



CITY COUNCIL
Regular Meeting

City Councillor
Joseph A. DelGrosso
City Council Chamber
Calendar
Monday, May 7, 2018, 6:00 PM

4:00PM Zoning Sub-Committee Meeting

5:00PM Legislative Affairs Sub-Committee Meeting

5:45PM Appointments Sub-Committee Meeting

Salute to the Flag

1. **Roll Call of Members**
2. Approval of the Journal of the Regular Meeting of April 23, 2018

Public Hearings

3. **18-142** Hearing called as ordered on, An Ordinance Relative to Departmental Revolving Funds.
4. **18-143** Hearing called as ordered on the Parity Salary Ordinance for Section J of the Revere Revised Ordinances.

Zoning Sub-Committee Report

5. **18-075** An Ordinance Amending the Zoning Ordinances of the City of Revere Relative to Billboards.

Legislative Affairs Sub-Committee Report

6. **18-037** An Ordinance Relative to Snow, Slush, and Ice on Sidewalks.
7. **18-133** An Ordinance Amending the Water and Sewer Ordinances of the City of Revere.

Appointments Sub-Committee Report

8. **18-128** Communication from the Mayor relative to the reappointment of Procopio Enterprises Inc. as a Licensed Drain Layer.
9. **18-134** Communication from the Mayor relative to the reappointment of Raffaele Construction as Licensed Drain Layer.
10. **18-139** Comm. from the Mayor relative to the reappointment of Meninno Construction Co., Inc, as Licensed Drain Layer.
11. **18-154** Communication from the Mayor relative to the appointment of Deborah A. Santiano-McHatton to the Conservation Commission.

12. **18-155** Communication from the Mayor relative to the appointment of Tufts Construction Inc. as Licensed Drain Layer.
13. **18-156** Communication from the Mayor relative to the appointment of N. Granese & Sons, Inc. as a Licensed Drain Layer.

Communications

14. **18-161** Communication from the Retirement Board requesting approval of an increase in the COLA base.
15. **18-162** Communication from the Mayor relative to the Revere Police Organizational Review.
16. **18-163** Communication from the Mayor regarding the Distinguished Budget Presentation Award

Motions

17. **18-157** Motion presented by Councillor Rotondo: That the City Council order to a public hearing, An Ordinance Amending the Zoning Ordinances of the City of Revere Relative to Townhouses.
18. **18-158** Motion presented by Council Vice-President McKenna: That the Mayor request the DPW to repave the parking lot at the Rossetti Senior Citizen Center. The parking lot is in deplorable condition containing large pot holes, broken concrete around a manhole cover, and an uneven embankment. These conditions make it difficult and unsafe for anyone to park and walk into the center especially the seniors utilizing the facility.
19. **18-159** Motion presented by Council Vice-President McKenna, Council President Giannino: That the City Clerk be requested to research and draft an ordinance banning plastic straws and stirrers. It was brought to our attention from the DCR, the Revere Beautification Committee, and the Beachmont Improvement Committee that plastic straws and stirrers are the number one items littering Revere Beach. As sand fills the straws, they get buried under the sand. This makes it impossible to remove straws during beach cleanups. Not only are plastic straws detrimental to Revere Beach, but they are environmentally toxic to sea life.
20. **18-160** Motion presented by Councillor Rotondo: That the Mayor provide each Councillor, and not a select few, the ability to attend meetings regarding traffic or development.



CITY COUNCIL

Regular Meeting

City Councillor
Joseph A. DelGrosso
City Council Chamber
Journal
Monday, April 23, 2018

Regular Meeting of the City Council was called to order at 6:15 PM. Council President Jessica A. Giannino presiding.

Salute to the Flag

1 Roll Call of Members

Attendee Name	Title	Status	Arrived
Jessica A. Giannino	Council President	Present	
Arthur F. Guinasso	Councillor	Present	
Patrick M. Keefe	Councillor	Present	
Joanne McKenna	Council Vice-President	Present	
Steven Morabito	Councillor	Present	
Ira Novoselsky	Councillor	Present	
John F. Powers	Councillor	Present	
Charles J. Patch	Councillor	Present	
Dan Rizzo	Councillor	Present	
George J. Rotondo	Councillor	Present	
Anthony T. Zambuto	Councillor	Present	

2 Approval of the Journal of the Regular Meeting of April 2, 2018

RESULT: ACCEPTED

Moment of Silence

Councillor Giannino offered a moment of silence for Mayor Arrigo's Grandmother, Mary (Grasso) DeGruttola who passed on April 18, 2018.

- 3 18-022 Motion presented by Councillor Novoselsky: The City Engineer and a member of the Election Commission will appear to discuss the reassignment of property addresses.

Diane Colella, Election Commissioner and Nick Rystrom, City Engineer addressed the City Council relative to this matter. The intent for changing the addresses is to maintain consistency throughout the City's records.

Lona Kane, 81 Malden St., Revere, MA addressed the City Council regarding her address change.

Patriot Properties, the Election Commissioner, the City Engineer, the Building Inspector, the City Assessor, and the City Solicitor will be requested to appear at a future Legislative Affairs Sub-Committee to discuss this matter further.

RESULT: REFERRED TO LEGISLATIVE AFFAIRS

Communications

Council President Giannino requested suspension of rules for the purpose of taking the following Council Orders out of order: 18-142, 18-143, 18-144, and the Ways & Means Sub-Committee Report.

4 18-142 Communication from the Mayor relative to departmental revolving funds.

RESULT: ORDERED TO PUBLIC HEARING - CC Next: 5/7/2018 6:00 PM

5 18-143 Communication From the Director of finance relative to the Parity Ordinance Change for Schedule J.

RESULT: ORDERED TO PUBLIC HEARING - CC Next: 5/7/2018 6:00 PM

6 18-144 Communication From the Director of Finance relative to the Unit A Memorandum of Agreement.

RESULT: ORDERED - ROLL CALL [UNANIMOUS]
AYES: Giannino, Guinasso, Keefe, McKenna, Morabito, Novoselsky, Powers, Patch, Rizzo, Rotondo, Zambuto

Ways and Means Sub-Committee Report

Members of the Ways & Means Sub-Committee met at 4:00PM on April 23, 2018. Committee members present were Councillors Guinasso, Morabito, Patch, Rotondo, and Chairman Rizzo.

7 18-047 Motion presented by Councillor Rotondo: That the City of Revere look into the feasibility of building a new Revere High School in the Cooledge Street projects while simultaneously building apartment style housing for current and future residents.

Housing Authority Director John Millinazzo addressed the Sub-Committee and voiced his opposition to the motion citing cost and logistics.

RESULT: PLACED ON FILE

- 8 18-061 Motion presented by Councillor Morabito: That the City Council accept Section 5N of Chapter 59 of the General Laws. Further, that the Mayor, with the approval of the Council, establish a tax abatement program to allow veterans, as defined in clause Forty-third of section 7 of chapter 4 or a spouse of a veteran in the case where the veteran is deceased or has a service-connected disability, to volunteer to provide services to that city or town. In exchange for such volunteer services, the city or town shall reduce the real property tax obligations of that veteran on the veteran's tax bills and that reduction shall be in addition to any exemption or abatement to which that person is otherwise entitled; provided, however, that person shall not receive a rate of, or be credited with, more than the current minimum wage of the commonwealth per hour for the services provided pursuant to that reduction; and provided further, that the reduction of the real property tax bill shall not exceed \$1,000 in a given tax year.

RESULT: ADOPTED - ROLL CALL [UNANIMOUS]
AYES: Giannino, Guinasso, Keefe, McKenna, Morabito, Novoselsky, Powers, Patch, Rizzo, Rotondo, Zambuto

- 9 18-096 Loan order in the amount of \$50,000 for a feasibility study for the reconstruction of the Point Of Pines Fire Station.

Sr. Deputy Chief James Cullen and George Anzuoni, Director of Finance addressed the Sub-Committee on the loan order.

RESULT: ORDERED - ROLL CALL [UNANIMOUS]
AYES: Giannino, Guinasso, Keefe, McKenna, Morabito, Novoselsky, Powers, Patch, Rizzo, Rotondo, Zambuto

- 10 18-097 Communication from the Director of Finance relative to a loan order for a new Department of Public Works Facility in the amounts of either \$22,500,000 or \$25,300,000.

The Ways and Means Sub-Committee elected to send construction option 1 in the amount of \$22,500,000 to a public hearing.

RESULT: ORDERED TO PUBLIC HEARING - CC **Next: 5/21/2018 6:00 PM**

- 11 18-098 Loan order in the amount of \$11,000,000.00 for the construction of a Department of Conservation and Recreation (DCR) Maintenance Facility.

RESULT:	ORDERED - ROLL CALL [UNANIMOUS]
AYES:	Giannino, Guinasso, Keefe, McKenna, Morabito, Novoselsky, Powers, Patch, Rizzo, Rotondo, Zambuto

Public Hearings

12 18-133 Hearing called as ordered on An Ordinance Amending the Water and Sewer Ordinances of the City of Revere.

Proponents

George Anzuoni, Director of Finance

Opponents

None

RESULT:	REFERRED TO LEGISLATIVE AFFAIRS
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Communications

13 18-140 Comm. from the Mayor relative to an ordinance further amending the Zoning Ordinance of the City of Revere

RESULT:	ORDERED TO PUBLIC HEARING - CC	Next: 5/21/2018 6:00 PM
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14 18-141 Comm. from Christine Thomas, RBP Hotel, LLC, 245 Revere Beach Parkway, requesting a modification of PUD-16-01 relative to the hotel, as follows: 132 rooms to 160 rooms, parking ratio reduction from .5 to .438, and reduction in the front yard setback from 20' to 12'4".

Addressing the City Council and in favor of the proposed amendments to the PUD at 245 Revere Beach Parkway:

Christine Thomas, Development Partner of Colwen Hotels

Robert O'Brien, Director of Economic Development

Jan Dumas, 50 Walnut Avenue spoke in opposition to the developers request.

“SHALL THE CITY COUNCIL APPROVE THE NEW SITE PLAN BY JAL HOSPITALITY DESIGN, LLC DATED DECEMBER 13, 2017, FOR PUD-16-01, 245 REVERE BEACH PARKWAY WHICH INCLUDES THE FOLLOWING AMENDMENTS: INCREASE IN NUMBER OF HOTEL ROOMS FROM 132 TO 160 and REDUCTION IN PARKING RATIO FROM .5 TO .438?”

Under suspension of rules, the City Council requested an immediate reconsideration of the vote by Roll Call. Reconsideration failed. Councillors Novoselsky, Rotondo, and Zambuto voting

"YES". Councillors Guinasso, Keefe, McKenna, Morabito, Patch, Powers, Rizzo, and Council President Giannino voting "NO".

RESULT:	DEFEATED - ROLL CALL [5 TO 6]
AYES:	Giannino, Morabito, Novoselsky, Rotondo, Zambuto
NAYS:	Guinasso, Keefe, McKenna, Powers, Patch, Rizzo

Appointments Sub-Committee Report

15 18-127 Comm. from the Mayor relative to the reappointment of Mercurio Brothers as Licensed Drain Layer.

RESULT:	ORDERED - VOICE VOTE
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16 18-128 Communication from the Mayor relative to the reappointment of Procopio Enterprises Inc. as a Licensed Drain Layer.

RESULT:	REFERRED TO APPOINTMENTS
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17 18-129 Communication from the Mayor relative to the reappointment of J.J. O'Brien & Sons as a Licensed Drain Layer.

RESULT:	ORDERED - VOICE VOTE
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18 18-130 Communication from the Mayor relative to the reappointment of Caruso Corporation as Licensed Drain Layer.

RESULT:	ORDERED - VOICE VOTE
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19 18-131 Communication from the Mayor relative to the reappointment of J. Marchese & Sons as Licensed Drain Layer.

RESULT:	ORDERED - VOICE VOTE
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20 18-134 Communication from the Mayor relative to the reappointment of Raffaele Construction as Licensed Drain Layer.

RESULT:	REFERRED TO APPOINTMENTS
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21 18-135 Communication from the Mayor relative to the reappointment of ARM Construction as Licensed Drain Layer.

RESULT: ORDERED - VOICE VOTE

- 22 18-137 Communication from the Mayor relative to the reappointment of J & A Contracting Services, Inc. as Licensed Drain Layer.

RESULT: ORDERED - VOICE VOTE

- 23 18-139 Comm. from the Mayor relative to the reappointment of Meninno Construction Co., Inc, as Licensed Drain Layer.

RESULT: REFERRED TO APPOINTMENTS

Motions

- 24 18-145 Motion presented by Councillor Rotondo: That the Mayor request the Director of the Revere Housing Authority to appear before the City Council regarding Section 8 and the current status and condition of the properties within its portfolio.

RESULT: ORDERED - VOICE VOTE

- 25 18-146 Motion presented by Councillor Guinasso: That the Mayor include the entire length of Rumney Road on the Capital Improvement Plan for repaving.

RESULT: ORDERED - VOICE VOTE

- 26 18-147 Motion presented by Councillor Keefe: That the Mayor request the Board of Health to partner with regional agencies to inspect, inform and educate local businesses in regards to the laws on selling tobacco products and vape devices and/or oil cartridges and refills to minors.

RESULT: ORDERED - VOICE VOTE

- 27 18-148 Motion presented by Councillor Powers: That the Mayor request Clear Channel to repair and/or replace the gate on the south bound side of Route 1A at Clear Channels billboard location between Oak Island and Revere Street. If left unabated this could become a potential dumping site.

Councillor Zambuto is recused from discussion on this matter.

RESULT: ORDERED - VOICE VOTE

- 28 18-149 Motion presented by Councillor Rizzo, Councillor Patch, Council President Giannino: That the Mayor request a meeting with our state delegation, representatives from the DCR and DOT, DPW Superintendent Donald Goodwin, Water/Sewer Foreman Joe Maglione, and Mr. Rocco Falzone of 55 Tuscano Ave. to discuss a long term plan to address flooding issues affecting dozens of homes in the Asti and Tuscano Avenues area. This meeting should include a walk through in the impacted area.

Councillor Zambuto is recused from discussion on this matter.

Rocco Falzone, 55 Tuscano Ave., and Josephine Hedrington, 102 Asti Ave. addressed the City Council.

RESULT: ORDERED - VOICE VOTE

- 29 18-150 Motion presented by Councillor Rizzo: That the Mayor respond to the following Council Orders: C.O. 18-006 An accounting of outside legal counsel fees from January 2016 to present (this motion submitted on 01/08/18), C.O. 18-027 Cable provider updates including Comcast existing contract and RCN plans for implementation (this motion submitted 01/22/18), C.O. 18-065 School Safety discussion with City Council (this motion submitted 02/26/18), C.O. 18-053 Fire Department Staffing and equipment updates (this motion submitted 02/26/18), C.O. 18-040 Flooding problems on Sagamore St. (this motion submitted 02/26/18), and C.O. 18-028 Tornado Repairs and updates on air quality (this motion submitted 01/22/18). It has always been the practice of prior administrations to provide information to City Councilors in a timely fashion. I'm requesting these motions be addressed within 7 days.

Pat Melchionno, Sagamore St., addressed the City Council regarding this motion.

RESULT: ORDERED - VOICE VOTE

- 30 18-151 Motion presented by Councillor Morabito, Council Vice-President McKenna, Councillor Keefe, Councillor Zambuto, Council President Giannino: That the Mayor implement a commemorative bench program. Revenue from this program will be used for maintenance of benches throughout the city.

RESULT:	ORDERED - VOICE VOTE
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- 31 18-152 Motion presented by Councillor Morabito, Council Vice-President McKenna, Councillor Zambuto, Councillor Keefe, Council President Giannino: That the City Council send a letter to the City's State Delegation (Speaker DeLeo, and Representative Vincent) requesting that the DCR implement a memorial bench program.

RESULT:	ORDERED - VOICE VOTE
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- 32 18-153 Motion presented by Councillor Rizzo: That the Mayor request the City Solicitor in conjunction with the City Clerk to draft an ordinance that mandates and subjects state agencies and public utilities the same warnings and fines for graffiti, trash, and other violations that Revere residents are subjected to. There should be fairness when it comes to doling out fines for unkempt properties and it should not just be for our own tax paying residents and businesses.

