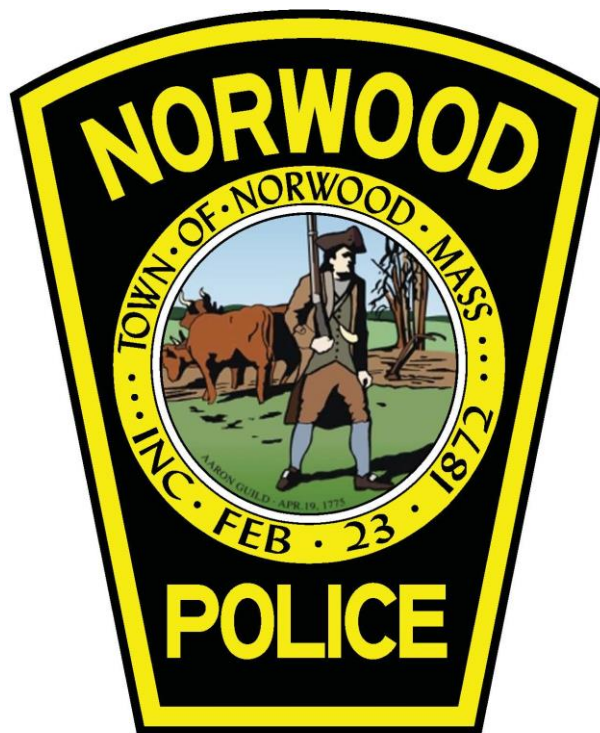


**Combating the Abuse of Opioids;
a Strategy by the
Norwood Police Department**



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Chief of Police**

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(rev. March 2021)**

This document establishes a strategy for the Norwood Police Department in its mission to suppress drug distribution and abuse. It has been updated twice since its original issuance in 2012. Copies are distributed to all Department personnel and it has been posted on the Department's website. The Norwood Police Department shares its strategy with the public in a spirit of candor and transparency - and because we need everyone's help.

The Challenge

Many communities in the United States struggle with issues related to drug dependence. Earlier in this decade Norwood, like many New England communities, experienced an upsurge in the abuse of heroin, prescription opioids and fentanyl. (Prescription opioids are usually prescribed to relieve pain, and include oxycodone and hydrocodone.) We are not alone; law enforcement and public health officials consider heroin and fentanyl to be the greatest drug threat to the New England region.¹

Although heroin has been around since the late 1800's, the spike in abuse in eastern Massachusetts was fueled in part by the abuse of prescription opioids. Oxycodone with acetaminophen in tablets like Percocet®, Roxicet® and Endocet®, and to a lesser extent hydrocodone, as found in Vicodin®, became popular drugs of abuse. (From 2001 through 2010, OxyContin led the way as the most widely abused prescription opioid in Massachusetts. However, reformulating the drug in 2010 by its manufacturer, Purdue Pharma, significantly reduced the drug's popularity on the street and today it is less often abused.) People who abuse prescription opioids often crush the tablets into a powder and snort it. Over a short period of time, many become addicted and then switch to heroin or fentanyl because of availability, higher potency, and greater affordability.²

A few years ago, police and public health officials began to see fentanyl in the Massachusetts heroin stream. Initially, it was mixed in by traffickers without users being aware. Fentanyl is a synthetic opioid that is 80-100 times stronger than morphine.³ Pharmaceutical fentanyl was developed for pain management treatment of cancer patients, sometimes applied through a patch

