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**From:** David J. Carlo  
**Sent:** Thursday, August 04, 2011 10:06 AM  
**To:** Alan B. Dubeshter; Arthur W. Sistrand; Benny P. Ottaviani; Brian C. Curtis; Brian J. Blue; Chris F. Toscano; Chris G. Murtagh; Chris K. Eliadi; Christian J. Miller; Christopher J. Burrell; Christopher J. Langmeyer; Christopher J. Ottaviani; Christopher M. Pisano; Christopher W. Teel; Darren J. Crawford; David H. Studley; David J. Carlo; David J. Loureiro; David M. Delprete; Dean T. Murphy; Debra A. Capobianco; Derek M. Mroczek; Dinis G. Avila; Dolores E. Coots; Duarte X. Calvao; Eduardo Rivera; Edward D. Burman; Edwin R. Guzman; Eric K. Essigmann; Felipe Martinez; Garrett T. Coffin; Gregory M. Reardon; Hector M. Sanchez; James A. Green; James J. Antonio; James M. Girotti; James M. Sebastian; James M. Wright; Jason E. Lurie; Jeannette Dones Linehan; Jeffrey M. DeRosa; John A. Vizakis; John F. Norton; John I. Haidousis; John J. Skinnion; John L. Moore Police Dept; Jose E. Goncalves; Joseph P. Godino; Katharine A. Demoraes; Kathleen M. McGrath; Keith R. Strange; Kenneth A. Belben; Kenneth S. Blass; Larry E. Linehan; Larry S. Hendry; Leonard J. Pini; Maria E. Crane; Matthew J. Gutwill; Michael P. Sheehan; Michael S. McCann; Owen Babineau; Pamela F. Bufford; Paul D. O'Connell; Paul K. Duncan; Paul M. Patriarca; Peter C. Galvani; Peter M. Tessicini; Rachel M. Mickens; Richard Guzman; Richard W. Fuer; Robert F. Tibor; Robert J. Connolly; Robert J. Lewis; Rony Cesar; Sean D. Riley; Shelly D. Hughes; Stacey A. Macaudda; Stephen H. Buma; Steve P. Casey; Theodore L. Piers; Thiago O. Miranda; Thomas W. McCarthy; Timothy J. O'Toole; Val J. Krishtal; Wayne R. Jordan; William Vargas

**Attachments:** OFFICER\_QUESTIONNAIRE[1]\_final[1].doc

All UNION MEMBERS

Attached is the Final Management Survey with a total and some random comments.

Per the request of our members, we are releasing this to our members for review.

We are open to any suggestions before moving forward and we are going to give the Chief a copy to give him the opportunity to respond before moving forward in the hope for some changes to this department. If this does not prompt positive changes we are prepared to go to Selectmen, press, or whatever it will take.

Thanks  
Dave Carlo  
FPOU PRESIDENT



**OFFICER QUESTIONNAIRE  
DEPARTMENTAL MANAGEMENT SURVEY  
TOWN OF FRAMINGHAM  
NOVEMBER 2010**

Please respond to the following survey questions, adding any comments that you believe appropriate. Completed surveys are to be returned to your Union Steward no later than November 18, 2010. The surveys are to reflect your honest opinions and beliefs and may be submitted without personal identification.

At the time of this management survey there were 83 members of the Framingham Police Officers Union. Total number of surveys completed was 63 by FPOU members. Comments are random and limited others can be furnished upon request.

**Question No. 1.** Do you believe that the Police Chief has effectively staffed the police department with sufficient police patrol officers on each shift to assure the safety of police officers in the performance of their responsibilities to preserve the peace?

Yes 9      No 48

**Comments:**

- (a.) The midnight shift constantly runs with six patrol cars (sometimes less) and evening shift runs seven cars most nights and occasionally run with as little as six. Seven cars is no where near a safe number of cars, I would say it's only a matter of time before one of us gets hurt but it has already happened. The Hurton shooting occurred on a night with six cars on the road. Nothing was done to address this.
- (b). NO WAY IN HELL. Six to seven cars on the road for a town this size. What the hell are they waiting for, one of us to get SHOT. Oh yeah, too late. That was a short handed night as usual.
- (c). On more than several occasions the Chief and his Deputies have allowed less than 7 patrol officers patrolling the entire community both on the day and evening shift and 5 officers on the midnight shift.
- (d). Over the past several years there have been several officer involved shootings. Officers are continually forced to work overtime shifts with many being notified shortly before completing their tour of duty.
- (e). On 10-31-10 the evening shift ran with only one patrol unit in area B. This also occurred on 7-04-10. We were assured this would not happen again. But time and time again officers' lives are put in harm's way to save money or forcing others to stay. Not to mention we run minimum staffing levels all summer long. It seems regardless how many new hires are brought in: we



never reach a safe level for patrol

(f). When I first started under Chief Larrabee there was more than adequate amount of officers on the road. There was never a question of safety due to staffing. At times there appeared to be double the amount of what is now on the road. Since losing Larrabee those numbers have significantly decreased At times even when there is a alarming shortage on the road by order of the Chief rank are not allowed to hire putting our safety at risk.

(g). There is no way he can properly man shifts here anymore. We have too many employees who can come and go as they wish. Many who are being paid for non essential positions. Bottom line, if you try to change these jobs they will find another way not to work and still be paid.

(h). Too often we run at minimum or below minimum man power.