RESULT:	ORDERED - VOICE VOTE
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Point of Personal Privilege

Councillor Powers requested that a letter from Chip Tuttle, Principal Owner of Wonderland Dog Track, be read into the record. The letter provided a conservative timeline regarding the abatement and demolition of Wonderland Dog Track.

Moment of Silence

The City Council offered a moment of silence for Rose Marie (Sciacca) Solimine, mother of Priscilla Nickerson and husband Ray Nickerson.

Ordered adjourned at 8:56 PM.

Attest:

City Clerk

April 18, 2018

I. AN ORDINANCE FURTHER AMENDING TITLE 3 OF THE ORDINANCES OF THE CITY OF REVERE

SECTION 1. Title 3, of the Revere Revised Ordinances is hereby amended by inserting the following new chapter and sections:

Chapter 3.05 – DEPARTMENTAL REVOLVING FUNDS

3.05.010 – Purpose.

As authorized by the provisions of Massachusetts General Laws chapter 44, § 53E½, this ordinance establishes and authorizes revolving funds for use by city departments, or boards, committees, agencies or officers in connection with the operation of programs or activities that generate fees, charges or other receipts to support all or some of the expenses of those programs or activities.

3.05.020 – Expenditure Limitations.

A department head, or agency head, board, committee or officer may incur liabilities against and spend monies from a revolving fund established and authorized by this ordinance without appropriation subject to the following limitations:

- A. Fringe benefits of full-time employees whose salaries or wages are paid from the fund shall also be paid from the fund; excluding full-time or part-time school bus drivers.
- B. No liability shall be incurred in excess of the available balance of the fund.
- C. The total amount spent during a fiscal year shall not exceed the amount authorized by the city council on or before July 1 of that fiscal year, or any increased amount of that authorization that is later approved during that fiscal year by the city council and mayor.

3.05.030 – Interest.

Interest earned on monies credited to a revolving fund established by this ordinance shall be credited to the general fund.

3.05.040 – Procedures and Reports.

Except as provided in General Laws chapter 44, § 53E½ and this ordinance, the laws, charter provisions, ordinances, rules, regulations, policies or procedures that govern the receipt and custody of city monies and the expenditure and payment of city funds

shall apply to the use of a revolving fund established and authorized by this ordinance. The city auditor shall include a statement on the collections credited to each fund, the encumbrances and expenditures charged to the fund, and the balance available for expenditure in the regular report the city auditor provides the department, board, committee, agency or officer on appropriations made for its use.

3.05.050 – Authorized Revolving Funds.

SEE APPENDIX – Tables; TABLE VII.

TABLE VII – DEPARMENTAL REVOLVING FUNDS

[See attached table.]



CITY OF REVERE

Brian M. Arrigo
Mayor

April 19, 2018

The Honorable City Council
Revere City Hall
Revere, Massachusetts 02151

Dear Council Members:

Please find the attached model ordinance and summary table of all of the City's departmental revolving funds as they relate to the MGL Chapter 44 Section 53 E ½ as amended by the Massachusetts Modernization Act of 2016.

Amendments to the law include the elimination of caps on the amounts that could be spent from revolving funds authorized for a particular department. In addition, departmental revolving funds are to be authorized by city ordinance rather than an annual vote of the legislative body. The legislative body must still vote on or before July 1 on the amount that may be spend from each fund during the upcoming fiscal year.

These amendments took effect on November 7, 2016, and the requirement to implement per the Department of Revenue is FY2019.

In summary, revolving funds take receipts from a specific revenue source and segregate these receipts from the general fund into separate funds on the general ledger. The receipts are earmarked for specific purposes to support the activity, program, or service that generate the receipts. Typically, revolving funds are authorized for programs and services with expenses that fluctuate with demand and can be matched with fees, charges, or other revenues collected during a particular fiscal year. The department head or officer in charge of operating the program has the spending authority, but can only incur liabilities and spend from available funds.

Regards,

Brian M. Arrigo
Mayor

Revolving Fund Name	Revolving Fund #	Department	Department, Board, Committee, or Officer Authorized to Spend from Fund	Fees, Charges or Other Receipts Credited to Fund	Programs and Activity Expenses Payable from Fund	Restrictions or Conditions on Expenses Payable from Fund	Fiscal Years	FY 2019 Budget Request Maximum Annual Expenditures
Dog Fund	1801	161 - City Clerk	City Clerk	License Fees (first \$5)	Costs of supplies, licences and related expenses	City Clerk stipend (\$.75 per licence) also paid from this fund	FY2019 and Subsequent Years	25,000.00
Recreation Revolving	1803	650 - Recreation	Mayor and Recreation Director	Program Fees	Recreation Program and Administration & Expenses	Full time employees only if all fringe benefits paid	FY2019 and Subsequent Years	250,000.00
Community Policing/Crime Watch	1810	210 - Police	Mayor and Police Chief	Program fees, Council Orders, and donations	Program Expenses for Night Out, Crime Watch, Community Policing, Citizens Police Academy, etc.		FY2019 and Subsequent Years	25,000.00
Zoning Board of Appeals	1813	121 - Mayor	Mayor and ZBA	Application Fees	Stipends & Program Expenses		FY2019 and Subsequent Years	10,000.00
Library Revolving Acct	1816	610 - Library	Mayor and Library Director	Library Fines & Fees	Library Expenses	No full time employees (only part time/seasonal)	FY2019 and Subsequent Years	10,000.00
Holiday Celebration	1825	121 - Mayor	Mayor	Donations, Council Orders	Holiday Celebration Expenses		FY2019 and Subsequent Years	150,000.00
Parks/Special Events	1826	121 - Mayor	Mayor and Recreation Director	Donations, Council Orders,	Parks/Special Event Expenses		FY2019 and Subsequent Years	150,000.00
Revere Beautification Committee	1828	121 - Mayor	Mayor	Donations, Council Orders	Beautification Expenses	No full time employees (only part time/seasonal)	FY2019 and Subsequent Years	50,000.00
Fire Prevention	1831	220 - Fire	Mayor and Fire Chief	Inspection and Plan Review Fees	Fire Prevention Related Expenses	Full time employees only if all fringe benefits paid	FY2019 and Subsequent Years	100,000.00
Senior Meals Prog	1833	541 - Elder Affairs	Mayor and Elder Affairs Director	Meals Program Fees and Donations	Meals Program Expenses	No full time employees (only part time/seasonal)	FY2019 and Subsequent Years	25,000.00
Senior Citizens Activities	1835	541 - Elder Affairs	Mayor and Elder Affairs Director	Activities Program Fees and Donations	Program & Activity Costs	No full time employees (only part time/seasonal)	FY2019 and Subsequent Years	50,000.00
Senior Shuttle Program	1836	541 - Elder Affairs	Mayor and Elder Affairs Director	Senior Shuttle Fees and Donations	Senior Shuttle Program Expenses and Maintenance of Vehicles	No full time employees (only part time/seasonal)	FY2019 and Subsequent Years	25,000.00
Mayor's Discretionary Fund	1842	121 - Mayor	Mayor	Council Orders, Lease revenues - Fire HQ	Employee Professional Development and Training expenses; conferences, Economic Development expenses;		FY2019 and Subsequent Years	25,000.00
Backflow Prevention	1845	241 - Building	Mayor and Inspection Services Director	Backflow Fees	Backflow Prevention Program Expenses	Full time employees only if all fringe benefits paid	FY2019 and Subsequent Years	100,000.00
Towing Fees	1851	210 - Police	Mayor and Police Chief	Towing Fees @ \$30 per vehicle	Replacement of Police Equipment		FY2019 and Subsequent Years	25,000.00
Police Athletic League (PAL)	1854	210 - Police	Mayor and Police Chief	League Fees, Donations, Council Orders	PAL program expenses, rental costs		FY2019 and Subsequent Years	15,000.00
Health/Flu Vaccine	1861	522 - Public Health Initiatives	Mayor and Public Health Initiative Director	Reimbursements from Vaccines	Health/Flu Vaccine related expenses		FY2019 and Subsequent Years	25,000.00
40U & Abandoned Building Program	1862	241 - Building	Mayor and Inspection Services Director	40U Fines (pre-lien) and Abandoned Building fees and fines (pre-lien)	Program Costs, Legal and Administration Expenses, Board ups, Clean ups, etc.	Includes stipend for 40u hearings officer	FY2019 and Subsequent Years	250,000.00
Fire Dept - Hazardous Materials	1865	210 - Fire	Mayor and Fire Chief	Reimbursements from HazMat incidents, Council Orders, Donations	Hazmat Expenses, Trainings and other related costs		FY2019 and Subsequent Years	25,000.00
Wonderland TOD	1870	181 - Community Development	Mayor and CD Director	Parking fees from Ocean Ave. and Wonderland Lots	Planning, Development, Permitting, and Related Expenses of Wonderland, Waterfront Square, and adjacent/relevant properties		FY2019 and Subsequent Years	250,000.00
Farmers Market	1878	524 -Healthy Communities	Mayor and Healthy Communities Director	Fees, Donations, Council Orders	Related Costs of Farmer's Market Program	No full time employees (only part time/seasonal)	FY2019 and Subsequent Years	50,000.00
Veterans Fund	1885	543 - Veterans	Mayor and Veterans Director	Donations, Council Orders,	Related Veteran's costs as approved by the Veteran's Agent		FY2019 and Subsequent Years	25,000.00
Public Records	1899	161 - City Clerk	City Clerk	Charges for Public Record Requests	Duplication costs, other related costs	Fund can be used to cover additional costs, including overtime costs, of any staff needed to fulfill public records requests.	FY2019 and Subsequent Years	25,000.00
Water/Sewer Deduct Meters	tbd	60 - Water	Mayor and Water Superintendent	Charges for deduct meters	Costs of purchasing deduct meters		FY2019 and Subsequent Years	35,000.00
TOTAL								1,720,000.00

Attachment: Department Revolving Funds FINAL for council (18-142 : Departmental Revolving Funds)



THE CITY OF
REVERE MASSACHUSETTS

CITY HALL
281 BROADWAY
REVERE, MA 02151

GEORGE M. ANZUONI

Director of Finance - City Collector and City Treasurer

April 19, 2018

The Honorable Revere City Council
Revere City Hall
281 Broadway
Revere, Massachusetts 02151

RE: Parity Salary Ordinance

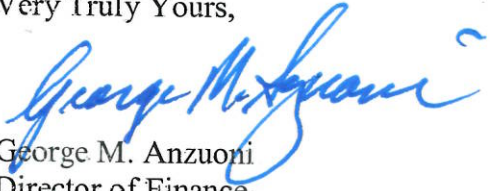
Dear City Councilors,

As you know, there are a handful of municipal employees not covered by collective bargaining agreements. Generally, as a matter of equity, these employees are offered percentage salary adjustments equivalent to those negotiated with the unions.

To accomplish this goal for the period of FY16 - FY18, a new Salary Ordinance is required. Attached is the necessary ordinance to be ordered to a public hearing. The ordinance will reflect percentage salary increases as follows: 1% on July 1, 2015, 2% July 1, 2016, and 3% on July 1, 2017. This will also include a one-time \$500.00 payment to be included in the base amount as of July 1, 2017 before the percentage increase is calculated. These are the same salary increases offered to all union employees in Unit A and Unit B. The City Council has already appropriated sufficient funds to cover these salary adjustments.

I respectfully request that the City Council schedule a public hearing on this ordinance amendment.

Very Truly Yours,


George M. Anzuoni
Director of Finance

attachment

Attachment: parity ordinance change section j (18-143 : Parity Ordinance Change Schedule J)

An Ordinance Relative to Certain Persons Not Represented Under M.G.L., Chapter 150E, Section 10.

Be It Ordained By the City Council of the City of Revere as follows:

Section 1. Division 1, Table III, Section J, Schedule A-2-B of the Appendix of the Revised Ordinances of the City of Revere are hereby amended by changing the compensation rates to ensure that those employees identified in such sections who are not entitled to collective bargaining representation under M.G.L. c. 150E, §10 shall receive the same percentage increases in compensation negotiated by the City and City Hall Union Units A and B for Fiscal Years 2016-2018.

Section 2. This Ordinance shall take effect on July 1, 2015.



CITY OF REVERE

Brian M. Arrigo
Mayor

April 19, 2018

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

Dear City Councilors:

Municipal employees not covered by collective bargaining agreements historically have been accorded percentage salary adjustments equivalent to those negotiated with the unions.

A new Salary Ordinance is required to accomplish this objective for FY16-FY18. Attached is the necessary ordinance to be ordered to a public hearing. The ordinance will reflect percentage salary increases as follows: 1% on July 1, 2015, 2% July 1, 2016, and 3% on July 1, 2017. This will also include a one-time \$500.00 payment to be included in the base amounts as of July 1st, 2017 before the percentage increase is calculated. There are the same salary increases offered to all union employees in Unit A and Unit B. The City Council has already appropriated sufficient funds to cover these salary adjustments.

I respectfully request that the City Council schedule a public hearing on this ordinance amendment.

Regards,

Brian M. Arrigo
Mayor

Attachment: Letter to the Council Parity Ordinance (18-143 : Parity Ordinance Change Schedule J)

December 13, 2017

I. AN ORDINANCE FURTHER AMENDING TITLE 15 OF THE ORDINANCES OF THE CITY OF REVERE

SECTION 1. Title 15, Chapter 15.08 of the Revere Revised Ordinances is hereby amending by deleting this chapter in its entirety.

II. AN ORDINANCE FURTHER AMENDING THE ZONING ORDINANCES OF THE CITY OF REVERE

SECTION 1. Title 17, Chapter 17.08, of the Revised Ordinances of the city of Revere is hereby amended by inserting the following new section:

17.08.095 – Billboard.

“Billboard” means a large, non-accessory outdoor board for displaying advertisements that are either static, animated, digital or electronic, or an accessory digital or electronic board, **that advertises or otherwise directs attention to a product, service, activity, event, institution, or other business which occurs or is generally conducted, sold, manufactured, produced or offered elsewhere than on the premises where such sign is located**, and which is subject to, but not limited to, regulation by the Office of Outdoor Advertising of the Massachusetts Department of Transportation.

SECTION 2. Title 17, Chapter 17.08, of the Revised Ordinances of the city of Revere is hereby amended by inserting the following new section:

17.08.745 – Sign, digital.

“Digital sign” means any digital or electronic sign or display using technologies that include, but are not limited to, LCD, LED, or other projection display content including digital images, video, streaming media, and information such as scrolling text and images; flashing, changing or animated lights, or visible moving or movable parts, or that displays its message or copy by electronic, digital, or mechanical processes, by remote control or other programming device. Any illuminated sign on which the artificial light is not maintained stationary or constant in intensity and color at all times when in use.

SECTION 3. Title 17, Chapter 17.16, Section 17.16.040 of the Revised Ordinances of the city of Revere is hereby amended by deleting the words “Standing Sign” and its subsequent zoning entries from the Table of Uses, and inserting a new entry for “Billboard” under Prohibited Uses

in the RA, RA1, RB1, RC, RC1, RC2, RC3, PDD1, PDD2, NB, GB, GB1, CB, HB, TED, LI and IP Districts within the Table of Uses.

SECTION 4. Title 17, Chapter 17.16, Section 17.16.040 of the Revised Ordinances of the city of Revere is hereby amended by placing a new entry for "Digital Sign" in the Table of Uses, which shall be followed by "no" in the RA, RA1, RB, RB1, RC, RC1, RC2, RC3, PDD1, PDD2, NB, GB, GB1, CB, LI and IP Districts, and "sp" in the HB and TED Districts within said Table of Uses.

SECTION 5. Title 17, Chapter 17.16, Section 17.16.250 of the Revised Ordinances of the city of Revere is hereby repealed by deleting this section in its entirety.