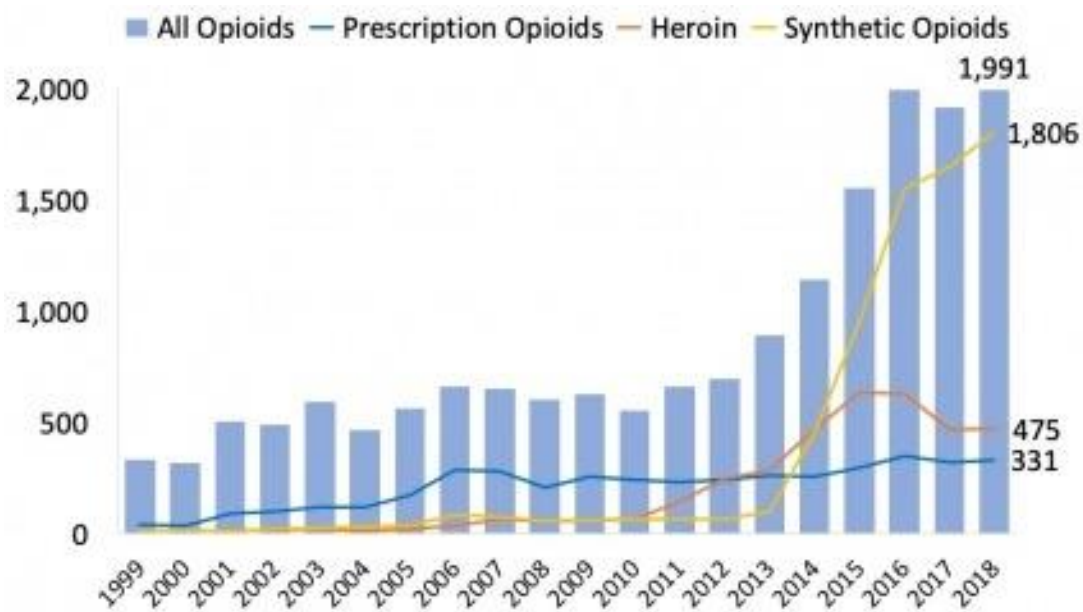
¹ New England High Intensity Drug Trafficking Area 2020 Annual Drug Threat Assessment.

² Massachusetts Department of Public Health, Bureau of Substance Abuse Services, interview by NDIC FIO, February 2011.

³ <https://www.dea.gov/factsheets/fentanyl>

on the skin. Although diverted pharmaceutical fentanyl has been abused from time to time, the product introduced to the state’s heroin supply was a product manufactured illicitly, in most cases overseas. Its high potency meant that traffickers needed to introduce only a small amount, instead of a larger dose of heroin, meaning that the end product was cheaper. However, too much fentanyl could – and did – make doses too strong and, in many cases, lethal. Opioid overdose deaths in Massachusetts began a sharp rise in 2013, spiking in 2016, and leveling off at a high level since then.

The role of fentanyl in overdose deaths is clear. Among the 1,878 opioid-related overdose deaths in 2019 where a toxicology screen was also available, 1,749 of them (93%) had a positive screen result for fentanyl.⁴



Number of drug and opioid-involved overdose deaths in Massachusetts. Drug categories presented are not mutually exclusive, and deaths may have involved more than one substance. Source: CDC WONDER, 2020.

Drug abuse is a complex problem with no easy solutions; simplistic approaches only bring failure and disappointment. Substance use disorder fuels crime, endangers young people and those who are susceptible to addiction, and eats away at the fabric of a community. The Norwood Police Department has designed this comprehensive strategy to address the problem

⁴ Data Brief: Opioid-Related Overdose Deaths among Massachusetts Residents, DPH November 2020

head-on. While our objectives are to arrest drug dealers, help landlords evict them, leverage addicts into treatment and educate the public, our ultimate goal is to reduce the number of people who abuse heroin, fentanyl and prescription opioids. While progress towards this goal will be difficult to measure, it must nonetheless remain our focus.

Strategic Policing

The Norwood Police Department uses a crime control strategy designed around the principles of the New York City Police Department's (NYPD) Compstat approach. It is applied by our personnel to all aspects of the Department's drug control program.

1. Accurate, timely intelligence.
2. Rapid deployment of resources.
3. Use of effective tactics.
4. Relentless follow-up & assessment.⁵

Pursuing Drug Dealers

The acquisition of drugs can occur in a number of ways:

1. An addicted person drives to a location outside Norwood to meet a dealer;
2. An drug customer "fronts" money to a friend or associate who is going to get drugs for himself, and receives drugs when the friend returns;
3. A dealer who lives or works in Norwood sells drugs from either a fixed location or by driving to local "meet spots"; or
4. Dealers from outside Norwood drive here to sell drugs.

Most drug deals are not spontaneous events and communication between dealers and customers by cell phone or text messaging is the norm. Some dealers use untraceable phones and third-party vehicles in an attempt to avoid capture, and the use of false identification documents has become common among the more sophisticated traffickers in the region. Because of the secretive nature of drug transactions and the sophistication of many dealers, proactive

⁵ Jack Maple, The Crime Fighter, (New York: Doubleday, 1999) 32

investigative techniques and the cultivation of confidential informants are essential.