(i). Sometime when I work my shift I feel like we are so understaffed. I work the evening shift and there have been times where we don't even have two cars per sector.

(j). I believe that the staffing level on the patrol level is pathetic for a town the size of Framingham. Allowing the town to run with only six or seven patrol cruisers and officers is a huge disservice to the Town of Framingham. It is impossible to preserve the peace in a proactive manner with the limited number of officers assigned to patrol on a daily basis. Officers are no longer proactive and unwilling to initiate simple tasks because on the call volume. Patrol is now a reactive resource used by the Chief.

(k). On most days we run with 7 officers on the road. In a town or 26 sq. mile and 60,000 populations with a much higher population during the day, this is crazy, someone is going to get hurt and we are not going to provide the proper protection for the people of Framingham.

**Question No. 2.** Do you believe that the Police Chief has effectively staffed the police department with sufficient supervisory police officers to assure the safety of police officers on each shift in the performance of their responsibilities to preserve the peace?

Yes 42      No 20

Comments:

(a). There are far too many ranking officers in this department and at times there are close to as many sergeants and lieutenants working a given shift as patrol officers.

(b). Five to 6 supervisor's @ any given time compared to six to 7 patrol cars. The rank refusing to help answer calls for service, & 100% of the time calling a patrolman to handle something they've come across. Except on a detail that is, then they don't seem to have any problem doing a patrolman's job. All this at a detail rate the Chief went out of his way to make sure they get more money doing on top there huge paychecks for doing minimum work.

(c). I believe the chief has ineffectively staffed the police department by



promoting too many police officers to supervisory rolls in effect raping the patrol division of its personnel.

(d.) each shift has plenty of supervisors.

(e). There are actually too many ranking officers who most of the time are looking for something to do. Another problem is that not all have general knowledge of the laws and procedures and therefore unable to properly guide or advise officers in the field. This will lead to ranking officers giving bad advice/direction or failing to come to the call at all.

(f). It doesn't make them good at it. We have too many ranking officers, starting w/the deputy police chiefs. This is the result of the chief trying to empower people who shouldn't be promoted.

(g). Often times when patrol is at minimum levels and officers from other shifts are being forced, there are 3 or 4 rank working.

(h). I always feel like there is enough supervision on each shift to make sure everything runs smoothly. I never had a problem when I needed a supervisor on scene or to reach them by phone.

(i). I believe the Chief has severely overstaffed the department with supervisory officers that serve little or no function. There are far too many supervisors for the small number of patrol officers working the streets. Safety isn't an issue when it comes to supervisory positions. The fact that there are very few officers on the road decreases the need for supervisors. There is no pro-activity with patrol officers, which limits the need for supervisors.

(j). Overstaffed and can be seen by the amount of time off and overtime.

(k). We have excess supervision and they are not held accountable. On a daily basis we have way more supervisory personnel then there are officers on the street. We have a chief, three deputy chiefs, three or four lieutenants and two sergeants. All this with 7 officers on the street.

**Question No. 3.** Do you believe that the Police Chief has effectively staffed the police department with sufficient police patrol officers on each shift to assure the safety of the citizens of the Town of Framingham and/or to adequately protect their property?

Yes 9      No 48

Comments:

(a). 26 square miles to cover with seven cars is ridiculous. The bulk of which is patrolled by one car in area D. Considering that the residents of area D pay the highest taxes they are being robbed of services from the police department.

(b). He has staffed every shift with more than sufficient supervisor's, but nowhere near enough patrol officers. He makes it clear that he doesn't live in town and this is very obvious @ the bloated salaries of the largest number of ranking officer's per patrol officers in any dept. in the state. He lives out of town for a reason. That reason is because this town is extremely dangerous to live in.

(c). As an example the chief allows 5 police officers to patrol the entire



community on the midnight shift. Placing the lives of officers and citizens in jeopardy. This also does not provide coverage to protect people's property.

(d). Many night officers are responding to service calls which require the need of at least 3 officers. If officers become proactive which results in a lengthy investigation or arrest the result is a longer response for other officers needing assistance.

(e). As I stated above we are not staffed in a way to promote self initiated productivity. Framingham is a large town physically and in population. I have been involved in several incidents that involve the entire shift. This type of circumstance happens more than one would think. When this occurs the remainder of the town is left unprotected/patrolled. I feel the citizens of Framingham if they were to know this fact would be very upset. I feel the recent breaks in town are direct result of understaffing patrol on both the evening and midnight shifts.

(f). The insufficient amount of staffing on the road directly affects the public. Lack of staffing means decreased response time, the inability to patrol your sections especially when you are the only one in the sections going from one call to another. But the Temples and the Chief's friends are provided regular compliance checks that are not afforded to other citizens especially on the Southside. This practice still continues even though I know several citizens who have complained.

(g). We need more officers most of the time. I believe the majority of our officers are hard workers and the residents here feel safe.

(h). We could all benefit from more police officers on the street.

(i). Like mentioned before, I have worked all three shifts and have noticed that at times the shift will run with only seven cars on the road, leaving one sector without immediate backup.

(j). Refer to question #1. I feel the citizens should be informed about the situation at this department and given accurate details of where their tax dollars are being spent. Citizens of this town are being short changed and have no idea how mismanaged their department actually is. An assessment committee would suffice.

(k). Minimal and insufficient coverage.