SECTION 6. Title 17, Chapter 17.36, Section 17.36.010 of the Revised Ordinances of the city of Revere is hereby amended by deleting this section in its entirety and inserting in place thereof the following:

17.36.010 – Purpose

The purpose of this chapter is to improve pedestrian and traffic safety; to avoid the proliferation of signs; to minimize their adverse effect on nearby public and private property; to preserve the esthetic environment; to encourage the effective use of signs; and to enable the fair and consistent enforcement of this Chapter.

SECTION 7. Title 17, Chapter 17.36, Section 17.36.030 of the Revised Ordinances of the city of Revere is hereby amended by deleting this section in its entirety and inserting in place thereof the following:

Title 17.36.030 – Digital sign.

No sign in the RA, RA1, RB, RB1, RC, RC1, RC2, RC3, PDD1, PDD2, NB, GB, GB1, CB, LI, and IP Districts shall be a digital sign as defined in this title. Digital signage may be allowed by special permit only in the HB and TED Districts subject to a traffic impact analysis to be approved by the Massachusetts Department of Transportation. Any approved digital sign in the HB or TED Districts must be at least one hundred feet from any public way, and at least three hundred feet from any residence, school, public park, playground or other public grounds.

SECTION 8. Title 17, Chapter 17.36, of the Revised Ordinances of the city of Revere is hereby amended by inserting the following new section:

17.36.035 – Digital signs, illuminated.

No digital sign shall be illuminated between the hours of 11:00 p.m. and sunrise.

SECTION 9. Title 17, Chapter 17.36, Section 17.36.040 of the Revised Ordinances of the city of Revere is hereby amended by deleting this section in its entirety.

SECTION 10. Title 17, Chapter 17.36, Section 17.36.090 of the Revised Ordinances of the city of Revere is hereby amended by deleting this section in its entirety and inserting in place thereof the following:

17.36.090 – Government signs, exceptions.

This title shall not apply to any official traffic control devices required, maintained, or installed by a Federal or State agency, or the city of Revere, or to any Federal, State, or City government signs, or signs permitted by the City on City property, street signs indicating the names or location of any street, road, way, or avenue, any building markers indicating the name of a building and date and incidental information about its construction, which marker may be cut into a masonry surface or made of other permanent material, fuel pump information signs, and any flags, holiday lights and decorations.

SECTION 11. Title 17, Chapter 17.36, Section 17.36.100 of the Revised Ordinances of the City of Revere is hereby amended by deleting this section in its entirety and inserting in place thereof the following:

17.36.100 – Existing nonconforming signs and billboards.

Subject to Section 17.40.050, signs or billboards legally erected before the adoption of any provision of this title that do not conform to the provisions of this title may continue to be maintained, so long as they conform with this chapter.

SECTION 12. Title 17, Chapter 17.36 of the Revised Ordinances of the city of Revere is hereby amended by inserting the following new section:

17.36.110 – Posting without consent.

Notwithstanding section 9.12.030 of the Revere Revised Ordinances, no person, business, agency, or entity shall post or affix in any manner, paint or write or cause to be painted, printed, or written, a notice, sign, advertisement or bill upon a post, pole, fence, wall, building, tree, ledges or rocks without the consent of the person, business, agency or entity having ownership, possession, or control of such post, fence, pole, wall, building, tree, ledges or rocks.

SECTION 13. Title 17, Chapter 17.36 of the Revere Revised Ordinances is hereby amended by inserting the following new section:

17.36.120 – Converting static billboard or sign to digital billboard or sign.

A. No static billboard in the RA, RA1, RB, RB1, RC, RC1, RC2, RC3, PDD1, PDD2, NB, GB, GB1, CB, HB, LI, and IP Districts shall be converted to a digital billboard. Converting a static billboard to a digital billboard may be allowed by special permit only in the TED District subject to a traffic impact analysis to be approved by the Massachusetts Department of Transportation.

B. No sign, accessory sign, or sign of any type may be converted or changed to a digital sign, unless otherwise permitted in this title (see 17.36.030).

SECTION 14. Title 17, Chapter 17.36 of the Revere Revised Ordinances is hereby amended by inserting the following new section:

17.36.130 – Billboard safety and maintenance standards.

A. To provide for the structural integrity and maintenance of billboards, and to ensure that all billboards are kept in a clean, safe, secure, and sanitary manner, and that no billboard becomes deteriorated, dilapidated, or a blight on the City, or in any way adversely affects public health or safety, the owner of a billboard shall ensure that it is maintained in compliance with the provisions of Title 8 of the Revere Revised Ordinances, which includes the State Sanitary Code (105 CMR 410), State Fire Code (527 CMR 1.00), and State Building Code (780 CMR 100), said Building Code which incorporates therein the International Property Maintenance Code, any violations of which will be subject to the penalties set forth in Chapters 1.12 and 1.16., and/or suspension or revocation of any City-issued permit or license.

B. Owners of billboards shall conduct periodic inspections of billboards at least once every year to ensure compliance with this chapter. Inspections shall be conducted by a qualified, independent engineer licensed to practice in the Commonwealth of Massachusetts. The results of such inspection shall be provided to the city of Revere building inspector.

CZ-18-04

Public Hearing

Notice is hereby given in accordance with the provisions of Section 5 of Chapter 40A of the Massachusetts General Laws and Title 17, Chapter 17.56, Section 17.56.010 – 17.56.080 of the Revised Ordinances of the City of Revere that the Revere City Council will conduct a public hearing on Monday evening, March 26, 2018 at 6:00 P.M. in the City Councillor Joseph A. DelGrosso City Council Chamber of Revere City Hall, 281 Broadway, Revere, Massachusetts 02151 and the Revere Planning Board will conduct a public hearing on Tuesday afternoon, March 27, 2018 at 4:30 P.M. in the Office of the Planning Board, City Hall, 3rd Floor, 281 Broadway, Revere, Massachusetts 02151 at the request of the City of Revere, 281 Broadway, Revere, MA 02151:

AN ORDINANCE FURTHER AMENDING TITLE 15 AND TITLE 17 OF THE REVISED ORDINANCES OF THE CITY OF REVERE

Section 1. Title 15, Chapter 15.08 of the Revere Revised Ordinances is hereby amended by deleting this chapter in its entirety.

Section 2. Title 17, Chapter 17.08, of the Revere Revised Ordinances is hereby amended by inserting the following new section:

17.08.095 – Billboard

“Billboard” means a large, non-accessory outdoor board for displaying advertisements that are either static, animated, digital or electronic, or an accessory digital or electronic board, that advertises or otherwise directs attention to a product, service, activity, event, institution, or other business which occurs or is generally conducted, sold, manufactured, produced or offered elsewhere than on the premises where such sign is located, and which is subject to, but not limited to, regulation by the Office of Outdoor Advertising of the Massachusetts Department of Transportation.

Section 3. Title 17, Chapter 17.08, of the Revere Revised Ordinances is hereby amended by inserting the following new section:

17.08.745 – Sign, digital

“Digital sign” means any digital or electronic sign or display using technologies that include, but are not limited to LCD, LED, or other projection display content including digital images, video, streaming media, and information such as scrolling text and images; flashing, changing or animated lights, or visible moving or movable parts, or that displays its message or copy by electronic, digital, or mechanical processes, by remote control or other programming device. Any illuminated sign on which the artificial light is not maintained stationary or constant in intensity and color at all times when in use.

Section 4. Title 17, Chapter 17.16, Section 17.16.040 of the Revere Revised Ordinances is hereby amended by deleting the words “Standing Sign” and its subsequent zoning entries from the Table of Uses, and inserting a new entry for “Billboard under Prohibited Uses in the RA, RA1, RB1, RC, RC1, RC2, RC3, PDD1, PDD2, NB, GB, GB1, CB, HB, TED, LI, and IP Districts within the Table of Uses.

Attachment: ph.CZ1804.BillboardOrdinance (18-075 : Billboard Ordinance)

Section 5. Title 17, Chapter 17.16, Section 17.16.040 of the Revere Revised Ordinances is hereby amended by inserting a new entry for “Sign, digital” in the Table of Uses, which shall be followed by “no” in the RA, RA1, RB, RB1, RC, RC1, RC2, RC3, PDD1, PDD2, NB, GB, GB1, DB, LI, and IP Districts, and “sp” in the HB and TED Districts within said Table of Uses.

Section 6. Title 17, Chapter 17.16, Section 17.16.250 of the Revere Revised Ordinances is hereby repealed by deleting this section in its entirety.

Section 7. Title 17, Chapter 17.36, Section 17.36.010 of the Revere Revised Ordinances is hereby amended by deleting this section in its entirety and inserting in place thereof the following:

Section 17.36.010 – Purpose

The purpose of this chapter is to improve pedestrian and traffic safety; to avoid the proliferation of signs; to minimize their adverse effect on nearby public and private property; to preserve the esthetic environment; to encourage the effective use of signs; and to enable the fair and consistent enforcement of this Chapter.

Section 8. Title 17, Chapter 17.36, Section 17.36.030 of the Revere Revised Ordinances is hereby amended by deleting this section in its entirety and inserting in place thereof the following:

Section 17.36.030 – Digital Sign

No sign in the RA, RA1, RB, RB1, RC, RC1, RC2, RC3, PDD1, PDD2, NB, GB, GB1, DB, LI, and IP Districts shall be a digital sign as defined in this title. Digital signage may be allowed by special permit only in the HB and TED Districts subject to a traffic impact analysis to be approved by the Massachusetts Department of Transportation. Any approved digital sign in the HB or TED Districts must be at least one hundred feet from any public way, and at least three hundred feet from any residence, school, public park, playground or other public grounds.

Section 9. Title 17, Chapter 17.36 of the Revere Revised Ordinances is hereby amended by inserting the following new section:

17.36.035 – Digital signs, illuminated

No digital sign shall be illuminated between the hours of 11:00 p.m. and sunrise.

Section 10. Title 17, Chapter 17.36, Section 17.36.040 is hereby amended by deleting this section in its entirety.

Section 11. Title 17, Chapter 17.36, Section 17.36.090 of the Revere Revised Ordinances is hereby amended by deleting this section in its entirety and inserting in place thereof the following:

17.36.090 – Government signs, exceptions

This title shall not apply to any official traffic control devices required, maintained, or installed by a Federal or State agency, or the city of Revere, or to any Federal, State, or City government signs, or signs permitted by the City on City property, street signs indicating the names or location of any street, road, way, or avenue, any building markers indicating the name of a building and date and incidental

information about its construction, which marker may be cut into a masonry surface or made of other permanent material, fuel pump information signs, and any flags, holiday lights and decorations.

Section 12. Title 17, Chapter 17.36, Section 17.36.100 of the Revere Revised Ordinances is hereby amended by deleting this section in its entirety and inserting in place thereof the following:

17.36.100 – Existing nonconforming signs and billboards.

Subject to Section 17.40.050, signs or billboards legally erected before the adoption of any provision of this title that do not conform to the provisions of this title may continue to be maintained, so long as they conform with this chapter.

Section 13. Title 17, Chapter 17.36 of the Revere Revised Ordinances is hereby amended by inserting the following new section:

17.36.110 – Posting Without Consent

Notwithstanding Section 9.12.030 of the Revere Revised Ordinances, no person, business, agency, or entity shall post or affix in any manner, paint or write or cause to be painted, printed, or written, a notice, sign, advertisement or bill upon a post, pole fence, wall, building, tree, ledges or rocks without the consent of the person, business, agency or entity having ownership, possession, or control of such post, fence, pole, wall, building, tree, ledges or rocks.

Section 14. Title 17, Chapter 17.36 of the Revere Revised Ordinances is hereby amended by inserting the following new section:

17.36.120 – Converting static billboard or sign to digital billboard or sign

A. No static billboard in the RA, RA1, RB, RB1, RC, RC1, RC2, RC3, PDD1, PDD2, NB, GB, GB1, NB, GB, GB1, CB, HB, LI and IP Districts shall be converted to a digital billboard. Converting a static billboard to a digital billboard may be allowed by special permit only in the TED District subject to a traffic impact analysis to be approved by the Massachusetts Department of Transportation.

B. No sign, accessory sign, or sign of any type may be converted or changed to a digital sign, unless otherwise permitted in this title (see 17.36.030).

Section 15. Title 17, Chapter 17.36 of the Revere Revised Ordinances is hereby amended by inserting the following new section:

17.36.130 – Billboard safety and maintenance standards

A. To provide for the structural integrity and maintenance of billboards, and to ensure that all billboards are kept in a clean, safe, secure, and sanitary manner, and that no billboard becomes deteriorated, dilapidated, or a blight on the City, or in any way adversely affects public health or safety, the owner of a billboard shall ensure that it is maintained in compliance with the provisions of Title 8 of the Revere Revised Ordinances, which includes the State Sanitary Code (105 CMR 410), State Fire Code (527 CMR 100), and State Building Code (780 CMR 100), said Building Code which incorporates therein the International Property Maintenance Code, any violations of which will be subject to the penalties set forth in Chapters 1.12 and 1.16, and/or suspension or revocation of any City-issue permit or license.

B. Owners of billboards shall conduct periodic inspections of billboards at least once every year to ensure compliance with this chapter. Inspections shall be conducted by a qualified, independent engineer license to practice in the Commonwealth of Massachusetts. The results of such inspections shall be provided to the city of Revere building inspector.

A copy of the aforementioned application (CZ-18-04) is on file and available for public inspection in the office of the City Clerk, Revere City Hall, 281 Broadway, 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

Attest:
Eugene McKenna
Planning Board, Chairman

Revere Journal
02/28/2018
03/07/2018
Send Invoice to: amelnik@revere.org

Attachment: ph.CZ1804.BillboardOrdinance (18-075 : Billboard Ordinance)

An Ordinance Relative to Snow and Ice Removal on Sidewalks

Section 1. Sections 12.04.350 Snow and ice removal—Sidewalks and footways.*, 12.04.360 Snow and ice removal – roofs sloping to street.*, and 12.04.370 Snow and ice removal – failure to comply of the Revere Revised Ordinances is hereby deleted in its entirety and inserting in place the following new Section 12.04.350 Snow, Slush, and Ice on Sidewalks.

Section 12.04.350 Snow, Slush, and Ice on Sidewalks and Curb Ramps

A. **Requirements for Snow and/or Slush**

No owner, manager, or tenant, if expressly required to remove snow under a written lease and rental agreement, of a building, estate, or land abutting on a sidewalk shall place or suffer to remain in place for more than three (3) hours after snow fall has ended between sunrise and sunset any slush or any loose, granular, or packed snow upon such sidewalk. Removal of any slush or snow should be conducted along the full paved width of such sidewalk and in a manner that ensures the orderly flow and safety of pedestrian traffic upon such sidewalks. Removal of any slush or snow shall be conducted in a manner that clears a path of a minimum of forty-two (42) inches wide. Each day that a violation exists shall be considered a separate and distinct violation.

B. **Requirements for Ice**

No owner, manager, or tenant, if expressly required to remove ice under a written lease or rental agreement, of a building, estate, or land abutting on a sidewalk shall place or suffer to remain in place for more than three (3) hours after snow fall has ended between sunrise and sunset any ice upon such sidewalk. Removal of any ice shall be in a manner consistent with the requirements of subsection a., except that any such owner, manager, or tenant shall be deemed to be in compliance with this paragraph if such ice is made level and completely covered with sand, sawdust, or other similar material. Each day that a violation exists shall be considered a separate and distinct violation.

C. **Requirements for Snow and/or Slush on Curb Ramps**

No owner, manager, or tenant, if expressly required to remove snow and/or slush under a written lease or rental agreement, of a building, estate, or land abutting on one (1) or more curb ramps shall place or suffer to remain in place for more than three (3) hours after snow fall has ended between sunrise and sunset any slush or any loose, granular, or packed snow upon such curb ramp(s). Removal of any slush or snow should be conducted along the full paved width of such curb ramp(s) and in a manner that ensures the orderly flow and safety of pedestrian traffic upon such curb ramp(s). Removal of any slush or snow shall be conducted in a manner that clears a path of a minimum of forty-two (42) inches wide from the sidewalk to the street. Each day that a violation exists shall be considered a separate and distinct violation.

