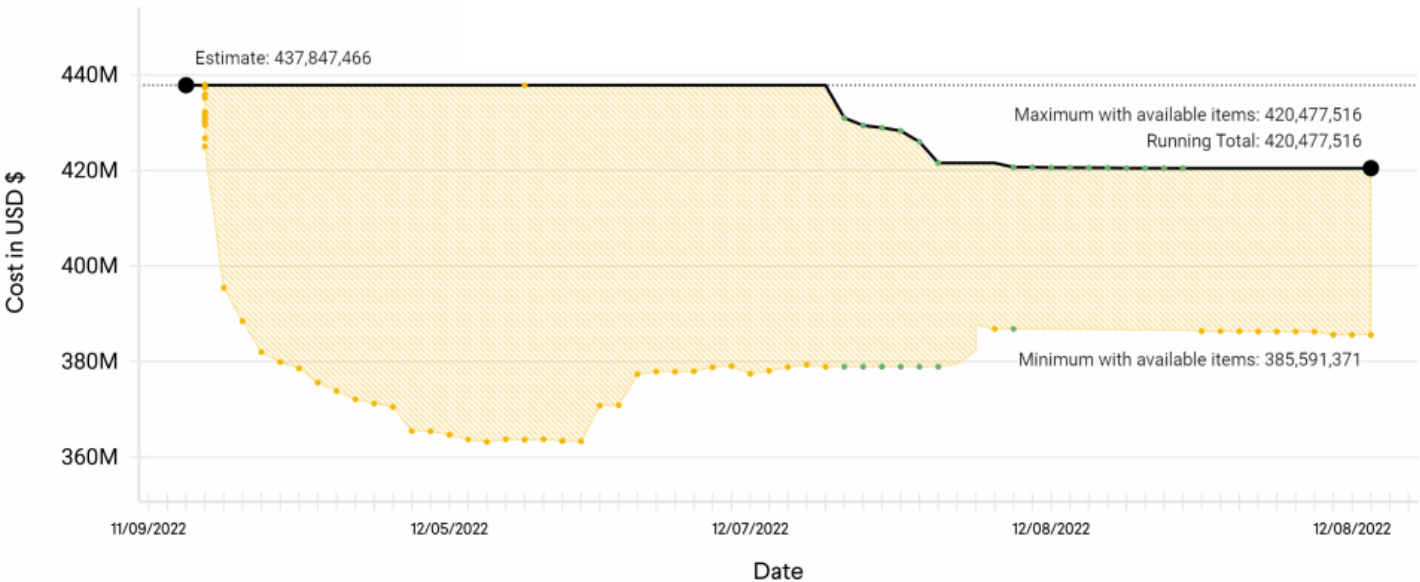
422,600 GSF

| | |
|------------------|---------------|
| Estimate Total | \$437,847,466 |
| Accepted Changes | -\$17,369,950 |
| Running Total | \$420,477,516 |