(l). On a daily basis we have 7 officers on the street and if we officers are not feeling safe ourselves. We surely cannot provide the proper safety and protection for the citizens of Framingham and cannot possibly protect their property when covering 26 square mile with 7 officers.

**Question No. 4.** Do you believe that the Job Postings by the Police Chief are fair and provide equal opportunities to all employees?

Yes 12      No 46

Comments:

(a). It's well known that when a position is posted it's already filled. The only thing you are doing by putting in for a posted position is letting them know



- that you are interested and hope that you are preselected for the next opening.
- (b). Since the chief took over he makes no secret about giving the heads up to an officer to get the proper training prior to a job posting.
  - (c). I believe the chief and his deputies choose candidates for specialty positions based on phantom information such as ticket production rather than encompassing officers years of service, experience, supervisors recommendations, report writing, skills and training.
  - (d). As we see time and time again, the postings are only disseminated after an officer has been given the job. Some positions are created specifically for certain officers. For example: the second school resource officer and the midnight shift desk officer. I have personally put in for two positions that have been posted in the last year. I have not even received an email explaining who got the job. I had to find out through the rumor mill.
  - (e). Before each posting is made the job is already given to someone else. It doesn't matter what training, experience, or job well done the next person has or has not done, what matters is who the chief feels has gone out of his /her way to get on his good side. No longer since the days of chief Larrabee are you rewarded for a job well done. The chief definitely appears to have a bias against women and minorities.
  - (f). Historically all job postings are there because they are supposed to be posted, these jobs are filled before the posting.
  - (g). I was always told that if you weren't told to put in for a position, don't bother putting in for it at all; which means that the posting are just smoke and mirrors and to follow procedure.
  - (h). I believe job postings are only posted after the chief and deputy chiefs have decided who they want for the positions. I feel that certain officer are hand-picked and groomed specifically for any upcoming positions that has not been posted yet. Deputy Chief Ferguson made this perfectly clear at a morning roll call stating "I already know who I want before the job is even posted". It's not fair and creates animosity and poor morale for most officers.
  - (i). They are already determined before postings.
  - (j). Most job postings have employees already picked even before posting goes up. Certain employees are informed beforehand of a job opening and then are informed to attend training classes prior to the posting and are given the opportunity to attend classed that others are denied to attend. It does not matter how much experience you have or training you have, its whether or not you are a part of the chosen few and if you write tickets.

**Question No. 5.** Do you believe that the Job Assignments implemented by the Police Chief are fair and provide equal opportunities to all employees?

Yes 15      No 41

Comments:

- (a.) There are several positions in the police department that are never posted and in most cases unnecessary to begin with. The technology



- officer is a good example.
- (b.) Most of these jobs can be done by civilian or patrolman @ a far cheaper rate to the citizen's of Framingham. But again if you don't live in town. Why worry about how much money you take from it.
  - (c.) There have been several jobs within the department that have been given to younger less experienced officers over Senior officers. It has been explained to the older officers that the decision was based on ticket production.
  - (d.) Fair would be conducting interviews of all applicants
  - (e.) The chief's system of job assignments are to reward his elite followers who never question him and will assist him in mismanagement of the department
  - (f.) The chief appoints people based on their physical attribute.
  - (g.) I'm not too sure what this question means; but I believe that all job assignments are fair to the officer that holds them.
  - (h.) Job assignments are given to those who have been hand- picked as favorites of the chief. This doesn't occur as much when it comes to positions such as Swat, bike patrol, motor unit, honor guard etc. However, when it comes to specialty assignments(higher pay) and better chance of future advancement, there is little or no chance of an officer getting the assignment based on merit.
  - (i.) Unless you are in his good old boy network.
  - (j.) This again is favoritism and not if you have the experience and training. Only if you are part on the inner crowd and are friendly with management. Your performance as a police officer does not matter ; it is only based on how many tickets you write and if you are new and productive employee. Senior employees need not apply.

**Question No. 6.** Do you believe that the productivity-based theory on Job Assignments implemented by the Chief is fair and provides equal opportunities to senior qualified employees?

Yes 18      No 34

Comments:

- (a.) He makes no secret about rewarding the newest members so that they will be forever in his debt. The officers' who have been around awhile know how he is so they don't kiss his ass like the newest officer's
- (b.) Based on the chief's productivity theory all younger officers who produce more motor vehicle citations are provided with more opportunities than Senior experienced officers who have had years of service on the job and who have been involved in many types of Police work
- (c.) As stated above. Officers can't be productive with unsafe staffing levels on all shifts. Some officers that may be very good cops can't prove themselves due to the overwhelming work load during low staffing levels.
- (d.) Positions should be given based on qualifications and seniority. Like all



jobs there is a learning curve. If the person can't perform the position, you give it to the next person who is qualified and senior. However, the chief has total control over work assignments, this is in his contract/the town.

(e.) Productivity based theory on job assignments is solely based on ticket and citation volume. Officers that write tickets are considered the "workers" for the department. This is a joke to anyone who has worked in patrol for more than five years. Anyone can go out and write tickets everyday and provide no pertinent value to the department. Additionally, taking reports for incidents that do not need reports has become another practice used by some officers to appear busier and want to be considered as a "worker". When in fact it's just a "busy work" fabricated to appease upper management.