D. **Requirements for Ice on Curb Ramps**

No owner, manager, or tenant, if expressly required to remove ice under a written lease or rental agreement, of a building, estate, or land abutting on one (1) or more curb ramps shall place or suffer to remain in place for more than three (3) hours after snow fall has ended between sunrise and sunset any ice upon such curb ramp(s). Removal of any ice shall be in a manner consistent with the requirements of subsection a., except that any such owner, manager, or tenant shall be deemed to be in compliance with this paragraph if such ice is made level and completely covered with sand, sawdust, or other similar material. Each day that a violation exists shall be considered a separate and distinct violation.

- E. No person shall remove slush, snow, or ice from privately-owned real property and place it upon any sidewalk, curb ramp or street.

F. **Enforcement and Penalties**

Inspectional Services shall enforce the provisions of this section. Any person violating any provisions of this section shall be liable to a fine not less than \$25.00 or more than \$490.00 for each offense. A separate offense shall be deemed committed on each day or part of each day during which a violation occurs or continues.

G. **Exemptions**

An owner, or tenant, if expressly required to remove snow, slush, and/or ice under a written lease or rental agreement, of a building, estate, or land abutting on a sidewalk within a residential zoning district is of age sixty-five or older, or is disabled shall not be subject to the enforcement and penalties provisions of this section.

I. AN ORDINANCE AMENDING TITLE 13 OF THE ORDINANCES OF THE CITY OF REVERE

SECTION 1. Title 13, Chapter 13.04 of the Revere Revised Ordinances is hereby amending by deleting this chapter in its entirety and inserting the following new Chapter:

Chapter 13.04 - WATER

Sections:

13.04.010 - Application for service.

All applications for the use of city water shall be made at the office designated by the superintendent of public works, in the form prescribed, stating truly and fully the various uses to which the water is to be applied, and signed by the owner of the premises to be supplied or his or her properly authorized agent. The applicant shall make the required deposit.

13.04.020 - Damaging or obstructing fixtures or flow.*

No person shall break or in any manner injure any water main, service pipe, stopcock, valve, hydrant, water post, drinking fountain, water main, water meter or other fixture or appurtenance of the water department or obstruct or in any way interfere with the flow of water through the same, nor shall any person in any manner place obstructions which prevent the ready operation of any valve, hydrant, water post, stopcock or other fixture or appurtenance of the water department. Any person who breaks, tampers with, or in any manner alters, damages, destroys, or interferes with any of the foregoing water system components shall be responsible for the full cost of repairing or replacing said components, in addition to being subject to, but not limited to, the penalty provided in Section 1.12, Article III.

*For the law of the Commonwealth as to injury to reservoirs, etc., see G.L. ch. 266, § 138.

13.04.030 - Damage during excavations.

All damages to service pipes, street mains, hydrants or other fixtures caused by excavations in putting in any sewer, drain or other pipe shall be chargeable to the owner of the premises for whom such work is done.

13.04.040 - Responsibility for pipes and meters.

- A. All pipes and other fixtures from the water main in the street to the outlet of the meter on the house side of the stopcock shall be furnished and laid by the city at the expense of the owner of the property. The service from the water main to the street line shall be maintained by the city.

- B. All water takers shall be liable for such repairs of the fixtures upon the premises owned or occupied by them as shall be deemed necessary by the superintendent of public works to prevent waste of water. Where repair of the water meter is not practical the water taker shall be liable for the installation of a new meter, subject to the provisions of Section 13.04.070.

13.04.050 - Shutoff for work on system—Nonliability.

No damages shall be allowed any taker for shutting off water for the purpose of doing ordinary repairs on pipes, gates, hydrants or other fixtures, adding or inserting new ones, changing pipes at any time from one size to another, or lowering and raising pipes in any street.

13.04.060 - Shutoff for work on system—Notice.

A reasonable notice shall be given by the city to all takers before their supply of water is cut off for purposes set out in Section 13.04.050, except in cases of great emergency.

13.04.070 - Shutoff for nonpayment.*

If bills for water, meter or service pipe or materials and labor furnished are not paid within forty days after notice from the city collector that the same are at his or her office, ready for payment, the water may be shut off from the premises which are supplied and shall not be turned on again until all bills are paid, and, in addition thereto, fees for the expense of shutting off and for letting on the water. This rule shall apply to all premises supplied with water, whether they are occupied at the time of such shutting off by the persons who owned or occupied the premises at the time the bills accrued or by other persons.

*As to city fees, see Table 1 of this revision.

13.04.080 - Shutoff for violations.

Any person neglecting or refusing to comply with the provisions of this chapter may have his or her supply of water cut off, in addition to being subject to the penalty provided in Section 1.12, Article III.

13.04.090 - Unlawful connections and turning on or off.

No person shall turn on or off the water in any water main, service pipe, hydrant, water post, drinking fountain or other fixture or appurtenance of the water department, or make any opening into or connection therewith, without authority from the water department; except, that hydrants may be used by firemen in the discharge of their duties.

13.04.100 - Right of entry for inspection or repair.

Consistent with M.G.L. ch. 165, § 11D, the superintendent of public works, or any employee authorized by him or her, shall have access at all times to all premises where water is used, for the inspection or repair of the fixtures, setting, testing, or repairing or replacing meters, and shutting off the water from any delinquent taker by closing any faucet or cutting any pipe necessary to effect the object desired. Any person who denies an authorized city employee access to a water line, fixture, or water meter will be subject to, but not limited to, the penalty provided in Section 1.12, Article III.

13.04.110 - Services requested by water takers.*

Water takers shall be charged for shutting off and for letting on water at the street mains when required by them. Water takers shall be charged for all services rendered upon their premises for thawing frozen pipes, repairing the same in any manner or removing obstructions therefrom. Twenty-four hours' notice shall be given to the water department before letting on or shutting off the water.

*As to fees for the city, see Table 1 of this revision.

13.04.120 - Use for extinguishing fires.

No charge shall be made for water used from hydrants for extinguishing fires.

13.04.121 - Water usage restrictions.

The superintendent of public works shall have the authority in the case of an emergency affecting the water system, including but not limited to water contamination, pressure, flow or volume to declare a water usage emergency restricting the usage of water within the city and when necessary shutting off the supply of water. A reasonable notice shall be given by the city via the media of the declaration of emergency requiring the regulation of shut off of water usage and the dates and times that the regulations shall be in effect.

13.04.130 - Meters—Metered rates.

On all premises where water meters have been set, the owner of the premises shall pay the rates according to the schedule established by the city council for not more than the entire amount of water used upon such estates, irrespective of leases or individual consumers. The schedule established by the city council shall include different rates for residential and commercial use, defined as follows:

“Residential use” is use in residential buildings which have one, two or three residential units. This definition is also intended to include all separately-metered condominium, cooperative, or townhouse units.

“Commercial use” is use by non-residential business enterprises, use in residential buildings that have more than three units, and any other use that is not “residential use.”

13.04.131 - Separate water meters.

Commencing on January 1, 2008, for any new construction of a building or structure with ten or less condominium, cooperative or townhouse units, each unit shall have a separate water meter to measure the water usage within the individual unit. All separately-metered residential condominium, cooperative, or townhouse units shall be charged the residential rate for water and sewer usage in accordance with the schedule established by the city council.

13.04.132 - Multi-unit facility billing.

All residential buildings and structures that have more than three units shall be charged the commercial rate for water and sewer usage in accordance with the schedule established by the city council. Should an owner of such a building or structure wish to establish submeters to allow the owner to bill his or her tenants separately, the owner may do so in accordance with the provisions of MGL ch. 186, § 22.

13.04.140 - Meters—Removal and repair.

No person, except an agent authorized by the superintendent of public works, shall at any time remove or repair any meter or fixture connected therewith which has been set or used by the water department.

13.04.145 – Meters—Accessibility and location.

All water meters shall be located indoors, protected from the elements or other outside intrusions, and shall be readily accessible. The owner is responsible for ensuring that the meter is located in a safe indoor location, accessible and free from obstructions or obstacles, and is not hindered, attached or encased in any manner that would make it difficult or impossible to access, repair, remove, or replace. Any person who fails to comply with this Section will be subject to, but not limited to, the penalty provided in Section 1.12, Article III.

13.04.150 - Meters—History.

The superintendent of public works shall keep a history of each water meter showing the make, style, size, number, date purchased, location, date when set, reading at such date and record of tests, and the location, reading and date when reset, and also a description of all repairs.

13.04.160 - Prevention of waste.

It is the duty of the superintendent of public works at all times to be diligent to prevent waste of city water and to make such examinations, investigations and tests as to such waste, arising from all causes, as are conducive to the most economical use of water, and no persons shall permit or allow any waste of water.

13.04.170 - Fire service meters.

A. Where a fire service line exists on private property or inside a privately-owned building, no connections to that line may be made by any entity for any purpose other than fire protection, and no water from the fire service line may be used for any purpose other than fire protection. Any hose or piping connected to a dedicated fire service line for other types of water use must be disconnected promptly under the supervision of the superintendent of public works and the plumbing inspector.

B. All new building construction that includes a dedicated fire service line shall include a meter on that line. The meter and its automatic meter reading equipment shall be consistent with City water metering standards, and must be approved by the superintendent of public works.

C. By or before March 31, 2017, all existing fire service lines shall have been retrofitted with a water meter. The meter and its automatic meter reading equipment shall be consistent with City water metering standards, and must be approved by the superintendent of public works and the plumbing inspector. Any person or entity that fails to comply with this section shall be subject to, but not limited to, the enforcement and penalty provided in Section 1.12, Article III.

A double check detector assembly will be allowed for the purpose of compliance with this paragraph. This includes the double checks, two gate valves, and meter, but not installation. The property owner is responsible for all costs associated with the purchase and installation of a double check detector assembly.

13.04.180 - Water Taken from City Hydrants for Construction or Other Purposes.

A. No person may utilize a City hydrant to obtain water for construction or any other purposes without the approval of the superintendent of public works.

B. Use of a City hydrant to obtain water for construction purposes shall only be allowed with a temporary meter and backflow device. The temporary meter and backflow device must be obtained from the superintendent of public works after paying the required deposit; see Table 1, Fee Schedule, Water shut-off and turn-on.

II. AN ORDINANCE AMENDING APPENDIX, TABLE 1 – FEE SCHEDULE, OF THE ORDINANCES OF THE CITY OF REVERE

SECTION 1. APPENDIX – Tables: TABLE I – FEE SCHEDULE, Building permit fees, paragraph G., of the Revised Ordinances of the city of Revere is hereby amended by deleting paragraph G. in its entirety and inserting in place thereof the following:

- G. Demolition. The permit fee for the demolition of any residential or commercial building or structure, including but not limited to, barns, sheds, storage facilities, and garages, shall be ten dollars. If the structure to be demolished contains a water meter and/or meter reading device, see also “Water shut-off and turn-on,” this Table.

SECTION 2. APPENDIX – Tables: TABLE I – FEE SCHEDULE, Water shut-off and turn-on., of the Revised Ordinances of the city of Revere is hereby amended by deleting this paragraph in its entirety and inserting in place thereof the following:

Water shut-off and turn-on, backflow, use of hydrants, and demolition with meters.

- A. There is no fee for shutting off or turning on City water for residential or commercial uses during the hours of 7:00 am to 3:00 pm Monday through Friday. The fee for shutting off or turning on City water during the hours of 3:01 pm to 6:59 am Monday through Friday, or anytime weekends and holidays, is one hundred dollars (\$100.00).
- B. Water system backflow prevention. The annual permit fee for a reduced pressure backflow preventer or double check valve assembly is seventy-five dollars (\$75.00) per device. The fee for the semiannual certified inspection performed on a reduced pressure backflow preventer or double check valve assembly is one hundred dollars (\$100.00) per inspection (two inspections required per year).
- C. Water used from City hydrants for construction or other purposes. The fee for using a City hydrant for obtaining water for construction or other purposes is ten dollars, plus the cost of the water as based on usage determined from a temporary water meter obtained from the superintendent of public works. The refundable deposit fee for the use of a temporary water meter is four thousand dollars (\$4,000.00).
- D. If a structure to be demolished (see Building Permit Fees, Demolition, this Table) contains a water meter and/or meter reading device, a refundable deposit of two hundred dollars (\$200.00) shall be assessed by the superintendent of public works, refundable only after the water meter and/or meter reading device is removed by a qualified City employee and is returned to the superintendent of public works in satisfactory, working condition.



CITY OF REVERE

Brian M. Arrigo
Mayor

April 6, 2018

The Honorable City Council
Revere City Hall
Revere, Massachusetts 02151

Dear Council Members:

Please be advised that in accordance with the provisions of Title 13, Chapter 13.08, Section 13.08.435 of the Revised Ordinances of the City of Revere, as most recently amended, I hereby request that Meninno Construction Co., Inc., 76 Oakville Street, Lynn MA, 01905, be reappointed as a Licensed Drain Layer.

Please take careful notice that all drain layer licenses expire on April 1, annually, unless sooner revoked by the Mayor and the Council.

Mr. Meninno has been advised that he will be contacted directly by the Appointment Sub-Committee with a date and time to appear before them concerning this appointment.

Regards,

Brian M. Arrigo
Mayor

C: Mr. Meninno

Attachment: Meninno Construction Co., Inc 2018 (18-139 : Appointment of Meninno Construction Co., Inc, as Licensed Drain Layer.)



CITY OF REVERE

Brian M. Arrigo
Mayor

April 6, 2018

Meninno Construction Co., Inc.
76 Oakville Street
Lynn, Massachusetts 01905
Attention: Maura Glowick

Dear Mr. Mennino:

Attached is a copy of my letter submitted to the Honorable City Council regarding Meninno Construction's appointment as a Drain Layer for the City of Revere. Please be aware that submission of my letter to the Council is not an automatic approval of your appointment. You will be required to appear before the Appointment Sub-Committee who makes the final decision. The Committee will notify you directly with a date and time to appear before them.

Please note that if the City Council approves your request for Drain Layer, it is your responsibility to renew your application on a yearly basis as the license runs annually from April to April. The City does not send out reminder notifications indicating that your Drain Layer's License is due to expire. Therefore, you must submit a letter, a current bond for \$10,000 that runs from April to April (an original, not a fax copy), a certificate of insurance with general liability coverage of \$100,000 per person and \$300,000 per claim, and a check payable to the City of Revere for \$200 on an annual basis to Donald Goodwin, Superintendent of the Department of Public Works. Please note that bonds on file with the DPW or City Clerk's office are not acceptable. There will no longer be any exceptions to these rules.

If confirmed, you will receive a letter from the City Clerk's office at which time you will be required to take the Oath of Office. You will not be able to commence work within the City if you fail to appear before the City Clerk.

Regards,

Brian M. Arrigo
Mayor



CITY OF REVERE, MASSACHUSETTS

DEPARTMENT OF PUBLIC WORKS

DONALD E. GOODWIN • SUPERINTENDENT

321R CHARGER STREET, REVERE, MA 02151

781-286-8149 • Fax 781-286-3108

Brian M. Arrigo
Mayor

TO: Brian M. Arrigo, Mayor
FROM: Donald E. Goodwin, Jr., Superintendent
DATE: April 2, 2018
RE: Drain layer approval

The following drain layer applicant:

Meninno Construction Co., Inc.

is requesting continuation as a licensed drain layer in the City of Revere. Therefore, we are requesting your office forward their application to the Revere City Council for approval.

Attachment: Meninno Construction Co., Inc 2018 (18-139 : Appointment of Meninno Construction Co., Inc, as Licensed Drain Layer.)



EasternBank
Boston, MA 02110
easternbank.com
1-800-EASTERN
53-179/113

33070

3/28/2018

PAY
TO THE
ORDER OF

Revere, City of

\$ **200.00

Two Hundred and 00/100*****
DOLLARS

City of Revere
Department of Public Works
281 Broadway
Revere, MA 02151



Deborah M. Regan

AUTHORIZED SIGNATURE

MP

MEMO

⑈033070⑈ ⑆011301798⑆ 05 90550525⑈

Meninno Construction

Revere, City of

33070

3/28/2018

2017 Drainlayers License

200.00

Cash - Checking

200.00



MENINNO
CONSTRUCTION

76 Oakville Street, Lynn, Massachusetts 01905 Ph: 781-581-5333

March 28, 2018

CITY OF REVERE
Department of Public Works
281 Broadway
Revere, MA 02151

RE: Drainlayers License

This letter is a request for renewal of our Drainlayers License.