As of 12/08/2022

Cost Trendline

..... Estimate Total
 — Running Total
 Min/Max Available Range



5 – SCHEMATIC DESIGN BUDGET UPDATE – VALUE MANAGEMENT

Revere High School
Dashboard



SD Estimate
422,600 GSF

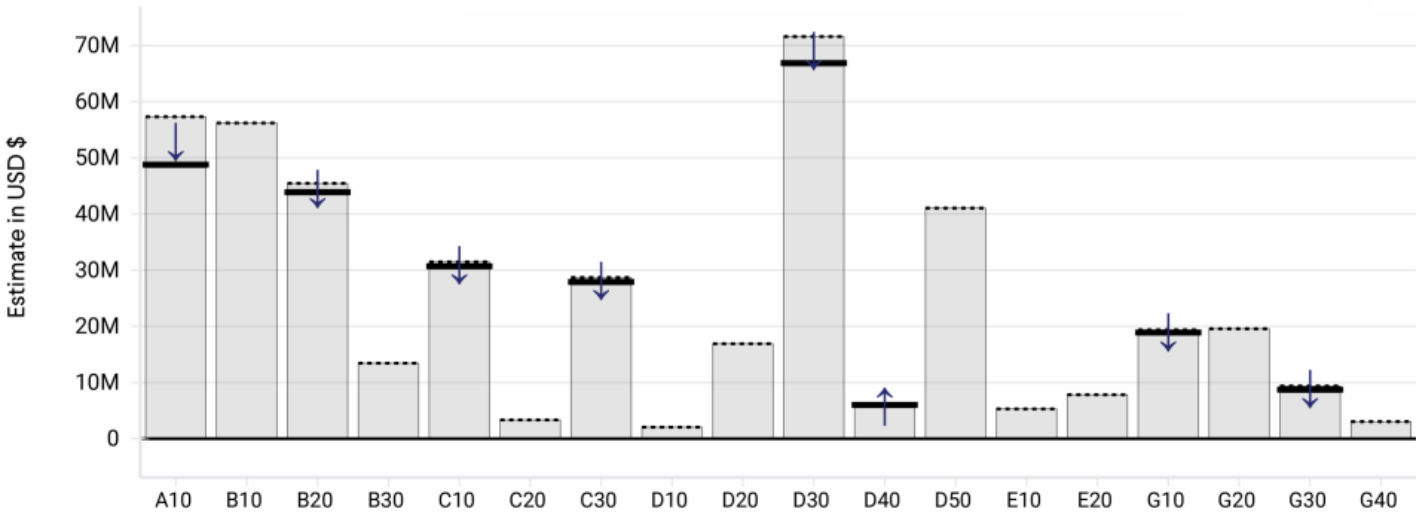
| | |
|------------------|---------------|
| Estimate Total | \$437,847,466 |
| Accepted Changes | -\$17,369,950 |
| Running Total | \$420,477,516 |