(f.) Not all officers are productive in a ticket writing sense as the newer officer. Although ticket writing is part of our job it should not be the reason for getting an assignment or not. An officer who writes a lot of tickets may not be the best or most qualified to be a detective. On the other hand a more experienced officer or one who writes fewer tickets may in fact be the best qualified to be in other divisions but are never given the opportunity.

**Question No. 7.** Do you believe that the Police Chief has acted appropriately in any ethical issues set forth by the State Ethics commission?

Yes 9      No 32

Comments:

(a.) The chief flat out refuses to discipline his command staff for violations that far out-weigh violations of patrol officers. Plus for the last four years he has the patrol force check his friends' private residence, twice a shift for 6 times a day. A residence that is alarmed and also the homeowner is home on more than half the checks. This, the homeowner states is because he is friends of the chief's and that he can get the chief deals on concert tickets. Six times a day, 7 days a week at the tax payers expense for a four year total of a least 8,670. Add this total to calls for service and this pads his budget pretty good. PS don't look in the public log because you won't find them

(b.) several rumors have surfaced within the department regarding the chief of police. Some of which pertain to failing to report a crime and submitting paperwork for a financial repayment for an out of state hotel stay that he did not originally pay for.

(c.) By allowing an internal affairs investigator whom is accused of lying to conduct "impartial" investigations regarding officers is absurd. This type of management belongs in text books under failed practices.

(d.) I'm not sure I'm not familiar/these issues.

(e.) No action has been taken by the police chief against Lt. Hill who is accused of lying. Det. Pini has been out of work for more than 6 months because the chief believes he is lying

(f.) I have no factual basis to answer this question accurately, but the rumors lead most everyone to believe that the chief does not act appropriately. These



rumors should be investigated with the same vigorous tactics used by the chief to investigate his officers.

(g.) He just hasn't been caught.

(h.) There are more scams going on inside the police station than on the outside. Employees are not being held accountable. Some employees are never there for duty but yet are getting paid. In this tough economic times management are traveling all over for training and conferences. It is even been rumored that trips that are paid for by sponsors, certain management has put in for reimbursement from the town when not spending a dime and being paid for the trip.

**Question No. 8.** Do you think that the Police Chief's recent investigations of citizen complaints against police officers have been fair, reasonable and justified?

Yes 4      No 50

Comments:

(a.) The brown/Pini investigation is an absolute disgrace!!! This just happens to be the worst example there are many and as a result I have no confidence that the management stands behind me or supports me while performing my duties. Guilty until proven otherwise seems to be the attitude concerning complaints against officers.

(b.) They are reasonable and fair if he likes you & if you don't want to go public about allegations.

(c.) I feel strongly that all legitimate allegations of police misconduct should be investigated. I feel however that Chief Carl and his administrators pick and choose the officers they investigate. The chief has not investigated officers fairly during his tenure. Some investigations of officers that have taken place during his time as chief have been very unreasonable and much too frequent not justified.

(d.) Taking complaints from citizens in any form other than signed written complaint is ridiculous. In recent weeks we have seen it matters who the complaint is against. Officer versus someone whom is not a favorite of the second floor. Another example would be taking complaints for things that the police department has no jurisdiction, like the courts.

(e.) As with everything else it depends on who you are. If you are a part of his inner circle then a complaint will most likely not be investigated. If the complainant is a fellow officer he/she may now become a target.

(f.) I believe he uses the citizen complaints as smoke screens to cover more serious problems & complaints.

(g.) It seems to me that the citizens' complaints are held with more weight than any officers' comment, concern, or complaint. If a citizen says one thing and an officer says another, it seems that the citizen is looked on as the more reliable person.

(h.) Absolutely not. In fact I have been more preservative in doing police work in



the event I'm caught on video at a bad angle and cost me my job. I am horrified to see the treatment of recent officers investigated by Internal affairs and Chief of Police.

(i.) I believe the Chief will handle a citizens' complaint based solely on each individual officer. If the chief likes you the officer the complaint will be quelled or downplayed. If the chief does not like the officer, I believe he will use every resource, tactic and even underhand method to punish an officer.

(j.) Very one sided.

(k.) Investigations of officers taking extended coffee breaks where video tapes were reviewed by supervisor was degrading and showed the lack of respect for employees. Other investigations always side on the citizen and never that maybe the employee was justified in their actions. There is always a negativity and never faith or trust in an employee. Police work is tough job and when you never get backing from management it makes it tougher.

**Question No. 9.** Do you believe that the Police Chief's handling of citizen complaints against Police Officers has had an adverse effect on the morale of the police officers in the Union's bargaining unit?

Yes 51      No 4

Comments:

(a.) As stated I have no confidence that I have support of the management in this department.

(b.) There has been very little, if no morale @ all for several years under his leadership. Whether from citizen complaints or his own childish complaints.

(c.) the most recent investigation appears to have been conducted poorly. I have no faith in the department's internal affairs unit to conduct a thorough and fair investigation regarding any officer involved in a situation in which a complaint is filed against him/her. Criminals are treated more fairly in regards to innocence before proven guilty.

(d.) Morale is non-existent within the Framingham police department. The officers feel betrayed by the chief. I do not feel the chief takes into consideration the different reasons a person may file a complaint against an officer. IE. Revenge, to get a ticket taken care of etc. rather than conduct.

(e.) It appears to me that anyone whom wishes to speak ill of an officer is encouraged or welcomed by the department. A little consideration of who is making the complaint would go a long way in the morale of the officers.