I have enclosed the following documents:

\$200.00 Annual License Fee
Updated Certificate of Insurance which renewed on 3/15/18
\$10,000 Street Permit bond which renews on 4/22/18

If you need any additional information please do not hesitate to call our office at 781-581-5333.

Sincerely,

Maura Glowik

Attachment: Meninno Construction Co., Inc 2018 (18-139 : Appointment of Meninno Construction Co., Inc, as Licensed Drain Layer.)

**BOND**

(License or Permit - Continuous)

Bond No. 105898526

KNOW ALL MEN BY THESE PRESENTS:

THAT WE Meninno Construction Co., Inc. as
Principal, and Travelers Casualty and Surety Company of America, a
corporation duly incorporated under the laws of the State of Connecticut and authorized to do
business in the State of MASSACHUSETTS, as Surety, are held and firmly bound unto
City of Revere, as Oblige, in
the penal sum of Ten Thousand (\$10,000.00) Dollars,
for the payment of which we hereby bind ourselves, our heirs, executors and administrators,
jointly and severally, firmly by these presents.

WHEREAS, the Principal has obtained or is about to obtain a license or permit for
Street Permit

NOW, THEREFORE, THE CONDITIONS OF THIS OBLIGATION ARE SUCH, that if the
Principal shall faithfully comply with all applicable laws, statutes, ordinances, rules or
regulations, pertaining to the license or permit issued, then this obligation shall be null and
void; otherwise to remain in full force and effect.

This bond shall become effective on April 22, 2018

PROVIDED, that regardless of the number of years this bond is in force, the Surety shall not
be liable hereunder for a larger amount, in the aggregate, than the penal sum listed above.

PROVIDED FURTHER, that the Surety may terminate its liability hereunder as to future acts
of the Principal at any time by giving thirty (30) days written notice of such termination to the
Obligee.

SIGNED, SEALED AND DATED this March 6, 2018

Meninno Construction Co., Inc.

By: 

Principal

Travelers Casualty and Surety Company of America

By: 

Rebecca Shanley

Attorney-in-fact

S-2151A (6/10)

Attachment: Meninno Construction Co., Inc 2018 (18-139 : Appointment of Meninno Construction Co., Inc, as Licensed Drain Layer.)



CERTIFICATE OF LIABILITY INSURANCE

MENIN-1

DATE (M

10.a

03/19/2018

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER DeSanctis Insurance Agcy, Inc. 100 Unicorn Park Drive Woburn, MA 01801	CONTACT NAME:	
	PHONE (A/C, No, Ext): 781-935-8480	FAX (A/C, No): 781-933-5645
INSURED Meninno Construction Co., Inc. 76 Oakville Street Lynn, MA 01905	E-MAIL ADDRESS:	
	INSURER(S) AFFORDING COVERAGE	
	INSURER A: Liberty Mutual Insurance Cos.	NAIC # 23043
	INSURER B: Travelers	004465
	INSURER C: Westchester Surplus Lines Ins	10172
	INSURER D:	
	INSURER E:	
INSURER F:		

COVERAGES**CERTIFICATE NUMBER:****REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> XCU Hazards <input checked="" type="checkbox"/> Blkt Contractual GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			TB2Z11261534028	03/15/2018	03/15/2019	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input checked="" type="checkbox"/> ALL OWNED AUTOS <input checked="" type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS			AS2Z11261534018	03/15/2018	03/15/2019	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ NONE			ZUP51M9681118NF	03/15/2018	03/15/2019	EACH OCCURRENCE \$ 10,000,000 AGGREGATE \$ 10,000,000
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input checked="" type="checkbox"/> N	N/A	WCCZ11261534058 MA	03/15/2018	03/15/2019	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
C	Pollution w/ Mold			G2437628A006	03/15/2018	03/15/2019	Limits \$5M/\$5M A

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

RE: Miscellaneous Utility Work - Drainlayers License

CERTIFICATE HOLDER**CANCELLATION**

REVER-8

City of Revere-DPW
321R Charger St
Revere, MA 02151

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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POWER OF ATTORNEY

Farmington Casualty Company
Fidelity and Guaranty Insurance Company
Fidelity and Guaranty Insurance Underwriters, Inc.
St. Paul Fire and Marine Insurance Company
St. Paul Guardian Insurance Company

St. Paul Mercury Insurance Company
Travelers Casualty and Surety Company
Travelers Casualty and Surety Company of America
United States Fidelity and Guaranty Company

Attorney-In Fact No.

232408

Certificate No. 007318734

KNOW ALL MEN BY THESE PRESENTS: That Farmington Casualty Company, St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company are corporations duly organized under the laws of the State of Connecticut, that Fidelity and Guaranty Insurance Company is a corporation duly organized under the laws of the State of Iowa, and that Fidelity and Guaranty Insurance Underwriters, Inc., is a corporation duly organized under the laws of the State of Wisconsin (herein collectively called the "Companies"), and that the Companies do hereby make, constitute and appoint

Adam W. DeSanctis, Gregory D. Juwa, Bryan F. Juwa, James J. Axon, Michael F. Carney, Wilder Parks Jr., Michael T. Gilbert, Christine B. Gallagher, David A. Boutiette, Paul A. Patalano, Richard F. Caruso, Rebecca Shanley, Jonathan Duggan, Lesliann J. Ortiz, Tonya M. De Grazia, Lindsay A. Knowlton, and Jordan T. Tirone

of the City of Woburn, State of Massachusetts, their true and lawful Attorney(s)-in-Fact, each in their separate capacity if more than one is named above, to sign, execute, seal and acknowledge any and all bonds, recognizances, conditional undertakings and other writings obligatory in the nature thereof on behalf of the Companies in their business of guaranteeing the fidelity of persons, guaranteeing the performance of contracts and executing or guaranteeing bonds and undertakings required or permitted in any actions or proceedings allowed by law.

IN WITNESS WHEREOF, the Companies have caused this instrument to be signed and their corporate seals to be hereto affixed, this 2nd day of August, 2017.

Farmington Casualty Company
Fidelity and Guaranty Insurance Company
Fidelity and Guaranty Insurance Underwriters, Inc.
St. Paul Fire and Marine Insurance Company
St. Paul Guardian Insurance Company

St. Paul Mercury Insurance Company
Travelers Casualty and Surety Company
Travelers Casualty and Surety Company of America
United States Fidelity and Guaranty Company



State of Connecticut
City of Hartford ss.

By:

Robert L. Raney, Senior Vice President

On this the 2nd day of August, 2017, before me personally appeared Robert L. Raney, who acknowledged himself to be the Senior Vice President of Farmington Casualty Company, Fidelity and Guaranty Insurance Company, Fidelity and Guaranty Insurance Underwriters, Inc., St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company, and that he, as such, being authorized so to do, executed the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

In Witness Whereof, I hereunto set my hand and official seal.
My Commission expires the 30th day of June, 2021.



Marie C. Tetreault
Marie C. Tetreault, Notary Public

This Power of Attorney is granted under and by the authority of the following resolutions adopted by the Boards of Directors of Farmington Casualty Company, Fidelity and Guaranty Insurance Company, Fidelity and Guaranty Insurance Underwriters, Inc., St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company, which resolutions are now in full force and effect, reading as follows:

RESOLVED, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President, any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary may appoint Attorneys-in-Fact and Agents to act for and on behalf of the Company and may give such appointee such authority as his or her certificate of authority may prescribe to sign with the Company's name and seal with the Company's seal bonds, recognizances, contracts of indemnity, and other writings obligatory in the nature of a bond, recognizance, or conditional undertaking, and any of said officers or the Board of Directors at any time may remove any such appointee and revoke the power given him or her; and it is

FURTHER RESOLVED, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President may delegate all or any part of the foregoing authority to one or more officers or employees of this Company, provided that each such delegation is in writing and a copy thereof is filed in the office of the Secretary; and it is

FURTHER RESOLVED, that any bond, recognizance, contract of indemnity, or writing obligatory in the nature of a bond, recognizance, or conditional undertaking shall be valid and binding upon the Company when (a) signed by the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary and duly attested and sealed with the Company's seal by a Secretary or Assistant Secretary; or (b) duly executed (under seal, if required) by one or more Attorneys-in-Fact and Agents pursuant to the power prescribed in his or her certificate or their certificates of authority or by one or more Company officers pursuant to a written delegation of authority; and it is

FURTHER RESOLVED, that the signature of each of the following officers: President, any Executive Vice President, any Senior Vice President, any Vice President, any Assistant Vice President, any Secretary, any Assistant Secretary, and the seal of the Company may be affixed by facsimile to any Power of Attorney or to any certificate relating thereto appointing Resident Vice Presidents, Resident Assistant Secretaries or Attorneys-in-Fact for purposes only of executing and attesting bonds and undertakings and other writings obligatory in the nature thereof, and any such Power of Attorney or certificate bearing such facsimile signature or facsimile seal shall be valid and binding upon the Company and any such power so executed and certified by such facsimile signature and facsimile seal shall be valid and binding on the Company in the future with respect to any bond or understanding to which it is attached.

I, Kevin E. Hughes, the undersigned, Assistant Secretary, of Farmington Casualty Company, Fidelity and Guaranty Insurance Company, Fidelity and Guaranty Insurance Underwriters, Inc., St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company do hereby certify that the above and foregoing is a true and correct copy of the Power of Attorney executed by said Companies, which is in full force and effect and has not been revoked.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seals of said Companies this 16th day of March, 20 18


Kevin E. Hughes, Assistant Secretary



To verify the authenticity of this Power of Attorney, call 1-800-421-3880 or contact us at www.travelersbond.com. Please refer to the Attorney-In-Fact number, the above-named individuals and the details of the bond to which the power is attached.



CITY OF REVERE

Brian M. Arrigo
Mayor

May 2, 2018

The Honorable City Council
Revere City Hall
Revere, Massachusetts 02151

Dear Council Members:

I respectfully submit the appointment of Deborah A. Santiano-McHatton to the Conservation Commission for a three year term, expiring in 2021.

Regards

Brian M. Arrigo
Mayor



CITY OF REVERE

Brian M. Arrigo
Mayor

May 2, 2018

The Honorable City Council
Revere City Hall
Revere, Massachusetts 02151

Dear Council Members:

Please be advised that in accordance with the provisions of Title 13, Chapter 13.08, Section 13.08.435 of the Revised Ordinances of the City of Revere, as most recently amended, I hereby request that Tufts Construction, Inc., 209 Mystic Avenue, Medford, MA 02155, be re-appointed as a Licensed Drain Layer.

Please take careful notice that all drain layer licenses expire on April 1, annually, unless sooner revoked by the Mayor and the Council.

Mr. Tufts has been advised that he will be contacted directly by the Appointment Sub-Committee with a date and time to appear before them concerning this re-appointment.

Regards,

Brian M. Arrigo
Mayor

C: Peter M. Tufts

Attachment: Appointment of Tufts Construction Inc. as Drain Layer 2018 (18-155 : Appointment of Tufts Construction Inc. as Drain Layer)



CITY OF REVERE

Brian M. Arrigo
Mayor

May 2, 2018

Peter M. Tufts
Tufts Construction Co. Inc.
209 Mystic Avenue
Medford, MA 02155

Dear Mr. Tufts:

Attached is a copy of my letter submitted to the Honorable City Council regarding your re-appointment as a Drain Layer for the City of Revere. Please be aware that submission of my letter to the Council is not an automatic approval of your re-appointment. You will be required to appear before the Appointment Sub-Committee who makes the final decision. The Committee will notify you directly with a date and time to appear before them.

Please note that if the City Council approves your request for Drain Layer, it is your responsibility to renew your application on a yearly basis as the license runs annually from April to April. The City does not send out reminder notifications indicating that your Drain Layer's License is due to expire. Therefore, you must submit a letter, a current bond for \$10,000 that runs from April to April (an original, not a fax copy), a certificate of insurance with general liability coverage of \$100,000 per person and \$300,000 per claim, and a check payable to the City of Revere for \$200 on an annual basis to Donald Goodwin, Superintendent of the Department of Public Works. Please note that bonds on file with the DPW or City Clerk's office are not acceptable. There will no longer be any exceptions to these rules.

If confirmed, you will receive a letter from the City Clerk's office at which time you will be required to take the Oath of Office. You will not be able to commence work within the City if you fail to appear before the City Clerk.

Regards,

Brian M. Arrigo
Mayor



CITY OF REVERE, MASSACHUSETTS

DEPARTMENT OF PUBLIC WORKS

DONALD E. GOODWIN • SUPERINTENDENT

321R CHARGER STREET, REVERE, MA 02151

781-286-8149 • Fax 781-286-3108

Brian M. Arrigo
Mayor

TO: Brian M. Arrigo, Mayor
FROM: Donald E. Goodwin, Jr., Superintendent
DATE: April 25, 2018
RE: Drain layer approval

The following drain layer applicant:

Tufts Construction

is requesting to be added to our list of licensed drain layers in the City of Revere. Therefore, we are requesting your office forward their application to the Revere City Council for approval.

April 23, 2018

To: City of Revere
281 Broadway
Revere, MA 02151-5051

RE: Tufts Construction, Inc.
209 Mystic Avenue #124
Medford, MA 02155
License Renewal for 4/2018-4/2019

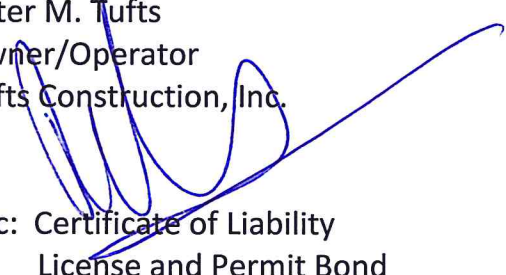
To Whom It May Concern,

I am, once again, requesting a renewal of my Drain Layers License for the City of Revere for the 2018-2019 year. Enclosed, please find all necessary Documents as requested.

Thank you in advance.

Sincerely,

Peter M. Tufts
Owner/Operator
Tufts Construction, Inc.



Enc: Certificate of Liability
License and Permit Bond

Attachment: Appointment of Tufts Construction Inc. as Drain Layer 2018 (18-155 : Appointment of Tufts Construction Inc. as Drain Layer)

Effective Date: April 23rd, 2018

Western Surety Company

LICENSE AND PERMIT BOND

KNOW ALL PERSONS BY THESE PRESENTS:

Bond No. 63620020That we, Tufts Construction, Inc.of Medford, State of Massachusetts, as Principal,
and WESTERN SURETY COMPANY, a corporation duly licensed to do surety business in the State ofMassachusetts, as Surety, are held and firmly bound unto theCity of Revere, State of Massachusetts, as Oblige, in the penalsum of Ten Thousand and 00/100 DOLLARS (\$10,000.00),
lawful money of the United States, to be paid to the Oblige, for which payment well and truly to be made,
we bind ourselves and our legal representatives, firmly by these presents.THE CONDITION OF THE ABOVE OBLIGATION IS SUCH, That whereas, the Principal has been
licensed Drainlayer

by the Oblige.

NOW THEREFORE, if the Principal shall faithfully perform the duties and in all things comply
with the laws and ordinances, including all amendments thereto, pertaining to the license or permit
applied for, then this obligation to be void, otherwise to remain in full force and effect until
April 23rd, 2019, unless renewed by Continuation Certificate.

This bond may be terminated at any time by the Surety upon sending notice in writing, by First Class U.S. Mail, to the Oblige and to the Principal at the address last known to the Surety, and at the expiration of thirty-five (35) days from the mailing of said notice, this bond shall ipso facto terminate and the Surety shall thereupon be relieved from any liability for any acts or omissions of the Principal subsequent to said date. Regardless of the number of years this bond shall continue in force, the number of claims made against this bond, and the number of premiums which shall be payable or paid, the Surety's total limit of liability shall not be cumulative from year to year or period to period, and in no event shall the Surety's total liability for all claims exceed the amount set forth above. Any revision of the bond amount shall not be cumulative.