Drug control is not the concern of detectives alone; it is the responsibility of all the Department's divisions and personnel. Detectives are, however, the tip of the spear in the Department's effort to control the distribution of drugs. In addition to conducting investigations into suspected drug dealers, the detectives of the Department's Bureau of Criminal Investigation are tasked with the following:

- Coordinating intelligence from Department personnel, residents, merchants and other law enforcement agencies.
- Analyzing intelligence to determine the best approaches, which include but are not limited to launching a criminal investigation based on intelligence, conducting surveillance operations, or forwarding intelligence to the patrol division for increased uniformed patrol or surveillance by plainclothes anti-crime units.
- Coordinating with federal, state and local law enforcement agencies. The Norwood Police Department is the lead agency of the Norfolk County Police Anti-Crime Task Force (NORPAC), the drug task force that serves 17 Norfolk County communities including Norwood.

In assessing investigative options, detectives must balance the need to cut off sources of supply through in-depth investigations with the need to timely address conditions that affect the safety and quality of life in neighborhoods.

Working with Landlords

Most street and mid-level drug dealers live in rented apartments, and the Norwood Police Department encourages landlords to evict dealers who sell drugs from their properties. Detectives may carry the landlord's telephone number when they conduct a raid or buy-bust operation, and call him or her as soon as drugs are found, but in all cases, property owners are notified in writing when the Department catches a tenant selling drugs from a rented unit.

Property owners have a stake in preventing drug dealing from their buildings because federal and state forfeiture laws provide for the seizing of properties where owners knew or should have known that drug distribution

was taking place. When landlords take decisive action, tenants often move out as soon as eviction proceedings begin.

To assist landlords with removing tenants who sell drugs, the Department has posted on its website helpful information about eviction proceedings.

Drug Intervention

Most drug investigations target people who sell drugs, so raids and undercover operations are only marginally effective at addressing substance use disorder directly. Following the arrest of a dealer most of his or her customers quickly find a new source. This ongoing demand fuels new supplies, and so it seems that no progress is being made.

The Norwood Police Department uses a drug intervention approach whereby officers contact addicted people and offer them assistance finding treatment. This can be particularly effective following the arrest of a dealer when addicted people are temporarily left without a source. Those who seek out or accept the Department's assistance finding treatments are not prosecuted based on what they tell the officer about their addiction.

Selecting a Treatment Plan

Once an addicted person has agreed that he or she needs help, the Police Department will assist them finding a treatment facility.

- The Department of Public Health's Bureau of Substance Abuse Services has an online tool for locating drug treatment programs at **www.helpline-online.com**.
- The Norwood Police Department's website lists drug treatment programs at "Find Treatment" under the Drug Control tab.
- All Department personnel have access to a list of detoxes and other drug treatment programs on the Department's internal computer system, cruiser laptops and their mobile devices. People can obtain the list by visiting the Police Department's web site.

- The Norwood Police Department strongly urges people who are addicted to consult their primary care physician or a health professional for assistance when choosing the proper treatment.

Relapses are a common and unfortunate aspect of recovery. When they occur, it is imperative that the addicted person seek readmission immediately. We hope we can serve as a resource for the families of addicted people.

Section 35

Drug abuse is a disease, but unlike other diseases those who are afflicted do not always seek help on their own. Massachusetts law allows a district court judge to commit an addicted person to a treatment facility:

Massachusetts General Law Chapter 123 § 35, known in the court system simply as a Section 35, allows:

“any police officer, physician, spouse, blood relative, guardian or court official to petition any district court or any division of the juvenile court department for an order of commitment of a person whom he has reason to believe is an alcoholic or a substance abuser” if the abuse “substantially injures his health or substantially interferes with his social or economic functioning; or ... he has lost the power of self-control over the use of such controlled substances.”

Oftentimes, family members are reluctant to petition the district court themselves for fear of retaliation or a damaged relationship, so the authority of a police officer to fill this role can be a helpful tool.