(f.) In light of the Pini/Brown incident we can no longer trust that complaints will be handled professionally and fairly.

(g.) To the officers involved yes. However, if the officer did in fact do something "wrong" the officer should be spoken to about it.

(h.) I have never been a part of any work force where not 1 person who I talk to has any interest in showing up for work or performing in any aspect. I remember when I used to enjoy being a police officer. The job used to be fun.

FRAMINGHAM POLICE DEPARTMENT RUINED THAT.



(i.) I believe most officers walk out the door everyday to start their shift with tentative and apprehensive attitude doing their job. The fear of citizen complaints about officer misconduct has plagued this department More recent with the frivolous accusations made about Sgt. Brown and Det. Pini. Most officers feel as if the chief and upper management would never support them if they became a target of a citizen complaint whether it was warranted or not. The chief cares about himself and no one else, so how's that for a morale booster.

(j.) Morale could not be any lower.

(k.) I know the public sometimes has negative views on police officers. But when you are a true professional and you are not treated that way and then you get degraded by management, it certainly affect your morale and the entire atmosphere of your professionalism suffers and the citizens of Framingham suffer. This make for bad morale and attitude no matter how much you try not to.

**Question No. 10.** Do you believe that the functioning of the Internal Affairs Department under the command of the Police Chief has been professional, fair and impartial?

Yes 2 No 51

Comments:

(a.)I don't think in a department of 120 officers it is necessary to have an internal affairs department. Complaints about officers should be directed to the patrol supervisor or the commanding officer of the shift. If there is an incident or accusation that is too serious for one of them to look into, the patrol division deputy chief should be assigned to investigate it.

(b.)This is just another example of a TOP HEAVEY DEPT. The Supervisor's have handled this until Lt. Hill was appointed this position. But hey this opened up Sgt's & a Lt.'s position @ the cost to the tax payers.

(c.) Refer to question 9

(d.)The chief allows Lt. Hill to conduct investigations against officers whom he has had personal conflicts within the work place. He also allows Lt. Hill to conduct investigations on officers whom he has friendships with these investigations are not fair, impartial but biased in nature.

(e.) It seems to me that the internal affairs department is given free rein to conduct themselves in any manner they wish. If we acted on the street the way internal affairs acts towards officers, we would get punched out. Not to mention, our case would be thrown out of court.

(f.)Internal affairs is very unprofessional violating rights, making untruthful statements, and seems to be used as a weapon for personal vendettas.

(g.)Again, if you're on the receiving end of the investigation it can definitely seem like a witch hunt. It appears Lt. Hill investigates many things that are initiated by him & he comes across as taking things personally.

(h.)This is where the department lacks the most. Mike Hill is a condescending



liar with no credibility or respect from anyone I know. He has single handedly ruined two careers with a third in his sights(targeting Officer Blue). It amazes me that the chief can put someone like this in charge of investigations involving his own officers. Which directs me back to question #9? He Doesn't care. This department has been turned upside down by an internal affairs Lieutenant(Mike Hill), and the chief has stood by to watch this. It was obvious to the entire department the Mike Hill has a personal grudge with Sgt. Brown but the Chief still allowed him to conduct the investigation(alone). Why is there only one Lieutenant running internal investigations. What happened to Lenny Pini could've happened to any officer, and he was hung out to dry. Officer Blue is now facing fifteen internal charges by our department for his actions? This is a joke and when will it end?

(i.) Takes direction from chief on which way a complaint will turn out.

(j.) We have current litigation involving internal affairs and depending on who you are(the inner circle) things are handled differently. Internal affairs always portrays that the employee must have done something wrong, never that there is a reasonable explanation. Also there is some question raised in which the tactics used in internal affairs investigation are even legal.

**Question No. 11.** Do you believe that the Police Chief has fairly advocated for appropriate improvements in the salary and other terms and conditions of employment of the police officers in the Union's bargaining unit?

Yes 7      No 50

Comments:

(a.)No contract in three years . The deputy chiefs all got a \$10,000 a year raise the chief advocated for. The Superior Officer's Union continues to pen lucrative contracts while claiming to save money. If someone can explain to me how getting rid of the salary steps and bumping sergeants up to top pay after a year And instantly putting lieutenants to top step upon promotion saves money please explain. The sick time buy back has to be the biggest scam I have ever seen. Let me make sure I get the math right. Had a ranking officer saved most of their sick time over their career they used to be entitled to a maximum buyback of \$10,000. Now whether or not the ranking officer has even one sick day they forfeit that right to a buyback of sick time and automatically get a 2% raise for 25,26,27 year. So a 6% raise over three years. On a lieutenants base pay of \$75,000 after the 25<sup>th</sup>,26<sup>th</sup> and 27<sup>th</sup> year they receiving roughly \$4,500 more a year and that money is carried into retirement. So by the time they retire at their 32 year mark they will have received \$22,500 for sick time that they didn't need to accumulate and most likely burned through causing more overtime because there is no incentive to save it.

(b.)Sure, if you're in the Supervisor's union. He HAS TO CUT SOMEWHERE TO HELP FUND THE LARGE NUMBER OF RANKING OFFICER'S SINCE HE TOOK OVER THE DEPT.