Dated this 23rd day of April, 2018.Tufts Construction, Inc.

Principal

Principal

WESTERN SURETY COMPANY

By Paul T. Briffat
Paul T. Briffat, Vice President

Form 532-12-2015

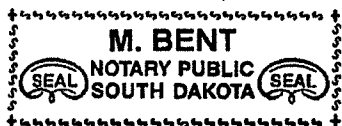
Attachment: Appointment of Tufts Construction Inc. as Drain Layer 2018 (18-155 : Appointment of Tufts Construction Inc. as Drain Layer)

STATE OF SOUTH DAKOTA }
COUNTY OF MINNEHAHA } ss

ACKNOWLEDGMENT OF SURETY
(Corporate Officer)

On this 23rd day of April, 2018, before me, the undersigned officer, personally appeared Paul T. Bruflat, who acknowledged himself to be the aforesaid officer of WESTERN SURETY COMPANY, a corporation, and that he as such officer, being authorized so to do, executed the foregoing instrument for the purposes therein contained, by signing the name of the corporation by himself as such officer.

IN WITNESS WHEREOF, I have hereunto set my hand and official seal.



M. Bent

Notary Public — South Dakota

My Commission Expires March 2, 2020

ACKNOWLEDGMENT OF PRINCIPAL
(Individual or Partners)

STATE OF _____ }
COUNTY OF _____ } ss

On this _____ day of _____, _____, before me personally appeared _____,

known to me to be the individual _____ described in and who executed the foregoing instrument and acknowledged to me that _____ he _____ executed the same.

My commission expires _____,

Notary Public

ACKNOWLEDGMENT OF PRINCIPAL
(Corporate Officer)

STATE OF _____ }
COUNTY OF _____ } ss

On this _____ day of _____, _____, before me personally appeared _____,

who acknowledged himself/herself to be the _____ of _____, a corporation, and that he/she as such officer being authorized so to do, executed the foregoing instrument for the purposes therein contained by signing the name of the corporation by himself/herself as such officer.

My commission expires _____,

Notary Public



License or Permit No. _____

LICENSE AND PERMIT
BOND
As _____

of _____

State of _____

Name of Applicant _____

Address _____

Filed _____

Approved this _____

day of _____

Western Surety Company

POWER OF ATTORNEY

KNOW ALL MEN BY THESE PRESENTS:

That WESTERN SURETY COMPANY, a corporation organized and existing under the laws of the State of South Dakota, and authorized and licensed to do business in the States of Alabama, Alaska, Arizona, Arkansas, California, Colorado, Connecticut, Delaware, District of Columbia, Florida, Georgia, Hawaii, Idaho, Illinois, Indiana, Iowa, Kansas, Kentucky, Louisiana, Maine, Maryland, Massachusetts, Michigan, Minnesota, Mississippi, Missouri, Montana, Nebraska, Nevada, New Hampshire, New Jersey, New Mexico, New York, North Carolina, North Dakota, Ohio, Oklahoma, Oregon, Pennsylvania, Rhode Island, South Carolina, South Dakota, Tennessee, Texas, Utah, Vermont, Virginia, Washington, West Virginia, Wisconsin, Wyoming, and the United States of America, does hereby make, constitute and appoint

Paul T. Bruflat of Sioux Falls,
State of South Dakota, its regularly elected Vice President,
as Attorney-in-Fact, with full power and authority hereby conferred upon him to sign, execute, acknowledge and deliver for and on its behalf as Surety and as its act and deed, the following bond:

One Drainlayer City of Revere

bond with bond number 63620020

for Tufts Construction, Inc.

as Principal in the penalty amount not to exceed: \$ 10,000.00.

Western Surety Company further certifies that the following is a true and exact copy of Section 7 of the by-laws of Western Surety Company duly adopted and now in force, to-wit:

Section 7. All bonds, policies, undertakings, Powers of Attorney, or other obligations of the corporation shall be executed in the corporate name of the Company by the President, Secretary, any Assistant Secretary, Treasurer, or any Vice President, or by such other officers as the Board of Directors may authorize. The President, any Vice President, Secretary, any Assistant Secretary, or the Treasurer may appoint Attorneys-in-Fact or agents who shall have authority to issue bonds, policies, or undertakings in the name of the Company. The corporate seal is not necessary for the validity of any bonds, policies, undertakings, Powers of Attorney or other obligations of the corporation. The signature of any such officer and the corporate seal may be printed by facsimile.

In Witness Whereof, the said WESTERN SURETY COMPANY has caused these presents to be executed by its
Vice President with the corporate seal affixed this 23rd day of April,
2018.

ATTEST

L. Nelson

L. Nelson, Assistant Secretary

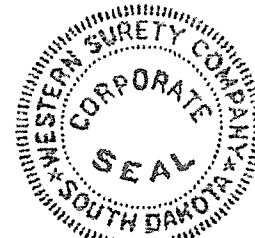
WESTERN SURETY COMPANY

By

Paul T. Bruflat

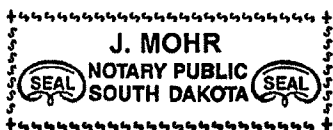
Paul T. Bruflat, Vice President

STATE OF SOUTH DAKOTA }
COUNTY OF MINNEHAHA } ss



On this 23rd day of April, 2018, before me, a Notary Public, personally appeared
Paul T. Bruflat and L. Nelson

who, being by me duly sworn, acknowledged that they signed the above Power of Attorney as Vice President
and Assistant Secretary, respectively, of the said WESTERN SURETY COMPANY, and acknowledged said instrument to be the
voluntary act and deed of said Corporation.



My Commission Expires June 23, 2021

J. Mohr

Notary Public

To validate bond authenticity, go to www.cnasurety.com > Owner/Obligee Services > Validate Bond Coverage.





CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

04/23/18

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Paul T Murphy Insurance Agency 628 Broadway Rt. 99 Malden, MA 02148	CONTACT NAME: Gregor R Porziella PHONE (A/C, No, Ext): 781-321-9700 FAX (A/C, No): 781-324-4253 E-MAIL ADDRESS: Greg@ptminsurance.com														
INSURED Tufts Construction Inc 209 Mystic Ave Medford, MA 02155	<table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A: Liberty Mutual</td> <td></td> </tr> <tr> <td>INSURER B:</td> <td></td> </tr> <tr> <td>INSURER C: Preferred Mutual</td> <td></td> </tr> <tr> <td>INSURER D:</td> <td></td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </tbody> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: Liberty Mutual		INSURER B:		INSURER C: Preferred Mutual		INSURER D:		INSURER E:		INSURER F:	
INSURER(S) AFFORDING COVERAGE	NAIC #														
INSURER A: Liberty Mutual															
INSURER B:															
INSURER C: Preferred Mutual															
INSURER D:															
INSURER E:															
INSURER F:															

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY		BKS58733727	04/19/18	04/19/19	EACH OCCURRENCE \$ 1,000,000
	<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR					DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000
						MED EXP (Any one person) \$ 15,000
	GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:					PERSONAL & ADV INJURY \$ 1,000,000
C	AUTOMOBILE LIABILITY		PCA0100300071	09/03/17	09/03/18	GENERAL AGGREGATE \$ 2,000,000
	<input type="checkbox"/> ANY AUTO					PRODUCTS - COMP/OP AGG \$ 2,000,000
	<input checked="" type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY					
	<input checked="" type="checkbox"/> HIRED AUTOS ONLY					COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000
	UMBRELLA LIAB					BODILY INJURY (Per person) \$
	EXCESS LIAB					BODILY INJURY (Per accident) \$
	DED RETENTION \$					PROPERTY DAMAGE (Per accident) \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY					EACH OCCURRENCE \$
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	Y/N				AGGREGATE \$
	If yes, describe under DESCRIPTION OF OPERATIONS below	N/A				

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Excavation-Policy terms, conditions and exclusions apply.

CERTIFICATE HOLDER

CANCELLATION

CITY OF REVERE 281 Broadway Revere, MA 02151	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
---	---

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CITY OF REVERE

Brian M. Arrigo
Mayor

May 2, 2018

The Honorable City Council
Revere City Hall
Revere, Massachusetts 02151

Dear Council Members:

Please be advised that in accordance with the provisions of Title 13, Chapter 13.08, Section 13.08.435 of the Revised Ordinances of the City of Revere, as most recently amended, I hereby request that N. Granese & Sons, Inc., 59 Jefferson Ave, Salem, MA 01970, be appointed as a Licensed Drain Layer.

Please take careful notice that all drain layer licenses expire on April 1, annually, unless sooner revoked by the Mayor and the Council.

Mr. Steven Granese has been advised that he will be contacted directly by the Appointment Subcommittee with a date and time to appear before them concerning this appointment.

Regards,

Brian M. Arrigo
Mayor

C: Steven Granese

Attachment: N. Granese & Sons, Inc. as Drain Layer 2018 (18-156 : Appointment of N. Granese & Sons, Inc. as Drain Layer)



CITY OF REVERE

Brian M. Arrigo
Mayor

May 2, 2018

N. Granese & Sons, Inc.
59 Jefferson Ave.
Salem, MA 01970

Dear Mr. Steven Granese:

Attached is a copy of my letter submitted to the Honorable City Council regarding your re-appointment as a Drain Layer for the City of Revere. Please be aware that submission of my letter to the Council is not an automatic approval of your appointment. You will be required to appear before the Appointment Sub-Committee who makes the final decision. The Committee will notify you directly with a date and time to appear before them.

Please note that if the City Council approves your request for Drain Layer, it is your responsibility to renew your application on a yearly basis as the license runs annually from April to April. The City does not send out reminder notifications indicating that your Drain Layer's License is due to expire. Therefore, you must submit a letter, a current bond for \$10,000 that runs from April to April (an original, not a fax copy), a certificate of insurance with general liability coverage of \$100,000 per person and \$300,000 per claim, and a check payable to the City of Revere for \$200 on an annual basis to Donald Goodwin, Superintendent of the Department of Public Works. Please note that bonds on file with the DPW or City Clerk's office are not acceptable. There will no longer be any exceptions to these rules.

If confirmed, you will receive a letter from the City Clerk's office at which time you will be required to take the Oath of Office. You will not be able to commence work within the City if you fail to appear before the City Clerk.

Regards,

Brian M. Arrigo
Mayor



Brian M. Arrigo
Mayor

CITY OF REVERE, MASSACHUSETTS

DEPARTMENT OF PUBLIC WORKS

DONALD E. GOODWIN • SUPERINTENDENT

321R CHARGER STREET, REVERE, MA 02151

781-286-8149 • Fax 781-286-3108

TO: Brian M. Arrigo, Mayor
FROM: Donald E. Goodwin, Jr., Superintendent
DATE: April 30, 2018
RE: Drain layer approval

The following drain layer applicant:

N. Granese & Sons, Inc.

is requesting to be added to our list of licensed drain layers in the City of Revere.
Therefore, we are requesting your office forward their application to the Revere City
Council for approval.

Attachment: N. Granese & Sons, Inc. as Drain Layer 2018 (18-156 : Appointment of N. Granese & Sons, Inc. as Drain Layer)

N. GRANESE & SONS, INC
59 JEFFERSON AVE
SALEM, MA 01970

(T) 781.592.8121
(F) 781.631.8466
info@ngranese.com

24 APRIL, 2018

Donald Goodwin
Superintendent
Public Works
321 Charger Street Read
Revere, MA 02151

RE:

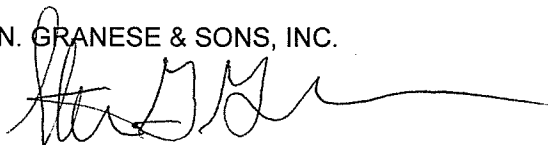
Dear Donald Goodwin,

N. Granese & Sons, Inc. is requesting to renew our Drain Layers License with the city of Revere, MA.

Please call or email if you require any addition information or clarification.

Sincerely,

N. GRANESE & SONS, INC.



Steven G Granese
Vice President

Attachment: N. Granese & Sons, Inc. as Drain Layer 2018 (18-156 : Appointment of N. Granese & Sons, Inc. as Drain Layer)

MERCHANTS BONDING COMPANY™

MERCHANTS BONDING COMPANY (MUTUAL) P.O. BOX 14498, DES MOINES, IA 50306-3498
PHONE: (800) 678-8171 FAX: (515) 243-3854

LICENSE AND PERMIT BOND

Bond No. MA5126831

KNOW ALL PERSONS BY THESE PRESENTS:

That we, N. Granese & Sons, Inc.,
of Salem, State of Massachusetts, as Principal,
and Merchants Bonding Company (Mutual), a corporation duly licensed to do business in the State of
Massachusetts, as Surety, are held and firmly bound unto
City of Revere, 281 Broadway, Revere, MA 02151, Oblige, in the penal
sum of Ten Thousand (\$10,000.00) DOLLARS.

THE CONDITION OF THE ABOVE OBLIGATION IS SUCH, that whereas, the Principal has been licensed
Sidewalk/Street Opening

by the Oblige.

NOW THEREFORE, if the Principal shall faithfully perform the duties and in all things comply with the laws
and ordinances, including all Amendments, appertaining to the license or permit applied for, then this obligation
to be void, otherwise to remain in full force and effect for a period commencing on the 25th day of
April, 2018, and ending on the 25th day of April,
2019, unless renewed by Continuation Certificate.

This bond may be terminated at any time by the Surety upon sending notice in writing to the Oblige and to the
Principal, in care of the Oblige or at such other address as the Surety deems reasonable, and at the expiration of
thirty-five (35) days from the mailing of notice or as soon thereafter as permitted by applicable law, whichever is later,
this bond shall ipso facto terminate and the surety shall thereupon be relieved from any liability for any subsequent
acts or omissions of the Principal.

No right of action shall accrue on this bond to or for the use of any person or corporation other than Oblige
named herein.

Dated this 25th day of April, 2018

N. Granese & Sons, Inc.

Principal

Steven A. Granese, President

Principal

Countersigned (if required):

By: _____

Merchants Bonding Company (Mutual)

By: *William Warner Jr.*
William Warner Jr., Attorney-in-Fact



Attachment: N. Granese & Sons, Inc. as Drain Layer 2018 (18-156 : Appointment of N. Granese & Sons, Inc. as Drain Layer)

MERCHANTS BONDING COMPANY™

POWER OF ATTORNEY

Know All Persons By These Presents, that MERCHANTS BONDING COMPANY (MUTUAL) and MERCHANTS NATIONAL BONDING, INC., both being corporations of the State of Iowa (herein collectively called the "Companies") do hereby make, constitute and appoint, individually,

William Warner Jr.

their true and lawful Attorney(s)-in-Fact, to sign its name as surety(ies) and to execute, seal and acknowledge any and all bonds, undertakings, contracts and other written instruments in the nature thereof, on behalf of the Companies in their business of guaranteeing the fidelity of persons, guaranteeing the performance of contracts and executing or guaranteeing bonds and undertakings required or permitted in any actions or proceedings allowed by law.

This Power-of-Attorney is granted and is signed and sealed by facsimile under and by authority of the following By-Laws adopted by the Board of Directors of Merchants Bonding Company (Mutual) on April 23, 2011 and amended August 14, 2015 and adopted by the Board of Directors of Merchants National Bonding, Inc., on October 16, 2015.

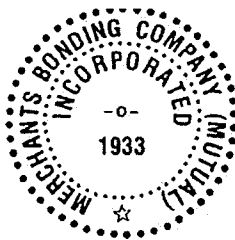
"The President, Secretary, Treasurer, or any Assistant Treasurer or any Assistant Secretary or any Vice President shall have power and authority to appoint Attorneys-in-Fact, and to authorize them to execute on behalf of the Company, and attach the seal of the Company thereto, bonds and undertakings, recognizances, contracts of indemnity and other writings obligatory in the nature thereof."