If a judge finds that the person is addicted and at risk, the judge can order him or her to be committed to a facility for in-patient treatment. Addicted people are sometimes offered the choice of entering a detox on their own or facing the potential that they will be committed by the court, and as a result, many addicts opt to accept the offer of treatment.

Overdoses

The Norwood Police Department follows up on all substance use overdoses using a database created by Kelley Research Associates and funded by the Norfolk District Attorney. Whenever a person overdoses anywhere in

Norfolk County, the police department where the incident occurred enters information about the overdose incident into the database. The system automatically notifies a police point of contact in the community where the victim resides so that police officers there can contact the person and offer services. When such a notification is received by the Norwood Police Department, trained officers familiar with area treatment options reach out to the victim. The Department also tracks all fatal and non-fatal overdoses that occur in Norwood.

Naloxone

In 2014, officers of the Norwood Police Department began carrying naloxone, commonly known by the brand name Narcan, in all NPD radio cars. We were the fourth police department in Massachusetts to do so. All officers have been trained in its use, and a policy has been issued to all employees. Along with Norwood firefighters, who also carry it, Norwood police officers have administered naloxone at the scenes of most opioid overdose calls.

Patrol Strategy

The patrol division deploys officers in marked and unmarked vehicles, on bicycles and on foot, in uniform and in plainclothes. Sergeants have the authority to deploy Department resources and personnel for maxim impact. All officers of all ranks and assignments are responsible for forging trusting relationships with residents and merchants. Those relationships often yield useful information about unlawful drug activity.

Patrol officers play an additional role in the Department's counter-drug strategy. By interacting with and often arresting people who possess drugs and commit street-level crime, they are in the best position to develop intelligence and cultivate confidential informants, the underlying tenets of most productive narcotic investigations. The Department will assign officers to the investigations that stem from their efforts.

Intelligence-led policing refers to the use of intelligence to guide policing strategies and tactics. Most police agencies receive intelligence; the good ones push it out to patrol to enhance its effectiveness. The NYPD Compstat model of accurate and timely intelligence, rapid deployment of resources, use of effective tactics and relentless follow-up and assessment is particularly applicable to

counter-drug patrol strategy.

Following drug arrests in neighborhoods, officers knock on doors to notify the neighbors and to solicit information. During these post-raid knock-and-talks, officers explain that the drug dealer may make bail and that his release is unrelated to the strength of the case or its eventual outcome. Neighbors are assured that police presence will increase and are encouraged to call if drug activity resumes.

In the wake of a raid or drug arrest, the Department sends directed deterrent patrols into the neighborhood to establish a presence, deter a resurgence of drug activity, and instill a feeling of security among residents.

Communicating with Our Community

The Norwood Police Department utilizes its website, **norwoodpolice.com** to exchange information with the community. The website has a “Drug Control” tab that brings visitors to the following links and resources:

- **NPD Drug Strategy:** a copy of this document is available for downloading.
- **Report a Tip:** a confidential telephone number (781-440-5181) is available to report drug tips; and there is an email link (reportatip@norwoodma.gov) as well. The tip line is checked daily and the emailed tips are directed to specific detectives. **We strongly encourage residents to call 911 to report drug activity in progress.**
- **Find Treatment:** a comprehensive list of area drug treatment facilities with their addresses and telephone numbers, as well as a link to helpline-online, the online tool for accessing drug treatment maintained by the Department of Public Health, Bureau of Substance Abuse Services.
- **Prescription Drug and Syringe Disposal:** information about the drug disposal receptacle in the lobby of Police Headquarters. Residents may deposit unused prescription drugs 24 hours per day, 7 days per week, no questions asked. Syringes may not be deposited in the drug disposal receptacle, but people who use syringes may obtain a sharps container from the Norwood Health Department at Town Hall. The Police

Department will retrieve improperly discarded syringes found by residents.

- **Information for Owners of Rental Property:** instructions for landlords and property owners who suspect drug activity on their property. Information about evictions and a list of public records available to property owners attempting to remove drug violators.
- **Information for Healthcare Professionals:** recommendations of the Department that doctors, dentists and endodontists encourage their patients to use care with narcotic pain relievers and dispose of unused medications properly.
- **NORPAC Task Force:** information about the Norfolk County Police Anti-Crime Task Force.