(c.) Officers have been without a contract for 3 years with the amount of violent



assaults increasing. The officers have stood by and watched the salaries increase in the command staff has had a dramatic effect on morale.

(d.) The chief has advocated for higher pay regarding his supervisors while at collective bargaining attempted to remove benefits from the working police officer.

(e.) It's clear that the Chief refuses to get involved with advocating for his men. He has even been heard speaking ill of patrol unit.

(f.) He will accommodate the people he deems worthy of being promoted. Thus taking care of salary issues.

(g.) Losing money is not an improvement

(h.) I don't think the Chief could care less how much his patrolman's salary is. It doesn't affect him in a positive way and only puts strain on his budget. More money for the Patrolman would mean less for him and his overstaffed upper management crew's schools, seminars, and out of state training classes

(i.) Only for rank not for patrol.

(j.) The police officers have not had a contract in three years and no matter how hard we work and how staffing levels have gone down over the years. We are considered the bottom of the police department. The supervisors continue to get the backing of the chief and always get what they want in their contracts. We continue to have to fight for everything. A comparison between a supervisors' rate of pay and the pay of police officer needs to be conducted. Also a comparison in contracts. Look and see what the supervisors have gotten over the years with the support of the chief and what the officers have had to fight for.

**Question No. 12.** Do you believe that the Police Chief appreciates the work of the police officers within the Union's bargaining unit?

Yes 20 No 34

Comments:

(a.) This is reflected in the lack of support the Chief gives our union during negotiations and the treatment when a complaint is filed as mentioned above

(b.) Of course not. Wanting to take 18 items from the patrol force to keep something they have had for years. His piss poor attitude towards the backbone of the dept. isn't much of a secret.

(c.) The chief is quick to criticize his officers and rarely stands behind the decisions of his officers in publicity.

(d.) He refuses to recognize that patrol is understaffed and overworked

(e.) As long as you don't expect more. You will never attend an awards ceremony, a conference, or any other perk reserved for those he deems as beautiful. I think he failed to clearly articulate to our union how he supported us during the Quinn bill fiasco.

(f.) I have been spoken to by the chief for several things, and have a couple letters in my file. I have NEVER been told by the Chief that I did a good job.

(g.) I've never heard the chief say a good word about the patrolman without



following up with a condescending joke, or dig at the men. The only time I've ever seen appreciation from the chief is when one of us gets shot or receives an award from an outside agency. Not once has the chief ever walked into a roll call just to see how things are going or ask for opinions. His "open door policy" allows officers to go in on a private basis, but I don't think anyone's ever been called into his office unless it was for some sort of reprimand. I've heard the chief make derogatory remarks about several people over the years and that only proves that if he's doing it to them then he's doing it to me. By derogatory remarks I mean making fun of officers who have got into trouble or accused of wrongdoing. I find him very unprofessional.

(h.) He is concerned about how he looks to the town manager.

(i.) If the chief appreciated his officers he would support them and treat all fairly. There would not be favoritism and something would be done about staffing levels on the streets and officer being forced to work double shift all weekends since around April and continuing up to date.

**Question No. 13.** Do you believe that the Police Chief has properly delegated responsibilities to the command staff appointed by him to manage the Department and/or properly supervised them in the performance of their duties?

Yes 17      No 35

Comments:

(a.) There is no chain of command the chief has taken away all discretion by the command staff. Running short on a midnight shift call the chief or deputy chief, need a K-9. Swat team, dive team, prints and photo, call the chief. The lieutenants and sergeants get paid to call the chief or deputy chief for all major decisions. In a normal department, under normal leadership, the decision making ability would be delegated to lieutenants and sergeants.

(b.) He demands that his command staff call him before making even the simplest of decisions. He watches REPEATEDLY while his command staff REGULARLY show up for duty & details late unshaven, out of uniform & taking personal phone calls during roll call. THIS HAS CREATED AN ENVIRONMENT OF ENTITLEMENT FOR THE RANK. ONLY IN THE FPD CAN YOU MAKE RANK & WASH YOUR HANDS OF POLICE WORK.

(c.) Rarely are supervisors held accountable under Chief Carl. Predominantly there is a double standard in what the chief will tolerate depending on whether a rank commits an act or a patrolman. Rank rarely does what they are required to do however they are never held accountable.

(d.) However, it is absurd that in a department of 130 officers the CO must call the Chief on every minor detail and decision.

(e.) Many times his own command staff have admitted that they are not allowed to make pertinent decisions.

(f.) What can be said. The chief has managed to convince the Town manager that these positions are necessary & can be justified. The chief is not a manager



& isn't about to become one. The demise of this department started w/appointment of deputy chiefs & Simoneau. The amount of money used to pay these people for walking around is not right. We could hire 12 more police officers w/these salaries.

(g.) There is a supervisor for everything, and supervisor for about every 4 or 5 patrolman

(h.) I find it comical that the chief doesn't even allow his own supervisory staff to even fill overtime without his approval. From what I've seen over the years, the chief has to be called personally about even the most minor incidents that occur with this department. I believe it to be ironic considering the over abundance of supervisors this department employs.

(i.) Just ask them. They are paid to make phone calls and not decisions.

(j.) There is micro management here supervisors cannot make a command decision without first getting an ok from the chief or deputy chief. It is so important to have so many supervisors half of them are never at work. We clearly have double standards here.