As of 12/08/2022

Estimate

Grouped by UnFmt lv-2

..... Estimate Total
 — Running Total



5 – SCHEMATIC DESIGN BUDGET UPDATE – VALUE MANAGEMENT

Revere High School
Dashboard



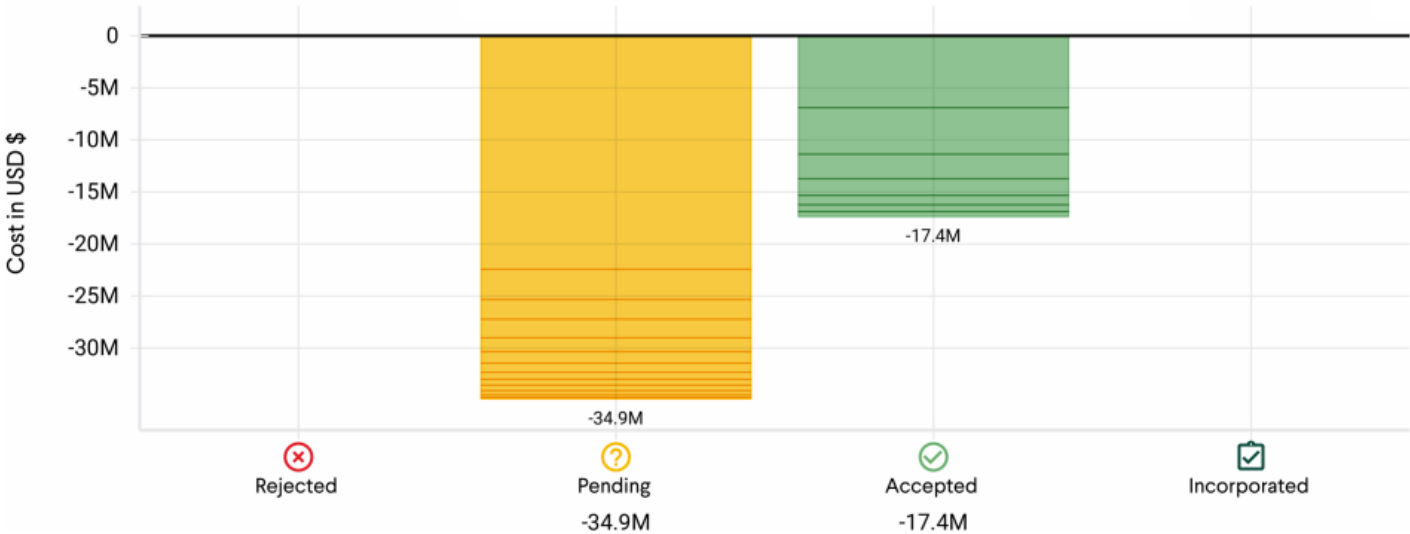
SD Estimate
422,600 GSF

| | |
|------------------|---------------|
| Estimate Total | \$437,847,466 |
| Accepted Changes | -\$17,369,950 |
| Running Total | \$420,477,516 |

As of 12/08/2022


Items

Grouped by Status



5 – SCHEMATIC DESIGN BUDGET UPDATE – VALUE MANAGEMENT

Revere High School
SD Estimate: Items




As of 12/08/2022
20 Items Grouped by: Status Filtered by: Status: Accepted, Pending, Rejected

| Accepted | |
|--|--------------|
| ✓ #02 (Accepted) Use Mat Slab as Garage SOG | -\$6,911,257 |
| ✓ #04 (Accepted) Reduce Garage Floor to Floor from 15' to 14' | -\$1,603,660 |
| ✓ #09 (Accepted) Crush Existing Slabs and Foundation On-Site | -\$480,408 |
| ✓ #15 (Accepted) Use Sprinkler Deluge in Lieu of Rated Glass | -\$657,712 |
| ✓ #16 (Accepted) Closed Cell Spray Insulation with ACT at Garage Ceiling | -\$2,353,979 |
| ✓ #20 (Accepted) Assume .25' of Geothermal Well per GSF of Building | -\$4,464,341 |
| ✓ #26 (Accepted) Eliminate Finned-Tube Heat | -\$898,592 |

These Value Management cost reductions have been incorporated into the Schematic Design scope and budget.

5 – SCHEMATIC DESIGN BUDGET UPDATE – VALUE MANAGEMENT

Revere High School
SD Estimate: Items



As of 12/08/2022
20 Items Grouped by: Status Filtered by: Status: Accepted, Pending, Rejected

| Pending | |
|--|---------------|
| ? #01 (Pending) Reduce Garage to Match School Above (reduction of 61,790 sf) | -\$22,417,397 |
| ? #07 (Pending) Remove Ampitheater | -\$1,340,459 |
| ? #10 (Pending) Eliminate Overhang at Roof | -\$2,921,841 |
| ? #11 (Pending) Eliminate Fins at Phenolic Panel Siding | -\$1,781,084 |
| ? #12 (Pending) Reduce Sunshades by 50% | -\$877,605 |
| ? #21 (Pending) Reduce Qty of CW by 10% and Replace with Brick | -\$551,741 |
| ? #22 (Pending) Double Glazed Windows and CW in lie of Triple Glazed | -\$1,891,617 |
| ? #23 (Pending) Replace Awnings with Fixed Windows | -\$666,172 |
| ? #24 (Pending) Use 60 mil PVC Roof in Lieve of 80 mil | -\$546,254 |
| ? #25 (Pending) Reduce Height of Clearstory from 16' to 12' | -\$409,881 |
| ? #26 (Pending) Lighting reduction; target \$2/sf | -\$1,104,060 |
| ? #27 (Pending) Wood veneer paneling reduction; target 25% | -\$240,027 |
| ? #28 (Pending) Reduce visual display surfaces; target 25% reduction | -\$138,008 |

These Value Management cost reductions have not been incorporated into the Schematic Design scope and budget.