Educating the Community

The Norwood Police Department can provide an additional service to the community by providing education about drug abuse. The Department's two School Resource Officers are already assigned to the high school and middle school and can assist in the education of students in all grades, and School Liaison Officers – full time patrol officers who liaise with each elementary school – are also available for this purpose. The Police Department will also make officers and detectives available to civic groups that request programs about crime or drug-related issues.

Norwood's substance abuse coalition, **Impact Norwood** (impactnorwood.org) is made up of town, school and public health officials, parents and Norwood police officers. It offers programming designed to educate residents about substance use issues.

Measuring Success

Measuring the success of anti-crime and public health initiatives can be difficult, and the progress of a drug control strategy is particularly challenging to quantify because some of the usual barometers can be misleading. After all, an increase in drug arrests can mean that the police are working harder, or conversely that drug abuse is up.

The Norwood Police Department's goal to reduce the abuse of fentanyl, heroin and prescription opioids requires that we focus on the people who use drugs. The Department will look to the fourth Compstat principle - relentless follow-up and assessment - and track the drug use status of identified opioid abusers. Statistics will be hard to come by, but tracking data about the arrest and removal of dealers from our neighborhoods, combined with assessments of addicted people who have been referred to treatment, should provide the Department with empirical data that will continue to guide our strategy.

Appendix – Drug Treatment Facilities

DETOX FACILITIES									
NAME			ADDRESS				TELEPHONE		
AdCare Hospital		D	107 Lincoln St., Worcester, Ma.				800-345-3552		
Andrew House		D	1 Long Island Rd., Quincy, Ma.				617-479-9320		
Arbour Fuller Hospital		D	200 May St., S. Attleboro, Ma.				508-761-8500		
Arbour Hospital		DD	49 Robinwood Ave., Boston				617-522-4400		
Baldpate Hospital		DD	83 Maldpate Rd., Georgetown, Ma.				978-352-2131		
Bournewood Hospital		DD	300 South St., Chestnut Hill Ma.				617-469-0300		
Community Health Link		DD	68 Jakes Ave., Worcester, Ma.				508-860-1200		
Dimock St. Detox		D	41 Dimock St., Roxbury, Ma.				617-442-8800		
Emerson Hospital Detox		D	ORNAC, Concord, Ma.				978-287-3520		
Faulkner Detox		D	1153 Centre St., Jamaica Plain, Ma.				617-983-7712		
Gosnold Treatment Center		D	200 Ter Huen Dr., Falmouth, Ma.				508-540-6550		
Highpoint "Castle" 12-18 yoa		D	20 Meadowbrook Rd., Brockton, Ma.				508-638-6000		
Highpoint Treatment Center		D	30 Meadowbrook Rd., Brockton, Ma.				508-584-9210		
High Point Treatment Center		D	1233 State Rd., Plymouth, Ma.				508-224-7701		
McLean Hospital		DD	115 Mill St., Belmont, Ma.				617-855-2000		
NBH Boston Treatment		D	784 Mass. Ave., Boston, Ma.				617-247-1001		
Norcap Detox		D	71 Walnut St., Foxboro, Ma.				508-543-1873		
Spectrum Detox		D	154 Oak St., Westborough, Ma.				800-366-7732		
SSTAR		D	386 Stanley St., Fall River, Ma.				508-235-7002		
Steward Healthcare		D	736 Cambridge St., Boston, Ma.				617-789-3000		
*** For Assistance with Free Beds call the Substance Abuse Free Bed Hotline 1-800-327-5050									
<i>Monday-Friday 9am-11pm and Saturday/Sunday 9am-5pm</i>									
*** D = detox DD =Dual Diagnosis									