"The signature of any authorized officer and the seal of the Company may be affixed by facsimile or electronic transmission to any Power of Attorney or Certification thereof authorizing the execution and delivery of any bond, undertaking, recognizance, or other suretyship obligations of the Company, and such signature and seal when so used shall have the same force and effect as though manually fixed."

In connection with obligations in favor of the Florida Department of Transportation only, it is agreed that the power and authority hereby given to the Attorney-in-Fact includes any and all consents for the release of retained percentages and/or final estimates on engineering and construction contracts required by the State of Florida Department of Transportation. It is fully understood that consenting to the State of Florida Department of Transportation making payment of the final estimate to the Contractor and/or its assignee, shall not relieve this surety company of any of its obligations under its bond.

In connection with obligations in favor of the Kentucky Department of Highways only, it is agreed that the power and authority hereby given to the Attorney-in-Fact cannot be modified or revoked unless prior written personal notice of such intent has been given to the Commissioner-Department of Highways of the Commonwealth of Kentucky at least thirty (30) days prior to the modification or revocation.

In Witness Whereof, the Companies have caused this instrument to be signed and sealed this 25th day of April, 2018.



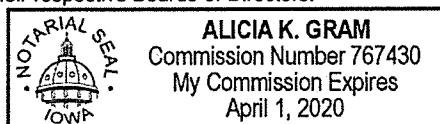
MERCHANTS BONDING COMPANY (MUTUAL)
MERCHANTS NATIONAL BONDING, INC.

By

Larry Taylor
President

STATE OF IOWA
COUNTY OF DALLAS ss.

On this this 25th day of April, 2018, before me appeared Larry Taylor, to me personally known, who being by me duly sworn did say that he is President of MERCHANTS BONDING COMPANY (MUTUAL) and MERCHANTS NATIONAL BONDING, INC.; and that the seals affixed to the foregoing instrument are the Corporate Seals of the Companies; and that the said instrument was signed and sealed in behalf of the Companies by authority of their respective Boards of Directors.



Alicia K. Gram

Notary Public

(Expiration of notary's commission
does not invalidate this instrument)

I, William Warner, Jr., Secretary of MERCHANTS BONDING COMPANY (MUTUAL) and MERCHANTS NATIONAL BONDING, INC., do hereby certify that the above and foregoing is a true and correct copy of the POWER-OF-ATTORNEY executed by said Companies, which is still in full force and effect and has not been amended or revoked.

In Witness Whereof, I have hereunto set my hand and affixed the seal of the Companies on this 25th day of April, 2018.



William Warner Jr.

Secretary

POA 0018 (3/17)



CERTIFICATE OF LIABILITY INSURANCE

NGRAN-1

OP ID: EST

13.a

DATE (MM/DD/YYYY)

04/25/2018

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Eastern States Insurance Agency, Inc. 50 Prospect Street Waltham, MA 02453	CONTACT NAME:		
	PHONE (A/C, No, Ext): 781-642-9000 FAX (A/C, No): 781-647-3670 E-MAIL ADDRESS: certificaterequest@esia.com		
INSURED N. Granese & Sons, Inc. 59 Jefferson Ave Salem, MA 01970	INSURER(S) AFFORDING COVERAGE		NAIC #
	INSURER A : Liberty Insurance Corporation		
	INSURER B : Liberty Mutual Fire Ins. Co		23035
	INSURER C : The North River Insurance Co.		21105
	INSURER D : The Charter Oak Fire Insurance		25615
	INSURER E : Evanston Insurance Company		35378
INSURER F :			

COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> Incl. X C U GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER:		TB7-Z11-262275-027	10/01/2017	10/01/2018	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 Prop Dam \$ Ded: \$1,000
B	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS <input checked="" type="checkbox"/> Phys Dam		AS2-Z11-262275-037	10/01/2017	10/01/2018	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ ACV Comp/Coll \$ Ded: \$1,000
C	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ None		5811074352	10/01/2017	10/01/2018	EACH OCCURRENCE \$ 10,000,000 AGGREGATE \$ 10,000,000 \$ <input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input checked="" type="checkbox"/> N N/A	WC5-Z11-262275-017	10/01/2017	10/01/2018	E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
D	Contractors Equip		QT-660-6H578196 -COF-17	10/01/2017	10/01/2018	Leas/Rent 650,000
E	Pollution		17CPLONE60219	10/01/2017	10/01/2018	Ded 1,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

RE: Drainlayer's License

CERTIFICATE HOLDER	CANCELLATION
REVREV1 City of Revere 281 Broadway Revere, MA 02151	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE

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NOTEPADINSURED'S NAME **N. Granese & Sons, Inc.****NGRAN-1**
OP ID: ESTPAGE 2
Date **04/25/2018**

CONTRACTORS POLLUTION LIABILITY and PROFESSIONAL LIABILITY
Insurance Company: Evanston Insurance Company
Policy Number: 17CPLONE60219
Policy Period: 10/01/2017-10/01/2018
Each Claim: \$1,000,000
Aggregate: \$2,000,000
Deductible: \$5,000

Attachment: N. Granese & Sons, Inc. as Drain Layer 2018 (18-156 : Appointment of N. Granese & Sons, Inc. as Drain Layer)



Commonwealth of Massachusetts
Division of Professional Licensure

Hoisting Engineer

HE-130907

Expires: 06/04/2019

THOMAS DEJOY
20 SHETLAND ROAD.
MARBLEHEAD MA 01945



Commissioner

Hoisting Engineer

Restricted to:

HE-2A - EXCAVATORS

DIG SAFE Call Center: (888) 344-7233

In case of accident call: 508) 820-1444

For information about this license

Call (617) 727-3200 or visit www.mass.gov/dpl

Commonwealth of Massachusetts
Department of Public Safety

License: HE-106013

Hoisting Engineer

ERIK J GALLO
26 ABBOTT ST.
BEVERLY MA 01915



Michael J. Pappalardo
Commissioner

Expiration:
11/30/2018

Hoisting Engineer
Restricted to
HE-2A- Excavators

DIG-SAFE Call Center: (888) 344-7233
In case of accident call: (508) 820-1444
DPS Licensing information visit: WWW.MASS.GOV/DPS



Commonwealth of Massachusetts
Division of Professional Licensure

Hoisting Engineer

HE-152901

Expires: 08/17/2019

THOMAS L GRANESE
38 SHETLAND ROAD
MARBLEHEAD MA 01945



Commissioner

John M.

Hoisting Engineer

Restricted to:

HE-1C-Telescoping Booms w/o Cables
HE-2A-Excavators

DIG SAFE Call Center: (888) 344-7233

In case of accident call: 508) 820-1444

For information about this license

Call (617) 727-3200 or visit www.dps.mass.gov/dpl



Commonwealth of Massachusetts
Division of Professional Licensure

Hoisting Engineer

HE-115891

Expires: 01/08/2019

BROOKS W KEON
52 PORTER ROAD
BOXFORD MA 01921



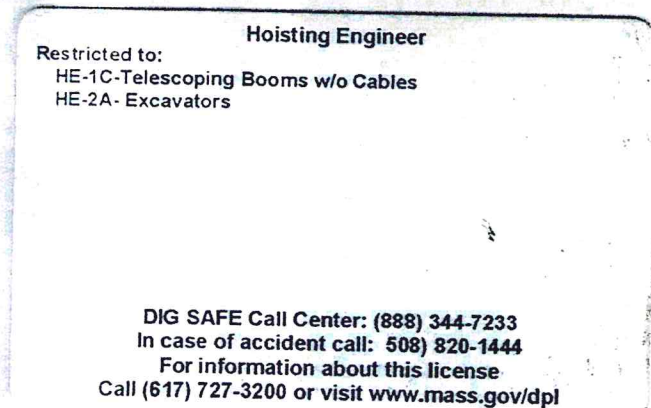
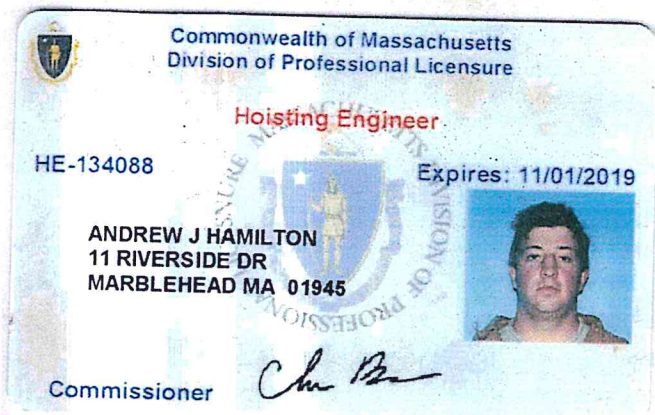
Commissioner

Hoisting Engineer

Restricted to:

HE-2A - Excavators

DIG SAFE Call Center: (888) 344-7233
In case of accident call: 508) 820-1444
For information about this license
Call (617) 727-3200 or visit www.mass.gov/dpl





REVERE RETIREMENT SYSTEM

281 Broadway, Revere, MA 02151

Telephone (781) 286-8173 Fax (781) 286-3316

2018 MAY -3 PM 1:35

OFFICE CITY CLERK
REVERE, MASS

Retirement Board

John J. Henry, Chair

Gennaro Cataldo

James Cullen

Sean Manion

Richard Viscay

May 3, 2018

Honorable Revere City Council
City Council Chambers
City Hall
Revere, Massachusetts

Madam President and Members of the City Council:

In 1997, the Massachusetts Legislature enacted Chapter 17 of the Acts of 1997. This chapter and subsequent amendments, granted local retirement boards the authority to grant annual cost of living adjustments (COLA) not to exceed three percent on the first \$12,000 of a retirement allowance. Since then, the Revere Retirement Board (RRB), has granted an annual COLA increase to eligible Revere Retirement System (RRS) retirees amounting to an annual increase of up to \$360 per retiree.

In 2010, the Massachusetts Legislature enacted Chapter 188 of the Acts of 2010, which allowed local retirement systems to increase the COLA base, upon which the annual COLA is calculated, to a higher amount. Since the 2010 change in the law, 69 of the 102 local retirement systems have approved a COLA base increase, although Revere has not done so.

The decision to increase the COLA base is a determination made by a local retirement board based upon the financial strength of the system and the system's actuarial ability to fund the COLA increase. The RRB has determined that the financial strength of the RRS has improved substantially and can accommodate a COLA base increase.

As of March 31, 2018, the RRS's financial assets increased from nearly \$134.5 million to nearly \$155 million, a nearly \$20.5 million increase in one year.

Currently, the RRS is 56.1% funded. The RRB believes that the RRS will reach 60% funded, an important funding threshold, by January 1, 2019, the date of our next actuarial valuation to be conducted by the Public Employee Retirement Administration Commission (PERAC) and the RRS is expected to be fully funded in fourteen years, FY 2033.

Attachment: RetirementBoardCOLARequest05072018 (18-161 : Retirement Board COLA Request)

Based on the financial gains that the RRS has made within recent years, the RRB feels that our system is now in a financial position to grant an increase in the COLA base for eligible retirees. Members of the RRB have discussed the COLA base increase with Mayor Arrigo and he agrees with the increase. The RRB is grateful for the Mayor's support.

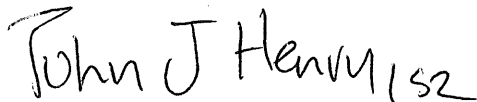
Therefore, at a meeting of the RRB on April 25, 2018, the RRB voted unanimously to approve an increase in the COLA base for eligible Revere retirees from \$12,000 to \$13,000 beginning in FY 2019. This represents an annual COLA increase from up to \$360 per eligible retiree to up to \$390 per eligible retiree based on an annual 3% COLA increase voted each year by the RRB.

Accordingly, the RRB recommends that the City Council and the Mayor, in accordance with the provisions of Massachusetts General Laws, Chapter 32, Section 103(j), approve an increase in the COLA base from \$12,000 to \$13,000 beginning in FY 2019.

The approval of the COLA base increase will require the City to appropriate additional funds. Such additional appropriations for the COLA base increase will be included in the next annual appropriation schedule submitted to the City by PERAC.

Thank you for your consideration of this request.

Very truly yours,

Handwritten signature of John J. Henry in black ink.

John J. Henry, Chairman
Revere Retirement Board on behalf of
the Revere Retirement Board

cc: Gennaro Cataldo, Member
James Cullen, Member
Sean Manion, Member
Richard Viscay, Member
Mayor Arrigo
George Anzuoni



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 7
- Recommendation 2: Eliminate Executive Officer Position – page 8
- Recommendation 3: Select Acting Chief from Captains – page 9
- Recommendation 4: Organize the RPD into Four Major Divisions – page 9
- Recommendation 5: Amend the Ordinance to allow Four Captains – page 9
- Recommendation 6: Modify Patrol Operations Division – page 10
- Recommendation 7: Modify Criminal Investigation Division – page 11
- Recommendation 8: Create a Professional Standards Division – page 13
- Recommendation 9: Create a Community Services Division – page 17
- Recommendation 10: Create sworn Community Resources Officer – page 20
- Recommendation 11: Create non-sworn Community Engagement Coordinator - page 20
- Recommendation 12: Amend Selection Process for the Chief – page 20
- Recommendation 13: Establish New Selection Process and Criteria - page 23

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

- Recommendation 14: Reduce Lieutenants and Sergeants by Attrition – page 24
- Recommendation 15: Conduct Annual Review of Specialized Assignments – page 26
- Recommendation 16: Create Impact Shift Pilot Program – page 27
- Recommendation 17: Replace Split Shifts with Straight Shifts – page 29
- Recommendation 18: Increase Foot Patrols – page 30
- Recommendation 19: Change Schedule for Canine Unit – page 30
- Recommendation 20: Change Schedule for Traffic Unit – page 31
- Recommendation 21: Reduce the Number of Sectors from Seven to Five – page 31
- Recommendation 22: Discontinue Special Operations Unit and Use Regional Resources – page 32
- Recommendation 23: Transfer Civilian Crossing Guards to School System – page 33

3. Invest in Workforce Development

- Recommendation 24: Update and Refocus Training Plan – page 34
- Recommendation 25: Establish a Leadership Development Steering Committee – page 35
- Recommendation 26: Conduct Mentorship/Goal-Setting Meetings – page 37
- Recommendation 27: Implement Line Staff Uniform and Appearance Inspections – page 37
- Recommendation 28: Return to Traditional Municipal Policy Uniform – page 37
- Recommendation 29: Establish an Early Warning System for Officers at Risk – page 38

4. Take Proactive Steps to Engage the Community

- Recommendation 30: Create a Community Engagement Plan – page 39
- Recommendation 31: Establish/Formalize Community Partnerships – page 40
- Recommendation 32: Create Community Action Teams – page 41

5. Update Policies and Procedures and Other Recommendations

- Recommendation 33: Attain Certification and then Accreditation – page 42
- Recommendation 34: Update/Develop New Policies and Procedures – page 45
- Recommendation 35: Revise Procedures for Property/Evidence Audits – page 47
- Recommendation 36: UASI Liaison / FEMA/MEMA Liaison – page 49
- Recommendation 37: Conduct Annual SWOT Analysis – page 49

6. Appendices

- 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 acts 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 be served by an internal candidate and, at other times, best be 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 Sheriff's Office. The collective group is referred to as 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 USD0J, 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
 Interview/Interrogation Room
 Inventory Searches of Motor Vehicles
 Juvenile Services
 Labor Disputes
 Leadership Development
 Media Policy
 Missing Persons
 Nasal Naloxone Program
 Notifications to Command Staff
 Oath of Office/Code of Ethics
 Pandemic Planning & Response
 Park, Lock & Walk Program
 Police Training Officer Program
 Portable Breath Tester
 Preliminary Investigations
 Prisoner Transportation
 Records Management
 Responding Procedures
 Response to Bank Alarms
 Roll Call
 Rules & Regulations Governing Employee
 Conduct

Search & Seizure
 Seat Belt Policy
 Selection of Personnel
 Serving People with Behavioral Health
 Disorders
 Sexual Harassment
 Social Media Policy
 SRO Program
 Stop & Frisk
 Strip Search & Body Cavity Searches
 Take Home Vehicles
 Terrorism Intelligence Communication
 Traffic Safety
 Training & Career Development
 Uniforms & Appearance
 Unlawful Harassment
 Use of Confidential Informants
 Use of Force
 Use of Mobile Data Terminal System
 Vehicle Pursuit
 Vice, Drugs, and Organized Crime
 Victim Witness Assistance
 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.