5 - SCHEMATIC DESIGN BUDGET UPDATE

Preferred Schematic Report Construction Estimates

| | PM&C | Consigli | AM Fogarty | Hi-Lo Delta |
|--------------------------------|----------------|----------|----------------|---------------|
| Total Construction Cost | \$ 339,496,976 | N/A | \$ 317,936,771 | \$ 21,560,205 |
| <i>Cost Per Square Foot</i> | \$ 803 | | \$ 752 | |

Schematic Design Construction Estimates - Un-reconciled

| | PM&C | Consigli | AM Fogarty | Hi-Lo Delta |
|------------------------------------|----------------|----------------|----------------|---------------|
| Total Construction Cost | \$ 435,727,555 | \$ 455,801,463 | \$ 470,353,592 | \$ 34,626,037 |
| <i>Cost Per Square Foot</i> | \$ 1,004 | \$ 1,050 | \$ 1,084 | |
| <i>Dollar Value Over Schematic</i> | \$ 96,230,579 | \$ 116,304,487 | \$ 152,416,821 | |
| <i>Percent Over Schematic</i> | 28% | 34% | 48% | |

Schematic Design Construction Estimates - Reconciled w/ Value Mgmt.

| | PM&C | Consigli | AM Fogarty | Hi-Lo Delta |
|------------------------------------|----------------|----------------|------------|--------------|
| Total Construction Cost | \$ 416,993,562 | \$ 420,477,516 | TBD | \$ 3,483,954 |
| <i>Cost Per Square Foot</i> | \$ 961 | \$ 969 | - | |
| <i>Dollar Value Over Schematic</i> | \$ 77,496,586 | \$ 80,980,540 | - | |
| <i>Percent Over Schematic</i> | 23% | 24% | - | |

Total Project Budget Comparison

| | PM&C/PSR | Consigli/SD |
|--|----------------|----------------|
| Total Construction Cost | \$ 339,496,976 | \$ 420,477,516 |
| Total Soft Costs (A&E, OPM, Tech, FF&E, Contingencies) | \$ 44,838,216 | \$ 79,498,549 |
| Total Project Budget | \$ 384,335,192 | \$ 499,976,065 |
| Potential MSBA Grant | \$ 162,647,779 | \$ 161,321,256 |
| Potential Total Cost to Reverse | \$ 221,687,413 | \$ 338,654,809 |
| Projected Effective Reimbursement Rate | 42.3% | 32.3% |

The blue boxes represent the budget at the conclusion of the Preferred Schematic Phase.

The green boxes represent the current budget at the conclusion of Schematic Design.

Duplicate slide for Q&A



CITY OF REVERE

Brian M. Arrigo
Mayor

December 8, 2022

The Honorable City Council
c/o Ashley Melnik, City Clerk
Revere City Hall
281 Broadway
Revere, MA 02151

2022 DEC -9 AM 11:10
OFFICE CITY CLERK
REVERE, MASS.
FILED

Dear Members of the Honorable City Council:

Pursuant to M.G.L. c. 43, s. 55, I write to submit my written objections to City Council Order 22-324 discussed at the City Council meeting on November 28, 2022. The aforementioned order pertains to the repeal of Chapter 402 of the Acts of 1965. While the Massachusetts Open Meeting Law was first established in 1958, the law was general in approach, and despite significant amendments to date, state law does not mandate public participation at all meetings subject to the Open Meeting Law. Though passed by the Massachusetts Legislature in 1965, this revolutionary act ensured that all Revere residents were guaranteed the right to speak before their elected and appointed boards and commissions in the City of Revere.

Before outright repealing the act, I ask that you consider implementing public participation guidelines in writing, similar to those already in effect at meetings of the Revere School Committee. Please find attached sample language from the most recent School Committee agenda as well.

Regards,

Brian M. Arrigo

Chap. 402. AN ACT PROVIDING THAT MEETINGS OF THE CITY COUNCIL AND OF ALL OTHER BOARDS AND COMMISSIONS IN THE CITY OF REVERE BE OPEN TO THE PUBLIC WITH THE PUBLIC HAVING AN OPPORTUNITY TO BE HEARD.

Be it enacted, etc., as follows:

SECTION 1. Except in the cases of executive sessions authorized by section twenty-three A of chapter thirty-nine of the General Laws, all meetings of the city council of the city of Revere and of other boards or commissions in said city shall be open to the press and to the public, and the rules of the city council and of such other boards and commissions in said city shall provide that citizens and employees of the city shall have a reasonable opportunity to be heard at any such meeting in regard to any matter considered thereat.