**Question No. 14.** Do you believe that the Police Chief has effectively provided a consistent and stable environment for police officers to maximize their ability to perform their jobs to the best of their ability?

Yes 7      No 46

Comments:

(a.) Rules change and don't apply to certain people in the department. How can you hold two officers out for months on one complaint of misconduct, from a questionable (at best) complainant, but receive numerous complaints on another officer and still continue to let him work and do nothing about it.

(b.) Again, this mainly applies to how well you tolerate him. THIS DEPT. IS WELL KNOWN THROUGHOUT THE LAW ENFORCEMENT COMMUNITY AS THE DOUBLE STANDARDS DEPT.

(c.) I feel that the environment within the department is so hostile at this time that it is counterproductive.

(d.) I feel we have to walk on eggshells. If we offend anyone or give a ticket to someone who does not feel they deserve it, a complaint will be filed. This type of policy creates an officer who feels their paycheck is more important than doing their job effectively.

(e.) The "chosen benefit", For everyone else he creates a hostile environment that creates & allows exclusion

(f.) FPD is a hostile work environment. Officers are afraid to perform as a citizen complaint will ruin your reputation and career.

(g.) I don't believe there is one officer who is not walking around on eggshells. As stated earlier Officers are unwilling to be proactive and are uncertain what lies ahead for them the next time a complaint comes in about their actions. The Police have always been an easy target to disgruntled citizens and now it seems the officer is always wrong or suspect. Officers do not get tied up on



investigations and do not follow up thoroughly on cases due to the fact they don't want to leave their other five or six officers on the street to handle the call volume for the day.

(h.) You only get training if you are in his circle.

(i.) That is the problem there is no consistency. It is a double standard, do as I say not as I do. We are not treated fairly. One employee may not get discipline for an incident and then the same incident with a different employee and they get disciplined. There is no rhythm or reason, common sense is no existent.

**Question No. 15.** Do you believe that the Police Chief has effectively provided a supportive managerial environment for police officers to maximize their ability to perform their jobs to the best of their ability?

Yes 14      No 38

Comments:

(a.) There is no chain of command you don't like what the sergeant tells you? Go complain to the chief? It's absurd in a department this size patrol officers speak directly to the chief on most matters, circumventing the chain of command

(b.) The chain of command is non-existent. His different sets of rules have lead this dept. to become a joke

(c.) Some supervisors refuse to lead by example ie. Lt. Pereira who has committed several policy violations while a supervisor and is never disciplined. Late for work, late for details, out of uniform, unshaven, sleeping on duty. Lt. will then speak with patrolman for some of the same violations.

(d.) We have a few solid supervisors that offer valuable advice and guidance. We also have a few supervisors who are afraid of their own shadow and can't make a decision to save their life.

(e.) everyone knows the ranking officers here are micro-managed, we have no real leaders. This entire police dept has one goal & that's money. It doesn't take anyone long to figure it out.

(f.) I believe that the majority of patrol officers do not care. Officers with less than three years have reached a burnout level that usually takes seven years to occur. I believe the managerial staff is spinning their wheels without any movement, and it's not their fault. There is no motivation at the Framingham Police Dept. The ideology of the FPD is to take the test for promotion, and if you don't want to do that then you are considered lazy or stupid.

(g.) This is micro management, everything is negative, and Supervisors' express their concerns and agree with officers things are not right, people are not treated fairly but are hesitant for their own retribution.

**Question No. 16.** Do you believe that the Police Chief has been an effective leader of the Police Department?

Yes 12      No 43



Comments:

- (a.) He has cut the amount of patrol officers on the road and in doing so he has compromised officer safety and the citizens of the town's safety as well. All to build up the rank structure of the department. His leadership is costing this town a fortune in useless positions,
- (b.) he continually cuts the basic function of this dept. THE PATROL DIVISON. He does by making the town officials believe that if we were to not stay a top heavy dept. all hell would break loose & it would be on their shoulders.
- (c.) Chief Carl's inability to keep morale at a tolerable level has caused great discontent among the men and women if the FPD the betrayal of the Chief not backing his men when accused of policy violations that may or may not have occurred.
- (d.) Since appointing Carl as Chief morale within the department has taken a serious decline. We have a high stress job but a just simple attaboy from management would mean a lot but the only response we get is negative response. In the past our department was where you came to gain experience and look forward to ending your career here. Now no matter how long you been on the job you're looking for a new position anywhere else. Even taken a disability is a godsend
- (e.) He has created a cut throat, back stabbing environment that prevents patrol from doing their job
- (f.) It's too late for Chief Carl, he can't change. The only difference he can make now is to leave, He doesn't lead he only empowers bullies & pretty boys.
- (g.) Do as I say, not as I do
- (h.) I've never worked in an environment with such low morale. The chief has failed us as a leader for the patrol division. A man that can't look you in the eye or avoids you on a private stairwell has no business being a leader. The chief is feared and not respected, this is not professional and makes working conditions extremely difficult. Term limits comes to mind in this case.
- (i.) the morale of this department is at an all time low. Officers are looking for career changes. Officers are retiring as soon as possible. Officers are not transferring to Framingham. The stability is not there. The reputation of management of Framingham police department is rapidly decreasing.

**Question No. 17.** Do you have confidence that the Police Chief can effectively lead the Police Department in the short-term future?