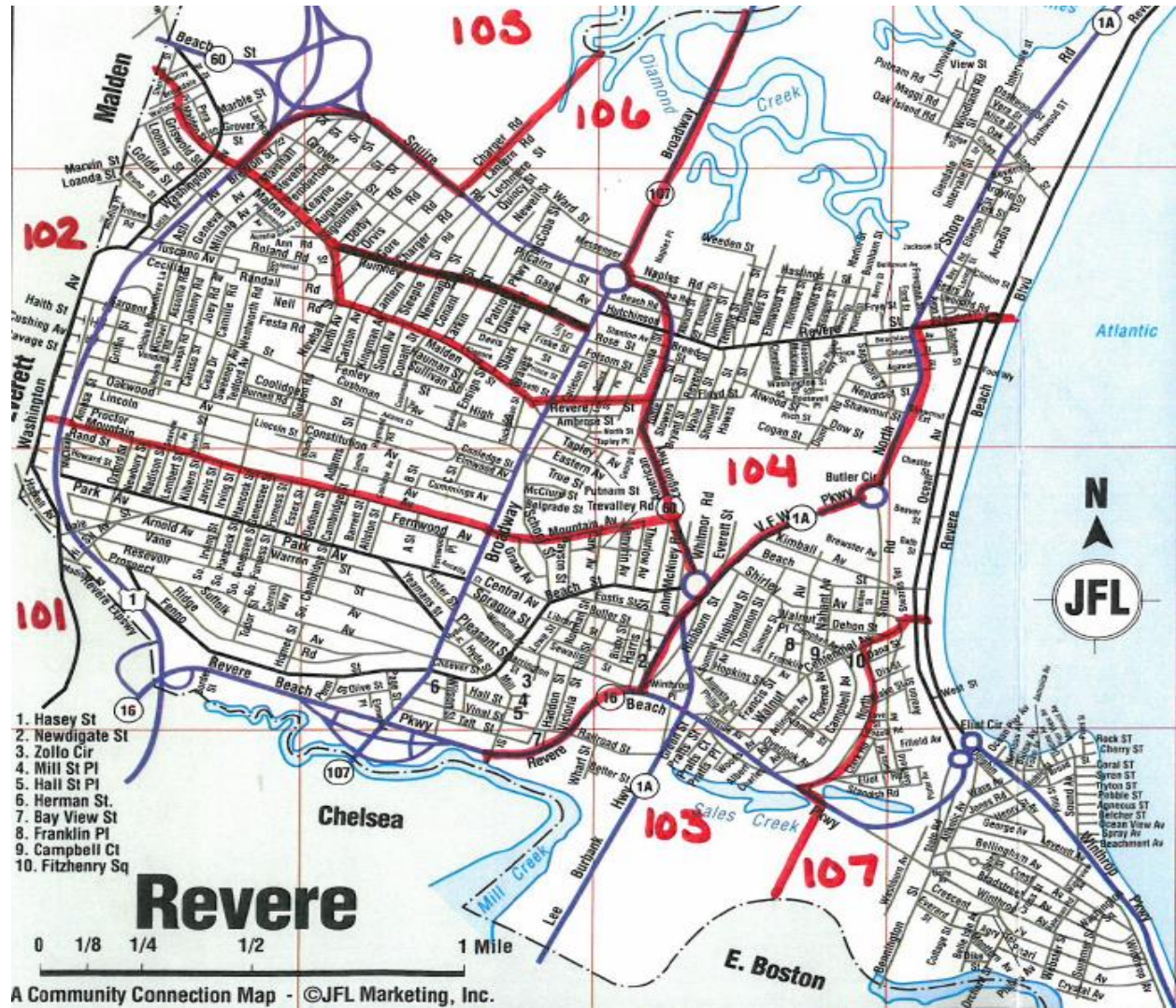
This analysis will assist the Department in developing specific strategies, initiatives and programs aimed at coping with these factors and can help the Department develop and update a five-year strategic plan.

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:

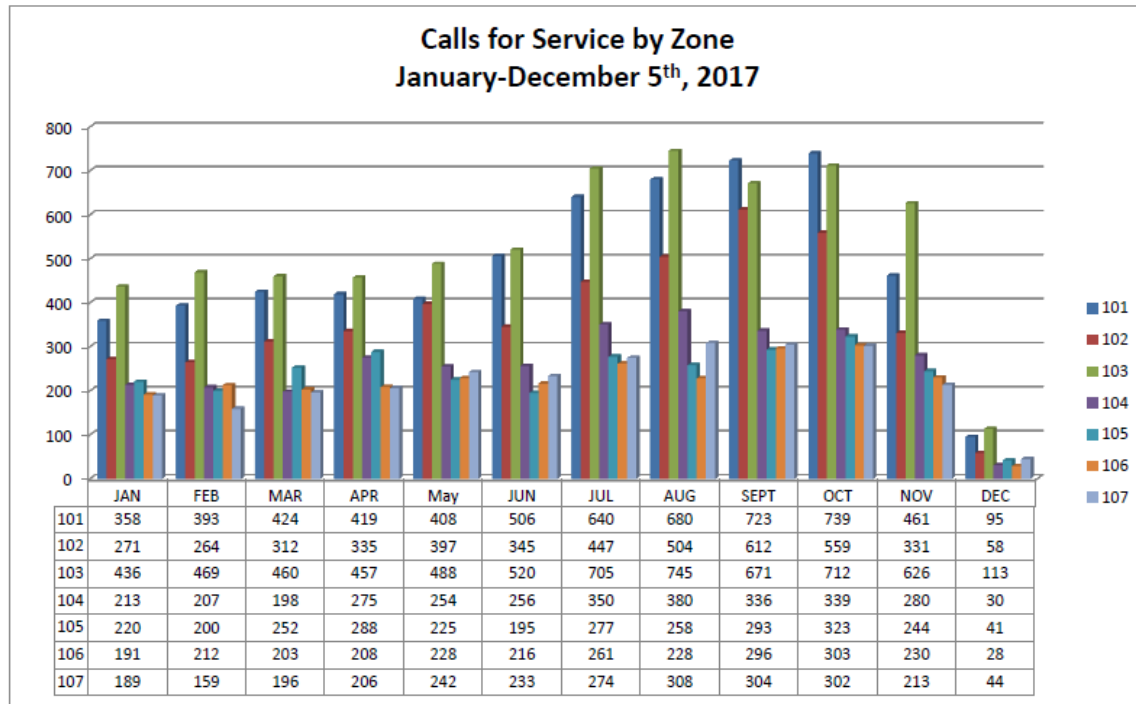
- Limited financial and human resources
- Increasing complexity of multi-jurisdictional crimes
- Multi-lingual population growth creating communications challenge
- Increased gang activity
- Increased illegal drug activity and associated crime
- Increased juvenile crime
- Increased training requirements
- Increased number of motor vehicle traveling through the City
- Foreign and domestic terrorism threats

Appendices

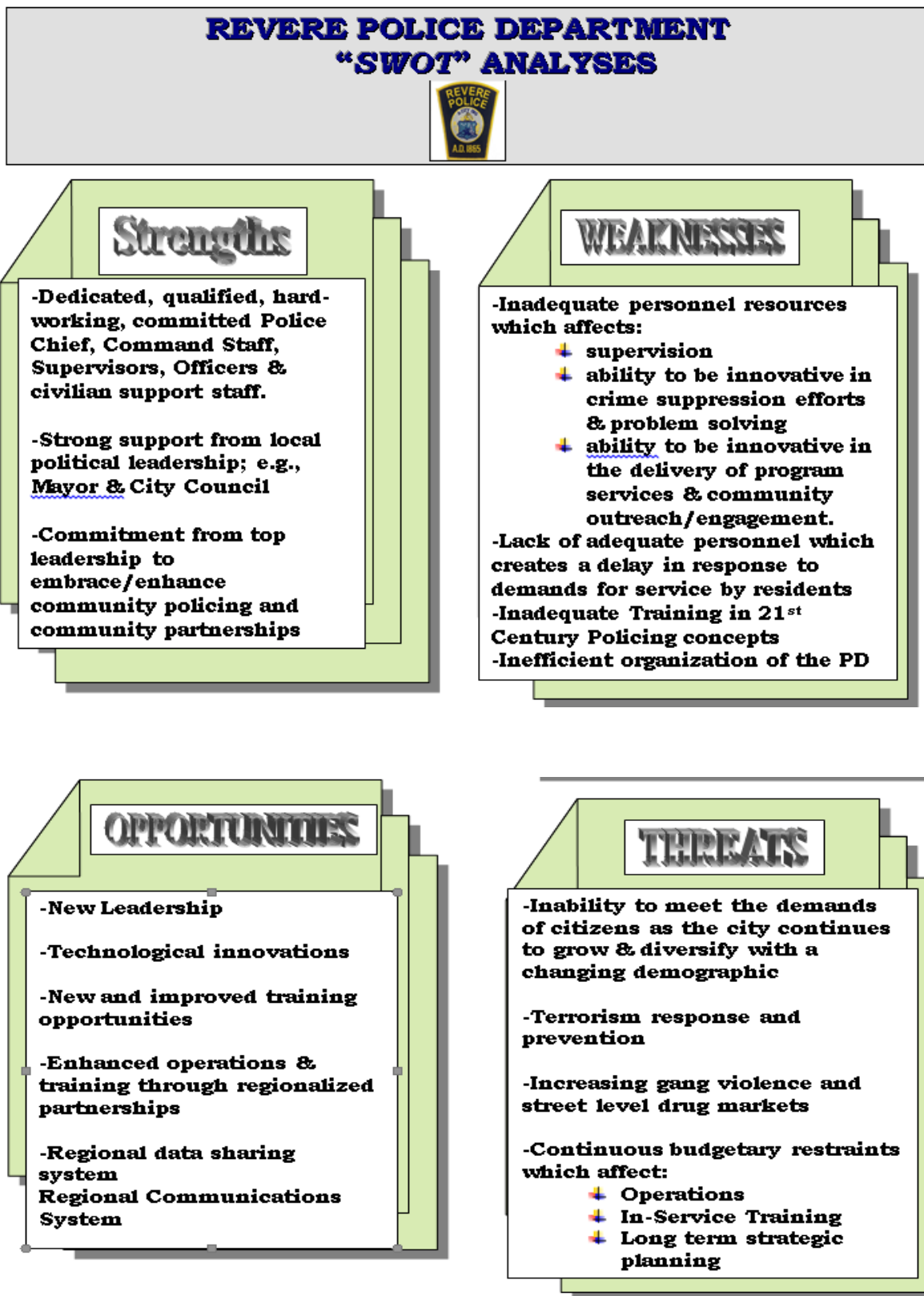
Appendix A – Sector Map



Appendix B – Calls for Service by Zone



Appendix C – Example SWOT Analysis





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MAYOR'S OFFICE
2018 APR 17 P 3:46

FOR IMMEDIATE RELEASE

April 2, 2018

For more information, contact:

Technical Services Center
Phone: (312) 977-9700
Fax: (312) 977-4806
E-mail: budgetawards@gfoa.org

(Chicago, Illinois)--Government Finance Officers Association is pleased to announce that **City of Revere, Massachusetts**, has received GFOA's Distinguished Budget Presentation Award for its budget.

The award represents a significant achievement by the entity. It reflects the commitment of the governing body and staff to meeting the highest principles of governmental budgeting. In order to receive the budget award, the entity had to satisfy nationally recognized guidelines for effective budget presentation. These guidelines are designed to assess how well an entity's budget serves as:

- a policy document
- a financial plan
- an operations guide
- a communications device

Budget documents must be rated "proficient" in all four categories, and in the fourteen mandatory criteria within those categories, to receive the award.

When a Distinguished Budget Presentation Award is granted to an entity, a Certificate of Recognition for Budget Presentation is also presented to the individual(s) or department designated as being primarily responsible for having achieved the award. This has been presented to **Auditing Department**.

There are over 1,600 participants in the Budget Awards Program. The most recent Budget Award recipients, along with their corresponding budget documents, are posted quarterly on GFOA's website. Award recipients have pioneered efforts to improve the quality of budgeting and provide an excellent example for other governments throughout North America.

Government Finance Officers Association is a major professional association servicing the needs of more than 19,000 appointed and elected local, state, and provincial-level government officials and other finance practitioners. It provides top quality publications, training programs, services, and products designed to enhance the skills and performance of those responsible for government finance policy and management. The association is headquartered in Chicago, Illinois, with offices in Washington D.C.



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April 2, 2018

The Honorable Brian Arrigo
Mayor
City of Revere
281 Broadway
City Hall-Treasurers Office
Revere, MA 02151

Dear Mayor Arrigo:

We are pleased to notify you that City of Revere, Massachusetts, has received the Distinguished Budget Presentation Award for the current budget from Government Finance Officers Association (GFOA). This award is the highest form of recognition in governmental budgeting and represents a significant achievement by your organization.

When a Distinguished Budget Presentation Award is granted to an entity, a Certificate of Recognition for Budget Presentation is also presented to the individual(s) or department designated as being primarily responsible for its having achieved the award. This has been presented to:

Auditing Department

We hope you will arrange for a formal public presentation of the award, and that appropriate publicity will be given to this notable achievement. A press release is enclosed for your use.

We appreciate your participation in GFOA's Budget Awards Program, and we sincerely hope that your example will encourage others to achieve and maintain excellence in governmental budgeting.

Sincerely,

Michele Mark Levine
Director, Technical Services Center

Enclosure

Attachment: Govt_Finance_Officers_Assn_Budget_Award (18-163 : Distinguished Budget Presentation Award)

**AN ORDINANCE FURTHER AMENDING TITLE 17 OF THE REVISED ORDINANCES OF
THE CITY OF REVERE**

Section 1. Title 17, Chapter 17.08, of the Revere Revised Ordinances is hereby amended by inserting the following new section:

17.08.095 – Dwelling, Townhouse/Two-family

“Townhouse/Two-family” means two attached single-family units with one common party wall.

Section 2. Title 17, Chapter 17.16, Section 17.16.040 of the Revere Revised Ordinances is hereby amended by inserting a new entry for “Dwelling, Townhouse/Two-family” in the Table of Uses, which shall be followed by “yes” in the RA, RA1, RB, RB1, RC, RC1, RC2, RC3, NB, GB, GB1, and DB Districts, and “sp” in the LI, IP, PDD1, PDD2, HB, and TED Districts within said Table of Uses.

Section 3. Title 17, Chapter 17.16.065 of the Revere Revised Ordinances is hereby amended by inserting the following new section:

17.36.035 – Dwelling, Townhouse/Two-family

Townhouse/Two-family dwellings erected, constructed, placed, altered, converted or otherwise changed may be allowed by right in the RA, RA1, RB, RB1, RC, RC1, RC2, RC3, NB, GB, GB1, HB, TED, and DB districts, and by special permit in LI, IP, PDD1, and PDD2 districts by the city council, but only in conformance with the dimensional and parking control requirements of this title, except as specifically changed by this section:

- A. The minimum lot size shall be six thousand square feet with a minimum of two thousand square feet of lot area required for each unit.
- B. The minimum frontage shall be fifty feet.
- C. Each unit may have a separate entrance and separate exist.
- D. The front yard setback of one unit to the other shall be staggered by a minimum of five feet. The minimum front yard setback requirement of the entire structure shall be fifteen feet and measured by the average of the front yard setbacks of the two units.
- E. The rear yard setback of one unit to the other may be staggered. The minimum rear yard setback requirement of the entire structure shall be fifteen feet and measured by the average of the rear yard setbacks of the two units.
- F. The maximum building height shall be thirty-five feet and measured from the first living level that can be constructed above 100 year Base Flood Elevation as determined by the Federal Emergency Management Agency and as other required by the Massachusetts Building Code.