SECTION 2. This act shall take effect upon its acceptance by the city of Revere.
Approved May 3, 1965.

Chap. 403. AN ACT PROVIDING THAT CERTAIN MINORS SHALL BE COMPETENT TO CONTRACT FOR MOTOR VEHICLE LIABILITY INSURANCE.

Be it enacted, etc., as follows:

Chapter 175 of the General Laws is hereby amended by inserting after section 113J the following section: —

Section 113K. Any minor sixteen years of age or over shall be deemed competent to contract for a motor vehicle liability policy or bond, both as defined in section thirty-four A of chapter ninety, or for a policy of motor vehicle liability insurance issued pursuant to the requirements of section one hundred and thirteen H, to the same extent and to the same effect as though he had attained the age of twenty-one years.

Approved May 3, 1965.

Chap. 404. AN ACT AUTHORIZING SCHOOL COMMITTEES TO DESIGNATE THE LOCATIONS OF HIGHWAY SAFETY STATIONS FOR CHILDREN AWAITING A SCHOOL BUS.

Be it enacted, etc., as follows:

Chapter 71 of the General Laws is hereby amended by inserting after section 71 the following section: —

Section 71A. A school committee may, subject, however, to all other provisions of law, designate the locations for the erection of highway safety stations for children awaiting a school bus; provided, that such locations have been approved by the school superintendent or, as his designee, the school transportation officer. A school committee may order the discontinuance of the use of any such station by the children if it is not constructed of durable material with a floor of concrete raised above ground level, or is not kept clean, well painted, free of snow, and suitably maintained at all times.

Approved May 3, 1965.

Attachment: 1965acts0402 (1) (22-324 : Special Legislation - Repealing Chapter 402 of the Acts of 1965)

Attachment: Veto Message Open Meeting Law 12122022 (22-324 : Special Legislation - Repealing Chapter 402 of the Acts of 1965)

**Revere School Committee Meeting Agenda
November 15, 2022**

A Regular Meeting of the Revere School Committee will be held on **Tuesday, November 15, 2022 at 6:00 PM in the Ferrante School Committee Room at Revere High School and via Zoom Webinar.**

Join from a PC, Mac, iPad, iPhone or Android device:

Please click this URL to join.

<https://us02web.zoom.us/j/89142782473?pwd=LzVpMfcwdEp0bFFyNVhyS2FwZHQyQT09>

Passcode: PJZu8r

Watch on Revere School Committee YouTube

<https://www.youtube.com/c/reverseschoolcommittee>

REGULAR MEETING:

1. Pledge of Allegiance/Call to Order
2. Recognition
 - a. RHS Girls Volleyball Team
3. Consent Calendar (vote required)
4. Student Representative Report
5. Public Speak
6. Superintendent Report
 - a. SIPs
7. HEARINGS (None)
8. Report of the Sub-Committees
 - a. Ways and Means Sub-Committee
9. Motions
 - a. Motion to encumber \$48,036.00 for Invoice #87970.00.0-19, for Perkins Eastman Architect DPC, for September 2022 Professional Services.
 - b. Motion to approve payment in the amount of \$48,036.00 for Invoice #87970.00.0-19, for Perkins Eastman Architect DPC, for September 2022 Professional Services.
10. Old Business
11. New Business
12. Executive Session
13. Adjournment

Note: The listed agenda items are those that are reasonably anticipated by the School Committee to be discussed at the meeting. Not all items, in fact, may be discussed, and other items not listed also may be brought up for discussion to the extent permitted by law.

Respectfully submitted,

Dianne K. Kelly, Ed.D
Superintendent of Schools

DK/rp

File: BEDH

PUBLIC PARTICIPATION AT SCHOOL COMMITTEE MEETINGS

All regular and special meetings of the School Committee shall be open to the public. Executive sessions will be held only as prescribed by the Statutes of the commonwealth of Massachusetts.