				HALFWAY HOUSES					
NAME			ADDRESS				TELEPHONE		
Anchor House **			60 Cherry St., Plymouth, Ma.				508-746-6654		
Angel House			309 South St., Hyannis, Ma.				508-775-8045		
Answer House **			5 G St., South Boston, Ma.				617-268-7124		
Beacon House *			53 Beacon St., Greenfield, Ma.				413-773-4610		
Beacon Hamilton House **			25 Mt. Ida Rd., Dorchester, Ma.				617-288-1584		
Bridge House **			18 Summit St., Framingham, Ma.				508-872-6194		
Casa Esperanza			8 Dunmore Pl., Roxbury, Ma.				617-445-7411		
CASPAR House **			16 Highland Ave., Somerville, Ma.				617-623-5277		
Channing House **			21 Catherine St., Worcester, Ma.				508-755-8088		
Crozier House			10 Hammond St., Worcester, Ma.				508-798-0194		
Cushing House			54 Old Colony Rd., S. Boston, Ma.				617-269-2933		
East Boston Rehab			52 White St., Boston, Ma.				617-569-2089		
Edwina Martin House			678 N. Main St., Brockton, Ma.				508-583-0493		
Eastern Middlesex **			12 Cedar St., Malden Ma.				781-321-2600		
Emmerson House *			554 W. Falmouth Hwy., Falmouth Ma.				508-540-1554		
Entre Familia Program			209 River St., Mattapan, Ma.				617-534-7974		
Faith House			142 Burncoat St., Worcetsr, Ma.				508-860-1287		
First Academy			167 Centre St., Roxbury, Ma.				617-427-1588		
Gandara *			507 Appleton St., Holyoke, Ma.				413-540-9881		
Gavin House **			64 East 4th St., S. Boston, Ma.				617-268-5517		
Genesis II Family Center			295 Adams St., Newton, Ma.				866-705-2807		
Glenice House			365 East St., Tewksbury, Ma.				978-640-0840		
Granada House			70 Adamson, St., Allston, Ma.				617-254-2923		
Griffin House			26 Thane St., Dorchester, Ma.				617-265-8022		
Hamilton House			25 Mount Ida Rd., Dorchester, Ma.				617-288-1584		
Harmony House			235 Earle St., New Bedford, Ma.				508-992-8948		
H.A.R.T. House			365 East St., Tewksbury, Ma.				978-851-0969		
Hello House			1 Long Island Rd., Quincy, Ma.				617-471-6616		
Hope House			40 Upton St., Boston, Ma.				617-971-9360		
Hurley House			12 Lowell St., Waltham, Ma.				781-899-2540		
INN Transitions			42 Washington St., Peabody, Ma.				978-531-9951		
Interim House **			62 Waldeck St., Dorchester, Ma.				617-265-2636		
Jeremiah's Inn			1059 Main St., Worcester, Ma.				508-755-6403		
Keenan House **			198 Bradford St., Pittsfield, Ma.				413-499-2756		
Link House **			37 Washington St., Newburyport, Ma.				978-462-7341		
Lowell Recovery House			102 Appleton St., Lowell, Ma.				978-459-3371		

Meridian House			408 Meridian St., East Boston, Ma.	617-569-6050
Miller House			165 Woods Hole Rd., Falmouth, Ma.	508-540-5052
Monarch House			252 County St., New Bedford, Ma.	508-997-7175
My Sister's House *			89 Belmont Ave., Springfield, Ma.	413-733-7891
New Victories **			9 Virginia St., Dorchester, Ma.	617-825-6088
NORCAP Lodge			71 Walnut St., Foxboro, Ma.	508-543-1873
North Cottage **			69 East Main St., Norton, Ma.	508-285-2701
Orchard St.			17 Orchard St., Leominster, Ma.	978-537-3109
Pathway House **			171 Graham St., Gardner, Ma.	978-632-4574
Project Cope *			117 North Common St., Lynn, Ma.	781-581-9273
Project Turnabout			224 Beale St., Hingham, Ma.	781-749-6320
Ryan House			100 Green St., Lynn, Ma.	781-593-9434
Sage House			61 Clinton St., Framingham, Ma.	508-626-2586
Serenity House			44 Wilson, St., Hopkinton, Ma.	508-435-9040
Shepherd House *			22 Windermere Rd., Boston, Ma.	617-288-3906
Steppingstone			466 North Main St., Fall River, Ma.	508-674-2788
Sullivan House **			65 Glen Rd., Jamaica Plain, Ma.	617-524-4416
Victory House **			566 Mass Ave., Boston, Ma.	617-262-5032
Women's Hope *			10 Chamblet St., Dorchester, Ma.	617-541-0232
Women's Place/CASPAR *			11 Russell St., Cambridge, Ma.	617-661-6020
Women's View *			582 Haverhill St., Lawrence, Ma.	978-687-1658
* Denotes FEMALE Specialization				
** Denotes MALE Specialization				