Yes 18      No 38

Comments:

- (a.) Morale in the department is at an all time low and the reason for that is the way the chief runs the department
- (b.) Again, very little morale left. He has lost all respect from almost every officer.
- (c.) Changes need to made within the department and if the correct



- changes are successfully implemented then I do believe the Chief has the ability to lead this department
- (d.) I have no faith that Chief Carl can effectively lead the Framingham police department
  - (e.) I am actually afraid of what may happen to the department should Chief Carl remain in command. I don't think that even his Deputy Chiefs should be given control since they continuously turn a blind eye and fail to step up and do what is right regardless of what Carl may say
  - (f.) He has had ten years to perfect his leadership. Three more years won't help
  - (g.) It's too late for Chief Carl he can't change. The only difference he can make now is to leave
  - (h.) He is too vindictive
  - (i.) I believe the chief has lost this department and can never regain the trust or respect of the patrolman
  - (j.) There is no common sense things are impulse reactions. In all the years as a police officer I have never seen the morale of ma department so low

**Question No. 18.** Do you have confidence that the Police Chief can effectively lead the Police Department in the long-term future?

Yes 15      No 38

Comments:

- (a.) The chief is only interested in one thing and that is money. He has spent the last nine years padding his wallet and those of his friends in the department at the expense of officer safety. Can anyone explain why the chief of a medium size department makes more than the governor of Massachusetts? He needs to be removed and replaced with a chief that actually cares about policing.
- (b.) The chief makes no secret that he is here for one thing & one thing only. To be one of the HIGHEST PAID CHIEF'S in the COMMONWEALTH. Therefore no, not with that attitude
- (c.) Changes need to be made within the department and if the correct changes are successfully implemented then I do believe the Chief has the ability to lead this department
- (d.) I feel that because the chief abolished the position of captain and subsequently made members of the command deputy chiefs that he wields too much influence over them not giving them the needed stability to give their experienced opinion without fear of being demoted in rank to Lt. or Capt.
- (e.) As stated above he has had ten years to get it right. We can't afford another ten



- (f.) If he wants to effectively lead, he & everyone else will need to change, I don't think it will happen unless he leaves
- (g.) I believe the chief has lost this department and can never regain the trust or respect of the patrolman
- (h.) Things are not changing we have talked until blue in the face and yet we still continue and nothing changes it continues. It truly meaningful when newer employees are shaking their heads in disbelief of the continued unfair treatment and the way in which this department is run

**Question No. 19.** Do you believe that the members of the Command Staff appointed by the Police Chief have performed professionally in the performance of their duties?

Yes 23      No 24

Comments:

- (a.) For the most part
- (b.) To name just a few things they show up late for shift never get in trouble, leave early without deducting time, and manipulate the schedule to create over time for themselves
- (c.) Most of them were extremely lazy patrolmen & continue in this manner. THE BLATANT DOUBLE STANDARDS OF THESE OFFICERS COMING AND GOING AS THEY PLEASE. Constantly late & out of uniform have made them among THE LEAST RESPECTED RANK IN THIS STATE.
- (d.) There are members of the command staff that are great leaders and then there are some that are not. The ones that are not need to be held accountable.
- (e.) I feel that because the Chief abolished the position of captain and subsequently made members of the command staff deputy chiefs that he wields too much influence over them not giving them the needed stability to give their experienced opinion without fear of being Demoted in rank to Lt. or Capt.
- (f.) They do what they can however, as I stated above, every little detail must be approved by the Chief. Thus. There is very little decision making power given to the command staff.
- (g.) What performance? On a detail?
- (h.) Some have, not all
- (i.) I believe the majority of the command staff is competent and willing to perform professional when allowed
- (j.) The command staff does not support their employees they are looking out for their own interests not what is best for the entire department.



**Question No. 20.** Do you believe that the Union should also conduct a performance survey of the Town Manager and his administration in addition to this survey?

Yes 41      No 16

Comments:

- (a.) The selectmen need to know what they aren't being told
- (b.) I believe that a survey of the town manager would weaken the union's position on the Chief. If we go after the town manager as well, the town will say that we are conducting a witch hunt. I'm assuming that not many members of the union have any idea what the town manager's position entails and wouldn't be able to effectively answer questions based on his performance. We are all police officers and as police officers we can all speak with a degree of certainty about how a police department should be run. Stick with the Chief he's the main problem!
- (c.) It is obvious to this dept. that the town mgr. is just as gullible as the selectmen in believing this Chief has the best interest of this dept.
- (d.) we need to know hwy the level of staffing is not adequate for a community of this size. We tend to be working more with less and this needs to be addressed.
- (e.) Members of the FPOU executive board have worked in good faith and many attempts to move forward with Julian Suso and Town council Chris Petrini who have been adversarial at best. Stop the bleeding. End Chief Carl's administration and get leadership that will work within the FPD
- (f.) I believe the town manager is just listening to the Chief. He needs to hear what the workers have to say. He needs to see what we have to put up with on a daily basis.
- (g.) Sure why not, can we get paid overtime? I'm not sure if the members of our union entirely understand what elitist means. Once they understand this, they can get a better grasp on who they're dealing with. The town manager & the police chief don't give a shit about you or your blue collar families.
- (h.) I feel that if the town manager does not act appropriately after being notified about this survey and he allows this to continue, then by all means should a performance survey be conducted on that department
- (i.) It does not seem the town supports its police department. Also the best interest for the citizens of Framingham seems to be put aside.