The Revere School Committee desires citizens of the District to attend its meetings so that they may become better acquainted with the operations and the programs of Revere Public Schools. In addition, the Committee would like the opportunity to hear the wishes and ideas of the Revere school community on matters within the scope of their authority. These matters include the budget for the Revere Public Schools, the performance of the Superintendent, and the educational goals and policies of the Revere Public Schools.

In order that all citizens who wish to be heard before the Committee have a chance and to ensure the ability of the Committee to conduct the District's business in an orderly manner, the following rules and procedures are adopted consistent with state and federal free speech laws:

1. At the start of each regularly scheduled School Committee meeting, individuals or group representatives who have signed up to speak will be invited to address the Committee during its 15-minute public comment period, which shall be known as Public Speak. Public Speak shall occur prior to discussion of Agenda items, unless the Chair determines that there is a good reason for rearranging the order at a public meeting that is unrelated to deterring participation in Public Speak.
2. All speakers are encouraged to present their remarks in a respectful manner.
3. Speakers must begin their remarks by stating their name, town or city of residence, and affiliation. All remarks will be addressed through the Chair of the meeting.
4. Public Speak shall concern items that are not on the School Committee's agenda, but which are the scope of the School Committee's authority. Therefore, any comments involving staff members or students must concern the educational goals, policies, or budget of the Revere Public Schools, or the performance of the Superintendent.
5. Assuming that four (4) or fewer speakers sign up to engage in public comment, each speaker will be allowed three (3) minutes each to present their material. If five (5) or

more speakers sign up to engage in public comment, then each speaker will be allowed two (2) minutes each to present their material. No more than six (6) speakers will be accommodated at any individual meeting.

6. Large groups addressing the same topic are encouraged to consolidate their remarks and/or select a spokesperson to comment at Public Speak.
7. Speakers may not assign their time to another speaker, and in general, extensions of time will not be permitted. However, speakers who require reasonable accommodations on the basis Revere Public Schools of a speech-related disability or who require language interpretation services may be allotted a total of five (5) minutes to present their material. Speakers must notify the School Committee by telephone or email at least 48 hours in advance of the meeting if they wish to request an extension of time for one of these reasons.
8. The Chair of the meeting may not interrupt speakers who have been recognized to speak, except that the Chair reserves the right to terminate speech which is not Constitutionally protected because it constitutes true threats, incitement to imminent lawless conduct, comments that were found by a court of law to be defamatory, and/or sexually explicit comments made to appeal to prurient interests. Verbal comments will also be curtailed once they exceed the time limits outlined in paragraphs 5 and 7 of this policy and/or to the extent, they exceed the scope of the School Committee's authority.

Disclaimer: Public Speak is not a time for debate or response to comments by the School Committee. Comments made at Public Speak do not reflect the views or the positions of the School Committee. Because of constitutional free speech principles, the School Committee does not have the authority to prevent all speech that may be upsetting and/or offensive at Public Speak.

SOURCE: MASC
Amended by Revere School Committee: March 2019



City of Revere
City Council

City Council Order No. 22-324

Date: November 28, 2022

Offered by Revere City Council

An Act Repealing Chapter 402 of the Acts of 1965

Section 1. Chapter 402 of the Acts of 1965 is hereby repealed.

Section 2. This act take effect upon its passage.

FILED
2022 DEC - 9 AM 11:10
OFFICE CITY CLERK
REVERE, MASSACHUSETTS

In City Council, November 28, 2022. ORDERED on a Roll Call: Councillors Cogliandro, Keefe, Morabito, Novoselsky, Powers, Rizzo, Serino, Silvestri, Zambuto, and Council President Visconti voting "YES". Councillor McKenna was absent. Attest: Ashley E. Melnik, City Clerk

Approved by:

Attest:

Mayor Brian M. Arrigo

Ashley E. Melnik, City Clerk

Date

Attachment: Veto Message Open Meeting Law 12122022 (22-324 : Special Legislation - Repealing Chapter 402 of the Acts of 1965)

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